Keynote: Bob Stearns

"Five Baldrige Strategies for Creating a Culture of Excellence"

As CEO of "Powerful PotentialTM", Bob has provided invaluable assistance to numerous client companies in their development of Performance Excellence cultures. Bob was the Architect and Leader of the Malcolm Baldrige National Quality Award Process for Medrad Inc. from 1995 to 2000. In 1999 and 2000, Bob led Medrad, Inc. to the finals of the Award Process. Medrad won the Baldrige Award in 2003 and again in 2010. During its Baldrige journey, Medrad realized 15% annual growth in both sales and profitability every year for 20 years. Baldrige winners outperformed the S&P index by 4 to 1 in eight out of ten years studied. Bob also led CoManage Corporation to earn the designation as the Best Place to Work in Pennsylvania in 2000. He has served as a Senior Baldrige Examiner for the US Department of Commerce, and has received the Award for Excellence from the American Society for Training and Development.

Bob’s Keynote Speech will focus on:

1. Hardwire your Goals.
2. Unleash Customer Loyalty.
3. Cultivate Agility.
4. Apply the 85% Rule.
5. Inspire Ownership, Accountability, and Results.

Immediately following his Keynote Speech, Bob will facilitate a Workshop.
Bob Stearns Workshop

Quality Professionals as Master Change Agents: Fun, Frustration, & Fulfillment!

I. How I instilled a Culture of Excellence and won the Baldrige Award
   - How I influenced 997 people at Medrad to embrace Excellence.

II. Three Keys to embedding Change in your Organization
   A. “Influencing” Your Organization to embrace the Change
      1. Position Power: You don’t have it, so you just have to get over it!
      2. Influence: You do have the opportunity to Influence Leaders, Peers and others.
      3. Three skills you must develop and/or improve to be good at Influencing:
         - Facilitation – Enabling people to decide the best way to utilize CX.
         - Bridge building – Repairing gaps and divides between people.
         - Chess Master – Absorb negative responses - develop alternative approaches.
   B. Successfully Leading Change: Overview of John Kotter’s (Harvard U.) Model
      - Step 1: Create Urgency
      - Step 2: Form a Powerful Coalition
      - Step 3: Create a Vision for Change
      - Step 4: Communicate the Vision
      - Step 5: Remove Obstacles
      - Step 6: Create Short-term Wins
      - Step 7: Build on the Change
      - Step 8: Anchor the Changes in Corporate Culture
   C. Breakdown Silos that Get in the Way of Successfully Implementing Change
1. Hey Bob, we’ll support you, but you can’t use me as a Hammer – CEO, Medrad.

2. Identify Silos that are hindering the Change - Why do silos exist?

3. Tools for breaking down the silos:
   - The inverted Pyramid – inspiring accountability
   - The Workout Session – GE

III. What’s Holding us back - How do we make this stuff that Bob taught us work?

   A. HR Leaders will share real life issues they are facing in embedding change, and Bob will suggest approaches that will work.

   B. Bob will share some of his toughest stories and what he did to embed change.

Bob Stearns, CEO (724) 933-3935

bobstearn@extraordinaryperformance.com www.extraordinaryperformance.com
Abstract

Diane's presentation will cover the following key points:

1. Introduce the Baldrige Performance Excellence criteria,
2. Align the criteria with creating a culture of quality,
3. Provide examples of how CORE used the criteria to develop and deploy processes, and
4. Provide examples of results achieved through the implementation of sustainable processes.

The speaker will use lecture and table-top exercises to educate that audience on Category 1, Leadership Focus, of the Baldrige Performance Excellence Criteria.

Bio

At the Center for Organ Recovery and Education (CORE), Diane oversees regulatory affairs, human resources/organizational development and all process improvement functions. Diane has developed and implemented quality management and process improvement programs throughout organizations. She has designed and presented numerous training courses on advanced level leadership training, communication skills, time management, team building, supervision, quality management, and process improvement. She leads the Baldrige performance excellence journey at CORE, which has achieved state quality awards. Diane is actively involved in several quality national initiatives in the Organ Procurement Organizations (OPO) community.

Diane has a Master of Social Work degree from Adelphi University and has maintained her ASQ certification in Quality Management and Organizational Excellence since 2000. She received her Six Sigma Black Belt in 2010. She has over 20 years of quality management and operations experience in a variety of healthcare settings including adult MH/MR, skilled nursing facilities and children’s psychiatric care. Diane received her training in Professional Coaching from Duquesne University and is certified through the International Coaches Federation. Diane’s leadership experience has been in both for and non-profit organizations.
Abstract

The Wabtec Performance System (WPS) has aided Wabtec Corporation in being the only company on the New York Stock Exchange with a fourteen-year streak of stock price increases. The Wabtec Performance System is an evolving collection of tools and processes designed to foster continuous improvements in quality, delivery, cost, productivity and product development. The ideals embodied in WPS, including the constant pursuit of quality, continuous improvement and the elimination of waste, are ingrained in the Wabtec culture and produce meaningful, substantial results. Wabtec aggressively applies a variety of WPS techniques to its business, manufacturing, and product development processes throughout the corporation to generate improvements that benefit all stakeholders.

Wabtec has recently added Process Auditing, Six Sigma, and the Cost of Poor Quality to this collection of tools to improve the overall understanding and drive for continuous improvement. These tools are used first to understand the real performance of the processes both practically and statistically. This understanding becomes the driver for effective improvements to the business processes followed by the practical, statistical, and cost verification of these improvements. Wabtec’s Cost of Poor Quality system provides an immediate understanding of normalized costs, categories of costs, and a Pareto analysis of improvement opportunities (e.g. internal scrap, and shipping costs). Through the coordination of Wabtec’s Global Sourcing, Supplier Quality, and Engineering systems, an overall integrated supplier strategy is realized. As a result of all the above, Wabtec’s vision is to average double digit EPS growth through the business cycle.

Bio

As Vice President of Corporate Quality for Wabtec Corporation, Brian is leading Wabtec’s change in its quality culture and quality improvement efforts to better serve its customers and shareholders. Brian is a Certified Lean Six Sigma Black Belt and serves as the Corporate Quality Council lead for Wabtec Corporation. Brian developed and implemented the Wabtec Cost of Poor Quality and Quality Event Reporting Systems. Brian was the founder of the Railway Supply Institute Quality Committee and served as its Chair for its first five years. Brian worked for the Association of American Railroads in Washington, DC for 12 years, Standard Car Truck Company in Park Ridge, IL for 15 years, and has been with Wabtec in the Pittsburgh area for two years.
Michael Fortunato, Director of Clinical and Administrative Operations, Staunton Clinic/Heritage Valley Health System

"Customer Friendly/Cost Effective Services for the Psychiatric Patient"

Abstract

The Staunton Clinic is a mental Health Center designated to serve the needs of clients within the Northwestern Region of Allegheny County. Widely recognized for meeting the mental health needs of its private practice clientele, Staunton serves over 3,000 adults and 1,500 children annually while accepting the majority of insurances in the region. As a part of the Heritage Valley Health System, it was imperative that Staunton be viewed as an integral part of the Health System. In particular the Heritage Valley Sewickley Hospital’s Emergency Department is a medical Emergency Department (ED) which includes a Psychiatric holding area.

Emergency Departments which are designed to meet the needs of medical patients are not necessarily fond of dealing with Psychiatric services because such services tend to utilize staff resources with long assessment times and transfer issues which interfere with the medical component of the Emergency Department. Such a situation caused a strain in relationships and communication between the ED and Staunton Clinic as well as the Psychiatric Inpatient Unit. Because the ED is the heart of the hospital, Staunton’s Management Team determined that relationships needed significant improved. It was also agreed that the best means to improve relations was through greater efficiencies, and thus a Six Sigma Team was formed with Michael Fortunato in the lead. The team was tasked with redesigning the process flow in order to create streamlined efficiencies from the time a Psychiatric patient enters the ED to the point at which he/she is discharged, admitted, or transferred. The streamlining and the resultant significant gains in efficiencies were accomplished using the Six Sigma DMAIC methodology.

Bio

Michael Fortunato has 35 years of experience in the Mental Health field. He recently retired from his position as Director of Clinical and Administrative Operations for Staunton Clinic after a total of 31 years of service. Michael also worked for 18 years in Private Practice at PBS Mental Health Associates in Butler County, with specialties in Cognitive therapy for Anxiety and Affective Disorders, Marital and Family Therapy, and bipolar Disorders.

Michael holds a Master of Science degree in Psychology from Duquesne University, and he obtained his Black Belt in Six Sigma in 1996. Michael championed new projects within the health system throughout his career. Michael’s expertise in Root Cause Analysis has taught contracted Behavioral Health Providers in Allegheny, Beaver, and Westmoreland Counties, and
he has been doing so yearly for Allegheny County since 2008. Michael also has done specially designed six-sigma consulting projects for several Behavioral Health Agencies as well as Allegheny County and Community Care Behavioral Health.
Abstract
Do any of these statements sound familiar?

- Employees don’t feel like they are a part of the team. High Turnover.
- Lack of communication throughout the company. Lack of feedback on prioritization of projects.
- Departments are in silos instead of cross-functional teams.
- Quality is perceived as a hindrance instead of an asset.

With the mission and vision of the company being driven by the new COO - and the implementation being driven by feedback from the floor operators - All-Clad is on the journey of creating a culture change that involves the execution of improvements from cross-functional teams at all levels of the organization. All-Clad has made great strides forward by breaking barriers between departments, as well as between Union and Nonunion employees.

The key drivers in this change include persistent communication and feedback. Communication and feedback promote motivation, extend the flow of information, shape and improve individuals’ attitudes, and greatly enhance process control.

I will talk about the Previous Culture versus the New Culture at All-Clad as well as the challenges we still face, where we failed and where we succeeded!

Bio
Cassie has over 15 years of manufacturing experience with organizations such as BASF, Harsco, Matthews International, and All-Clad. She is a results-oriented leader with expertise in quality control, process improvements, and project management. She is committed to personal and organizational excellence and dedicated to the creation of a customer-focused culture. She is currently the Quality Systems Manager at All-Clad Metalcrafters in Canonsburg, Pa where she oversees the quality control department and maintains the ISO 9001, OHSAS 18001, and ISO 14001 certifications for a facility of over 230 employees.
As a past Quality Consultant, she has worked with more than 40 companies within Southwestern Pennsylvania and has assisted in obtaining ISO registration in as little as 8 months. Cassie earned an MBA degree and a Bachelor of Science degree in Biology, both from Waynesburg University. She is also an ASQ Certified Lean Six Sigma Green Belt, an ASQ Certified Quality Auditor, and an ASQ Certified Manager of Quality and Organizational Excellence.

Cassie has been an active member of the ASQ Pittsburgh Section Leadership Committee for the past 5 years, serving currently as the Section Chair for 2016.
Abstract

“It doesn’t require a theory of management” was the prime objection Dr. W. Edwards Deming had against the Baldrige criteria. Deming continually admonished management that the method, not the goal, was important and that the most critical things to be managed cannot be measured. So if you first take Dr. Deming’s principles to heart and really understand what they mean, they give you a solid foundation of theory to enhance all aspects of your business, and then you’ll do very well on the Baldrige criteria.

Another warning from Dr. Deming is that if you use his famous Fourteen Points or the Baldrige criteria as a recipe – as a list of things to do – you will have a recipe for disaster. Recipes are nice, but they can’t solve your business problems. You need to think things out and have employees replicate the intellectual process for an effective solution because people need to understand why something is good or why it is bad. Deming insisted that our actions be based on theory. Theory leads to questioning and understanding. Otherwise, you merely copy, get into trouble, and then wonder why. This talk will explore the theory behind Dr. Deming’s philosophy and management principles and then map them to the Baldrige criteria. Without this knowledge, the information the Baldrige criteria provide will be of limited value.

Bio

Walt Meyer is a statistician with Bechtel Marine Propulsion Corporation in West Mifflin, PA. Walt has spent twenty five years applying the teachings of W. Edwards Deming to a variety of engineering problems. He continues to achieve personal and professional growth by studying Deming’s philosophy. Walt holds a Master of Science Degree in Statistics from Michigan State University and a Master of Science Degree in Operations Research from George Mason University. Walt is a member of ASQ.
Abstract
Coaching is a powerful tool to build performance excellence as a key capability within an organization. The Baldrige Framework provides a perspective, list of powerful questions and resources with the intent to create leaders who model and build performance excellence capability across the organization every day. This presentation will explore coaching as a strategy to enable performance excellence. Anne will share stories and approaches from both internal and external consulting; including Anne’s time at MEDRAD, Inc. as an internal performance excellence consultant/coach, and as an MBNQA Examiner, Trainer, and Site Monitor.

In Anne’s coaching and consulting work with executives and senior leaders in the area of leadership and performance excellence, she uses and models coaching as a way to connect with people and teams, to enable clarity and ownership of the problem/opportunity, and then to facilitate innovative and effective problem-solving. Coaching is a learning, talent development and employee retention strategy.

It should be noted that MEDRAD received the Baldrige Award in 2003 and again in 2009. Essential for MBNQA recipients, is the strong commitment to customer focus, the strong investment by company leadership in the development of employee talent, and strategic measurement and accountability. The value and benefit of organizational learning cultures is well documented. According to the Global ICF Study “Building a Coaching Culture”, in partnership with the Human Capital Institute, 65% of employees from companies with strong coaching cultures rated themselves as highly engaged. Moreover, 60% of respondents from organizations with strong coaching cultures reported their 2013 revenue to be above average, compared to their peer group.

Bio
Anne is currently a full-time Principal Consultant at TiER1 Performance Solutions (TiER1Performance.com) in Pittsburgh. Anne was a member of the MEDRAD team from 2002 – 2010, where she was directly involved with the journey to excellence as an internal performance improvement consultant and a leader in the Center for Performance Excellence. She also served as a company ambassador to share MEDRAD’s story and best practices with other’s just starting or well on their journey. Anne became a National Malcolm Baldrige Examiner and served multiple years and grew in her capacity to assess organizations through
application reviews and site visits. She went on to lead business excellence in the Global Sales & Service group within MEDRAD as it became integrated and evolved as Bayer Healthcare. She obtained her Coaching certification and ICF credential by 2010. Anne started her own consulting and coaching business in 2011 and just recently joined TiER1 Performance Solutions, as a Principal Consultant. She is known for her ability to assess organizational systems, work with leadership to establish clarity and commitment to stretch goals, build strong teams, and to provide effective coaching, processes and tools for leaders and teams to achieve and sustain great results. Anne continues to support the Baldrige program at the PA State level, having served as a KAPE examiner, trainer and site monitor for the KAPE program. Anne serves as the President of the International Coaching Federation local Chapter, ICF Pittsburgh.
Lou Musante, Founder & Partner Emeritus, Echo Strategies

"Doing Well by Doing Good: Sustainable Financial Performance Through Global Culture Leadership and Operational-Safety Excellence"

Abstract

**Bottom line:** better company and group cultures create more sustainable businesses that deliver operational excellence. This excellence also correlates strongly with creating safer environments and better places to work. In turn, these companies make significantly more money. Critical success factor to business sustainability - knowing your corporate culture.

If you can't define your corporate culture, you can’t measure it. And if you can’t measure it, you can’t manage it. **Your corporate culture and financial performance are joined at the hip.** A healthy (strong but adaptive) corporate culture is the key to business success, operational-safety, excellence, and the quest for zero incidents.

**Key Take-Away:** Sustainable financial performance is driven by corporate culture, which enables operational excellence. Culture leadership as a competency along with formal processes that define, measure, and manage the culture are rare, especially in large global corporations that stand to benefit significantly from investment in culture management process excellence to drive operational safety excellence. Data indicates Baldrige Quality Award winners are better at managing culture.

**Bio**

Lou is one of four founders of The Affective Computing Company (tACC) Thrive Division in East Liberty, Pittsburgh, PA. He is also the founder of Echo Strategies which operates in three business areas 1) Leadership Development, Coaching and Training 2) Organizational Strategy: Culture and Innovation 3) Research (Qual-Quant) and New Product-Service Development. In the past he has worked for companies such as General Tire & Rubber, A. D. Little, former Vice President A. C. Nielson, NASA, Founder High Technology Associates.
Ben Hilldorfer, Research Manager, Echo Strategies

"Catalyzing Operational Excellence Through Interval ‘Drip’ Learning"

Abstract

As skill gaps continue to widen in several critical areas of the economy, such as technical occupations, training programs currently used by most companies will need to become more flexible, adaptive, and convenient to accommodate employees who work from several locations and are rarely in front of a computer screen.

Today’s workers are overwhelmed and distracted and have lower attention spans than in the past. Flexibility in where and how they learn is important, as most jobs require more and more on-the-job and compliance training. In addition, younger employees want more control over their own development.

Results are emerging from next generation education technology, some from Carnegie Mellon University and the University of Pittsburgh, that leverages mobile-based, interval learning in place of traditional learning systems. As a result, step changes are occurring in learning comprehension and cognitive self-awareness, leading to higher levels of employee, patient, and adult learner satisfaction.

Data from recent case studies from manufacturing, healthcare, and IT industries will be presented with an emphasis on results and findings for pre- and post-learner testing, user experience mapping, and overall user satisfaction and sustainability. A 10-point comparative analysis of traditional learning versus interval drip learning will be reviewed.

The key take-aways are:

1. Employees are accessing information differently than they were a few years ago.
2. The average person looks at their cell phones up to 9 times per hour, and most job skills have a half-life of 2 ½ to 5 years.
3. Hence, employees need to be learning constantly and leveraging mobile devices as learning interfaces appear to be an attractive and sustainable modality for such training.

Bio

Building on 10 years of research, teaching, and experience in the biomedical sciences, Ben has been converting these talents to business applications with concentrations in market research and entrepreneurship. Since finishing graduate school, Ben has been working as an
independent consultant with two Pittsburgh based companies: Echo Strategies and Thrive. Ben's work has primarily focused on workforce market research through applied data analysis and visualization in order to advise his clients on strategic employee recruitment methods. Ben's interests are also expanding to include business development, strategic marketing, and the application of software platforms that utilize technology to influence individuals' state of well-being and engagement.

Ben's academic credentials include work in evolutionary biology, cancer immunology, and HIV pathogenesis. He graduated from Penn State in 2007 with a Bachelor of Science degree in Biochemistry & Molecular Biology. Upon returning to Pittsburgh, Ben worked for two years at Hillman Cancer Center, researching immune responses against various head and neck cancers. Ben entered the University of Pittsburgh School of Medicine in 2009 where his work focused on long-lived reservoirs of HIV, which is a major barrier to a cure. Ben earned his Master of Science degree in Biomedical Science, Molecular Virology & Microbiology in the fall of 2013.
Abstract

Headquartered in Murrysville, PA, Philips Respironics is a global leader in the medical device industry. Its product mix includes devices for the diagnosis and treatment of sleep apnea, including CPAP and bi-level (BiPAP) machines, oxygen concentrators for patients requiring supplemental oxygen, and life support ventilators. Vaishali’s presentation will discuss the 5 Pillars of Philips Organizational Excellence:

1. Project Management
2. Process Management
3. Performance Management
4. Change Management
5. Continuous Improvement

The presentation will give a high level summary and tips for each of the 5 pillars. Examples will include:

1. Project Management – project management principles, PMI methodology, project governance, competence management.
2. Process Management – business process management, end to end value chain management.
3. Performance Management – AOP planning, goal cascading to PPM process, forecasting process.
5. Continuous Improvement – Lean, Six Sigma, Kaizen.

Bio
Vaishali Hegde is the Group Leader of Reliability and Compliance at Philips Respironics. She has 23 years of engineering and management experience consisting of reliability consulting, design and process engineering, testing, risk management, regulatory and compliance testing in the defense, aerospace, chip manufacturing, and medical device industries. She received her Bachelor of Science degree in Electrical Engineering from West Virginia University. She has published various articles on reliability, contributed a chapter on "Reliability in the Medical Device Industry" to the Handbook of Performability Engineering (Springer), and presented several papers at the Reliability and Maintainability Symposium (RAMS). She is a senior member of ASQ and is on the Leadership Committee of the Pittsburgh Section of ASQ. She is also an ASQ Certified Reliability Engineer.