

An ABC Guide on
**The Lebanese
Excellence
Award**

QUALITYGuide

Booklet 11 December 2009

An ABC Guide on The Lebanese Excellence Award

This is the eleventh in a series of booklets produced by the Quality Programme, as a guide to understanding the Lebanese Excellence Award Scheme.

Produced in the framework of the MEDA project:
Sustaining Quality Project, hosted at the Ministry of Economy & Trade (PAO/SR2/MOET/QUALEB/SERV/01/2007)

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Dear Reader,

This issue of the quality related ABC Guides series that the Quality Programme at the Ministry of Economy & Trade provides you with, holds a special importance as it concerns the Lebanese Excellence Award initiative, which we launched on the 6th of March, 2009.

This Award relies on the implementation of the 'Lebanese Quality Management Model', which was designed by the Quality Programme's European and

Lebanese experts, based on the EFQM model (European Foundation for Quality Management); this Award takes account of the current status of Lebanese institutions and companies, the business environment in Lebanese markets and its relationship with international standards adopted in international markets.

The Lebanese Excellence Award has a special importance at the national level, thanks to its adoption and patronage by the Lebanese President of the Republic, General Michel Sleiman, as per other developed and developing countries' practices, including some Arab States.

A jury panel, headed by the Minister of Economy & Trade, has been established for the Award, formed of high level competent and experienced members, known for their integrity and impartiality, to review and study the reports of the technical assessors and take the decision on granting the award.

The Award will also have a regional and international dimension, which is currently being worked on by the Quality Programme, through the conduct of necessary contacts with similar Award Offices in other countries, in preparation for mutual recognition, which started with the Memorandum of Understanding, signed with the Hellenic Management Association in Greece.

I take this opportunity to invite Lebanese private and public sector and civil society institutions and companies, to adopt quality management systems, particularly, the Lebanese Quality Management Model. I also urge them to seek excellence, to upgrade the level and quality of our products and services, promote our comparative advantage and increase our competitive capacities in international markets, characterised by the relative openness and the intense competition.

I invite you to join this quality and excellence movement, which has been launched, not only to increase the level and quality of your products and services and improve the results of your businesses, but also for the reputation and eminence of the Lebanese industrial products, services and exports to international markets.

Mohammad Safadi
Minister of Economy & Trade



Dear Reader,

This guide on the 'Lebanese Excellence Award' is part of a series published by QUALEB-Sustaining Quality Programme. This programme, funded by the European Union, supports Lebanese Companies to increase their goods and services exports to foreign markets. It also aims at increasing the level of quality and safety of products distributed in the Lebanese market in order to better protect the health of the Lebanese consumers.

The Quality Programme is in the process of supporting the creation and development of institutions that will assist the business sector to comply with international standards and requirements for products manufacturing and distribution. Therefore, building a Quality Infrastructure in Lebanon is imperative.

This guide aims at explaining the implementation process of the 'Lebanese Quality Management Model - LQMM' and on how to apply for the 'Lebanese Excellence Award - LEA' and the benefits attached to this award. We would like to seize the opportunity of issuing this ABC guide, to invite the organisations in the private and public sector, as well as, the NGOs to contact the LEA office at QUALEB - Ministry of Economy and Trade to obtain more detailed information on how to apply for and join this initiative on Quality and Excellence.

We hope that you will find this ABC guide on LQMM and LEA useful, and we are open to any suggestions and comments to improve our services to you.

Ali Berro, PhD
Director, Quality Programme



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1 - Foreword

The world today is rapidly shifting and organisations have to respond by changing their behaviour:

- from simply exploiting resources, to acting as responsible organisations for society as a whole,
- from doing business as usual, to showing agility and reacting to opportunities,
- from expecting and facing predictable changes, to understanding and responding to unpredictable changes,
- from annual planning and budgeting methods, to continuously using ongoing internal processes for reviewing strategic goals, and;
- from improving business operations step by step, to finding new methods, to adopting new concepts, to become continuously creative and innovative.

The message that we should receive from these changes is that:

“The way of running a business has to change. Our understanding of what works efficiently is being shaped by international and local changes”.

2 - Introduction

Globalisation, intense competition, faster communication, innovation, learning and experience that can be 'translated' into improvements, are the characteristics of today's world industry and markets.

International surveys by renowned experts have proven that the use of Quality Management Models and Excellence Awards have led the organisations that use them, towards better results and competitiveness at all levels (in terms of e.g. customer satisfaction, profits, market share, share value, returns to shareholders, growth).

Following the example of most developed countries in the world that are implementing Excellence Award schemes, QUALEB - Sustaining Quality Programme at the Ministry of Economy and Trade - in close co-ordination with the representatives of the private sector in Lebanon, has introduced the Lebanese Quality Management Model (LQMM) and the Lebanese Excellence Award (LEA) as a tool to improve the competitiveness of the Lebanese economy and business community.

The LQMM will help managers in the systematic application of management practices. The consistent use of this management model over time will lead eventually to the LEA.

The Lebanese Excellence Award will provide Lebanese private, non-profit and public sector organisations, with a national recognition for the improvement of their management systems, leading to more efficient organisations and increased competitiveness under the prism of:

- Better quality leading to higher customer satisfaction
- Reducing the use of scarce resources
- Becoming increasingly competitive in order to compete in international markets, or to withstand international competitors in the home market.

3 - Compete like a champion in the national and international arena

An achievement is linked to a positive result. It is useful then to know how the result was achieved and if the achievement matches the target.

Even during the best times for business, achieving results is still a hard and demanding objective. It is even harder to sustain the competitiveness of an organisation or company in a world of continuously increasing competition, rapid innovation, technological improvement, changing legislation and frequent changes in the business environment.

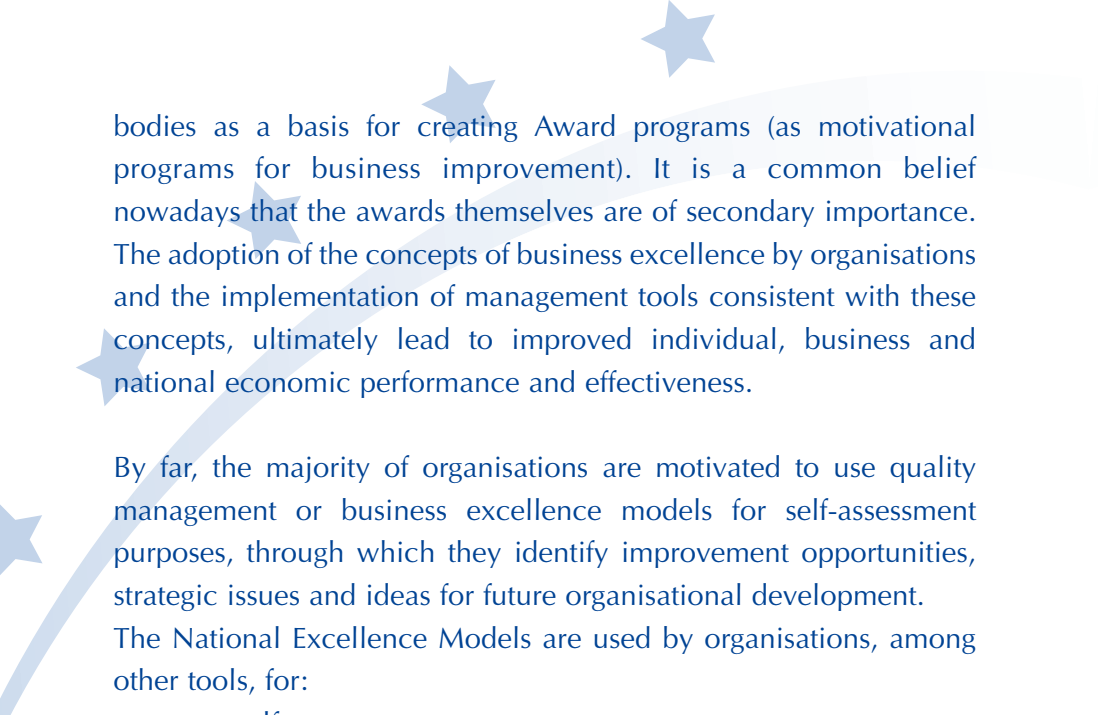
The existing process for strategy development should be reinforced by processes that give to organisations the opportunity and the capability to sense and respond to external threats and opportunities. The Lebanese Quality Management Model has been developed for that purpose. It offers a framework for organisations to organise themselves efficiently, to identify preventive actions and to survive in an ever changing business environment.

What is Business Excellence?

Business Excellence is the systematic use of quality management principles and tools in business management, with the goal of improving the performance in the management of business processes.

It refers to the outstanding practices in managing the organisation and achieving better results, all based on a set of fundamental concepts.

In general, Business Excellence (or Quality Management) models are management frameworks that have been developed by national



bodies as a basis for creating Award programs (as motivational programs for business improvement). It is a common belief nowadays that the awards themselves are of secondary importance. The adoption of the concepts of business excellence by organisations and the implementation of management tools consistent with these concepts, ultimately lead to improved individual, business and national economic performance and effectiveness.

By far, the majority of organisations are motivated to use quality management or business excellence models for self-assessment purposes, through which they identify improvement opportunities, strategic issues and ideas for future organisational development. The National Excellence Models are used by organisations, among other tools, for:

- self-assessment
- strategy formulation
- deployment of vision
- project management
- supplier management
- financial management
- Taking decisions on mergers and acquisitions, etc.

An example of a very popular and influential excellence model, launched by the government of the USA, is the Malcolm Baldrige Award Model (also known as the Baldrige model, or the criteria for performance excellence), which forms the basis for over than 60 national and state/regional awards. Another one is the European EFQM model used already worldwide.

4 - Tools, methodologies and approaches to keep your business alert, to help your business improve and become competitive.

When used as a basis for an organisation's culture of improvement, the business excellence criteria broadly encourage the use of best practices in areas where their effect will be most beneficial to business performance.

When used as tools for self-assessment, the criteria can clearly identify strong and weak areas of management practices. Combined with tools such as benchmarking and systematic targeting, best-practices can be identified to enable the competitive gaps to be closed, or the competitive advantage to be maintained. The links between business excellence models, best practices, and benchmarking are fundamental to the success of the models and are internationally accepted tools of continuous improvement.

Business Excellence, in other words, is the systematic use of quality management principles and tools in business management, with the objective of improving process management towards excellent performance.

Key practices in Business Excellence (as applied across all functional areas in an enterprise) include continuous improvement by making small steps, as well as breakthrough improvements (process innovations), preventive management (to rather foresee than correct problems) and management by facts. Some famous management tools in use are: the Balanced Scorecard, lean organisational structure, six-sigma method, statistical tools, process management, and project management.

The essence of the methodology is to concentrate on a perfect blend for your organisation and maintain focus on processes, technologies

and resources (such as human and financial resources).

One main principle is that the basic elements of a business cannot be improved by themselves unless balanced and improved in linkage with the others.

5- The Stages of Business Excellence

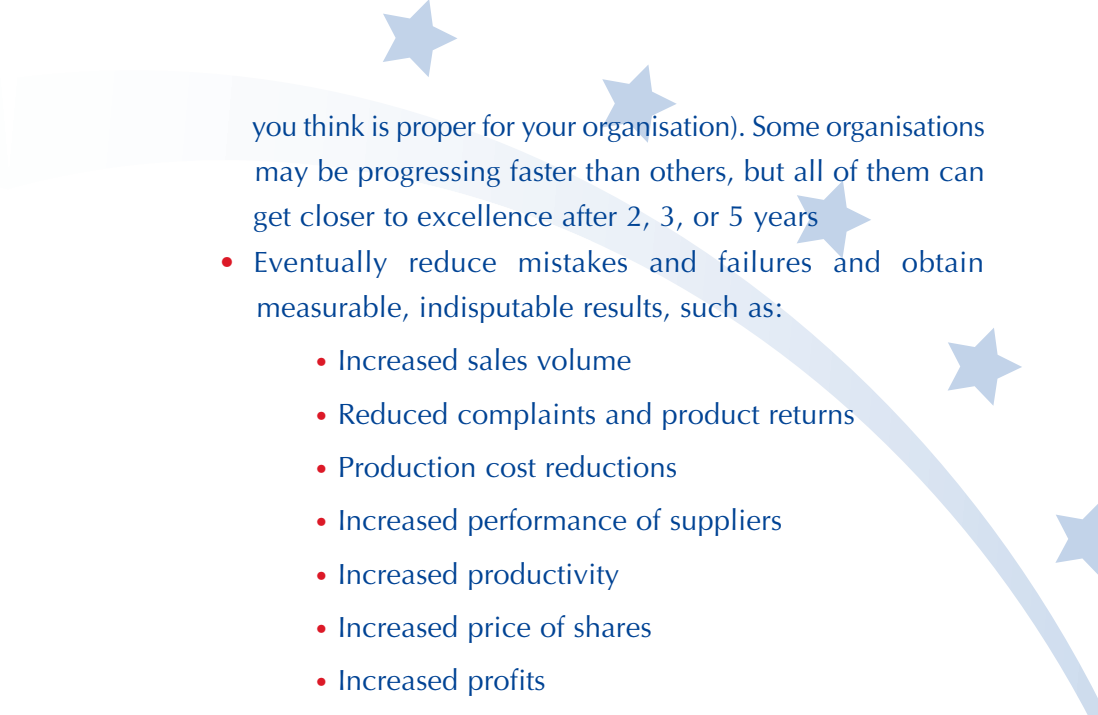
Using a blend of different methodologies, Business Excellence drives results through four well defined phases:

PLAN, DO, ACT, CHECK

Those phases evolve continuously within an ever-growing organisation, driving the process for constant monitoring, optimisation and re-evaluation.

To seek Excellence, means the following:

- Systematically plan for the future of your organisation
- Review past and present performance on the basis of objective measurements (customer complaints, returned goods, cost of scrap material, performance of suppliers etc.)
- Identify the gaps in performance from what your competitors are offering and your customers are expecting
- Identify proper projects to improve your performance (e.g., prepare a customer complaint analysis system, a personnel performance appraisal system, a supplier management system, an electronic information system, a customer survey, an environmental management program, new products and services, etc)
- Complete those projects (at a pace and in an order that



you think is proper for your organisation). Some organisations may be progressing faster than others, but all of them can get closer to excellence after 2, 3, or 5 years

- Eventually reduce mistakes and failures and obtain measurable, indisputable results, such as:
 - Increased sales volume
 - Reduced complaints and product returns
 - Production cost reductions
 - Increased performance of suppliers
 - Increased productivity
 - Increased price of shares
 - Increased profits
 - High income achieved from the introduction of new products and services
 - Gaining entrance to new markets and increased market share
 - Reduced frictions with customers and company people
 - Reduced environmental problems, such as landfill, scrap and waste materials, consumption of fuel, electricity, water and paper, pollution of water and air, etc.

Achievement of Excellence requires a step by step approach, clearly defined, strictly followed and thoroughly monitored:

STAGE 1	Defining of the customers and the market share in accordance with the strategy of your organisation or operation unit
STAGE 2	Measuring the expectations of these customers
STAGE 3	Evaluation of the competition on both quantitative and qualitative basis
STAGE 4	Performing self-assessment, using the Lebanese Quality Management Model. This is the tool to understand and define where your organisation is and describe where you want it to be (See the chapter 'Be consistent to your effort')
STAGE 5	Identification of special gaps between what you offer and what is expected from you
STAGE 6	Identification of the actions needed to bridge the gaps, to prioritise the necessary activities and the planning of the improvement projects
STAGE 7	Clear definition of the results expected from each improvement project by naming key outcomes and indicators
STAGE 8	The regular and systematic measurement of the key outcomes and indicators to evaluate performance

This cycle will be continuously repeated, exploiting the lessons and experience obtained each time, to improve the methods and the results for your organisation, which affects all the stakeholders (customers, people, shareholders and the community).



DO NOT REINVENT THE WHEEL!

To seek and obtain Excellence, use the ample documented experience of experts and successful companies who have done it before you.



6- The Character, Content and Logic of the Lebanese Quality Management Model

6-1 The Model's Character

The Lebanese Quality Management Model's 'character' is defined by the following seven principles that should be inherent to a quality management system aiming to Business Excellence.

Back-up intuitions

Creativity and innovation are considered as a strategic objective for competitiveness. They are encouraged, supported with relevant systems and recognised for all stakeholders.

Lead and capitalise on people

The Human Capital of the organisation is developed, recognised, rewarded and given opportunities to use its skills effectively to pursue the objectives of the organisation and to align its own objectives to those. Equality of opportunities prevails.

Focus on outcomes


The effectiveness of each process, procedure, approach or action, is judged only by its outcomes in favour of the stakeholders. These outcomes are measured by proper and indisputable indicators.

Preserve experience, knowledge and creativity

'Experience' and 'Learning' are considered as key competitive advantages. They are systematically recorded, analysed in order to generate improvements. The resulting knowledge is accessible to all stakeholders.

Expand relationships

In the global competitive environment of today, organisations seek

A decorative graphic consisting of several blue stars of varying sizes and a thick, light blue curved line that starts from the top left and curves downwards towards the right side of the page.

systematically for partnerships in order to expand their capacities, knowledge and competitive advantages by creating common value for both parties.

Respect Nature and Serve the Community

An excellent organisation will safeguard the planet for future generations and will be a responsible citizen by systematically devoting resources to support and serve the community.

'Delight' the Customer

The ultimate judge of an organisation's or a unit's effectiveness and efficiency is the internal and external customer (i.e. the recipient of products and services). Every change, improvement or evolution on the part of the organisation aims at 'delighting' the customers. This action is supported by defined measures.

The Lebanese Quality Management Model, which is built around these seven principles, is a management approach framework. Central to the model are four main 'Areas'. Three are designed as 'Approaches' and one as 'Outcomes'.

The three 'Approaches' cover the operational part of any organisation, or the way an organisation functions. 'Outcomes' are results of 'Approaches' and 'Approaches' should be continuously improved by using feedback from 'Outcomes'.

The general concept of linking 'Approaches' to 'Outcomes' is summarised in the following statement:

The planned excellent outcomes in operational and financial performance, as well as the management of customers, people and the satisfaction of society at large, originate from a balanced exercise of leadership that designs and implements policy and strategy,



capitalises on its people, and manages resources through efficient processes in order to produce and distribute products and services.

6-2 The Model's Contents and Logic

As already mentioned, the Model includes four 'AREAS' divided into twelve 'CHAPTERS'.

The four 'Areas' of the model shown in the illustration above represent the criteria against which the organisations may assess their progress towards Excellence.

Each chapter of the management model contains a number of specific requirements.

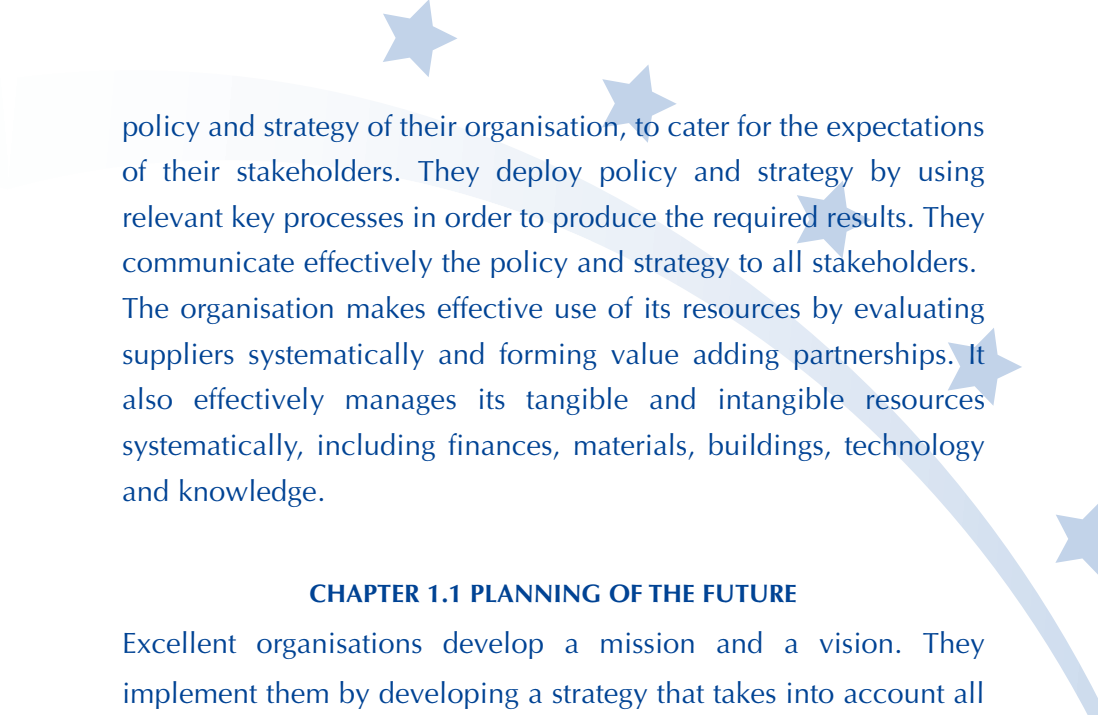
These particular conditions should be considered, evaluated and scored during a self-assessment exercise. However, they should not be applied mechanically, but they should be 'interpreted' by the user, in their broader meaning to produce an applicable requirement for the specific business/organisation.

The effective use of experience and innovation is a requirement that is inherent to all the areas and chapters of the Model. The capitalisation on experience and innovation will improve the management approaches, which will eventually lead to the continuous improvement of the outcomes.

As results of the Approaches / Systems / Decisions / Guidelines / Directives, the outcomes used by the organisation should be evaluated under the general rule, which states that 'they should lead the organisation to the fulfilment / realisation of its policy and strategy'.

AREA 1 INFRASTRUCTURE MANAGEMENT

The company management takes into consideration all relevant information, external and internal, to design and implement the



policy and strategy of their organisation, to cater for the expectations of their stakeholders. They deploy policy and strategy by using relevant key processes in order to produce the required results. They communicate effectively the policy and strategy to all stakeholders. The organisation makes effective use of its resources by evaluating suppliers systematically and forming value adding partnerships. It also effectively manages its tangible and intangible resources systematically, including finances, materials, buildings, technology and knowledge.

CHAPTER 1.1 PLANNING OF THE FUTURE

Excellent organisations develop a mission and a vision. They implement them by developing a strategy that takes into account all stakeholders. Policies and plans are developed and deployed to all stakeholders through processes that properly implement the strategy.

CHAPTER 1.2 MANAGING VALUABLE RESOURCES

The organisation effectively and systematically manages its tangible (equipment, buildings, finances and logistics) and intangible resources (including intellectual capital and experience). It also preserves natural resources, as well as the health and safety of its people and establishes value adding partnerships with suppliers or other complementary organisations.

AREA 2 MANAGING THE HUMAN CAPITAL

Leaders are role models. They participate in the design and implementation of management systems within the organisation. They communicate with all stakeholders and they encourage the



realisation of Policy and Strategy as well as change.

The management of human capital is exercised systematically to select the proper people in order to obtain the organisation's objectives. People are trained, developed, evaluated, recognised, rewarded and cared for in a documented and transparent manner aligned to the organisation's objectives.

CHAPTER 2.1 LEADERSHIP

Effective leaders develop and implement the mission, vision, values, policy and strategy of the organisation. They inspire/initiate the relevant approaches necessary for the smooth operation and success of the organisation. They make themselves examples of leadership through their commitment and behaviour. They maintain direct contact with the customers, their people and the society.

CHAPTER 2.2 PLANNING FOR THE HUMAN CAPITAL

The organisation develops Human Resources' strategy and plans as well as job designs, compensation and recognition systems in order to recruit develop and manage its employees towards the realisation of objectives.

CHAPTER 2.3 DEVELOPMENT AND MOTIVATION OF HUMAN RESOURCES

The organisation's compensation and recognition approaches for individuals and groups, at all levels, support the work systems, performance and learning objectives effectively. The education and training address key company plans and needs, contributing to improved employee performance and development.



AREA 3 MANAGING PROCESSES AND DELIGHTING CUSTOMERS

Key processes are designed effectively and managed to achieve a better performance. They are constantly improved, allocated to owners and reviewed systematically, in order to obtain the desired results to stakeholders. The organisation defines the key aspects of process management including customer focused design, product and service delivery, support of the product and services and communications with the customers.

CHAPTER 3.1 MANAGEMENT OF PROCESSES

Processes are designed, effectively managed, improved, allocated to owners and reviewed systematically in order to obtain the desired results for stakeholders.

CHAPTER 3.2 PRODUCTION AND DELIVERY OF PRODUCTS/SERVICES

The organisation designs products and/or services to fulfil the expectations of its customers and end users. Products and services are produced, delivered and supported.

CHAPTER 3.3 FOCUS ON CUSTOMER CARE - 'DELIGHTING' CUSTOMERS

The organisation ensures that proper communication with customers is in place; it also designs and implements the proper channels and systems for suggestion and complaint management in order to address to customers' needs and improve products and/or services.

AREA 4 OUTCOMES

Excellent organisations measure, monitor, target, benchmark and review systematically the results of their operations and the operations themselves.

CHAPTER 4.1 CUSTOMER OUTCOMES

The outcomes presented in this chapter should provide a complete view of the organisation's performance regarding customers' perception, or internal indisputable measures. The outcomes presented should originate from various sources (e.g. surveys, interviews, focus groups, suggestions, complaints, etc). They should be properly targeted, benchmarked and assessed systematically to generate improvement action.

CHAPTER 4.2 HUMAN CAPITAL OUTCOMES

The outcomes presented in this chapter should provide a complete view of the organisation's performance regarding its people's perception, or internal indisputable measures. The outcomes (results) presented, should originate from various sources (e.g. surveys, interviews, focus groups, suggestions, complaints, etc.). They should be properly targeted, benchmarked and assessed systematically to generate improvements.

CHAPTER 4.3 OPERATIONAL SUCCESS OUTCOMES

This chapter should provide key measures and sustained operational outcomes the organisation achieves, aligned to its key objectives. These outcomes should be supported by indisputable measurements. The outcomes presented should include critical performance indicators, such as market share, sales income, profitability, productivity, etc. The outcomes should originate from reliable measurements and data gathering. The outcomes should be targeted, benchmarked and assessed systematically to generate improvements. The outcomes should provide a full view of the organisation's performance regarding its objectives and efficiency.

CHAPTER 4.4 CORPORATE SOCIAL RESPONSIBILITY OUTCOMES

Socially responsible organisations achieve positive results to demonstrate their corporate social responsibility. They should present perceptive and actual undisputable performance measures originating from, or referring to the organisation's social and environmental behaviour.

The outcomes presented should originate from reliable surveys, interviews, focus groups or other forms of measurement and data gathering and should be properly targeted, benchmarked and assessed to generate improvements.

7- The Scoring System

The Matrix Approach to Scoring

An effective self-assessment of an organisation must include objective measurement (or scoring). The evaluation against the model performance is made on the basis of specific tools named MAAR and SUBTAR matrices.

MAAR is an acronym that stands for Mature - Applicable, Aligned, Activated, and Reviewed 'Approaches', and reflects the requirements of the Lebanese Quality Management Model (what should be addressed within the approaches areas).

SUBTAR is also an acronym that stands for Sustained-Positive Measurements, Benchmarked, Targeted and Range of outcomes (measurable results an organisation achieves).

8- Be Consistent in Your Efforts

EXCELLENCE IS NOT A PROJECT; IT IS A WAY OF LIFE...

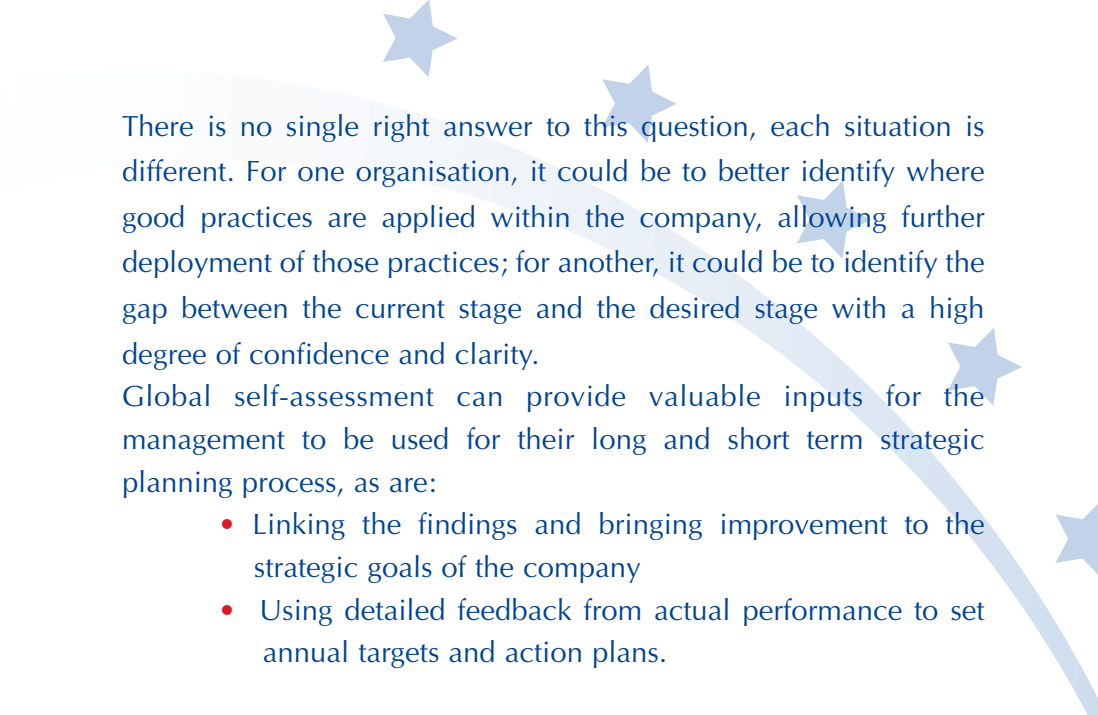
Today, every business operates in a global competitive environment, and this includes local businesses too. After a wave of digitalisation, off-shoring and outsourcing, organisations are returning to basics.

Selecting proper strategies and making the business strategies work are now the highest priorities. Effective implementation of business strategies is widely recognised as the key challenge of today's senior executives which is not a simple matter for the increasingly complex organisations, that span several countries. Promises made to the Board and stakeholders are under intense scrutiny from the customers, the shareholders, the employees and the society; failing to deliver effectively and on time is no longer tolerated by these stakeholders.

Understanding the capability of the organisation compared to an internationally accepted model, is vital both before and after promises are made. Where are your strengths and weaknesses in delivering the business strategy? Which areas of your business need your particular attention? Where will you raise the resources or shape the processes that are required?

Certain techniques can be used, such as assessments at the organisation's level or business unit level and can provide integrated insights into global business capabilities to ensure that strategy is linked to implementation.

Experience proves that the first important step in any internal assessment plan, is the clarity of purpose, i.e. what benefits are expected from the exercise?



There is no single right answer to this question, each situation is different. For one organisation, it could be to better identify where good practices are applied within the company, allowing further deployment of those practices; for another, it could be to identify the gap between the current stage and the desired stage with a high degree of confidence and clarity.

Global self-assessment can provide valuable inputs for the management to be used for their long and short term strategic planning process, as are:

- Linking the findings and bringing improvement to the strategic goals of the company
- Using detailed feedback from actual performance to set annual targets and action plans.

Managing the implementation of the strategy and identifying the issues to be improved within such organisations, are not simple tasks. Many companies are now challenged by their own complexity to identify and prioritise attention. Understanding where today's business can perform better, requires a systematic and integrated review of capabilities across all companies' sections.

The Lebanese Quality Management Model guides to a common structure and realistic measurements, which can be used in such assessments at the operating or the business unit level and, together with these guidelines, provides insights at a regional, or further at a global level.

9- The Lebanese Quality Management Model: A Self-Assessment Tool

Using the Lebanese Quality Management Model as a framework for providing a real picture for an organisation, offers not just a large-scale view of the problems and opportunities for the management team, but also creates a detailed map for improvement steps. The people of the organisation may follow this map and thus maximise their contribution in achieving this objective.

The Model also includes the technique of benchmarking against world class organisations, which makes it even more powerful.

Although each organisation is unique, the Lebanese Quality Management Model provides a generic framework of criteria that can be applied widely to any organisation or part of an organisation. The Lebanese Quality Management Model is based on a set of Fundamental Principles. These notions underpin that the definition of Excellence and its achievement, require total management commitment and acceptance of these concepts.

The self-assessment itself is a comprehensive, systematic and regular review of an organisation's activities and results, referenced against the Lebanese Quality Management Model.

The self-assessment process allows the organisation to discern clearly its strengths and its a weak areas where improvements can be executed. This process culminates in planned improvement actions that are then monitored for progress.

9-1 What are the expected benefits?

Using the Lebanese Quality Management Model as a tool for self-assessment will result in a wide range of benefits, notably:

- Identifying your organisation's strengths and areas for improvement.
- Providing a highly structured, fact based approach to identifying and assessing your organisation and measuring progress periodically.
- Creating a common language and conceptual framework for the way you manage and improve your organisation.
- Educating people in your organisation on the principles of Excellence and how they relate to their responsibilities.
- Involving your people at all levels and in all units in process improvement.
- Assessing, in a coherent manner, the organisation at a macro and micro level.
- Identifying and allowing the sharing of your 'good practice' within the organisation.
- Facilitating comparisons with other organisations, of a similar or diverse nature, using a set of criteria.
- Integrating the various improvement initiatives into your normal operations.
- Improving the development of your business plan and strategy.
- Providing opportunities to recognise both progress and outstanding levels of achievement through internal awards.

- Preparing the organisation before it applies to the Lebanese Excellence Award.

To summarise, the self-assessment process offers your organisation an opportunity to learn:

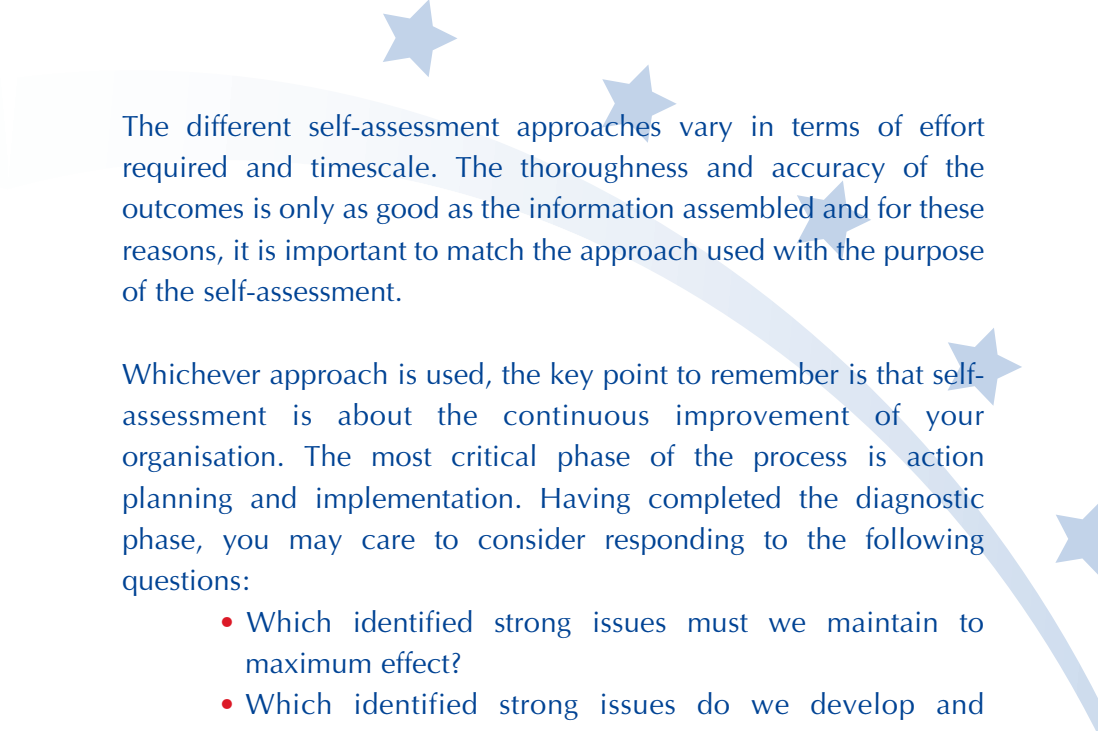
- About its strengths and areas for improvement.
- What Excellence means when applied to your organisation.
- How far it has travelled on the road of Excellence and how much further to go.
- How it compares with others.
- Where it should focus its resources.

9-2 Self-Assessment: The general process

Self-assessment can be initiated in the organisation as a whole, or only in a part of it.

There is not just only one single 'right' way to perform a self-assessment. Any approach is as valid as any other approach. The culture and structure of the organisation, as well as the benefits desired, will influence the particular self-assessment approach adopted, for instance:

- Given the culture of your organisation, which self-assessment approach will have the greatest chance of success the first time you undertake the process? A simple questionnaire may be used, or a more complex workshop of the management team. In a third case an external team of trained assessors may assist the organisation's management.
- The selection of the specific method depends on the accuracy of findings desired.



The different self-assessment approaches vary in terms of effort required and timescale. The thoroughness and accuracy of the outcomes is only as good as the information assembled and for these reasons, it is important to match the approach used with the purpose of the self-assessment.

Whichever approach is used, the key point to remember is that self-assessment is about the continuous improvement of your organisation. The most critical phase of the process is action planning and implementation. Having completed the diagnostic phase, you may care to consider responding to the following questions:

- Which identified strong issues must we maintain to maximum effect?
- Which identified strong issues do we develop and exploit even further?
- Which identified issues to be improved do we acknowledge, but will not be focused on because they are not the core of our business?
- Which identified issues to be improved do we acknowledge and see as paramount for us to address?
- How are we going to monitor progress against the agreed improvement activities or projects?

9-3 The self-assessment process steps:

1- Develop commitment to self-assessment

- Gain commitment of leaders to use the Lebanese Quality Management Model.
- Develop commitment of senior management team through understanding.
- Educate senior management to use the LQMM as a driver for a continuous improvement activity.

2- Plan self-assessment

- Select self-assessment approach.
- Identify appropriate units for self-assessment.
- Select 'early adopters' to pilot process.
- Define boundaries of selected units.

3- Establish Team(s) to perform self-assessment and educate the team members

- Assemble the team who will manage self-assessment.
- Select relevant people. Train the people who are directly involved.
- Consider using a case study as a basis for training.
- Identify the strong issues to be improved to help develop the team's competencies.

4- Communicate the self-assessment plans to all personnel

- Determine communication message, media and targets.
- Emphasise that this process underpins focus on customer and business prosperity to the interest of all.

5- Conduct self-assessment

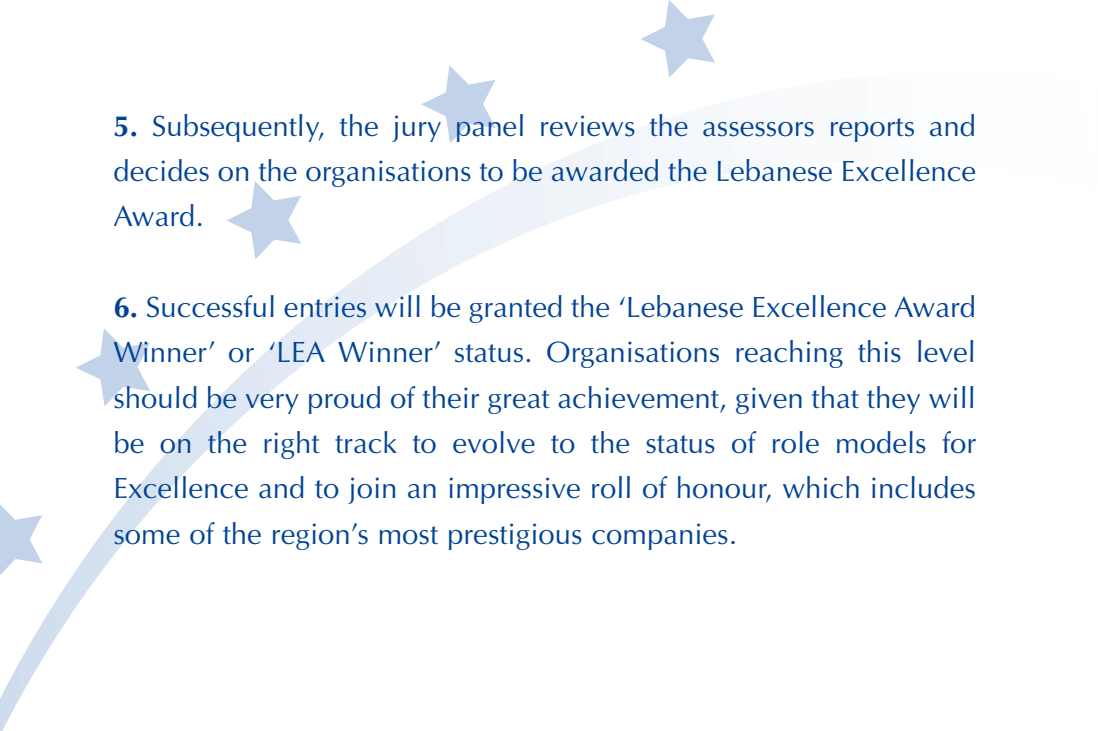
- Establish an action plan.
- If necessary, consolidate inputs from various work units.
- Review areas to address for improvement.
- Assign priorities.
- Agree on responsibilities and milestones.
- Communicate an action plan and strategic directions.
- Implement the action plan.
- Set up improvement teams.
- Provide appropriate resources.
- Review the progress of improvements.

10- The Lebanese Excellence Award Process and Chart

The Lebanese Excellence Award is not a competition that produces only one winner, but is a high-level recognition for the effort of the management of each organisation to improve its performance in a systematic and documented way. It is primarily a stimulus to begin your trip towards Excellence at a pace that you can afford!

The process is simple:

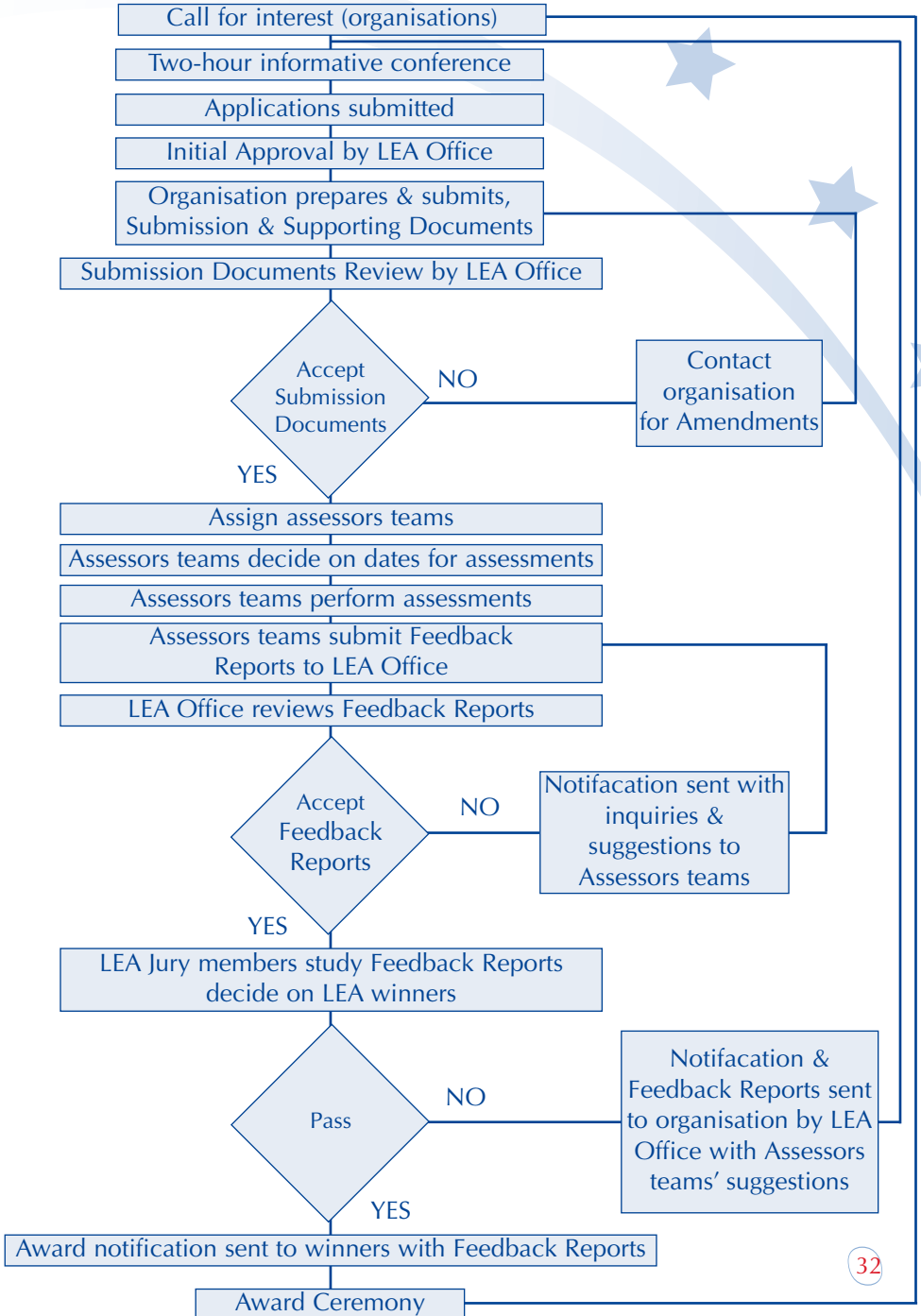
- 1.** After your initial assessment, you would have identified a few (or more) areas that could be improved in your organisation. You are not obliged to deal with them all! You may select the ones that are most important, affordable or possible at the moment, taking into consideration the prevailing situation in your country and in your organisation, at this very moment.
- 2.** The entry into the Lebanese Excellence Award itself, requires completing a document of about 12-15 pages in a specified format, to be submitted to the LEA Office.
- 3.** The document will be assessed and scored by a team of trained LEA assessors. These assessors are experienced managers from a range of Lebanese industries and services.
- 4.** After the initial assessment is completed, an assessor team will visit your organisation for one or two days in order to independently assess and verify the submitted documentation by matching the contents of your submission document with independent evidence, verify the score across all areas and produce a detailed feedback report. This team is composed of two or three assessors, depending on the size and complexity of your organisation.



5. Subsequently, the jury panel reviews the assessors reports and decides on the organisations to be awarded the Lebanese Excellence Award.

6. Successful entries will be granted the 'Lebanese Excellence Award Winner' or 'LEA Winner' status. Organisations reaching this level should be very proud of their great achievement, given that they will be on the right track to evolve to the status of role models for Excellence and to join an impressive roll of honour, which includes some of the region's most prestigious companies.

LEBANESE EXCELLENCE AWARD CHART



11- Calendar For the Lebanese Excellence Award

(Dates are tentative and subject to modification)

Date	Activity
February	Call for Interest (for candidate organisations)
February	Call for assessors
March	Assessors interested, submit application within the deadline
March	Introduction to the Model (1st phase assessors training)
March / April	Training of assessors (2nd phase)
April	Application of candidate organisations deadline
May	Submission documents to be delivered to Award Office
June	Assigning assessors' teams per applicant
June	Assessment process and preparation for site visits
June - July	Site Visits
August	Preparation of Feedback Reports and forward to the Award Office
September/October	Proposals to the Jury
Beginning of the following year	Award ceremony