RMPEx Examiner Consensus Training

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Today's Agenda

▼ How are things going so far?

▼ Overview of Consensus Process

▼ Preparing for Consensus

- Comment Co-location
- Comment Consolidation
- Comment Consensus
- Consensus Script
- Preparing the Table of Expected Results (TOER)

▼ Identifying and Writing Comments

- Strengths
- OFIs

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Application Review
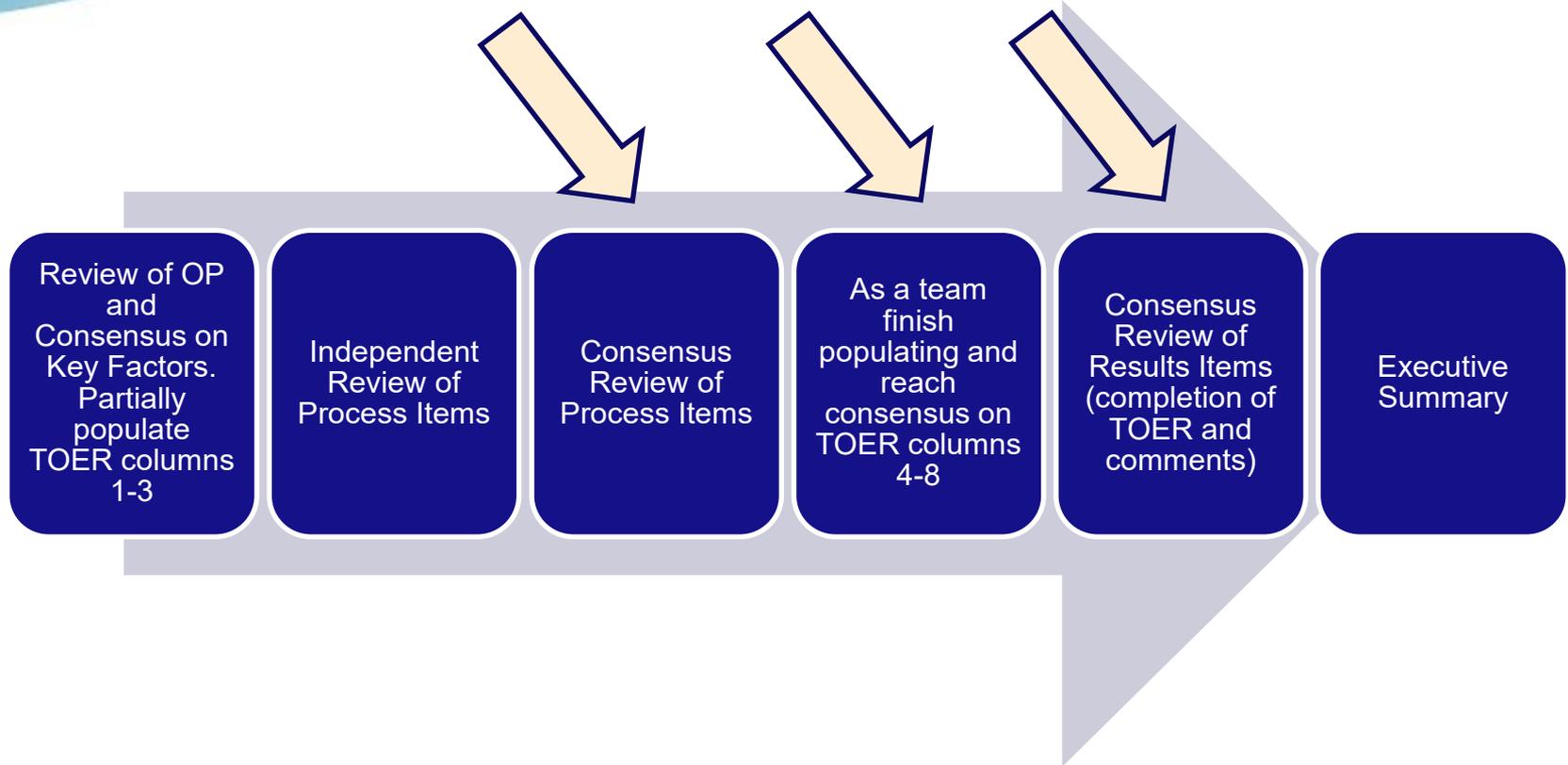
Orientation to Terms

Co-locate

To **<u>arrange</u>** *together in the same file; to take comments from various sources and place together in one location*

Consolidate

To **<u>combine</u>** *similar individual comments into one unified comment*

Consensus

To **<u>build mutual support</u>** *for a comment or score; There may not be total agreement, but there is support for proceeding with the current direction*

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1.1 Senior Leadership

1.1 Key Factors
List Those Key Factors That Apply to This Particular Item

Strengths

#	Initials	Area to Address	Comment
1			
2			

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#	Initials	Area to Address	Comment

Opportunities for Improvement (OFI)

#	Initials	Area to Address	Comment
1			
2			

⇩⇩   ⇩⇩   Parking Lot OFI – Below the Line ⇩⇩ ⇩⇩

#	Initials	Area to Address	Comment

Site Visit Issues

Enter Score Range for Item 1.1 with rationale for range including showing the impact of Learning (L) on your score

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Complete the SCM for your assigned Categories or Items

Co-locating Comments

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Begin with Process Item Comments from Independent Review

John's Comments	Alicia's Comments	Robin's Comments
JD - 1.1a(1)	AD - 1.1a(1)	RD - 1.1a(1)
JD - 1.1a(2)	AD - 1.1b	RD - 1.1a(2)
JD - 1.1b	AD - 1.1c(1)	RD - 1.1b
JD - 1.1c(1)	AD – 1.1c(2)	RD - 1.1c(1)
JD - 1.1c(2)	AD – Learning	RD - 1.1c(2)
JD - Learning		

We start with comment sheets from each team member. For our example, we'll have a team of three and Item 1.1 (you are "Robin").

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Collocate Process Item Comments

JD - 1.1a(1)	JD - 1.1a(2)	JD - 1.1b
AD - 1.1a(1)	RD - 1.1a(2)	AD - 1.1b
RD - 1.1a(1)		RD - 1.1b

JD - 1.2c(1)	JD - 1.2c(2)	JD - Learning
AD - 1.2c(1)	AD - 1.2c(2)	AD - Learning
RD - 1.2c(1)	RD - 1.2c(1)	

First, copy and paste all relevant comments (in this example, Item 1.1) into a single file and arrange them by criteria reference.

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Consolidate Process Item Comments

JD, AD - 1.1a(1)	AD, JD, RD – 1.1c(1)
JD, RD - 1.1a(2)	JD, RD - 1.1c(2)

At this point, your comments are no longer your own! You are looking for the best comments and integrating them into one GREAT comment!

Learning

RD - 1.1a(1)	AD - 1.1b

In consolidating, we combine similar individual comments into one comprehensive comment. Your initials indicate support for all comments. Comments that don't belong go "below the line".

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Practice: Comment Co-locating

▼ As a group, practice co-locating comments from the team.

  ▼ Go through 1.1 "area to address" by "area to address" and identify who had Strength and OFIs for each. Also ask if there are any cross-cutting Strengths or OFIs (like Learning or Integration).

▼ Once you've practiced, we'll re-convene to move on to Consolidating Comments

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Consolidating Comments

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Identifying Similar Process Comments

- ▼ Refer to the same criteria requirements
    - ▼ For example, "1.2a(1)" and "1.2a" might refer to the same requirement but "1.2a(1)" and "1.2a(2)" probably don't
    - ▼ A less mature applicant might have more general process descriptions that are only responsive to the Basic or Overall requirements
- ▼ Similar in meaning and focus
- ▼ When combined offer an ***understandable*** and ***actionable*** insight into a Strength area, and/or a crucial Opportunity for Improvement (one of the vital few OFIs)
    - ▼ For example, for a Strength, you might comment on the applicant's Approach and Deployment, and as an OFI describe the lack of Learning

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Consolidating Process Comments

- Ensure you **capture the essential meaning** of the comments while describing relevance to the Baldrige questions and to applicant Key Factors

- **Use best judgement** when determining if comments should be consolidated.

  - If part of a comment doesn't fit, retain that (with context and an explanatory note) below the line.

- **Avoid deleting anything**… if it doesn't fit, retain it so you can get clarification from the author or to provide your perspective on why it wasn't used.

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Consolidation Dos and Don'ts

Do…

- Accurately capture the intended meaning of all comments integrated into one comment.

- Make notes or comments about any questions you need to resolve to clarify the original author's intent

- Contact the original author *prior to the consensus meeting* to get clarity and finalize your comments

- Clearly mark ADLI (and for Approach, indicate B(asic), O(verall), or M(ultiple)

- Ensure that you have a Learning Strength and/or OFI if you're giving a score of 30% or higher and a Learning Strength Comment if you're giving a score at or above 50.

Don't…

- Completely disregard and delete any comments; comments not used must be placed "below the line"

- Wordsmith endlessly; Get the comments into very good condition. All your comments are likely to be revised throughout the rest of the process. Instead ensure you're capturing the intended meaning from the authors

- Feel that you have to be a great writer. This process will help you become a better writer – and your team is there to help!

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Comment Writing Refresher

A	• Approach	*Is there a consistent method/process to accomplish what the criteria ask for?*
D	• Deployment	*Is the approach is applied consistently and used by all appropriate work units?*
L	• Learning	*Are there methods to evaluate and improve the approach?*
I	• Integration	*Is the approach is aligned with other parts of the organization?*

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NERD Comment Format

A typical comment is 2-4 sentences in length, incorporating the following components:

	Strength	OFI
Nugget	Clear statement of Strength, including key phrase from Criteria	Clear statement of OFI, including key phrase from Criteria
Evidence	Example from application	Gap from application
Relevance	Optional tie to Key Factor	So what? Connect to Key Factor
Done!	Review from the applicant's point of view. Put yourself in the senior leader's chair. Would you understand the Strength?	Review from the applicant's point of view. Put yourself in the senior leader's chair. Would you understand the OFI? Is it actionable?

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Complete the SCM for *your assigned Categories or Items*

1.1 Senior Leadership

1.1 Key Factors
List Those Key Factors That Apply to This Particular Item
Culture of performance excellence provides ever-increasing value to customers, and improving organizational effectiveness and providing learning for the workforce and the company
560 total employees. One manufacturing plant with 100% of employees.
Key partners help deliver on mission through innovative processes, assurance of product availability, continuous process improvements, and timely communication.
Key customers: Dealers for commercial and household segments
Strategic challenges: Technical associate retention, Off-shore competition, and Cybersecurity. Strategic advantages: Brand awareness and reputation, Strategic partnerships, and Effective balanced scorecard system.

			Strengths
#	Initials	Area to Address	Comment
1	AG, PL, SF, GJ, LS	1.1a(1)	The SLT set the vision and values in 2011 after significant input from multiple stakeholder groups including employees, customers, and key partners. (A-O) SLT deploy the vision and values through multiple methods. (D) Employees are made aware of the vision and values during the hiring process and hearing details from a member of the SLT during new employee orientation. Employees are exposed to the Values during department meetings. Senior leaders demonstrate their commitment to the values by recognizing values-based behavior during monthly All-Staff meetings and having a "Values-Based Behavior" component during leadership performance reviews and 360 feedback. (A-M)
2	AG, PL, SF, GJ, LS, AA	1.1a(2)	The SLT's actions demonstrate leaders' commitment to legal and ethical behavior to promote a transparent organizational environment that requires appropriate behavior. (A-O) The SLT monitors ethical behavior in all transactions through scheduled and spontaneous audits, including external audits to ensure legal and regulatory compliance. The SLT also participates in and requires annual ethics training, manages oversight of finances through weekly meetings, and oversees compliance with ethics processes and policies. (A-M) The SLT's focus on legal and ethical behaviors may assist the applicant in ensuring compliance in its intense legal and regulatory environment. (I)
3	AG, PL, SF, GJ, SB, LS	1.1b	The SLT communicates with and engages the entire workforce and key customers using the Communication System (Figure 1.1-2) to support high performance. (A-O) Two-way methods such as all-hands and department meetings are also used to communicate key decisions. DMAIC project reviews and Scorecard reviews allow for two-way communication with customers, suppliers, and partners. (D) The SLT's communication and engagement approaches support the applicant's core competency of relationship building. (I)
4	AG, PL, SF, GJ, SB, LS, AA	1.1c(1)	The SLT creates an environment for success now and in the future to achieve the organization's mission, supporting the applicant's value of "Lead." (A-O) The personal participation of the SLT in key processes, including the SPP and continuous improvement, helps ensure alignment to applicant's balanced scorecard and the applicant's core competencies. (D) The SLT conducts reviews and analyses of metrics at all levels and supports agility by empowering the cross-trained workforce to solve problems. Succession planning includes analyzing critical positions and aligning job descriptions to values and core competencies, mentoring SLT candidates, and using Kirkpatrick assessments to improve SLT performance. (A-M)
5	AG, PL, SB, LS, AA	1.1c(2)	Senior leaders create a focus on action by cascading scorecards from the balanced scorecard to achieve the organization's strategic objectives and support its value to Be Proud. (A-O, I)Scorecards are developed from the strategic level of the applicant, cascade down to the departments, and are incorporated into the performance evaluations of individual associates and Senior Leadership Team (SLT) members to foster high performance. (A-O) Results are reviewed during Gemba walks and meetings and posted in departments to support monitoring of performance. (D) This approach may foster results-based decision making at the committee, associate, and SLT levels.

Complete the SCM for your assigned Categories or Items

#	Initials	Area to Address	Comment
	SB, LS	1.1a(2)	Strength given was not for "item under review." This improvement was for 1.2b(2).
	AA	1.1a	Strength conflicted with OFI #1

Opportunities for Improvement (OFI)			
#	Initials	Area to Address	Comment
1	AG, PL, SF, GJ	1.1a,b,c	A systematic, integrated approach to leadership through the leadership system is not evident. For example, the Meeting Structure (Figure 1.1-1) is cited in 2.1a(1) as the leadership system but a process that functions as the basis for making, communicating, and carrying out key decisions is not described. In addition, it is not clear how the SLT deploys the balanced scorecard, two-way communications, and the vision and values as an integrated system to lead the applicant. A systematic, integrated approach may help the applicant achieve its vision to be the leading manufacturer of quality lawn tractors.
2	SB, LS, AA	1.1c(1)	A systematic approach for the SLT to cultivate innovation and intelligent risk taking and create a culture focused on customer engagement is not evident. For example, it is unclear how Lean (on which the SLT relies for problem solving and improvement) is used in these areas. A systematic approach may support the core competency of idea generation and assist the applicant in identifying blind spots that may help address the strategic challenge of offshore competition.
3	AG, PL, SF, GJ, AA	1.1a,b,c	A systematic approach for evaluation and improvement of key leadership processes, such as those for creating a focus on action or creating an environment for success, is not evident. A fact-based evaluation and improvement approach may assist the applicant in determining the effectiveness of its key leadership processes and implementing improvements.

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#	Initials	Area to Address	Comment
	SF, GJ	1.1c(2)	OFI on setting vision and values to stakeholders was not addressing a "vital few."

Site Visit Issues			
		1.1	Senior leaders team group interview – clarify for evidence of a systematic leadership system that aligns leadership actions.
		1.1c(1)	Clarify whether applicant has integrated innovation and intelligent risk into their environment for success – align this with 2.1a(2) and 6.1d
		1.1	Clarify cross-cutting theme of a lack of evaluation and improvement. "Have you always one it this way?
		1.1b	Verify communication by senior leaders with key customer groups – dealers – and workforce.

Enter Score Range for Item 1.1 with rationale for range including showing the impact of Learning (L) on your score

30-45 40 lack of systematic evaluation and improvement. Lack of integrated "leadership system."

Practice: Comment Consolidation

- As a group, practice consolidating comments for one area to address into one, cohesive comment.
  - You might not have source comments from all team members, and that's OK. You'll get support from other members later during the consensus process.
- Use the writing rules and NERD to ensure your consolidated comments provide proper feedback and helpful information for the applicant.
  Remember that the RMPEx Judges are also an audience of your comments, so they should have enough information to understand your team's scores

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Identify a Scoring Range

- The Scoring Calibration Guide provides clear guidance to ensure *comment score alignment*
- Scoring is a measure of performance excellence maturity
- Important Reminders:
  - Strengths support the Scoring Range
  - Opportunities for Improvement (OFIs) tell why the score isn't higher in the range or in the next scoring range.
  - A scoring range is only achieved when ALL REQUIREMENTS of ALL lower scoring ranges have been satisfied. There can't be any gaps below that range.

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The Consensus Meeting

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Create the *Required* Consensus Script

- ▼ Summarize Item Requirements
- ▼ Summarize applicant Key Factors related to this Item
- ▼ List each Strength used (above the line), including
  - ▼ The Item Requirement(s) addressed by the comment
  - ▼ The number of team members supporting the comment (e.g., 8/10)
  - ▼ The ADLI component(s) addressed by the comment
- ▼ List Strengths not used, explain why not
- ▼ Identify Score/Scoring Range (be as specific as you can)
- ▼ List each OFI used (use same guidelines as strengths)
- ▼ List OFIs not used, explain why not
- ▼ List Site Visit Issues (Vital Few)

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Using the Consensus Script

- The Script provides the framework for the Consensus meeting

- Using the Script creates efficiency and ensures that each Item owner is properly prepared for the conversation, permitting timely completion of the meeting agenda

- Failure to use the Script creates *significant risk* that the Consensus meeting will end late (and that's not good)

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Completing the TOER

- During Independent Review and preparation for Consensus Review, the focus was on completing the TOER based on:
  - Key Factors
  - Process category review
  - Category 7 questions
- The Category 7 Items (7.1 through 7.5) are assigned to team members (usually aligned with process category assignments, or to one key person) for co-location

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Refining and Updating the TOER

- Once the TOER is co-located, the responsible person(s) should combine the list of expected results to
  - Eliminate/combine duplicate expectation listings
  - Clarify items from other team members, as needed
  - Supplement the listing with other expectations as indicated by
    - Application contents (e.g., mention of a key process)
    - Baldrige questions in Category 7 Items
    - Key Factors such as regulatory requirements
- Record the level, trend and comparisons for the results that match the expected results
- Add results provided if they appear to meet the importance threshold
- Identify the key issues with the set of results as presented for follow up on site

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About the Consensus Meeting

▼ Usually a one-day (eight hour) meeting

▼ Best when (most, nearly all) team members meet in person *(probably not this year…)*

▼ ***Preparation is the key to success!***

▼ This is THE key opportunity to prepare as a team prior to Site Visit; your attention to detail and thorough reviews up to this point will pay off at Site Visit

▼ Consider assigning a timekeeper

▼ Cover All Key Topics

  ▼ Category Leads (team members) will use the consensus script ***prepared in advance***

  ▼ Process Item Comments and Scoring

  ▼ TOER Consolidation and Missing Results

  ▼ Key Themes

  ▼ Site Visit Issues

  ▼ Next Steps in Site Visit Prep

  ▼ Schedule Next Team Call

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About the Consensus Meeting

- ▼ Have a healthy comfort with ambiguity
  - – At this point in the process we know a lot, but not everything. Site Visit Issue worksheets are important. So is being curious and engaged. But it's OK to say "we don't quite know – YET." Site Visit will answer most questions.
- ▼ Be open to feedback and suggestions
  - – We all must contribute to the thinking, and that means that none of us can think of or see everything. There is strength in the team, leverage that strength.
- ▼ Learn
  - – This is a learning process; work together to build your understanding of both the applicant AND Baldrige.
- ▼ Have FUN!
  - – Seriously – this can be a lot of fun! No, really it can!

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Next steps

- You will own a part of the feedback report –which will be assigned by your Team Leader.

- Your Team Leader will set when the Consensus Meeting will occur.

- Remember, you're now at the stage where you are *refining* the work already done.

- Follow the process and your work will be easier!

- *And be sure to develop a consensus script!*

- We'll be having a short "Site Visit Training" session tomorrow

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Thank you for your commitment to excellence!

You will be making a difference in the organization you evaluate as a result of this process!

What are we working toward?

GREEN BAY PACKERS

"Perfection is unattainable, but if we chase it, we can catch Excellence."

Vince Lombardi

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Thank you for your commitment to performance excellence!

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