

Assessment and organisation development

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Members

Finnish Quality
Association

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Membership Levels

Members

Individual Member 900

Supporting Corporate
Members 300

Key Corporate
Members 200

Members 500



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International Memberships

Membership

National Partner
EFQM

Member ASQ

National
Representative
EOQ

Core Council Member
APQO



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Overview over effective development by using EFQM-Excellence Model



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EFQM Excellence-model

EFQM
MODEL
2013

Fundamental
concepts:
Features of
Excellence

9 Assessment Areas
32 Criterion

RADAR

- Assessment of Enablers
- Assessment of Results



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What do we assess in reality?

EFQM
MODEL
2013

Environment

Stakeholder needs
and expectations

1 Leadership

2 Strategy,
"planning"

3 People
5 Processes,
products,
services
4 Partners,
resources

6 Customer-
7 People-
8 Society-
9 Business
results

How do we lead
people and
operations

How do we plan
operations

How do we put
plans into action

How do we measure
success & What kind of
results do we reach

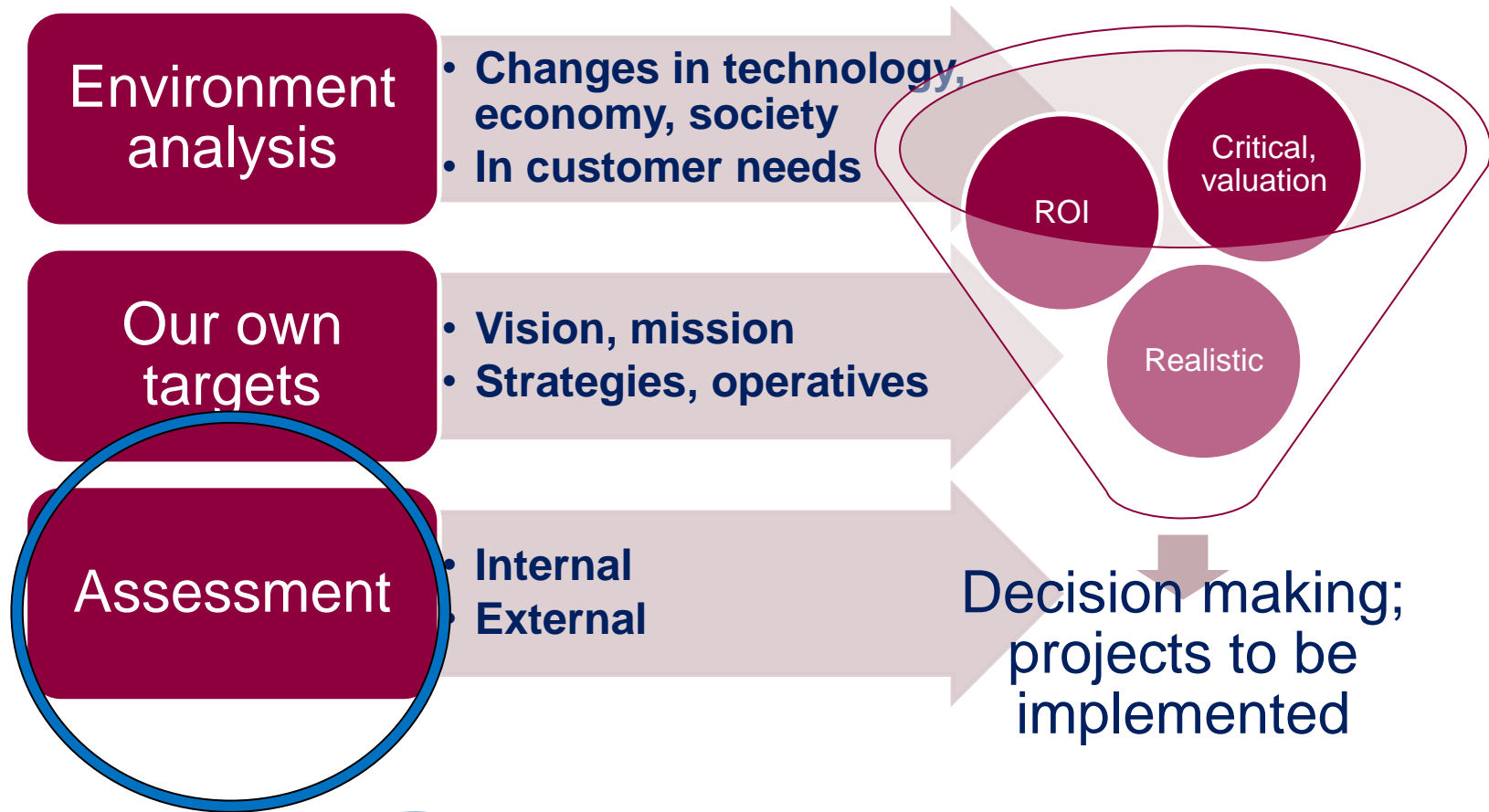


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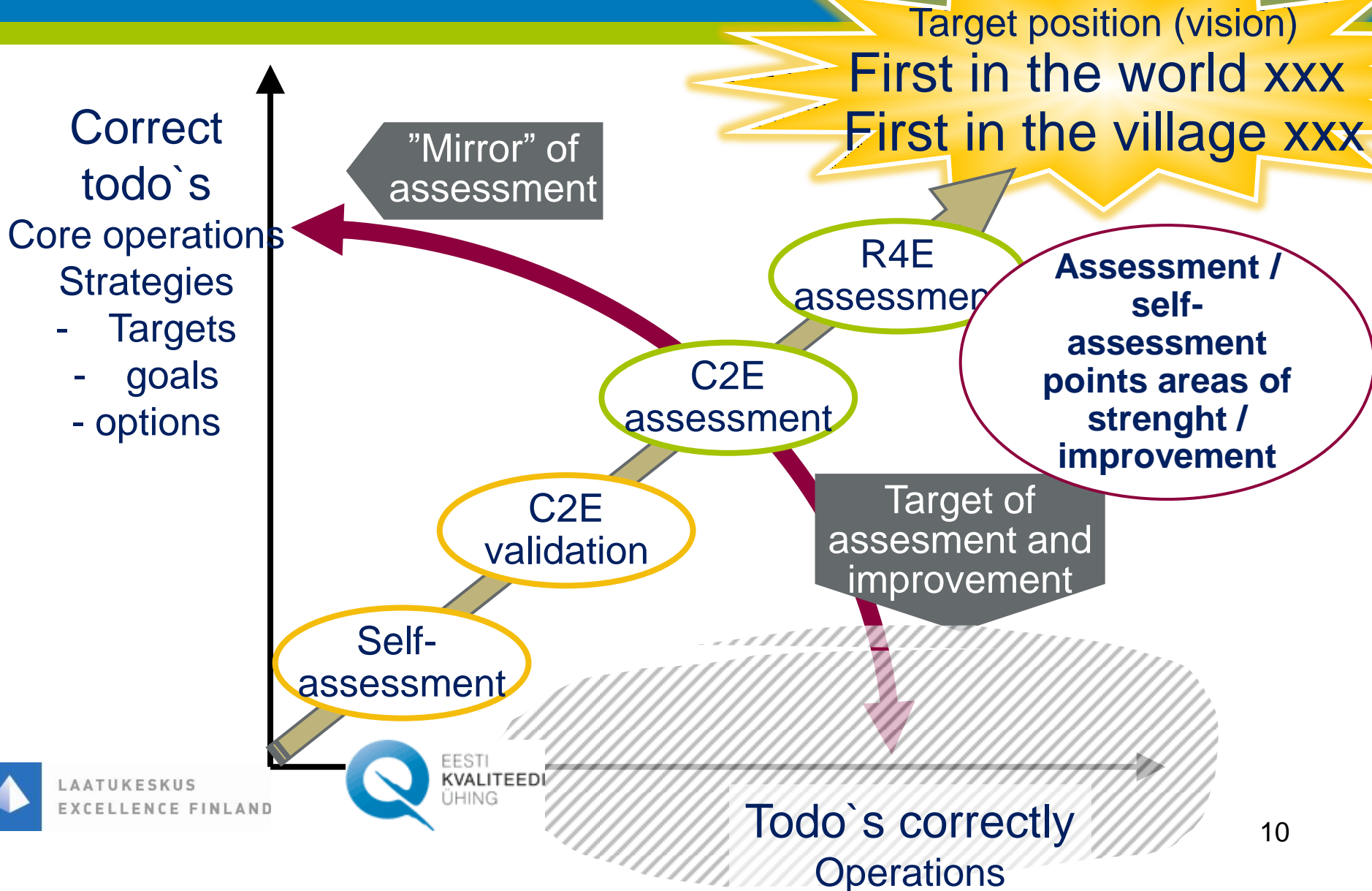
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Overview over development



Effective development

Vision → Strategies → Operations → Results



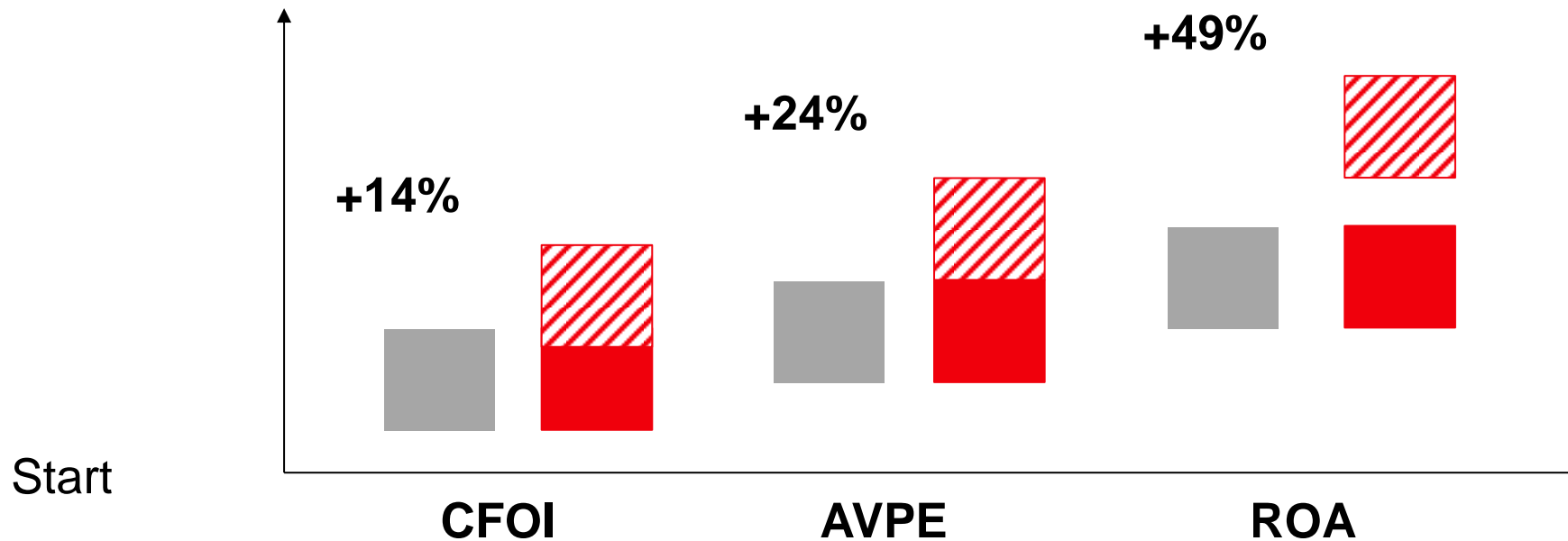
Quantitative differences in performance



Award Winner (n=80)
Control group (n=720)

Europe

Annual average over 5 years



CFOI...Cash Flow on Investments;
AVPE...Added Value per Employee

Source: Corredor & Goni, 2011

Assessment services and certifications



Learned from self-assessment processes

- To clarify the direction for the organisation
 - By expanding understanding
 - By understanding the level how the strategies have been understood by people
- To find a stage for discussion and open-minded listening together with people
- To create an excellent overview over strengths and areas of improvement of the organisation
- An "external" opinion over the organisation and operations
- Essential is a thorough preparing for the self-assessment process
- Not too many development projects at the same time



From assessment findings to development projects

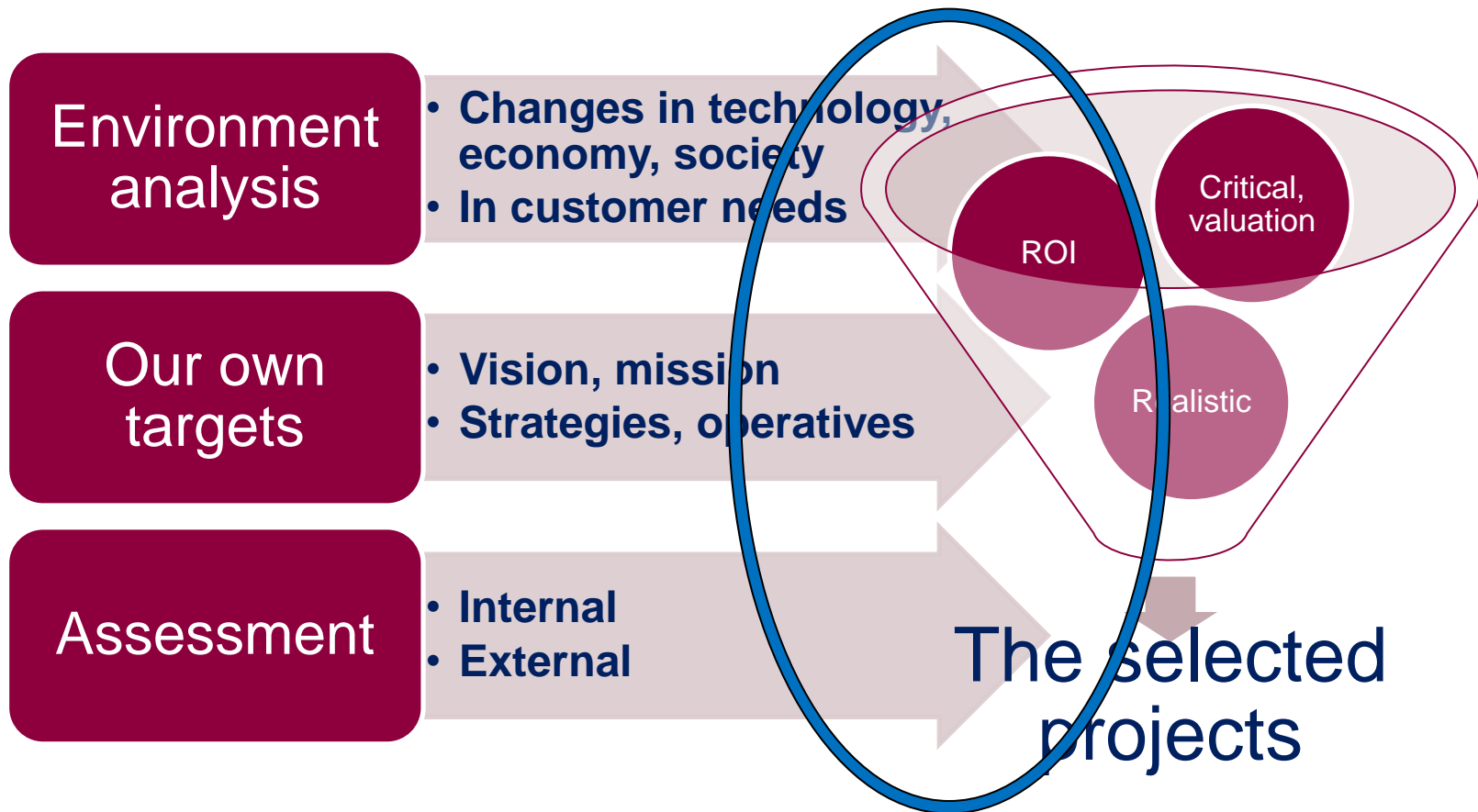


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Overview over development



Prioritization of development projects

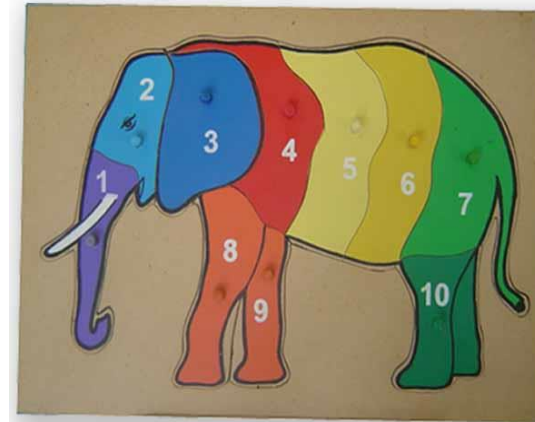
Alternative development projects are set in order of priority

1. By defining criterion of prioritization
 - Lead from strategies 3-6 criterion
 - In forehand together with management – or -
 - In consensus discussion in the self-assessment session
2. By using helpful tools, like prioritization matrix, voting, etc...



How many and how large development projects

1. 1 – 3 development projects at the same time is a realistic amount, because
 - We may use only minor amount of our working hours for development
 - Limited resources for several projects may create "never-ending projects"
2. Smart guys pick "low hanging fruits"
3. You have to eat an elephant in pieces; you finish only part of development areas defined in the self-assessment session



Certificates



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EFQM

Levels of Excellence

To celebrate achievements and to create enthusiasm for continuous improvement.

To motivate and encourage people for systematic continuous improvement.

To show direction for learning and training.

To set realistic targets for long-term development projects.

To express our achievements to stakeholders; people, suppliers, clients, etc.



**We both,
Estonian Association for Quality
and Excellence Finland
will be very pleased to offer you
our support for your organisation
development efforts.**



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Täname!

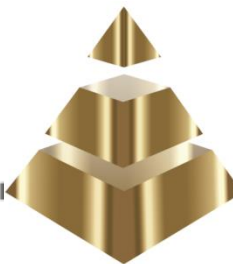
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Koostöös partneriga



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