Improving Your Organisation
a portfolio of practical guides
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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.


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 the 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.
1. EXCELLENCE FRAMEWORKS – EFQM 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.

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<td>A self assessment workbook that uses the structure of the EFQM Excellence Model. The book uses practical examples and everyday events to open up the EFQM 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.</td>
<td>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.</td>
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The EFQM Excellence Model for Educational Institutions – 2013

In an international study involving 40 countries, Finland was judged the top country in learning in 2004, 2005 and 2006 (Pisa2). The book demonstrates development methods used in Finnish schools.

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 EFQM Excellence Model, it provides a series of 32 questions and contrasting pairs of examples specifically for educational facilities to help evaluate their performance.
1. Excellence Frameworks – EFQM 2013

The EFQM Excellence Model for
Health Care Organisations - 2013
ISBN: 978-952-228-643-7,
e-book 978-952-228-639-0, 114 pages

A self assessment workbook that uses the structure of the EFQM 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.

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 EFQM Excellence Model for Entrepreneurs – 2013
ISBN: 978-952-228-641-3,
e-book: 978-952-228-640-6, 116 pages

A self assessment workbook that uses the structure of EFQM Excellence Model 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.

Common Assessment Framework, CAF
28 questions: ISBN: 978-952-228-832-5,
e-book: 952-5672-29-8, 101 pages
60 questions: ISBN 978-952-228-856-1,
e-book: 952-5672-31-X, 149 pages

The Common Assessment Framework, CAF, has been drawn up as a self-assessment tool for organisations in the public sector and central and local government.

This book will help you to identify the need and readiness for change, and will assist you with understanding the CAF Model through comparing your own practices with those of successful organizations.

You do not need to be familiar with the CAF Model in order to answer the questions, just give your evaluation on the basis of your own imagination. The book’s job is to help you develop your imagination.
2. 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

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

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 form 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.

Human Resource Management – Excellence Criteria

A self assessment workbook that shows how the EFQM, Baldrige or BEF framework can be used to maximise the benefits of Human Resource Management.

It shows how an organisation can ensure it has sufficient people working in it, an appropriate organisational structure and that its people are skilled and motivated.

The book contains questions which enable you to evaluate your own organisation’s human resource management practices with those of successful organisations.

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 EFQM, Baldrige or BEF framework.
Intrapreneurship – Excellence Criteria

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

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

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.
2. Development Models - EFQM 2013

Corporate Social Responsibility (CSR) – Excellence Criteria

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

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

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.
2. Development Models - EFQM 2013

Competitive Advantage Through Mass-Customization

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.

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

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

The book applies the EFQM, Baldrige or BEF framework.

Total Performance Scorecard

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.

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 before?" and "How are they done now?"

The book applies the EFQM, Baldrige or BEF framework.
2. Development Models - EFQM 2013

Benchmarking in Practice
Good practices and benchmarking studies

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.”

Managing Change: Practical Strategies for Competitive Advantage
Kari Tuominen, 340 pages
Publisher: ASQ, USA
ISBN: 0-87389-470-7:

The book presents a holistic view of how to set business and improvement targets, how to achieve them through various development models and how to manage and lead the change. Numerous cases and related theories encourage readers to set higher targets than they are used to.

The book includes summaries, and it is written so that it forms two books of different lengths. By reading Quick Notes, you get a good overall impression of the contents of the book and how to take advantage of it. After that, you can choose the most interesting parts to read in the order you prefer.

Managing Change presents a number of questions in each section. With the help of these questions, you can rank the degree of your organization at each area of management. The book provides a uniform interpretation of the questionnaires applied in the Development Needs Survey.
3. Management Systems

3. 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 manuals for developing and applying the different systems.

What is the Quality of Your Management? - ISO 9004:2009

This book is suitable for organizations that wish to improve their management so that they can satisfy the needs and expectations of stakeholders and continuously improve the organisation overall.

Real life examples of the thinking and methodology behind average and successful organisations provide a concrete understanding of how the areas covered by the ISO 9004:2009 standard’s various sections could be addressed.

The book, questions and self-assessment can be adapted as a development tool and training material for an organisation even if the organisation does not adopt the ISO 9004:2009 standard.

The book also shows how the two international standards ISO 9004:2009 and ISO 9001:2008 complement each other.

The Integrated Management System Requirements – Part 1

This Integrated Management System (IMS) provides the requirements given in ISO 9001, ISO 14001 and OHSAS 18001:2007 applying the structure of ISO 9001.

The set of requirements included in the IMS framework can be used for supporting registration of quality, environmental or OH&S management systems or developing the organisation’s own management system.

Developing the Integrated Management System – Part 2

The book describes the process of developing an Integrated Management System (IMS) for an organisation using paired examples of successful and unsuccessful IMS projects.

The IMS follows the same structure as the ISO 9001 standard. The system has been supplemented by adding features of environmental and OH&S management.

The book also illustrates how the IMS structure can in itself be used as a model for development management and at the same time to learn how to apply the different clauses in the IMS.
3. Management Systems

Deploying the Integrated Management System – Part 3
ISBN 978-952-228-822-6,
e-book: 978-952-5672-76-3, 171 pages

ISO 9001, ISO 14001 and OHSAS 18001:2007 have similar contents regardless of their different structures. They complement each other, but can be used independently.

This IMS like the three standards gives guidance in a wide range of objectives of quality, environmental and OH&S management, particularly for continual improvement of an organisation's overall quality, environmental and OH&S performance.

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 Integrated Management System.

A Process-based Approach to Effective Management – ISO 9001 – Part 4
ISBN: 978-952-228-821-9,
e-book: 978-952-5672-78-7, 161 pages

A self assessment workbook that focuses in on the key, customer-related issues of ISO 9001. Each point is illustrated by comparing what average organisations do with what quality focussed organisations do.

Real life examples of the thinking and methodology behind average and quality focussed organisations provide a concrete understanding of how the areas covered by the ISO 9001 standard’s various sections could be addressed.

The formal language of the standard is translated into everyday actions.

ISBN: 978-952-228-820-2,
e-book: 978-952-5672-80-0, 121 pages

Fully updated to reflect the new edition of OHSAS 18001:2007 and to further align with the structure of ISO 9001.

A self assessment workbook that helps organisations understand and apply the principles of OHSAS18001 which describe how occupational health and safety can be maintained and working conditions continually improved.

The book shows how these issues can be approached in different ways and how different approaches can be taken to solve the problems they raise by comparing what average companies do with what successful organisations do.
3. Management Systems


Fully updated to better align with the structure of ISO 9001 and 9001 – based IMSs, the ISO 14001 environmental management system can be used internally, for certification or for contractual processes.

A self assessment workbook that helps organisations turn environmental demands into opportunities to improve competitiveness.

It illustrates the use of ISO 14001 by comparing what average companies do with what successful companies do.

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 14001 or EMAS based environmental management system.

Quality in Project Management – ISO 10006

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.
4. Investors in People: How to apply the Investors in People standard

Introducing Learning and Development – Part 1
10 probing questions and contrasting pairs of example

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 example

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 example

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

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.
5. 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

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

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 Quality in your Professional Service Enterprise – ISO 9001

Al and Sam are independent consultants. The ways in which they think and act tell us something about the differences between their operating concepts and will help professionals to assess their ways of operating and set themselves appropriate goals.

The book's assessment targets are presented according to the ISO 9001 standard. You can learn about these in more depth by using them along with this book.

The work is very suitable for the beginning professional service enterprise and can also give more the experienced entrepreneur increased a new perspective.
### 5. Entrepreneurship - EFQM 2013

#### Managing Processes in your Professional Service Enterprise

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. 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 process
- The resource planning process
- The product development process
- The sales process
- The research assignment
- The development assignment
- The training assignment

#### Competitive Advantage through Corporate Social Responsibility

Align with the EFQM, Baldrige or BEF framework, this book describes by means of practical examples how Al and Sam, each in his own company, implements his commitment to corporate social responsibility as a sole entrepreneur, and how Sam also wants to turn it into a competitive asset.

Every enterprise must define for itself the issues relating to corporate social responsibility by means of which it can create a competitive advantage. In this book, Sam has made eco-efficiency the competitive factor that has by far the greatest importance for his company's corporate social responsibility.

#### The EFQM Excellence Model for Entrepreneurs

A self assessment workbook that uses the structure of EFQM Excellence Model 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.
1. 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, 2012**

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, 2012**

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, 2012**

In an international study involving 40 countries, Finland was judged the top country in learning in 2004, 2005 and 2006 (Pisa2). The book demonstrates development methods used in Finnish schools.

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.
1. Excellence Frameworks – Baldrige

The Baldrige Criteria for Health Care Organizations, 2012
ISBN: 978-952-228-747-2,
e-book: 978-952-228-746-5, 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 organizational 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, 2012
ISBN: 978-952-228-739-7,
e-book: 978-952-228-738-0, 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.
2. DEVELOPMENT MODELS – BALDRIGE

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.


A self assessment workbook that shows how the Baldrige Criteria can be used to provide an understanding of process management.

Using the Baldrige Criteria, 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 – Baldrige**

A self assessment workbook that uses the Baldrige Criteria to provide an understanding of the Six Sigma.

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

**Human Resource Management – Excellence Criteria – Baldrige**

A self assessment workbook that shows how the Baldrige Criteria can be used to maximise the benefits of Human Resource Management.

It shows how an organisation can ensure it has sufficient people working in it, an appropriate organisational structure and that its people are skilled and motivated.

The book contains questions which enable you to evaluate your own organisation’s human resource management practices with those of successful organisations.

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 Baldrige Criteria.
## 2. Development Models – Baldrige

### Intrapreneurship – Excellence Criteria – Baldrige

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.

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### Learning and Development – Excellence Criteria – Baldrige

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

Using the Baldrige Criteria 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 – Baldrige

A self assessment workbook that uses the Baldrige Criteria 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.
2. Development Models– Baldrige

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

A self assessment workbook that uses the Baldrige Criteria to provide guidance on how a company's operations influence its corporate social responsibility.

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.

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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 Baldrige Criteria.

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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.

Every point in the program is illustrated by comparisons of "How were things done before?" and "How are they done now?"

The book applies the Baldrige Criteria.

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Self-assessment Work Book for SME’s

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 Baldrige Criteria.
3. ENTREPRENEURSHIP – BALDRIGE & ISO 9001

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

The book describes through parallel examples how Al and Sam think and act when starting their consulting business with the help of Baldrige Criteria and the ISO 9001 standard.

The book describes how they act and think in their role as professional service providers.

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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 Quality in your Professional Service Enterprise – ISO 9001

Al and Sam are independent consultants. The ways in which they think and act tell us something about the differences between their operating concepts and will help professionals to assess their ways of operating and set themselves appropriate goals.

The book’s assessment targets are presented according to the ISO 9001 standard. You can learn about these in more depth by using them along with this book.

The work is very suitable for the beginning professional service enterprise and can also give more the experienced entrepreneur increased a new perspective.
The book demonstrated how Al and Sam act and think regarding the seven processes in their service provider business with the help of the ISO 9001 standard. 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 process
- The resource planning process
- The product development process
- The sales process
- The research assignment
- The development assignment
- The training assignment

Align with the Baldrige Criteria, this book describes by means of practical examples how Al and Sam, each in his own company, implements his commitment to corporate social responsibility as a sole entrepreneur, and how Sam also wants to turn it into a competitive asset.

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1. Excellence Frameworks – 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

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.

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2. DEVELOPMENT MODELS – BEF (Australia)

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

A self assessment workbook that shows how the BEF Criteria can be used to provide an understanding of process management.

Using the BEF Criteria, the book contains questions that enable you to evaluate your own organisation’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 – BEF**
ISBN 978-952-228-812-7,
e-book: 978-952-228-788-5, 124 pages

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**Human Resource Management – Excellence Criteria – BEF**
ISBN 978-952-228-811-0,
e-book: 978-952-228-787-8, 75 pages

A self assessment workbook that shows how the BEF Criteria can be used to maximise the benefits of Human Resource Management.

It shows how an organisation can ensure it has sufficient people working in it, an appropriate organisational structure and that its people are skilled and motivated.

The book contains questions which enable you to evaluate your own organisation’s human resource management practices with those of successful organisations.

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 BEF Criteria.
2. Development Models – BEF (Australia)

**Intrapreneurship – Excellence Criteria – BEF**  
ISBN: 978-952-228-810-3,  
e-book: 978-952-228-786-1, 120 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.

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ISBN: 978-952-228-809-7,  
e-book: 978-952-228-769-4, 107 pages

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**Well-being at Work – Excellence Criteria – BEF**  
ISBN: 978-952-228-808-0,  
e-book: 978-952-228-768-7, 130 pages

A self assessment workbook that uses the BEF Criteria to provide guidance on the establishment and implementation of an Occupational Health and Safety Management (OH&S ) Programme.

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

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