



Excellence Without Borders

Saad Ghafoor - Researcher

Dr. Robin Mann – Project Supervisor

Global Organisational Excellence Congress 2018 Abu Dhabi

Jumeirah at Etihad Towers

10th to 12th December 2018



SUMMARY OF THE PRESENTATION

Section 1: Introduction to Excellence Without Borders (EWB)

Section 2: EWB Roadmap and Methodology

Section 3: EWB Project Progress

Section 4: Information for Participants

Section 1: -

Introduction to Excellence Without Borders (EWB)

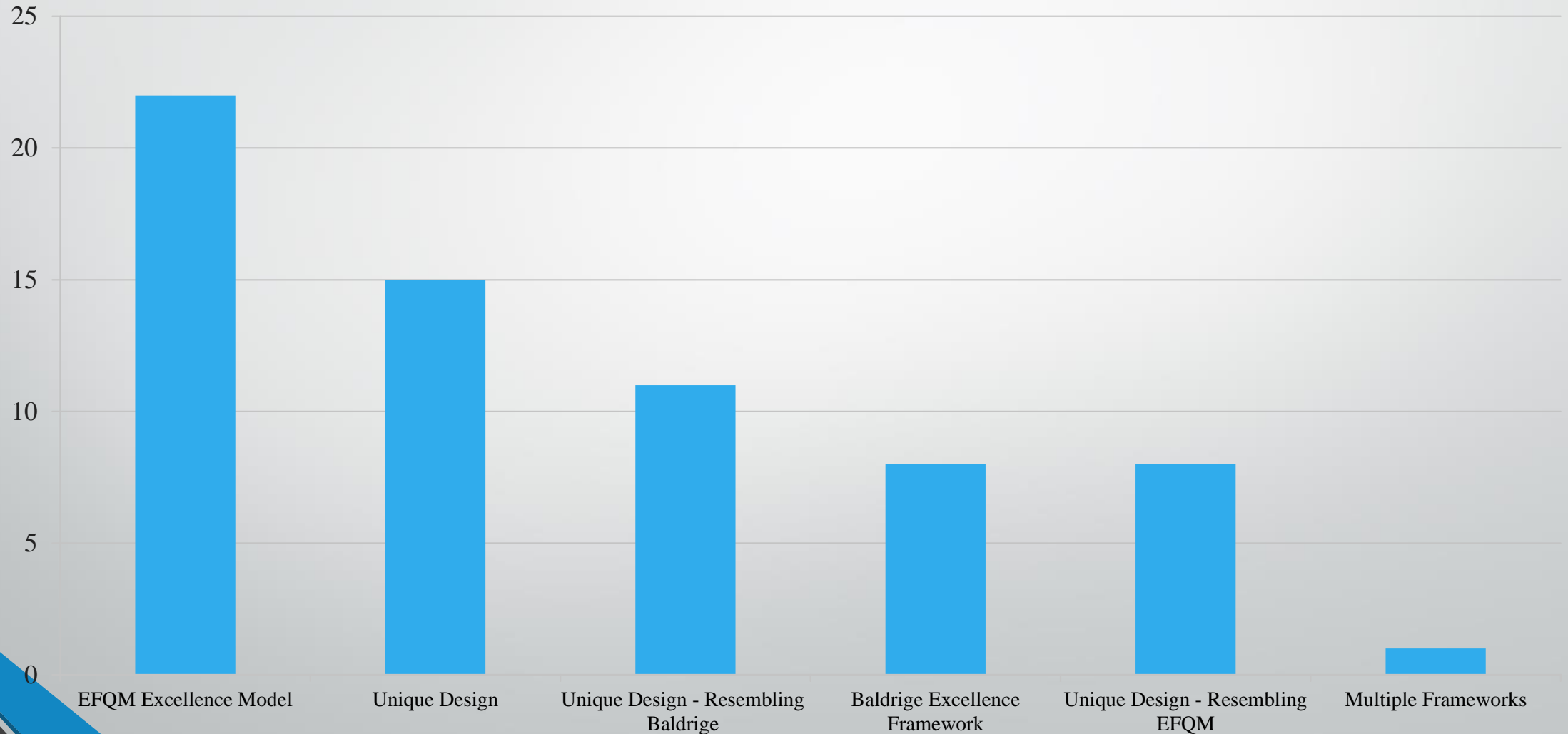


Background of the Project

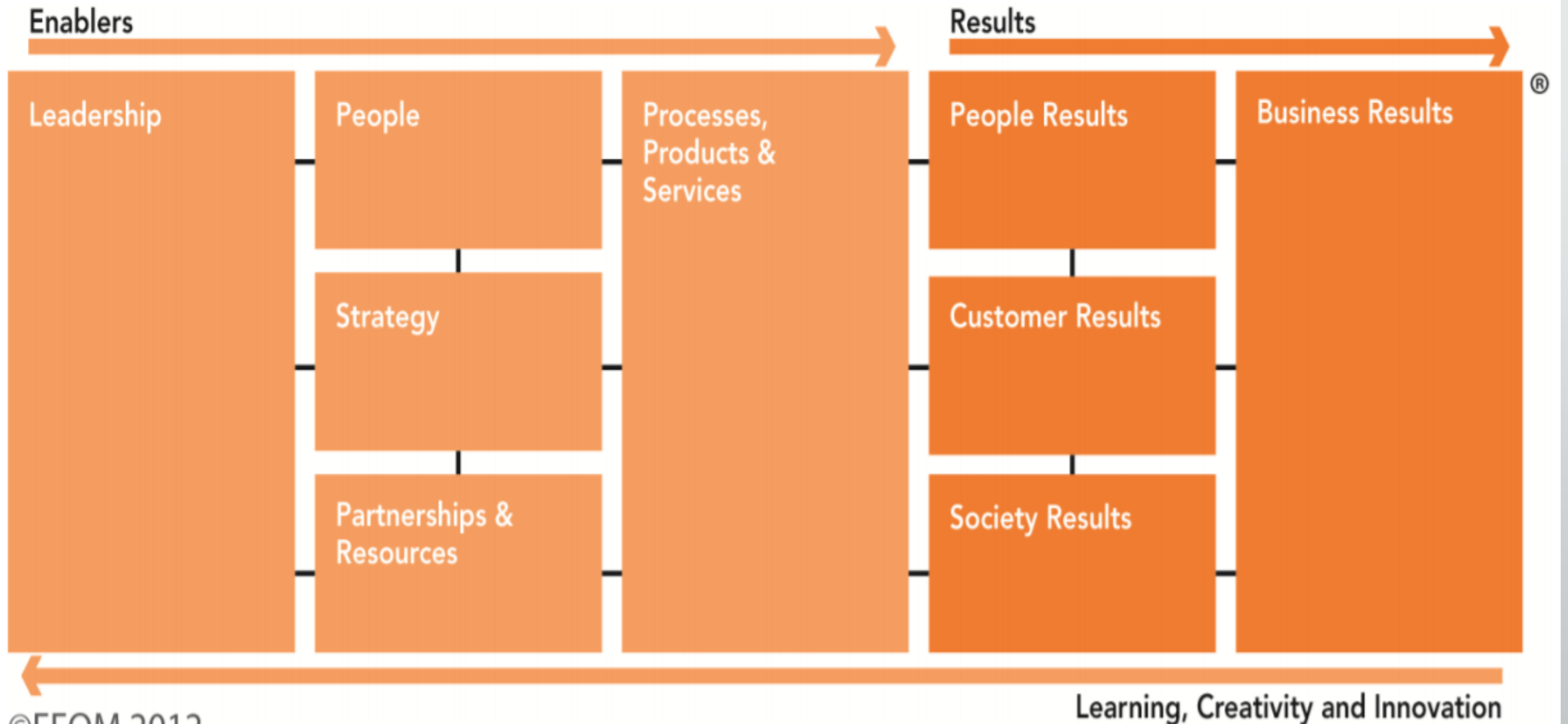
- The project Excellence Without Borders (EWB) is undertaken as a global study of how Business Excellence (BE) custodians function.
- BE custodians pioneer the BE initiatives in their respective countries/ regions/ sectors.
- National/ regional/ sectoral strategies of BE will be evaluated in the project.
- A number of countries have BE custodian organisations. 55 countries have been identified to have 65 active BE awards and 18 have some BE initiatives.
- However, several countries still do not have BE initiatives.

Types of BEFs World Wide

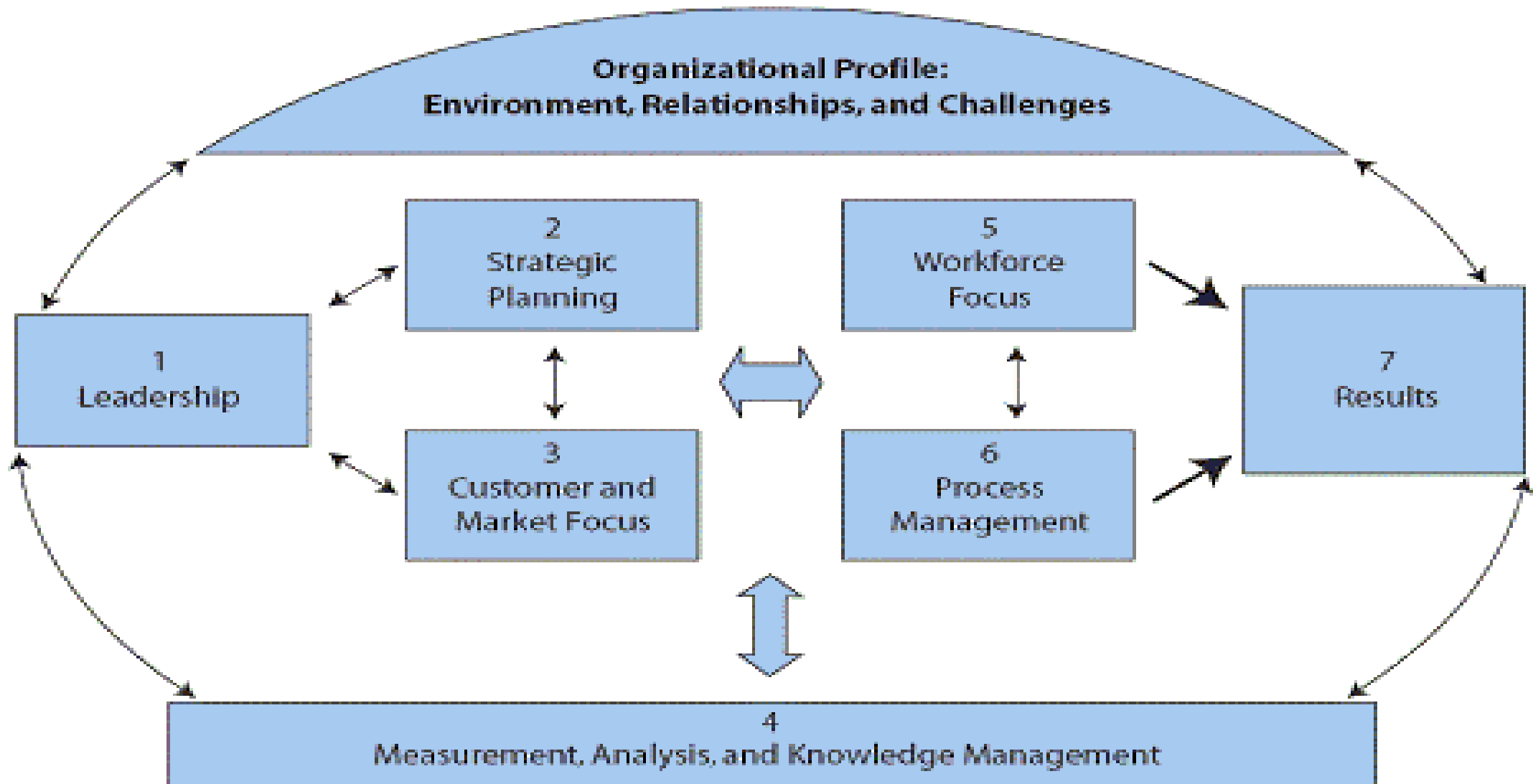
**Types of Business Excellence Models used
for the 65 Business Excellence Awards in 55 Countries**



EFQM Excellence Framework



Malcolm Baldrige Criteria for Performance Excellence



Aim of the Project

To conduct a global study on the design, deployment and impact of national BE programs

It was originally intended to include 30 countries in this study. The project has currently 35 countries participating.

Objectives of the Project

The **Primary Objectives** of the project are to identify how BE Custodians:-

- Design their BE frameworks;
- Deploy their BE frameworks (consisting of “awareness”; “application” and “recognition”).
- Support the design and deployment of their BE frameworks; and
- Measure the success of their BE frameworks.

Objectives of the Project

The **Secondary Objectives** of the project are to:-

- Identify best practices in how BE custodians design and deploy their BE frameworks, support the design and deployment and measure the BE framework success.

An **Additional Objective** is to:

- Determine the impact of BE globally (from the results reported by BE custodians).

The Project Excellence Without Borders was officially launched on 18 July 2018

Home

About EWB

Research Team

Participants

Resources

Congress

GBN

GEM Council

Contact Us

Excellence without Borders

<https://www.excellencewithoutborders.org/>



The project *Excellence Without Borders* is a global benchmarking study on the design, deployment and impact of National/Regional/Sectoral Business Excellence (BE) programs.

This research will help BE Custodians (organisations that own, administer and support national BE Frameworks and associated BE programs) to learn from each other and strengthen national approaches to business excellence. As a result, it is envisaged that more organisations will become aware of and apply business excellence principles and practices leading to greater socio-economic benefits across the globe.

Academic Significance of the Project

- Existing literature is more focused on the BE models/ frameworks, their design and their impact in certain countries/ regions/ sectors or industries.
- The study is focused on how the BE custodians function; what strategies make BE custodians more successful than others.
- How certain BE strategies adopted by the BE custodians impact their BE outcomes.
- A comprehensive study on national/ regional/ sectoral strategies for BE initiatives.

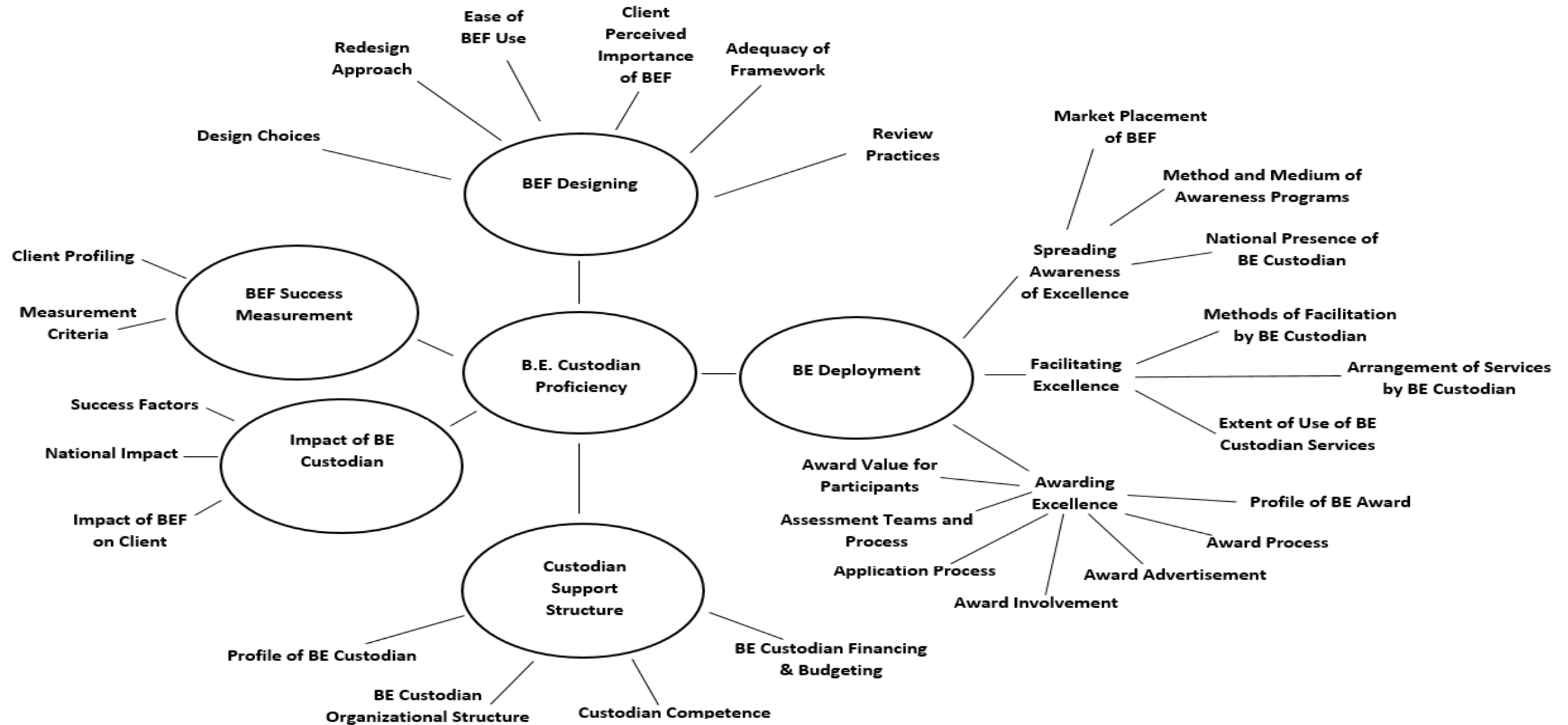
Practical Significance of the Project

- A report will be provided to the participating BE custodians in order to share the findings.
- The findings of this study would assist BE custodians in improving their BE activities.
- This study would benchmark BE custodians' practices, services and results thus laying down a map for developing effective national/ regional/ sectoral BE programs
- A better alignment of custodian BE activities with BEF principles, thus raising the quality and consistency of BE programs worldwide.

Methodological Significance of the Project

- EWB is a global level study.
- Thorough surveys and follow up interviews of national/ regional/ sectoral BE custodians seek in-depth knowledge of the participating organisation in as much detail as possible.
- CEO/ Directors are the participants of the study.
- The study involves multiple sample i.e. among the BE custodian organisations, BE user organisations and BE assessors.
- The study follows a rigorous instrument validation method.

Breakdown of the EWB





Section 2: -

EWB Roadmap and Methodology

Sampling and Sample Size

- Participation in the project is voluntary and enabled through invitation.
- 35 countries are currently participating in the study.
- The participating BE custodian are requested to arrange for 20 organisations using BE and 20 BE assessors.
- The project has acquired the support of the Global Excellence Models (GEM) Council.

Defining the Sample

Active BE Award Holding BE Custodians:

The BE custodians that have held a BE awards in 2016/ 2017/ 2018.

BE Custodians with Some BE Initiative:

The BE custodians that have BE initiatives but no active BE awards

Correspondence for Validation & Data Collection

Correspondence	Purpose	Audience
Sharing of TORs and Surveys	Seeking support for the project	GEM Council
Email Containing Project Introduction	Invitation to participate in the project	BE Custodians
Email Containing TORs and Surveys	Validation / seeking comments on the project TORs and surveys & permission to use logo on website	Participating BE Custodians
Email of Appreciation	Appreciate/ acknowledge feedback	BE Custodians that Provided Feedback
Discussion	Seeking approval on information sharing and synthesis on survey comments	GEM Council
Email Containing Final Surveys	Data collection	BE Custodians
Online Interview	Follow up to the surveys submitted by the participants	Participating BE Custodians
Email of results	Report Submission	Participating BE Custodians

Data Collection Instruments

- Three surveys have been designed for this study.
- These surveys have been inspired by similar studies conducted in 2005 and 2009.
- The surveys were shared with the Global Excellence Models (GEM) Council members and then with the BE Custodians for validation.

Survey #	Participant	Format	# of Questions
1	BE Custodian Organisations	MS Word	81
2	Users of BE	Electronic	42
3	Assessors of BE	Electronic	31

The Validation Process

- **Phase 1:** The project Terms of Reference (TORs) and Surveys shared with the GEM Council

Outcome: The project was supported in principle by the GEM Council

- **Phase 2:** The project TORs and Surveys shared with the participating BE custodians

Outcome: Feedback obtained from 11 participating BE custodians

- **Phase 3:** The comments discussed at the GEM Council meeting

Outcome: The comments are synthesized and will be incorporated before data collection

The Validation Process

Custodian Survey Specific Comments						
Question			Comments			
2.1 How has the model that your organisation promotes been developed? (Please choose one) (To know how many organisations designed their own model and how many simply used predesigned models, to analyze how this choice affects BE custodian outcomes)			Useful but low priority I think			
Tick one that applies						
Adopted in original form from another excellence model						
Adopted but minor modifications from another excellence model						
Adopted but major modifications from another excellence model						
Designed anew						
2.2 If adopted, from which model was it adopted from? (To identify the model that inspired the custodian's choice to identify the most popular models)			Low priority			
2.3 Provide reasons for your choice of model. You may provide a detailed response below. (To understand why the custodian chose the particular model to highlight the elements of models that drive custodian choices)			Could reword to ask "if you adopted another model as your own, why?" and delete the previous two questions			
2.4 If your organisation is responsible for designing its model or adopting and revising another model, when was the last time you conducted a major review of the following: - (To assess if frequency of changes in the design affects its outcomes)			Might be easier to just ask for date ranges... in the past two years; in the past 4 years, more than 5 years.			
Tick one that applies for each row						
	2014 or earlier	2015			2016	2017
The core concepts/principles on which the model is based						
The major categories of the model						
The items within each category of the model						
The scoring mechanism						
The scoring weighting						
The overall model design/diagram						



Section 3: -

EWB Project Progress

Project Participants

35 BE Custodians from the Following Countries have Confirmed their Participation

Argentina	Estonia	Jordan	Spain
Australia	Fiji	Malaysia	Singapore
Canada	Finland	Mexico	Sweden
Colombia	Germany	Netherlands	Switzerland
Costa Rica	India	New Zealand	Tonga
Czech Republic	Indonesia	Peru	United Arab Emirates *
Ecuador	Iran	Philippines	United Kingdom
EFQM-Europe	Ireland	Saudi Arabia	United States of America
El Salvador	Japan	Scotland	

* 3 Business Excellence Custodian Organisations are participating from the United Arab Emirates

Participants in the Project



Participants in the Project



Global Excellence Models (GEM) Council

“The Global Excellence Model (GEM) Council consists of organisations that are recognised globally as the guardians of premier Excellence Models and Award processes in their specific geographical region/area or trading block”

GEM Council Members		
Australian Organisational Excellence Foundation AOEF	Baldrige Performance Excellence Program (USA)	CAQ (China)
CII-IQ (India)	EFQM (Europe)	FNQ (Brazil)
FUNDIBEQ (Iberian Peninsula and Latin America)	IFCT (Mexico)	JQA (Japan)
Malaysia Productivity Corporation	Enterprise Singapore	

Role of Global Excellence Models (GEM) Council

- GEM Council is supporting the project.
- The GEM Council oversee and guide the research team to ensure that the research will meet the needs of all project stakeholders.
- GEM Council's support is crucial in order to raise the participation level in the project.

Project Timeline

Sr. #	Task/ Activity	Completion Date/ Due Date	Status
1	PhD Starting Date	1-September-2017	
2	Designing Project Website	30-April-2018	Complete
3	Designing Surveys (Including Revisions)	31-May-2018	Complete
4	Review of Literature	31-May-2018	Complete
5	Listing of Population (BECs)	31-May-2018	Complete
6	Sharing Research Tools with Global Excellence Models (GEM) Council for Validation	5-June-2018	Complete
7	Incorporating feedback from GEM Council	10-July-2018	Complete
8	Sharing Research Tools with BECs for Validation	20-July-2018	Complete
9	Discussion on survey feedback with GEM Council	30-Aug-2018	Complete
10	Incorporating feedback from BECs	10-Sep-2018	Complete
11	Data Collection (Start)	15-September-2018	Initiated
12	Data Collection (End)	31-January-2019	
13	Completion of Benchmarking Report Draft	28-February-2019	
14	Acquiring approval of GEM Council on Benchmarking Report	15-April-2019	
15	Rolling out Final Benchmarking Report to participants	30-April-2019	



Section 4: -

Information for Participants

Information Sharing Protocol

- The names and logos of the participating BE custodians would be acknowledged on the website.
- The participating BE Custodian organisations will be acknowledged in the benchmarking report.
- The participant responses would not be shared.
- The GEM Council would first take a look at the report before it is issued to all the BE Custodians.
- A separate set of slides/ graphs that will be issued to the participants.
- The participants can publically share these slides/ graphs while all other information in the report would not be shared publically.



Thank You!