

## IN THE MIDST OF DRAMATIC CHANGES: HOW CAN WE PREPARE FOR THE FUTURE AND CREATE ALTERNATIVE FUTURES?

UNESCO CHAIR FUTURE STUDIES

### 11<sup>th</sup> IBCON 2017

11<sup>TH</sup> IBCON IN COLLABORATION WITH  
THE 23<sup>RD</sup> ASIA PACIFIC QUALITY CONFERENCE +  
6<sup>TH</sup> GLOBAL BENCHMARKING AWARDS

### BEST PRACTICE COMPETITION

WINNER OF THE 5<sup>TH</sup> INTERNATIONAL BEST PRACTICE COMPETITION

### DUBAI WE LEARN

2<sup>ND</sup> CYCLE OF DUBAI WE LEARN GOVERNMENT PROJECTS

### ORGANIZATIONAL EXCELLENCE

BUILDING AN ORGANIZATIONAL CULTURE THAT IS COMMITTED TO  
EXCELLENCE

### GLOBAL BEST PRACTICE

BUILDING SERVICE EXCELLENCE IN GOVERNMENT GLOBAL BEST  
PRACTICE

### 29<sup>th</sup> QUALTECH PRIZE

CALL FOR PROJECTS: 29<sup>TH</sup> QUALTECH PRIZE  
FOR IMPROVEMENT AND INNOVATION

<b>11th International Benchmarking Conference</b>	<b>3</b>
<b>Minutes of Meeting: GBN Member's GoToMeeting Call 1/2017 from 15<sup>th</sup> of May</b>	<b>5</b>
<b>In the Midst of Dramatic Changes:</b>	<b>8</b>
<b>6<sup>th</sup> Global Benchmarking Award</b>	<b>11</b>
<b>Winner of the 5<sup>th</sup> International Best Practice Competition</b>	<b>12</b>
<b>2nd cycle of "Dubai We Learn" Government Projects</b>	<b>16</b>
<b>Building An Organizational Culture That Is Committed to Excellence</b>	<b>17</b>
<b>A. Our United States Problem: Lack of Service Excellence at All Levels of Government</b>	<b>20</b>
<b>29<sup>th</sup> QualTech Prize 2017 for Improvement &amp; Innovation - Call for Projects</b>	<b>23</b>

# **Dear GBN Members**

It is our pleasure to present you the 23rd issue of the GBNNewsletter.

The **11<sup>th</sup> International Benchmarking Conference** of the GBN and the **23<sup>rd</sup> Asia Pacific Quality Conference** including the **6<sup>th</sup> Global Benchmarking Awards** will be held on 23<sup>rd</sup>/24<sup>th</sup> October 2017 in Manila, Philippines. Both events will provide an excellent opportunity to share benchmarking knowledge and best practices. Please add these dates to your diaries! More information on the two events is contained in the first section of this Newsletter.

An extensive report on the **GBN Member's GoToMeeting Call** provides an impression on the new GBN member structure. The objectives of such calls are to get to know each other and learn from each other as well as to develop the body of knowledge in benchmarking.

This newsletter also provides an honorary contribution by the UNESCO Future Studies Chair, asking 'How can we prepare for the future and create alternative futures?'

Enjoy reading and happy benchmarking!



Jan-Patrick Cap  
GBN Secretary



Dr. Robin Mann  
GBN Chairman





# 11th International Benchmarking Conference 2017

11th International Benchmarking Conference (IBCON) in collaboration with  
23rd Asia Pacific Quality Conference and  
6th Global Benchmarking Awards

## 11th International Benchmarking Conference

The Global Benchmarking Network (GBN) is pleased to announce the 11th International Benchmarking Conference (IBCON) that will be held during October 2017. The 2017 IBCON will be held in collaboration with the [Asia Pacific Quality Conference](#), which, this year, focuses on the topic: "Quality transformation in the digital world." The GBN will contribute to the conference with presentations on global benchmarking and best practices. The Asia Pacific Quality Organization will offer insights on the future of quality and topics such as big data, artificial intelligence, leadership shift, and organizational excellence in the digital transformation age.

As a further introduction, here are some of our major performance excellence highlights for this event:



- Learn and discuss with GBN experts from countries like Australia, New Zealand, Germany, India, UK, Canada, and the USA
- Learn how Benchmarking will vastly improve your business results, encourage innovation, and support your longer term sustainability
- Learn how to leverage Global Megatrends up to 2030 for your business success
- Hear and discuss best practices that have led to improved business outcomes from many countries as part of the annual international GBN Benchmarking Awards and Best Practice Awards

### Discovering Manila

The IBCON also offers the opportunity to experience the unique mix of innovation, cultural heritage, and nature that the Philippines withhold. Discover the mega city Manila and enjoy the beautiful beaches of the over 7000 The conference venue is at the five-star Okada Manila, Resorts World, the

# 11<sup>th</sup> International Benchmarking Conference 2017

11<sup>th</sup> International Benchmarking Conference (IBCON) in collaboration with  
23<sup>rd</sup> Asia Pacific Quality Conference and  
6<sup>th</sup> Global Benchmarking Award

Sunset City by jopetsy is licensed under CC BY-SA 2.0

newest, grandest and most exiting integrated resort destination in Asia, which is set to become the Philippines foremost iconic landmark. An amazing ocean view, luxurious comfort, 21 dining options, shopping boutiques, a nightclub, and a classy casino make the stay at the Okada an unforgettable experience. Further information can be found at [okadamanila.com](http://okadamanila.com)

Also, seize the chance to discover the miracles of this historic city that has been shaped over centuries by its colonial rulers. The Cultural Center of the Philippines, the Chinese Cemetery, and the Metropolitan Museum are definitely worth a visit.

## Why the Philippines in 2017?

The Philippines undertake diverse efforts to promote benchmarking. Recently, this has been rewarded with the Global Benchmarking Award in 2015 for the Philippine contestant The Medical City.

The GBN is proud to collaborate with two of the strongest benchmarking organizations in Asia the Asia Pacific Quality Organization and the Philippine Society for Quality in the execution of the IBCON. Their expertise and kind hospitality make Manila a great place for this year's event. The simultaneously held Asia Pacific Quality Conference withholds the chance to gain insights into quality transformation in the digital world as well.

The IBCON 2017 offers the opportunity to learn from global best practices, as well as from international benchmarking projects. It will include distinct showcased global success stories in order to increase the GBN spread and help to achieve the GBN Vision.

## Travel Information

Manila has an international airport located 10km distance from the city center. The airport can be best reached via direct international flights from several hubs.

You find further travel information on:

[visitphilippines.org](http://visitphilippines.org)

You are very much invited to join our IBCON welcome dinner on October 22. All conference content will be presented on October 23<sup>rd</sup> and 24<sup>th</sup>. The GBN Annual General Meeting for GBN members and interested organizations will take place on October 22<sup>nd</sup>.

Further, we encourage you to participate in the 6<sup>th</sup> Global Benchmarking Award. Further information can be found at [globalbenchmarkingaward.com](http://globalbenchmarkingaward.com)

For further information on the 23<sup>rd</sup> Asia Pacific Quality Conference, please check:

[apqo.org](http://apqo.org) and [psq.org.ph](http://psq.org.ph)

## CONTACT

**Jan-Patrick Cap**

GBN Secretary

Fraunhofer IPK, Germany

Phone: +49 / (0)30 / 39006-304

E-Mail: [jan-](mailto:jan-patrick.cap@ipk.fhg.de)

[patrick.cap@ipk.fhg.de](mailto:patrick.cap@ipk.fhg.de)





## Minutes of Meeting : GBN Member's GoToMeeting Call

GBN Secretary

### Minutes of Meeting: GBN Member's GoToMeeting Call 1/2017 from 15<sup>th</sup> of May

*Encouraging everybody to give feedback to improve the GBN Meeting in the future, the objectives of this call are to get to know, and learn from each other as well as developing the Body of Knowledge in Benchmarking.*

#### 1. Overview of recent GBN activities

On the Website, the changes made to the structure of the board can be found at [GBNWebsite/boardofmembers](#).

Besides, the new membership structure was introduced in order to enhance the financial structure of the GBN and in order to be able to execute funded GBN projects in the future. At the same time, the demand for a more regularly held member-sharing session was voiced, in order to provide more value to the members.

The GBN AGM and IBCON were a great success. Members are hereby invited to have a look at the [winner's video](#) of the Global Benchmarking Award to use it as a promotional tool for members to engage potential participants.

#### 2. 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.*

**Mark Modena, Winning Moves'** main tool is the Benchmark Index, where they are currently working on Customer Relationship Management. Furthermore, they are building a

Tourism Benchmarking Tools with specific demands of the industry as well as a Brexit diagnostic to compare the implications for the Irish companies, as the UK is the main export partner for them.

**Dawn Ringrose, OES** is starting research with oil and gas industry to conduct an assessment against the Organizational Excellence Framework model. They will compare their results to the ISO standard used and check whether failures are due to a gap in best management practices.

Meanwhile, the OES is continuing to conduct the *first global assessment of the current state of organizational excellence* and expanding the team of researchers in the hopes of achieving a significant sample size. Dawn will be presenting the interim results at a conference in Canada and providing aggregate results for Canada as well.

GBN has endorsed the research study and members have been invited to participate as a respondent or research partner. Members can also work with OES to provide the aggregate results for their country as well. This study was launched by the Organizational Excellence Technical Committee and ASQ has just published a notice about the research study in Quality Progress magazine (May 2017).

**Dale F. Weeks, GLBA** is working on "Leadership and Management in the US Government" to build an institute that covers all levels of government, building initial partnership with Canada.

He did also draw attention to the scorecard for Minnesota region (Greater MSP, which covers 16 counties) with many data. Unfortunately, the

## Minutes of Meeting : GBN Member's GoToMeeting Call

GBN Secretary

responsible organizations are not sure what to do with it; members can join if they have data on regional data to compare.  
[www.greatermssp.org/dashboard](http://www.greatermssp.org/dashboard)

He is also working on an international education project with the University of Minnesota where the objective is to support education in being more global, to include culture and related topics integrated across all disciplines. Members are welcome to join to explore global proven best practices in international education wherever they may be.

**Terry Pilcher, BCS** is an advisor to a major company on Customer Service and Assessor for the customer Service Excellence Standard with SGS. He is also organizes the CAF visiting program.

**Tonnis van Dam, C2C** has its own benchmarking system. While mainly working with trade associations, they recently had a new project on energy including a benchmark among 200 companies. The benchmark will be extended to Europe.

Another project is a sustainability benchmark for business travel, supported by the German Sustainability Benchmark (Time2sustain)

**Jan-Patrick Cap, IPK** is working together with JSPC, who organized the IBCON last year together with IPK. There will be further 2 years of collaboration with the Benchmark Index.

His recent project, the *Sino-German Intelligent Manufacturing Research Institute*, being developed in China, reached high political support with German chancellor Angela Merkel

and vice prime minister of China, Li KeQiang, witnessing the ceremony of the signature.

He as well handed in a proposal for a Brazilian company on a global product benchmark.

**Robin Mann, COER** organized the 5th International Best Practice Competition along with GBN member Suresh Lulla, from India. Of over 60 high quality applications, 28 were selected to go to Mumbai to present their best practices. The winner has a very extensive health management system based on regular checks and privacy and based on aggregated data they develop initiatives to improve the state of the employees

- Best Practice Competitions among members is encouraged, please come back to Robin for further collaboration
- working on "Dubai we learn" with 11 projects this year and 13 projects last year, a booklet will be produced and will be made available

### 3. Spotlight Session - How to grow the GBN

***Discussing the New Membership Structure – how to grow the GBN (free for all discussion) – Refer to the new MoU***

The new membership model that was agreed upon, will allow individual members to join the GBN. Hereof, it has to be discussed what the GBN members' role are. It needs to be figured out, how to promote the membership structure and which material is necessary. Therefore, there has to be clear responsibility sharing on how to get new members. The value proposition for each of the different categories

## Minutes of Meeting : GBN Member's GoToMeeting Call

GBN Secretary

of members must be clear as well as the approach to get new members. That is why it is crucial to hold this meeting more regular to engage members. Eventually, a specific approach must be planned to make clear how to combine programs if a member has its own membership system to that the GBN does not take over accounts of the GBN member.

### 4. Open discussion and outlook

The next meeting should be determined after the GBN member survey. The next meeting should be held two months ahead.

Spotlight Sessions regarding a specific topic were discussed. Dawn offers to talk about the Global Assessment of the State of Operational Excellence; Dale offers insights concerning his work on international education.

### Attendees:

- **Dr. Robin Mann** (Centre for Organisational Excellence Research)
- **Terry Pilcher** (BCS Management Services)
- **Jan-Patrick Cap** (Fraunhofer IPK)
- **Mark Modena** (Winning Moves)
- **Dale Weeks** (Global Leadership and Benchmarking Associates)
- **Dawn Ringrose** (Organizational Excellence Specialists)
- **Tonniss van Dam** (Compare to Compete)
- **Khashayar Ataie** (Intelligent Persians Corporation)

### CONTACT

#### Jan-Patrick Cap

GBN Secretary

Fraunhofer IPK, Germany

Phone: +49 / (0)30 / 39006-304

E-Mail: [jan-](mailto:jan-patrick.cap@ipk.fhg.de)

[patrick.cap@ipk.fhg.de](mailto:patrick.cap@ipk.fhg.de)





# Honorary Contributor: How can we prepare for the future and create alternative futures?

Sohail Inayatullah – UNESCO Chair in Future Studies

## In the Midst of Dramatic Changes:

*"We had the perfect strategy for yesterday's future," a CEO once commented to me.*

External changes in the past decades - the Asian and Global Financial Crisis, the rise of augmented reality, the peer to peer revolution, the return of extremist political movements and leaders, climate change, to mention a few - disrupt the familiar plan-budget-delegate-review cycle and solutions based on specific technical fixes. However, instead of learning-to-learning, i.e. asking how our current strategy does not assist in creating the desired future, most organizations either throw money at the problem or move towards efficiency and fire employees. They neither adapt to the changing future nor do they innovate and create an alternative future. What is needed is a depth approach to foresight that encourage organizations to transition from technical fixes to adaptive responses, or even transformative journeys where they change as they create new futures.

This is even more important as the next twenty years promise to bring about even greater change. For example, ILO suggests that 90% of Southeast Asian workers could be out of work because of automation, with companies like Adidas moving back to Germany to develop shoes made by robots. Augmented and artificial intelligence also transforms health care (smart floors to signal if the elderly fall, apps to encourage prevention), accounting (accountants as many other professionals will either need to move towards emotional intelligence or find other

niches as AI will do what they do today) and indeed any field where the tasks are repetitive and predictable. Driverless cars promise not just to make cities safer, but move the debate from ownership to mobility. Pure meat or in-vitro meat perhaps is the disruptor of disruptors ending the global meat industry with its 56 billion annual slaughtering of animals. Given that the foundation for most economies is based on the cultivation of meat, lab grown meat is likely to challenge not just how and what we eat, but how we organize the rural. Peer-to-peer governance and economy dis-intermediates the middleman, allowing for, for example, Wikipedia to end the reign of Britannica. It challenges the hierarchy of the corporatist world, creating spaces for cooperatives to thrive and local and global levels. Falling prices in solar energy as well disrupts the current coal based energy system, allowing households to not just become energy producers but also become part of community energy cooperatives. For large energy providers, this transition is likely to be painful as for them, the narrative of size and "coal now, coal tomorrow, coal forever," remains dominant. Given the magnitude of change ahead, what principals' work in creating innovation that is inclusive.

Over the past thirty plus years of hundreds of foresight workshops in over forty nations, I have found the following three principles to be crucial.

### 1. Challenge the 'used future'

Every organization has practices that do not necessarily reflect their preferred future. Indeed, they often live strategies that contradict their vision. In the foresight process,

# Honorary Contributor: How can we prepare for the future and create alternative futures?

Sohail Inayatullah – UNESCO Chair in Future Studies

I ask participants what these routine practices – their "used futures" – might be.

In the education sector, the used future that emerges repeatedly is classrooms designed around desks in rows, which is not student-centered or technology-friendly, not to mention exams or the current "one size fits all" approach to learning. At the global level, as artificial intelligence/robots/apps begin to take over traditional unskilled and indeed skilled work, the job may soon become a used future -useful at a particular stage in history but far less relevant going forward.

## 2. Create alternative futures

The trajectory of an emerging issue - weak signal is difficult to predict, with culture is hard to change. Using alternative futures is crucial when negotiating such uncertainty. Alternative futures, or scenarios, can help us become more flexible and adaptable.

I have found the most useful to explore alternatives is to challenge one's core assumptions about the way the world is and the way the world is developing. In terms of the futures of work and education, there are a number of scenarios. (1) Teach and train for yesterday's jobs. In this future, education and training continues the factory-exam model, focused on creating compliant students for jobs that no longer exist. Youth enter the market, unemployed and angry, easily swayed by a demagogue. (2) Teach and train for the emerging future. In this future, organizations anticipate the emerging jobs, whether in caring for the aged, social entrepreneurship, peer-to-peer networks, robot design, and 3D printed health care, organic foods and create systems of learning where students can

creatively map out their future and contribute to the emerging market. The tag line in this future is: "how well do you get along with your robot?" (3) Co-teach and design for a world after jobs. In this future, the main strategy is helping individuals and the planet in the transition to a world after capitalism; in a future where the focus is on people, planet, prosperity, and purpose. With AI replacing or augmenting human -based work, a guaranteed basic income will become foundational to ensure that the narrative moves from a safety net with holes to a trampoline.

## 3. Find the worldview and narrative

The trampoline works as a metaphor in that protects the bottom, but allows us to rise and challenge, to create the impossible. Nevertheless, the meta issue is that the capacity to change is not just linked to workforce capabilities, but also to the deeper inner narratives. Narratives are not right or wrong. The critical question is whether they support the vision of the future. Without an understanding of the narratives, strategies often fail – culture ends up eating strategy for breakfast.

One organization I worked with had as its core metaphor: "Being pummeled by the present." They were so overwhelmed by emergencies that they had lost focus and were being drained of energy. Through the narrative foresight process, they transformed their story to "A flock of eagles." This in turn led to a strategic shift, focusing not just on finding jobs for youth, but working on high impact strategies at national and global levels. They reported that while previously they had been feeding their worries, now they were creating possibilities.

# Honorary Contributor: How can we prepare for the future and create alternative futures?

Sohail Inayatullah – UNESCO Chair in Future Studies

In order to transform the current global crisis, we need to challenge the used future, articulate alternative futures-scenarios to create new strategies, and ensure these strategies are supported by new core narratives. 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**  
Are the Improvement of a critical process (*What*), sourcing best practice partners (*Whom*) and documenting superior practices (*Info. Resources*)
- **Breakthrough Results Continue**

He as well shared his best practice on (*What*) improving a critical process,

- **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:

- **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

Moreover, (*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

## CONTACT

**Sohail Inayatullah**

Tamkang University,  
Taiwan

University of the  
Sunshine Coast; and  
Melbourne Business  
School, University of  
Melbourne.

Director at

[sohail@Metafuture.org](mailto:sohail@Metafuture.org)



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

# GBN News: 6<sup>th</sup> Global Benchmarking Award – 1<sup>st</sup> Call for Entries

GBN Secretary

## 6<sup>th</sup> Global Benchmarking Award

*"Benchmarking is the search for industry best practices that lead to superior performance."*

*Dr. Robert Camp, Honorary Lifetime President, Global Benchmarking Network (GBN)*



The **Global Benchmarking Award** encourages organisations to share how benchmarking (comparing and learning from others) is an integral part of their improvement and innovation drive.

### What?

6<sup>th</sup> Benchmarking Award

### Where?

Okada Manila, Metro Manila, Philippines;  
11<sup>th</sup> International Benchmarking Conference (combined with the AQPO's International Quality Conference),

### When?

22 - 25th October, 2017

### Closing?

Closing date of entries,  
5.00pm, Monday 7 August 2017

[www.globalbenchmarkingaward.com](http://www.globalbenchmarkingaward.com)

[@gbnsecretary](https://twitter.com/gbnsecretary)

[#GBA2017](https://twitter.com/GBA2017)

The 6<sup>th</sup> Global Benchmarking Award, <http://www.globalbenchmarkingaward.com>, provides recognition to organisations that have integrated benchmarking into their strategy and processes in order to continuously learn and innovate.

To enter organisations need to complete the [entry form](#) by **5.00pm, Monday 7<sup>th</sup> August 2017**.

Up-to three of the best applications will be invited to share their benchmarking approach in a 15 minute presentation at the **11<sup>th</sup> International Benchmarking Conference (combined with the AQPO's International Quality Conference), Okada Manila, Metro Manila, Philippines, 22-25th October, 2017**. The presentations will be judged and winners and runners up will be recognised.

Previous winners have been Al Jazeera International Catering (United Arab Emirates) in 2016, The Medical City, (Philippines) in 2015, OCBC Bank (Singapore) in 2014, Knowledge and Human Development Authority (United Arab Emirates) in 2013 and Watson Real Estate (New Zealand) in 2012.

### CONTACT

**Jan-Patrick Cap**  
GBN Secretary  
Fraunhofer IPK,  
Germany

Phone: +49 / (0)30 / 39006-304

E-Mail: [jan-patrick.cap@ipk.fhg.de](mailto:jan-patrick.cap@ipk.fhg.de)





# Member News: Winner of the 5<sup>th</sup> International Best Practice Competition 25/ 26<sup>th</sup> April 2017

Centre for Organisational Excellence Research, New Zealand

## Winner of the 5<sup>th</sup> International Best Practice Competition

*"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 "best" are those practices that have been shown to produce superior results; selected by a systematic process; and judged as exemplary, good, or successfully demonstrated. Best practices are then adapted to fit a particular organization."*

*Dr. Robert Camp, Honorary Lifetime President, Global Benchmarking Network (GBN)*

We are delighted to announce the Winner of The **5<sup>th</sup> International Best Practice Competition** held at NMIMS University, Mumbai, India, 25/26th April 2017.

The Best Practice Competition encourages organizations to share their best operational and managerial practices, processes, systems, and initiatives and learn from the experience of others. Thereby celebrating the achievements of individuals and teams, which have been responsible for creating and/or managing the introduction and deployment of best practices. The competition is supported by the Global Benchmarking Network, organized by the [Centre for Organisational Excellence Research \(COER\)](#), New Zealand and hosted this year by the BestPrax Club, India.

## The Bharat Petroleum Corporation Limited (Mumbai Refinery), India - Employee Health Management System

The Employee Health Management system (EHMS) is an online system covering all 14,000 staff in all aspects of health, providing full transparency and monitoring results with the provision of a wellness index.



"Dr. Vandana Shinde and Pushpalatha Ravi, Bharat Petroleum Corporation Limited with judges"

# Member News: Winner of the 5<sup>th</sup> International Best Practice Competition 25/ 26<sup>th</sup> April 2017

Centre for Organisational Excellence Research, New Zealand

The EHMS system enables all employees to view their records/ wellness index score online. Employees are highly motivated to improve their health and score a higher wellness index. Various health and wellness activities are catered to increase specific wellness scores. These include yoga, meditation, counseling by dietician, and health talks by consultants.

The EHMS system is a win-win best practice for both employer and employee – a healthier workforce that can contribute effectively and efficiently to the vision of the organization.

## 4 Runners-up:

*Dubai Municipality, United Arab Emirates*

***Application of the TRADE Benchmarking Methodology to Improve the Purchasing Process***

purchase requisitions from 47% in 20 days to 97% in 12.2 days

**Terms of Reference:** Defining their aim with a clear scope, expected benefits, expected timeline and identification of stakeholders who will be impacted by the project.

**Research:** They conducted various workshops and used numerous quality tools to dig deep into the entire purchasing cycle, then focused particularly on the bid evaluation stage.

**Acquire:** Compounded their performance with other organization, identifying which organizations are likely to have superior practices and learnt from them.

**Deploy:** Communicating the best practice findings from the Acquire Stage to relevant stakeholders.



**"Dubai Municipality, UAE"**

By the application of the straightforward yet rigorous TRADE Benchmarking Methodology, the organisation has reaped outstanding results within a year. Saving of AED \$1.3 mil yearly in process cost elimination, which increases productivity by 10% and increasing completed

**Evaluate:** Designed the project in such a way so as to ensure it delivered the expected benefits that were outlined at the beginning stage.

# Member News: Winner of the 5<sup>th</sup> International Best Practice Competition 25/ 26<sup>th</sup> April 2017

Centre for Organisational Excellence Research, New Zealand

*Tata Housing Development Co Ltd., India*  
**Visible Leadership, A Best Practice in the application of the Tata Business Excellence Model**

- Adoption of the ASQ International Team Excellence criteria at the beginning of an improvement project



As part of the Tata Group they adopted the Tata Business Excellence Model (TBEM), by which they became one of fastest growing companies progressing towards real-estate industry leadership in India. TBEM has enabled them, over the years, to improve practices by self-assessments and benchmarking with other industry leaders.

The unique blend of best practices includes:

- A cross functional council that meets monthly to discuss and identify improvement opportunities
- A unique Process Maturity Index that combines PDCA and the Baldrige framework to identify processes, improvement projects and best practices

- A Tata group wide best practice portal (Edge) to share and adopt best practices
- Use of APQC benchmarking services to benchmark key KPIs

*Knowledge & Human Development Authority, Dubai, United Arab Emirates*

**An Initiative to Raise People Happiness to World-Class Levels**

KHDA started its happiness journey in 2014, targeting to be within the top 10% happiest organizations (according to the international Happiness @ Work survey).

They identified and implemented best practices related to happiness, work-life balance, and wellbeing using the TRADE Best Practice Benchmarking as one of their improvement



# Member News: Winner of the 5<sup>th</sup> International Best Practice Competition 25/ 26<sup>th</sup> April 2017

Centre for Organisational Excellence Research, New Zealand



"Knowledge & Human Development Authority, UAE"

tools. Some of the changes included the introduction of open board meetings, a holocracy initiative, new workplace design, and a new recognition system, improving the health survey by about 10%.

- able to discharge patients on oral antibiotics if needed providing a free bed for other patients
- Overall significant savings from hospital stay and the use of antibiotics

## *Ministry of Health, Bahrain*

### *The Novel Way of conducting an Antibiotic Management/Stewardship Program*

In 2012, the ministry of health in Bahrain adopted the World Health organization initiative for antibiotics stewardship to decrease the consumption of the antibiotics in the hospital. Their efforts included the development of software, regular meetings, educational sessions, and providing intensive support for to health care workers, amongst other initiatives. All these were carried out without additional costs or manpower.

- decrease unjustified antibiotic use, which in turn decreased the length of stay in hospital,
- less side effects from prolonged use

## CONTACT

**Dr. Robin Mann, GBN**  
Chairman  
Centre for Organisational  
Excellence Research,  
Massey University  
Phone: +64 6350 5445  
E-Mail:  
[R.S.Mann@massey.ac.nz](mailto:R.S.Mann@massey.ac.nz)





# Member News: Launch of the 2nd cycle of “Dubai We Learn” Government Projects

Centre for Organisational Excellence Research, New Zealand

## 2nd cycle of “Dubai We Learn” Government Projects

*The Dubai Government Excellence Programme (DGEP) is an initiative from the General Secretariat of the Executive Council of Dubai.*

The official start of the 2nd cycle began with 3-days of intensive training on the [TRADE Benchmarking methodology](#). The training enabled teams to find best practices, further refine their projects, and manage them by utilizing the very thorough and structured approach of TRADE.



“Dr. Ahmad Al Nusairat, opening speech TRADE Training”

Following the training, three progress-sharing days will be scheduled during the year, culminating with a finale in April 2018 to evaluate the results of each project. The 1st progress sharing day will be held on 11 June 2017 with each team giving a 10-minute

The DGEP [launched Dubai We Learn](#) in October 2015, in collaboration with the [Centre of Organisational Excellence Research \(COER\)](#), New Zealand. The initiative aims to empower a culture of institutional learning and the transfer and exchange of knowledge within the government sector. Due to the [tremendous success](#) of a 1<sup>st</sup> cycle of benchmarking projects completed in 2016, a 2<sup>nd</sup> cycle started in April 2017. The 2<sup>nd</sup> cycle consists of 11 benchmarking projects. The program includes mentorship, training in organizational learning/benchmarking (using the TRADE Best Practice Benchmarking methodology), and full access to COER’s best practice resource, at [BPIR.com](#).

Projects were selected based on their potential benefits to Dubai, the government entity concerned and their commitment to see the projects to completion. Meetings were held with each government entity to discuss their proposed projects and set the expectations for the year.

presentation describing the progress of their projects. These progress-sharing days provide an excellent platform for the teams to learn from each other. As all project teams are using the TRADE benchmarking methodology, the monitoring of progress and the sharing of experiences amongst the teams is easily facilitated.

*A book on the 1st cycle of Dubai We Learn projects will be published in the next month and available through COER.*

### CONTACT

**Dr. Robin Mann, GBN**  
Chairman

Centre for Organisational  
Excellence Research,  
Massey University

Phone: +64 6350 5445

E-Mail:

[R.S.Mann@massey.ac.nz](mailto:R.S.Mann@massey.ac.nz)



# Member News: Building an Organizational Culture That Is Committed to Excellence

Organizational Excellence Specialists, Canada

## Building An Organizational Culture That Is Committed to Excellence

*Are you striving for Organizational Excellence? A disciplined approach that has been proven to get results - used by organizational excellence professionals.*

### What is a culture that is committed to excellence?

If we examine excellence models being used around the world, there are nine principles that define high performing organizations (*Organizational Excellence Framework* © 2010, Dawn Ringrose). The principles form the foundation for continual improvement and organizational excellence, characterize the culture and values of the organization, and depict the way people work together and with their stakeholders.

The nine principles include:

- 1.**Leadership involvement – ensuring senior management is committed and actively involved in establishing and communicating direction.
- 2.**Alignment – understanding the organization is a system of interrelated and interconnected work processes and all activities need to be aligned with the established direction.
- 3.**Focus on the customer – ensuring the primary aim of everyone in the organization is to understand and meet the needs of the customer.
- 4.**People involvement – nurturing and reinforcing cooperation and teamwork and giving employees the opportunity to develop their full potential.
- 5.**Prevention based process management – establishing consistency in work processes and developing a mindset of prevention.
- 6.**Partnership development – developing and maintaining value-adding relationships with suppliers and partners.
- 7.**Continuous improvement – harnessing the collective knowledge, skills, and creativity of stakeholders to relentlessly pursue improvement.
- 8.**Data based decision-making – basing decisions on performance measurement findings.
- 9.**Societal commitment – striving to understand and demonstrate corporate commitment to society.

# Member News: Building an Organizational Culture That Is Committed to Excellence

Organizational Excellence Specialists, Canada

## Why is a culture committed to excellence important?

The nine principles are directly related to best management practices across nine key management areas. Over the past 20 years, it has been validated by research with national excellence award recipients that organizations successfully implementing these practices realize a culture that is committed to excellence.

National excellence award recipients have demonstrated the successful implementation of best management practices, realized sustainable results across a balanced system of measurement and developed a culture committed to excellence. Some of these organizations have included 3M Company, American Express, BMW, Boeing, Cargill, Coca Cola, Government of Singapore, Raffles Institution, Siemens, and Xerox.

## How do we assess the commitment to excellence in an organization?

Recently, the Organizational Excellence Technical Committee (OETC) QMD ASQ launched the 'first global assessment on the current state of organizational excellence'. The research has been endorsed by the Global Benchmarking Network and ISO Technical Committee 176 and is intended to provide data on the extent to which organizations have a culture committed to excellence and have deployed best management practices. While individual organization results will remain confidential, the aggregate results will be shared by organization size, industry sector, and country on the open [OETC LinkedIn site](#).

The assessment tool being used in the research is based on the Organizational Excellence Framework publication (© 2010 Dawn Ringrose) that 'integrates leading global excellence

models' and 'provides implementation guidelines' for the user. The publication is intended to provide additional support for excellence models and to encourage organizations to use best management practices to improve their performance and productivity. The publication is available for download at no charge at the [Organizational Excellence Specialists Website](#). Appendix 3 provides an abbreviated version of the assessment tool.

Leaders from organizations can participate in the global assessment by completing the [Teaser Assessment](#). The assessment takes about five minutes and provides a free feedback report to the respondent's inbox. The report provides a synopsis of the methodology and the self-assessment ratings. For each principle that receives a low rating, the report lists the best management practices that are related so the leader can review these practices and gauge successful deployment.

## What can we do to improve the commitment to excellence?

The matrix [shown here](#), provides a listing of the principles running horizontally and a list of best management practices running vertically with touch points for the most direct relationships (note: practices highlighted with an asterisk (\*) apply to micro size organizations with 1 to 25 employees)

The best way to improve the organization's commitment to excellence is to do a Full Assessment of the organization against the principles and best management practices of an excellence model like the [Organizational Excellence Framework](#) and work towards full deployment of the practices.

# Member News: Building an Organizational Culture That Is Committed to Excellence

Organizational Excellence Specialists, Canada

Ideally, all employees should be invited to participate in the assessment and be engaged in action plans to address opportunities for improvement (view sample report at [www.qlbs.com/OrgExFramework](http://www.qlbs.com/OrgExFramework)). By involving the employees and meeting regularly to review progress, everyone in the organization gets to participate in the excellence journey.

## CONTACT

**Dawn Ringrose**

Organizational Excellence  
Specialists,  
Courtenay, British Columbia,  
Canada

E-Mail: [dawn@organizationalexcellencespecialists.ca](mailto:dawn@organizationalexcellencespecialists.ca)



---

*Although all practices are important, two practices of special note are:*

- (1) encouraging employees to provide ideas and suggestions about how to improve the way work is done, as the vast majority of improvement will come from employees doing the work, and*
  - (2) looking outside the organization and learning from others (benchmarking), as other improvement ideas will come from organizations across sectors.*
-



# Member News: Building Service Excellence in Government Global Best Practice – Part A

Global Leadership and Benchmarking Associates, Florida

## A. Our United States Problem: Lack of Service Excellence at All Levels of Government

Government organizations at all levels in the United States are today faced with tremendous challenges. Given the proposed \$1 Trillion+ 2017 US federal budget just released and related legislation, a large percentage of our public sector organizations are confronting major operational issues that may impact their ultimate survival.

Yet even as government managers and leaders are working to meet the mandates of providing public products and services, many have the grim task of reporting that their citizens will not get “more with less” and related matters.

Moreover, recent election results in the United States and across the globe make clear that large numbers of citizens have lost faith in government’s ability to improve, let alone, achieve service excellence that affects the outcomes they value in our society from both a national and global perspective.

As an example, in April 2017, the Director of the Office of Management and Budget of the Trump Administration issued a memo that “*aims to make government lean, accountable, and more efficient.*” That memo then proceeds to identify, across 14 in-depth pages, a vast array of explicit directives, actions, and mandated time critical agency initiatives in a top-down CEO hierarchical Executive Order context.

I would advise that most of us in the Global Benchmarking community conclude that the tone, underlying message, and actions proposed in this memo concerning the leadership and management of our United

States government will most certainly not result in the delivery of service excellence in the immediate or long-term future. This is not performance excellence leadership and vision that will engage the 2.1 million + employees of our federal government.

Nevertheless, there are remarkable efforts and achievements in many arenas in our US public sector. Pockets of excellence exist at all levels, in many places. The 27+ year celebration of our Baldrige Performance Excellence Award has included a select few government organizations.

In addition, a considerable number of state and federal improvement initiatives are using the Lean, Six Sigma, and other proven methods to drive process and results improvement. However, these selected excellence case studies are not having a significant impact on our expected societal outcomes. Wide economic and social performance and inequity gaps exist across the board in the United States. As proven evidence of our failing progress on outcomes, look at this WSJ headline from June 2016:

*“According to the 2016 edition of the Social Progress Index, one of the most comprehensive international measures of well-being, The **United States** has fallen to 19th place in a global ranking of well-being, down three spots from last year. America was eclipsed by **Belgium, Spain, and France** in the past year according to the measure, which evaluates countries on their ability to provide basic human needs (measures of water and shelter), the foundations of well-being (measures of health and education) and opportunity (measures of equality and personal rights.)”*

# Member News: Building Service Excellence in Government Global Best Practice – Part A

Global Leadership and Benchmarking Associates, Florida

Our citizens across the world today deserve a QUANTUM LEAP in operational performance excellence in the coming years across all levels of government. The approaches and strategies being used today are not working on a broad scale – at the federal, state, and local levels. To be more direct, here is a quick recap of the current state of the landscape of the leadership and the management of government in the United States:

## 1. Limited Exceptional Performance Excellence Success Stories

At all levels of government – city, county, state, and federal in the United States– only 5% have pursued or are pursuing performance excellence using a formal, structured, systematic management framework. There are most certainly case studies of extraordinary performance in government in selected jurisdictions across our country, many that go unreported by our mainstream media, such as the City of Coral Springs in Florida. In any event, when considered in the context of *the estimated 9,000* government entities across our country, this is a very small minority of our possible national potential. In my judgement, we can and must do better with a more focused and visionary approach that goes well beyond simple incremental change to reflect a broader commitment to sustainability over a 25- 50 year period of time.

## 2. Strategic 21Century Systems Thinking is Lacking Leading to Uncertain Business Results

Dr. Edwards Deming and many other well-regarded performance excellence advisors from the last 50 years have said, *"Manage the System, Not the People," 85-90% of the problem is the system.* Broad, strategic systems and business process leadership critical thinking is lacking in most of our federal agencies (the other 95% from above) which often yields sub-optimal business results. Alternatively, stated another

way, the major organizational business model used in the management of government is the vertical hierarchy, not horizontal, business process management from the citizen or customer perspective.

## 3. Most Senior Leaders Are Appointed or Elected Without Operational Excellence Background

In general, with few exceptions, across all levels of government, most senior leaders at the executive level are appointed or elected without significant background, interest, or proven competencies in operational excellence management. In many cases, it is common for people to be promoted to leadership or manager roles because they were proficient in a stated technical arena as a maker or producer. Said another way, professional credentials in how to actually manage large, diverse, and complex government organizations is not an integral part of our senior leader selection process.

## 4 Human Capital is Under-led, Un-energized, and Seeking Inspiration on a Broad Scale

Many recent studies, covering both the public and private sectors have concluded, again, that most all of our employees in our major institutions are "making it through each day" yet are under-led, un-energized, and seeking explicit inspiration toward a goal of high level performance improvement. Consider this Gallup Report:

*"Seventy-one percent of American workers are "not engaged" or "actively disengaged" in their work, meaning they are emotionally disconnected from their workplaces and are less likely to be productive. That leaves nearly one-third of American workers who are "engaged," or involved in and enthusiastic about their work and contributing to their organizations in a positive manner. This trend has remained relatively stable since 2012."*

# Member News: Building Service Excellence in Government Global Best Practice – Part A

Global Leadership and Benchmarking Associates, Florida

This is an alarming and stunning performance result for our country; seventeen (17) years into the beginning of the 21<sup>st</sup> century

## 5. Public Administration Schools Lack Global Operational Management Focus

Performance excellence, operational management, and global benchmarking are not an integral part of the masters and Ph.D. leadership development programs /curriculum of most major US Public Administration Schools (Harvard JFK, Syracuse Maxwell). Only a small percentage of most public administration programs globally have actually developed and used operational management tools at a high level of maturity. This frequently means many graduates do not opt to accept government operational management opportunities when they receive their degrees – policymaking and related positions take priority.

## 6. Globally Other Nations are Exceeding Our Performance and We Are Being Left Behind

In addition, there are hundreds of global success stories in the broad arena of Citizen Friendly or Customer Friendly government management category. The guiding light is being provided by countries like Canada, New Zealand, Australia, Singapore, Malaysia, South Africa and beyond. These global success stories demonstrate a leadership commitment and passion I have rarely seen in in the United States. Entrepreneurs are alive and well across the globe in all types of government organizations.

In summary, then, despite the good efforts and work done by many in government improvement, there is no coordinated movement, no singular voice to influence both citizens and government organizations. Can we do more? Can we do better together? Our citizen's expectations demand a much higher performance bar.

What does this mean for the leadership and management of our government? Are we in the United States ready for this level of performance excellence across all levels of government? We are not at the "top of our game" for our country as a whole. Can we compete at this global, Olympic level with these other nations of the world? Is 5 – 10% of operational excellence performance sufficient or "*the best we can do*" in the United States when compared against these broader commitments in Singapore and elsewhere across the world?

We need a greater sense of immediate urgency – we need to accelerate the adoption of service excellence on a broader, wider, and more strategic level of government across our entire nation. We need to deliver service excellence, improve the outcomes of our society of 300+ million people, on a sustainable, permanent basis for the next 25- 50 years. Anything less will leave us further behind in our interconnected global context.

*This article is the first part of a two-piece series regarding the 'Lack of Service Excellence at All Levels of Government'. The second part provides a proposed solution – building a sustainable continuous improvement service excellence performance framework for all levels of government.*

## CONTACT

### Dale F. Weeks

USA Global Leadership and Benchmarking Associates (GLBA), Minneapolis, USA  
Phone: +850-591-1076

E-Mail: [dfwglba@gmail.com](mailto:dfwglba@gmail.com)

<https://sites.google.com/site/dfglba/>



# Member News: 29th QualTech Prize 2017 for Improvement & Innovation -Call for Projects

Centre for Organisational Excellence Research, New Zealand

## 29<sup>th</sup> QualTech Prize 2017 for Improvement & Innovation - Call for Projects

*Compete against the top manufacturing, services, and healthcare organizations at Qimpro's 29th QualTech® Prize Competition for Improvement and/or Innovation.*



### What?

29<sup>th</sup> QualTech Prize

### Where?

Mumbai

### When?

8<sup>th</sup> & 9<sup>th</sup> November 2017

### Registration?

On or before 10 June 2017

**Participation Fee per project:** USD 500

### Submission Deadline?

1 July 2017

[www.qimpro.com/qualtech](http://www.qimpro.com/qualtech)

### Participation Benefits:

- Internal recognition of your middle management through projects shortlisted for the QualTech® Prize – Improvement and/or Innovation competition
- Possible external recognition of your project teams, as winners / runners-up of the QualTech® Prize(s)
- Feedback to each project team from Facilitators
- Benchmarking of Best Practices at the QualTech® Prize Finals
- Top projects invited to participate in the Global Benchmarking Network (GBN) Conference 2018
- Top projects invited to participate in the International Best Practices Competition (IBPC) 2018

**Qualifying Round:** Project Reports and A3 Reports should be submitted through the interface on the website. Our Panel of Examiners will assess projects and shortlist the projects for the final competition.

### QualTech® Prize Finals (8<sup>th</sup> & 9<sup>th</sup> November 2017):


The shortlisted teams will present their A3 Report in 7 minutes at the QualTech® Prize Finals. An eminent panel of judges will quiz the teams (3 mins) and will then select the winners and runners up.

### Contact

**Madhumeeta Bauk**

Phone: (91-22) 6634 8701

E-Mail: [qualtech@qimpro.com](mailto:qualtech@qimpro.com)



**QUALITY FABLES™**  
COMPETITION

Each project submitted for QualTech® Prize receives a complimentary registration to Quality Fables™ Competition.

A Quality Fable is a 400-word narrative on how your project was conceived. The non-technical story behind your project. [Click here to know more.](#)



# Contact & Imprint

## Fraunhofer IPK

**Jan-Patrick Cap**, GBN Secretary

Information Centre Benchmarking at  
Fraunhofer IPK

Pascalstr. 8-9, 10587 Berlin  
Germany

Phone: +49 / (0)30 / 390 06-304

Fax: +49 / (0)30 / 393 25 03

E-Mail: [jan-patrick.cap@ipk.fraunhofer.de](mailto:jan-patrick.cap@ipk.fraunhofer.de)



## COER

**Dr. Robin Mann**, GBN Chairman

Centre for Organisational Excellence  
Research  
School of Engineering and Advanced  
Technology  
Massey University

Palmerston North, New Zealand

Phone: +64 6350 5445

Fax: +64 6350 5604

E-Mail: [R.S.Mann@massey.ac.nz](mailto:R.S.Mann@massey.ac.nz)



© Global Benchmarking Network, 2017