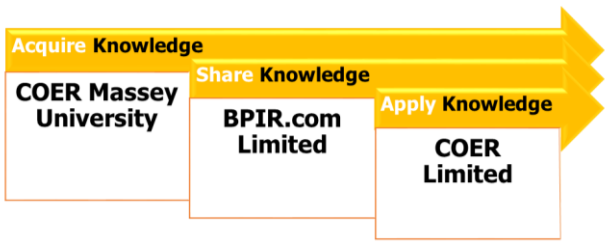


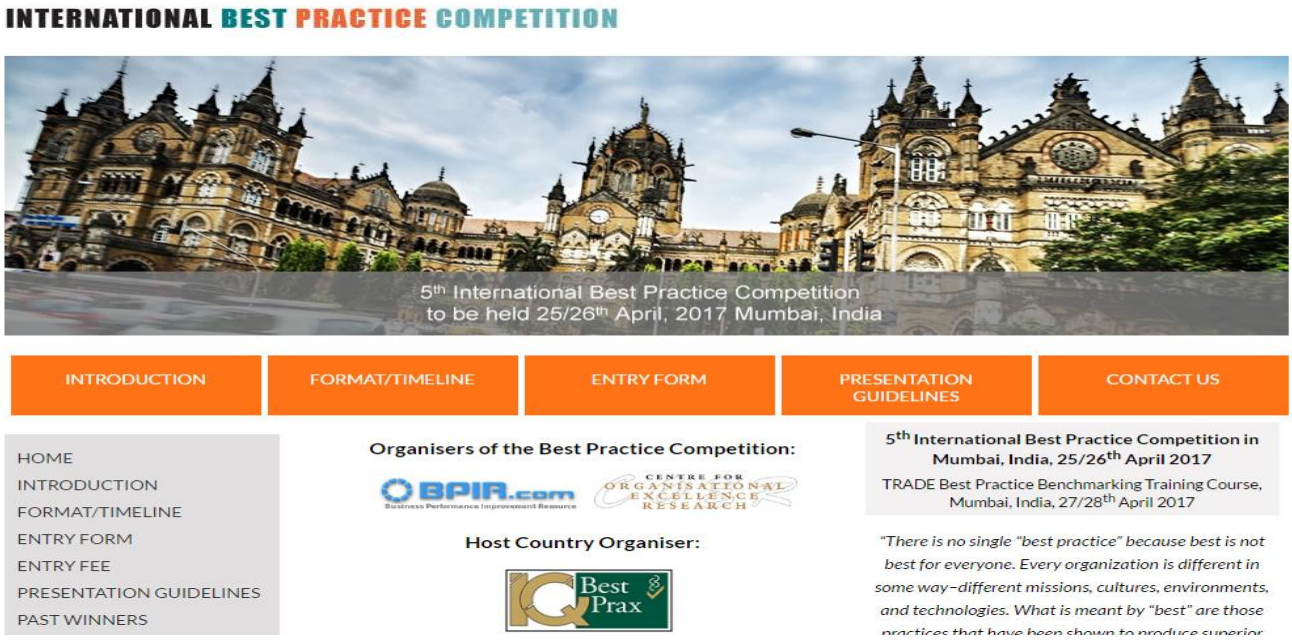
COER News – December 2016

Welcome to our December COER newsletter!

The newsletter begins with an announcement of the dates of the 5th International Best Practice Competition. We do hope you can participate in this fun and fantastic learning opportunity! In this issue we have invited some of our partners/friends to share their latest activities and news with you. We hope you have an enjoyable read!

5th International Best Practice Competition

The International Best Practice Competition will be held in Mumbai, India, 25/26th April 2017, courtesy of the BestPrax Club. Prime supporters of the competition are the Global Benchmarking Network, Asian Pacific Quality Organisation and the Abu Dhabi Chamber of Commerce.



To submit your Best Practice please visit http://www.bestpracticecompetition.com/entry-form to download an entry form. **The First Call for entries closes on 23 January 2017**. Last year, there were 49 entries with 33 qualifying to give a presentation at the competition event.

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.

Dubai We learn – Knowledge Sharing & Innovation Initiative

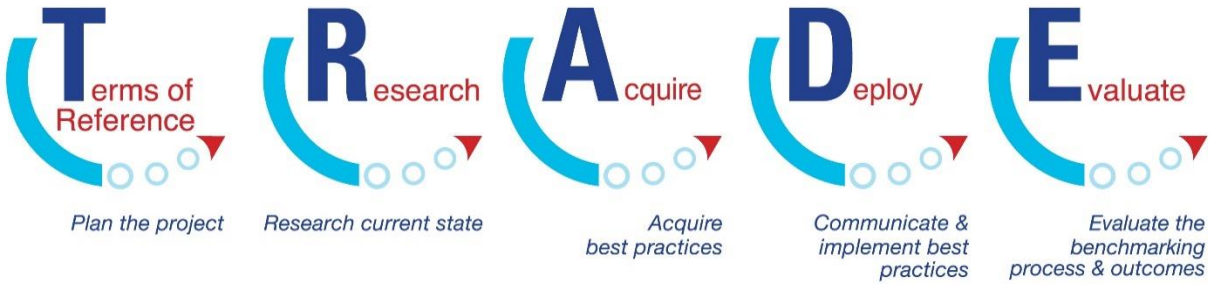
A successful first year for Dubai We Learn

This first year of *"Dubai We Learn - Knowledge Sharing and Innovation Initiative"* came to an end in October 2016. This initiative, for government entities in Dubai, has seen the Dubai Government Excellence Program (DGEP) and COER working closely together to deliver a range of knowledge sharing and organisational learning activities designed to fast-track organisational improvement and stimulate innovation.

On 5 October 2016, the first wave of 13 benchmarking projects were concluded. Each project team gave a presentation and submitted a benchmarking report which was assessed by an expert panel. Three of the teams achieved a 7 Star recognition according to the new assessment system with all teams achieving certification at the Benchmarking Proficiency Level (an admirable achievement within one year). Initial results from the 7 Star projects are highlighted in the table below.

Organisation	Project Title	Initial Results
Dubai Municipality	Improving purchase procedures and channels	Saved in excess of US$600,000 per year from a more efficient purchase requisition process
Dubai Statistics	Innovative statistics	Gained international recognition for improvements to its innovation capabilities
Knowledge and Human Development Authority	People happiness	Made major changes to its work environment and practices to increase employee happiness

COER's TRADE Best Practice Benchmarking Methodology and BPIR.com were the key tools supporting the projects.



The photo to the left shows Dr Ahmad Al Nuseirat, Coordinator-General, DGEP (2nd to the left), Dr Zeyad Mohammad El Kahlout, Quality and Excellence Advisor, DGEP (far left), Dr Robin Mann, Director, COER (centre) with His Excellency Abdulla Abdul Rahman Al Shaibani - Secretary General of the Executive Council of Dubai (far right). All of these people, along with Ahmed Abbas, Senior Benchmarking Researcher, COER, (photo above with Dr. Omer Al Sakaf who was the Team Leader for the Dubai Corporation for Ambulance Service's project) played a vital role in the success of the program.

The expert panel consisted of Arndt Husar, Deputy Director, United Nations Development Programme (UNDP), Global Centre for Public Service Excellence, Singapore (left side of photo), Professor Dotun Adebanjo, University of Greenwich, London (right side of photo), and Dr Robin Mann.

An overview of the 7 Stars ★★★★★★★ Dubai We Learn projects

The 7 Stars projects are described below. Information on the other projects is shown here.

Dubai Municipality

The project aim was to increase the percentage of processed purchase requisitions from 74% to 85% within a target of 20 days, thereby improving the overall throughput of the purchasing channels.

The team conducted an in-depth study of their current procurement system and performance using process analysis tools such as workload analysis, value stream analysis, an influence-interest matrix, customer segmentation, fishbone diagram, process flowchart analysis and waste analysis. As a result of this analysis, a number of areas for improvement were identified. These included the ensuring of correctly detailed technical specifications, how to quickly evaluate potential suppliers for technical purchases, and how to automate these processes.

During the Acquire stage, the team collected more than 55 improvement ideas gained from the learning from benchmarking partners and the team's own ideas. The team integrated these ideas and practices into a total of 5 main best practices for implementation. One of the best practices relating to contracts was parked under a new benchmarking project so that its feasibility could be further investigated.

The actual outcome of the project exceeded expectations; from 85% of purchase requisitions to be completed within 20 days as the original aim, to an actual performance of 97% of purchase requisitions completed within 12.2 days. Finally, at the Evaluate stage of the project, Dubai Municipality calculated their savings to be in excess of US$600,000 per year.

Knowledge and Human Development Authority (KHDA)

The aim of the KHDA project was to identify and implement best practices to increase people happiness. Prior to this project, KHDA was in the top 15% of organisations for employee happiness, based on an independent international measure. It was therefore a challenging task to improve its already very strong position.

During the Research stage of TRADE, the team reviewed its current performance and challenges associated with people happiness. Specific areas to focus on during the benchmarking exercise were determined by the lowest scoring attributes in a Happiness @ Work Survey. This resulted in focusing on more specific areas such as employee well-being and work-life balance.

One of the unique features of how KHDA utilises its resources is the way it leverages off planned business trips to obtain benchmarking information. For example, when some of the senior management team travelled to the United States to attend a conference the benchmarking team took advantage of this opportunity. They scheduled a number of benchmarking visits for their senior managers to acquire best practices on people happiness. As a result, the benchmarking team acquired many best practices through site visits both internationally and locally, in addition to obtaining best practices through internet research.

Some of the practices targeted the improvement of the work environment such as the renovation of the 5th floor of their building. The photos show the new design with the work desks/areas intermingled with the sports apparatus and the presentation/meeting room designed to encourage openness and harmony. Renovation of the 5th floor was already planned before the benchmarking study began but the study enabled enhancements to be made.

Other practices targeted improving employees' well-being, such as encouraging employees to participate in fitness classes and external sports activates such as the "Walk for Education 2016", "Race for Good", "Good Move Dubai", "Spartan", and the "Vertical Marathon". There were also practices targeting transparency such as "Open board meetings" where the monthly board meetings become open to all employees with the meeting agenda shared in advance. Another practice being piloted is a move from a traditional management hierarchy to "holocracy", a new

peer-to-peer "operating system" that increases transparency, accountability, and organisational agility. The benchmarking team also, within the one year time frame, introduced the "School of Hearts" to measure student happiness at schools in Dubai. The survey reached out to more than 40 schools and 9,000 students.

Dubai Statistics Center (DSC)

The aim of DSC's project was to identify best practices in Innovation to enable DSC to develop and implement a strategy for innovation to improve its processes and services.

DSC started its project by undertaking a number of innovation self-assessments (three of the four were from the www.BPIR.com). DSC found the self-assessment titled "Innovation Maturity (organisation-wide)" the most comprehensive and useful. The self-assessments enabled DSC to identify both its current level of innovation maturity and specific improvement needs. The specific improvement needs were innovation strategies, innovation measurement, innovation labs, suggestion schemes and innovative statistical information delivery.

During the search for potential benchmarking partners, DSC used the identified areas of improvement as the criteria for selecting benchmarking partners. For example, DSC searched for organisations with an innovation strategy that resulted in an innovative culture.

DSC conducted benchmarking visits to four organisations locally and obtained many best practices through internet research. They were able to identify nearly 60 improvement ideas. In the Deploy stage they were able to implement a number of best practices in readiness for certification to the innovation management standard TS 16555-1. The suggestion scheme was improved and awareness initiatives enhanced. DSC gained international recognition for its improvement in its innovation capabilities by winning the Most Innovative Company of the Year in the Middle East and Africa at the International Business Awards.

Future activity

Due to the success of Dubai We Learn, a 2nd wave of benchmarking projects will start in early 2017. Dubai government entities may join the 2nd wave of projects through contacting Dr. Zeyad Mohammad El Kahlout, Quality and Excellence Advisor, Dubai Government Excellence Program, The General Secretariat of the Executive Council of Dubai, Zeyad.ElKahlout@tec.gov.ae.

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":

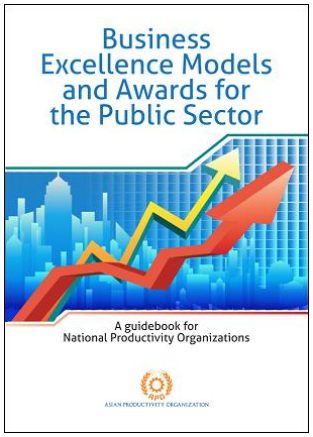
Additional 7 Star system to assess projects is shown below:

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.

A Guidebook for National Productivity Organisations

Business Excellence models and awards for the public sector: A guidebook for national productivity organisations



The guidebook describes how business excellence frameworks can be used in the public sector (as the *ultimate productivity framework*) to achieve advances in social, political, economic and environmental performance.

Dr Robin Mann, Head of COER, was the Chief Expert appointed by the Asian Productivity Organisation (APO) to oversee the development of the guidebook.

The guidebook begins with an exploration of the importance of business excellence awards and models through a series of questions and answers. This is followed by a summary of the views of national productivity organisations (NPOs) on business excellence. Thereafter, information is presented on how to promote business excellence, assist organizations in using a business excellence approach, and recognize organizations through an awards process. The last section provides examples of how NPO member economies are implementing business excellence in the public sector.

The full guidebook can be downloaded from COER's website here.

COER Research Projects

Informal Benchmarking and Quantum Thinking: How they work together to improve practices

At the recently held APQO conference in Rotorua, NZ from 20-23 November 2016, Alan Samuel presented the topic "A Quantum Leap in Informal Benchmarking". This presentation showed how informal benchmarking (informally learning from others better, smarter and newer organisational work practices) can invoke a quantum leap in the way we improve practices and processes, innovate products and services, and integrate systems.

Newtonian thinking in terms of laws and mechanisms can no longer fully explain or determine how nature and mankind operate. Quantum thinking about organization life and managing systems is required. It proposes that everything is in a state of flux, is chaotic, uncertain, and control is an illusion. An example of Atomism (Newtonian) vs Holism (Quantum) in Informal Benchmarking:

Newtonian vs Quantum Thinking

Newtonian	Quantum
Atomistic →	Holistic
Determinate	Indeterminate
Reductive (1+1=2)	Emergent, self-organizing (1+1=3+)
Selective/exclusionary	Differences embraced
Duplication	Fractals
Actuality	Potentiality
Subject-object split	Participatory universe
Vacuum →	Field

In the Newtonian paradigm, individuals are part of the whole organization and their interaction give rise to a system of operation. The goal of a system is usually to move towards a state of equilibrium where it is self-sustaining. In the quantum paradigm, individuals are seen to be separate and connected (both particle and wave-like properties) at the same time. In other words each individual has his own energy level which can be measured but they also are totally meshed-in with each other like a giant dynamic energy force which is constantly changing. When an individual informally learns from the practices of another, not only does he change, but the person he interacts with changes, and the organization changes because of new knowledge acquired and adapted to current practices to improve them. This adaptation entails numerous influences and inputs both consciously and sub-consciously from and in the context of organization life. Hence there is a co-determination of the outcome of that informal benchmarking effort which most often cannot be linearly pre-determined as in the Newtonian way of thinking.

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

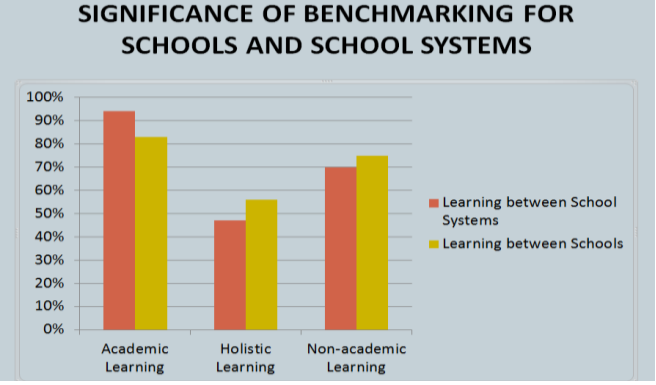
Development of a framework to assist educationists and schools on sharing strategies and application of best practices

At the New Zealand Association for Research in Education conference held in Lower Hutt, New Zealand from 20-23 November 2016, Rubab Malik presented the topic "Development of a framework to assist educationists and schools on sharing strategies and application of best practices".

This is the era of global competition where educational performance of schools and school systems can no longer be judged merely from a national perspective. The introduction of international benchmarks enables schools and school systems to compete globally. This competition encourages schools and school systems to learn from the best-performers through the use of benchmarking, both formally and informally.

This presentation showed how benchmarking is used by school systems to learn from other school systems and for supporting schools to learn from best practices. Furthermore, it showed the use of benchmarking by schools to learn from other schools and for supporting the learning of their teachers. Finally, the presentation highlighted how the research leads to the development of a framework for effective implementation of benchmarking for schools and school systems.

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



"Excellence Without Borders" Project

In 2015, COER started a major project called "Excellence without Borders" investigating the "design, deployment and impact of National/Regional/Sectoral Business Excellence (BE) programs". Unfortunately this project had to be postponed. The good news is that we plan to re-ignite this project in early 2017 when a new researcher will be assigned to this project.

PhD Research Opportunities

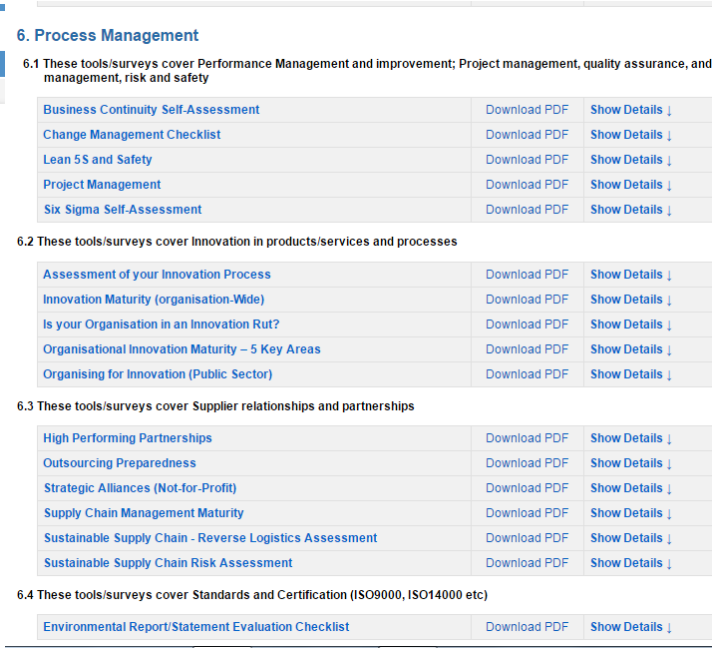
If you would like to pursue a PhD in Benchmarking, Business Excellence, Best Practices or Innovation at COER click here. From following this link you will find useful information on PhD topics and how to apply.

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

- Cyber security risk management: what should we be talking about? … read more
- A systems perspective to leadership and strategy… read more
- 5 (budget) hacks for building amazing office culture… read more
- How to handle customer feedback on social media…read more
- Baldrige Cyber – A new era in the Baldrige program begins!…read more
- Companies with highly engaged workforce are 21% more profitable…read more
- South African Quality Institutes latest news…read more
- Bringing a systems approach to U.S. population health…read more
- 7 mistakes good Managers NEVER make…read more
- Eight powerful ways to generate great ideas…read more

BPIR.com – Looking to make a Bigger Impact

- BPIR.com continues to lead the way in sharing best practices and improvement tools. It now includes over 150 best practice videos, over 80 self-assessment tools and full information on the TRADE Best Practice Benchmarking methodology (Training Manual, TRADE Spreadsheets/Resources) *in addition to an extensive collection of 1,000's of best practice case studies linked to the categories/items of business excellence models.*



Become a BPIR.com member and access 100's of best practice videos and self-assessments and much more… http://www.bpir.com/component/option,com_bpiradmin/page,signup/task,new_join_plans

- **We are looking for Investment Partners to take the BPIR.com to the next level.** If you can invest your time or money into the BPIR.com and are interested in becoming a part-owner we would be interested in hearing from you.

COER Workshops

COER has delivered practical In-house Benchmarking Workshops in over 15 countries in just the last two years.

Upcoming workshop in 2017:

Apr 25 – 26: Benchmarking for Excellence, India.

Other workshops are being planned in Chile, Fiji, NZ, Philippines, Singapore and the UAE in 2017. Contact trade@coer.org.nz for further information.

Events

Asia Pacific Quality Organisation Conference 2016, Rotorua, New Zealand, 20 - 23 Nov 2016 A number of COER staff and associates presented at this event, including Dr Robin Mann (COER), Alan Samuel (COER), Professor Nigel Grigg (Massey University), Nihal Jayamaha (Massey University), Michael Voss (Pyxis) and Jorge Roman (Business Excellence Chile). This conference was a fabulously successful occasion set in a landscape that is hard to beat anywhere in the world – Rotorua.

APQO Conference Wins New Zealand Business Events Award

The APQO Conference 2016 was awarded the New Zealand Business Events Award at the Tourism New Zealand Awards Night held on Thursday 20 October 2016. "Your convention raises New Zealand's international profile, encourages knowledge transfer, and generates opportunities for trade and investment, all of which are invaluable for the future development of New Zealand.", cited the award.

Pictured here is Abraham Fenn, APQO Conference Convenor and President of The New Zealand Organisation for Quality Inc. who was presented the award.

Professor Hadi Eltigani, Director General, Abu Dhabi International Centre for Organizational Excellence (ADICOE), Abu Dhabi Chamber of Commerce, received the Harrington / Ishikawa Professional Medal from Dr James Harrington for his outstanding contribution to business excellence/quality. Prof Hadi is a long-term partner of COER and a strong supporter of the International Best Practice Competition.

Harnek Singh, President, APQO (centre) and Jorge Roman, CEO, Business Excellence Chile and Dr Robin Mann enjoying Huka Falls after the conference.

10th International Benchmarking Conference, Nanjing, Jiangsu, China 7 - 9th December 2016

The 24th Annual General Meeting and the 10th International Benchmarking Conference of the Global Benchmarking Network will be held 8/9th December 2016 in Nanjing, Jiangsu, China. It will be chaired by Dr Robin Mann, GBN chairman and graced by Dr Robert Camp, the pioneer of modern-day benchmarking. Both events will provide an excellent opportunity to share benchmarking knowledge and best practices.

The IBCON 2016 event is targeted for senior leaders in both the private and public sectors, with a distinct and unique focus on how to sustain performance excellence through benchmarking and best practices for the next 10 – 20 years or more. The IBCON offers the opportunity to also experience the unique mix of innovation and cultural heritage within China. The conference location Nanjing is the second largest city in the East China region with over 8 Million citizens and capital of the Jiangsu province.

Is your country represented in the Global Benchmarking Network (GBN)?

Over 20 countries are represented in the Global Benchmarking Network – refer to www.globalbenchmarking.org/the-network/current-members/. Each member country has an institution that represents their country and encourages organisations to use benchmarking as a means for capturing best practices, improving productivity and for economic, environmental and social development. **If your country is not a member, perhaps your institution could represent your country?** http://www.globalbenchmarking.org/become-a-member/

What is benchmarking?

The Global Benchmarking Network is constantly seeking to grow the body of knowledge in benchmarking. These are the views of GBN members on "What is benchmarking?" The latest GBN Newsletter can be downloaded from here.

Farshid Shokhrekhodaee, Iran
General Manager Intelligent Persians Corporation

"Benchmarking is essentially learning from the best practices for the purpose of the improvement of our own practices. Initially, this starts by comparing the performance results, and continues by process benchmarking. After this learning, we change our practices with the aim of achieving excellent results."

"My definition of benchmarking is finding challenging reference points for relevant key performance indicators (improvement potential) and create solutions to move your own performance into the direction of these reference points."

Tonnis van Dam, Netherlands
Compare to Compete

Suresh Lulla, India
BestPrax Club Pvt. Ltd,
GBN Director Membership Engagement and Retention

"Benchmarking is identifying best-in-class performance and managerial practices that support this performance."

"Benchmarking is 'learning through the experience of others'. It includes the process of identifying, adapting, and implementing high performing practices to produce superior performance results."

Dr. Robin Mann, New Zealand
Centre for Organisational Excellence Research
GBN Chairman

Jan-Patrick Cap, Germany
Fraunhofer IPK, Information Center Benchmarking
GBN Secretary

"Benchmarking is a mindset which results in constant innovation, adaption and learning through inspiration from others that excel the own skills in certain areas."

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

"They know how to do it in Singapore"

Every other time I have visited Singapore I have been impressed with what this small island nation manages to achieve. And this time was no exception. During my first visit I taught TRADE Best Practice Benchmarking to Singapore government agencies as part of a pilot programme. Not only did the 7 different agencies successfully complete all their benchmarking projects but they have since rolled out the methodology across the whole of government. And their efforts in continuous improvement and commitment to excellence shows. **Read more here**

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

The BestPrax Conclave

The BestPrax Club recently held the BestPrax Conclave at the prestigious NMIMS University in suburban Mumbai. It was the culmination of two competitions: BestPrax Benchmark 2016 and BestPrax Prize 2016.

The BestPrax Benchmark is an intensive 3 month process that combines reflective research internally, consulting, and finally competition with other organizations. It helps organizations harvest best practices and zero-in on opportunities for improvement.

The Feedback Report shares the scoring practice by practice, aligned to Business Excellence models. It also mines for global best practices to enable innovative adaptation for corrective improvements. This year's edition saw a focus on Leadership Governance. The winners were Tata Power, Tata Housing and NMIMS University. The next two editions will focus on Management Governance and Operational Governance. The competition cycle for participation

will be from November 2016 to April 2017. GBN members should encourage organizations in their circle of influence to participate.

The **BestPrax Prize** is an open forum for organizations to showcase their best practices. The best practices this year were from Max Life Insurance, Yes Bank, Mahindra Lifespace Developers, and Thiagarajar College of Engineering. These winners of BestPrax Benchmark and BestPrax Prize will now be showcasing their best practices at the GBN's IBCON 2016 in China." **Read more here**

This article has been provided by Suresh Lulla, Founder & Director, BestPrax Club

"Celebrating 25 Years of Excellence in Scotland"

To celebrate Quality Scotland's 25th Anniversary, our 'Celebrating 25 Years of Excellence' case study booklet was launched. It shows how our members achieved "Committed to Excellence and Recognised for Excellence" awards and the routes they used. Download a PDF version here.

Quality Scotland is a National Partner of EFQM (European Foundation for Quality Management) and the official home of the EFQM Excellence Model in Scotland. We are dedicated to helping all organisations in Scotland, whether in the public, private or third sectors in their pursuit of excellence. We work with members to achieve, recognise and sustain business excellence. We offer a range of performance improvement tools, recognition schemes and accredited training and development programmes as well as other online resources, all supported by dedicated Account Management.

QUALITY SCOTLAND

This article has been provided by Ann Pike, Head of Business Development, Quality Scotland

Participate in the 1st Global Assessment on the Current State of Organizational Excellence

At the 10th International Benchmarking Conference, Dawn Ringrose will be presenting on the 'first global assessment on the current state of organizational excellence'. To date, we have received close to 200 assessments but do not have a statistically significant sample from all countries. In the next few days we urge all COER and BPIR members to participate in the assessment and extend the invitation to their contacts so that we have some good interim results to share at the International Benchmarking Conference (IBCON) in Nanjing, Jiangsu, China on December 8, 2016.

To participate in the global assessment, you have two choices:

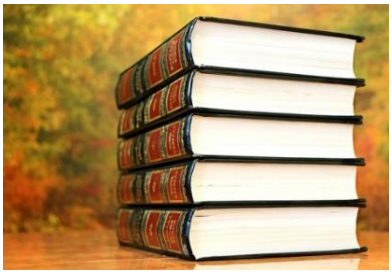
- Teaser Assessment – takes 5 minutes, assesses culture of excellence and delivers a free feedback report to your inbox http://www.qlbs.com/QimonoVBA/assessment/OrgExFrameworkTeaser , **or**

- Full Assessment - takes 15 to 30 minutes depending on organization size, assesses culture of excellence and deployment of best management practices http://www.qlbs.com/QimonoVBA/Assessment/OrgExFramework

For more information, click here

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

Chapter on Organizational Excellence for the Global Encyclopedia



Dawn had the unique honour to author a **Chapter on Organizational Excellence for the Global Encyclopedia** of Public Administration and Public Policy (doi: 10.1007/978-3-319-31816-5_16-1). The Editor in Chief was Ali Farazmand, the publisher was Springer International Publishing Switzerland and the encyclopedia was published in 2016.

Read more here

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

Youth Inspiration Forum Sep 2016 Bosnia/Bihac

This forum was designed to give youths an opportunity to be hands-on to better their society. Together with the Una Sana Canton Province Government in Bosnia and Bihac University, we want to show the whole world how youths can inspire others with minimal resources.

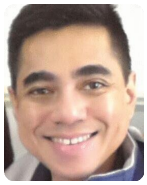
This is one of the many initiatives of Dr Mohamed Buheji supporting his inspiring work on "Inspiration".

Read more here

This article has been provided by Dr Mohamed Buheji, Founder, International Institute of Inspiration Economy

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

Editor, COER

https://www.linkedin.com/in/alansamuelnewzealandsingapore

Dr Robin Mann

Director, COER

https://www.linkedin.com/in/drrobinmann

Dr Robin Mann, Director, Centre for Organisational Excellence Research (COER), Massey University, and COER Limited, New Zealand. Tel: +64-06-880-0150. E-mail R.S.Mann@massey.ac.nz. Website: www.coer.org.nz. Chairman, Global Benchmarking Network, www.globalbenchmarking.org. Director, BPIR.com Ltd, www.BPIR.com – the resource for benchmarking and best practices, Founder, International Best Practice Competition, www.bestpracticecompetition.com.

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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