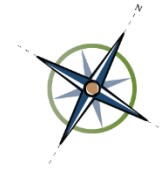


# Organizational Excellence Specialists



## First Global Assessment on the Current State of Organizational Excellence

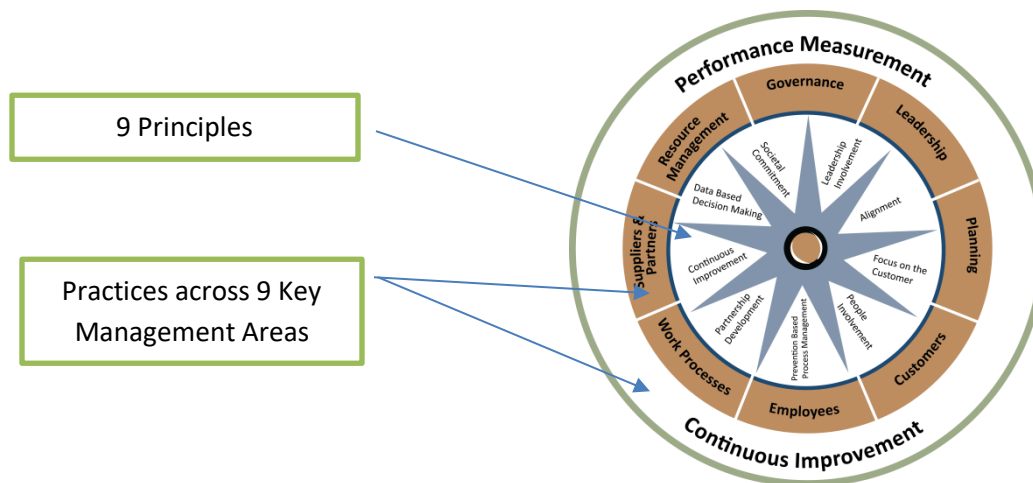
### A Snapshot of Canada



The 'First Global Assessment on the Current State of Organizational Excellence' was launched in May 2015 by the Organizational Excellence Technical Committee (OETC) QMD ASQ and conducted voluntarily by Organizational Excellence Specialists in Canada. Please click on the following link to read background on the study and to download the full report that was completed on April 4, 2019 <https://organizacionalexcellencespecialists.ca/workshops-events/global-oe-index/>

The assessment tool was based on the Organizational Excellence Framework (OEF) that was developed in Canada. This model integrates leading excellence models, that define the principles of a culture committed to excellence and the best management practices used by high performing organizations. The model is unique in that it provides implementation guidelines for the user.

Figure 1 - Organizational Excellence Framework (©2010 Dawn Ringrose)



The study had a total of 1,029 respondents from organizations that provided feedback on the extent to which their organization was characterized by the Principles and had deployed the Practices. 791 of respondents (77%) completed the Teaser Assessment on the Principles and 238 (23%) completed the Full Assessment that included both the principles and practices.

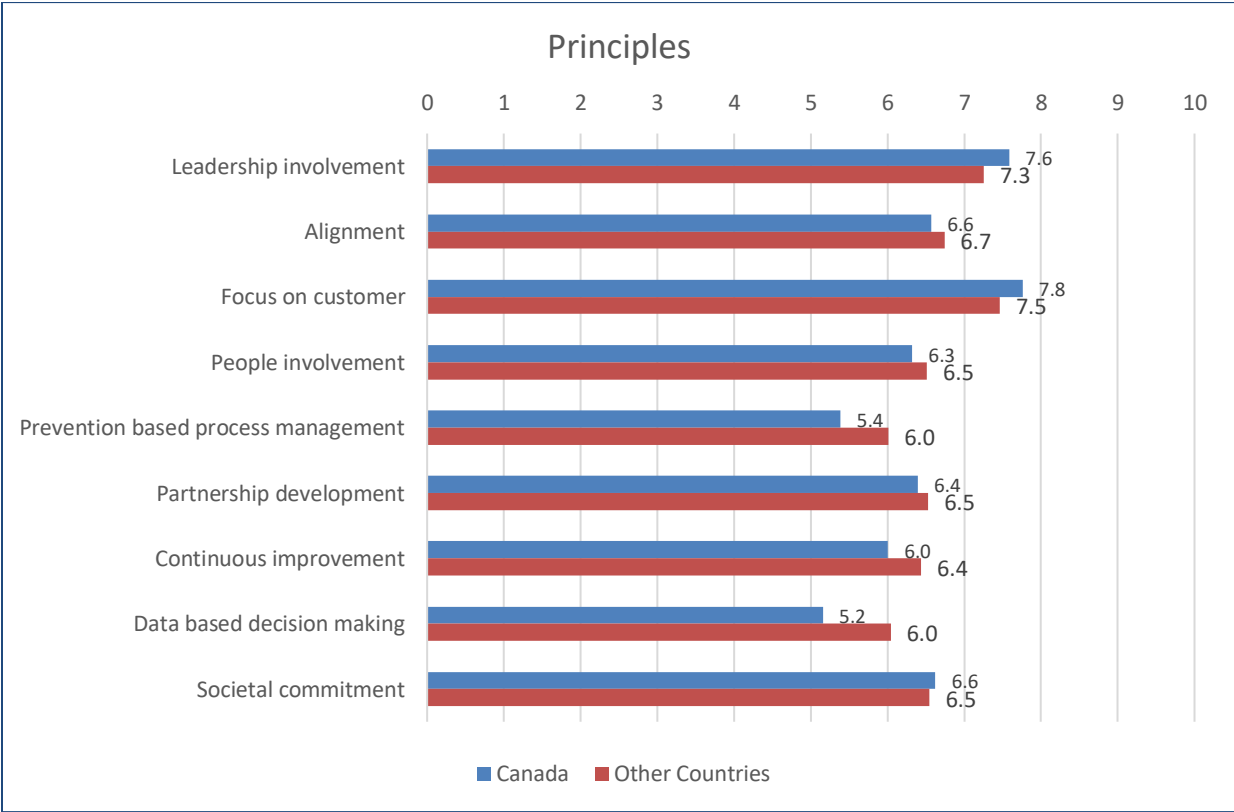
Of these respondents, the participation of Canadian organizations figured prominently at 174 (22%) respondents for the Teaser Assessment and 41 (17%) respondents for the Full Assessment. This blog provides a closer look at the results for Canada versus the rest of the World.

**1.0 Teaser Assessment Only**

Overall the aggregate results suggested that most respondents rated the Principles quite positively (Figure 2). Of the nine principles, the highest rated were Leadership Involvement and Focus on the Customer and the lowest rated were Prevention Based Process Management and Data Based Decision Making.

For Canada the high and low rated Principles were similar however the country had slightly higher ratings on three Principles (Leadership Involvement, Focus on the Customer, Societal Commitment) and lower ratings on the remaining six.

Figure 2 - Teaser Assessment on the Principles



To improve the ratings on the lowest rated Principles (Data Based Decision Making, Prevention Based Process Management), it is important to consider the interrelationships between the principles and practices. This document provides an illustration of the direct relationships [https://organizationalexcellencespecialists.ca/wp-content/uploads/2018/03/OES\\_RelationshipDocument\\_March28.pdf](https://organizationalexcellencespecialists.ca/wp-content/uploads/2018/03/OES_RelationshipDocument_March28.pdf)

When examining the directly related Practices, it is critical to look for corresponding low ratings and improve these practices. A low rating on the Practice(s) indicates there is an opportunity for improvement with respect to the approach being used, deployment across the organization and/or results being achieved.

Applying this approach to the two lowest rated Principles in Canada, the corresponding low rated Practices were:

- **Prevention Based Process Management:**
  - Planning – Develop contingency plans for unforeseen events, Conduct a capability gap analysis for resources
  - Work Processes – Prevent recurrence of problems by making changes to processes
  - Resource Management – Prepare for resource disruptions
- **Data Based Decision Making:**
  - Planning – Develop contingency plans for unforeseen events
  - Work Processes – Prevent recurrence of problems by making changes to processes
  - Continuous Improvement and Performance Measurement - Governance measures

## **2.0 Full Assessment**

The Full Assessment required the respondent to self-assess against the same Principles and also the Practices across the nine Key Management Areas.

It was interesting to note, the ratings on the Principles were very similar on the Teaser and Full Assessment. However, the ratings on the nine Key Management Areas were much lower than the ratings on the Principles overall and the ratings for Canada across the Key Management Areas were significantly lower than the rest of the World (Figure 3). With the exception of Governance, all aggregate ratings for Canada were below 5.0 and the lowest rated areas were Planning and Performance Measurement for the Key Management Areas.

Closer examination of the ratings for each of the Practices within the Key Management Areas revealed that Canadian respondents provided:

Higher ratings ( $\geq 5.5$ ) for:

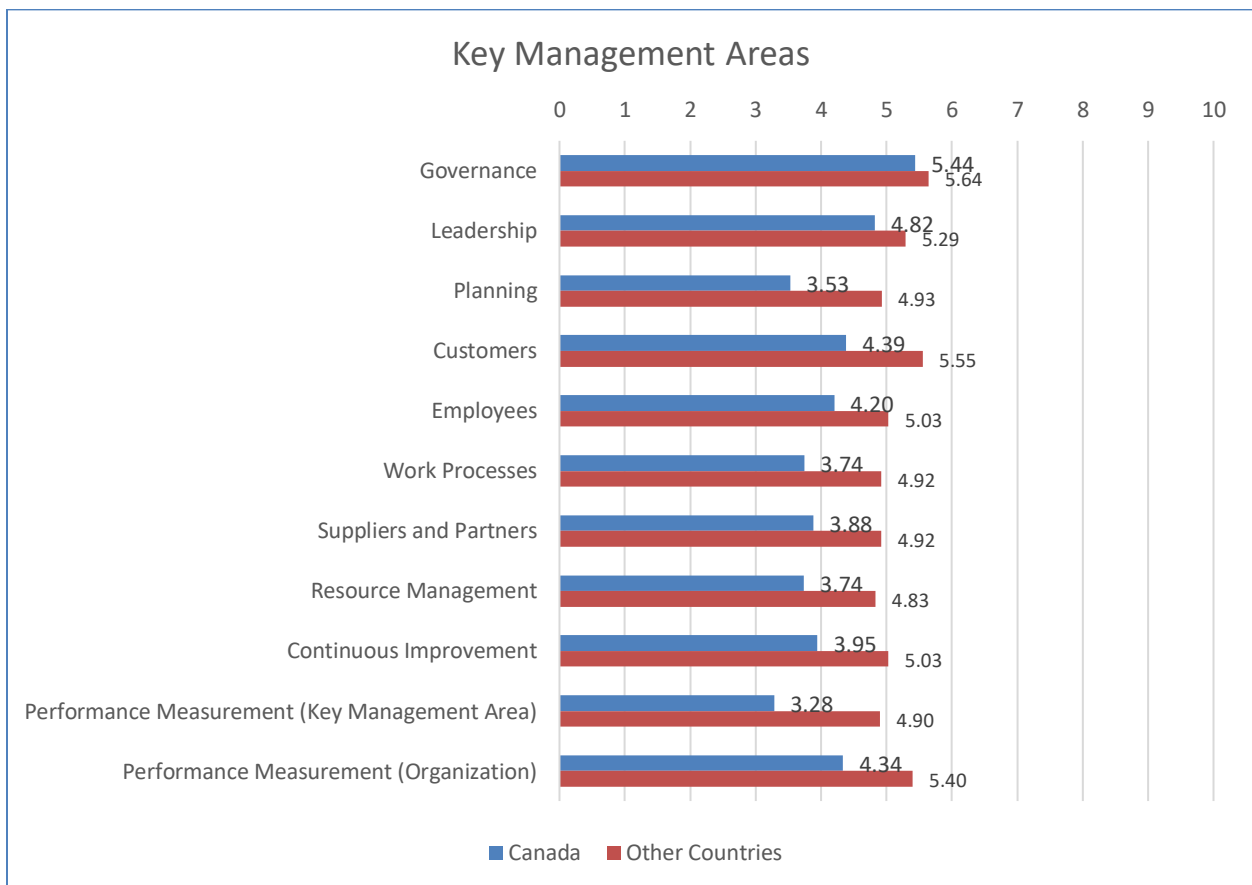
- **Governance** – Ensure governance system meets legal, financial, ethical and reporting obligations
- **Leadership** – Demonstrate responsibility to society and the environment
- **Performance Measures for the Organization** – Quality of products or services

Lower ratings ( $\leq 3.0$ ) for:

- **Leadership** – Communicate openly to employees about organizational performance, Link senior management rewards and recognition to organizational performance

- Planning – Develop contingency plans for unforeseen events, Conduct a capability gap for resources, Monitor and review the business plan on a regular basis
- Employees – Ensure people understand and commit to the strategic direction and improvement goals, Encourage employees to be innovative and take risks
- Work Processes – Involve customers, suppliers and/or partners in designing and analyzing processes
- Suppliers and Partners - Involve suppliers and partners in the development of new products and services, Involve suppliers and partners in the development of social and environmental standards
- Resource Management – Prepare for resource interruptions
- Performance Measures for the Organization – Governance measures

Figure 3 - Full Assessment on the Key Management Areas



### 3.0 Are You Ready To Roll Up Your Sleeves, Canada?

To realize improvement on these Principles and Practices, it is recommended that leaders familiarize themselves with the Organizational Excellence Framework publication, self-assess against it and work towards successfully deploying the Practices throughout their organization. Both the publication and the automated assessment and reporting system provide implementation guidelines to address gaps. And licensed professionals are available to further augment these tools and assist with special expertise as required.

This undertaking will enable more organizations to realize the *Formula for Success that is available with an excellence model = Implement the practices, Develop a culture committed to excellence, Achieve exceptional results across a balanced set of measurement*. In doing so, we can elevate Canadian organizations to the desired level of performance and remain competitive with other countries.

Are you willing to take the excellence challenge Canada?

We certainly are! Contact us to discuss how to address your challenges and improve performance.

And stay tuned for a follow-on presentation that will share even more detail on the Canadian results.

**About the authors:**



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