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August Newsletter - When to Act

President's August Message

Greetings, Colleagues! I am so honored to be the 2020-2021 President of the Kentucky Center for Performance Excellence! I've been associated with KyCPE since 2011. I was encouraged by my then boss, Kentucky Commissioner of Education, Dr. Terry Holliday, to attend the annual KyCPE conference and banquet. As I sat in the back of the room listening to all the incredible organizational leaders who had earned the title National Baldrige Award Winner, I remember thinking, "these are my people." They think like I do. They see organizational excellence as a series of incremental improvements. And they did it! They have found the secret sauce that takes an organization from good to great. From average to top decile. I could barely contain my excitement as I headed back to the office to discuss this transformation with Dr. Holliday.

As much as I would love to tell you that the Kentucky Department of Education went on to win its own Baldrige award, that is not the case. Yet! My enthusiasm and excitement for the work, however, has not waned. I am an eternal optimist and I know if we stay the course, continue to innovate, continue to improve and always strive for better, the results will follow.

During this time of so much uncertainty, I believe its more important than ever that we find innovative ways to improve our work. No matter your industry, these unprecedented times have given us all reason to pause, rethink and adjust. So our theme for August, "Improve", could not be more appropriate.

KYCPE is all about helping others improve. We are entering our season of accepting applications and will soon be sending out invitations to anyone interested in becoming a Baldrige examiner. A common phrase we use in the Baldrige community is, "it's the toughest training you'll ever love." I hope you'll consider joining us on this journey either as an examiner, an applicant or maybe you'd like to become an active member of KyCPE. We'd love to have you! I'd love to have you! Let us know the next step you'd like to take toward achieving excellence.

Karen Dodd
President, KyCPE

Upcoming Events

September 1 - letter of intent to apply due to KyCPE

September 18 - KyCPE webinar series begins (see below)



Without data you're just another person with an opinion.

W. EDWARDS DEMING

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KyCPE Conference Cancelled - Webinar Series to Begin in September

Due to the pandemic, the decision has been made to cancel the KyCPE 2020 conference. The 2019 Baldrige best practice winners have agreed to present their sessions at our monthly [Winner Webinars](#) on the theme "**Leading for Performance Excellence**". The fee is just **\$25/session or \$125 for all annual webinars** - included as a benefit for all individual members. The first webinar will be held on September 18, the day of the original conference. [Registration](#) is now available on KyCPE's website.

Networking

Humana

There is an opening for a Senior Process Improvement Professional in Marketing Operations available at Humana in the Louisville area. The job posting is R-235938 and additional details can be found at this [link](#).

HQ Updates

Nine U.S. organizations were recently selected to receive virtual fall site visits, the final stage of the evaluation process for the 2020 [Malcolm Baldrige National Quality Award](#) (MBNQA), the nation's highest award for organizational performance excellence. [Click here to read more.](#)

The national [Baldrige Fall Conference](#), including all 2019 winners and several past winners, will be hosted virtually by the [Alliance for Performance Excellence](#). The one day fee for the event is \$345 per person and \$195 per optional afternoon pre-conference session.

Pro Tip

by Eric-Stephan Neill

When to act is an age-old problem. Act too soon and the effort may fail or deliver sub-optimum results. Act too late and you may not derive the benefits the action is supposed to achieve.

In the process world we always look for the optimal window of opportunity to act. That time when risks are lower, and chances of success are greater. In today's digital world we find ourselves constantly challenged to act quickly, but acting quickly is fraught with problems and opportunities for failure. Just look at how many tweets and other social media posts need to be withdrawn, deleted or corrected due to acting before analyzing fully.

The optimal window of opportunity to act typically comes after we have analyzed the risks and rewards of an opportunity and measured those against the mission, vision and values of the enterprise or organization, and ensure alignment with our objectives and initiatives. Just because we need to weigh the positives and negatives and articulate the opportunities for success and failure, does not mean that we must be paralyzed by analysis or delay decisions.

First, ensure that your organization is capable of rapid and complete analysis. It may not always be possible, but strive for excellence in analysis, analytics and data interpretation. Whether your window of opportunity is hours, days, weeks, months or other, tailor your abilities to analyze and recommend options to those time frames. Remember that not everything is an emergency, not everything carries the same weight and risks – be sure to categorize and stratify to provide appropriate levels of decision making.

Second, streamline decision making to be rapid and in response to the reasoned analysis and recommendations made. We should be able to spend less time agonizing over a decision if we are operating from a series of options that have been analyzed and recommended based upon the data. We won't always be right, but a systematic approach is more likely to provide positive results.

Third, act when and where appropriate. In some cases, your organization's hand may be forced by outside elements (natural disaster, financial crisis, pandemic, etc.). In most cases, however, having appropriate and responsive approaches or processes in place often allow for timely and reasoned calls to actions.

In short, it is time to act when you can describe the problem or opportunity, have weighed the risks and rewards, presented options with benefits and risks to the decision makers and they are armed with the data to act.



About Us

Karen Dodd, KyCPE President

Karen Dodd began her term as KyCPE President on August 1, but has been involved with the organization for 9 years.

How have you served KyCPE?

I started as an applicant in 2012. I lead the application writing team for my own team (the Commissioner's Deliver Unit). We followed that up with a level 2 application and then I lead a team to submit a level 2 application for KDE. I was an examiner in 2013 and 2014. In 2015 and 2016 I was lead examiner. In 2017 I was an editor. I joined the board of directors in 2014. I accepted the role of President-Elect in 2019 and transitioned to President this August.

What is your job outside of KyCPE?

I am the Chief Performance Office for the Kentucky Department of Education. I oversee strategic planning and manage a team who monitor our strategic progress, analyze data and perform research.

How have you benefited personally and/or professionally from being part of KyCPE?

Personally, I've made good friends with like-minded people through KyCPE. That includes fellow board members and those who are seeking to learn as examiners and applicants. Professionally, I have gained a deeper knowledge of HOW to provide evidence of the work that is happening. I've also learned to give better feedback to those I work for and with. The skills I've developed as an examiner and an applicant have been invaluable in my professional career.

What is your hope for KyCPE's future?

My hope for KyCPE's future is that more people hear about the excellent opportunities for FREE training as an examiner. Likewise, I'd like more businesses and organizations to understand how the Baldrige Framework can be used as tool to catapult them towards greater success and better outcomes. When you have a leadership team that is focused on results and finds a tool that is so comprehensive, you can't help but improve.

What is one resource you have found to be valuable in your quest for excellence?

One resource I've consistently gone back over the past couple of years is The Balanced Scorecard Institute (<https://balancedscorecard.org/bsc-basics-overview/>). I have their book as well, The Institute Way. If you are just starting out in strategic planning or want to try a new approach, I highly recommend both the book and the website.

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