

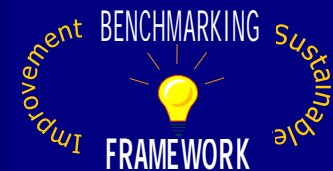
Business Excellence Leadership Orientation for Executives

Assessment

Anton Benc & Bruce Searles – Benchmarking Partnerships



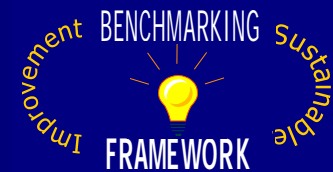
Outline Program



- Introductions & Purpose of today, your issues (15mins)
- BE business benefits (20 min)
- Shared understanding of BE, principles and BE frameworks (35 mins)
- Importance of business alignment with BE and a customised BE framework (40 mins)
- Why self assessment(10 mins)
- Morning tea
- Systems Thinking (facilitate a systems view) (1hr)
- An introduction to self assessment(15 mins)
- Lunch
- Performance management of BE. (A good practice self assessment process and a mini self assessment) (1.5-2.0hrs)
- The role of leaders with BE & how to direct & engage & enthuse staff in conversations about BE (30 mins)
- Afternoon tea
- **What might be some new goals/priorities for BE (60 mins)**
- **Reflections, action planning and next steps (30mins)**



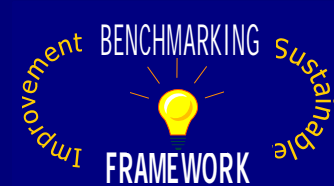
Testimonial



What was impressive was how Anton and Bruce used information about our organisation to tailor not only the program to meet the needs of our organisation, but to also customise Business Excellence tools that we could use well after the workshop concluded. Feedback from our workshop participants was overwhelmingly positive; particularly noting the professionalism and obvious expertise of the facilitators. We have long valued our association with Benchmarking Partnerships – Bruce and Anton's formidable knowledge of global best practice ensures that we are exposed to new challenges and new ways of improving our performance- **Margie Jantti, Business Excellence Evaluator and Associate Librarian, Planning and Human Resources, University of Wollongong**



YOUR? DRAFT TAILORED EXCELLENCE MODEL



1. Organisational Performance

2. Leadership

3. Our Value Add

4. Strategy, Planning & Budgeting

5. Data & Information

6. People

7. Internal & External Customer & Community

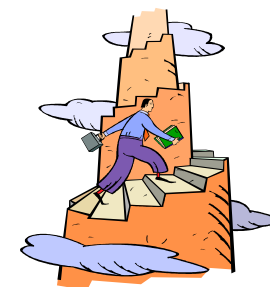
8. Processes, Products & Services

9. Knowledge & Innovation

10. Change Management

11. Assessment

12. Improvement



Perspectives



Executive – answer from the perspective of the **whole Organisation**. (An Executive is one who reports to the head of the organisation and the head of the organisation themselves)

Staff - answer from the perspective of where you work – **your workplace**

Managers – answer from the perspective of your role / span of control / **your “patch”**



Activity



- 1. Importance of ‘Bolded’ B.E. statements to YOUR success**
- 2. Role of Senior Executives in implementing the B.E. statement well – what Senior Executives do or should do**
- 3. Performance by Senior Executives in that Role**

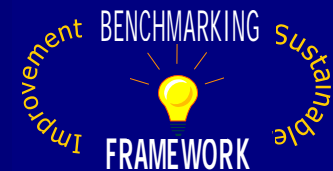




Now / Today - what is happening / not happening Now / Today

Not yesterday or some time ago – don't drag over old coals

Importance



Importance for our Business success ; Now / Today – if done well -

- 1. Not important to our business at all**
- 2. Small impact on our business results with no impact on the long term sustainability of our business.**
- 3. Moderate impact on our business results and small impact on our sustainability**
- 4. Considerable impact on our business results and moderate impact on our sustainability**
- 5. Essential to our business results and considerable impact on sustainability**
- 6. Essential to our business results as well as essential to enabling our sustainability**

The role of Senior Executive Leaders against each bolded statement:

What Senior Executives do or should do -

Describe in 'Free form' what the role of Senior Executives is or should be in response to the bolded B.E. statement



Performance by Senior Executive Leaders in their Role; Now / Today in their Role relevant to the **bolded B.E. statement**:

1. We don't do it
2. We have a good approach (plan) but little deployment (use in only a few areas)
3. We have a good approach and good deployment throughout some (but not nearly all) of our business
4. We have an excellent approach, widespread deployment and some (just starting / a little) measurement of results for the approach and deployment
5. We have an excellent approach, full deployment through all parts of our business and we know exactly how well the approach and deployment are working through our measurement, with some continuous improvement
6. We are best practice – others should come and see how we do this. We have an excellent approach, full deployment, comprehensive measurement of the effectiveness and efficiency of our approach and deployment, and well-prioritised and measured continuous improvement

Process Output



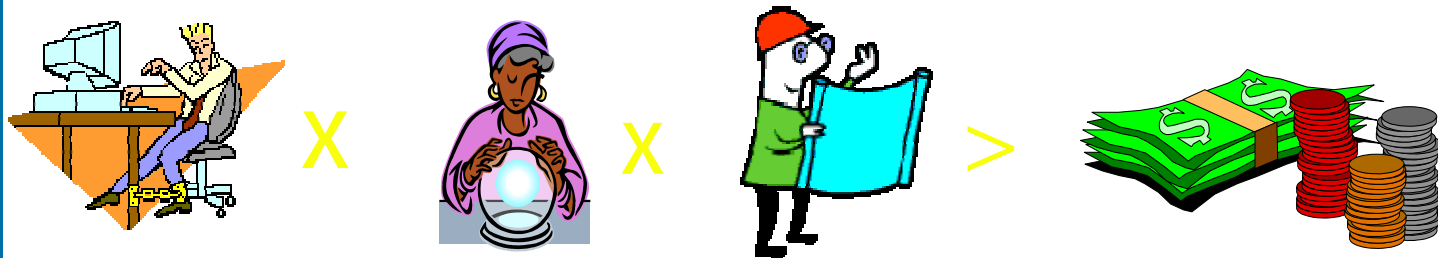
Upon completion and as an example draw out a list of agreed roles and related key strengths/opportunities from each category into a matrix ready to discuss:

A. Role of Leaders with BE

B. Be ready to prepare an Action Plan to grow and direct BE and engage staff throughout the ORGANISATION in setting & realising results for the community and other stakeholders



For Change to Occur!



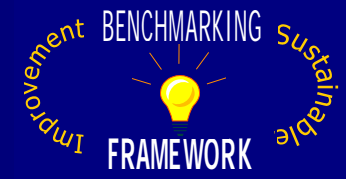
D = level of *DISSATISFACTION* with current situation

V = *VISION* of the desired future state

P = *PLAN* of 'how to' achieve desired future state

C = *COST* of change in financial and emotional terms

BE Leadership Orientation ACTION PLANNING



What have we learnt:

How might this be applied & what steps do we need to take:

Who, What, How, Where, When

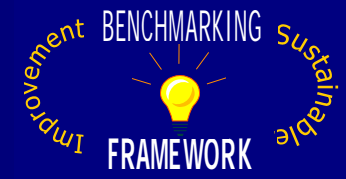
What else do we need to know as Leaders of BE:

Benchmarking

Partnerships

Connecting People,
Knowledge & Ideas

Next Steps?





Thankyou

- **Contact us - www.benchmarkingpartnerships.com.au**

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