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Findings from the first Global Assessment on the Current State of Organizational Excellence

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Abstract

Over 20 years, global research has validated the positive relationship between implementing the best management practices found in Excellence models and improving organizational performance. However, the global panorama of the engagement of organizations with excellence at a global scale lacked a definite analysis and comprehension.

At the same time, much of the research on the field of excellence has focused on the organizations that have applied to the major excellence awards such as the Malcom Baldrige National Quality Award (US) or the European Excellence Award promoted by the European Foundation for Quality Management. In face of a growing number of excellence models and awards, the objective of this research is also to gather data from a more varied population.

In order to do this, the Organizational Excellence Technical Committee (QMD, ASQ) launched in 2015 the 'First Global Assessment on the Current State of Organizational Excellence'. This research intendeds to provide data on the extent to which organizations have a culture committed to excellence and have deployed best management practices common to high performing organizations.

Findings provide a snapshot of the current state of excellence around the world, and allow a more comprehensive view of the strengths and opportunities for improvement by organization size, industry sector and geographical region.

Keywords Organizational excellence. Business excellence. Excellence models. Excellence frameworks. Quality management. Quality management systems.

Biographies

Dawn Ringrose is Principal of Organizational Excellence Specialists and Author of the Organizational Excellence Framework publication and toolkit. She represents Canada on the Organizational Excellence Technical Committee QMD ASQ and the Global Benchmarking Network. Dawn has practiced as a management for the past 32 years and worked with clients across sectors to implement excellence models and successfully apply for national awards. As a seasoned practitioner, she has presented on her work at international conferences, authored papers for international journals and trained professionals in over 20 countries. Tools in the toolkit have been downloaded by professionals in over 50 countries. Her academic and professional credentials include: Bachelor of Science, Masters of Business Administration, Fellow Certified Management Consultant, Certified Organizational Excellence Specialist, Certified Excellence Professional, Registered ISO 9000 Specialist and Assessor of Quality Systems.

André Mendes de Carvalho is PhD Candidate of the MIT Portugal Program, working in a joint project with the University of Minho (Portugal) and the Massachusetts Institute of Technology (US). He is assistant lecturer of Quality and Organizational Excellence at the University of Minho. Since February 2018, he is Visiting Student Researcher at the MIT. André has working experience in the automotive and in the packaging industries, having had medium and long term academic and professional experiences in Portugal, Denmark and Brazil. In 2016 he was the founding chair of the University of Minho Student Branch of the American Society for Quality (ASQ).

Paulo Sampaio is professor of quality and organizational excellence at the University of Minho, Portugal. Currently, he is vice dean of the School of Engineering of the University of Minho and a visiting scholar at Massachusetts Institute of Technology (MIT). Sampaio is author of several publications and presentations in the field of quality (more than 200) and was distinguished several times with international awards, namely the inclusion in the list of the “New Voices of Quality” by Quality Progress in 2011, the Feigenbaum Medal by ASQ in 2012, and the inclusion in the list of the “New Fresh Faces of Quality” by Quality Progress in 2016. Sampaio is a member of the ASQ Global Advisory Board and incoming ASQ board member (2018-2019). He is an ASQ Senior member and Associate Academician of the International Academy for Quality.