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January Newsletter - Leading Through Change

President's Thoughts

Happy New Year! With the new year comes change. One notable change at KyCPE is the format of our newsletter. First, you'll notice we have a quarterly theme – Change, and a monthly theme, Leading Through Change. Second, we plan to include an introduction to members of the KyCPE Board of Directors. Just as we want to get to know you better, we want to take the time to share a little about ourselves. Third, we will highlight an examiner each month. We want those involved in KyCPE to share their experiences and to network as much as possible. As president, I will provide a few brief thoughts each month. I hope you enjoy our new format. If you have any comments or suggestions, please feel free to contact us at the above email.

Now let's talk about leading through change. It seems that I have been engaged in change my whole life, both personally and professionally. For years I thought you had to "help" people see the value of change through force, coercion, or "just get on with it." That thinking may have been a reflection of managerial approaches from the last half of the 20th century. But those practices, and my approaches to change were shaped and modified as we collectively progressed to a more inclusive approach.

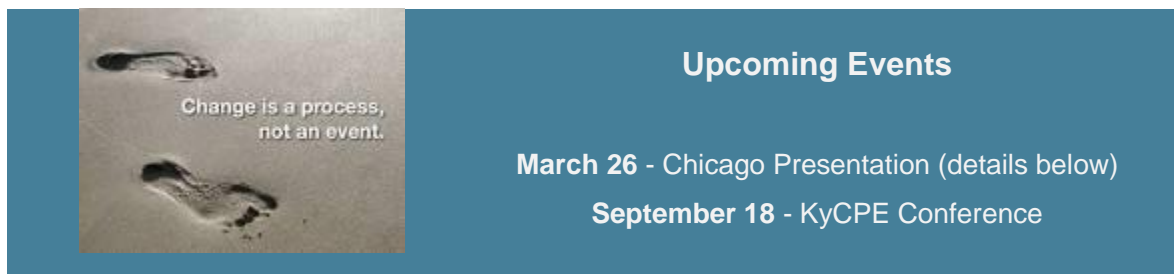
The 21st century ushered in change tools such as: Quality is Free, Total Quality Management, growth of ISO 9000, Six Sigma, and Lean Thinking. All have been a large part of our collective drive toward high-quality performance, change management and change leadership. Some approaches, such as Baldrige ([Malcolm Baldrige National Quality Award](#)), provide a framework for self-

assessment.

One of the benefits of a process framework approach is that it tends to not be dogmatic. It doesn't insist that there is only one true way to your vision, mission and values. Tools such as the Baldrige Framework provide questions on approach and implementation as well as results. Through KyCPE, leaders have the opportunity to collaborate with their counterparts in other organizations - regardless of their business sector, i.e. business, not-for-profit, faith-based, or other. Such inclusive change efforts have the very real possibility of becoming ingrained in your organization's DNA – the journey towards excellence!

We may each come to process excellence and Baldrige from a different perspective, but the common thread is one of leading through change – that change being the effort to drive process improvement in our organizations and in our lives.

Eric-Stephan Neill
President, KyCPE



Upcoming Events

March 26 - Chicago Presentation (details below)
September 18 - KyCPE Conference

Special Event!

On Thursday March 26, 2020 at the Hyatt Regency in Chicago, IL: Denise Haynes, Kenneth Maxik, and Maureen Washburn will present on “Using the Baldrige Performance Excellence and ISO 9001 Frameworks to Thrive in Uncertain Times”. This program is being presented as part of the American College of Healthcare Executives annual Congress on Healthcare Leadership. The presentation will provide the rationale for engaging in a Baldrige journey, with a focus on leadership's role in creating the conditions for performance excellence and using the strategic planning process to foster organizational alignment, integration and success.

The Baldrige criteria, a set of 200-plus questions, are designed to help your organization remain on the “leading edge of validated leadership and performance

practice, to help executives understand your organization, lead your organization, manage your organization, and improve your organization in a systematic manner.” The framework and criteria are evidence based, with proven results in multiple sectors for over 30 years. Through the process of discussing and answering these questions, receiving feedback and taking action, organizations are able to identify those opportunities for improvement, potential blind spots, areas of relative strength, necessary to achieve performance excellence.

Save the Date

What: KY Center for Performance Excellence Educational Conference

Where: BCTC Leestown Road Campus Conference Center

164 Opportunity Way, Lexington KY 40511

When: Friday September 18, 2020

2020 Conference Theme: Leading for Performance Excellence

Speakers to include Malcolm Baldrige National Quality Award winners and others who have achieved organizational excellence. You won't want to miss this opportunity to network with and learn from innovative leaders!



About Us

Eric Stephan Neill, KyCPE President

Eric-Stephan Neill has served KyCPE as an examiner and board member before taking on his current role as president. Eric is an Enterprise Architect for Lexmark and an adjunct instructor in workforce solutions at Bluegrass Community and Technical College.

Eric values his service to KyCPE as an opportunity for camaraderie and shared learning that he has carried into his work outside of the organization. He hopes to see continued growth in applicants and examiners, reestablishment of Baldrige principles in the manufacturing world and continued relevance in the broader business and not-for-profit communities.

Eric's advice to new applicants and examiners is the same; take the process seriously, but not too seriously. Use the application and/or review process as an

opportunity for self-reflection, learning and continued improvement.

Examiner's Corner

Robin Linton, first year examiner

Robin Linton works in the Office of Career and Technical Education and Student Transition in the Kentucky Department of Education. Ms. Linton completed the training for new examiners to gain knowledge about organizational management and systems evaluation. Her advice for new examiners is to keep an open mind and take everyone's opinion into consideration. She urges future applicants to apply if they are interested in organizational management or systems processes. Ms. Linton remarked on this experience, "I have always been a questioner and this process acknowledges questioning as a strategy that can be used personally and professionally to acquire useful information to improve your life or work."



HQ Update

Six Health Care, Nonprofit and Education Organizations Win Baldrige Awards for Performance Excellence

The U.S. Department of Commerce announced that six organizations will be presented with the Malcolm Baldrige National Quality Award. Baldrige is the nation's only presidential award for performance excellence, recognizing U.S. organizations and businesses that have shown an unceasing drive for innovative solutions to complex challenges, visionary leadership and operational excellence. Click [here](#) to found out who won and to read more about this story.

Pro Tip

Leading Through Change

by Karen Dodd, KyCPE President-Elect

There is nothing permanent except change. ~Heraclitus, Greek philosopher.

The new year often brings about changes in organizations. That change can be in leadership, workforce, goals, strategy, or something else entirely. As leaders, we can dread the inevitable change or we can take them on and see them as opportunities.

Where is your organization struggling? Now is the time to pull together your team and reflect on what has gone well and what needs to be improved. Work on motivating the workforce. Share with your workforce your hopes and aspirations for the new year. Tell them WHY and HOW they play an important role to the overall success of the organization.

Challenge them! We all get bored doing the same tasks day after day. How can you rejuvenate a sense of excitement, determination and urgency? Lead with passion and you will surely inspire others to follow.

The secret of change is to focus all of your energy not on fighting the old, but on building the new. ~ Socrates



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