

# MANAGING FOR BETTER RESULTS

## THE BIG PICTURE

AGNES HÖLM GUNNARSDÓTTIR



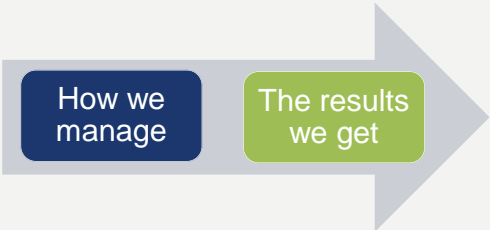
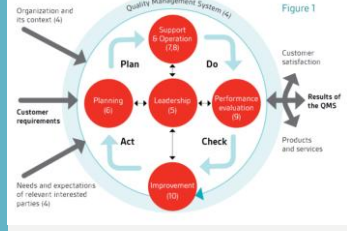

IS IT BETTER TO USE LEAN, EFQM, ISO9001, BALANCED SCORECARD OR SOMETHING ELSE?

## USING BPR AND LEAN FOR ISO 9001 CERTIFICATION

ISO9001 Management Review	Solved with Lean or BPR
Process Performance and Product Conformity	Daily Management Meetings & Problem Solving
Quality Policy and Quality Objectives	Strategic Deployment - Process Council
Internal audits	N/A – had to add to current Control Process

**Integrate new management approaches to current system, instead of making new ones.**

## THE SUPERSIMPLIFIED BIG PICTURE

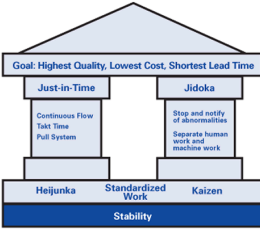



**ISO 9001**

- Save money
- Increase profit
- Win more business
- Satisfy more customers

Opens International markets  
Robust quality management system

Source: BSI group

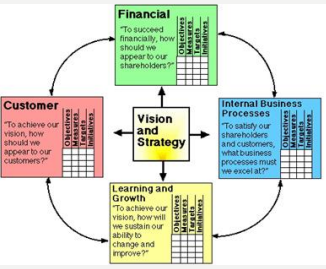


Source: Lean Institute

### LEAN MANAGEMENT

- Save money
- Increase profit
- Win more business
- Satisfy more customers

Eliminate waste & streamline processes.  
Work smarter, not harder.



Source: balancedscorecard.net

### BALANCED SCORECARD

- Save money
- Increase profit
- Win more business
- Satisfy more customers

Defined approach to implement strategy with focus on all stakeholders.  
Framework for monitoring KPI's.

## MANAGING FOR EXCELLENCE

Management approaches

Excellence Awards

Business Research

Icelandic examples

**Ambition, Culture and Measurability**

## WHAT IS THE BEST COMPANY YOU KNOW OF?

## SOME GREAT COMPANIES

TOYOTA

Apple

Google

Disney

Bejarinus bestu pylsur

hp

BEJARNINUS  
BESTU PYLSUR  
KONDITIONI

## WHY DID YOU PICK THESE COMPANIES?

## WHO DO YOU WANT TO COPY? WHY?

**THE TOYOTA WAY**  
14 MANAGEMENT PRINCIPLES FOR THE 21ST CENTURY ORGANIZATION

**THE HP WAY**  
HOW TO MANAGE YOUR BUSINESS

**THE DISNEY WAY**  
HOW TO MANAGE YOUR BUSINESS

**THE APPLE WAY**  
HOW TO MANAGE YOUR BUSINESS

**THE CAPGEMINI WAY**  
HOW TO MANAGE YOUR BUSINESS

Award of Excellence

THE SHINGO PRIZE  
for OPERATIONAL EXCELLENCE™  
a world standard... for a global economy

Wouldn't it be great to have one tool to help ensure the components of our Management System are working together to optimize performance? (efqm.org)

BALDRIGE  
25th Anniversary  
Building an even better future

EFQM  
Shares what works.

SINGAPORE QUALITY AWARD  
for Operational Excellence

## Excellence Awards

## THE EXCELLENCE AWARD VIEWPOINT

**Approach - The how of:**

- Purpose and Policy
- People
- Processes

**The results - Satisfaction of:**

- Customers
- Employees
- Society
- Owners

Learn, Innovate, Improve

## AN EXCELLENCE MODEL EXAMPLE

**Approach - The how of:**

- Purpose and Policy

EFQM CRITERIA FOR EXCELLENCE

Excellent organisations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to follow the strategy.

1. Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.
2. Strategy is based on understanding internal performance and capabilities.
3. Strategy and supporting policies are developed, revised and updated.
4. Strategy and supporting policies are communicated, implemented and monitored.

Source: EFQM Excellence Model, 2013

## PUZZLE WITHOUT OVERLAPPING

**Approach - The how of:**

- Purpose and Policy
- People
- Process

**The results - Satisfaction of:**

- Customers
- Employees
- Society
- Shareholders

Learn, Innovate, Improve

## THE PATH TO EXCELLENCE

Star Atlas

Map

Compass

Drawings by Halldór Baldursson from the book *Alburðastjórnun – Metnaður, Menning og Mælanleiki* (2014).

## SUMMARY

- Company frame before management approach or other company frame.
- Manage the main issues before managing the side issues.
  - Purpose & Policy
  - People incl. Leadership
  - Processes and Improvement
  - Customer Results
  - Employee & Society Results
  - Key Results
- Do not underestimate measuring and managing your company culture.
- **Pick a star, understand your location on the map and adjust the compass!**

