

Strategy for Excellence

(A primer for Management and Union Executives)

1. 'Excellence can be defined in a variety of ways and could have varying connotations, under different circumstances.
2. Excellence is what we expect in all our relationships, and in the products and services used by us, as created or contributed by others.
3. Excellence is what all others, including public, consumers, customers, clients, all expect from us also. We can't adopt double standards in our conduct. There is already a popular maxim that says "do unto others what you would like to be done unto you".
4. 'Excellence' in an organization is essential to-day in the fiercely competitive scenario of 3rd millennium for the very survival, and certainly for growth, and indeed for the excitement of achieving a cherished future.
5. Excellence is essential to leave a legacy for the posterity who will not forget us if we do what seems difficult or impossible, but will not forgive us, if we don't what is generally considered feasible.
6. Our scriptures, mythology, spiritual values and noble literature have always driven us to endeavour towards achievement of excellence, and so have the sages, celebrities, dignitaries and leaders in all walks of life.

7. Excellence could be got through motivation for high achievement. Sustained efforts are required for maintaining excellence, specially in competitive scenario.
8. Excellence comes through proactive and creative participation of all stakeholders.
9. Its only through strategy for excellence and its systematic and scientific execution that individuals, organizations, nations and civilizations have achieved high places. Complacency or slippage in sustained effort brings them down quickly.
10. Those who win Olympic medals, or are awarded noble prizes/ Oscars/grammies/ or those who make headlines in a variety of fields like sports, literacy, industry, administration, entertainment social services, largely rely upon strategies for excellence, inclusive of contingency planning.
11. Strategy for Excellence creates an all-win situation for all the stakeholders and even helps in harmonious resolution of seemingly conflicting interests, and takes care of uncertain and turbulent times.
12. It is difficult to presume that any sane voice could be heard anywhere against 'Strategy for Excellence', specially if the bonafides of the holistic concept are communicated comprehensively..

'Quality', 'productivity' and 'creativity' are essential ingredients of excellence .

13. The State providing quality products/services and quality governance alone can prosper well. As collateral benefit the HDI (Human Development Index) and CI (Competitiveness Index) of the country improve and CPI (Corruption Perception Index) goes down, and the State in turn is benefited in a variety of ways including, better attraction of domestic and foreign investment and tourism.
14. 'Quality', 'Productivity' and 'creativity', are three essential ingredients of excellence. For the purpose of general governance/administration/management, one of the most prominent methods to ensure quality is to seek the coveted ISO 9001-2000 Certification. It eventually leads to incorporation of 'Best Management Practices' and in securing Best-of-class standards in any Sector, compatible with ISO 9004-2000 Standards, Though essentially ISO 9001 -2000 Certification deals with 'Quality' as the major attribute, it helps in improving 'productivity' specially through active participation and involvement of all the employees and even of different stakeholders. This also improves scope for 'creativity' 'which is the third most significant factor for sustaining excellence, in an organization, through significant emphasis on 'continual

improvement'. Indirectly it helps curb irregularities/malpractices/corrupt practices.

15) The fundamental concepts of excellence

Apart from ISO 9001-2000 Standards, European Foundation for Quality Management have also got a Business Excellence model. The EFQM Model is a non-prescriptive framework that recognises there are many approaches to achieving sustainable excellence. Within this non-prescriptive approach there are some Fundamental Concepts which underpin the EFQM Model. These are expressed below.

There is no significance intended in the order of the concepts. The list is not meant to be exhaustive and they will change as excellent organizations develop and improve.

Results Orientation

Excellence is achieving results that delight all the organisation's stakeholders.

Customer Focus

Excellence is creating sustainable customer value

Leadership & constancy of purpose

Excellence is visionary and inspirational leadership, coupled with constancy of purpose

Management by Processes & Facts

Excellence is managing the organization through a set of interdependent and interrelated systems, processes and facts.

People Development & Involvement

Excellence is maximizing the contribution of employees through their development and involvement

Continuous Learning, Innovation & Improvement

Excellence is challenging the status quo and effecting change by using learning to create innovation and improvement opportunities.

Partnership Development

Excellence is developing and maintaining value-adding partnerships.

Corporate Social Responsibility

Excellence is exceeding the minimum regulatory framework in which the organization operates and to strive to understand and respond to the expectations of their stakeholders in society.

16. Acquisition of prestigious ISO 9001 -2000 Certification does not harm, in any way employees' interests at all. It does not deal with retrenchment or with reduction of pay and allowances or current and prospective welfare measures. It only enhances the social image of the organization and hence that of each employee and

indirectly that of the members of the employees' families. Betterment of organization can provide better growth possibilities and hence higher profits and promotional avenues for the employees. There is not one single organization where acquisition of ISO 9001 -2000 certification became detrimental to employees' interests. On the contrary, employees of all the organizations which acquired ISO 9001-2000 Certification, in the long run, felt good and great. Other apprehensions, if any, about ISO 9001 - 2000 Certification could be addressed through proper enlightenment.

17. Like the Senior executives are duty bound to ensure devotion to duty of their subordinates, the Trade Unions, too, have a great role to perform in influencing their members - mass of employees - through proper dissemination of the meaning and importance of 'Strategy for Excellence' and consequently of the need for acquisition of ISO 9001 - 2000 Certification for the organization.
18. If the leadership of management and Trade Union does adequate reflection and firmly resolves to acquire ISO 9001 -2000 Certification for the Organisation, it be can safely presumed that its actual acquisition would not be very far off. Psychologists and management experts believe that high self-confidence leads to high self-esteem and then on to high aims and finally to higher achievements.

19. The 'Tryst with Destiny' proclamation of the first Prime Minister made on the eve of Independence, the India vision 2020 dreamt of by His Excellency the President and Hon'ble Prime Minister of India and the strong resolve of the Hon'ble Chief Minister of the State to make Tamilnadu as number one State in the country, could all come true only if each organization of the State (and that of the country too) commits itself to excellence and achieves it, in as short a period as possible.

20. As basically the Quality Management System (QMS) deals with doing things in an organized manner, towards existing and expected public satisfaction, in compliance of the laws of the land, the steps involved as acquisition of ISO 9001-2000 Certification are not difficult and the cost involved infact is quite minimal. In layman's language, it means: Write what you do; Do what you write. Defaults and aberrations in operation have little place, when there is resolution to provide the expected bench-marked service standards.

21. We must individually and collectively, seize the golden opportunity to create History and be a part of it.