



Business Excellence CEO Forum

# “A Strategy for Organisational Sustainability”



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Dewan Perdana,  
MITI Kuala Lumpur, Malaysia

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# Practitioner

- Head, Productivity Development Unit, MINDEF – 1991 pushed excellence, service and productivity , and in 1994 incorporated BE to Ministry when launched
- Introduce Ministry Level Award using the BE Criteria - Minister for Defence Award
- PS 21 Initiative – ExCEL first Secretariat – PMO office
- ST Pte Ltd- introduce QuEST (Quality & Excellence in ST ) programme 1995 Oct
- Championed BE Framework as a building block and started getting STPL companies on the BE Journey from July 1997 onwards
- ST Engineering Jan 2001 - championed a holistic integrated approach of embracing BE framework

# How / My Approach

- Familiarize with the criteria and seek information to understand - whatever the initiative
- Prepared to work hard / smart
- Get all your team along – provide them exposure and protection
- Do not turn down request for talk/ judging / assessment etc or volunteer to judge / assess

# Role - BE Recognition Journey

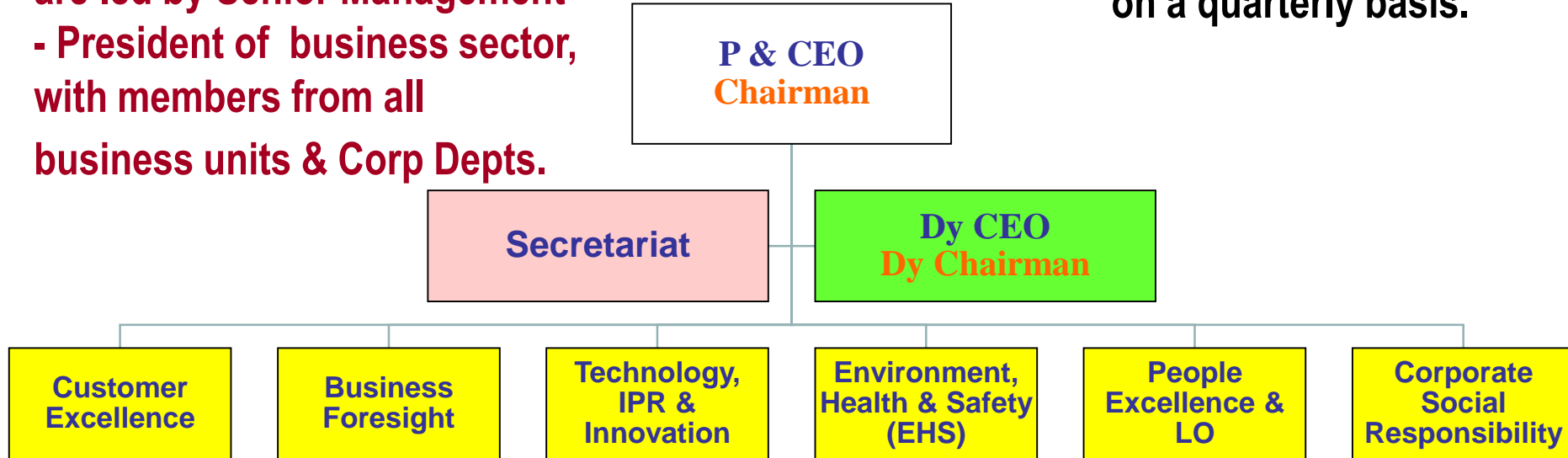
- SQC/ People Developer - Group 26 Entities and HQ - all certified and Group for Service Class
- SQA as Group Winner 2002 first public listed and multi business as one
- Singapore Innovation Excellence 2003 – as Group first public listed
- International Asia Pacific Quality Award 2005 ( Baldrige )
- SQASC 2007 as Group first Singapore entity to be conferred Special Commendation Award
- GPEA World Class 2011
- Singapore Service Class 2011

# Leadership: Driving & Sustaining

Senior Management Team take a holistic approach in steering performance & sustainability.

6 BEC Component Committees are led by Senior Management - President of business sector, with members from all business units & Corp Depts.

BEC meet at half-yearly intervals, the 6 CCs meet on a quarterly basis.



Include Niche Standard (S Class)

Trends/Challenges  
 •Technology  
 •People  
 •Markets  
 •Customers

Include R&D, IPR, Innovation Process, Niche Standard - (I Class)

Include System Safety

Include Niche Standard (PD), Wellness & Employee Involvement

Include Corp Governance, Corp Citizenship,

**BE Coordinators**  
 (include SBA BE Coordinators and BEC CC Secretariats)

**Business Excellence Council (BEC)**

# How BE framework helped?

- **Leadership Commitment**
    - Willingness to set standards
    - Willingness to ask tough questions and ‘look’ bad
  - **Accountability**
    - Sometimes uncomfortable
    - Helpful and speeded the process
1. **Speak common language for excellence across the Group**
  2. **Mapping and understanding of key & supporting processes, its performance requirements**
  3. **Know customers & their requirements, & their expectations**
  4. **As a Group – Understanding of Vision, Mission and Alignment to 4 strategic objectives & 6 strategic thrusts – enabling “clear line of sight”**

# Taking a holistic approach from the start



- ISO 9004 provides guidance on how to achieve sustained success supporting your NQS

# Practitioners -

BE Practitioner as a key player to simplify steps in route to Excellence

- Make BE the way you work
- Integrate BE in the Planning Cycle
- Customise/Develop in-house criteria knowledge
- Remember - Start with the Organisational Profile



# In Summary



# Assessor

- Internal Assessor – STPL, ST Engineering
- BE Singapore Assessor/ Baldrige and ABEF
- BE Assessment – since 1997
- Lead Assessor 2000 / Green jacket in 2002 / Gold Jacket 2015
- Assessed in several countries – good exposure
- Public Service Transformation (PST) Service Excellence Awards – Judging Panel
- **Support objective of the BE Award Initiative / Quality / Excellence program**

# Assessment

- Assessors in team.
- Academic – preconceived ideas / go by the printed line in criteria
- Fault finding mode, show off skills make applicant feel less
- Ignorant of actual intent of BE initiative –
- Assessment to be planned such as to assist, recognize and encourage during the site visit
- Assessor – as value add to the process help pull out the strengths / best practices etc

# Benefits for being an Assessor

- You receive hands-on training on the most significant management framework of modern times: the BE Awards assessment strengthen your ability to use the BEF Criteria
- You see other organizations at a level of detail most of their own employees don't even appreciate.
- You gain knowledge and ideas of best practices that can be transferred/adapted for YOUR organization.

# In Summary



# Consultant

- An internal Consultant – MINDEF, STPL, ST Engineering
- Trained BE Consultants before they are listed by ESG ( SPRING) as approved for SMEs to seek help
- Contributed in developing/reviewing standards e.g. People Developer , Innovation , Service etc, Productivity based on BE Criteria
- Assess MSSs ( 9001, 14001 & 45001 ) consultants to ensure competencies before assigned to SMEs
- Provided Consultancy/ paid or unpaid ) – to public , private (SMEs, MNC and LLEs ) Schools/ PEIs
- Worked with team to help on BE projects / pilot trials e.g. SMART for SMEs
- Train / Consult on BE and Productivity - For UNIDO / APO COE - share actual experience

# Consultant – must

- Make it easy to understand - focus on OP first and use simple terms
- Don't try to make it look complicated to increase / justify your fees
- Focus on value adding, benefits , helping to simplify , making it easy to embrace
- Know/ learn about the industry - do not prescribe
- Learn, ask and seek info to understand
- Be aligned to VM and supports the culture
- Know - Products, customers/ markets , partners

# In Summary





# In Conclusion

## The Combination for Business Excellence



**TERIMA  
KASEH**

