

# PERFORMANCE COUNTS

Fall 2014



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?

- *Terry Burns, Executive Director* [director@spqa-va.org](mailto:director@spqa-va.org)
- *Dr. Jan Garfield, Board Chair* [chair@spqa-va.org](mailto:chair@spqa-va.org)
- *Mike Novak, Newsletter Editor* [editor@spqa-va.org](mailto:editor@spqa-va.org)

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## Meet the 2014 SPQA Judges

*By Mary Turner*

Lead Judge **Michael Levy** has over 24 years' experience with Performance Improvement/ Excellence. He has 13 years of continuous service as an Examiner for the Malcolm Baldrige National Quality Program, including a three-year appointment as a Judge from 2010-2012. This is Michael's fourth year as an SPQA Judge, having served in 2009, 2012, and 2013.

**Sandra S. Bailey** has over 20 years' experience in organizational assessment and measurement, strategic planning, process improvement, and survey methodologies. She served as an Alumni Examiner for the Malcolm Baldrige National Quality Program for eight years. This is her fifth year serving on the SPQA Panel of

Judges.

**Paul Grizzell** has been involved with Baldrige-based performance improvement for 18 years. He is an Alumni Examiner for the Malcolm Baldrige National Quality program, and helps train Baldrige Examiners. He is a Judge for the Performance Excellence Network (the quality award program for SD, ND, and MN), the Illinois Lincoln Award, and the American Health Care Association Quality Award. This is Paul's first year as an SPQA Judge.

**James M. Toney** is an ASQ Certified Six Sigma Black Belt and Quality Auditor; RAB/QSA (Exemplar) certified ISO 9001 auditor. He has been a Senior Examiner and Team Lead for the Malcolm Baldrige

National Quality Program (six years), Examiner for the Department of Veterans Affairs (four years), Examiner/Team Lead for SPQA (seven years), and Master Examiner for the American Health Care Association (two years). This is his first year serving on the SPQA Panel of Judges.

**Anne Warner** is the Executive Director for the Granite State Quality Council and Northern New England Alliance for Excellence. She has served as an Examiner for the Malcolm Baldrige National Quality Program for eight years, and is an examiner in the American Health Care Association/National Council for Assisted Living. This is her first year serving on the SPQA Panel of Judges. ●

## The 2015 SPQA Cycle is Underway

*Sign up now to become an Examiner!*

Applications for the SPQA Recognition/Award program and Discovery self-assessments are being solicited. Examiners for both programs are now being recruited.

In January, Examiners will convene in Richmond for two days of training to prepare them to evaluate Applications.

Topics covered during Examiner training are many and varied:

- Roles of the Examiner, Team Leader, Mentor, Editor, and Judges
- Ethical expectations of Examiners (Code of Ethical Conduct and Conflict of Interest)
- Evaluation factors – how to score Process and Results

Items

- The SPQA process
- Purposes of Independent Review, Consensus Review, Site Visit, and Feedback Report
- Developing the Scorebook
- Reviewing and analyzing Process and Results Items
- Preparing feedback comments for Process and Results Items
- Use of the online examination tool

Examiner training is highly interactive. Throughout the two-day training session, Examiners will engage in exercises and other activities to facilitate learning and to engender a spirit of teamwork and collaboration. In addition to general Examiner training, specialized leadership

training will be conducted for Team Leaders, Mentors, Editors, and Judges.

Following the training, the Examiner Teams will be assembled, and will be given their Applications to review.

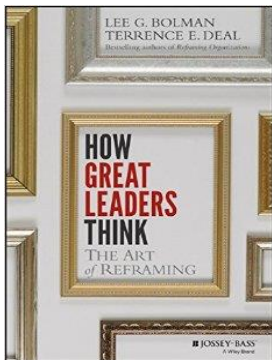
Over the ensuing five months, Examiners will participate in Independent Review of Applications, coming together to develop a Consensus Scorebook, conducting a Site Visit, developing a Final Feedback Report, and meeting with Applicant for a face-to-face Feedback Session.

Sign up now to be an Examiner. Go to <http://www.spqa-va.org/examiners.html>! ●

## Frameworks of Leadership

### Learning How to Think like a Leader

**Review Article: *How Great Leaders Think – The Art of Reframing*. By Lee G. Bolman and Terrence E. Deal. San Francisco: Jossey-Bass, 2014.**



It is appropriate that we feature a book on leadership in this issue of *Performance Counts*. First, leadership has been much in the news lately – military leadership, political leadership, business leadership, and so on – mostly in a negative light. Second, leadership figures largely in the Baldrige *Criteria for Performance Excellence*. Indeed, Leadership is Category 1 – which some would say is no accident; leadership is the determining factor of successful performance in the remaining six Categories. Finally, we – the Virginia SPQA Community – have just attended the 2014 Virginia Forum for Excellence, the theme of which was “21<sup>st</sup> Century Leadership – A Core Competency for Success.”

So, if leadership is a “core competency for success,” how do we make sure we possess and leverage that core competency? Some would say that leaders are born, not made, and that leadership cannot be “learned” – you either have it, or you don’t – as if there is a “leadership gene” that you are either born with or not. But those on the other side of that debate would argue that leadership can be learned – through observation, practice, and yes, by reading. And this would explain the plethora of books on the subject of leadership. Consider: I did a Google search of “leadership books,” “2014 leadership books,” and “best 2014 leadership books,” and got 75,300,000, 38,700,000, and

27,100,000 results, respectively. Then I ran the same search on Amazon and got 127,877, 11,065, and 310 results, respectively. 310 “best 2014 leadership books” – a bit more manageable than 27 million, but still a bit overwhelming. Where to start? I took a chance and started with *How Great Leaders Lead – The Art of Reframing*, by Lee G. Bolman and Terrence E. Deal. And I wasn’t disappointed.

This excellent book (yes, contrary to the Baldrige approach, I am being evaluative) looks at organizations and leaders from four different perspectives or frames: (1) structural leaders, (2) human resource leaders, (3) political leaders, and (4) symbolic leaders. Following are brief summaries of these frames.

The **structural** leadership frame focuses on rationality, analysis, logic, facts, and data. Structural leaders may lead through traditional lines of authority, organizational alignments, and structured management systems. Some may consider this frame as “command and control.” Structural leadership is an age-old leadership method.

The **human resource** (people) leadership frame focuses more on people and charges leaders to develop skilled and dedicated people who are in the right place in the organization. This leadership frame features the importance of mentoring, coaching, facilitation, motivation, teamwork, communication, and other interpersonal skills and behaviors.

The **political** leadership frame focuses on environments of conflict and distribution of scarce resources to organizations that never seem to have enough resources to fully make everyone happy. The political leader must be a negotiator and be able to deal with conflict. Such leaders must be able to build power bases of allies, networks, and coalitions.

The **symbolic** leadership frame focuses on leaders who provide vision and inspiration to all in the organization and to those who are served by the organization. The symbolic leader is a story teller, has some level of charisma, is often seen

as a visionary, and frames experience in ways that give people hope, inspiration, and meaning.

The key is that most, if not all leaders operate at some level in each of the four leadership frames, although most leaders do have a primary style or frame.

Bolman and Deal use many examples of contemporary leaders and how each operates in specific or multiple frames. These examples include Jeff Bezos of Amazon, Tony Hsieh of Zappos, Howard Schultz of Starbucks, Alan Mulally of Ford, and many more. The examples include both positive and negative leadership outcome.

Lessons (takeaways) from this book include:

- Tips on how to use structural tools to organize teams and to achieve your desired results
- Tips on how to align people and organizational needs
- Tips on how to identify and develop a power base to help guide the organization
- Tips on how to use symbols and stories to inspire people to align with the organization’s mission and vision.

If you want to know where you stand in reference to the four leadership frames, Bolman and Deal offer an online self-assessment tool with immediate results and feedback so the you can determine your dominant leadership frame. Go to <http://www.josseybassbusiness.com/2013/07/assessment-leadership-orientations-self-assessment.html> and follow the assessment instructions. ●

Reviewed by Bob Bowles.



## 2013 Examiner Awards

### Eight Examiners Recognized

Each year SPQA recognizes those Examiners who show extraordinary dedication and service to that year's SPQA program. In 2014 eight such individuals were recognized:



**Matt Smith** received the **Examiner of the Year Award**. This was Matt's first year as a Team Lead and he faced several challenges, meeting each with an effective solution and a positive attitude. In addition to being an Examiner, he is a member of SPQA's Training Committee and assists the Chair by providing technical support for online learning, and is assisting the Alliance in this area. Matt also established a virtual repository for Team Leadership materials, as well as a virtual learning web site for SPQA using Moodle.



**Brian Tapajna** and **Jim Neuburger** received the 2014 **Above and Beyond Award**, presented for "Outstanding contribution in assigned role(s) and/or special project." In addition to his duties as an Examiner, Brian served as the specialist for Scorebook Navigator this year, and he was very proactive in that role. Brian also played a major role in the Applicant Feedback Meeting for his Team. He also serves on SPQA's Training Committee. Jim initially agreed to serve as a Mentor, but as circumstances would have it, he functioned in a dual role as Team Lead and Mentor until another individual could be recruited to serve as Team Lead.



Five Examiners -- **Julia Lent, Sharyn Campbell, Dr. Betsy Arnette, Harold Hanson, and Rebecca Anderson** -- received the 2014 Rookie of the Year Award. These first-year SPQA Examiners were recognized for active participation in Team activities, completing all work in a timely fashion, collaboration with other Team members and leadership, enthusiasm, initiative, professionalism, and quality of work. ●

# Leadership as a Core Competency

## A Recap of the 2014 Virginia Forum for Excellence



The 2014 Virginia Forum for Excellence has come and gone! September 15 and 16 were filled with great opportunities for celebration, learning, and networking.

As in the past, Monday, September 15, featured half-day and full-day pre-conference workshops that addressed overarching themes related to the conference theme and the Baldrige/SPQA Criteria and program elements.

Jamie Ambrosi presented the full-day "An Explorer's Guide to the Criteria." In the morning, Jane Keathley presented "Innovation Basics: It Isn't Elementary." In the afternoon, Marie Hussey and Kim Humphrey presented "Discovery Program: A First Step Toward Performance Excellence."

Monday evening featured two major events:

- An Examiner Community Gathering, for all SPQA Examiners, past and present. Topics include programmatic updates and special presentations. Our guest speaker was Jamie Ambrosi of the National Baldrige Program.
- A Welcome Reception, where this year's Examiners, Mentors, Editors, and Judges were recognized. (See "2014 Examiner Awards," this page.)

This year's conference theme was "21<sup>st</sup> Century Leadership – A Core Competency for Success." This theme was reflected in two of the pre-conference workshops, and in twelve learning sessions conducted throughout the day on Tuesday, September 16.

This year's session titles included:

- EQ: Key Competencies of Effective Leaders, presented by Ken Smith
- The Impact of Positive Psychology in Leadership Coaching, presented by Steve Hodlin
- The Compliant, Ethical, and Moral Leader in the 21<sup>st</sup> Century, presented by Mike Novak
- Moving from Silos to an Effective Performance Management System, presented by Dr. Patrick Murphy and Matt Smith
- Leading in a VUCA World (Volatility, Uncertainty, Complexity, Ambiguity), presented by Dr. Steve Terrell
- Peer-to-Peer Coaching for Business, presented by Dr. Dona Whitten
- Linking Knowledge Management and Employee Engagement, presented by Dr. Robert Downing and Bill McHenry
- Creating a Communications Plan Right for Your Organization, presented by Gary Paul Kirchner
- Bridging the C-Suite Social Media Gap, presented by Brian Loebig and Philip Day
- Engaging the Customer, Opportunities for Non-Profits, presented by Dr. Rebecca Anderson
- Reducing the OFGC: Strategic Quality Assessment, presented by Sean Schall
- Plan for Success: Why Strategic Planning is Crucial for Organizational Success, presented by Dr. Chris Burge

Interspersed among the September 16 workshops were keynote addresses.

The **Opening Keynote, "Behavioral Economic Design of the Customer Experience,"** was delivered by **Dr. John Timmerman**, Gallup's Senior Strategist in Customer Experience and Innovation and immediate past Chairman of the American Society for Quality.

The **Luncheon Keynote, "Does Leadership Really Matter?"**

was delivered by **Laurens Sartoris**, Past President, Virginia Hospital and Healthcare Association.



John Timmerman and Laurens Sartoris

Finally, **The Honorable Maurice Jones**, Secretary of Commerce and Trade, Commonwealth of Virginia, recognized the 2014 Virginia SPQA Award recipients. **Arlington Public Schools** received the SPQA Medallion for Excellence. **Bon Secours St. Mary's Hospital, Mary Washington Healthcare, and Brinton Woods Health and Rehabilitation Center** all received the Achievement in Performance Excellence Award. The Commitment to Performance Excellence award was presented to the **American Society of Landscape Architects, York-Poquoson Department of Social Services** and **PMS 312 In-Service Aircraft Carriers** were recognized as SPQA Discovery Program participants.

The next Forum for Excellence will be held in September 2015. See you at the Forum! ●

## SPQA Schedule of Events

- October 1 – December 15, 2014 – Examiner Recruitment
- January 12-13, or 15-16, 2015 – Examiner Training
- January 14, 2015 – Training for Team Leaders, Assistant Team Leaders, Editors, Mentors, and Judges
- January 14 – February 28, 2015 – Independent Review
- March 1 – March 16, 2015 – Consensus Meetings
- April 15-29, 2015 – Site Visits
- April 16 – May 4, 2015 – Submission of Feedback Reports
- June 15 – June 30, 2015 – Team Meetings with Applicants
- September 2015 – 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 Winter 2014-15 edition. To be considered, submit your article no later than January 11, 2015 to: [editor@spqa-va.org](mailto:editor@spqa-va.org). Please limit submissions to 625 words.

## The Essence of Leadership Character Traits of Effective Leaders

As Bob Bowles mentions in his review article (page 2 of this issue), there is no shortage of books, articles, and conference presentations on the topic of leadership. Fortunately, at about the same time I was reading Bob's article, I was also reading the Winter 2014 issue of the *Naval War College Review*, which devoted several thought pieces to leadership and leader development.

In particular, in "Reflections on Leadership," Christopher H. Johnson provides a number of character traits of effective leaders.

**Passion.** Effective leaders are intensely committed to what they do – their personal or organization's Purpose, Vision, Mission, and Values. They possess a constant, constructive discontent with the status quo. They are often rebels – pushing the envelope of what is "accepted." We see this in the *Criteria for Performance Excellence*, Item 1.1, which addresses how an organization's senior leaders' personal actions guide and sustain their organization. But we need to differentiate between Passion and zeal or fanaticism: Hitler and Mussolini were fanatic; Steve Jobs and Dr. Martin Luther King, Jr. were passionate.

**Curiosity.** Effective leaders follow Leonardo Da Vinci's dictum to be curious about everything. These individuals are always and everywhere searching for newer and better ways of doing things. These are the ones who engage in intelligent risk taking and innovation. They are always asking questions about their organizations, about their jobs, about their stakeholders, about their work processes. They know that by continually questioning and trying new approaches or revised approaches, they can improve performance. They are committed to organizational and personal learning, and understand the "Learning" part of Approach-Deployment-Learning-Integration. This is seen in the *Criteria for*

*Performance Excellence*, Item 1.1, which addresses how senior leaders create a sustainable organization through creation of an environment of organizational and personal learning.

**Vision.** Effective leaders have a finely developed sense of the future – a vision of how things will be different and better at some future point in time. They know that "vision" is much more than mere wishful thinking – it is a SMART (Specific, Measurable, Actionable, Realistic, and Time-bound) picture of what they want the future to look like. They demonstrate a focus on the future, and we see this in the *Criteria for Performance Excellence*, Item 1.1, which addresses how an organization's senior leaders set deploy, and reflect commitment to their organization's vision and values.

**Willingness to Act.** Many individuals are very good at visioning, planning, organizing, and training. But without a willingness to follow up with execution, one cannot be called a leader. Eisenhower, who designed and executed the D-Day landings, understood this. McClellan, who dithered and continually found reasons for avoiding combat, did not. We see this in the *Criteria for Performance Excellence*, once again in Item 1.1, which addresses how senior leaders create a focus on action that will achieve the organization's objectives ... and attain its Vision.

**Sacred Bond with Subordinates.** Effective leaders know that they exist for the benefit of their subordinates – not the other way around. They know that without the leader's commitment to his/her workforce, the workforce will not be engaged, and will not be productive. This commitment can be exhibited in a number of ways, including:

- Courage, resolve, and optimism, showing commitment to the Vision
- Integrity, personal responsibility, and accountability
- Honesty, openness, and transparency

- Balance and perspective
- Humanity – unbounded loyalty and respect for subordinates.

### Commitment to Teamwork.

Effective leaders understand that an organization is an interdependent team, acting in an aligned, integrated fashion – not a mob of independent individuals acting in different directions. That means the leader must:

- Observe and communicate with the team
- Identify and remove barriers to the team's progress
- Enable personal and professional growth of team members
- Encourage team autonomy and empowerment
- Hold team members accountable.

**Humility.** Effective leaders know that pride and arrogance are signs of selfishness and certain paths to failure. But humility is not just the absence of pride. Rather, it is the embracing of the belief that the success of the organization depends not just on the leader, but on all members of the organization. This and the previous character trait ("Sacred Bond ....") are instrumental in establishing and maintaining workforce engagement. And workforce engagement, as we know from the *Criteria*, 5.2.b(2), is key to business results.

It is no accident that "Leadership" is the first of seven *Criteria* Categories. Effective Leadership is the key to success in all other Categories. ●