RESILIENT LEADERSHIP:
LEVERAGING THE BALDRIGE FRAMEWORK
TO SUPPORT YOUR PEOPLE &
MOVE YOUR ORGANIZATION FORWARD

A KEYNOTE FOR IOWA PERFORMANCE EXCELLENCE

DR. JOANN STERNKE, STUDER EDUCATION℠ SENIOR LEADER & COACH

May 20, 2020
THANK YOU
Leading is about guiding people into the future despite its risks and uncertainties.

Linda Ginzel, Booth School of Business
Studer Education℠ Senior Director and Coach

- Serving K-12 & Higher Education Partners
- Division of Studer Group – 2010 Baldrige Recipient

Former Superintendent of the Pewaukee School District

- Sixteen years as Superintendent
- Led district to become a 2013 Baldrige Recipient
- Top Workplace for 7 Years
Baldrige Leadership

• Current Member of the Malcolm Baldrige National Panel of Judges
• National Master Examiner (10 years experience as an examiner, leading site visits and serving on teams)
• Current Recipient of the 2019 Harry Hertz Leadership Award
• National and International Speaker on Performance Excellence and Use of the Baldrige Excellence Framework
• State Level Judge and Examiner (Wisconsin & Minnesota)
• Past Member of the Board of Directors for the American Society for Quality
PEWAUKEE’S BALDRIGE JOURNEY

- Background
  - State Level Award at Highest Level in 2010
  - Baldrige Award Recipient in 2013
  - Began Using Criteria in 2006

- First application submitted at State Level in 2007
  - Received Site Visit & Grew from our Feedback Report
  - Submitted Again with Site Visits in 2009, 2010

- Submitted at National Level in 2010
  - Received Feedback Report in 2010, 2012
  - Site Visit & Recipient in 2013
MY LEADERSHIP JOURNEY
MY LEADERSHIP JOURNEY
BALDRIGE FRAMEWORK FOR PERFORMANCE EXCELLENCE

Organizational Profile

- Leadership
- Strategy
- Customers
- Workforce
- Operations

Integration

RESULTS

Measurement, Analysis, and Knowledge Management

Core Values and Concepts
MY LEADERSHIP JOURNEY
STUDEr EDuCATION – STRATEGIES TO BUILD CULTURE & STRATEGY
MY LEADERSHIP JOURNEY
BE INTENTIONAL
Dramatic Rise in Students Attending 2- or 4-Year College: 68 to 93%
SESSION OBJECTIVES

1. DEFINING RESILIENCE AND ITS IMPORTANCE NOW

2. EXPLORING HOW THE BALDRIGE FRAMEWORK PROPELS RESILIENCE

3. DIGGING IN TO PEOPLE, PLAN, RESULTS AND PROCESS – THE BACKBONE OF BALDRIGE

4. SOME TOOLS TO BUILD RESILIENCE IN YOUR LEADERSHIP
USING SLI.DO

1. go to slido.com
2. enter code SE0324
3. answer polls
4. share ideas
5. submit questions
YOUR COVID SPIRIT NAME IS THE LAST FOOD YOU ATE
COMBINED WITH THE NAME OF YOUR HIGH SCHOOL
MASCOT.

WHAT IS YOUR COVID SPIRIT NAME?

join at
slido.com

#IPEX
POLL
WHAT BALDRIGE SECTOR DO YOU REPRESENT?
join at slido.com #IPEX
SESSION OBJECTIVES

1. DEFINING RESILIENCE AND ITS IMPORTANCE NOW

2. EXPLORING HOW THE BALDRIGE FRAMEWORK PROPELS RESILIENCE

3. DIGGING IN TO PEOPLE, PLAN, RESULTS AND PROCESS – THE BACKBONE OF BALDRIGE

4. TAKE AWAY SOME TOOLS TO BUILD RESILIENCE IN YOUR LEADERSHIP
Resilient: (adjective) able to withstand or recover quickly from difficult conditions
RESILIENCE

“More than education, more than experience, more than training, a person’s level of resilience will determine who succeeds and who fails. That’s true in the cancer ward, it’s true in the Olympics, and it’s true in the boardroom.”
WHY IS RESILIENCY A CRITICAL CHARACTERISTIC OF A LEADER?

• Ability to respond quickly to problems
• Leaders who make self care and the care of others a priority, bounce back quicker
• Leaders make better decisions when adapting to changes and disruptions
CHANGE YOUR MINDSET: WE WON’T FLIP A SWITCH AND BE BACK TO “NORMAL”

The image of a light switch is powerful.

Many people will want to flip a switch on a given date and “go back to normal” prior to how it was pre-COVID.

In reality, it is more of a dial. We will “dial our way” into a new reality as we move thorough the Coronavirus Pandemic. We won’t flip the switch back to how it was.

Our goal as resilient leaders: We must support those we serve to understand this new reality, view this as an opportunity, and help them move through the phases making sound decisions along the way.
1. THEY ENGAGE FOR IMPACT & PUT PEOPLE FIRST
   - ENGAGE with EMPATHY
   - RECOGNIZE, CELEBRATE WINS
   - CLEARLY, THOROUGHLY COMMUNICATE
   - They cultivate a culture of resiliency

2. THEY DECIDE WITH SPEED OVER PRECISION
   - AGILITY
   - Make decisions, get started, LEARN QUICKLY and ADJUST

3. THEY MONITOR AND ADJUST BOLDLY
   - ADAPT and ADJUST as needed.
   - They use the 3 As of Adjustment: ADOPT, ADAPT OR ABANDON when determining a course of action

4. THEY RELIABLY ALIGN FOCUS, THEN EXECUTE & DELIVER
   - ALIGN where you are to where you want to go.
   - Set a CLEAR and SPECIFIC FOCUS

---

Four Behaviors That Help Leaders Manage a Crisis by Chris Nichols, Shoma Chatterjee Hayden and Chris Trendler. HBR: April 2, 2020
SESSON OBJECTIVES

1. DEFINING RESILIENCE AND ITS IMPORTANCE NOW

2. EXPLORING HOW THE BALDRIGE FRAMEWORK PROPELS RESILIENCE

3. DIGGING IN TO PEOPLE, PLAN, RESULTS AND PROCESS – THE BACKBONE OF BALDRIGE

4. TAKE AWAY SOME TOOLS TO BUILD RESILIENCE IN YOUR LEADERSHIP
BALDRIGE FRAMEWORK FOR PERFORMANCE EXCELLENCE

Organizational Profile

Leadership
Strategy
Customers
Workforce
Operations
RESULTS

Integration

Measurement, Analysis, and Knowledge Management

Core Values and Concepts
BALDRIGE FRAMEWORK FOR PERFORMANCE EXCELLENCE
ACTIVATOR: ARE YOU PUTTING OUT FIRES OR BEING PROACTIVE?

Reacting to Problems (0–25%)  
Early Systematic Approaches (30–45%)

Aligned Approaches (50–65%)  
Integrated Approaches (70–100%)
POLL
WHAT EXPERIENCE DO YOU HAVE USING THE BALDIRGE FRAMEWORK?

join at slido.com

#IPEX
MY LANGUAGE OF CONTINUOUS IMPROVEMENT

Using the Baldrige Criteria, we think *systematically* about improvement.
1. THEY ENGAGE FOR IMPACT & PUT PEOPLE FIRST
• ENGAGE with EMPATHY
• RECOGNIZE, CELEBRATE WINS
• CLEARLY, THOROUGHLY COMMUNICATE
• They cultivate a culture of resiliency

2. THEY DECIDE WITH SPEED OVER PRECISION
• AGILITY
• Make decisions, get started, LEARN QUICKLY and ADJUST

3. THEY MONITOR AND ADJUST BOLDLY
• ADAPT and ADJUST as needed.
• They use the 3 As of Adjustment: ADOPT, ADAPT OR ABANDON when determining a course of action

4. THEY RELIABLY ALIGN FOCUS, THEN EXECUTE & DELIVER
• ALIGN where you are to where you want to go.
• Set a CLEAR and SPECIFIC FOCUS

4 KEY BEHAVIORS OF RESILIENT LEADERS

Four Behaviors That Help Leaders Manage a Crisis by Chris Nichols, Shoma Chatterjee Hayden and Chris Trendler. HBR: April 2, 2020
SESSION OBJECTIVES

1. DEFINING RESILIENCE AND ITS IMPORTANCE NOW

2. EXPLORING HOW THE BALDRIGE FRAMEWORK PROPELS RESILIENCE

3. DIGGING IN TO PEOPLE, PLAN, RESULTS AND PROCESS – THE BACKBONE OF BALDRIGE

4. TAKE AWAY SOME TOOLS TO BUILD RESILIENCE IN YOUR LEADERSHIP
Using the Baldrige Criteria, we think systematically about improvement.
1. THEY ENGAGE FOR IMPACT & PUT PEOPLE FIRST
   • ENGAGE with EMPATHY
   • RECOGNIZE, CELEBRATE WINS
   • CLEARLY, THOROUGHLY COMMUNICATE
   • They cultivate a culture of resiliency

2. THEY DECIDE WITH SPEED OVER PRECISION
   • AGILITY
   • Make decisions, get started, LEARN QUICKLY and ADJUST

3. THEY MONITOR AND ADJUST BOLDLY
   • ADAPT and ADJUST as needed.
   • They use the 3 As of Adjustment: ADOPT, ADAPT OR ABANDON when determining a course of action

4. THEY RELIABLY ALIGN FOCUS, THEN EXECUTE & DELIVER
   • ALIGN where you are to where you want to go.
   • Set a CLEAR and SPECIFIC FOCUS

4 KEY BEHAVIORS OF RESILIENT LEADERS

Four Behaviors That Help Leaders Manage a Crisis by Chris Nichols, Shoma Chatterjee, Hayden and Chris Trendler. HBR: April 2, 2020
BALDRIGE SUPPORTS ENGAGEMENT

**Category One: Leadership**
How do senior leaders communicate with and engage the entire workforce, key partners, and key customers?

**Category Five: Workforce**
How do you engage your workforce for retention and high performance?

**Category Three:**
How do you build relationships with customers?
The extent of workforce members’ emotional and intellectual commitment to accomplishing your organization’s work, mission and vision.
THREE TIPS TO ENGAGE

1. Bridge distance through frequent connections – stay in regular touch

2. Update even if there is no update

3. Provide stability through rituals & routines
COVID RESPONSE: A STUDER EDUCATION TOOL TO BUILD ENGAGEMENT

VIRTUAL ROUNDED & HUDDLES
WHAT IS ROUNDING?

✓ A process where a leader builds a manageable process around scheduled one-on-one “pulse” check-ins with her/his direct reports.

✓ Done with a disciplined cadence that helps employees anticipate the routine check-ins.

✓ Leader begins with empathy and compassion and then asks key questions to harvest wins, learn about improvement opportunities.
WHAT DO I ASK WHEN I VIRTUALLY ROUND?

Sample Questions:

• How are you? How are you and your family?
• Is there anything you need?
• What’s going well? Do you have any wins you would like to share?
• How can I best help you? What are the barriers you are facing?
• What do you need to do in the next 24 hours?
• What’s keeping you up at night?
• What can we do to improve?
• Who is someone who has been particularly helpful to you? How might you thank them?
DAILY MEETING HUDDLES: SET UP

- **Purpose:** Increase team productivity, accountability and morale
- **Technology:** Use technology systems that allow people to see each other
- **Suggestions:**
  - Record
  - Take Notes
  - Follow-Up Where Needed
  - Connect Dots from Day to Day
DAILY MEETING HUDDLES: AGENDA

DAILY HUDDLE AGENDA

• Greetings/Welcome/Roll Call (One Minute)
• Harvested Win:
  • Select one person to contribute (One minute)
  • Communicate something recognized from rounding (more to come on this today) (One minute)
• Announcements (2 Minutes)
• Discussion on Actions for the Day (purpose is not to solve problems) – (10 Minutes) – determine people to report out (usually team leaders)
  • What’s up in the next 24 hours? (15 seconds per team lead and only relate to key activities, meetings, decisions)
  • How are we doing on daily metrics? (30 seconds per team lead talking about daily metrics)
  • Where are you stuck? (90 seconds per team lead talking about concerns that would keep the team from having a great 24 hours)
• Wrap Up/Follow-Up (One Minute)
POLL

WHAT IS SOMETHING YOU OR YOUR ORGANIZATION HAS DONE TO CREATE ROUTINES & RITUAL DURING THE COVID CRISIS?

join at
slido.com

#IPEX
Using the Baldrige Criteria, we think systematically about improvement.
1. THEY ENGAGE FOR IMPACT & PUT PEOPLE FIRST
   - ENGAGE with EMPATHY
   - RECOGNIZE, CELEBRATE WINS
   - CLEARLY, THOROUGHLY COMMUNICATE
   - They cultivate a culture of resiliency

2. THEY DECIDE WITH SPEED OVER PRECISION
   - AGILITY
   - Make decisions, get started, LEARN QUICKLY and ADJUST

3. THEY MONITOR AND ADJUST BOLDLY
   - ADAPT and ADJUST as needed.
   - They use the 3 As of Adjustment: ADOPT, ADAPT OR ABANDON when determining a course of action

4. THEY RELIABLY ALIGN FOCUS, THEN EXECUTE & DELIVER
   - ALIGN where you are to where you want to go.
   - Set a CLEAR and SPECIFIC FOCUS

4 KEY BEHAVIORS OF RESILIENT LEADERS
BALDRIGE ASKS THE RIGHT QUESTIONS

Survive
Reset
Thrive
BALDRIGE SUPPORTS AGILE DECISION MAKING

Category Two: Strategy
How do you recognize and respond when circumstances require a shift in action plans and rapid execution of new plans?

Category Six: Operations
How do you pursue opportunities for innovation?
BALDRIGE DEFINITION OF INNOVATION

Making meaningful change that creates new value for stakeholders

Comes from a multi-step process that involves development & knowledge sharing, a decision to implement, evaluation and learning.

The outcome is a discontinuous or breakthrough change.
POLL

WHAT IS SOMETHING INNOVATIVE YOU HAVE SEEN DONE IN YOUR ORGANIZATION OR IN ANY ORGANIZATION IN RESPONSE TO THE COVID CRISIS?

join at slido.com

#IPEX
COVID RESPONSE: COMMUNICATE YOUR PLANS WITH INTENTION & FREQUENCY

KEY WORDS AT KEY TIMES
KEY WORDS AT KEY TIMES DEFINED

A process used to agree upon key words that will be uniformly used (hardwired) by all leaders in explaining the why of an initiative, project or change prior to the what and how.

The strategy builds intentionality and a systematic approach to communication.
# KEY WORDS AT KEY TIMES TEMPLATE

<table>
<thead>
<tr>
<th>Questions to Hardwire an Answer to</th>
<th>Choose your words to answer your key questions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Why</strong> are we doing this?</td>
<td></td>
</tr>
<tr>
<td><strong>Why</strong> is this important?</td>
<td></td>
</tr>
<tr>
<td><strong>What</strong> is it we’re doing?</td>
<td></td>
</tr>
<tr>
<td><em>(The kernel of the message)</em></td>
<td></td>
</tr>
<tr>
<td><strong>How</strong> will we implement it?</td>
<td></td>
</tr>
</tbody>
</table>
## KEY WORDS AT KEY TIMES: JOANN’S BABY SHOWER EXAMPLE

<table>
<thead>
<tr>
<th>KEY QUESTIONS TO BUILD THE COMMUNICATION</th>
<th>YOUR WORDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>What’s the “<strong>WHY</strong>”?</td>
<td>Because we care about your health and the safety and well-being of our mom- and baby-to-be,</td>
</tr>
<tr>
<td>What is key to know?</td>
<td>The baby shower is cancelled due to the corona virus</td>
</tr>
<tr>
<td>How will we do it?</td>
<td>We will re-schedule at a time when we can all be together.</td>
</tr>
<tr>
<td>Questions to Hardwire an Answer to</td>
<td>Key Words to Use – write as you would talk</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>Why are we doing this?</td>
<td></td>
</tr>
<tr>
<td>What exactly are we doing?</td>
<td></td>
</tr>
<tr>
<td>What’s the plan?</td>
<td></td>
</tr>
<tr>
<td>How will we implement it?</td>
<td></td>
</tr>
</tbody>
</table>
When people trust their leader, commitment, motivation and creativity become abundant.
Using the Baldrige Criteria, we think *systematically* about improvement.
1. THEY ENGAGE FOR IMPACT & PUT PEOPLE FIRST
- ENGAGE with EMPATHY
- RECOGNIZE, CELEBRATE WINS
- CLEARLY, THOROUGHLY COMMUNICATE
- They cultivate a culture of resiliency

2. THEY DECIDE WITH SPEED OVER PRECISION
- AGILITY
- Make decisions, get started, LEARN QUICKLY and ADJUST

3. THEY MONITOR AND ADJUST BOLDLY
- ADAPT and ADJUST as needed.
- They use the 3 As of Adjustment: ADOPT, ADAPT OR ABANDON when determining a course of action

4. THEY RELIABLY ALIGN FOCUS, THEN EXECUTE & DELIVER
- ALIGN where you are to where you want to go.
- Set a CLEAR and SPECIFIC FOCUS

4 KEY BEHAVIORS OF RESILIENT LEADERS

Four Behaviors That Help Leaders Manage a Crisis by Chris Nichols, Shoma Chatterjee Hayden and Chris Trendler. HBR: April 2, 2020
BALDRIGE SUPPORTS MONITORING THE RIGHT MEASURES

**Category Two: Strategy**

What are your key performance measures or indicators?

**Category Four: Measurement, Analysis and Knowledge Management**

How do you track data and information on daily operations and overall organizational performance?

How do you use findings from your performance reviews to develop priorities for continuous improvement and innovation?
KEY LEARNING ABOUT THE “RIGHT” MEASURES

1) Decide what’s key

2) Collect multiple types of data

3) Relay the data so it tells a story

4) Be agile in drilling in to key measures during the COVID pandemic – less is more
Types of Data

- Input
- Output
- Perception
- Process

Key is a Three Letter Word
*With the implementation of the 18-21 Year Old Program in 2011-12, students entering the program at the end of their Senior year in high school are not considered to have graduated within four years. We are proud to be able to offer this program to 1.9% of 2012-13 Senior Class. The 2012-13 data point is from the Pewaukee School Data Set for projection purposes.*
PIVOTING TO MEASURING WHAT MATTERS...
...IN LIGHT OF THE COVID PANDEMIC

- MEETING SAFETY & BASIC NEEDS
- CORE PURPOSE
- OPERATIONAL EFFICIENCIES HOW WE USED PEOPLE, MONEY & TIME DIFFERENTLY
BALDRIGE SUPPORTS MONITORING THE RIGHT MEASURES

1) Decide what’s key

2) Collect multiple types of data

3) Relay the data so it tells a story

4) Be agile in drilling in to key measures during the COVID pandemic – less is more
I risk saying it again – think KEY

We began with results based on what looked good and where we had data and benchmarks – not strategic at all

Displaying data is an art. Learn about what types of tables work well to display different types of data

Consider showing your organization’s results in a constant color
Many examiners who review your application will not be in your field. Make sure they can understand the data you are showing. Explain a lot.

Don’t fib with statistics.

Read applications.
POLL

WHAT IS A KEY LEARNING YOU HAVE GLEANED TODAY ABOUT RESULTS?

join at slido.com

#IPEX
Using the Baldrige Criteria, we think *systematically* about improvement.
1. THEY ENGAGE FOR IMPACT & PUT PEOPLE FIRST
   • ENGAGE with EMPATHY
   • RECOGNIZE, CELEBRATE WINS
   • CLEARLY, THOROUGHLY COMMUNICATE
   • They cultivate a culture of resiliency

2. THEY DECIDE WITH SPEED OVER PRECISION
   • AGILITY
   • Make decisions, get started, LEARN QUICKLY and ADJUST

3. THEY MONITOR AND ADJUST BOLDLY
   • ADAPT and ADJUST as needed.
   • They use the 3 As of Adjustment: ADOPT, ADAPT OR ABANDON when determining a course of action

4. THEY RELIABLY ALIGN FOCUS, THEN EXECUTE & DELIVER
   • ALIGN where you are to where you want to go.
   • Set a CLEAR and SPECIFIC FOCUS

---

Four Behaviors That Help Leaders Manage a Crisis by Chris Nichols, Shoma Chatterjee
Hayden and Chris Trendler. HBR: April 2, 2020
BALDRIGE SUPPORTS DIGGING INTO WHAT GOOD PROCESS IS AND DOES

Category Six: Operations

What are your organizations key work processes?

How do you design your work processes to meet requirements?
Examines how you design, manage, and improve your key processes

Examines how you improve operational effectiveness to deliver value and achieve organizational success and sustainability
A BRUTAL FACT TO CONFRONT

We cannot change outcomes without changing the processes that lead to those outcomes.
One of four key themes in our feedback:

“The Plan-Do-Study Act (PDSA) methodology is used for the continuous improvement management of several of its mission-focused key planning and delivery processes, down to the classroom and individual student levels.”
HOW DOES PDSA FOCUS YOU ON IMPROVEMENT?

PDSA Questions We Ask to Improve:

- What are we trying to accomplish?
- Is what we’re doing making things better? How do we know?
- Knowing what we know, what changes will we make that will result in an improvement?
- What do we need to do to sustain the change or make changes to the process?
PDSA HELPS AVOID THE REPLICATION TRAP

Where we’re so busy doing, we are not intentional about what we’re doing AND reflective about how things are going so we DO, DO, DO, DO, DO, DO and don’t make choices. We just replicate over & over & over.
Administrative Team Meeting Agenda

Date: 9-17-15  9:00 a.m.  District Office

We meet to develop our leadership skills, build management capacity, and
work collaboratively to innovate our processes and systems --
all in the name of meeting our Mission
to open the door to each child’s future

Absent:
Minute Taker: Amy Pugh
Team:
  - Learning Together
    o Lalitha Murari of the Glendale-River Hills School District will attend to speak
      with us about Indian culture. Please come ready to welcome her and ask your
      question.
  - Connecting
    o Mission Sightings
  - Scorecard Review
    o You will be split into groups of three-four and asked to review your scorecard
      using the following questions:
      ■ How effective are the process monitoring measures you selected for each pillar
        goal? Why did you select them? How frequently will you be able to use them to
        monitor progress? How will you respond if you are not seeing progress when you
        review these measures?
      ■ What are the key strategic actions you will take for each pillar goal in the next
        30 days?
  - Strategic Plan Deployment (Board approved on Sept. 14)
  - Other

Cabinet:
  - Teacher Inservice Scheduling
QUALITY TOOL TO BUILD ADAPTIVE CAPACITY DURING YOUR COVID RESPONSE

AFTER ACTION REVIEWS
STRATEGIC THINKING VS. STRATEGIC PLANNING

“You need one foot in today and another in tomorrow.”

Ryan Kehr, *Think Strategically to Stay Ahead*
AFTER ACTION REVIEWS DEFINED

• Taking time to “learn while in the thick of it.”

• A qualitative review of actions taken in response to a crisis, concern or situation.

• Seeks to identify:
  • Actions that need to be implemented expediently to ensure better preparation for the future
  • Medium- and long-term actions needed to strengthen and institutionalize the necessary capabilities
SAMPLE QUESTIONS IN AFTER ACTION REVIEW PROTOCOL

**ACTION**
- When we responded and began Phase 1, what assumptions did we make (correct or incorrect)?
- When we began Phase 1, what key actions did we take? (Think about this with multiple lenses: in how we communicated, in how we deployed resources, in how we came together to make decisions)
- To what degree did we follow through with what we said we were going to do? Successes? Misses?
- What were key challenges we faced as we acted?

**LEARN**
- What worked well from Phase I?
- How do we know this was successful? What evidence do we have?
- What didn’t work well from Phase 1? How do we know?
- How have we grown & changed? What have we learned that can inform us moving forward?
- Knowing what we know now, what might we have done differently in Phase 1?

**BE**
- What new things will we face in Phase 2? (Ask a lot of “What if” questions)
- What worked in Phase 1 that we think will serve us well in Phase 2? How do we better hardwire this?
- How will we measure the effectiveness of the key actions we are taking in this Phase? What evidence do we need to begin collecting?
- What may we want to suspend doing in Phase 2? Why?
- How do we best anticipate Phase 3? What’s next that we need to keep in mind?
- Vision: What do we want to be when we get through this? How can we be better for it?
AFTER ACTION PROCESS STEPS

Looking Back:
• A structured review of response activities

Analysis of Learning:
• An exchange of ideas and an in-depth analysis of what happened and what was learned (Analysis)

Moving Forward with Greater Clarity:
• Identification of what can be addressed immediately
• Identification of what can be done in the longer term to achieve better success

It’s really setting up a responsive system for Knowledge Sharing. It comes down to asking really good questions and taking time to listen.
BALDRIGE TIPS ABOUT PROCESS

- Most problems in organizations are due to not having a clear process owner – get “go to” people identified

- Identify key processes for your organization & address them in each category (systems, processes & tools was key for us – our “Schoolhouse” identified them

- We began with “fuzzy & warm” stories but got better at thinking process (not just examples) in steps and in graphic form – Draw key processes out in pictures (A)
BALDRIGE TIPS ABOUT PROCESS

- Most often, we think things are more well deployed than they are – look for gaps (D)
- If you don’t calendar time to intentionally review the process it won’t get done (L)
- Integration isn’t easy to find – Converse about this at length. Seek linkages! (I)
SESSION OBJECTIVES

1. DEFINING RESILIENCE AND ITS IMPORTANCE NOW
2. EXPLORING HOW THE BALDRIGE FRAMEWORK PROPELS RESILIENCE
3. DIGGING IN TO PEOPLE, PLAN, RESULTS AND PROCESS – THE BACKBONE OF BALDRIGE
4. SOME TOOLS TO BUILD RESILIENCE IN YOUR LEADERSHIP
1. THEY ENGAGE FOR IMPACT & PUT PEOPLE FIRST
- ENGAGE with EMPATHY
- RECOGNIZE, CELEBRATE WINS
- CLEARLY, THOROUGHLY COMMUNICATE
- They cultivate a culture of resiliency

2. THEY DECIDE WITH SPEED OVER PRECISION
- AGILITY
- Make decisions, get started, LEARN QUICKLY and ADJUST

3. THEY MONITOR AND ADJUST BOLDLY
- ADAPT and ADJUST as needed.
- They use the 3 As of Adjustment: ADOPT, ADAPT OR ABANDON when determining a course of action

4. THEY RELIABLY ALIGN FOCUS, THEN EXECUTE & DELIVER
- ALIGN where you are to where you want to go.
- Set a CLEAR and SPECIFIC FOCUS

4 KEY BEHAVIORS OF RESILIENT LEADERS

Four Behaviors That Help Leaders Manage a Crisis by Chris Nichols, Shoma Chatterjee Hayden and Chris Trendler. HBR: April 2, 2020
Resilient: (adjective) able to withstand or recover quickly from difficult conditions
AS YOU THINK ABOUT YOUR LEARNING TODAY...

Dr. JoAnn Sternke
Joann.sternke@studereducation.com
Twitter: @jasternke
Phone: 262-424-0014