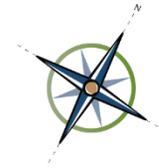


# Organizational Excellence Specialists



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

### A Snapshot of Iran

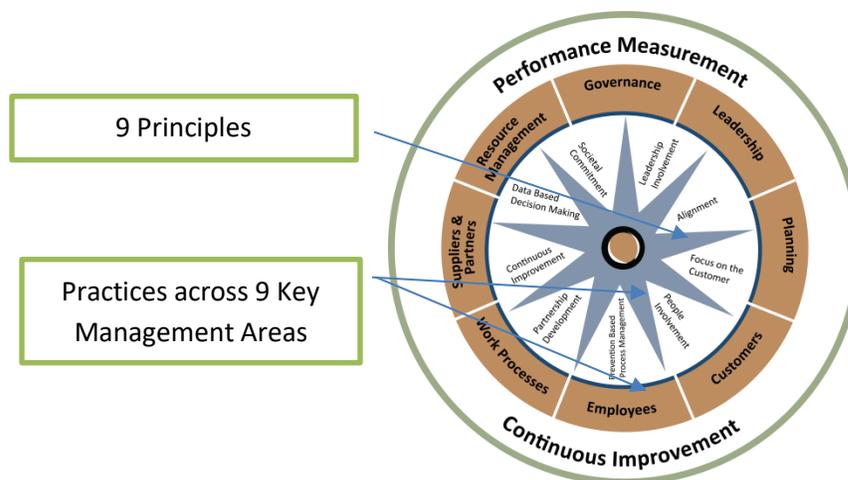


The 'First Global Assessment on the Current State of Organizational Excellence' was launched in May 2015 by the Organizational Excellence Technical Committee (OETC) QMD ASQ and conducted voluntarily by Organizational Excellence Specialists in Canada. Please click on the following link to read background 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 Iran organizations was 2% (17/791) respondents for the Teaser Assessment and 1% (3/238) respondents for the Full Assessment. This blog provides a closer look at the results for Iran versus the rest of the World.

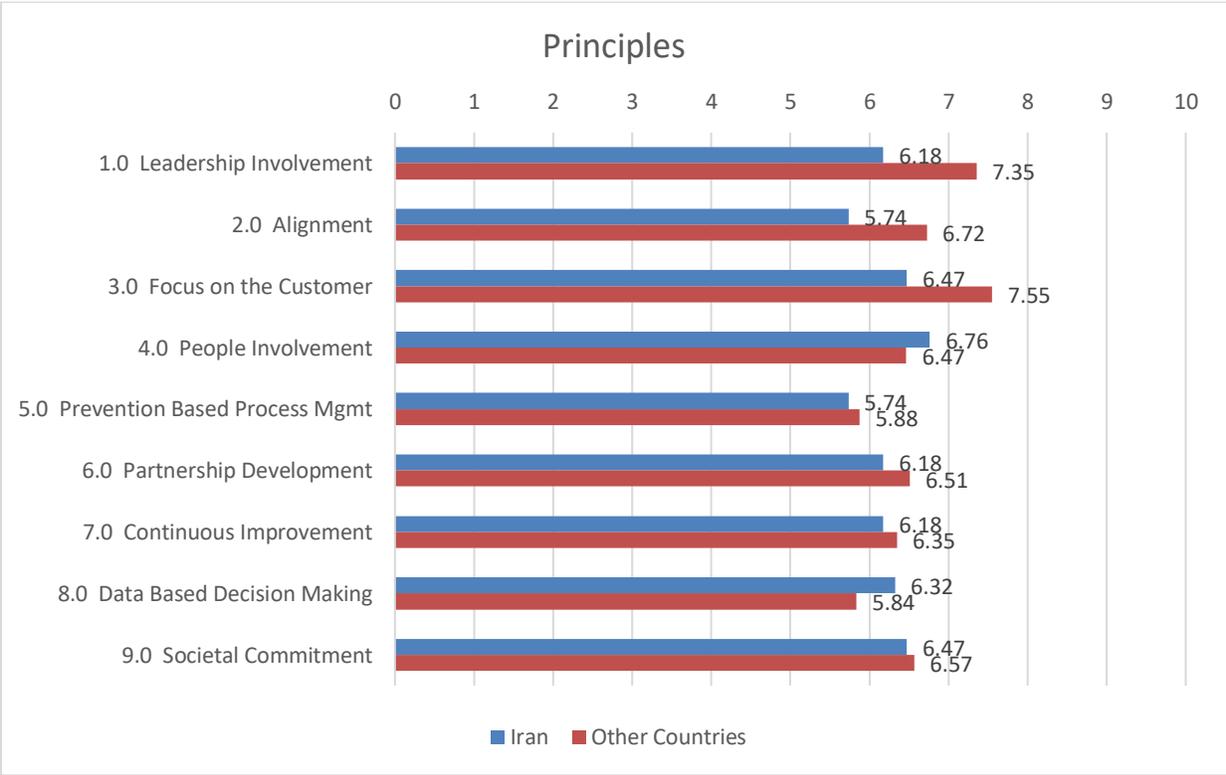
**1.0 Teaser Assessment Only**

Overall, the aggregate results suggested that most Iran respondents rated the Principles quite positively, since, as depicted in Figure 2, all Principles were rated over 5.7/10.0. The overall average score on the Principles for Iran was 6.23 and similar to the rest of the World at 6.58.

Of the nine principles, the highest rated for Iran was ‘People Involvement’ and for Other Countries ‘Leadership Involvement’ and ‘Focus on the Customer’. The lowest rated principles for Iran were ‘Alignment’ and ‘Prevention Based Process Management’ and for Other Countries were ‘Prevention Based Process Management’ and ‘Data Based Decision Making’.

As a whole, the ratings for Iran paralleled the ratings of Other Countries with the exception of significantly lower ratings for Iran on three Principles: ‘Leadership Involvement’, ‘Alignment’ and ‘Focus on the Customer’.

Figure 2 - Teaser Assessment on the Principles



To improve the ratings on the lowest rated Principles, ‘Alignment’ and ‘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, there were a number of corresponding lower rated Practices in the 'Good Start' range (2.6 – 5.0) for 'Prevention Based Process Management' and the practices that received the lowest ratings (3.51 - 3.86) are noted below. However, caution should be exercised when interpreting these findings given the small sample size (3 organizations):

- 'Prevention Based Process Management'
  - Planning – Develop contingency plans for unforeseen events, Conduct a capability gap analysis for resources
  - Work Processes - Involve customers, suppliers, and/or partners in designing & analyzing processes, Use external data to compare performance to other organizations

## **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 Iran 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 Iran across the Key Management Areas was 4.84 and significantly lower than the average of 6.39 for Other Countries (Figure 3). According to the rating scale used that considered the approach, deployment and results for each practice, all ratings for Iran and Other Countries fell in the 'Good Start' range (2.6 to 5.0) and 'Doing well' range (5.1 - 7.5).

For Iran, the highest rated Key Management Area was Governance the lowest rated was Suppliers and Partners. For Other Countries, the highest rated Key Management Area was Resource Management and the lowest was Employees and Continuous Improvement & Performance Measurement.

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 Iran respondents provided:

Highest ratings (5.5 – 6.4) in the 'Doing Well' range (5.1 to 7.5) for:

- Governance – Ensure governance system meets obligations (legal, financial, ethical, reporting)
- Leadership – Develop corporate statements (vision, mission, core values)
- Customers – Determine customer needs & expectations, Communicate the value of products & services to the customer, Align employees on the importance of the customer
- Work Processes – Take corrective action when problems occur
- Performance Measurement (Organization) – Quality of products or services, Customer Satisfaction

Lowest ratings (3.51 – 3.81) in the 'Good Start' range (2.6 – 5.0) for:

- Planning – Develop contingency plans for unforeseen events, Conduct a capability gap analysis for resource
- Employees – Encourage employees to be innovative and take risks

- Work Processes – Involve customers, suppliers and/or partners in designing & analyzing processes, Use external data to compare performance to other organizations

### 3.0 Let's Do More Full Assessments Iran!

To realize improvement on the lower rated Principles and Practices, it is recommended that leaders familiarize themselves with the Organizational Excellence Framework publication, self-assess against it, build on strengths and concentrate on opportunities for improvement.

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.

It is also recommended that more organizations participate in the Full Assessment so there is a larger sample size that will confirm the low rated practices and identify where effort be concentrated.

These recommendations will enable more organizations in Iran 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, Iran organizations can elevate to a desired level of performance and increase their competitiveness in the World.

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

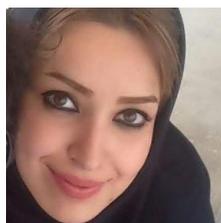
Contact us to discuss how to address your challenges and improve performance.

And stay tuned for a follow-on presentation that will share even more detail on the Iran 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](mailto:dawn@organizationalexcellencespecialists.ca)*



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