



# **PQA Criteria for Performance Excellence: A Helping Hand to Manage the COVID-19 Crisis**

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## **OUTLINE**

**The REALITY**

**How can PQA Criteria  
Help address the Crisis**

**What is Crisis  
Management?**

**Reflections**



## The REALITY:

Today, we are in the midst of the coronavirus pandemic, the effect of which is difficult to bear. There may be difficult days ahead, still with disruption and uncertainty.



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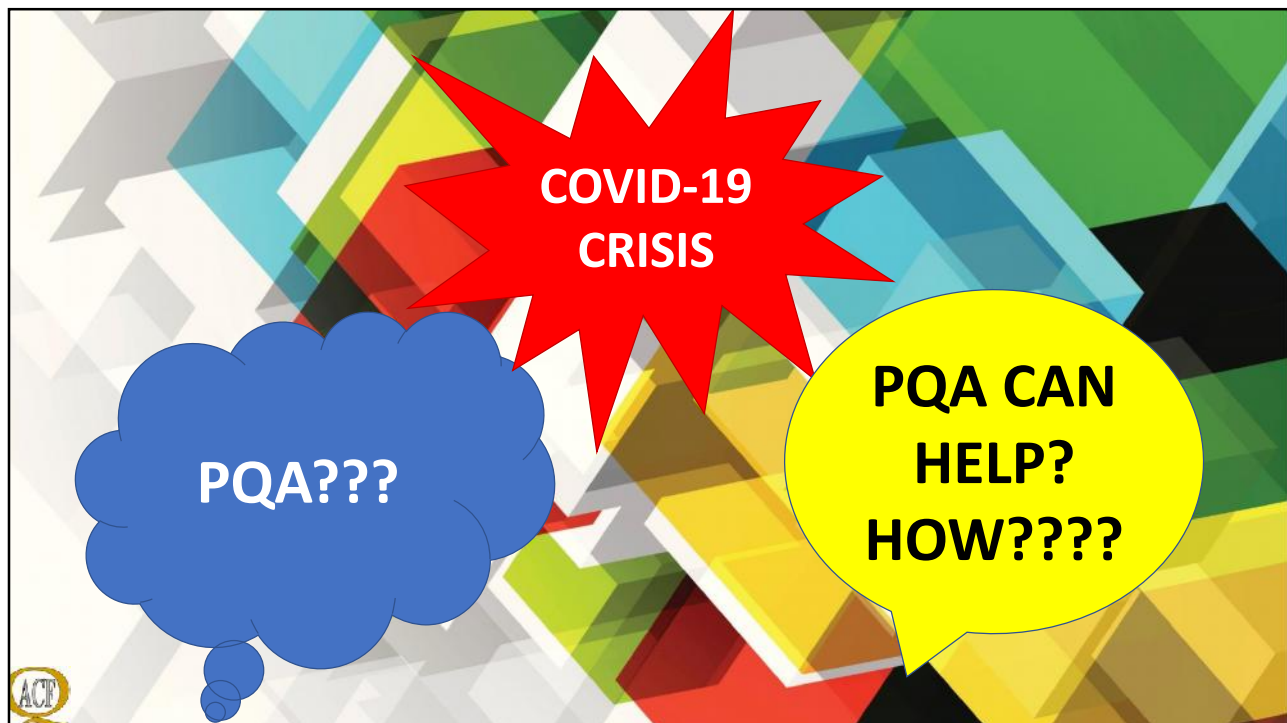
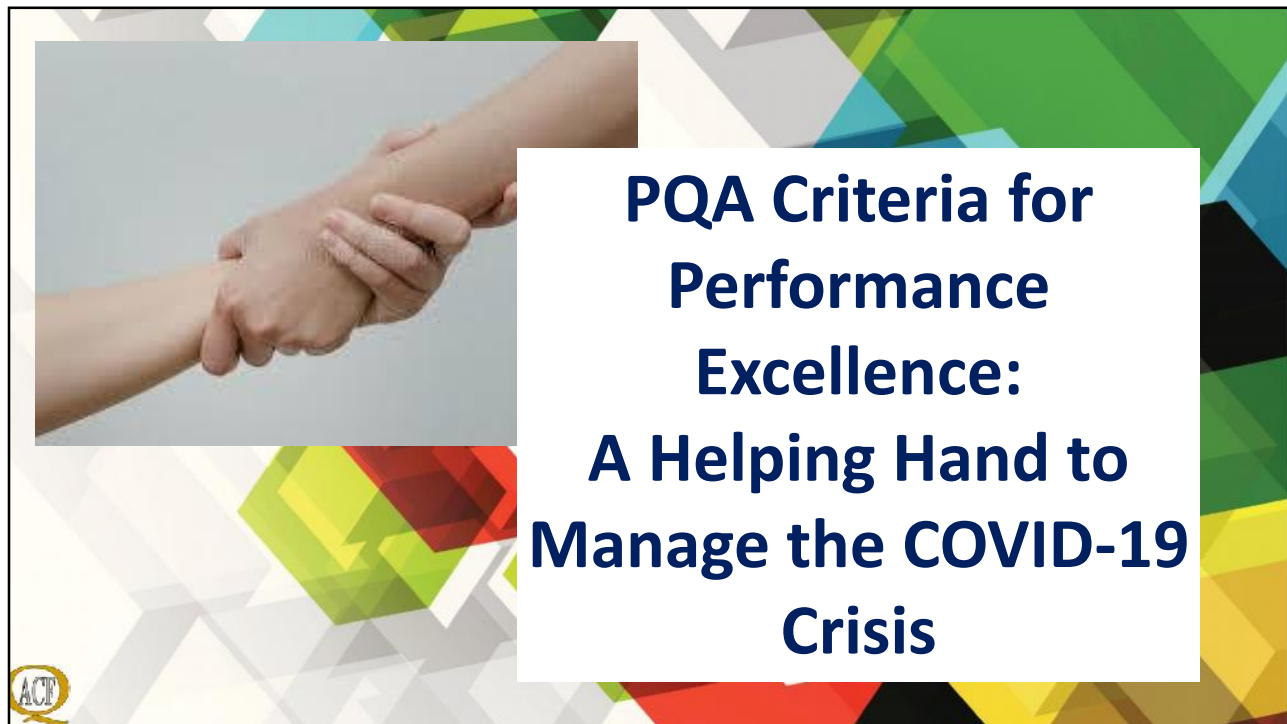
***BUT, there is an opportunity to learn from this experience and to recover, show resilience, and move forward...***

**There is always HOPE!**

*Change is only scary until it becomes your new normal. Keep going.*


Pinterest













Winning This Fight Against Covid-19 Depends On Excellent Leadership, Strategies, Customer Care, Data Management, Employee Engagement and Robust Processes, **which Is The PQA Criteria For Performance Excellence.**



## Key Points:

### ✓ How can **PQA Framework** Help You Manage the Crisis

- ☐ Organizational Profile – **WHO WE ARE**
  - ☐ Category 1 – Visionary **LEADERSHIP** through the Crisis
  - ☐ Category 2 – Have a Relevant **STRATEGY**
  - ☐ Category 3 – Think about your **CUSTOMER**
  - ☐ Category 4 – Use of **MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT**
  - ☐ Category 5 – Care for the **WORKFORCE**
  - ☐ Category 6 – Robust **OPERATIONS**
  - ☐ Category 7 – Achieve **RESULTS**
- 

**FACEBOOK POST:****February and 1<sup>st</sup> week March, 2020**

Sharpening the saw but taking all the precautionary measures to prevent COVID-19. Shown below conducting training, but with all participants wearing mask. Wherein face masks, alcohol, sanitizers, etc. were all provided by the organization. Still life must go on with all the support to take care of employees, customers and other stakeholders are provided by the organization.

— feeling hopeful in Makati City, Metro Manila Philippines.



## What is CRISIS MANAGEMENT?



## What is CRISIS MANAGEMENT?

the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders, such as COVID-19



## What is CRISIS MANAGEMENT?

the application of strategies designed to help an organization deal with a sudden and significant negative event








### GENERAL APPROACH TO CRISIS MANAGEMENT FROM VARIOUS AUTHORS

1. Form a Crisis Management Team.
2. Gather facts and Formulate plans, including guidelines, procedures based on best practices and regulatory bodies.
3. Train employees.
4. Over-communicate plans to employees and other stakeholders.
5. Review status of supply chains to ensure enough resources.
6. Ensure employee well-being, and that health is maintained.
7. Own responsibility
8. Be present
9. Evaluate
10. Refresh Goals













When will life return to Normal?


What will the new normal be?  
How do we plan for this new normal?

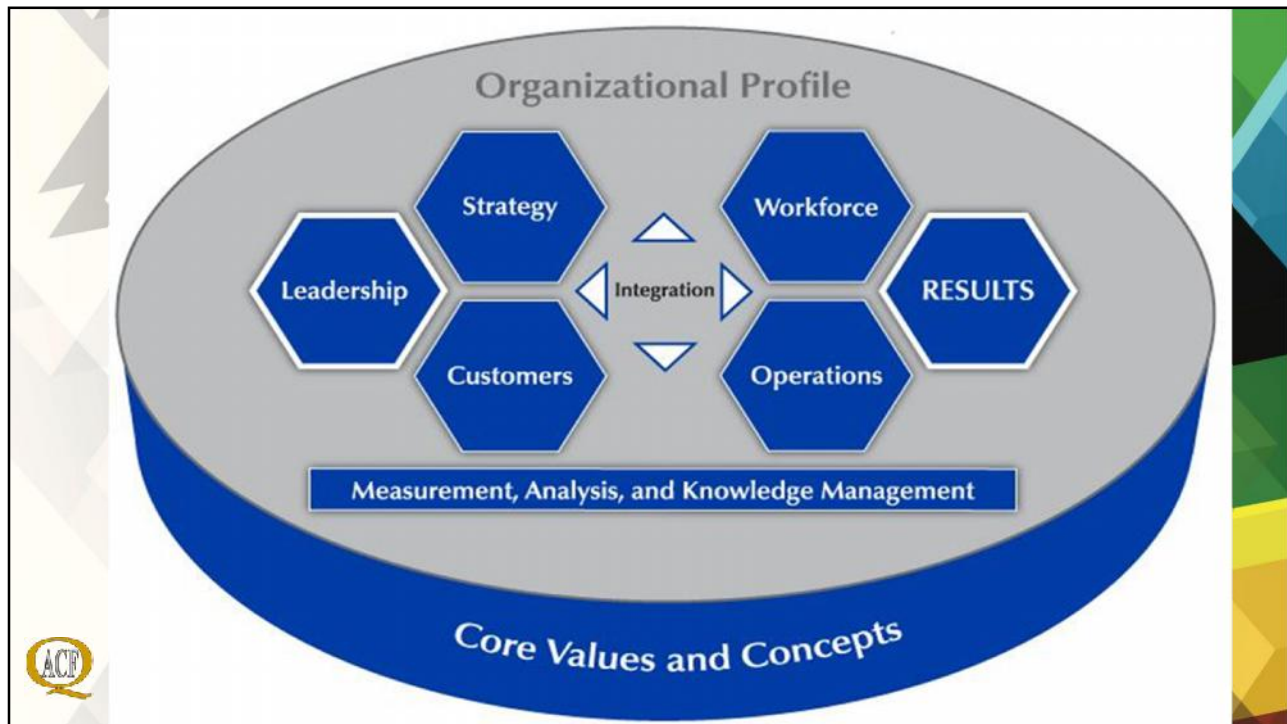
“To address the crisis, we have confidence that the systems perspective of the Baldrige Excellence Framework is still the best model for ensuring that all the critical aspects of an organization are evaluated and improved in concert with one another and for reinforcing the mission, vision, values, and culture.”  
-Baldrige Coach



IN TIMES OF UNCERTAINTY, FRAMEWORKS HELP.  
THEY PROVIDE A STRUCTURED WAY TO THINK AND BECOME A FOUNDATION FOR ACTION.

<b>PQA Criteria</b> For Performance Excellence 2017 - 2021 	<b>PQA Government Criteria</b> For Performance Excellence 2017 - 2021 	<b>PQA Healthcare Criteria</b> For Performance Excellence 2017 - 2021 
<b>PQA Education Criteria</b> For Performance Excellence 2017 - 2021 	<b>PQA Construction Criteria</b> For Performance Excellence 2019 - 2021 	







# Leadership

**1.1**  
**Senior**  
**Leadership**


➔

**1.2**  
**Governance &**  
**Societal**  
**Responsibilities**

✓ “How do senior leaders lead the organization through the coronavirus crisis?”

- ✓ Effective senior leaders are focused on clarity, calm, and communication.
- ✓ With family members being unable to visit loved ones in skilled nursing facilities, their need and desire for communication with staff have dramatically increased.
- ✓ Remember to connect with your peers and support system - Community Strategy COE 2020


“INSPIRING,  
MOTIVATING and HELPING  
other people achieve things  
they never thought were possible;  
SETTING A GOOD EXAMPLE,  
basically - that's what leadership  
means to me.”




## “How do senior leaders lead the organization through the coronavirus crisis?”

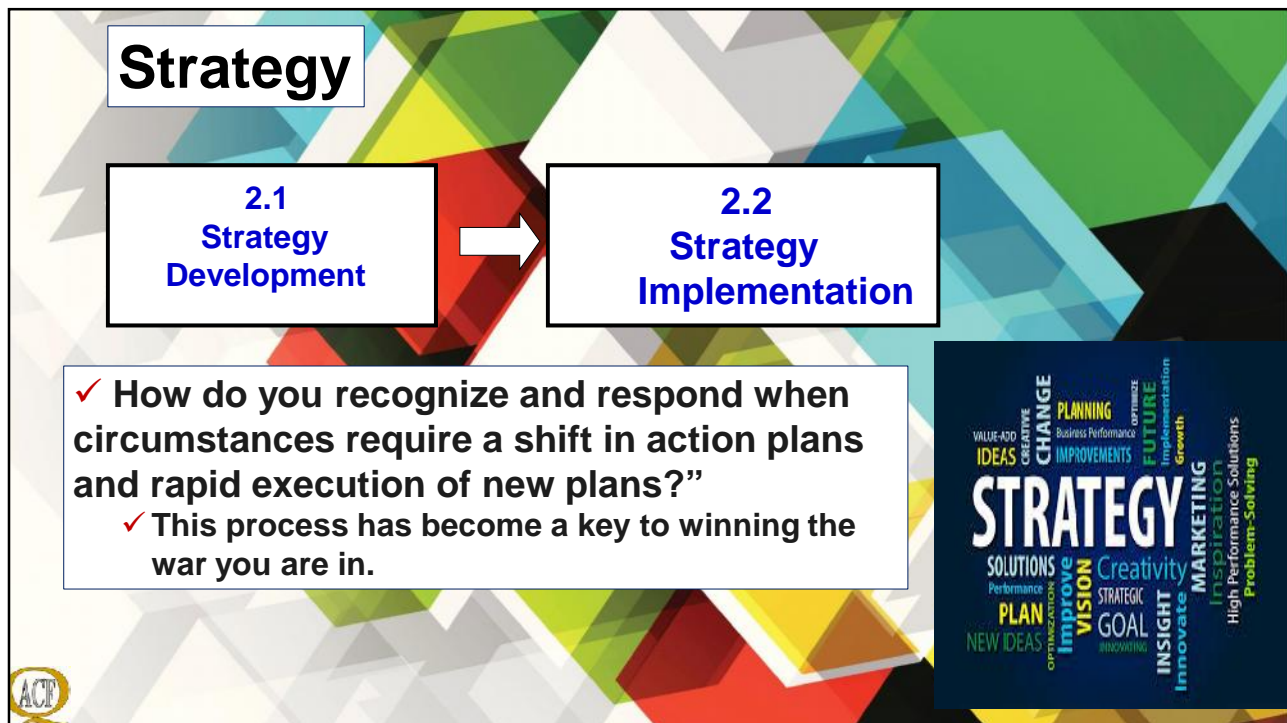
**7Cs of Leadership in this time of crisis:**

1. Calm
2. Confidence
3. Communication
4. Collaboration
5. Community
6. Compassion
7. Cash









# Strategy


**2.1**  
**Strategy**  
**Development**


→

**2.2**  
**Strategy**  
**Implementation**

✓ **Some of new challenges:**

- ✓ job displacements and unemployment,
- ✓ community transportation needs,
- ✓ a community disaster plan that is not solely local government managed,
- ✓ the need for a strategic plan that is jointly conceived by government, business leaders, public sector organizations, nonprofits, and key resident demographic groups





# Strategy



**2.1**  
**Strategy**  
**Development**


→

**2.2**  
**Strategy**  
**Implementation**

✓ **How do you consider your core competencies?**

✓ **How do you ensure the financial & other resources are available to support achievement of action plans and to meet current obligations?**



# Customers

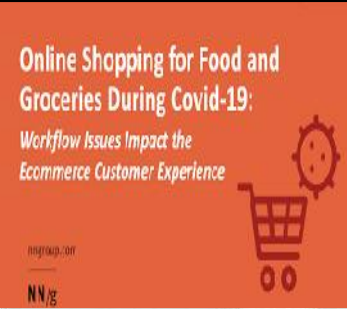

**3.1**  
**Voice of the Customers**


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**3.2**  
**Customer Engagement**

- ✓ Listening to Customers
- ✓ Determination of Customer Satisfaction and Engagement

- ✓ Customer Support
- ✓ Building Relationships




# Customers

**3.1**  
**Voice of the Customers**


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**3.2**  
**Customer Engagement**

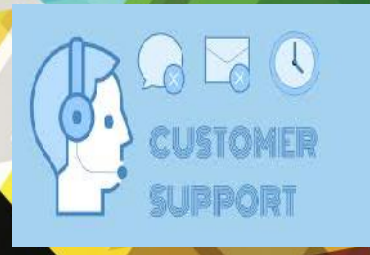
- ✓ Even though your time has enormous demands, how you listen to and interact with customers are critical. (3.1.a(1))
- ✓ How do you enable customers to seek information & support?
- ✓ How do you determine products and service offerings?
- ✓ How do you manage complaints?




**COVID-19 CRISIS**  
**Kadiwa rolling stores to kick off in Manila**  
Farm to market rolling stores will be deployed by the Manila City

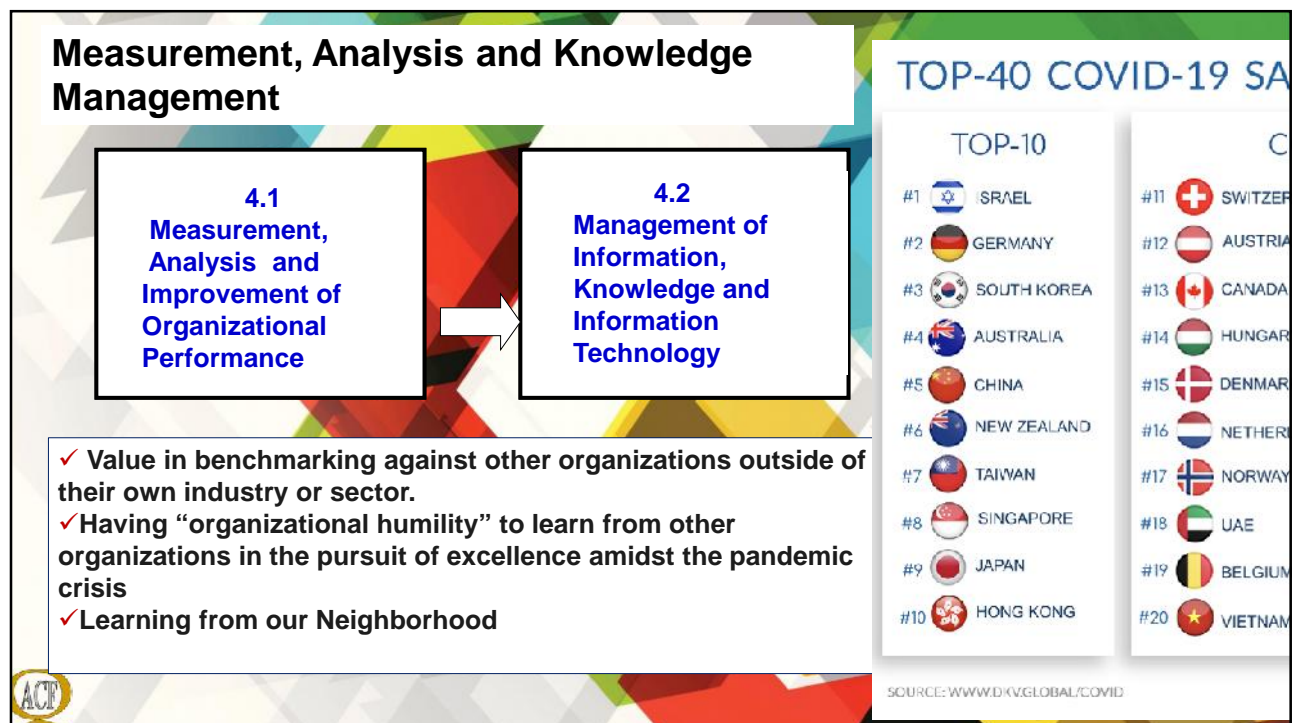
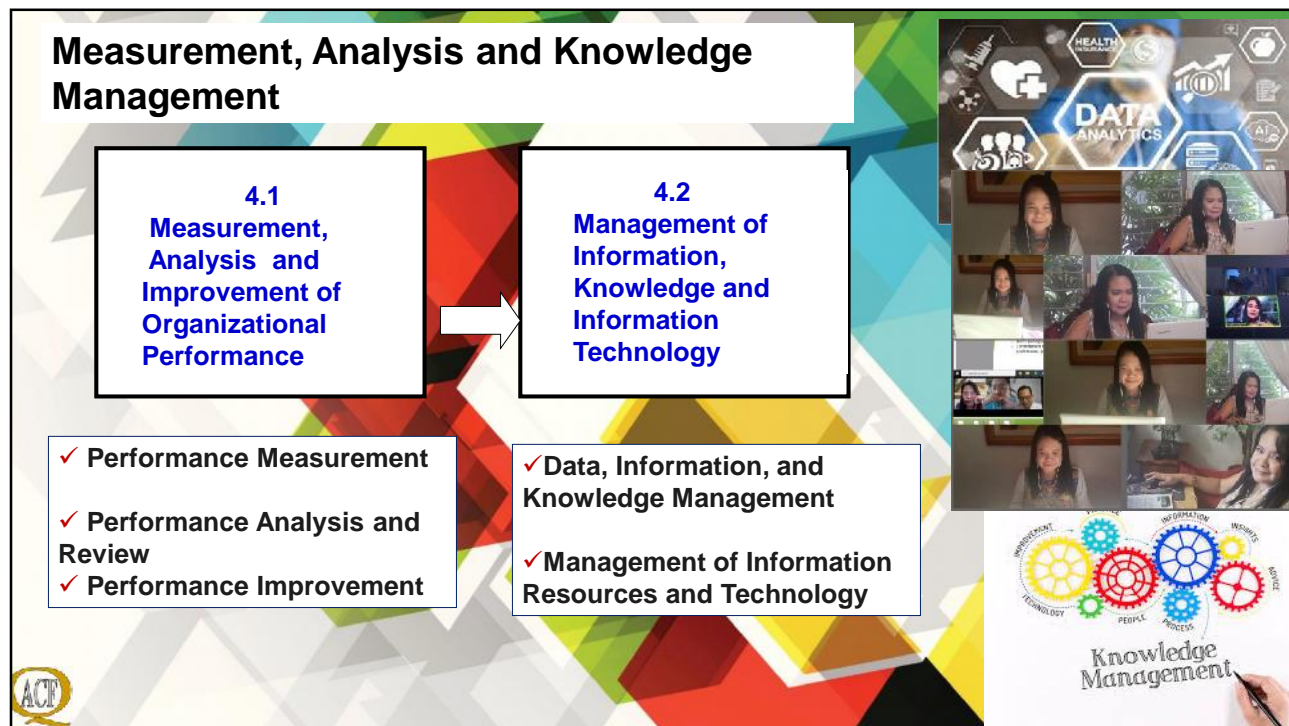


**WEBINAR**











## Measurement, Analysis and Knowledge Management

### 4.1 Measurement, Analysis and Improvement of Organizational Performance



### 4.2 Management of Information, Knowledge and Information Technology

✓ The most pervasive insight across all communities (rural, urban, suburban) is the need in the new "normal" to develop a community strategy for broadband access.

- ✓ Broadband issues arose in houses with existing access and parents working while children were attending on-line school.
- ✓ In rural locations with no broadband access - It placed emphasis on socio-economic disadvantages within a school district, when some students had excellent access and others no access at all



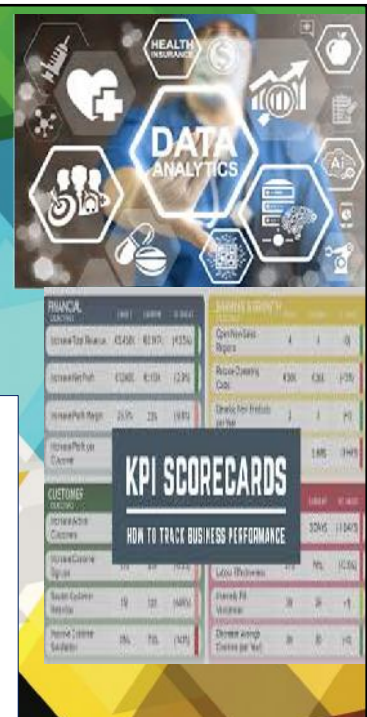
## Measurement, Analysis and Knowledge Management

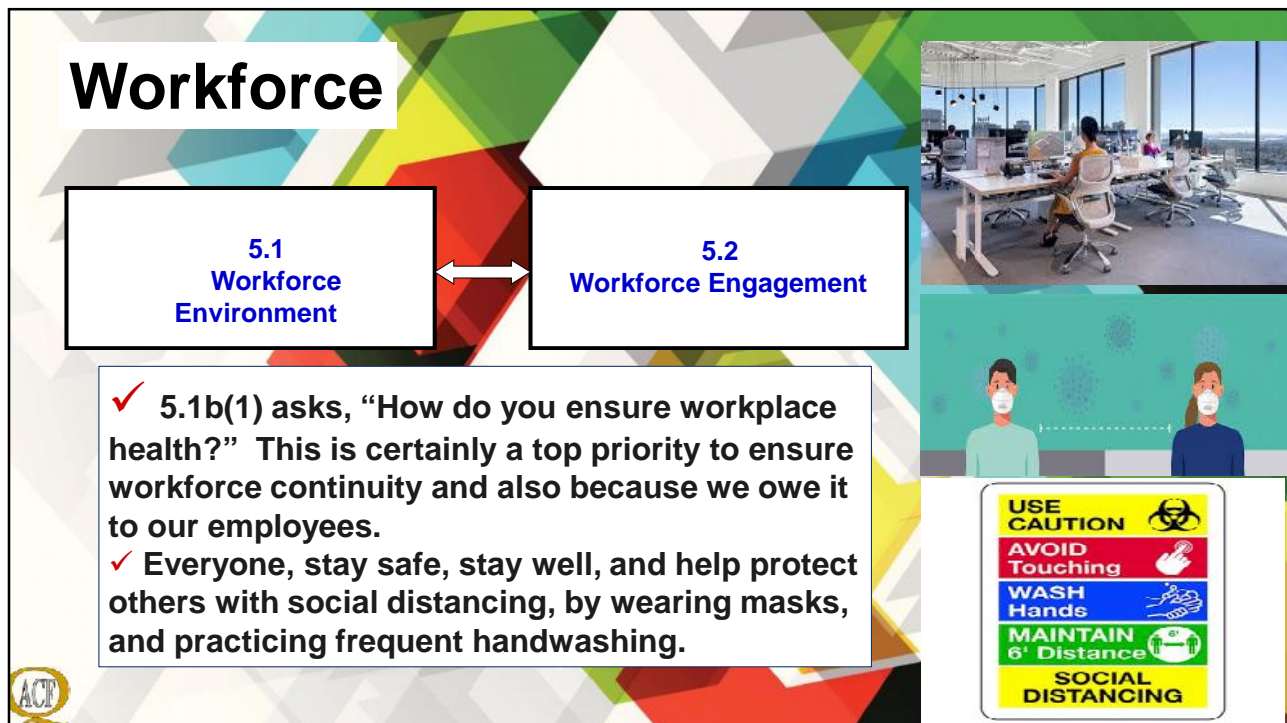
### 4.1 Measurement, Analysis and Improvement of Organizational Performance



### 4.2 Management of Information, Knowledge and Information Technology

- ✓ How do you ensure that your performance measurement system can respond to rapid or unexpected changes?
- ✓ How do you review your organization's performance and capabilities to assess organizational success, financial health, progress on strategic objectives, and to respond rapidly to changing organizational needs and challenges in your operating environment?
- ✓ How do you ensure that hardware and software systems & data & information continue to be secure and available to effectively serve customers?






# Workforce


**5.1**  
**Workforce Environment**

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**5.2**  
**Workforce Engagement**

- ✓ How do you assess your workforce capability and capacity needs?
- ✓ How do you ensure workplace health, security and accessibility for the workforce?
- ✓ How do you assess workforce engagement and satisfaction?






# Operations


**6.1**  
**Work Processes**

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**6.2**  
**Operational Effectiveness**

- ✓ **Resilience**
  - ✓ The ability to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. Activities, such as disaster preparedness—which includes prevention, protection, mitigation, response and recovery—are key steps to resilience."







# Operations

## 6.1 Work Processes

## 6.2 Operational Effectiveness

- ✓ How do you design your products, workforce & services to meet requirements?
- ✓ How do you manage for innovation?
- ✓ How do you discontinue pursuing opportunities at the appropriate time to enhance support for higher-priority opportunities?
- ✓ How do you control the overall cost of your operation?
- ✓ How do you manage your supply chain?
- ✓ How do you provide safe operating environment?



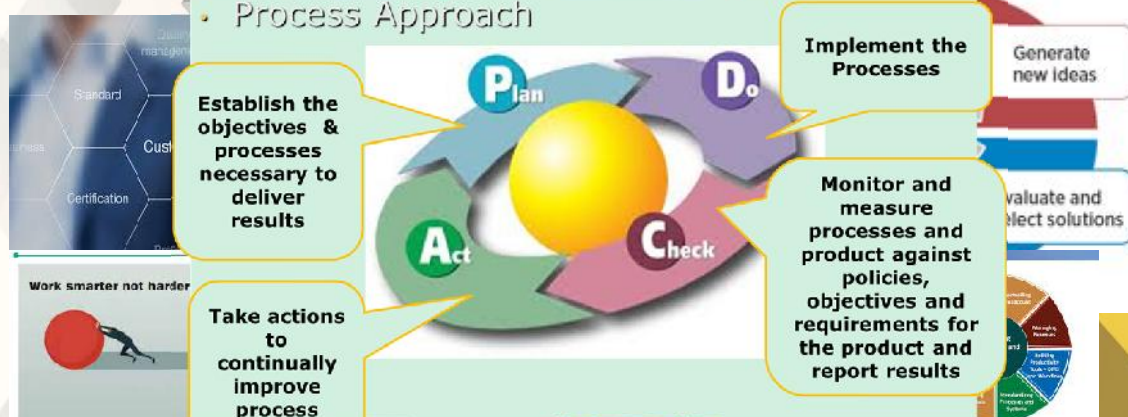
# Operations

## 6.1 Work Processes

## 6.2 Operational Effectiveness



### Process Approach





# Results

**7.1**  
**Product and Process**  
**Results**

**7.4**  
**Leadership and**  
**Governance Results**

**7.2**  
**Customer-Focused**  
**Results**

**7.5**  
**Financial and**  
**Market Outcomes**

**7.3**  
**Workforce-Focused**  
**Results**



## REFLECTIONS: Lessons Learned from COVID-19

- A valuable leadership trait in good times, the learning mindset becomes even more important in times of crisis. With an open mind and willingness to learn from experience, leaders can help their companies come out of the coronavirus crisis stronger.
  - Managing by trusting and enabling others.
  - Active listening.
  - Willingness to show vulnerability. The new world is less certain, and you as a leader won't have all the answers.



## REFLECTIONS: Lessons Learned from COVID-19

### SPOTLIGHT ON LESSONS LEARNED



- *Acting on behalf of the greater good. Covid-19 has prompted many capable leaders to reassess their own purpose and that of their companies. What makes us distinctive for our customers, for our employees and for the society in which we operate?*
- *Ask ourselves these questions:*
  - *How do we reestablish customer relevance?*
  - *How do we reactivate our supply chains?*
  - *What will be the best approach to mobilizing our people?*



## REFLECTIONS: Lessons Learned from COVID-19



**In times of uncertainty, frameworks help. They provide a structured way to think and become a foundation for action.**

**USE THE PQA CRITERIA FOR PERFORMANCE EXCELLENCE**



## The CHALLENGE

This kind of experience offers lessons not only in what to do today to combat the immediate effects of Covid-19, but what to do afterwards as well.

How about you, what leadership lessons have you learned from your Covid-19 experience that you'll take beyond the crisis?



## Concluding Message: Food for Spiritual Nourishment



# THANK YOU



Angie

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