

The Pathology of Pars Tableau Company Using Business Excellence Diamond Model

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Abstract: The changes in the global economy and efforts undertaken by World Trade Organization (WTO) for globalization of economic and increasing competition have brought various countries, including developed and developing to the belief that in order to presence and survival in the regional and global markets even domestic ones, they must enhance the competitiveness capability of their industries and organizations. Organizational excellence models or business excellence are used as powerful tools for assessing the deployment of systems in different organizations. The Business excellence diamond model as a prescriptive model provides development and promotion in all aspects of an organization based on a systematic approach by assessing the level of excellence and organizational injuries and providing therapeutic strategies. Given the advantages of the excellence diamond model, it is used as a model to examine the barriers and problems of Pars Tableau Company to achieve the organizational excellence. To achieve the company's situation, the standard questionnaire of excellence diamond model was used. The results of the analysis showed that the priority criteria for action are: leadership, information management, staff and service strategy, respectively. Finally, 13 organizational injuries were identified in the company. Ultimately, some suggestions have been proposed to resolve the injuries. Some of them are: creating an open space for employees to express their ideas, IT and automation development, modification and redesign of the organizational structure, marketing research troubleshooting and etc.

Key words: Organizational Excellence • Business Excellence Diamond Model • Pathology • Pars Tableau Company

INTRODUCTION

It is well known that the excellence and growth of an organization is not a simple, painless and low cost route. By definition, an organization is called excellent when it proved to be excellent in both performance and results. During the past few years, several models have been proposed for organizational excellence at national and international levels. Although these models have been accepted and used for planning, moving towards excellence and assessment of pre-eminent in most

companies and organizations around the world, the faults and shortcomings of the existing models became apparent over the several courses of quality awards worldwide. Since the excellence diamond model examines all organizational dimensions and sectors and provides development and promotion in all aspects of an organization based on a systematic approach by assessing the level of excellence and organizational injuries and provides therapeutic strategies, it is considered as a model for the evaluation of organization along the growth and excellence path.

Pars Tableau Company as a company that works in the areas of design, supply and execution of electrical projects, plays a significant role in energy production in the fields of oil, gas, petrochemical, power, cement and other industries. The managers and staff of the Pars Tableau Company believe that they are able to increase their sales at the international level in addition to enhanced reputation in the local area by developing approaches, idea production and deployment of intellectual capital and the use of modern management and engineering knowledge. One of the most important goals of this company is to bring it to a level of excellence. To achieve this aim, it is necessary to recognize the problems and diseases of the company by organizational pathology process and taking the first step for self-preparation on the path to excellence by defining improvement projects.

Organizational Excellence: The big question facing organizations is that with how they can prepare themselves for a successful presence in the competition environment by comprehensive evaluation of different issues to identify the strengths and weaknesses and possible improvements fields. Nowadays, productivity intellectuals and scholars emphasize on comprehensive quality management as a comprehensive solution to increase the efficiency of organizations through the creation of a system in management which ensures that things are done correctly, consistently on all levels and perspectives of organization. In the context of comprehensive quality management, the excellence models have been introduced as a tool for deployment of systems and management systems in organizations and also as a tool for assessing their success. The application of these models in different organizations shows a significant growth in their performance indicators. The organizational excellence model is a strong operating tool that is used for different purposes of organizations. The organizational excellence is not a theoretical and conceptual understanding, but it is a useful tool for obtaining and delivering tangible, discernable and stable and consistent results based on the existing evidences [1].

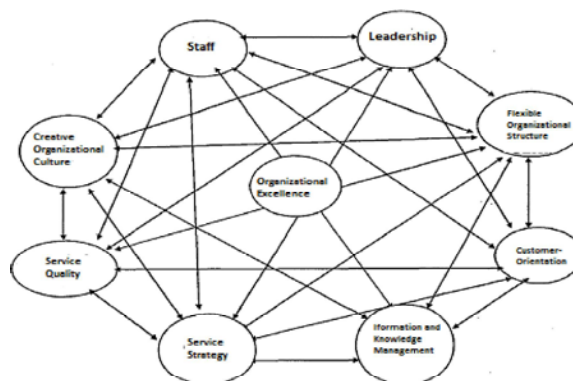
The organizational excellence models, as an inclusive tool with a comprehensive approach to all aspects of the organization help managers to be familiar with organization more accurately. These models are used to assess and compare the performance of organizations. They enable organizations to evaluate their own success in executing programs on different time intervals.

These models help organizations to identify their strengths and weaknesses, to define projects in order to move towards excellence.

Globalization is of the most important issues in the today's world. All organizations are in the globalization direction wanted or unwanted. In addition to the resolve and determination, globalization requires the implementation of coherent plans in the context of reducing costs, improving quality, attention to customers' demands, new marketing, export development and agile of all the sectors. In the process of globalization, acquiring customers and employees satisfaction is considered as a fundamental basis. Nowadays, to compete in global arena, we should be equipped with future knowledge so as to move towards progress and excellence [2].

Business Excellence Diamond Model: In 2004, the excellence diamond model was designed using the conceptual mapping technique and tangible analysis and employing the opinions of 73 experts from 16 European strong organization to assess the excellence of staff and service organizations [3].

The excellence diamond model as a prescriptive model provides growth and improvement in all aspects of the organization by assessing the level of organizational excellence and injuries and providing therapeutic strategies based on a systematic approach. It provides a framework for an organization's management system to manage various aspects of the organization. It leads to the management of organizational processes to eliminate the activities that are only consumers and do not create any value. It results in the management based on the facts and provides a complete image of the organization. The excellence diamond model leads to further participation of staff with emphasis on the results.



Source: Hassanzadeh, H. and Rastgu, H. [3], the organizational excellence models and their deployment in an organization, Tehran, Mehr-arya, p 86

Excellence Diamond Model Criteria: The excellence diamond model has 8 criteria. The criteria and factors for excellent diamond model include: leadership, creative organizational culture, service strategy, information and knowledge management, organizational structure, service quality and customer- orientation.

In this model, the impact channels criteria on each other have also been identified and quantified in the form of 321 questions. The impact of each criterion on each other and the total impact may provide a good basis to compare and assess the level of organizational excellence and pathology. In this model, each criterion of organizational excellence has some indicators which represent impact channels of those criteria. In other words, each criterion affects other criteria through the channels and will be affected by them. As a result, the proper interaction of these criteria with each other can improve the organizational excellence. The excellence diamond model as a prescriptive model is superior to other models by recognizing tangible relations between different criteria of organizational excellence and providing the context for assessing excellence and identifying organizational injuries and providing therapeutic strategies.

Pars Tableau Company: Pars Tableau Company initiated its activity in the fields of design, supply and implementation of electrical projects in 1982 as one of the Foulman group companies (Foulmna company was founded in 1975 in order to perform specialized electrical projects). At present, the company could make a significant contribution in the country's energy production in the field of oil, gas, petrochemical, power, cement and other industries by employing the specialized power of youth and efficient staff. The managers and staff of the Pars Tableau Company believe that they will be able to increase their sales at the international level in addition to enhanced reputation in the local area by developing approaches, idea production and deployment

of intellectual capital and use of modern management and engineering knowledge. One of the most important goals of this company is to bring it to a level of excellence.

Research Methodology: This is an applied evaluation study. The statistical population consisted of 30 key directors and experts of the Pars Tableau Company. Data was collected through questionnaires.

In this study, the standard questionnaire of the excellent diamond model was used. The reliability and validity of the model was confirmed by distribution of the questionnaire among experts and data analysis with SPSS [3].

Unlike other models of excellence which are non-prescriptive, the excellent diamond model is a prescriptive model. Therefore, unlike other excellent models, the algorithm of diamond model is calculated based on causal relationships between the criteria and excellence synergy index. The excellence model criteria have causal relationships with each other. In other words, each of the criteria impacts on other criteria and vice versa. Consequently, the interactions between criteria can direct the organizations towards excellence or create barriers in path toward excellence. The algorithm can also be used to diagnosis and treat organizational injuries.

The Algorithm of Excellent Diamond Model

Formation of Comparative Table: In this step, the impact and interact of excellence criteria is determined using the questionnaire and tangible and statistical analysis. The results are entered into the comparative table.

The mean impact and influence of all criteria of the excellence diamond model is obtained using SPSS. Table 1 shows the results obtained for the Pars Tableau Company.

To perform accurate diagnostics, there must be a table to compare the scores of each excellence criteria in the organization with the normal level in the excellence diamond model.

Table 1: The impact and interact of the excellent diamond model criteria in Pars Tableau Company

Criteria	Leadership	Staff	Organizational Culture	Service Quality	Service Strategy	Customer-Orientation	Information Management	Organizational Structure	a_i
Leadership		4.45	7.13	6.45	7.75	7	2.45	6.93	42.16
Staff	5.6		6.33	4.33	6.05	8.12	7.33	3.66	41.42
Organizational Culture	6.33	7		7.2	4.33	6.66	5.75	7.33	44.6
Service Quality	6.13	5.33	7.01		6.66	7.33	7.05	5.98	45.49
Service Strategy	7.01	6.66	4.82	6.85		7.33	7.15	3.55	43.37
Customer-Orientation	6.55	7.33	6.66	7.01	7.52		6.85	6.25	48.17
Information Management	8.2	6.87	5.89	3.48	7.25	4.68		6.89	43.26
Organizational Structure	4.78	7.14	6.25	3.65	5.39	8.01	7.02		42.24
e_i	44.6	44.78	44.09	38.97	44.95	49.13	43.6	40.59	350.71

Table 2: The mean impact and interact of the excellent diamond model criteria

Criteria	Leadership	Staff	Organizational Culture	Service Quality	Service Strategy	Customer-Orientation	Information Management	Organizational Structure	a_i
Leadership		7.33	6.92	6.77	7.95	7.16	5.85	7.19	48.22
Staff	6.93		6.87	7.38	6.36	7.24	6.66	6.78	45.77
Organizational Culture	6.36	7.2		7.1	6.18	6.59	6.31	6.03	46.3
Service Quality	6.44	6.68	6.47		6.63	6.87	6.68	6.58	48.4
Service Strategy	6.68	6.75	6.93	7		7.11	6.77	7.16	47.75
Customer-Orientation	6.45	6.98	6.71	7.06	7.08		6.94	6.53	47.29
Information Management	6.92	7.13	6.41	6.16	7.03	6.68		6.66	47.29
Organizational Structure	6.89	6.97	6.75	6.52	6.49	6.54	7.23		47.39
e_i	46.67	49.04	47.06	48.29	47.72	48.19	46.44	46.93	380.29

Table 3: The synergy table in Pars Tableau Company

Criteria	Leadership	Staff	Organizational Culture	Service Quality	Service Strategy	Customer-Orientation	Information Management	Organizational Structure	ESLi
Leadership		0.7946	1.1263	1.0522	1.1055	1.0687	0.2987	1.4497	0.8881
Staff	1.2584		0.9042	0.8123	0.9084	1.1077	1.0266	0.5126	0.9029
Organizational Culture	0.8877	1.1058		1.0271	0.8983	1	0.9762	1.1728	1.0051
Service Quality	0.9503	1.2309	0.9736		0.9722	1.0456	2.025	1.638	1.2123
Service Strategy	0.9045	1.1008	1.1131	1.0285		0.9747	0.9862	0.6586	0.9544
Customer-Orientation	0.9357	0.9027	1	0.9563	1.0259		1.4636	0.7802	0.9921
Information Management	3.3469	0.9740	1.0243	0.4936	1.0139	0.6832		0.9814	1.0163
Organizational Structure	0.6897	1.9508	0.8526	0.6103	1.5183	1.2816	1.0188		1.0479

Table 2 shows the impact of each of the criteria of organizational excellence model based on the average method [3].

Calculation of Excellence Synergy Table: The excellence synergy table is formed using the synergy index. The synergy index is calculated using the following formula:

$$ESI = \sum ESI$$

where $ESLi$ is the excellence index of the i^{th} factor which is calculated as follows:

$$ESI = \sum ESI_{ij} = a_i / e_i$$

where i and j are excellence criteria, e and a represent influence and interact, respectively. ESI_{ij} is the excellence synergy index for each criteria which is calculated using the following formula:

$$ESI_{ij} = a_{ij} / e_{ji}$$

$$I = J = 1, 2, \dots, 8$$

where a_{ji} represents the impact of i^{th} criterion on j^{th} criterion. a_{ji} represents the impact of j^{th} criterion on i^{th} criterion and interact of i^{th} criterion on j^{th} criterion

as well a_i represents the total impact of each criterion and total interact of criteria of other criteria. The excellence index of the i^{th} factor, $ESLi$, can be calculated as follows [3]:

$$ESI = a_i / a_j = \left(\frac{\prod a_{ij}}{a_{ji}} \right)^{1/7}$$

$$I = J = 1, 2, \dots, 8$$

Score Comparative Table: This table compares the excellence scores of the organization with the scores of diamond model.

Synergistic Comparative Table: This table compares the synergistic scores of the organization with the synergistic scores of the excellence diamond model.

Determination of the priority areas of PAA: In this step, the areas that need to be addressed are determined based on the maximum score and synergistic gaps.

Determination of the Priority Areas for PAA Action: In this step, the significant areas are visited and a group decision will be made to remove the significant area or turn it into a priority area for action based on existing documents and evidences.

Table 4: The standard synergy table for excellence diamond model

Criteria	Leadership	Staff	Organizational Culture	Service Quality	Service Strategy	Customer-Orientation	Information Management	Organizational Structure	ESLi
Leadership		1.0577	1.0881	1.0522	1.1901	1.1101	0.8454	1.0435	1.0536
Staff	0.9454		0.9542	1.1048	0.9422	1.0372	0.9341	0.9727	0.9833
Organizational Culture	0.9190	1.0480		1.0567	0.8918	0.9821	0.9844	0.8933	0.9728
Service Quality	0.9513	0.9051	0.9112		0.9471	0.9731	1.0844	1.92	0.9588
Service Strategy	0.8403	1.0613	1.2113	1.0559		1.42	0.9630	1.1032	1.0142
Customer-Orientation	0.89	0.9641	1.0182	1.0276	0.9958		1.0389	0.9985	0.9909
Information Management	1.1829	1.0705	1.0158	0.9222	1.0384	0.9626		0.9212	1.0183
Organizational Structure	0.9583	1.0281	1.1194	0.9909	0.9065	1.15	1.0856		1.0098
									8.0015

The Results of the Analysis of the Excellence Diamond Model and Suggestions for Injuries

Injuries Related to Interactions Between Leadership and Staff:

- Lack of staff participation in decision-making.

Holding regular meetings with employees, using their ideas and creating an open space to express their ideas could be helpful to use staff opinions in company decisions.

- Failure to develop the ultimate talents of staff and encourage them to learn.

Training courses, encourage and reward employees who regularly participate in these classes, providing staff meetings with managers and the possibility for providing solutions by staff on company problems.

Injuries Related to Interactions Between Leadership and Information Management:

- Lack of proper information nutrition for managers.

The deployment of the comprehensive model of communication, IT and automation development could be effective in reducing this damage.

Injuries Related to Interactions Between Staff and Service Quality:

- Lack of analysis of customer needs and expectations.

Conducting a survey of customers and considering a unit for interaction with the company will be effective.

Injuries Related to Interactions Between Service Strategy and Organizational Culture:

- Failure to enhance communication patterns in order to exact identification of the environment.

Marketing research and the establishment of FOCUS PDCA would have an important contribution for better understanding of the environment.

Injuries Related to Interactions Between Service Strategies and Organizational Structure:

- Lack of adaption of structure with new strategies to achieve goals.

The pathology of the structure and reforming and redesigning the organizational structure

- Lack of the revision of laws and regulations for implementation of strategies.

The revision of company's rules and regulations will be effective.

Injuries Related to Interactions Between Information Management and Service Quality:

- Facilitating the analysis of customers' needs.

Survey of customers and deployment QFD will be effective.

Injuries Related to Interactions Between Information Management and Consumer-Orientation:

- Proper design of services based on the collected information.

Deployment of customer relationship management (CRM) and customer surveys

- Informing the customer of the results of operations and future plans.

Providing a landscape for delivering services and customer satisfaction within the framework of organizational values or strategic programs.

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