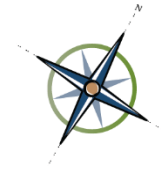


Organizational Excellence Specialists



First Global Assessment on the Current State of Organizational Excellence

A Snapshot of India

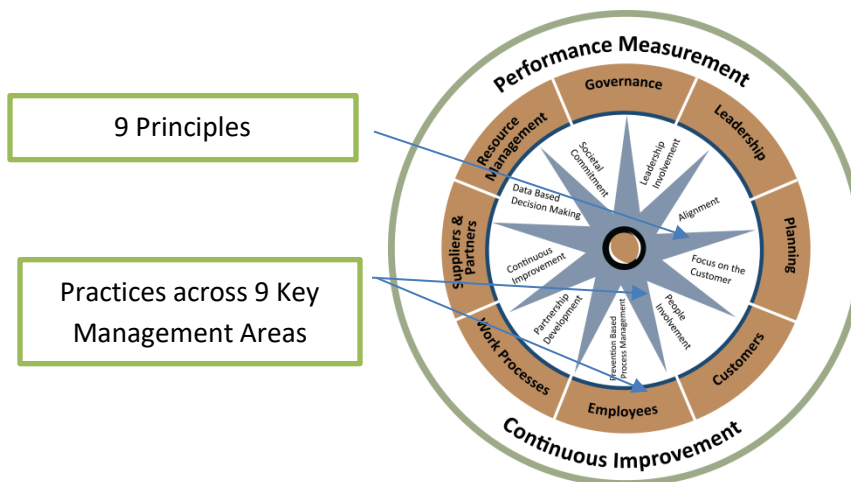


The 'First Global Assessment on the Current State of Organizational Excellence' was launched in May 2015 by the Organizational Excellence Technical Committee (OETC) QMD ASQ and conducted voluntarily by Organizational Excellence Specialists in Canada. Please click on the following link to read background 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 Indian organizations was 8% (69/791) respondents for the Teaser Assessment and 10% (24/238) respondents for the Full Assessment. This blog provides a closer look at the results for India versus the rest of the World.

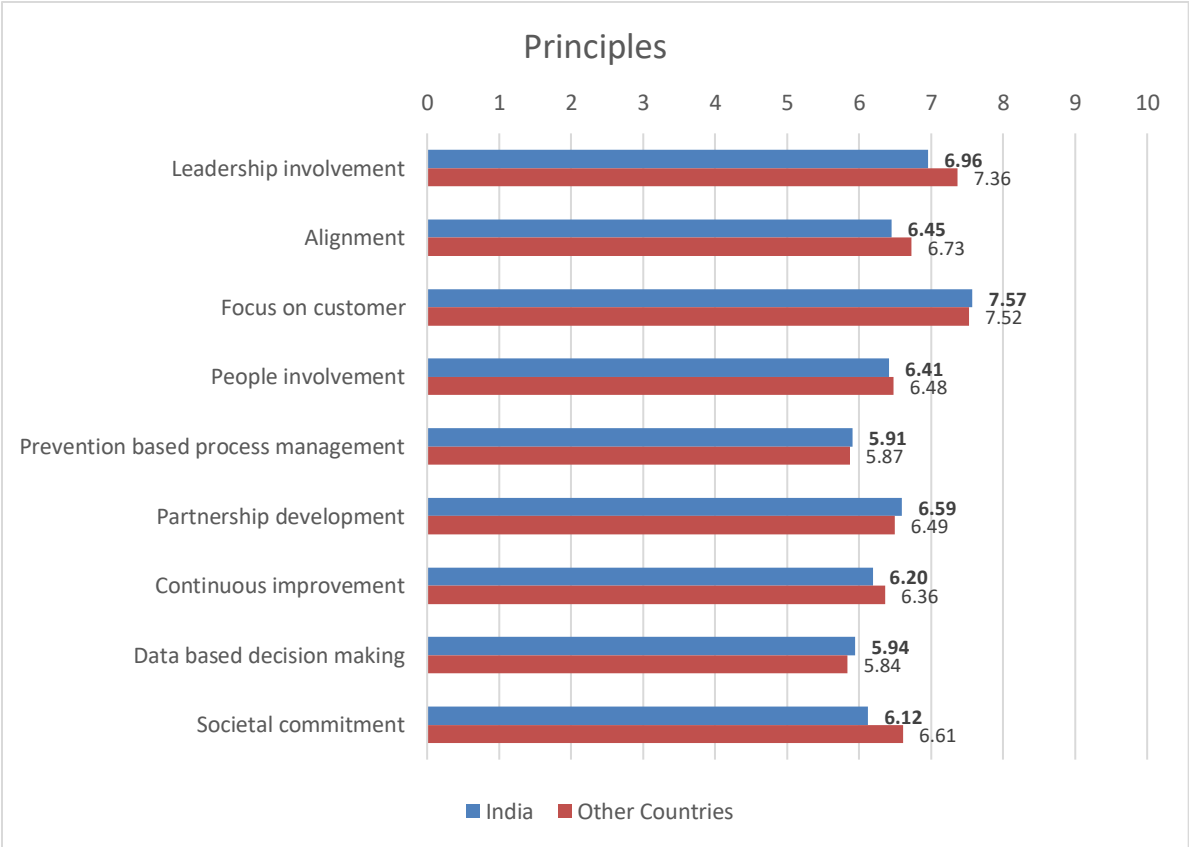
1.0 Teaser Assessment Only

Overall, the aggregate results suggested that most Indian respondents rated the Principles quite positively, since, as depicted in Figure 2, all Principles were rated over 5.9/10.0. The overall average score on the Principles for India was 6.46 and similar to the rest of the World at 6.58.

Of the nine principles, the highest rated were ‘Focus on Customer’ and ‘Leadership Involvement’ and the lowest rated were ‘Prevention based process management’ and ‘Data Based Decision Making’.

Overall the ratings for India paralleled the ratings of Other Countries. The most significant difference in ratings was the slightly lower ratings for India on three of the Principles: ‘Leadership involvement’, ‘Alignment’ and ‘Societal commitment’.

Figure 2 - Teaser Assessment on the Principles



To improve the ratings on the lowest rated Principles, ‘Prevention based process management’ and ‘Data based decision making’, 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

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, the corresponding low rated Practices in the 'Good start' range (2.6 - 5.0) were:

- Prevention Based Process Management:
 - Planning – Develop contingency plans for unforeseen events
 - Work Processes - Involve customers, suppliers, and/or partners in designing & analyzing processes
- Data Based Decision Making:
 - Planning – Develop contingency plans for unforeseen events
 - Work Processes - Involve customers, suppliers, and/or partners in designing & analyzing processes
 - Suppliers and Partners – Select suppliers and partners on the basis of criteria
 - Performance measurement (Organization) – Financial performance

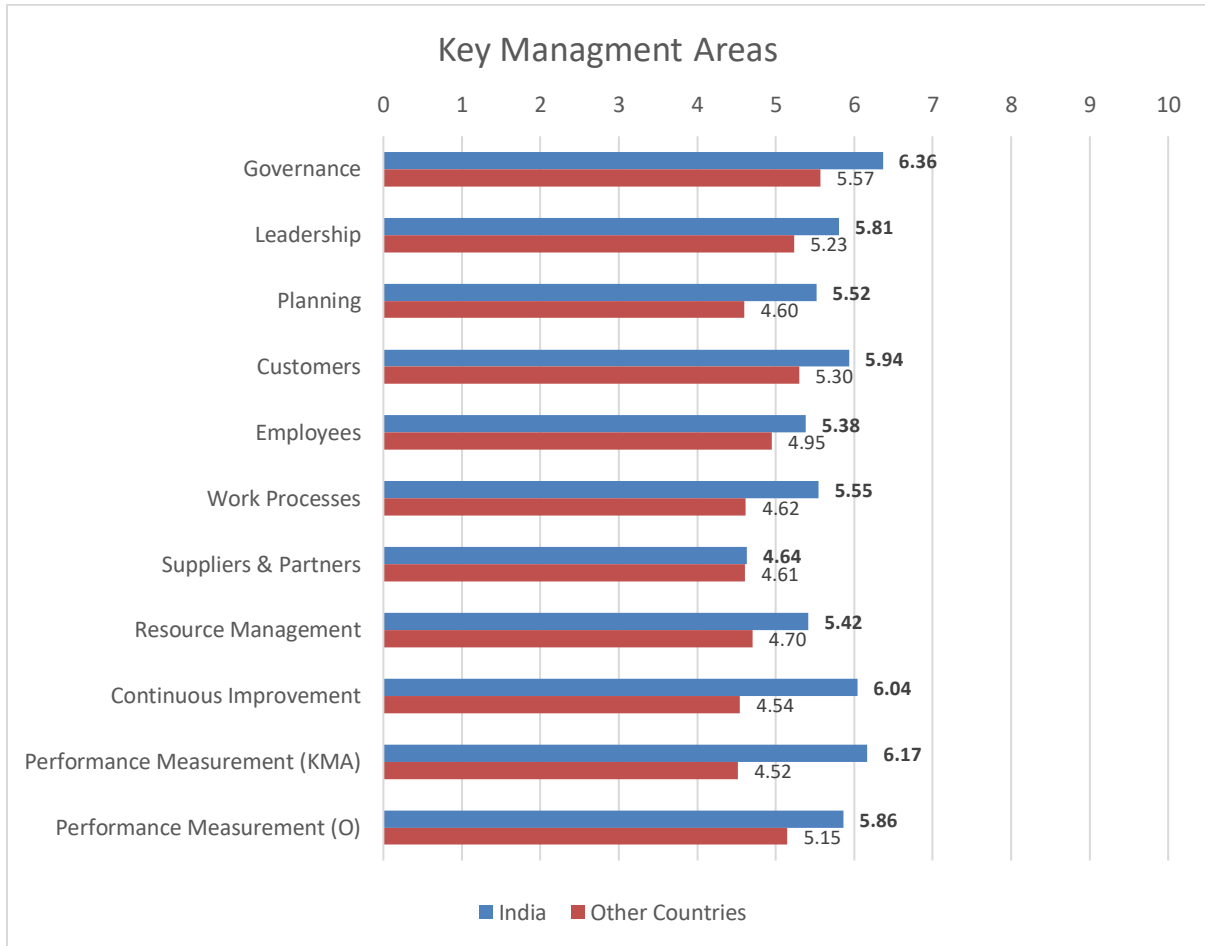
2.0 Full Assessment

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

As shown in Figure 3, it should be noted the ratings on the nine Key Management Areas given by Indian organizations were slightly lower than the ratings on the Principles for the Teaser Assessment. Looking back to the final report issued for the global research study on April 4, 2019, this finding was similar but the gap was more pronounced for Other Countries.

The average rating for India across the Key Management Areas was 5.65 and significantly higher than the average of 4.92 for Other Countries (Figure 3). The only exception was 'Suppliers and partners' for which the ratings were quite close. According to the rating scale used that considered the approach, deployment and results for each practice, all ratings for India and other Countries fell in the 'Good Start' range (2.6 to 5.0) and lower part of the 'Doing Well' range (5.1 to 7.5).

Figure 3 - Full Assessment on the Key Management Areas



A further examination of the ratings for each of the Practices within the Key Management Areas revealed that Indian respondents rated most practices (92%) in the 'Doing Well' (5.1 to 7.5) range and 8% of practices in the 'Good Start' (2.6 to 5.0) range.

The highest ratings at the upper end of the 'Doing Well' range (5.1 to 7.5) or greater than 6.9 were:

- Governance – Implement an effective system of leadership, authority, decision making, accountability and control; Establish governance processes at all appropriate levels in organization
- Leadership – Identify factors that will contribute to organizational success; Communicate openly to employees about organizational performance
- Continuous Improvement (KMA) – Customers
- Performance Measurement (Organization) – Organizational relevance to the marketplace; Performance accomplishments and program outcomes

The lowest ratings at the upper end of the 'Good Start' range (2.6 to 5.0) or between 4.58 and 4.95 were:

- Planning – Develop contingency plans for unforeseen events
- Employees – Undertake human resource planning that supports organization goals & objectives; Ensure employees have adequate compensation & benefits
- Work Processes - Involve customers, suppliers and partners in designing and analyzing processes
- Suppliers & Partners – Select suppliers & partners on the basis of criteria; Develop win-win partnering arrangements
- Continuous Improvement – Suppliers and partners
- Performance Measurement (Organization) - Financial performance

3.0 “Keep up the Good Work” India !

Most respondents from India had the majority of ratings in the 'Doing Well' range (5.1 to 7.5) for establishing a culture committed to excellence and deploying the best management practices found in excellence models. Such findings reinforce that most organizations: are using a reasonable approach to implement and deploy the practices throughout the organization, have stable work processes, are achieving performance results and have a continuous improvement mindset.

In sustaining improvement and addressing the lower rated practices, it is recommended that leaders familiarize themselves with the Organizational Excellence Framework publication and consider inviting all their employees to participate in a self-assessment against it. Such an assessment will return more robust results for the organization that includes ratings and open-ended comments. This additional data and information will help organizations to identify quick wins and address opportunities for improvement. And when addressing the opportunities for improvement, it is also recommended to engage and involve employees as much as possible, for example, by assigning responsibility for action plans, soliciting their ideas and suggestions, encouraging them to be innovative and take (calculated) risks and including them in benchmarking activities.

Both the publication and the automated assessment and reporting system will be helpful to doing a more robust assessment and generating an improvement plan. Both tools provide implementation guidelines for the practices that will help guide the way forward. And should organizations require any assistance, licensed professionals are available to further augment these tools with special expertise as required.

Such undertakings will allow Indian organizations to continue leveraging 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, Indian organizations will continue their progression to a desired level of performance and competitiveness in the World.

Keep up the good work India!

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

About the authors:



Dawn Ringrose MBA, FCMC is Principal of Organizational Excellence Specialists and Author of the Organizational Excellence Framework publication and related toolkit. Her qualifications include: Certified Organizational Excellence Specialist, Certified Excellence Professional, Registered ISO 9000 Specialist, Assessor of Quality Systems. She has worked in the area of organizational excellence since 1990 and currently serves as an Executive Team Member of the Organizational Excellence Technical Committee QMD ASQ, Board Member of the Global Benchmarking Network and as a Member Leader with the Content Management Committees for the Quality Management Division's Body of Knowledge at ASQ. She can be reached at dawn@organizationalexcellencespecialists.ca



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