TENNESSEE CENTER FOR PERFORMANCE EXCELLENCE

2009 TEAM LEADER'S GUIDE

Thank you for accepting your TNCPE assignment! As a team leader, you play a critical role in meeting the expectations of our customers (the applicants) and our workforce (your team members). If you have been a team leader in the past, you know what a demanding and fulfilling job this can be. If this is your first experience as a team leader, you are in for an exceptional opportunity to improve your leadership skills and deepen your understanding of the Baldrige *Criteria for Performance Excellence.*

You hold in your hands a document that can help make you more efficient and effective as a team leader and may help manage your anxiety and stress. The TNCPE Team Leader's Guide is a collection of lessons learned and best practices that have been gathered from some of our most effective team leaders. But if you encounter a situation that you're not sure how to handle, don't hesitate to call the TNCPE office (800-453-6474). We will do whatever we can to help you be successful.

Topics Included in the TNCPE 2009 Team Leader's Guide (in chronological order of the process):

1. General tips on keeping the team focused and productive
2. Upon receiving the Application from the TNCPE Office
3. Prior to the Consensus Meeting
4. Preparing for the Consensus Meeting
5. Consensus Meeting and preparation for Site Visit
6. Site Visit
7. Final Wrap-up Meeting (immediately after Site Visit)
8. Final Scorebook
9. Celebrate and share lessons learned
10. Notes
11. Completing the Final Scorebook – Please…

As you complete this year's assignment, please take note of your experiences that can help future team leaders and send them to TNCPE for inclusion in the 2010 Team Leader's Guide.

Activity	When	Comments
General tips on keeping the team focused and productive		
Clearly set expectations for your team members in terms of what to expect as part of this team.	As soon as you receive the list of team members	Some of the expectations can be drawn from the items in the following rows. They can be agreed upon in a friendly e-mail.
Encourage team members to bow out early or ask for help early if they are in trouble.	During independent review of the Application	It is not “honorable” to let the team down at the last minute. It’s always possible for the unexpected to happen to people (family illness, job situation change, etc.).
Help mentor new examiners.	At the beginning and throughout the entire process	Ask other experienced examiners on the team to help new examiners. TOUCH BASE OFTEN with new examiners to see how they are doing.
Keep team members informed of changes, new information and feedback received.	Throughout the process	
Answer questions and coach as necessary with respect to process, procedure, expectations, and performance.	Throughout the process	
Handle the one Team Member “outlier.”	After review of independent reviews	Assign a back-up leader for each Category. Have this person do a screen before Consensus to be familiar with that Category’s material and as a “sanity” check.
Remind team members that OFIs are NOT “negatives:” these are “opportunities.”	During consensus and subsequent team meetings and communications	The applicant is in this process, presumably, to improve its processes and results. If the applicant is committed to the process, it may set its sights on being a “Level 4.” The applicant needs OFIs to help it get there.
Upon receiving the Application from the TNCPE Office		

Activity	When	Comments
Contact team members: • Get to know individuals – determine experience and interests • Check conflicts of interest • Request conflict dates	As soon as team assignment information is received	It's OK to tell team members about their assignment before they have opened their assignment packages from TNCPE. Phone contact is more personal and usually provides better two-way communication. Set a quick deadline (a couple of days max) for requested information. Ensure team members are checking for personal conflicts of interest.
Ask team members to identify their special areas of interest for you to consider as you assign Category leads.	As soon as team assignment information is received	Have team members prioritize the process Categories they would like to lead (number choices 1 through 6 with 1 being the first choice). Assign each process Category lead the Results Items that is the "best fit" (e.g., Item 7.4 with Category 5).
Contact the Applicant's contact person: • Introduce yourself • Review the process • Discuss site visit dates	As soon as conflict information has been received from team members	It's OK to introduce yourself to the applicant before TNCPE sends the official notice out. NOTE: Site Visit Schedule recommended in the 2009 Criteria: Level 1 – On going Level 3 – October 12 - 16 Level 2 – October 5 – 9 Level 4 – October 19 - 23
Use a calendar to set a schedule for individual assessments, team consensus, and site visit.	Immediately upon receipt of the requested information from team members	Assign independent assessments to be submitted to TNCPE ___ weeks (e.g., 3 weeks) before Consensus. Request team members to block unavailable days, to include descriptions as to why the team member is unavailable. Sometimes team members can reschedule/miss a timed event if really needed.
Have team members develop their set of key factors and send to you.	Within one week of receiving the application	Team members have at least read the Intent to Apply and Organizational Profile.
Either do or have another team member prepare a master list of key factors (KFs).	Within 1 week of receiving the application and team assignments	Have the KFs "pre-consensed" and have all team members use these to do their Independent Reviews. This will help the team members get focused early.

Activity	When	Comments
Prior to the Consensus Meeting		
Set the site visit schedule up front.	As soon as conflict information has been received from team members	Ask team members to block two weeks of range to be available for the site visit to allow some flexibility. NOTE: Site visit schedule recommended in the 2009 Criteria: Level 1 – On going Level 3 – October 12 - 16 Level 2 – October 5 – 9 Level 4 – October 19 - 23
Follow-up with the applicant to set the site visit date.	Within a few days	Establish the site visit date as quickly as possible – this gives you and the applicant a target to work toward.
Prepare team assignments; assign responsibility for key themes, Category leaders and back-up, and special jobs (e.g., Criteria cop, Process check, Time keeper, Scorebook editor)	As soon as personal information has been received from team members	Balance team needs with individual expertise and interest; follow-up calls may be needed to obtain "volunteers." Sometimes it is better to get to know team members before making some assignments such as back-up team leader and Scorebook editor.
Send assignments and the schedule to the team. The schedule should include: • Independent Review deadline • Date and location for consensus meeting • Site visit dates • Date and location for the final wrap-up meeting	As soon as the site visit date has been determined	Work backwards from the site visit date to establish other deadlines. Considerations: • Allow time between consensus and site visit to put together the consensus report and get questions to the applicant at least a week before the visit • Allow time between the Independent Review deadline and consensus for Category leaders to prepare for consensus. • Final wrap-up meeting should be held the day after site visit while team is still together.

Activity	When	Comments
Maintain contact with team to ensure that everyone is on schedule and to address any problems.	Less frequently at first and more often as deadlines approach.	Don't over-manage – just stay in touch. Minimal contact and follow-up are required if everyone is on schedule. If deadlines are missed, make compensating adjustments; at this point, it is usually impossible to change consensus meeting date.
Preparing for the Consensus Meeting		
Ensure that team members have completed their Independent Reviews.	Before moving the team to the Consensus stage on *Scorebook Navigator*™	Encourage your team members to complete their work on time, as moving to the Consensus stage in *Scorebook Navigator*™ requires that all team members have finished their Independent Reviews.
Have Category leads do a short Consensus "script" as a tool to facilitate consensus.	About ten days before Consensus	Team Leader sends out Consensus "script" with example. The script includes a short description of the common Strengths and OFIs used (with initials of team members who made the same comment), rationale on + and - ; short summary of comments not used and why (with initials of team member who made the comment); score and why. Scripts are distributed to team members before Consensus to allow time for other team members to review.
Maintain contact with the applicant to ensure them that the process is working.	Less frequently at first and more often as the site visit approaches.	When talking with the applicant, let them know when they can expect to hear from you again – this keeps them from wondering if they have been forgotten. Mark your calendar to remind you to call them when you said you would.

Activity	When	Comments
Obtain the following information from the applicant: • Meetings scheduled during site visit that team members might want to attend • Applicant’s work schedule • Appropriate dress for the site visit • Site visit logistics – when and where to meet, etc.	About a week before the consensus meeting	Start talking about these issues during earlier discussions and finalize before the consensus meeting.
Consensus Meeting and preparation for Site Visit		
Meet face-to-face with all team members.	Consensus meeting	This helps build the team, gets them to know each other better, and applies peer pressure to have assignments done on time. However, having a team member connect by teleconference may be necessary – be flexible.
Define objectives, agenda, schedule, and ground rules for the consensus meeting. (Remind examiners of their assignments for the meeting, for example: Criteria cop, Time keeper, Process check, Scorebook editor)	Consensus meeting	Although team members will be leading parts of the meeting, the team leader is responsible for the overall meeting.

Activity	When	Comments
Develop the consensus report: • Category leaders should lead the discussion of their Categories. • Establish deadlines for finalizing the Items in the Scorebook.	Consensus meeting	The team leader or an experienced examiner should handle the first report-out to demonstrate the process. This is not the time to do "word-smithing" – make this a ground rule. The Consensus meeting should only address those comments *not* used if the team member who made the comment wants to discuss. Agree on the "meat" of what should be included; the Category leader then can finalize the Item after the meeting.
Find out who the team "Results Guru" is.	Consensus meeting	Ask this person to help make sense of evaluating results during the site visit, both from a Category perspective and from a holistic viewpoint.
Discuss Site Visit Issues (SVI) and strategies.	Consensus meeting	• Try to be specific in the questions being provided to the applicant as to what you need to see (if you aren't specific, you may get railroad cars full of information vs. examples). • Consider using a list of interview questions that all team members ask during walk-around type interviews. Select pre-set questions based on SVIs cross-cutting across Categories.
Plan the site visit • Identify the site visit issues to be discussed • Determine what material should be reviewed • Determine what meetings individual team members will attend • Develop a tentative site visit schedule	Consensus meeting	• Site Visit Issues are relevant and important to the applicant; important points that need to be verified or clarified on site; are related to key factors; and must be linked to the comments. • After the consensus meeting, Category leaders should list the site visit issues to be sent to the applicant for their category meetings. • Site Visit Issue Worksheets including strategies should be sent to the team leader as part of the consensus report information. • Incorporate into site visit schedule time(s) for follow-ups/unplanned needs.

Activity	When	Comments
Decide when the team will meet for final coordination before going on site	Consensus meeting	Teams usually meet the night before the site visit, or for breakfast the morning of the first day. This is normally a short meeting.
Send site visit questions and issues, tentative schedule, and other site visit information to the applicant's contact person.	A week before the site visit or when agreed upon.	**This is a firm commitment and every effort should be made to meet it**. The applicant has planned pre site visit activities around receipt of this material. A back-up plan (or two) is needed in case information from team members is late. *Note 1: See example SVI question list at the end of this guide.*
Alert TNCPEP that the consensus report is ready.	Before the site visit.	The team will need printed copies of this report at the final wrap-up meeting.
Work with the applicant's contact person to finalize the site visit schedule and other site visit details.	During the week prior to the site visit.	Keep team informed of any changes.
Site Visit		
Review final details with the team.	Final coordination meeting before going on site.	Review the site visit plan and objectives. Make sure everyone has what they need. Bring extra copies of site visit issue worksheets and other necessary information
Lead the introduction meeting.	Site visit	Review the purpose, schedule, ground rules, and expectations for the site visit. Answer questions concerning TNCPE and the process. Provide time for the applicant's opening presentation. TNCPE has presentation material to help with this meeting.
Consider having all team members sit in/take notes for Category 1.	Site visit	This gets all the team members on the "same page." Be aware some of your SVIs for later Categories may already be answered (don't have to ask these later, saves time).
Monitor the Category sessions.	Site visit	During the site visit, Category leaders should lead the meetings directed toward the evaluation of their categories.

Activity	When	Comments
Lead team caucus sessions.	Site visit	Make necessary adjustment to the schedule and individual assignments based on what has been learned.
Make use of your team's "Results Guru."	Site visit	Ask this team member to help review data and information provided by the applicant at site visit.
Have assigned team member to "follow" the Key Themes.	Site visit	The purpose is to have someone focused on validating, adding to, and revising the Key Themes using updated information.
Lead evening review sessions.	Site visit	• Make necessary adjustment to the schedule and individual assignments based on what has been learned. • Category lead takes everyone's notes and compiles the SVI Findings (SVI Worksheets may be finalized later). • Decide on follow-up questions to ask the applicant the next day. • Begin work on the final feedback report.
Meet with applicant's designated contact person.	Subsequent site visit mornings	Provide follow-up questions to the applicant contact from the work the day before.
Monitor conduct and ethical issues	Site Visit	Make sure that the rules of conduct and ethics are being followed.
Make sure information is captured on: • Site Visit Interview Summary and • Site Visit Document Log	Site Visit	It is imperative that documents reviewed by the team are tracked and returned to the applicant. If a document is requested, you must make sure that it is reviewed and returned. Keeping up with who is interviewed can help you determine areas that have not been addressed.
Lead the closing meeting.	Site visit	Short meeting – thank you, what happens next, good-bye. TNCPE has talking points to help with this meeting.

Activity	When	Comments
Final Wrap-up Meeting (immediately after Site Visit)		
Define objectives, agenda, and ground rules for the final wrap-up meeting.	Final wrap-up meeting	Although team members will be leading parts of the meeting, the team leader is responsible for the overall meeting.
Develop the final feedback report: • Complete SVI Worksheets. • Category leaders lead the discussion of their categories. • Establish deadlines for completing Category reports (if not completed during the meeting).	Final wrap-up meeting	Appropriate team members work in sub-teams to complete the SVI worksheets and final Category content and then report to the entire team. Don't try to refine the wording at the meeting, but make sure wording is factual and accurate. Agree on what should be included; the Category leader then can prepare the finished report after the meeting. Completed SVI Worksheets are sent to the team leader along with the final category reports
Complete Summary of Sites Visited	Final wrap-up meeting	Helps to document what the team did and how it was done.
Complete Score Summary Worksheet – Site Visit and compare with Scoring Band descriptors.	Final wrap-up meeting	This is used to validate the thinking of the team as to the maturity of the company. This can help in determining the recommended recognition level.
Lead discussion to determine the recommended recognition level and why. Sign the necessary TNCPE form.	Final wrap-up meeting	• Refer to the wording in the Criteria regarding the TNCPE recognition levels. Include specific examples from the applicant that support your recommendation. • Make sure the form contains signatures from all team members.
Discussion on the process	Final wrap-up meeting	• What went well? • What did not go so well? • Lessons learned? • Capture in writing and submit to TNCPE

Activity	When	Comments
Celebrate!!		Be proud of what has been accomplished.
Final Scorebook		
Review the Final Scorebook.	As soon as the final Category reports are received from team members.	Get feedback from team members on the Final Scorebook if time permits. Use the **Completing the Final Scorebook – Please…** final page of the 2009 Team Leader's Guide.
Edit or have the assigned Scorebook editor team member review the Final Scorebook.	After initial compilation	The Final Scorebook needs to look like ONE person wrote it (instead of six different Category leads). Having one editor/writer for the report is suggested, particularly someone good with English grammar and punctuation. This presents the report more professionally and adds credibility.
Notify the TNCPE office that the Final Scorebook is complete. Send in SVI worksheets, and other documentation to TNCPE.	Within two weeks after the site visit	
Celebrate and share lessons learned		
Team evaluations	After TNCPE is notified of completion.	Remind team members to complete the individual and team evaluations as directed by TNCPE. This is an important part of each examiner's continuous improvement.
Send an e-mail to the TNCPE office with your lessons learned to be included in the 2010 Team Leader's Guide	After TNCPE is notified of completion.	The effectiveness of team leaders has a tremendous impact on whether examiners stick with the TNCPE program. Please help us build our knowledge base, improve the effectiveness of team leaders, and retain these valuable resources!
Celebrate again!!	After TNCPE is notified of completion.	Congratulations – feel good about a job well done!

Note 1:

Compile a spreadsheet listing SVIs and send it to the applicant *at least* one full week prior to the site visit to allow applicant time to prepare. For instance:

Category	Site Visit Issue Question	Who in Applicant's Organization

Note 2:

Having a protocol for managing SVI Worksheets will save you time in the long-run. In the "Item Reference" field of the SVI Worksheet, assign consecutive reference numbers to each Site Visit Issue Worksheet. For example: The SVI Worksheets in Item 1.1 are numbered: 1.1-1, 1.1-2, 1.1-3, etc. The SVI Worksheets in Item 1.2 are numbered: 1.2-1, 1.2-2, 1.2-3, etc.

Create a table to track progress on resolving site visit issues:

Item ref.	Site Visit Issue	Key Contacts	Documents required	Key word
1.1-1	Verify process improvement process with Six Sigma and ISO	Senior leaders		Six Sigma
1.1-2	Verify deployment of senior leaders' communications to the workforce	Senior leaders Staff employees	Booklets containing vision, mission, values, code of ethics	Communication
1.1-3	Clarify how employee evaluations are conducted & how info from performance measures is used to accomplish objectives, improve performance, attain the vision	Senior leaders Staff employees HR manager	Examples of evaluation tools	Employee performance

Completing the Final Scorebook – Please…

Do one last read of the Final Scorebook. Read it as if you were the applicant.

- Do the Key Themes read as the executive summary?
- Does each OFI comment contain an explicit "so what?"

The Final Scorebook should not contain "is not evident" or "is not clear" statements.

If the majority of the OFIs were cleared at site visit, you may need to identify additional OFIs by looking at what would move the applicant to the next scoring range or the next degree of A-D-L-I.

Change "the applicant" to the organization's name. If you use a shortened version or acronym, be consistent.

Run spell check.

Complete the Score Summary Worksheet – Site Visit including the statement at the bottom of the page regarding the Scoring Band Descriptors.

Complete the Award Recommendation Form – including a statement for the Panel of Judges giving reasoning for your recommendation using the award level descriptions on pages vii and viii of the Criteria and examples from the applicant organization. List the names of your team members once they have agreed on final report.

Send Site Visit Issue Worksheets from the team. If these are handwritten, they may be sent by mail. Please make sure they are legible and in order by Category.

Send an email to the TNCPE office to let them know that the Final Scorebook is complete. Remember to include the total hours your team spent on site visit and final report.

Finally… ***Celebrate!***