

# PERFORMANCE COUNTS

Spring 2012



The Newsletter of the Virginia U.S. Senate Productivity and Quality Award Program

## Who's in the VA SPQA Community?

- Award applicants and past recipients
- Current, potential and past Examiners
- Sponsors big and small
- Others who wish to make a difference

## Who to contact with questions about the VA SPQA Community?

- *Bob Bowles, Executive Director* 571.215.8881  
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- *Jo Lin Rohr, Board Chair*  
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## Contents

2012 Cycle Nearly Complete	1
Baldrige Update	1
Book Review	2
SPQA Welcomes ... Examiners	3
The Forum is Coming	3
12 to Watch Now Accepting Applications	3
SPQA Schedule	3
The Performance Corner	4

## SPQA 2012 Cycle is Nearly Complete

### *Seven Applicants Receive Site Visits!*

By the time this Newsletter hits the presses, the 2012 SPQA Cycle will be nearly over.

Examiners have been trained. Independent Review and Consensus Meetings are distant memories. Site Visits have been conducted. And Feedback Reports are being prepared.

During their Site Visits, Teams clarified Opportunities for Improvement and verified Strengths recorded in their Consensus Review Scorebooks. (Remember – until Site Visit, Examiners have access only to what the Applicant has written in the Application. At Site Visit,

Teams may request additional data and information needed to fill in the gaps in the Application.)

Following Site Visit, Teams revise and refine the Scorebook Comments and Final Feedback Reports are prepared. Feedback Reports are sent to Applicants, and Applicants are offered the opportunity to meet with the Examiner Team face-to-face to discuss the Feedback Report.

An independent Judges Panel reviews each Team's findings and recommends award levels. The Judges then meet with the SPQA Board of Directors at which time, the Board confirms that the

established review and judging processes were followed, and endorses the recommended award levels.

Finally, all participants in the 2012 Cycle will assemble in Richmond for two days of celebration and learning. The Virginia Forum for Excellence will be held at the Holiday Inn Koger Center September 10 and 11. Forum events will include pre-conference workshops on September 10 and breakout learning sessions on September 11. There will also be keynote addresses and, of course, the Awards Ceremony itself. Be sure to join us in Richmond in September. ●

## Baldrige Update

### *Enhanced Role Envisioned for SPQA*

As reported in the Winter edition of this Newsletter, beginning with the 2012 Award Cycle, the Baldrige Program Office has imposed new eligibility requirements: In short, an Applicant must begin its Baldrige journey at the state level. After receiving the highest state award, an organization will be eligible to apply for the Baldrige Award. There are, of course, exceptions to this rule – such as where there is no State award program to which to apply, or where the organization has already received the Baldrige Award.

Other changes are in the works as well. Specifically, just as State programs will serve as the “wicket” through which

organizations must pass on the way to the national Baldrige Award, Examiners may likewise begin their Examiner “careers” at the State level.

Consequently, it appears that State programs will need to do some standardization in order for both Applicants and Examiners to be ready to advance to the National program.

One thing being considered is the delegation of all Examiner training to the State programs. That would, of course, require standardized training. Examiners in the Virginia, Maryland, Michigan, and all other State programs will need to acquire the same knowledge, skills, and abilities, and carry those forward

when they advance to the National Program.

Similarly, standardization of Site Visits would also be required – so that Applicants in each State receive a Site Visit that is pretty much as robust and of the same length as Site Visits received by Applicants in other States. The purpose of that, of course, is to prepare them for the in-depth Site Visits received by Applicants at the National level.

Feedback Reports and Feedback Sessions will also be standardized and aligned with those provided at the National level.

What else? Only time will tell. Stay tuned to this Newsletter. ●

"VA SPQA evaluation and recognition is available to the **business service, manufacturing, health care, government/non-profit and educational sectors.**"



## Back to the Future

### Book Review: "Innovation" is nothing new. It behooves us to pay attention to the lessons learned the last time it passed through.

**Process Innovation: Reengineering Work through Information Technology**, by Thomas H. Davenport;  
**Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector**, by David Osborne and Ted Gaebler;  
**Reengineering the Corporation: A Manifesto for Business Revolution**. Michael Hammer and James Champy

No description of the current increased focus on innovation would be complete without some comment on management's flirtation with Business Process Reengineering (or Reinventing Government, as it was known in the federal sector). That is because the use – or, rather, the abuse – of Reengineering is a textbook example of how not to promote a culture of innovation.

A review of change management literature reveals that researchers have found that it normally takes five to seven years for a properly executed major change initiative to take effect and become embedded in the culture of the organization. But Western – in particular, American – managers are an impatient breed. They want – indeed, expect – change to occur immediately. The incremental improvement approaches of Deming, Juran, and others could not satisfy managers' wants and needs for instantaneous results.

Enter Michael Hammer and James Champy. Gaining recognition in 1993, with their best seller, *Reengineering the Corporation*, they eschew the concept of Continuous Process Improvement, and embrace the fundamental rethinking and radical redesign of business processes to bring about dramatic improvements. Fast, abrupt, large-scale, and top-down organizational change was touted as the solution to all organizational problems.

But a 1994 CSC Index "State of Reengineering Report" stated something quite different: 50% of the companies participating in the study stated that the most difficult

part of reengineering is dealing with fear [about the reengineering initiatives] in their organizations; 73% of the companies reported that they were using reengineering to eliminate, on average, 21% of their jobs; and, of 99 completed reengineering initiatives, 67% were seen as having produced mediocre, marginal, or failed results.

Hammer and Champy, and other Reengineering devotees, forgot the crucial element of organizational behavior – people. Employees, managers, customers, stakeholders, and partners were too often left out of the equation. Too often, Reengineering was used as a thinly-veiled excuse for massive downsizing and reduction of employee benefits. Reengineering treated people as just so many interchangeable parts to be reengineered. But no one wants to "be reengineered;" and large-scale layoffs, incentives to induce senior employees to resign voluntarily or to retire early, created fear and anxiety on the part of employees. It killed engagement and innovative spirit in those who remained behind. Moreover, it forced out the most qualified, most knowledgeable, and most experienced. And when these people left, they took their knowledge and skills with them. In some cases, this was a minor inconvenience. The skills could be regained through outsourcing, temporary hires, or retraining those who remained. In other cases, the damage done by reengineering did not become apparent until much later. There was talk a few years ago about sending astronauts to the moon again. But the scientists and engineers who developed the Saturn V rocket in the 1960s had all been offered early outs or buyouts in the Reinventing Government fad of the 1990s. And the written records – plans, blueprints, specifications, etc. – had been misplaced.

But in many cases – for example, when fundamental redesign of business processes and structures is required to address unacceptable performance, rising competition, erosion of customer loyalty and confidence, or emerging opportunities – Reengineering makes sense. This business concept was

instrumental in America's economic revival in the 1990s (and could play a part in reversing today's economic downturn).

So, what "lesson" does the Reengineering experience offer? First, from an organizational change perspective, there is no such thing as a quick fix. Lasting organizational change takes time – to convince the organization's employees and managers that the change is necessary; to enlist the needed coalitions to make the change happen; to acquire the human, financial, and material resources needed to make the change happen; and to complete the communication and training necessary to effect and reinforce the change.

Second, organizational change efforts that do not view the organization holistically are doomed from the outset. Davenport focused on processes and the IT element; Osborne and Gaebler focused on mission, results, and customers; and Hammer and Champy focused on business processes, values and beliefs, management and measurement systems, and jobs and structures. None of them devoted more than a passing concern for the organization's human element – people.

Finally, except in dire circumstances, fast, abrupt, large-scale, and top-down change simply does not make sense. Most (if not all) modern business processes and practices are based on years of experience and know-how. Throwing out these methodologies and starting over from scratch would most likely not be productive. Managers should be wary of hype and promises of a "quick fix" to all (or any) of their difficulties, whether through reengineering or any other single technique. ●

Reviewed by Michael Novak. Michael Novak was Contracting Officer's Technical Representative for a multi-year, multi-million-dollar Business Process Reengineering task order in a large federal government organization in the mid-1990s.

## SPQA Welcomes the 2012 Panel of Examiners

By Mary Turner, SPQA Board of  
Directors

To meet the challenge of eight Applicants, recruitment efforts were increased this year. This is a very welcome challenge to which we were happy to respond! Not only was the recruitment period extended (beginning September 1<sup>st</sup> and ending December 1<sup>st</sup>), but the contact list was expanded (including other nearby State Baldrige-based programs), and there were additional efforts in one-on-one recruiting. We would like to thank previous Examiners who assisted in recruitment. If your "recruits" fully participate and continue with the process through consensus, you can expect to receive a token of our thanks at the end of the cycle!

A pool of 93 individuals was recruited, which includes 34 returning Examiners, 59 new Examiners, and three Interns. From this group of 93 eight Teams were formed to evaluate the applications, including Team Leaders, Mentors, and Editors, and some members of the Judges Panel.

SPQA has several requirements for Examiners, including a rigid Code of Ethical Behavior, Conflict of Interest Procedures, and training. Examiners are required to have training in the Baldrige Criteria for Performance Excellence every two years. In addition, all Examiners are required to attend two days of Examiner training every year. Those serving in the role of Team Leader, Assistant Team Leader, Mentor, or Editor must attend an additional ½ day of training.

The SPQA Board of Directors welcomes the 2012 Board of Examiners, and congratulates them on a very busy and productive cycle thus far. We have endeavored to make the 2012 cycle an exceptional professional development experience for Examiners, and to provide all Applicants with valuable feedback for use in furthering their journey in performance excellence. ●

# The Forum is Coming!

## "Achieving Results through Innovation" is This Year's Theme



The 2012 Virginia Forum for Excellence is scheduled for September 10 & 11. This year's Forum will be held in the newly renovated Holiday Inn Koger Center in Richmond.

This year's conference theme is "Achieving Results through Innovation," which is sure to include many lively and interesting learning sessions on September 11. September 10, as per tradition, will feature day-long and full-day pre-conference workshops.

While the Forum agenda has not been solidified, there is one treat in store for Forum attendees. The opening keynote speaker on September 11 is Teresa H. Carlson, VP Global Public Sector, Amazon Web Services. Currently the head of Global Public Sector, Ms. Carlson is responsible for Strategy, Sales and Business Development for Amazon's Web Services and Cloud Computing business. She is charged with driving both revenue and partnership strategy across Public Sector in all geographies. Ms. Carlson has more than 20 years experience as a business executive driving innovation and change and producing successful business results. Ms. Carlson has earned a number of awards for her leadership, most recently being named to Washingtonian magazine's "100 Most Powerful Women" in addition to being honored as a "2011 Tech

Titans," for contributing prominently to the growth of the Washington, DC organizational outcomes.

*So... Back to the Forum theme. What, exactly, is "innovation?"*

According to the 2011-2012 Baldrige Criteria for Performance Excellence, "the term innovation refers to making meaningful change to improve products, processes, or organizational effectiveness and to create new value for stakeholders.

Innovation involves the adoption of an idea, process, technology, product, or business model that is either new or new to its proposed application. The outcome of innovation is a discontinuous or breakthrough change in results, products, or processes."

If you want to learn more about this important topic, be sure to join us at the Forum in Richmond on September 11!

If you have ideas or experiences regarding innovation that you would like to share, please consider submitting a proposal to speak at the Forum. Go to [www.spqa-va.org](http://www.spqa-va.org) for details.

And if you want to do a little advance reading on the subject of innovation, here are some suggested resources:

- Anthony, *The Little Black Book of Innovation*. 2012.
- Christensen, *The Innovator's Dilemma*. 1997.
- Denning and Dunham, *The Innovator's Way*. 2010.
- Dyer, Gregersen, and Christensen, *The Innovator's DNA*. 2011.
- Feser, *Serial Innovators*. 2012.
- Gelb, *How to Think like Leonardo da Vinci*. 1998.
- Hamel, *What Matters Now*. 2012.
- Huthwaite, *The Rules of Innovation*. 2007.
- Kao, *Innovation Nation*. 2007.

See you at the Forum! ●

## 2012 "12 to Watch" Accepting Applications



Applications are now being accepted for the 2012 12 to Watch program.

In 2011, VA-SPQA created an outreach program, called the "12 to Watch" initiative. The purpose of 12 to Watch is to provide promising Virginia small businesses an opportunity to grow through the experience of applying our nation's highest standard for performance excellence.

Participants received Criteria for Performance Excellence training, to familiarize themselves with the Baldrige/VA-SPQA criteria. They also received mentoring, to help them apply the Criteria in their organizations. Finally, they were granted scholarships to participate in our *Discovery* program titled.

For more information about the 12 to Watch program, and to download an application form, please go to [www.spqa-va.org](http://www.spqa-va.org) ●

## SPQA Schedule of Events

- June 1, 2012 – Feedback Reports sent
- June 11-12, 2012 – An Inquirer's Guide to the Criteria for Performance Excellence Roanoke (see [www.spqa-va.org](http://www.spqa-va.org) for exact location)
- June 18 - July 13, 2012 – Feedback Meetings with Applicants
- July 14, 2012 – SPQA Forward
- September 10-11, 2012 – VA Forum for Excellence ●





## The Performance Corner

*Featuring articles from members of the VA SPQA Community that promote performance excellence.*

*This article is submitted by Mike Novak, editor of "Performance Counts."*

*"Performance Counts" is looking for submissions for the Summer 2012 edition. To be considered, submit your article no later than June 11, 2012 to: [editor@spqa-va.org](mailto:editor@spqa-va.org). Please limit submissions to 625 words.*

# A Peek Inside the Innovator's Toolkit Boosting Creativity at the Personal Level

Most of us will never be in a position where we will have the clout to create and sustain a culture of innovation. That is the job of senior leaders.

But there are some things each of us can do at the personal level to enhance our own skills at innovation. Here are a few examples.

**The Medici Effect.** During the Renaissance, the Medici family gathered the greatest minds that they could find to Florence – so that those great minds could associate with one another, feed off one another's brilliance, and through synergy develop even higher levels of art, science, and culture. This has come to be known as the "Medici Effect," and modern versions can be seen in Silicon Valley and Bangalore.

So, what am I saying? Move to Silicon Valley? No, all you have to do is associate with talented people. The more, the better. And the remarkable part of the Medici Effect is that the people you associate with don't have to be in the same area of expertise. You, for example, may be an engineer. Your ability to innovate may be enhanced by associated with talented sculptors, plumbers, or social workers. Force yourself to meet and associate with people whose life experiences differ from your own. Try it.

**Out-of-Expertise Learning.** In my younger days I was a Science Fiction aficionado. A passage in one book – based on the original Star Trek television series – made an impression on me. Captain Kirk asks Spock, "What are you interested in?" Spock replies, "Everything, Jim. Anything less would be an insult to the intellect." Well, I'm not interested in everything ... and I have never met anyone who is. And that's the point. We can learn from things that we are not familiar with and not interested in.

Try this: Pick up a magazine on a subject that you are definitely not interested in. Read it from cover to cover. Write down the things you learned, and how those things can be put to use in your own area of expertise. This last part is the important part – applying knowledge from another discipline to improve your own.

**Out-of-Expertise Experience.** Every year I try something new. One year I tried making my own beer (successful). Another year I made my own sausage (not so successful). Last year I made my own blueberry jam. Each year I learned something about myself, and about processes with which I had been unfamiliar. Try it.

**How Many Uses?** Sit down at a desk with the following: a paper clip, a piece of paper, and a pen or pencil. (OK, you can use a laptop instead of pen and paper.) In 30 seconds, write down ten uses for the paper clip. In 30 more seconds, write down ten more uses. In 30 more seconds ... you get the picture. Do this until you have 100 uses for a common paper clip.

You can also do the "How Many Uses" exercise in a Team setting: It works just like Brainstorming – one person writes, while everyone else (in turn) gives one use for a paper clip. The difference is that nobody gets to "Pass" if he/she can't immediately think of a use; this puts pressure on everyone to get the creative juices flowing. Suggestion: The recorder needs to be able to write fast.

**QuestionStorming.** This is a melding of the standard Brainstorming technique and the "Five Whys?" technique. Think of a common event, say, going on vacation. Write down as many questions as you can:

Where am I going? When am I going? What will I do when I get there? Where will I stay? What will I eat? Whom will I visit? Don't stop until you have explored every possible question.

QuestionStorming can be used in a Team setting, just like the "How Many Uses?" exercise. The value of QuestionStorming emerges when you use it when examining your business: Who are our customers? What do they want? Do they all want the same thing? Why do they want it? How can I make it better for them?

**Observing.** The great American philosopher Yogi Berra once said, "You can see a lot just by observing." Yogi was only partly right – observation includes not only seeing, but hearing, smelling, tasting, and feeling as well. Try this: Next time you are in your work space, write down what you see, hear, smell, feel, and (if appropriate) taste. What do you observe? How do your observations affect how you think about your workplace? How can your observations help you add value to your customers?

This is only a small sample of activities you can participate in to enhance your creative and innovative skills. These and many others can be found in the books listed in the article "The Forum is Coming" on the previous page. ●

