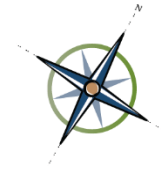


Organizational Excellence Specialists



First Global Assessment on the Current State of Organizational Excellence

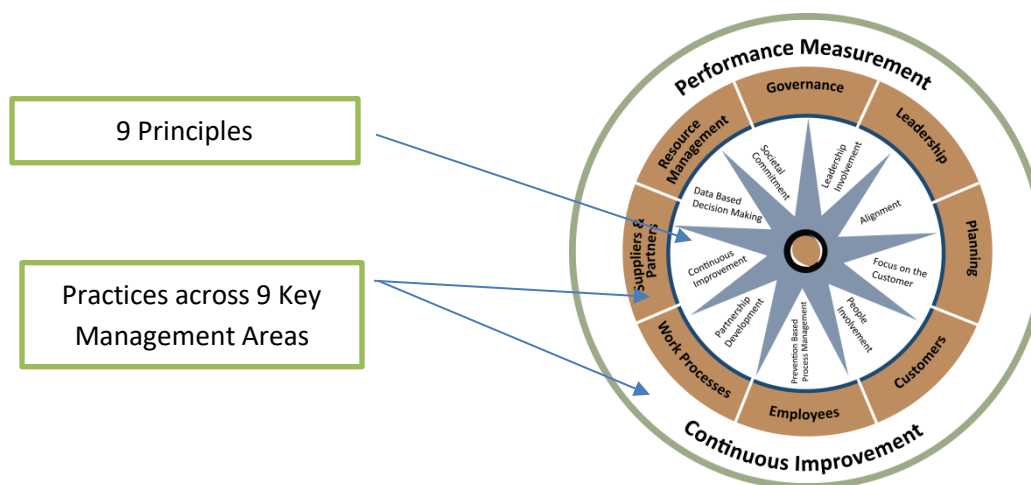
A Snapshot of the United States



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 organizations from the USA figured prominently at 127 (16.1%) respondents for the Teaser Assessment and 41 (17.23%) respondents for the Full Assessment.

For the Teaser Assessment, respondents included:

- Type – government 15, business 86, non-profit 26
- Role – leadership 45, management 50, staff 25, other 7
- Size – micro 38, small 24, medium 32, large 33
- General industry sector – manufacturing 48, service 79
- Specific industry sector – accommodation 1, administration 2, construction 3, education 16, financial 2, health 8, information 10, manufacturing 44, other service 11, professional 20, public administration 3, real estate 2, transportation 3, water 2

For the Full Assessment, respondents included:

- Type – government 5, business 31, non-profit 5
- Role – leadership 17, management 20, staff 3, other 1
- Size – micro 9, small 5, medium 9, large 18
- General industry sector – manufacturing 16, service 25
- Specific industry sector – accommodation 1, administration 1, arts 1, education 6, electricity 2, financial 1, health 5, information 4, manufacturing 11, other 1, other service 1, professional 5, transportation 1, water 1

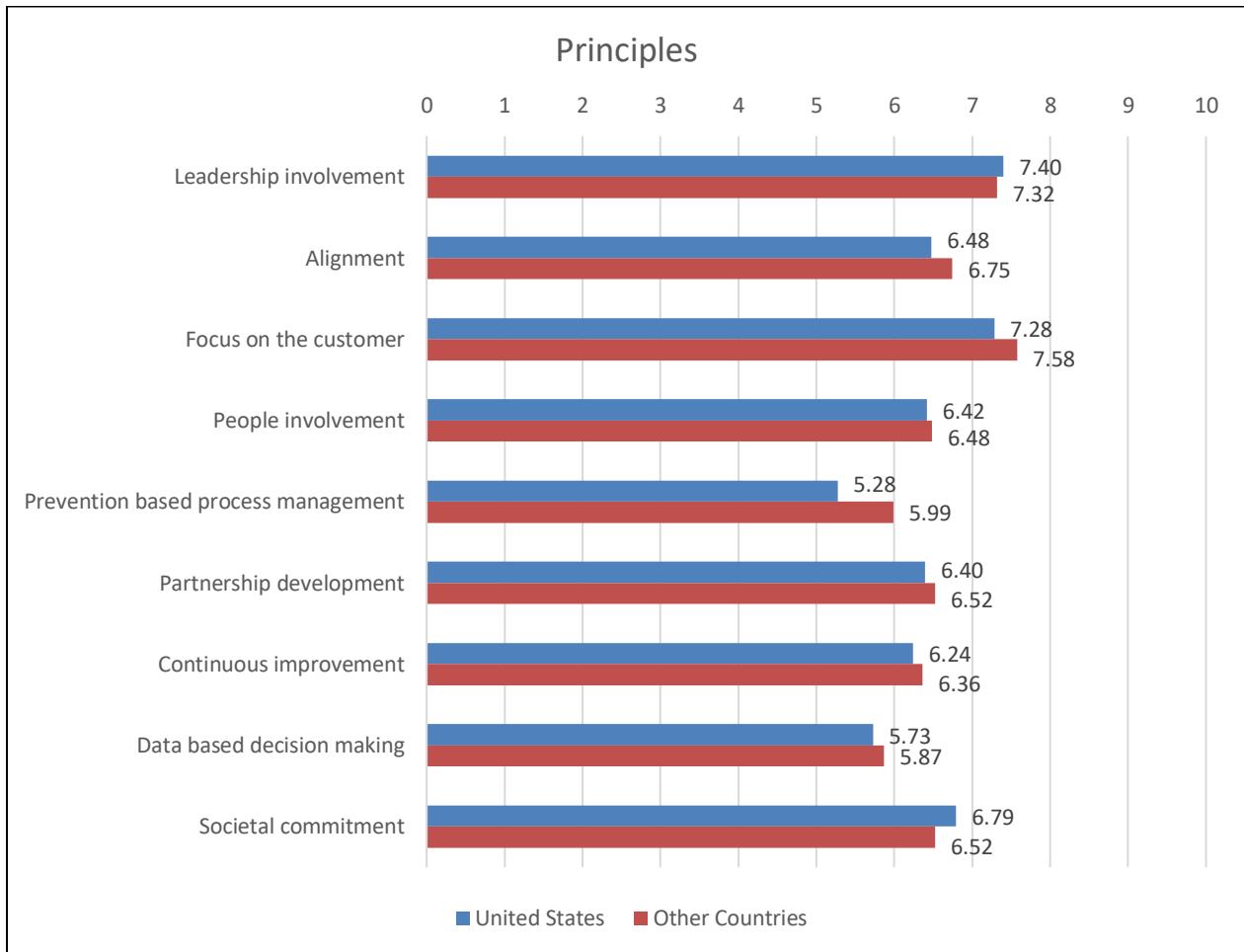
This blog provides a closer look at the results for these respondents in the United States versus Other Countries.

1.0 Teaser Assessment Only

Overall the aggregate results suggested that most respondents rated the Principles positively (Figure 2). Of the nine principles, the highest rated were Leadership Involvement and Focus on the Customer and the lowest rated were Data Based Decision Making and Prevention Based Process Management.

For the United States the high and low rated Principles were similar and the nine principles were all rated with a score > 5.0.

Figure 2 - Teaser Assessment on the Principles



However, 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 two lowest rated Principles in the United States, the ratings for the directly related Practices in the 'Good Start' range (2.6-5.0) were:

- Data Based Decision Making:
 - Leadership – Link senior management rewards and recognition to organizational performance

- Planning – create a business plan with objectives, measures and initiative that support strategic direction; Develop contingency plans for unforeseen events;
 - Customers – Use research to define and segment customers; Reaffirm presence in established markets or the requirements to change market approach
 - Employees – Reward and recognize strong performance of both individuals and teams
 - Work Processes – Design and document key processes; Monitor and control processes to ensure service standards are met consistently; Monitor and control processes to ensure system standards are met consistently; Ensure processes are in place to anticipate or adjust for change; Prevent recurrence of problems by making changes to processes; Analyze processes on a regular basis and make changes aimed at continual improvement; Communicate changes in processes to all employees that touch the process;; Involve customers, suppliers and/or partners in designing and analyzing processes; Use external data to compare performance to other organizations
 - Resource Management – Define resource requirements; Manage the maintenance and utilization of assets to improve total life cycle performance; Identify alternative and emerging technology and related cost-benefit to the organization and society; Prepare for resource interruptions
 - Continuous Improvement – Governance; Leadership; Planning; Customers; Employees; Work Processes; Suppliers & Partners; Resource Management
 - Performance Measurement (KMA) – Governance, Leadership, Planning, Customers, Employees, Work Processes, Suppliers & Partners, Resource Management measures
 - Performance Measurement (O) – Organizational relevance to the marketplace; Organizational capability to manage change; Meeting stakeholder objectives; Perception of organization as model of excellence or employer of choice; Performance accomplishments & program outcomes; Customer loyalty; Customer confidence; Employee satisfaction; Employee morale; Financial performance
- Prevention Based Process Management:
 - Governance – Establish governance processes at all appropriate levels in the organization
 - Leadership – Use risk management to assess strategic goals and objectives; Remove barriers to organizational effectiveness
 - Planning – Develop contingency plan for unforeseen events; Conduct a capability gap analysis for resources; Reallocate resource requirements to adjust to changing circumstances
 - Customers – Make it easy for customers to do business and provide feedback
 - Employees – Get people involved with improvement initiatives; Remove barriers to employee effectiveness
 - Work Processes – Design and document key processes; Monitor and control processes to ensure service standards are met consistently; Monitor and control processes to ensure system standards are met consistently; Ensure processes are in place to anticipate or adjust for change; Prevent recurrence of problems by making changes to processes; Analyze processes on a regular basis and make changes aimed at continual improvement;

Communicate changes in processes to all employees that touch the process; Involve customers, suppliers and/or partners in designing and analyzing processes; Involve customers, suppliers and/or partners in designing and analyzing processes; Use external data to compare performance to other organizations

- Resource Management – Manage the security of resources; Prepare for resource interruptions
- Performance Measurement (KMA) – Work processes measures
- Performance Measurement (O) – Organizational capability to manage change, 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 were lower than the ratings on the Principles overall and the ratings for the United States across the Key Management were lower than Other Countries, except for 'Leadership', 'Customers' and 'Suppliers & Partners' (Figure 3). The highest rated Key Management areas were 'Leadership' and 'Suppliers & Partners' while the lowest was 'Performance Measurement (KMA)'.

Closer examination of the ratings for each of the Practices within the Key Management Areas revealed that respondents from the United States provided:

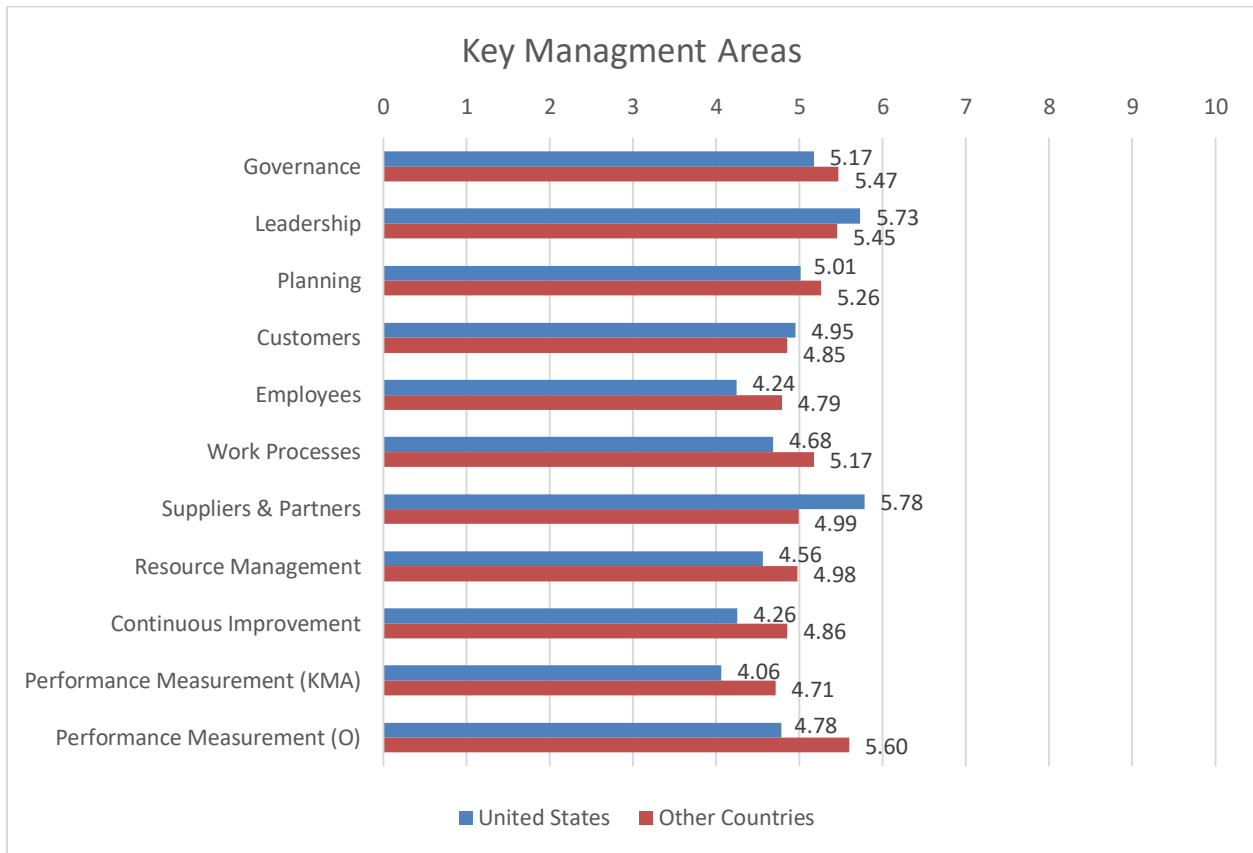
Higher ratings (≥ 5.5) for:

- Governance – Ensure governance system meets legal, ethical, financial and reporting obligations
- Leadership – Develop corporate statements
- Customers – Align employees on the importance of the customer
- Work Processes – Take corrective action when problems occur
- Suppliers & Partners – Select suppliers and partners on basis of criteria
- Performance Measurement (O) – Quality of products and services; Customer satisfaction

Lower ratings (≤ 3.0) for:

- Work Processes – Use external data to compare performance to other organizations
- Suppliers & Partners – Involve suppliers & partners in the development of social and environmental standards

Figure 3 - Full Assessment on the Key Management Areas



3.0 Are You Ready to Take the Excellence Challenge, United States?

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. 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, organizations in the United States can be elevated to the desired level of performance and remain competitive with other countries.

Are you willing to take the excellence challenge, United States?

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 results for the United States.

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

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