MOUNTAIN WEST Credit Union Association

The Chief Executive Institute: A Baldrige-based Executive Leadership Program

PROGRAM GUIDE & SYLLABUS

A Call to Action

The strategic operating environment has shifted. The past is past and not the future.

- A world of networked ecosystems has driven complexity to new levels.

- The innovative redefinition of industries invites and generates uncertainty.

- Shifts in global centers of economic power insert volatility into even the most local of organizations.

Today's organizational leadership requires clarity of thought, purpose, and action in the face of complexity, uncertainty, and volatility. Developing the needed clarity requires leaders who can inspire and shape the future, and who act as value-based role models.

The Issues

Current organizational systems often lack alignment with the critical customer needs and demands of key stakeholders. Organizations fail to thrive and often survive from day to day with disjointed and ineffective ways of working. The core problems facing many senior leaders today include understanding the why and how of sustainable growth, the required changes to support a dynamic and agile organization, and the reshaping of the processes within the organization to balance short term survival with long-term sustainability. Without such changes, the organization will be overcome either by the complexity, uncertainty, and volatility inherent in today's world.

What the Program Does—Purpose and Aims

The purpose of the *Chief Executive Institute: A Baldrige-based Executive Leadership Program* is to develop senior level decision makers who can lead their organizations capably and effectively towards surviving and thriving. The program achieves this purpose by developing awareness,

understanding, and workplace application of the Baldrige Excellence Framework and the various tools and techniques used to help organizations obtain excellence. The program is specifically designed for new and emerging CEOs and other senior organizational leaders who want to promote quality, continuous improvement, and excellence towards achieving the mission, vision, and values of the participant's organizations.

The aims of the *Chief Executive Institute: A Baldrige-based Executive Leadership Program* are to:

1. Teach, use, and learn how to apply the Baldrige Excellence Framework and the various tools of excellence for organizational decision-making and problem solving.

2. Recognize the challenge of change and the consequences of change while operating as a strategic leader within a volatile, uncertain, complex, and ambiguous (VUCA) environment.

3. Cultivate values-based strategic leaders who exemplify the highest standards of ethics and morale character.

4. Broaden the perspectives and frame of references of the participants beyond their respective organizations and industries for cross-sector and cross-profession learning, and then leverage this knowledge for organizational improvement.

Participants

The recommended participants for the seminar series include new and emerging CEOs (and equivalents). By new CEOs, we recommend senior leaders with five years or less experience in the position. By emerging CEOs, we recommend senior leaders who most likely will become CEOs within the next 5 years. Each participant group is limited to 20 individuals.

Why Baldrige?

The Baldrige Framework is a holistic approach to understanding, defining, managing, synchronizing, and leading the totality of the organization to include instituting key metrics and measures designed to ensure continuous improvement towards goal achievement. Through self-study, evaluation, change management, and leadership, the organization transforms into a dynamic, customer-centric structure with greater clarity of focus on core values, mission, and vision.

As discussed on the Baldrige website (http://www.nist.gov/baldrige/):

- Baldrige is about seeing more clearly where your organization is now and where you need to be to achieve long-term success.

- Baldrige is about having the tools to examine and improve each dimension of your organization's performance while keeping the whole organization in mind.

- Baldrige is about an organization-wide perspective that optimizes an entire system rather than just focusing on pockets of excellence.

Thousands of organizations use the Baldrige Excellence Framework and its Criteria for Performance Excellence to guide their enterprises, improve performance, and get enduring results. This proven improvement and innovation framework offers organizations an integrated approach to key management areas: Leadership, Strategy, Customers, Measurement, Analysis, Knowledge management, Workforce, Operations, and Results. The Baldrige Excellence Framework helps evaluate performance, assess where improvements or innovation are most needed, and get results. Baldrige offers a proven way to achieve innovation, world-class results, integrated processes that enhance your effectiveness and efficiency, organizational learning, and long-term success.

The Baldrige Framework

The guiding principle used to define, shape, and conduct the program is the Baldrige Excellence Framework as depicted within the following figure.
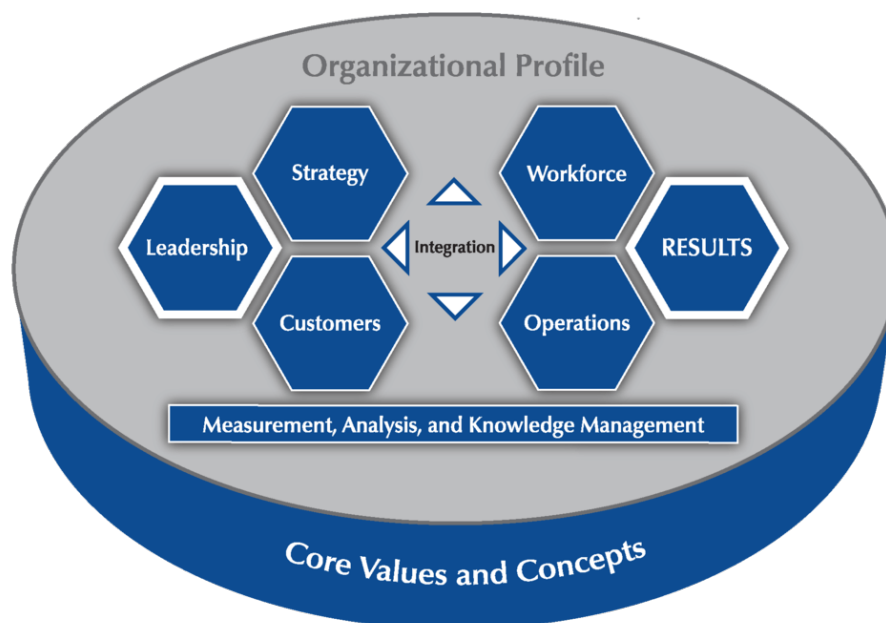
Program Integration

During the five seminars, we will introduce, discuss, and demonstrate application of several tools designed specifically to help senior leaders understand their organization and obtain measurable results. Participants will receive a copy of *The Senior Leader Toolbox*, which describes several tools of organizational transformation including:

- ✓ Baldrige Excellence Framework

- ✓ The 5 Disciplines of Highly Effective Organizations

- ✓ The Business Model Canvas

- ✓ Appreciative Strategy using SOAR

- ✓ Organizational Coaching

- ✓ Business process design

- ✓ Succession Planning

- ✓ Quality management systems

- ✓ Business Process Improvement
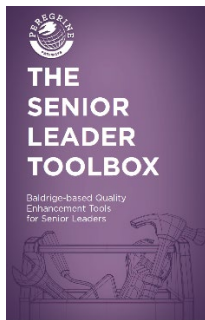
The Senior Leader Toolbox: Baldrige-based Quality Enhancement Tools for Senior Leaders is published by Peregrine Pathways (www.PeregrinePathways.com). This booklet summarizes 66 distinct tools related to quality enhancement. The tools are organized based on the seven Baldrige categories and will be used throughout the program as the workbook for the CEI.
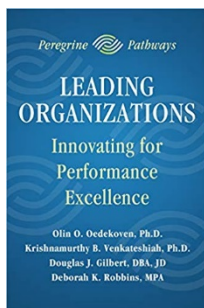
The other primary reference book for *Chief Executive Institute: A Baldrige-based Executive Leadership Program* is Peregrine's *Leading Organizations: Innovating for Performance Excellence,* which is also published by Peregrine Pathways and available on Amazon. Participants will be provided with a copy of this book. The book includes background materials, case studies, examples, tool use details, and other relevant reference materials that will be discussed throughout the program.

Learning Outcomes

Grounded in the Baldrige Excellence Framework, the specific learning outcomes for the program are as follows:

1. **Leadership**. At the conclusion of the program, participants will be able to:

   a. Understand and exemplify the essential leadership values of integrity, respect, service before self, honesty, accountability, trust, and loyalty.

   b. Demonstrate the core senior leadership skills including interpersonal skills (communicating, using dialogue, negotiating, achieving consensus, and building staffs), conceptual skills (envision, developing frames of reference, and dealing with uncertainty and ambiguity), and technical skills (the strategic art, leveraging technology, and translating goals into objectives).

   c. Confidently perform the core senior leader actions including influencing actions (communicating, decision-making, and motivating), operating actions (strategic planning, executing, and strategic assessment), and improving actions (developing, building, and learning).

   d. Exemplify a transformation leadership style.

   e. Understand how leadership is a system within the larger framework of the organization.

2. **Strategy & Customers.** At the conclusion of the program, participants will be able to:

   a. Describe and discuss the strategy development process to include

      i. Strategic planning process.

      ii. Innovation and change.

      iii. Strategy Considerations.

      iv. Work Systems and core Competencies.

   b. Form and assess Strategic Objectives to include

      i. Key strategic objectives.

      ii. Strategic objective considerations.

3. **Customer Focus**. At the conclusion of the program, participants will be able to:

    a. Conduct customer listening including both current and potential customers.

    b. Determine customer satisfaction and engagement including satisfaction, dissatisfaction, and engagement; satisfaction relative to competitors.

4. **Measurement, Analysis, and Knowledge Management**. At the conclusion of the program, participants will be able to:

    a. Use measurement, analysis, and improvement of organizational performance including:

        i. Conduct performance measurement to include performance measures, comparative data, customer data, and measurement agility.

        ii. Conduct performance analysis and review.

        iii. Conduct performance improvement to include best practices, future performance, and continuous improvement and innovation.

    b. Use knowledge management, information, and information technology (organizational knowledge management and learning and data information and information technology).

5. **Workforce Focus**. At the conclusion of the program, participants will be able to:

    a. Assess the workforce environment (capability and capacity, new workforce members, work accomplishment, and workforce change management).

    b. Evaluate the workforce climate (workplace environment and workforce benefits and policies).

    c. Perform Workforce engagement (organizational culture, drivers of engagement, assessment of engagement, and performance management).

    d. Facilitate workforce and leader development (succession planning, learning and development systems, learning and development effectiveness, and career progression).

6. **Operations Focus**. At the conclusion of the program, participants will be able to:

    a. Conduct work process review (product and process design, process management, innovation management).

b. Evaluate operational effectiveness (process efficiency and effectiveness, supply-chain management, and safety and emergency preparedness).

7. **Results**. At the conclusion of the program, participants will be able to:

   a. Develop and assess product and process results (customer-focused product and services results, work process effectiveness results, and supply-chain management results).

   b. Develop and assess customer-focused results (customer satisfaction and customer engagement).

   c. Develop and assess workforce-focused results (capability, capacity, climate, engagement, and development).

   d. Develop and assess leadership and governance results (leadership, governance, law and regulation, ethics, and society).

   e. Develop and assess financial and market results (financial performance and marketplace performance).

8. **Change**. At the conclusion of the program, participants will be able to:

   a. Conduct a strategic assessment and organizational profile related to the operating environment, relationships, and strategic situation.

   b. Understand the elements of change management and change leadership.

   c. Respond effectively and efficiently to change.

Assessment

Program assessment will be conducted using the following approaches:

1. **Pre-program 360 degree assessment**. A survey of the participants will identify specific problem areas that the participants face so that these problems can be integrated into the subsequent sessions.

2. **Baldrige Insights Survey**. An organizational survey designed to identify organizational strengths and opportunities for improvement related to the Baldrige Performance Excellence categories.

3. **Complete the Personality Structure Analysis (PSA).** This online instrument is used to identify personal strengths and weaknesses relative to leadership and will be provided by

our partner, the Life and Career Design located in Vienna, Austria
(http://lifeandcareer.eu/en/).

4. **Session Evaluations**. At the conclusion of each session, participants will complete a written session evaluation to identify the strengths and weaknesses of the specific session.

5. **Post-program survey**. At the end of the program, participants will complete a survey regarding the program's learning outcomes and problem-solving sessions.

The Action Learning, Problem-based Construct

The basic method used for the *Chief Executive Institute: A Baldrige-based Executive Leadership Program* is experiential learning, whereby participants learn from each other, the session mentors, and from other outside sources that are leveraged throughout the program.

Case Studies will be used to facilitate the problem-solving process. The case studies include actual Baldrige submissions that are edited to introduce specific problems that the participants will address during the small-group exercises.

Additional action-learning is obtained using case studies specific to the seminar topics. During each seminar, participants will discuss results and explore how the results can be applied to the participant's organization.

Program Agenda

There are five sessions to the program with three one-on-one coaching/mentoring sessions for the participants planned between the group sessions. Each session is two days in duration with a networking dinner in the evening. Sessions are conducted approximately two months apart.

Sessions and themes (mapped to the Learning Outcomes) are as follows.

Pre-Session #1: Complete a Senior Leader 360-degree Assessment. The results of this evaluation will be discussed during the first session and reviewed one-on-one following the first session.

1. **Session #1** - Strategic Leadership. (Learning Outcome # 1). Participants will be assigned a senior leader mentor who will assist the participant throughout the program between the sessions with completion of the requirements.

Post Session #1: Administration of the Baldrige Insights Questionnaire and Diagnostic. The participant will be assisted by the assigned mentor.

2. **Session #2** – Strategic Planning and Customer Focus (Learning Outcomes #2 and #3).

Post Session #2: Initial Draft of the Participant's Organization's Business Model Canvas. The participant will be assisted by the assigned mentor.

3. **Session #3** – Measurement, Analysis, and Knowledge Management (Learning Outcome #4)

Post Session #3: Complete relevant sections of the Participant's Business Model Canvas. Prepare draft of the project plan using the appropriate planning tools.

4. **Session #4** – Workforce Focus (Learning Outcome #5)

Post Session #4: Finalize the Participant's Business Model Canvas. Finalize the project plan. Prepare presentation that will be given in Session #5 (about 30 minutes/participant). This presentation will highlight the organization's Business Model Canvas and the Project Plan to address any gaps found with Business Model Canvas.

5. **Session #5** – Operations Focus (Learning Outcomes #6)

Learning Outcomes #7 (Results) and #8 (Change) will be included throughout all sessions during the team-based problem-solving sessions.

Session	Dates	Topics	Mentoring Support Activities
	February		*Complete the Senior Leader 360-degree Assessment.* The results of this evaluation will be discussed during the first session and reviewed one-on-one following the first session
1	**March**	**Strategic Leadership (Learning Outcome #1)**	*Senior Leader Mentoring* Participants will be assigned a senior leader mentor who will assist the participant throughout the program between the sessions with completion of the requirements
	March / April		*Baldrige Insights Questionnaire and Diagnostic.* The participant will be assisted by the assigned mentor
2	**May**	**Strategic Planning & Customer Focus (Learning Outcomes #2 and #3).**	*Debrief of Baldrige Insights Questionnaire during sessions*
	May / June		*Initial Draft of the Participant's Organization's Business Model Canvas.* The participants will be assisted by the assigned mentor
3	**July**	**Measurement, Analysis, and Knowledge Management (Learning Outcome #4)**	*Debrief and sharing of Business Model Canvas during session*
	July / August		*Complete relevant sections of the Participant's Business Model Canvas.* Prepare draft of the project plan using the appropriate planning tools
4	**September**	**Workforce Focus (Learning Outcome #5)**	*Debrief and sharing of updated Business Model Canvas during session*
	September / October		*Finalize the Participant's Business Model Canvas. Finalize the project plan. Prepare presentation that will be given in Session #5.* This presentation will highlight the organization's Business Model Canvas and the Project Plan to address any gaps found with Business Model Canvas
5	**November**	**Operations Focus (Learning Outcomes #6)**	*Presentation of project to cohort participants (~ 30 minutes/participant)*

Note: Learning Outcomes #7 (Results) and #8 (Change) will be included throughout all sessions during the team-based problem-solving sessions

Curriculum

Each of the five sessions is based on the following agenda:

- Session Introduction and Overview

- Review of Lessons Applied and Learned

- Session Fit within the Baldrige Framework

- Instructional Session and Group Learning

- Small Group Problem-Solving based on a Business or Baldrige Case Study

- Focus on Results

- Cross-sector Application

- Session Assessment

- Between Session Application Activities and Sharing using the program's Learning Management System (LMS) in Moodle®.

Business Model Canvas / Baldrige Submission and Projects

Participants will be required to complete a Business Model Canvas for his/her organization and develop a project plan for a project that addresses a gap noted through the use of the Business Model Canvas. These areas will be featured during the participant's presentation during the last session. The presentation will help the participant implement with his or her team the Baldrige concepts.

If the participant feels that their organization is ready for a Baldrige submission, the participant's assigned mentor will help coach the participant through that process and such an effort will be a substitute for the Business Model Canvas and the Project Plan presentation.

Session Mentors

A minimum of three mentors per session will be used. Session mentors include experienced senior leaders, former/current CEOs, and other distinguished professionals from both the US and located outside of the US. A diversity of mentors used throughout the program allows participants to learn from a variety of people with a diversity of perspectives to share and learn from the participants.

Each participant will also be assigned a mentor for the duration of the program. The assigned mentor will work with the participant between the sessions on project work.

Program Coordination

The program is conducted by the Peregrine Leadership Institute (PLI) based in Gillette Wyoming. A steering committee that includes representatives from Rocky Mountain Performance Excellence, the Mountain West Credit Union Association, and Peregrine Leadership guide the development of the program's curriculum and assist with the marketing of the program to potential participants. Peregrine manages participant registrations and workshop logistics.

Peregrine's support team includes several professionals (primarily current and former CEOs) to serve as session mentors. Peregrine has a depth of contacts from which to draw upon to serve as session mentors. Session mentors include current/former CEOs within the energy, tertiary education, utility, financial, early childhood education, and governmental sectors. The network of professionals includes both US and non-US session mentors such that participants will be exposed to a diversity of global perspectives, sectors, and senior leader experiences.

A Focus on Results

Throughout the seminar series, we encourage the participants of the *Chief Executive Institute: A Baldrige-based Executive Leadership Program* to identify specific action items to take back to their respective organizations for continuous quality improvement. A few of the specific application results identified by previous program participants included:

❖ Identified a person on the organization's senior leadership team who needs to be prepared for succession planning and got that person into an appropriate leadership development program.

❖ Offered a different approach to strategic planning for the participant's board of directors that focused on realistic results, measurement, innovation, and continuous quality improvement.

❖ Initiated a process to record the standard operating processes and how that information will be framed within the context of organizational knowledge management.

❖ Directed his team to unbundle services from a data analysis perspective to define goals and targets.

- ❖ Implemented a comprehensive process management approach to improve the organization's prospect to client ratio from 20% to 80%.

- ❖ Incorporated a team-based quality improvement approach to reduce the cycle times required for client-based activities to improve customer retention.

Pricing

Pricing is inclusive of the use of the Baldrige Express Analysis Tools, one-on-one mentoring, assistance with Baldrige evaluation, the seminars, workshop materials, meals during the workshop, and facility expenses. Pricing does not include participant lodging and transportation.

Total price per participant: $12,500.

Logistics

Sessions are conducted in Denver, CO and will be held in the following months:

1. March

2. May

3. July

4. September

5. November

Sessions will start at 8:30 am and end at 4:30 pm each day and include a working lunch. Some of the session will also include a dinner the evening of the first day.

An open-source LMS (Moodle® is used to facilitate communications for the participants and use the site for course material management.

Applicable References

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Kotter, J. P. (1996). *Leading Change*. Boston MA: Harvard Business School Press.

Kendall, K. (2017). *Leading the Malcolm Baldrige Way: How world-class leaders align their organizations to deliver exceptional results*. New York: McGraw-Hill Education.

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