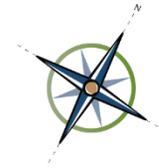


Organizational Excellence Specialists



First Global Assessment on the Current State of Organizational Excellence

A Snapshot of United Arab Emirates

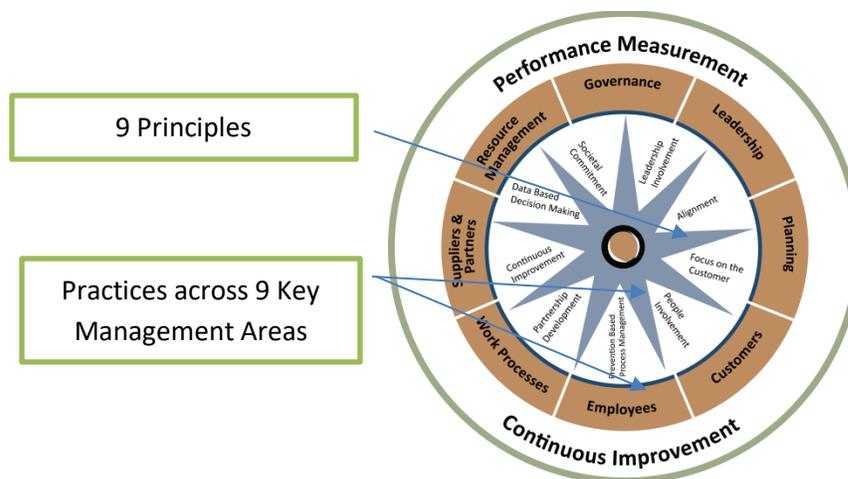


The 'First Global Assessment on the Current State of Organizational Excellence' was launched in May 2015 by the Organizational Excellence Technical Committee (OETC) QMD ASQ and conducted voluntarily by Organizational Excellence Specialists in Canada. Please click on the following link to read background 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 United Arab Emirates figured prominently at 18 (2.3%) respondents for the Teaser Assessment and 3 (1.26%) respondents for the Full Assessment.

For the Teaser Assessment, respondents included:

- Type – government 3, business 9, non-profit 6
- Role – leadership 2, management 11, staff 1, other 4
- Size – micro 9, small 3, medium 3, large 3
- General industry sector – manufacturing 4, service 14
- Specific industry sector – agriculture 1, construction 1, education 1, electricity 2, finance 1, health 1, manufacturing 2, other 1, other service 1, professional 3, public administration 3, transportation 1

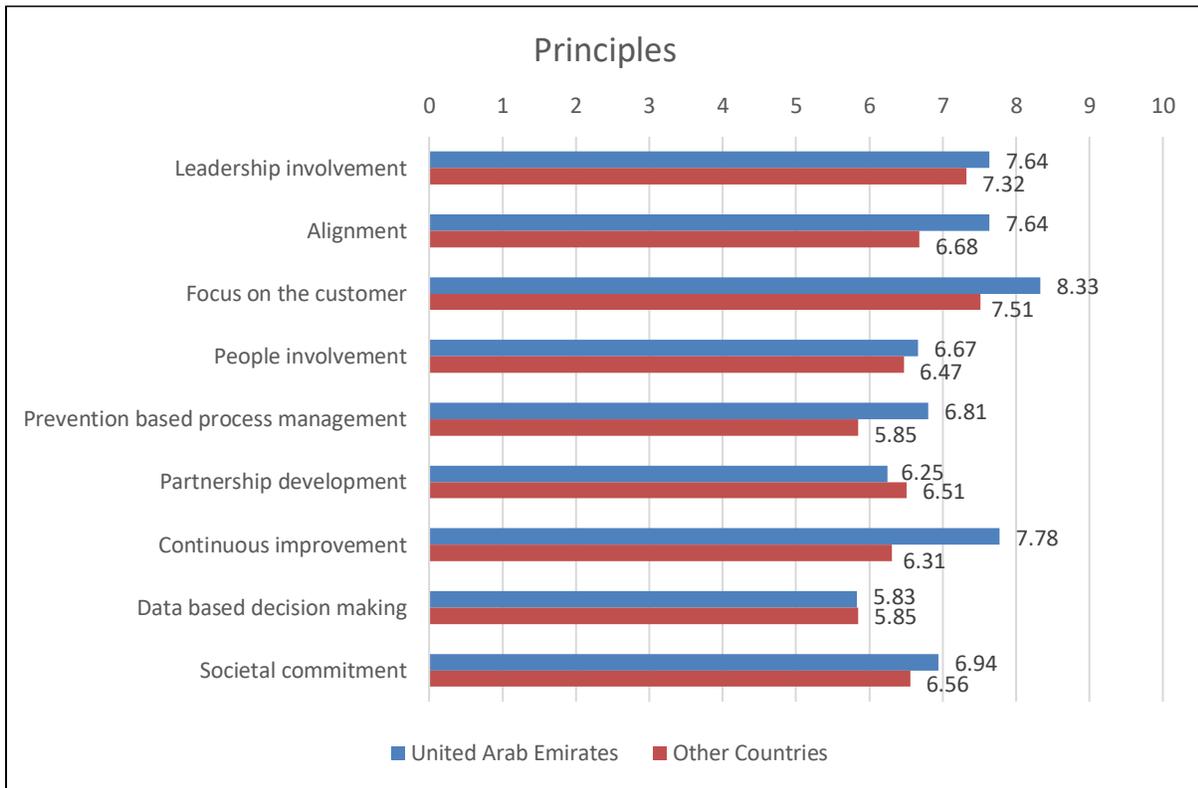
This blog provides a closer look at the Teaser Assessment results for United Arab Emirates versus Other Countries.

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 6.56. 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 United Arab Emirates, the overall average was higher than Other Countries at 7.10. The highest rated Principles were Focus on the Customer and Continuous Improvement and the lower rated were Partnership Development and Data Based Decision Making. In comparison to Other Countries, United Arab Emirates had higher ratings on seven Principles (Leadership Involvement, Alignment, Focus on the Customer, People Involvement, Prevention Based Process Management, Continuous Improvement, Societal Commitment), a similar rating for Data Based Decision Making and lower rating for Partnership Development.

Figure 2 - Teaser Assessment on the Principles



To improve the rating on the lowest rated Principle (Data Based Decision Making) for United Arab Emirates, 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

Data based decision making has 54 touch points for small, medium and large size organizations and 22 touch points for micro size organizations (*).

The touch points for Data Based Decision Making follow:

- Governance:
 - 1.1 Identify governance responsibility to stakeholders
 - 1.2 Implement an effective system of leadership, authority, decision making, accountability, and control
 - 1.3 Ensure governance system meets legal, financial, ethical, and reporting obligations*
- Leadership
 - 2.13 Link senior management rewards and recognition to organizational performance
- Planning:
 - 3.1 Use factual information to provide input to the business planning process *

- 3.2 Create a business plan that identifies, prioritizes, and incorporates a balanced set of objectives, measures, and initiatives that support the strategic direction *
- 3.3 Develop contingency plans for unforeseen events
- Customers:
 - 4.1 Use research to define and segment customers *
 - 4.8 Respond successfully to customer feedback *
 - 4.9 Reaffirm presence in established markets or the requirement to change market approach
- Employees:
 - 5.9 Ensure employees have adequate compensation and benefits *
 - 5.10 Reward and recognize strong performance of both individuals and teams *
- Work 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
- Suppliers & Partners:
 - 7.1 Select suppliers and partners on the basis of criteria *
- Resource management:
 - 8.1 Define resource requirements *
 - 8.4 Minimize the adverse impact of products and services on the environment and community *
 - 8.5 Manage the maintenance and utilization of assets to improve total life cycle performance
 - 8.6 Identify alternative and emerging technology and related cost-benefit to the organization and society
- Continuous improvement:
 - 9.1.1 Governance *
 - 9.1.2 Leadership *
 - 9.1.3 Planning *
 - 9.1.4 Customers *
 - 9.1.5 Employees *
 - 9.1.6 Work Processes *
 - 9.1.7 Suppliers and Partners *
 - 9.1.8 Resource Management *

- Performance Measurement (Key Management Areas):
 - 9.2.1 Governance measures
 - 9.2.2 Leadership measures
 - 9.2.3 Planning measures
 - 9.2.4 Customer measures
 - 9.2.5 Employee measures
 - 9.2.6 Work process measures
 - 9.2.7 Supplier and partner measures
 - 9.2.8 Resource management measures
- Performance Measurement (Organization):
 - 9.3.1 Organizational relevance to the marketplace
 - 9.3.2 Organizational capability to manage change
 - 9.3.3 Meeting stakeholder objectives
 - 9.3.4 Community perception of organization as model of excellence or employer of choice
 - 9.3.5 Quality of products or services *
 - 9.3.6 Performance accomplishments and program outcomes
 - 9.3.7 Customer satisfaction *
 - 9.3.8 Customer loyalty
 - 9.3.9 Customer confidence
 - 9.3.10 Employee satisfaction *
 - 9.3.11 Employee morale
 - 9.3.12 Financial performance *

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 United Arab Emirates as only three 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 (≥ 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, United Arab Emirates?

Participation on the Teaser Assessment against the Principles has indicated that organizations in United Arab Emirates have a favorable commitment to excellence. To get a more detailed snapshot of United Arab Emirates, 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 organizations from UAE to the desired level of performance and remain competitive with other countries.

Are you willing to take the excellence challenge, United Arab Emirates?

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 United Arab Emirates 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 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

About the contributors:



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Fabio Correia is a researcher with Organizational Excellence Specialists. He has earned a Bachelor's degree in Instrumentation and Metrology Engineering, Master's degree in Quality Systems Engineering and certifications including Internal Auditor ISO 9001:2015 (SGS) and Leader for Excellence (EFQM). Fabio is a member of ASQ and a contributor to The Innovation Café, Lean Division and the Quality Management Division.