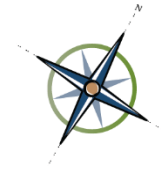


Organizational Excellence Specialists



First Global Assessment on the Current State of Organizational Excellence

A Snapshot of Greece

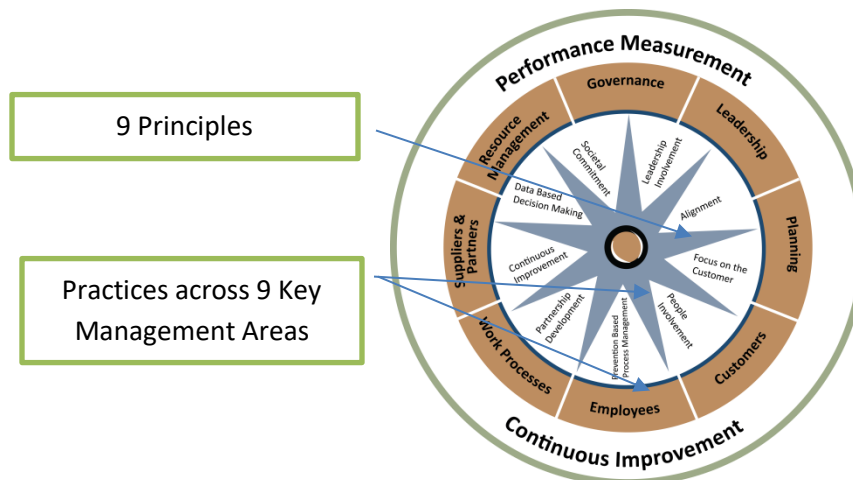


The 'First Global Assessment on the Current State of Organizational Excellence' was launched in May 2015 by the Organizational Excellence Technical Committee (OETC) QMD ASQ and conducted voluntarily by Organizational Excellence Specialists in Canada. Please click on the following link to read background 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 Greek organizations was 3% (25/791) respondents for the Teaser Assessment and 4% (10/238) respondents for the Full Assessment. This blog provides a closer look at the results for Greece versus the rest of the World.

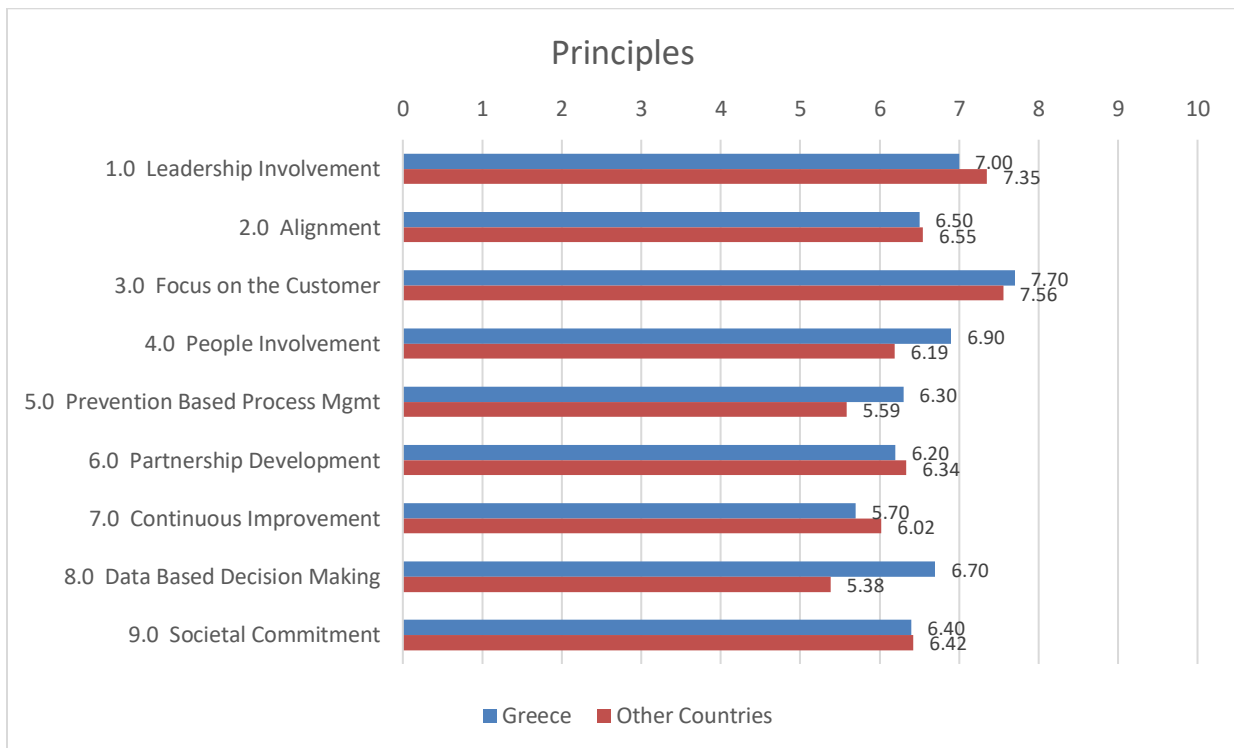
1.0 Teaser Assessment Only

Overall, the aggregate results suggested that most Greek respondents rated the Principles quite positively, since, as depicted in Figure 2, all Principles were rated over 5.5/10.0. The overall average score on the Principles for Greece was 6.60 and similar to the rest of the World at 6.38.

Of the nine principles, the highest rated were 'Focus on the Customer' and 'Leadership Involvement', in the same order as rated by Other Countries. The lowest rated were 'Continuous Improvement' which differed from the lowest rated principles by Other Countries, namely 'Data Based Decision Making' and 'Prevention Based Process Management'.

Overall the ratings for Greece paralleled the ratings of Other Countries. The most significant difference was the higher ratings for Greece on three of the Principles: 'People Involvement', 'Prevention Based Process Management' and 'Data Based Decision Making'.

Figure 2 - Teaser Assessment on the Principles



To improve the ratings on the lowest rated Principle, '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

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:

- Continuous Improvement:
 - Leadership – Remove barriers to organizational effectiveness
 - Customers - Reaffirm presence in established markets or requirement to change market approach
 - Employees - Get people involved with improvement initiatives, 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 & Partners - Involve suppliers & partners in the development of new products and services, Involve suppliers & partners in the development of social and environmental standards
 - Resource Management – Manage the maintenance and utilization of assets to improve life cycle performance
 - Performance measurement (Key Management Areas) – Governance, Leadership, Employee, Resource Management
 - Performance measurement (Organization) – Organizational capability to manage change, Perception of organization as model of excellence or employer of choice, Performance accomplishments and program outcomes, 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 Greek 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 Greece across the Key Management Areas was 3.30 and significantly lower than the average of 4.88 for Other Countries (Figure 3). According to the rating scale used that considered the approach, deployment and results for each practice, all ratings for Greece and other Countries fell in the 'Good Start' range (2.6 to 5.0) and lower part of the 'Doing Well' range (5.1-7.5).

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 Greek respondents provided:

Higher ratings in the 'Doing Well' range (5.1 to 7.5) for:

- Leadership – Promote teamwork amongst employees
- Customers – Make it easy for customers to do business and provide feedback, Respond successfully to customer feedback
- Work Processes – Take corrective action when problems occur
- Performance Measurement (Organization) – Quality of products or services

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

- Leadership – Use risk management to assess strategic goals & objectives, Ensure senior management participates in professional bodies and events, Remove barriers to organizational effectiveness, Communicate openly to employees about organizational performance, Share responsibility, accountability and leadership throughout the organization, Link senior management rewards and recognition to organizational performance
- Planning – Develop contingency plans for unforeseen events, Allocate resources to ensure effective implementation of the business plan, Conduct a capability gap for resources, Reallocate resource requirements to adjust to changing circumstances

- Customers – Reaffirm presence in established markets or requirement to change market approach
- Employees – Undertake human resource planning that supports organization goals & objectives, Ensure people understand and commit to the strategic direction & improvement goals, Get people involved with improvement initiatives, 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, Involve suppliers and partners in the development of social and environmental standards
- Performance Measurement (Key Management Areas) – Leadership measures, Employee measures, Resource management measures
- Performance Measurement (Organization) – Perception of organization as a model of excellence or employer of choice, Employee morale

3.0 This is the best time “To Take Action” Greece !

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

Are you willing to take the excellence challenge Greece? Now is the best time “To Take Action” Greece!

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 Greek 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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