

STRATEGY FOR SUCCESS.

*Reminder to Mute Your
Audio & Camera*

Your Guide to Achieving Organizational
Excellence Webinar

Presenter: Holly Bender, IMEC

March 2, 2021





Holly Bender

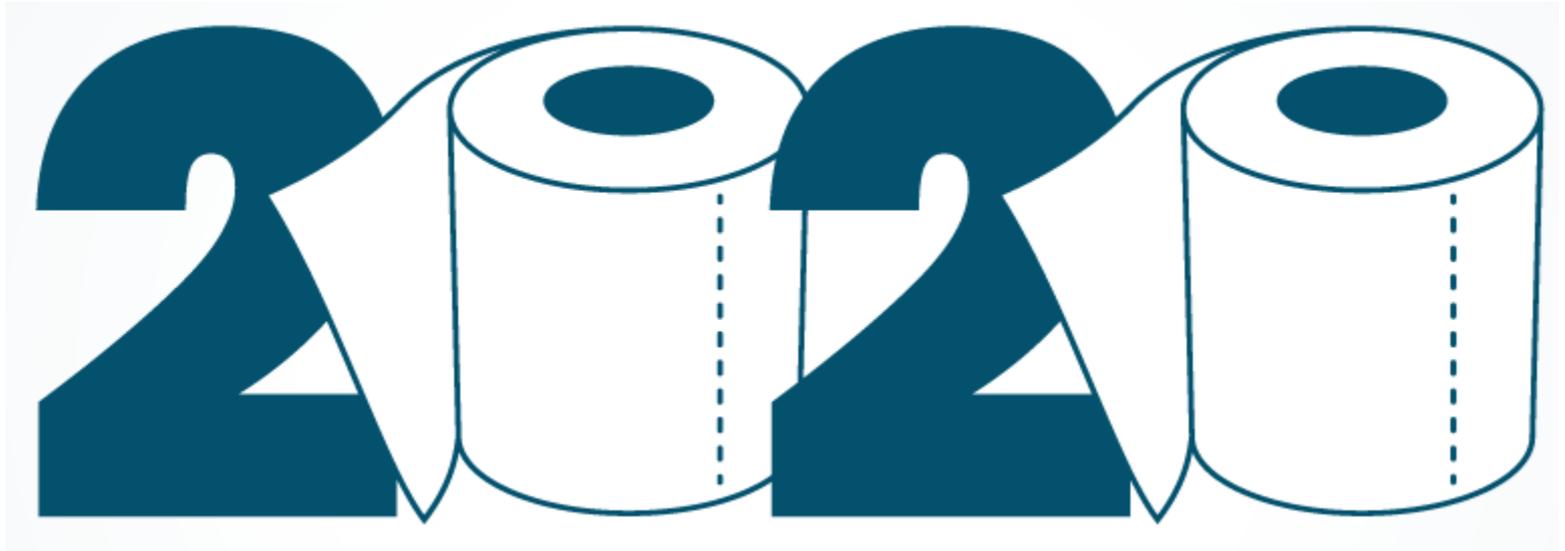
Recognition Program
Manager

Agenda

- Why is strategy important now?
- A nationally recognized performance excellence model
- Three questions
- IMEC Recognition Program
- Where to start?

Why is now a great time
to evaluate your
organization's strategy?

Because....



And...



And...



Regardless of your personal or professional opinions about the events of the year, the one thing we can all agree on is...

**2020 was not business as usual,
and it will have a lasting impact for
years to come.**

A Time for Reflective Leadership

- Albert Einstein is quoted as saying “In the midst of every crisis, lies great opportunity.” **What is the opportunity for your organization?** How can you lead your organization to not only survive but thrive in the future?

Every organization is PERFECTLY
DESIGNED to get the RESULTS they
are getting.

Strategy Using a Performance Excellence Model

- Based on High-Performing Organizations
- Validated and Evidence-Based
- An Adaptable & Non-Prescriptive Approach
 - Works for any size organization in any sector
- A Focus on Continuous Improvement & Learning
- Most importantly.....
Addresses What's Important to **Your** Organization

Why the Performance Excellence model?

- The 'Gold' Standard in the U.S.
- A Validated Leading-Edge Model
- Adaptable & Non-Prescriptive
- Identify Risks, Blind-spots, & Gaps in Performance
- A Focus on Continuous Improvement & Learning
- Addresses What's Important to **Your** Organization

What Can the Performance Excellence Framework Do for Your Organization?

Jump-start change initiatives

Energize improvement initiatives

Enable a focus on common goals

Assess performance against the competition

Align resources with strategic objectives

Performance Excellence

CORE VALUES

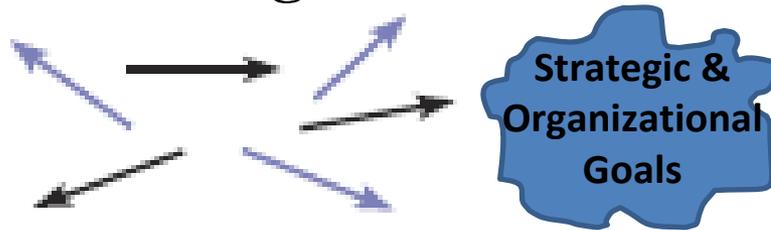
- Systems perspective
- Visionary leadership
- Customer-focused excellence
- Valuing people
- Agility and resilience
- Organizational learning
- Focus on success and innovation
- Management by fact
- Societal contributions
- Ethics and transparency
- Delivering value and results

The Performance Excellence Model:

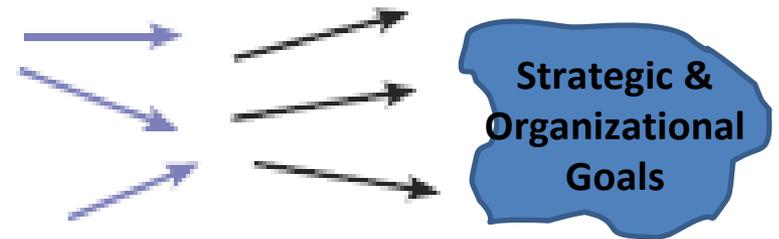
Is	Is Not
A diagnostic tool	Just an award program
A balanced organizational assessment	A documentation exercise
What you need to include in your operations to become “leading edge”	A prescription of how to operate
A catalyst for improvement	A continuous improvement model
A framework for prioritizing improvements, alignment of processes, and integration to activities to achieve strategy	A substitute for strategy

Where are You?

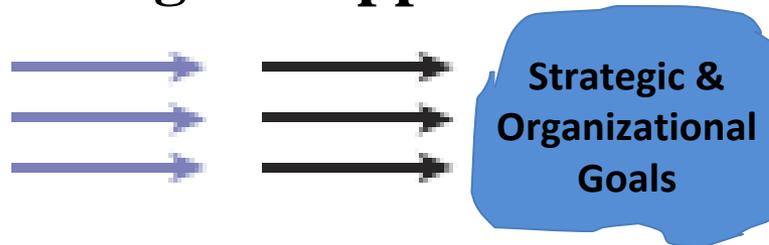
Reacting to Problems



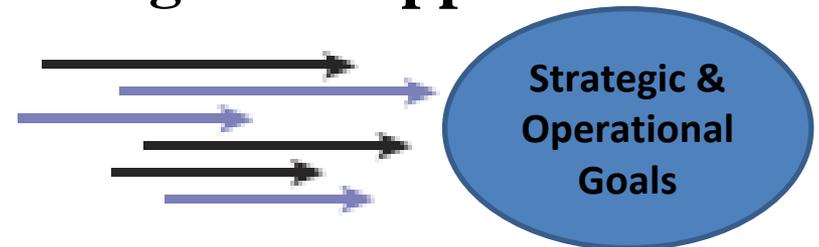
Systematic Approaches



Aligned Approaches



Integrated Approaches



A Systems Perspective

- Managing all the parts of your organization as a unified whole
- Ensuring that plans, processes, measures, and actions are consistent
- Ensuring that the individual parts work together beneficially

Achieving Performance Excellence

Start with Three Basic Questions

- Is your organization doing as well as it needs to?
- How do you know?
- What and how should your organization improve or change?



Performance Excellence is all about building systematic approaches.

What does that mean?

- Repeatable
- Effective
- Efficient
- Fact- or data-based
- A systematic approach builds in the opportunity for evaluation, improvement, innovation, and knowledge sharing, thereby enabling a gain in organizational maturity.

ADLI Defines the Journey to Excellence

- Define each key **Approach** (*how do you to X?*)
- **Deploy** the Approach (*do the Approach wherever appropriate*)
- **Learn** how to do it better (*evaluate & improve it*)
 - Is the Approach evaluated for its effectiveness at meeting the organization's needs?
- **Integrate** your Approaches to create a performance excellence system.
 - Approaches should be harmonized to support organization-wide goals.

LeTCI: Measures the Outputs and Outcomes your Organization Achieves

- **Level** – Your current performance on a meaningful scale
- **Trend** – Your performance over time
- **Comparison** – Your performance relative to other organizations
- **Integration** – The extent to which your results address what is important to your organization

7 Strategic Areas of Importance

1. **Leadership**: How do you share your vision and lead your organization?
2. **Strategy**: How do you prepare for the future?
3. **Customers**: How do you listen to, satisfy, and engage your customers?
4. **Measurement, analysis, and knowledge management**: How do you use reliable data and information to make decisions?
5. **Workforce**: How do you engage and empower your employees?
6. **Operations**: How do you ensure efficient and effective operations that deliver customer value?
7. **Results**: How well are you doing?

1. Leadership

How do you share your vision and lead your organization?

- The Leadership category asks how senior leaders' personal actions guide and sustain your organization. It also asks about your organization's governance system; how your organization fulfills its legal and ethical responsibilities; and how it makes societal contributions.

2. Strategy

How do you prepare for the future?

- The Strategy category asks how your organization develops strategic objectives and action plans, implements them, changes them if circumstances require, and measures progress.

3. Customers

How do you listen to, satisfy, and engage your customers?

- The Customers category asks how your organization engages its customers for ongoing marketplace success, including how your organization listens to the voice of the customer, serves and exceeds customers' expectations, and builds long-term customer relationships.

4. Measurement, Analysis, and Knowledge Management

How do you use reliable data and information to make decisions?

- The Measurement, Analysis, and Knowledge Management category asks how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets; how it uses review findings to improve its performance; and how it learns.

5. Workforce

How do you engage and empower your people?

- The Workforce category asks how your organization assesses workforce capability and capacity needs and builds a workforce environment that is conducive to high performance. The category also asks how your organization engages, manages, and develops your workforce to utilize its full potential in alignment with your organization's overall business needs.

6. Operations

How do you ensure efficient and effective operations that deliver customer value?

- The Operations category asks how your organization designs, manages, improves, and innovates its products and work processes and improves operational effectiveness to deliver customer value and achieve ongoing organizational success.

7. Results

How well are you doing?

- **7.1 Product and Process Results:** What are your product performance and process effectiveness results?
- **7.2 Customer Results:** What are your customer-focused performance results?
- **7.3 Workforce Results:** What are your workforce-focused performance results?
- **7.4 Leadership and Governance Results:** What are your senior leadership and governance results?
- **7.5 Financial, Market, and Strategy Results:** What are your results for financial viability and strategy implementation?

Start Improving Your Organization

Visit the
imec.org/excellence
website

Become a Recognition
Program examiner, or
attend examiner training.

Apply by 4/15

Attend our
Conference on
Enterprise Excellence
3/30 & 3/31

Write your
organization profile
with the Interest in
Excellence application

IMEC RECOGNITION PROGRAM

Level I: Interest in Excellence Application

- Recognition

Level II: Focus on Excellence Application

- Recognition

Level III: Award for Excellence Application

- Bronze
- Silver
- Gold (*eligible to apply for MBNQA*)

Recognition Program Service Offerings

Interest In Excellence

Application (Level 1)

**Organizational
Profile**
5 Pages

“What” questions that define what is important to your organization. Becomes a multipurpose management document.

Typically takes 1-2 months

Focus on Excellence

Application (Level 2)

**Organizational
Profile**
5 Pages

+

**Deep-dive into
Leadership, Strategy,
Customers, Workforce,
or Operations**

10 pages -- Allows you to select and focus upon the processes surrounding the topic that is most important to your organization today

Typically takes 3-4 months

Award for Excellence

Application (Level 3)

**Organizational
Profile**
5 Pages

+

Leadership

Strategy

Customers

**Measurement &
Knowledge
Management**

Workforce

Operations

Results

50 pages defining how your organization accomplishes its work

Typically takes 5-7 months



Recognition Program

www.imec.org/excellence

THE RECOGNITION CYCLE



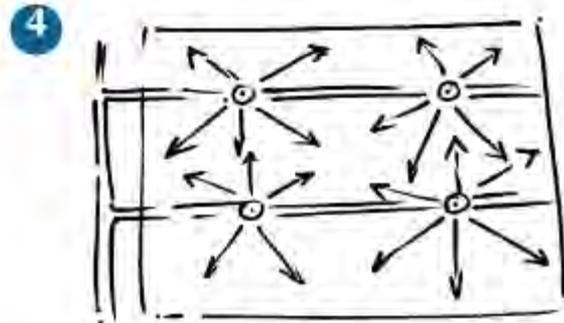
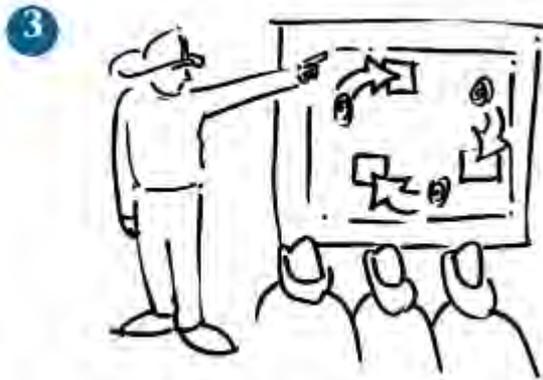
A Fact-Based Foundation for Strategy

- An Organizational Profile:
 - A document that describes your organization*
 - Facilitates leader alignment
 - Identifies what is most important to your organization
 - Identifies gaps in information, performance requirements, and results
 - Ensures alignment between Mission, Vision, Values, strategic & operational goals, and culture
 - Clarifies focus on important stakeholders – workforce, customers, suppliers, community, etc.

WHAT IS KEY TO YOUR ORGANIZATION?

- What is your mission and vision
- What are your core competencies – what do you do that makes you unique or is hard for other companies to imitate?
- Who is your competition?
- What are your KEY strategic challenges?
- What are your KEY strategic advantages?
- Do you have suppliers or partners you can't 'live without'?
- What is your culture? Values?

Learning: The Key to Excellence



Tips: Performance Excellence Journey

- Make and keep this a priority
- Senior leaders must lead the charge
- Focus on defining your Performance Excellence System not the application or the award
- Keep the organizational profile in mind as you develop approaches
- Use the glossary to align your terminology with the Framework
- Send employees to Examiner training
- Keep Approach, Deployment, Learning and Integration (ADLI) in mind as you define the “how’s” of your system
- Simultaneously define, develop and compile the system results (category 7) with the associated process categories (categories 1 - 6)
- Rely on your friends at IMEC to support your efforts
- Remember, it’s all about getting better!

IMEC RECOGNITION PROGRAM

Interest in Excellence Application

- Complete the Organizational Profile
 - “What is important to our organization?”
- 5 page limit – concise overview
 - Review / Feedback from Experienced Excellence Examiners and Judges
- Recognized at annual Conference on Enterprise Excellence

Typically requires one – two months to complete

What is the Organizational Profile?

- It is an initial self-assessment
- It sets the context for understanding your organization and how it operates
- Topics for which conflicting, little, or no information is available can be topics for action planning
- It helps you identify gaps in your organization and focus on key performance requirements and results

“the single most influential document in the modern history of American business.” CEO Gordon Black (Harris/Black International LTD.)

ORGANIZATIONAL PROFILE STEPS



Become an IMEC Recognition Program Examiner

- ***Enhance your professional experience. Help your organization. Help other organizations.***
- **Enhance your professional experience.**
 - Learn the Baldrige Excellence Framework and Criteria and how to utilize it for assessing performance in all industries and sectors
 - Training provided by a national expert
 - Engage in thought-provoking discussions with subject matter and sector experts
 - Become part of an exclusive network of talented and dedicated professionals committed to performance excellence
 - Acquire new knowledge, skills, and abilities
 - Be recognized for your service and attend the Conference on Enterprise Excellence
- **Help your organization.**
 - Learn to utilize a systems perspective which helps you look for ways to identify and foster improvements within your own organization
 - Develop analytical and consensus-building skills that can be applied at your own organization
 - Share best practices from leading organizations that achieve performance excellence
- **Help other organizations.**
 - Provide applicant organizations with value-added feedback targeted at helping them move their performance to the next level based on what they say is important to them
 - Help advance the economic growth and competitiveness of Illinois by contributing to the sharing of role-model practices

“I came to realize that the ...Criteria for Performance Excellence...are not rules to follow at all. Rather, they are a set of integrated principles that are designed to foster an organization’s development of its own internal system for excellence, matched to its unique mission, vision, culture, and customer requirements.”

CHARLES CALLAHAN, PHD, MBA, FACHE
President, Memorial Health System Hospital Group
and President & CEO, Memorial Medical Center

IMEC Recognition Program Participant

national express

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PROJECT
MANAGEMENT



Memorial
HEALTH SYSTEM



+ Advocate
Good Samaritan Hospital

ELKAY

+ Advocate Health Care
Inspiring medicine. Changing lives.



+ Advocate Sherman Hospital



American College of
Healthcare Executives
for leaders who care[®]

B *BLESSING*
Health System

FRAME THE FUTURE.

2021 Conference on Enterprise Excellence



March 30 and 31 | 8:30am - 12:30pm

2 Keynote Speakers

- Tom Wujec | Fundamental Skills and Tools to Thrive to Thrive in a World of Extreme Change
 - 6-time TED speaker, technology pioneer, design thinker
- Scott Steinberg | Leading Through Disruption and Future-Proofing Your Organization
 - Futurist and Business Strategist

16 Breakout Sessions

- Leadership
- Strategy
- Workforce
- Customer Engagement
- Operations

IMEC Awards for Excellence Celebration

FREE Registration at <https://imecexcellence2021.com>



UPCOMING EVENTS

Date	Session	Presenter
Mar 4, 18 + Apr 1	SALES DEEP DIVE: Improving Virtual Sales Skills Training Series for Illinois Manufacturers	Mark Roberts, OTB Solutions
Mar 4	QUALITY OF PRODUCT: Bridging ISO 9001 and ISO 17025 to Meet FDA Regulations Webinar	A2LA / AWPT
Mar 9, 12, 16, 19, 23, and 26	INCREASE ONLINE SALES: Role for Manufacturers in the eCommerce Marketplace 6-Part Series	B2Btail partners
Mar 10	KEEP YOUR TALENT: Retain your Workforce with Stay Interviews Webinar	Ashley Beaudoin, IMEC

Register at www.IMEC.org/Events/

UPCOMING EVENTS

Date	Session	Presenter
Mar 17	INCREASE CASH FLOW: Research and Development Tax Credits Webinar	Wipfli
Mar 18	EXPAND YOUR REACH: Insider Ways To Use Facebook & LinkedIn to Increase Your Manufacturing Sales Webinar	Strategic & Creative Marketing
Mar 23	ADAPT AND IMPROVE: Learn to Apply Lean Six Sigma to Continually Improve Webinar	FKI Quality
Mar 25	DEVELOP YOUR LEADERS: Communicating for Leadership Success Workshop	Ashley Beaudoin, IMEC
Mar 25	KEEP IT RUNNING: Roadmap to Maintenance 4.0 Webinar	Jesse Brady, IMEC

Register at www.IMEC.org/Events/