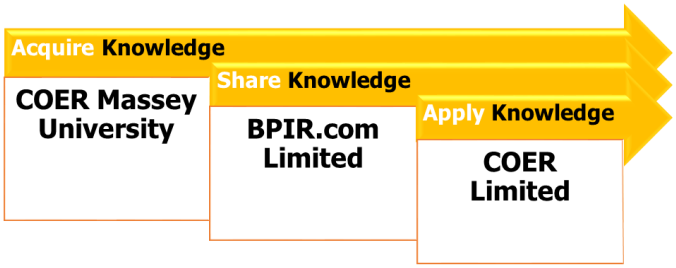

CENTRE FOR ORGANISATIONAL EXCELLENCE RESEARCH

COER News – June 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!

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

Start planning now to attend the **Global Organisational Excellence Congress.** This is going to be an event that gets you excited with a big WOW!

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

- **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**

With a theme of "The road towards excellence in organisational performance & nation building" the Congress will explore what is excellence in today's fast paced and ever changing business world and how organisations and nations can move towards, achieve and sustain excellence. Keynote speakers from the prime excellence award bodies and award winners will be presenting. In addition, there will be more than 40 best practice presentations courtesy of hosting the International Best Practice Competition at the Congress along with the ACE Team Awards Competition, Global Benchmarking Awards, Global Performance Excellence Awards, and Organisation-wide Innovation Award. The various competitions and closing dates are shown here.

Sign up to the Congress Linked-In Group here

6th International Best Practice Competition, 10-12 December, 2018, Abu Dhabi, UAE

FIRST · FASTEST · LEADING-EDGE · QUALITY · LEANEST · INNOVATIVE · EXCELLENCE

INTERNATIONAL BEST PRACTICE COMPETITION

This competition provides a fantastic opportunity for networking, sharing and learning and it is simple to enter and fun! **Deadline for entries is 1 August 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 **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 download the **Global Benchmarking Award Entry Form**. The First Call for entries closes on 1st of August 2018.

Completion of the 2nd Cycle of "Dubai We Learn" Government Projects

It has been more than a year since the Dubai Government Excellence Programme (DGEP) launched the 2nd cycle of "Dubai We Learn". This ambitious programme consisted 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 was

the mentoring of benchmarking projects by DGEP's partner: The Centre for Organisational Excellence Research, New Zealand.

On 4 April 2018, 11 teams gave a final presentation and submitted a benchmarking report to share their results.

An **Expert Panel** assessed the reports and presentations:

- Dr Robin Mann, Founder of TRADE, Centre for Organisational Excellence Research, New Zealand
- Garvin Chow, First Vice President/ Director Corporate Learning & Development, United Overseas Bank Limited
- Professor Dotun Adebanjo, University of Greenwich, London

Project teams used the TRADE Best Practice Benchmarking Methodology – a rigorous step by step approach that involves searching for and implementing leading-edge practices. The projects were evaluated based on the TRADE Benchmarking Certification Scheme, as follows:

7 Stars ★★★★★★★ (TRADE Benchmarking Proficiency Certificate *with Commendation*)	
Government Entities	**Project Title**
Dubai Government Human Resources Dept (DGHR)	Launching a Dubai Government HR Think Tank
Dubai Health Authority (DHA)	Prevention better than Cure / Innovative Prevention Program to Combat Diabetes
Dubai Police Head Quarter	Call of Duty: Police Edition - Best practices in vehicle fleet maintenance
5 to 6 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate *with Commendation*)	
Government Entity	**Project Title**
Dubai Corporation for Ambulance Services (DCAS)	Treat the Patient Not the Clock
Dubai Electricity & Water Authority (DEWA)	AFKARI Ideas Management System
Dubai Municipality	Knowledge & Innovation Hub
Knowledge & Human Development Authority (KHDA)	Governance Without a Governor
3 to 4 Stars ★★★★ (TRADE Benchmarking Proficiency Certificate)	
Government Entity	**Project Title**
Dubai Civil Aviation Authority (DCAA)	Happy Ajwa - Remotely Piloted Aircraft System (RPAS) registrations
Dubai Customs	Dubai Accredited Clients
General Directorate of Residency & Foreigners Affairs-Dubai (GDRFA)	Positive Energy
Public Prosecution	A Smarter Public Prosecution Service

Description and achievements of the Three 7-Star projects:

Benchmarking Project: Best Practices in Vehicle Fleet Maintenance

Dubai Police's project saved US$3.8 million (Aug-2017 to Mar-2018) and is projected to save US$5.4 million by August 2018 through increasing productivity in the mechanical workshop from 40% to 72% and increasing vehicle availability from 88% to 95%. The team conducted an intensive study of its current workshop practices and visited 8 organisations to learn from their best practices. The improvements have largely been a result of improved data accuracy and analysis of workshop operations. These have enabled more informed management decisions such as closure of an inefficient workshop, changes to the shift pattern leading to a shorter turnaround of vehicles, and improved management of spare parts. These improvements have been achieved without additional investment in new equipment or machinery.

Dubai Police Representatives for 2nd Cycle of Dubai We Learn with Dr Robin Mann and Ahmed Abbas of COER

Benchmarking Project: Launching a Government HR Think Tank

The Dubai Government Human Resource (DGHR) Department's project aimed to produce a blueprint for establishing a HR Think Tank. It was identified there was a need for a Think Tank to shape the future of HR within Dubai's government and transform DGHR into a more 'agile' government entity – well prepared to respond to future challenges due to changes in technology, geopolitical situations and financial realities. To produce the blueprint the project team researched the needs of the Dubai Government and evaluated 102 Think Tanks with 6 international and 3 local benchmarking visits undertaken. The final blueprint was a 73-page document describing in detail the proposed purpose, structure, services and operating model of the Think Tank. The Vision of the Think Tank has been initially set as "Pioneering HR for the world!" and implementation of the blueprint will proceed through four phases and enable the Think Tank to provide three main services; research, smart library and consulting services. A major achievement of this project was having the blueprint signed off by the DGHR's Director General with a planned launch of the Think Tank later in 2018.

Dubai Government Human Resource Representatives for 2nd Cycle of Dubai We Learn with Dr Robin Mann and Ahmed Abbas of COER

Benchmarking Project: A Framework to Reduce the Prevalence of Diabetes

The Dubai Health Authority's (DHA) project aimed to reduce the number of people that are pre-diabetic (people at risk of becoming diabetic due to their high blood sugar levels). According to a 2017 survey, 15.2% of Dubai's population is diabetic and 15.8% are pre-diabetic with the UAE having the 10th highest rates in the world. The DHA's benchmarking project involved extensive desktop research reviewing approaches from countries tackling diabetes, and benchmarking visits to 9 organisations. To have a significant impact on diabetes, DHA recognised that it needs to work closely with other stakeholders to influence or play a role in reducing diabetes. The major contribution of this project was the development of a Dubai Diabetes Prevention Framework consisting of five elements:

- promoting healthy life style,
- creative and innovative sustainable interventions,
- early screening on diabetes mellitus and risk factors,
- enforcement of non-communicable diseases policy, and
- supportive health system and partnerships.

For each element there is a strategy and a range of programs and initiatives of which a number have already been implemented and others are to follow. The project is on track to reduce the pre-diabetic population by at least 10% by 2021, an ambitious target considering the adverse trends in some of the risk factors such as obesity, unhealthy diet, smoking and lack of exercise.

DHA team receiving a 7 Stars trophy from DGEP's Secretary General

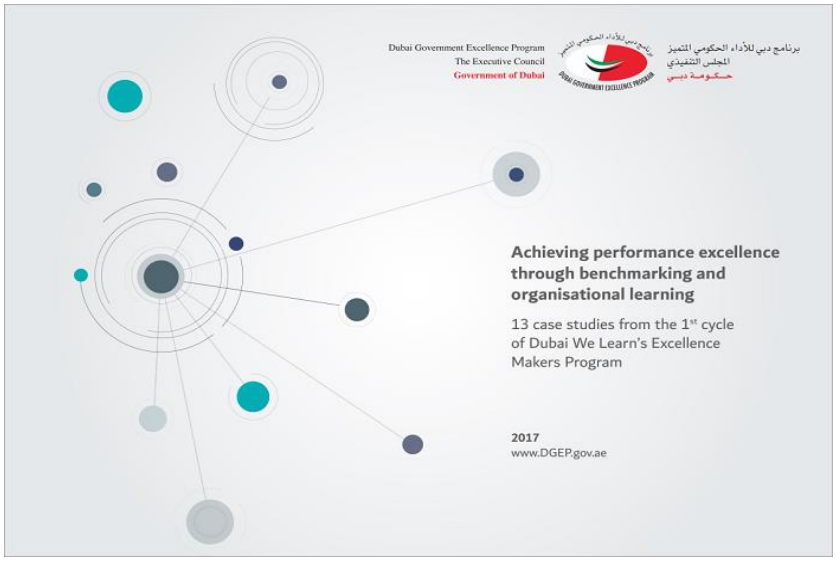
To learn more about Dubai We Learn, click here.

To promote the learning and sharing of experience, recordings of the presentations from all teams are available on the BPIR.com.

Dubai We Learn Book Launch – 13 Benchmarking Success Stories

On Sunday 17 December 2017, the Dubai Government Excellence Programme (DGEP) and the Centre for Organisational Research (COER) celebrated the publication of their book entitled **"Achieving performance excellence through benchmarking and organisational learning"**. The book showcases 13 successful benchmarking projects from the 1st Cycle of Dubai We Learn from 2015 to 2016. The benchmarking projects focused on a broad range of issues including innovation, employee happiness, smart government, purchasing, knowledge management and building employee competencies and skills. The book summarises how the projects were undertaken, results achieved, lessons learnt and key success factors.

The book launch ceremony

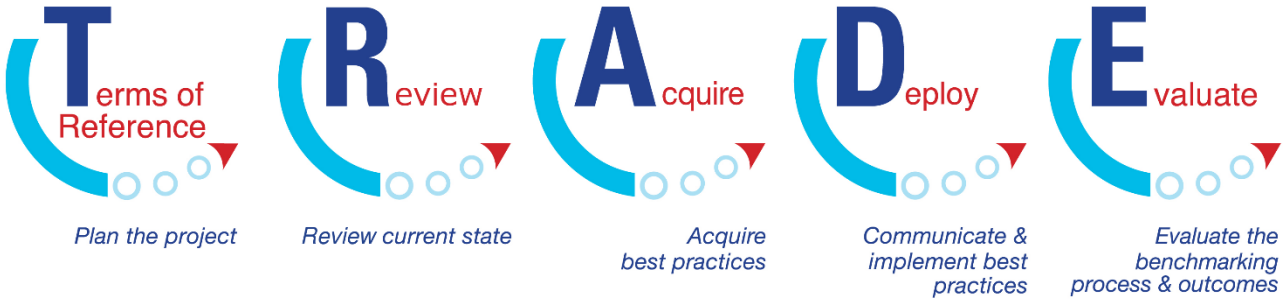


Dr Robin Mann, Founder of COER, said: "*The purpose of the book is to show how benchmarking can be used to instigate change and produce major breakthroughs in performance. It aims to encourage more Dubai government entities to start their own benchmarking projects and conduct them in a structured way utilising the TRADE best practice benchmarking methodology. In addition, the book shares some fantastic best practices that can immediately be learnt from.*"

Download the book here.

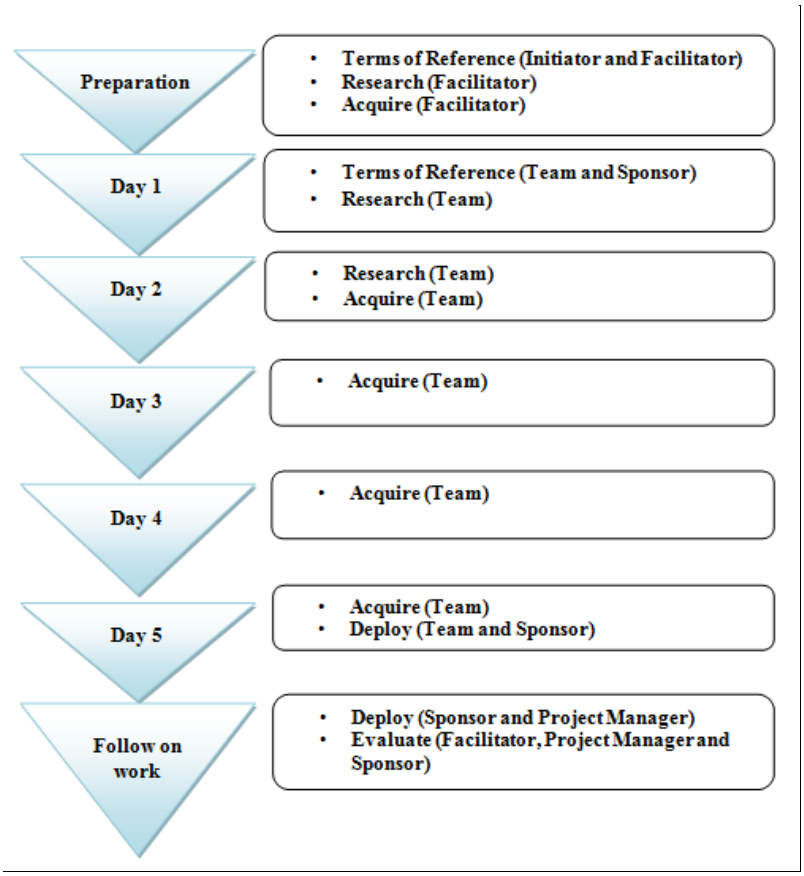
Rapid Benchmarking at New Zealand's Largest Company - Fonterra

Download our Rapid Benchmarking Report describing how the TRADE Best Practice Benchmarking Methodology has been used for rapid benchmarking by Fonterra, a multinational dairy co-operative and New Zealand's largest company. TRADE is a benchmarking methodology consisting of 5 stages; Terms of Reference, Review current state, Acquire best practices, Deploy best practices and Evaluate. The methodology is prescriptive in its approach with 5 to 9 steps for each stage of TRADE. The methodology includes a project management system to guide users through a project.



TRADE best practice benchmarking methodology

Normally the TRADE Best Practice Benchmarking Methodology is used for projects that require a team approach with projects typically taking 2 to 5 months to identify best practices and develop an implementation plan. The term "rapid benchmarking" is used for Fonterra's approach as Fonterra uses TRADE to identify best practices and develop an implementation plan within 5 days. The report describes how Fonterra organises the 5 days, provides three case studies showing how rapid benchmarking has been used and describes the success factors for ***rapid benchmarking***.



Fonterra's rapid benchmarking approach and its relationship with the stages of TRADE

In the diagram above the Review stage of TRADE is referred to as the Research stage. This is because we have only recently changed Research to Review as explained here.

TRADE Best Practice Benchmarking Training & Certification

COER has delivered practical Benchmarking Training in over 15 countries in the last two years. For the moment we have suspended our public training courses whilst we cater for the demand for in-house training. Public training should resume later this year.

TRADE provides a 7-star recognition system for benchmarking projects. This system is described below:

- To achieve TRADE Trained Certification the person needs to attend a COER authorized training course.
- To achieve TRADE Proficiency Certification the person needs to complete a benchmarking project and have it assessed by COER as 3 stars or above.
- To achieve TRADE Mastery Certification the person needs to complete two benchmarking projects and have both assessed as 3 stars or above, and one of these assessed as 5 stars as above.

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 on certification click here. Contact trade@coer.org.nz for further information and/or to book an in-house training course.

The Challenges Facing Tonga After Cyclone Gita And How Business Excellence Will Help

Beautiful Tonga comprising of 169 islands, 36 inhabited, facing major hardship

When Cyclone Gita hit in Feb 2018, many Tongan dreams and hopes were severely tested as homes and livelihoods were damaged or destroyed. The category four storm was the strongest to hit the Islands since modern

records began 60 years ago. NASA said the estimated sustained winds from the storm reached 230kmh, gusting to 278kmh. Ten days on major problems existed with thousands of homes severely damaged and difficulty in providing water and power to all areas.

Destruction of Parliament House, 1000s of homes damaged

Dr Robin Mann arrived in Tonga just before the Cyclone arrived on an assignment to assist the Public Service Commission (PSC) develop a strategy for excellence for the public sector. Dr Lia Maka, CEO, of the Public Service Commission and her staff expressed to Dr Mann the need for change and to develop a public service culture whose "minimum standard is excellence". Together, they set about working on a business excellence strategy for Tonga and decided that a three-year strategy of capability building prior to the launch of business excellence awards should be introduced.

The proposed strategy consists of annual business excellence self-assessments facilitated by PSC to enable public sector agencies to identify their strengths and opportunities for improvement, an annual business excellence conference, a best practice competition at which each public sector agency shares between one to three good to best practices, two best practice sharing days per year between public sector agencies for each category of excellence, and 10 targeted benchmarking projects per year to address areas of major concern that would bring large rewards once the identified best practices were implemented. All activities would be designed to maximise the involvement of public sector staff from the various agencies so that a spirit of improvement and transformation would be fostered as wide as possible.

Dr Lia Maka, CEO, PSC (right), Dr Robin Mann, COER, Charlotte M. Vuki, PSC, and Moleni Ika, PSC.

Services being considered for Tonga's public sector

Prior to leaving Tonga, Dr Mann was invited with PSC to discuss the proposed strategy with the Deputy Prime Minister and Cabinet. The feedback was overwhelmingly positive. The Deputy Prime Minister, Hon. Semisi Lafu Kioa Sika said he approved of the strategy and will be delighted to support its presentation to the CEOs of the public-sector agencies. The Hon Dr Tevita Tu'I Uata, Minister for Commerce, Consumer, Trade, Innovation and Labour, who has had previous experience with business excellence when working for Boeing in the United States, was most enthusiastic. Dr Tevita had been part of the team that helped Boeing win the United States business excellence award – the Malcolm Baldrige Award. He said that the pursuit of excellence using business excellence models will be a **Game-changer for Tonga**.

The focus on Tonga right now is the restoration of homes and livelihoods (donations to build homes in Tonga can be made here). However, Tonga is still moving forward with its strategy for excellence which will be formally launched by the Prime Minister on 21 June 2018.

The week prior to its launch the Public Service Commission will be the first to undertake a business excellence self-assessment so that it can mentor other public-sector agencies to do the same.

Watch out for more news on Tonga's progress over forthcoming months.

COER Assists ADAEP (Abu Dhabi Government Excellence Program)

A truly exhiliratng and challenging experience for Robin and I! … we were very privileged to be involved in the 5th cycle of the Abu Dhabi Government Excellence Program in Sep/Oct last year.

This program is part of the UAE vision under the guidance of the Emirates Government Excellence Council. H.H. Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai, gave his direction to establish Emirates Government Excellence Council in June 2013, to include all federal and local excellence programs in the UAE under one umbrella to establish excellence as a national culture.

David Robinson, Scientist Colleague from United Kingdom with Dr Alan Samuel, COER

Together with international experts and assessors from 41 different countries, we went about our roles to assess various government entities and presented our findings and assessments before a jury for acceptance. Robin, however, had the unique honour of being one of two Lead Coordinators for the assessment. The role was very exciting yet daunting, as they had to ensure the smooth running and operational effectiveness of the entire assessment function covering 53 government entities, with the feedback reports delivered in a timely fashion.

We all worked very hard and long … My biggest takeaway is the community of collective wisdom and learning at the sumptuous buffets we had at the hotel.

After our daily routine of government agency visits and data collection, we got to sit down with colleagues to informally benchmark and reflect on how we could do things better; and remember, we also had a whole buffet of more than a hundred assessors from all around the globe to learn from!

Throughout our stay, we were given 1st class treatment. I left Abu Dhabi with a sense of great satisfaction. Now, I am looking forward to the next cycle – the best is indeed yet to come!

Alan at the beach in Abu Dhabi at 36 deg

BPIR.com - Sharing Best Practices

Enjoy reading some of BPIR.com's latest blogs:

- See how Baldrige strengthens America, state by state … read more
- Fiji Improves health and safety performance … read more
- Interview with EFQM COO Gianluca Mule … read more
- Love was in the air … read more
- Leadership practices of Stellar Solutions … read more
- The 4 mistakes that leave you wondering … read more

Best Practice Reports – Employee Recognition, Smart Services & Procurement

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

Employee Recognition

This report outlines the best practices research undertaken by BPIR.com in Employee Recognition.

Download the report here

Smart Services

This report outlines the best practice research undertaken by BPIR.com in the area of Smart Services.

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!*

Procurement

This report outlines the best practice research undertaken by BPIR.com in procurement.

Download the report here

COER's Research Projects on Business Excellence & Organisational Resilience

Excellence Without Borders

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

Saad Ghafoor, PhD Researcher, Centre for Organisational Excellence Research (COER) commenced the "Excellence Without Borders" project last year. It aims to assist business excellence administrators and custodians to foster a culture of business excellence (BE) in their respective countries. The project is expected to involve more than 30 countries and, as such, provide insights into the use of BE globally.

The project focuses on the role of BE custodians who are the key participants and beneficiaries of the project. Client organisations that use excellence frameworks and assessors of BE will also become involved. A BE custodian is an organisation that is primarily responsible for encouraging the use of BE within a region or country.

The first step of the project has been to establish how many countries have a national business excellence award or are actively encouraging organizations to learn about and use business excellence models as a means for improvement. Initial research, has revealed that at least 55 countries have a national business excellence award

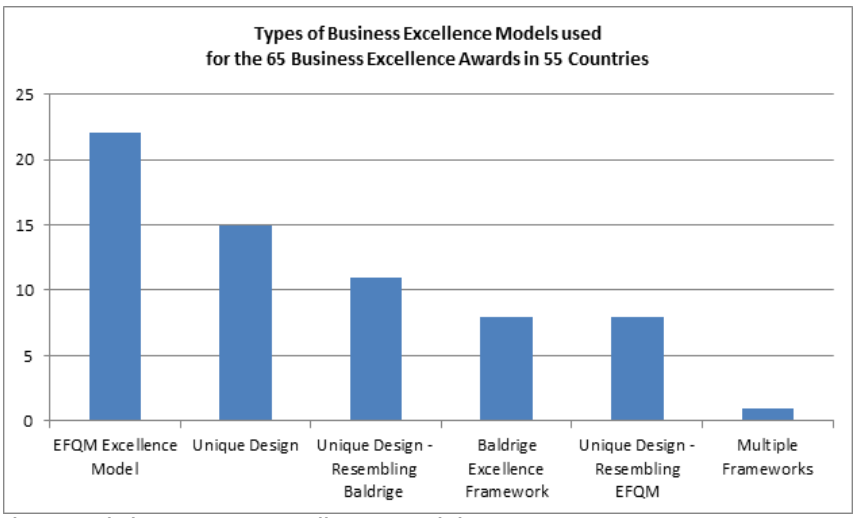
with some countries having more than one award, making a total of 65 award programs. In addition, a total of 73 countries have been found to be promoting business excellence even if they are not currently running an awards program.

For this research, business excellence awards were considered as "active" if they were based on a holistic business excellence framework and used similar assessment methods to internationally recognised frameworks such as the EFQM Excellence Model and the Baldrige Excellence Framework. Also, to be included, an awards program must have been run in 2016, 2017 or planned for 2018.

Baldrige Criteria for Performance Excellence

EFQM Excellence Model

The adjacent graph shows that the EFQM Excellence Model is the most commonly used, particularly in Europe and the Middle East. 30 countries use the EFQM Excellence Model or models similar to it. The Baldrige Excellence Framework is also popular with use in the United States and many countries in Asia. 19 countries use the Baldrige Excellence Framework or models similar to it. 15 awards programs use a unique model and one business excellence award in Sweden enables award applicants to choose between using the Baldrige Excellence Framework, EFQM Excellence Model or the Swedish Business Excellence Model.



We encourage readers to check our list and inform us if our information on your country's award is incorrect or missing.

COER has undertaken two previous studies of a similar nature to Excellence Without Borders. These were for the BE custodians in Australia – SAI Global (with 16 countries participating) in 2005, and the Asian Productivity Organisation (5 countries participating) in 2010. Many of COER's published papers and reports from previous studies are available here and here.

Soon you will be able to follow this exciting project with the launch of a project website.

Screenshot of Excellence Without Borders Website (to be launched soon).

BE Custodians will be invited to participate in the Excellence Without Borders project by September 2018. In the meantime, you may express your interest in participating through contacting Saad Ghafoor.

Saad Ghafoor
PhD 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 Builds Organisational Resilience

This research explores and highlights the soft skills that must be built in personnel before a management systems framework can have any benefit. Organisational resilience in this context focuses on Positive psychology. Positivity is an emerging field with a short history of about 30 years in the making. Though the concept of psychology has traditionally been about treating the ill to help bring them to as close to normality as possible, positive psychology is about identifying the positive outliers, studying why they are so successful in their field, and trying to equip others with the same skill sets, moving the whole average for workplace risk and productivity up to this positive outlier so the whole organisation moves towards excellence as normal practise.

An extensive literature search has highlighted that a people framework to promote positive practises at work that not only focuses on their time at work but incorporates and promotes a more holistic work life balance and skill set to positively manage both, has significant benefits to work outputs in increasing awareness, engagement, outlook, response times, quality, productivity and resilience, whilst decreasing incidents,

absenteeism, health issues, lost time incidences and staff turnover. Ultimately, saving the organisation millions and embedding Organisational Resilience.

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

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.

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

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

4th Interim Report on the First Global Assessment on the Current State of Organizational Excellence

It might surprise quality management professionals that there is quite low awareness amongst this population about excellence models. In fact, when presenting at various conferences, it seems they have the same level of awareness as the working population at large (20%).

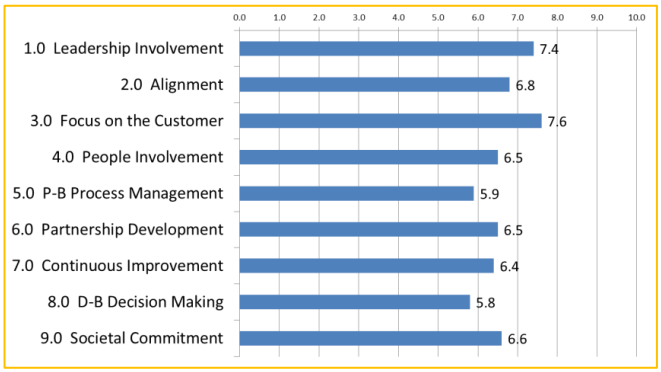
Many professionals invest in training and certification and use a variety of quality approaches, but they are not familiar with leading excellence models such as the EFQM, Baldrige, Canadian Framework for Excellence and Australian Business Excellence Framework. Today, excellence models provide the basis for national excellence award programs in 55 countries.

Knowing more about these models, refer to our blogs on this subject, can help quality professionals add value to their (client) organization(s), speak the language of management and contribute to strategic imperatives.

To encourage the use of excellence models Organizational Excellence Specialists launched the First Global Assessment on the Current State of Organizational Excellence' in May 2015 with the support of the Organizational Excellence Technical Committee (OETC) QMD ASQ. Please click here to access our latest research report.

Since the last interim report, there has been a significant increase in the number of completed assessments. This is largely due to the contributions of approximately 300 volunteer research professionals around the world!

Teaser Assessment Only

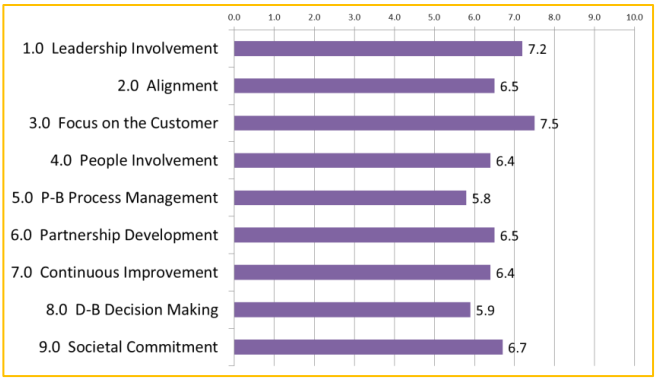


To date, there have been 602 organizations that have completed the teaser assessment representing 21 industry sectors and 79 countries. Mostly leaders (38%) and management (36%) have responded from the business sector (66%) followed by the government (19%) and non-profit (15%) sectors. Most of these organizations are micro size (37%) followed by medium (26%), large (24%) and small (13%) size.

Overall the aggregate results on the Principles would suggest organizations rate the culture of excellence in their organizations quite positively. The highest rated principles were focus on the customer and leadership involvement and the lowest rated principles were prevention-based process management and data-based decision making.

Full Assessment

There have been 244 organizations that have completed the full assessment representing 18 industry sectors and 43 countries. Mostly leaders (38%) and management (36%) have responded from the business (69%) sector followed by the non-profit (17%) and government (14%) sectors. Most of these organizations are large size (32%) followed by micro (26%), medium (25%) and small (17%) size.



Principles

Aggregate results on the Principles were similar to respondents that completed the Teaser Assessment.

Key Management Areas

In comparison to the Principles, the aggregate results on the key management areas were lower. The highest rated area was customers and the lowest rated areas were planning and resource management.

Preliminary Observations

Three general observations are noted at this point in the study:

- Organizations rate the culture of excellence in their organizations quite positively however as they dive deeper into the best management practices across key management areas the ratings are significantly lower
- Most present oriented practices are rated higher (e.g. governance obligations, business plan, corrective action) than future oriented (e.g. risk management, contingency plan, capability gap analysis) and collaborative (e.g. benchmarking, work with suppliers and partners to develop products, services and standards) practices
- A balanced system of measurement appears to be used by organizations, particularly quality of products and services, customer satisfaction and financial performance

Those interested in participating and monitoring the real time dashboard results of this global research project may do so by clicking here

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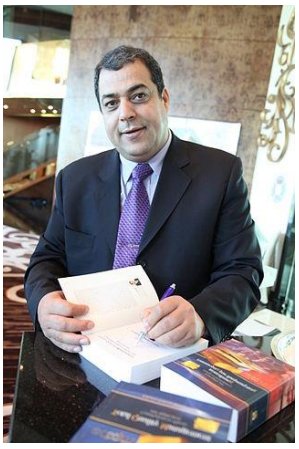
This article has been provided by Ranjana Mishra, Excellence Tetralogy, Dubai, UAE

Launch of The ELITE Club

Elite, as an acronym stands for **Enhancing Learning Through Innovative Thinking and Excellence**. This concept is geared towards supporting the continuous learning and development of excellence professionals. The Vision of the Elite Club is to be the global voice of quality and excellence with professionals championing concepts, theories and applications in various parts of the world.



The Elite Club founded by Professor Mohamed Zairi, will launch regular initiatives and themes for discussion, debate, consideration and knowledge transfer amongst the excellence professional members. It will provide to its members a wide variety of services and support that will enable them to fulfil their roles and obligations in the best and most complete way. The Elite Club will position itself as a viable, credible and influential global voice on how quality and excellence are applied and will be developed in the future. It will ultimately will depend on the co-operation, contributions and involvement of its global membership. As a platform offered to the members, the Elite Club aims to create synergy amongst the members and a connected network that constantly grows and enriches the debate for the common purpose of seeing a quality and excellence profession thrive, develop in a healthy manner and have a significant impact in all corners of the globe.

Members will receive:

- A regular complimentary copy of the Excellence Professionals Magazine which will be issued four times a year. The Excellence Professionals Magazine will treat different themes of emerging concepts and will attempt to blend conceptual aspects with case studies and best practices. The magazine will also serve the global excellence professionals community by creating space for making announcements and advertising purposes.
- A monthly theme in the form of what is referred to as a QC (quality conversation) item. This will be an animation of a tool, concept or model that is based on pioneering thinking and which will be useful to the members.
- Access to the U-Tube channel of master classes that are developed by the Zairi Institute.

To read more or to join, click The ELITE Club

To learn more about Professor Mohamed Zairi and his work click here and listen to a radio interview from earlier this year.

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

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These updates have been provided by Sophie Wager, Marketing & Communication Manager, EFQM

Updates from EFQM

Expert webinar – shift to individualism – the importance of understanding psychological empowerment and self-empowerment, 28 June

There are strong arguments about understanding the psychological impact of employee empowerment on individuals – whether they are in leadership or non-management positions.

This webinar focuses on psychological empowerment and self-empowerment as these have implications on an individual's self-esteem, self-efficacy and locus of control which in turn affects their innovation and creative capacities. It is also important for leaders to be psychologically empowered.

Click here to register

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 a 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 two days...

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

For more information, click here

These articles have been provided by Dr. Mohamed Buheji, Economies of Inspiration, Youth & Resilience Leading Researcher, Future Foresighter, CEO-Int'l Inspiration Economy-Consultancy

Inspiration News

Final Call for Paper-International Journal of Youth Economy

The *International Journal of Youth Economy (IJYE), ISSN 2537-0243*, is an international interdisciplinary open access blind peer-reviewed refereed journal that strives to cater to the needs of those who want to contribute diverse papers that would contribute to create a youth driven economy directly or indirectly through improving our quality of life.

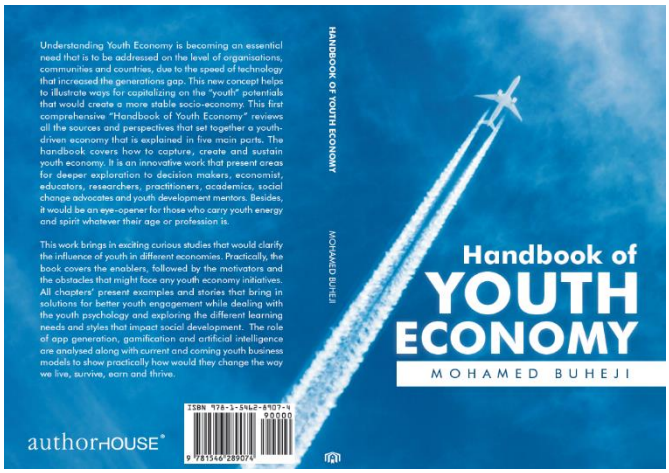
For more details, and how to submit, check out the Journal web site: youtheconomy.org

Final Call for Paper - International Journal of Inspiration & Resilience Economy

The International Journal of Inspiration & Resilience Economy (IJIRE) is an international interdisciplinary open access blind peer-reviewed refereed journal that strives to cater to the needs of those who want to contribute diverse papers that would contribute to creating a positive change and inspiration to the economy directly or indirectly through improving our quality of life. IJIRE is published by an international leading publisher Scientific & Academic Publishing – USA

For more details, and how to submit, check out the Journal web site: inspirationeconomy.org

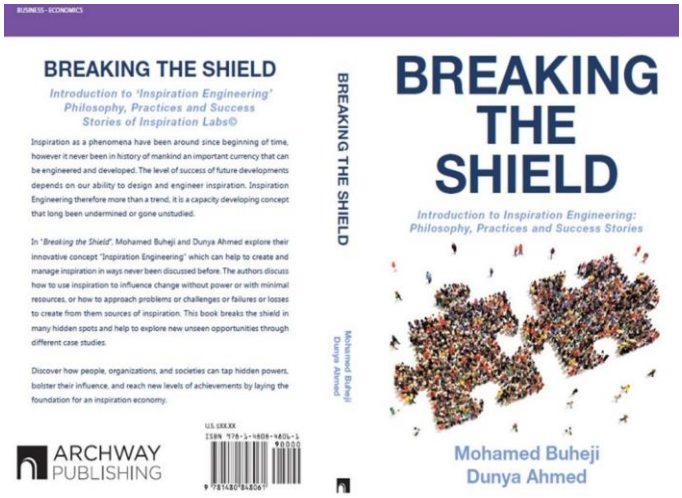
Handbook of Youth Economy



In five main parts this youth economy handbook presents in *an exciting way the main conceptions of youth related economy where it starts with Youth Economy Enablers*, followed by part two which focuses on *Youth Economy Motivators.* Parts Three and Four tackle *Youth Economy Obstacles* and *Youth Economy Outcomes.* The book concludes with part five which focus on *Sustaining Youth Economy*. Each part has 2 to 5 sections which shows the basis of YE framework.

To purchase, click any one of these: Amazon UK, Amazon.com, authorhouse.com, or barnesandnoble.com

"Breaking the Shield" - An Important Book for Inspiring, Resilient and Youth Leadership that provoke the Mindset in dealing with Problem Solving and life complexities



In "Breaking the Shield", the authors explore their innovative concept "Inspiration Engineering" to show how organisations, governments and leaders of change can create and manage inspiration in ways that have never been discussed before. The authors discuss how to use inspiration to 'influence change without power' or 'with minimal resources', or how to approach problems or challenges or failures or losses to create from them 'sources of inspiration' in our communities. This book 'breaks the shield' help us to explore new unseen opportunities through different case studies.

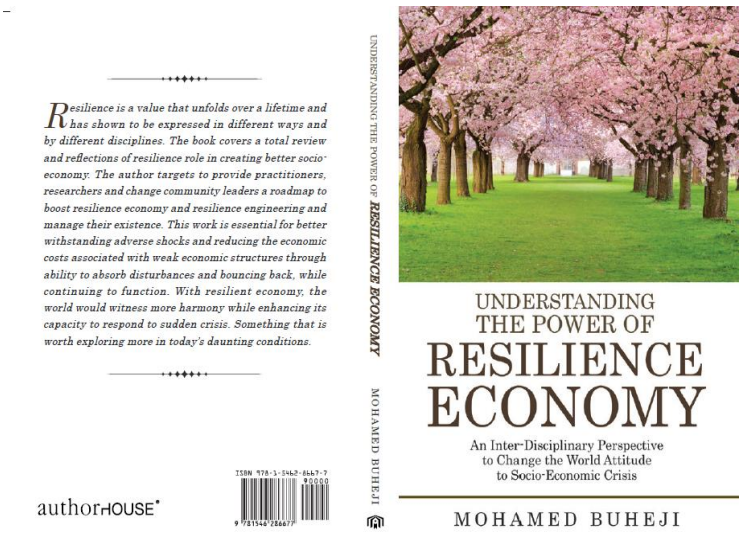
Written by: Dr. Mohamed Buheji & Dr. Dunya Ahmed

Purchase online here, or get a hard copy here

"Resilience Economy" - An Inter-Disciplinary Perspective to Change the World Attitude to Socio-Economic Crisis

Resilience Economy is a book that carries lots of values that are highly needed for stability of any country, society, organization and individuals' lifetime. It is a concept that can be easily grasped and adopted by any discipline. The book covers a total review and reflections of resilience role in creating a better socio-economy. Dr Buheji aims to provide practitioners, researchers and change community leaders with a roadmap for resilience engineering and to achieve a resilience economy. This work is essential for withstanding shocks and reducing the economic costs associated with weak economic structures through the ability to absorb disturbances and bounce back, while continuing to function. With a resilient economy, the world would witness more harmony while enhancing its capacity to respond to sudden crisis.

Written by: Dr. Mohamed Buheji



To purchase, click any one of these: barnesandnoble.com, amazon.com, amazon.co.uk or barnesandnoble.com

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

Best Regards,

Alan Samuel
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Robin Mann
Director, COER
https://www.linkedin.com/in/drrobinmann

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
or ideally Join the BPIR.com ☺– to receive our Best Practice Reports and help us to continue our research!

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.

Sign up to the Global Organisational Excellence Congress Linked-In Group

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