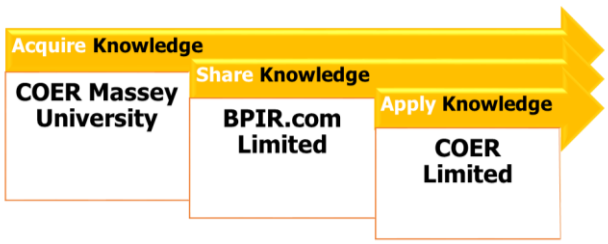


COER News – February 2017

Welcome to our February COER newsletter!

The newsletter begins by encouraging you to participate in the International Best Practice Competition and the new award on Organisation-wide Innovation. We then showcase our latest Best Practice Report on Employee Happiness with a link to a FREE copy. Following this are more golden nuggets and so please do find time to have a read. Have a fantastic learning time with our latest news and updates!

5th International Best Practice Competition - Enter by 1 March 2017

We are delighted to announce that the International Best Practice Competition (IBPC) will be holding the 1st Organisation-Wide Innovation Award as part of the Competition on 25/26th April 2017 in Mumbai, India. This new award will recognise organisations that have embraced best practice learning and integrated this learning with their own ideas and creativity to become highly innovative throughout their organisation.

To enter the 5th International Best Practice Competition click http://www.bestpracticecompetition.com/entry-form or to enter the 1st Organisation-wide Innovation Award click http://www.bestpracticecompetition.com/wp-content/uploads/2017/02/D191-awa-Entry-Form-IBPCs-1st-Innovative-Organisation-Wide-Award-2017.docm
The Second Call for entries closes on 1 March 2017.

Supporters of the competition are the Global Benchmarking Network, Asian Pacific Quality Organisation, Global Performance Excellence Award, and Abu Dhabi Chamber of Commerce. The event is hosted by the The BestPrax Club.

The criteria for the 1st Organisation-Wide Innovation Award consists of:

1- LEADERSHIP (Describe how your senior leaders foster and support an organisation-wide innovation culture).
2- STRATEGIC PLANNING (Describe how your strategy (vision, mission, values and objectives) supports an organisation-wide innovation culture).
3- PEOPLE AND CULTURE (Describe how your people are encouraged to be innovative and how your culture encourages risk-taking and collaborative innovation efforts).
4- TRAINING AND DEVELOPMENT (Describe the training and development activities that support innovation within your organisation).
5- PROCESSES, TOOLS and TECHNIQUES (Describe the processes, systems, tools and techniques that are used to encourage idea generation, problem solving and the capture of best practices).
6- IDEAS AND BEST PRACTICE MANAGEMENT (Describe how ideas and "better practices" are managed from concept to implementation).
7- FACILITIES AND RESOURCES (Describe how the physical working environment and use of resources supports organisation-wide innovation).
8- STAKEHOLDER RELATIONSHIPS (Describe how the relationships with your stakeholders (customers, suppliers and partners) support organisation-wide innovation).
9- METRICS (Describe the metrics used to measure innovation within your organisation).
10- RESULTS (Describe the key results achieved in the last two years which demonstrate your success in achieving organisation-wide innovation (across processes/products and services).

Last year, there were 49 entries with 33 qualifying to give a presentation at the competition event. Best practices were on a variety of topics including communication, teamwork, response time, customer service, marketing, branding, social responsibility, attention to detail, systems, leadership, governance, strategic planning, performance measurement, information technology, product development, innovation, employee retention and supplier relationships.

The winners of the International Best Practice Competition in 2015 were Al Jazeera International Catering LLC, UAE with their best practice 'Our Planet – Our Responsibility', and Dubai Corporation for Ambulance Services (DCAS), UAE with their best practice 'Cultural Sensitivity Gives Birth to a Maternity Care'.

To view these, and other winners' presentations, click here.

Best Practice Report - Achieving High Levels of Employee Happiness

Evidence from decades of research has shown that improving happiness in the workplace delivers ***significant increases*** in profit, productivity, and innovation; it also leads to substantial cost savings.

Happier workers are healthier, more effective team players, and provide better customer service. Happier businesses attract top talent, and are more likely to retain their best workers.

This excellent report outlines the best practices research undertaken by BPIR.com in the area of employee happiness. The best practices have been compiled under seven main headings. This new 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.

Sub-Topics:

1. What is "employee happiness"?
2. Which organisations have received recognition for achieving high levels of employee happiness?
3. How have organisations reached high levels of employee happiness?
4. What research has been undertaken into employee happiness?
5. What tools and methods are used to achieve employee happiness?
6. How is employee happiness measured?
7. What do business leaders say about performance happiness?

For a limited time this report will be available for FREE via this link.

Over 80 best practice reports are available to BPIR.com members so why not join? New best practice reports are added every two months.

This material has been provided by BPIR.com, the knowledge sharing arm of COER

Podcast: Benchmarking - An interview with Dr Robin Mann

Listen to Dr Robin Mann, Head of the Centre of Organisational Excellence Research at Massey University, discussing one of the most powerful, yet greatly underused organisational improvement methods – best practice benchmarking.

To listen, **click here**

Topics covered were:

- Tell us about what benchmarking is and why a business leader should pay attention to it?
- Our listeners will know about benchmarks – and I am sure that many are comparing their performance measures with others in their industry, but will probably not have heard about best practice benchmarking. Can you briefly explain how these two are different?
- I have noticed the term 'best practice' seems to have lost favour with many lately – everything today seems to be put forward as best practice. Do you think the term has lost its meaning?
- There are many benchmarking processes on offer, what made you decide to develop the TRADE methodology?

- I know that you have taken TRADE further than just Singapore where we used it to pilot the Jumpstart Benchmarking programme for the Civil Service College back in 2006. What impact has it made in Singapore and elsewhere?
- What are the key things that a leader needs to know to run a successful benchmarking project in their organisation?
- Tell us what made you set up the BPIR.com?
- You have also set up the International Best Practice Competition. How does this work? And what types of organisations is it for?
- There does not seem to be much appetite recently here in NZ for excellence or benchmarking other than in the local and central government sectors. Why do you think this is?

This was an interview by Michael Voss, CEO of Pyxis and MichaelVossNZ.com

COER Workshops

COER has delivered practical In-house Benchmarking Workshops in over 15 countries in the last two years. Upcoming workshop in 2017 (in conjunction with The International Best Practice Competition):

Apr 27 – 28: Benchmarking for Excellence, Mumbai India. Read more

Other workshops are being planned in Chile, Fiji, NZ, Philippines, Singapore and the UAE in 2017. Contact trade@coer.org.nz for further information and/or to book an in-house workshop.

Benchmarking Certification (New 7-Star Recognition System)

Trained "TRADE Best Practice Benchmarking" individuals and project teams are encouraged to have their projects assessed to achieve higher levels of certification. Changes have recently been made to COER's Benchmarking Certification Scheme with a 7 star recognition system introduced. Whilst the certification process provides recognition it can also be used to obtain independent feedback on projects to make sure that they are delivering maximum value. The three tiers of certification remain as "Trained", "Proficiency" and "Mastery":

Additional 7 Star system to assess projects is shown below:

Assessment grades	Certificate awarded
7 Stars ★★★★★★★	TRADE Benchmarking Proficiency Certificate *with Commendation*
5 to 6 Stars ★★★★★★	TRADE Benchmarking Proficiency Certificate *with Commendation*
3 to 4 Stars ★★★★	TRADE Benchmarking Proficiency Certificate
1 to 2 Stars ★★	Incomplete

For more information, and to apply, click here.

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.

COER Research Projects

PhD in Business Excellence: A QUANTUM Leap in Informal Benchmarking

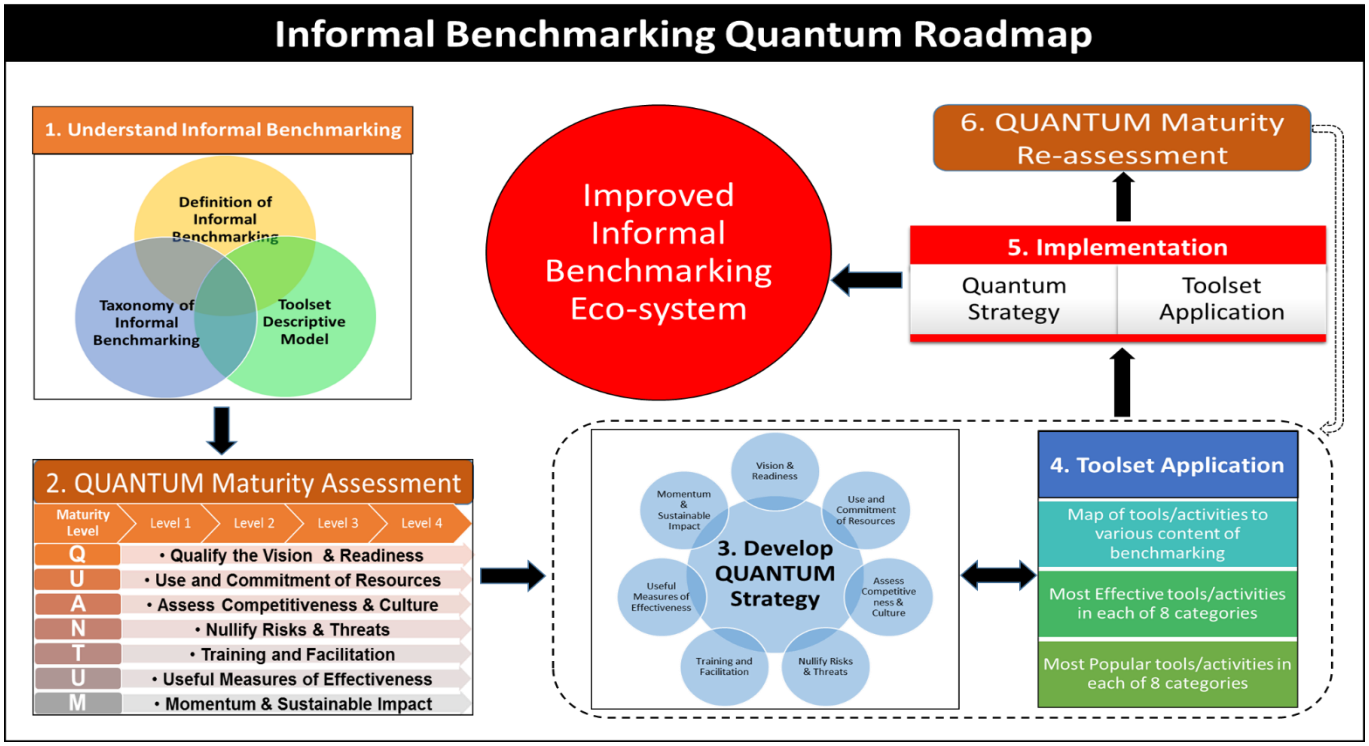
FOUR years after arriving in NZ in 2012, Alan Samuel completed his PhD thesis "A Quantum leap in informal benchmarking" at Massey University, New Zealand.

He was supervised by Dr Robin Mann (chief supervisor), Director of Organisational Excellence Research, and Prof Nigel Grigg, group leader & professor of quality systems at the School of Engineering & Advanced Technology, resulting in a very innovative and well-written thesis, according to examiners.

Significance of the Study

The study provides two significant contributions. Firstly, it enlarges scholarly understanding of informal benchmarking in the context of business improvement. Secondly, it providing practitioners a cost-effective solution to improving work practices.

Empirical evidence on the popularity of informal benchmarking is recognised by the largest known survey on benchmarking by the Global Benchmarking Network published in 2010. Notwithstanding, the lack of an informal benchmarking concept, or strategies to improve its limited effectiveness is overwhelmingly apparent.



This research elucidates first principles and a potentially significant leap of understanding via a conceptual model of informal benchmarking. Such a theory of informal benchmarking in business improvement, and how it relates to formal benchmarking in particular, could potentially be invaluable to benchmarking, organisational and management scholars.

From a practical viewpoint, business practitioners seeking an alternative and efficient solution to superior performance in a time-scarce executive world are offered strategies to implement a sustainable organisation-wide approach to informal benchmarking. Established benchmarking communities of practice are also delivered a comprehensive understanding of informal benchmarking tools and activities that could be exploited and harnessed for greater effectiveness in improving work practices, in conjunction with already established formal benchmarking methodologies.

Method

A pragmatic mixed method quantitative-qualitative sequential design using an abductive-deductive-inductive approach is adopted. Abduction – a preliminary conceptual model of informal benchmarking is developed from a transdisciplinary review of literature. Deduction – the model informs a quantitative survey questionnaire (81 survey respondents from 14 countries) which tests the veracity of the model, and informs the qualitative interviews (16 in-depth interviews from 7 countries). Induction – the interview analysis provide insights into both the concept and practice of informal benchmarking.

Results

A conceptual model, a toolset-based application model, a maturity assessment framework and a strategy for implementing informal benchmarking. The synthesis of these 4 elements results in a roadmap (shown in the diagram) representing an eco-system for the sustainable use of informal benchmarking as an effective management systems improvement initiative.

For more information, Alan can be contacted at alansamuelnow@gmail.com.

Winners of the 5th Global Benchmarking Award Dec 2016

Winner and runners-up with GBN members and judges

Address by Dr Robin Mann, GBN Chairman

The 5th Global Benchmarking Award was held at the 10th International Benchmarking Conference, 8th December 2016, Nanjing, Jiangsu, China. Judges were Dawn Ringrose from Canada, Mark Modena from UK and Holger Kohl from Germany. The **winner** was Al Jazeera International Catering (JIC), UAE, and the two **Runners-up** were Nanjing Metro Operation Company Limited, China, and SVKM'S NMIMS (deemed to be a university), India.

Al Jazeera International Catering (JIC) team and judges

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. GBN Chairman and Director Dr Robin Mann emphasised the importance of benchmarking as a powerful method for breakthrough thinking, innovation, improvement and delivering exceptional bottom-line results. Dr Mann explained that benchmarking is *"the comparison of performance data that has been obtained from studying similar processes or activities and identifying, adapting, and implementing the practices that produced the best performance results".'*

Runner-up: Nanjing Metro Operation Company

Runner-up: SVKM'S NMIMS

The winners in the past have been Watson Real Estate (New Zealand) in 2012, Knowledge and Human Development Authority (United Arab Emirates) in 2013, OCBC Bank (Singapore) in 2014, and the Medical City (Philippines) in 2015. For videos on these award winning organisations, click here.

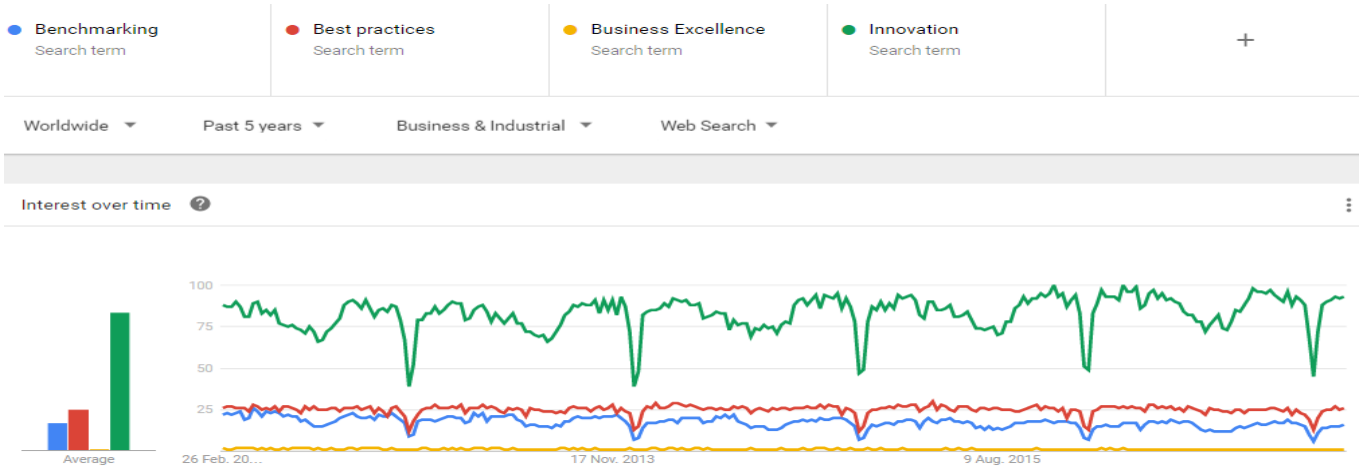
A highlight of the conference was a presentation by Dr Robert Camp, Honorary Life-Time President of the GBN. Dr Camp described that whilst benchmarking was essential for Xerox back in the 1980's to 1990's to respond to competitive threats it is more important today with the fast pace of change. Dr Camp articulated the need to prioritize and identify clearly what needed to be benchmarked and follow a structured approach for identifying best practices (with the internet playing a more prominent role in helping to find benchmarking partners and best practices).

For the latest information on the GBN and future events please read the GBN's newsletter. It will be published on www.globalbenchmarking.org very soon.

Which is most popular - Benchmarking, Best Practices, Business Excellence, Innovation, Lean, Six Sigma, Balanced Scorecard, Knowledge Management, ISO 9001 or IS0 14001?

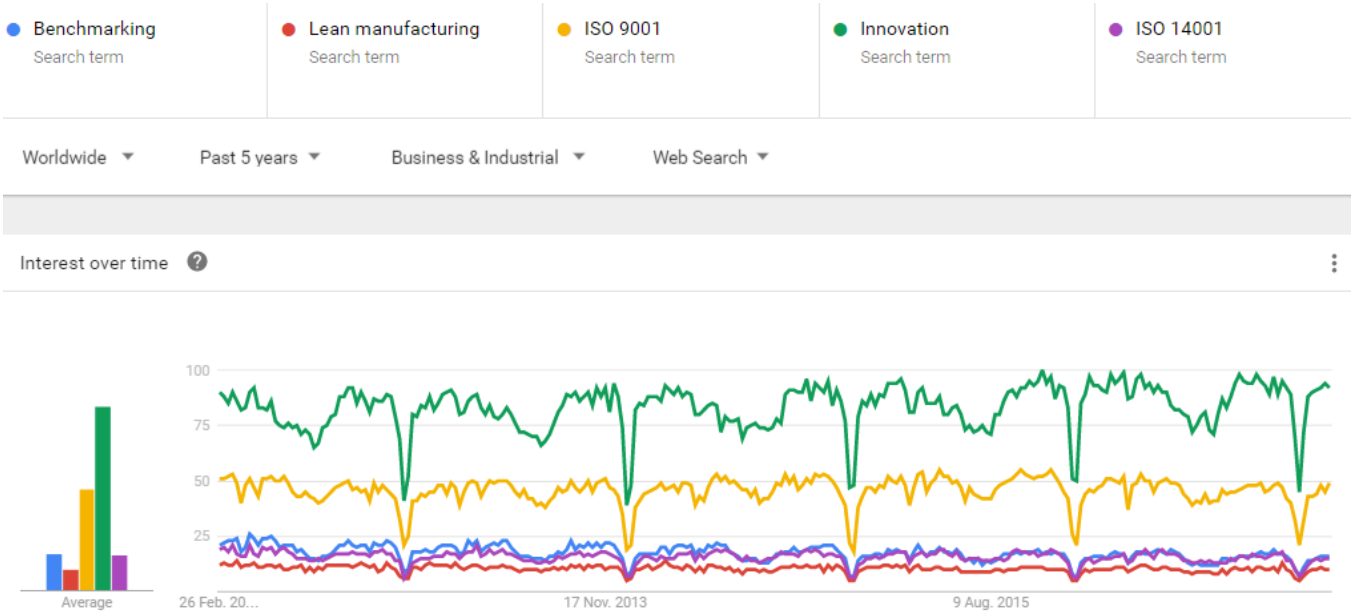
My friend from the Australian Organisation for Quality - Michael W McLean, Managing Director, McLean Management Consultants Pty Limited brought to my attention the usefulness and fun of using Google Trends. Michael had compared the popularity of business excellence with a number of other improvement methodologies and techniques. His point was the relative lack of awareness or popularity of business excellence in comparison to other improvement approaches, in particular in comparison to ISO 9001. This was disappointing but no great surprise as it supported the findings of a study that COER undertook for SAI Global on the Australian Business Excellence Framework (ABEF) in 2007 (study shown here) – this revealed that only 9.5% of senior managers/directors in Australia had heard of the ABEF and only 1.3% had used the ABEF to improve their performance over the last 5 years.

The graphs below are from my own comparisons using Google Trends. The first graph shows the popularity according to the number of searches for Benchmarking, Best Practices, Business Excellence and Innovation. These topics are the areas of expertise for my organisation, the Centre for Organisational Excellence Research (COER). The graph shows the popularity of these approaches over 5 years from a worldwide perspective and only including results of searches of a "business and industrial" nature rather than on "games" or "sport" for example.

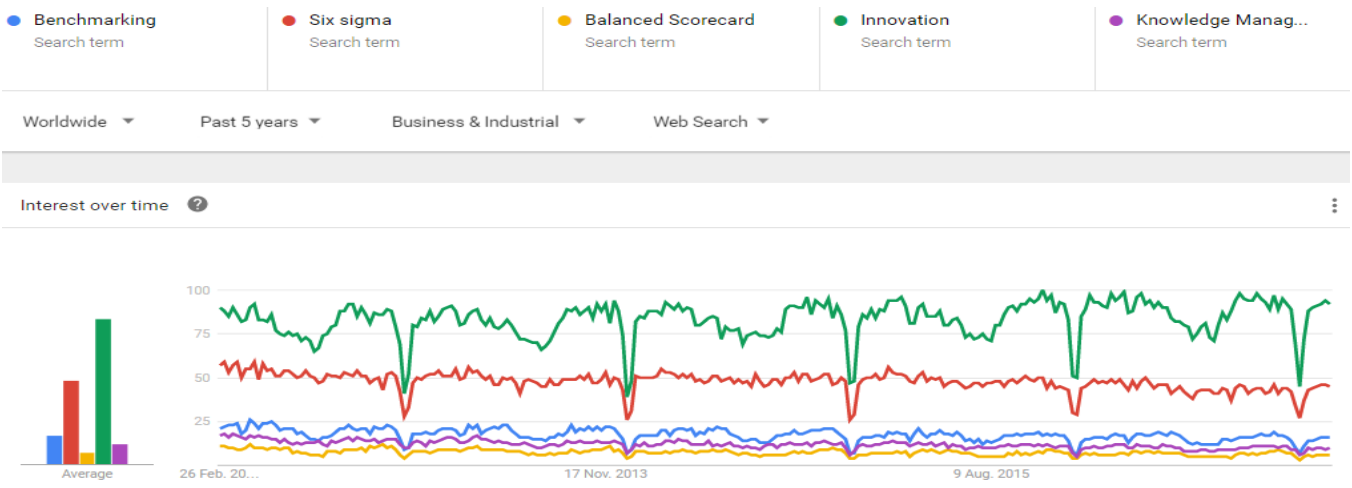


The graph shows clearly that innovation is the most popular search item, approximately four times as popular as searches for best practices and benchmarking. Business excellence is a 1/100th as popular as innovation. *(Note the numbers on the left hand axis represent search interest relative to the highest point on the chart for the given region and time. A value of 100 is the peak popularity for the term. A value of 50 means that the term is half as popular. Likewise a score of 0 means the term was less than 1% as popular as the peak).*

The second graph shows the popularity according to the number of searches for Benchmarking, Lean manufacturing, ISO 9001, Innovation and ISO 14001. This graph reveals that Innovation is the most popular topic with ISO 9001 second (at 50% popularity), Benchmarking third, ISO 14001 fourth, and Lean manufacturing last.



The third and final graph shows the popularity according to the number of searches for Benchmarking, Six Sigma, Balanced Scorecard, Innovation and Knowledge Management. This graph reveals that Innovation is again the most popular topic with Six Sigma second (at 50% popularity), Benchmarking third, Knowledge Management fourth and Balanced Scorecard last.



These searches reflect the interests of business people around the world and therefore should be taken seriously. Innovation can be seen as the hot topic over the last 5 years and yet systems/approaches/methodologies to help organisations become more innovative are still in their infancy. Those of us that understand business excellence will recognise that business excellence models have innovation integrated into the model criteria and yet the models are relatively unknown and unused. This presents an opportunity for the administrators and promoters of business excellence to leverage off the interest in innovation to offer their holistic business excellence model as a guide to building innovative organisations.

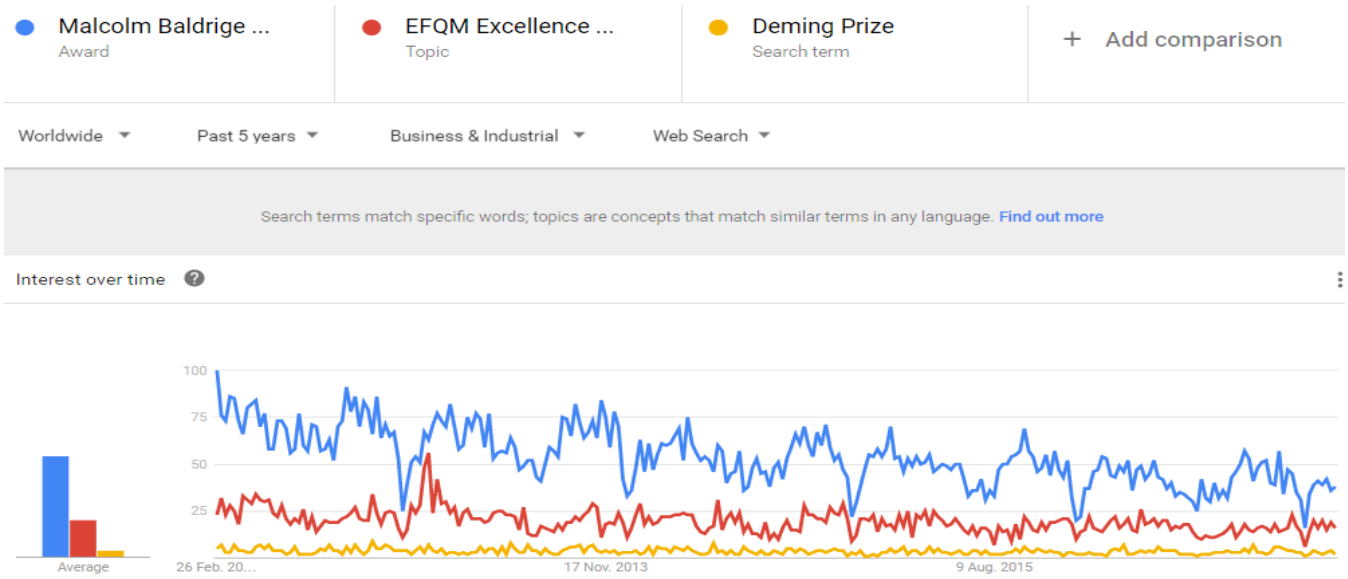
This article was written by Dr Robin Mann, Head of the Centre for Organisational Excellence Research, NZ.

Which is most popular – Baldrige, EFQM or Deming?

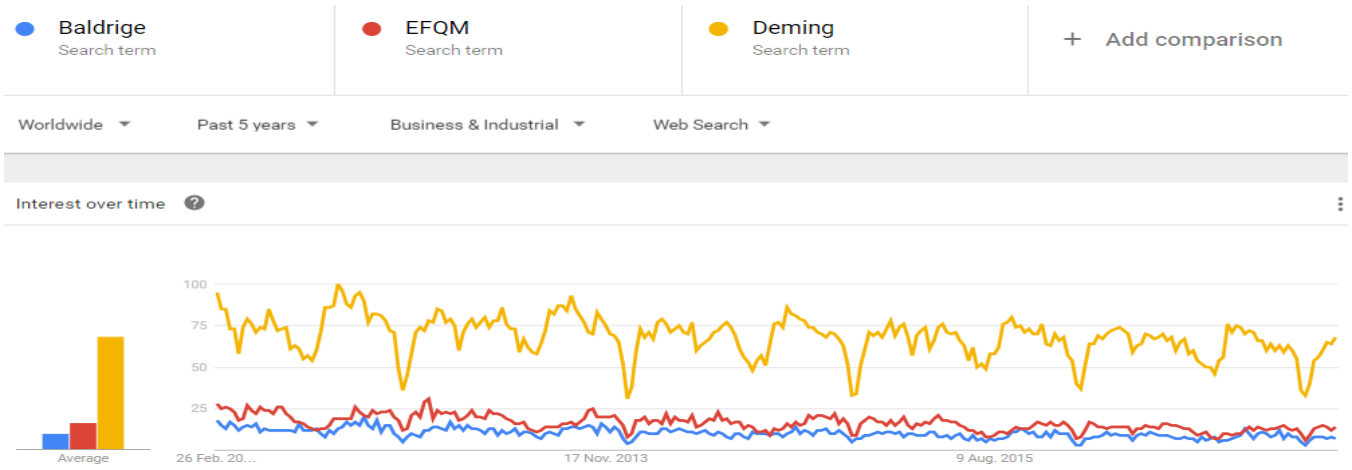
I am often asked which business excellence framework is more popular – the Baldrige Criteria for Performance Excellence or the EFQM Excellence Model. I answer this question by saying that more countries use the EFQM Excellence Model primarily because there are so many countries in Europe. COER's research in 2015 showed that 61 countries have a national business excellence award with the EFQM model being used most often. However, the countries that use the Baldrige framework tend to be larger such as the United States and China so perhaps the number of users of this framework are greater?

To explore this question and for a bit of fun I used Google Trends. There were various searches I could do as the names of these awards/frameworks can vary and would have an impact on the search results. The ones I chose to search on first of all were the Malcolm Baldrige National Quality Award, EFQM Excellence Model (I thought this term was best to search for as most countries promote the model and their national award rather than the EFQM Excellence Award) and the Deming Prize (it was interesting to add this to the mix as the Deming Prize was established in 1951 as the first major prize for TQM orientated organisations).

This graph reveals that the Malcolm Baldrige National Quality Award was easily the most searched for item with two to three times as many searches in comparison to the EFQM Excellence Model. The Deming Prize was rarely searched for.



The next graph shows a second search. This time I searched for Baldrige, EFQM and Deming. The results are very interesting. As can be seen Deming was easily the most popular search with three to four times as many searches as for Baldrige, which came second, or the EFQM. This search shows the continued relevance and impact of Deming's work worldwide and that the Baldrige and EFQM "brands" have not reached the same level of popularity (even though these frameworks have largely embraced Deming's 14 points in their core values and concepts).



The findings from this research points to the opportunity to grow the brand of "business excellence" in general. This finding is supported from other comparisons of "business excellence" with other tools and techniques as per the previous Google Trends article.

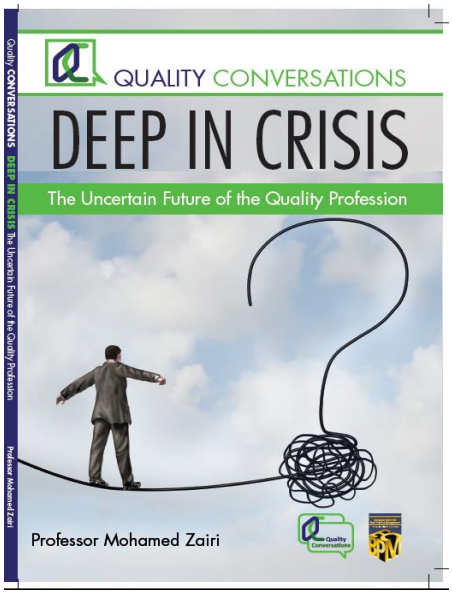
This article was written by Dr Robin Mann, Head of the Centre for Organisational Excellence Research, NZ.

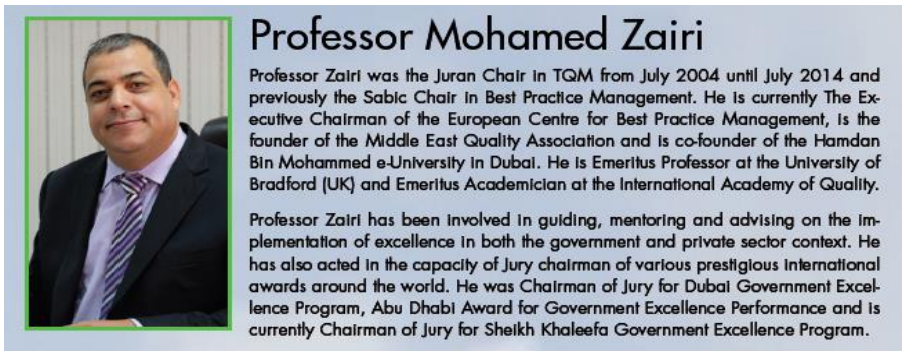
Read the LATEST on our Best Practice Resource - BPIR.com

- Future uncertain? Focus on efficiency, stewardship … read more
- Building employee trust: Tips validated by the Baldrige excellence framework … read more
- Learning from the Asian focus on excellence … read more
- What America still needs, part 1 … read more
- What America still needs, part 2 … read more

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

Deep in Crisis, The Uncertain Future of the Quality Profession





This book by Professor Mohamed Zairi has been eagerly awaited by COER's team. Professor Mohamed Zairi has continued to push the boundaries in the quality and business fields for well over 30 years with new concepts and approaches to improve business performance. This new book sheds light on recent developments and future challenges. It is written for the primary purpose of enriching the debate by guiding readers through the maze of complex developments in all aspects of our life and in particular in redefining what a modern business enterprise is meant to look at. The book is rich with

concepts, illustrative examples of disruptive thinking and manifestations of what the future will look like. For the Quality Professional the book represents the ideal companion to new thinking, new concepts and new models suitable for the digital age.

If you would like to make an order or have any queries, please contact:

Ranjana Mishra, Email: r.mishra@excellencetetralogy.com Website: www.excellencetetralogy.com Price of the Book- USD $39.95

2nd Call for Papers - The QMOD (Quality Management and Organisational Development)/ICQSS Conference 2017

It is our great pleasure to invite you to contribute with a research paper or extended abstract to be presented at the 20th QMOD/ICQSS jubilee conference which will take place in **Elsinore, Denmark, 5-7 August, 2017.**

Elsinore (Helsingör) is situated 50 km north of Copenhagen and has a direct train connection from Copenhagen airport which takes about an hour. Elsinore, a charming city with a history from the middle ages, is well-known for its Kronborg Castle where Shakespeare wrote his famous novel about Prince Hamlet. To participate in the conference, **read more here**

This material has been provided by Prof. Jens Jörn Dahlgaard, co-founder and chairman of QMOD, Linköping University, Sweden

Baldridge Excellence Framework - 2017 Criteria emphasises 2 areas that no business can ignore

The Baldrige Excellence Framework or the Criteria for Performance Excellence, has for the past 30 years, captured the essence of what excellent performing organisations do. It describes what it takes for an organisation to be sustainably successful in the long term. Reviewed every two years the Criteria changes are made to reflect the current business environment. The changes in the Criteria provide a useful indication of today's business environment and what will drive the competitive advantage of leading organisations in the future.

'*Today the 2017–2018 Baldrige Excellence Framework offers organizations of all kinds the world's most valuable, nonprescriptive guide for leadership and management that facilitates a systems approach to achieving organization-wide excellence*.' Robert Fangmeyer, Director of the Baldrige Performance Excellence Program

Whether or not you subscribe to the Baldrige framework or one of other Performance Excellence frameworks in use across 61 countries today, there are many thousands of organisations that use the Criteria to improve. Some of these organisations may be your competitors. The changes in the Criteria will be areas they will be focussing on right now to gain an edge in your market.

So, what changes have been made in the Baldrige Excellence Framework for 2017? Read more **here**

*This article has been provided by Michael Voss, Owner of **PYXIS** & Associate Consultant of **COER** (Centre for Organisational Excellence Research, NZ)*

Interim Results - First Global Assessment on the Current State of Organizational Excellence

The aim of the research is to identify the extent to which organizations are characterized by the principles and have deployed the best management practices.
In the Teaser Assessment, there have been 129 organizations that have completed the teaser assessment representing 21 industry sectors and 29 countries. In the Full Assessment, there have been 51 organizations that have completed the full assessment representing 13 industry sectors and 15 countries.

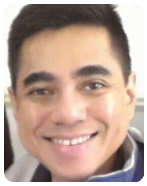
Mostly leaders and management have responded from the business sector followed by the government and non-profit sectors.

Read more **here**

This article has been provided by Dawn Ringrose, Organizational Excellence Specialists, OETC and GBN, Canada

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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Keep up to date with all events and developments in the best practice and business excellence field and subscribe to our monthly BPIR Best Practices Newsletter – it is free… sign up here.

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.

Click here to become a member of the Organisational Excellence community.

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