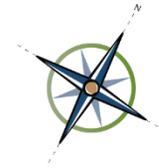


Organizational Excellence Specialists



First Global Assessment on the Current State of Organizational Excellence

A Snapshot of Tanzania

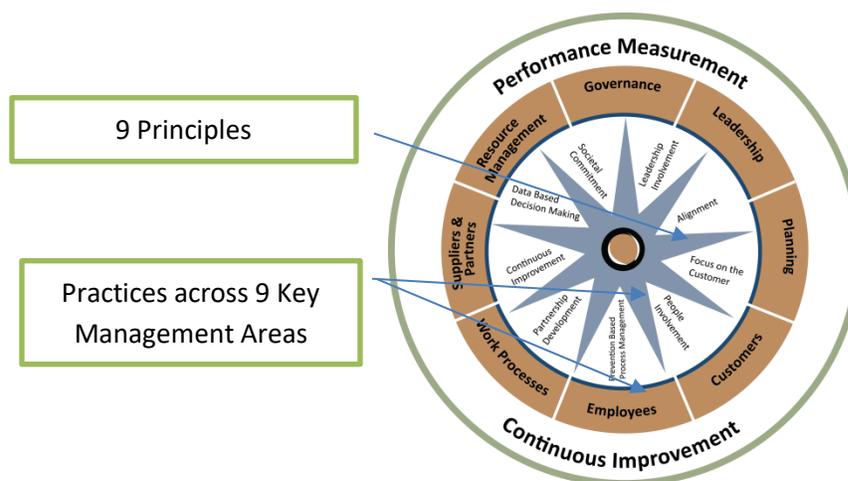


The 'First Global Assessment on the Current State of Organizational Excellence' was launched in May 2015 by the Organizational Excellence Technical Committee (OETC) QMD ASQ and conducted voluntarily by Organizational Excellence Specialists in Canada. Please click on the following link to read background 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 Tanzania organizations was 2.9% (23/791) respondents for the Teaser Assessment and 2.5% (6/238) respondents for the Full Assessment. The full assessment from Tanzania represented only micro size organizations (6) that were compared to their counterparts in Other Countries (75). This blog provides a closer look at the results for Tanzania versus the rest of the World.

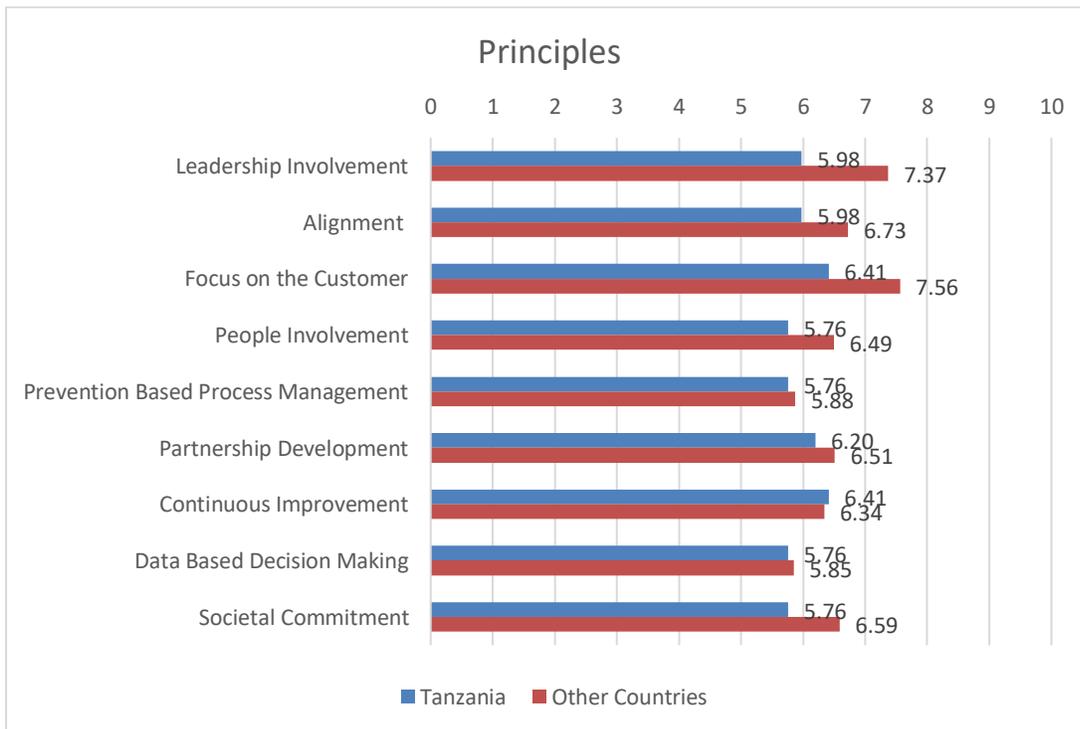
1.0 Teaser Assessment

Overall, the aggregate results suggested that most Tanzanian respondents rated the Principles quite positively as depicted in Figure 2 with all Principles rated over 5.76/10.0. The overall average score on the Principles for Tanzania was 6.00 and below the rest of the World at 6.59.

Of the nine principles, the highest rated for Tanzania were 'Focus on the Customer' and 'Continuous Improvement' at 6.41 as compared to Other Countries that rated 'Leadership Involvement' and 'Focus on the Customer' the highest at 7.37 and 7.56 respectively.

In Tanzania, four of the Principles (Prevention Based Process Management, Partnership Development, Continuous Improvement, Data Based Decision Making) received similar ratings. Both Tanzania and Other Countries provided the lowest ratings to 'Prevention Based Process Management' and 'Data Based Decision Making'.

Figure 2 - Teaser Assessment on the Principles



To improve the ratings on the four principles that received the lowest rating in Tanzania, it is important to consider the interrelationships between the principles and practices. This document provides an illustration of the direct relationships

https://organizationalexcellencespecialists.ca/wpcontent/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 'Just Beginning' range (0.0 – 2.5) were:

- People Involvement:
 - Work Processes – Design and document key processes
- Prevention Based Process Management
 - Work Processes – Design and document key processes, Involve customers, suppliers and/or partners in designing and analyzing processes
 - Resource Management – Minimize the adverse impact of products and services on the environment and community
- Data Based Decision Making:
 - Work Processes – Involve customers, suppliers and/or partners in designing and analyzing processes
 - Suppliers & Partners – Select suppliers and partners on the basis of criteria
 - Resource Management – Minimize the adverse impact of products and services on the environment and community
 - Continuous Improvement – Evaluate and improve the approach to Suppliers & Partners
 - Performance Measurement (Organization) – Measure financial performance
- Societal Commitment:
 - Resource Management – Minimize the adverse impact of products and services on the environment and community

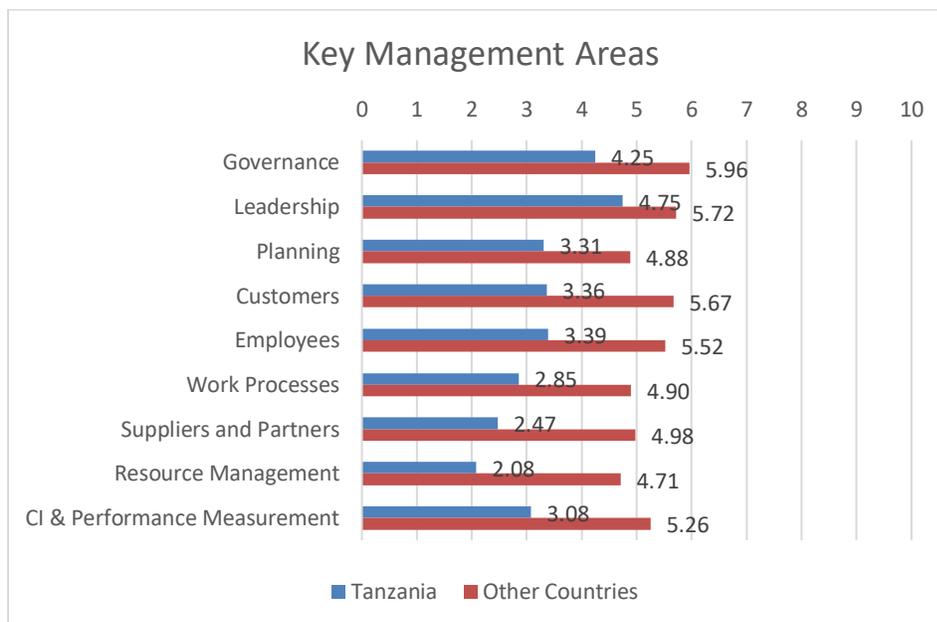
2.0 Full Assessment

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 Tanzanian organizations were significantly 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 was a finding noted for the vast majority of respondents around the world.

The average rating for Tanzania across the Key Management Areas was 3.28 and significantly lower than the average of 5.29 for Other Countries (Figure 3). According to the rating scale used that considered the approach, deployment and results for each practice, all ratings for Tanzania fell in the 'Just Beginning' (0.0 to 2.5) and 'Good Start' range (2.6 to 5.0) and the ratings for Other Countries fell in the 'Good Start' 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 Tanzania respondents provided:

A higher rating in the 'Doing Well' range (5.1 to 7.5) for:

- Leadership – Communicate corporate statements to all levels in the organization

Lower ratings in the 'Just Beginning' range (0.0 to 2.5) for:

- Work Processes - Design and document key processes, Involve customers, suppliers, and/or partners in designing and analyzing processes
- Suppliers and Partners - Select suppliers and partners on the basis of criteria
- Resource Management - Develop a strategy to manage resources effectively, Minimize the adverse impact of products and services on the environment and community
- Continual Improvement – Evaluate and improve the approach to Suppliers and Partners
- Performance Measurement (Organization) – Measure financial performance

3.0 Rise Up and Take the Excellence Challenge Tanzania!

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. 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, Tanzanian organizations can elevate to a desired level of performance and increase their competitiveness in the World.

Are you willing to rise up and take the excellence challenge Tanzania?

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 Tanzania results.

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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