

Vision, Values and Mission

1.1a

As soon as a man climbs to a high position, he must train his subordinates and trust them. They must relieve him of all small matters. He must be set free to think, to travel, to plan, to see important customers, to make improvements, to do all the big jobs of leadership.

Herbert N Casson



FOUNDATION

This Area to Address initiates an entire organization's focus on performance excellence as an effective business model (such as a focus on the use of the Criteria for Performance Excellence - CPE).

Vision and Values

Clearly, senior leaders must define where the organization is headed, what they want the organization to be, the organization's values (and other beliefs), and acceptable behaviors during that journey. Frequently the shortcoming is not the lack of values as many organizations have beautiful plaques on the wall touting a fairly routine set of values or beliefs. The shortcoming is the inability to translate the beliefs and values into behaviors and practices and then have the discipline to practice those behaviors everyday. The senior leaders must, at all times, role-model the behaviors they want to see throughout the organization. When senior leaders role-model these behaviors, they must also ensure that leaders at all levels in the organization are role models 100% of the time for these foundational beliefs to be taken seriously. If the leaders do not act as role models all of the time, the behaviors and culture changes they desire in the organization will not take place. Everyone will clearly understand that what the leader says and what they do, or will tolerate, are two different things. As one Baldrige Recipient CEO put it, "when I asked why the people were not making the changes necessary to transform the organization, the answer I got back was, 'we'll change when the CEO changes!'"

Promoting Legal and Ethical Behavior

Once leaders set the organizational beliefs, vision, mission, values, purpose, or other foundational factors, they must communicate them so clearly that all employees understand what the organization stands for, what the organization believes, their role, and how they are expected to act. The organizational environment must foster, require and measure legal, regulatory, and ethical compliance of each leader and employee.

With the foundational beliefs established, leaders must set the direction. This direction must be set for both short- and long-term time horizons. Additionally, the overall direction and each group's or person's responsibilities for moving in the desired direction, must be clear for the organization to be effective and sustainable. Ensuring this sustainability is a key job of senior leadership. The direction set must ensure that the organization will remain viable and sustainable both operationally (short-term) and strategically

(long-term). For an organization to be sustainable it must plan so, as an ongoing concern (and through disasters), it can ensure that there will be adequate people, critical skills, money, data, facilities, equipment, and an adequate supply chain. Without every one of these and many more things which each organization needs and must determine for itself, the organization will not be sustainable nor will it be able to withstand disasters.

Creating a Sustainable Organization

Once leaders have established a foundation of beliefs, set the direction of the organization, and clearly established and communicated expectations, it is then their responsibility to create an environment where people can do their best in achieving their objectives. Leaders need to implement specific processes to ensure empowerment, that employees understand their level of empowerment and that they have the opportunity (even the responsibility) to improve, innovate and learn. These processes must create an environment for organizational, personal and workforce learning, innovation, and competitive and role-model performance. To achieve this, leaders (at every level of the organization) must drive organizational agility. This can only be accomplished if those leaders use defined processes (and the associated decision criteria within those processes), review performance and drive actions at short intervals. One area where leaders must be role models is in their assessment and improvement of their personal leadership skills. If leaders do not try to improve themselves, why should anybody else try to improve? These senior leaders must also guide the development of future organizational leaders, and participate in succession planning.

Summary

All of Item 1.1 focuses on the responsibilities of senior leaders to establish the right culture in an organization. Item 1.1 outlines the actions a senior leader must model if they want the other layers of the organization to perform effectively. The leaders must also ensure that these actions will be adopted throughout the organization. This is true for all of Item 1.1, but is particularly true for Area to Address 1.1a, where the leaders establish a foundation for all other leadership responsibilities.



EXAMPLES

PRO-TEC Coating Company (Baldrige Recipient 2007)

In the PRO-TEC organization, senior leadership is defined as the President and their direct reports. Eight leaders represent this senior Leadership Team. The PRO-TEC Coating Company leadership system is used throughout the organization as the fundamental model for their ORA-based (Ownership, Responsibility, Accountability) leadership process. Leaders use the six disciplines of the leadership model to guide and sustain the organization. This supports strategic planning, alignment of goals and objectives, deployment, measurement, and communication in the culture of self-directed work teams. Mission, vision, values, and strategic position have been set by the Leadership Team as a foundation, and they are reviewed and renewed annually.

Mission, strategic position, and vision. A diverse multi-disciplined group created the mission statement in 2002. It has become embedded into the culture. The mission is on the business cards, is displayed prominently throughout the PRO-TEC facility, is included in most printed material, and is very much a part of the character of the company. The mission statement and strategic position (core competency) are used to cast a very general and long-term view of where the company is headed and what we believe. The vision statement is more specific and is used by senior leadership to communicate to all stakeholders a more concrete picture of what the company will look like in ten years in pursuit of the mission and strategic position. Frequently the senior leaders refer to the mission and vision when explaining decisions

and direction. When tactical decisions must be made, it is common for a leader to ask, “What do the mission and vision say?”

The Leadership Team has identified as a priority the safety and wellness of the Associates and all stakeholders. This priority is communicated to everyone in the six key success factors under “Associate Quality of Life.” The hierarchy of priorities (Integrated Contingency Plan) lists preservation of human life and safety as the first priority, and the President, through every communication method, identifies safety as a key focus. Two-way safety communication is systematically encouraged, documented, and tracked within PRO-TEC through communication meetings, Associate satisfaction surveys, safety audits, and anonymous e-mail feedback tools offering direct communication to the President and Human Resources Manager.

PRO-TEC Leadership System



In the culture of self-directed work teams, it is essential that every Associate be a leader. Therefore, the core values were created to support defined leadership behaviors. Senior leaders conduct annual workshops within their areas of responsibility to align and integrate goals and renew commitment to mission, vision, values, and strategic position. These workshops conducted in individual areas of responsibility achieve two-way communication and alignment. Senior leaders demonstrate commitment to organizational values through their personal actions by aligning the outcomes of these individual workshops to the annual strategic planning activity. The Leadership Team uses the leadership system to create a sustainable organization at all levels. The leadership system identifies mission, strategic position, core values, stakeholders, and the six disciplines leadership cycle.

The leadership system begins with “**Deciding What’s Important**” so that every Associate understands and connects with the direction. This is accomplished by leaders identifying and supporting projects that are strategic to the success of the company. Leaders revise and recommit to the mission, vision, core values, and strategic position in step 1 of the leadership system. Through performance reviews we ensure that deployment of these initiatives is a part of each Associate’s ORA.

“**Set Goals That Lead**” defines goals and initiatives that lead Associates to take actions that align with “what’s important” to the organization. Through annual SWOT activity in step 6 of the leadership system, objectives aligned to the key success factors are evaluated and reset. We then define measures and targets, build consensus around these objectives, seek input from Associates on direction, and finalize the direction.

“**Align Systems**” is an effort to have every Associate’s work aligned and integrated to meet the goals of the company. We seek to have every Associate understand their role as related to the role of others and demonstrate leadership in a commitment to achieving the company goals. To ensure that this alignment is accomplished, goals are communicated to all Associates through quarterly communication meetings, printed newsletters, and intranet objective and performance updates. All Associates are welcomed and encouraged to attend Leadership Team meetings. These Monday, Wednesday, and Friday meetings (and monthly plant management meetings) focus on communication, alignment, integration, and oversight and are well attended by Associates from throughout the organization. Figure 1.1-2 shows this communication and oversight tool. There is structure to these activities that ensures communication of goals, measurement to the balanced scorecard, corrective action implementation, follow-up, and communication of tactical initiatives. We believe that Associates at every level practicing ORA within the structure of this leadership review process is a very tangible measure of understanding, two-way communication, and effectiveness of the efforts to align systems and resources.

Leaders sustain the organization on a daily basis by “**Working the Plan.**” This simply stated means, “achieve your goals.” The desire is to have every Associate connect what he or she does on a daily basis to the goals of the company. To ensure that we accomplish this, the strategic plan is implemented and tracked and results are communicated on a regular basis. We strive to create an environment that fosters involvement, participation, and ownership of the plan by communicating the goals and identifying the linkage between goals and individual Associate activities. When the scorecard indicates that objectives are not being met, corrective action is implemented that often requires the deployment of additional resources. When impacted by both external and internal conditions, the plan is adapted and realigned.

Senior leaders have established an environment for continuous improvement and Associate learning, “**Innovate Purposefully.**” While working the plan on a daily basis, we attempt to tap every Associate’s creative ability to achieve continuous improvement and organizational excellence. We achieve this by creating an atmosphere that encourages continuous improvement and change. We provide information and business knowledge to understand opportunities for improvement. Leaders make the linkage between the agility and innovation in developing new products and processes to the success and long-term viability of the company. Specific job-related training and a strong emphasis and support for formal continuing education clearly demonstrates leaders’ commitment to foster human potential.

Senior leaders personally update the succession plan annually for the highest levels. Leaders throughout the organization support and drive I-to-I, the formal continuous improvement process. Commitment to continuous improvement, personal development, and performance excellence are emphasized and reinforced by performance reviews and the internal job selection processes.

In “**Step Back,**” senior leaders commit to annual reassessment of external and internal factors that are essential for setting direction for the company. They promote broad involvement from the organization in gathering information and processing this information for the purpose of “Deciding What’s Important.” Leaders ensure that these important activities occur by committing to the cycle of improvement strategic planning process (Figure 2.1-1). Leaders conduct annual SWOT

analysis in functional areas feeding into a consolidated SWOT analysis for the purpose of annual strategic planning. Leaders encourage the organization to pursue continuous and breakthrough improvement initiatives to enhance the impact of the SWOT analysis effort. Leaders model desired behavior by taking on challenging tasks and committing themselves to continuous improvement.

Reasonable risks are taken in setting stretch targets and working toward the achievement of these targets. Leaders benchmark other excellent organizations and “steal” ideas that will improve our organization. The balanced scorecard (BSC) provides senior leaders a method to review key measures on a regular basis. The performance measures are determined through the strategic planning process, communicated to the workforce and stakeholders, and reviewed monthly using the green, yellow, red designation for compliance. At risk BSC measures require action, and the action is monitored through a formal management review process at the monthly plant management meeting. These same metrics are reported monthly and reviewed three times a year with our parent companies at Management Committee meetings.

Value creation for customers and stakeholders is a component of the consolidated SWOT activity. In “Step Back” of the leadership system, the integration of insights from the SWOT analysis into the strategic plan are essential for prioritization of the many planning initiatives. This prioritization through consensus building creates a manageable set of objectives that are best aligned with our mission, vision, values, and company goals. Senior leaders personally update the succession plan annually for the highest levels of the organization. This is performed in unison with the joint venture partners.

Advocate Good Samaritan Hospital (Baldrige Recipient 2010)

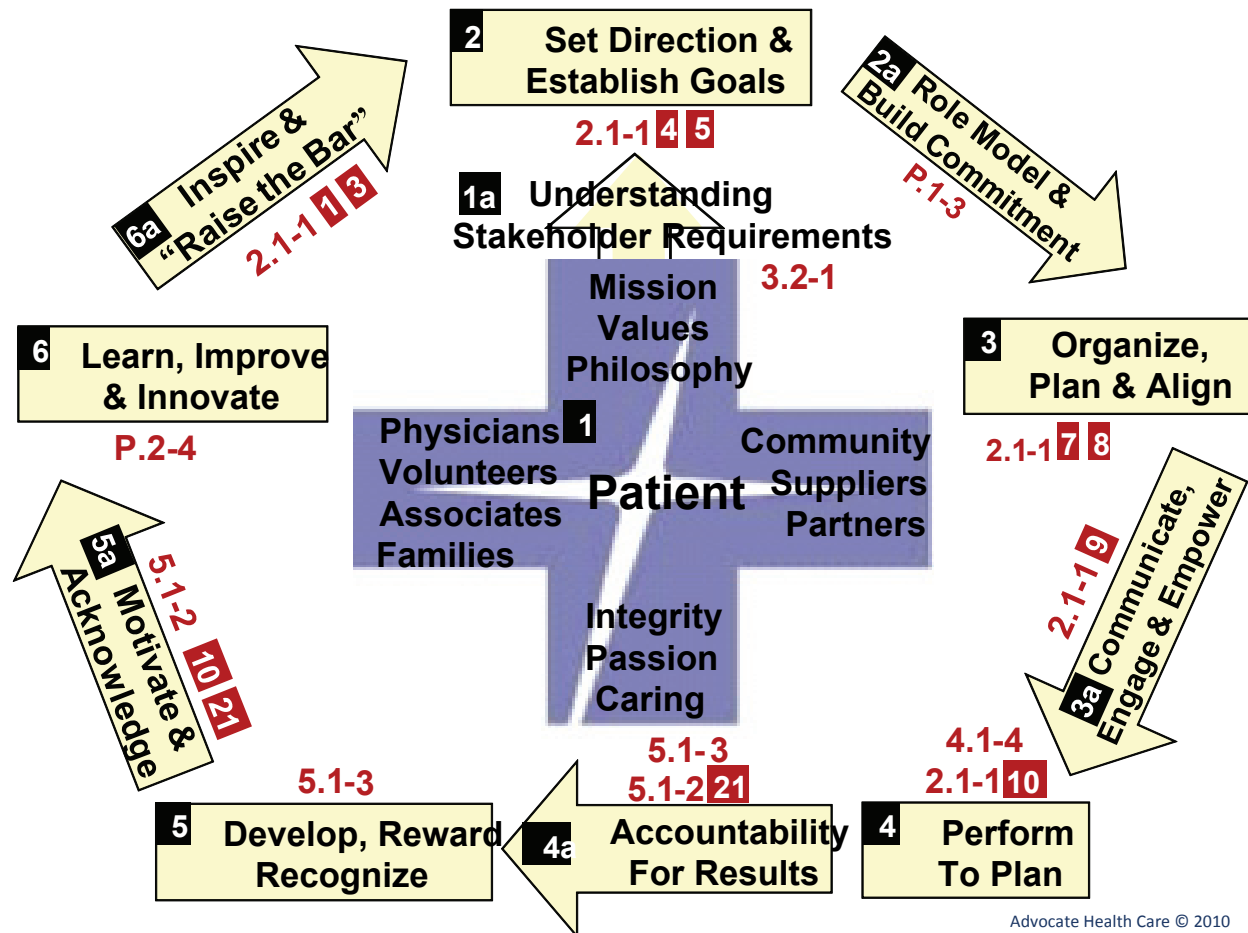
The *GSAM Leadership System* (GSLs) ensures that all leaders at every level of the organization understand what is expected of them. The GSLs is reviewed annually and has undergone multiple cycles of improvement, the most recent of which mapped the system to their leadership competencies and supporting leader development. The GSLs aligns and integrates their leaders at all levels by providing them with the tools to model the GSAM values and lead consistently. The GSLs is deployed to every leader through the on-boarding process, Leadership Development Institutes (LDIs), and in monthly 1:1 supervisory meetings.

GSAM's patients and stakeholders are at the center of their Leadership System❶. Driven by the Mission, Values, and Philosophy (MVP) all leaders must understand stakeholder requirements❶a. At the organizational level, these requirements are determined during the *Strategic Planning Process* (SPP) Step 3 (SWOT Analysis) and are used to set direction and establish/cascade goals ❷ and ❷a. Action plans to achieve the goals are created❸, aligned, and communicated to engage the workforce❸a. Goals and in-process measures are systematically reviewed and course corrections are made as necessary ensuring performance to plan❹. This focus on performance creates a rhythm of accountability❹a and leads to subsequent associate development through the *Capability Determination/Workforce Learning and Development System* (WLDS) and reward and recognition of high performance❺. Development and recognition ensures associates feel acknowledged and motivated❺a. Stretch goals established in the SPP and a discomfort with the status quo prompts associates to learn, improve, and innovate❻ through the *Performance Improvement System*. As leaders review annual performance, scan the environment, and re-cast organizational challenges, communication mechanisms (1.1 b1) are used to inspire and ‘raise the bar’❻a.

GSAM's parent company, Advocate Health Care (AHC), sets the enterprise vision and values incorporating inputs from GSAM leaders. AHC sites are encouraged to re-shape and define the vision to fit their culture and business environment. The GSAM EXECUTIVE TEAM (ET) / Senior Leaders (SL) evaluate the vision annually during the SPP Step 4 (Visioning) and deploys it through the GSLs. In 2007, the ET, through a cycle of improvement, refined the vision to strengthen the focus on excellent outcomes and service ensuring an even greater alignment with G2G, GSAM's initiative to establish a culture of excellence. The vision and values are deployed through the GSLs ensuring that the requirements of all stakeholders are addressed. Deployment mechanisms include both one way and two way approaches. Every leader at every level is responsible for role modeling the MVP and Standards of Behavior. ET

members are evaluated against their personal demonstration of the values in their individual performance reviews. Deployment of the vision and values is validated through a specific question on the associate survey, the number of MVP nominations, and leader rounding. SL reflect a commitment to the organization's values through modeling the Standards of Behavior. ET members also are personally engaged through their service on community boards and broad participation in community organizations and initiatives.

Advocate Good Sam Leadership System



Advocate Health Care © 2010

In Step 2a of the GSLS, SL utilize the *Legal and Ethical System* (LES) (1.2b) to personally and proactively promote a legal/ethical environment that requires and results in the highest standard of ethical behavior. These processes and SL behaviors include:

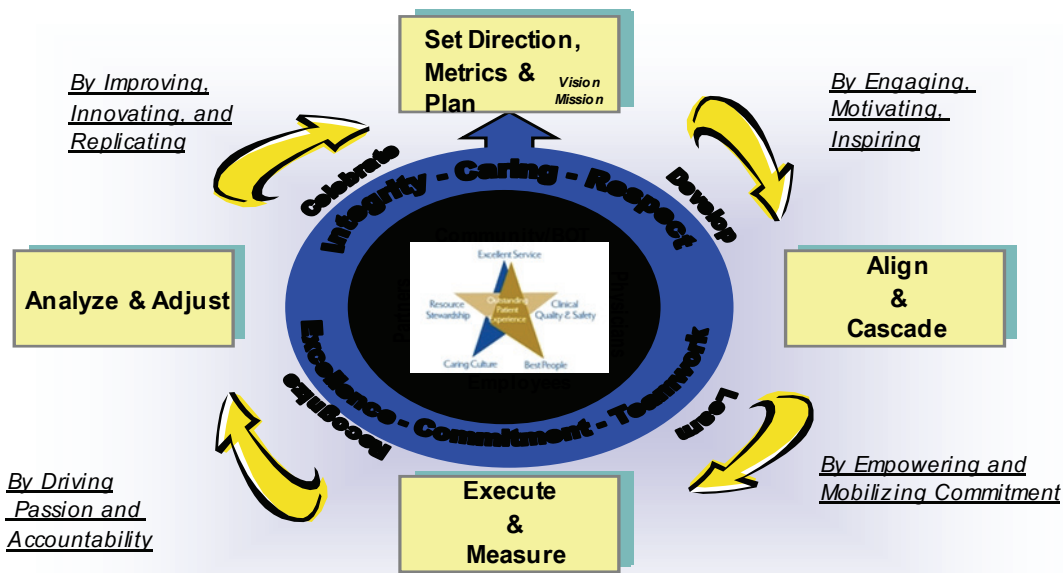
- The participation of five (5) SL on the BUSINESS CONDUCT COMMITTEE,
- Legal/ethical discussions through communication mechanisms
- Internal legal/ethical audits,
- Taking personal responsibility for follow up and response to any/all ethical issues identified through the Business Conduct Hotline, and
- Ensuring all associates are trained in and review the Business Conduct Program and HIPAA Privacy Disclosure during the *Performance Management System* (PMS) (5.2a3).

In addition, in healthcare settings, complex ethical issues often deal with life and death issues for those delivering care at the bedside. To address this, the CNE established a NURSING ETHICS COUNCIL to provide a forum to discuss, evaluate, and understand these issues.

Virtua Health (Baldrige Site Visit 2009)

The Virtua Leadership System (VLS), was developed by Senior Leaders (SL) in a retreat in February of 2004 to ensure that leaders at all levels of the organization would understand what is expected of them. In the same retreat the mission, vision and values (MVV) were reviewed and validated. These are annually reviewed in the Strategic Planning Process. Through a cycle of learning and improvement the President’s Group (PG) and the senior leaders (SL) mapped this process to the vision and values to improve alignment, integration and more easily teach new managers this key process for success in providing the core competency (the Outstanding Patient Experience - OPE). The improved VLS was deployed to all levels of the organization at the STAR launch meeting in January 2009. Every leader at every level has the responsibility to deploy MVV and support the STAR standards of behavior and measures. The overall direction for the organization with supporting metrics and plan are developed to meet the stakeholder requirements.

Virtua Leadership System



Performance is continually measured by the STAR Standards of Performance and the achievement of the Goals and Objectives (G&Os). The VLS is highly integrated with the SPP. SL deploy the MVV through multiple processes. Strategic imperatives (Strategic Objectives) and global goals are set during the SPP and the VLS. They are then cascaded to all levels of the organization in the SPP and then done by all leaders at all levels in the VLS. Everyone is held accountable for performance and results through a standardized process directly measured by the points of the STAR.

VH systematically communicates its MVV with all partners and suppliers during the contracting process following which each they are paired with an internal VH administrative contact who ensures that the partner/ supplier understands the MVV, strategic direction and how they align with the STAR and support the outstanding patient experience. Meetings are systematically scheduled throughout the year. We communicate the MVV to patients and other key stakeholders through a wide variety of mechanisms, starting with posting of the MVV in public access areas of all of the facilities, at the bedside through the Get Well Network (GWN), on the website and in key

Part 3 - Organization Systems

publications such as the Virtua Voice. Leaders drive each STAR Behavior and have formal reviews of Goals and Objectives (G&Os) specific to the points of the STAR from the Chief's Executive Council (CEC) and the Operations Management Group (OMG) at the divisional level, cascading down to individual managers and to their employees in the VLS and the Communication Matrix. To drive the passion and accountability, daily department meetings which include 3 minute huddles for direct patient care, as well as monthly meetings, mentor groups, local roundtables, town hall meetings are held all focusing on the STAR. VLS Adjustments are done by managers developing action plans for any outliers from the goals on a periodic basis, which includes a continual cycle of developing, learning, recognition and celebration at all levels of the organization. SL personal actions reflect a commitment to the organizational values by personally reviewing every member of management demonstration of VV through the Best People Review (BPR) annually. Annual cluster meetings, part of the BPR, are conducted by all levels of management and provide an opportunity for personal growth and development and to ensure actions are reflecting the STAR and MVV. SL's and manager's ability to model the VV are evaluated as part of the annual employee satisfaction and engagement survey (EOS). SL personally promote an organizational environment that fosters, requires and results in legal and ethical behavior through the VLS which includes integrity. This value, along with caring and respect, are the core values established by the PG that are deployed and exist at every level of the organization; all employees are evaluated through the BPR Process against their SSP and results based on the G&O's. Examples that promote integrity and promote the environment that supports legal and ethical behavior include:

- New Employee Orientation (NEO) delivery by SL
- Zero tolerance related to employees and medical staff that do not exhibit STAR values
- Annual Employee Opinion Survey (EOS) including questions on ethics with participation directly solicited by SL
- SL open door policy
- A SL chairs the ethics committee and all SLs review corporate compliance hotline call
- A SL acts as a liaison on each vendor contract

VH has a multi-step, systematic process (available on site) that is fully deployed and provides a pro-active and responsive approach to promote legal and ethical behavior. This process is reviewed tri-annually by Legal Counsel, Internal Audit and the Quality, Safety and Risk Management Group to ensure that it is up to date and meeting needs. More frequent revisions are accomplished based on changes in regulations or as advised by SL's, the Board Audit Committee and the three groups listed above.

Richland College (Baldrige Recipient 2005)

Director of Human Resources utilize broad stakeholder input to set and deploy RLC vision and values, directions, and performance expectations through its college-wide strategic and operational planning and budgeting systems (2.1a). The President's Cabinet (PCAB), Council for Community Building (CCB), Council for Teaching and Learning (CTL), employee associations and ongoing data from institutional research provide input for TT to set directions. Cycles of improvement to the leadership system have increased stakeholder input and propelled response to spontaneous OFIs. This fluid, comprehensive approach has improved participation in creating and balancing value for students and other stakeholders. Related performance expectations cascade from organizational measures to departmental measures to individual action plans.

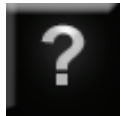
TT communicates and deploys organizational values throughout the organization and to students and key stakeholders through the methods shown in Figure 1.1C. The annual Fall Convocation explains updated values, directions, and expectations for all faculty and staff. Following Convocation, TT deploys direction through councils, work groups, and individuals via related expectations for their action plans. Ongoing deployment and two-way communication continue year-round through the methods shown in *Figure 1.1C*. Senior leaders model organizational values which TT discusses three times annually with new employees in *Lakeside Chat* sessions with the CEO. Items on the Campus Quality Survey and the Assessment of

Thunder Value Deployment, conducted in alternating years, allows all employees to rate themselves, supervisors and senior leaders on organizational value deployment.

How	What	With Whom	Freq
Convocation*	Vision, Values, Directions, org review and analysis results	All employees	Annual
Committee and council meetings*	Values, Directions, Updates, new initiatives, review and analysis results	Committee members	Varies
<i>Thunder Bridge</i> newsletter	Values, Strategic Planning Priority Actions, Shared learnings, improvements, practices; Review results	All employees	3x monthly
Thunder Values in Action	<i>Thunder Bridge</i> employee reports	All employees	Monthly
Thanks Thunderducks	<i>Thunder Bridge</i> acknowledgements	All employees	3x monthly
T-ducks in a Row	Sharing learnings and improvements, announcement of needed information and reports	All employees	Ad hoc
Focus groups	Student/Market segment input	Student/Market segments	Ad hoc
ThunderSTARS*	Vision, Values, Mission, SPPs, directions	New employees	On entry
Listening Outposts*	Drop-in, one-on-one employees/students	All employees	Weekly
Underground email*	Informal, frank, two-way water cooler-type conversations	All employees	Daily
Website comm. Including reports & executive summaries	Values, Directions, results of reviews and analysis	All employees	Ongoing
College library holds reports	Needed information and reports	All Employees	As needed
Computer screen pop-ups*	One of 10 organizational Thunder Values (*invites employee discussion and reflection)	All employees	Weekly change
QEP website	Sharing learnings	All employees	Ongoing
PHP website	Organizational Learning for process improvement sharing	All Employees	Ongoing
Surveys	Upward communication	All employees	Annual
One-on-one discussions*	Expectations, directions, requirements, satisfaction	All employees	Impromptu
IAPs and Performance Evals	Expectations, directions, requirements, needs	All employees	Annually
Thunion Report	Organizational Performance reviewed by TT	All employees	Monthly
End of Year KPI Report	Organizational performance review and analysis	All employees	Annually
Dept. performance reviews*	Organizational performance review and analysis	All employees	Monthly
Student publications/website	Vision, Mission, Values, Directions	Students/stakeholders	Semesterly
Supplier/Partner agreement*	Values, Directions, Expectations	Suppliers/Partners	Annually
194 frames posters posted throughout college	Vision, Mission, Values, SPPs, PIIP Process	All employees/students	Updated Annually

*2-way communication Figure 1.1C-TT Communication Methods with Employees and Partners

Richland College's Thunder Team (TT), consisting of the President/CEO, the Chief Operating Officer/Executive Vice President, three Vice Presidents, the Assistant to the President and Executive



CRITERIA QUESTIONS

Describe HOW SENIOR LEADERS' actions guide and sustain your organization. Describe HOW SENIOR LEADERS communicate with your WORKFORCE and encourage HIGH PERFORMANCE.

Within your response, include answers to the following questions:

a. VISION, VALUES, and MISSION

(1) **VISION and VALUES** How do senior leaders set your organization's vision and values? How do senior leaders deploy your organization's vision and values through your leadership system, to the workforce, to key suppliers and partners, and to customers and other stakeholders, as appropriate? How do senior leaders' actions reflect a commitment to the organization's values?

(2) **Promoting Legal and ETHICAL BEHAVIOR** How do senior leaders' actions demonstrate their commitment to legal and ethical behavior? How do they promote an organizational environment that requires it?

(3) **Creating a SUSTAINABLE Organization** How do senior leaders create a sustainable organization? How do senior leaders achieve the following?

- create an environment for organizational performance improvement, the accomplishment of your mission and strategic objectives, innovation, performance leadership, and organizational agility
- create a workforce culture that delivers a consistently positive customer experience and fosters customer
- engagement
- create an environment for organizational and workforce learning
- develop and enhance their leadership skills
- participate in organizational learning, succession planning, and the development of future organizational leaders

Notes:

N1. Organizational vision (1.1a[1]) should set the context for strategic objectives and action plans, which are described in items 2.1 and 2.2.

N2. A sustainable organization (1.1a[3]) is capable of addressing current business needs and possesses the agility and strategic management to prepare successfully for its future business, market, and operating environment. Both external and internal factors are considered. In this context, the concept of innovation includes both technological and organizational innovation to help the organization succeed in the future.

A sustainable organization also ensures a safe and secure environment for the workforce and other key stakeholders. An organization's contributions to environmental, social, and economic systems beyond those of its workforce and immediate stakeholders are considered in its societal responsibilities (item 1.2).

N4. Your organizational performance results should be reported in items 7.1–7.5.

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WORKSHEETS

1.1a(1) – Vision and Values

Set Organizational Vision and Values	Deploy Vision and Values through Leadership System to:	Verify that Vision and Values are deployed to:
	The Workforce:	The Workforce:
	Key Suppliers and Partners:	Key Suppliers and Partners:
	Customers and Other Stakeholders:	Customers and Other Stakeholders:

Note: Include how leader's personal actions systematically demonstrate a commitment to the organization's values and to a customer focus.

Part 3 - Organization Systems

1.1a(2) – Promoting Legal and Ethical Behavior

How Senior Leaders' Actions Promote and Foster Legal Behavior	How Senior Leaders' Actions Promote and Foster Ethical Behavior	1.1a(1) - How Leaders Demonstrate Their Commitment To The Organization's Values

How Senior Leaders' Actions Promote An Organizational Environment That Requires Legal and Ethical Behavior

1.1a(3) – Creating A Sustainable Organization

How Do Senior Leaders Create (and ensure achieving) A Sustainable Organization in the following areas:1)	Areas Impacted (Check As Appropriate)		
	Economic Systems	Environmental Systems	Social Capital Systems
Creating An Environment For Organizational Performance Improvement			
Accomplishment Of The Mission And Strategic Objectives			
The Accomplishment Of Innovation			
Competitive Or Role Model Performance Leadership			
The Accomplishment Of Organizational Agility			
Workforce Culture That Delivers A Consistently Positive Customer Experience			
Workforce Culture That Fosters Customer Engagement			
Organizational And Workforce Learning			
Develop And Enhance Leadership Skills			
Leadership’s Personal Involvement In: 1) Organizational Learning; 2) Succession Planning; And 3) The Development Of Future Organizational Leaders			

1) Full Organizational sustainability may require consideration of a wide range of factors beyond those described in the criteria. For example, the organization may wish to plan for disaster recovery and sustainability considering: money, data, people, critical skills, equipment, facilities supply Chain and other factors.

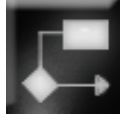


ASSESSMENT

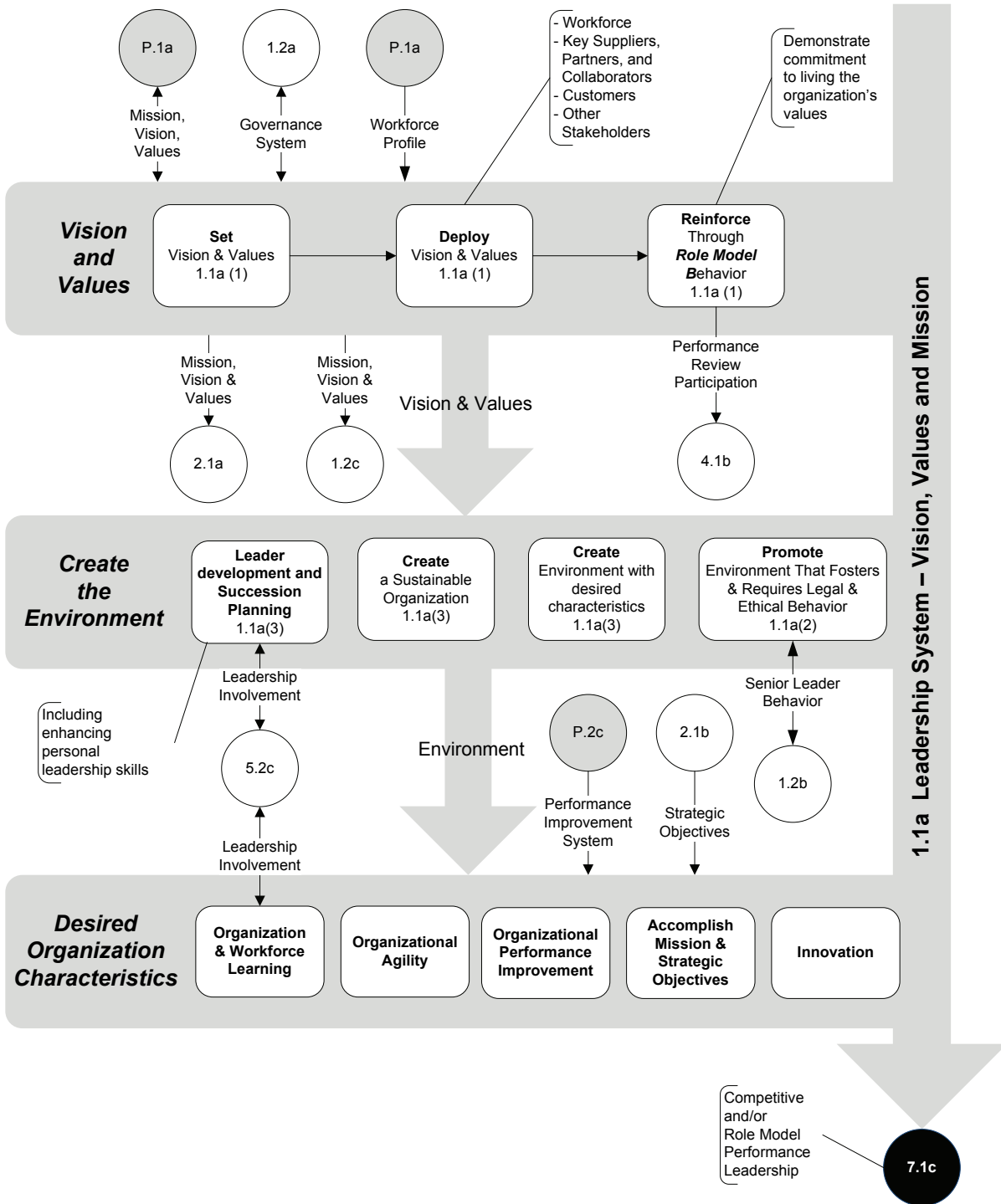
Rating Scale:

- 1 - No Process** in place - We are not doing this
- 2 - Reacting to Problems** – We use a Basic (Primarily Reactive) Process
- 3 - Systematic Process** – We use a systematic process that has been improved
- 4 - Aligned** – We use a process that aligns our activities from top to bottom
- 5 - Integrated** – We use a process that is integrated with other processes across the organization
- 6 - Benchmark** - We are the Benchmark in our industry or beyond!
- DK** - Don't Know

1	Senior Leaders have identified the key stakeholders , defined stakeholder requirements , and use those requirements to set the direction of the organization.	1	2	3	4	5	6	DK
2	Senior Leaders have set and role model the vision and values by consistently demonstrating, communicating, and reinforcing them on a daily basis.	1	2	3	4	5	6	DK
3	Senior Leaders are personally and visibly involved in creating an environment which promotes legal and ethical behavior.	1	2	3	4	5	6	DK
4	Senior Leaders are personally and visibly involved in creating an environment for organizational and personal learning, and the development of future leaders.	1	2	3	4	5	6	DK
5	Senior Leaders are personally and visibly involved in creating an environment for performance improvement, accomplishment of strategic objectives, innovation and organizational agility.	1	2	3	4	5	6	DK
6	Senior Leaders have defined the factors which will help to ensure sustainability and those factors are evaluated, planned, monitored, achieved, and improved.	1	2	3	4	5	6	DK



BLUEPRINT





SYSTEM INTEGRATION

Context

P.1a > 1.1a Mission, Vision, Values - The "setting" of organizational values and direction including short and long-term expectations in 1.1a should be consistent with and include the purpose, mission, vision, and values described in the profile P.1a.

P.1a > 1.1a Workforce Profile - The workforce profile is a key input to developing, deploying, and reinforcing the mission, vision, and values. In addition, the workforce profile is also a key input when creating the organization environment for innovation, agility, etc.

P.2c > 1.1a Performance Improvement System - The performance improvement system described in the profile (P.2c) should be consistent with the environment that is created to support employee and organizational learning and performance improvement.

Systems

1.1a <> 1.2a Governance System - How well the leaders are doing setting, deploying, and reinforcing the mission, vision, values, and direction should be part of the Senior Leadership and Board Performance Review process described in 1.2a Governance System.

1.1a <> 1.2b Senior Leader Behavior - The activities and behaviors that senior leaders use to promote and environment that fosters and requires legal and ethical behavior should be consistent with the stated values, directions, and expectations are the ethical interactions of the employees described in 1.2b. Part of the issue with ensuring ethical interactions is having operational definitions of ethics. The definitions of ethics used in 1.2b should be consistent with and include the values of the organization as defined in 1.1a.

1.1a > 1.2c Mission, Vision, Values - The mission, vision, and values are all key inputs to determining areas of emphasis for community support and involvement described in 1.2c.

1.1a > 2.1a Mission, Vision, Values - The mission, vision, and values are key considerations when developing strategies described in 2.1a. This linkage, along with the performance review linkage, helps to create and send consistent messages about what is important to the organization. When the organization's strategy, values, and reviews are internally consistent, the probability of successful implementation throughout the organization is increased.

1.1a < 2.1b Strategic Objectives - The strategic objectives and the timetable for accomplishing them as described in 2.1b is an important input to creating an environment to foster the accomplishment of strategic objectives described in 1.1a.

1.1a > 4.1b Performance Review Participation - The values, direction, and expectations set by the leadership system should be consistent with and an input to the agenda for the organizational performance reviews described in 4.1b. In addition, the leaders' participation in the performance reviews is also important for reinforcing the direction and priorities. If the leadership team espouses certain priorities and expectations that are different from the metrics reviewed during periodic performance reviews, there is a mixed message to the employees, suppliers, partners, and so forth. Periodic reviews help hold people accountable and people will tend to emphasize those things the leaders are asking to review.

1.1a <> 5.2c Leadership Involvement - Succession planning shows up in two key places: 5.2c addresses the overall process to address succession planning for leadership and management positions and in 1.1a it asks how leaders personally participate in succession planning and the development of future leaders. The process and the leadership participation in that process should be designed as one integrated system. In addition, Leadership development should be based on the organization's leadership system, values, and vision.

Scorecard

1.1a/b > 7.1c Leadership System Performance focuses on transforming the organization to higher levels of performance. The leadership system is inextricably linked to the strategic management systems. These systems work together to improve performance. Performance that should be reported in 7.1c.



THOUGHTS FOR LEADERS

When people say the CPE process restricts the movement and improvement of an organization, it appears as though they do not understand (or have never used) the CPE framework. They simply do not understand the flexibility and competitive strength of what this business model provides. Not only does the framework focus on agility (even as one of the eleven core values), but it asks how leaders ensure the ongoing viability (sustainability) of the organization in a variety of ways.

Using the CPE model requires a degree of understanding of the complexities of an organization. Some individuals want to use complexity as an excuse for not implementing a process. However, high performing organizations clearly and simply define their leadership and business processes and define the decision criteria to be used in managing and improving those processes.

These process definitions and simplicity are critical to enable everyone in the organization to move quickly. With an understanding of their processes, an organization can move more quickly because they know how to employ and alter those processes. An individual leader may be quick to react to intuition, but it is difficult to repeat the same performance without a documented process. One well-known cartoon is of two little boys in a kitchen making a cake. The kitchen is a complete mess, and one little boy says to the other, "The problem with this is that if it comes out really good we'll never be able to make it again." Likewise, leadership successes need processes if they are to be repeated.

Smart, high performing organizations are using processes, leadership, and decision criteria to respond to rapidly changing market requirements. Employing these rather than using gut instinct alone, facilitates rapid and consistent movement of the organization.

A Lighter Moment:

No one's a leader if there are no followers.

Malcolm Forbes

