

Lecture 03b

Διοίκηση Ολικής Ποιότητας



Καθηγητής Γεώργιος Μποχώρας
Γραφείο 435, Τηλ. 210 4142253
bohori@unipi.gr

eMBA
Τμήμα ΟΔΕ
Πανεπιστήμιο Πειραιώς

Περιεχόμενα Μαθήματος

Quality Timeline

Διαδικασία - Παράδειγμα

Performance Measurement (Score 0 - 1.000 vs ISOs pass/fail)

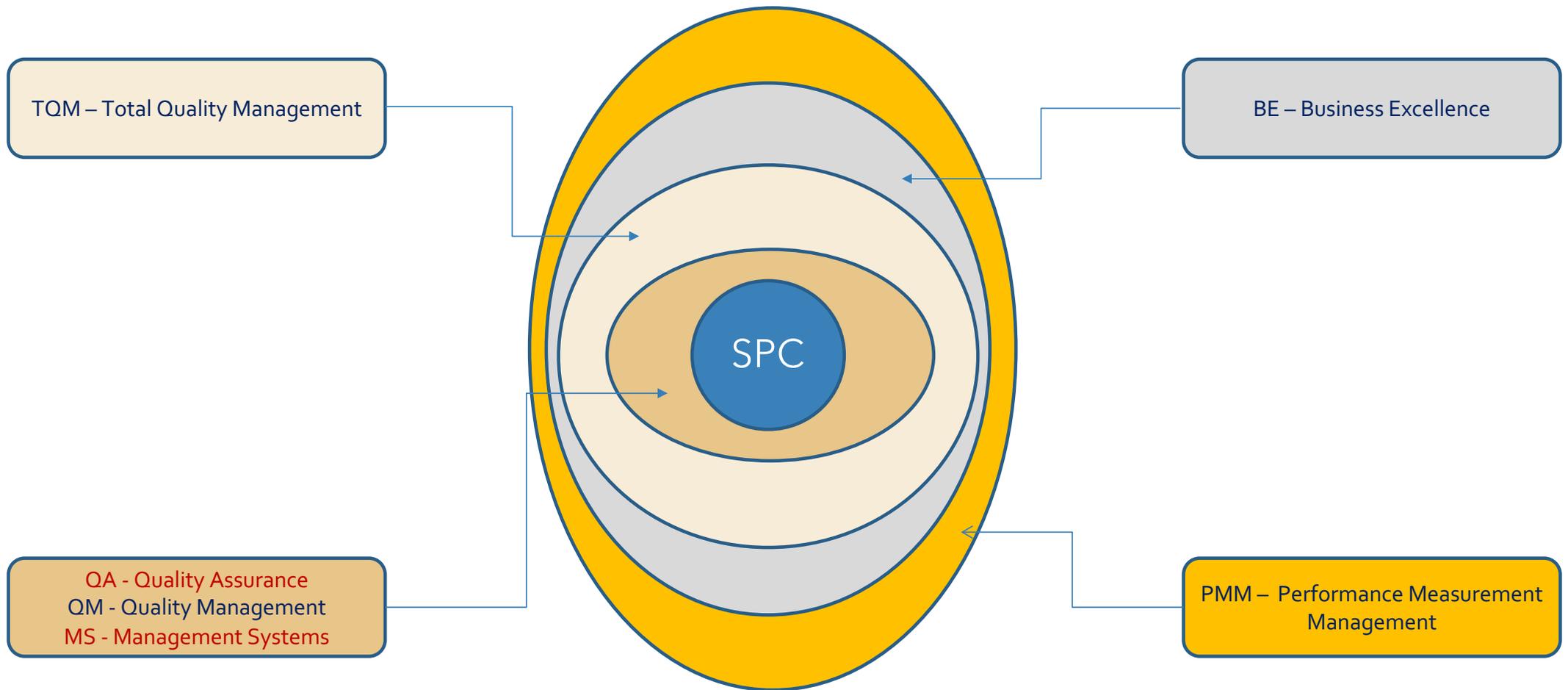
The EFQM Model (certification, recognition, awards)

The CAF Model

Other Models (MBNQA, TMSA, ...)

Case Study

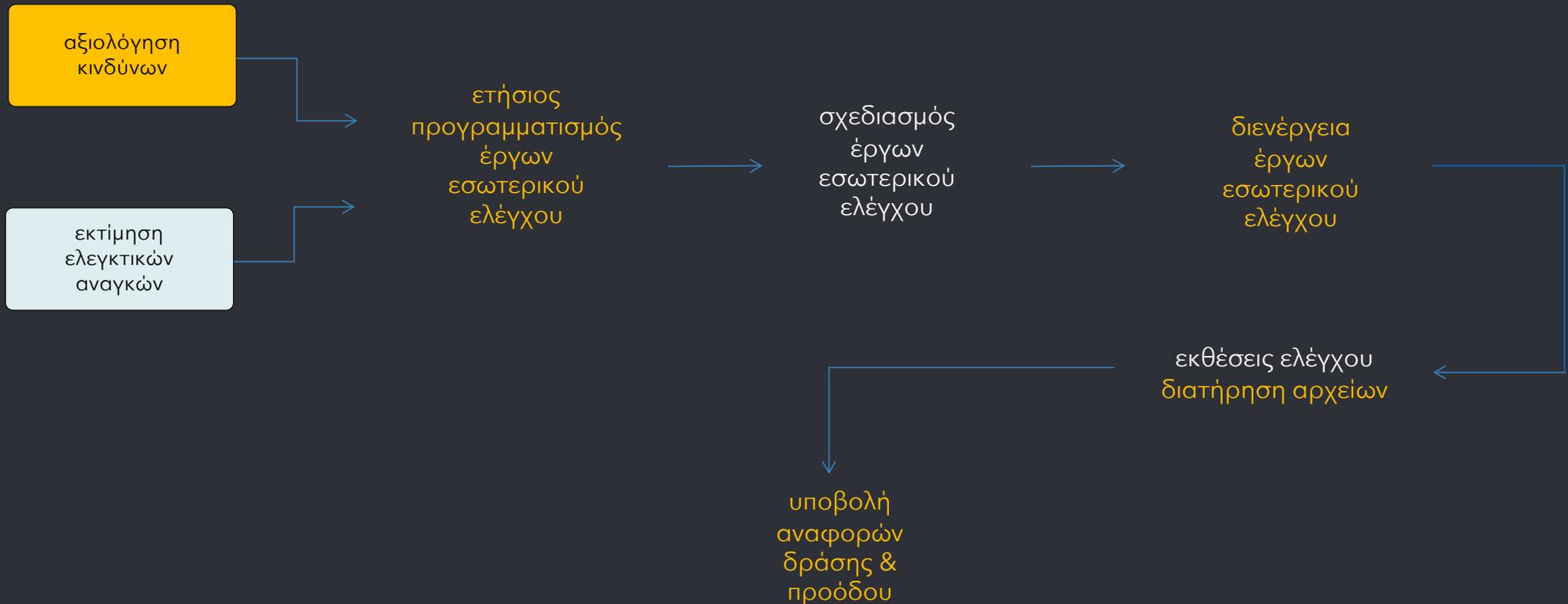
Quality Time Line



Διαδικασίες

Συγγραφή Διαδικασιών

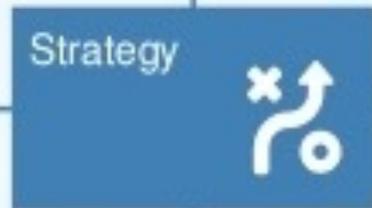
Παράδειγμα Εσωτερικού Ελέγχου



The EFQM Model

The EFQM Model

ENABLERS

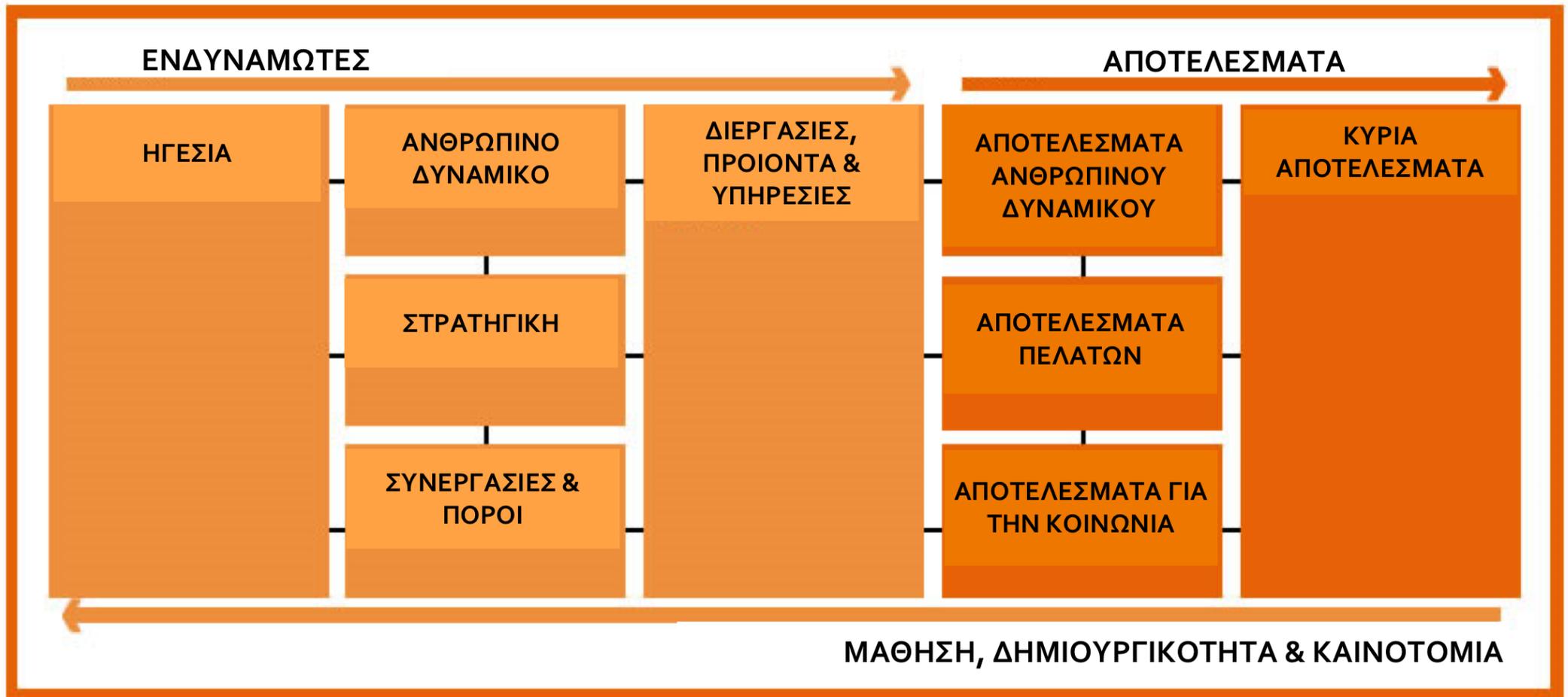


RESULTS



LEARNING, CREATIVITY AND INNOVATION

The EFQM Model



TQM

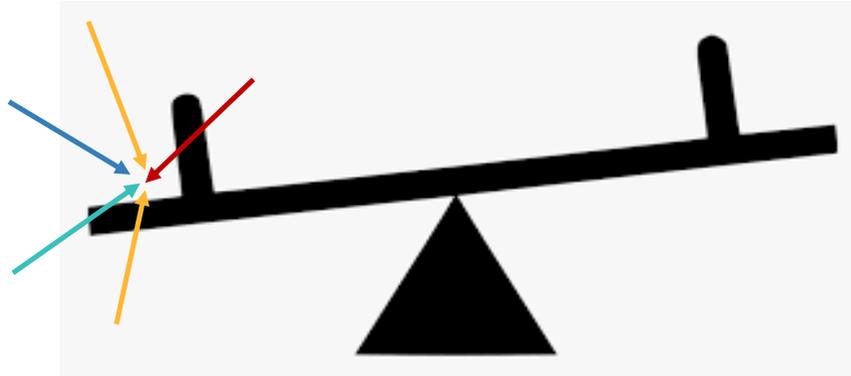
Excellence Models



a cause & effect relationship



Excellence Models



.... alignment need



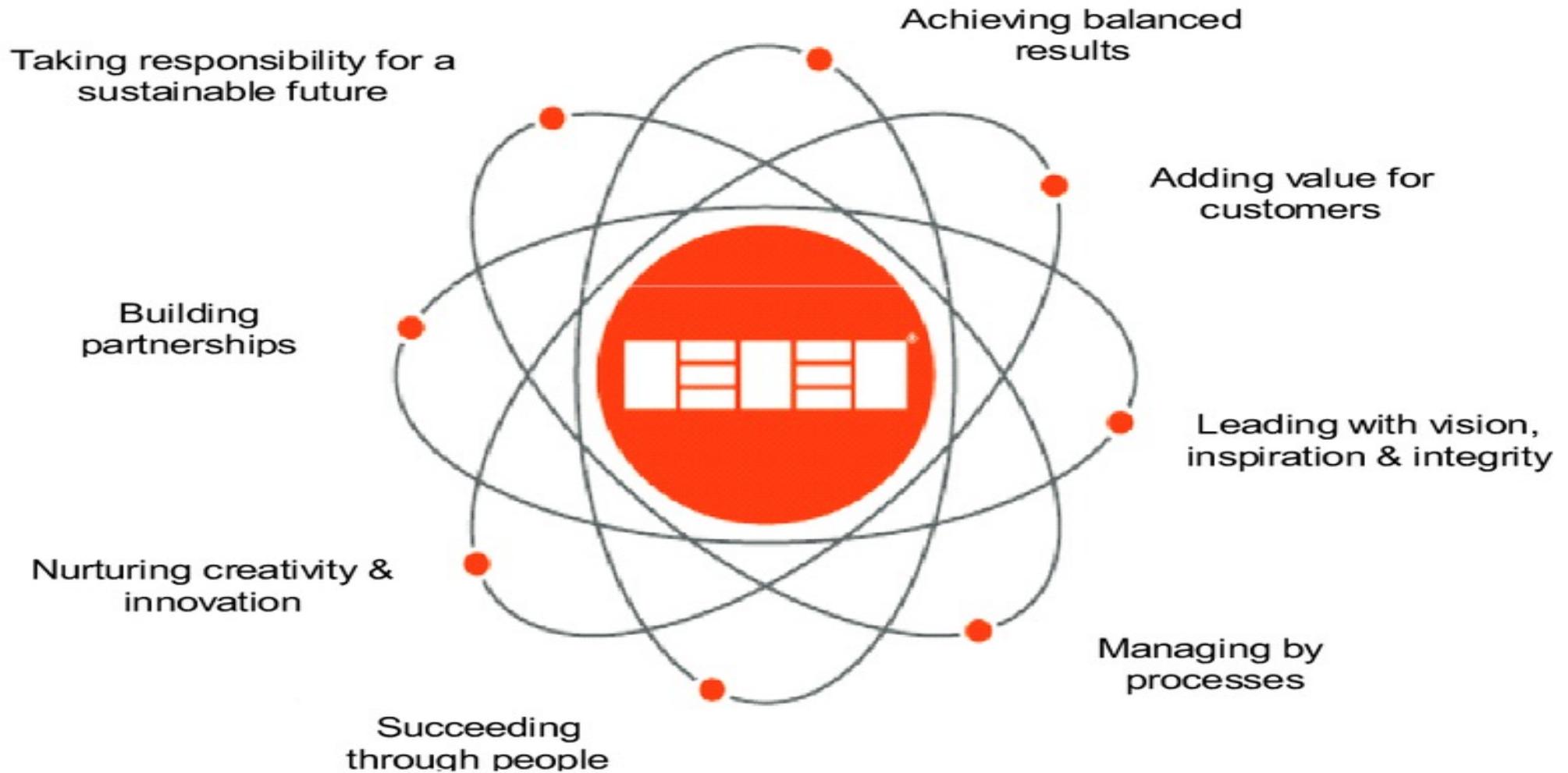
Excellence Models



... alignment ... effectiveness

Fundamental Concepts

The EFQM Model



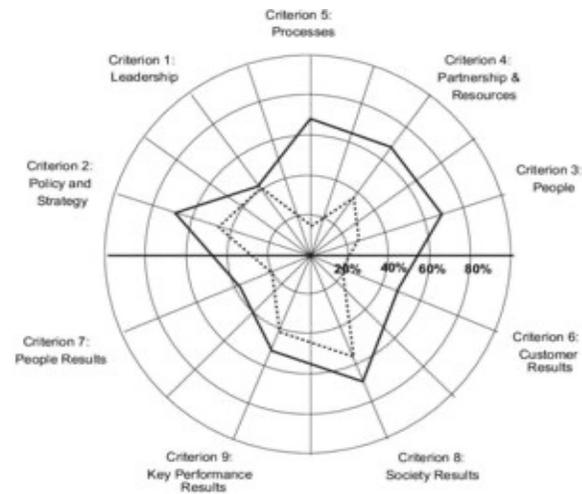
RADAR

The EFQM Model



Continuous Improvement

The EFQM Model



Applying the Enablers Matrix to Approaches adopted

Approaches	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Sound	The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based.			X		
Integrated	The approaches support strategy and are linked to other relevant approaches			X		
Deployment	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Implemented	The approaches are implemented in relevant areas, in a timely manner.			X		
Structured	The execution is structured and enables flexibility and organizational agility			X		
Assessment & Refinement	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Measurement	The effectiveness & efficiency of the approaches and their deployment are appropriately measured.			X		
Learning & Creativity	Learning & creativity is used to generate opportunities for improvement or innovation.			X		
Improvement & Innovation	Outputs from measurement, learning & creativity are used to evaluate, prioritise & implement improvements & innovations			X		
Scale		0%	25%	50%	75%	100%
Overall Score				X		

Applying the Results Matrix to results used

Relevance & Usability	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Scope & Relevance	A coherent set of results, including key results, are identified that demonstrate the performance of the organisation in terms of its strategy, objectives and the needs and expectations of the relevant stakeholders			X		
Integrity	Results are timely, reliable & accurate			X		
Segmentation	Results are appropriately segmented to provide meaningful insights.			X		
Performance	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Trends	Positive trends or sustained good performance over at least 3 years.			X		
Targets	Relevant targets are set and consistently achieved for the key results, in line with the strategic goals.			X		
Comparisons	Relevant external comparisons are made and are favorable for the key results, in line with the strategic goals.			X		
Confidence	There is confidence that performance levels will be sustained into the future, based on established cause & effect relationships			X		
Scale		0%	25%	50%	75%	100%
Overall Score				X		

EFQM Model



The EFQM Model is a globally-recognised management framework which allows organisations to achieve success by measuring where they are on the path towards transformation, helping them understand the gaps and possible solutions available, and empowering them to progress and significantly improve their organisation's performance.

The Model can benefit both organisations of any size or sector and individuals seeking a tried and tested management framework.

CAF

Common Assessment Framework

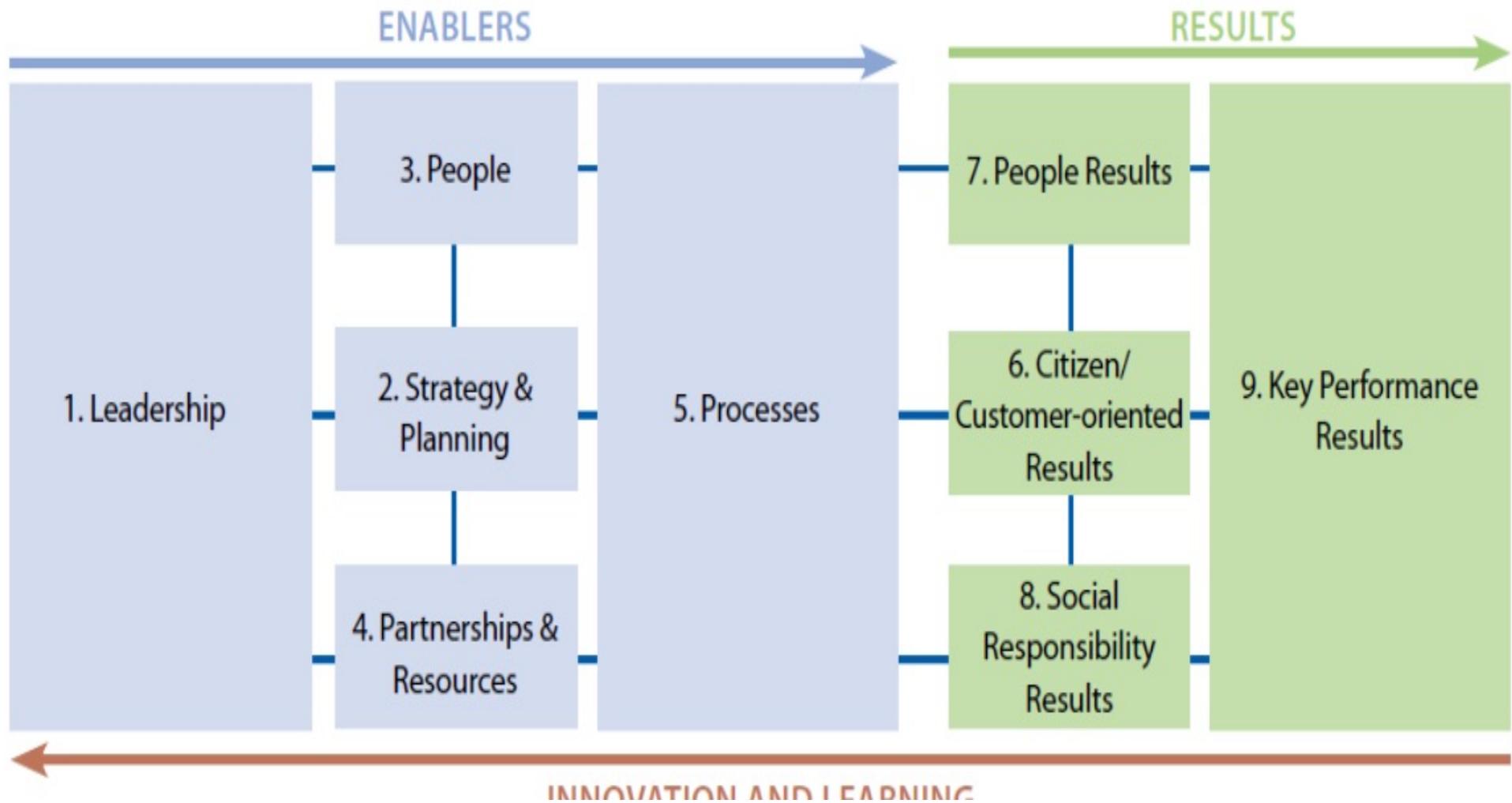


Common Assessment Framework

The European model for improving public organisations through self-assessment



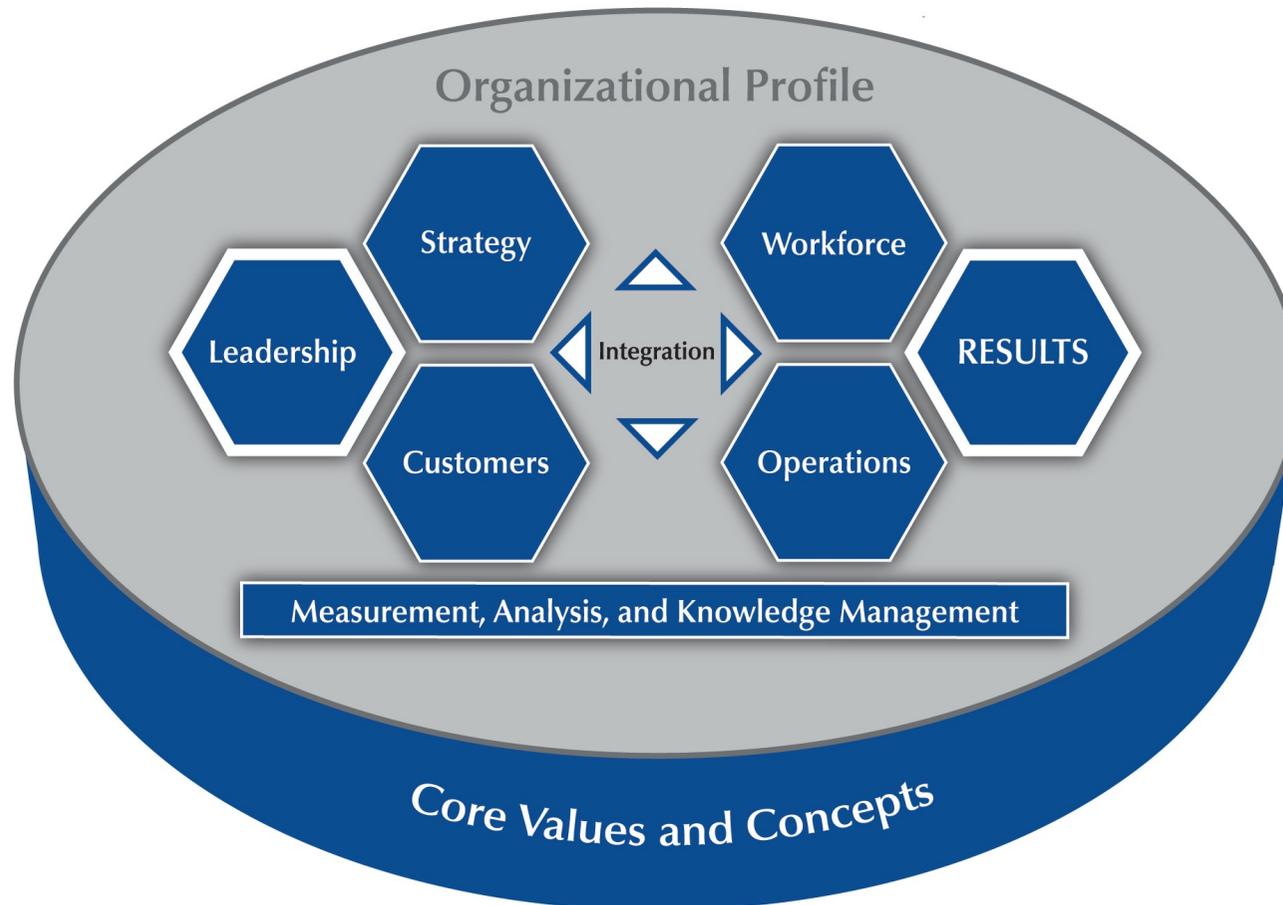
The CAF Model



Το Κοινό Πλαίσιο Αξιολόγησης



Baldrige Excellence Framework

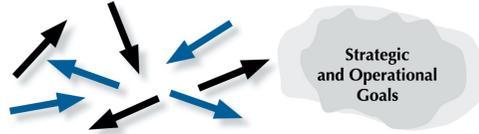


From Baldrige Performance Excellence Program. 2019. *2019–2020 Baldrige Excellence Framework: Proven Leadership and Management Practices for High Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <https://www.nist.gov/baldrige>.

Steps toward Mature Processes

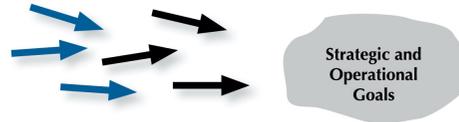
An Aid for Assessing and Scoring Process Items

Reacting to Problems
(0–25%)



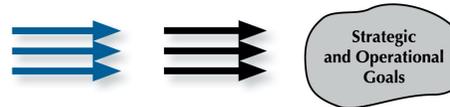
Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.

Early Systematic Approaches
(30–45%)



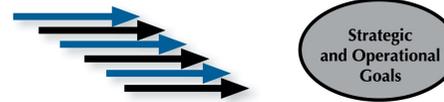
The organization is beginning to carry out operations with repeatable processes, evaluation, and improvement, and there is some early coordination among organizational units. Strategy and quantitative goals are being defined.

Aligned Approaches
(50–65%)



Operations are characterized by repeatable processes that are regularly evaluated for improvement. Learnings are shared, and there is coordination among organizational units. Processes address key strategies and goals.

Integrated Approaches
(70–100%)



Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organization seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.

From Fighting Fires to Innovation: An Analogy for Learning

Learning is an essential attribute of high-performing organizations. Effective, well-deployed organizational learning can help an organization improve from the early stages of reacting to problems to the highest levels of organization-wide improvement, refinement, and innovation.

1



Reacting to the problem (0–5%)

Run with the hose and put out the fire.

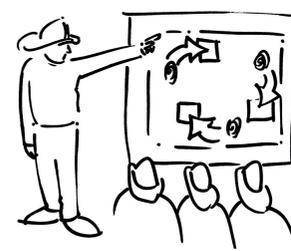
2



General improvement orientation (10–25%)

Install more fire hoses to get to the fires quickly and reduce their impact.

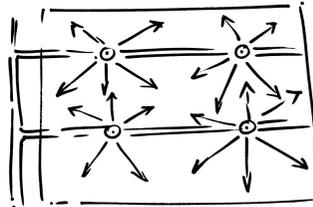
3



Systematic evaluation and improvement (30–45%)

Evaluate which locations are most susceptible to fire. Install heat sensors and sprinklers in those locations.

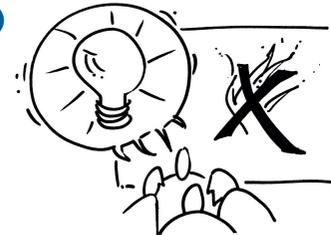
4



Learning and strategic improvement (50–65%)

Install systemwide heat sensors and a sprinkler system that is activated by the heat preceding fires.

5



Organizational analysis and innovation (70–100%)

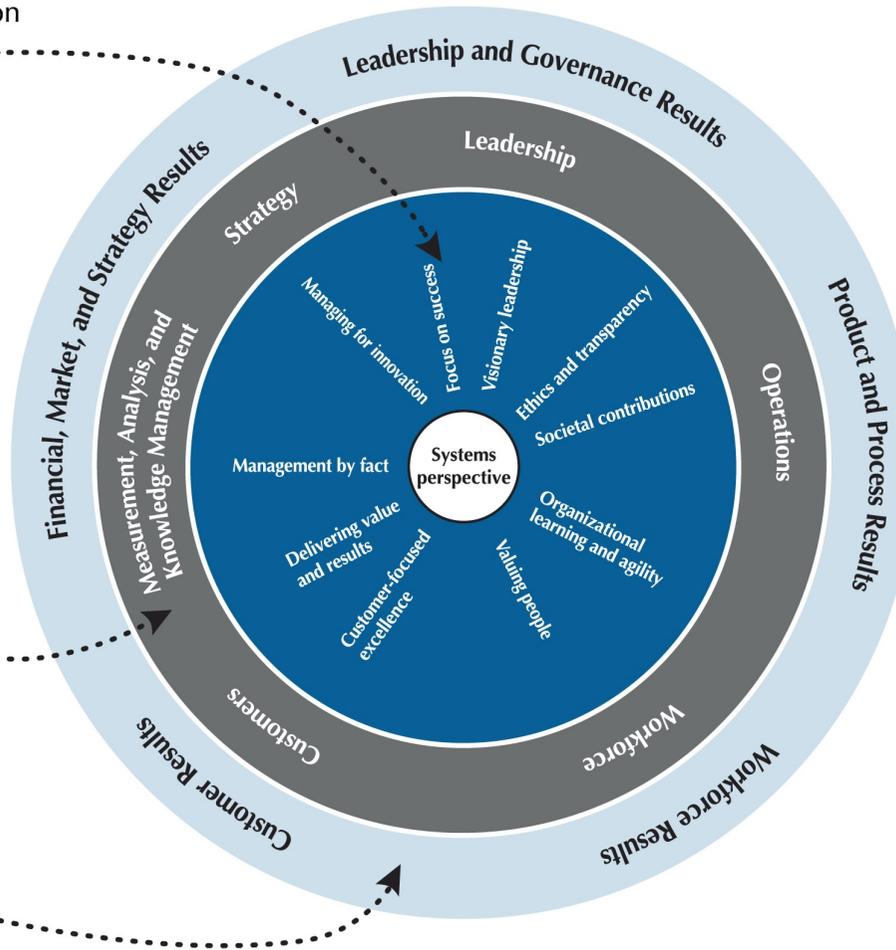
Use fireproof and fire-retardant materials. Replace combustible liquids with water-based liquids. Prevention is the primary approach for protection, with sensors and sprinklers as the secondary line of protection. This approach has been shared with all facilities and is practiced in all locations.

The Role of Core Values and Concepts

The Baldrige Criteria build on **core values and concepts**

which are embedded in **systematic processes...**
(Criteria categories 1–6)

yielding **performance results**
(Criteria category 7).



Case Study



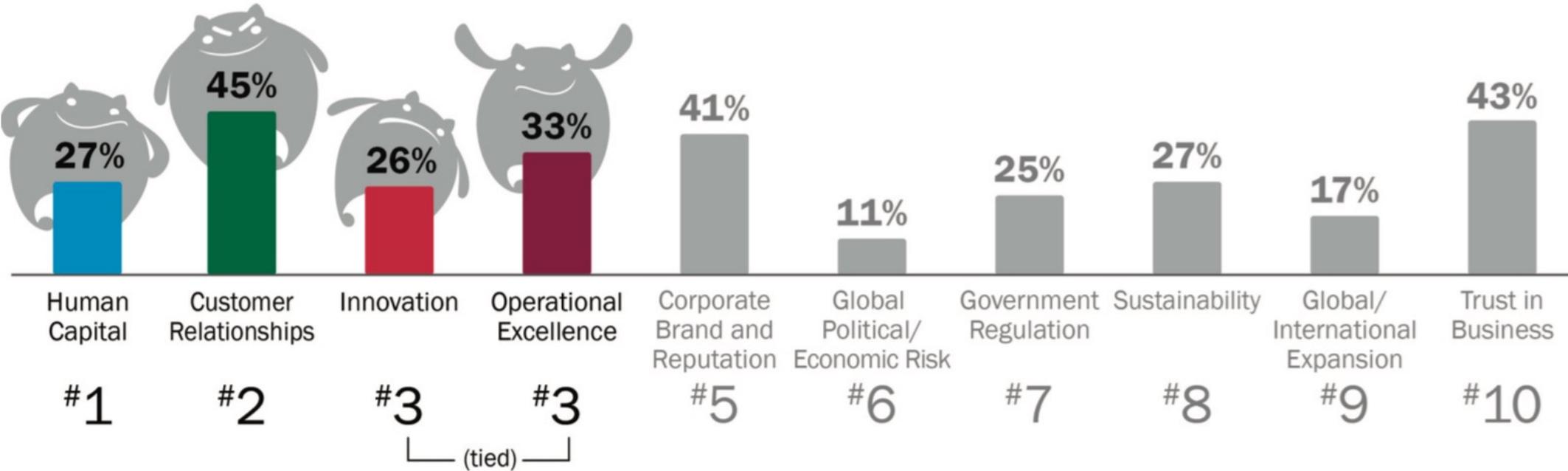
LIBERO ASSURANCE

Tanker Management Self Assessment (TMSA) 3

Basics

Conference Board CEO Challenges—Percent of Leaders Considering Themselves Very Prepared

Top Four CEO Challenges



Source: Conference Board

Aris Software

BPMN 2.0 IN ARIS

CHEAT SHEET

software AG



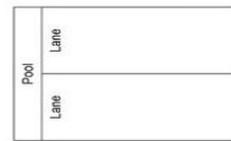
Official BPMN 2.0 implementer (mentioned by OMG)
Full BPMN 2.0 Process Modeling Conformance

MAIN MODEL TYPES

BPMN collaboration & process diagrams represent control flows and message flows involved in collaborative processes.

Enterprise BPMN collaboration & process diagrams enrich the standard by typed lanes. Lanes can state roles, organizational units, application systems etc. that are already maintained in the ARIS library.

SWIMLANES



Pools graphically show participants or processes in a collaboration diagram.

Lanes demonstrate organizational and technical responsibilities, typically within pools.

ENTERPRISE BPMN LANES

- Pool
- Lane
- Organizational unit lane
- Organizational unit type lane
- Role lane
- Position lane
- Group lane
- Application system type lane

CONTROL FLOW ELEMENTS

- Start event
- Task
- Call activity
- Sub-processes
- Gateway

FURTHER ELEMENTS

- Message
- Text annotation
- Data object
- Data store
- Group

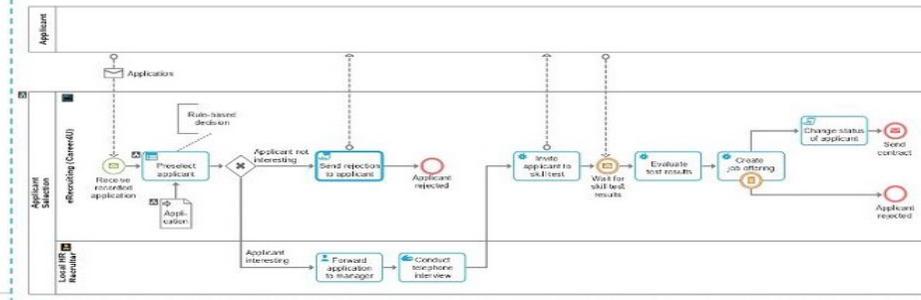
EVENTS

- Start events demonstrate where a certain process will start.
- Intermediate events affect the process flow. They do not start or end the process.
- End events demonstrate where a certain process will end.

Events are further specified as follows:

- Cancel event
- Compensation event
- Condition event
- Error event
- Escalation event
- Link event
- Message event
- Multiple event
- Parallel multiple event
- Signal event
- Timer event

EXAMPLE Applicant selection



ACTIVITIES

- Activities are included as steps in a process.
- Call activities demonstrate points in the process where global processes or tasks are used.

Tasks are further specified as follows:

- Business rule task
- Manual task
- Receive task
- Script task
- Send task
- Service task
- User task

FLOWS

- Sequence flows represent the order of activities that are performed within a process.
- Message flows show the flow of messages between pools.
- Associations link information with elements.

GATEWAYS

- Inclusive gateways represent alternative but also parallel paths in a process flow. Difference to exclusive gateways: All condition expressions are evaluated.
- Exclusive gateways are decisions that represent alternative paths in a process.
- Complex gateways demonstrate complex synchronization behavior, conditions and situations.
- Event-based gateways are used as branching points within the process. Alternative paths are based on occurring events.

SUB-PROCESSES

- Sub-processes represent activities which include activities, gateways, events and sequence flows.
- Ad hoc sub-processes represent activities with no sequence relationships.
- Event sub-processes operate event-handling within a process and are typically related to exceptions.
- Transaction sub-processes demonstrate coordinated activities such as a business transaction, a rollback or a compensation.

DATA

- Data objects provide information about what activities require to be performed or what they produce.
- Data stores demonstrate stored information that will last beyond the process.
- Messages show communication contents between participants.

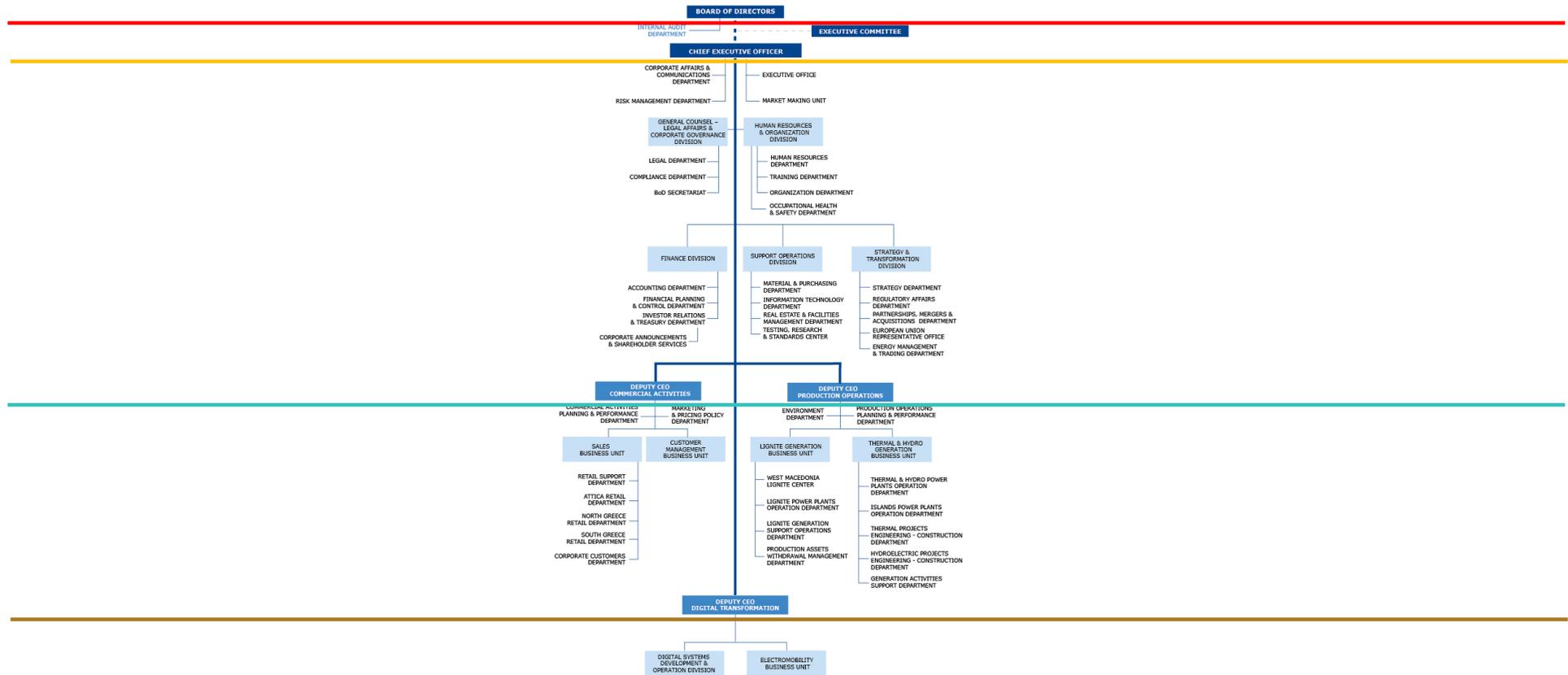
το μάθημα & η πράξη

leaders developing the
organizational mission,
vision and culture

το μάθημα & η πράξη

leaders

το μάθημα & η πράξη



Το μάθημα & η πράξη

leaders

developing

organizational

mission

- organizational decision: top down, bottom up, or in between
- organizational chart's content: validity - correctness?
- draw: a 'horizontal line' at the appropriate level
- validate: management communication details
- deduce: leaders' name list

Applying the Enablers Matrix to Approaches adopted

Approaches	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Sound	The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based.			X		
Integrated	The approaches support strategy and are linked to other relevant approaches			X		
Deployment	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Implemented	The approaches are implemented in relevant areas, in a timely manner.			X		
Structured	The execution is structured and enables flexibility and organizational agility			X		
Assessment & Refinement	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognized as Global Role Model
Measurement	The effectiveness & efficiency of the approaches and their deployment are appropriately measured.			X		
Learning & Creativity	Learning & creativity is used to generate opportunities for improvement or innovation.			X		
Improvement & Innovation	Outputs from measurement, learning & creativity are used to evaluate, prioritise & implement improvements & innovations			X		
Scale		0%	25%	50%	75%	100%
Overall Score				X		



σας ευχαριστώ

Ερωτήσεις ;