

# Improvement Guides

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## EUROPE

### EFQM – Excellence Frameworks - 2013



Each book describes the contents of the EFQM Excellence Model 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 EFQM Excellence Model by comparing

your own practices with those of successful organisations.

#### The EFQM Excellence Model for Business Enterprises – 2013

ISBN: 978-952-228-648-2,  
e-book: 978-952-228-649-9, 134 pages

#### The EFQM Excellence Model for Public Organisations – 2013

ISBN: 978-952-228-647-5,  
e-book: 978-952-228-646-8, 134 pages

#### The EFQM Excellence Model for Educational Institutions – 2013

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e-book: 978-952-228-645-1, 120 pages

#### The EFQM Excellence Model for Health Care Organisations - 2013

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e-book: 978-952-228-639-0, 114 pages

#### The EFQM Excellence Model for Entrepreneurs – 2013

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e-book: 978-952-228-640-6, 116 pages

## The Common Assessment Framework - CAF 2013

#### The CAF Model for Public Organisations - 2013

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e-book: 978-952-228-534-8, 116 pages

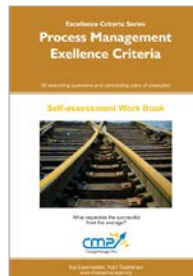
#### The CAF Model for Educational Institutions - 2013

ISBN 978-952-228-530-0  
e-book: 978-952-228-532-4, 116 pages

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## Development Models – EFQM 2013



The book and the EFQM Criteria applied 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: 978-952-228-590-4,  
e-book: 9789522286017, 120 pages

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e-book: 9789522286000, 131 pages

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e-book: 9789522285980, 73 pages

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e-book9789522285942, 137 pages

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e-book: 978-952-228-007-7, 138 pages

### Competitive Advantage through Mass-Customization

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#### Good practices and benchmarking studies

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e-book: 952-5583-49-X, 111 pages

### Managing Change: Practical Strategies for Competitive Advantage

Kari Tuominen, 340 pages  
Publisher: ASQ, USA  
ISBN: 0-87389-470-7

## Management Systems



Using this series of books you can involve the whole organisation in developing a project, quality, environmental, OH&S or an integrated management system in accordance with the appropriate standards.

The books in the series can be used both as workbooks for self-assessment and as

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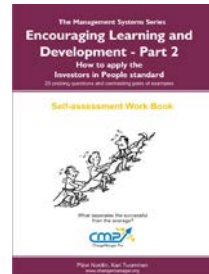
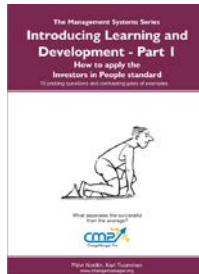
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ISBN 978-952-228-819-6,  
e-book: 978-952-5672-82-4, 133 pages

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ISBN: 978-952-228-816-5,  
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### Introducing Learning and Development - Investors in People - Part 1

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ebook: 978-952-228-057-2, 28 pages

## Entrepreneurship – EFQM 2013

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 Excellence Framework or standard in question.

**Starting up your Professional Service Enterprise**  
ISBN 978-952-228-571-3,  
e-book 978-952-228-577-5, 112 pages

**Starting up Your Skilled Trade Business Enterprise**  
ISBN 978-952-228-570-6,  
e-book: 978-952-228-576-8, 112 pages

**Managing Quality in your Professional Service Enterprise – ISO 9001**  
ISBN: 978-952-228-837-0,  
e-book: 952-5583-82-1, 106 pages

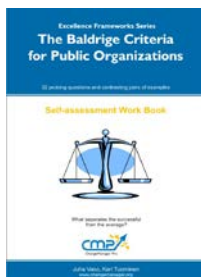
**Managing Processes in your Professional Service Enterprise**  
ISBN: 978-952-228-569-0,  
e-book: 978-952-228-573-7, 125 pages

**Competitive Advantage through Corporate Social Responsibility**  
ISBN: 978-952-228-568-3,  
e-book: 978-952-228-572-0, 88 pages

**The EFQM Excellence Model for Entrepreneurs**  
ISBN: 978-952-228-641-3,  
e-book 978-952-228-640-6, 116 pages

## USA

### 1. Excellence Frameworks – Baldrige 2013 - 14



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, 2013-14**  
ISBN: 978-952-228-563-8,  
e-book: 978-952-228-742-7, 118 pages

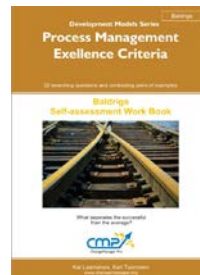
**The Baldrige Criteria for Public Organizations, 2013-14**  
ISBN: 978-952-228-562-1,  
e-book: 978-952-228-740-3, 118 pages

**The Baldrige Criteria for Educational Institutions, 2013-14**  
ISBN: 978-952-228-561-4,  
e-book 978-952-228-744-1, 118 pages

**The Baldrige Criteria for Health Care Organizations, 2013-14**  
ISBN: 978-952-228-560-7,  
e-book: 978-952-228-746-5, 118 page

**The Baldrige Criteria for Entrepreneurs, 2013-14**  
ISBN 978-952-228-559-1,  
e-book: 978-952-228-738-0, 118 pages

### 2. Development Models – Baldrige 2013 - 14



The book and the Baldrige Criteria applied 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 – Baldrige**  
ISBN 978-952-228-558-4,  
e-book: 978-952-228-734-2, 123 pages

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**Intrapreneurship – Excellence Criteria – Baldrige**  
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e-book 978-952-228-033-6, 118 pages

**Learning and Development – Excellence Criteria – Baldrige**

ISBN 978-952-228-554-6,  
e-book 978-952-228-035-0, 107 pages

**Well-being at Work – Excellence Criteria – Baldrige**

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**Corporate Social Responsibility (CSR) – Excellence Criteria – Baldrige, 2012**

ISBN: 978-952-228-552-2,  
e-book: 978-952-228-737-3, 140 pages

**Competitive Advantage through Mass- Customization – Baldrige**

ISBN: 978-952-228-550-8,  
e-book: 978-952-228-950-6, 139 pages

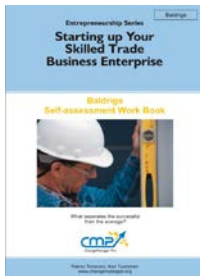
**Total Performance Scorecard – Baldrige**

ISBN: 978-952-228-551-5,  
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**How to Make Strategy Work for You – Baldrige**

**Self-assessment Work Book for SME’s**  
ISBN: 978-952-228-549-2,  
e-book: 978-952-228-053-4, 119 pages

**3. Entrepreneurship – Baldrige & ISO 9001 - 2013 - 14**



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 Baldrige Criteria or standard in question.

**Starting up your Professional Service Enterprise – Baldrige**

ISBN 978-952-228-548-5,  
e-book 978-952-228-041-1, 104 pages

**Starting up Your Skilled Trade Business Enterprise – Baldrige**

ISBN 978-952-228-547-8,  
e-book: 978-952-228-043-5, 106 pages

**Managing Quality in your Professional Service Enterprise – ISO 9001**

ISBN: 978-952-228-837-0,  
e-book: 952-5583-82-1, 115 pages

**Managing Processes in your Professional Service Enterprise - Baldrige**

ISBN 978-952-228-546-1,  
e-book: 978-952-228-906-3, 124 pages

**Competitive Advantage through Corporate Social Responsibility – Baldrige**

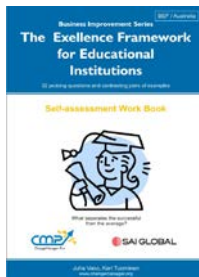
ISBN: 978-952-228-545-4,  
e-book: 978-952-228-047-3, 94 pages

**The Baldrige Criteria for Entrepreneurs**

ISBN: 978-952-228-559-1,  
e-book: 978-952-228-194-4, 118 pages

**AUSTRALIA**

**1. Excellence Frameworks – BEF 2011 - 13**



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: 978-952-228-775-5, 185 pages

**The Excellence Framework for Public Organisations**

ISBN: 978-952-228-784-7,  
e-book 978-952-228-774-8, 115 pages

**The Excellence Framework for Educational Institutions**

ISBN: 978-952-228-783-0,  
e-book: 978-952-228-773-1, 115 pages

**The Excellence Framework for Health Care Organizations**

ISBN 978-952-228-782-3,  
e-book: 978-952-228-772-4, 115 pages

**The Excellence Framework for Entrepreneurs**

ISBN: 978-952-228-781-6,  
e-book: 978-952-228-771-7, 115 pages

**2. DEVELOPMENT MODELS – BEF 2011 - 13**

The book and the BEF Criteria applied 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 – BEF**

ISBN978-952-228-813-4,  
e-book: 978-952-228-777-9, 114 pages

**Six Sigma – Excellence Criteria – BEF**

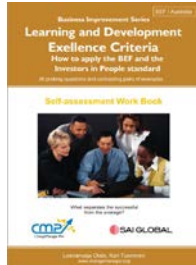
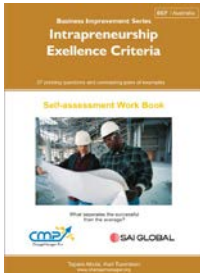
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**Human Resource Management – Excellence Criteria – BEF**

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e-book: 978-952-228-787-8, 75 pages

**Intrapreneurship – Excellence Criteria – BEF**

ISBN: 978-952-228-810-3,  
e-book: 978-952-228-786-1, 120 pages



**Learning and Development – Excellence Criteria – BEF**

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**How to Make Strategy Work for You – BEF**

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e-book: 978-952-228-776-2, 94 pages

**The Excellence Framework for Entrepreneurs**

ISBN: 978-952-228-781-6,  
e-book: 978-952-228-771-7, 115 pages

# 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.

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**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

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## 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.

# Well begun is half done



**Change is like a rocket.  
It requires an enormous amount of energy  
to get started.  
After that nothing can stop it.**

[www.changemanager.org](http://www.changemanager.org)