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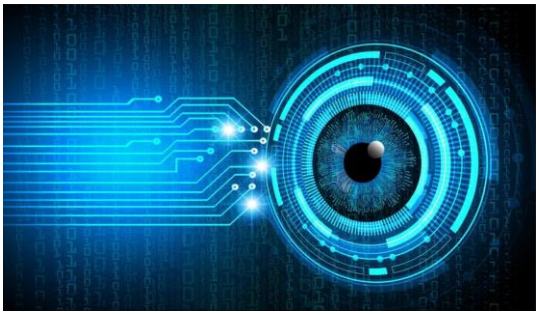

Special Articles

Global Assessment Project

Call for Book Chapter

Introducing Two Book Chapters and a New Book

Editor's Notes

Welcome to the third issue for 2020. First, It is with great pleasure that I introduce our new member of editorial board. Dr. Ernesto Santibanez-Gonzalez. He is serving as Associate Editor of Journal of Cleaner Production (Elsevier). I would like to say my "Big Thank You to "Ernesto" for accepting my invitation to contribute in this and future issues. All short bios of editorial board members have attached to the last pages.

This issue includes two articles across the spectrum of Quality, Excellence and Operational Research fields. The first article is "*Where is the Value in Assessment?"* by Dawn Ringrose**.** This article shares some practical experience with assessment of an organization against an excellence model. It highlights the different ways an assessment can be done and how it can be used to build on strengths and address opportunities for improvement.

The second article is, "*The 30minutes meeting challenge - Leaders spend more than 70% of their time in meetings?"* by Luciana Paulise. After reading this article you will learn tactics to improve your productivity.

The last pages of QOR Newsletter include:

- *"Top 5 Researchers in the Global Assessment Project* " by Mohammad Hossein Zavvar Sabegh
- "Call for Book Chapters, Book Title: Advances of Deep Learning in Smart Cities and Industry 4.0," by Gerhard Wilhelm Weber
- "Introducing Two Book Chapters, " by Denis Leonard
- "Introducing new book; 5S Your Life - Stop Procrastination and Start Self-organization," by Luciana Paulise

You are cordially invited to submit articles QOR Newsletter, working individually or in collaboration with others. Your submissions are much appreciated and will contribute to the early development and success of the QOR Newsletter.

Best regards,

Mohammad Hossein Zavvar Sabegh

Editor, QOR NEWSLETTER

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Where is the Value in Assessment?

Dawn Ringrose, MBA, FCMC
Principal, Organizational Excellence Specialists, Canada

Abstract:

This article shares some practical experience with assessment of an organization against an excellence model. It highlights the different ways an assessment can be done and how it can be used to build on strengths and address opportunities for improvement.

Hands-on Experience and Observations

One of the most valuable undertakings for any organization is assessment against an excellence model. The assessment may take many forms such as: using an external assessor to provide their independent and objective viewpoint, asking a well-qualified employee such as a quality manager to respond or inviting all employees to weigh-in.

Regardless of the approach, assessment provides a twofold opportunity for the organization to see how it measures up to the principles and best management practices that are common to high performing organizations and to identify strengths and opportunities for improvement. The principles describe the culture or 'way people work together' while the best management practices describe the 'way the work is done' across key management areas.

The assessment ratings show where an organization sits at a particular window in time - along a continuum from just beginning to high performing – a summary of strengths and opportunities for improvement. These ratings are further validated by open-ended comments, particularly if the organization does an assessment with all employees. For leaders, the comments from employees serve to shed more light on the ratings and provide deep feedback on the organization. And such feedback often provides quick wins - improvement opportunities that contribute to the organization and can be achieved quickly – things that leaders are often surprised about and totally unaware of!

One very important tip about assessment is to make sure the respondents are well oriented beforehand:

- Purpose - to build on the organization's strengths and identify opportunities for improvement
- Understanding - principles and best management practices in the excellence model
- Rating System – different scales used to evaluate the principles and practices
- Openness – importance of being open and honest so results are accurate
- Confidentiality – assurance that ratings and comments will be held in strict confidence
- Next Steps – results will be used to improve the organization

Once the assessment has been completed, the results are carried forward into an improvement plan. The improvement plan identifies the best management practices that need to be improved and provides an action-oriented plan to accomplish such. For each practice that received a low rating, the action plan identifies the chronological list of activities that need to be undertaken, timing, responsibility, method of measurement and out-of-pocket cost. To share at a high level, these action plans can all be summarized in a GANTT chart to show the entire improvement plan at a glance.

Several tips for the successful implementation of the improvement plan include:

- Set an overall timeframe that is appropriate for the organization
- Assign overall responsibility to an Excellence Manager
- Ensure that all employees have a role to play
- Establish a regular meeting schedule to gauge progress
- Communicate results throughout the organization
- Celebrate achievements
- Find other ways to maintain momentum such as:
    - Hands-on exercises
    - Cartoons
    - Stories
    - Quotes
    - Video clips
    - Articles
    - Books
    - Newsletter
    - Guest speakers
    - Site visits

The process of assessment and improvement planning should be an annual exercise. Essentially, the process is just like a visit to the doctor that provides a check- up on the health and functioning of the organization and results in a game plan that will assist with continual improvement.

This process fits nicely into the longer excellence journey that involves three critical phases:

- Assess – the organizations to see how it measures up
- Compare - the assessment results to other organizations by size industry sector and country (region) https://organizationalexcellencespecialists.ca/workshops-events/global-oe-index/
- Improve – by working with the ideas and suggestions from employees and learnings from high performing organizations

The 30minutes meeting challenge - Leaders spend more than 70% of their time in meetings

Luciana Paulise, Biztorming Training & Consulting LLC

Abstract

CEO's typically spent around 72% of the time in meetings, most of them last an hour or more, especially after COVID-19. After reading this article you will learn tactics to improve your productivity.

Introduction

A Harvard research revealed that, during pre-COVID times, a company's vice president would spend 44 hours a week going to meetings. His IT manager, 35 hours, of which he sent emails during 85% of those meetings. Most of the leaders surveyed had the same problem. CEO's typically spent around 72% of the time in meetings, most of them last an hour or more.

In the new normal, the C-suite is holding even more meetings to keep the human connection.

The worst part is that, on top of the actual meeting time, you need to account for the pre-meeting activities, the post-meeting to-do, and the "switching time."

The "switching time" is the time required to concentrate on a task after an interruption. It takes at least 15 minutes to become productive again after a break, and it takes at least 30 minutes to focus on a particular issue to move forward or make a decision, due to what is called "time fragmentation." Going to a meeting, answering the phone, or an email are all distractions. For every 2 hours, only one hour is real work.

How a leader manages time demonstrates his leadership style, what he prioritizes and how he communicates. Assessing the quality of meetings, prioritizing who should attend and ensuring attendees' full focus drives success.

Improving meeting productivity

In manufacturing, it is common to have short daily meetings of no more than 15 minutes, always at the same time. They are stand-up meetings, so no need to move to a room. They discuss three topics: what happened yesterday, problems and what will happen today. Short but concise meetings help to keep the focus on what needs to be done. If issues arise, deal with them in a separate meeting only with the personnel directly involved.

Prepare the meeting schedule in advance. If it is a periodic meeting, always follow the same agenda order. For example, project status, obstacles, do I need help? Everyone should get ready for it.

Prioritize who should attend

An HBR research shows that engagement typically decreases the more time people spend in very large group settings. People would be more productive and engaged if they could spend less time in meetings and more time preparing for them.

Minimize the number of people. Reduce it to the Jeff Bezos 2-pizza rule. No more than 6 to 8 people. The more people, the more unproductive the meeting becomes. It also avoids wasting the time of those who shouldn't be there. Only people who can contribute should be invited, and they should be prompted to provide candid feedback. That's the secret of Pixar's Brain Trust meetings to foster quality and innovation. Some self-organizing companies such as FAVI (a French company with 500 employees) make the meetings public. They can be attended by whoever is deemed necessary. If the session is informative, it can be replaced by a video-on-demand or an online tool can be used to collect data or questions such as Kahoo.it

Encourage employee confidence, self-discipline and psychological safety. Give them more opportunities to choose which meeting to attend and how to participate actively when they decide to be part of a session.

Review this week's meetings and ask yourself: Is this meeting necessary? What is the objective? What is your role? Do you need to attend, or can you review the minutes? Especially working remotely, you may want to dedicate more time to one-on-one meetings than large ones. They are more meaningful as they increase employee engagement, sense of belonging and human connection.

Increase focus

When meetings are too large or too long, and agendas are not concise, attendees tend to switch to offline mode and turn the focus to emails or messages. That's the worst kind of wasted time. You are not able to focus entirely on emails or the meeting. And the other invitees don't get your input.

Make it short and sweet, to keep the focus on the issues at hand. Take advantage of online tools like Mural.co or ASANA to increase engagement during, or to communicate results, request feedback or assign responsibilities after the meeting.

Dedicate a specific time of day to having meetings, and have them all in a row, to reduce time fragmentation.

Conclusion

Agendas and minutes are essential, but they are not effectively implemented nowadays. If you think about the last boring meeting you had, you probably realize topics were added at the last minute to the agenda. Some members spoke too much, while others were not even able to talk. It is most likely that a difficult topic took longer than expected because speakers were unprepared, or information was not handy. That meeting could have been held in 30 minutes top.

Why are 1-hr meetings a standard? No wonder why Zoom meetings are free under 40 minutes. Push your team to do better and bring more innovation to the table.

As part of the C-suite, make it a company priority to set a new meeting standard of 30 minutes top, that will help your teams prioritize topics, select attendees more carefully and get better

prepared for the next meeting. You will be getting back at least 50% of your precious time. Enjoy it!

References:

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Top 5 Researchers in the Global Assessment Project

Mohammad Hossein Zavvar Sabegh
Assistant to Project Leader
Email: quality20zavvar@gmail.com

I am so delighted to introduce top 5 researchers who have achieved the highest performance among all researchers. Before introducing, I would like to share a link that you can check and find more information about Global Assessment Project
https://organizationalexcellencespecialists.ca/workshops-events/global-oe-index/
If you are interested to join the project, please send me an email.

Top 5 Researchers

Deepa Chauhan

Deepa Chauhan, Currently serving School of Business Studies, Sharda University, Greater Noida as an Assistant Professor. She is pursuing Ph.D from Sharda University. She is a Post graduate in Finance and Human Resource Management from School of Business Studies, SU. She has presented and published research papers in UGC and the referred journals of national repute. She has attended and participated in various national and international conferences on various contemporary issues.

Maisoun Haddad

She has over 25 years of experience in the fields of Consultancy, Excellence, Education and Training, Quality and Strategic performance. She has a Master's degree in Data analysis, is a Scrum Master, Innovation Strategist, QMS, OHSAS, EMS Lead Auditor, Executive member in Emirates Quality Association and a Senior EFQM Assessor and Validator working continuously with DHDA, TAQDEER, UAE Innovation, SKEA and Emiratization Award. She is the recipient of 1st place Best Feedback Report Award - DHDA for the years 2018 and 2019. She previously held positions such as, Education Advisor, L&D Specialist, Sr. Quality Specialist- where she spread the culture of innovation and future envision that

contributed to creating an environment conducive to creativity, innovation and excellence, as well as conduct strategic studies and researches related to recent work.

Beyza Catalay

She has been working in the Automotive and Medical industries in Quality Management Systems for over 6 years as an executive lead auditor and consultants such as ISO 14001, ISO 9001, ISO 45001, ISO 13485, MDR, MDD, ISO 17025, VDA 6.3, IATF 16949, and PSCR.

Dennis M. Sergent

President and Principal Consultant, Sergent Results Group

In this role, he integrates the efforts of a team of contractors to a common aim; serving customers and clients with quality consulting, learning and coaching. Sergent has over 20 years of knowledge with experience in delivering operations leadership, consulting and learning programs in manufacturing, service, education, non-profit and governmental economic sectors. He has been a visiting Scholar in Lean at Oakland University and lectured at Fordham University and Georgetown University in cooperation with the Deming Institute.

Lien Herliani Kusumah

She received a scholarship from OAD-Austria to carry out a Doctoral research program at the Institute of Industrial Economics and Management, Department of Industrial Management and Innovation Research, Technische Universität Graz (TU-Graz) Austria. In 2006, she completed the Doctor of Industrial Engineering

and Management program at the Institut Teknologi Bandung with a postgraduate scholarship program from the Indonesian Directorate of Higher Education. From 1990 to 2004, she was a lecturer and researcher at IKOPIN, then from 2005 until now, she was a lecturer and researcher at Universitas Mercu Buana (UMB), Jakarta Indonesia. She has been active as a senior researcher at the Indonesian Institute for Corporate Governance (IICG) since 2007 and OES Global Research Canada since 2018.

Call for Book Chapters

Book Title: Advances of Deep Learning in Smart Cities and Industry 4.0

Publisher: Cambridge Scholars Publishing

Gerhard-Wilhelm Weber

Professor at Poznan University of Technology, Poznan, Poland

ABOUT THE BOOK

Advances of Deep Learning in Smart Cities and Industry 4.0 is a collection of innovative research on the methods and applications of deep learning strategies in the fields of business, economics, finance, science, engineering and urban – spatial design. While highlighting topics including data hybridization, computational modeling, and artificial intelligence, this book is ideally designed for engineers, IT specialists, data analysts, data scientists, engineers, architects, researchers, academicians, and policy makers seeking current research on deep learning methods and its application in the smart technology industry.

Recommended topics include, but are not limited to, the following:

Machine Learning and IoT
AI simulation design for IoT devices in Smart Applications
Autonomous Systems for Industrial Informatics Applications
Computer and Machine Interface in Smart Cities Applications
Cognitive Computing and Data Analytics Techniques for Smart Cities
Deep Learning for Unstructured Data (text, images, audio, video) generated by Smart Cities Applications
New Machine Learning Algorithms for Smart Cities
IoT for City Development, Intelligent Districts

Smart technologies, swarm fabrication and digital media for space and construction
Intelligent Vehicles and its Navigation for smart environments
Theoretical progress of smart cities and smart technologies in urban – spatial design.
Theoretical Progress of New Deep Learning Algorithms for Smart Cities
Semantic Models for Industrial Applications in Smart Cities
Optimization Algorithms for Deep Learning Problems
Measuring Deep learning in Operational Research practice

Target Audience

Policy makers, chief executive officers, governmental staff, academicians, research officers, post-graduates, scientist, educationist, industrialist, business leaders, entrepreneurs, engineers, city planners and decision-makers.

Guidelines for Book Chapters

Full chapters of 10000 to 12000 words are expected to be submitted and all authors must consult guidelines for manuscript submission at http://www.cambridgescholars.com/t/AuthorFormsGuidelines

Submission can be done online using following link on easy chair

URL: https://easychair.org/conferences/?conf=adlsci40

Important Dates

10th March, 2021: Full Chapter Submission
15th April, 2021: Review Results Returned
22nd May, 2021: Final Acceptance Notification
24th June, 2021: Final Chapter Submission

Indexing

Editors will submit the book to all leading databases including SCOPUS and BCI (WoS/ESCI) after publication

Inquiries can be forwarded to

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Introducing Useful Book Chapters for Quality Experts

Denis Leonard, PhD, ASQ Fellow
Chair of the QMF Review Board & Vice Chair of the OETC

Book Chapter: Business Excellence Models and the Plight of Contract Workers by Prabir Kumar Bandyopadhyay & Denis Leonard, pp183-195

Responsibility and Governance The Twin Pillars of Sustainability Editors: Crowther, David, Seifi, Shahla, Wond, Tracey, Springer Publication January 1, 2019
The book offers a truly global perspective on the integrated concepts of sustainability, governance, and social responsibility
Examines the accepted definitions used in the field of corporate social responsibility
Investigates the complex relationship between responsibility, governance, and sustainability

Abstract

Collective bargaining protects workers from abuse of economic power and contributes to economic performance and to social progress. The role of trade unions in collective bargaining is a pivotal tool to improve working conditions and solve labour disputes as well as to achieve social justice, decent work, economic development and stability in societies. Collective bargaining help achieve a wage-led recovery strategy that ensures a sustainable consumption pattern and reverses the growth of inequality. Realising the importance of freedom of association and collective bargaining in achieving economic and sustainability of organisation and society United Nations has launched a voluntary initiative on 26 July 2000, United Nations Global Compact, based on CEO commitments to implement universal sustainability principles to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. These Principles are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption. The global trend suggests that large organisations are engaging contract workers even for perineal jobs. Despite the efforts of ILO and UN it is also evident that rights of the contract workers are grossly violated by the formal organised sector both private and public. Even those organisations that are participating in Business Excellence award and in some cases award/prize winners are not different. This paper examines the provisions kept in the EFQM Model of Business Excellence to alleviate the plight of contract workers. Evidence suggests that neither the organisations nor the assessor community are sensitive enough to this issue. It is argued that as Business Excellence models aim to satisfy the needs and expectations of all stakeholders, the rights of the contract workers must also be considered while designing the processes and during the assessment process.

It is argued that in promoting the cause of the contract workers the Business Excellence models must address such issues not covertly but rather directly by incorporating the obligations of meeting the ILO standards and UN Global Compact principles within the standards. This is also required for maintaining the credibility of the model.

https://www.springer.com/us/book/9789811310461#aboutAuthors

Book Chapter: The Future of Quality: Strategy, Leadership and an Opportunity to be Seized or Lost, pp 33-47, by Denis Leonard. Quality in the 21st Century, Perspectives from ASQ Feigenbaum Medal Winners, Editors Paulo Sampaio & Pedro Saraiva, 200 pages

Springer International Publishing April 23, 2016
This book features chapters provided by winners of the ASQ Feigenbaum Medal. The book reflects on the state-of-the-art in the quality field and possible future developments and is designed to refresh and re-think key quality concepts that have been used in the past century.

Abstract

Quality management has evolved to a point of exciting opportunities; it has made dramatic impacts and has yet to fulfill its potential. The future of quality management as we move forward in the twenty-first century has obviously three paths to follow. One of continuing to change and evolve, one of status quo that is having the same level of impact as it currently has or finally, devolving that is stagnating and being subsumed into other disciplines, being weaker for that and fading away. We need passionate leaders in quality to seize the opportunity, to ensure the path we take is the one of continuing, and to evolve and strive toward quality fulfilling its promise.

https://www.springer.com/us/book/9783319213316#

5S Your Life - Stop Procrastination and Start Self-organization

Luciana Paulise, Biztorming Training & Consulting LLC

The book has been published in two versions, English and Spanish.

English:
https://a.co/4ODZeDY

Español:
https://a.co/4b3OO0N

ISBN: 9798667931515

Imprint: Independently published

Date of publication: July 2020

Author: Luciana Paulise

Abstract

5S is a method widely used to create a workplace suited for visual control and lean production. While many American companies have it applied only to comply with the minimum requirements of health and safety, trailblazing organizations have uncovered how 5S can change their culture to reduce procrastination and boost productivity. 5S Your Life is a system that helps you practice the self-organization muscle to build an agile, productive and safe workplace. Employees learn to become more engaged, autonomous and innovative in every endeavor, even working from home. After reading 5S Your Life, you will: learn the steps of the 5S method, describe the benefits of a self-organizing culture and the role of the leaders and identify the 12 steps to ensure a sustained implementation.

Editorial Board

Adriana B. Rodriguez is a performance improvement project manager at BayCare, one of the largest healthcare systems in the US, and holds the ASQ Master Black Belt and SME Lean Silver certifications. Adriana got her doctoral degree in Industrial Engineering and a M.S. degree in Engineering Management at the University of Central Florida. During her time in academics, she lectured in the areas of Quality Management, Experimental Designs, and Introduction to Industrial Engineering, Applied Computer, Algebra, and Geometry. Her research areas included customer experience, process optimization, lean six sigma, strategy design and deployment, data analytics, and applications of artificial intelligence. Her interests include identifying new gaps in the management body of knowledge, where the interaction between theory and real life and between researchers and practitioners is fundamental. Within the consulting sphere she has managed global interdisciplinary projects in various service companies, and more recently in the healthcare sector. Adriana has demonstrated her skills as a transformative leader by successfully leading global cross-functional programs and Proof of Concepts in Operations, Sales Analytics and IT functions; managing performance improvements projects' pipeline from qualifications to closure; developing and deploying training programs designed to increase organizational excellence maturity; advising C level executives in strategy deployment using data mining, data modelling and statistical analysis; closing more than 25 improvement projects; and training, coaching and mentoring high skilled candidates at different levels of the organization. As an active member of the American Society of Quality (ASQ), she participated in the ASQ MBB Exam Development and in the Lean Six Sigma ASQ training development Project for 2019.

Alberto A. Pinto is a full professor at the Department of Mathematics, Faculty of Sciences, University of Porto (Portugal). He is a researcher at the Laboratory of Artificial Intelligence and Decision Support, Institute for Systems and Computer Engineering LIAAD, INESC TEC. Together with Michel Benaim, they founded in 2014 the Journal of Dynamics and Games, published by the American Institute of mathematical Sciences (AIMS), and are the current co-editors-in-chief. He is an editor of the Springer Monographs in Mathematics . He is an editor of Algorithms, published by MDPI. From 2011 to 2016 he served as President of the International Center for Mathematics (CIM). From 2017 to 2021 he was appointed President of the General He was appointed Delegate to the International Mathematical Union (IMU) General Assembly, Gyeongju, Republic of Korea, August 10-11, 2014 and also Delegate of the Institutional Members of the European Mathematical Society (EMS). In 2009 he served as the executive coordinator of the Scientific Council of Exact Sciences and Engineering at Fundação para a Ciência e Tecnologia, the Portuguese Foundation for Science and Technology. From 1999-2001, Alberto Pinto was a member of the steering committee of Prodyn at the European Science Foundation (ESF). Alberto Pinto worked with David Rand at the University of Warwick, UK, on his master's thesis (1989) that studied the work of Feigenbaum and Sullivan on scaling functions and he went on to a PhD (1991) on the universality features of classes of maps that form the boundary between order and chaos. During this time Alberto A. Pinto met a number of the leaders in the field of dynamical systems, notably Welington de Melo, Mauricio Peixoto and Dennis Sullivan, which had a great impact on his career. As a result he and his collaborators made many important contributions to the study of the fine-scale structure of dynamical systems culminating in several papers published in leading journals, as for example The Annals of Mathematics, Communications in Mathematical Physics, Transactions of the American Mathematical Society, Proceedings of the American Mathematical Society, Proceedings of the London Mathematical Society, Bulletin of the London Mathematical Society ,among others, and in his book "Fine Structures of Hyperbolic Diffeomorphisms", Springer Monographs in Mathematics (2010), coauthored with Flávio Ferreira and David Rand. Since then Alberto Pinto has branched out into more applied areas. He has contributed across a remarkably broad area of science including game theory and mathematical economics, finance, immunology and epidemiology. He edited with George Zubelli the special issue: Mathematical Methods in the Biosciences, celebrating the 70th birthday of Prof. David Rand, for the journal Mathematical Biosciences and Engineering, published by the American Institute of Mathematical Sciences (AIMS). He edited two volumes, with Mauricio Peixoto and David Rand, entitled "Dynamics and Games I and II" (2011). These two volumes initiated the new Springer Proceedings in Mathematics series. He edited with David Zilberman three volumes, "Modeling Optimization, Dynamics and Bioeconomy I-III" that also appeared at Springer Proceedings in Mathematics & Statistics series. While President of CIM, with Jean-Pierre Bourguignon, Rolf Jeltsch and Marcelo Viana, he edited the books "Dynamics, Games and Science" and "Mathematics of Planet Earth" that initiated the "CIM Series in Mathematical Sciences", that he created, published by Springer-Verlag. He edited, with J. F. Oliveira and J. P. Almeida, the book "Operational Research", published by Springer-Verlag in the CIM Series in Mathematical Sciences" and three more volumes also co-authored by Maria João Alves and A. Ismael F. Vaz published by Springer Proceedings in Mathematics & Statistics series. He edited, with Lluís Alsedà, Jim Cushing and Saber Elaydi, the book "Difference Equations, Discrete Dynamical Systems and Applications", published at the Springer Proceedings in Mathematics & Statistics. He published,

with Elvio Accinelli Gamba, Athanasios N. Yannacopoulos and Carlos Hervés-Beloso, the book "Trends in Mathematical Economics", published by Springer-Verlag.

Dawn Ringrose has consulted to management in areas that positively contribute to organizational performance since 1984. A wide range of academic qualifications (Bachelor of Science Specialization, Master of Business Administration), professional certifications (Fellow Certified Management Consultant, Registered ISO Specialist, Assessor of Quality Systems, Certified Seminar Leader) and practical experience (1984 to date) have contributed to her subject matter expertise in organizational excellence. She has worked with large international firms (Deloitte, Pannell Kerr Forster, KPMG) and her own businesses to assist different size organizations with addressing challenges and improving performance. Several of these organizations have earned national excellence awards. With a strong desire to transfer what she has learned to others, Dawn has developed a turnkey toolkit that is designed to make the excellence journey more simple, straightforward, time efficient and cost effective. The toolkit aims to transfer knowledge to others and includes the Organizational Excellence Framework publication (©2010) and related tools: scenario games, holistic and modular workshops, automated assessment and reporting tool, global index, and train-the-trainer program. These tools are currently being used by professionals in over 65 countries and on nation building projects. She was pleased to lead the 'first global assessment on the current state of organizational excellence' that was launched by the Organizational Excellence Technical Committee QMD ASQ and supported by the Global Benchmarking Network, International Academy for Quality, ISO Technical Committee 176 and included over 400 researchers around the world. This study continues with the intent to publish an annual index by organization size, industry sector and country. Dawn owns and operates Organizational Excellence Specialists Inc in Canada and currently serves as: a Board Member with the Global Benchmarking Network, an Executive Team Member with the Organizational Excellence Technical Committee QMD ASQ, the Chair of the Content Management Committee (Leadership) at QMD ASQ and a Goodwill Ambassador and Advisory Board Member with the ISCM Foundation. She has presented on her work at international conferences and published a chapter on organizational excellence (Global Encyclopedia of Public Administration, Public Policy and Governance in Springer 2016) and articles in international management journals (Springer, Emerald) and peer reviewed newsletters (Global Benchmarking Network, Business Process Improvement Resource, Centre for Organizational Excellence Research, Quality Management Forum, South African Quality Institute).

Ernesto D.R. Santibañez Gonzalez

His major research interests are on problems that arise at the interface of climate change and sustainability, such as, sustainable and resilience supply chain and logistics, supply chain analytics, sustainable operations management, smart city, circular economy to name a few. Current research of Dr. Santibanez-Gonzalez is characterized by integrating mathematical models, big-data, and internet technology to understand and model how climate change and sustainability strategies will impact the society, and the performance of companies and organizations.

He is serving as Associate Editor of J*ournal of Cleaner Production (Elsevier), Journal of Intelligent Manufacturing (Springer), International Journal of Physical Distribution and Logistics Management (Emerald), Modern Supply Chain Research and Applications (Emerald, new journal), International Journal of Big Data Mining for Global Warming, and Heliyon Business and Economics (Elsevier)*. He is also Editor-in-Chief of *Sustainable Operations and Computers*, a new journal sponsored by Chinese Academy of Science and Elsevier. He has been the Managing Guest Editor of six Special Issues in top-tier journals including *European Journal of Operational Research*, *Journal of Cleaner Production*, *International Journal of Production Research*, *Sustainability*, and Guest Editor for several Special Issues in journals such as *International Journal of Production Economics*, *Computers and Industrial Engineering*, and *Science of Total Environment* (IF 5.589).

During the last five years, he has published more than 37 articles in top-tier journals. He has had visiting appointments in several universities of Brazil, China, and UK. Currently, he is supervising and co-supervising graduate students in Brazil and China. He leads the Circular Economy and Sustainability 4.0 Initiative (CES4.0) and is involved in COVID-19 projects. During 2021 he will chair the Third Global Conference on Operations Research and Management for Sustainability (Shanghai, China)

G.-W. Weber is a Professor at Poznan University of Technology, Poznan, Poland, at Faculty of Engineering Management, in the Chair of Marketing and Economic Engineering. His research is on data mining, analytics, artificial intelligence, machine learning, mathematics, operational research, finance, economics, optimization and optimal control, neuro-, bio- and earth-sciences, medicine and development; he is involved in the organization of scientific life internationally. He received Diploma and Doctorate in Mathematics, and Economics / Business Administration, at RWTH Aachen, and Habilitation at TU Darmstadt (Germany). He replaced Professorships at University of Cologne, and TU Chemnitz, Germany. At Institute of Applied Mathematics, Middle East Technical University, Ankara, Turkey, he was a Professor in Financial Mathematics and Scientific Computing, and Assistant to the Director, and has been a member of five further graduate schools, institutes and departments of METU. G.-W. Weber has affiliations at Universities of Siegen (Germany), Federation University (Ballarat, Australia), University of Aveiro (Portugal), University of North Sumatra (Medan, Indonesia), Malaysia University of Technology, Chinese University of Hong Kong, KTO Karatay University (Konya, Turkey), Vidyasagar University (Midnapore, India), Mazandaran University of Science and Technology (Babol, Iran), Istinye University (Istanbul, Turkey), Georgian International Academy of Sciences, at EURO (Association of European OR Societies) where he is "Advisor to EURO Conferences" and IFORS (International Federation of OR Societies), where he is member in many national OR societies and working groups, at Pacific Optimization Research Activity Group, etc. G.-W. Weber has supervised many MSc. and PhD. students, authored and edited numerous books and articles, and given many presentations from a diversity of areas, in theory, methods and practice. He has been a member of many international editorial, special issue and award boards; he participated at numerous research projects; G.-W. Weber received various recognitions by students, universities, conferences and scientific organizations, nationally and internationally.

Ing. Jesús María Velásquez Bermúdez, Dr. Eng.,

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Mathematical Programming Entrepreneur and Researcher. Creator of:

Mathematical Methodologies:

1. **G-SDDP (Generalized Stochastic Dual Dynamic Programming)** an optimization methodology oriented to speed up the solution of large-scale problems, using distributed/parallel optimization**.**

2. **PDS (Primal-Dual Subrogate Algorithm)** an optimization methodology to solve non-linear problems using the concepts of Subrogate Mathematical Programming.

3. **MS-KF (Multi-State Kalman Filter):** State Estimation for unstable and/or chaotic systems.

Books:

1. **Mathematical Programing 4.0 for Industry 4.0 Cyber-Physical Systems** (book in edition)

2. **Large Scale Optimization Applied to Supply Chain & Smart Manufacturing: Theory & Real-Life Applications,** book of the series **Springer Optimization and Its Applications.** Main Editor.

3. **A Mathematical Programing Model for Regional Planning Incorporating Economics, Logistics, Infrastructure and Land Use**, Chapter 1 of the Book **Networks Design and Optimization for Smart Cities.** World Scientific Publishing Co Pte Ltd

4. **Analítica Avanzada: Estrategia para el Ordenamiento Territorial. Ciudades y Regiones: Inteligentes, Analíticas y Sostenibles** (book in edition)

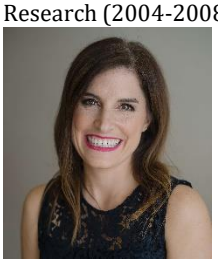
Advanced Analytics Technologies:

1. **OPTEX Optimization Expert System** a cognitive robot that capitalize the experience in mathematical modeling and that generate Decision Support Systems in many technological platforms like **IBM ILOG, GAMS, AMPL, MOSEL, AIMMS, C.** Oriented to develop Enterprise Hypothalamus using **Mathematical Programming 4.0**.

2. **OPCHAIN (OPtimizing the Value CHAIN)** a collection of specialized solutions for optimize the value chain in general agroindustry supply chains, transport systems, energy systems (oil, gas, electricity), retail systems, logistics bank systems, financial and risk management, marketing optimization, mines and regional planning.

3. **SAAM** (**S**tochastic **A**dvanced **A**nalytics **M**odeling) cognitive robot specialized in applications of Machine Learning (Predictive Advanced Analytics: Support Vector Machines, Clustering, Artificial Neural Nets, Advanced Probabilistic Models and Optimization) using Mathematical Programming models.

Invited Keynote Lecture in: i) **XIX Latin-Iberoamerican Conference on Operations Research** (**CLAIO 2018,** Lima) and ii) 2nd (2017) and 3rd (2018) **On-line International Conference on Ancient Mathematics & Science for Computing,** Doctor in Engineering of the Mines Faculty of the Universidad Nacional de Colombia (2006). Industrial Engineer and Magister Scientiorum of the Universidad Los Andes (Colombia, 1975). Postgraduate studies in Planning and Engineering of Water Resources (Simon Bolivar University, Caracas) and in Economics (Los Andes University). Chair of CLAIO 2008. Consulting engineer with experience in management of projects in mathematical modeling, industrial automation, and information systems, for large companies in multiples countries. LOGYCA Award for Innovation and Logistic Excellence 2006 (GS1-Colombia). ACOLOG Award to the Investigation in Logistic (2006). Prize ACIEM-ENERCOL Award to Colombian Engineering (1998). ALBERTO LEON BETANCOURT Operations Research Award (1986). President of the Colombian Society of Operations Research (2000-2008). Vice-president of the Latin-Ibero American Association of Operations Research (2004-2008). Member by Colombia Executive Committee of the International Federation of Operations Research Societies (2002).



Luciana Paulise (a.k.a Lu) is a culture coach, speaker and book author. She is an MBA, Quality Engineer and Scrum Master, specialized in driving cultural change, employee engagement and innovation. She is an accomplished book author, contributor on ThriveGlobal.com, Quality Progress, Delivering Happiness and other international media outlets. She has helped a wide range of companies, from small businesses to corporations to transform their culture to improve both customer and the employee experience. She is the CEO of Biztorming Training & Consulting LLC. Luciana is also ASQ West South-Central Regional Deputy Director and has served for various non-profits as chair and advisor. She is bilingual English-Spanish. Lu was the 2014 recipient of the Deming grant, elected as one of the 40 global leaders of quality by Quality Progress, and in 2018 was awarded Start-Up of the Year in Texas. Lu is Bilingual English-Spanish.
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Hai is the Vice President Dr. Mikel J Harry Six Sigma Management Institute (SSMI) Asia in Vietnam, Minitab Partner in Vietnam - Consulting Support program. He has extensive experience in Process improvement especially in the FMCG, Garment, and Healthcare and Manufacturing domains. He is certified PMP, SSMI Lean Six Sigma Master Black Belt, SSMI Lean Six Sigma Black Belt, ASQ Six Sigma Black Belt, Mini MBA, and Quality Trainer of Minitab.

Paulo Sampaio, Professor of Quality and Organizational Excellence, University of Minho

Born in Braga, Portugal, in 1978, he graduated in Industrial Engineering and Management at the University of Minho in 2002 (5-year degree). He completed his PhD in Industrial Engineering in 2008 at the University of Minho. He began his career at the University of Minho in September 2000, as Junior Lecturer in the Department of Production and Systems of the School of Engineering. In the academic field he had been lecturing courses in the fields of Quality and Organizational Excellence. His research activities are developed under the Industrial Engineering and Management Research Line of the ALGORITMI Research Centre, within the Supply-chain, Logistics and Transportation Systems (SLOTS) Research Group. Always privileging research and development for industrial applications, he has been participating in several R&D projects supported by Portuguese Institutions and under European funding programs, namely, INNOVCAR, 12 754 548,62 €; iFACTORY, 9 246 492,55 €; HMIExcel, 5 110 000,00€. Paulo has supervised with success 2 PhD students and more than 70 Master students. He has co-authored or authored more than 200 publications, 160 of them ISI/Scopus indexed papers (1810 citations at Google Scholar). He is the Coordinator of the Research Group on Quality and Organizational Excellence at the University of Minho. He is an elected member of the Scientific Council of the School of Engineering at the University of Minho. He is Director of the Industrial Engineering and Management Integrated Master at the University of Minho. He is an elected member of the Senate of the University of Minho. He is Vice-Dean of the School of Engineering at the University of Minho since September 2016. During 2015, Paulo was a Visiting Scholar at the Massachusetts Institute of Technology (MIT) for a sabbatical leave. At the American Society for Quality, Paulo is currently member of the Board of Directors, member of the Feigenbaum Medal Committee and member of the Influential Voices Group. Previous positions: (2010-18) Country Counselor for Portugal; (2011-12) member of the Membership Committee; (2014-17) member of the Global Advisory Committee and (2015-16) GAC Liaison Member at the Voice of the Customer Committee. Additionally to these positions, Paulo was member of the Advisory Board in the flowing projects: Global State of Quality Research (1 and 2); Culture of Quality; Insights of Economics of Quality Research. Paulo is a Founding Partner of Quality for Excellence (since 2013). Paulo had several technical and management positions at the University of Minho and other organizations, profit and non-profit, in the past 17 years. Paulo participates as a Keynote Speaker in Quality and Organizational Excellence international conferences and he is author of several publications in the Quality field (books, papers in international and national journals). He coordinates several research projects on Quality and also supervises several researchers (Postdoctoral, PhD Students, Master Students and Visiting Researchers). In 2006, 2008 and 2009, he was distinguished with the award of the Best Paper Presented in the Student Technical Paper Competition during the ASQ World Conference on Quality and Improvement. In 2008, his PhD Thesis was distinguished by the Portuguese Association for Quality as the best thesis developed in Quality. In 2009, Paulo was distinguished as Senior Member of the American Society for Quality. In 2011, he was distinguished with the award of the best presentation in the European Organization of Quality Congress. In 2011 and 2016, Paulo was nominated as one of the Quality Progress "New Voices of Quality" (ASQ) and in 2012 he was awarded with the Feigenbaum Medal (ASQ). He has been an Associate Academician of the International Academy for Quality since 2014. In 2015 Paulo was included in the Group of Best Reviewers of the Total Quality Management and Business Excellence Journal (2010-2014).