

Organizational Excellence Specialists



HOW TO IMPROVE YOUR ORGANIZATION'S PERFORMANCE

**Interfacing
Business Transformation Webinar
September 25, 2018**











FORMULA FOR SUCCESS





Excellence Models Provide A Formula For Success

Implement best management practices



Develop a culture committed to excellence



Achieve exceptional results



Canada

- Canada has tracked the performance results of award recipients and noted improvements in:
 - Employee turnover
 - Cost savings
 - Customer and employee satisfaction
 - Cycle time
 - Price savings to client
 - Injuries
 - Employee pride
 - Trust in leadership

(Source: Stoehr, 2011)



United States

- A study in the United States compared the benefits received by award winners from 2007 to 2010 with the cost of operating the program and reported a benefit-to-cost ratio of 820:1

(Source: Link, Scott, 2011)



United States

- Role model organizations across sectors:
 - Manufacturing
 - Service
 - Small business
 - Health care
 - Education
 - Non-profit
- Applied the framework and realized good ROI on financial returns and customer and workforce satisfaction

(Source: Baldrige Performance Excellence Program, 2011)



Europe

- A study examined award winners against comparison companies of similar size and industry sector over an 11 year period and found award winners experienced higher:
 - Increases in share value
 - Average growth in sales
 - Reduction in costs
 - Increases in operating income
 - Other accounting measures

(Source:Boulter, Bendell, Abas, Dahlgaard, Singhal, 2005)



Australia

- Case studies undertaken with 8 local government councils facing similar challenges
- Councils used the framework to assess and improve their organization
- Now understand the framework can be used to improve any aspect of their organization

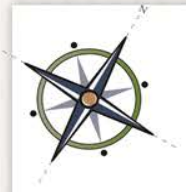
(Source: Pattison, 2011)



Asia

- Recent research on the impact and value of business excellence in India, Japan, Singapore, Taiwan, Thailand
- Companies reported:
 - had a major impact on their competitiveness and performance
 - were relevant for long-term competitiveness and sustainability
 - awards are important for recognition but the prime motivator is to become “world-class”

(Source: Centre for Organizational Excellence Research)



SUCCESS STORIES



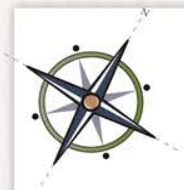


4701

Heartland 

Ann Arbor

Comprehensive Rehabilitation
& Skilled Services



Region of Peel
working with you





THE RITZ-CARLTON
OSAKA

THE RITZ-CARLTON
OSAKA



Acadian Seaplants





Baxter Corporation





TURNKEY TOOLKIT



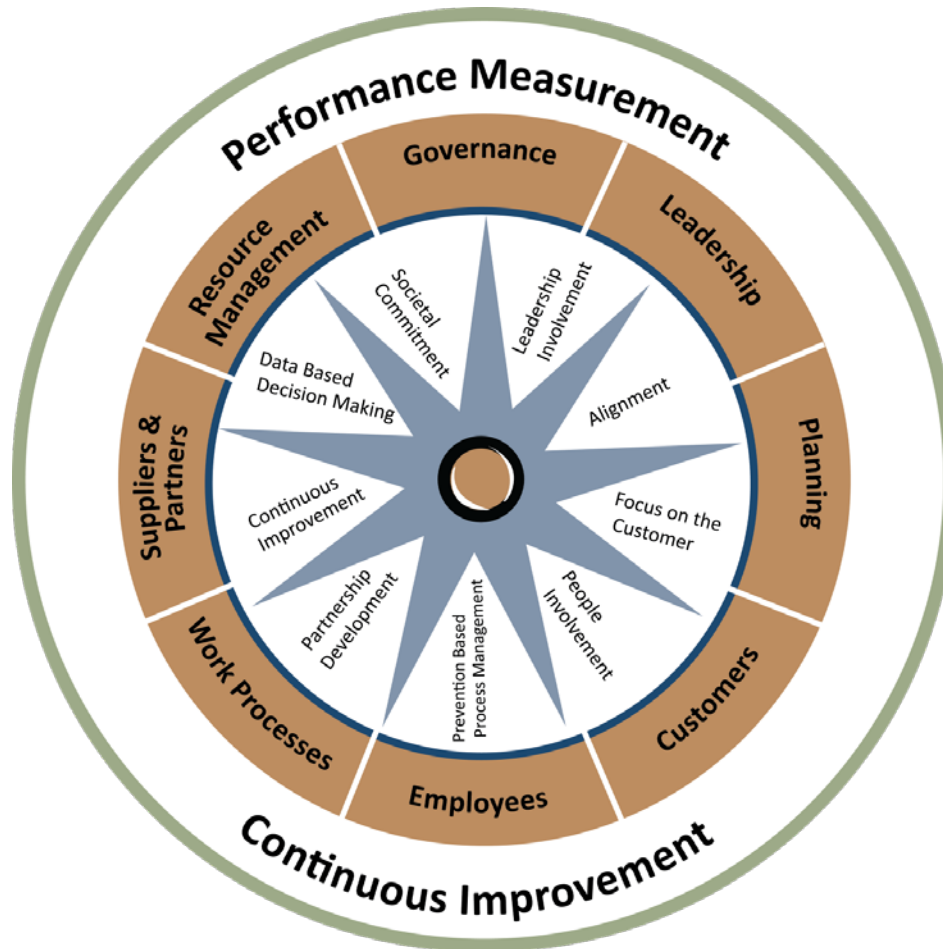


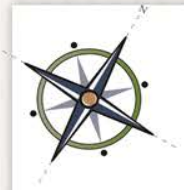
Toolkit

- Provide foundation - Publication
- Pique interest – Presentation, Scenario Games
- Quick or robust diagnostic – Teaser or Full Assessment Tool
- Implementation assistance - Holistic (2) and Modular (9) Workshops
- Train-the-Trainer Program
- Benchmarking - Global OE Index



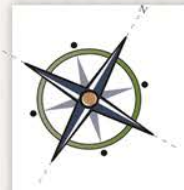
Organizational Excellence Framework





Publication Contents

- Forward
 - Introduction
 - Overview
 - Application to Organization and Consulting Engagements
 - Process to Update Framework
 - Relationship to Other Frameworks and CMC Body of Knowledge



Publication Template

- Statement
- Definition
- Implementation
- Type of Organization:
 - Micro
 - Small
 - Medium
 - Large
- Related Practices
- Additional Notes
- Tags



Scenario Games





Diagnostic Tool

Start Page
The Organizational Excellence Framework (OEF) (7)
Keith Phillips

Home
Assess
Test Changes
Generate Reports
Customize View

Assess

No.	Dimension Name	0-20% - Just beginning	21-50% - Good Start	51-75% - Doing Well	76-100% - High Performance
4.6	Identifying and managing customer contact points	0-20% - Just beginning	21-50% - Good Start	51-75% - Doing Well	76-100% - High Performance
4.7	Make it easy for the customer to do business and provide feedback	0-20% - Just beginning	21-50% - Good Start	51-75% - Doing Well	76-100% - High Performance
4.8	Respond successfully to customer feedback	0-20% - Just beginning	21-50% - Good Start	51-75% - Doing Well	76-100% - High Performance
4.9	Reaffirm presence in established markets or the requirement to change market approach	0-20% - Just beginning	21-50% - Good Start	51-75% - Doing Well	76-100% - High Performance
Comments		Specify comments/details below			
1. Employees		Link			
9.1	Undertake human resource planning that supports organization goals and objectives	0-20% - Just beginning	21-50% - Good Start	51-75% - Doing Well	76-100% - High Performance
9.2	Recruit and select people for mutual success	0-20% - Just beginning	21-50% - Good Start	51-75% - Doing Well	76-100% - High Performance
9.3	Promote equal opportunity and diversity	0-20% - Just beginning	21-50% - Good Start	51-75% - Doing Well	76-100% - High Performance
9.4	Ensure people understand and commit to the strategic direction and improvement	0-20% - Just beginning	21-50% - Good Start	51-75% - Doing Well	76-100% - High Performance

Assess

Radar Chart

Column Chart

Assess

Comments

Comments not available on dimensions. Please send a question in order to view/add/edit comments.

Assess

Help

Employees

This section examines employee practices such as: undertaking human resource planning that supports organizational plans, recruiting, selecting, training and developing employees, encouraging employees to share suggestions and ideas aimed at improvement, rewarding and recognizing strong performance of individuals and teams, and ensuring a healthy workplace environment.



Holistic Workshop

- For micro and larger size organizations
- Includes:
 - Research validating excellence models
 - Review of Organizational Excellence Framework
 - Self-assessment:
 - culture of excellence
 - deployment of best management practices
 - Improvement plan to address gaps



Modular Workshop

- Focuses on a key management area:
 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
- Includes self-assessment and improvement plan



Train the Trainer Program

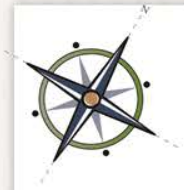
- For professionals that want to use the toolkit:
 - Unlicensed
 - Licensed:
 - Registered Organizational Excellence Specialist
 - Certified Organizational Excellence Specialist
 - With:
 - one organization (e.g. internal consultant or trainer)
 - many organizations (e.g. external consultant)



Global OE Index

- Use the ‘first global assessment on current state of excellence’ to benchmark by:
 - Size
 - Industry sector
 - Country

<http://organizationalexcellencespecialists.ca/activities/global-oe-index/>



Implementation Process

1. Presentation to leadership
2. Information (training) session with employees
3. Self-assessment to identify strengths and opportunities for improvement
4. Improvement plan to address gaps
5. Delegation of responsibility
6. Implementation assistance as required

Simple and straightforward



ASSESS YOUR ORGANIZATION





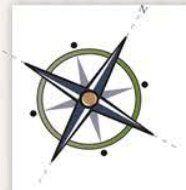
Principles

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



Principles – Rating Scale

- Do the principles describe your organizational culture?
 - Use subjective scale:
 - Low, 0%-20%
 - Low-Medium, 21%-40%
 - Medium, 41%-60%
 - Medium-High, 61%-80%
 - High – 81%-100%
 - Identify strengths
 - Identify opportunities for improvement



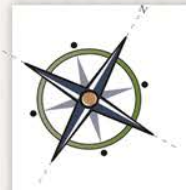
Complete Teaser Assessment

- Visit website

<http://organizationalexcellencespecialists.ca/activities/global-oe-index/>

- Complete the teaser assessment

<http://www.qlbs.com/QimonoVBA/assessment/OrgExFrameworkTeaser>



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



Key Management Areas - Rating Scale

Use a more objective scale to rate the extent to which the practices are being used in your organization

	Just Beginning	Good Start	Doing Well	High Performance
Percentage Score	0-25%	26-50%	51-75%	76-100%
Systemic approach	No	Beginning	Sound	Sound
Deployment	Limited	Fairly effective	Effective	Very Effective
Work Processes	Unstable	Understood	Stable	Very stable
Results	Few	Some good	Good	Sustained
Focus	Correction	Prevention	Continual Improvement	Continual Improvement



Complete Full Assessment

- Visit website

<http://organizacionalexcellencespecialists.ca/activities/global-oe-index/>

- Complete the full assessment

<http://www qlbs.com/QimonoVBA/Assessment/OrgExFramework>



Summarize Your Ratings

Governance	%
Leadership	%
Planning	%
Customer	%
Employees	%
Work Processes	%
Suppliers & Partners	%
Resource Management	%
Continuous Improvement & Performance Measurement	%
Average	%



BENCHMARK WITH OTHERS





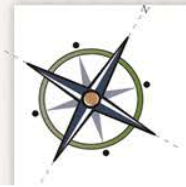
Teaser Assessment Only

ORGANIZATIONS	700	ROLE:	#
INDUSTRY SECTORS	21	Leadership	255
COUNTRIES	86	Management	251
		Staff	141
		Other	53
TYPE:	#	SIZE:	#
Business	469	Micro	223
Non-Profit	101	Small	80
Government	130	Medium	156
		Large	143



Principles





Full Assessment

ORGANIZATIONS	315	ROLE:	#
INDUSTRY SECTORS	20	Leadership	107
COUNTRIES	50	Management	115
		Staff	73
		Other	20
TYPE:	#	SIZE:	#
Business	224	Micro	70
Non-Profit	46	Small	51
Government	45	Medium	89
		Large	105

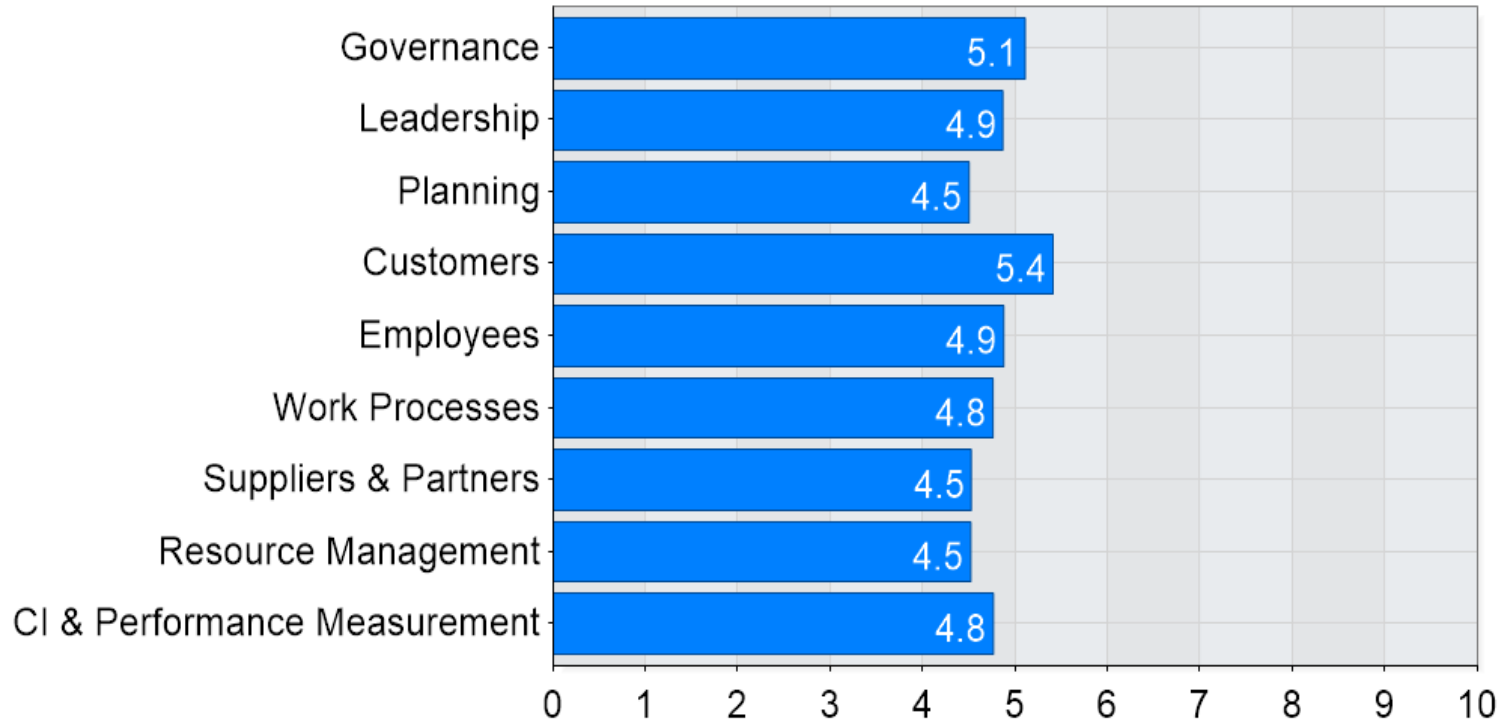


Principles





Key Management Areas







THANK YOU !

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Author, Publication and Toolkit

www.organizationalexcellencespecialists.ca

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