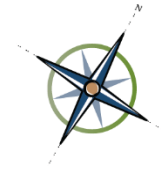


# Organizational Excellence Specialists



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

### A Snapshot of Colombia

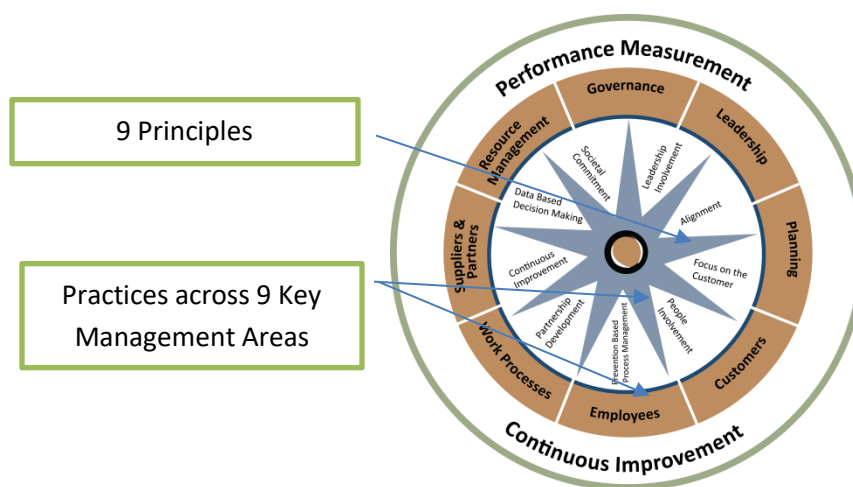


The 'First Global Assessment on the Current State of Organizational Excellence' was launched in May 2015 by the Organizational Excellence Technical Committee (OETC) QMD ASQ and conducted voluntarily by Organizational Excellence Specialists in Canada. Please click on the following link to read background 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 Colombian organizations was 2.7% (21/791) respondents for the Teaser Assessment and 4.2% (10/238) respondents for the Full Assessment. This blog provides a closer look at the results for Colombia versus the rest of the World.

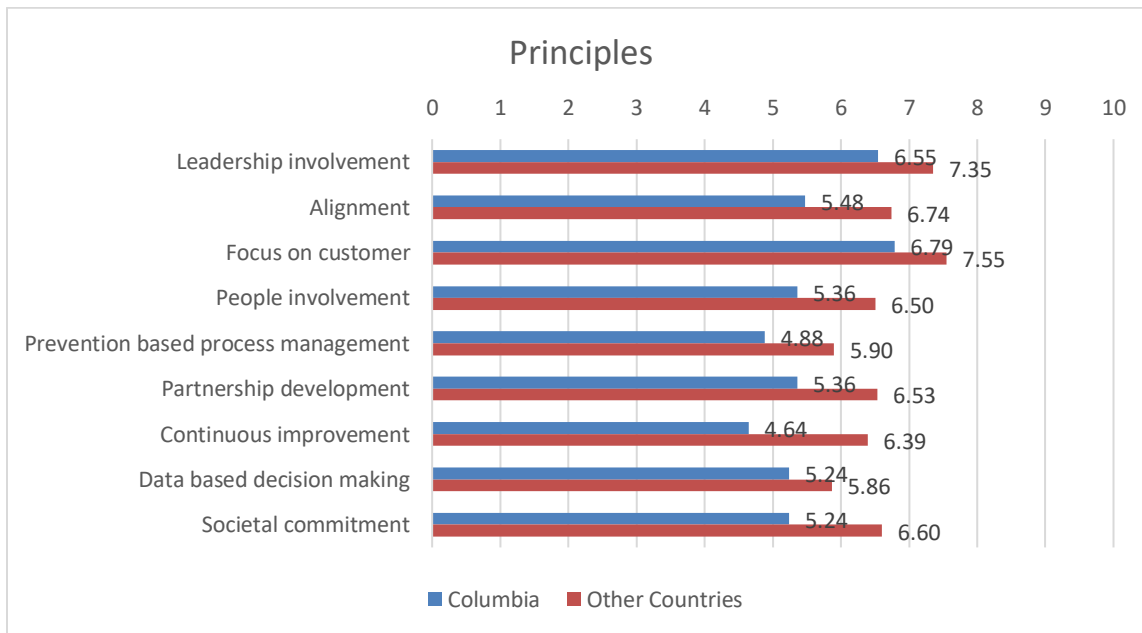
### 1.0 Teaser Assessment Only

Overall, the aggregate results suggested that most Colombian respondents rated the Principles quite positively, since, as depicted in Figure 2, the Principles averaged 5.5/10.0. However, this average was slightly lower compared to Other Countries at 6.6/10.0.

Of the nine principles, the highest rated were 'Focus on Customer' and 'Leadership Involvement' and the lowest rated were 'Prevention based process management' and 'Continuous Improvement'.

The most significant difference in ratings were the slightly lower ratings for Colombia on three of the Principles: 'Alignment', 'Continuous Improvement' and 'Societal commitment'.

Figure 2 - Teaser Assessment on the Principles



To improve the ratings on the lowest rated Principles, 'Prevention based process management' and 'Continuous improvement', 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, the corresponding low rated Practices in the 'Just beginning' range (0.0-2.5) were:

- **Prevention Based Process Management:**
  - Planning – Develop contingency plans for unforeseen events, Conduct a capability gap analysis for resources, Reallocate resource requirements to adjust to changing circumstances
  - Employees – Encourage employees to share ideas and suggestions, Remove barriers to employee effectiveness
  - Work Processes - Involve customers, suppliers, and/or partners in designing & analyzing processes, Use external data to compare performance to other organizations
  - Resource Management – Minimize the adverse impact of products and services on the environment and community
  - Performance Measurement (Organization) – Organizational capability to manage change
- **Continuous Improvement:**
  - Planning – Learn from ideas and good practices and share them internally and with other organizations, Monitor and review the business plan on a regular basis
  - Employees - Encourage employees to share ideas and suggestions, Encourage employees to be innovative and take risks, Remove barriers to employee effectiveness
  - Work Processes - Involve customers, suppliers, and/or partners in designing & analyzing processes, Use external data to compare performance to other organizations
  - Suppliers and Partners – Involve suppliers and partners in the development of new products and services
  - Resource Management - Minimize the adverse impact of products and services on the environment and community, Manage the maintenance and utilization of assets to improve total life cycle performance, Identify alternative and emerging technology and related cost-benefit to the organization and society
  - Performance Measurement (Key Management Area) – Governance, Leadership, Customers, Employees, Suppliers and Partners, Resource Management
  - Performance measurement (Organization) – Organizational relevance to the marketplace, Organizational capability to manage change, Community perception of organization as a model of excellence or employer of choice, Performance accomplishments and program outcomes, Customer satisfaction, Customer loyalty, Customer confidence, Employee satisfaction, Employee morale

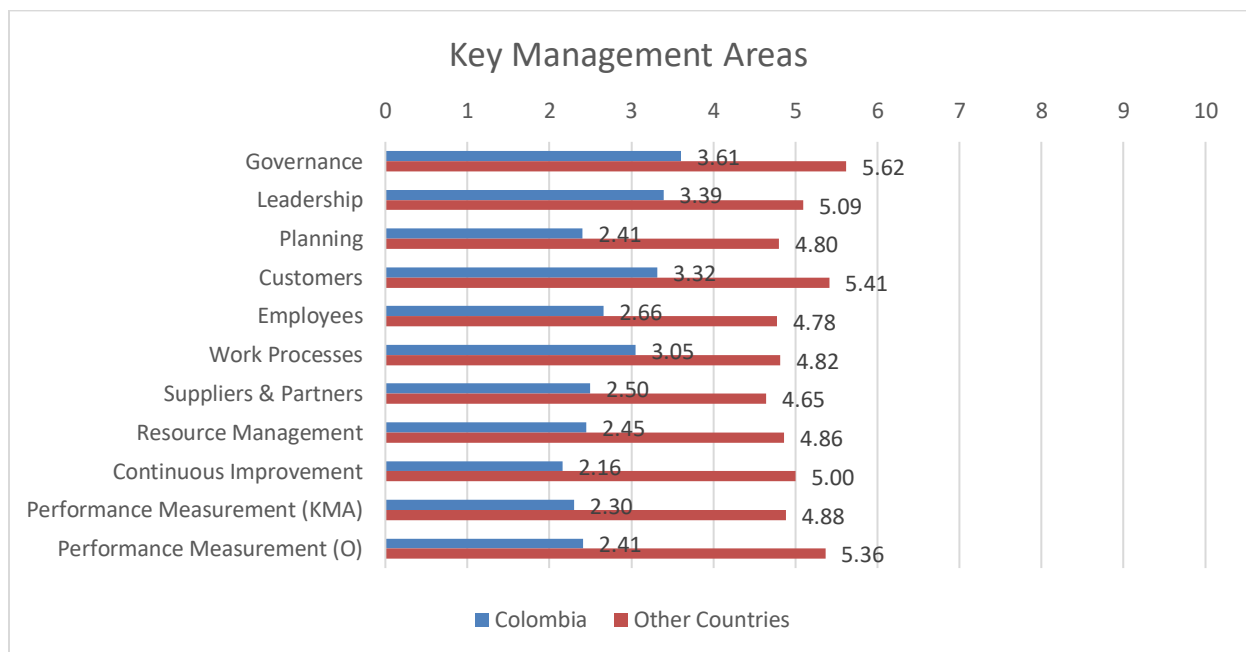
## **2.0 Full Assessment**

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 Colombian 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 finding was similar for organizations around the world.

The average rating for Colombia across the Key Management Areas was 2.75 and significantly lower than the average of 5.03 for Other Countries (Figure 3). According to the rating scale used that considered the approach, deployment and results for each practice, most ratings for Colombia fell in the 'Just Beginning' (0.0-2.5) range and most ratings for Other Countries fell in the 'Good Start' (2.6-5.0) range.

Figure 3 - Full Assessment on the Key Management Areas



Of the Key Management Areas, Colombian respondents provided the highest rating to 'Governance', 'Leadership' and 'Customers' and the lowest rating to 'Continuous Improvement' and 'Performance Measurement' (Key Management Areas).

With respect to best management practices within the Key Management Areas, the highest ratings ( $\geq 4.5$ ) were provided to:

- Leadership – Develop strategic plan with goals and objectives that will guide the organization toward its vision
- Work Processes – Design and document key processes

The lowest ratings ( $\leq 1.5$ ) were provided to:

- Planning – Conduct a capability gap analysis for resources
- Customers – Train and empower employees to be advocates for the customer
- Continuous Improvement – Customers, Suppliers and Partners
- Performance Measurement (KMA) –Suppliers and Partners

### 3.0 “Ready to Take the Excellence Challenge” Colombia?

Respondents from Columbia rated the culture of excellence in their organizations quite positively and had ratings in the ‘Just Beginning’ and ‘Good Start’ range for the deployment of best management practices. These findings reinforce that organizations are using a reasonable approach and have a correction or prevention mindset. More work must be done on deploying the practices throughout the organization, measuring performance and developing a continual 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 Colombian 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, Colombian organizations will continue their progression to a desired level of performance and competitiveness in the World.

Best wishes for further progress Colombia!

And stay tuned for a follow-on presentation that will share even more detail on the results for Colombia and invite discussion about the way forward.

***About the author:***



*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](mailto:dawn@organizationalexcellencespecialists.ca)*

**Thank you to Andres Camilo Donosso Tovar, Core Research Team, for assisting with the research in Colombia!**



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