

Journey Toward Excellence

Organization Mission Statement, Value Proposition

Excellence in Organizational Performance:

The journey toward excellence for an organization might look like the picture presented here. It would be accomplished through a staged approach building on current strengths and culture and progressing to a best-in-class, high performance organization.

Level of Excellence

0 Initial Condition

- Complacent
- Situationally unaware
- Meager planning
- Limited use of data
- Safety issues
- Documentation & systems are a "necessary evil"
- Consequentially unaware

Lack of focus

1 Foundation

- Clarify purpose, vision, direction, & approach
- Safety & situational awareness
- Define and live the operational philosophy
- Get fundamentals right
- Set the foundation for improvement
- Cultivate appreciation of effectiveness & efficiency
- Build and assure competencies
- Harmonized practices & procedures
- Leadership charged with performance improvement

Establishing the correct focus

2 Improve & Stabilize

- Identify & capitalize on strengths
- Key performance indicators integrated into operational and admin systems
- Accountability & assurance
- Review & audit lead to ID of best practices
- Customer satisfaction and feedback
- Responsive R&D
- Improve leader & manager skills
- Build capacity for change & confidence in achievement
- Organizational commitment to performance improvement

Focus on Performance

3 Revitalization

- Raising the bar
- Enhancement of process & procedures
- Building new competencies
- Leader & manager behaviour modelling
- Building organizational capacities
- Becoming a performing business
- Performance auditing & feedback
- Leveraging best practices
- Creating a high performance, safety+ performance culture
- Org structure aligned to performance
- Integrated continuous performance improvement processes
- CRM truly leveraged

Focus on Development

4 Performance Excellence

- Proficiency
- Full performance awareness
- New systems contributing to performance improvement
- Demonstrable behaviours contributing to performance
- Fully *sustainable* operation
- Advocacy role in integrated approach to safety+performance
- Renowned exemplar of excellence within the industry
- Contributor to industry best practices
- Enhance reputation & image
- Tools and techniques are sought after
- Excitement within workforce about performance and achievement
- Respected innovator

Focus on Contribution



Characteristics of the Journey to Excellence

- ❑ **It is a complex, difficult journey**
- ❑ **It will not be straightforward**
- ❑ **There are a large number of interrelated factors that must all be addressed and aligned, including:**
 - ❖ **mission, vision clarity**
 - ❖ **operational philosophy**
 - ❖ **safety & situational awareness**
 - ❖ **level of commitment to safety & performance**
 - ❖ **functional capabilities (organizational)**
 - ❖ **individual and organizational competencies**
 - ❖ **manager, leader competencies**
 - ❖ **policies, procedures, processes, systems**
 - ❖ **continuous performance improvement & sustainability**
 - ❖ **organizational structure**
 - ❖ **management control and reporting systems**
 - ❖ **technology and equipment**
 - ❖ **reward and recognition mechanisms**
 - ❖ **communication programs**
 - ❖ **organizational culture:**
 - ❖ **values**
 - ❖ **basic beliefs**
 - ❖ **attitudes**
 - ❖ **customs and norms**

... it's complicated, and it takes time

- ❑ **Purpose:** your company's vision, value proposition, and strategic business goals
- ❑ **Commitment:** the level of commitment to accomplishment within your company and the factors required for building that commitment
- ❑ **Governance, Direction, and Decision-making:** corporate governance and top team effectiveness
- ❑ **Leverage:** leadership, management, and other vehicles for leveraging human capital, economic resources and other factors of production
- ❑ **Competencies:** the match between existing organizational and individual competencies and those required for success
- ❑ **Alignment:** the extent to which all company systems, structures, processes, and procedures are aligned with the purpose of the company
- ❑ **Work Execution:** the manner in which the factors of production are orchestrated to create value for your customers, the manner in which work is executed, and the productivity of the workforce
- ❑ **Value Chain Functionality:** knowing and delighting your customers; anticipating and responding to their needs; CRM; providing value
- ❑ **Continuous Performance Improvement and Sustainability:** priority and systemic attention to performance improvement, stewardship, capacity for change, and organizational renewal

Accomplishing
the "right" results

Systemic &
holistic approach

Client-centered

Sustainability