

Introduction

- ◆ Many companies aspire to be world class/excellent
- ◆ Most do not have a real sense of what this is
- ◆ The Performance Excellence criteria provides a guide
- ◆ Small business owners can use the same principles to engage staff on the journey

What do all successful companies have in common?

- Visionary leadership
- Customer driven excellence
- Organisational and personal learning
- Valuing employees and partners
- Agility
- Focus on the future
- Managing for innovation
- Management by fact
- Social responsibility
- Focus on results & creating value
- Systems perspective

Visionary Leadership

- ◆ Set direction
- ◆ Create customer focus
- ◆ Clear and visible values
- ◆ High performance expectations
- ◆ Stimulating
- ◆ Building and sustaining capability
- ◆ Role models
- ◆ Ethical behaviour

Customer driven excellence

- ◆ Understanding today's requirements
- ◆ Anticipating future requirements and desires
- ◆ Understanding marketplace potential
- ◆ Building and sustaining relationships to create loyalty
- ◆ Successful recovery from mistakes and defects
- ◆ Mechanisms to encourage, receive and act on feedback
- ◆ Differentiating products and services from competitors

Organisational and Personal Learning

- ◆ Continuous improvement of existing approaches
- ◆ Significant changes leading to new goals and approaches
- ◆ Gathering and acting on employee ideas
- ◆ Research and Development
- ◆ Sharing best practices and learning from others
- ◆ Employee professional development – education and training programmes
- ◆ Opportunities for employees for personal growth
- ◆ Becoming more responsive, adaptive, innovative and efficient

Valuing Employees and Partners

- ◆ Commitment to staff satisfaction
- ◆ Commitment to staff well-being
- ◆ Recognition (beyond regular compensation)
- ◆ Communication and sharing of skills and knowledge
- ◆ Creating a supportive and positive work environment
- ◆ Providing the resources required to do a great job
- ◆ Opportunities for involvement in various organisational activities

Agility

- ◆ Capacity for flexibility and responsiveness
- ◆ Ability to implement improvements quickly
- ◆ Empowered employees
- ◆ Ability to perform while changing

Focus on the Future

- ◆ Understand short and longer term factors influencing the business and marketplace
- ◆ Willingness to make commitments to key stakeholders
- ◆ Ability to anticipate future possibilities, opportunities, expectations
- ◆ Integrating technological developments
- ◆ Developing employees and processes in advance

Managing for Innovation

- ◆ Integrated into daily work
- ◆ Supported by the performance improvement system
- ◆ Ability to rapidly disseminate and capitalise on information
- ◆ Create an environment that encourages ideas
- ◆ Provide resources to test ideas

Management by Fact

- ◆ Measures derived from business needs and strategy – measure what's important
- ◆ Include all aspects of the business (not just finance)
- ◆ Collect relevant information on an ongoing basis
- ◆ Analyse data and information to provide meaningful input to decision-making and projections
- ◆ Tools and techniques for analysis
- ◆ Segment data to ensure accuracy and relevance

Social Responsibility

- ◆ Responsibilities to the public
- ◆ Giving back to the community
- ◆ Good citizen
- ◆ Ethical
- ◆ Legal
- ◆ Beyond compliance
- ◆ Influencing others

Focus on Results and Creating Value

- ◆ Products and Services
- ◆ Customers
- ◆ Financial and Market
- ◆ Human Resources
- ◆ Organisational Effectiveness
- ◆ Leadership and Social Responsibility

Systems Perspective

- ◆ Building Blocks
- ◆ Integration and Alignment
- ◆ Key linkages
- ◆ Managing the whole organisation as well as the components

How do we use the Framework

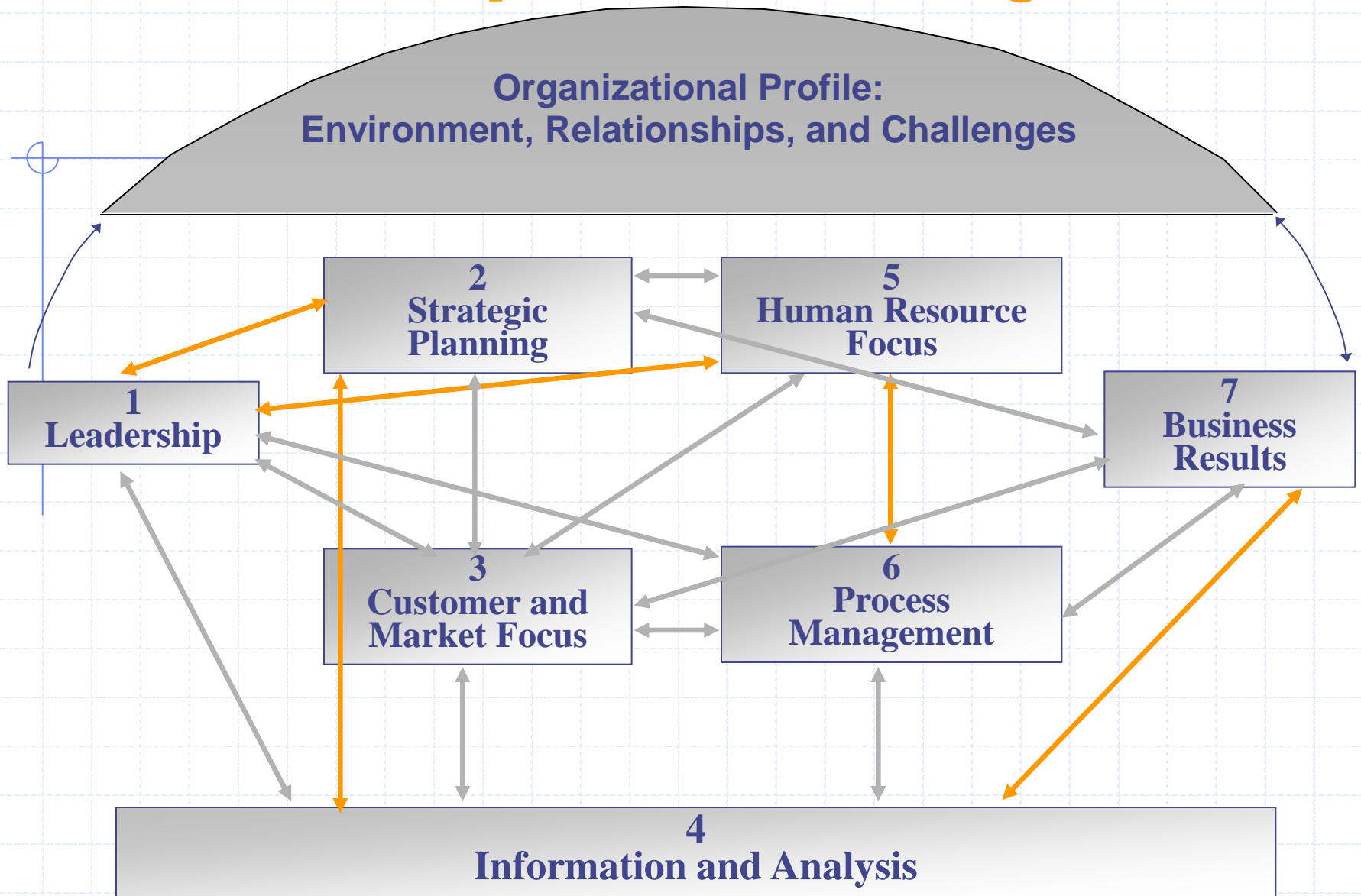
The Performance Excellence Framework ...a mechanism to:


- assess and measure progress
- integrate and align all activities
- embed the values of high performing companies
- plan and structure improvements
- demonstrate success


Success by Design

- ◆ Drivers
Leadership, Strategy, Customer Focus
- ◆ Foundation
Measurement, Analysis and Knowledge Management
- ◆ People, Processes and Results
Human Resources, Process Management, Achieving Results

Relationship between CPE Categories



= 0.5 to 0.7 moderate (high moderate) 

r = 0.7 to 0.9 strong, high, marked 

Why this Framework?

- ◆ Non prescriptive
- ◆ Holistic framework integrating all activities
- ◆ Systems/process approach
- ◆ Results oriented
- ◆ Values based
- ◆ Comprehensive and rigorous
- ◆ Identifies strengths and improvements
- ◆ Has validity - reflects current 'best practice'
- ◆ Historical credibility – seen to get results
- ◆ Internationally calibrated – 'world' class

Application to Small Businesses

- ◆ Core principles are the same for all businesses
- ◆ Criteria questions valid
- ◆ Framework will drive performance an all businesses
- ◆ Self Assessment process may be simplified
- ◆ Formality of processes and documentation will differ

Where to start

- ◆ Know what you stand for – your vision and values
- ◆ Define excellence for your business and business processes
- ◆ Gain staff input and generate a sense of excitement
- ◆ Collect feedback and information from and about customers
- ◆ Look to see who gets better results and study why
- ◆ Lead by example and communicate progress
- ◆ Undertake a self assessment and make improvements
- ◆ Celebrate successes

Business Excellence is:

- ◆ Essentially about attitude
- ◆ Everybody's responsibility
- ◆ Led from the top