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## January 2021 Newsletter: Senior Leadership

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### President's January Message

Happy New Year, Baldrige family! I think we are all breathing a sigh of relief to have 2020 in our rearview mirror. Better days seem to be ahead of us with a COVID-19 vaccine rolling out.

This month's newsletter is focused on leadership; specifically, how do your senior leaders lead the organization? In an article below, Eric Neill focuses on promoting legal and ethical behavior with a great story from his own work experience. Be sure to check it out.

As chief performance officer for the Kentucky Department of Education (KDE), my thoughts naturally bend toward mission and organizational performance. If you follow education in Kentucky, then you know we have a new commissioner and

with new leadership comes new direction. We've worked with the Kentucky Board of Education to establish a new vision and mission. We've administered a survey to obtain feedback from all stakeholders on what they would like education to look like in the future. And this year the commissioner will be conducting a listening tour (virtually!) to get more input from students, teachers, school and district personnel, parents, business owners, etc. I mention all of this because before you can measure performance, you need to know what you plan to achieve.

The first quarter of the year is a great time to review your goals. Performance can't be measured if you don't have a clear vision of what you want your outcomes to be. Outcomes can't be achieved without action plans. As leaders, we must be very clear when communicating with employees, customers and stakeholders. Share your vision. Be sure every time you speak, you are focused on your vision and you are able to express the action plans in place to achieve that vision. Your employees are looking at you for direction. Your customers and stakeholders are looking to you for progress.

If you find yourself in need of assistance with setting your vision, mission, values, goals or action plans, we're just a call away. We'd love to help you improve your performance and achieve great results in 2021!

Karen Dodd, PMP

KyCPE President

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**Mark your calendar!**

**February 17, 4 p.m. ET- Webinar hosted by Baldrige Award Winner,**

Adventist Health White Memorial (details below)

**March 17, 4 p.m. ET-** Webinar hosted by Doug Serrano and Denise Haynes of Quiet Excellence - Don't Just Correct an Issue...Take a Corrective Action

**April 21, 4 p.m. ET-** Webinar hosted by Doug Serrano and Denise Haynes of Quiet Excellence - The 2021-2022 Baldrige Framework Update: The Concepts, the Details and the Leftover Challenges



Meet **William J. Ryan**, KyCPE's newest board member. He is the founder and principle consultant of Ryan Consulting, LLC, where he helps organizations develop, engage and retain their workforce by using learning opportunities strategically.

Ryan is brand new to KyCPE and was drawn to the board position because of his experience using process design in supporting people's performance and in organizations using the Baldrige criteria. Ryan hopes that KyCPE can positively impact the performance and effectiveness of organizations across the Commonwealth.

One resource Ryan finds valuable in the quest for excellence is [Exponential Organizations, by](#)

[Salim Ismail.](#)

Ryan can be reached on [Twitter \(@WmJRyan\)](#),  
[LinkedIn](#) and [WilliamJRyan.com](#).



## MEASUREMENT ANALYSIS & KNOWLEDGE MANAGEMENT



Baldrige Winner and Operations Executive of Adventist Health White Memorial, Mara Bryant, will be presenting on the impact of Leading for Performance Excellence within Category 4, on February 17th via Zoom.

### **New Webinar Announced - Feb. 17, 4-5:30 p.m. ET**

As Operations Executive, Mara Bryant leads key initiatives including the roll-out of Project IntelliCare, implementing the Malcolm Baldrige business framework, HIPAA compliance and Joint Commission preparation. She also provides operational oversight for Organizational Performance including Customer Loyalty, Accreditation and Patient Safety, Clinical Performance Improvement, CIS and Health Information Management (Medical Coding and Clinical Records).

In 1999, she became Adventist Health's first national Malcolm Baldrige examiner in the healthcare category, which has helped White Memorial better understand and implement the Malcolm Baldrige criteria.

[Register on KyCPE's Website](#)

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## HQ Updates

This month's feature is [Govapalooza](#), a Baldrige Alliance and Alliance for Innovation partnership. This online event is for government entities or any organization dealing with governance. Govapalooza has had awesome speakers in the past, including Apple co-founder, Steve Wozniak. Due to strong sponsorship, **Alliance members can attend the full, five-day event for only \$125!** Use promo code "**Baldrige**" for the discount.

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## Pro Tip - Senior Leadership

by Eric-Stephan Neill

There is a current news story about a corporate CEO and his wife, falsely claiming to be new motel employees to jump the line for the Covid vaccine – and apparently not even in their own communities. There are repeating news stories about “Covid-Tourism” where people travel to other locations to get a vaccine shot, when their own communities have too few, or these “tourists” are not yet eligible. Some might refer to these behaviors as entitlement or a culture of entitlement – which may present a view as to why the Baldrige Criteria start off with “*How do your senior leaders lead the organization?*”

Whether you subscribe to the concepts of servant leadership, or some other leadership style or method, there is no doubt that the behavior of our leaders is a fundamental creator or destroyer of our corporate culture and even the organization itself. Where we see leaders misbehave, or flaunt their position, we often see organizations that are not performing at their best or even moral center.

I once had a role where I had the opportunity to travel worldwide with the CEO of my organization. The company had a “coach only” policy for travel to Europe and Asia, where some of us travelled almost monthly. I knew this CEO personally and had been recruited by him at two different companies – one of my attractions to working for him was his sense of leading by example. When we got to the airport he stood in the same check in lines as we did, sat in coach, carried his luggage like anybody else, worked the same hours, stayed in the same hotels and ate the same meals with his employees.

There was never a doubt about who was in charge. He encouraged discussion, sometimes quite vigorous, but when debate was cut off and a direction selected, he did not allow for any deviation from the objective.

This CEO always had the organization’s Mission, Vision and Values (MVV) in mind. He lived them, and through him most of his staff lived them as well. There were some holdouts, but he never let that deter him from trying and always consistently messaging the MVV through words and deeds. He went so far as to frequently visit the operations of the occasional holdouts to ensure that his message and the organization MVVs were explained and understood by the employees of his more resistant senior executives. I was surprised how successful these missionary visits to recalcitrant locations were beneficial. Many, if not most, employees who saw and heard the message, saw the progress being made along with the heartaches, became more inclined to follow.

Baldrige seeks to have the applicant understand how their leaders deploy the MVV not only within the organization, but also to external partners, suppliers and all stakeholders through a management system. That system may be as simple as a one page document or a more formal system, but consistency of message, elimination of deviations from the MVV, and constant practice by senior leaders provides behavioral examples for all stakeholders.

This behavior provides the foundation for a strong organization that will certainly suffer fewer ethical lapses, provide for greater stakeholder engagement, and drive improved results.

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## **KyCPE Service Opportunity**

KyCPE is actively recruiting committee members. We invite your inquiry into participating in any committees that interest you. If you are interested in a committee appointment, please contact the chair of the Human Resource Development Committee, Bob Gardner at [Gardner0711@outlook.com](mailto:Gardner0711@outlook.com) or 859-806-9501.

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