

INSTITUTE FOR PERFORMANCE EXCELLENCE



BALDRIGE | PERFORMANCE EXCELLENCE | QUALITY | LEADERSHIP

**The Baldridge Foundation
Institute for Performance Excellence**

Presents:

Creating a Culture of Excellence

Operationalize Culture by Focusing on Process

August 25, 2022



Mac Baldrige Society Institute Trustees



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Opening Remarks/Agenda

| | |
|---------------------------|--|
| Introduction | Al Faber, President & CEO, Baldrige Foundation |
| Presenter | Paul Worstell, Retired President, Pro-Tec Coating Company |
| Audience Questions | Moderator – Al Faber |
| Closing | Al Faber Remarks |

Creating a Culture of Excellence

Operationalize Culture by Focusing on Process

Paul Worstell

Retired President, Pro-Tec Coating
Company



Culture

Every organization has a culture.

Culture is defined by your values.

Values are defined by your
organizational behaviors.

My goal is to present “Culture of Excellence” as **process** through examples of personal, **strongly held beliefs** so that you might find a few examples that have **practical application** in your organization.



Creating a Culture of Excellence

1. Clarity of **purpose**
2. Over-**communication**
3. Trust through **leadership**
4. Clear expectations of **behavior**
5. A clear **line of sight**

CULTURE OF EXCELLENCE PROCESS MAP

| 1 PROVIDE CLARITY OF PURPOSE | 2 OVER-COMMUNICATE PURPOSE | 3 BUILD TRUST THROUGH LEADERSHIP | 4 DEFINE CLEAR BEHAVIOR EXPECTATIONS | 5 CREATE LINE OF SIGHT |
|--|---|---|---|--|
| <p>1.1</p> <p>Leadership team creates, renews and deploys Mission, Values and Vision annually. Share your MVV with passion and clarity.</p> | <p>2.1</p> <p>Create a communication matrix that segments forms of communication by sender, receiver, type, message, one-way/two-way, confirmation of understanding.</p> | <p>3.1</p> <p>Leaders exhibit humility with an "Iron will" (fierce resolve).</p> <p>KINDNESS IS NOT WEAKNESS.</p> | <p>4.1</p> <p>Promote management by walking around (MBWA). Senior leaders are visible and accessible. Be predictable. Leaders seek to catch people doing things RIGHT.</p> | <p>5.1</p> <p>Discover your Embedded Core Belief. When asked "What is most important at your organization?" every employee will answer quickly and the answer will be the same.</p> |
| <p>1.2</p> <p>Display Mission and Values throughout your facility. Make them symbolically important.</p> | <p>2.2</p> <p>Each time change is introduced to your organization, it is linked to MVV.</p> | <p>3.2</p> <p>Simply put, speak the truth. Your team doesn't have to like you but they must trust you.</p> | <p>4.2</p> <p>Through leadership team consensus, create rules of engagement for all interaction. Display throughout the organization.</p> | <p>5.2</p> <p>Leaders align organizational goals with individual goals. Cascade from MVV to organizational objectives and personal goals.</p> |
| <p>1.3</p> <p>Include Mission on business cards, letterhead and email signatures.</p> | <p>2.3</p> <p>Search for opportunities to talk about your MVV (ex. employee recognition, public announcements, organizational celebrations).</p> | <p>3.3</p> <p>THE WINDOW AND THE MIRROR: deflect praise and credit for success. Accept responsibility for problems.</p> | <p>4.3</p> <p>Senior leaders must model desired behaviors.</p> | <p>5.3</p> <p>Include personal goals on each employee performance review that align to MVV.</p> |
| <p>1.4</p> <p>Issue business cards to every employee - it may be the most important investment you make.</p> | <p>2.4</p> <p>Senior leader (president, GM, CEO) welcomes new employees on day one of employee orientation with culture communication.</p> | <p>3.4</p> <p>Leaders are approachable. Doors are rarely closed. There are windows in all doors to offices, conference rooms and meeting spaces.</p> | <p>4.4</p> <p>Demonstrate desired behaviors with all stakeholders (suppliers, customers, community), not just employees.</p> | <p>5.4</p> <p>Begin every monthly meeting with a goal statement review.</p> <p>VFOs: Vital Few Objectives.</p> |
| <p>1.5</p> <p>Let Mission and Values introduce your website home page.</p> | <p>2.5</p> <p>Publish quarterly employee newsletter. MV & senior leader message on page one.</p> | <p>3.5</p> <p>Have no reserved parking spots. Get there early and you can park close. If not, the walk will do you good.</p> | <p>4.5</p> <p>Coach up or coach out the net negatives.</p> | <p>5.5</p> <p>Ownership: search for opportunities to connect team to customer.</p> |
| <p>STEP 1 OUTPUT</p> <p>Leadership team has clear understanding of MVV.</p> | <p>STEP 2 OUTPUT</p> <p>Senior leaders over-communicate a consistent message of purpose.</p> | <p>STEP 3 OUTPUT</p> <p>Organization has a high level of organizational trust.</p> | <p>STEP 4 OUTPUT</p> <p>Entire organization behaves consistent with organizational values.</p> | <p>STEP 5 OUTPUT</p> <p>Every employee has a clear understanding of how their work aligns with the organization's goals.</p> |

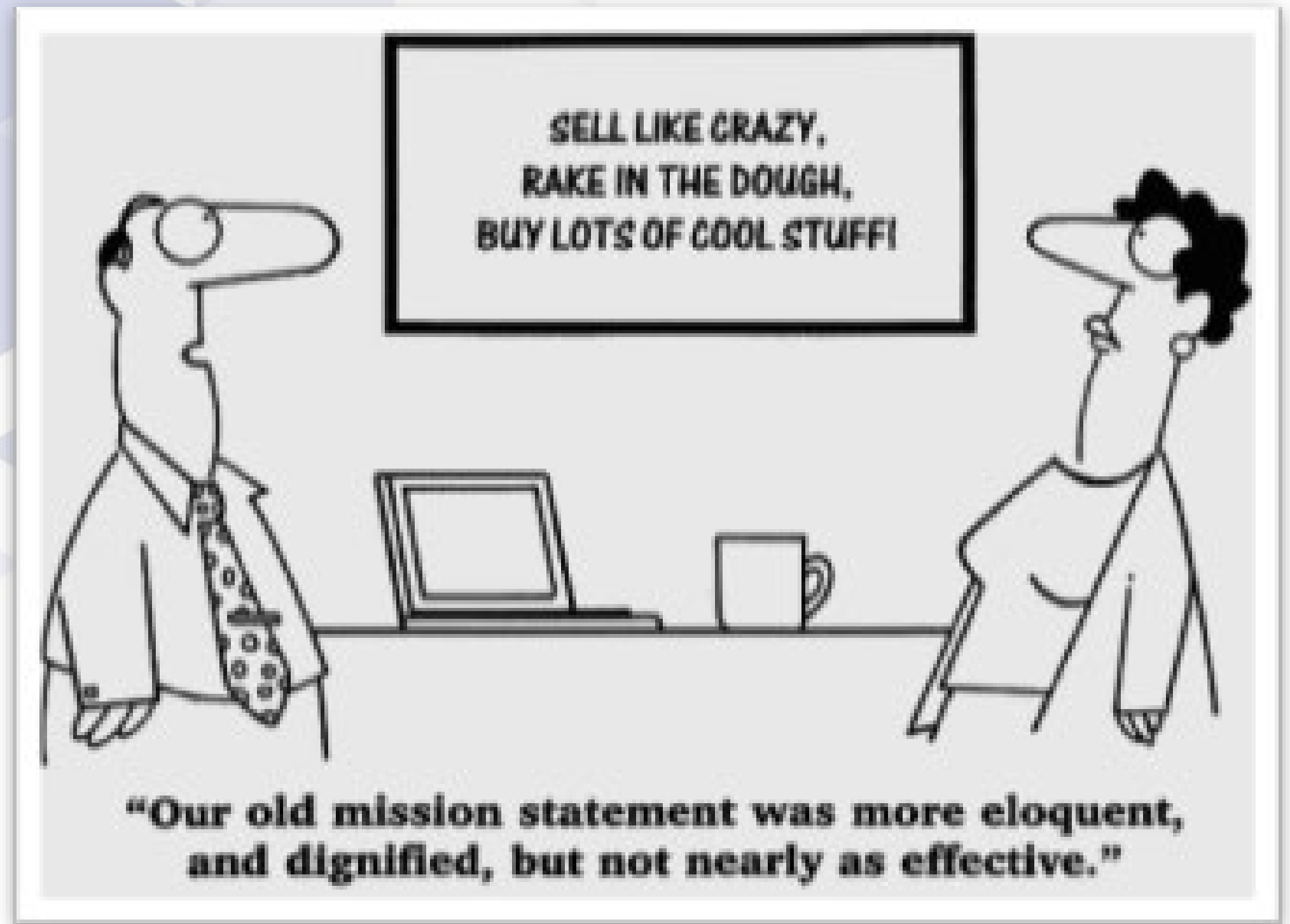
1.1 Clarity of Purpose

Leadership team creates, renews and deploys Mission, Values and Vision annually. Share your MVV with passion and clarity.



1.1 Mission

It is our purpose.
It is why we exist.



1.1 Values

Enduring beliefs that describe what is important to your organization.



1.1 Vision

A clear, concrete picture of what the organization will look like in the future pursuit of its mission.



OPENING THE HIGHWAYS TO ALL MANKIND

Back of all the activities of the Ford Motor Company is this Universal idea — a whole-hearted belief that riding on the people's highway should be within easy reach of all the people.

An organization, to render any service so widely useful, must be large in scope as well as great in purpose. To conquer the high cost of motoring and to stabilize the factors of production — this is a great purpose. Naturally it requires a large program to carry it out.

It is this thought that has been the stimulus and inspiration to the Ford organization's growth, that has been the incentive in developing inexhaustible resources, boundless facilities and an industrial organization which is the greatest the world has ever known.

In accomplishing its aims the Ford institution has never been daunted by the size or difficulty of any task. It has spared no toil in finding the way of doing each task best. It has dared to try out the untried with conspicuous success.

Such effort has been amply rewarded. For through this organization, the motor car which is contributing in so large a measure toward making life easier, pleasanter and more worth while has been made available to millions.

The Ford Motor Company views its situation today less with pride in great achievement than with the sincere and sober realization of new and larger opportunities for service to mankind.

Ford Motor Company

Owning and operating coal and iron mines, timber lands, sawmills, coke ovens, foundries, power plants, blast furnaces, manufacturing industries, lake transportation, garnet mines, glass plants, wood distillation plants and silica beds.

1.2 Clarity of Purpose

Display Mission and Values throughout your facility. Make them symbolically important.

Mission:
Helping Driven
Organizations Achieve
Lasting Excellence

To foster human potential,
a spirit of cooperation, and
technical innovation for the
betterment of our industry,
associates, and community.



Core Values

Integrity | in-'teg-rat-ē |
We abide by the highest standard of moral and ethical behavior

Honesty | 'hŏ-n-est |
There is truth in our words and sincerity in our actions

Trust | 'trast |
Our stakeholders can rely on us to do the right thing

Generosity | jen-ə-'tās-ət-ē |
We are willing to serve

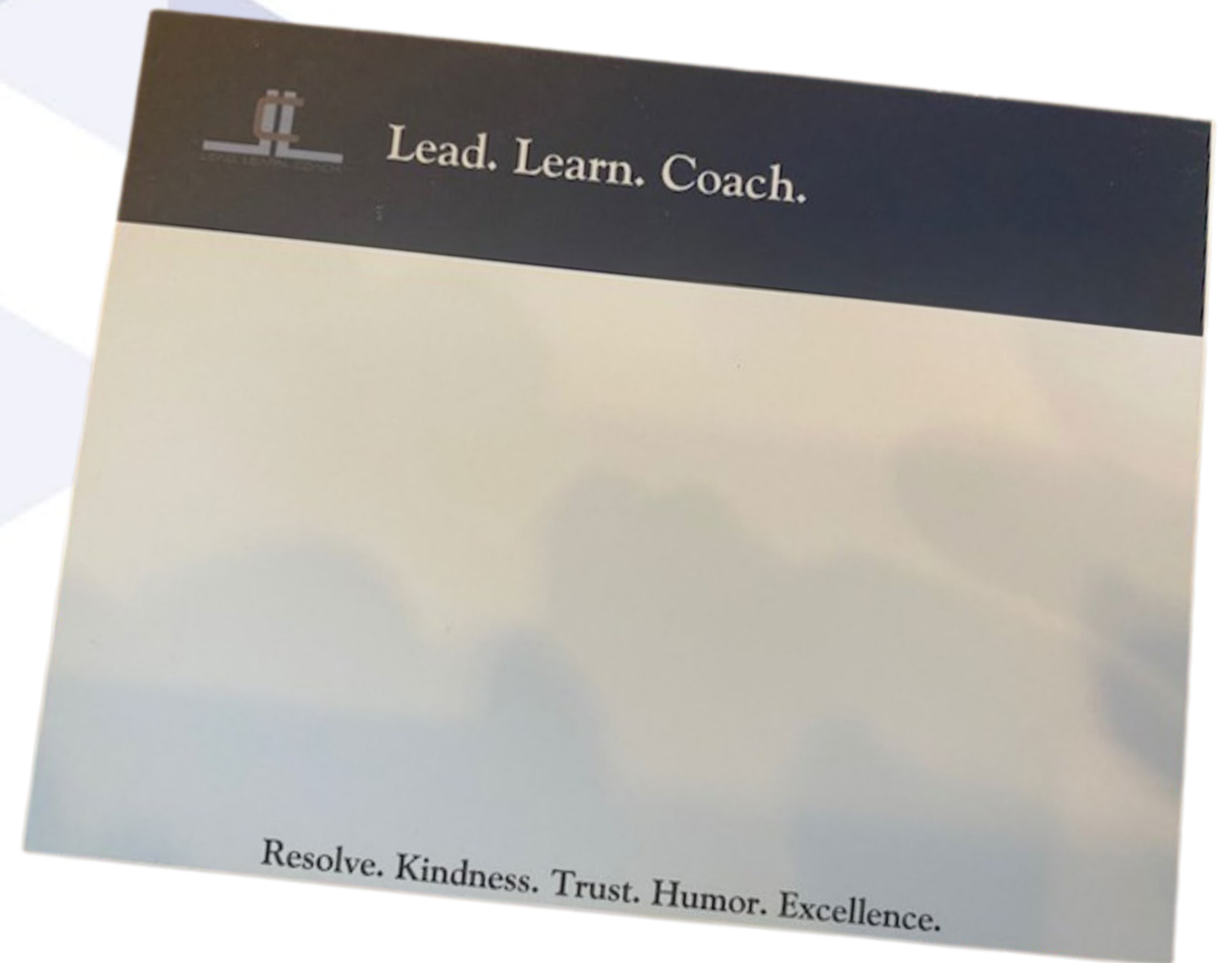
Humility | hyū-'mil-ət-ē |
We are confident and humble

Respect | rɪ-'spekt |
We appreciate the strength of individuals and value diversity

Collaborative | kə-'lɒb-ə-rət-iv |
We are willing to work together for a common goal

1.3 Clarity of Purpose

Include Mission on business cards, letterhead and email signatures.



1.4 Clarity of Purpose

Issue business cards to every employee - it may be the most important investment you make.



1.5 Clarity of Purpose



[HOME](#)

[ABOUT](#)

[SERVICES](#)

[MORE...](#)

BE EXCELLENT.

BE KIND.



2.1 Over-Communicate Purpose

| COMMUNICATION MATRIX | | | | | | | | | | | | | |
|-------------------------------------|--|---------------------------------------|--------------------------------------|----------------------|------------------------|---|---|---|----|---|--------------------------------|---------------|---|
| Communication Event | Sender | Receiver | Forum | Frequency | Types Of Communication | | | | | Message | Delivery Method | 1 way / 2 way | Method to Verify 2 Way |
| | | | | | P | S | T | V | ST | | | | |
| Management Committee Meeting | Leadership Team | Management committee USSiKobe execs | US and Japan | Three times per year | X | X | X | X | X | Plan/Results Governance | Verbal with visual resources | 2 way | Follow-Up on Actions and Minutes |
| Pro-Tec Management Meeting | Managers Leaders internal auditors | Cross functional group of associates | Pro-Tec Training Room | Monthly | X | X | X | X | X | Plan/Results audits CARS/PARS | Verbal with visual resources | 1 way | |
| Significant Item Report | Direct Reports | Management committee USSiKobe execs | Electronic Transmission | Monthly | | X | | | | Monthly Results | Written with charts and tables | 1 way | |
| Galvanews | President and other Contributors | All associates and Other Stakeholders | Published New sletter | Quarterly | X | X | X | X | | Information on Status of our Company, Personal interest articles | Written Glossy Paper Published | 1 way | |
| Weekly Safety Binder | President and Safety/Environmental Leaders | All associates | Binders circulated to all associates | Weekly | | X | X | X | | Comments from President, Safety communication and procedure review | Written | 2 way | Weekly Safety Binder Sign-off |
| Safety Conversations | Day Safety Leader | All associates | Safety Committee Meeting | Monthly | | X | X | X | | Monthly Results | Verbal with visual resources | 2 way | Report on Actions |
| All associate communication meeting | President, VP Finance, Manager HR | All associates | Meeting center | Quarterly | X | X | X | X | X | Forecast/results six key success factors | | 2 way | Report on Actions |
| Weekly safety meetings | Safety Leaders and subject matter presenters | All associates by team | training rooms | Weekly | X | X | X | X | | Review performance, incident and accidents at Pro-Tec and parent companies. Focused presentations | Verbal with visual resources | 2 way | Sign-in Sheets, Minutes and Report on Actions |
| Daily Operations Meeting | Process Techs, Warehouse Leaders multifunction group | Multifunction group | Training Room CGL #2 | 7:15 Daily | | X | X | | | Current safety, environmental, quality, customer, operation issues | Verbal | 2 way | MP2 Trouble Report Result/Action Tracking |

2.2 Over-Communicate Purpose

Each time change is introduced to your organization, it is linked to MVV.



2.3 Over-Communicate Purpose

Search for opportunities to talk about your MVV.

Office of the President

Welcome to The University of Findlay.

Our calling at the University of Findlay is to help students find their calling. We have worked to that high purpose since the founding of Findlay College in 1882. The exceptional quality of our academic programs focus on hands-on learning, and robust campus life has made UF into one of the best private universities in the Midwest.


Our stated mission is "to prepare students for meaningful lives and productive careers."

We believe that the learning that takes place outside a classroom is as important as the foundation that students receive inside a classroom. Findlay's academic programs include significant experiential components. Our students participate in faculty-guided undergraduate research, service projects within the broader community, and intercultural immersion opportunities.



2.4 Over-Communicate Purpose

Senior leader welcomes new employees on day one of employee orientation with culture communication.



| Monday, Sept. 13, 2010 | | | |
|-------------------------------|----------|--|------------------|
| | 8:00 AM | Welcoming Statements & Introductions | Shannon Shartell |
| | 8:15 AM | Introduction to PRO-TEC Coating Company (Mission/Vision/Values) | Bryan Vaughn |
| | 8:30 AM | | |
| | 8:45 AM | | |
| | 9:00 AM | Past Financial Figures/Profit Sharing | Bryan Vaughn |
| | 9:15 AM | Schedule Overview/Gate Procedures | Shannon Shartell |
| | 9:30 AM | Culture Map | Shannon Shartell |
| | 9:45 AM | Evacuation/Shelter-in-Place | Shannon Shartell |
| | 10:00 AM | Work Sched./Absence/Vacation/Holiday Policies | Paul Nuvevan |
| | 10:15 AM | Mentoring Assignments/Team Assignments | Paul Nuvevan |

2.5 Over-Communicate Purpose

Publish quarterly employee newsletter. MV & senior leader message on page one.

The image shows the cover of the KOBELCO KCA Newsletter. At the top left is the KOBELCO logo in a bold, sans-serif font. To its right is a small box with the text: "For Internal Use ONLY External use is strictly prohibited." Below the logo is the title "KCA Newsletter" in a large, serif font. Underneath the title, there is a dark horizontal bar containing the text "Volume 1, Issue 1" on the left and "August 15, 2012" on the right. The main content area is divided into several sections. On the left, there are two rounded rectangular boxes. The top one is titled "KCA Mission Statement" and contains the text: "To be a leading global provider of quality and innovative engineered compressor systems that deliver superior value for our customers, employees and investors." The bottom one is titled "KCA Values Statement" and lists several values: Professionalism (Displaying conduct, ethics and qualities that characterize a true professional at all times), Integrity (Consistency of actions, methods, principles, expectations and outcomes), Excellence (Attracting, developing, and retaining the best talent for our business, exceeding industry standards in everything we do as a company), Quality (Quality which is uncompromising and is essential to success in the our industry), and Happiness. On the right side of the page, there is a large section titled "A Word from our President" in a bold, serif font. Below the title is a black and white portrait of a man with glasses, wearing a white shirt and a dark tie. To the right of the portrait is a column of text that begins with "we must continue to make progress towards our target improvements in our safety, quality, design, operations, delivery and customer satisfaction." Below the portrait, the text reads "Hello to all ECA Employees!" and "We are experiencing our another busy...".

3.1 Build Trust through Leadership

Leaders exhibit humility with an “iron will” (fierce resolve).

KINDNESS IS NOT WEAKNESS.



3.2 Build Trust through Leadership

Simply put, speak the truth. Your team doesn't have to like you but they must trust you.



3.3 Build Trust through Leadership

THE WINDOW AND THE MIRROR

Deflect praise and credit for success.
Accept responsibility for problems.



3.4 Build Trust through Leadership

Leaders are approachable. Doors are rarely closed. There are windows in all doors to offices, conference rooms and meeting spaces.



3.5 Build Trust through Leadership

Have no reserved parking spots. Get there early and you can park close. If not, the walk will do you good.



**Reserved
Parking**

4.1 Define Clear Behavior Expectations

Be visible, accessible, predictable, accountable and approachable.



MBWA

4.2 Define Clear Behavior Expectations



Rules of Engagement

- Keep It Simple
- We, Not Me
- Manage the Drama
- Talk to Each Other
- Own It
- Have Each Others' Backs



4.3 Define Clear Behavior Expectations

Senior leaders must model desired behaviors.



4.4 Define Clear Behavior Expectations

Demonstrate desired behaviors with all stakeholders (suppliers, customers, community), not just employees.



4.5 Define Clear Behavior Expectations

Coach up or coach out the net negatives.

- “We got this.”
- “What took you so long?”



5.1 Create Line of Sight

EMBEDDED CORE BELIEF

"What is most important to your organization?"



5.2 Create Line of Sight


Leaders align organizational goals with individual goals. Cascade from MVV to organizational objectives and personal goals.

Strategic Objectives

- 1 Purposeful, personalized learning opportunities
- 2 Inclusive and safe learning environment that prepares all to be resilient and empathetic
- 3 Unique opportunities that expose students and staff to diverse experiences
- 4 Communication and stakeholder engagement
- 5 Financial sustainability supporting mission-focused facilities and operations

Strategic Initiatives

- 1 Deploy The Quest
- 2 Develop and execute long range capital improvement plan
- 3 Survey all stakeholders



PLAN ON A PAGE

VAN BUREN SCHOOLS

BE RESPECTFUL
BE RESPONSIBLE
BE RESILIENT

BE A BLACK KNIGHT

Mission

Building Connections. Building Experiences. Building Thinkers.

Vision

Build a culture of learning that enables all students to achieve.

Traits of a Black Knight

| BE RESPECTFUL | BE RESPONSIBLE | BE RESILIENT |
|--|---|--|
| Show empathy, kindness and compassion. | Demonstrate self-motivation. | Engage in healthy practices to promote overall physical and mental well-being. |
| Take pride in who you are, where you are from, and whom you respect. | Demonstrate personal integrity and honest behavior. | Persist to accomplish difficult tasks. |
| | Have a strong work ethic. | Adapt to changes. |
| | Share success and accountability. | |

Strategic Measures

- OBJECTIVE 1** Purposeful, personalized learning opportunities 2021 Target

Quarterly update on The Quest Building Action Steps 4/year
- OBJECTIVE 2** Inclusive and safe learning environment that prepares all to be resilient and empathetic

Quarterly update on The Quest Building Action Steps 4/year

Student and staff survey results Survey Results
- OBJECTIVE 3** Unique opportunities that expose students and staff to diverse experiences

Quarterly update on The Quest Building Action Steps 4/year
- OBJECTIVE 4** Communication and stakeholder engagement


Community and board survey results Survey Results

Complete community progress forum (quarterly) 4/year
- OBJECTIVE 5** Financial sustainability supporting mission-focused facilities and operations

Achieve budget forecast 100% Budget Actual

Fund and deploy capital improvement plan 90% Complete

Achieve facility, technology and operations reliability 98% Uptime



5.3 Create Line of Sight

Include personal goals on each employee performance review that align to MVV.



5.4 Create Line of Sight

Begin every monthly meeting with a goal statement review.

VFOs: Vital Few Objectives

| | MEASURE | 2021 BASELINE | 2022 Q1 | 2022 Q2 | 2022 Q3 | 2022 Q4 | 2022 YTD | 2022 TARGET |
|----------------------------|--|------------------|---------|---------|---------|---------|----------|-------------|
| FINANCIAL VISION | | | | | | | | |
| | Achieve revenue and expense targets. | | | | | | | |
| | Increase the number of grant funds received. | | | | | | | |
| | Manage grant funds. | | | | | | | |
| | Maintain a responsible general fund carryover. | | | | | | | |
| CUSTOMER STRATEGY | | | | | | | | |
| | Improve customer satisfaction. | | | | | | | |
| | Improve outreach and education. | | | | | | | |
| | Foster and grow strategic community partners. | | | | | | | |
| | Execute CHIP through MAPP. | | | | | | | |
| PROCESS IMPROVEMENT | | | | | | | | |
| | Maintain and revise written SOP. | | | | | | | |
| | Maintain a culture of quality improvements. | | | | | | | |
| | Ensure robust information systems. | | | | | | | |
| PEOPLE INVESTMENT | | | | | | | | |
| | Improve team satisfaction. | | | | | | | |
| | Improve retention. | | | | | | | |
| | Invest in professional development. | | | | | | | |
| | Improve team performance. | | | | | | | |

5.5 Create Line of Sight

Ownership: search for opportunities to connect team to customer.



Cultural Excellence is Not Complicated!

Be Visible

Be Accessible

Be Predictable

Be Accountable

Be Approachable

Matt Campbell on "TEAM" Culture: "You're teaching the world that in this sport, college football, toughness, discipline and detail still matter. That's your platform. Your platform is 'it is team above self.' That's the platform that you are using..."

"OK, our culture says it's all about me... But here's a fact, and young guys listen to me, if you fall in love with the process, if you fall in love with the process, then eventually the process will love you back."

~ Matt Campbell, Head Football Coach Iowa State

Culture of Excellence

One Final Story...



Unverferth &
Photography

Panelist Questions and Discussion



Paul Worstell
Retired President
Pro-Tec Coating Company



Al Faber
President and CEO
Baldrige Foundation
(Moderator)



Training & Professional Development

Mastering Strategy in Healthcare (bootcamp)

Join LBL Strategies, in partnership with the Baldrige Foundation and the George Washington University Center for Excellence in Public Leadership, for a live, online Mastering Strategy Bootcamp focused specifically on the technology, trends, and problems affecting the healthcare industry.

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| Lean Practitioner | \$157 |
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| Health Care Green Belt | \$275 |

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