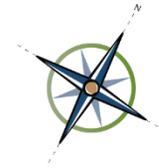


# Organizational Excellence Specialists



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

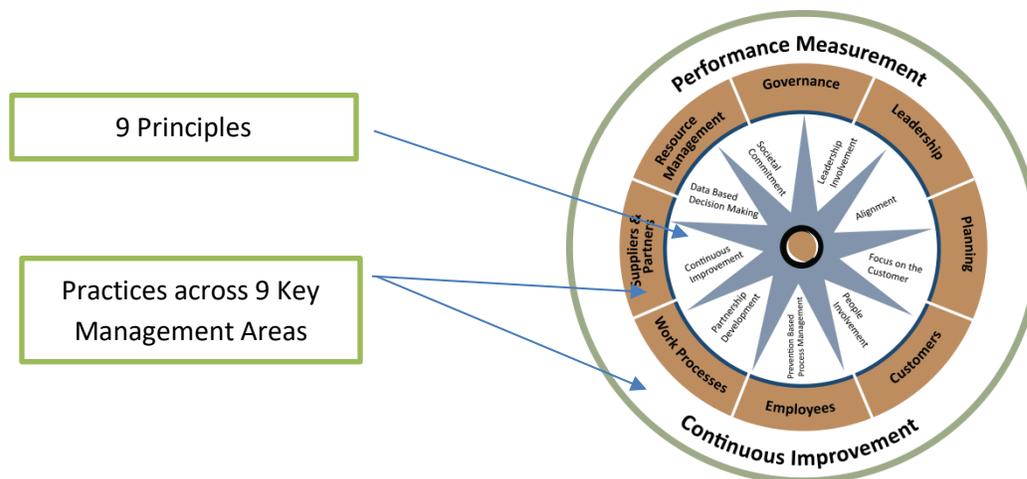
### A Snapshot of Turkey



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 Turkish organizations figured prominently at 20 (2.5%) respondents for the Teaser Assessment and 2 (0.8%) respondents for the Full Assessment.

For the Teaser Assessment, respondents included:

- Type – government 1, business 17, non-profit 2
- Role – leadership 13, management 5, staff 0, other 2
- Size – micro 15, small 2, medium 2, large 1
- General industry sector – manufacturing 9, service 11
- Specific industry sector – education 5, health 1, information 1, manufacturing 9, mining 1, professional 3

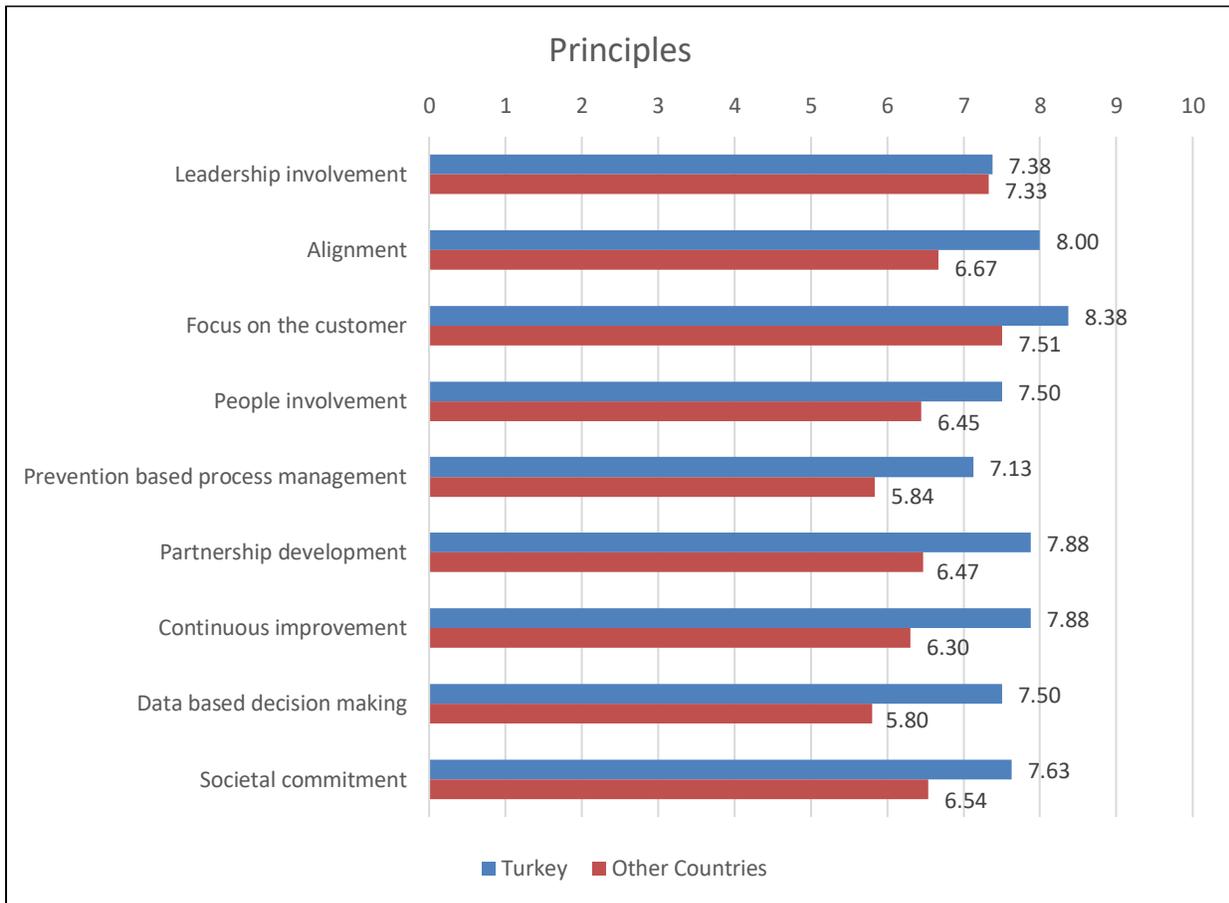
This blog provides a closer look at the Teaser Assessment results for respondents from Turkey versus Other Countries.

### **1.0 Teaser Assessment Only**

Overall, the aggregate results for Other Countries suggested that most respondents rated the Principles quite positively (Figure 2) with an overall average of 6.54. Of the nine principles, the highest rated (>7.0) were Leadership Involvement and Focus on the Customer and the lowest rated (<6.0) were Prevention Based Process Management and Data Based Decision Making.

For Turkey, the overall average was higher than Other Countries at 7.69. The highest rated Principles were Alignment and Focus on the Customer and the lowest rated were Leadership Involvement and Prevention Based Process Management. In comparison to Other Countries, Turkey had higher ratings on all nine Principles.

Figure 2 - Teaser Assessment on the Principles



To improve the ratings on the lowest rated Principle (Prevention Based Process Management) for Turkey, it is important to consider the interrelationships between this Principle and directly related 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)

Prevention Based Process Management has 29 touch points for small, medium and large size organizations and 14 touch points for micro size organizations (\*).

The touch points for Prevention Based Process Management follow:

- Governance:
  - 1.4 Establish governance processes at all appropriate levels in the organization
- Leadership:
  - 2.5 Use risk management to assess strategic goals and objectives
  - 2.9 Remove barriers to organizational effectiveness
- Planning:
  - 3.3 Develop contingency plans for unforeseen events

- 3.6 Conduct a capability gap analysis for resources
- 3.7 Reallocate resource requirements to adjust to changing circumstances
- Customers:
  - 4.7 Make it easy for the customer to do business and provide feedback \*
  - 4.8 Respond successfully to customer feedback \*
- Employees:
  - 5.5 Get people involved with improvement initiatives
  - 5.6 Encourage employees to share ideas and suggestions \*
  - 5.12 Remove barriers to employee effectiveness
- Work Processes:
  - 6.1 Design and document key processes \*
  - 6.2 Monitor and control processes to ensure service standards are met consistently \*
  - 6.3 Monitor and control processes to ensure system standards are met consistently \*
  - 6.4 Ensure processes are in place to anticipate or adjust for change
  - 6.5 Take corrective action when problems occur \*
  - 6.6 Prevent recurrence of problems by making changes to processes \*
  - 6.7 Analyze processes on a regular basis and make changes aimed at continual improvement \*
  - 6.8 Communicate changes in process to all employees that touch the process \*
  - 6.9 Involve customers, suppliers, and/or partners in designing and analyzing processes \*
  - 6.10 Use external data to compare performance to other organizations
- Resource Management:
  - 8.3 Manage the security of resources
  - 8.4 Minimize the adverse impact of products and services on the environment and community \*
  - 8.8 Prepare for resource interruptions
- Continuous Improvement:
  - 9.1.6 Work Processes \*
- Performance Measurement (Key Management Areas):
  - 9.2.6 Work process measures
- Performance Measurement (Organization):
  - 9.3.2 Organizational capability to manage change
  - 9.3.3 Meeting stakeholder objectives
  - 9.3.5 Quality of products or services \*

It is recommended that organizations taking the Teaser Assessment, also take the Full Assessment to identify low rated Practices at the touch points. This way, they can focus on improving these Practices in order to increase the rating on the corresponding Principle.

## 2.0 Full Assessment

The Full Assessment required the respondent to self-assess against the 9 Principles (Table 1) and also the Practices across the nine Key Management Areas (Table 2). In the OEF, there are 9 Principles that each have touch points with directly related Practices. And there are a different number of Practices depending on size of organization with 51 Practices for micro size and 102 Practices for larger size (i.e. micro – 1-25 employees, small -25-100 employees, medium- 101-999 employees, large - 1000+ employees).

Table 1. Principles and Touch Points with Practices for Different Size Organizations

Principles	Touch Points - SML	Touch Points - Micro
1. Leadership Involvement	25	10
2. Alignment	16	9
3. Focus on the Customer	21	13
4. People Involvement	33	20
5. Prevention Based Process Management	29	14
6. Partnership Development	14	6
7. Continuous Improvement	50	15
8. Data Based Decision Making	54	22
9. Societal Commitment	20	6

Table 2. Key Management Areas and Practices for Different Size Organizations

Key Management Area	Practices - SML	Practices - Micro
1. Governance	6	1
2. Leadership	15	5
3. Planning	9	4
4. Customers	9	8
5. Employees	12	7
6. Work Processes	10	8
7. Suppliers & Partners	5	3
8. Resource Management	8	3
9. Continuous Improvement & Performance Measurement		
• Continuous Improvement	8	8
• Performance Measurement (Key Management Areas)	8	0
• Performance Measurement (Organization)	12	4
Total Practices	102	51

At this point in time, no conclusions from the Full Assessment may be drawn for Turkey as only two organizations participated.

To better understand the current state of excellence for the country, more respondents are required to provide a good cross-section by organization size and industry sector ( $\geq 25$ ). With more robust data, the

country can build on strengths and address opportunities for improvement. For the latter, each of the low rated Principles can be studied against the touch points on corresponding low rated Practices to identify where to concentrate effort. For each of the corresponding low rated Practices, there will be an opportunity to improve either the approach being used, deployment across the organization or results being achieved.

### **3.0 Are You Ready to Take the Excellence Challenge, Turkey?**

Participation on the Teaser Assessment against the Principles has indicated that organizations in Turkey have a highly favorable commitment to excellence. To get a more detailed snapshot of Turkey, it will be necessary to attract greater participation in the Full Assessment against the Principles and Practices.

In the meantime, it is recommended that leaders familiarize themselves with the OEF 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. And 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, we can elevate Turkish organizations to the desired level of performance and remain competitive with other countries.

Are you willing to take the excellence challenge, Turkey?

We certainly are! 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 Turkish results.

#### **About the author:**



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**About the contributors:**



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