First Assessment on the Current State of Organizational Excellence

Global Organizational Excellence Congress
Abu Dhabi, United Arab Emirates
December 10-12, 2018
Presentation

• Learn about an integrated excellence model and automated assessment tool
• View the interim global research results by organization size, industry sector, country (region)
• Consider how these results can be leveraged by the excellence community and working population
Research Partners

- **Launched by:**
  - Organizational Excellence Technical Committee QMD ASQ

- **Led by:**
  - Organizational Excellence Specialists

- **Supported by:**
  - QLBS
  - Global Benchmarking Network
  - ISO Technical Committee 176
  - International Academy for Quality
  - Core and Support Research Professionals
Excellence Models Provide A Formula For Success

- Implement best management practices
- Develop a culture committed to excellence
- Achieve exceptional results
Organizational Excellence Framework
Principles

1. Leadership involvement
2. Alignment
3. Focus on the customer
4. People involvement
5. Prevention based process management
6. Partnership development
7. Continuous improvement
8. Data based decision making
9. Societal commitment
Key Management Areas

1. Governance
2. Leadership
3. Planning
4. Customers
5. Employees
6. Work Processes
7. Suppliers and Partners
8. Resource Management
9. Continuous Improvement & Performance Measurement
Data Collected

- Position
- Size of organization
- Type of organization
- Industry sector
- Country
- Self-assessment ratings and open-ended comments on:
  - Principles
  - Best Management Practices
Data Shared

• Aggregate results:
  – shared on the OETC open LinkedIn site
  – foundational information for improvement initiatives, presentations and papers, education and training programs, other research projects

• Project intended to benefit all stakeholders:
  – Excellence community
  – Working population at large:
    • Organizations
    • Industry sectors
    • Countries
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Principles

- Leadership involvement: 7.4
- Alignment: 6.8
- Focus on the customer: 7.6
- People involvement: 6.5
- Prevention based process management: 5.9
- Partnership development: 6.5
- Continuous improvement: 6.4
- Data based decision making: 5.9
- Societal commitment: 6.6
Principles by Type

- Business: 6.3
- Government: 5.7
- Non-Profit Association: 6
Principles by Size

- Large - 1000+ employees: 6.3
- Medium - 101 - 999 employees: 5.4
- Micro - 1 - 25 employees: 6.8
- Small - 26 - 100 employees: 5.8
Principles by Position

- Leader: 6.6
- Management: 5.8
- Other: 6.2
- Staff: 6
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Top Country Count

- Brazil: 21
- Canada: 159
- Greece: 24
- India: 64
- United States: 123
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Key Management Areas

- Governance: 5.1
- Leadership: 4.9
- Planning: 4.5
- Customers: 5.4
- Employees: 4.9
- Work Processes: 4.8
- Suppliers & Partners: 4.5
- Resource Management: 4.5
- CI & Performance Measurement: 4.8
Observations

• Organizations rate Culture of Excellence higher than Key Management Areas

• Most present oriented practices are rated higher than:

  – future oriented practices: risk management, contingency plan, capability gap analysis

  – collaborative practices: benchmarking, working with suppliers and partners to develop products, services and standards
Observations

• A few measures are commonly used by organizations:
  – quality of products and services
  – customer satisfaction
  – financial performance
How Can We Leverage Results?

• Build on strengths
• Address opportunities for improvement
• Collaborate to compete by:
  – Creating awareness
  – Developing understanding
  – Encouraging application
  – Celebrating success
  – Continuing to use Global OE Index for benchmarking
TEAM
TOGETHER EVERYONE ACHIEVES MORE
Next Steps

• Visit http://organizationalexcellencespecialists.ca/activities/global-oe-index/

• Take the teaser or full assessment

• View the real time results

• Read the interim and final reports https://www.linkedin.com/groups/4369749

• Global research project complete Q4 2018
Thank You!

Dawn Ringrose MBA, FCMC
Principal, Organizational Excellence Specialists
Board, Global Benchmarking Network
Executive Team, Organizational Excellence Technical Committee
and Chair, Content Management Committee for Leadership,
Quality Management Division, ASQ