

Organisational Excellence in Cultural-Social Development Organisations

A study of EFQM application in Abu Dhabi government sector

التميز المؤسسي في الجهات المعنية بالتنمية الثقافية والاجتماعية
تطبيق النموذج الأوروبي للجودة الشاملة في القطاع الحكومي بإمارة أبوظبي

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Dissertation submitted in partial fulfilment of

MSc - Project Management

Faculty of Business

Dissertation Supervisor

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March-2011

DISSERTATION RELEASE FORM

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Abstract

This research aims at evaluating the effectiveness of the EFQM Excellence Model in cultural-social development organisations of Abu Dhabi government sector. The study provides an overview of how organisational excellence concept was developed as a Total Quality Management framework and then examines its applicability to various sectors and/or organisations. Data collection is done through investigating three case studies quality initiatives profiles and conducting interviews with staff of different career levels in order to examine the EFQM excellence model's implementation process comprehensively. The study results show that different level of experience in quality practice among the three cases affects their competency in using the model accurately. The study concludes that the model's criteria can be effective in measuring the intangible performance of the case study organisations. However, the deficiency found in achieving excellence through identifying areas of strengths and weaknesses and through taking appropriate action plans based on model's application is the result of improper implementation and self-assessment process, unclear stakeholders' identification, lack of knowledge and finally poor communication across different departments. The research recommends that the EFQM Excellence Model can contribute effectively in performance improvement if an organisation prepares for pre-assessment requirements, selects a suitable self-assessment approach, incorporates the implementation process and puts more time and resources in training and learning opportunities.

Acknowledgment

*It is an honour for me to acknowledge my heartfelt appreciation to all
those who made this dissertation possible by their support and
encouragement*

*I owe my deepest gratitude to Allah the Almighty and then to my
beloved mother and father for their blessings and to my supervisor Dr.
Mohammed Dulaimi for his dedicated effort in guiding me towards this
achievement.*

Salma Al AMeri

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Chapter 1- Introduction

This chapter provides an overview of the study's conceptual framework and background. It highlights on the Organisational Excellence Concept and its introduction in UAE and Abu Dhabi government. The chapter also gives the rationale behind the research topic and suggests the way it might contribute in practice and in area of scientific research. The rest of the chapter raises the research questions and outlines the aims & objectives of the study along with the structure of the research.

Organisational Excellence is a managerial concept that has been introduced quite recently in Abu Dhabi government entities as a fundamental concept every department should try hard to achieve. Since few decades ago, businesses and executives have developed an increasing awareness of the importance of organisational excellence and what it takes to achieve excellent results of their production or services. Established by a number of gurus, excellence has climbed to the top of almost every organisation's priorities in pursuing distinction in its field. Several studies show that organisations that deploy excellence models (or other TQM-based frameworks) are capable of addressing key organisational issues in less complicated procedure based on non-prescriptive guidelines that such models provide (Adebanjo 2001). These studies recommend that Excellence related activities are supposed to involve everyone within an organisation hence it encourages organisational ownership. In addition to that, based on studies conducted in USA, Europe and Australia, Adebanjo and Mann (2008) suggest some of the benefits that can be associated with the adoption of business excellence models as follows;

- Increased pace of improvement
- Value gained from self-assessment and feedback
- Improved morale and cooperation
- Improved communications
- Quality accepted as a strategic issue.

Therefore, since late 1990s, UAE government has adopted a number of international assessment and benchmarking tools in both private and government sectors and launched a number of Business Excellence awards in order to improve departments' performance and management systems using, in most cases, the EFQM Excellence Model. The first excellence initiative was represented in Sheikh Khalifa Excellence Award in 1996 and a number of other awards followed it onwards. The Executive Council of Abu Dhabi has adopted the EFQM Excellence Model and launched Abu Dhabi Award for Excellence in Government Performance in order to help organisations; discover their areas of strengths and weaknesses in relation to their mission and vision, develop effective organisational communication and

collaborative way of thinking, integrate existing and planned initiatives to avoid duplication and to make sure that management system is built upon solid organisational base (ADEAP 2010).

This paper studies the effectiveness of the EFQM Excellence model in three government culture-community-orientated organisations through the evaluation of Business Excellence models' deployment in organisations of different sectors. Recommendation of this study will hopefully contribute in enhancing Excellence related practices to be aligned with the vital aim of the new Abu Dhabi 2030 sustainability vision particularly in cultural-social development entities.

1.1. Purpose of the study

Every year or two in some cases, it's mandatory to all government organisations to contest in several excellence awards creating difficulties for some and challenges for others. Organisations usually seek consultancy help as in many cases they fail to measure and evaluate their performance based on the model's criteria. Therefore, the value of this paper lies in the need to review the model and then identify some of the strengths and weaknesses of the EFQM Model and what possible organisational development strategies and/or model's modification adds-on are required to achieve sustainable organisational excellence.

1.2. Research Question

This paper questions the efficiency and suitability of the EFQM model criteria and implementation when it comes to evaluate excellence in organisations that provide cultural services in Abu Dhabi. If a gap occurred between organisations' objectives and what they are achieving and if the activities, results and overall performance conflicted during measurement process; the questions arising would be;

- Is the model suitable and effective for this particular organisation?
- Do managements implement it well?
- Does it need to be modified to fit the specific nature of organisational objectives?

Literature suggests that performance measurement is meant to measure quality improvement initiatives through what these measures indicate when applied to quantitative set of objectives (e.g. financial figures) and qualitative measurement to some extent (Idris & Zairi 2006). This

paper proposes that qualitative measures can also be measured but not as accurately and adequately as the numerical/countable performance indicators. The study will test the EFQM Excellence Model in terms of its ability in performance measurement in the study context to build some recommendations based on the findings.

1.3. Aims and Objectives

The study aims at examining the usefulness of the EFQM Excellence Model in supporting the development of organisations that are involved in promoting the community's cultural and social perception and to what extent it's really helping the case-study organisations in achieving organisational excellence and sustainable performance

The research objectives are to:

- 1- Examine the concept of excellence and its applicability to different organisations/sectors.
- 2- Evaluate the effectiveness of some excellence models addressing the differences in the application of the concept.
- 3- Examine the effectiveness of the EFQM Excellence Model deployed in cultural/social development organisations.

1.4. Dissertation Structure

Chapter 1: Introduction

Chapter 1 provides an overview of the study's conceptual framework and background. It highlights on the Organisational Excellence Concept and its introduction in UAE and Abu Dhabi government. The rest of the chapter raises the research questions and outlines the aims & objectives of the study along with the structure of the research.

Chapter 2: Organisational Excellence

Chapter 2 reviews the history and development of Organisational Excellence as Total Quality Management-based concept since its early introduction and evolution in the twentieth century. The term Excellence is investigated within a number of definitions some researchers

and quality foundations have proposed. The chapter also briefly presents the historical progress of performance measurement methodologies which affected the rise of Business Excellence concept in industries. After that, a number of national and international Excellence Models and Awards are listed and a brief description of each is provided.

Chapter 3: Excellence Approaches

Chapter 3 tries to draw attention to Organisational Excellence's applicability in different sectors and its effectiveness in various types of organisations. Then, the chapter examines a number of Excellence Model-based cases from sectors such as; Public, Healthcare, Schools, Police and cultural-social services.

Chapter 4: EFQM Excellence Model in UAE

Chapter 4 provides an overview of The EFQM Excellence Model and its implementation in UAE and, in particular, in Abu Dhabi government cultural-social development organisations.

Chapter 5: Research Methodology

Chapter 5 identifies the research methodologies deployed in order to achieve this research paper's objectives and give answers to areas it questions. The chapter identifies the process of data collection and what are the methods used and why they were chosen. Each component of the methodologies is discussed in this chapter.

Chapter 6: Excellence in AD Government: Case Study

Chapter 6 describes the three case study organisations illustrating their background, mission and objectives. The chapter also examines the implementation process of the EFQM Excellence Model in the case study organisations. Further investigation on the models' criteria effectiveness and the organisational competency during this process is conducted and stated in this chapter. The analysis also focuses on illustrating the benefits and pitfalls of the model usage in these organisations helping the next chapter to draw the conclusion and recommendations upon.

Chapter 7: Conclusion and Recommendations

The last chapter proposes a number of recommendations based on previous chapters findings. It then draws the research's conclusion and highlights the study limitations and suggests further research topics.

Chapter 2- Organisational Excellence

This chapter provides a historical overview of organisational excellence and reviews some of the practices in the field of performance management and quality improvement strategies. A number of national and international Excellence Models and Awards are listed and a brief description of each is provided.

2.1. History and Development

The twentieth century politics and economics of the western business world contributed in the existence of Total Quality Management approaches. Researchers believe that the failure of Fredrick W. Taylor's principles and Scientific Management theory, consequences of World Wars I and II, Berlin Wall fall, 1970s' Oil crises and the 1980s economic boom were all reasoning factors that paved the way for Total Quality Management (TQM) rapid development which occurred first in Japan (1950s), the United States and finally Europe (Hardjono & Marrewijk 2001; Hafeez et al. 2006; Adebajo 2001). This evolutionary step was embodied in a number of performance improvement frameworks, organisational/business excellence models and quality awards that were all stimulated by TQM principles' development throughout the whole century.

During the industrial revolution, productivity gained priority among factory owners and labourers. This focus was to increase productivity that seemed to be a synonymous with performance at that time. Anderson & Fagerhaug (2002) believe that the shift from craftsmanship to industrial productivity was the very first glimpse of performance measurement thinking. That suggests PM came into business not before the nineteenth century. Townley (2005) also believes that performance measurement started long time ago in different forms and usages like; using performance reporting to assess public bodies' performance during one election cycle. It was dedicated to citizens' need to stay informed about the performance of the public representatives or bodies in government. Therefore, the early use of performance measurement was mainly to report service-provided on service-providers performance. It is suggested that these early approaches were built upon financial criteria measuring; basically input versus output; cost/profit based evaluation (Kennerley & Neely 2003). On the other hand, Euske and Zander (2005) expect that first quality practices go back in history to the middle ages (sixteenth century) in the form of providing stakeholders with clear picture of the financial income of sale/buy process as an example. This was an assumption but there is no found example in literature that considers any attitude as a method of measuring performance at any time before the nineteenth century.

History of performance measurement explains the changes in Total Quality Management and how it developed based on industry requirements. TQM has gone through different stages (see figure 2.1) starting from Quality Inspection, Quality assurance and Quality Control (Hafeez et al. 2006).

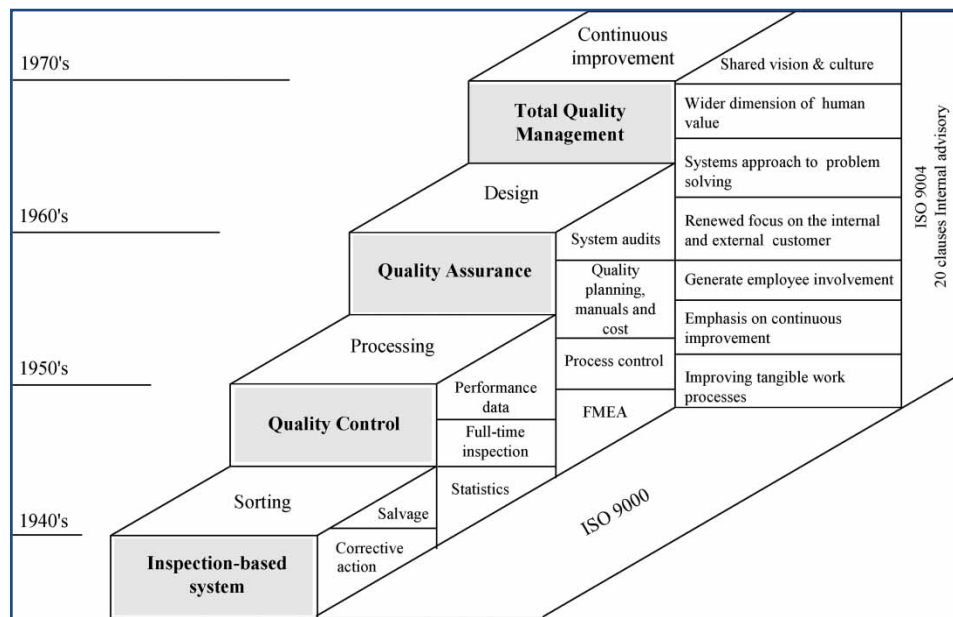


Figure: 2.1: Evolution of TQM (Source: Hafeez et al. 2006)

Organisational excellence, the latest form of TQM, gained popularity as a managerial concept when people started to evaluate the social outcomes of their organisations rather than its business achievements alone. Initially, excellence was measured in quality of products and services while later the concept developed in practice to include the processes providing these products and services. This change in perspectives happened when companies shifted from considering prosperity, profitability and shareholder value alone as company value. They turned their focus into social competences, ethical responsibilities and environmental contributions. Since then, the concept of excellence has embraced both business and social dimensions of an organisation (Hardjono & Marrewijk 2001).

The following timeline illustrates performance measurement's development and the rise of quality improvement concepts through history.

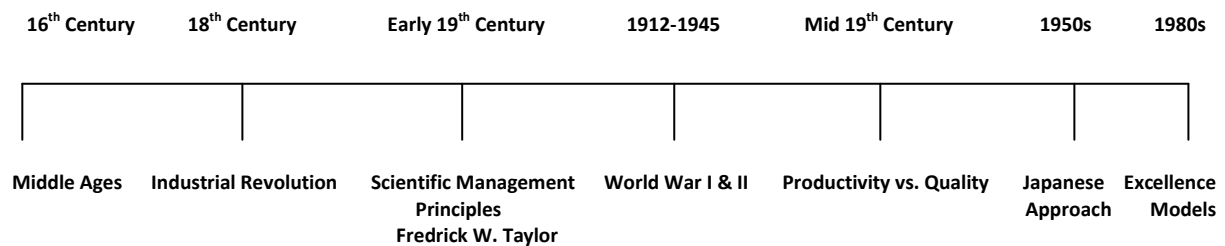


Figure 2.2: Performance Measurement Timeline

In the light of the increasing awareness towards excellence in organisational performance, performance measurement methods first started in commercial sector to spread out across government sector as a way of reporting organisational performance. Based on these measurement results, such managerial strategies can help the government manage its organisations using performance indicators in identifying or developing their mission and objectives. Performance is measured against target. Namely, performance measurement is designed to compare strategic and operational targets against achieved performance whether internally within different levels of an organisation or externally with other competitor organisations (Townley 2005).

In order to identify the various levels of performance measurement functions, Townley (2005) classifies the process of PM's implementation into three levels. These levels are institutional, managerial and technical level. Institutionally, organisations are required to report to external bodies about their legitimacy use of the resources allocated to them. Managerially, strategy, plans and objectives can be controlled by PM implementation. Finally, technical purpose of PM is the method through which organisations achieve quality in production and services.

By the mid 20th century, several assessment models were introduced like: System Design and Performance Control (SDPC) based on Cybernetics ¹theory, Earned Value Analysis (EVA), return-on-investment, and few more. In early 1990's, measures that focus on strategy and evaluation of areas such as research and development became increasingly important. That is why all nineties' models incorporated both financial and non-financial measures which led quality models improving (Euske & Zander 2005). Lynch and Cross's Performance Pyramid and Kaplan and Norton's Balanced Score Card are examples of some nineties' approaches.

¹ A theory of control systems based on communication by the mathematician Norbert Wiener.

The last two decades of the twentieth century has witnessed not actually the introduction but probably the rapid growth of some international approaches in organisational excellence and quality improvement initiatives. The most prominent management concept is the Total Quality Management. TQM roots go back to the 1920's represented in Fredrick W. Taylor Scientific Management theory and some mechanistic principles but the final sculpt of the TQM becomes rousing few decades later (McAdam 2000). A turning point in strategies of performance improvement took place in early eighties of last century when international business changed its focus from the mechanistic approach to what called the soft side of business management. Tom Peters and Robert Waterman's 1982 best-seller book "*In Search of Excellence*" dominated the business world for a more than a decade and influenced the executives' way of seeing their own organisations. Peters and Waterman brought organisations to a phase where old strategy implementation methods neglected and new transformational systems adopted (Saunders & Wong 1985; Aras & Crowther 2010). In describing the international change in corporate perspective of excellence, Crainer & Dearlove (2002) say:

“Despite their rationalist pedigrees – Peters and Waterman were both engineers by training – *In Search of Excellence* is resolutely people-centred and its themes reflect the beginnings of a movement in management studies that looks beyond rational analysis to explore social complexity.”

In Search of Excellence proposed the eight principles of excellence and the 7-S framework or as called the Mckinsey² Framework that is illustrated in figure 2.2. The concepts and models presented by Peters and Waterman are re-evaluated by researchers and still used in many organisations around the world. The book might not be a flawless piece of study but it is considered one of the early investigations that brought organisational excellence into media, managements and people knowing the fact that the book sold more than five million copies right after its publication in 1982 (Hitt & Ireland 1987). The 7-S is a managerial concept focuses on a number of organisational aspects that if satisfied well enough, will help organisations achieve excellence. The framework classifies excellence criteria into two levels;

Hardware Ss: 1-Structure 2-Strategy

Software Ss: 3-Systems 4-Shared Values 5-Skills 6-Staff 7-Style

² Mckinsey & Co: Robert Waterman's Company.

The 7S's main purpose was to relocate managers' focus from the two hardware aspects only to the software criteria which most of them used to neglect and which Peters and Waterman believe as focal issues in achieving success (Dahlgard-Park & Dahlgard 2001). Peters and Waterman's analysis of best practice examples contributed significantly in shaping the new perspective of organisational excellence that emphasizes social human aspects of an organisation.

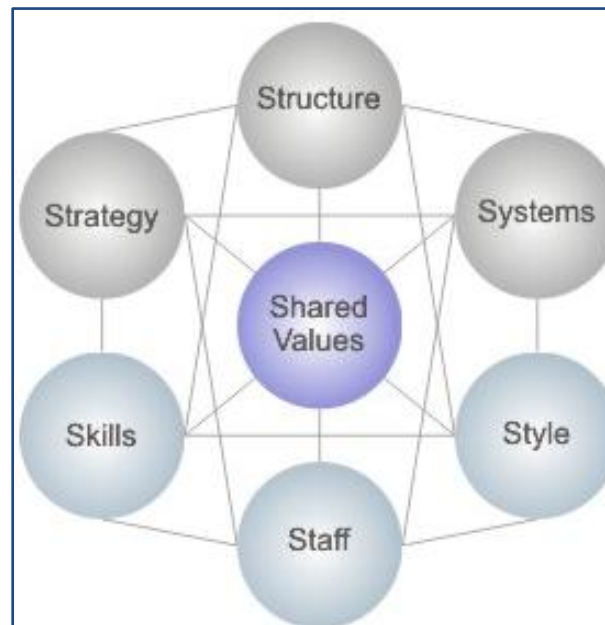


Figure 2.3: 7-S Framework (Source: Mckinsey & Co 2010)

2.2. Definition: What is Organisational Excellence?

The meaning of quality differs from company to another as each has its own objectives and milestones and also whether they have or have not any former experience in quality programmes (Pun 2001). Studies show that there is no clear definition of organisational excellence to be used as a reference for organisations and quality specialists. Sometimes, this ambiguity could result in a vague perception of the level of performance required to achieve certain targets and standards. It could also contribute in weakening organisational commitment and involvement of top, mid and low management (Day 1984).

The following table presents some of the definitions of Organisational or Business Excellence proposed by some researchers (few authors provided definition (Wilcock et al. 2006) while many quoted and paraphrased others') and international quality foundations.

Source	Definition
EFQM	The outstanding practices in managing the organisation and achieving results all based on a set of eight fundamental concepts; results orientation, customer focus, leadership and constancy of purpose, management by processes and facts, people development and involvement, continuous learning, innovation and improvement, partnership development and corporate social responsibility.
ISO 9000:2000	Customer Focus; Leadership; involvement of people; process approach; system approach to management; continual improvement; factual approach to decision making and mutually beneficial supplier relationship.
Malcolm Baldrige	The integrated approach to organizational performance management that results in; delivery of ever improving value to customers, stakeholders and organizational sustainability, improvement of overall organizational effectiveness and capabilities, organizational and personal learning.
Terian C. Day (1984)	The ability to satisfy your customer by giving him or her: a quality product, a quality service, affordable cost and timely delivery
Jack A Castle (1996)	Overall way of working that results in balanced stakeholders...satisfaction...and so increasing the possibility of long term success as a business...excellent people, partnerships and products and processes.

Table 2.1: Definitions of Organisational Excellence (EFQM2010; ISO2010; NIST: Baldrige 2010; Day1984; Castle1996)

The above descriptions suggest that excellence exceeds the boundaries of an organisation as it happens to be the concern of management and stakeholders as well. I believe the concept's core value is that it indicates whether the taken decisions, processes and activities do demonstrate effectiveness or achieving such level of competency requires further review on current strategy.

2.2.1. The Term “Excellence”

To many, organisational excellence is a synonym for (TQM) Total Quality Management and to some others it has become directly associated to (CSR) Corporate Social Responsibility (Marrewijk et al. 2004). Whereas McAdam (2000), in trying to explore the roots of excellence as a managerial concept, believes that organisational excellence term is used in public sector as an equivalent of business excellence in private sector. Figure 3 represents TQM terminology axis showing the relationship between the terminologies used by different researchers to indicate TQM framework. The difference from his point of view emerges within a context where performance metrics are not always financial as in business excellence.

McAdam (2000) also suggests that the term Organisational Excellence was coined with the emergence of the quality awards in late 1980's and since then its usage has become very wide spread.

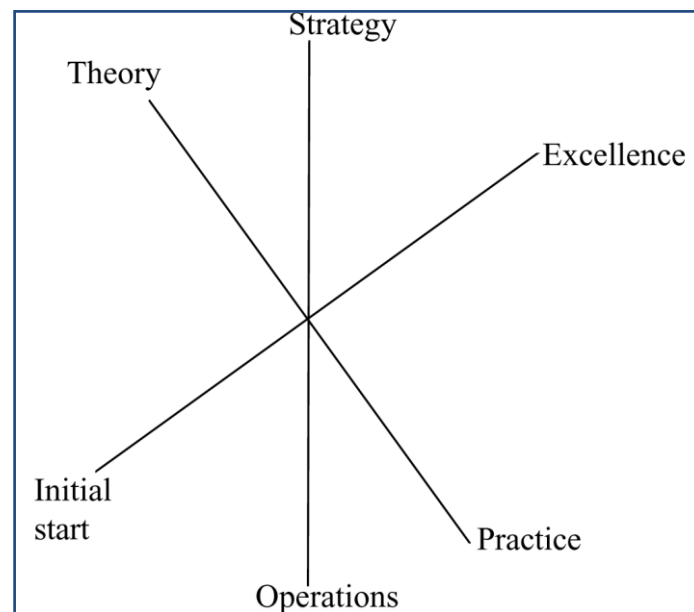


Figure 2.4: TQM Terminology Axis (Source: McAdam 2000)

Dale et al. (2000) track the very first use of “Excellence” as an alternative or substitute to “Quality”. The authors believe that the switch from Total Quality Management to Organisational Excellence originated from the European Foundation for Quality Management. Other quality foundations began to use the term excellence instead of quality in award ceremonies and some other events. These foundations launched many awards and benchmarking tools for organisations to assess themselves and achieve excellence in performance regardless to the variation of criteria names, score calculation and some other differences. Once again, Peters and Waterman’s “In Search of Excellence” is probably the very first publication where the term “Excellence” was used.

2.3. Excellence Models and Awards

The changing business environment and the constantly new adopted strategies in running organisations and monitoring performance development urge the top management to pay more attention at divisions like strategic planning and performance management. A critical task to an organisation is to guarantee objectives’ accomplishment through sustainable plans and reviews and the deployment of assessment frameworks. There are three motives behind the implementation of quality/excellence programmes. First, they are used as a frame or reference for an organisation’s quality policy. Second, it might be used as a self-assessment

tool. Finally, organisations deploy particular excellence frameworks to contest in national quality awards (Nabitz et al. 2000). It becomes necessary for organisations to go through self-assessment processes in order to report their performance and develop better improvement strategies based on self-assessment results. McAdam and Leonard (2005) describe the self-assessment process as a “snapshot of an organisation’s performance”. When an organisation decides to undertake a self-assessment task, it has to be done based on a model that provides criteria for the management to evaluate its performance and determine areas of strengths and weaknesses (EFQM 2010). Complexity might sometimes get in the way of self-assessment deployment if low motivation and high resistance were found in the organisation (Ritchie & Dale 2000). Using excellence models and performance improvement strategies can help to overcoming likely obstacles facing self-assessment approaches. As a result, organisations’ understanding of excellence models implementation enhances the effectiveness of strategic planning and ultimately improves the organisational performance.

The next section identifies a number of well known excellence frameworks that have been applied worldwide and become examples of best practices in the field of organisational excellence and TQM strategies.

2.3.1. DP-The Deming Prize

The Deming Prize is the oldest award on TQM in the world. It was established in 1951 in commemoration of the late Dr. William Edwards Deming who contributed greatly to Japan’s proliferation of statistical quality control after the World War II. His teachings helped Japan build its foundation by which the level of Japan’s product quality has been recognized as the highest in the world (JUSE 2004³). The prize is awarded for excellence in the systematic application of total quality management, and fall into four categories:

- Individuals
- Companies and other operating organizations
- Factories
- Companies outside Japan

³ Japanese Union of Scientists and Engineers

2.3.2. MBNQA-Malcolm Baldrige National Quality Award

William Edward Deming's role in Japan and the United States' management systems is the best example of TQM success worldwide. In 1987, the National Institute of Standards and Technology in USA administered the start of the Malcolm Baldrige National Quality Improvement act. The Malcolm Baldrige National Quality Improvement Act of 1987 was to enhance competitiveness of U.S. businesses. Its scope has since been expanded to health care and education organizations (in 1999) and to non-profit/government organizations (in 2005) (NIST: Baldrige 2010).

2.3.3. EFQM - European Foundation for Quality Management

In 1988, the European Foundation of Quality Management was established signifying the importance of the TQM in performance progress and quality assurance. The foundation launched the famous excellence model that is the EFQM Excellence Model which happens to be the most dominant strategic tool implemented in Europe and Middle East (EFQM 2010).

2.3.4. ECBPM - European Centre for Best Practice Management

A member of EFQM, ECBPM uses a generic model for designing, developing and delivering initiatives such as this 6i's Model (Inspiration, initiation, innovation, implementation, impact & integration) which is the process by joining the creative aspect to the delivery aspects (ECPM 2010).

2.3.5. SPRING-Singapore Quality Award Framework

This award is granted for organisations that achieve outstanding levels of business excellence in all areas of management systems and processes. The Singapore Quality Award's framework is built upon the Malcolm Baldrige National Quality Award, The European Quality Award and the Australian Business Excellence Award. The Singapore Award merges the principles of the three mentioned models and creates one solid framework (BEACON: Business Excellence Assessment for Continuous Improvement) that is characterized by eight criteria and a number of sub-criteria fall under each (SPRING 2010). Similar to the EQA, the BEACON framework assesses performance on deployment and result base (EQA's enabler: result).

2.3.6. ABA-Australian Business Awards

The Australian Excellence Awards consist of two main lines; the Business Award and the Product Award. Each Award comprises of ten categories (Table 2.2) covering disciplines of best services and products from all different sectors.

The Australian Business Awards	The Business Award	The Product Award
Category	Enterprise	Product Excellence
	Innovation	Product Innovation
	Service Excellence	Design Excellence
	International Trade	Product Value
	Retail Excellence	Best New Product
	Recommended Employer	Best Consumer Product
	Environmental Sustainability	Best Business Product
	Marketing Excellence	Best E-Business Product
	Public Service	Best Eco-Friendly Product
	Community Contribution	Best Organic Product

Table 2.2: Categories of the Australian Business Awards (ABA 2010)

2.4. Review

The increasing number of excellence models and awards reflect the increasing universal demand of governments and businesses to performance progress. The DP, MBNQA and EFQM, each represents a very different region (Asia, Europe and USA) raising cultural diversity as an important issue to consider in deciding on these models suitability in different contexts. For example; the DP is awarded for organisations that have implemented successfully TQM based statistical quality techniques or individuals who have made outstanding contribution to the studies of TQM or the statistical methods used for TQM (JUSE 2004). The EFQM was originally established for recognition of private companies but few years later an update was made to consider public sector as well. Exactly likewise, MBNQA was at first a reward for businesses demonstrating high level of quality performance and few and then the award designed another improvement framework for healthcare providers, schools and public organisations. It is a good thing that awards' foundations keep reviewing their models' appropriateness in a variety of contexts which definitely implies that there is no one single framework, even if based on accepted TQM principles, that can work in all different sectors.

The last three decades, 1980-2010, witnessed the rise and development of performance measurement methodologies started in Japan, United States and Western Europe and then its expansion reached nearly all countries around the world. Organisational Excellence, Quality

management and Quality Awards are concepts and initiatives that are becoming part of countries' priorities towards sustainable development. Stemming out of this understanding, whether public or private, for-profit or not-for-profit and even social charity centres, all sectors that implemented one or more performance measurement and/or improvement strategies might have different evaluation of these strategies' effectiveness. Among organisations, the objectives vary and likewise the strategic planning does. Therefore, a particular performance management tool that proved outstanding result in Organisation A would not necessarily work in similar way in when applied in organisation B. Based on this assumption, a diversity of perspectives and attitudes that organisations have shown in literature and practice will be presented and discussed in the next chapter to provide an overview of the appropriateness of some excellence models used as approaches to improve performance in quite different contextual organisations.

Chapter 3- Excellence Approaches

This chapter presents various attitudes and perspectives toward organisational excellence. It illustrates the concept's implementation in different contexts.

Performance improvement (PI) has become a common topic all companies are discussing as a way of enhancing the effectiveness and strength of their strategic plans. However, a number of obstacles may arise in the implementation of some PI tools complicating organisations' status. Ghalayini & Noble (1996 cited in Wongrassamee et al., 2003) identified eight factors contributing to the drawbacks or failure of old Performance Measurement (PM) methods. The eight limitations are:

- Most of the PM methods are based on a traditional cost management system
- Use lagging methods
- Not incorporated into strategy
- Difficult to implement in practice
- Tend to be inflexible and fragmented
- Contradict accepted continuous improvement thinking
- Neglect customer requirements
- Strong focus on increasing productivity and profit while reducing cost.

Likewise, Townley (2005) stressed on the objectives of an organisation as strong influential aspect in the implementation of a quality programme. Tangible versus nebulous, conflicted or ambiguous objectives may change the performance measurement outcome. Several studies on TQM and PM indicated that there are some serious and recurring drawbacks with their use.

Thus, a need to a better framework for organisations to use as a guide to measure its performance and improve it became necessary. The framework should allow for non financial measurements, customer-oriented focus, quality improvement practice and understandable performance reporting system. Based on this need, revolutionary approaches have been established to assure excellence and quality. Some of these approaches are considered somehow non-prescriptive enabling organisations assess themselves and deploy the criteria compatible with their own characteristics of excellence.

3.1. Attitudes towards Excellence

Based on earlier discussion, chapter 2 presentation of performance measurement's history and development entails that the private sector was the first to implement performance

improvement programmes. Later, these kinds of strategies started to spread out over the public and non-profit sector (Greiling 2005; Eskildsen et al. 2004). Within non-profit government, some different approaches can be identified based on the nature of the service provided by an organisation. From pure business perspective, specialists classify quality/excellence improvement strategies into two categories based on the organisation's sector which basically refer to cost reduction and profit making organisations versus nebulous non-profit ones at least in the context of this research paper. In trying to illustrate aspects of excellence practices that demonstrated variations among experiences, we will go through some literature discuss several types of organisations in order to elaborate more on the various attitudes noticed in the implementation of excellence models and its relative outcomes. Health care providers, schools and educational centres, police, municipalities, cultural and societal development entities, each has a slightly different understanding of quality and how strategies of each sector pursue excellence in a way that guarantees the accomplishment of its organisational vision, mission and objectives.

Excellence Practice by different sectors is presented in the following section and brief analysis is provided based on some examples' results.

3.2. Public, Non-Profit, Government Sector

Although different performance measurement frameworks were designed with private sector in mind, its implementation in public sector is quite common worldwide. The first EFQM Excellence Model Award to be granted for a public sector organisation was in the year 1998 after the launch of the Voluntary and Public sector version (Hides et al. 2004). So, there is no technical reason preventing the applicability of excellence frameworks to measure public sector performance (Radnor & McGuire 2004). In the case of the Roads Service Company in Ireland, the EFQM Excellence model has been adopted as self assessment tool in order to help submit a post project review for certain phases of the company's large projects. The model's results afterwards helped in setting the strategic plan of the few upcoming years (McFarlane 2001). The Roads Service practice in implementing the EFQM Excellence Model was quite innovative in the way they involve staff in the process of data collection, work distribution, individual-team-leader interaction and also in the advanced training sessions the staff were offered. From reviewing the company's report, and from the McFarlane's point of view, it is worth mentioning that the more effecting reason why Roads Service achieved satisfactory results out of the model's implementation is successful communication. The

company demonstrated that good communication whether internal vertical, horizontal or even external has great impact on all levels of corporate activities and objectives. The following quote from Roads Service Staff Conference report illustrates the point:

“Over 230 staff, representing all grades, disciplines and business units attended the Inaugural Annual Conference held in the Europa Hotel, Belfast, on 25 October 2000. The day conference enabled more staff to contribute to the strategic planning process and support the Agency’s ongoing commitment to better internal communications. In his address, Chief Executive Colin James outlined the reasons for having the conference and posed the question: ‘‘Would I want to invest my money in Roads Service as a major business in Northern Ireland?’’ The Director of Corporate Services gave a presentation detailing the 10-point action plan developed from the EFQM self-assessment at the Strategic Planning Workshop. He defined the time-scales and committed the organization to action on each point. In this way commitment was displayed and the credibility of the process was enhanced’’ (McFarlane 2001)

The Roads Service initiative can be described as successful considering the strategies they implement based on the EFQM Excellence Model. However, it was the company’s wise decision making process, management’s involvement and thorough knowledge-sharing that enabled the company achieving what they achieved and not only the models’ written framework. This might prove what critics have said about the model’s complexity and difficulty in the level of application and converting its criteria into practice (Lee et al. 2003).

Another example of an excellence framework deployment in the government is Dubai Government Excellence Programme. DGEP was established in 1997 as an initiative to improve performance of government sector in Dubai. The DGEP is developed from the EFQM Excellence Model but with extra emphasis and additional sub-criteria to best meet government needs. The original 9 criteria framework has been adjusted to include more innovation and transparency aspects stressed by the vision of Dubai Government. The programme adjusted the EFQM Excellence Model enabling the modified model to embrace some local issues like; risk management, governance, environmental management, and occupational health and safety management (ElKahlout 2010).

A decade after its establishment, the Malcolm Baldrige programme for quality recognition realized that the government non-profit sector has some specific characteristics in terms of the criteria required for performance excellence. The MBNQA community added a new category to their contestants list and launched the government non-profit category specially designed for such organisations. Taylor (2005) describes the non profit organisations as entities aiming at society improvement through the set of valuable objectives conveyed from

the organisational vision and mission. Taylor stresses on the importance of the stakeholders to non profit sector as an equivalent to shareholders to private sector. In addition, she mentions some distinguishing aspects that characterize the non profit organisations like; commitment to community involvement due to ideological and/or social concerns, awareness of voluntary work and liability for rigid legal and political bylaws. Taking these exceptional attributes into consideration, some quality programmes realize the importance of having criteria that are particularly designed for excellence in performance of non profit government sector just as the MBNQA.

3.3. Health Care Providers

As it deals with human existing and human's well-being, health care sector became a very rich discipline to practitioners and academic research centres. Quality management in health care could imply cost management, empowerment of patients, competition between health care providers and quality of care itself. TQM practices in hospitals were delivered in several forms such as; EFQM Excellence Model, ISO and Malcolm Baldrige approaches, King's FUND, PACE and JCI. Some models proved effective in quality assurance and performance improvement while others showed less usefulness in aspects like organisational development and continuous improvement (Nabitz et al. 2000). In MBNQA, health care organisations go through self-assessment process and implement quality strategies using the health care criteria for performance excellence created by the Baldrige committee. The health care excellence framework is not specifically designed to measure these organisations' performance but it in fact follows a sector categorization which provides more precise assessment.

In a study conducted in Bolton Hospitals NHS Trust⁴ aiming at developing strategies for performance measurement, Naylor (1999) investigated the effectiveness of EFQM Excellence Model as one of the major strategies implemented to achieve excellence in the hospital. The study examines each criterion's implementation within different departments and illustrates then how the enablers and results assess the hospital's progress towards excellence. The study demonstrates usefulness of the model when applied to most of hospitals processes except few aspects that needed more review. For example; for the resources criterion, the criterion emphasises on financial and information resources plus equipments, assets and technology. Using the criterion and sub-criterion framework, the hospital examines how efficiently they

⁴ Established in 1994 to provide high quality clinical services in Bolton, UK.

deploy and monitor their resources against the continuous pressing constraints facing the management's endeavours to provide quality care within planned expenditure. It was slightly difficult to measure the financial performance with the increasing demand of expensive medical technology. For example; Naylor (1999) reported that in one year, NHS Trust has achieved its three financial targets which are; a balanced income and expenditure, a 6 per cent return on capital employed and to contain borrowing within the External Finance Limit. In spite of this numerical achievement, the Trust went through very brutal circumstances that year due to the closing of a nearby hospital emergency room which accordingly led to low score in EFQM resources criterion. It can be concluded that EFQM Model implementation in health organisations might not always be the appropriate strategic method to assess performance and pursue excellence. A one reason is that the extra focus put in processes may fail in addressing the areas that really contribute in accomplishment of business excellence.

3.4. Schools

“Koalaty Kid” is an early movement started in the 1970s in the USA's schools. The concept underpins the systematic learning process and aims at teaching kids how to develop their academic and interactive school activities (Fredricksson 2004). “Koalaty Kid” is an early quality improvement programme that took place in education sector. As to most business and industry sectors, schools and academic institutes implement TQM-based models to identify areas of strengths and improvement. In most cases, well-known business excellence models are deployed in academia whereas in some cases, schools implement models of self-assessment made especially for academia. Tarí (2008), based on a comparison made between schools and industry firms adopting the EFQM Excellence Model, suggests that models-based self-assessment in academia goes through a process of particular characteristics such as; the team involved in the assessment process are likely to belong to different hierarchal levels of an academic institute as opposed to most firms (industry, business, private and public) where senior management is usually the case. Many studies show that staff involvement (Top, mid and front line) in the assessment process and their awareness of how significant is their contribution to enrich and utilize the process play a very important role in organisations' endeavours toward excellent performance (Fedor et al. 1996; Folan & Browne 2005; McAdam & Leonard 2005).

3.5. Police Services

Police services and army, just like any other government organisation, seek excellence. With quite special characteristics and high security requirements, police services started to implement performance measurement frameworks and participate in excellence models awards to enhance their performance efficiency in ensuring security and public order at excellence levels of professionalism (Dubai Police 2010). Quality experts in the police services sensed the necessity to design some specific frameworks dedicated to excellence at police services like; the Terry Ryan Memorial Award for Excellence in Police Services in Canada (MADD⁵ 2008).

Due in part to the MBNQA excellence criteria, the US Coast Guard strive against cost cutting strategy turned into over-expectations performance. According to Irr et al. (2003), during the first four cycles, the Baldrige-based assessment process at the CG did achieve the excellent results they have expected for reasons the Coast Guard Leadership and Quality Institute summarized in the next table. The table also outlines the strategies they implement to overcome the problems and both challenges and accomplishments at the level of the self-assessment process and overall organisational level.

Problem	<ul style="list-style-type: none">◦ Ineffective education methods◦ Complexity of questions during data collection and interviews◦ Ambiguous processes◦ Poor involvement of staff
Solution	<ul style="list-style-type: none">◦ Simplified application process◦ Easy-style questions◦ Interest of staff
Challenge	<ul style="list-style-type: none">◦ Organisational resistance◦ Lack of qualified volunteers◦ Time conflict
Accomplishment	<ul style="list-style-type: none">◦ Self-assessment level:<ul style="list-style-type: none">▪ Learning process established▪ Volunteer work encouraged◦ Organisational level:<ul style="list-style-type: none">▪ Congress promised funding new fleet of ships and aircrafts

Table 3.1: MBNQA-based assessment by The US Coast Guard (Irr et al. 2003)

3.6. Cultural and Social Development Organisations

Major research conducted concerning performance improvement strategies and organisational excellence are found to lack studies investigating organisations of non-profit strategy which are completely devoted to support and promote cultural and societal awareness among communities. Fredricksson (2004) implies that this approach is relatively new in area of

⁵ Mothers Against Drunk Driving.

empirical investigation and scientific research. When it comes to performance measurement and excellence models deployment, cultural development organisations are likely to differ from other firms in terms of measuring and evaluating performance. Watson (2003) proposes that it is arguably difficult to apply measurement techniques to the services or products of social non-profit entities because, to larger extent, these services are:

- Subjective
- Not materialized
- Not heterogeneous
- Dependant on human interactions and relationships' impact

As mentioned earlier, this area of research requires intensive study to explore and identify the most appropriate evaluation and performance improvement strategies that are capable of considering intangible organisational objectives as adequate as any other types of organisations. A method could be ineffective (or otherwise) due to the principles it is based upon, the way it evaluates certain types of performance, the way organisations implement such methods and more will be investigated Data Analysis chapter.

Chapter 4- EFQM Excellence Model

This chapter provides an overview of The EFQM Excellence Model and its implementation in UAE and, in particular, in Abu Dhabi government cultural-social development organisations.

Total Quality Management philosophy represented in several forms of models and certifications was first adapted by UAE federal government in the late 1990s. Its early embracement was aligned with the launch of Sheikh Khalifa Excellence Award and right after this was Dubai Government Excellence Programme. In the year 2000, a decree issued requiring all federal ministries to apply for the ISO 9001 certification, and since then a number of local governments has started implementing TQM-based frameworks in their entities (SKEA 2008; DGEP 2006; Djerdjouri & Aleter 2007). The commonly used framework in UAE government is found to be the EFQM Excellence Model being used as the case in many federal, local and private organisations.

4.1. Historical Glimpse

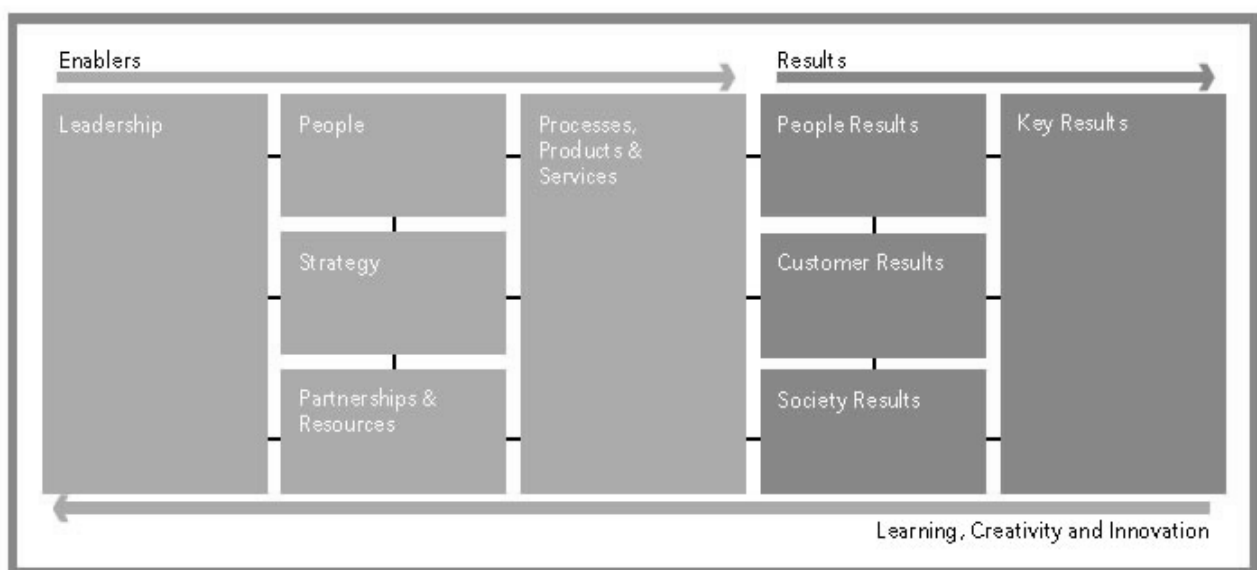
Founded in 1988 by CEO's of fourteen companies, The European Business Excellence Model as officially called has been launched and since then it becomes one of the top Business Excellence approaches adopted by countries from all over the world. Stirred by Japan and US quality movements and based on TQM principles, the EFQM framework was developed underpinning a number of business standards that involve nine quality criteria and a number of sub-criteria within each (Hardjono & Marrewijk 2001). The initial purpose of this foundation was to help organisations adopting their principles, improve competitiveness between European companies and between Europe and USA and Japan (EFQM 2010). Nowadays, the EFQM has broadened its domain of focus to cover almost all countries around the world as members of the foundation or implementer of its model. The foundation's current mission is to help organisations achieve sustainable excellence through learning, sharing and innovation using the EFQM Excellence Model as a framework (EFQM 2010).

4.2. The EFQM Excellence Model Framework

The Model is made of nine criteria five of which are Enablers (leadership, policy & strategy, people, partnerships & resources and processes) and four are Results (people results, customer results, society results and key performance results). (Figure 4.1) Each criterion is broken down into a number of sub-criteria clarifying what aspects fall within each criterion.

The Enablers indicate the required activities or actions from an organisation in order to achieve the Results which indicate the returns or consequences of the conducted activities or actions (Enablers). In other words, the framework is supposed to be a representation of the relationships between the concepts suggested by the model allowing organisations implementing it to realize what action leads to which result and how (Bou-Llusar et al. 2009; Bou-Llusar et al. 2005). The relationship between the two groups of the model's criteria can be described as cause-effect relationship as Results are caused by Enablers which in turn are improved using feedback from Results.

Figure 4.1: EFQM Excellence Model Framework (Source: EFQM 2010)



The model as a whole is conquered by Learning, Creativity and Innovation. These three concepts assist Enablers to improve Results and have also a stimulating influence on model's sub-criteria. A sub-criterion can be defined as a statement that describes what typically should an excellent organisation do, through the guidance provided below each.

The EFQM Excellence Model embraces a key principle that focuses on management's role in sustaining excellent performance for their stakeholders. In order for organisations to achieve this state of excellence, they are required to adopt a management approach that is based on eight fundamental concepts (no significance in order as shown in Figure 4.2):

- Achieving Balanced Results
- Adding Value for Customer
- Leading with Vision, Inspiration and Integrity
- Managing by Processes

- Succeeding Through People
- Nurturing Creativity and Innovation
- Building Partnerships
- Taking Responsibility for a Sustainable Future

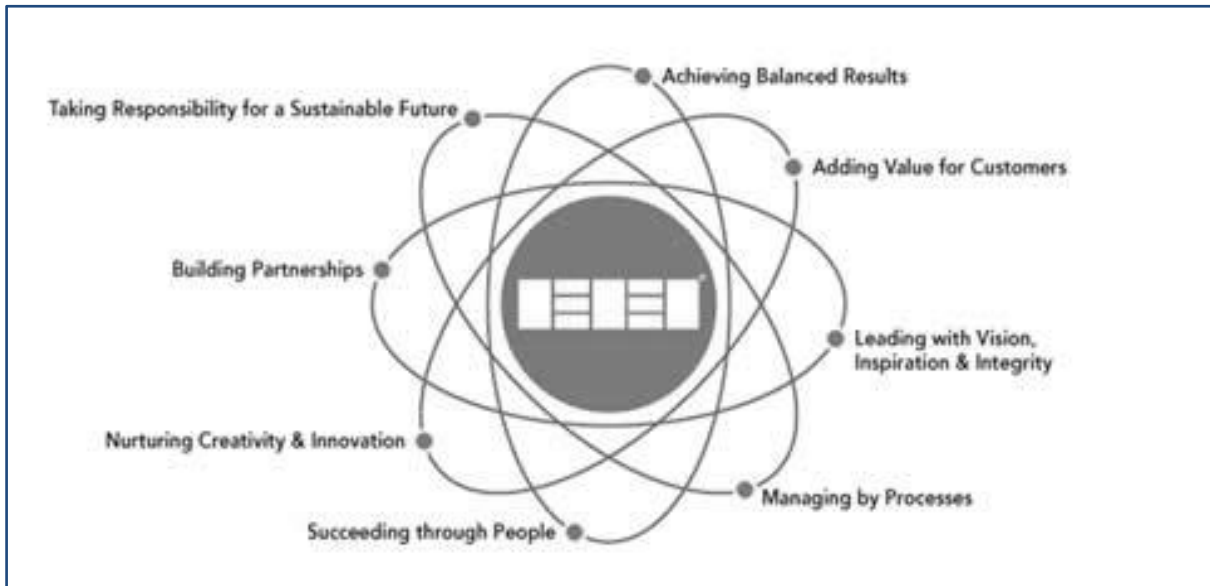


Figure 4.2: EFQM Fundamental Concepts (Source: EFQM 2010)

The EFQM Excellence Model has gone through a number of modification and enhancement processes since its launch, to comply with increasing demands of industries and even governments in a globe that undergoes changes constantly.

4.3. Excellence in Abu Dhabi

The above reviewed characteristics of the EFQM Excellence Model has contributed in making it the only TQM-based model adopted an international centre and a number of awards that are dedicated to improve excellence in UAE and Abu Dhabi government organisations in particular. The excellence initiatives founded in by Abu Dhabi leadership are:

4.3.1. Sheikh Khalifa Excellence Award

This award has been launched in the year 1996 by Abu Dhabi Chamber of Commerce and Industry introducing the adoption of the EFQM Excellence Model in UAE. The award encourages self-assessment and benchmarking approaches against the international EFQM Excellence criteria through the four categories it offers. The categories, based on the number of cycles an organisation wins and on scoring progress it shows, are; Diamond, Gold and

Silver categories which obviously emphasize demonstration of continuous improvement as the key concept of Organisational Excellence. SKEA is open to all sectors of the economic such as; manufacturing, services, trades, construction, financial sector, tourism, healthcare and professional sector. The award aims at improving and sustaining excellence at all local organisations (SKEA 2008).

4.3.2. Abu Dhabi Award for Excellence in Government Performance

First established in the year 2006, the ADAEP is dedicated to improve all Abu Dhabi government organisational performance through the adoption of TQM-based models and techniques. The award aims at the establishment of quality standards and benchmarks among entities which enhance organisational practices and eventually lead to excellent key performance results (ADAEP 2010). The award's categories are represented in the next figure.

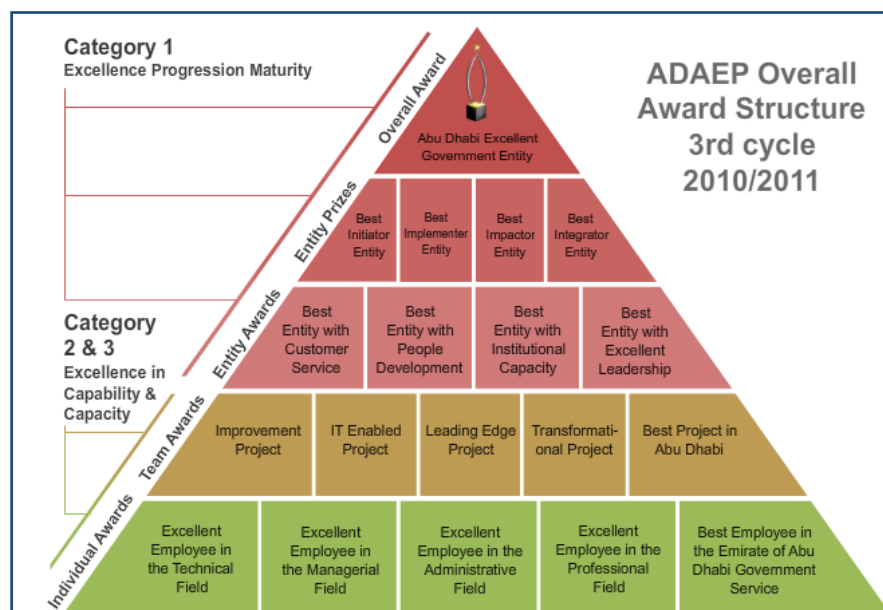


Figure 4.3: ADAEP Structure (Source: ADAEP 2010)

4.3.3. Abu Dhabi International Centre for Organisational Excellence

Specialized in Total Quality Management and Business Excellence, ADICOE provides training and consultancy services at organisational and individual levels. The centre offers training in TQM programmes mainly the EFQM framework for excellence within Abu Dhabi, UAE and the whole region. ADICOE's main objective is to create a culture of innovation and excellence and work to increase the awareness of continuous improvement

and sustainability aiming at making Abu Dhabi a regional and international centre for quality and excellence (ADICOE 2010).

4.4. EFQM Practice in UAE

The adoption of TQM activities in Arab World is relatively new, thus lack of knowledge and empirical investigation is the dominant situation in the region (Al Marri et al. 2007; Al Zamany et al. 2002). The last five years has witnessed an increasing awareness developed by UAE organisations' visions which underwent fundamental reformation based on quite new principles of which excellence is a major one. For example; number of organisations participated in ADAEP in cycle 3 is 100% more than those participated in cycle 1 five years before. The next chart illustrates the statistics of ADAEP's three cycles.

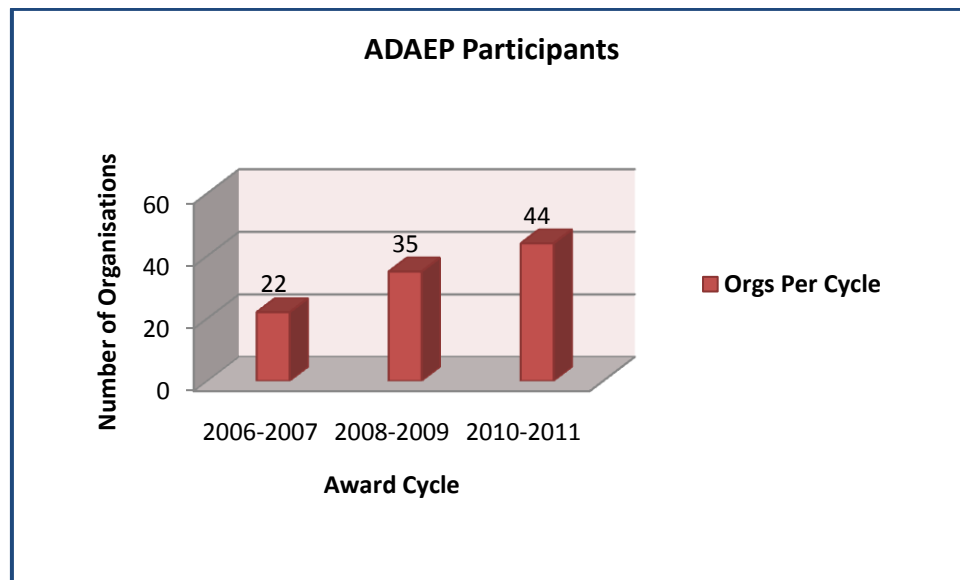


Figure 4.4: ADAEP Participants Organisations (Based on ADAEP Office 2011)

A study by Djerdjouri & Aleter (2007) investigating UAE public sector's readiness to EFQM Excellence Model deployment finds out that in spite of international accreditation some ministries have obtained, serious weaknesses are detected in EFQM implementation. This incompetency can be partly explained, according to Wong (1998) cited in Al Zamany et al. (2002), by inadequate understanding of TQM principles.

4.6 Implication from Literature

International studies discussed earlier suggest a number of affecting factors explaining why some organisations fail in fitting the EFQM Excellence Model within the frame they design

to their objectives. The proposed factors involve potential variations based on sectors, regions, politics, strategies, managements' attitude, and probably more depending on particular exceptional cases. At the same time, there are studies which argue that the effective implementation of the principles of the EFQM Excellence Model impacts bottom line business results (Adebanjo & Mann 2008). The remaining of this paper, considering Abu Dhabi government cultural-social case studies, examines the status of the EFQM application in terms of the way organisations carry out this process and what factors have affected its impact on those particular organisations.

Chapter 5- Methodology

This chapter presents the research methodologies deployed during data collection process, analysis of data and then findings. It also justifies the reason why certain methods worked better than others within the paper's context.

Different justifications lie behind the reason why a research is conducted and based on the rational, research methodology is selected (Barratt et al. 2010). In this research, a qualitative approach is developed integrating literature findings related to organisational excellence with findings from case study interviews. Background of the research problem, selection of the tools and method rational follow next.

5.1. Research Problem

In this paper, the author investigates organisational excellence as one of Total Quality Management concepts and reviews its roots, development and implementation. The paper provides an overview of a number of TQM frameworks and the relevant current practice in the field of quality. The main focus of this research is to examine the applicability of excellence models in different organisations in order to evaluate the effectiveness of the EFQM Excellence Model particularly in cultural/social development organisations. In addition to the mentioned research areas tackled in here, this paper provides a historical overview of well-known excellence practices and then focuses on the EFQM Excellence Model as the deployed framework in Abu Dhabi Government from which the author selected the three case studies.

5.2. Why This Method?

“... Methodological choices influence both the breadth and depth of what we know...”

(Allen et al. 2008)

To make the study as reliable as possible, the author goes for qualitative study instead of quantitative because the sample does not form solid ground for result build and generalization. The data resource in the three case studies is restricted to staff involved or being involved in one or more excellence practices. The reason is, from the author's perspective, staff's poor knowledge in areas regarding TQM principles and excellence programmes adopted by their own organisations. Thus, qualitative research approach is going to best answer our research question. Note taking and observation data gathering techniques

vary from complete participant to complete observer based on the interviewers and interviewees (Westbrook 1994). Another reason behind the research method approach used in this paper is because Excellence to Abu Dhabi organisations is still a concept that requires vast knowledge and intensive training before we put it out in process and await harvest. That's why it could help us more if we speak narrative rather than numbers at least in the very first research which particularly points out to Excellence practiced in Abu Dhabi cultural and social organisations. As mentioned earlier the data collection process involves staff from different organisational levels to inspect data accuracy and explore the level of involvement as a possible affecting factor to our results.

5.3. Data Collection Process:

The methodology deployed in this paper is selected to provide the most consistent answer to the research question. The methods are:

5.3.1. Literature Review

Literature review provides a historical overview of Total Quality Management principles and performance measurement frameworks. It also investigates the concept of organisational excellence and its adoption by a number of different sectors. The data collected from literature allows the paper to:

- Examine the concept of excellence and its applicability to different organisations/sectors.
- Evaluate the effectiveness of some excellence models addressing the differences in the application of the concept.

5.3.2. Case study

The primary empirical data collection method is case study. The selection of the three case study organisations (X, Y and Z) is based on

- Mission and objectives; all three organisations are non-profit entities aim at society development in terms of safe and security, community services and culture and heritage preservation.
- Average to good knowledge in quality practice.

- Have participated more than once in SKEA⁶ or ADAEP⁷.

Data collection from case study was conducted through semi-structured interviews with total of fourteen respondents (2 managers, 2 section heads, 2 consultants and 8 members of strategic planning, organisational excellence and quality and performance management departments) from the three case studies. The interviews took from 30 minutes to around one hour depending on the questions and interviewees' willingness to answer. The open questions allowed the author to probe and develop more questions and ask for examples to get into aspects significant to the research. The questions went beyond yes/no questions to give respondents enough space and comfort to comment and discuss the topics covered by the questions. Open interview helped the author to explain the questions and make them as simple as possible which ultimately added more reliability to research data (Naylor 1999). On the other hand, a short 1-5 point scale was used to measure respondents' perception on organisational excellence effectiveness in their contexts. In addition to that, the interviews were kept short (never exceeded 10 questions) to sustain respondents' motivation as suggested by Fellows and Liu (1997).

5.3.2.1. Interview Questions (Appendix 1)

The interview aims at enabling the author to build data base that helps in analyzing the findings and drawing the conclusion of this paper. It addresses the third objective of this paper which is:

- Examining the effectiveness of the EFQM Excellence Model deployed in cultural/social development organisations.

The questions vary in purpose from questions require information regarding the model itself in the sense of its complexity or easiness during implementation to others address organisational processes and activities undertaken during the model's implementation. The questions also attempt to examine the model's compatibility to the organisations' strategic objectives and whether it addresses efficiently organisations' stakeholders' needs, leadership style, learning process and communication linkages. In addition to that, organisations self-assessment ability is one of the interviewer's concerns to examine the benefits and drawbacks of the model in this particular context.

⁶ Sheikh Khalifa Excellence Award.

⁷ Abu Dhabi Award for Excellence in Government Performance.

The interview questions are:

1. When has your organisation started implementing the EFQM Excellence Model? If any others quality models or certificates have been implemented? What are they?
2. How long does the whole process take? Does it differ from previous years?
3. How many staff is involved?
4. Have you developed/changed/adopted strategies or policies based on previous EFQM feedback reports?
5. Knowing your organisational mission; does the model help you achieve your objectives and convey your mission and vision?
6. Did your organisation's stakeholders (employees, shareholders, community) benefit from the model's implementation? In what way? Example!
7. What sorts of self-assessment methods you carry out during model implementation; workshops, surveys, award simulations.
8. Have you experienced any difficulties when it comes to implementation of one or more of the model's criteria?
9. Do you think that the model needs some modifications or adjustments to fit more with you organisation's mission fulfilment and performance improvement?
10. Overall effectiveness of the model?

These questions aim at investigating aspects that fall within the following scopes:

- The management and staff awareness of the EFQM Excellence Model's usefulness in their organisations.
- The appropriateness of the model's criteria in assessing case study organisations' performance against its designed objectives.
- The procedures these organisations carry out during the model's implementation.

5.4. Data Analysis

The three case study practices are reviewed separately in a comparative manner using the Dynamic-Comparative Case Study Method (D-CCSM) (Fox-Wolfgramm 1997). This systematic approach links the literature part to the case studies' experiences in the implementation of the EFQM Excellence Model in pursue of organisational excellence. Another benefit of this technique is that it provides less complicated analyzable results. Based on the comparative analysis, discussion and conclusion is drawn.

5.5. Limitations to Data Collection

Some information regarding model's implementation and submission feedback are considered confidential was restricting the research's investigation. In addition to that, it is surprising that knowledge of some senior staff who works at quality and performance departments is very limited in areas like; TQM principles, performance measurements and self-assessment approaches. This defiantly affects the organisations' ability to critically adopt and evaluate what best serve their strategies in order to make required improvements and development.

Chapter 6- Excellence in AD Government: Case Study

This chapter examines the implementation process of the EFQM Excellence Model in the case study organisations and investigates the models' criteria effectiveness and the organisational competency during this process.

The case studies are three non-profit-society-development organizations (X, Y and Z) sharing in common a number of features (discussed in chapter 5) which contributes in categorizing the results of this study rather than generalizing it to all government sector for reliability and objectivity purposes. The effectiveness of the EFQM Excellence Model is evaluated in X, Y and Z. The collected information is meant to help the study examines whether the model is really helping these organisations in spite of their unique mission and objectives when compared to money making industry that has the exact features the model was developed to address?

6.1. Case Studies background

In order to provide a comprehensive analysis of how the three cases benefit (or otherwise) from implementing the EFQM Excellence Model, the paper critically reviews X,Y and Z's background and the effort they put in their pursuits towards excellence. This review significantly helps in evaluating the cases' capabilities and the model's effectiveness which consequently helps drawing reliable conclusion and recommendations.

6.1.1. Organisation X

X is one of the largest entities in Abu Dhabi government, aiming at:

- Build the trust between community individuals and the department.
- Enhance social and safety services provided to community members.
- Establish and sustain full responsibility and participation between community and the department in order to solve community safety threatening problems.
- Spread and increase a culture of safety and social awareness among community.
- Reduce crime and encourage community's contribution to this end.
- Ensure safe environment within districts.

6.1.1.1. Quality Practice: *A winner of 4 ADAEP & 13 SKEA*

The very first initiative X has taken towards performance development and quality enhancement goes back to the year 2000. The new vision of X begins with the introduction of what called; “Quality Committees”. These committees undertake research and development tasks that explore new trends in quality models and certificates which proved organisational effectiveness in the international leading industries. The committees’ reports contribute in strategy reformation and in the merge of Quality and Excellence Secretarial Committee with Strategic and Performance General Directorate. The merger signifies the excellence practice making it a fundamental part of the corporate strategy. Moreover, and since 2003, X has launched the first issue of “Quality” magazine.

6.1.2. Organisation Y

A service government authority aiming at:

- Provide Societal and environmental services to public including management of occasions, events, social enlightenment activities, exhibitions and programmes.
- Launch new services in which community can participate with a view to enhance their social safety.
- Build effective relationships with the community based on cooperation and credibility.

6.1.2.1. Quality Practice *A winner of 1 ADAEP and 1 MEEAI⁸*

Y is an ISO certified of strategic planning, performance management and support services. The management is setting standards and plans for an integrated management system (IMS) which involves securing ISO 9001:2008 for quality management and seeks ISO certification for environmental management system, occupational health and safety, corporate social responsibility, information technology, security techniques and information security. Y has also used the Balanced Scorecards in all divisions and departments in an attempt to measure the organisational performance and assess achievements against objectives. The implementation of the cards has been done via intensive integrated workshops and knowledge share bases. Y’s management signed a strategic partnership agreement with a leading quality

⁸ Middle East Excellence Institute.

association in UAE. After this agreement, Y sent a number of its staff to the Certified Excellence Assessor training, and four employees from the department of performance management have got certified.

6.1.3. Organisation Z

A medium size government organisation aiming at:

- Safeguard, manage and enhance national heritage.
- Promote and encourage creativity in the fields of arts and culture.
- Engage civil society by providing it with the means to develop cultural expression and knowledge.
- Enrich intellectual production, encourage the fine arts and expose Arab and Islamic heritage on a national and regional scale.

6.1.3.1. Quality Practice

Z's experience in quality is relatively weak. It has launched its five years strategic plan but no existence of quality specialized section or even team is included. From the whole entity, one team of twenty from different departments has been formed for a cycle of five months in order to prepare ADAEP (AD Award for Excellence in Government Performance) submission document. The team leader is qualified and experienced in TQM implementation while the rest of the team is new to TQM-based activities at both academic and practice level.

6.2 EFQM Implementation in Case Study

The adoption of the EFQM Excellence Model has begun in the three cases since 3-4 years. Although had started to implement it at almost the same time, X demonstrated superior performance in aspects related to the model in comparing to Z and Y as well. X's management has been involved in many quality practices as part of its strategy and organisational structure which focuses on triggering performance excellence initiatives and deploying world-class programmes. From a similar awareness yet through quite less effective attitude, Y is going through many changes aiming at achieving excellent performance. The management at Y has implemented a new managerial system and some performance measurement strategies. The least effort put in quality programmes is the situation of Z which has none of its staff whose occupation is related to quality or organisational performance

assessment. The EFQM Excellence Model implementation process is taking place in X, Y and Z. The three organisations' attitude in model's application is compared and contrasted in terms of implementation process, methods and approaches deployed, problems and obstacles encountered and benefits and advantages of the EFQM Excellence Model's use. (See also table 6.1)

6.2.1 The process

The model's implementation process took in X around 6 months. In the 2010 assessment carried out by X, the process went through fewer phases than previous years because they had been using the model already for assessment purposes in a number of departments. The process started by signing an agreement with a consultancy office to help in the submission preparation. Similarly, Y and Z signed contracts with consultants to work for them during model's document preparation. The next phase in X was the deployment of the self-assessment to identify areas for improvement. The process then began to get more integrated and collaborative involving 44 staff members from very different departments. Likewise, Y started with the self-assessment with 25 people from HR and Strategic Planning departments only. On the other hand, Z spent the first 3 months in orientation and teams' selection from different organisation's departments. This was quite helpful to Z which considers the EFQM Excellence Model implementation as a new phenomenon that requires knowledge built first before moving to the self-assessment procedure.

6.2.2 Methods and Approaches

Selecting the appropriate self-assessment approach should be a decision based on the organisation's requirements and expectations of the assessment's outcomes. In both Y and Z, this was a decision completely made by the consultants. Y mainly used workshops and regular meetings using a number of tools and techniques such as; charts and questionnaires to explain concepts and gather relative data from staff. Z also depended on workshops for discussing projects and information for the submission. In Y they proceeded to self-assessment right at the beginning of the implementation process distributing the criteria between the team members in the first workshop without introductory sessions. Whereas, Z held 2 orientation seminars where all employees were requested to attend in order to understand the model and what might be required from them to make best use of the whole process. On the other hand, workshops in X have very influential impact according to a mid

management interviewee who says: “A very special thing about our workshops is that we had people attending from other organisations. It’s because our management encourages best practice sharing and learning from quality experts. In every session, we highlight on challenging aspects and prepare material from our work environment and even outside to try and absorb it the next session we meet”.

6.3. Discussion

Research data shows that, based on the model’s framework, the process of measuring performance and evaluating organisational results in X, Y and Z shares some characteristics mainly in the administrative procedures undertaken prior and during the assessment process. Yet, major differences among the three cases are found in the fundamental requirements of the EFQM-based self assessment process in general and in the essential practices that affect the model’s value in particular.

The study results highlight some issues which happen to have a serious impact on the model’s effectiveness. Outlined next is interviewees’ answers and views on some relevant aspects of EFQM Excellence Model’s implementation process that took place within their organisations.

Organisation		X	Y	Z
EFQM Practice				
Procedural Issues	Years Since Model Adoption	4	3	3
	Purpose	-Performance improvement -Award participation	-Award participation	- Award participation
	Approach used	-Workshops -Reports -Charts and illustrations	-Workshops -Questionnaires - Charts and illustrations	-Orientation Seminar -Workshops - Charts and illustrations
	Duration of process	6 months	5 months	6 months
	Number of Staff	44	25	20
Conceptual Issues	Model's Feedback	-Not communicated -Changes made	-Not communicated -No changes	-Not communicated -No changes
	Benefit to Stakeholders	-Better integration	-Higher customer satisfaction	-People issues -No interaction with local community
Process/ Model Problem		-Service Delivery measurement	-People involvement & participation -Stakeholders' expectations	-Time -Evidence presentation -Customers identification

Table 6.1: Summary of results against the EFQM Model implementation

The above highlighted issues can be grouped into two categories; procedural issues and conceptual issues. While the earlier represents issues, activities and decisions taken by management of organisations pre, during or post model's implantation, the latter involves aspects related to the key concepts addressed by the model itself. The three organisations are at similar maturity level in application of EFQM, yet each falls in quite different level of expertise in general quality practice.

The complete implementation process that goes from model (and award) orientation, through data gathering, evidence collection, document preparation until finally ends up with submission document takes around 5-6 months in the three organisations. Many studies consider the EFQM Excellence Model as a time consuming framework which our results

relatively agree on. However, X has managed to transform the model's administrative and personnel requirements into regular tasks conducted by special committees which lessens the intensity of time required for submission.

The Self-assessment approach needed for implementing the model plays a significant role as the model itself in achieving excellent organisational results. This is an aspect in which the two cases fail to demonstrate efficiency. The problem in the two cases is lack of top management's commitment and self-assessment teams' as well. In Y, in spite of its very good skill diversity, the selection self-assessment team was restricted to HR and Strategic Planning departments causing conflicts to emerge during data collection process. Similarly in Z, the senior management was not involved in the process from beginning till end. They signed a contract with a consultant but they did not put real effort into the process and never encouraged lower management to do so. Poor commitment, low motivation and inflexible knowledge exchange contributed in reducing the usefulness of the self-assessment approach Y and Z adopted.

The crucial result organisations seek when adopting an excellence model is exploring their strengths and areas for improvement. The excellence model's feedback is meant to help in strengths and weaknesses identification if the organisation communicates its results to all staff members (Wiele and Williams 1996). This is the case of none of the organisations in this study. The reason why the assessors' feedback is not communicated to the whole organisation is not necessary at this stage; the effect of this phenomenon is that organisations, particularly those scored low, will most likely show no progress from cycle to another.

6.3.1. EFQM Excellence Model's Criteria

The criteria evaluation examines the model's ability in assessing X, Y and Z. The selected criteria are limited, in this study, to the following:

- Processes, Products and Services
- Customer Results
- Society Results

This limitation is because these criteria are the ones addressing the three case studies' key target towards societal-cultural development. It is not meant to neglect the rest of other criteria; it is only to help the study focuses on the aspects corresponding to research

objectives. Table 6.2 gives examples of each case's criteria application evidence based on interviews discussion.

Organisation Criteria	X	Y	Z
Policy and Strategy	-International Benchmark for best practice in strategy development	-Strategy is updated. -Major population survey.	-Strategy is communicated via media and big launch event. -No plan for strategy review
Processes, Products and Services	- ISO certificate -No systematic performance measurement for service delivery processes.	Integrated Management System (IMS); Balanced Scorecards and ISO certificate in strategic management (other areas are under process of getting certified).	- Major business processes not linked to customer expectations/needs
Customer Results	-Customer satisfaction survey. - Hotline -Complain centre	-Customer surveys and public -opened workshops to collect stakeholders' new demands on service development. -Hotline	-Numerous appearance in national and international media means. -No customer feedback report.
Society Results	-Participation in career fairs. -Health and Safety campaigns.	-Participation in career fairs. -Partnerships with organisations. -Emiratization. -Blood donation campaigns.	-Participation in career fairs. - Voluntary work. -Sport and social activities for community in partnership with other organisations. -Blood donation campaigns.

Table 6.2: Summary of results against selected EFQM Excellence Model Criteria

Rusjan(2005) stresses on the importance of understanding the relationships between criteria in order to maximize organizational excellence. Therefore, organisations may face complexity because of the many interrelationships and goals between model's all 32 criteria. From the simplified table above, linkages between criteria can be seen in the sense of some activities leading to others or some results indicating a certain level of input.

As a basic key concept of the EFQM Excellence Model, stakeholders' satisfaction has become the centre of organisation's concern towards excellence accomplishment. In criterion 1, Strategy& Policy, failure to map stakeholders creates barriers to Z in application of this criterion. This can be partially because of Z's dominance across the international community which widens its stakeholders' network.

In Processes, products and services criteria, X's service measurement might not provide clear picture of service delivery which will in turn affect key performance results. The point is the measurement system's capability to evaluate an activity such as; "enhancing social and safety services provided to community members". This process includes the establishment of social and safety principles, development and review, adoption from international foundations, cultural adjustment, community categorization, means of communication, and more. The challenge lies in the measurement's ability to go deep into all these aspects and identifies the strengths and weaknesses of the delivery performance which is not an easy task.

Similar situation occurs at Z's mission which may complicate the measurement process due to its non-numerical indication of good performance. They might spend months carrying out procedures consuming the budget whereas no measurable objective is achieved. This explains one aspect of performance measurement probable deficiency that may arise in this type of organisation.

Customer Result is of great impact affecting the three cases' quest for excellence. Implementation of this criterion provides helpful guidelines to X and Y in terms of;

- Regular collection of customer feedback reports.
- Learning from previous customer-oriented initiatives.
- Knowledge share among cross-departments staff.
- Training for staff interacting with customers or conducting customer satisfaction surveys.

X and Y each is the only provider of its particular service in Abu Dhabi Emirate so competition and market share are irrelative to each context in spite of Criteria 1 and 5 guidelines. Consequently, weak evidence or no evidence is likely to lead to low criteria score.

6.3.2. Evaluation of EFQM Fundamental Concepts in case studies

Merging the Eight Fundamental Concepts upon which the EFQM framework is based contributes in the realization of a sustainable culture of excellence. In each case study, measuring the management's perspective on the extent to which their organisation has achieved in creating an organisational culture with such attributes is used as an indicator of

the overall effectiveness of the model. Results collected from 14 interviewees are illustrated in table 6.3⁹(See appendix 2).

Concept	X	Y	Z
Achieving Balanced Results	3	3.2	2.33
Adding Value for Customer	3.66	4.2	2.8
Leading with Vision, Inspiration and Integrity	2.66	3.2	2
Managing by Processes	2.66	2	1.66
Succeeding Through People	3.66	3.2	2
Nurturing Creativity and Innovation	2.33	2.8	2.1
Building Partnerships	2.33	3.4	2.5
Taking Responsibility for a Sustainable Future	2.66	3.2	2.5
Total	2.87	3.1	2.2

Table 6.3: EFQM Fundamental Concepts Implementation in Case Studies

6.4. Findings

The above analysis leads to a number of findings related to each case study as follows:

6.4.1. Organisation X

The organisation represents one of the best examples in organisations' quest for excellence in the Emirate of Abu Dhabi-Government Sector. The EFQM Excellence Model along with many other programmes and initiatives allow X to build a strong quality database through which they learn, develop and share knowledge. X has some issues in service delivery measurement which affected the process of evidence collection. Otherwise, the model's frequent implementation with all activities accompany this process has positive impact on; leadership that encourages innovation and decision making traits, better inter and cross departmental communication, and more customer-oriented initiatives at organisational and individual levels.

⁹ Based on a 1-5 Scale

6.4.1.1. Data interpretation

The analysis of X practice shows that they are making obvious progress comparing previous cycles practices with the recent one which explains the level of maturity they have achieved in running and administrating the model's implementation. The open process of selecting the participants' staff indicates high level of empowerment given from the leadership of X to all their mid and lower management. It also contributes in motivating people which consequently increases their commitment and involvement in the model's adoption. One important indicator of the model's usefulness is the actions taken based on the critical areas the organisations should focus on. Considering this, X has established new education and training strategies to include 3000 employees in light of last EFQM feedback. They also made a strategy update right after this year's cycle.

6.4.2. Organisation Y

Y is entering a new revolutionary phase in terms of its strategic profile. The management has adopted a number of strategies and methodologies in order to achieve their mission and objectives through quality based framework. In term of EFQM, Y has lacked the knowledge and miss-selected the appropriate procedures required to utilize the model's and make use of it. They face the problem of low involvement which also affects the process. Y can achieve and maintain Excellence performance through good and integrated application of the EFQM Excellence Model.

6.4.2.1. Data Interpretation

Results analysis indicates that Y did not allow for suitable involvement of staff that is interested and capable of making the EFQM application successful to the largest extent possible. This affected the communication of data and evidence during implementation process. Lack of knowledge in Excellence models and particularly in EFQM framework justifies the complete rely on consultants which has never turned out to any good results for Y. At the same time, Y inaugurated a renewed customer service centre which includes customer care, call centre and electronic services as part of their developing understanding of stakeholders' satisfaction.

6.4.3. Organisation Z

Although Z is a leading cultural entity in its region, the management neglected the internal processes which have led to poor understanding of stakeholders' needs. This is the major pitfall affecting the EFQM Excellence Model's integration within its strategy. The model's assessment is not perceived as an approach useful for identification of areas of strengths and weaknesses, performance improvement and strategy review. Instead, the model's implementation is taken as an activity Z is obliged to as one of Abu Dhabi Government regulations. The result is that management handles all the vital learning opportunities to consultancy.

6.4.3.1. Data Interpretation

Results of Z suggest that they put very little effort in incorporating the model's requirements into their objectives. Data shows that they had a good start by model's use orientation but then the top management has withdrawn affecting the decision making and action plan processes, stakeholder-based strategy review, identification of strengths and weaknesses and the overall usefulness of the model. In review of Z's initiatives taken in light of EFQM previous feedback reports or model's implementation outcomes, no any action plans were taken. In addition to that, Z has made no development in teams' formation, assessment methods and consultants' dependency.

6.5. A General Perspective

It is arguable that EFQM does not provide clear understandable relationship description between all its 32 criteria and guidelines. Therefore, it can only describe the strengths and areas for improvement but it cannot offer any guidelines about decision making process in order to defeat these problematic areas. A description of the Baldrige award which can also be applied to the EFQM model suggests that "Baldrige is like a thermometer, it tells you what your fever is, but it doesn't tell you how to get well" (Rusjan 2005). Organizational purpose of the EFQM model is to guarantee appropriate decision-making about the areas to address (levers) and the results related to sub-criteria. Organizational Excellence is improved through improvement of results in 32 sub-criteria of the model. Thus, The EFQM Model is a framework designed for diagnosis purposes leading to appropriate decision and action plan make if implemented right (Medhurst & Richards 2010).

Chapter 7- Conclusion and Recommendations

This chapter proposes a number of recommendations based on previous chapters findings. It then draws the research's conclusion and highlights in study limitations and suggests further research topics.

7.1. Barriers to Excellence

The EFQM Model's objectives share many similarities with the objectives of the paper's case studies in particular and with cultural-societal organisations in general (Dickens 1994; Oakland & Porter 2005; Fredriksson 2004). This similarity implies that implementation of any TQM model would normally turn successful. However, the discussion in previous chapters concludes that there are number of factors that might stand as barriers from implementing the EFQM Excellence Model.

7.1.1. Unclear Stakeholder Identification

The sole profound concern of all TQM models and quality certificates is “stakeholders’ satisfaction”. Losing customers’ interest in an organisation’s service or product affects all other aspects of organisational development and success. Thus, the EFQM Excellence Model emphasizes the organisations’ effort in understanding their stakeholders’ mentality, needs and expectations, achieved by undertaking a set of activities (Enablers) in order to realize excellent outcomes (Results). In the case study, the issue of unclear identification of stakeholders (staff, direct/indirect customers, clients, contractors, competitors and local/international community) appears several times causing conflicts and difficulties in the assessment of some criteria (processes, people, customer results and key performance results).

7.1.2. Unincorporated Implementation Process

Quality programmes are applied in most situations in a very superficial way while organisations are in desperate need for radical deep change or development (Harington 2011). While X adopts and implements EFQM as part of its strategy, Y and Z isolate the activity as a very separate programme making it difficult to be integrated within people’s professions.

7.1.3. Ineffective Leadership

Management are not involved in some cases and instead they delegate all model implementation activities to consultants which lead to; demotivating the staff who were eager to work in this task, making decisions based on consultants general knowledge, losing learning opportunities and reducing the overall excellence fulfilment level.

7.1.4. Un-communicated Results

Communicate organisational development to attain not only people's physical participation but full commitment to the process. Organisations tend to learn very little about the EFQM Excellence Model due to the priority they give to administrative performance rather than mission (Watson 2003). Sharing the assessment feedback is a right all employees should have as it criticizes their own individual and collaborative performance. Communicating and understanding the model's advantage is found neglected also which makes the implementation of the EFQM Excellence Model useless.

7.2. Recommendations

Based on literature revised and case study results analysis, this research comes up with a number of recommendations to governments and organisations in the form of guidelines to be followed pre and post EFQM Excellence Model implementation process.

7.2.1. Know Your Stakeholders

Meeting stakeholders' needs has opened up the gate to organisational excellence in many international examples of firms and entities going through evolutionary progress towards world-class business. Before getting involved in EFQM Excellence Model-based assessment, there are a number of techniques that can be conducted to help the organisation consider all stakeholders' related aspects such as; stakeholder mapping, power/interest matrix and categorizing stakeholders.

7.2.2. Select the Approach

Self assessment is a one option of an open number of methods organisations conduct for their strife for excellence. Regardless to the approach chosen to be adopt, there is a number of stages through which self assessment process should go; developing management commitment, communicating self-assessment plans, planning self-assessment, establishing teams and training, conducting self-assessment, establishing action plans, implementing action plans and review (Tarí 2008). The selection of which approach to be adopted varies depending on the availability of resources. There are several approaches using EFQM help in identifying strengths and areas for improvement such as: pathfinder, benchmarking, detailed analysis. In other words, the selected approach should be the one capable of translating the requirements into design specification (Harrington 1997).

7.2.3. Incorporate the Process

Organisations are encouraged to assimilate regular work activities together with the model's implementation (any adopted self-assessment) (try to give an example). This conveys the model's conceptual framework into a more practical evaluation making areas for improvements and even points of strengths much clearer. Excellence models integration within organisation's strategy as essential means of performance improvement technique requires high level of management involvement and participation of people from different organisational levels. This would reflect in the whole self-assessment process in a very enriching way in term of; knowledge share, effective vertical and horizontal communication and finally performance improvement as a result.

7.2.4. Lead the Excellence Team

Leadership of excellence and excellence in leadership are topics of great impact and significance in current organisational development management. The results of this paper show that leaders who; speak the model's language, lead and let led in aspects particularly related to customer interaction, share knowledge including drawbacks, offer learning and training opportunities in quality improvement areas and finally make decisions based on results of above activities.

In the next statement, the quality guru Philip Crosby describes the role of leadership in changing organisational culture into a culture of quality and excellence. He says:

“The process of installing quality improvement is a journey that never ends. Changing a culture so that it never slips back is not something that is accomplished quickly. Changing a culture is not a matter of teaching people a bunch of new techniques, or replacing their behaviour pattern with new ones. It is a matter of changing values and providing role models. This is done by changing attitudes” (Crosby1984).

7.2.5. Share Results and Improve Learning

Communicating the results after the model’s implementation helps people and management to take effective action plans based on strengths and weaknesses identification. It also creates an integrated culture where knowledge and lessons learnt contribute in achieving performance excellence. It is suggested to establish quality teams or committees in charge of quality research for continuous improvement and increase quality awareness among employees. Seek agreements and partnerships with quality experts and EFQM centres to develop organisation’s skills in such models implementations and in adopting other programmes that help strategic objectives achievement.

7.2.6. Personalize Your Own Model

A tailored version can be useful for our case study organisations as they can adjust some of the sub-criteria in Strategy, Processes, Customer Results and more to coop with the their strategic objectives and internal processes .Measurement systems and performance indicators in culture and society development organisations can be developed to consider the uncertainty of stakeholders responses or “feelings” as described by Fredriksson (2004). The proposed model has to take into account that processes and activities in such organisations are produced on demand of customers which affect the objective measurement of these processes outcome (Watson 2003). In addition, using a personalized framework, allows organisations to prioritize assessment criteria based on their strategies and objectives (Rujsan 2005).

7.3. Conclusion

The review of literature in business/organisational excellence, TQM principles, performance measurement methods, self-assessment, excellence awards and models, and international and regional studies in EFQM implementation in quite different sectors proofs the extensive effort researchers have demonstrated. Nevertheless, still, there is a need for studies that provide explanation on how to utilize such frameworks to fit within organisations particular objectives.

In conclusion, the examination of the EFQM Excellence Model's concepts, the evaluation of the self-assessment approaches and the model implementation's effectiveness in the research case studies suggest that the non financial social and cultural objectives do not interfere with the model's assessment capability. It might complicate the process of understanding the criteria due to the incomprehensive description of the intangible strategy, resources and processes examples. The deficient results found in the case studies can be generalized to the common practice and attitude which less experienced organisations show. Also, the dependency on consultancy services contributed in the poor understanding of the model's requirements which in turn affected the action plans the managements are supposed to take in order to overcome weaknesses identified.

This research illustrates that Abu Dhabi government organisations are not showing similar attitude in adopting the EFQM Excellence Model. The results depict that more experienced organisations in different quality initiatives which dedicate greater effort in performance improvement will probably progress in quality management and their performance will improve accordingly.

7.4. Limitations of the Study and Suggestions for Further Research

This study was limited to three Abu Dhabi government organisations so further investigation is suggested to be done in a wider range of entities. The study reviews some good quality practices using for example the MBNQA. It is worth studying to analyse the context of some cases against models other than the EFQM to test better suitability. In addition, further research can look into all approaches implemented in Abu Dhabi government to investigate what works better in which sector?

The study provided an examination of the effectiveness of the EFQM Excellence model evaluating the management's ability in handling the implementation process and the models suitability in assessing case studies. A recommended study may examine the model's effectiveness by monitoring and measuring the performance development of an organisation throughout a number of years of adopting the model. Such a study can argue whether the model can help organisations overcome their organisational performance defects or not.

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Appendix 1: Interview Questions

General Qs:

1-When has your organisation started implementing the EFQM Excellence Model? If any others quality models or certificates have been implemented? What are they?

2-How long does the whole process take? Does it differ from previous years?

3-How many staff is involved?

- Levels of management and work distribution.
- Which departments?

Policy and Strategy Qs:

4-Have you developed/changed/adopted strategies or policies based on previous EFQM feedback reports?

- Policies regarding: performance indicators to measure objectives accomplishment.

5-Knowing your organisational mission; does the model help you achieve your objectives and convey your mission and vision.

- Do you expect it would in future?
- What decisions, plans you should take/set to achieve so?

Stakeholders Qs:

6-Did your organisation's stakeholders (employees, shareholders, community) benefit from the model's implementation? In what way? Example!

- Compare performance with stakeholders' expectations
- Improved future plans

Leadership Qs:

7- What sorts of self-assessment methods you carry out during model implementation; workshops, surveys, award simulations.

- Decisions taken.
- Empowerment. How is going on?
- Knowledge sharing.

8- Have you experienced any difficulties when it comes to implementation of one or more of the model's criteria?

- Example of a task or activity that does not fit well under a criterion; the statement could not entirely describe the activity or its outcome.

9- Do you think that the model needs some modifications or adjustments to fit more with you organisation's mission fulfilment and performance improvement?

- Criteria
- Weighing
- Scoring

10- Overall effectiveness of the model

- Performance improvement
- Communication
- Objectives achievement

Appendix 2: Evaluation of EFQM Fundamental Concepts

How do you rate the fundamental key concepts realization in you organisations on a scale of 1-5?

1: No opinion 2: Could be Improved 3: Very Well 4: Excellent 5: Best and can be Proved

Concept	No opinion 1	Could be Improved 2	Very Well 3	Excellent 4	Best and can be Proved 5
Achieving Balanced Results					
Adding Value for Customer					
Leading with Vision, Inspiration and Integrity					
Managing by Processes					
Succeeding Through People					
Nurturing Creativity and Innovation					
Building Partnerships					
Taking Responsibility for a Sustainable Future					