



# GBN Newsletter

Issue No 28 | Global Benchmarking Network



# PREFACE

Dear Members,

It is our pleasure to present you the 28<sup>th</sup> issue of the GBNewsletter.

The corona pandemic is forcing companies around the world to question and rethink existing corporate structures and ways of working. What will it look like, the „New Normal“? In this edition of our newsletter, we want to focus on different ways of dealing with COVID-19 in an international context.

We are pleased to share with you exciting insights into current activities of our board members that cover but are not limited to this overarching topic. Therewith, it provides valuable information on latest projects, the way they are being managed and the resulting best practice. Get inspired and discuss with us about Strategic Foresight and Future Shaping, the First Global Assessment on the Current State of Organizational Excellence, a global survey on the state of digital transformation of organizations and many more.

Enjoy reading and happy benchmarking!



Dr Robin Mann

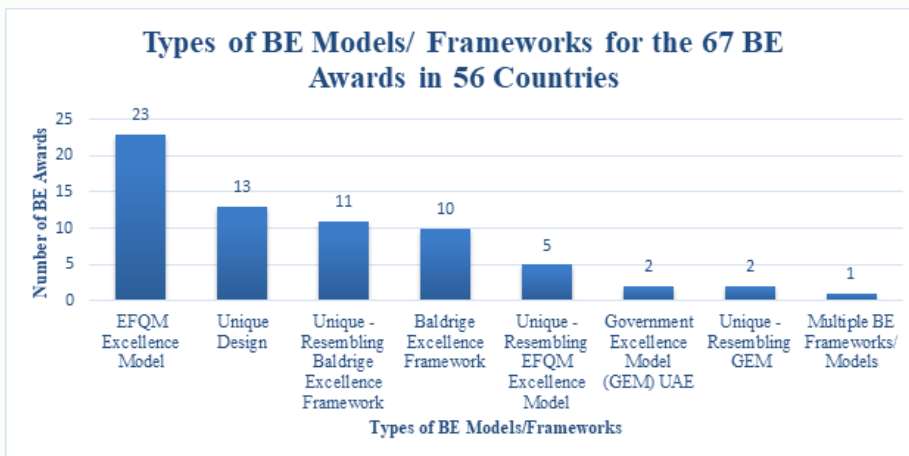


Florian Kidschun

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# Research reveals that 56 countries have an active business excellence awards program



The Centre for Organisational Excellence Research (COER) recently updated its research on the number of active Business Excellence (BE) awards in the world.

The new research revealed that 56 countries and 4 regions have active BE awards as of September 2020. In addition, 17 countries are running initiatives to encourage organisations on a BE journey. Therefore, in total 73 countries are promoting BE.

## Eligibility of an award to be considered as an active BE award"

BE awards were considered as "active" if:

- they were based on a holistic BE framework and use similar assessment methods to internationally recognised frameworks such as the EFQM Excellence Model and the Baldrige Excellence Framework;
- the award was run/held in 2018 or 2019 or planned for 2020 or 2021.



Figure 1: The current EFQM Excellence Model

To review the countries that have BE awards or initiatives [click here](#). Please inform us if our information on your country's award is incorrect or missing.

The graph shows the most common BE models for BE awards. Whilst there are 56 countries with active awards, some countries have more than one national award and there are also four international awards covering more than one country, these are Africa (Africa Excellence Award), Asia Pacific Quality Organisation (APQO), EFQM Excellence Award, and Iberoamerican Excellence Award (FUNDIBEC). Therefore, the graph shows the BE models used across a total of 71 awards.

The EFQM Excellence Model is the most popular with 24 BE awards using it. Another 5 BE awards use unique BE models that resemble the EFQM Excellence Model. The Baldrige Excellence Framework is used by 11 BE awards with another 11 using BE frameworks that resemble the Baldrige Excellence Framework. Fourteen BE awards use a unique BE model/ framework. Two BECs (Sheikh Khalifa Government Excellence Program of the UAE and Egypt) use the Government Excellence Model (GEM) and two (Dubai Government Excellence Programme and Abu Dhabi Award for Government Excellence) use unique models resembling the GEM.

The research on BE awards is part of a larger research study titled [Excellence Without Borders \(EWB\)](#) which was laun-

ched by COER in July 2018 and is supported by the Global Excellence Model Council. This research is investigating the current state of and best practices in designing BE frameworks/ models and promoting, facilitating, awarding, supporting, and measuring BE on a national/ regional and sectoral level.



Figure 2: The current Baldrige Excellence Framework

A total of 26 countries (and 29 BE custodian organisations) have participated in the project. BE custodians are organisations responsible for designing BEFs, and for promoting facilitating BE and BE awards in their countries. Some countries had more than one BE custodian organisation participating in the project such as the Dubai Government Excellence Program (DGEP), Sheikh Khalifa Excellence Award (SKEA), and the Dubai Economy Department (DED) in the United Arab Emirates.

Initial EWB research findings are [available here](#). Further findings are being made available through a series of academic research papers. It is envisaged that the research findings will lead to an improved understanding of BE and help BE Custodians to raise the profile and use of BE worldwide.



# Best Practice Report: Strategic Foresight and Future Shaping



All GBN members have access to the BPIR.com. The latest Best Practice Report is on Strategic Foresight and Future Shaping.

Strategic foresight refers to the discipline of intelligence gathering, predicting alternative futures, and preparing for them. Today's business world is increasingly uncontrolled and dynamic. Organisations need to have a good understanding of the overall macro-environment – i.e. the

economy as a whole – so they can anticipate risks and threats, as well as explore megatrends, markets, and product and service demands. The purpose of strategic foresight is to develop a vision and cohesive, sustainable strategies to implement today, while positioning the organisation to create and maintain its preferred or alternative futures.

The term foresight is often used in conjunction with future shaping. Future shaping refers to the influencing or recalibrating of organisational policies and processes to shape and support an envisioned future, both within and outside an organisation. The fundamental principle of future shaping is that future shaping influences the market – not the reverse.

## In This Report

- What is “strategic foresight and future shaping”
- Which organisations have received recognition for excellent strategic foresight and future shaping?
- How have organisations reached

high levels of success through strategic foresight and future shaping?

- What research has been undertaken into strategic foresight and future shaping?
- What tools and methods are used to achieve high levels of success in strategic foresight and future shaping?
- How can strategic foresight and future shaping be measured?
- What do business leaders say about strategic foresight and future shaping?
- Conclusion

## Interested?

To read this report please use your membership password for the BPIR.com. If you have forgotten your password go to password support <https://www.bpir.com/lost-password/menu-id.html> or contact Dr Robin Mann, [r.s.mann@massey.ac.nz](mailto:r.s.mann@massey.ac.nz) for assistance.

## About the authors:



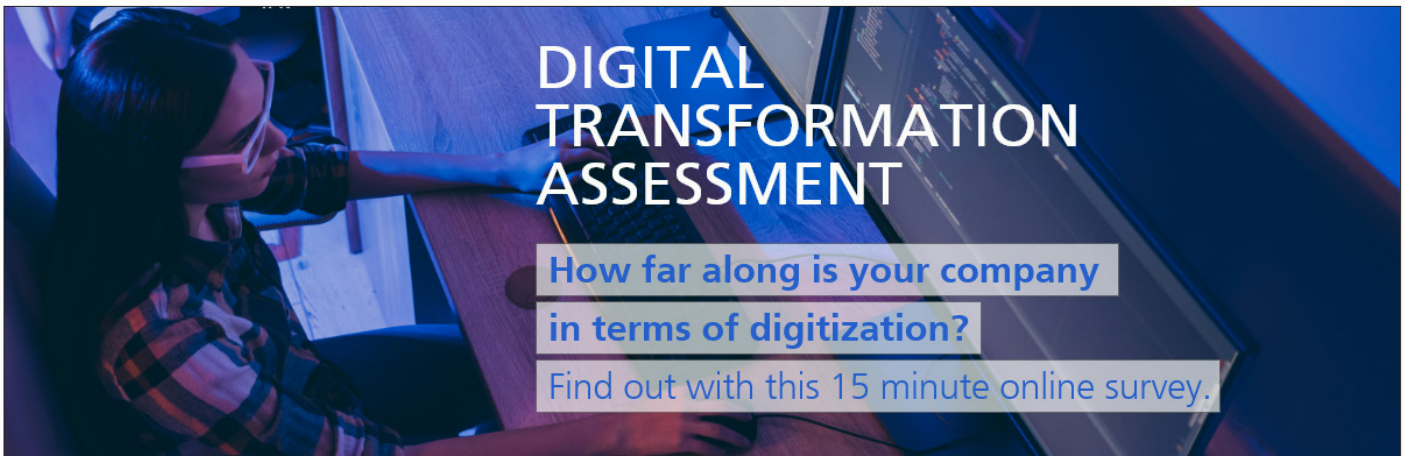
Saad Ghafoor and Dr. Robin Mann are Members of the research team of the Centre for Organisational Excellence Research which was founded in February 2001.

Dr. Robin Mann is the chairman of GBN and founder & head of the COER, SEAT, Massey University. He is the lead supervisor of the project Excellence Without Borders.

Saad Ghafoor is a doctoral candidate at COER, SEAT, Massey University and prime researcher on the project Excellence Without Borders.

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# Digital Transformation Assessment



As technological development keeps taking great strides, its purposeful implementation by organizations to increase productivity, value creation, and social welfare is deeply reshaping humanity in both social and economic perspectives. In face of this scenario, organizations can no longer afford to persist on old, analogical models, services, and processes, but are forced to adapt to this new era in order to cope with market competition in the long run. However, digital transformation is not merely about integrating technologies into business' operations – it begins with an overarching strategic and cultural change that is carefully tailored to simultaneously address the organization as a whole.

One of the biggest challenges within the digital transformation does not lie in how organizations apply individual technologies or make improvements in single business functions, but in how effective they are at developing an integrated supply chain approach that connects with suppliers, partners and customers. Achieving full digital collaboration and then using it effectively throughout the supply chain requires all stakeholders involved to develop processes, capabilities and systems to support them. Culturally they must develop the responsibility and trust to openly share accurate information in a timely manner.

To put it briefly, digitalization offers enormous opportunities to actively shape one's own future and at the same time presents companies with great challenges - not only in times of the Corona pandemic and the New Normal. This complex topic goes far beyond mere automation or the implementation of modern technologies. Value creation structures will change massively

within a very short time.

In order to cope with these challenges strategically, organizations need to rely on a reference model that demonstrates the key components of the digital transformation in an integrative, holistic approach. Companies are therefore called upon to put existing business practices and strategies as well as their own processes, structures and products to the test. To do so, organizations will be screened by using a variety of questions to determine the position in the following seven key areas:

- Corporate Strategy
- Leadership and Corporate Culture
- Organization and Processes
- Employees and Competences
- Technology
- Products and Services
- Supply Chain and Networks

In order to systematically analyse the strengths and weaknesses of existing corporate structures, the Fraunhofer Institute for Production Systems IPK in Berlin developed a holistic model as a basis for evaluating the digital transformation of organisations, „the Digital Transformation Assessment“. The initial aim was to structure the topic of digital transformation with its many individual elements, which can either get digitized and networked / integrated or create the condition for the digital transformation of further elements. Relationships between the elements were clarified, which created a uniform terminology and supported the overall understanding of digital transformation.



## The Digital Transformation Assessment in Practice

On the basis of the above-mentioned model, a survey was drawn up, covering 7 areas of digital transformation and asking 32 specific questions. With this self-test companies can find out in which areas of digital transformation they are already well positioned and which areas have potential for optimization.

Thanks to broad support in the implementation by organizations and initiatives like ENRICH China, Brazil and USA as well as EPIC, the study aims to capture the status quo of digital transformation in an international context.

It takes about 15 minutes to answer the questions. After completing the questionnaire, organizations will receive a company-specific evaluation online. The results will help them to understand where they currently stand on their digital journey. In addition, companies have the opportunity to identify key topics that are of

particular importance for the digital sustainability of your company. This will enable them to identify the main topics that are of particular importance for the digital viability of the company.

To extend this understanding, there is also the option of registering for benchmarking after the evaluation has been completed. This will provide companies with valuable insights on how they compare with competitors in their industry. Since the survey is conducted on a global scale, companies will also receive results that reflect their position in an international comparison.

**Are you interested in participating in the survey?**

Feel free to visit our website, contact us or experience your digital positioning by answering the 32 questions. For more information and to participate in the survey [click here](#).

## Who is behind it?

The Fraunhofer Institute for Production Systems and Design Technology IPK Berlin is in charge of the study. Thanks to broad support in the implementation, the study aims to capture the status quo of digital transformation in an international context. Supporters include in particular the following organizations, initiatives and networks:



## About the author:



**Mr. Kidschun takes over the role of secretary of the Global Benchmarking Network.**

Florian Kidschun is a researcher at Fraunhofer Institute for Production Systems and Design Technology (IPK), Division Corporate Management in Berlin, Germany. He studied Business Engineering at Technical University of Berlin and Dresden. Since joining Fraunhofer in 2015, he conducted international consulting projects in Europe and Brazil with project responsibility on Benchmarking,

Strategic Business Development and Best Cost Country Sourcing.

If you would like to make contact, discuss the survey or exchange knowledge, please contact us at: [gbnsecretary@ipk.fraunhofer.de](mailto:gbnsecretary@ipk.fraunhofer.de)

# First Global Assessment on the Current State of Organizational Excellence

## A Snapshot of Canada

The 'First Global Assessment on the Current State of Organizational Excellence' was launched in May 2015 by the Organizational Excellence Technical Committee (OETC) QMD ASQ. It was supported by the Global Benchmarking Network, ISO Technical Committee 176 and International Academy for Quality and was conducted

voluntarily by Organizational Excellence Specialists in Canada. The study was published on April 4, 2019 and the full report made available <https://organizationalexcellencespecialists.ca/workshops-events/global-oe-index/>

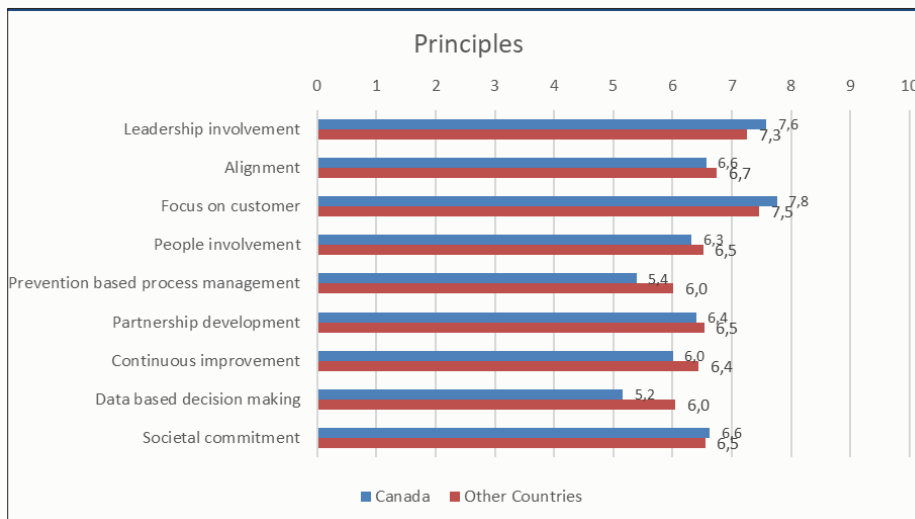
The study had a total of 1,029 respondents from organizations across size, industry sector and region. It provided feedback

on the extent to which organizations were characterized by a culture committed to excellence and had deployed the best management practices common to high performing organizations.

Of these respondents, the participation of Canadian organizations figured prominently (22%) and allowed for a comparison between the results for Canada versus Other Countries.

*So where are Canadian organizations doing well and where do they need to improve?*

## 1.0 Culture Committed to Excellence



Overall, the aggregate results suggested that most respondents rated the Principles quite positively (Figure 1). Of the nine principles, the highest rated were Leadership Involvement and Focus on the Customer and the lowest rated were Prevention Based Process Management and Data Based Decision Making. For Canada versus Other Countries, there were higher ratings on three Principles (Leadership Involvement, Focus on the Customer, So-

cietal Commitment) and lower ratings on the remaining six.

Figure 1 - Principles

To improve the ratings on the lowest rated Principles, it will be important for Canadian organizations to consider the direct relationships with Practices. Which of the corresponding Practices are also low rated and need to improve?

Applying this approach to the two lowest rated Principles in Canada, the corresponding low rated Practices were:

### Prevention Based Process Management:

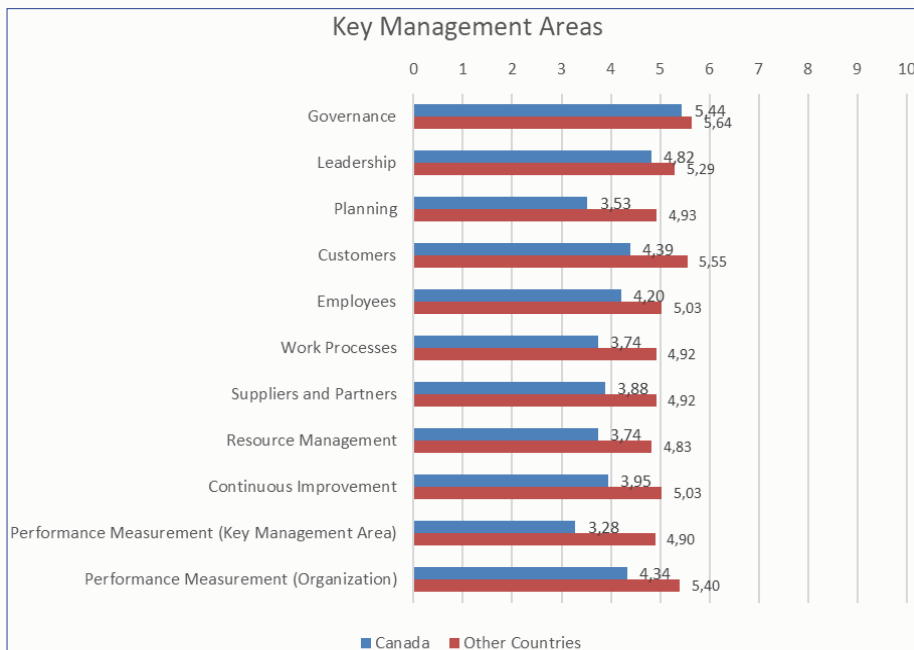
- Planning – Develop contingency plans for unforeseen events, Conduct a capability gap analysis for resources
- Work Processes – Prevent recurrence of problems by making changes to processes
- Resource Management – Prepare for resource disruptions

### Data Based Decision Making:

- Planning – Develop contingency plans for unforeseen events
- Work Processes – Prevent recurrence of problems by making changes to processes
- Continuous Improvement and Performance Measurement - Governance measures



## 2.0 Deployment of Best Management Practices



On the deployment of best management Practices, it was noted the ratings on the Key Management Areas were much lower than the ratings on the Principles. It was also noted the ratings for Canada were significantly lower than Other Countries (Figure 2). So where are Canadian organizations doing well and where do they need to improve?

Higher ratings ( $\geq 5.5$ ) were provided for:

- Governance – Ensure governance system meets legal, financial, ethical and reporting obligations
- Leadership – Demonstrate responsibility to society and the environment

bility to society and the environment

- Performance Measures for the Organization – Quality of products or services

Lower ratings ( $\leq 3.0$ ) were provided for:

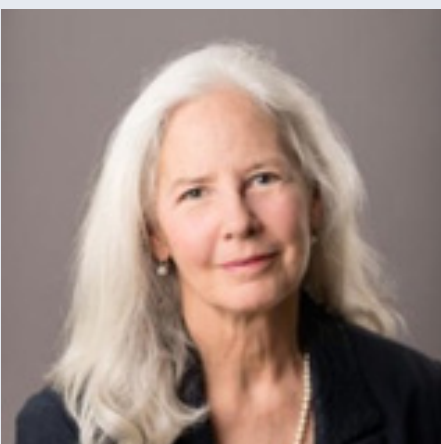
- Leadership – Communicate openly to employees about organizational performance, Link senior management rewards and recognition to organizational performance
- Planning – Develop contingency plans for unforeseen events, Conduct a capability gap for resources, Monitor and review the business plan on a

regular basis

- Employees – Ensure people understand and commit to the strategic direction and improvement goals, Encourage employees to be innovative and take risks
- Work Processes – Involve customers, suppliers and/or partners in designing and analyzing processes
- Suppliers and Partners - Involve suppliers and partners in the development of new products and services, Involve suppliers and partners in the development of social and environmental standards
- Resource Management – Prepare for resource interruptions
- Performance Measures for the Organization – Governance measures
- Figure 2 - Full Assessment on the Key Management Areas

This Snapshot of Canada reveals the current state of excellence across organizations and identifies where to focus in order to improve. By building on strengths and addressing opportunities for improvement, Canadian organizations will be able to realize the Formula for Success that is available with an excellence model = Implement the practices, Develop a culture committed to excellence, Achieve exceptional results across a balanced set of measurement. Successfully applying this formula will enable Canadian organizations to keep pace with their international counterparts.

### About the author:



Dawn Ringrose MBA, FCMC is Principal of Organizational Excellence Specialists and Author of the Organizational Excellence Framework publication and related turnkey toolkit.

Her qualifications include: Certified Organizational Excellence Specialist, Certified Excellence Professional, Registered ISO 9000 Specialist, Assessor of Quality Systems. She has worked in the area of organizational excellence since 1990 and currently serves as an Executive Team

Member of the Organizational Excellence Technical Committee QMD ASQ, Board Member of the Global Benchmarking Network and as a Member Leader with the Content Management Committees for the Quality Management Division's Body of Knowledge at ASQ.

She can be reached at [dawn@organizationalexcellencespecialists.ca](mailto:dawn@organizationalexcellencespecialists.ca)

# Performance Excellence: Unlock the Lockdown

## Lockdown 5.0

So we have entered Lockdown 5.0. All the assumptions that we had worked with have been neatly buried by the Coronavirus. I realize that I have not been singled out. Coronavirus has been very democratic. Or is the correct word egalitarian?

The new norms for business have been christened the New Normal. Every or-

ganization has to develop a New Normal. For this to happen, we need a fundamental framework of thinking. As a Qualitist, I am an advocate for Performance Excellence models.

## IMC RBNQA

Owing to Lockdowns 1.0 to 5.0, the 2020 cycle for the IMC Ramkrishna Bajaj Na-

tional Quality Award (IMC RBNQA) has been delayed. This can be explained by the fact that we are all Working From Home (WFH) and so are the potential applicants.

The IMC RBNQA Performance Excellence criteria were articulated when economic and social environments were normal. So how do we interpret these criteria in the New Normal?

*This is not rocket science. There is no other option for survival. Just do it.*

## Interpreting Salient Features

I wish to share my thoughts on how to interpret the salient features of the IMC RBNQA criteria for Performance Excellence, in the New Normal:

### 1. Leadership:

How do leaders reinforce the company values in stressful conditions? How do leaders and senior managers captain disaster management processes and practices?

### 2. Strategic Planning:

Has the company vision been collectively redefined by leaders, for a shorter time horizon? How have leaders and senior managers developed multiple alternative strategic plans for deploying the vision?

### 3. Customer Focus:

Do leaders, senior managers, and managers accept the fact that customers will now be driven primarily by needs, not greed? How have leaders facilitated building social media (SM) marketing capabilities? Do leaders accept the fact that SM proficiency will henceforth be a critical success factor?

### 4. Information & Knowledge Management:

How have leaders facilitated building a state-of-the-art technology infrastruc-

ture that catalyses communication of information, as well as creation of a library of knowledge? Do leaders accept the fact that Knowledge Management will be a critical success factor?

### 5. Human Resource Focus:

How have leaders and senior managers changed human resource policies, post-WFH? Have they declared performance appraisal systems and promotion policies as being redundant? Do leaders and senior managers consider WFH employees to be suppliers of services, and who are to be paid based on the quality of outputs? How are leaders and senior managers addressing Lockdown related human depression?

### 6. Process Management:

How have leaders initiated the automation of processes? Do leaders strive for process efficiency in the whole supply chain, and effectiveness with respect to customers? Do leaders recognise that process efficiency will result in a significant reduction in Cost Of Poor Quality (COPQ), as well as generate higher revenues owing to shorter cycle times?

### 7. Results:

Do the results scream Faster, Better, Cheaper, Different?

This is not rocket science. There is no other option for survival. Just do it.

Since 1987, when Qimpro was established, I have been driven by the mantra: India can make it. And make it better. Sterling examples of success in India have been: Mahindra Tractors, Punjab Tractors, Marico, Tata Steel, Cummins India, and ITC (PPD).

## Random Thoughts

- The healthcare sector will require immediate focus on housekeeping and safety
- The education sector has already started offering technology enabled offerings
- The retail sector is increasingly driven by technology. Retail stores will soon be history
- Behavioural scientists will be in demand
- WFH will give birth to Entrepreneurs from Home
- With survival at stake, Quality practices will thrive
- Simplification will be the theme in every dimension of life.

# Post Lockdown How to survive?



## Employees an Asset

Post lockdown, the singular aim of every organization will be SURVIVAL. Large, big, and small. In manufacturing and services. In other words, will we be able to service our fixed costs?

At an individual level (assuming you have a job), the burning concern will be job security. And rightly so.

Organizations claim that their employees are their biggest asset. At such testing times, would you discard your biggest asset? I wish to add that employees are the only asset that appreciate in value. All others depreciate. Yet we see employees as a fixed cost! Save the employees. Instead, address your chronic waste that is factored as fixed costs.

## Solution

Our budgeting process has neatly legitimized chronic waste as a fixed cost.

Let's start with purchasing as a hatchery for chronic waste. How do we purchase? Lowest cost.

Next, why do we have raw materials / components / sub-assemblies inventory? And a materials department to care for all this? The irony is that the materials department exists because we have suppliers who deliver from incapable processes – poor quality as well as delays in delivery. Inventory absorbs these shocks. A sort of assurance.

Do you relate to this chronic problem? Does it generate wasteful costs? Are these fixed costs?

The remedy: Work with A-Category suppliers to reduce their chronic process waste and thereby improve their process performance. Share the consequential gains as partners. Maruti does it. Undoubtedly, the materials department will shrink, leading to a substantial reduction in fixed costs.

So what becomes of the redundant employees in the materials department? Simple. Train them on process capability and

park them with B-Category suppliers, while on your payroll. Each such employee should deliver 1000 % ROI ....Return on Individual.

There are several more processes that guarantee wasteful costs: maintenance; recruitment; invoicing; etc.

Dr. J. M. Juran referred to these wasteful costs as Costs Of Poor Quality (COPQ).

For post lockdown survival, organizations must halve their COPQ, in 12 months. COPQ is at least 30 % of total costs.

## Random Thoughts

- Purchasing is a much revered department. Even top management keeps an eagle-eye on what we are purchasing, and how?
- We live in a cost-push world. Ultimately, our customer pays for the supply-chain incapability.
- 80 % of wasteful costs are generated by 20 % problems.
- Are we the richest nation in the world? We live with chronic waste in our private and public processes.
- Hospitals must address their wasteful costs.
- 2020 – India can make it. And make it better.

## About the author:



A distinguished alumnus of IIT Bombay, Suresh Lulla has made a mark through his work in the field of Quality.

Mr Lulla is a veteran professional with over 50 years of experience as a management consultant, speaker, trainer, author, and storyteller. He pioneered the quality movement in India by setting up Qimpro Consultants in 1987. Often referred to as 'the Quality Guru of India', he was mentored by Dr J M Juran, 'the Father of Quality', who, along with Mahatma Gandhi and Shri Ramkrishna Bajaj form the trinity of Mr Lulla's role models. Qimpro has served reputed Indian Business Houses, MNCs, SMEs, and Hospitals. Their signature

claim is that their clients have saved in excess of INR 25,000 crore as a by-product of Quality Improvement; specifically, by strategically addressing their Cost Of Poor Quality (COPQ).

Mr Lulla also commenced a Faculty Development Program with Manipal University, on the Fundamentals of Quality Management. The first session attracted 700 registrations, from India and neighbouring countries.

Mr Lulla contributed two of his blog articles to our newsletter. His contents can be found [here](#). Feel free to contact him at: [ssl@bestprax.com](mailto:ssl@bestprax.com)



# Performance Excellence and Our Covid-19 Global Leadership Crisis.



## What Would W. Edwards Deming, Joseph M. Juran, and Philip B. Crosby Say Today?

### Introduction

During the mid-1980's, I had the distinct privilege, honor, and humbling opportunity to meet several of our most enduring quality or performance excellence "gurus," as they were called then. Those three (3) well known individuals were: W. Edwards Deming, Joseph M. Juran, and Philip B. Crosby. This was during the "hey days" of 1985 prior to the existence of our United States Baldrige Excellence Program and related global performance excellence award programs that are currently in place 35 years later.

Now, today, in our tumultuous year of 2020, we continue to face enormous global Covid-19 challenges across just about every nation on our planet. Consider these facts and data as of November 11th:

- Globally, as of 5:52pm CET, 11 November 2020, there have been 51,251,715 confirmed cases of COVID-19, including 1,270,930 deaths, reported to WHO. And, in the United States, the figures are equally as startling: from Jan 3 to 5:52pm CET, 11 November 2020, there are 9,990,620 confirmed cases of Covid-19 with 236,727 deaths.

Accordingly, linking these two above paragraphs together, my immediate question for all of us to ponder is: If these prominent "gurus" of our 20th Century quality and performance excellence landscape were with us here, in the same room, in the 21st Century or actively participating online with us in a Zoom sharing session, what exactly would they say, from a global leadership and management perspective?

Or, said more explicitly and directly, what would they be directly advising us as to OUR specific leadership roles in helping to alleviate this extensive global suffering during this 2020 Covid-19 pandemic crisis? This brief article is an attempt to answer this exact question as we move forward.

### Statement of our Global Performance Excellence Business Problem

#### *1. The Wolf Is At the Door/The Wolf is Actually In Our House*

Based on the results of a recent June – August 2020 Covid-19 best practice review that I completed, here are a few of the major findings from that analysis:

- Citizens globally today deserve a QUANTUM LEAP in performance excellence management in the co-

ming years across all nations. Our global need to collaborate on an ever expanding scale leading to our ultimate survival as a human species drives this sense of urgency. Results that show more than 1 Million deaths world-wide in less than one year is drastic, more than many of our wars over the last 50+ years. The world demands greater action from all of us now.

- Fifty-one (51) years after the United States landed a man on the moon in July 1969, we, as global citizens, are crying out for an equally riveting and compelling vision that addresses all of the challenges we face during and after our Covid-19 era.

Moreover, to reinforce the validity of these findings, please consider two (2) recent major reviews of the current state of performance excellence conducted in recent years. Both studies have shown that organizations across all sectors are not realizing their full potential even though such excellence frameworks have been available for several decades, since 1987 – 33 years ago!

A. Source: First Global Assessment of the State of Organizational Excellence:  
<https://organizationalexcellencespecialists.ca/workshops-events/global-oe-index/>



B. Source: Why Do We Undervalue Competent Management, Harvard Business Review, September – October 2017. <https://hbr.org/2017/09/why-do-we-undervalue-competent-management>

In summary, these recent world-wide (30-40 countries, 12,000 businesses, 18 business practice areas as a sample) studies of management and excellence reach a similar startling conclusion: 10% or less of the organizations examined demonstrated exceptional leadership/management of their enterprises.

Or, said another way, 90% or more were/are considered as “stuck in the middle,”

ly is over. Exceeding our citizen's expectations should be our “new normal.”

We need to identify performance excellence best practices, share best practices, and deploy best practices on a much broader global scale. Moreover, global partnerships are the only solution to effectively and sustainably address this global performance excellence business problem that we face.

In brief, we as performance excellence leaders, in each of our respective roles, on a global scale, are not performing to the level our citizens expect in the year 2020. Or, if I may, Mr. Deming, Mr. Juran, and Mr. Crosby, in my judgment, would not be

## Recommendations – A Global Call for Action

1. Build a Global Performance Excellence Sustainability Institute immediately focused on the achievement of global citizen based performance excellence outcomes over the next 25 to 50 years.

The truly exceptional Covid-19 performance cases in individual countries have been/are driven by exceptional leadership, in Germany or New Zealand, which is an obvious expectation. However, our solutions cannot, and should not, be simply focused on finding more Chancellor Angela Merkel's across our world. On a

*It is not necessary to change.  
Survival is not mandatory.*

managing by “muddling around,” managing by mediocrity, or other explicit indications of inadequate leadership and management competency. We in the 21st Century can and must perform at a higher level or risk the continuing decline of our world today. That is indeed the stark Covid-19 reality we face today.

And, as my father used to advise: “Don't wait until the wolf is at the door!” I would advise the wolf (Covid-19) has gone beyond the door, the wolf has actually entered our home, has possibly devoured grandma and is coming for all inhabitants/citizens on our planet - our home! (Note: For our international audience, See Little Red Riding Hood, an American Nursery story for more detail on this analogy).

To be more direct, based on these recent studies of the state of performance excellence in the world, my added conclusions are: The mere survival and mediocrity in our organizations and our nations global-

pleased with this level of our performance in the global excellence arena in our 21st Century. They would strongly exhort and highly encourage us to “raise the bar,” strengthen our role, or face extinction in a global context of having a meaningful impact on our world. We have to be held accountable and drastically improve these dismal results.

To use one of Dr. Deming's quotes, would he be “bellowing” directly (I can hear his deep baritone or bass level voice loudly in my ears...!) to all of us in our global performance excellence community?

*„It is not necessary to change. Survival is not mandatory.“*

Hence, let me then offer a few recommendations for our potential visionary path over the next 5- 10 years or more to drastically change our performance excellence global direction and impact during our Covid-19 world in 2020 and beyond.

global scale, we need an approach that is more lasting, more permanent, that will sustain that leadership on a true embedded institutional level, well beyond specific vagaries of elected or appointed nation leadership.

Or, in other words, we need a “United Nations-like” global performance excellence leadership institute to guide our sustainability for 25-50 years or more, focused on all nations on our planet, that capitalizes on the strengths from our United States organizations (ASQ, Baldrige, etc.) but goes well beyond those organizations to include all of similar entities globally, as in the GEM Council and beyond, in a broad, world-wide collaborative manner.

In addition, this global performance excellence institution would be closely linked, via in-depth collaborative partnerships, funding, and focus with such current global organizations as the World Health Organization (WHO), World Economic Forum (WEF), The United Nations, The

World Bank, The International Monetary Fund, Social Progress Imperative (SPI), and other similar global regional economic development entities. Our world deserves nothing less.

2. [The Vital Imperative for Managing Covid-19 in the Context of a Proven Performance Excellence Framework.](#)

Our (supported by our Global Benchmarking Network -GBN) recent Covid-19 Global Benchmarking Initiative has demonstrated that Covid-19 best practice implementation is most effectively done globally using proven leadership frameworks. Such leadership frameworks are fully understood and practiced at the most senior levels of national governments (elected Presidents, Prime Ministers, etc.) and span all levels of government, business, and non-profit organizations. Anything less is sub-optimal and is not sustainable.

Our world needs to extend and expand that level of performance excellence on a much broader scale. Not just 5 or 10 or 20 nations practicing some form of performance excellence but 30, 40, or 50 or 150 or more nations applying best practices, sharing what works and does not work,

and continually improving in the broad arena of performance excellence. Such a world-wide transformational performance excellence undertaking will foster an explicit growth mindset strategically devoted to continual improvement as we move forward.

### Final Thoughts

In evaluating your reactions to these recommendations, please also assess our next steps in the context of these extraordinary thoughts expressed by Mr. Gardner in his book Excellence in 1961:

- 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.

I truly hope this article is consistent with these broad, comprehensive, and systematic definitions of performance excellence on a global scale. Are all nations capable of striving for this level of excellence?

I say yes, most certainly. We have no other choice if we are to work collaboratively toward a common vision to save our planet.

## About the author:



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For 20+ years, Dale also led major private sector change initiatives in Marketing, Information Systems, and Consulting capacities for Control Data Corporation, General Mills, and Xerox, where he was instrumental in producing \$50+ million

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