

Organizational Excellence Specialists



First Global Assessment on the Current State of Organizational Excellence

A Snapshot of Trinidad & Tobago

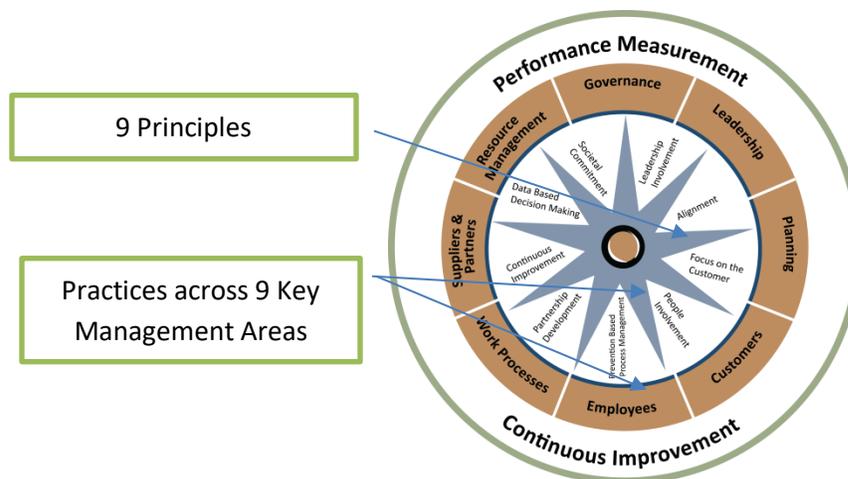


The 'First Global Assessment on the Current State of Organizational Excellence' was launched in May 2015 by the Organizational Excellence Technical Committee (OETC) QMD ASQ and conducted voluntarily by Organizational Excellence Specialists in Canada. Please click on the following link to read background 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 Trinidad & Tobago figured prominently at 7 (0.88%) respondents for the Teaser Assessment and 12 (5.04%) respondents for the Full Assessment.

For the Teaser Assessment, respondents included:

- Type – government 0, business 7, non-profit 0
- Size – micro 1, small 4, medium 2, large 0
- Role – leadership 2, management 1, staff 4, other 0
- General industry sector – manufacturing 0, service 7
- Specific industry sector – education 2, other service 1, professional 4

For the Full Assessment, respondents included:

- Type – government 1, business 8, non-profit 3
- Size – micro 3, small 4, medium 3, large 2
- Role – leadership 10, management 1, staff 0, other 1
- General industry sector – manufacturing 1, service 11
- Specific industry sector – education 2, construction 3, electricity 3, health 2, professional 1, water 1

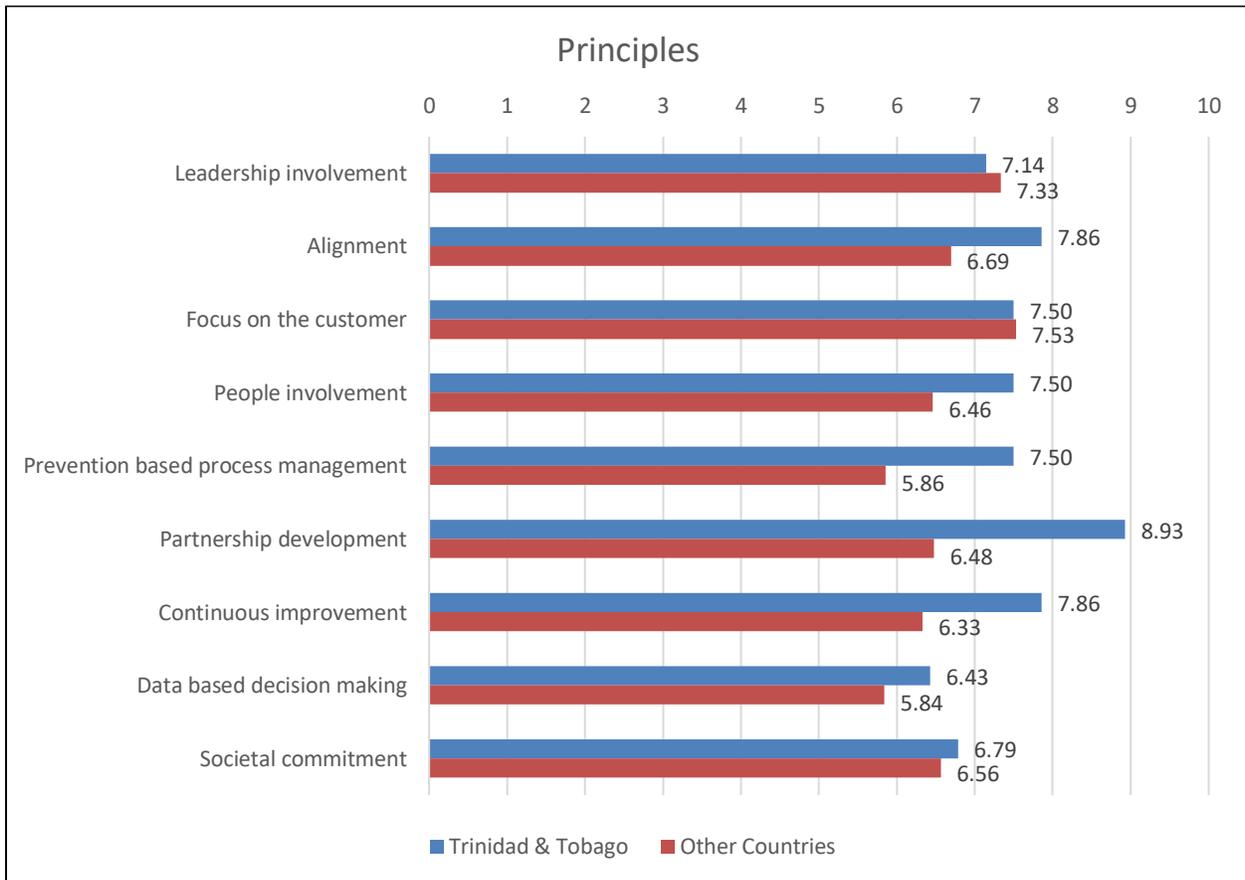
This blog provides a closer look at the results for the respondents from Trinidad & Tobago versus Other Countries.

1.0 Teaser Assessment Only

Overall the aggregate results suggested that most respondents rated the Principles positively (Figure 2). Respondents from Other Countries provided the highest ratings to Leadership Involvement and Focus on the Customer and the lowest ratings to Prevention Based Process Management and Data Based Decision Making.

For Trinidad & Tobago the highest rated was Partnership Development and the lowest rated was Data Based Decision Making. Most principles received higher ratings as compared to Other Countries with the exception of Leadership Involvement and Focus on the Customer that were rated slightly lower.

Figure 2 - Teaser Assessment on the Principles



Ratings can still be improved and for that 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 to the lowest rated Principle for Trinidad & Tobago, Data Based Decision Making, all of the corresponding Practices received ratings in the 'Doing Well' (5.1-7.5) or 'High Performing' (7.6-10.0) range. Of these, the lowest rated practices (≤ 7.0) were:

- Leadership:
 - 2.13 Link senior management rewards and recognition to organizational performance
- Planning:
 - 3.3 Develop contingency plans for unforeseen events

- Resource Management:
 - 8.1 Define resource requirements
 - 8.6 Identify alternative and emerging technology and related cost-benefit to the organization and society
- Performance Measurement (O):
 - 9.3.3 Meeting stakeholder objectives

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.

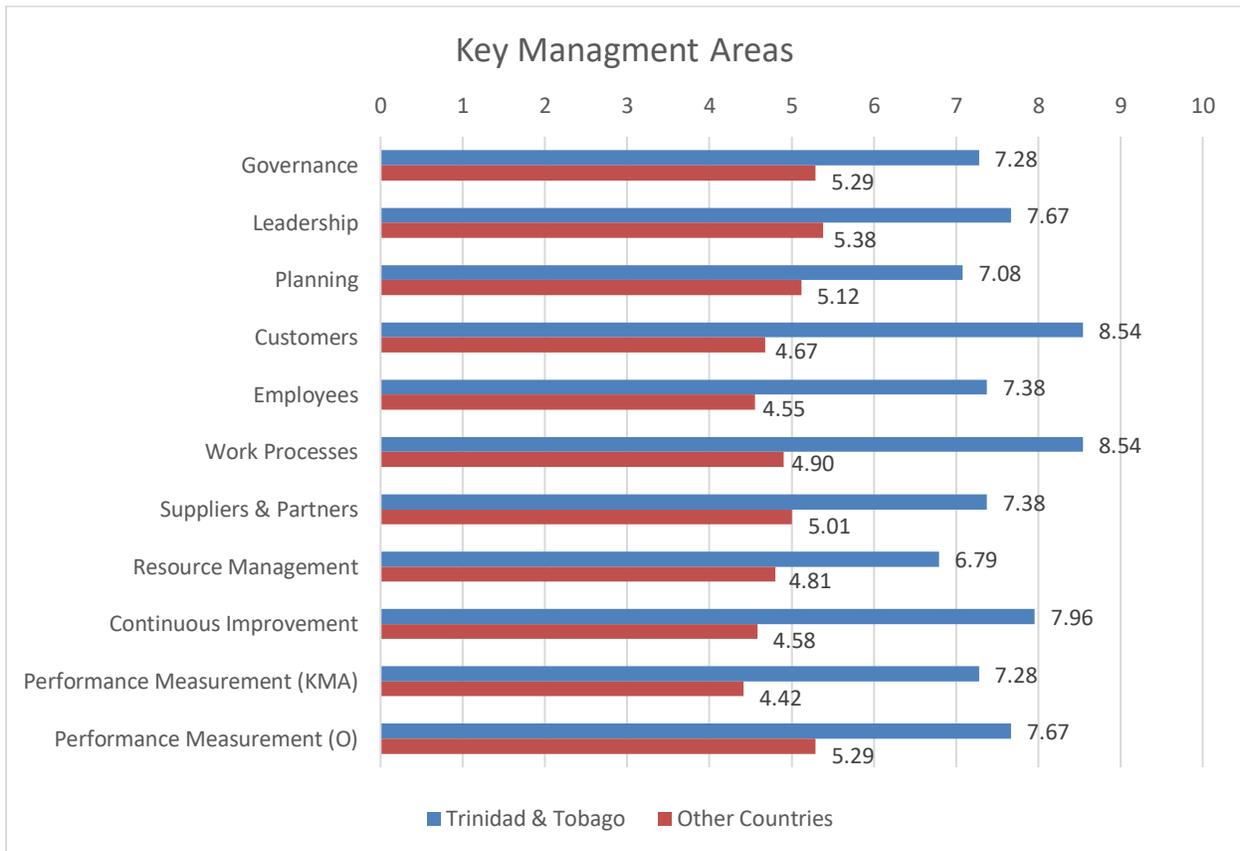
The ratings on the nine Key Management Areas overall were slightly lower than the ratings on the Principles. This was different for Other Countries where the difference was more pronounced. In addition, the overall average rating on the Key Management Areas was much higher for Trinidad & Tobago (7.6) as compared to Other Countries (4.91) and depicted in Figure 3.

Closer examination of the ratings for each of the Practices within the Key Management Areas revealed that Trinidad & Tobago respondents provided:

Higher ratings (≥ 8.0) for:

- Customers:
 - 4.1 Use research to define and segment customers*
 - 4.4 Align employees on the importance of the customer*
- Work Processes:
 - 6.1 Design and document key processes*
- Continuous Improvement:
 - 9.1.2 Leadership
 - 9.1.6 Work Processes
- Performance Measurement (O)
 - 9.3.5 Quality of products and services*
 - 9.3.7 Customer satisfaction*
- Lower ratings (≤ 6.5) for:
 - Planning:
 - 3.3 Develop contingency plans for unforeseen events
 - 3.6 Conduct a capability gap analysis for resources
 - Employees:
 - 5.7 Encourage employees to be innovative and take risks
 - Resource Management
 - 8.3 Manage the security of resources

Figure 3 - Full Assessment on the Key Management Areas



3.0 Keep Up the Good Work, Trinidad & Tobago!

Most respondents from Trinidad & Tobago had the majority of ratings in the ‘Doing Well’ (5.1 - 7.5) and ‘High Performing’) (7.6 - 10.0) range for establishing a culture committed to excellence and deploying best management practices found in excellence models. Such findings reinforce these 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 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 innovated 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 and assist with special expertise as required.

Such undertakings will allow these organizations in Trinidad & Tobago 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, these organizations will continue their progression to a desired level of performance and competitiveness in the world.

Keep up the good work Trinidad & Tobago!

And be sure to contact us should you wish to do a more robust assessment.

Stay tuned for a follow-on presentation that will share even more detail on the Trinidad & Tobago results.

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 and Member Leader with the Content Management Committees at the Quality Management Division of ASQ, Board Member of the Global Benchmarking Network and Advisory Board Member of the ISCM Foundation. She can be reached at dawn@organizationalexcellencespecialists.ca

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