



غرفة تجارة وصناعة أبوظبي  
ABU DHABI CHAMBER OF COMMERCE & INDUSTRY

## Sheikh Khalifa Excellence Award (SKEA)

The Sheikh Khalifa Excellence Award (SKEA) was been designed to recognize the achievement of organisations that demonstrate high performance through a journey of innovation, learning and continuous improvement. Organisations that participate in the award will discover that organisational excellence is a much broader concept than the instigation of a popular quality management system. It encompasses the way organisations meet or exceed the needs and expectations of stakeholders, in a balanced and proactive manner.

The Sheikh Khalifa Excellence award provides organisations with a roadmap to achieving excellence and suggests a methodology for conducting self assessment against the international criteria for organisational excellence used throughout Europe and beyond. The greatest benefit an organisation gets from registering for the award is the improvements gained from conducting self-assessment and using the excellence model to identify strengths and areas for improvement across all operations.

Applying for SKEA will give organisations a powerful mean of motivating their people and focusing their efforts on continuous improvement. As part of the award process, applicants for SKEA will receive a feedback report which details the strengths and areas for improvement against the award criteria, drawn by experienced assessors. Obviously, there is considerable prestige attached to winning the award with all the honour associate with this achievement. Moreover, the high profile award ceremony will establish winners as role models for other organisations to aspire.

Winners of Sheikh Khalifa Excellence Award (from Diamond, Gold and Silver categories), can benefit from the branding privileges and the display of special logos designed to distinguish the winners in each category. The award logos may be used by winners on their stationery and marketing collaterals for a maximum period of three years, after which the organisation is expected to reapply for the award.



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## How to identify and manage the organisation's key processes

# The How to... Series

Most organisations know where they should be improving their performance. The difficult part is obtaining detailed, impartial advice to set them in the right direction. The British Quality Foundation has responded to this need by producing a series of 'How to...' books.

The authors are experts on their subjects and the books are suitable for organisations of all sizes in all sectors. While they do not provide the complete solution, by following the ideas and approaches the reader will find a route to implementing performance improvement and achieving greater productivity and competitiveness.

This book answers the question

*'How can we identify and manage the organisation's key processes?'*

## **Other books in this series include:**

- How to establish customer requirements and measure customer satisfaction
- How to design and implement a corporate social responsibility strategy
- How to become an Investor in Excellence
- How to develop and make effective use of a balanced scorecard
- How to benchmark your business processes
- How to measure and manage business performance
- How to become an excellent organisation

## **Acknowledgement**

The British Quality Foundation is grateful to TQMI Consultancy for their help in producing this book.

TQMI is an improvement consultancy providing practical support to organisations striving to achieve excellence. It operates in over 40 countries and has supported over 1000 public and private sector clients. TQMI tailors and utilises appropriate tools and approaches to help clients on their journey towards excellence. It adopts a pragmatic approach to help clients bridge the performance gap between where they are today and their future aspirations.

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## Introduction

This book is an easy-to-read, practical guide for those who are at an early stage of managing an organisation's key processes. It is intended that, by following the ideas and approaches suggested, the reader will be able to see a route to identify, run, control and improve the key processes of his or her organisation.

## What is a Process?

A commonly used definition of a process is:

‘A sequence of activities that adds value by producing required outputs from a variety of inputs.’

So what does this actually mean?

Processes are no more and no less than ‘the way we do things’ – the recruitment process is the way we do recruitment, the invoicing process is the way we raise invoices, and so on. All organisations have always had ways of doing things, in other words, they have always had processes. However, the rate of change in today’s world and the increasing demands of stakeholders means that it is essential that organisations look more closely at how they do things and at finding better ways to do things – Process Management and Process Improvement.

Every day there are hundreds of processes operating in organisations. Some of the processes are producing goods and services for external customers whilst others are serving the needs of the organisation itself.

Each process should only exist to meet a need of either an internal or external customer or stakeholder. The process is the sequence of actions taken to meet the need. The process in turn requires inputs (for example material, information) from an internal or external supplier.



Processes only exist to meet the requirements of customers or stakeholders and to achieve desired outcomes.