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## THE ALLIANCE FOR PERFORMANCE EXCELLENCE NEWSLETTER

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***“Enhancing the Growth and Sustainability of Baldrige Based Programs”***

[www.baldrigepe.org/alliance](http://www.baldrigepe.org/alliance)



## A Message from the Chairman

Brian Lassiter, Chair  
Alliance for Performance Excellence  
(Minnesota, North & South Dakota)

March, 2014

### Time for a Growth Spurt

Hello fellow Alliance members:

As an Alliance – and as individual programs – we have experienced (endured?) a great deal of change the last few years. Reflecting back, three years ago – almost to the day – I remember learning of the threat of BPEP losing its federal appropriation (so many of us spent our time on the Hill instead of Quest for Excellence that year, encouraging congressional leaders to preserve funding). Then there was “America Needs Baldrige” day in September 2011, where we participated in a coordinated full-court press to save funding for Baldrige. But after the eventual loss of federal funding two months later, the national program – partnering with the Alliance, the Foundation, and ASQ – began a two year transformation to sustain its mission completely with private funding.

As part of that effort, the Alliance has changed quite a bit as well:

- We participated in the creation of standards for our top level awards, bringing consistency across our programs. An Enterprise Task Force continues to research and document best practices for lower-tier awards.
- We have partnered with BPEP to create an integrated examiner training curriculum, which will be piloted this spring at the first site outside of Gaithersburg, as national and state examiners train side-by-side.
- A Task Force is determining how to improve the functionality of BOSS for Alliance programs. Currently, 11 Alliance programs use BOSS and seven Scorebook Navigator, bringing efficiency and consistency to our processes.
- We are working with the Baldrige Foundation on a proposal for collaboration for funds beyond the initial fundraising campaign for BPEP.
- We have partnered with BPEP and the Foundation on several initiatives to strengthen the collective “Baldrige” brand (such as encouraging our top level Award recipients to apply to the national program).
- We have taken greater ownership of the Baldrige Regional Conferences, assisting BPEP in the administration and marketing of those events.
- And we have made some changes within the Alliance itself to position ourselves for growth: we changed the Alliance membership structure in 2013, allowing for additional members to join the Alliance.

But I believe our changes are just starting; the Alliance must grow and strengthen in order to fulfill our mission of supporting our Baldrige-based member programs.

Along those lines, there were several noteworthy outcomes of the Alliance board planning retreat earlier this year:

- A. First, the board recognized that the Alliance’s mission statement needed to be revised, as our mission itself has shifted the last couple of years. The board recommended a slight repositioning of our mission – to sustain the Alliance and enhance the growth of our membership, where membership is defined as Baldrige-based programs. Our focus will still be on the Alliance’s “Founding Members” (state, local, and sector programs), but the board wanted to recognize that the Alliance’s mission is now broader than it used to be. A new proposed mission will be revealed and discussed at the April 6 meeting.

## Message from the Chairman

- B. Second, the board explored three possible scenarios for the Alliance (flat revenue, moderate growth, and significant growth), and opted to embrace a “smart growth” strategy – something between moderate to aggressive growth. This implies that the Alliance will step up our efforts to expand membership (serving other Baldrige-based organizations) and to consider commercializing and selling products to the market. Much more work is needed on both of these strategies, but I am pleased that the board is beginning to articulate a path forward that will lead to growth – and it’s not growth for growth’s sake, but growth that allows the Alliance to better support and sustain its founding Alliance members...our state, local, regional, and sector-based programs.
- C. Finally, the board discussed re-alignment of our current committee structure to align with our emerging new strategy. This is currently in transition, and will be in place by the April board meeting. In addition, we also discussed the need for Alliance members to improve reporting (and for the Alliance itself to improve our ability to enforce policies, requirements, and rules); the Membership Relations Committee is working on recommendations on those issues.

We will report and/or work on many of these issues at our Quest meetings next month. Our schedule in Baltimore is as follows:

- Alliance board meeting Sunday, April 6 from 1-3 PM ET
- Alliance member meeting 3-5 PM ET (the Award celebration is later that evening)
- And, because, many Alliance members have expressed the desire for more time to work on Alliance business, we are hosting additional meeting time Monday afternoon 1-5 PM ET. This is optional time for Alliance committees, task forces, and potentially Enterprise task forces to work on projects/initiatives – it will be less formal and up to committee/task force leadership.

Watch for more updates by email on all Quest meetings.

So as we begin 2014, I continue to reflect on the great progress the Alliance has made the last couple of years, as well as the opportunities and imperatives we have before us. I look forward to working with each of you to move the Alliance forward, as we work to sustain and grow each of our programs and the Alliance itself.

Brian Lassiter, Chair (Alliance for Performance Excellence, Minnesota)

***“Enhancing the Growth and Sustainability of Baldrige Based Programs”***

[www.baldrigepe.org/alliance](http://www.baldrigepe.org/alliance)

**Alliance Resources**

Submitted by Brian Loebig, Alliance Technology Manager, [www.twitter.com/brianloebig](http://www.twitter.com/brianloebig)

**Increase Visibility Using the Top Small Business Directories**

Small business owners are always on the lookout for the lowest cost, highest value promotional opportunities on the Internet. Creating or claiming local business directory listings is a great way to expand one’s digital footprint.

Many Internet service providers have identified the value of local directories which has spawned a bevy of mass listing services such as Yext.com, CityGrid and others. These services make it easy to claim a large list of directories that may or may not be relevant to a business. The listing provider’s monthly fees tie a business into a relationship with them for life since discontinuing their service will remove your business information from the listing en masse. A more time intensive, but lower cost, approach is to claim one’s business listings by hand with the top directories relevant for your industry.

The following list of directories are recommended for a wide variety of businesses and industries. Links to the business listing page of the directory will make it easier to begin creating or claiming your business listings.

1. Google Places for Business
2. Yelp.com
3. SuperPages.com
4. Yahoo Local
5. AngiesList.com
6. Manta
7. Local.com
8. Local City Directories
9. Merchant Circle

For a detailed list of how to access and submit listings on these directories visit: [bit.ly/local-directory-listings](http://bit.ly/local-directory-listings).

**Upcoming Dates**

**Leadership Committee Meeting**.....2<sup>nd</sup> Thursday of every month, 3-5:00 PM Central Time  
(2014: March 13, May 8, June 12, August 14, October 9, November 13, December 11)

**Board Meetings**.....April 6, 2014 1-3 PM ET (Quest for Excellence), July (Teleconference),  
September (Regional Conference—Minnesota)

**Alliance Meetings**.....April 6 (3-5 PM) & April 7 (1-5 PM) at Quest for Excellence,  
September TBD (Regional Conference, Bloomington, MN)

**Regional Conferences**.....September 9 (Los Angeles, CA); September 23, 2014 (Bloomington, MN)

## Alliance Library and Google Email Groups

*Submitted by Karen Shepard, Southwest Alliance for Excellence*

The Alliance Board of Directors, with the assistance of Brian Loebig, Alliance Technology Manager, is in the process of transferring and organizing documents that used to be located on the Alliance website. (Please do not confuse this with the Baldrige Resource Library, which is still located on the Alliance website and is still accessed the same way that it has always been accessed.) The Alliance Library documents have been moved to Box.com but are not yet available for public perusal. When they are, there will be communication to Alliance members on how to access the documents. In the meantime, if you are looking for something, please don't hesitate to contact Karen Shepard, [kshepard@swae.org](mailto:kshepard@swae.org) or Anne Warner, [anne@gsgc.com](mailto:anne@gsgc.com). We are happy to assist in any way we can. If you have any changes that need to be made on the State and Local Programs listing of Alliance members on the website, <http://www.baldrigepe.org/alliance/programs.aspx>, please continue to use the link at the top of that page that says: [Contact](#) to update information.

The email system that has been located on the Alliance website will soon no longer be able to be accessed and will no longer work. We are changing to Google Groups for email lists. This is a much simpler system and we are able to attach documents like a regular email. **Only those that are included in a specific list are able to use that email list.** The email lists, as they were on the Alliance website are being transferred to the following Google email groups:

- Alliance Board of Directors – [allianceboardofdirectors@googlegroups.com](mailto:allianceboardofdirectors@googlegroups.com)
- Directors of Member Programs – [allianceexecutivedirectors@googlegroups.com](mailto:allianceexecutivedirectors@googlegroups.com)
- Directors & other staff of Member Programs, Alliance Board, BPEP Staff – [baldrigeenterprise@googlegroups.com](mailto:baldrigeenterprise@googlegroups.com)
- All above lists, some recipients, & friends of Baldrige – [allianceallusers@googlegroups.com](mailto:allianceallusers@googlegroups.com)

To use an email list that you are included in, just type the above selected email address into the "To" field and your email message with any attachments will be sent to everyone in that list.

For now, if you have a change in your email address, or if someone would like to be added to an appropriate list, please contact Karen Shepard or Anne Warner and we will make the change for you.

The Alliance Board has created a task force consisting of Mike Belter, Liz Menzer, Karen Shepard and Anne Warner to review both the systems (library and email), organize the library documents, and write procedures for accessing/uploading documents, and editing/adding email addresses.

Please bear with us as we try to provide better service to our members, and if you have any questions, please don't hesitate to contact Karen Shepard, [kshepard@swae.org](mailto:kshepard@swae.org). Thank you!

**Baldrige**

## Baldrige Reminders



Remember to Register for the 26<sup>th</sup> Annual Quest for Excellence® Conference and Award Ceremony

April 6-9, 2014  
Marriott Baltimore Waterfront  
Baltimore, MD

[Register Today](#)



Be sure to remind your member organizations about these upcoming application deadlines for the Baldrige Award.

[http://www.nist.gov/baldrige/enter/how\\_to\\_apply.cfm](http://www.nist.gov/baldrige/enter/how_to_apply.cfm)

## **Baldrige Enterprise: Updates on Taskforce Teams (Dec. 2013/Jan. 2014)**

*Submitted by Dawn M. Bailey*

**Alliance Best Practices** (Team Leader: Darcy Davidsmeyer; Goal: Identify and recommend a standard set of four award levels, including the breakout of the Criteria requirements to be used at each level)

The team is now reviewing actual feedback reports given by programs to organizations that have completed a Level 1 application on an Organizational Profile. After one more meeting reviewing these documents, the team has agreed it will identify best practices from the various programs that have been reviewed, providing documentation when available. The team hopes to have this completed by the April/May timeframe.

**Integrated Examiner Training Team** (Team Leader: Sandra Byrne; Goal: Design a training model that reduces variability among state and national examiners and reduces Enterprise costs)

### *Regional Examiner Training Pilot*

- Regional examiner training pilot is set for the week of May 11, 2014.
- Site has been selected at National University in San Diego, California.
- The session is open to examiners from the national Baldrige program and Alliance member programs.

### *Examiner Curriculum Development*

#### Accomplishments:

- Team has developed a high-level outline of an Enterprise-wide examiner training curriculum that can be delivered to both Baldrige examiners and examiners in Alliance member programs.
- Curriculum is based on the "flipped-classroom" model, with some content delivered online.

#### Next steps:

- Review curriculum outline with Alliance member programs through a webinar in March.
- Develop training modules that can be piloted with a small set of Alliance programs in 2014.
- Select technology to support the pilots.

**Marketing, Promotions, and Communications Team** (Team Leader: Katie Rawls; Goal: Being revised)

New versions of the health care and education fliers have been created. Any program can print and distribute these fliers. <http://baldrigeresourcelibrary.wordpress.com/2013/02/10/baldrige-award-recipient-results-fliers/>

## **Baldrige News Updates**

### **Deputy Director Position Open**

Applications are now being accepted for the Baldrige Program's deputy director position via [www.usajobs.gov](http://www.usajobs.gov) (vacancy # NISTBPEP-2014-0002). The deputy director serves as the program's chief operating officer and assists the director in leading, managing, and planning operations for the Baldrige Program. Use the link above to find information on qualifications, benefits, and how to apply.

### **Baldrige Foundation Selects Sister Mary Jean Ryan for 2014 Harry S. Hertz Leadership Award**

The 2014 Harry S. Hertz Leadership Award will be presented to Sister Mary Jean Ryan on April 9, 2014, at the 26<sup>th</sup> Annual [Quest for Excellence® Conference](#) in Baltimore, MD. Sister Mary Jean, chair of the board of SSM Health Care, is also scheduled to be a keynote speaker at the conference.

The Harry S. Hertz Leadership Award, which recognizes leaders who inspire their organizations to achieve performance excellence, is named for the director of the Baldrige Program from 1995 to 2013 and honors his leadership legacy.

For more information about Sister Mary Jean and the Harry S. Hertz Leadership Award, visit the Baldrige Foundation's Web site at <http://www.baldrigepe.org/foundation/>.

## Baldrige Training Pilot in California

Submitted by Denise Shields, California Council for Excellence Board Chair

### Baldrige Training In Beautiful San Diego!

**What:** “What?” you say?? “How can I become a Baldrige Examiner on the west coast when Baldrige training is *always* in Gaithersburg and held at the National Institute of Standards and Technology?” It is accurate...it is true! This year, the Baldrige Performance Excellence Program is hosting four weeks of training as follows:

Join many others and become a  
**National Baldrige Examiner in  
Southern California in 2014!**

#### When:

- April 22-25 in Gaithersburg, MD
- April 29 - May 2 in Gaithersburg, MD
- May 6-9 in Gaithersburg, MD
- May 13-16 in San Diego, CA

The fourth week is in partnership with the California Council for Excellence (CCE) and will be held in beautiful, sunny San Diego. The pilot program’s goal is to offer examiners a choice of training locations and represents a partnership between the BPEP staff with Alliance members.



**How:** When national examiners receive their acceptance notifications, a choice will be provided to returning, senior and alumni examiners (sorry new examiners...you still need to attend training in Gaithersburg this year) of the above dates and sites. If you are interested in the San Diego site and dates, just choose that option.



**Our Commitment:** The materials and training experience will be identical to the experience you have had in years past in Gaithersburg. NIST trainers and monitors will be on site in San Diego and in charge of the training curriculum and experience. (After the winter on the east coast, they may be looking forward to the average annual San Diego temperature of 71° and over 300 sunny days.)  
**CCE is responsible for hosting you at this event including meals at lunch, supplies and ground transportation between the hotel and training site.**

**Some differences you need to be aware of:** Since new NIST examiners are being trained in Gaithersburg, the “new” examiners in the classroom will be state examiners coming from Alliance members across the country. The other difference is there is a fee of \$500 for everyone attending. Please understand this fee is to offset costs incurred by CCE for planning and hosting the event. NIST is not underwriting any costs associated with the training so CCE is fiscally responsible. The staff is hoping that the cost of the fee is partially offset by less expensive airfare for some and lower hotel costs, which are currently being negotiated.

**Where:** Training will take place at National University and hotel arrangements are now being negotiated. The hotel will most likely be located in a beautiful area of San Diego called Mission Valley. Mission Valley is centrally located so it will provide easy access to nearby beaches, the San Diego Zoo, Sea World and of course, restaurants and top-of-the-line shopping.

**What’s next?** By the time that examiners are notified by the BPEP office of their appointment as a 2014 examiner, all details such as the hotel will be finalized and available to you to help you make your decision. We hope you will join us in San Diego and be part of history with launching a successful pilot! If you have any questions about the San Diego training, please contact Trish McKay at [Trish@caexcellence.org](mailto:Trish@caexcellence.org).

**Florida**

Submitted by Pat Sciarappa, Organizational Development Director

**Lean Six Sigma Yellow and Green Belt Certification**

Since October 2013, over 200 people have participated in the highly successful Sterling sponsored Six Sigma Yellow Belt and Green Belt training. Participant Feedback has been very positive :

- 100% participant satisfaction
- 100% of participants believe the course will enhance their professional capability
- 96.6% of participants believe that what they learned will help them achieve better work results

From March through August, the Florida Sterling Council will be providing the opportunity to become Sterling Lean Six Sigma Yellow Belt certified. This incredible training provides you with a fundamental understanding of Lean Six Sigma and its benefits to an organization, the ability to prioritize processes for improvement, approaches and tools to immediately improve processes in the workplace, and Lean Six Sigma Yellow Belt certification.

Training Dates & Locations:

<b>March 19</b>	Miami	<b>July 8</b>	Orlando
<b>March 24</b>	Tampa	<b>July 22</b>	Jacksonville
<b>March 26</b>	Tallahassee	<b>August 5</b>	Tallahassee
<b>April 15</b>	West Palm Beach	<b>August 18</b>	Tampa
<b>June 23</b>	Ft. Lauderdale		

Registration for the certification is \$195. By registering for the Lean Six Sigma Yellow Belt certification, you will also receive a credit towards Green Belt training with the Florida Sterling Council. To register for any of our Yellow Belt courses, please visit [www.floridasterling.com](http://www.floridasterling.com) and browse through "Register here for all events" to find the registration form with all locations/dates available.

The Florida Sterling Council has been sponsoring a series of organizational specific Six Sigma Green Belt training over the past several months. The Council will be opening up the Green Belt offering statewide, with the first workshops planned for the Tampa Bay area commencing in April and Tallahassee in May. Watch the Sterling website for additional information.

**Annual Sterling Conference**

There is no better time than now to make an investment in building your leadership bench and networking with key leaders from across the country at the 22<sup>nd</sup> Annual Florida Sterling Conference where evidence-based best practices and innovative approaches are the cornerstone. The conference—**May 28 – 30, 2014**, for Business, Education, Healthcare, Manufacturing, and Not-for-Profit attendees—provides you with approximately 20 hours of potential learning with takeaway tools you can apply immediately to your organization. *Remember that you can earn ASQ RUs, Nursing CEUs, or education CEUs through your district or college by attending the conference.*

- **Workshops & Keynote Speakers:** Not only will you hear from great companies and speakers, but you will walk away with a tangible take-away tool from **every** workshop session!



- **Networking with the Best** : You will have multiple opportunities to network within your industry and across sectors with leaders in performance excellence.
- **The Products & Services Exposition** has been expanded with two more networking events beginning on Tuesday evening. We have also added three 15-minute **speed learning** sessions that will provide you with three ways “to do something” as a take-away.

For additional information, visit the Conference flyer: <http://www.floridasterling.com/assets/pdf/2014/2014ConferenceFlyer.pdf>

To register, visit the Sterling website:

<https://egt-nt02.egrouptech.com/confer14.nsf/WebRegistration?OpenForm>

A special Alliance Group Rate has been established at \$795, which includes attending the Educational Summit or Healthcare Symposium, three days of the Conference, and the Friday evening Awards Banquet. After you submit the registration form, call the Sterling office at (850) 922-5316 so we can activate your special rate.

## Southwest Alliance for Excellence (Arizona, Nevada & Utah)

*Submitted by Karen Shepard, Executive Director*

### SWAE State Ambassadors

In 2012, Southwest Alliance for Excellence became the program provider for Utah, the third state in our alliance already comprised of Arizona and Nevada. In order to increase our presence in Utah, we developed the SWAE ambassador program, which sends SWAE spokespeople into specific geographic areas to represent the organization and our Performance Excellence Program.

The ambassador role is a two-year commitment of about eight hours a month. Responsibilities include:

- Presenting at group meetings the what, who, why, when and how of Performance Excellence Program (PEP)
- Setting up meetings with organizational leaders that have exhibited a quality initiative to encourage them to participate/apply for any of our Award levels
- Recruiting examiners, mentors & judges for the program
- Arranging meetings with sectors (health care, government, non-profit, manufacturing, education) to discuss the merits of participating in the Awards program at some level and to encourage applications
- Helping SWAE identify and obtain necessary resources, i.e. memberships/sponsorships/partnerships/in-kind donations
- Meeting with the Director (quarterly) to discuss strategies for greater participation

We are pleased to have our current ambassadors serving on both our Board of Directors and Board of Overseers. They have proven to be valuable assets, and we will continue to recruit ambassadors for our other state programs.

## TENNESSEE

*Submitted by Michelle Mowery Johnson, Communications Manager for TNCPE*

### **That’s a Wrap! Best Practices & Lessons Learned from #TNCPE2014 (a.k.a. the 21<sup>st</sup> annual Excellence in Tennessee Conference & Awards Banquet)**

Last month, TNCPE delivered our 21<sup>st</sup> annual Excellence in Tennessee Conference & Awards Banquet to nearly 400 individuals from 151 organizations across every industry sector statewide. Attendees engaged in two full days of hands-on workshops, diverse breakout sessions, and keynotes from best-in-class organizations—including Terry May from two-time Baldrige Award recipient MESA. In the spirit of continuous improvement, we’re sharing a few of our best practices and lessons learned that could potentially benefit other state programs as you all design and implement your events throughout the year.

- **What's in a Name? | Crafting Compelling Session Titles**

In prepping for this year's conference, we placed a greater emphasis on crafting compelling session titles and clear session descriptions. A session title is often the first and/or only opportunity to engage a potential attendee and compel them to take action—which is why we invested more time this year in brainstorming and tweaking each one until we were dying to attend each session ourselves! For instance, a session on data display became “Seeing is Believing: A Guide to Data-Driven Storytelling,” and a session on workforce engagement became “Putting People First: Engaging the Workforce to Deliver Patient-Centered Care.”

So, in short—to answer Shakespeare's original question, it's ALL in the name.

- **How Do You “Like” That? | Leveraging Digital Marketing & Social Media**

From event hashtags to conference web badges and more, TNCPE experimented with multiple tools and technologies to promote this year's conference and engage digitally-driven attendees:

- **#TNCPE2014 Event Hashtag** – By including **#TNCPE2014** in posts to Facebook, Twitter, and Instagram, attendees were able connect online, share insights, photos, and experiences throughout the event, and keep the conversation going—even after the conference wrapped! We listed the event hashtag on all conference marketing materials leading up to the event and created tent cards to place throughout the conference center with instructions on how to add/search the hashtag online. As a result, activity on our TNCPE Facebook and Twitter pages increased dramatically in the days before, during, and after the conference—so we'll definitely continue this trend next year!
- **Conference Web Badges** – Another new addition to our 2014 event repertoire were the conference web badges (pictured). We created three different versions for presenters, sponsors, and attendees to include on their website, blog, email signatures, or social media to help spread the word and promote their involvement with **#TNCPE2014**.
- **#BeingOnline Digital Marketing Workshop** – In addition to our two other Baldrige-based pre-conference workshops, this year we featured a full-day digital marketing workshop led by two Nashville-based CEOs (formerly with eBay, Amazon.com, Magazines.com, and CitySearch). “#BeingOnline: Leveraging the Internet to Advance Your Organization” offered participants a C-Suite level perspective on the most powerful forms of digital marketing and identified emerging trends, challenges, and pitfalls for each, including search engine optimization, social media, web analytics, and more. As a result, 93% of participants felt better equipped to develop and/or improve their organization's digital marketing strategy after the workshop. #ForTheWin

- **The (Un)usual Suspects | Thinking Outside the “Baldrige Box”**

We always strive to assemble an extraordinary conference lineup of visionary leaders, inspiring innovators, and proven experts who have transformed their organizations into role model operations and achieved best-in-class results—even if they happen to reside a little outside the Baldrige community! This year, we invited Jason Wexler, COO of the Memphis Grizzlies, to participate in the conference as a keynote speaker. The Memphis Grizzlies franchise was recently named ESPN's #1 Professional Sports Franchise of 2013—a true testament to the caliber of quality leadership and process management in place within the organization. Jason received rave reviews for his keynote on how the Grizzlies and FedExForum (Memphis' premier sports and entertainment arena) collaborate to drive economic growth in the Mid-South, and work tirelessly on and off the court to serve the fans and the entire Memphis community. Now that's what we call a slam dunk!

TNCPE has already started brainstorming ideas for the 22<sup>nd</sup> annual Excellence in Tennessee Conference & Awards Banquet, so let us know if your program has any best practices or lessons learned to share! To learn more about any of the information listed above, please contact Kelsey Alexander ([kelsey.alexander@tncpe.org](mailto:kelsey.alexander@tncpe.org)).





BALDRIGE  
COACH®

## BALDRIGE IN BRIEF

Accelerating Excellence™



The Baldrige Criteria for Performance Excellence is a very different type of management book. It isn't packed with sage advice for changing your organization. It isn't filled with pithy quotes to frame and hang above your desk. It doesn't have the silver bullet you've been looking for to solve your organization's problems before the next quarter. One of the primary ways it differs from traditional management books is that it leads the reader on a journey of self-discovery through a series of powerful, thought-provoking questions.

These questions have no "right" answers. Those of us who use the Criteria are often amused to say that the standard answer to most of the questions is, "It depends." Why are there no "right" answers? Because every organization is unique. Its mission, its values, its culture, its place in the competitive landscape are like fingerprints – unique to an organization.

However, the Criteria have two main types of questions (unless you count the one "who" question that appears in just one Item) – "what" and "how." We frequently coach clients in the appropriate way to respond to these different types of questions when preparing an application. "What" questions are best responded to with a bulleted list or a table of "just the facts." The response is similar to a list of ingredients for a recipe. "How" questions are best responded to with a description of a systematic process, carefully laying out the steps needed to produce the desired result. The response to "how" questions is more like the instructions for a recipe with oven temperature settings, the sequence of mixing in the ingredients, and any other steps required to make the dish. Many clients have a difficult time with this. They like to tell stories. They like to present philosophy rather than process. They write a paragraph about activities that are more like random acts of goodness than intentional processes designed to meet the requirements.

If you aren't preparing an application, what's the relevance of all this? As leaders, you have the same opportunity to shape the performance of your organization by using these two types of questions. When you ask your people, "what," you should expect a list of requirements, of activities, of measures. When you ask your people, "how," you should be listening for a description of a repeatable process, evaluated against the requirements for its design, regularly measured for its effectiveness, and deployed to the parts of the organization (and in some cases, to your suppliers and partners) who need to perform it. If that isn't the response you get, you are hearing wishful thinking, hoped for outcomes, and activities rather than intentional action toward achieving a specific objective.

Is your organization getting the results it needs to be successful, to thrive in a competitive environment? If you see opportunity in this area, your first step toward improvement might be a more intentional use of the powerful question, "how?"

If you'd like to receive a copy of our "Top Ten Tips for Answering 'What' and 'How' Questions," just send a request to [kay@baldrige-coach.com](mailto:kay@baldrige-coach.com).

And don't forget to register for the 26<sup>th</sup> Annual Baldrige Quest for Excellence, April 6-9, in Baltimore, Maryland!  
<http://www.nist.gov/baldrige/qe/index.cfm>

## AHCA/NCAL

*Submitted by Courtney Krier, Director, Quality & Quality Award Program, AHCA*

### Recruiting Examiners for the Largest Baldrige-based Program in the Country!

The American Health Care Association/National Center for Assisted Living (AHCA/NCAL) is a professional trade association representing providers of post-acute and long term care. As the nation's largest association of these care providers, AHCA/NCAL advocates for quality care and services for frail, elderly, and disabled Americans. Our members provide essential care to approximately one million individuals in 12,000 not-for-profit and proprietary member facilities.

In 1996 AHCA/NCAL launched the [AHCA/NCAL National Quality Award](#) program. The program is based on the Baldrige Health Care Criteria for Performance Excellence. The program recognizes achievement at three levels; Bronze (Organizational Profile), Silver (Basic and Overall) and Gold (full criteria). Engagement in the Baldrige criteria among the AHCA/NCAL membership has expanded rapidly and we receive close to 1,000 applications per year. Over half of these are at the Silver and Gold level.

The growing application numbers drive a demand for an increasing number of capable Examiners within the program. **We are currently recruiting for both Senior and Master Examiners for the 2014 program cycle.** Senior Examiners review Silver applications while Master Examiners review the Gold level applications. If you are interested in engaging in the largest Baldrige-based program in the country, **visit our [Examiner Recruitment website](#) to learn more about the review process, key dates and deadlines, and apply to serve.**

**If you are interested in participating, but unwilling or unable to travel,** we are also recruiting for "support" Examiners. Support examiners will not be required to travel, but will participate in individual review of applications, participate in team conference calls, and contribute feedback comments and scoring. If you are interested, please complete the application and send an email to [Courtney Krier](#), Director of Quality & Quality Award.

## ASQ

*Submitted by Michael J. Barry, Communications Manager*

### Next ASQ CEO Announced

At last month's ASQ Board of Directors meeting William "Bill" Troy was appointed as ASQ's next CEO. Troy will succeed current CEO Paul Borawski, who, last July, announced his plans to retire in May 2014 after 27 years of service with the Society.

Troy will bring to ASQ a passion for quality, a results-orientation, diplomatic and global relationship management skills and outstanding leadership credentials. He spent much of his career working in regions around the globe, in a variety of settings, interacting with military, government and business leaders. "As an accomplished leader, Bill brings the skills and practical knowledge we need at this time in our journey," according to ASQ Chair Stephen Hacker.

Troy is expected to begin work at ASQ on April 21. Troy and Borawski will both attend ASQ's World Conference on Quality and Improvement (May 5-7, 2014) in Dallas, Texas, where they will meet with the Board of Directors, member leaders, ASQ members, and leaders of ASQ World Partners, among others.