

EXCELLENCE IN EDUCATION AND PUBLIC SECTOR BUILDS THE FUTURE

Celal Seçkin
EFQM Ambassador, Turkey

30 November 2018
Organisational Excellence for Competitiveness
Rome, Italy

- EFQM Excellence Model briefly
- Fundamental Concepts of Excellence
- Application in education and public sector
- Benefits of using the Model as a guide for continuous improvement
- Characteristics of excellent organisations

Founded in 1988

14 Founder Members: Bosch, BT, Bull, Ciba-Geigy, Dassault, Electrolux, Fiat, KLM, Nestlé, Olivetti, Philips, Renault, Sulzer, Volkswagen

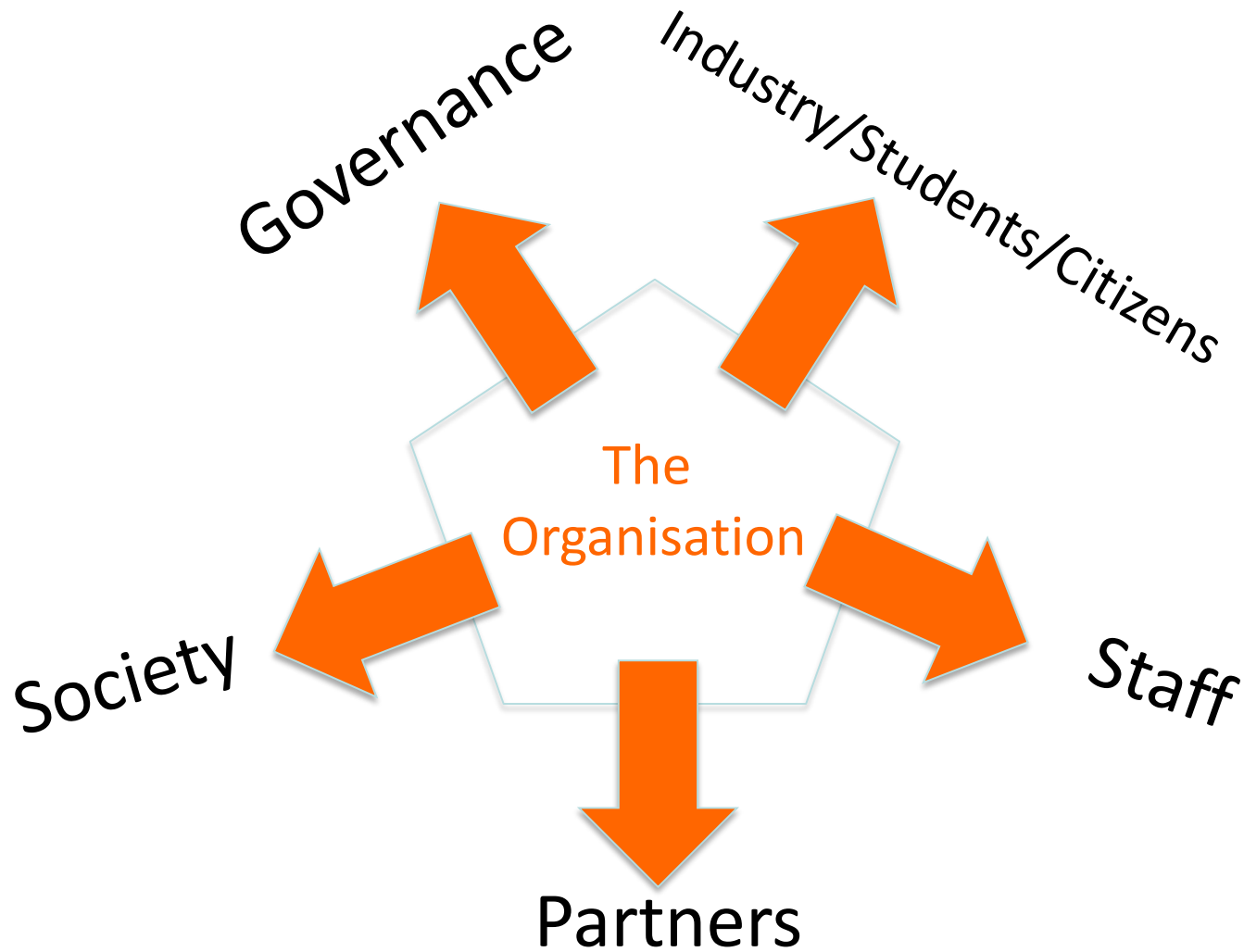
Award Categories

- Large organisations: 1992
- Public sector: 1996
- SMEs: 1997
- Operational units: 1997
- Levels of Excellence: 2001
- Revisions of the EFQM Model: 2003, 2010, 2013



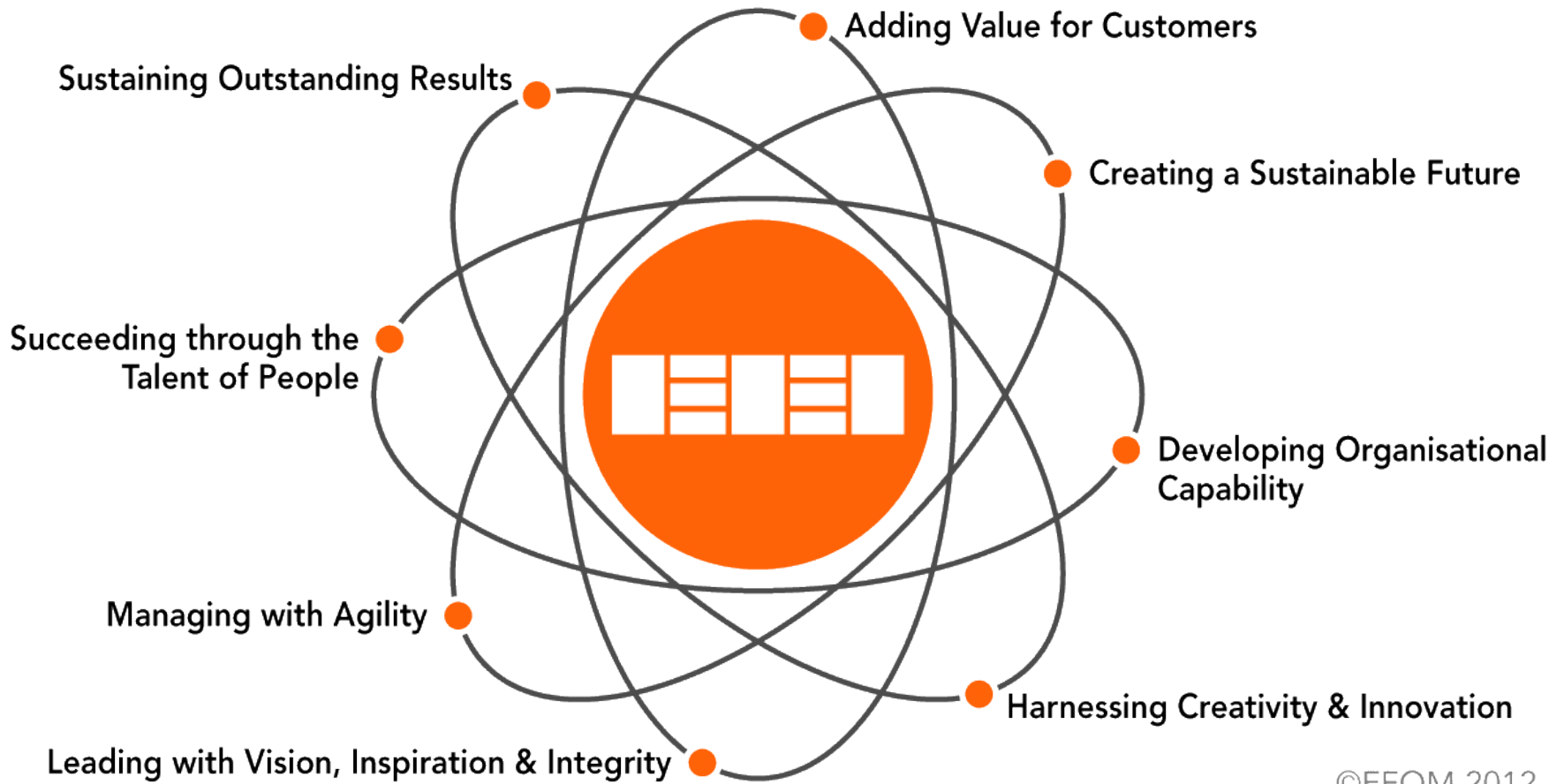
- **EFQM Definition:**
 - Excellent organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders.
- **Practically, this means:**
 - They have a clear understanding of **who** their stakeholders are and **what** they expect, **today** and in the **future**.
 - They develop strategies to **achieve or exceed** these expectations, **in a balanced way**.
 - They achieve **excellent results today** and they demonstrate that they can sustain this performance **in the future**.





- makes EFQM unique
- is a challenge
- establishes the basis for strategic direction
- is the driving force for improvements

- Identify needs and expectations of stakeholders in the context of other stakeholders
- Identify potential conflicts of interest
- Define and agree a Strategy that ensures the best possible balance between all stakeholders
- Understand that needs and expectations will change over time! Therefore, the balance has to be dynamic. This requires Agility.



Education	Public Sector
<ul style="list-style-type: none">• More focus on the needs of students and parents	<ul style="list-style-type: none">• Clear citizen centred approaches
<ul style="list-style-type: none">• Mechanisms for dialogue with students and parents	<ul style="list-style-type: none">• Citizen committees, regular visits to neighbourhoods by Mayor
<ul style="list-style-type: none">• Involvement of students and parents in developing new activities and services	<ul style="list-style-type: none">• Open channels to citizens to provide their inputs for improvement of services
<ul style="list-style-type: none">• Training of teachers and instructors in coaching, mentoring, empathy and two-way dialogue	<ul style="list-style-type: none">• Training of servants, officers and other staff in communication to be better in listening the citizens
<ul style="list-style-type: none">• Continuously receive feedback from parents and students	<ul style="list-style-type: none">• Regular feedback from citizens to identify issues and improve services

Education	Public Sector
<ul style="list-style-type: none">• More focus on generating more value for wider society beyond parents	<ul style="list-style-type: none">• More focus on generating more value for society beyond the town or city
<ul style="list-style-type: none">• More focus on a better global environment and sustainability	<ul style="list-style-type: none">• More focus on a better global environment and sustainability
<ul style="list-style-type: none">• Improvement of products of services for a better future	<ul style="list-style-type: none">• Improvement of products and services for a better future
<ul style="list-style-type: none">• Develop a culture of excellence with teachers, students, parents, suppliers and other stakeholders	<ul style="list-style-type: none">• Develop a culture of excellence with citizens, suppliers, other public and private sector organisations
<ul style="list-style-type: none">• Establish networks with other schools, expert organisations and ministries to deploy knowledge	<ul style="list-style-type: none">• Establish network with other public and private sector organisations to share and deploy knowledge

Education	Public Sector
<ul style="list-style-type: none">• Develop an effective and efficient value chain between parents, students, teachers and others	<ul style="list-style-type: none">• Develop an effective and efficient value chain between citizens, NGOs, their staff and suppliers
<ul style="list-style-type: none">• Develop and establish a culture of collaboration and teamwork between students, teachers, service providers and staff	<ul style="list-style-type: none">• Develop and establish a culture of collaboration and teamwork between suppliers, staff, citizens and other organisations
<ul style="list-style-type: none">• Establish accountability, shared values, ethics and a culture of trust and openness across all stakeholders	<ul style="list-style-type: none">• Establish accountability, shared values, ethics and a culture of trust and openness across all stakeholders
<ul style="list-style-type: none">• Work together with parents, students and other stakeholders to achieve mutual benefit and enhanced value.	<ul style="list-style-type: none">• Work together with other organisations to support one another with expertise, and knowledge.

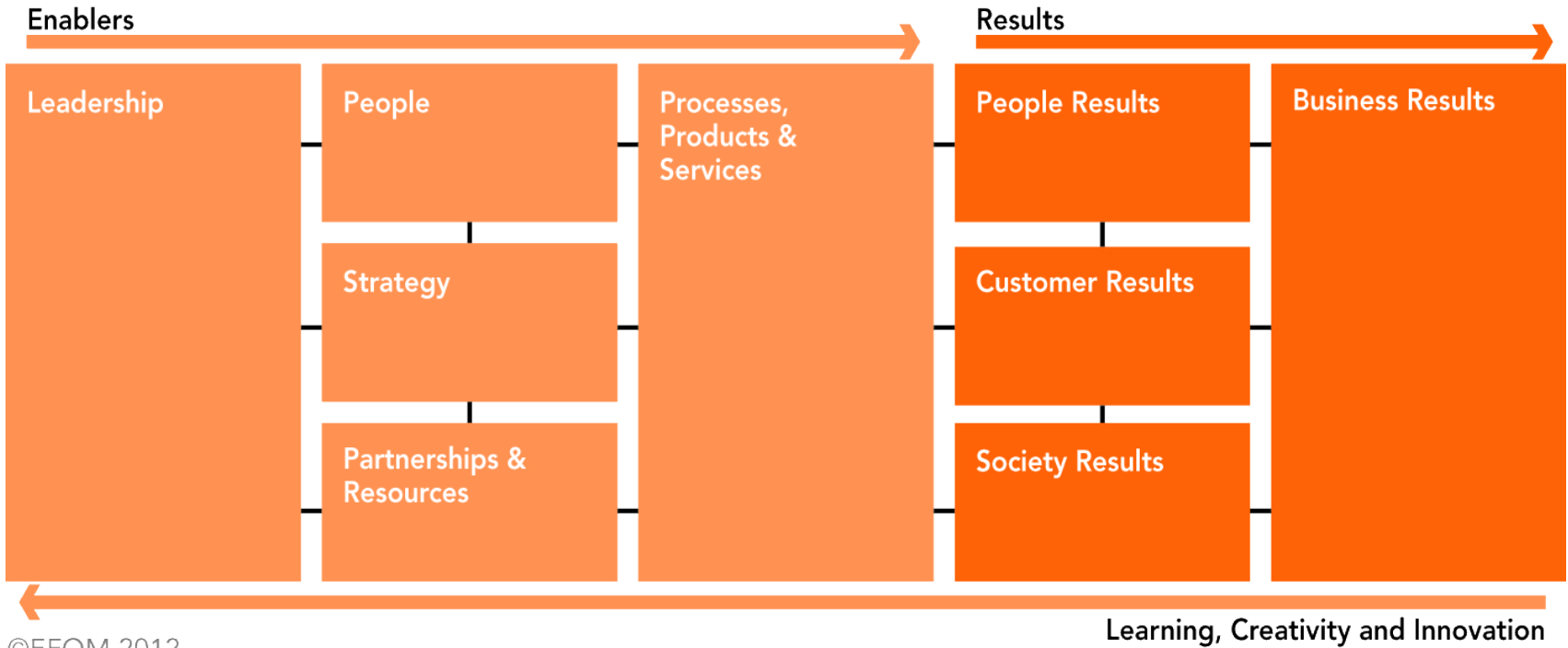
Education	Public Sector
<ul style="list-style-type: none">• Engage students, parents and other service providers to generate ideas and innovation	<ul style="list-style-type: none">• Engage citizens, suppliers, NGOs and other public or private organisations to generate ideas
<ul style="list-style-type: none">• Establish and manage learning and collaboration networks to identify opportunities for creativity, innovation and improvement	<ul style="list-style-type: none">• Establish and manage learning and collaboration networks to identify opportunities for creativity, innovation and improvement
<ul style="list-style-type: none">• Apply approaches for creativity and innovation beyond products and services	<ul style="list-style-type: none">• Apply approaches for creativity and innovation beyond products and services
<ul style="list-style-type: none">• Demonstrate an openness culture to encourage different ideas and opinions	<ul style="list-style-type: none">• Demonstrate an openness culture to encourage different ideas and opinions

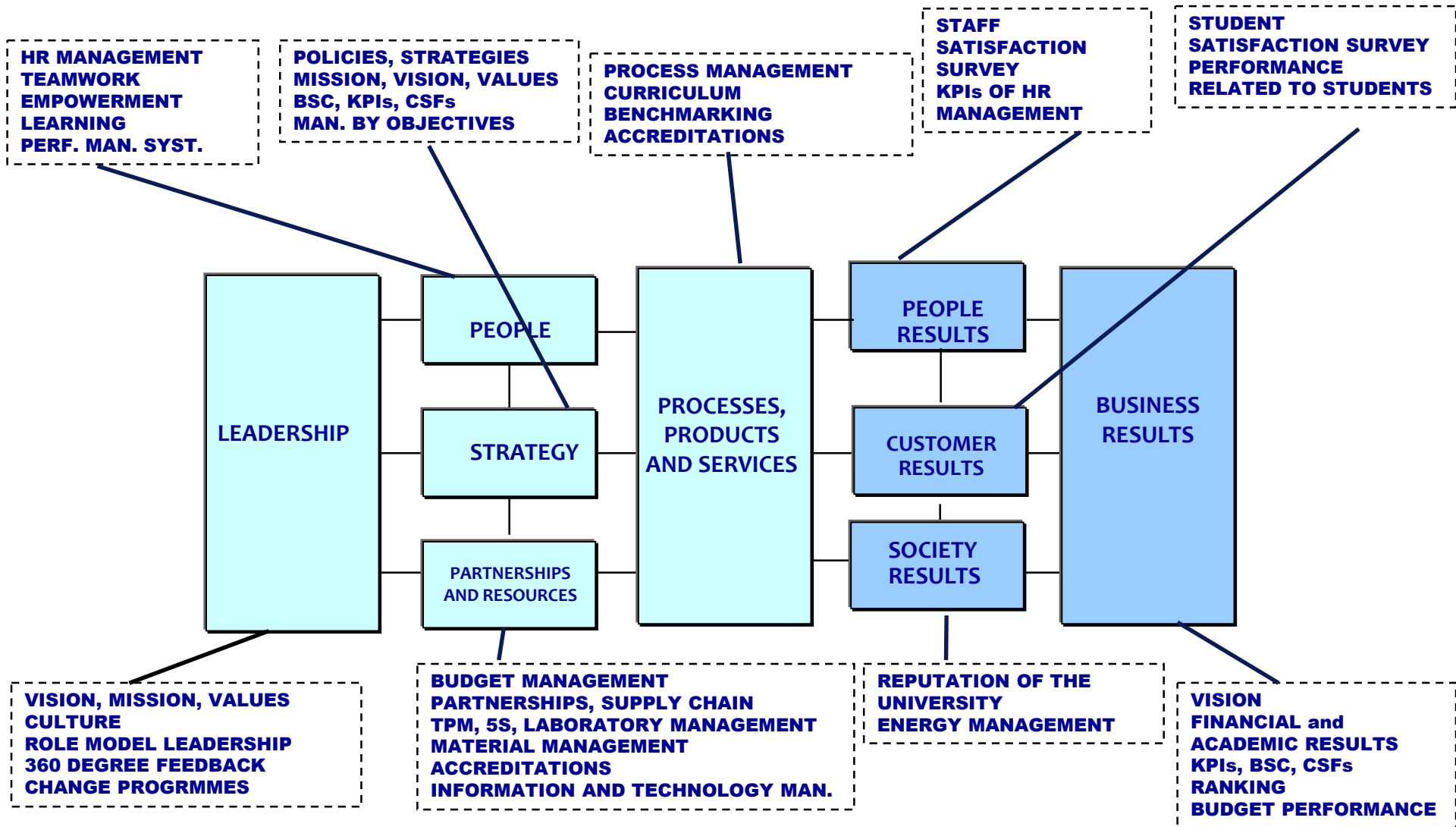
Education	Public Sector
<ul style="list-style-type: none">Inspire teachers, students and staff and create a culture of involvement, ownership and empowerment	<ul style="list-style-type: none">Inspire staff, servants and officers and create a culture of involvement, ownership and empowerment
<ul style="list-style-type: none">Champion the school's values and role model for integrity, social responsibility and ethical behavior	<ul style="list-style-type: none">Champion the organisation's values and role model for integrity, social responsibility and ethical behaviour
<ul style="list-style-type: none">Leaders are transparent and accountable to their stakeholders and society	<ul style="list-style-type: none">Leaders are transparent and accountable to their stakeholders and society
<ul style="list-style-type: none">Support culture of creativity and innovation across teachers, students and service providers	<ul style="list-style-type: none">Support culture of creativity and innovation across all stakeholders

Education	Public Sector
<ul style="list-style-type: none">• Schools became much more aware of their external environment	<ul style="list-style-type: none">• Municipalities, ministries and public sector organisations moved their look beyond their boundaries
<ul style="list-style-type: none">• Moving from “education-only” approach to wider look at the other activities for stakeholders	<ul style="list-style-type: none">• Moving from silo culture to a more open communication between functions
<ul style="list-style-type: none">• Closer approach to strategic aspects and linking them with functions or activities	<ul style="list-style-type: none">• Strategic planning made compulsory, links to main functions became more visible
<ul style="list-style-type: none">• Measurement culture beyond examinations and beyond education activities	<ul style="list-style-type: none">• Development of some business processes and use of KPIs linked to the processes
<ul style="list-style-type: none">• Examples of initial culture of project management	<ul style="list-style-type: none">• Examples of project management including continuous improvement and benchmarking becoming part of learning

Education	Public Sector
<ul style="list-style-type: none">• Skills and competencies started to be defined and linked to the roles and responsibilities	<ul style="list-style-type: none">• Skills and competencies defined and linked to roles, responsibilities and business processes
<ul style="list-style-type: none">• Initial examples of employee performance management	<ul style="list-style-type: none">• Some examples of employee performance management
<ul style="list-style-type: none">• Examples of employee (teachers and administrative staff) involvement in improvement activities and teamwork	<ul style="list-style-type: none">• Involvement of employees in improvement activities and teamwork
<ul style="list-style-type: none">• Examples of empowerment in decision making and taking risk	<ul style="list-style-type: none">• Efforts to strengthen the culture of empowerment, risk management and accountability
<ul style="list-style-type: none">• Examples of culture of openness and trust across all employees	<ul style="list-style-type: none">• Examples of culture of openness, trust and good communication across all employees

Education	Public Sector
<ul style="list-style-type: none">• Surverys to understand the needs and expectations of employees, students and parents, very few examples of society surveys.	<ul style="list-style-type: none">• Examples of surveys on the needs and expectations of employees, citizens, suppliers, (partners) and society
<ul style="list-style-type: none">• More focus on strategic results and critical areas to monitor business performance	<ul style="list-style-type: none">• More focus on key business processes and business performance
<ul style="list-style-type: none">• Comparison of some results data with external organisations	<ul style="list-style-type: none">• Comparison of results data and benchmarking of processes for further improvement
<ul style="list-style-type: none">• Simple and initial use of set of organisational performance data	<ul style="list-style-type: none">• Some use of organisational performance data in line with strategic goals and performance plans





Possible Benefits

- Improving the development of strategy and business plan.
- Creating a common language and framework for managing and improving the organisation.
- Involving people in improvement activities.
- Identifying, and facilitating the sharing of good practices.
- Driving and focusing for improving results in a sustainable way.
- Awareness about external world and similar organisations to identify potential for improvement

1. Fire fighting at minimum levels
2. A common understanding and shared vision across all employees
3. A good and continuous change management
4. Loyal employees and other stakeholders
5. A healthy bottom up communication
6. Effective use of information and data
7. Innovation as part of daily life
8. Proud and enthusiasm supporting continual improvement
9. A culture with differentiation against other organisations
10. Sustained high performance in areas related to all stakeholders

Approach and Attitude

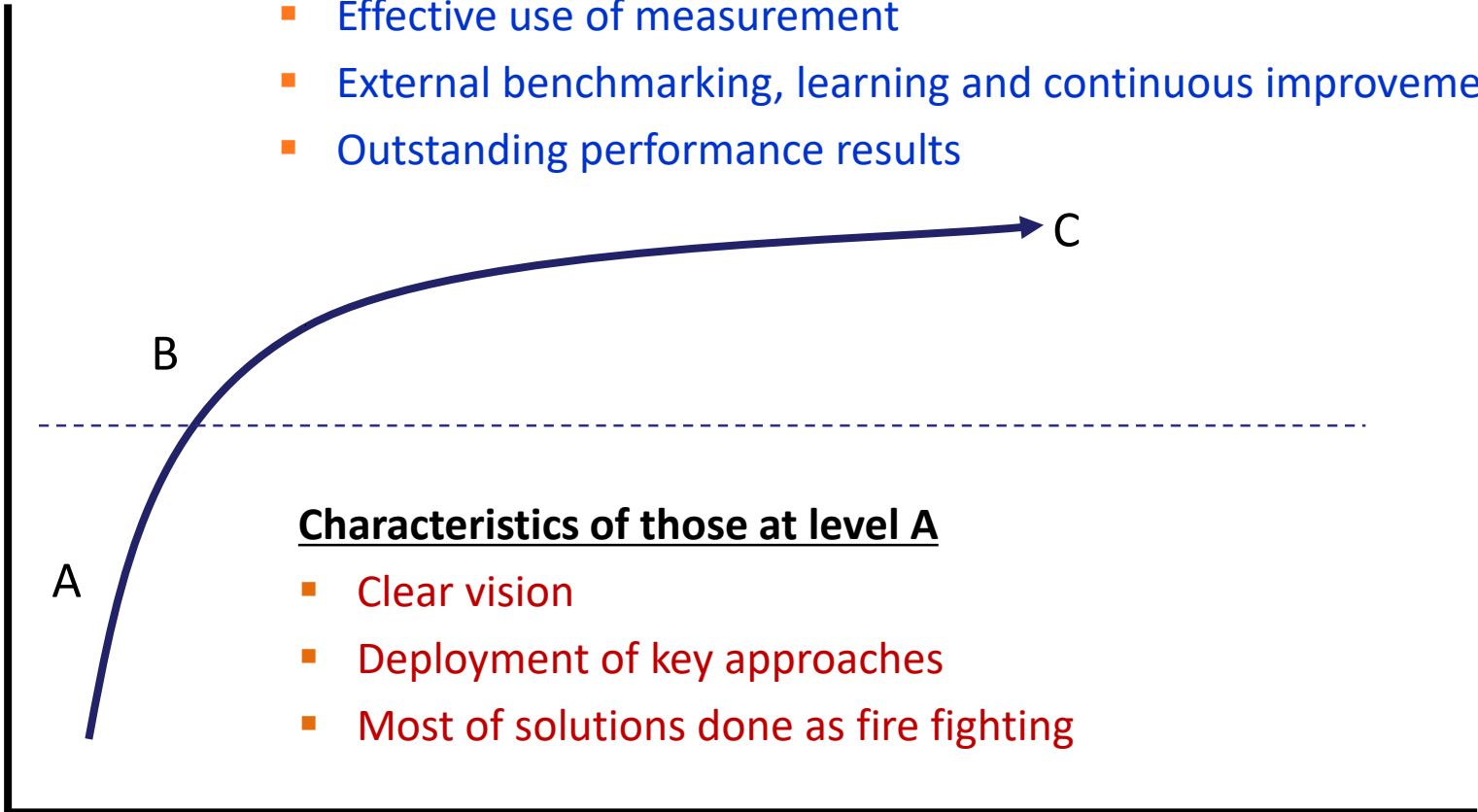
- Belief in change and improvement in every thing
- An exact customer focus
- Focus on changing the status quo
- Strong and extended decision making capability
- Solutions directly to root cause
- Desire for learning and enthusiasm

Plans, infrastructure and methods

- Goals and objectives defined for all stakeholders
- Management by processes
- Working with plans
- KPIs and measurement
- Improvement projects
- Problem solving tools and techniques
- Powerful communication tools
- Benchmarking
- Continuous review mechanisms

Journey to Excellence

Organisational
Performance



Characteristics of those at level B and C

- Integrity
- Effective use of measurement
- External benchmarking, learning and continuous improvement
- Outstanding performance results

Characteristics of those at level A

- Clear vision
- Deployment of key approaches
- Most of solutions done as fire fighting

Time

**THANK YOU
FOR
LISTENING**