Building a Culture of Excellence

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We all live in a world of service. Most of our interactions involve serving others in some way. Service is simply taking care of the needs or concerns of those around us. We define service as “taking action to create value for someone else.”
Most companies talk about excellence, but what does that really mean?
In Jim Collins’ outstanding book, *Good to Great*, he makes the point that getting “the right people on the bus” is the first step towards excellence.
Business Excellence Occurs When:

- The CEO, President, and all upper level executives communicate and support **Business Excellence**
- There is a commitment to **Quality**, providing outstanding service, continuous on-going education, and improvement of processes
- **Outstanding service** is provided both internally and externally
- Open **Communication** is practiced: Freedom to voice opinions, share ideas, and make decisions
- Workforce consists of **high performing**, dedicated people who keep constant eye on goals.
What are some of the common barriers to an organizational culture of excellence?

• Executives who don’t “get it.”
• Executives who are unwilling to “walk the talk.”
• Executives who are too impatient.
• Executives who refuse to face reality.
VALUE PROPOSITION
Value Proposition

Another way of understanding value proposition is knowing what kind of “product/service” customers expect from your business for example:

• If you are a low-cost airline, your selling point is the low price of your tickets.
• If you are a coffee franchise like Starbucks, your selling point is the experience, not the coffee. Of course, the coffee is fine, but their main selling point is customer experience, not the products.

After understanding your organization’s “value proposition”, you will know how to prioritize each business process necessary to run your organization and understand the customer’s expectations of quality.
Southwest Airlines

**SOUTHWEST AIRLINES’ BALANCED SCORECARD: What It Looks Like**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measures</th>
<th>Targets</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profitability</strong></td>
<td>Market value</td>
<td>30% CAGR*</td>
<td>Quality management</td>
</tr>
<tr>
<td>Increased revenue</td>
<td>Seat revenue</td>
<td>20% CAGR</td>
<td>Customer-loyalty program</td>
</tr>
<tr>
<td>Lower costs</td>
<td>Plane lease cost</td>
<td>5% CAGR</td>
<td>Cycle-time optimization program</td>
</tr>
<tr>
<td><strong>Customer</strong></td>
<td>FAA on-time arrival rating</td>
<td>No. 1</td>
<td>Employee stock option plan</td>
</tr>
<tr>
<td>On-time flights</td>
<td>Customer ranking (market survey)</td>
<td>No. 1</td>
<td>Ground-crew training</td>
</tr>
<tr>
<td>Lowest prices</td>
<td>Time on ground</td>
<td>30 minutes</td>
<td></td>
</tr>
<tr>
<td><strong>Internal</strong></td>
<td>On-time departure</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>Fast ground turnaround</td>
<td>% ground-crew shareholders</td>
<td>Year 1: 70%; Year 3: 90%; Year 5: 100%</td>
<td></td>
</tr>
<tr>
<td>Ground crew alignment with company goals</td>
<td>% ground crew trained</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*A balanced scorecard takes a broad, holistic look at organizational goals – not just the financials.*

For example, this Southwest Airlines scorecard shows that well-trained ground crews mean faster turnaround and more on-time flights, which lead to higher customer satisfaction, lower costs and greater profits.
Let’s see an example

Dubai Police Journey of Excellence
Making Dubai A Safe City

- Limiting crime.
- Controlling road security.
- Securing airports, ports, and entry points.
- Countering and preventing against narcotics.
- Maintaining rights and keeping order.
- Enforcing judicial sentences, rehabilitation of inmates.
- Securing critical establishments, authorities and VIP state guests.

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Adding Value for Customers

We understand our customers’ needs and wants and we provide them with superior value

01 Residents of Dubai: Safety and security

02 Visitors to Dubai: Making Dubai an attractive destination

03 Prison inmates: Helping inmates reintegrate successfully in the community

04 The Government of Dubai and its agencies: Protecting critical assets and supporting the government in its national security
“A culture of excellence is essential to get breakthrough results”

Jim Collins
“Good to Great”, 2008
Summary

• Customer, Customers, Customers
• Culture of Excellence
• Benchmarking, best practices...
• People, People, People
• Communication, Communication, Communication...
• Keep in simple!!!
Thank you all for listening

If you enjoyed my presentation half as much as I did presenting to you we should all give hand of applause to the organizers for staging this exceptional event.
Shukran شكراً

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