

# GLOBAL ORGANIZATIONAL EXCELLENCE FOR THE NEXT 50 YEARS:

➤ Where We Should Be Headed and Why

➤ *Our World-Wide “Go To The Moon” Vision*

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# Introductions and Acknowledgements

## My Background – “Finding Global Success Stories”

Delhi,  
India  
April  
2013



Your Humble  
Gandhian  
Public  
Servant

1. **Startups/Angel Investment Board, Entrepreneurs (2011-18):** Systems, Sales, Marketing, Finance, Performance Metrics, Mentoring, Accelerating Regional Economic Development
2. **Private Sector:** Xerox, General Mills, Control Data Corporation, High Technology Industry – Marketing
3. **Public Sector:** Strategic and Operational Benchmarking for MN Department of Revenue, FL Department of Revenue, ICCS
4. **Specific Individuals/States/Jurisdictions:** MN, FL, DE, CT, TX, WA, CA, WI, MO; Belgium, Japan, Canada, NZ, India, Australia, UK, Germany, Philippines, Switzerland, France, Austria, Italy

**“Performance Excellence Anywhere On Our Planet!”**

# OUR STRATEGIC THINKING SURVIVAL CHALLENGES TODAY

## ☐ THREE (3) MAJOR AGENDA ITEMS

1. Learning from History - What is The Meaning of Excellence Today – John Gardner, Deming, Juran & Beyond – Revisiting & Expanding Our Horizons!
2. What Is Our Global Performance Excellence Business Problem Now – “The Wolf At The Door!”
3. Our 50+ Year Proposed Solution: A Riveting & Compelling World-Wide Collaborative Vision - GOING TO THE MOON AND BEYOND!

# WHAT IS THIS – PERFORMANCE EXCELLENCE AT A GLOBAL LEVEL?



**OUR GLOBAL OLYMPICS –  
HOW MANY NATIONS ARE INVOLVED IN TOTAL?**



# **INTERACTIVE ENGAGEMENT: YOUR GLOBAL INPUT – WHO ARE YOU – THINK B.H.A.G.?**

- 1. Performance Excellence Leader/Innovator**
- 2. Performance Excellence Change Agent**
- 3. Performance Excellence Builder/Creator**
- 4. Performance Excellence Writer**
- 5. Performance Excellence “Sustainer”**
- 6. Performance Excellence Talker**
- 7. Performance Excellence Visionary**



<https://ed.stanford.edu/news/standard-excellence-how-john-w-gardner-inspires-new-generation-leaders>

# JOHN GARDNER, 1961, EXCELLENCE

## 1. Learning from History – The Broad Global Society Meaning

- *“ We must foster a conception of excellence which may be applied to every degree of ability and every socially acceptable activity.”*
- *“ We need excellent physicists and excellent mechanics. We need excellent cabinet members and excellent teachers.”*
- *“ We need a pervasive and universal sense of exceptional performance applicable to everyone in every walk of life.”*

# JOHN GARDNER, 1961, EXCELLENCE

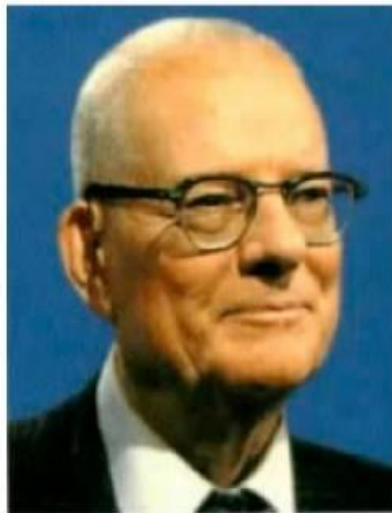
## 1. Learning from History – The Broad Meaning of Excellence - (cont'd)

- *“ When we raise our sights, strive for excellence, dedicate ourselves to the highest goals of our society, we are enrolling in an ancient and meaningful cause – the age-long struggle of man to realize the best that is in him. “*
- *“No society can reach heights of greatness unless in all fields critical to its growth and creativity there is an ample supply of dedicated men and women.”*

# WHO ARE THEY AND WHAT WOULD THEY THEY SAY TO US TODAY IN 2018?

## Quality Management Gurus

DEMING, W. Edward



**Continuous improvement**  
**PDCA (Plan-Do-Check-Act)**

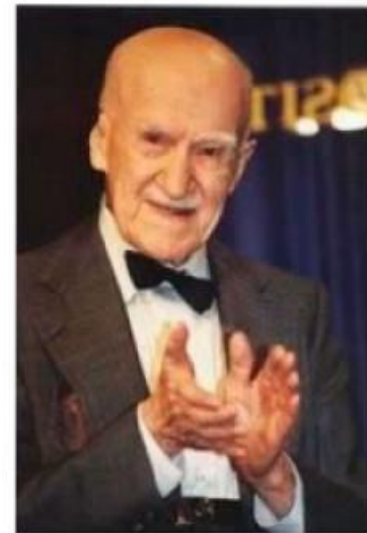
Top down support ( top  
management support )

CROSBY, Philip



- PERFORMANCE STANDARD IS "ZERO DEFECT "
- COST OF QUALITY IS MEASURED BY COST OF non-conformance
- **Conformance to requirements**
- Quality comes from Prevention

JURAN, J. Moses



Fitness for use

**Developed 80/20 principle**  
Quality improvement, Quality  
planning and Quality Control

# OUR LEGACY GURUS – WHO ARE OUR INFLUENTIAL THOUGHT LEADERS TODAY?

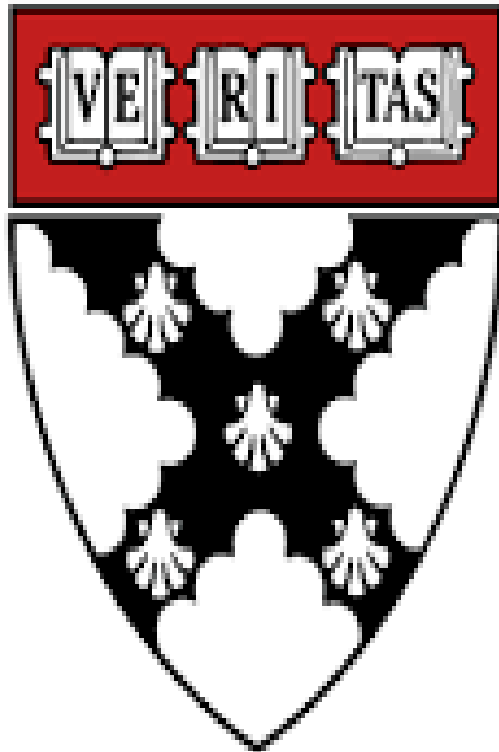
## 1. Learning from History – The Broad Meaning of Excellence

- *Edwards Deming – 14 Points and “Drive Out Fear.”*
- *Joseph Juran – His Trilogy – Quality Planning and Beyond*
- *Philip Crosby – Zero Defects*
- *Tom Peters and Bob Waterman – In Search of Excellence, The Excellence Dividend, Passion for Excellence*
- *Jim Collins – Built to Last, Good to Great, etc, etc.*

**YOUR FLAVOR OF THE MONTH, FLAVOR OF THE YEAR!!**

**A REPORT FROM THE OUTSIDE WORLD  
WHERE PERFORMANCE EXCELLENCE  
IS MISSING**

**Sept/October 2017**



**Harvard  
Business  
Review**

## **2. OUR GLOBAL PERFORMANCE EXCELLENCE BUSINESS PROBLEM TODAY: “THE WOLF IS AT THE DOOR.”**

### **A. The Harvard Business Review – Sept./October 2017 – “*Why Do We Undervalue Competent Management?*”**

- \* 34 Countries, 12,000 companies**
- \* 18 Business Practices in 4 major areas**
- \* Harvard, Stanford, and MIT 5+ Year Study  
(2018 McKinsey Award Recipient)**

## **2. OUR GLOBAL PERFORMANCE EXCELLENCE BUSINESS PROBLEM TODAY: “THE WOLF IS AT THE DOOR.”**

### **1. The Harvard Business Review – “Why Do We Undervalue Competent Management?”**

**<https://h7/09/why-do-we-undervalue-competent-management>**

- Read this Entire Article and Watch the  
Video - ASTOUNDING FINDINGS**

**❑ Only 6% Are Exceptional – Mediocrity Abounds**

## **2. OUR GLOBAL PERFORMANCE EXCELLENCE BUSINESS PROBLEM TODAY: “THE WOLF IS AT THE DOOR.”**

### **THE BALDRIGE AND NATIONAL AWARD PERFORMANCE – Our “Market Share.”**

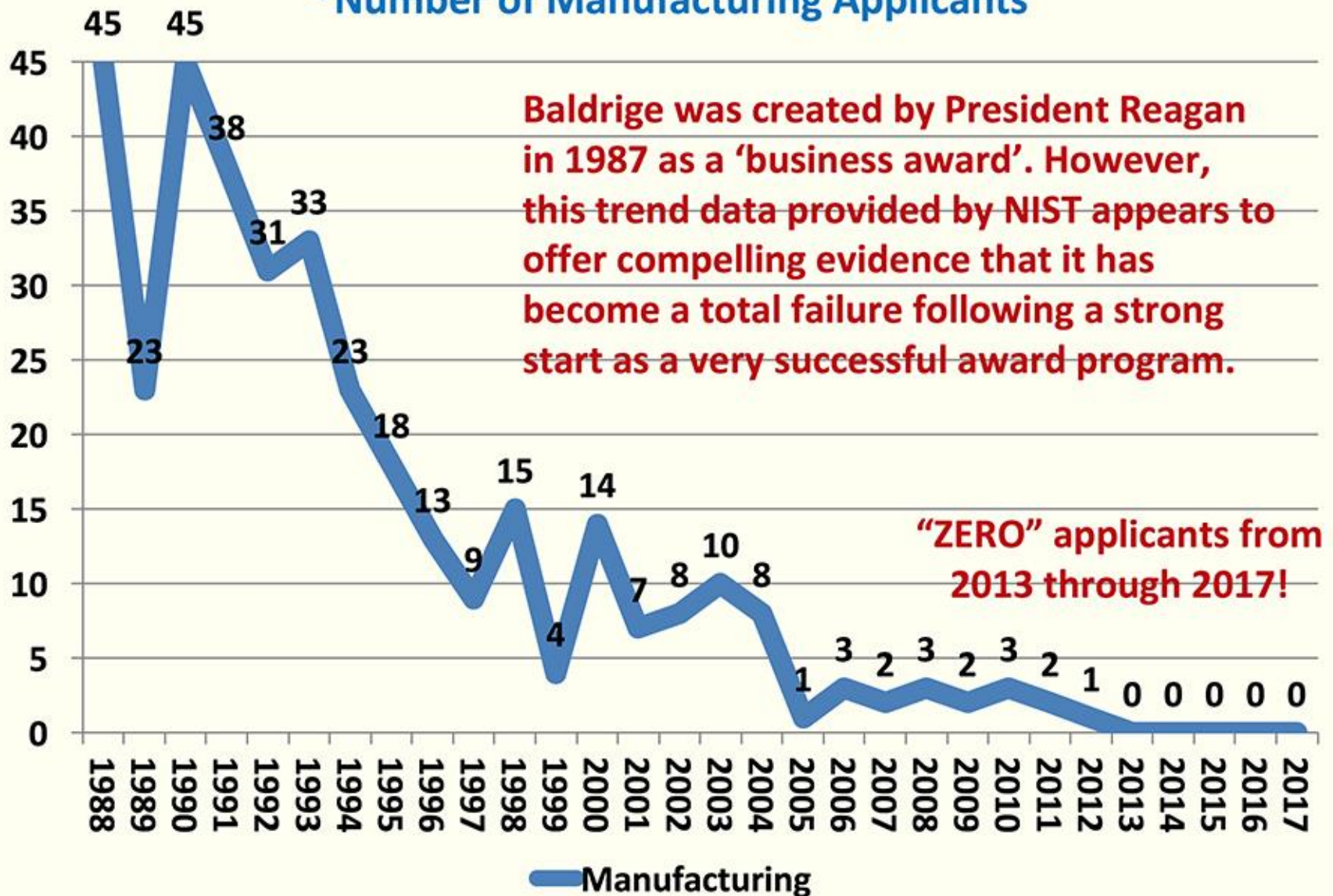
- \* Number of Award Programs – 80 to 50...Declining
- \* United States Picture – Last 5-10 Years - Declining
- \* Other Countries by Global Region – HBR Results
- \* Our 2015-18 Global Assessment Results

(GBN and Dawn Ringrose and 200+ Others)

# No. of Baldrige Business\* Applicants

Manufacturing (> 500 Employees from 1988 thru 2017)

\*Number of Manufacturing Applicants



CHECK OUT THE  
NEW TOP 10

# FORTUNE

Where Do Global Markets Go From Here?

(PAGE 19)

DISPLAY UNTIL APRIL 23, 2007

No. 1

**General Electric**

CEO Immelt wins for being green and garnering greenbacks.



No. 2

**STARBUCKS**

Founder Schultz created the ultimate people company. (PAGE 125)

No. 3

**TOYOTA MOTOR**

Now America's best automaker. (PAGE 98)

No. 4

**BERKSHIRE HATHAWAY**

Warren Buffett's rules for giving away money. (PAGE 226)

No. 5

**SOUTHWEST AIRLINES**

Gaining altitude with low fares and reliable growth.

No. 6

**FEDEX**

Scores big in service and innovation.

No. 7

**APPLE**

iPods... Macs... superstores... enough said. (PAGE 167)

No. 8

**GOOGLE**

No. 1 on our 100 Best Companies To Work For list.

No. 9

**JOHNSON & JOHNSON**

Great brands. Steady performance. Terrific operators.

No. 10

**PROCTER & GAMBLE**

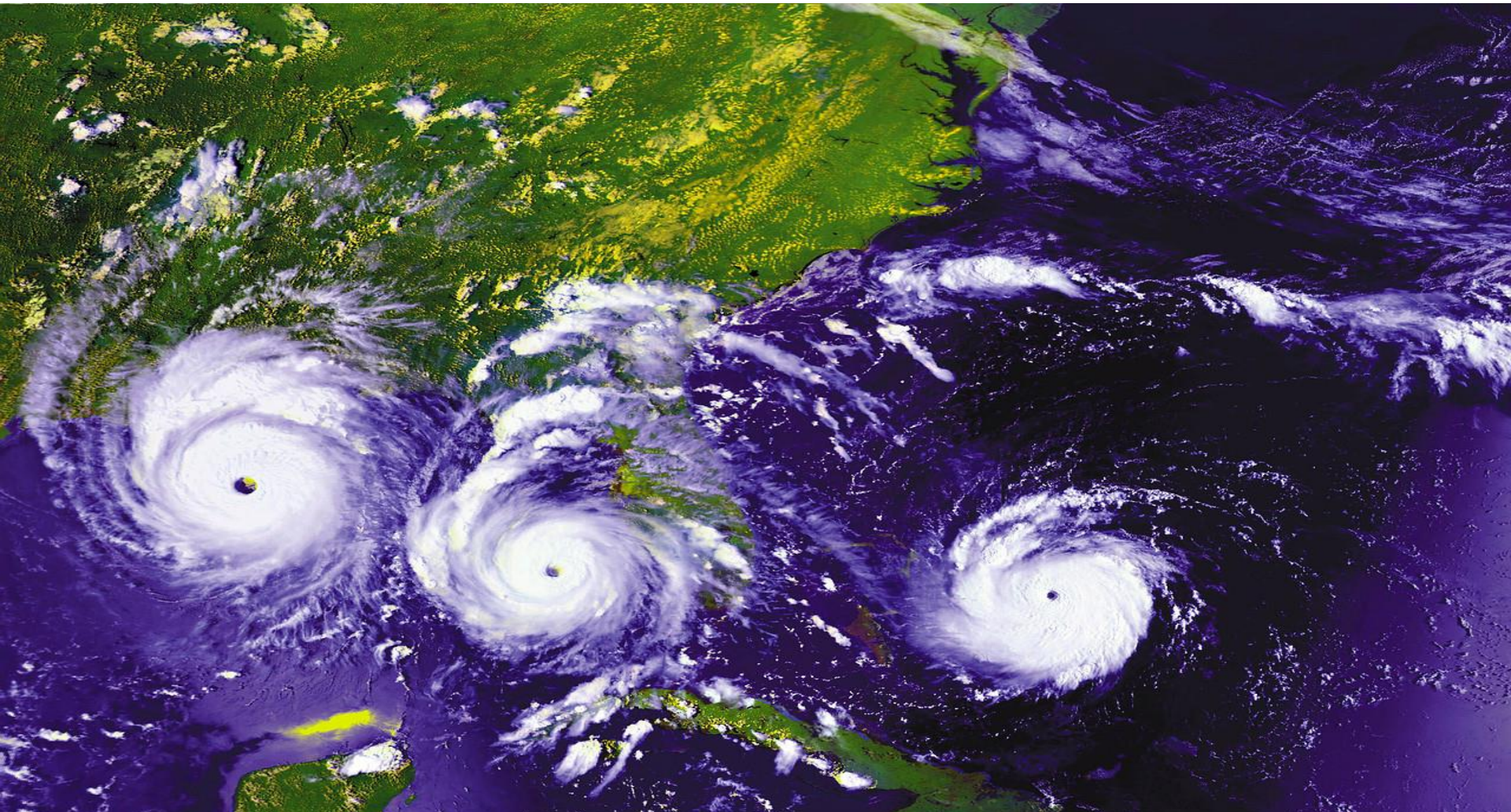
CEO A.J. Lafley is the king of management.

## AMERICA'S MOST ADMIRABLE COMPANIES

What it takes to build a great reputation. For companies like Toyota, it means getting better all the time. (PAGE 88)



**WHY SHOULD WE CHANGE NOW?**  
**THERE IS A TYPHOON ON THE HORIZON**  
**(LOOK AT THE GLOBAL DATA!)**



**Let's Create Our Global Sense of Urgency**

# WHY SHOULD WE CHANGE NOW?

## THERE IS A TYPHOON ON THE HORIZON

- \* **Mere Survival & Mediocrity is Over.**
- \* **Exceeding Senior Level FORTUNE 500 Leadership and Innovation Expectations is the New Normal (Don't be a Kodak, Sears, Kmart, Xerox, or Control Data)**
- \* **We Need To Find Best Practices, Share Best Practices, Deploy Best Practices”– “The Most Effective” Global Programs**
- \* **Global Collaborative Partnerships Are the Only Solution – All Sectors of Society – Our “Top 20” GEM Programs**

**WILL OUR GLOBAL CHANGE INITIATIVE  
SUCCEED LIKE MANY OTHERS?  
30% ACHIEVE THEIR BUSINESS RESULTS !!**

- **Source: Harvard Business Review and John Kotter Book, 1996, October 2007 and Beyond.**
- **Proven Best Practices: Establish a Sense of Urgency, Win Support, Silence Naysayers, Achieve Buy-In, Build Sustainable Success Stories, Change The Culture.**
- **Will We Do This For Our Entire Planet As A Whole – OUR GLOBAL VISION?**

# **OUR IMPENDING 50+ YEAR CHALLENGE: BUILDING A MASSIVE GLOBAL PERFORMANCE EXCELLENCE COLLABORATION VISION?**



# **3. OUR 50+ YEAR GLOBAL SOLUTION, CAN WE SEE THE HORIZON?**

**The “GO TO THE MOON” Global Performance  
Excellence Vision (BHAG)**

- a. Business Market Share: 80% of All Organizations apply excellence frameworks in the top 150 countries on earth ( including FORTUNE 500 companies)**
- b. Startup-Ecosystem Survivability – 80% of All Startups/Small Businesses Survive 5+ Years Globally.**

# 3. OUR 50+ YEAR GLOBAL SOLUTION, CAN WE SEE THE HORIZON?

## THE “GO TO THE MOON” GLOBAL PERFORMANCE EXCELLENCE VISION (BHAG)

c. Sustainability: 150+ Nations have proven national excellence programs. (All regions, all continents, adapted to life cycles and culture)

d. Measurable Outcomes and Impact: GDP Growth, Development, and Prosperity in 150 nations by 2068!!

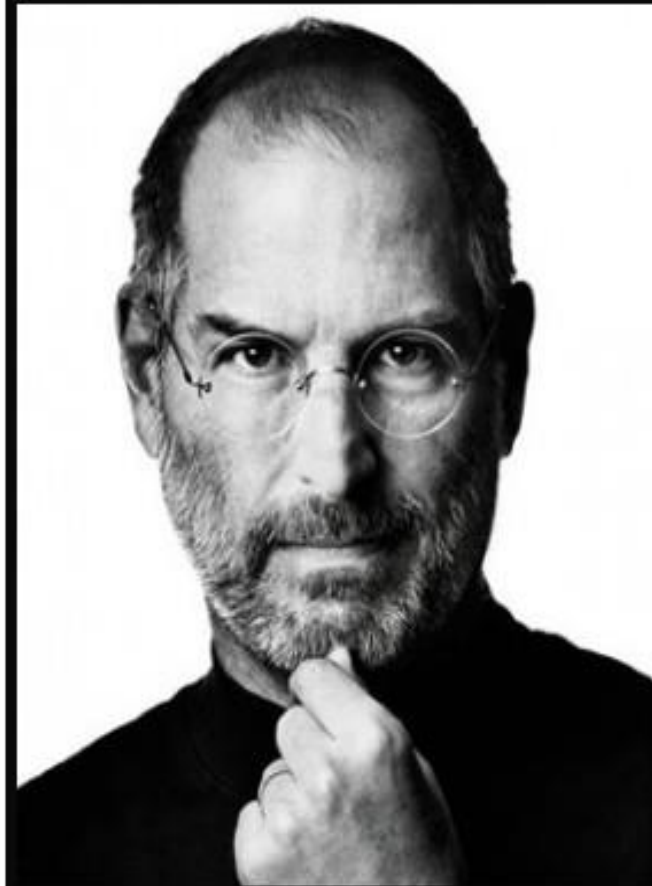
# 3. OUR 50+ YEAR GLOBAL SOLUTION, CAN WE SEE THE HORIZON?

## HOW TO TRULY TRANSFORM PERFORMANCE EXCELLENCE – GLOBAL PLANET LEADERSHIP

a. Change Your Mindset – Develop the Political Will to Collaborate on a Global Scale Using Proven Best Practices, Build Life Cycle Perspective.

b. Strengthen your Global Learning and Continuous Improvement Commitment - to Achieve our BHAG Vision – Get to the Moon and Beyond!!

\* BE A VISIONARY LEADER LIKE J. GARDNER, DEMING, MLK, JFK,....”...***WHAT YOU CAN DO FOR YOUR PLANET!!***”



Here's to the crazy ones, the misfits, the rebels, the troublemakers, the round pegs in the square holes... the ones who see things differently — they're not fond of rules... You can quote them, disagree with them, glorify or vilify them, but the only thing you can't do is ignore them because they change things... they push the human race forward, and while some may see them as the crazy ones, we see genius, because the ones who are crazy enough to think that they can change the world, are the ones who do.

(Steve Jobs)

[izquotes.com](http://izquotes.com)

**“HERE’S TO THE CRAZY ONES”:  
GLOBAL PERFORMANCE EXCELLENCE!!**

# WHAT YOU CAN DO NOW?

How to truly transform your organization  
**GLOBAL PLANET LEADERSHIP**

If you say with the **WILL**

**PASSION**

**PERSISTENCE**

**PERSEVERANCE**

Yes, right on – **We CAN and WILL**

**make Performance Excellence**

**happen on a global scale.**

# PERFORMANCE EXCELLENCE CHALLENGES FOR US ALL

**\* It Is Our Responsibility to Expand Our Hearts and Minds and Find The Solutions to Our Most Entrenched Global Issues.**

**• \* Global Sharing Across Our Entire Planet Will Make This A Reality In This Generation and Beyond! (We Are Not Alone).**

**• \* Make it Happen – Engage, Inspire, and Lead Over Our Next 50 Years!!**



**HELP US MAKE OUR “B.H.A.G.” VISION A TRUE  
REALITY NOW.**

**ARE YOU READY, WILLING, AND ABLE?**

*“Some men see things as they are, and ask why.  
I dream of things that never were, and ask why not.”  
Robert Kennedy/George Bernard Shaw.*



**“THERE IS ROOM AT THE TOP FOR EVERYONE.  
PLEASE JOIN US ON OUR NEVER ENDING JOURNEY  
AND ADVENTURE – OUR PLANET BECKONS!! ”**

**FOR FOLLOW-UP CONTACT:**

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**Member: Global Benchmarking Network (GBN).**

**THANK YOU!**