



مَـرَـكَـةُ مَـنَـارَةِ مَـجَـدِ اَبُو دَـهَبِ
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 measure and manage business performance

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 measure and manage business performance?'

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 identify and manage the organisation's key processes

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 become an excellent organisation

Acknowledgement

This book was authored for the British Quality Foundation by Steve Tanner and John Oakland of Oakland Consulting plc.

Oakland Consulting Plc works with managers at all levels in private and public sector organisations to improve performance, providing support in strategy development, business process management, creative thinking, process re-design and change management. Oakland Consulting Plc has an active research programme and the output from this research has been used in writing this book.

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Introduction

Performance measurement affects everyone. You may be a member of an organisation reviewing progress towards strategic goals, or an individual opening your bank statement. Although this book will do nothing for your bank balance in the short-term, it will help you understand more about how to measure organisational performance. It addresses several key questions for organisations including:

- ◆ How do we increase confidence that we are on track to deliver our objectives?
- ◆ How do we ensure that everyone is contributing to the success of the organisation?
- ◆ How do we use measurement to drive improvement?

Performance measurement must be considered in context and it would be a mistake to disregard the other elements of a successful organisation. This book commences by describing a simple model that does just that.

The book then concentrates on its primary focus - the four essential elements for measuring and managing organisational performance which include designing your performance management system and putting it to good use to improve your organisation's performance.

Finally, in the appendix, there is an assessment tool to help you identify improvement areas.

Putting Performance Measurement into Context

Organisations create value by delivering products and/or services to customers. Everything in the chain of events is a process. This starts with understanding customer needs and ends when those needs are met, delivering both shareholder and stakeholder satisfaction. Understanding and improving the performance of these processes is key to measuring and managing business performance.

To put organisational performance into context, consider the Four P's Model below, which is taken from John Oakland's book 'TQM Text with cases'.



The Four P's Model is based on the EFQM Excellence Model, and shows how Performance is improved by better Planning and the management of People and the Processes in which they work.