

## TEACHING AND LEARNING IN DISRUPTIVE FUTURES: AUTOMATION, UNIVERSAL BASIC INCOME & OUR JOBLESS FUTURES

UNESCO CHAIR FUTURE STUDIES

### REVIEW

IBCON GBA AGM 2016 IN CHINA

### BEST PRACTICE COMPETITION:

SHARING AND LEARNING BEST PRACTICES

### INTERIM RESULTS

FIRST GLOBAL ASSESSMENT:  
CURRENT STATE OF ORGANIZATIONAL EXCELLENCE

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# **Dear GBN Members**

It is our pleasure to present you the 22nd issue of the GBNNewsletter.

The 24th Annual General Meeting and the 10th International Benchmarking Conference of the GBN held on 8/9 December 2016 in Nanjing, Jiangsu, China were a great success. Both events provided an excellent opportunity to share benchmarking knowledge and best practices. We are especially proud that Robert Camp, the pioneer of modern-day benchmarking, joined us via live broadcast. More information on the two events is contained in the first section of this Newsletter.

Also, we are very proud that Sohail Inayatullah, UNESCO Chair of Future Studies contributed with an article about "Teaching and Learning in Disruptive Futures: Automation, Universal Basic Income & Our Jobless Futures".

Dr. Robin Mann and Dawn Ringrose share their latest activities. As usual, every GBN Member is invited to publish their latest activities in the Newsletter. Please come back to us, if you would like to share something in the next newsletter.

Enjoy reading and happy benchmarking!



Jan-Patrick Cap  
GBN Secretary



Dr. Robin Mann  
GBN Chairman

# Review Nanjing 2016

10<sup>th</sup> International Benchmarking Conference (IBCON) including  
5<sup>th</sup> Global Benchmarking Awards  
24<sup>th</sup> Annual General Meeting

## 10<sup>th</sup> International Benchmarking Conference

The 10<sup>th</sup> International Benchmarking Conference was held in Nanjing, Jiangsu, China and brought together regional and international experts and specialists, who discussed ways and methods to utilize benchmarking standards to achieve corporate excellence

It was an impressive event with inspiring contributions by the speakers, finalists - and winner - of the GBN Global Benchmarking Award, each one presenting their individual approach on benchmarking. The Global Benchmarking Award annually provides recognition to organizations that integrated benchmarking into their strategy and processes in order to continuously learn and innovate.

Members of the GBN Network and the GBN Board shared a short overview of their organizations benchmarking activities and reported on their work for the Global Benchmarking Network as well as future challenges.

## The International Benchmarking Conference 2016

The Conference took place at the Jinling Hotel - and was hosted by GBN Member JSPC (Productivity Centre of Jiangsu Province).

The event targeted 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.

The Conference featured highly renowned guests from all over the world and several GBN experts were amongst the speakers presenting.

The conference started with a warm welcome by the JSPC, and a delicious 12 course Welcome Banquet where everybody got the chance to know each other. Dr. Robert Camp, inventor of benchmarking, opened the IBCON 2017 via live broadcast. GBN Member and benchmarking expert Prof. Dr. Hogler Kohl (Head of Corporate Management Division at Fraunhofer IPK), GBN Chairman and Director Dr. Robin Mann (BPIR.com Limited), GBN General Secretary Jan-Patrick Cap (Head of Competence Center Innovation Systems and Structures (CCIS)), as well as Dawn Ringrose (Principal at Organizational Excellence Specialists) and Mark Modena (Director Winning Moves Ltd) continued with speeches during the conference.



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"DR. ROBERT CAMP via Live Broadcast on the Development and Future of Benchmarking"

## On the Development and Future of Benchmarking

Dr. Robert Camp provided insights on the first steps in benchmarking and its evolution over time; the importance of benchmarking as one of the most important management tools and its continued use and development in the future.

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*The process of identifying, understanding and adapting **superior practices** from organizations locally and worldwide to help your organization **improve** its performance and **achieve** priority business results*

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Key Messages he shared were the

- **Critical Need For Benchmarking**, because today's Imperatives demand innovative change
- **Global Initiative For Excellence** and the worldwide search and best practice mastery
- **Proven Steps For Success**  
Improving a critical process (*What*), sourcing best practice partners (*Whom*) and documenting superior practices (*Info. Resources*)
- **Breakthrough Results Continue**

Improving a critical process (*What*),

- **Objective:** Improve a Mission Critical Process
- **Steps:** Identify (List), Prioritize, Document, Analyze, Develop Vital Few Measures for a Key Work Process
- **Outcome:** Process Defined for Best Practice Search

(*Whom*) sourcing Best Practice Partners:

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- **Objective:** Source Partners For Best Practice Exchange
- **Steps:** Best Competitors and Functional Industry Leaders. Think Laterally, by Analogy, Generalize the Concept
- **Outcome:** Best Practice Organizations Identified

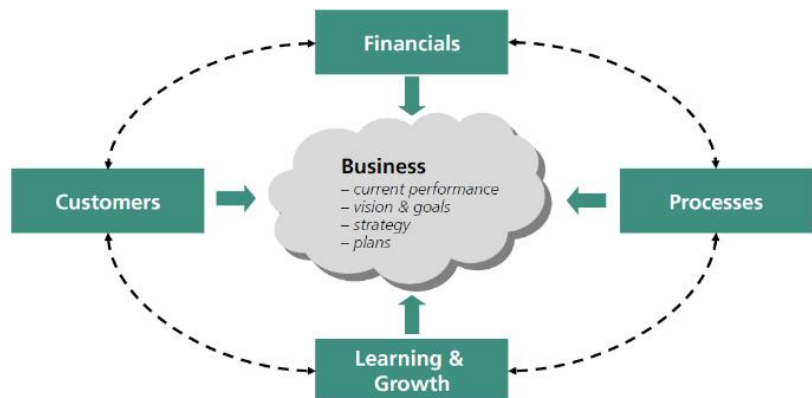
And (Information Resources) documenting superior practices:

- **Objective:** Identify Existing Best Practice Information
- **Steps:** Information Sources (Which are Primary?), Information Searches (How conducted?), Site Visits
- **Outcome:** Best Practice Findings Reports Obtained

## Benefits and Best Practices arising from Benchmarking and Global Case Studies

GBN Board Advisor Prof. Dr. Holger Kohl provided insights on how to make recommendations for improvement based on the Diagnostic Benchmarking, helping

identify productivity problems in SME's in Germany with the BenchmarkingIndex, which states the main productivity-obstruction in Germany as being "74% Classical management errors" and 45% poor planning and control as well as



17% lack of supervision and leadership and 12% lack of communication".

With the BenchmarkIndex a structuring of the KPIs can be used to provide a balanced scorecard on "Financials", "Processes", "Learning & Growth" and "Customers" and on the businesses' current performance, vision & goals, strategy and plans.

## Process

## Benchmarking

Dr. Kohl presented on Process Benchmarking with its historic milestones and the early application of the main idea during the early 20<sup>th</sup> century with Henry Fords assembly line, in other spheres 1950 – 1970, the Just in Time concept and Xerox, using benchmarking as a management tool.



"PROF DR. KOHL on the benefits and best practices that arise from benchmarking"

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## Benchmarking for Innovation

GBN Chairman and Director Dr. Robin Mann, presented on benchmarking as a powerful method for breakthrough thinking, innovation, improvement and delivering exceptional bottom-line results. Benchmarking therefore 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".

He explained what benchmarking is, and why it is important, provided an overview of the advances that are happening within the benchmarking field and described the TRADE Best Practice Benchmarking methodology.



"DR. ROBIN MANN on the importance of benchmarking and the TRADE Best Practice methodology"

Dr. Mann provided examples of benchmarking projects and revealed how they have impacted on innovation and business results. He also described how benchmarking should be supported and integrated into an organization's overall improvement approach.

## Benchmarking Innovation in Manufacturing Industry – a Global State of the Art Report on Intelligent Manufacturing

GBN General Secretary Jan-Patrick Cap provided a leading edge report, stating that we are in the middle of the next industrial revolution where cyber physical objects are being integrated into the information network of a company and ultimately the internet, communicating with intelligent machines, instruments, sensors or operational resources leaving the world a gigantic information network, perpetually linking all productive units in an economy.

He gave a global benchmark comparison on the current state of intelligent manufacturing, stating various perspectives

on worldwide development, as well as sharing insights in the SGIMRI project:

- **USA**

»Radical Innovation«

**Bringing Digital Innovation to the physical World**  
Start-ups for the Internet of things and a renaissance of production

- **Europa, German**

»Engineering Excellence«

**Bringing excellent engineering to the digital World**

Visionary concepts that integrate technology, society and the economy

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- **China**  
»Speed«

## **Pragmatic application of quick wins and long-term strategy**

Use of mature technologies, strategic key technology development

and Tracing, Smart Mobile Devices and Embedded MicroSystems, new enabling technologies like Social Media, Cloud Computing, Big Data as well as Wireless and NFC are applied in industrial production, making for a cheaper, more



"JAN-PATRICK CAP on Intelligent Manufacturing and the Sino-German collaborative SGIMRI project"

- **Japan, South Korea**  
»Ability to Scale«

## **Innovation through application**

Solid realization of smart factories and very large manufacturers, which strengthen their products

While increasing complexity is leading to new value chains, we moved away from the mass production in the 1950s to customer individual mass production in the 1980s to the more complex interplay of globalization, regionalization and personalization.

With initial core technologies as the Internet of Things and Services, Tracking

sustainable and efficient production with profound changes in job-departments and cyber-security issues.

He further provided insights into world wide government activities and companies across important sectors such as automotive, aviation, industrial and others, where initial core technologies such as geo-fencing technologies (AUDI), RFID (Volkswagen), Augmented Reality (BMW), Virtual Reality Trainings (EMBRAER), digital production planning (SIEMENS), Human Robot Collaboration (KUKA) and intelligent destination-dispatching system (Schindler) find application.

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## First Global Assessment on the Current State of Organizational Excellence

The 1<sup>st</sup> global assessment on the current state of organizational excellence, launched by the Organizational Excellence Technical Committee (QMD, ASQ), is intended to provide data on the extent to which the principles and best management practices of high performing organizations are characteristic of other organisations accordingly to size, industry sector and country. The aggregate findings are intended to provide a snapshot on the current state of organizational excellence around the world and a summary of strengths and opportunities for improvement.

## *The Organizational Excellence Framework*

Dawn Ringrose, Principal at Organizational Excellence Specialists, presented the Organizational Excellence Framework, with

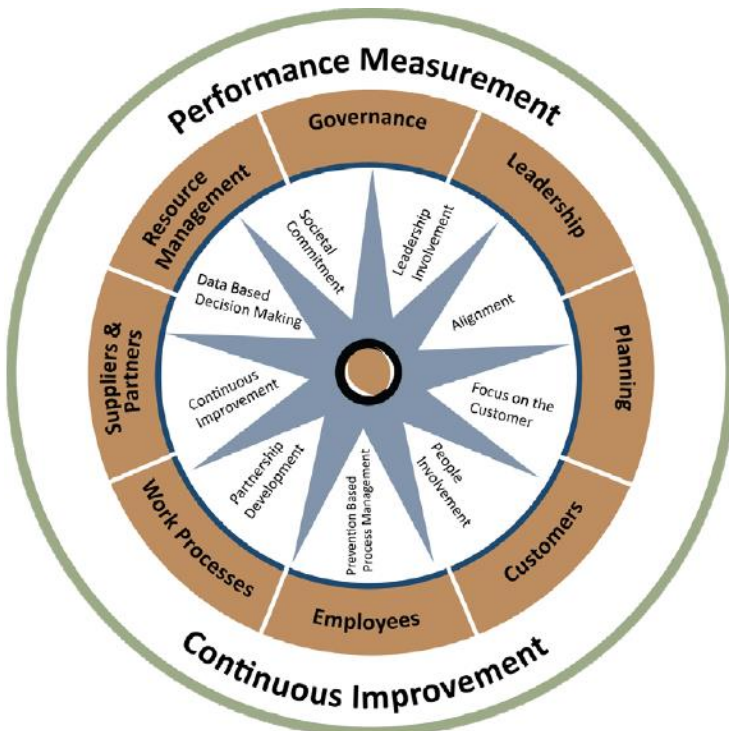


**"DAWN RINGROSE on the Organizational Excellence Framework – Principles and Key Management Areas"**

the Principles (inner ring) and Best Management Practices across Key Management Areas (outer rings)

She provided a preliminary snapshot of the aggregate results and encouraged organizations from China to participate, so that a snapshot for this country could be provided as well.

Leaders interested in participating in the global assessment may complete the teaser assessment on the culture of excellence in their organization here at the [QLBS Website/OrgExFrameworkTeaser](http://qlbs.com/Assessment/OrgExFrameworkTeaser). The full assessment on the culture of excellence and deployment of best management practices in your organization you can find at [qlbs.com/Assessment/OrgExFramework](http://qlbs.com/Assessment/OrgExFramework).



*Organizational Excellence Framework*

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## The Benchmark Index – a powerful tool for benchmarking business performance and practices

Mark Modena, Director at Winning Moves Ltd. demonstrated the renown BenchmarkIndex®. The Benchmark Index is designed to bring the methodology and benefits to Small and Medium Sized Enterprises (SMEs), taking into account the scarce time and resources they have available to invest in exercises of this kind.

The service has operated successfully for more than 20 years, has been used by many thousands of companies and adopted in around 40 countries around the globe. He took us through the customer journey, highlighting where businesses gain benefit from the different stages.

be used, plus new modules such as the GBN Sustainability Tool have been introduced.

Mark shared information about these and other key aspects of the service, take away hints and tips, and shared how the index could be used to enhance service GBN members offer to their clients.

## Panel Discussion

The Panel Discussion, which followed gave the audience the opportunity to refer to the conference presentations, ask questions.



"MARK MODENA on the Benchmark Index – for benchmarking and business performance"

In an age where individual requirements and customisation are a given, the Index has evolved and become more flexible for the consultants and their clients. To meet changing requirements, increased flexibility around structure and the measures that can

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## Final of the Global Benchmarking Award

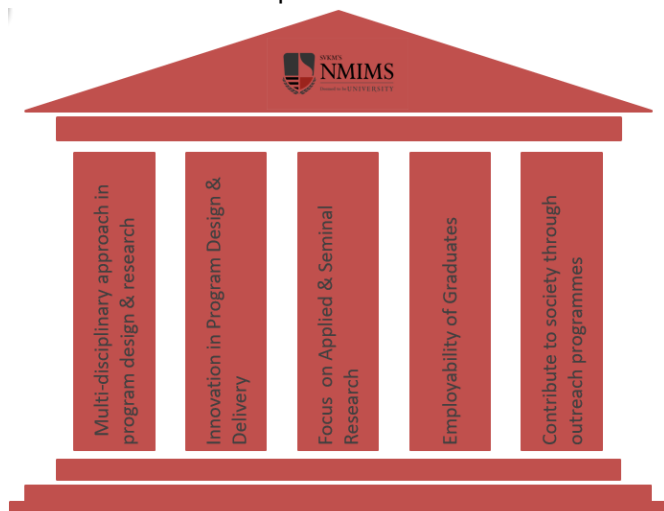
The finalists of the GBN Global Benchmarking Award each gave an presentation on their individual benchmarking approach. They were then judged by the GBN's jury on leadership commitment to benchmarking, pervasiveness of benchmarking, formality of benchmarking and results achieved.

With recent winners being Watson Real Estate Ltd., winner of the 1<sup>st</sup> Global Benchmarking Award in 2012, KHDA, winner of the 2<sup>nd</sup> award in 2013 and the OCBC Bank, winner of the 3<sup>rd</sup> award in 2014 and last years winner The Medical City, winner of the 4<sup>th</sup> award, this years finalists were the Narsee Monjee Institute of Management Studies, Nanjing Metro and Al Jazeera International Catering LLC.

## The Narsee Monjee Institute of Management Studies (NMIMS)

The mission of the NMIMS is to provide the nation good quality trained human resources who, are socially sensitive, have inquisitive

minds and the persistence to change their own and organization's lives and contribute to making India a knowledge super power and the world a better place to live.



These high goals the NMIMS is seeking to achieve through

- Educational Excellence
- Innovative and Relevant Research
- Promoting Social Equity and
- Outreach program to ensure Global Access of their Learning Resources to all Students and Faculty

The NMIMS therefore established a philosophy being based on five pillars of excellence:



## The Nanjing Metro Operation Corp Ltd.

The Nanjing Metro specializes in operation management, train travel, supervision, construction and facilities, maintenance of vehicle and equipment. It is one of the subsidiaries of Nanjing Metro Group Company that serves Nanjing and Nanjing metropolitan area. The Nanjing

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Metro is the sixth subway that was successfully built and operated across the mainland of China.

In order to meet their **Vision** of becoming the most influential subway with a human touch, they aggregated.

## 2 goals

- Strive to achieve the goal of “reaching ten top-classes in the industry”
- Reach the leading level in more than five indicators internationally within five years.

The Nanjing Metro Team perceives benchmarking not only as a comparison of data



“XU JIANGUO – Chief Engineer of the Nanjing Metro Operation Corp. Ltd. on their philosophy of benchmarking”

## 4 Steps

- Formulate strategies
- Establish objectives
- Set middle and short term plans
- Conduct benchmarking activities,

set

## 3 Directions

- Domestic-counterparts-advanced indicators and methods
- Domestic-counterparts-advanced concepts and tools
- Successful practices supplied by domestic cross-industries

and formulated

or rankings, but rather as a set of structured KPI-indicator comparisons that can be used for

- Stimulating productive “why” questions, identifying areas for further analysis/studies
- Identifying high priority problems, strengths and weaknesses
- Identifying and monitoring trends and best practices behind them
- Internal motivation – setting challenging but achievable targets
- Understanding what “World Class” is and recognizing their own status in the global community

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They understand benchmarking as an upward spiral of progress, rather than an conclusive task, and in order to ensure the outputs of their organization are perfect, asking steadily: "what are you going to do, if your competitor can achieve these by using half of your time and cost?". They are convinced that believing a project cannot be improved any more will quickly get an organization into trouble.

## Al Jazeera International Catering LLC

The JIC (Jazeera International Catering) is a catering, housekeeping and laundry service company specialized on customer segments as oilfields, remote sites, labour camps and institutions across the middle east which is therefore indentify best practices from various industries to ensure continuoual improvement and organizational excellence.

They presented benchmarking as their mantra for consistent innovation and started with a vision of JIC being a market leader in the hospitality industry with a couched and written down philosophy of work-ethic.



They have nurtured best practices from various industries and individuals across the world, modified them to suit their business, claiming that "from the boardroom to the basement, JIC's Teams are all on board", with excellence and innovation through benchmarking.

To grasp Benchmarking as an inseparable part of their culture, their benchmarking varies from performance benchmarking to best practices – to informal benchmarking.

Updated industry trends, a strong connection with the sector, leading conversations through management and specialized forums and "Coffee with the MD" translates into their leadership sharing excellence projects that create surprising innovation.

With the staff provided access to benchmarking portals as bpir.com and trainings in the TRADE benchmarking methodology, the JIC LLC

- ✓ CLEAR OBJECTIVES
- ✓ PROJECTS SPECIFIC TO TEAMS
- ✓ CLEAR OUTCOMES

encourages their teams to sharpen their existing skill set and add new ones through site visits.



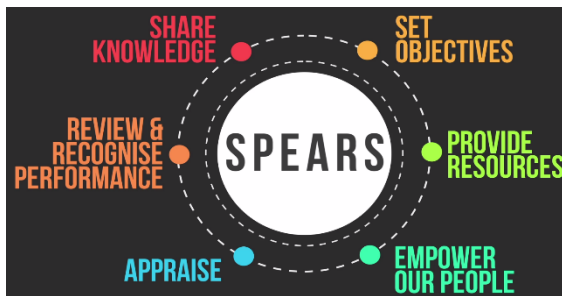
Identifying formal benchmarking projects through the TRADE methodology across the organization; starting from employee empowerment, corporate social responsibility to food safety processes.

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## SPEAR

Naming SPEAR as one of their invaluable formal benchmarking projects, aiming to improve employee empowerment, organizational excellence.



They determined improvement in employee focus, eradicating delayed decision making and increased levels of staff empowerment, leaving their clients delighted. With an overall sharp rise in the performance and career development of their employees.

Key results showed how much benchmarking increased innovation within the company. Furthermore these results were used to encourage further benchmarking and innovation. Knowledge sharing internally and with stakeholders via meeting forums, newsletters and stakeholder portals have been key to gaining support and involvement in these change initiatives.

## Award Presentation and Winner

The presentations were judged by the GBN's jury- on Leadership Commitment to Benchmarking, Pervasiveness of Benchmarking, Formality of Benchmarking and Results achieved.

After each of the finalists gave their presentation, the jury selected and announced the winners of the 5<sup>th</sup> Global Benchmarking Awards 2016.

With the runner ups being the Narsee Monjee Institute of Management (NMIMS) (India) and the Nanjing Metro (China), the winner of 2016 Award was the Al Jazeera International Catering LLC.

We congratulate the winner and wish all the best to the runner ups.



**"Al Jazeera International Catering LLC – Winner of the 5<sup>th</sup> GBN Benchmarking Award"**

# GBN News: 24th Annual General Meeting in Nanjing, China

GBN Secretary

## 24<sup>th</sup> Annual General Meeting: Minutes, December 9th 2016 Nanjing, China

### 1. Knowledge sharing

Attendant members gave a short overview of their organization and benchmarking activities (AKS form)

*Benchmark gifts and Presentations are available at the Members Area on the GBN Website*

**Mr Bei, JSPC** launched Benchmarking strategies in 2013 and with the help of Prof. Kohl made a lot of progress. Objectives are to increase the amount of Jiangsu companies in the BenchmarkIndex Database to 2000, to cover most of the companies in iron, mobile, software, fibre, chemistry and food, as these are the main growth industries of Jiangsu. Besides, JSPC provides more than 100 companies with consultation, aiming to help companies improve, by establishing benchmarking and combining it with other management methods.

**Dawn Ringrose, OES** developed the Organizational Excellence Framework (OEF), filling a gap in literature by integrating the leading global excellence models and providing

implementation guidelines. Since the OEF, OES has provided training to professionals in 20 countries and continued to offer implementation assistance to organizations (e.g. conducting an assessment, preparing an improvement plan, providing implementation assistance)

She also shared a new strategic alliance with Futures-Strategy.com that includes the UNESCO Chair for Future Studies and a technological platform that provides the predicted future (e.g. 2020 to 2035) to assist the Board with strategic planning and decision making and the organization with operational tactics.

**Dr. Robin Mann, COER** invites GBN member to execute local versions of the International Best Practice Competition without costs, promoting the upcoming [5<sup>th</sup> International Best Practice Competition](#) held in Mumbai, on 25/26<sup>th</sup> of April 2017.

**Mark Modena, Winning Moves** established a new business in research and evaluation in addition to BenchmarkIndex and consultancy.

**Dr. Holger Kohl, Fraunhofer IPK** is engaged in the Fraunhofer Financial Benchmarking, where companies all over Europe will be benchmarked through publically available data.



" MARK MODENA, DAWN RINGROSE, DR. ROBIN MANN, MR. BEI, MARY ANN, JAN-PATRICK CAP, DR. KOHL, at the AGM Meeting 2016"

# GBN News: 24th Annual General Meeting in Nanjing, China

GBN Secretary

## 2. Overview of recent GBN activities

From basic tasks like the admission, payment and reminder processes, the GBN Secretariat worked on updating the GBN Website, Newsletters 21 and 22 (current issue) as well as the administration of social media, held the Go2Meeting with the GBN Board and Members, supported the launch of the GBN Sustainability Tool (including Go2Meeting, Webinar, Youtube Video and Homepage updates). Trello was successfully used as a management system; the GBN database was used for E-Mail Marketing with CRM.

As for the planned activities for 2017, GBN Newsletter No. 23&24 are proposed, as well as a new design for the Homepage, Flyers and Marketing Slides including the Sustainability tool.

### 3. Chairman's report (Robin Mann)

Robin, as GBN Chairman promoted the GBN worldwide at major events like the [APQO Conference](#) in New Zealand, the Directors Conference UAE, and the [International Best Practice Competition](#) as well as on websites such as [BPIR.com](#).

Furthermore he organized the [5th Global Benchmarking Awards](#) and obtained support of APQO to promote it, and developed the Agenda and Instructions and chaired the first Benchmarking and Knowledge Sharing **Go2Meeting** for all the GBN members in August and gave a spotlight presentation on [Dubai We Learn](#).

Robin also worked with the Best Prax Club on the [5th International Best Practice Competition](#) on 26/27th in Mumbai in April

2017, with a number of GBN members assisting through national competitions and attracting entrants.

As for the **GBN structure** he has explored new ways to drive up membership or provide better value to members; wrote and edited content for the last Newsletter (No. 21) and chaired the AGM and participated in board meetings.

### *Successes and Future Challenges*

Emphasizing the successful preceding annual conferences and GBN Awards, the professional website, number of successful projects so far and the membership of over 20 countries (which is still a high level based on the history of the GBN), Robin is focusing on future challenges like revenue generation, since the GBNs revenue is largely dependent on the revenue generated from the GBN's conference and membership. Which is why exploring new methods of generating revenue such as new membership models should be discussed.

In order to be seen as the No. 1 source of expertise and knowledge on benchmarking worldwide, it should be constantly undertaking or supporting benchmark research. (It has been eight years since the GBN conducted its major study into benchmarking use worldwide.)

## 4. Report of the Director of Business Development (Bruce Searles)

Bruce provided a wrap-up of the [IBCON in December 2015](#) which he organized with DQG in Dubai, which had a special remote presentation via internet by Suresh Lulla.

# GBN News: 24th Annual General Meeting in Nanjing, China

GBN Secretary

And Bruce as well promoted the IBCONs 2017 to 2010 amongst members to find potential hosts.

## *Contributions and Collaborations*

He contributed to the last two **Newsletters** and collaborated with other GBN members (e.g. study mission on Customer Service in Canada with Dawn Ringrose and Terry Pilcher), worked on the report for APO on the study mission on Public Sector Performance in 2015 along with Terry Pilcher).

He planned study missions with Terry Pilcher, contributed to the Global Assessment, and engaged in global enforcement benchmarking and, tried to engage all GBN members.

Finally he maintained the **GBN strategic plan** from 2014 to 2020.

## 5. Report of the Director for Marketing and Growth (Terry Pilcher)

Terry contributed to the last Newsletter, participated in the GBN conference calls and provided an example for the **membership structure**.

## 6. Report of the Director of Membership Engagement and Retention (Suresh Lulla)

Suresh invited the GBN members to participate in the **BestPrax Benchmark competition** – and recommended to the winners of this competition to participate in the IBCON in China.

## *Partnering Up*

Suresh is partnering with Dr. Robin Mann for the **IPBC in April 2017**, hosting the event in Mumbai, and for the TRADE workshop in April 2017. He hopes to attract GBN members to participate.

## *Quality Fables*

Suresh is dedicating three quality fables to Benchmarking as well as to Best Practices. Dr. Robin Mann and Dr. Holger Kohl agreed to contribute at least one fable each, while Dr. Robert Camp already contributed one.

## 7. Review of Projects

Dawn will continue leading the unfunded research project on the “First Global Assessment on the Current State of Organizational Excellence”, endorsed by the GBN.

Meanwhile, the Sustainability Tool shall further be shown to GBN members to increase usage.

## 8. Review of Membership Structure

After thorough discussion at the AGM, the Board agreed on proposing the following new structure to GBN members :

Full Members | Corporate Members | Individual Members | Honorary Members | Students

Possible differentiation is listed below, however, the final work on the structure will be executed by the newly elected board.

**Full Members** (providing BM Services): 500 € plus joining fee

**Corporate Members**: 500 €, with no joining fee, executing benchmarking in their enterprise, receiving the same services as GBN members, 1

# GBN News: 24th Annual General Meeting in Nanjing, China

GBN Secretary

year free membership for GBN Award Finalist and 3 years free membership for the winner

**Individual Members:** 200 €, individuals that work in the context of benchmarking

**Honorary Members:** Former GBN Chairmen and Board Members and other distinguished individuals that contributed to the progress and promotion of benchmarking – suggested and elected by the GBN Board.

**Student:** free, support GBN through Research, application approved by GBN Board (passive election)

## 9. Review Memorandum of Understanding (MoU)

The adapted Memorandum of Understanding was changed as follows and therefore presented to all AGM participants:

- Clear roles for the GBN Board should be defined in the MoU and made accountable
- Observer Position should be formalized
  - And shall be elected by the GBN Board
- A clear process for GBN Board selection and AGM defined
  - An odd number of votes within the GBN Board created
- 500 € reimbursement/credit split among members if several were mentioned as sponsors (and the application form adapted: "Which GBN Member(s) were most influential in encouraging your organization to apply for membership?")
- GBN projects can also be without funding and should be encouraged by the GBN
- General information concerning rights and responsibilities of the AGM and the GBN Board will further be clarified by the Board

At the AGM, he and GBN Board agreed to a new position for corporate members – "GBN Director Corporate Members"

*The GBN Secretariat will incorporate the suggested changes, distribute the new MoU to the board, and forward to other GBN members for review.*

## 10. Review of Member Benefits Current Member Benefits being:

- **Meetings:** The GBN organises an Annual General Meeting and encourages all members to attend
- **Projects:** The GBN supports projects that assist the GBN to achieve its mission and vision
- **Publications:** The GBN produces a bi-yearly newsletter and encourages the exchange of publications between members
- **Best practice website:** Members are allocated to access the best practice website – [www.bpir.com](http://www.bpir.com)
- **International Benchmarking Conference:** Each year the GBN organises an International Benchmarking Conference
- **GBN Roadshow:** This event brings experts on benchmarking to a GBN member's country to share experiences in Benchmarking
- **Partner Search:** Members are encouraged to use the GBN when seeking assistance, advice and searching for benchmarking partners

### *Future Benefits might include*

- Publish relevant content in the newsletter
- GBN Sustainability Tool

# GBN News: 24th Annual General Meeting in Nanjing, China

GBN Secretary

- GBN Online Webinars and Knowledge Exchange
- Global Benchmarking Award and Best Practice Competition

## 11. Election of Board Officers

- **Chairman** Robin Mann, NZ
- **Secretary** Jan-Patrick Cap, Germany
- **Director Business Development**  
Dawn Ringrose, CA
- **Director Marketing and Growth**  
Mark Modena, UK
- **Director Membership Engagement and Retention** Suresh Lulla, India
- **Director Corporate Members**  
Terry Pilcher, UK
- **Observer** Holger Kohl, Germany

*The board members were elected on the AGM 2016 in Nanjing for the term 2017. The next election of officers for the term 2018 will take place on the next AGM.*

At the AGM, it was agreed that tasks and responsibilities of the Board members have to be more clear and measurable. Therefore, the Board members will create measurable activities for their respective position.

**Bruce Searles is thanked for his activities in the GBN and proposed to be an honorary member of the GBN.**

## Attendees:

- **Mr. Bei** ( JSPC; CN)
- **Mary Ann** ( JSPC; CN)
- **Dr. Robin Mann**  
(Centre for Organisational Excellence Research; NZ)
- **Dr. Holger Kohl** (Fraunhofer IPK; Germany)
- **Jan-Patrick Cap**  
(Fraunhofer IPK; Germany)
- **Dawn Ringrose**  
(Organizational Excellence Specialists; Canada)
- **Mark Modena** (Winning Moves, UK)

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# Honorary Contributor: Teaching and Learning in Disruptive Futures: Automation, Universal Basic Income & Our Jobless Futures

Sohail Inayatullah – UNESCO Chair in Future Studies

## The Challenging Forecast: Teaching and Learning in Disruptive Futures: Automation, Universal Basic Income & Our Jobless Futures

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A recent report by the Foundation for Young Australian provides three dramatic forecasts for 2030 (Brown, 2015). These are:

- *44 per cent of jobs will be automated in the next 10 years*
- *60 per cent of students are chasing careers that won't exist*
- *Young people will have an average of 17 different jobs*

In a similar vein, the World Economic Forum forecasts in its report, *The Future of Jobs* that forecasts that five million jobs will disappear because of automation (World Economic Forum, 2016). Not just factory jobs, but office workers as well as professionals in law and accounting will also be hit. McKinsey and Co assert that 45% of "today's workplace activities could be done by robots" (Wright, 2016). In Australia, The Committee for Economic Development in Australia argues that 60% of all jobs in rural and regional Australia are at risk by 2030 (Tuffley, 2015). The International Labour Organization predicts that as Adidas shifts shoe production back to Germany (robots are far more cost competitive than labour) that up to 90% of Southeast Asian workers could face

unemployment due to automation (Hoskins, 2016). More recently, Bank of England Governor, Mark Carney warned that: "up to 15 million of the current jobs in Britain - almost half of the 31.8 million workforce - could be replaced by robots over the coming years as livelihoods were mercilessly destroyed by the technological revolution." He argued that not just administrative, clerical, and production staff would be under threat but entire professions such as accounting would likely disappear (Duncan, 2016). And going further, Ruchir Sharma, chief global strategist at Morgan Stanley Investment Management, argues that "before long economists [will] be worrying about a global shortage of robots (Sharma, 2016).

But which jobs are least likely to be automated? According to a recent article by the website Planet Money, "mental health and substance abuse social workers" are least like to be replaced as the work involves "cleverness, negotiation, and helping others" (Bui, 2015). As well elementary school teachers are extremely unlikely to be roboticized, while librarians have higher than a 50% chance to be automated. However, as digital natives come to power, the odds for automation are likely to increase (not to mention the pressures from globalization). However, the above analysis assumes a straight line trend projection, but as there are many uncertainties with respect to the growth of artificial intelligence and our educational response, we need to explore not the future, but alternative futures. It uses Australia as a case study.

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## Alternative Futures

Four possible scenarios are likely:

SCENARIO TITLE	TEACH AND TRAIN FOR THE 1950S	ADD A FEW COURSES	TEACH AND TRAIN FOR EMERGING INDUSTRIES	TEACH AND TRAIN FOR A WORLD AFTER JOBS
<b>SYSTEMIC CHANGE</b>	No curriculum change	Minor curriculum change	Focus on emerging futures- major curriculum change	Focus on meaning and purpose with multiple forms of intelligence
<b>WORLDVIEW</b>	The Industrial era continues	Muddling through	Forecast and Adapt	Post-Digital
<b>CORE MYTH/METAPHOR</b>	"Teaching for jobs that no longer exist"	"Too little, too late."	"How well do you get along with our robot?"	"Strangers in a strange land."

### 1. Teach and train for the 1950s

In this future, educators assume youth - high school and university students - will have one job, one career and live in one nation. As the economy shifts, large sectors will disappear. The story line would be: "teaching for jobs that no longer exist." As William Bossert, a Harvard Professor who taught computer sciences in the 1970s, recently commented: "If you're afraid that you might be replaced by a computer, then you probably can be and should be" (Colvin, 2015)

### 2. Add a few courses on coding and Asian languages

In this future, through national broadband networks, the speed of access to information changes, but there is no real change in social

infrastructure. Academic hierarchy continues. Classrooms remain ordered in rows.

Knowledge is about repeating information. The story line would be: "too little, too late". For students, they will face a disconnect

between virtual world/peer-to-peer networks and the formal industrial educational system. They will be physically in class, but mentally far away.

### 3. Teach and train for emerging industries

In this future, high schools and universities, indeed, the entire educational system, teaches for the current emerging futures. Retraining is crucial as it was in the shift from agriculture to industrial. For example, farming throughout the developed world was once the largest labour source. In the USA, technological advancements in farming have reduced labour

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from "10 million in 1950 to 3 million in 2010" (Hiner, 2015).

We are in the midst of a similar structural change to the next economic revolution. The curriculum will likely be focused on the following areas (Moran, 2016):

- Robotics
- Bio-informatics
- Peer to peer
- Care for ageing
- Meditation and emotional intelligence
- City design
- 3d printing
- Solar and wind energy, including smart houses and cities

Teaching will be focused on preparing futures not just for the new jobs, but in a world where many traditional jobs will disappear. The focus will be on teaching flexibility as some students will have portfolio careers - what they can do, not positions held - and multiple careers (changing careers every few years). Some will stay focused in one area, but many will wander innovating to create new types of work. Technology will create new categories of jobs, some unimaginable through today's lenses.

The tag line for this future is: "How well do you get along with your robot?"

The fourth future is more radical and imagines a world after jobs.

## *4. Teach and train for a world after jobs*

This future takes the forecast by the Foundation for Young Australians seriously concluding that the emerging efficiency,

collaborative and sharing economy will likely dominate by 2030. Robotics, the internet of everything and major disruptions will make

education no longer about jobs but about purpose, adaptability and meaning.

Says Meg Bear, Vice-president of Oracle, "Empathy is the critical 21st-century skill" (Colvin, 2015). Indeed, the main issue will be: "how well do you get along with your robot" (Fisher, 2015). The shift would not just be from the current corporate model to the sharing economy - Uber - but creating platform cooperativism where drivers own the business - cooperation.

However, if we are not careful inequality could spike even more where the owners of robots accrue all the profits and the rest live in a state of fear and despair - perpetual job anxiety. Safety and security is a must. This can emerge from a basic universal income (BIEN, n.d.). This ensures that survival is taken care of so that individuals can focus on "thrival". Already a number of countries, for example, Finland are beginning to experiment with a universal income (Worstall, 2015). If developments in robotics continue and universal basic income becomes the planetary norm, it would be a post-scarcity world, where current - 2017 - way of acting and being would be disadvantageous. The tag line for this scenario is: "strangers in a strange land."

Students will find this world, both exciting and threatening. Exciting as it opens up many possibilities, but threatening in that they will need to adjust to and create new forms of physical and knowledge infrastructure. The future will be truly unknown.

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Education would have been disrupted in this scenario. The castle would have been breached. The knights - the professors - could go back to what they truly love - reflecting, learning, teaching, and the creation of new knowledge. Would it become an ecological playground? Perhaps. But once the moat goes down, it is unclear what will emerge afterwards. Perhaps the villagers outside the castle walls may storm inside, or perhaps they will welcome the new global brain.

We shall see. In the meantime, believing that tomorrow will be like today is a precursor to obsolescence.

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*This essay is based on a presentation to the Queensland Association of State School Principals, August 25th, 2016, Brisbane, Australia*

# Member News: The International Best Practice Competition to share and learn Best Practice

Robin Mann

## Share and Learn Best Practices by Entering the International Best Practice Competition

The International Best Practice Competition will be held in **Mumbai, India, 25/26<sup>th</sup> 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.

The **First Call for entries closes on 27 March 2017** so please think about what you do well inside your organisation and apply for entry at <http://www.bestpracticecompetition.com/entry-form>. This is a fun event and great for learning and sharing best practices. If your best practice is selected you will be invited to give an 8 minute presentation in Mumbai, India and share your best practice with more than 30 others with the chance to be selected as the Winner! Entry is free but there is a fee if you qualify to give presentation to cover the competition's administration costs.

The International Best Practice Competition will be followed by a **Certification Workshop on Benchmarking for Excellence on 27<sup>th</sup> and 28<sup>th</sup> April 2017**. This certified training on the TRADE Best Practice Benchmarking methodology will enable organizations to harvest, document, and trade best practices; and proactively challenge the best practices to create *innovative next practices*. It is a must for individuals that wish to further their career and organisation's success – benchmarking is a necessity for sustainable competitiveness and to meet the ever increasing demands of stakeholders.

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](#)

### INTERNATIONAL BEST PRACTICE COMPETITION



5<sup>th</sup> International Best Practice Competition to be held 25/26<sup>th</sup> April, 2017 Mumbai, India

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PAST WINNERS

Organisers of the Best Practice Competition:

**OBPIR.com** **CENTRE FOR ORGANISATIONAL EXCELLENCE RESEARCH**

Host Country Organiser:

**Best Prax**

5<sup>th</sup> International Best Practice Competition in Mumbai, India, 25/26<sup>th</sup> April 2017

TRADE Best Practice Benchmarking Training Course, Mumbai, India, 27/28<sup>th</sup> April 2017

"There is no single "best practice" because best is not best for everyone. Every organization is different in some way—different missions, cultures, environments, and technologies. What is meant by

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# Member News: Interim Results on the First Global Assessment on the Current State of Organizational Excellence

Dawn Ringrose

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

At IBCON 2016 in Nanjing, China on December 8, 2016, Dawn Ringrose, GBN Member representing Canada, presented an interim report on the 'First Global Assessment on the Current State of Organizational Excellence'.

### The Research

The assessment was launched in 2015 by the Organizational Excellence Technical Committee (QMD, ASQ), endorsed by the GBN and conducted voluntarily by Organizational Excellence Specialists. Using the Organizational Excellence Framework automated assessment and reporting tool that integrates global leading excellence models, 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.

Two rating scales are used in the assessment to provide a subjective rating on the principles (e.g. observation, experience) and an objective rating on the best management practices (i.e. approach, deployment, results):

To participate in the research, respondents can choose to complete either the teaser assessment or the full assessment:

1. Teaser assessment – self-assessment against the principles, takes about 5 minutes, delivers a confidential feedback report to the respondent's inbox  
<http://www.qlbs.com/QimonoVBA/assessment/OrgExFrameworkTeaser>
2. Full assessment – self-assessment against the principles and best management practices, takes between 15 and 30 minutes depending on organization size, aggregate results shared on the open LinkedIn site for the OETC  
<http://www.qlbs.com/QimonoVBA/Assessment/OrgExFramework>

Principle	Low 0%-20%	Low-Medium 21%-40%	Medium 41%-60%	Medium-High 61%- 80%	High 81%-100%
Practice	Just Beginning 0%-25%	Good Start 26%-50%	Doing Well 51%-75%	High Performance 76%-100%	

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While individual results will be confidential, aggregate results will be shared by organization size, industry sector and country to provide a snap shot of strengths and opportunities for improvement

on promoting and facilitating the use of benchmarking and sharing of best practices'

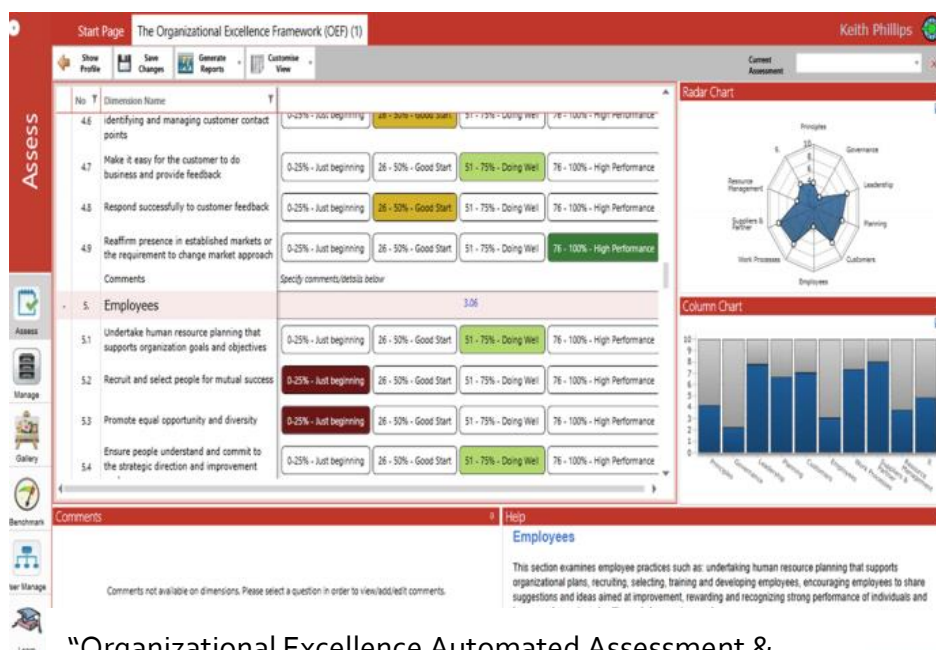
- Create awareness with leaders and

managers about the principles and best management practices that are common to high performing organizations and encourage them to use such

• Encourage organizations to benchmark their performance with others

• Encourage eligible organizations to apply for a national excellence award or an international

best practice or benchmarking award



## "Organizational Excellence Automated Assessment & Reporting Tool"

Sharing the aggregate findings of this research is anticipated to provide benefits for all stakeholders including:

- Contribute to the Organizational Excellence Technical Committee mandate "to support and promote the use of international excellence models and to help all organizations attain higher levels of performance"
- Contribute to the GBN vision to be recognized as a global hub for benchmarking and the mission 'focused

- Share aggregate results on the open OETC LinkedIn site and the Global Benchmarking Network website

## Interim Results

To date, there has been an encouraging response to the global assessment. However, there has been a tendency for some respondents to access the assessment and not complete it (i.e. teaser 25%, full 70%). This tendency is likely related to the time required to complete the assessment.

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## Teaser Assessment

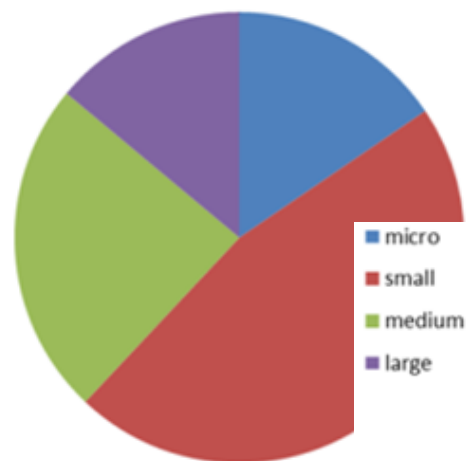
There have been 129 organizations that have completed the teaser assessment representing 21 industry sectors and 29 countries. Mostly leaders and management have responded from the business sector followed by the government and non-profit sectors. Most of these organizations are small size (26 to 100 employees) followed by medium size (100-999), micro size (1-25) and large size (1000+).



Overall the aggregate results would suggest these organizations have a culture committed to excellence with positive ratings (6.0 to 10.0) across most principles with the exception of three principles that received lower ratings



(people involvement, data-based decision making, societal commitment).



## 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. Most of these organizations are micro size followed by small, large and medium size.

Overall the aggregate results would suggest these organizations have a culture committed to excellence with positive ratings (6.0 to 10.0) for all principles

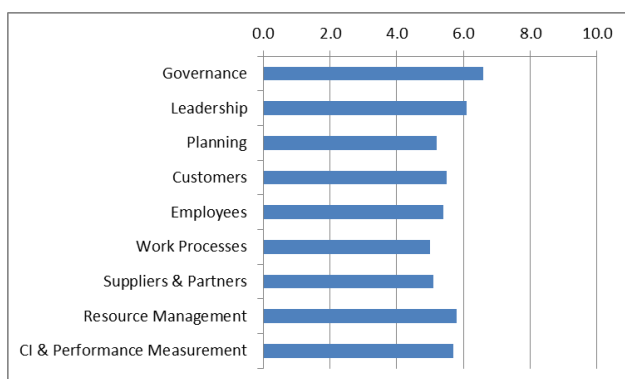
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and greatest opportunity for improvement in two areas (prevention-based process management, data-based decision making).



The aggregate results on the Key Management Areas that represent related best management practices showed relatively positive ratings for governance and leadership and opportunities for improvement across the remaining areas particularly work processes, planning and suppliers & partners. With respect to benchmarking in particular (found in the Work Processes area), organizations report moderate deployment (4.2).



## Next Steps

Those organizations that have not participated in the global assessment are encouraged to do so. The global assessment research will provide a baseline for organizations to self-assess the degree to which they are characterized by the

principles and have deployed the best management practices that are defined in excellence models and have been validated by 25 years of research.

Such research has revealed that organizations earning national recognition for implementing an excellence model (e.g. EFQM, Baldrige, Canadian Framework for Excellence, Australian Business Excellence Framework) have experienced exceptional results – good governance, trust in leadership, customer delight, employee engagement, continually improving work processes, strong supplier and partner relationships, better utilization of resources, balanced system of measurement, and financial results.

While the foregoing research has been valuable, this is the first study that has used an integrated excellence model to provide a baseline for all organizations to benchmark their performance with others regardless of the excellence approach used. Thus, the results will inform different sizes and types of organizations and countries around the globe where they fall along the continuum of organizational excellence and how they can use benchmarking to track their performance and learn from others.

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