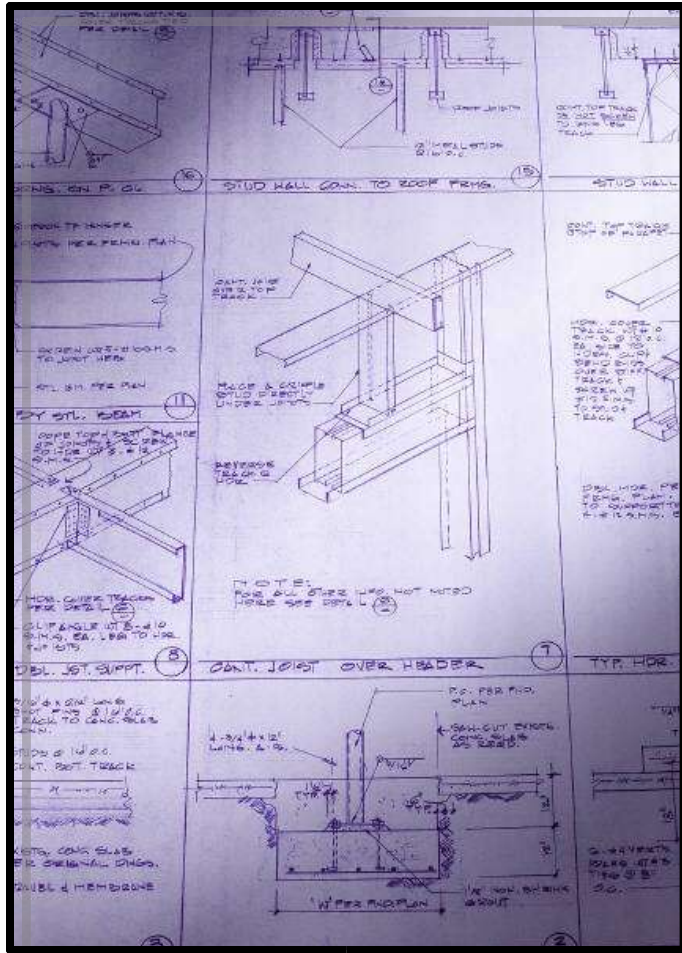


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Lessons Learned at Two Major State of Wisconsin Agencies

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Guiding Principles

- Every effective leader/manager uses one or more management systems/tools to drive performance excellence.
- People are the most important asset of any organization



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Developing a 'Culture of Quality' Using the Baldrige Criteria



The Drivers...

- Strategic Planning
- Leadership
- Customer Focus

The Engine...

- Human Resource Focus
- Business Results
- Process Management

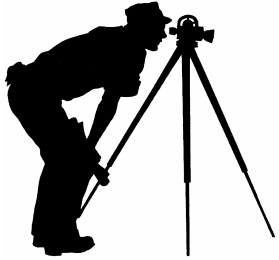
The Fuel...

- Customer/Stakeholder –
focused strategy and action
plans
- Information Management and
Analysis

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***A journey of two state agencies to
achieve performance excellence***

DOR



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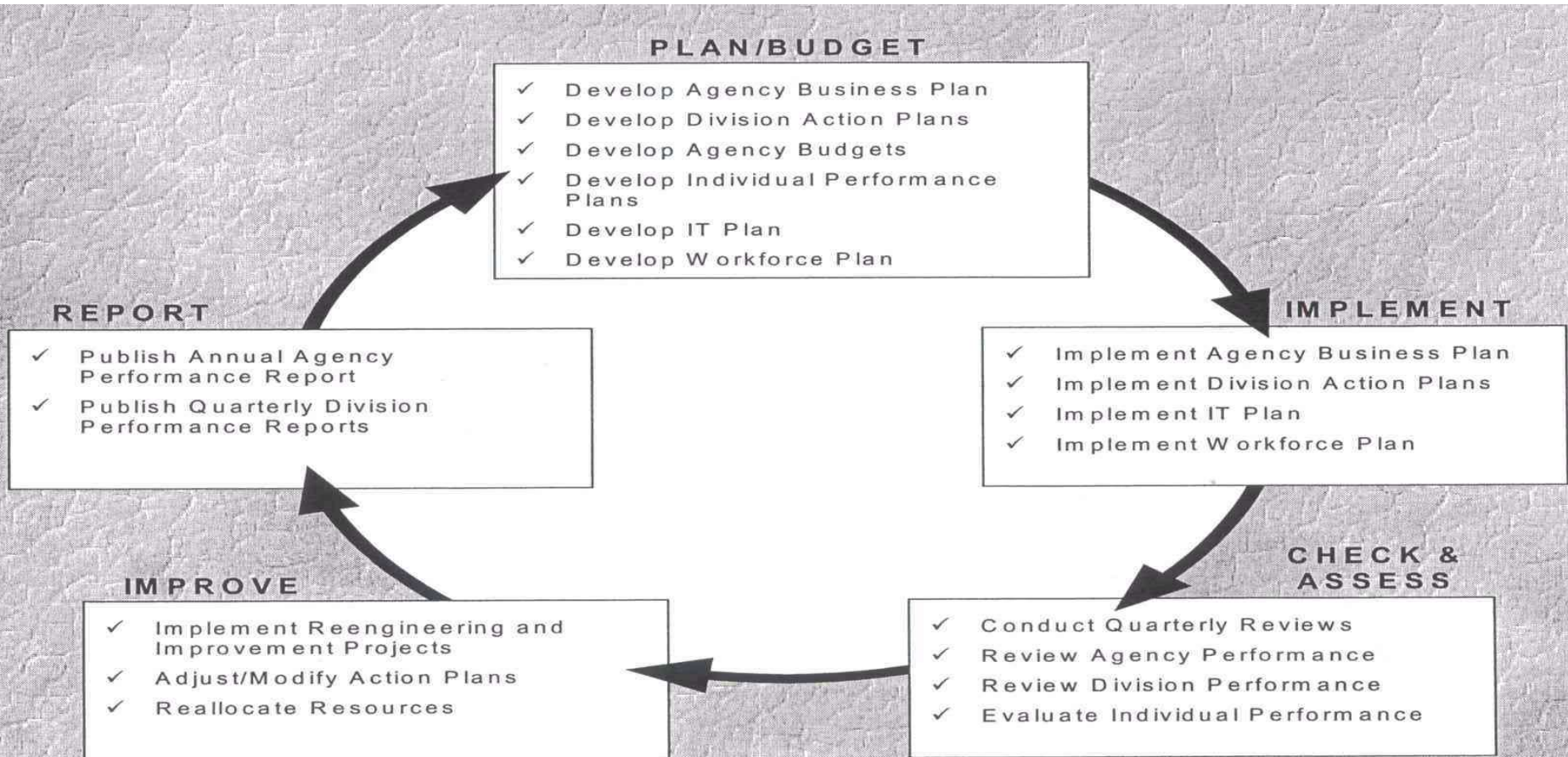
- DOR Business Plan Process – Used Balanced Scorecard Approach
- Strategic Business Planning
- Workforce Planning
- Leadership Development Program



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DOR Business Plan Process



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Implementing the Business Plan

DOR



Align division action plans with DOR goals and priorities

- Identify performance measures (strategic vs. operational)

Link measures to goals and action plans

Use results and analyses to set priorities, allocate resources, and enhance decision making at all levels of the organization

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Workforce Planning: Development of the Leadership Development Program

Origin of the LDP
Goals and Objectives
Development Process



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LDP – Six Leadership Modules:

- Change Readiness
- Effective Communication
- Strategic Thinking
- Effective Decision-Making
- Business Process Improvement
- Performance Feedback



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Updating the Business Plan

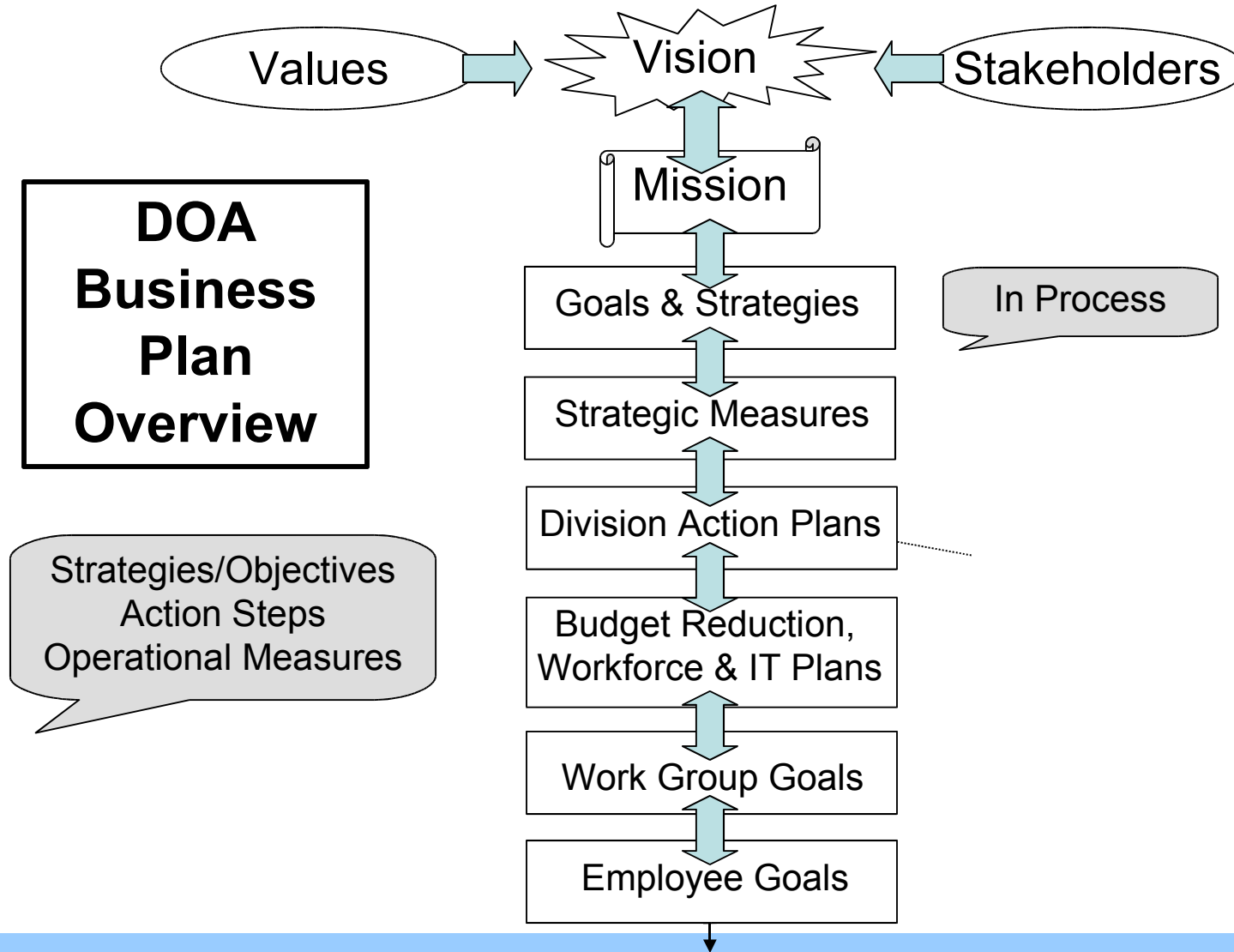
- Vision
- Mission
- Values
- Goals (align with Governor's priorities)
- Strategies



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Introducing Baldrige:

- Not the 'flavor' of the day
- Improve organizational performance
- Results Focused (performance measures)



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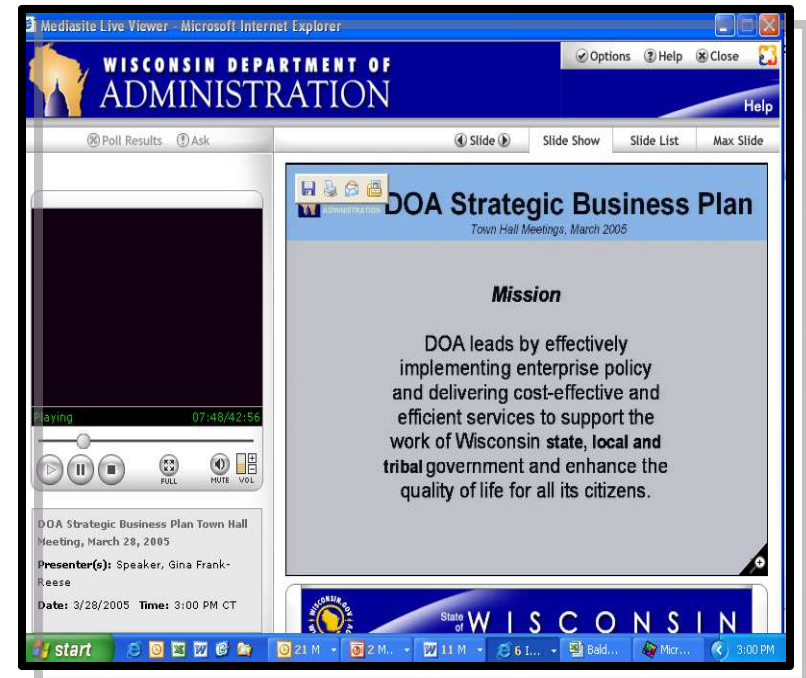
Introducing Baldrige

:

- Manager Training
- Town Hall Meetings
- Communication with employees (3d)
- Workshops on Baldrige criteria
- Organizational Self-Assessment

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Using Electronic Tools to Communicate the Plan and Invite Feedback

Gina Frank-Reece, Deputy Secretary, Wisconsin Department of Administration

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Sustaining Performance Excellence

- Executive commitment
 - Role model/ethical behavior
 - Create a sense of urgency
 - Expresses and reinforces clear values
 - Visionary – ability to see the ‘big’ picture
 - Allocate appropriate resources to support best practices
- Monitoring, tracking and reporting progress on quarterly basis (performance measures)
- Recognizing employee contributions to performance excellence (DiamOnd Award Program)

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Sustaining Performance Excellence

- Middle-Management commitment:
 - Change agent
 - Knows about management systems and other effective tools to drive performance excellence
 - Committed to teamwork, customer service, innovation, and importance of achieving results
 - Empowers employees – push decision-making down in the organization

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Sustaining Performance Excellence

Deployment Strategies:

- Build on lessons learned
- Share best practices
- Celebrate success
- Multiple communications (staff meetings, 3D, webcast town hall meetings)
- Invite employee participation at all levels
- Reallocate resources to align with priorities