

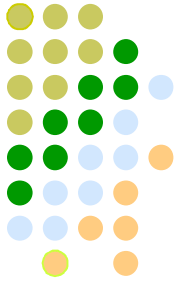
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# **BUSINESS EXCELLENCE PRACTITIONER TRAINING Day 1**

## **Acknowledgements**

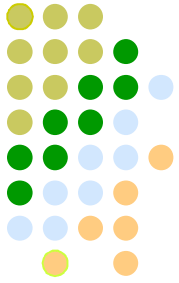
The APO-COE for Business Excellence (BE) would like to thank the following: Baldrige Performance Excellence Program for the use of the 2012 Baldrige Case Study and other relevant resources used in the development of the Business Excellence Practitioner Training course; Ms Laura Huston, Business Excellence Team Leader, Cargill Incorporated and Mr Geoff Carter, Chargé de Mission, EFQM for their valuable comments and helpful suggestions in the development of the Business Excellence Practitioner Training course.



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# INTRODUCTION

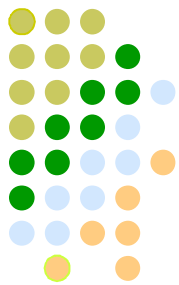


# 1. Course Objectives

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**At the end of the training, the participant will be able to:**

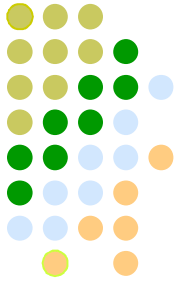
1. Assess need for using the Business Excellence (BE) framework as a strategic management tool and plan for adoption of the framework in the organisation;
2. Facilitate conduct of organisational self-assessment using the BE framework ;
3. Identify and provide guidance on the use of relevant tools and techniques to manage improvements of organisational systems, processes and practices;
4. Review progress and facilitate continuous improvements to sustain the BE journey



## 2. Programme

### Day 1: Monday 19 November 2012

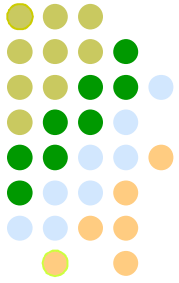
Time	Topics
9.00 am – 9.30 am	Welcome Remarks & Programme Orientation
9.30 am – 10.45 am	Managing & Sustaining Business Excellence in Premier Inc
10.45 am – 11.45 am	Managing & Sustaining Business Excellence in Computershare Ltd
11.45 am – 12.30 pm	Discussion: Learning Points
12.30 pm – 1.30 pm	Lunch
1.30 pm – 2.00 pm	Introduction: BE Practitioner Role; Business Excellence Framework
2.00 pm – 3.30 pm	Managing & Sustaining Business Excellence:
3.30 pm – 4.30 pm	Module 1: Plan for Business Excellence
4.30 pm – 5.30 pm	Group Exercise 1



## 2. Programme

**Day 2: Wednesday 21 November 2012**

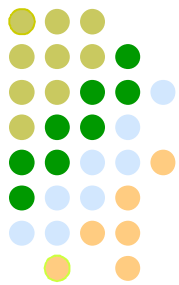
Time	Topics
9.00 am – 10.15 am	Module 2: Facilitate Business Excellence Self-Assessment
10.15 am – 11.15 am	Group Exercise 2
11.15 am – 11.45 pm	Module 3: Manage Improvements for Business Excellence
11.45 am – 12.30 pm	Manage Improvements for BE in Computershare Ltd
12.30 pm – 1.30 pm	Lunch
1.30 pm – 2.30 pm	Lean Management for Process Improvements In Porsche
2.30 pm – 3.30 pm	Manage Improvements for BE in Singapore Prisons
3.30 pm – 5.30 pm	Discussion: Learning Points



## 2. Programme

**Day 3: Thursday 22 November 2012**

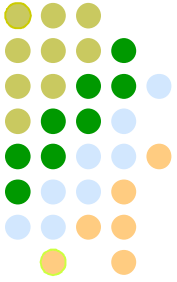
Time	Topics
9.00 am – 10.30 am	Module 3: Manage Improvements for Business Excellence
10.30 am – 12.30 pm	Group Exercise 3
12.30 pm – 1.30 pm	Lunch
1.30 pm – 2.30 pm	Sustaining BE in Teckwah Industrial Corporation
2.30 pm – 3.30 pm	Sustaining BE in Yokogawa Electric Asia
3.30 pm – 5.30 pm	Discussion: Learning Points



## 2. Programme

**Day 4: Friday 23 November 2012**

Time	Topics
9.00 am – 10.30 am	Module 4: Sustain BE
10.30 am – 11.30 am	Group Exercise 4
11.30 am – 12.30 pm	Individual Action Plan
12.30 pm – 1.30 pm	Lunch
1.30 pm – 3.00 pm	Presentations
3.00 pm – 4.30 pm	Discussion & Plan of Action for Communities of Practice (CoP)
4.30 pm – 5.00 pm	Key Takeaways and Course Wrap-Up
5.00 pm – 5.30 pm	Presentation of Certificates & Workshop Evaluation



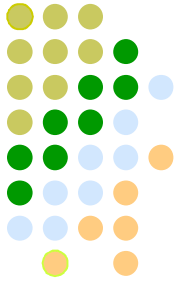
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# **DRIVING AND MANAGING THE BE JOURNEY IN PREMIER INC**

**Mr Richard Norling  
Retired CEO  
Premier Inc (Malcolm Baldrige Winner)**



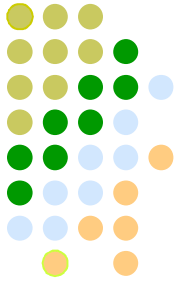


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# **MANAGING & SUSTAINING THE BE JOURNEY IN COMPUTERSHARE LTD**

**Mr Graham Giannini**  
**Director of Operations, Asia-Pacific**  
**Computershare Ltd (Australian BE Award Winner)**



# Discussion

***What are the success factors in driving and sustaining the BE journey in***

***a. Premier Inc***

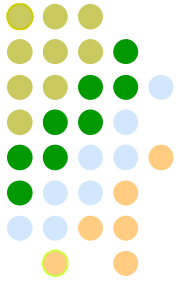
***b. Computershare Ltd***

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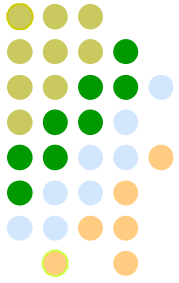
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# THE BE PRACTITIONER

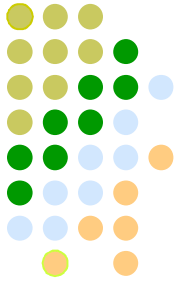


# 1. Role of BE Practitioner

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Drives or leads the BE initiative in their organisation by:

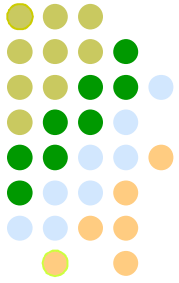
- Creating awareness for BE
  - Communicates requirements of BE framework to senior leaders
  - Communicates benefits of the BE framework to all staff and address concerns and clarify doubts
  - Organise training to prepare staff as internal assessors
  - Build expertise in BE within business units
  - Facilitates sharing of best practices
- Organising assessments
- Assuming role of internal consultant and working closely with external experts/consultants if necessary



## 2. Appointment of BE Practitioner

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- Appointed by the CEO (in most cases) to champion implementation of the BE framework. (*Ability to influence senior management is critical in getting 'buy-in' or support for the BE framework implementation*)
- Reports directly to the CEO or has direct access to the CEO. They are selected from second or third tier management, if not top management.
- Is a key member of the BE Secretariat/Steering Committee, chaired by the CEO
- Practitioner role is a KPI which is assessed during the performance appraisal. BE implementation is a key deliverable.



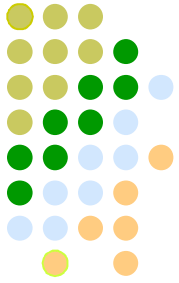
### 3. Qualifications of BE Practitioner

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- Preferably with tertiary education (especially in large organisations in Singapore) with 8 – 10 years of work experience
- Ideally be a trained BE assessor/ practitioner. They often function as an 'internal consultant' for the organisation in managing the BE journey

***What are the qualifications of a BE practitioner in your country?***

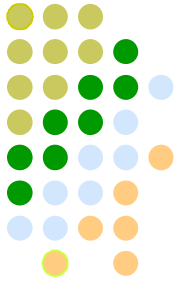
***What percentage of work is spent by the BE practitioner in managing the BE journey in your organisation?***



## 4. Attributes of BE Practitioner

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- Conversant in BE framework requirements
- Understands the organisation and its systems. Able to assess requirements of the BE framework from the business perspective of the organisation
- Empowered to take the lead and have the credibility to influence the CEO and senior management on the BE framework requirements. (Able to act as champion to drive business excellence *rather than as co-ordinator*)
- Is analytical of current situations and to identify gaps
- Has the discipline to follow through and close gaps
- Has a passion for continuous improvement



# Discussion

***What are the skills and knowledge needed of a BE practitioner?***

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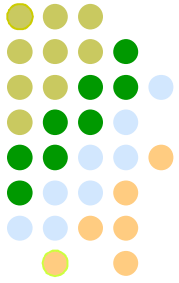
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***Share some challenges faced by the BE practitioner in driving excellence in their organisation.***

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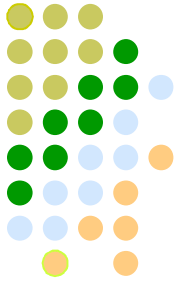




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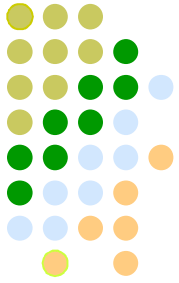
# **BUSINESS EXCELLENCE FRAMEWORK**



# 1. What is Business Excellence

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Business Excellence (BE) is about strengthening the management systems and processes of an organisation in a holistic and integrated manner to improve performance and to create value for stakeholders.



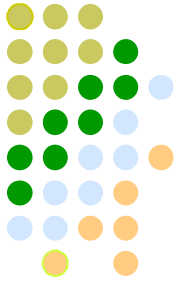
# 1. What is Business Excellence

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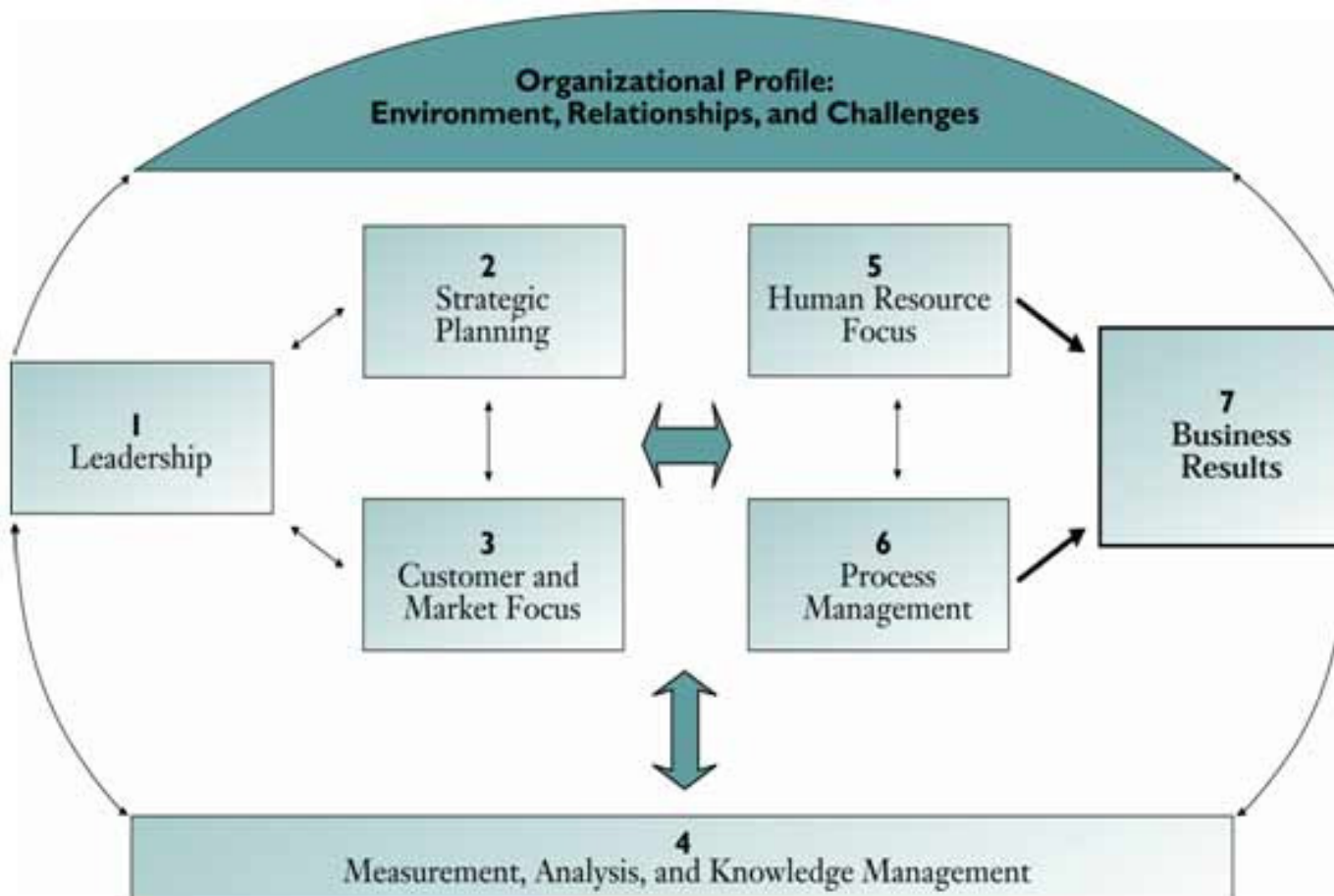
A key goal of organisations is the achievement of results and most organisations strive for excellent results.

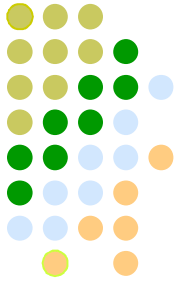
The business excellence framework or model is an effective approach for systematically achieving excellent results.

The Baldrige Performance Excellence Framework and the EFQM Excellence Model are two key reference models for business excellence



## 2. Baldrige Performance Excellence Framework



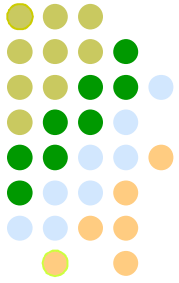


## 3. Value of the BE Framework

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### The BE Framework:

- Used as basis for continuous improvements
- Provides shared understanding of business excellence dimensions.
- More specifically, it helps:
- **Leaders**
  - Deliver strategy
  - Understand what is important to focus on as a leader
  - Develop a culture of excellence;
- **Management**
  - Understand link between strategy and operations
  - Engage employees in change
  - Lead improvements
- **Employees**
  - Build common direction and goals
  - Understand impact of their actions
  - Contribute to improvements



## 4. Components of the BE Framework

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### BE Framework comprises:

#### 4.1 Core Values & Concepts

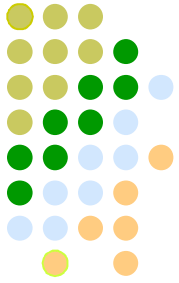
These underpin business excellence criteria requirements

#### 4.2 Criteria Requirements

Business excellence criteria requirements are key to effective business excellence assessments

#### 4.3 Scoring System

The scoring of responses to criteria items are based on evaluation dimensions and factors

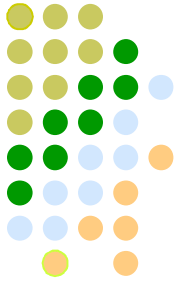


## 4.1 Core Values and Concepts

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**Baldrige criteria are built on 11 core values & concepts:**

1. Visionary Leadership
2. Customer-Driven Excellence
3. Organisational and Personal learning
4. Valuing Workforce Members and Partners
5. Agility
6. Focus on the Future
7. Managing for Innovation
8. Management by Fact
9. Societal responsibility
10. Focus on Results and Creating Value
11. Systems Perspective



## 4.1 Core Values and Concepts

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### 1. Visionary Leadership

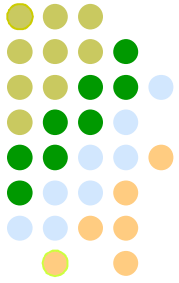
Senior leaders set directions and create customer-focus, clear & visible values and high expectations.

Senior leaders develop strategies, systems and methods for achieving performance excellence, stimulating innovation & building knowledge capabilities and ensuring organisational sustainability.

Defined values and strategies guide the organisation's activities & decisions.

Senior leaders inspire, motivate and encourage entire workforce to contribute, to develop and learn to be innovative and to embrace change. They serve as role models to reinforce ethics, values and expectations while building leadership, commitment and initiative.





## 4.1 Core Values and Concepts

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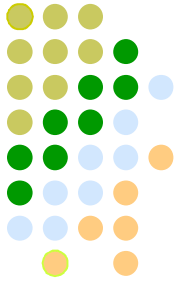
### 2. Customer-driven Excellence

The organisation's customers are the final judges of performance and quality.

The organisation must take into account all product & service features and attributes that contribute value to customers. This leads to customer satisfaction, retention and loyalty, and to positive referrals which can contribute to business expansion.

Customer-driven excellence is also about understanding current and future customer & market needs and requirements.

Customer-driven excellence is also about building customer relationship and measuring customer satisfaction



## 4.1 Core Values and Concepts

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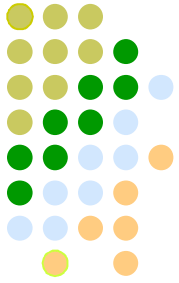
### 3. Organisational and Personal Learning

Organisational and personal learning leads to highest levels of organisational performance.

Organisational learning refers to continuous improvement of existing approaches and processes and significant changes or innovation that leads to new goals and approaches.

Learning is embedded in the way the organisation operates, e.g. it is a regular part of daily work and is practised at personal, work unit and organisational levels.

Organisations learning results in enhanced value to customers through new and improved products and services, new and improved processes and increasing productivity and effective use of resources.



## 4.1 Core Values and Concepts

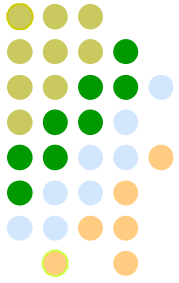
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### 4. Valuing Workforce Members and Partners

An organisation's success depends on an engaged workforce that benefits from meaningful work, clear organisational direction and performance accountability.

Valuing people in the workforce means committing to their engagement, satisfaction, development and well-being. Reward and recognition systems need to reinforce employee participation in achieving organisation's performance objectives.

Organisations need to build internal and external partnerships for mutual benefits. Strong partnerships internally and externally can help organisations to achieve performance goals, boost operational effectiveness and establish new market opportunities.



## 4.1 Core Values and Concepts

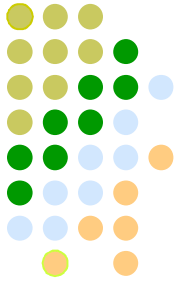
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### 5. Agility

Today's globally competitive environment demands agility which is a capacity for rapid change and flexibility.

Organisations face shorter cycles for introduction of new or improved products and services. Increasingly speed and flexibility in responding to customers are critical requirements

Major improvements in response time often require simplification of work units and processes and the ability to change rapidly from one process to another. A significant success factor in meeting competitive challenges is the design-to-introduction cycle time or innovation cycle time.



## 4.1 Core Values and Concepts

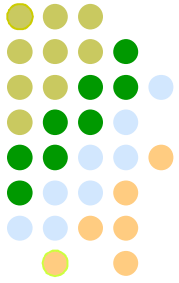
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### 6. Focus on the Future

Creating a sustainable organisation requires strong future orientation and a willingness to make long-term commitments to key stakeholders.

Organisation's planning should anticipate factors such as customer expectations, new business and partnering opportunities, workforce planning and development needs, technological developments and evolving regulatory requirements.

A focus on the future includes developing organisation's leaders, workforce and suppliers, establishing effective succession planning and creating opportunities for innovation.



## 4.1 Core Values and Concepts

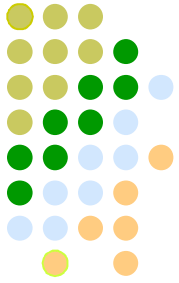
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### 7. Managing for Innovation

Innovation is about making changes to improve an organisation's products, services, programmes, processes and operations to create new, significant values for the organisation's stakeholders.

Innovation should focus on leading the organisation to new dimensions of performance. Organisations need to be structured in such a way that innovation becomes part of the culture and daily work.

Innovation should be integrated into daily work and should be supported by a performance improvement system. Systematic process for innovation should reach the entire organisation.



## 4.1 Core Values and Concepts

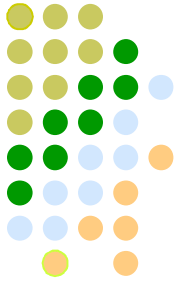
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### 8. Management by Fact

The achievement of superior performance requires the use of data, information and knowledge to enhance judgment & enable better decision-making.

Many types of data and information are needed for performance management. Performance measurement should include customer, product, service, and process performance, comparisons of operational, market, and competitive performance, etc.

Data should be segmented by markets, product lines and workforce groups to facilitate analysis.



## 4.1 Core Values and Concepts

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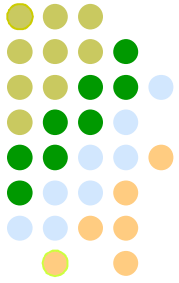
### 9. Societal Responsibility

Organisations should be responsible to the society, for community and the environment and practise good corporate citizenship.

Leaders should be role models for the organisation focusing on business ethics, protection of public health, safety and environment, community services and sharing of best practices with the business community. For e.g. consideration of potential adverse impact on public health, safety & environment as a result of the organisation's operations & life-cycle of its products and services.

Organisations need to emphasise resource conservation and waste reduction at the sources.





## 4.1 Core Values and Concepts

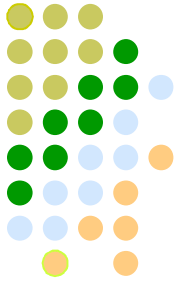
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### 10. Focus on Results and Creating Value

Organisation's performance system needs to focus on key results that create and balance value for key stakeholders.

By creating value for key stakeholders, the organisation builds loyalty and contributes to the economy and contributes to society.

Using a balanced composite of performance indicators, organisations can effectively communicate requirements, monitor actual performance and marshal support for improving results.



## 4.1 Core Values and Concepts

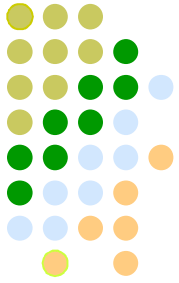
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### 11. Systems Perspective

An organisation needs to manage its whole enterprise as well as its related components to achieve performance improvement.

A systems approach will enable the organisation to optimise the inter-relationships of its functions and to focus on the value-added factors of all processes within a larger context

This promotes the development of a preventative culture by emphasising continuous improvement and corrective action at early stages of all activities.



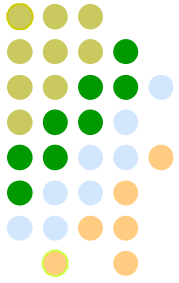
## 4.2 Criteria Requirements

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### 1 **LEADERSHIP** (120pts)

The Leadership Category examines HOW the organisation's SENIOR LEADERS' personal actions guide and sustain the organisation.

It also examines are the organisation's GOVERNANCE and HOW the organisation addresses its ethical, legal and societal responsibilities and supports its KEY communities.



## 4.2 Criteria Requirements

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### 1.1 Senior Leadership:

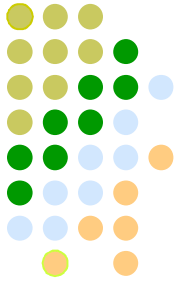
**How do senior leaders lead? (70 pts)**

Describe HOW SENIOR LEADERS guide and sustain the organisation. Describe HOW SENIOR LEADERS communicate with the workforce and encourage HIGH PERFORMANCE.

### 1.2 Governance and Societal Responsibility:

**How do you govern & fulfill your societal responsibilities? (50 pts)**

Describe organisation's GOVERNANCE system and approach to leadership improvement. Describe HOW organisation assures legal and ethical behaviour, fulfills its societal responsibilities and supports its KEY communities.



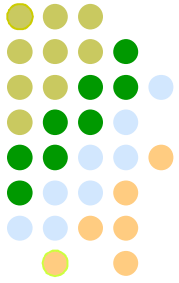
## 4.2 Criteria Requirements

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### 2 STRATEGIC PLANNING (85 pts)

The Strategic Planning Category examines HOW the organisation develops STRATEGIC OBJECTIVES and ACTION PLANS.

It also examines HOW STRATEGIC OBJECTIVES identified and ACTION PLANS are DEPLOYED and changed if circumstances require and HOW progress is measured.



## 4.2 Criteria Requirements

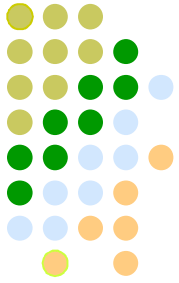
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### 2.1 Strategy Development: How do you develop your strategy? (40 pts)

Describe HOW organisation establishes its strategy to address its STRATEGIC CHALLENGES and leverage its STRATEGIC ADVANTAGES. Summarise organisation's KEY STRATEGIC OBJECTIVES and their related GOALS.

### 2.2 Strategy Deployment: How do you deploy your strategy? (45 pts)

Describe HOW organisation converts its STRATEGIC OBJECTIVES into ACTION PLANS. Summarise organisation's ACTION PLANS, HOW they are DEPLOYED, and KEY ACTION PLAN PERFORMANCE MEASURES or INDICATORS. Project organisation's future PERFORMANCE relative to KEY comparisons on these PERFORMANCE MEASURES or INDICATORS.

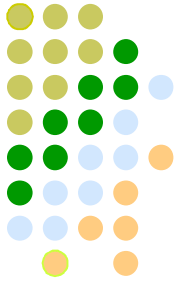


## 4.2 Criteria Requirements

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### 3 CUSTOMER FOCUS (85 pts)

The Customer Focus Category examines HOW the organisation engages its CUSTOMERS for long-term marketplace success. This ENGAGEMENT strategy includes HOW organisation builds CUSTOMER-focused culture. It examines HOW organisation listens to the VOICE OF ITS CUSTOMERS and uses this information to improve and identify opportunities for INNOVATION.



## 4.2 Criteria Requirements

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### 3.1 Voice of the Customer:

*How do obtain and use information from your customers? (45 pts)*

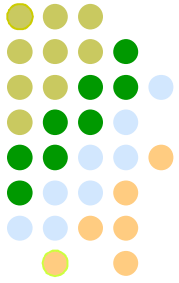
Describe HOW organisation listens to its CUSTOMERS and acquires satisfaction and dissatisfaction information. Describe also HOW CUSTOMER information is used to improve marketplace success.

### 3.2 Customer Engagement:

*How do you engage customers to serve their needs and build relationships? (40 pts)*

Describe HOW organisation determines product offerings and mechanisms to support CUSTOMERS' use of its products. Describe also HOW organisation builds a CUSTOMER-focused culture.





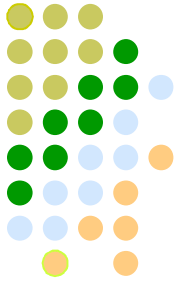
## 4.2 Criteria Requirements

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### 4 MEASUREMENT, ANALYSIS & KNOWLEDGE MANAGEMENT (90 pts)

The Measurement, Analysis and Knowledge Management Category examines HOW the organisation selects, gathers, analyses, manages and improves its data, information and KNOWLEDGE ASSETS and HOW it manages its information technology.

The Category also examines HOW the organisation reviews and uses reviews to improve its PERFORMANCE.



## 4.2 Criteria Requirements

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### 4.1 Measurement, Analysis & Improvement of Organisational Performance:

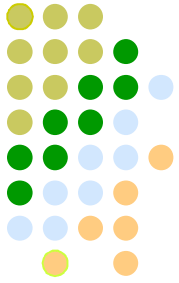
*How do you measure, analyse & improve organisational performance? (45 pts)*

Describe HOW organisation measures, analyses, aligns, reviews and improves its PERFORMANCE through the use of data and information at all levels and in all parts of the organisation.

### 4.2 Management of Information, Knowledge and Information Technology:

*How do you manage your information, organisational knowledge and information technology (45 pts)*

Describe HOW organisation ensures the quality and availability of needed data, information, software and hardware for your WORKFORCE, suppliers, PARTNERS, COLLABORATORS and CUSTOMERS. Describe HOW organisation builds and manages its KNOWLEDGE ASSETS.



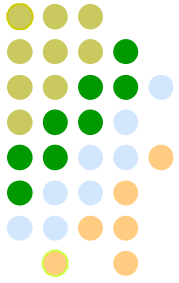
## 4.2 Criteria Requirements

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### 5 **WORKFORCE FOCUS** (85 pts)

The Workforce Focus Category examines HOW organisation engages, manages and develops its WORKFORCE to utilise its full potential in ALIGNMENT with the organisation's overall MISSION, strategy and ACTION PLANS.

The Category examines organisation's ability to assess WORKFORCE CAPABILITY and CAPACITY needs and to build a WORKFORCE environment conducive to HIGH PERFORMANCE.



## 4.2 Criteria Requirements

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### 5.1 Workforce Environment:

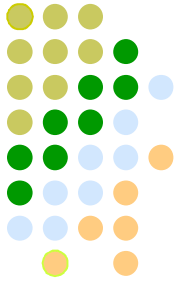
*How do you build an effective and supportive workforce environment (40 pts)*

Describe HOW organisation manages WORKFORCE CAPABILITY and CAPACITY to accomplish the work of the organisation. Describe HOW the organisation maintains a safe, secure and supportive work climate.

### 5.2 Workforce Engagement:

*How do you engage your workforce to achieve organisational and personal success (45 pts)*

Describe HOW organisation engages, compensates and rewards its WORKFORCE to achieve HIGH PERFORMANCE. Describe HOW members of its WORKFORCE, including leaders are developed to achieve HIGH PERFORMANCE. Describe HOW organisation assesses WORKFORCE ENGAGEMENT and use the results to achieve higher PERFORMANCE.

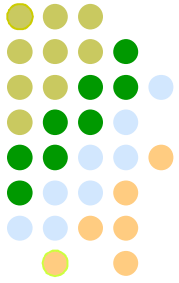


## 4.2 Criteria Requirements

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### 6 **PROCESS MANAGEMENT** (85 pts)

The Process Management Category examines HOW the organisation designs its WORK SYSTEMS and HOW it designs, manages and improves its KEY PROCESSES for implementing those WORK SYSTEMS to deliver CUSTOMER VALUE and achieve organisational success and SUSTAINABILITY . It also examines organisation's readiness for emergencies.



## 4.2 Criteria Requirements

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### 6.1 Work Systems:

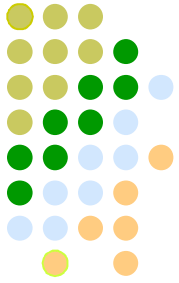
*How do you design your work systems (35 pts)*

Describe HOW organisation designs its WORK SYSTEMS and determines its KEY PROCESSES to deliver CUSTOMER VALUE, prepare for potential emergencies and achieve organisational success and SUSTAINABILITY.

### 6.2 Work Processes:

*How do you design, manage and improve key organisational work processes (50 pts)*

Describe HOW organisation designs, implements, manages, and improves its KEY work processes to deliver CUSTOMER VALUE and achieve organisational success and SUSTAINABILITY.



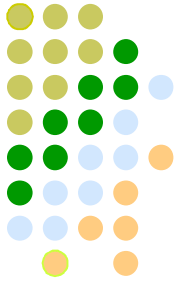
## 4.2 Criteria Requirements

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### 7 RESULTS (450 pts)

The Results Category examines the organisation's PERFORMANCE and improvement in all KEY areas – product outcomes, CUSTOMER-focused outcomes, financial and market outcomes, WORKFORCE-focused outcomes, PROCESS-EFFECTIVENESS outcomes and leadership outcomes.

PERFORMANCE LEVELS are examined relative to those of competitors and other organisations with similar product offerings.



## 4.2 Criteria Requirements

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### 7.1 Product and Outcomes:

*What are your product performance results? (100 pts)*

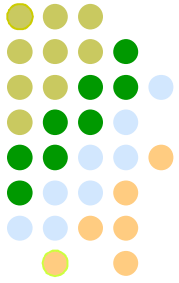
Summarise organisation's KEY products PERFORMANCE RESULTS. SEGMENT results by product offerings, CUSTOMER groups and market SEGMENTS as appropriate. Include appropriate comparative data.

### 7.2 Customer-focused Outcomes:

*What are your customer-focused performance results? (70 pts)*

Summarise organisation's KEY CUSTOMER-focused RESULTS for CUSTOMER satisfaction, dissatisfaction and ENGAGEMENT. Segment RESULTS by product offerings, CUSTOMER groups and market SEGMENTS, as appropriate. Include appropriate comparative data.





## 4.2 Criteria Requirements

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### 7.3 Workforce-focused Outcomes:

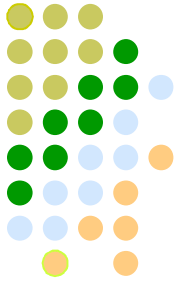
*What are your workforce-focused performance results? (70 pts)*

Summarise organisation's KEY WORKFORCE-focused RESULTS for WORKFORCE ENGAGEMENT and for WORKFORCE environment. Segment RESULTS to address DIVERSITY of WORKFORCE and to address WORKFORCE groups and SEGMENTS, as appropriate. Include appropriate comparative data.

### 7.4 Leadership and Governance Outcomes:

*What are your leadership results? (70 pts)*

Summarise organisation's KEY GOVERNANCE and SENIOR LEADERSHIP RESULTS, including evidence of strategic plan accomplishments, fiscal accountability, legal compliance, ETHICAL BEHAVIOUR, societal responsibility and support of KEY communities. SEGMENT RESULTS by organisational units as appropriate. Include appropriate comparative data.



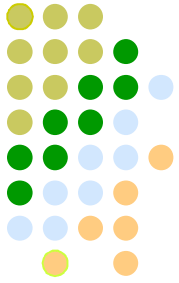
## 4.2 Criteria Requirements

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### 7.5 Financial and Market Outcomes:

*What are your financial & marketplace performance results? (70 pts)*

Summarise organisation's KEY financial and marketplace PERFORMANCE RESULTS by MARKET SEGMENTS or CUSTOMER groups as appropriate. Include appropriate comparative data.

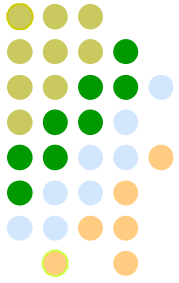


## 4.3 Scoring System

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The scoring of responses to criteria items are based on two evaluation dimensions:

1. Process
2. Results



## 4.3 Scoring System

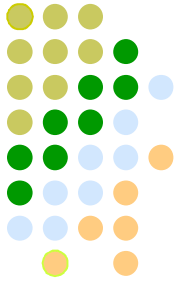
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### 1. PROCESS

‘Process’ refers to the methods the organisation uses and improves to address the criteria requirements for Categories 1 – 6.

The four factors used to evaluate process are:

- Approach (A)
- Deployment (D)
- Learning (L)
- Integration (I)



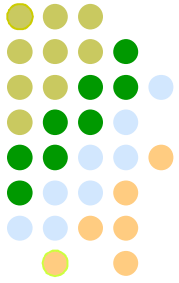
## 4.3 Scoring System

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### Approach

“**Approach**” refers to:

- methods used to accomplish the process
- appropriateness of the methods to the Item requirements and the organisation’s operating environment
- effectiveness of use of the methods
- degree to which the approach is repeatable and based on reliable data and information (i.e. systematic)



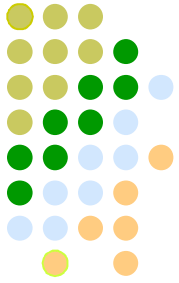
## 4.3 Scoring System

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### Deployment

“**Deployment**” refers to the extent to which

- approach is applied in addressing Item requirements relevant and important to the organisation
- approach is applied consistently
- approach is used (executed) by all appropriate work units



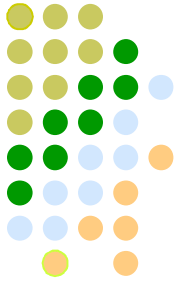
## 4.3 Scoring System

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### Learning

“**Learning**” refers to

- refining approach through cycles of evaluation and improvement
- encouraging breakthrough change to approach through innovation
- sharing refinements and innovations with other relevant work units and processes in organisation



## 4.3 Scoring System

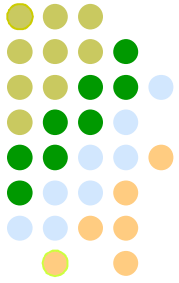
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### Integration

“**Integration**” refers to the extent to which

- approach is aligned with organisational needs identified in the Organisational Profile and other Process Items
- measures, information and improvement systems are complementary across processes and work units
- plans, processes, results, analyses, learning and actions are harmonised across processes and work units to support organisation-wide goals





## 4.3 Scoring System

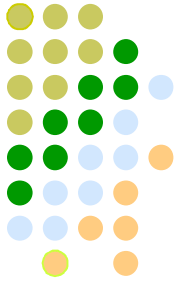
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### 2. RESULTS

‘Results’ refers to organisation’s outputs and outcomes in achieving the requirements in Category 7.

The four factors used to evaluate results are:

- Levels (Le)
- Trends (T)
- Comparisons (C)
- Integration (I)



## 4.3 Scoring System

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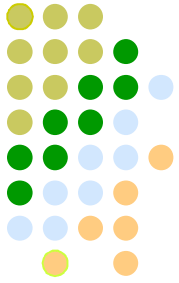
### Levels

“**Levels**” refers to: current level of performance

Performance ‘levels’ refers to numerical information that places or positions an organisation’s results and performance on a meaningful scale.

Levels permit evaluation relative to past performance, projections, goals and appropriate comparisons

- What levels are provided?
- Is the measurement scale meaningful?
- Are key results missing?



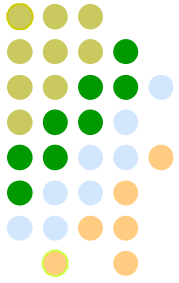
## 4.3 Scoring System

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### Trends

**Trends**” refers to:

- rate of performance improvements or sustainability of good performance (i.e. the slope of trend data)
- breadth (i.e. the extent of deployment) of performance results. A minimum of three data points are needed to ascertain trend.
  - Are trends positive, negative or flat?
  - What is the rate of change (slope of trend) ?
  - Do the trends demonstrate little, some or much breadth in the organisation’s improvement efforts?
  - Are significant variations in trends accounted for?



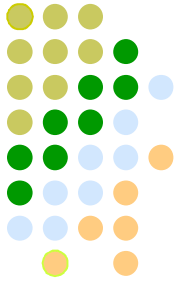
## 4.3 Scoring System

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### Comparisons

**‘Comparisons’** refers to performance relative to:

- appropriate comparisons, such as competitors or similar organisations
- benchmarks, best-in-class organisations or industry leaders
  - Are comparisons made?
  - How does performance compare against that of other organisations?

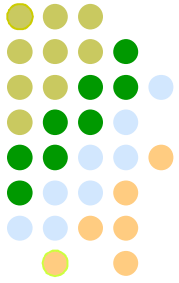


## 4.3 Scoring System

### Integration

“**Integration**” refers to the extent to which:

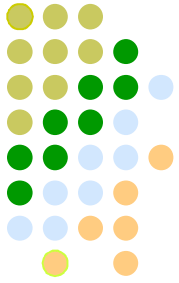
- results measures (often through segmentation) address important customer, product, market, process, and action plan performance requirements identified in organisational profile and in process items
- results include valid indicators of future performance
- results are harmonised across processes and work units to support organisation-wide goals
  - To what extent do results link to key factors and process items?
  - Are the results segmented appropriately (e.g. by key customer segments, employee type, programme or service or geographic location) to help organisation improve?



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# MANAGING AND SUSTAINING BUSINESS EXCELLENCE



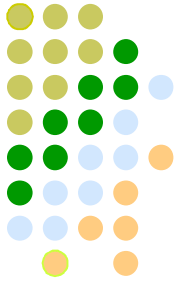
# Managing and Sustaining BE

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To adopt a method to manage and sustain organisational performance, there must be:

- a commitment and direction to improve quality and make progress towards achieving excellence;
- a culture of excellence which is driven by the senior leaders;
- long-term planning and continual cycle of review and improvements.

All this ensures that robust systems and processes are implemented to sustain excellence results.



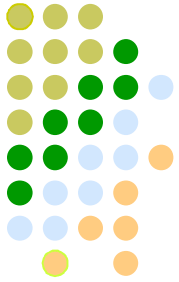
# Managing and Sustaining BE

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An important consideration is that the BE framework is not a goal in itself. It is an approach or method to achieve excellent results.

Therefore, the intent is not achieving a high score against the requirements of the model without added-value to the organisation.





# Phases in Implementing and Sustaining BE

The four key phases in implementing and sustaining the adoption of the BE Framework are:

**1. Plan for Business Excellence**



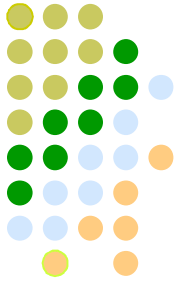
**2. Facilitate Business Excellence  
Self-Assessment**



**3. Manage Improvements for  
Business Excellence**



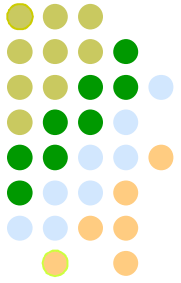
**4. Sustain Business Excellence**



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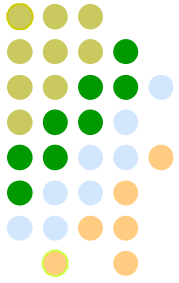
# **MODULE 1: PLAN FOR BE**



# 1. Plan for Business Excellence

The four suggested steps in this phase are:



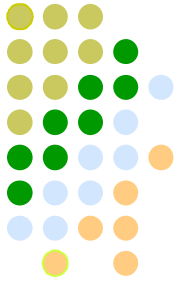


# 1. Plan for Business Excellence

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## 1.1 Assess organisational need for BE

- Determine if organisation is ready for BE. Assess need based on business and competitiveness perspective
  - What are key performance challenges and opportunities
  - Whether strategic challenges are being met
  - Eroding market share
  - Changes in business environment
- Perform gap analysis and identify priorities

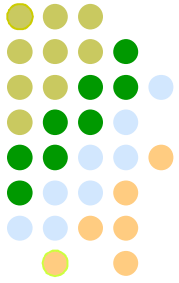


# 1. Plan for Business Excellence

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## 1.2 Seek buy-in for BE

- There must be buy-in from senior leaders and key staff for BE adoption. Their support is critical for successful implementation.
- Facilitate meetings and executive briefings to explain objectives and benefits of using the business excellence framework as a management tool for performance improvement. Clarify doubts and overcome objections
- Present overall approach and strategies for adopting the BE framework
- Identify BE champions for improving performance for each category of the framework

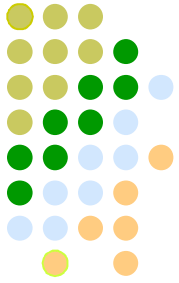


# 1. Plan for Business Excellence

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## 1.3 Develop action plan for BE implementation

- Establish senior level steering committee led by the CEO, and comprising senior leaders to drive BE in organisation. Membership should reflect commitment of senior leaders in implementing BE. Each member is a category owner.
- Establish clear lines of responsibilities and time-frame
- Each senior leader/process owner will form a working committee comprising key stakeholders e.g. members from key departments/divisions
- Identify key staff to be trained in the requirements of the BE framework and assessment methodology
- Allocate resources required for implementing BE

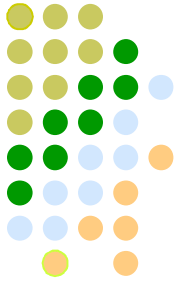


# 1. Plan for Business Excellence

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## 1.4 Communicate plan to stakeholders

- Develop communication plan and schedule communication sessions with all staff to explain the benefits of the BE framework and the intent to implement or adopt the framework as a tool for continuous improvements
- Address concerns raised and clarify doubts
- Reinforce the benefits of the framework through multiple channels of communication e.g. emails, intranet, newsletters, posters.



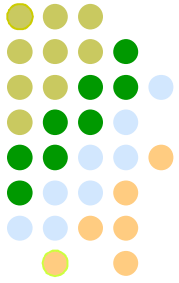
# Group Exercise 1

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## Plan for BE

- Develop an action plan for implementing BE, highlighting the key deliverables and scheduling
- Develop a communication plan to support BE implementation
- Discuss the key challenges in obtaining buy-in or support for BE. How would these be different for different types of organisations e.g. public sector, private sector, SMEs





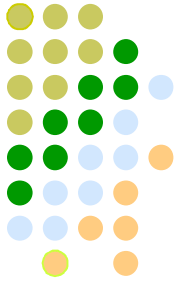
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# **BUSINESS EXCELLENCE PRACTITIONER TRAINING Day 2**

## **Acknowledgements**

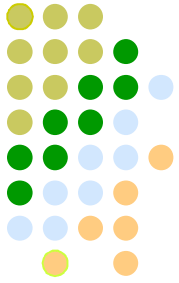
The APO-COE for Business Excellence (BE) would like to thank the following: Baldrige Performance Excellence Program for the use of the 2012 Baldrige Case Study and other relevant resources used in the development of the Business Excellence Practitioner Training course; Ms Laura Huston, Business Excellence Team Leader, Cargill Incorporated and Mr Geoff Carter, Chargé de Mission, EFQM for their valuable comments and helpful suggestions in the development of the Business Excellence Practitioner Training course.



# Programme

## Day 2: Wednesday 21 November 2012

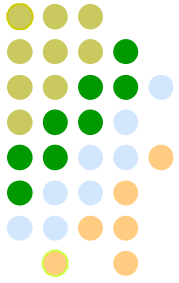
Time	Topics
9.00 am – 10.15 am	Module 2: Facilitate Business Excellence Self-Assessment
10.15 am – 11.15 am	Group Exercise 2
11.15 am – 11.45 pm	Module 3: Manage Improvements for Business Excellence
11.45 am – 12.30 pm	Manage Improvements for BE in Computershare Ltd
12.30 pm – 1.30 pm	Lunch
1.30 pm – 2.30 pm	Lean Management for Process Improvements In Porsche
2.30 pm – 3.30 pm	Manage Improvements for BE in Singapore Prisons
3.30 pm – 5.30 pm	Discussion: Learning Points



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## MODULE 2: FACILITATE BE SELF-ASSESSMENT



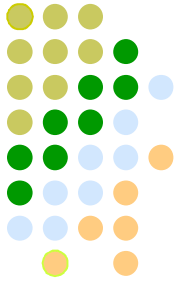
## 2. Facilitate BE Self-Assessment

The objective of the assessment using the BE framework as a tool is to evaluate how well the organisation is performing i.e. how well management systems are working and whether the systems are aligned and approaches integrated to optimise organisational performance.

Through self-assessments, the organisation is able to find out:

- What it does well
- What is not done well
- What are improvement opportunities

***What is the importance to the organisation or unit in identifying a strength?***

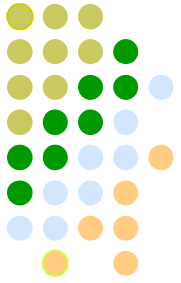


## 2. Facilitate BE Self-Assessment

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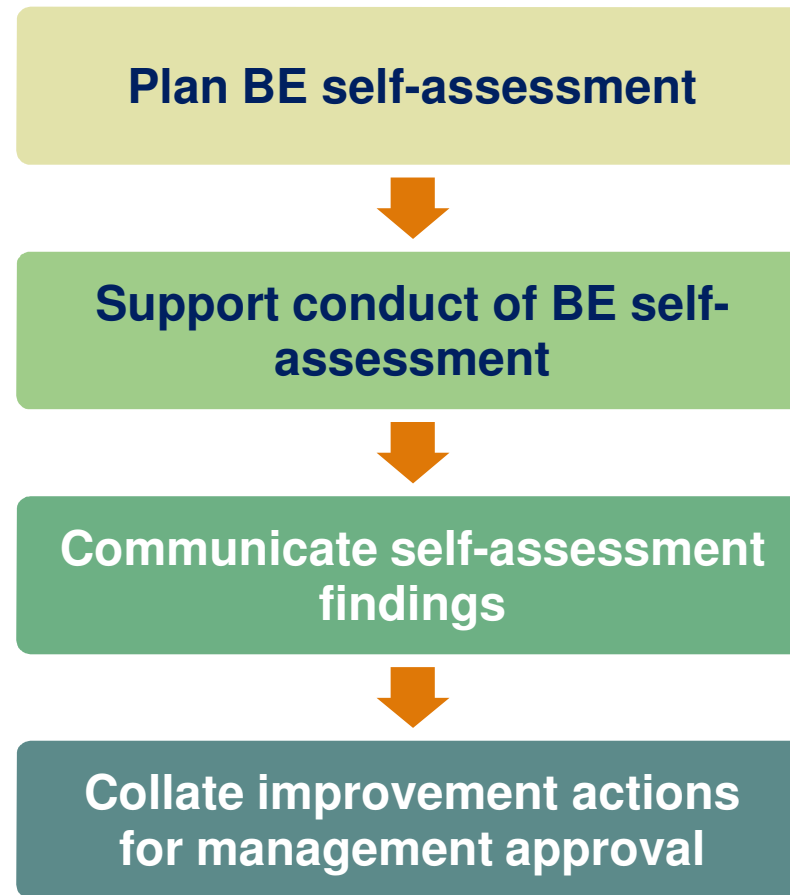
Organisations can conduct **self-assessments** at unit level or organisational level or **peer assessments** across units or divisions. Self-assessments may be conducted at regular intervals in preparing organisation for BE awards or for BE certifications e.g. in Singapore

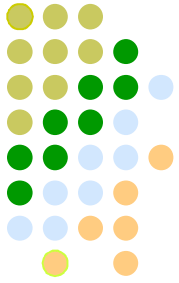
Generally, these assessments are carried out just before the strategic or business planning. Assessment outcomes can serve as useful inputs to planning.



## 2. Facilitate BE Self-Assessment

The four suggested steps in this phase are:

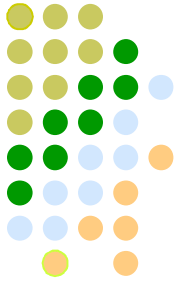




## 2. Facilitate BE Self-Assessment

### 2.1 Plan BE self-assessment

- Identify the scope of the assessment. It could cover the entire organisation, a subunit, a division, or a department.
  - Identify assessment team members to support team lead. Clarify their roles and responsibilities. \*
  - Draw up self-assessment plan and schedule
  - Confirm site assessment details such as date, timing and location; scheduling all staff involved in assessment to be available at assessment site
- \* Assessment team members should be familiar with the work processes, BE framework requirements and assessment scoring system

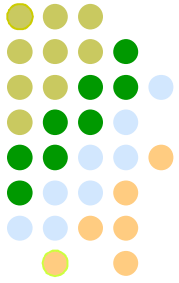


## 2. Facilitate BE Self-Assessment

### 2.2 Support conduct of BE self-assessment

- Support preparation of information and documents required for self-assessment e.g.
  - documented procedures;
  - key performance indicators (KPIs);
  - BE criteria requirements;
  - assessment questions
- Manage concerns and contingencies during assessment
  - staff issues such as absenteeism and uncooperative staff
  - availability of required information and documentation
- Monitor assessment to ensure that schedule is adhered to and teams are able to collect information and data in response to the criteria requirements for their categories
- Prepare assessment findings

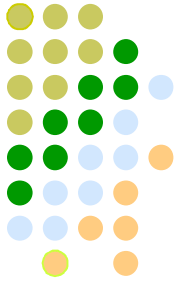




## 2. Facilitate BE Self-Assessment

### 2.3 Communicate self-assessment findings

- Co-ordinate meetings among category teams to share the findings and responses to the criteria requirements i.e. strengths and OFIs
- Category teams check for integration across categories and identify common themes and type of improvement finding (e.g., approach, deployment, learning/sharing, or integration)
- Communicate assessment findings to:
  - process owners
  - Department managers; and
  - senior leadership/management.



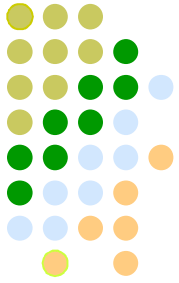
## 2. Facilitate BE Self-Assessment

### 2.4 Collate improvement actions for management approval

Each category team creates and communicates an action plan for improvement based on their findings and organisational priorities.

- Identify key strengths and opportunities for improvement
- Prioritise improvement opportunities that have clear and undisputed value.

*An action may result in improvements, but it may not add value. E.g. enhancing customer relationship processes e.g. developing a database may not add value or outcome to customer satisfaction or customer loyalty.*

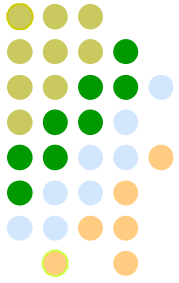


## 2. Facilitate BE Self-Assessment

### 2.4 Collate improvement actions for management approval

- Identify improvement action\*.
- Develop improvement plans (using a self-analysis worksheet)
- Seek approval from senior management and department managers for improvement plans.
- Communicate improvement plans to key stakeholders e.g. process owners, department managers

*\* Examples of improvements include job enlargement and training for better deployment of staff; re-designing work flow to reduce wastage and improve productivity; implementing new work practices to meet customer demands; restructuring work teams to increase efficiency; introducing new technology to increase effectiveness, etc.*



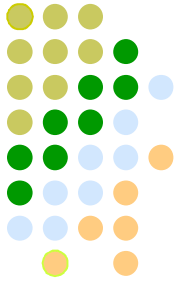
## 2. Facilitate BE Self-Assessment

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### Cargill Example:

#### a. Facilitated Self-Assessments (1.5 days)

- Conducted for new functions. Senior leaders take ownership to make sure processes are developed. Assessment team comprises leadership team and key staff from specific divisions.
- Conducted for mature functions/business areas. Self-assessment is conducted by a team of various staff from different levels to understand deployment.

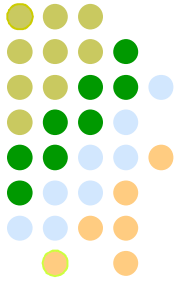


## 2. Facilitate BE Self-Assessment

### Cargill Example:

#### b. Peer Assessments (3 days)

- Objective is to provide external perspective; assessment is similar to award assessment. Documents prepared are – organisational profile; responses to the ‘WHAT’ questions in Baldrige criteria; and key results
- Assessments are conducted by a team comprising BE internal consultant; corporate leadership team (top leaders); business unit leader (high level); and a member from the team or from HR department
- Interviews are conducted on Day 1 and Day 2
- Closing meeting conducted on Day 3. Assessment team presents significant strengths and opportunities – 15 minutes for each category



## Discussion

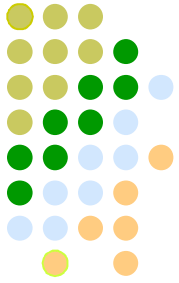
***What are the problems in conducting BE self-assessments in your organisation?***

***How would you address them?***

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.....

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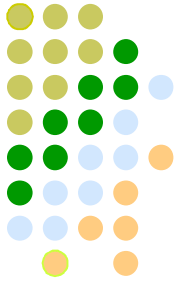
## Exercise 2

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### Facilitate BE Self-Assessment

In your groups and for a given Category, either Workforce Focus (Category 5) or Operational Focus (Category 6)

1. Define scope of assessment (e.g., sites, functions, types of workforce members, products, services, customer types, or markets)
2. Identify assessment team (e.g. team leaders and members)
3. Develop action plan for conducting BE self-assessment



## Exercise 2

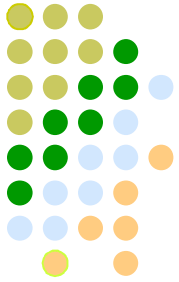
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### Facilitate BE Self-Assessment

4. Use the Baldrige assessment process and scoring guidelines to identify and record:
  - Key factors applicable to Category 5/6
  - Strengths
  - Improvement opportunities

Present findings to the group (<10 minutes per team)



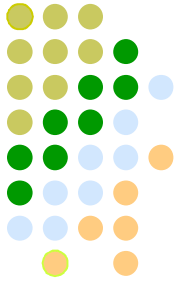


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# **MANAGE IMPROVEMENTS FOR BUSINESS EXCELLENCE**

**Mr Graham Giannini**  
**Director of Operations, Asia-Pacific**  
**Computershare Ltd (Australian BR Award Winner)**

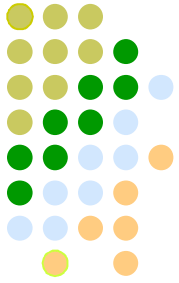


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# LEAN MANAGEMENT FOR PROCESS IMPROVEMENTS

Gregor Grandl  
Principal  
Porsche Consulting

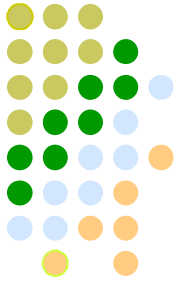


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# **FACILITATING BE SELF-ASSESSMENT & MANAGING IMPROVEMENTS**

**Mr Elmer Mak**  
**Manager, Innovation & Excellence**  
**Strategic Planning & Research Division**  
**Singapore Prisons Service**



## Discussion

*What are some of the key strategies for implementing the improvements to address gaps in a specific category?*

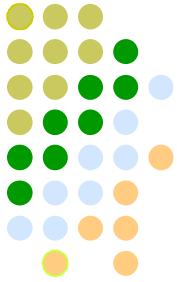
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*Share some of the improvements made in the organisations featured.*

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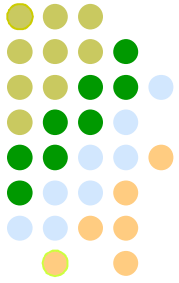
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# BUSINESS EXCELLENCE PRACTITIONER TRAINING Day 3

## Acknowledgements

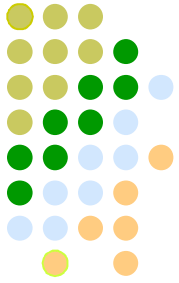
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# Programme

**Day 3: Thursday 22 November 2012**

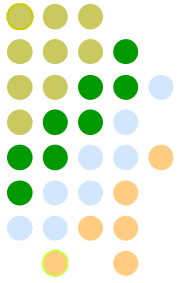
Time	Topics
9.00 am – 10.30 am	Module 3: Manage Improvements for Business Excellence
10.30 am – 12.30 pm	Group Exercise 3
12.30 pm – 1.30 pm	Lunch
1.30 pm – 2.30 pm	Sustaining BE in Teckwah Industrial Corporation
2.30 pm – 3.30 pm	Sustaining BE in Yokogawa Electric Asia
3.30 pm – 5.30 pm	Discussion: Learning Points



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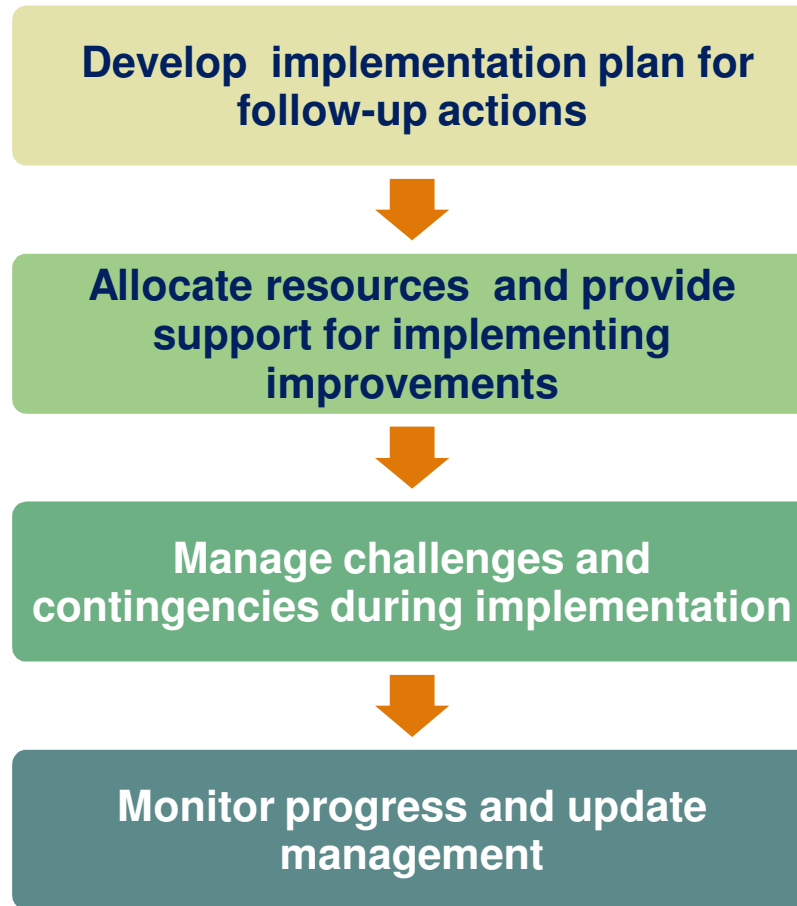
## MODULE 3: MANAGE IMPROVEMENTS FOR BE



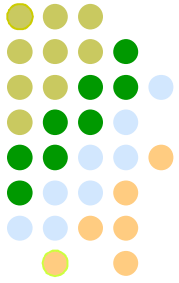
### 3. Manage Improvements for BE

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The four suggested steps in this phase are:





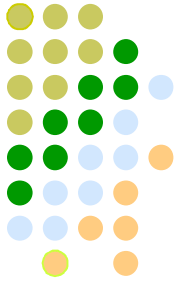


## 3. Manage Improvements for BE

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### 3.1 Develop implementation plan for follow-up actions

- Draw up plan comprising the following components
  - Systems/processes to be improved or strengthened
  - Resources required
  - Timeframe
  - Roles and responsibilities
- Develop monitoring platforms to track progress



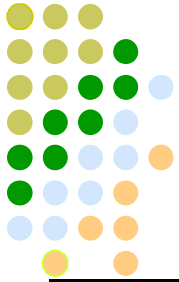
## 3. Manage Improvements for BE

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### 3.1 Develop implementation plan for follow-up actions

#### Key considerations in developing an implementation plan

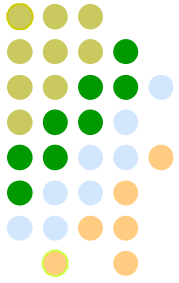
- Write a clear statement of the implementation plan objectives
- Define implementation scope (extent)
- Identify areas/sites for implementation
- Establish new processes/systems effectiveness measures
- Determine time required to implement the improved process/system including rate of implementation
- Establish progress milestones and project completion time
- Estimate resource requirements (e.g. cost, time, people)
- Define and quantify the benefits to be realised



# 3. Manage Improvements for BE

## Sample Implementation Plan for Follow up Actions

Criteria Category	Importance High, Medium, Low	For High-Importance Areas			
		Stretch (Strength) or Improvement (OFI) Goal	What Action Is Planned?	By When?	Who Is Responsible?
Category 5: Workforce Focus					
Strength					
1.					
2.					
OFI					
1.					
2.					
Category 6: Operations Focus					
Strength					
1.					
2.					
OFI					
1.					
2.					

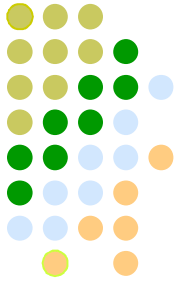


## 3. Manage Improvements for BE

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### 3.2 Allocate resources and provide support for implementing improvements

- Resources could include:
  - Staff training and development
  - Equipment and facilities
  - Key business and support processes
- Support includes arranging for:
  - Additional manpower
  - Coaching and mentoring staff
  - Organise and co-ordinate meetings

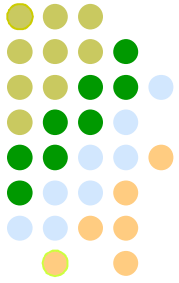


## 3. Manage Improvements for BE

### 3.3 Manage challenges and contingencies during implementation

- Business challenges: This results in redefining of business priorities affecting improvement plans
- Manpower issues: High staff turnover can affect the progress of the improvement plans
- Resources: Lack of financial resources e.g. budget cuts can scale down the improvements to be made

***What are other challenges ?***

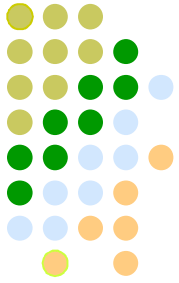


## 3. Manage Improvements for BE

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### 3.4 Monitor progress and update management

- Schedule regular progress meetings with process owners and management
- Obtain feedback from process owners on problems encountered and how these may be resolved
- Update key stakeholders e.g. senior management, department managers, operations managers on progress
- Obtain regular updates and feedback from customers and other key stakeholders if relevant, on improvements made



## Exercise 3

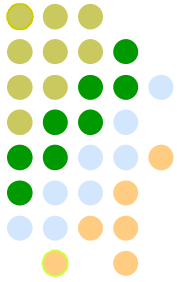
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### Manage Improvements for BE

In your groups and for two opportunities for improvement identified in Exercise 2 for a given Category:

1. Develop an implementation plan to manage improvements.  
(Sample template given may be used)
2. Workshop discussion – (e.g. Challenges in implementing BE; critical success factors).

Present findings to the group (<10 minutes per team)



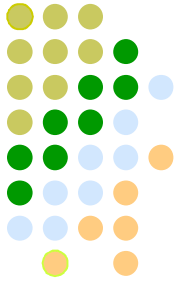
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**SPRING**  
singapore  
*Enabling Enterprise*

# **SUSTAINING THE BE JOURNEY**

**Ms Angela Kok  
Director  
Organisation Development &  
Corporate Communication  
Teckwah Industrial Corporation Ltd**



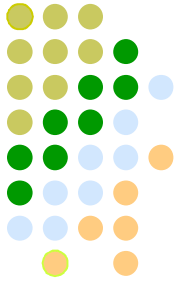


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# **SUSTAINING THE BE JOURNEY**

**Mr Clement Yeo**  
**General Manager**  
**Head, production Control Center &**  
**Avionics Division**  
**Yokogawa Electric Asia Pte Ltd**



## Discussion

***Highlight some of the key challenges in sustaining the BE journey in Teckwah and Yokogawa?***

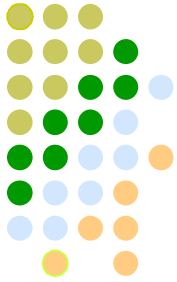
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***What are the success factors in sustaining the BE journey in Teckwah and Yokogawa?***

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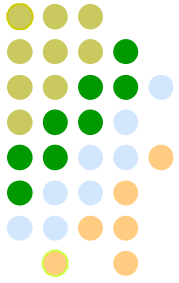
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# BUSINESS EXCELLENCE PRACTITIONER TRAINING Day 4

## Acknowledgements

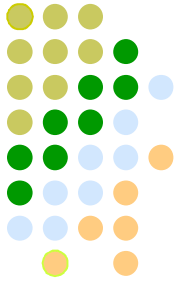
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# Programme

## Day 4: Friday 23 November 2012

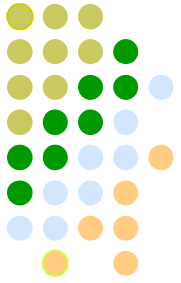
Time	Topics
9.00 am – 10.30 am	Module 4: Sustain BE
10.30 am – 11.30 am	Group Exercise 4
11.30 am – 12.30 pm	Individual Action Plan
12.30 pm – 1.30 pm	Lunch
1.30 pm – 3.00 pm	Presentations
3.00 pm – 4.30 pm	Discussion & Plan of Action for Communities of Practice (CoP)
4.30 pm – 5.00 pm	Key Takeaways and Course Wrap-Up
5.00 pm – 5.30 pm	Presentation of Certificates & Workshop Evaluation



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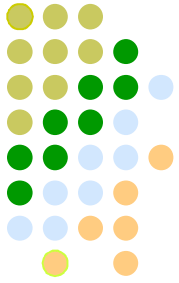
## **MODULE 4: SUSTAIN BE**



## 4. Sustain BE

The four suggested steps in this phase are:





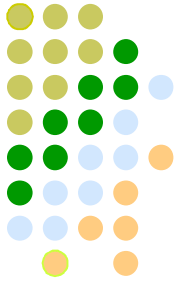
## 4. Sustain BE

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### 4.1 Review progress

Ensure that successfully implemented systems and processes continue to operate effectively and the improvement focus should be on breakthrough improvements.

- Identify system owners to oversee improvements
- Hold regular meetings to obtain feedback and report effectiveness of new systems and/or processes
- Request feedback reports from key stakeholders (e.g. customers, suppliers) to assess effectiveness of improved systems/processes
- Track progress of improvements. E.g. Process control measures may be used to monitor the performance acceptability of the newly designed system and/or process at all key process stages including in-process and end-of-process. Identify improvement opportunities



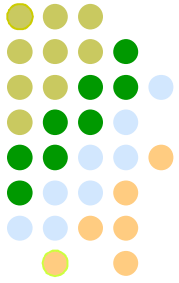
## 4. Sustain BE

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### 4.2 Identify best practices

- Identify and communicate good practices to sustain continual improvements
- Learn from the best or compare with the best e.g. adapt good practices from excellence organisations/best-in-class organisations
- Benchmark key processes and key results with those of high-performing organisations
- Share good/best practices from within the organisations i.e. across divisions/departments as well as from other organisations. Engage staff in these activities



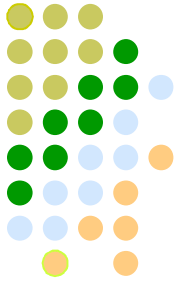


## 4. Sustain BE

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### 4.3 Drive continuous improvements

- Ensure ongoing improvements based on best-in-class practices, benchmarking and comparisons as well as from continuous, breakthrough and innovative perspectives.
- Use data and information to identify opportunities for improvement and have action planning and problem solving processes in place to address them. Build refinement steps into every process to make sure the process is systematically improved
- Engage staff (especially operational levels) to apply continuous improvement methodology i.e. Plan, Do, Check and Act

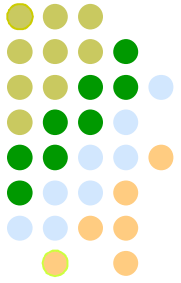


## 4. Sustain BE

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### 4.4 Facilitate regular assessments

- Schedule assessments or health-checks regularly using the excellence criteria to systematically improve management systems
- Use the feedback to prioritise and address the key gaps. Repeat the process annually
- Scores can be used as indicators to track progress



## Exercise 4

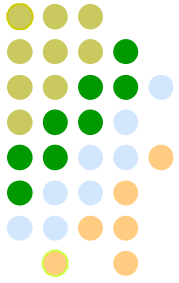
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### Sustain BE

In your groups:

1. Develop an action plan for sustaining the BE journey
2. Highlight some of the key challenges and critical success factors in sustaining the BE journey

Present findings to the group (<10 minutes per team)



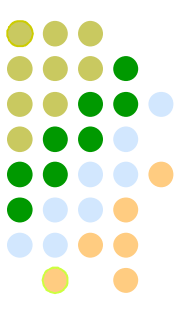
# COURSE WRAP-UP

## Key Learnings

1. Report key learnings for each phase

Phase	Key Learnings
1. Plan for BE	
2. Facilitate BE Self-Assessment	
3. Manage Improvements for BE	
4. Sustain BE	

2. You will be required to complete a short end of course test



**END**