

Improving Your Organisation

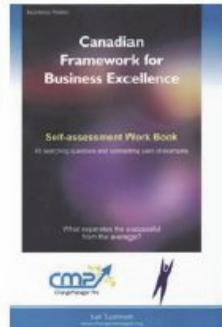
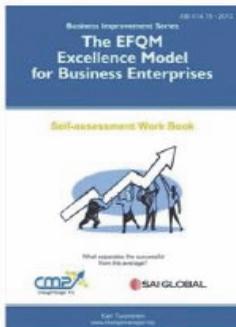
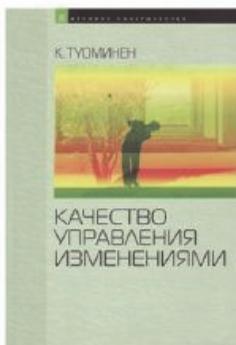
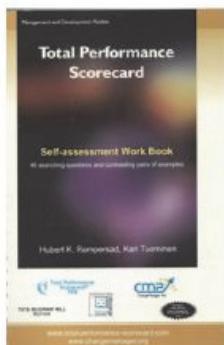
a portfolio of practical guides



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Translation and publishing rights



Improving Your Organisation

a portfolio of practical guides

When implementing a management system or business excellence model, it can be difficult to know if you're on the right track. Even those organisations who have been certified or have current systems in place need to know where they are compared to similar organisations.



These books help to determine a benchmark for your organisation. They are also useful for providing new ideas, alternatives to current operations and as a continual improvement tool.

ChangeManager Pro (CMP) Improvement guides are published by Benchmarking Ltd, Finland with extensive experience in business improvement methodologies. These publications and software are jointly developed with Excellence Finland (a member of EFQM), Nordic Innovation Centre, Finnish Standards Association, National Board of Education, SAI Global Australia, SME Foundation, Teknologiainfo Teknova, The Federation of Finnish Enterprises, The Finnish Association for Human Resource Management - HENRY ry, The Finnish Work Environment Fund, The Finnish Ministry of Trade and Industry

Our current international partners are: EFQM Brussels, SAI Global Australia, Swedish Standards Institute, Danish Standards, Latvian Association of Business Consultants, Alpina Business Books Russian, Tata McGraw Hill India, Uitgeverij LEMMA BV Netherland, American Society for Quality, ASQ, USA, The European Institute of Public Administration (EIPA), Standards and Quality, Russian, Dawson Books, UK.

Innovative and inspiring way to start learning, improving and changing

aim high

These easy-to-read manuals present the contents of various management models through self-assessment criteria, and help decipher the technical language that may be used in Standards or Management Guidelines.

Every point or Clause is illustrated by an example from an average organisation and an example of an above-average, successful performer. This helps to prioritise areas for improvement and to understand the features and benefits of the various frameworks.

test yourself

The self-assessment model aims to bring different viewpoints together to map out developmental needs quickly, systematically and in a participative manner.

It shows areas that should be developed, where people agree or disagree and what people are already committed to. On this basis, a meaningful development project can be planned.

from start to finish

The **Guides to a better organisation** can be used at any stage of a management system – before one is implemented, to help understand a current system, continually improve a system, or as a check-up between audits.

Development models as everyday stories

According to the main author of the Business Improvement Series Kari Tuominen, when you read a good development guide, learning and change start immediately.

Together with a wide range of experts in their respective fields, Kari Tuominen, Benchmarking Ltd, has designed this series of development guides for organisations. Every book tells the adult reader a good story, presents them a development model by way of interesting details. The theory and examples given in each book help you to understand what the matter to be learned will mean to you in practice, Tuominen summarises.

– It should be possible to read the book through at one go, or two at most, so that you can still remember what was said at the beginning when you reach the end.

In these books examples and stories are used to illustrate typical characteristics of average organisations, and how they operate and think, Kari Tuominen explains. The reader can recognise familiar things and it is easier for him to learn how something new can be linked to something already known.

As a contrasting element to the above, the opposite side of the page tells the story of a successful organisation, how people act and think in a well-managed organisation or in one that has successfully gone through a process of change, Tuominen says.

– The books do not attempt to teach or force any particular model on the reader; interpreting the contents of the book is the reader's job. The readers compare the two different stories and, in their minds, create a story that is appropriate for them.

Examples taken from successful organisations help us to raise our limits and give us the courage to set our own targets higher, Kari Tuominen believes.

– We learn everywhere by seeing differences. We also realise what factors go to make a successful performance. The successful are different from the average because the successful think and act differently.

These books can be adapted as a development tool and training material for both public organisations and business enterprises.

Every point or Clause is illustrated by an example from an average organisation and an example of an above-average, successful performer. This helps to prioritise areas for improvement and to understand the features and benefits of the various frameworks.

What does self-assessment mean for an organisation?

A constructive approach to self-assessment creates the basis for the successful launch of a development project.

The self-assessment process supports the organisation's need and preparedness for development by mapping out needs quickly, systematically and in a participative manner.

Self-assessment quickly shows what should be developed, where people agree or disagree and what people are already committed to. It is on this basis that the real development project is planned.

Self-assessment is a good first step in applying the quality awards model, building a quality management system, implementing the six sigma development model or launching a programme of process development or benchmarking.

Self-assessment can also be used to test change management skills, monitor the progress of a development project, and measure the outputs of a project and their sustainability.

What can you gain?

Self-assessment lets you:

- Discover what people think about the need for change
- Identify the topics seen as important
- Find out how good you are and how good you should be
- See which opinions differ, which are the same
- Know what are people already committed to

Carrying out the survey in itself:

- Makes us think in different ways and start learning
- Creates a better understanding of change management
- Encourages people to set higher targets
- Creates commitment to change

Reinforces the feeling that everybody is appreciated.

Development training

With this series of guides your organisation can draw up a *leadership and development coaching programme*.

Who is the coaching meant for?

The coaching is intended for top management, for people involved in development and quality tasks and for managers and employees who need development skills.

What is the objective of development?

The objective of development is to improve the participant's ability to understand, select, apply and learn tried and proven development models and to use them in launching a development programme and achieving the development targets.

Coaching may address such issues as:

- learning to understand the business operation as a whole
- improving management and development skills
- learning the quality award model and drawing up an application
- learning management standards (quality, health, safety, environment, personnel, corporate social responsibility, project management)
- developing the operational system
- implementing a development project (planning, implementation, follow-up of results and learning from results).

What is the content of the coaching?

The organiser of the coaching or each participant may choose the guides that are suited to their own goals.

For many of books there is also a *brief version* available, depending on the level at which the participant wants to approach the issue at hand.

How is the coaching carried out?

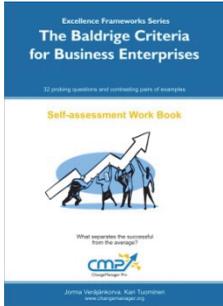
Coaching can be done as distance learning with supplementary training days or as part of a more extensive coaching programme.

Excellence Frameworks – Baldrige

Each book describes the contents of the Malcolm Baldrige Performance Excellence Framework, using questions and contrasting pairs of examples. The book will help you to identify the need and readiness for change, and will assist you with understanding the Excellence Framework in question by comparing your own practices with those of successful organisations.

The Baldrige Criteria for Business Enterprises

ISBN: 978-952-228-563-8,
e-book: 9789523423664, 118 pages



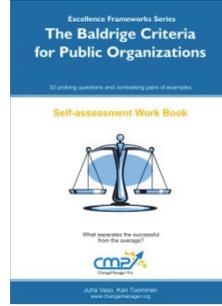
A self-assessment workbook that uses the structure of the Malcolm Baldrige Performance Excellence Framework. The book uses practical examples and everyday events to open up the Baldrige Criteria from the perspective of a Business Enterprise.

Each assessment point in the book is illustrated comparing how average and excellent organisations perform.

Examples taken from successful organisations help us to raise our limits and give us the courage to set our own targets higher.

The Baldrige Criteria for Public Organizations

ISBN: 978-952-228-562-1,
e-book: 9789523423671, 118 pages



A self-assessment workbook that has been drawn up as a self-assessment tool for organisations in the public sector and central and local government.

The page presents examples, events, sayings and anecdotes, so that the

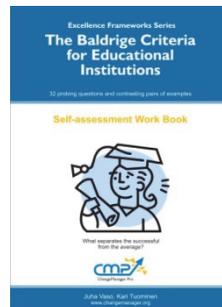
reader can understand the reasons and consequences without explanation.

The books do not attempt to teach or force any particular model on the reader; interpreting the contents of the book is the reader's job. The readers compare the two different stories and, in their minds, create a story that is appropriate for them.

The Baldrige Criteria for Educational Institutions

ISBN: 978-952-228-561-4,
e-book 9789523423688, 118 pages

The book makes it easier to involve the entire staff of the educational institute in launching development.



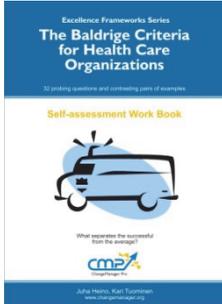
Excellent educational institutions assess their own operations regularly and use this information to predict demands in their operating environment. This forms the basis for the self-assessment and self-improvement in this manual.

Using the Baldrige Criteria, it provides a series of 32 questions and contrasting pairs of examples specifically for educational facilities to help evaluate their performance.

Excellence Frameworks – Baldrige

The Baldrige Criteria for Health Care Organizations

ISBN: 978-952-228-560-7,
e-book: 9789523423695, 118 pages



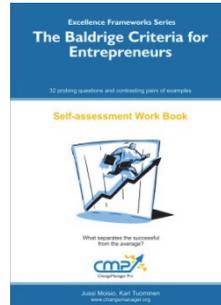
A self-assessment workbook that uses the structure of the Baldrige Criteria to help health care organisations in both public and private sectors initiate and implement organisational improvement.

The book helps organisations identify areas that need improvement, helping the organisation make assessment more reliable and increasing the commitment of those participating in the project.

Since evaluation is based on peoples' opinions, all interpretations of what needs to be developed are correct. The research methodology is primarily to clarify what people are already committed to. It is assumed that people in an organisation know the right answers if they are asked the right questions.

The Baldrige Criteria for Entrepreneurs

ISBN 978-952-228-559-1,
e-book: 9789523423701, 118 pages



A self-assessment workbook that uses the structure of Baldrige Criteria and ISO 9001. The book describes the operating principles and philosophies of professionals who are at the same time entrepreneurs.

The examples are especially applicable to self-employed persons, where the staff comprises the entrepreneur him – or herself.

The examples are applicable to professional enterprises, whatever their size as well as internal specialists in an organisation.

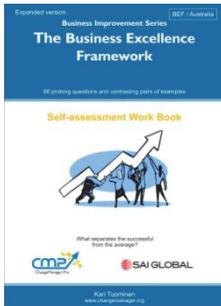
Business Excellence Frameworks – BEF

Excellence Framework – BEF (Australia)

Each book describes the contents of the Business Excellence Framework (BEF, Australia), using questions and contrasting pairs of examples. The book will help you to identify the need and readiness for change, and will assist you with understanding the Excellence Framework in question by comparing your own practices with those of successful organisations.

The Business Excellence Framework

ISBN: 978-952-228-785-4,
e-book: 9789523423664, 185 pages



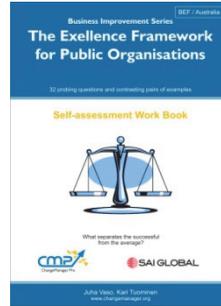
A self-assessment workbook that uses the structure of the Business Excellence Framework (BEF). The book uses practical examples and everyday events to open up the BEF Criteria from the perspective of a Business Enterprise.

Each assessment point in the book is illustrated comparing how average and excellent organisations perform.

Examples taken from successful organisations help us to raise our limits and give us the courage to set our own targets higher.

The Excellence Framework for Public Organisations

ISBN: 978-952-228-784-7,
e-book: 9789523423671, 115 pages



A self-assessment workbook that has been drawn up as a self-assessment tool for organisations in the public sector and central and local government.

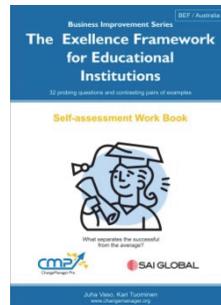
The page presents examples, events, sayings and anecdotes, so that the reader can understand the reasons and consequences without explanation.

The books do not attempt to teach or force any particular model on the reader; interpreting the contents of the book is the reader's job. The readers compare the two different stories and, in their minds, create a story that is appropriate for them.

The Excellence Framework for Educational Institutions

ISBN: 978-952-228-783-0,
e-book: 9789523423688, 115 pages

The book makes it easier to involve the entire staff of the educational institute in launching development.



Excellent educational institutions assess their own operations regularly and use this information to predict demands in their operating environment. This forms the basis for the self-assessment and self-improvement in this manual.

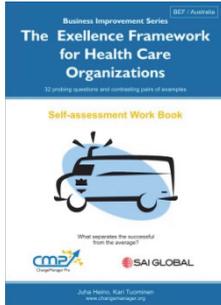
Using the BEF Criteria, it provides a series of 32 questions and contrasting pairs of examples specifically for educational facilities to help evaluate their performance.

Business Excellence Frameworks – BEF

The Excellence Framework for Health Care Organizations

ISBN 978-952-228-782-3,

e-book: 9789523423695, 115 pages



A self-assessment workbook that uses the structure of the BEF Criteria to help health care organisations in both public and private sectors initiate and implement organisational improvement.

The book helps organisations identify

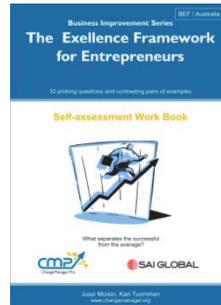
areas that need improvement, helping the organisation make assessment more reliable and increasing the commitment of those participating in the project.

Since evaluation is based on peoples' opinions, all interpretations of what needs to be developed are correct. The research methodology is primarily to clarify what people are already committed to. It is assumed that people in an organisation know the right answers if they are asked the right questions.

The Excellence Framework for Entrepreneurs

ISBN: 978-952-228-781-6,

e-book: 9789523423701, 115 pages



A self-assessment workbook that uses the structure of BEF Criteria and ISO 9001. The book describes the operating principles and philosophies of professionals who are at the same time entrepreneurs.

The examples are especially applicable to self-employed persons, where the staff comprises the entrepreneur him – or herself.

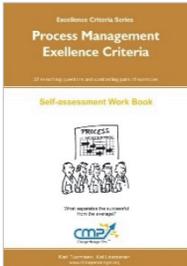
The examples are applicable to professional enterprises, whatever their size as well as internal specialists in an organisation.

Excellence Guides

The book and the Criteria applied (EFQM, Baldrige and BEF) will help you to identify the need and readiness for change by comparing your own practices with those of successful organisations.

Process Management – Excellence Criteria

ISBN: 9789523422001,
e-book: 9789523422018, 119 pages



A self assessment workbook that shows how the *EFQM*, *Baldrige* or *BEF* framework can be used to provide an understanding of process management.

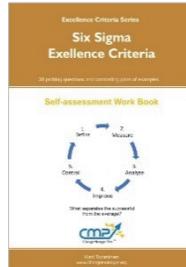
Using the *EFQM*, *Baldrige* or *BEF* framework, the book

contains questions that enable you to evaluate your own organization's management methods by comparing them with the process management operating model.

The book, questions and self evaluation process can be adapted as a development tool and training material for the organisation even if the organisation does not adopt the process management model.

Six Sigma – Excellence Criteria

ISBN: 9789523421981,
e-book: 9789523421998, 126 pages



A self-assessment workbook that uses the *EFQM*, *Baldrige* or *BEF* framework to provide an understanding of the Six Sigma.

This book addresses the two facets of the Development Model – **Leadership** and **Management**. It uses the

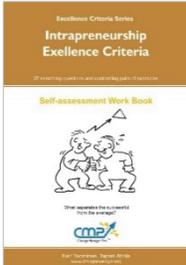
EFQM, *Baldrige* or *BEF* criteria, together with examples from organisations that have effectively applied Six Sigma, to analyse an organisation's *leadership capabilities* and the Six Sigma *Development Process* to assess its management capabilities.

Since many of the principles are typical of any development model, the evaluation process can give you valuable ideas for the development of your own model.

Development Guides

Intrapreneurship – Excellence Criteria

ISBN: 9789523421967,
e-book: 9789523421974, 133 pages



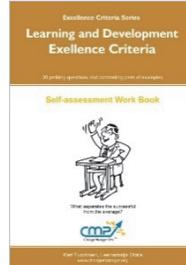
A self-assessment workbook that shows how Intrapreneurship, an entrepreneurial way of thinking, acting and feeling, can be applied to the functions of an organisation to find more efficient ways of operating and to create opportunities for employees.

This book uses practical examples of how people normally act in a situation and how they could act as an Intrapreneur in the same situation. The book also helps to project the *EFQM*, *Baldrige* or *BEF* framework to a personal level.

The book introduces two people in positions of responsibility, Pete and Larry. They are both respected professionals, but they seem to have a different approaches and ways of thinking and acting.

Learning and Development – Excellence Criteria

ISBN: 9789523421943,
e-book: 9789523421950, 106 pages



Investors in People is an international standard for the continuous improvement of people's competencies and skills.

Using the *EFQM*, *Baldrige* or *BEF* framework and Investors in People Standard (IIP)

this book can be used as an effective tool to build and improve competence and skills.

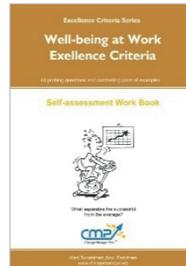
The book provides an insight into the principles underpinning a learning, developing organisation. It will increase understanding and provide a sense of the organisation's development potential.

Well-being at Work – Excellence Criteria

ISBN: 9789523421240,
e-book: 9789523421257, 130 pages

A self-assessment workbook that uses the *EFQM*, *Baldrige* or *BEF* framework to provide guidance on the establishment and implementation of an *Occupational Health and Safety Management* (OH&S) Programme.

OH&S activities are successful when they are part of an organisation's normal cooperation between different parties.



The book presents pairs of examples that highlight questions of OH&S management as each organisation develops its own program along the way towards a model that ensures better work capacity.

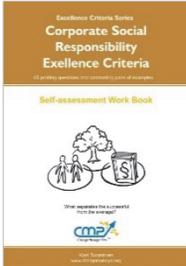
The objective of this book is to improve health, safety and well-being at work and thus enhance performance.

The book, questions and self-evaluation process can be adapted as a development tool and training material for the organisation even if the organisation does not adopt the OH&S and well-being approach presented in the book.

Excellence Guides

Corporate Social Responsibility (CSR) – Excellence Criteria

ISBN 9789523421448,
e-book: 9789523421455, 136 pages



A self-assessment workbook that uses the *EFQM*, *Baldrige* or *BEF* framework to provide guidance on how a company's operations influence its corporate social responsibility.

CSR in this context is good corporate citizenship in compliance with

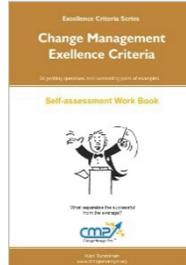
sustainable development and encompasses economic, environmental and social components.

This book presents pairs of examples that highlight different issues of social responsibility. It does not talk about right or wrong practices, simply different ones, so as to make the matter easier to understand and implement.

The organisation can work in groups to evaluate their own principles of social responsibility and compare them with the examples in the book as well as identifying their own development needs and objectives.

Change Management – Excellence Criteria

ISBN: 9789523421813,
e-book: 9789523421820, 104 pages



Many management tools do not scope with change, so this book provides guidance on the various aspects of managing change and provides specific examples for a variety of scenarios.

It looks at the steps in the process like planning change; resources and competencies; leading change and implementing change through contrasting pairs of examples.

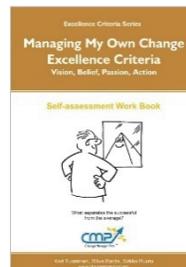
The book describes practices for managing change by comparing what average and successful performers do.

An organisation can use the book to assess its own change management practices and compare them with the examples, identify its own development needs and objectives and its own way of launching and managing change programmes.

Managing My Own Change – Excellence Criteria

ISBN: 9789523421837,
e-book: 9789523421844, 140 pages

The book introduces two people in positions of responsibility, Henri and Markus. They are both respected professionals, but they seem to have a different approaches and ways of thinking and acting.



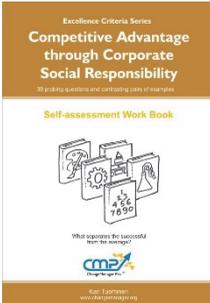
Both of them have done well in their jobs but you can judge for yourself who of them has benefited themselves and their organisations more.

Henri's and Markus's examples point out the differences between ways of thinking and acting, and you can use these differences to assess your own actions and set yourself appropriate practices and goals.

Excellence Guides

Competitive Advantage Through Mass- Customization

ISBN: 9789523421851,
e-book: 9789523421851, 138 pages

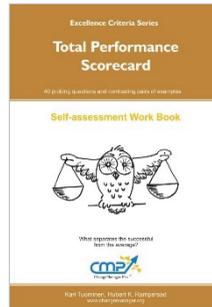


A workbook that provides an insight into mass-customization of products and the importance of controllable operations for competitiveness. The book explains what mass-customization and modularisation is.

It shows, through a comprehensive case study, how an organisation can assess its own product management practices, identify development needs and objectives and launch and manage a mass-customization development program. The book applies the *EFQM*, *Baldrige* or *BEF* framework.

Total Performance Scorecard

ISBN: 9789523421929,
e-book: 9789523421936, 139 pages



The book describes how a company compiled and combined scorecards throughout the organisation, right down to individuals and their jobs. The book combines a scorecard approach with the concepts of quality management, competence and learning management.

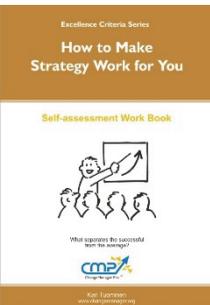
ment.

You can evaluate your current management process against the various components of the performance scorecard. Every point in the program is illustrated by comparisons of "How were things done be-ore?" and "How are they done now?"

The book applies the *EFQM*, *Baldrige* or *BEF* framework.

How to Make Strategy Work for You Self-assessment Work Book for SME´s

ISBN: 9789523421790,
e-book: 9789523421806, 118 pages



Strategic management is a team effort that needs to involve all levels of employees to realise the vision. These strategic plans need to be target-oriented and measurable and the implementation needs to be managed

This handy manual shows a company planning its mission and strategy, defining financial position and developing capabilities. This book demonstrates the importance of strategy planning for competitive assets and success. It describes the process in a certain company, as it was done before, and as it is done now.

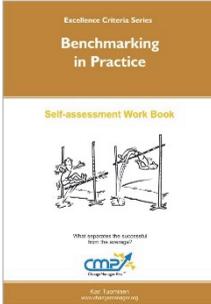
The book applies the *EFQM*, *Baldrige* or *BEF* framework.

Excellence Guides

Benchmarking in Practice Good practices and benchmarking studies

ISBN: 9789523422049,

e-book: 9789523422056 , 113 pages



The book explains how benchmarking, the process of measuring products and services against competitors and then adopting outstanding practices to improve performance, can be applied in your organisation.

The book introduces the 10 Phase Benchmarking Model and illustrates its use through a number of interesting case studies. It includes a comprehensive model to help organisations assess benchmarking activities and identifying development targets.

“The book is pleasingly readable and is very well suited for introducing both personnel and management to the subject of benchmarking. I myself got many new ideas that I can use in my work.”

Excellence Quick Guides

Six Sigma Quick Guide

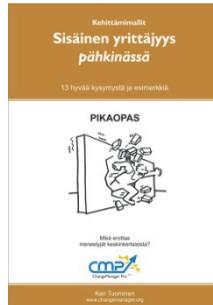
e-book 9789523423329
33 pages



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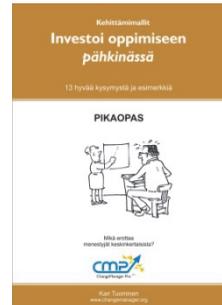
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e-book 9789523423343
37 pages



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Learning and Development –
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Well-being at Work Quick Guide

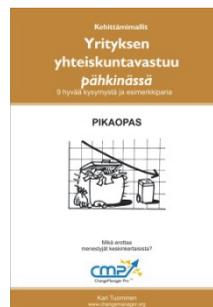
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Managing Change Quick Guide

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37 pages



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Change Management –
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Excellence Quick Guides

Managing My Own Change Quick Guide

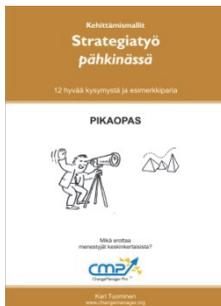
e-book 9789523423428
29 pages



Related to the book:
Managing My Own Change –
Excellence Criteria

Product Management Quick Guide

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Competitive Advantage
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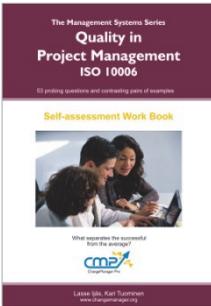
Management Systems

The books in the series can be used both as workbooks for self-assessment and as manuals for developing and applying the different systems. By adapting these books to your own needs, you can at the same time learn about the criteria ISO management standard in question.

Quality in Project Management – ISO 10006

ISBN: 9789522288189,

e-book: 9789519499741, 152 pages



A self-assessment workbook that provides guidance on quality management in projects of varying complexity, duration, environment and product or process.

Examples of the thinking and methodology behind successful and average organisations provide concrete understanding of ISO 10006.

The book, questions and self-assessment can be adapted as a development tool and training material for the organisation even if the organisation does not adopt the ISO 10006 based project management system.

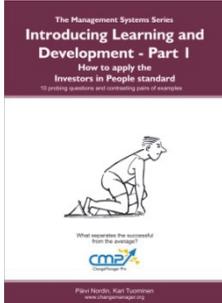
Investors in People Guides

How to apply the Investors in People standard

Introducing Learning and Development – Part 1

10 probing questions and contrasting pairs of examples

ISBN: e-book: 9789522280688, 28 pages



This book describes the 10 criteria of the IIP standard through practical contrasting pairs of examples.

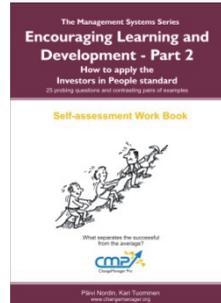
With the help of these descriptions and the self-assessment questions readers can understand the content of the standard better and assess the

usefulness of the standard and of the series for their own organisation.

Encouraging Learning and Development – Part 2

25 probing questions and contrasting pairs of examples

ISBN: 9789522288165,
e-book: 9789522280695, 100 pages



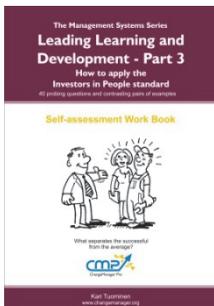
With the help of the book the whole organisation can participate in assessing the organisation's personnel management, and identify its strengths and development targets.

The book is a story of two different ways of looking at personnel development. Readers can read the two different stories and think about what the story might be in their own organisation.

Leading Learning and Development – Part 3

40 probing questions and contrasting pairs of examples

ISBN: 9789522288158,
e-book: 9789525672459, 130 pages



The book illustrates how personnel management is experienced at different levels of the organisation: leaders, managers, personnel and personnel representatives.

The book is suitable for learning, understanding and applying the content of the IIP

standard. It also serves as a self-assessment method and provides impetus for developing personnel management.

Coaching Learning and Development – Part 4

120 probing questions and 1000 answers

ISBN: 9789523421905,
e-book: 9789523421912, 183 pages



The manual is a suitable aid to in-depth understanding of the IIP standard and for developing the organisation's applications of the standard. The target group is personnel management experts.

It includes questions and illustrates their content in interviews with leaders, managers, personnel and personnel representatives.

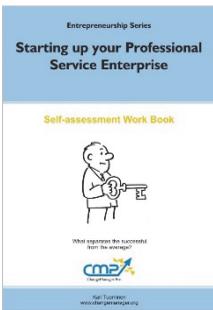
The manual includes *ChangeManager LE* software for self-assessment.

Entrepreneurship Guides

These books describe the operating principles and philosophies for entrepreneurs. The examples are especially applicable to self-employed persons, where the staff comprises the entrepreneur him- or herself. By adapting these books to your own needs, you can at the same time learn about the criteria if EFQM, Baldrige and BEF Excellence Framework.

Starting up your Professional Service Enterprise

ISBN 9789523422087,
e-book 9789523422094, 109 pages



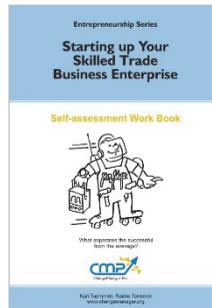
The book describes through parallel examples how *Al* and *Sam* think and act when starting their consulting business with the help of *EFQM*, *Baldrige* or *BEF* framework and the *ISO 9001* standard.

The book describes how they act and

think in their role as professional service providers.

Starting up Your Skilled Trade Business Enterprise

ISBN 9789523422063,
e-book: 9789523422070, 113 pages



Both *Ron* and *Larry* are about forty and each of them has acquired experience of working with farm buildings, machines and renovation work.

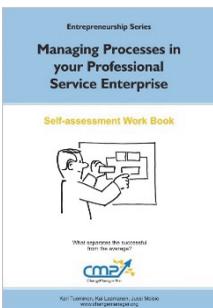
Each of them has completed a machine and woodwork course at a vocational school and worked off and

on for local building firms.

From more or less the same starting line they decide to set up their own company offering building and renovation services.

Managing Processes in your Professional Service Enterprise

ISBN: 9789523422100,
e-book: 9789523422117, 128 pages



The book demonstrated how *Al* and *Sam* act and think regarding the seven processes in their service provider business with the help of the *EFQM*, *Baldrige* or *BEF* framework and the *ISO 9001* standard.

Managing Your Business Enterprise

The examples are applicable to professional enterprises, whatever their size, as well as to in-house specialists in an organisation.

The book demonstrated seven processes:

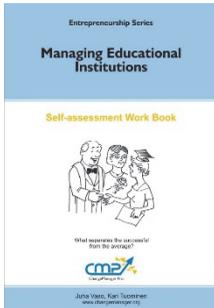
- The future planning processes
- The resource planning process
- The product development process
- The sales process
- The research assignment
- The development assignment
- The training assignment

Managing Educational Institutions

ISBN: 9789523422186,
e-book: 9789523422193, 118 pages

Entrepreneurship Guides

ISBN: 9789523422148,
e-book: 9789523422155, 113 pages



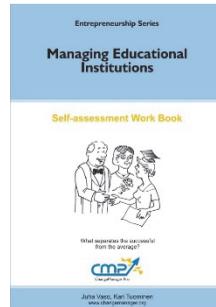
Excellent educational institutions assess their own operations regularly and use this information to predict demands

A self-assessment workbook. The book describes the operating principles and philosophies of professionals who are at the same time entrepreneurs.

neurs.

The examples are especially applicable to self-employed persons, where the staff comprises the entrepreneur him – or herself.

The examples are applicable to professional enterprises, whatever their size as well as internal specialists in an organisation.

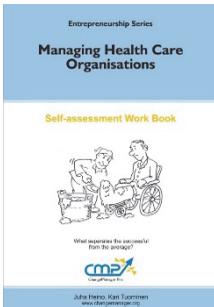


Excellent educational institutions assess their own operations regularly and use this information to predict demands in their operating environment. This forms the basis for the self-assessment and self-improvement in this manual.

Using the Excellence Model, it provides a series of 32 questions and contrasting pairs of examples specifically for educational facilities to help evaluate their performance.

Managing Health Care Organisations

ISBN: 9789523422162,
e-book: 9789523422179, 113 pages



A self-assessment workbook that uses the structure of the Excellence Model to help health care organisations in both public and private sectors initiate and implement organisational improvement.

The book helps organisations identify areas that need improvement, helping the organisation make assessment more reliable and increasing the commitment of those participating in the project.

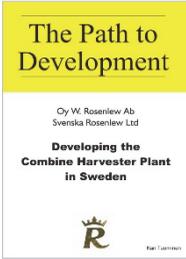
organisation make assessment more reliable and increasing the commitment of those participating in the project.

The Path to Development Book Series

Company Cases

Developing the Combine Harvester Plant: Svenska Rosenlew Ab

ISBN: 9789522285027,
e-book: 9789522285034, 120 pages



Volvo had decided to concentrate on construction equipment within heavy machinery and give up other industrial machinery.

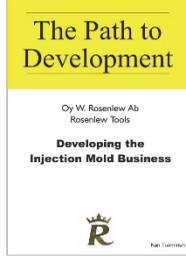
Rosenlew had made the decision to become a leading manufacturer of small and medium size harvesters and acquired

Electrolux owned combine harvester business in Sweden, Aktiv Fisher.

The target was to develop the Swedish unit, Svenska Rosenlew Ltd, to a level of equality and 20 % more productive than the Finnish unit.

Developing the Injection Mould Business: Rosenlew Tools

ISBN 9789522284884,
e-book 9789522284891, 55 pages



Rosenlew Tools marketed, designed, and manufactured sophisticated injection moulds for the Scandinavian television and automobile industries.

In order to achieve the overall goal, the company had to win a strong position in the market and im-

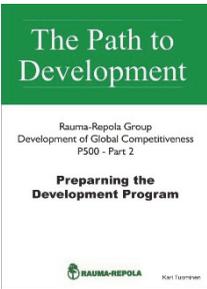
prove profitability considerably.

The company had been making heavy losses for many years, in spite of significant growth.

The goal was to achieve a return on equity of 14 percent within three to four years.

Global Competitiveness - Part 2: Preparing the Development Program: Rauma Oy

ISBN 9789523423732,
e-book 9789523423749, 107 pages

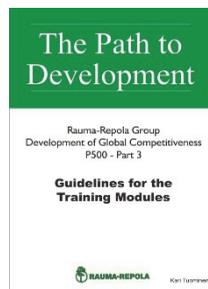


The book presents idea presentation, contents, benchmarks, interviews and phases of the Development Program based on Rauma Group Strategy. All four of the Rauma Group's main divisions operate worldwide. These business operations stem largely from

acquisitions and restructuring carried out. The Framework for Development of Global Competitiveness was Module 1: Global strategy and organizing for global competition, Module 2: Development of core competences, Module 3: Management of change.

Global Competitiveness - Part 3: Guidelines for the Training Modules: Rauma Oy

ISBN: 97895234237569
e-book: 9789523423763, 169 pages



The presents objectives and contents of four training modules:

The objective of the MODULE 1 is: Organizing for Global Competition.

The objective of the MODULE 2 is: Development of Core Competencies.

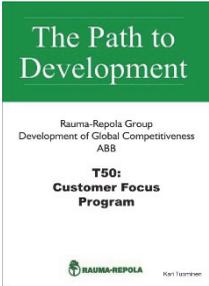
The objective of the MODULE 3 is: Management of Change.

"Modules" 4 and 5 are Global Learning and Follow up.

The Path to Development Book Series

Company Cases

ABB T50: Customer Focus Program: Rauma Oy
ISBN: 9789522284372,
e-book: 9789522284365, 249 pages

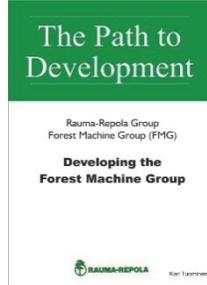


Percy Barnevik, president and CEO of ABB Asea Brown Boveri, was a corporate pioneer. He was moving more aggressively than any CEO in Europe, perhaps in the world, to build the new model of competitive enterprise - an organization that combines global scale and world-class

technology with deep roots in local markets.

He was working to give substance to the endlessly invoked corporate mantra, "Think global, act local. We applied ABB as a benchmark for our "Global Competitiveness P500 -program".

Developing the Forest Machine Group: Rauma Repola
ISBN 9789522284815,
e-book 9789522284808, 138 pages



This book is the results of a pre-study carried out on FMG. It describes how FMG should move away from strictly national organization to a trans-national structure in order to fully exploit its total strength in the arena of worldwide competition

In addition to the above structural reorganization, this Case describes how FMG should streamline its product family and production and reorganize R&D in order to attain efficiency which will in turn make of it the profitability leader in the field.

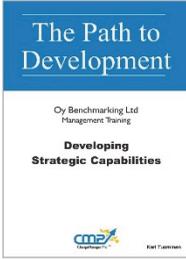
The Path to Development Book Series

The Path to Development Book Series

Business Key Capabilities

Developing Strategic Capabilities

ISBN: 9789523420045,
e-book: 9789523420038, 185 pages



The title of this book is based on the development program, Development of Global Competitiveness, launched by Martti Unkuri in Rauma Corporation.

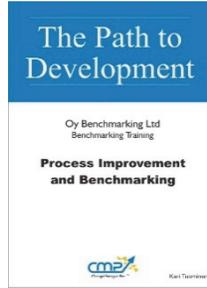
Development through: global architecture and global strategy, main

emphasis on superior core capabilities and realization though mastering management of change

Emphasis on superior core capabilities: 1) Corporate Strategy, 2) Quality, 3 Speed, 4) Value-Added / Non-Value-Added Work, 5) Supply Management, 6) Managing Change

Process Improvement and Benchmarking

ISBN 9789522283436,
e-book 9789522283429, 131 pages



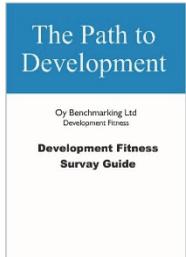
To develop core capabilities in systematic manners, you have to identify key business processes that are critical increasing customer satisfaction and where core capabilities are needed.

External and internal customers are to be determined for these

key processes as well as performance metrics and performance targets.

Development Fitness Program Guide

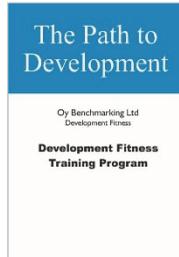
ISBN: 9789523423992,
e-book: 9789523424005, 132 pages



Purpose of the assessment is to involve the key people in an organization in identifying and inspiring development needs and opportunities in order to get the development program launched.

Development Fitness Training Program

ISBN: 9789523424135,
e-book: 9789523424142, 171 pages



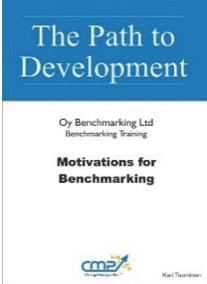
The content of the training program for the Development Fitness approach.

The Path to Development Book Series

Benchmarking

Motivation for Benchmarking

ISBN: 9789522283450,
e-book: 9789522283443, 222 pages



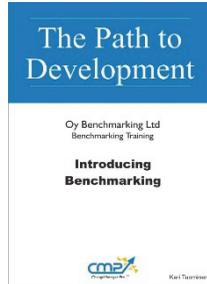
All companies have the same desire and the same goal: to develop and to improve, in order to gain greater competitiveness and profitability. In trying to achieve this, companies are faced with the same difficult questions:

1) What should we perform better, 2) how much better, 3). How well could we perform it, 4) How do we manage and lead the change?

The aim of this book is to be a challenge to all those who are in charge of sustainable development to look around and see the immense development opportunities someone else has already taken advantage of.

Introducing Benchmarking

ISBN: 9789522283412
e-book: 9789522283405, 188 pages

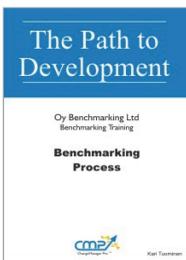


Contents of the book:

- Benchmarking Categories
- Where Do We Find Benchmark Companies?
- Benchmarking benefits
- Introducing Benchmarking in a Company
- Placing Benchmarking in a Company
- Organizing Benchmarking for Continuous Improvement
- Supporting Benchmarking Obstacles to Benchmarking
- he Benchmarking Code of Conduct

Benchmarking Process

ISBN: 9789522283245
e-book: 9789522283252, 264 pages

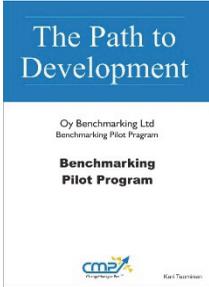


Description of the benchmarking process in seven phases.

The Path to Development Book Series

Benchmarking Pilot Program

ISBN: 9789522283535,
e-book: 9789522283528, 143 pages



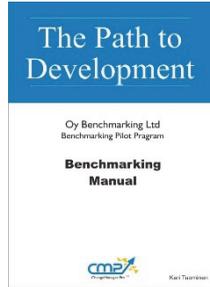
The program is suitable for the organizations that want to develop their business processes through benchmarking, to disseminate best practice within the organization or from outside, to launch the development program that is guaranteed to

achieve its targets.

A program model is also suitable for application to other development models. A program is applicable as a standalone program or as part of broader management training

Benchmarking Manual

ISBN: 9789522283511,
e-book: 9789522283504, 198 pages

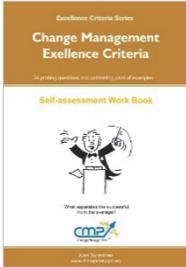


This book is related to the book Benchmarking Pilot Program including a thorough description of the benchmarking process of seven phases and related real-life cases.

Managing Change

Change Management – Excellence Criteria

ISBN: 9789523421813,
e-book: 9789523421820, 102 pages



Many management tools do not scope with change, so this book provides guidance on the various aspects of managing change and provides specific examples for a variety of scenarios.

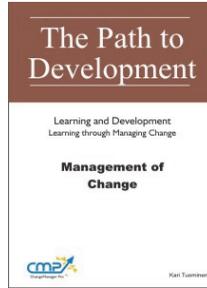
It looks at the steps in the process like planning change; resources and

competencies; leading change and implementing change through contrasting pairs of examples.

An organisation can use the book to assess its own change management practices and compare them with the examples, identify its own development needs and objectives.

Management of Change

ISBN 9789522283160,
e-book 9789522283177, 153 pages



Management of change has become one of the most crucial competitive weapons.

Well planned and rapidly implemented changes in products, marketing, production and perhaps the entire business process are tactics which can set you apart from the

competition. time is just as important a competitive factor. you must master it. it's not enough to cut product and service lead times in half. you must also cut in half the time required to implement change

This doesn't happen by itself. It requires its own unique solutions and systematic methods.

Att leda förändringar

ISBN 9789522283153,
e-book 9789522283146, 67 pages



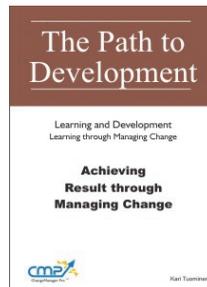
Att behärska förändringsprocesser har blivit en av de viktigaste konkurrensfaktorerna. Med bra planerad och snabbt genomförda ändringar av produkter, marknadsföring, produktion och eventuellt hela affärssystem kan du ta

avgörande steg gentemot dina konkurrenter tiden har blivit en allt viktigare konkurrensfaktor.

Du måste behärska den. Det räcker inte, att Du halverar genomloppstider för produkter och service, utan Du måste även halvera tiden som förändringsprocessen kräver. Detta sker inte av sig självt, utan Du måste hitta egna metoder

Achieving Results through Managing Change

ISBN 9789522283115,
e-book 9789522283108, 76 pages



The objective of this book will be to tell you, using some examples and partly based on my own experiences: What kind of internal change processes are taking place in some Finnish companies and what factors should be taken into consideration in order to achieve success in these processes.

Although I mention a particular Finnish company, most of issues which I will bring up concern generally all western firms.

About the author

For 26 years, **Kari Tuominen** has been working in managerial and development positions at Rosenlew, Repola and Ahlstrom companies, both in Finland and abroad.

In addition to operational management, his duties have included the planning and implementation of large development and change programs. He has been president of Oy Benchmarking since 1995 and has trained, consulted and conducted development projects for business processes and benchmarking projects for industrial, service, and public sector clients.

He served as auditor and chief auditor of the Finnish Quality Award from 1995 to 1997, and he has an NLP trainer degree. The previously published books of Kari Tuominen are:

- *A Guide to the Benchmarking Process*
- **Managing Change:**
Practical Strategies for Competitive Advantage,
ASQ, USA, 2000
- *ChangeManager Pro* Improvement Guide Series,
Benchmarking Ltd, 2004 -
- *Lean Guide Series*, Bonnier, 2010, Benchmarking Ltd, 2011

W. Rosenlew Ltd.

1968 - 74	Director of Management Development and Industrial Engineering
1974 - 78	Plant Manager, Combine Harvesters
1979 - 81	Plant Manager and Director of R&D, Household Appliances
1982 - 85	President, Combine Harvesters, Svenska Rosenlew Ab, Sweden
1986	General Manager, Rosenlew Packaging Division
1987	General Manager, Rosenlew Tools Profit Center

Repola Ltd.

1988 - 1992	Vice President, Business Development, Rauma Group
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A. Ahlstrom Corporation

1992 / 93	Plant Manager, Glass Containers
1993 - 1994	Vice President, Operations Development, Ahlstrom Machinery

Benchmarking Ltd

1995 -	President, Oy Benchmarking Ltd
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