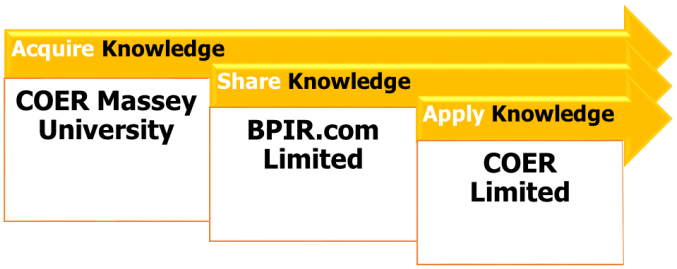


CENTRE FOR ORGANISATIONAL EXCELLENCE RESEARCH

COER News – August 2018

Welcome to our latest newsletter!

The Newsletter begins with an article on the much-awaited Global Organisational Excellence Congress. This is followed by many golden nuggets sharing our research, best practices and information on forthcoming events from around the world. Please get in touch if you would like to learn more about our work and see you in Abu Dhabi in December!

CONTENT

COER News – August 2018 1

The Global Organisational Excellence Congress, 2

10-12 Dec 2018, Abu Dhabi, UAE 2

Launch of Public Service Excellence Program in Tonga 4

Dubai We Learn: Dubai Police 7

Best Practice Reports 10

Latest Self-Assessment Tools 11

COER Research Projects 12

Excellence Without Borders Update 12

Positivity for Excellence 13

Factors Leading To Successful Benchmarking 14

PhD Research Opportunities 15

Read the Latest on Our Best Practice Resource – BPIR.com 15

Other Activities/Articles of Interest by COER's friends and partners 15

Australian Organisation for Quality: Qualcon 2018, Brisbane, Australia 14 – 16 Oct 16

EFQM Forum 2018: Symphony of Excellence 18th – 19th Oct 16

Performance Excellence Summit & *Canada Awards for Excellence* 17

Canadian Business Excellence Awards for Private Businesses 17

CENTRE FOR ORGANISATIONAL EXCELLENCE RESEARCH

The Global Organisational Excellence Congress, 10-12 Dec 2018, Abu Dhabi, UAE

The Abu Dhabi Chamber of Commerce & Industry has brought together a number of prestigious international conferences/events into one major event. The **Global Organisational Excellence Congress** consists of:

- **24th Asia Pacific Quality Organisation International Conference**
- **12th International Benchmarking Conference**
- **6th International Best Practice Competition**
- **Sheikh Khalifa Excellence Award's Best Practice Sharing Conference**

Panellist

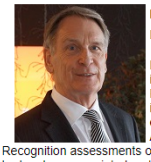
Ravi Fernando, CEO, Business Excellence Australia and Managing Partner, Thrive Plus

Ravi is a Business Excellence and Innovation professional with more than 20 yea experience working with Australian and Global organisations. Having started h professional career as a process improvement specialist with Accenture, Ravi has work with leading management consultancies like Deloitte, CGI and SAI Global to deliver tailor improvement and innovation solutions to global clients. Ravi is the Managing Partner Thrive Plus – a business solutions and technology services company specialising Business Excellence enablement. In addition to his work with Thrive Plus, Ravi is curren an Advisory Director and the CEO of Business Excellence Australia, Australia representative on the Global Excellence Model Council. Ravi is also a member of the ASQ Organisational Excellen Technical Committee and the NSW Chapter Lead for the Australian Organisation for Quality. Ravi has extensi experience in guiding organisations through transformational change initiatives leveraging international Excellen Models and recognised innovation frameworks. His focus in recent years has been the development a implementation of technology solutions that enable Business Excellence with a focus on predictive analytics.

Panellist

Patrick Lim, Director (Business & Service Excellence), Enterprise Singapore, Singapore

Patrick is Director of Business & Service Excellence in Enterprise Singapore (ESG), government agency tasked to help companies build capabilities, access global opportuniti and create good jobs for Singaporeans. He oversees the Business Excellence (B initiative, a programme that enables companies to adopt management best practices a improve performances. This includes facilitating the growth of targeted high-grow companies through BE intervention, which helps to identify key strengths & areas f improvements, and ultimately a roadmap for growth and competitiveness for the companies. Prior to his current portfolio, Patrick spent nine years driving entrepreneurship development. He w involved in enhancing the entrepreneurial culture in Singapore; formulating policies and programmes to strengthe entrepreneurship ecosystem; and working with partners to accelerate growth of promising start-ups. Patrick is a fi believer in enterprise development, which is the main driver for his tenure in Enterprise Singapore for more than years. He derived satisfaction in witnessing the growth of promising companies, as he sees them as the future grow engines for Singapore.



Panellist

Léon Tossaint, CEO, EFQM, Belgium

Léon Tossaint, started his professional career at Philips in 1971 and has been working the in different positions until he retired in 2006. The last 10 years at Philips he was Vi President Quality Management & Business Excellence, responsible for the glob implementation of Business Excellence. He has supported EFQM from the start in19 onwards and was involved in the development of the EFQM Excellence Model and the fi Award Assessor training in 1990. He has acted as lead assessor in many EFQM Award a Recognition assessments over the last 25 years. Since March 2015, Léon has supported EFQM as Change Officer a he has been appointed as the EFQM CEO in November 2015. Under his CEO ship EFQM has extended their footpri globally both with Partners and Members in the Middle East, Asia, South America and South Africa. All to deliver t

Keynote Presentation – The UAE's excellence transformation & global implications of Quality 4.0

Professor Mohamed Zairi, Senior Advisor at the Prime Minister's Office, UAE

Professor Zairi is the chairman of the Jury of Abu Dhabi Government Excellence Program, Dubai Government Excellence Program and Sheikh Khalifa Government Excellence Program. He has played a significant role in growing the quality movement in the MENA Region over the last 25 years. He is the originator and co-founder of the Middle East Quality Association, the co-founder of the first e-Learning University in the region (Hamdan Bin Mohammad Smart University). Recognized as a Guru and International Expert in the field of Total Quality and Excellence Management. He was one of the pioneers of the Benchmarking concept, has published five books in this field including the first case study book on benchmarking applications in the World. He is the founder of the Benchmarking International Journal which is now in its 27th volume. He is the only Academician who has written extensively about the role of Quality in all the four Industrial Revolutions. Professor Zairi is one of the originators of the concept of Quality 4.0, has recently published the first two books on the disruptive thinking of Quality 4.0 in the World and is leading a major research on Quality Future Thinking.

Summary of presentation

Keynote Presentation – Becoming a World-Class Organisation and Sustaining Excellence

Harnek Singh, President Asia Pacific Quality Organisation, Singapore

President, APQO and Chair, Global Performance Excellence Awards. He retired as VP & Director, Business Excellence, ST Engineering Ltd where he was responsible for sustaining relevancy of Business Excellence and various Management System Standards within the Group, he Chairs the Quality & Core Business Processes Technical Committee. Harnek as Lead Assessor has led Singapore Quality Award and BE Niche Awards and certifications assessments. He is involved in International Assessor and training of BE Assessors and BE Consultants in Singapore, and Internationally as a technical expert for Asia Productivity Organisation, and UNIDO as International Consultant for Business Excellence and Productivity. He is Honorary Secretary, Singapore Productivity Association' and serve on Judging Panel for the PS21 Public Sector Transformation Awards Committee, and is an Academician, International Academy for Quality. While as a management representative he facilitated ST Engineering Group's attainment of the Singapore Quality Award in 2002, Singapore Innovation Excellence Award in 2003, IAPQA 2005, the inaugural Singapore Quality Award with Special Commendation in 2007, ASEAN Business Award (Innovation) Finalist 2009, and the APQO Global Performance Excellence Award (World Class) 2011. Harnek is first recipient and the inaugural Singapore Business Excellence Initiative " Gold Jacket" in 2015.

Summary of presentation

Quality and Business Excellence as a key enabler for achieving Saudi Arabia Vision 2030

Dr. Ayed T. Al-Amri, President – Saudi Quality Council, Kingdom of Saudi Arabia

Dr Ayed T. Al-Amri currently is the President of Saudi Quality Council (SQC) in Saudi Arabia. He is also the Executive Director – Saudi Quality Strategy Executive Office at Saudi Standards, Metrology and Quality Organization (SASO). The National Quality Strategy project is a major national quality initiative by SASO to support and enable the achievement

Check out our full list of speakers here <<< 30+ top international speakers

There is still time to enter one of our competitions:

[6th International Best Practice Competition](), 10-12 December, 2018, Abu Dhabi, UAE

This competition provides a fantastic opportunity for networking, sharing and learning and it is simple to enter and fun! **Deadline for 2nd Call for Entries is 21 September 2018**, entry forms can be downloaded here.

The event encourages organizations to submit a written application on their best operational and managerial practices and have these assessed. Those that are successful are invited to present their best practice at the Global Organisational Excellence Congress in an 8 minute presentation. In total over 30 best practices will be presented from all over the world and judged through a question and answer session. The best 5 will then present again in front of another set of judges and an overall winner will be selected. Whilst it is great to win an event like this it is more important to just be part of it and learn from the other best practices that are presented. Past winner presentations can be viewed here.

To complement the International Best Practice Competition (IBPC) organisations are encouraged to apply for **IBPC's 2nd Organisation-Wide Innovation Award**.

This award recognises organisations that have embraced best practice learning and combined this learning with their own ideas and creativity to become highly innovative. The award recognises organisations that excel in inculcating an innovation culture throughout all facets of their operation from the leadership to employees and covering all stakeholders leading to innovative processes, products and services. Download an entry form here. **The 2nd Call for Entries closes on 21st of September 2018.**

The 6th Global Benchmarking Award will be held in conjunction with the Congress. The Global Benchmarking Network (GBN) launched the Global Benchmarking Award in 2012 to recognise those organisations that had integrated benchmarking into their organisation's strategy and processes in order to continuously learn and innovate.

To submit your entry application please visit **Global Benchmarking Award Entry Form**. **The 2nd Call for Entries closes on 21st of September 2018.**

Launch of Public Service Excellence Program in Tonga

The Prime Minister of Tonga Hon. Samiuela 'Akilisi Pohiva launched the Public Service Excellence Program (PSEP) on Wednesday, 20th of June 2018, at the Tanoa Hotel, Nuku'Alofa the capital city of Tonga. Designed by the Public Services Commission in partnership with the Centre for Organisational Excellence Research (COER), Massey University, New Zealand. this 5-year Public Service Excellence Program (PSEP) aims to strengthen the service excellence culture in the Tonga Public Service by improving work processes and systems.

Prime Minister of Tonga Hon. Samuela 'Akilisi Pohiva launching the Public Service Excellence Program for the Government of Tonga

The Honorable Prime Minister launched the logo and slogan of the PSEP of "Excellence our only option". In his remarks, the Hon. Prime Minister said this was a significant historical day for the Public Sector and for the Public Services: "As we heard this initiative, the public service excellence program is an incredibly important game changer for government services. For it will positively transform systems, leadership, management and operations of the whole of government to service excellence for the people of Tonga."

In his address, Dr Robin Mann, Head of COER, Massey University congratulated the team for embarking on this new and exciting journey. He emphasised the need for all senior leaders of public sector organisations to serve as strong ambassadors of excellence and to embrace the program as it will help to deliver the national outcomes agreed in the Tonga Strategy Development Framework. Dr Mann shared two examples of public sectors in Singapore and United Arab Emirates that have achieved impressive advances in societal and economic performance through a focus on business excellence.

The program will focus on seven areas critical for the effective operation of the Public Servants' services:

1. Leadership
2. Strategy
3. Citizens and customers
4. Measurement, Analysis and Knowledge Management
5. Workforce
6. Operations
7. Results

Public Service Excellence Consensus meeting undertaken by PSC as a pilot exercise

Overview of the Public Service Excellence Program

The PSEP consists of a comprehensive range of services to assess and build organisational capability using an internationally recognized business excellence framework as the mechanism for transformation. Such an approach has been used successfully in many other countries with 73 countries currently undertaking business excellence initiatives or awards including Tonga's neighbor Fiji. PSEP requires all public-sector institutions to undertake a yearly assessment against the framework to enable opportunities to be identified and actioned for year on year improvements. This means that 26 Ministries, Departments and Agencies will be participating whilst public sector enterprises can participate on a voluntary basis.

Services planned for Tonga's public sector

To support the launch of the program, a number of activities have been undertaken:

1. School Poetry Competition across F/5, F/6 and F/7 under 3 different topics in May 2018 with the overall aim of building High School Students for a career in the Public Service.
2. Public Service Competition to decide on the logo and slogan of PSEP in May 2018.
3. Public Service Month in June dedicated to promoting public services.
4. The Public Service Commission has already undertaken a business excellence self-assessment with a consensus meeting held on 15th June. This pilot self-assessment is enabling PSC to refine the self-assessment process before it is rolled out to the whole of the public sector.
5. Launch of PSEP on 20th June 2018.
6. Public Service Day observed on the 21st of June, 2018 bringing together all government ministries to promote public service.
7. Awareness session on PSEP for CEOs and Excellence Champions 22nd of June, 2018

Dubai Police – Vehicle Fleet Maintenance System

Dubai Police Benchmarking Team Awarded 7 Stars for TRADE Benchmarking Proficiency.

The Mechanical Department is one of the key operational departments of Dubai Police. It is a technical department that focuses on the maintenance and repair of vehicles to ensure optimum and best use of Dubai Police vehicles. The department has 7 main specialized sections with more than 150 employees.

Dubai Police were one of the government entities that participated in the 2nd cycle of Dubai We Learn initiative, a one year programme consisting of a range of knowledge sharing and organisational learning activities designed to fast-track organisational improvement and stimulate innovation. A key part of this initiative has been the mentoring of benchmarking projects by Dubai Government Excellence Program (DGEP)partner the Centre for Organisational Excellence Research, New Zealand. Project teams used the TRADE Best Practice Benchmarking Methodology – a rigorous **5-stage approach** that involves searching for and implementing leading-edge practices.

1. Terms of Reference

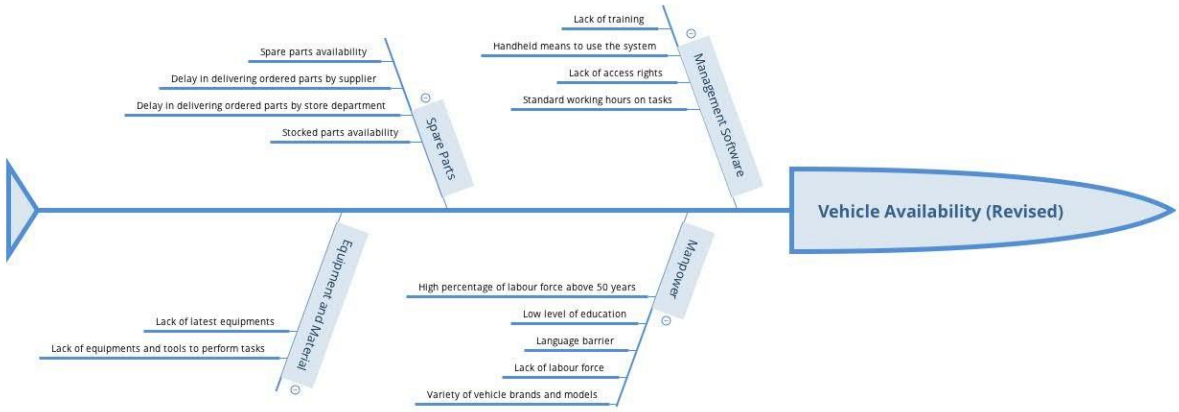
The Terms of Reference (TOR) is the first stage of the TRADE Benchmarking methodology. This is where the team developed a clear purpose of what they wanted to achieve, specify the resources required, and what was expected in terms of financial and non-financial benefits.

Project Aim: *To find and implement best practices in vehicle fleet maintenance to improve vehicle availability and labour productivity of the Dubai Police Mechanical Department to world-class levels.*

The specific targets set were to increase productivity for the Mechanical Department from 40% to 70% and increase vehicle availability from 88% to 95%.

2. Review

The team conducted an extensive review of factors that were impeding labour productivity and vehicle availability. This involved SWOT analysis, fishbone analysis, surveying the opinions of mechanics, analysing job sheet data, and deciding on the most important performance measures to use. The main areas of concern were identified as spare parts management and storage, equipment, material and tools availability, manpower and labour capabilities, and the Fleet Focus Management System (as the maintenance data was found to be inaccurate and not supportive of management decision making). Through this analysis the scope of the project changed from focusing on a total fleet of 3,600 vehicles to the 800 police patrol vehicles as these were most critical to police operations.



Fishbone analysis Diagram

3. Acquire

At the beginning of the 'Acquire' stage, Dubai Police defined 12 criteria for the selection of potential benchmarking partners. These criteria were selected to reflect the priorities of the project. Thereafter, the team brainstormed potential benchmarking partners as well as the ways in which 'acquisition' would be carried out (e.g. site visit, internet research).

Potential Benchmarking partners were then approached and ultimately, nine organisations were visited for the purposes of benchmarking exchange. The nine organisations were 3M, Kia – Al Majid Motors Company, BMW – Arabian Gulf Mechanical Centre, Mazda – Galadari Automobiles Co, Al-Futtaim. Ducab, Avis Repair Centre, STREIT Group and Higher Colleges of Technology (HCT).

At the end of this stage, the team had identified a total of 35 improvement ideas.

4. Deploy

All 35 improvement ideas were assessed for potential based on a set criteria. Meetings were then held with all stakeholders to communicate the findings from the benchmarking project and get their commitment to deploy the improvement actions.

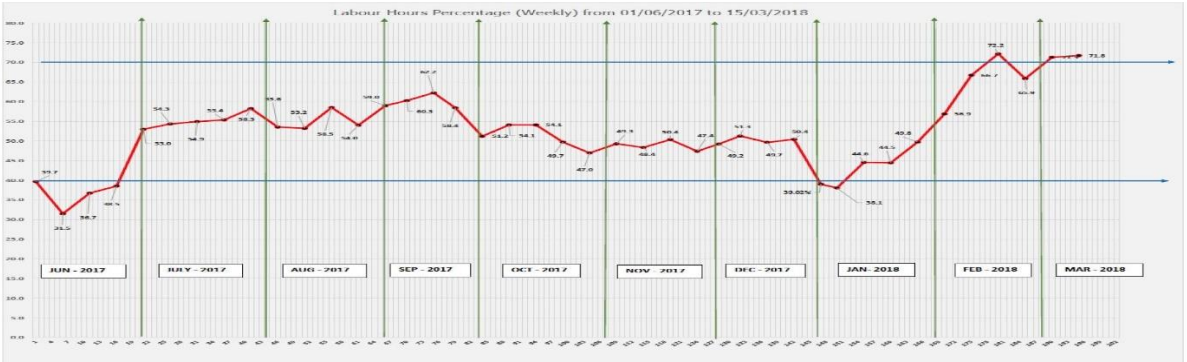
Key activities implemented at this stage included data cleansing, closing of the Bur-Dubai mini workshop to improve efficiency, creation of a shift pattern for workers and the setting up of a spare parts demand management system. In addition, workshop audio visual screens were set up to improve visual management and cost and productivity calculations were made. With particular regard to the mechanics, an incentive scheme and working hours management system were set up.

Dubai Police team visiting Ducab

Installed monitors in the workshop to show real-time performance

5. Evaluate Stage

The results showed an increase in labour productivity from 40% to 72.2% (exceeding the target of 70%) as well as an increase in vehicle availability from 88% to 95%. This has resulted in a saving of 14 million AED with future savings estimated to be in excess of 20 million AED. The increase in labour productivity contributed to a saving of 5,120,367 AED and the increase in vehicle availability led to extra savings of 8,680,000 AED (the elimination of 'replacement' costs of about 40 vehicles).



Weekly labour productivity trend June-2017 to March-2018

To find out more about Dubai We Learn, contact *Dr. Zeyad Mohammad El Kahlout, Senior Quality and Excellence Advisor, Dubai Government Excellence Program (DGEP). Email: Zeyad.ElKahlout@tec.gov.ae or Dr Robin Mann, Director, Centre for Organisational Excellence Research (COER). Email r.s.mann@massey.ac.nz.*

Detailed reports and videos on Dubai We Learn projects and 1,000's of other best practices can be accessed from the member's area of the BPIR.com (free to DGEP Dubai We Learn participants). Our book of case studies from the 1st cycle of Dubai We Learn can be found here.

Best Practice Reports

Did you know that a best practice report is published on the BPIR every month? There are now over 80 Best Practice Reports available. They provide excellent case studies and innovative ideas that will help you stay up-to-date concerning the latest international business trends and practices.

The best practices have been compiled under seven main headings. This layout is designed to enable you to scan subjects that are of interest to you and your organisation, quickly assess their importance, and download relevant information for further study or to share with your colleagues. Here are our latest Best Practice Reports:

Building a Healthy Society and Workforce

This report outlines the best practices research undertaken by BPIR.com in preventive management strategies and wellness initiatives to control diabetes.

Download the report here

The Safe Use of Drones

This report outlines the best practices research undertaken by BPIR.com in the safe use of drones and how drones have enhanced safety.

Download the report here

Non-members will find that some of links in the BPIR reports do not work. To join BPIR.com and obtain full access to each report's links simply click here or email *membership@bpir.com* directly for a *SPECIAL OFFER* mentioning this newsletter. *Your support is essential for our continued research!*

Latest Self-Assessment Tools

We can tell if you have a positive mindset and if you are ready or not for digital technologies! … Certainly not through a crystal ball but through the use a scientific method: Self- Assessments.

One of BPIR's most popular resource is its self-assessment tools and surveys. Over 85 self-assessments have been developed for assessing personal or organisational performance. BPIR users have been using them to make informed decisions. This month, we have added two new self-assessments on digital readiness and a positive energy mindset.

Digital Readiness Seven Minute Self-Assessment
How far up is your organisation in its digital journey? To find out, take a quick 7-minute diagnostic assessment. This self-assessment will help you in assessing your organisation's readiness to use digital technologies and to prioritise the steps in your journey towards digital maturity. The assessment considers vision, customer experience, operations & processes, IT, data, and people & organisation.

To download the self-assessment, click here.

Positive Energy Mindset
This self-assessment will assess your level of positive energy at work from investigating your personal attributes with respect to the five positive energy perspectives of: 1. Well-Being, 2. Engagement, 3. Influencer 4. Resilience, 5. Innovator

Whilst this self-assessment has been designed for individuals it is also useful for assessing "positive energy" within teams, departments or organisations.

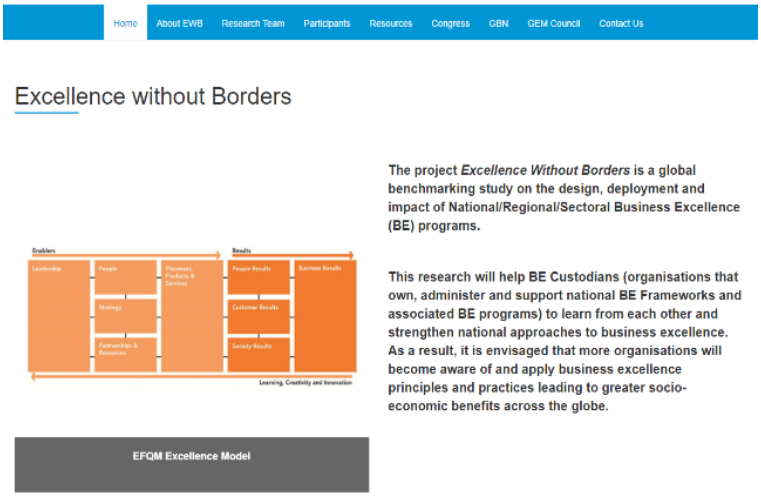
To download the self-assessment, click here.

Note: You will need to be a member to access the self-assessments. If you are not one yet, please consider joining to get access to all the self-assessments, best practice reports, best practice case studies and much more.

Excellence Without Borders Update

"Excellence Without Borders" is a global study investigating how organisations become aware of, and use business excellence models for assessment and capability building

The project Excellence Without Borders (EWB) is under way with 25 Business Excellence (BE) custodians already indicating their willingness to participate. The project was announced on 18th of July 2018 and email invitations were sent out to a number of BE custodians around the world. The BE custodians at this stage were asked to provide their comments on the design and composition of the surveys. The three surveys are very comprehensive and thus demand a significant amount of time to review.



The project team will be giving a presentation on the project to the GEM Council Meeting in Sydney on 29 August. Following this the team will attend the Australian Evaluator Training, 30 August, and 2018 Excellence Conference and **30th Anniversary Celebration of the Australian Excellence Awards** (to register for this conference on the 31st August click here).

The project team looks forward to present the initial findings at the Global Organisational Excellence Congress being held in Abu Dhabi from 10-12 December. Please visit the website to learn more about the project and contact us to register your interest in the project.

Saad Ghafoor
PhD Scholar & Researcher for Excellence without Borders
Center for Organizational Excellence Research
Massey University, New Zealand

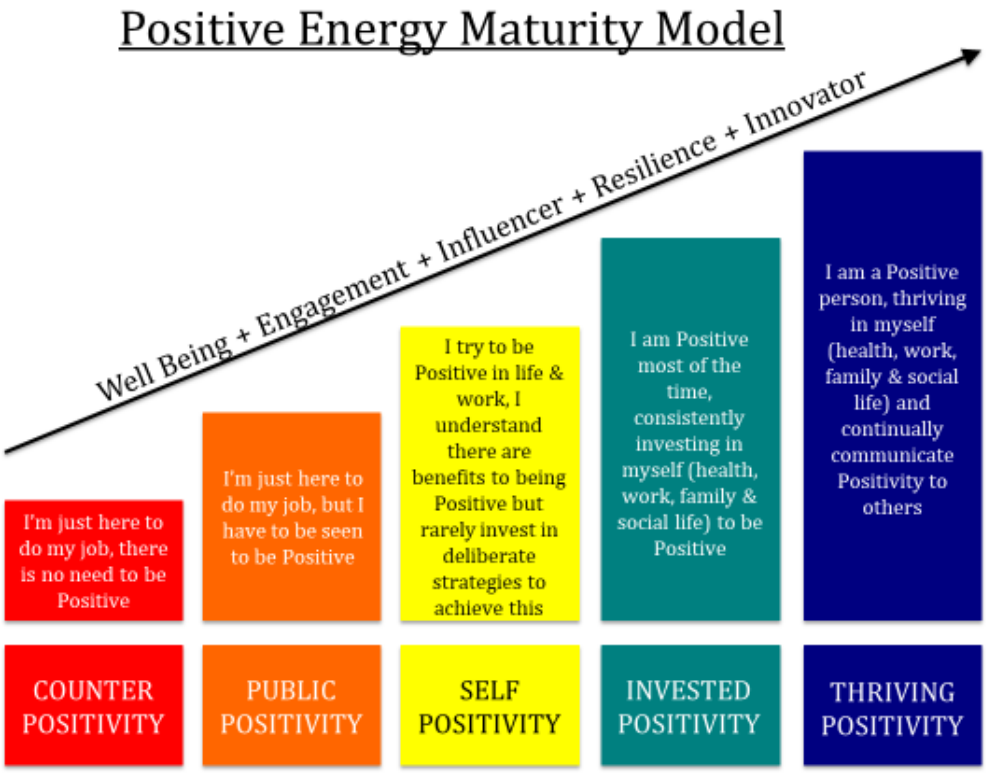
For more information or to express your interest, Saad can be contacted at S.G.Ghafoor@massey.ac.nz.

Positivity for Excellence

The Centre of Organisational Excellence Research has recently embarked on a new project of Positivity designed to help organisation's reach excellence through instilling a positive culture.

This study aims to implement positivity to drive organisational productivity, innovation, engagement and advancement. These outcomes are also aligned with building self – resilience in personnel for organisational resilience. A diagrammatical representation of this concept is shown here.

To establish a baseline of current views on this subject, members are invited to provide their feedback on a brief survey of 10 questions. **This Positivity for Excellence Short Survey – CLICK HERE should take no more than 4 mins to complete.** Results will be shared in the next newsletter as summary findings.



The concept of Positivity is proposed to consist of the key components of engagement, innovation, resilience, well-being and influencing and is being developed as a 5-level maturity model for individual personnel and organisations to assess themselves against, as shown here.

Ranjeeta Singh - PhD Candidate (Positive Resilience)
Center for Organizational Excellence Research
Massey University, New Zealand

For more information, contact Ranjeeta at ranjeeta.singh@gmail.com

Factors Leading To Successful Benchmarking

While benchmarking remains a widely recognised improvement tool by practitioners, its application by school systems and schools yet remains to be investigated. At the Centre for Organisational Excellence Research (COER), Massey University, New Zealand, an exploratory pragmatic research approach was adopted to investigate the use of benchmarking by school systems and schools. As an offshoot of this research factors contributing towards improved outcomes of benchmarking were identified.

Fifteen factors were recognised to lead to successful benchmarking for school systems and schools. These factors were determined through three sources: literature review, survey with ministry officials of 20 school systems and heads of 183 schools, of which 4 school systems and 19 schools also participated in structured interviews. Subsequently, the significance of these factors was confirmed through a validation survey with interview participants. The factors contributing to successful benchmarking are presented in Table 1 and their relative importance is demonstrated in Figure 1. The result of the validation survey confirmed that all these factors are integral for achieving improved performance through the use of benchmarking and should therefore be considered while implementing benchmarking.

Factors Leading to Effective Benchmarking	
1	Involvement of senior leadership
2	Culture of trust and collaboration
3	Teachers' commitment to excellence
4	Teachers' competency
5	Positive work environment
6	Commitment to continuous improvement
7	Use of innovative practices
8	Willingness to change
9	Relationship between benchmarking partners
10	Learning from a school/school system that had similar issues
11	Making benchmarking an integral element of school's/school system's strategy
12	Knowing your learners
13	A structured approach to learning
14	Consistent use of benchmarking
15	Resources

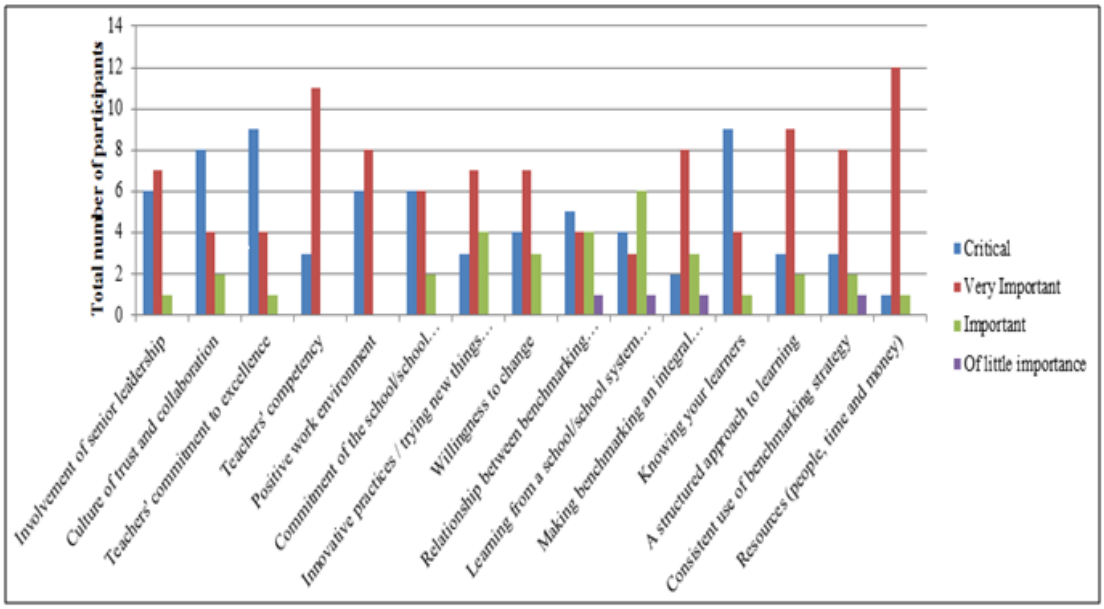


Figure 1 Relative Importance of Factors Leading to Successful Benchmarking Recognised by School Systems and Schools Participating in Structured Interviews (n=14)

Rubab Malik, PhD Researcher
Center for Organizational Excellence Research
Massey University, New Zealand

For more information on the topic, Rubab can be contacted at rubabmalik@gmail.com.

PhD Research Opportunities

If you would like to pursue a PhD in Benchmarking, Business Excellence, Best Practices or Innovation at COER, Massey University, click here. From following this link you will find useful information on PhD topics and how to apply.

Massey University is New Zealand's largest university. PhD's are typically four years in length. There are opportunities to study in NZ or in your home country.

Read the Latest on Our Best Practice Resource – BPIR.com

- People join organisations and leave their managers … read more
- BPIR Tip of the Month – Strategies, tools, and technique … watch it here
- South African Quality Institute latest news. … read more
- See how Baldrige strengthens America, State by state … read more

Other Activities/Articles of Interest by COER's friends and partners

This article has been provided by The Institute of Management Consultants New Zealand

IMCNZ August Event - Benchmarking for Best Practice & Innovation
Wellington, Thursday August 23rd, 2018

IMC Wellington invites you to join us for an educational and interactive evening with the opportunity to network/socialise with other Wellington IMC members.

Venue: Victoria University Pipitea Campus Room RH102, Rutherford House
Date: Thursday 23rd August 2018
Time: 5.30 - 7.00 pm. Drinks and nibbles to start, followed by the main session at 6pm
RSVP: Please rsvp to support@imcnz.org.nz
If you have a colleague you would like to attend with you please include them in your rsvp. There is no charge to attend this event, you will be a guest of IMC New Zealand.

Topic
Benchmarking, learning from the experience of others, is a powerful method for breakthrough thinking, innovation, improvement and for delivering exceptional bottom-line results. It is one of the most popular and effective tools used for organisational success.

World-renowned expert in performance excellence and benchmarking, Dr Robin Mann, will talk about his work across the globe and discuss how benchmarking can help you connect with and learn from other organisations and their quest for performance excellence.

Australian Organisation for Quality: Qualcon 2018, Brisbane, Australia 14 – 16 Oct

Qualcon 2018 is an exciting opportunity for Australasian organisations and individuals as well as our neighbours in the Asia Pacific region to meet and share best practices in quality, productivity and business excellence. It will attract quality professionals due to Qualcon's reputation as the leading Australian Quality Conference. The last Qualcon in Sydney New South Wales attracted over 170 Australian and International delegates and speakers from a wide range of industries including defence, community, education, manufacturing and services sectors, business excellence, software & IT professionals. Qualcon 2018 is expected to maintain the Australian reputation for excellence, and with a bigger attendance.

For more information and/or to join the conference, click here

EFQM Forum 2018: Symphony of Excellence 18th – 19th Oct

YOU CAN'T PLAY A SYMPHONY ALONE, IT TAKES AN ORCHESTRA...

It takes a conductor, musicians, instruments and a melody. It's all about leadership enabling each solo player to express the talent at his best and create an harmony together. It is all about leadership and people excellence.... A strong employer brand, an attractive culture, the agility needed to adapt to change, connections to the digital world, autonomy and freedom at work, will ensure your organisation attracts and engages people to develop their personal branding.

This year's EFQM Forum will be the place to learn from experts, role model organisations, structured networking and deep dive sessions on how to build a sustainable human capital eco system. Participants will experience a totally new format spread over the two days...

WE LOOK FORWARD TO WELCOMING YOU IN VIENNA ON 18 & 19 OCTOBER.

For more information, click here

Performance Excellence Summit & *Canada Awards for Excellence*

Theme: Brave New World: Preserve. Protect. Perform
November 6, 2018 | The Carlu, Toronto, ON

Excellence Canada is proud to present the annual Performance Excellence Summit & the 34th Canada Awards for Excellence ceremony, our flagship event attracting more than 500+ business professionals.

Welcome to the "Brave New World" with its new risks, new opportunities, technological disruption, and human resource challenges. The rate of change is accelerating, from legalized cannabis, to cyber-attacks, to cloud computing, to artificial intelligence, to upheavals in leadership, to canceled trade agreements.

It is more important than ever for organizations to relentlessly pursue excellence: to perfect their processes; to be agile and innovative; to recruit and keep the best people; and to delight their customers.

These and other issues will be addressed at the 2018 Performance Excellence Summit and Canada Awards for Excellence.

For more information and to register, click here

Canadian Business Excellence Awards for Private Businesses

September 25, 2018 | The Globe and Mail Centre, Toronto, ON

The Canadian Business Excellence Awards for Private Businesses presented by Excellence Canada is a national award administered annually. This special designation recognizes businesses from all industries that demonstrate a strategic approach to successfully improving performance and achieving goals.

Applicants are evaluated by the adjudication committee of the Canadian Business Excellence Award against the award criteria in three key performance areas: (1) Delighted Customers; (2) Engaged Employees; and (3) Innovation. Applicants are benchmarked on their own merit and do not compete against one another.

Any Canadian owned and controlled private business operating in Canada that has been in operation for at least three years and has revenues over one million dollars annually may apply to receive the award.

For more information and to apply, click here

Thank you for taking the time to read our newsletter. Do give us feedback on how we may serve you better.

Best Regards,

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Dr Robin Mann is a member of ASQ's Organisational Excellence Technical Committee. This group has a very active Linked-in community of over 1000 members discussing organisational excellence.

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