

# Connected Excellence

The background of the entire page is a complex network of red spheres and connecting lines. Each sphere is filled with a smaller, intricate network of red dots and lines, creating a sense of depth and connectivity. One sphere, positioned in the middle-right area, is highlighted with a white '@' symbol. The overall aesthetic is clean, modern, and tech-oriented.

*How to lead your organisation to  
excellence and success*





## Introduction

### **ACHIEVING EXCELLENCE, a 4-day executive course delivered by Investors in Excellence (IiE)**

This Achieving Excellence course explores the nature of leadership according to the best practice models of IiE that focus increasingly on the need for engaging strategic leaders at all levels of an organisation who can enhance both the well-being and performance of their employees and, as a result, of their organisation as a whole.

The 4-day executive programme requires all participants to complete a short snapshot assessment alongside pre-course reading as prerequisites to gain a real insight into their strategic leadership perceptions. The programme then combines a mix of interactive lectures, exercises and discussions, to help build a complete picture of individual potential and understand how they can become the best leaders they can be – excellent leaders.

Participants will leave the course with a sound understanding of the nature of Achieving Excellence through excellence leadership, the importance of strategic excellence, how to make effective decisions, how to foster employee commitment and growth, and how organisational culture affects organisational effectiveness. They will also have developed a personal Excellence Plan designed to help them effectively become the best leader they can be in the workplace and begin to transform their organisation to become an excellent organisation delivering more excellent outcomes.

This course begins the journey to excellence and success and explores the development of cultural change based on sound, core values – The Principles of Excellence. When an organisation is clear about *What Matters Most*, and effectively communicates this to all employees, that organisation has already set a clear line of sight and the direction of travel. When every employee, every team, every group, every service, every department peak performs together, that organisation will achieve optimal organisational performance improvement. This is the ultimate aim of IiE.

Achieving Excellence is designed to dramatically impact the capacity of leaders to be excellence leaders to cause a new level of performance in themselves and others. The programme dispels the myths once and for all of what is at the heart of truly effective leadership and proposes an innovative, yet practical approach to challenging 'business as usual' or 'this is the way things have always been done around here' and generates the potential for exceptional results. Achieving Excellence is designed for leaders at all levels who are charged with implementing strategy, operational performance and delivering new levels of business results.

Programme participants will learn new models and frameworks for elevating leadership capabilities and delivering extraordinary performance. In addition, they will be challenged to apply their learning to a business issue or challenge they are currently facing.

## DAY 1, SESSION 1, MODULE 1 Improving performance through evaluating and benchmarking

Excellence is the state or quality of excelling. Particularly in the field of business and organisations, excellence is considered to be an important value, and a goal to be pursued.

Module serial	Subject Matter	Learning Outcome
0.0	Introductions, scope of module and housekeeping	To facilitate excellent course administration
<b>1.0 A Keynote Approach – unhappy with mediocrity</b>		
1.1	The New Paradigm	To introduce the current liE approach to excellence
1.2	Open heart surgery	To illustrate the 7 heartbeats of excellence
1.3	Unhappy with mediocrity	To inform of upscaling and upskilling of an organisation
1.4	Changing the way things are done around here	To begin the process to shape and sharpen an organisation
<b>2.0 Core documentation</b>		
2.1	Structure and system for excellence	To inform of the more excellent way process
2.2	Core documents	To introduce the liE Standard v6
2.3	Supporting documents	To build the supporting library knowledge
2.4	High level documents	To strategically align to high performance outcomes
2.5	Data is value-adding	To reinforce the importance of sound data management
<b>3.0 Leading your aspiring organisation to excellence</b>		
3.1	Setting the line of sight to success	To focus on effective project management
3.2	Keeping to the direction of travel	To communicating the right message
<b>4.0 Building an excellent organisation</b>		
4.1	Organisational excellence	To identify the tenets of organisational excellence
4.2	Operational Excellence	To identify the tenets of operational excellence
4.3	The culture of excellence	To expound the broad features of the culture of excellence
<b>5.0 Deciding and delivering excellent outcomes</b>		
5.1	Plan, Do, Study, Act	To understand the value of the Deming Cycle
5.2	Closing the loop continuously	To appreciate the importance of sound project management
<b>6.0 What excellence looks like</b>		
6.1	Creating the vision of positive value-adding	To appreciate the importance of maximum value-adding
6.2	Creating the mission for positive value-adding	To appreciate the importance of maximum value-adding at every stage
<b>7.0 How effective and engaging leadership improves performance, innovation and results</b>		
7.1	Engaging your people for the journey	To effectively engage all parts of an organisation for the journey ahead
7.2	Communicating the right message	To get the communication right first time
<b>8.0 Ways to shape and sharpen organisational culture to improve attitudes and behaviour</b>		
8.1	Shaping your organisation for excellence	To shape an organisation at the outset
8.2	Sharpening your organisation for excellence	To outline the importance of development and improvement at every stage
<b>9.0 Summary</b>		
9.1	Summarise, agree the way forward and work to be done, check for any problems	To confirm all learning outcomes have been met and there are no queries

## DAY 1, SESSION 2, MODULE 2 The More Excellent Way

There is no doubt about what makes great work and work great. The most engaged employees, those who report fully engaged in work and committed to employers, are significantly more productive, drive higher customer satisfaction, happier in all respects and outperform those who are less engaged.

Module serial	Subject Matter	Learning Outcome
0.0	Introductions, scope of module and housekeeping	To facilitate excellent course administration
<b>1.0 A Keynote Approach – why excellence always works</b>		
1.1	The New Paradigm	To introduce the liE Standard v6
1.2	Open heart surgery	To connect the 7 heartbeats of excellence in leading people
1.3	Unhappy with mediocrity	To begin the journey to unlocking human potential and achieving optimal performance improvement
<b>2.0 Recovering Excellence- putting ordinary in its place</b>		
2.1	Re-engaging for excellence	To inform of the more excellent way process
2.2	Excellence – positive realism and proactivity	To share responses and insights
<b>3.0 Organisational Excellence</b>		
3.1	The More Excellent Way	To understand organisational excellence
3.2	What improves organisational excellence from a current context?	To understand the factors pertinent to improving organisational excellence.
3.3	What makes an organisation more excellent?	To understand the dynamics to improving organisational excellence
3.4	The five pillars of excellence	To appreciate the value of strategic alignment and end-to-end processing
3.5	What makes an organisation's outcomes more excellent?	To understand and develop the dynamics to improving outcomes excellence
<b>4.0 Creating a Culture for Excellence</b>		
4.1	Introduction to a culture of excellence	To appreciate the organisational context
4.2	Excellence is a habit – maximising choice and minimising chance	To appraise the future success rate of excellence
4.3	The Principles of Excellence	To strategically align an organisation to the Principles of Excellence
4.4	The Power Culture	To share responses and insights
4.5	The Person Culture	To share responses and insights
4.6	The Role Culture	To share responses and insights
4.7	The Task Culture	To share responses and insights
4.8	The Excellence Culture	To formulate an excellence culture paradigm
<b>5.0 The Mature and Progressive Model</b>		
5.1	liE results to date	To affirm the need for organisational excellence
5.2	Achieving – a mature, high performer	To develop the evidence from industry
5.3	Implementing an Excellence Action Plan	To develop the application of excellence in a working action plan from industry
5.4	liE and Capability Maturity Model Integration	To understand the current liE philosophy
5.5	liE and SCAMPI	To develop this model into improving organisational performance
5.6	Multi-dimensional Assessment	To illustrate the value of multi-dimensional appraisal to an organisation
<b>6.0 Appraising against the best</b>		
6.1	What Matters Most	To confirm the importance of What Matters Most to an organisation
6.2	Accompanied Self-Assessment	To understand the place of the Accompanied Self-Assessment dimension
6.3	Discovery based Assessment	To appreciate the place of the full and formal assessment against the liE Standard, version 6.0

## Achieving Excellence

6.4	Feedback and the Way Forward	To develop the assessment package and further improve organisational performance
6.5	The characteristics of a Learning Organisation	To appreciate the importance of capturing and managing learning
<b>7.0 Summary</b>		
7.1	Summarise, agree the way forward and work to be done, check for any problems	To confirm all learning outcomes have been met and there are no queries

## DAY 2, SESSION 1, MODULE 3 Utilising the Investors in Excellence Standard, version 6.0

The Principles of Excellence provide the foundation of the Investors in Excellence Standard and an Investor in Excellence can demonstrate the principles are embedded within its activities.

Module serial	Subject Matter	Learning Outcome
0.0	Introductions, scope of module and housekeeping	To facilitate excellent course administration
<b>1.0 Introduction to the world of excellence – The More Excellent Way</b>		
1.1	What is organisational excellence?	To understand organisational excellence
1.2	What improves organisational excellence?	To understand the factors pertinent to improving organisational excellence
1.3	What makes an organisation more excellent?	To understand the dynamics to improving organisational excellence
1.4	The five pillars of excellence	To strategically align What Matters Most with the liE approach
1.5	What makes an organisation's outcomes more excellent?	To understand the dynamics to improving outcomes excellence
1.6	The Principles of Excellence	To affirm the importance of the ten principles to excellence
1.7	Multi-dimensional assessment	To illustrate the value of multi-dimensional appraisal to an organisation
1.8	The Learning Organisation	To appreciate the importance of capturing and managing learning
<b>2.0 liE Element 1 - Leading</b>		
2.1	Leadership elements in focus	To confirm the importance of quality leadership in delivering excellence
2.2	Values	To appreciate the importance of the values-based organisation on success
2.3	Vision Statements	To demonstrate the impact of a clear vision for an organisation
2.4	Developing plans and strategies	To illustrate the drive required to achieve success
2.5	Mission Statements	To understand the importance of a SMARTER Mission Statement
2.6	Organisational cultures The Power Culture	To unpack the potential in this type of organisation
2.7	The Role Culture	To ascertain the value is clearly setting working competencies
2.8	The Task Culture	To make work engaging
2.9	The Person Culture	To create a culture of gratitude
2.10	The Excellence Culture	To formulate an excellence culture paradigm fit for purpose
2.11	Leading	To facilitate and inform excellence leadership
<b>3.0 liE Element 2 - Resourcing</b>		
3.1	Resourcing elements	To expand the elements of effective organisational resourcing
3.2	Organisation structures	To understand the rationale of an organisation's structure
3.3	People Management	To appreciate the importance of the 90%
3.4	Creativity, innovation and the development of new ideas	To enable talent to be captured in a learning organisation
3.5	Collaborative working	To understand the importance of teams to success
3.6	Resources, Assets and Liabilities	To translate success into real benefits

<b>4.0 liE Element 3 - Delivering</b>		
4.1	Delivering elements	To expand the elements of effective organisational delivery
4.2	Know your customers	To appreciate the importance of customer knowledge and satisfaction
4.3	Products and services	To understand the two-markets present in all organisations
4.4	Process	To expand the importance of process to outcomes
4.5	Process for improving a process	To enable the principles of the Resourcing element to be applied to process improvement
4.6	DMAIC and SIPOCR	To encourage systematic rigour in improvement techniques
4.7	Cause and Effect Analysis	To appreciate the use of this technique in analysing What Matters Most
4.8	FMEA	To explore the impact of poor quality
<b>5.0 liE Element 4 - Achieving</b>		
5.1	Achieving elements	To expand the elements of effective organisational achievement
5.2	Leading and Lagging measures	To understand the differences and the impacts
5.3	What are we measuring	To appreciate the value of relevant metrics
5.4	Analysis	To appreciate the value of quantitative and qualitative analysis
<b>6.0 Summary</b>		
6.1	Summarise, agree way forward and work to be done, check for any problems	To confirm all learning outcomes have been met and there are no queries

## DAY 2, SESSION 2, MODULE 4 The enablers of the way forward

Culture change is a two-part programme: first, how to start the process; and second, how to sustain the change programme. Those who are more serious about business improvement through cultural change talk about transformation, new styles of leadership, a new business model, a desire for improved performance, increased productivity, and higher customer satisfaction scores.

Modul serial	Subject Matter	Learning Outcome
0.0	Introductions, scope of module and house keeping	To facilitate excellent course administration and reinforce facilitation to date. Check progress to date
<b>1.0 The role of the Excellence Practitioner</b>		
1.1	Taking the excellence message forward	To instil the Principles of Excellence in the next phase of work
1.2	The characteristics of effective Excellence Practitioners	To align work with best practice
1.3	Introduction to the excellence way	To affirm the centrality of excellence in the assessment process
1.4	Looking for the quality evidence	To understand the evidence collection phase
1.5	Analysis of organisational data	To extract the themes and trends from data media
1.6	The Accompanied Self-Assessment workbook	To introduce the Accompanied Self-Assessment workbook in the process
1.7	Utilising the resources available	To facilitate maximum use of the resources available to the Excellence Practitioners
<b>2.0 Assessment scoring</b>		
2.1	Introduction to the 8 bands of excellence assessment	To familiarise the Excellence Practitioners with the model approach
2.2	The characteristics of each band	To understand the band characteristics
2.3	The place of aspirational forecasting	To demonstrate the importance of positive forecasting in the assessment process
2.4	Refining the assessment window	To understand the precision of the model
2.5	Ensuring accuracy and honesty	To ensure the most genuine and broad response
<b>3.0 The Consensus Approach</b>		
3.1	Accompanied Self-Assessment scoring	To introduce the effective scoring system
3.2	Collecting the returns	To enable the effective collection of responses from workgroups
3.3	Recording variations	To coach the Excellence Practitioners on best practice for research
3.4	Reporting responses and scores	To enable full and effective collection of data and information
3.5	Gathering evidence and reporting against the Standard (LRDA)	To consolidate the Consensus Approach against LRDA
<b>4.0 The 3Rs and 2Ss</b>		
4.1	Quality evidence produces quality results	To affirm best practice in gathering quality evidence
4.2	The e-assessment	To introduce the working digital strategy
<b>5.0 Analysing the data</b>		
5.1	Organisations A and B	To evaluate data effectively
5.2	Distilling the evidence	To extract the prime Excellent Objectives
<b>6.0 Summary</b>		
6.1	Summarise, agree way forward and work to be done, check for any problems	To confirm all learning outcomes have been met and there are no queries



## DAY 3, SESSION 1, MODULE 5 Understanding your customers

To quickly align your customer service organisation to The Principles of Excellence, you need to rethink how to best provide excellent customer support, what kind of people and skills you need, and how you're going to organise it all.

Module serial	Subject Matter	Learning Outcome
0.0	Introductions, scope of module and house keeping	To facilitate excellent course administration and reinforce facilitation to date Check progress to date
<b>1.0 The target market and customer groups</b>		
1.1	How to define your target market	To clearly define customer markets
1.2	How to define your customer groups	To understand customer groups
1.3	Who are your customers?	To appreciate customer needs
1.4	Appreciating customer loyalty	To value customer loyalty
1.5	Understanding the market place	To return excellence in the market place
<b>2.0 Communicating the service offer excellently</b>		
2.1	Communicating effectively and efficiently (Indicator 3.5)	To communicate excellently
2.2	Who in an organisation sells?	To upscale and upskill a workforce
2.3	Developing the customer-facing organisation	To systematically enable an organisation to customer-face
2.4	The need for skills development	To support skills development
<b>3.0 Managing and measuring the pipeline</b>		
3.1	The pipeline - sales	To understand the same pipeline
3.2	The pipeline - measures	To measure the pipeline accurately
3.3	The pipeline – example case study	To review against a case study
3.4	The pipeline – your metrics	To define your organisation's customer metrics
<b>4.0 Developing a framework for managing and sustaining relationships</b>		
4.1	Excellent customer relationships	To improve customer relationships
4.2	The highest service quality possible	To define the highest possible factors
<b>5.0 Developing excellent customer measures</b>		
5.1	Effective customer measures for continuous improvement	To confirm the importance of continuous customer service improvement by the Standard
5.2	The importance of benchmarking	To appreciate the importance of effective benchmarking
<b>6.0 Obtaining and using customer feedback to drive improvement</b>		
6.1	Think customer, Act customer	To meet the needs and requirements of customers
6.2	Excellence and feedback	To understand the importance of feedback
6.3	OODA 2x2	To apply the OODA 2x2 model
<b>7.0 Summary</b>		
7.1	Summarise, agree way forward and work to be done, check for any problems	To confirm all learning outcomes have been met and there are no queries

## DAY 3, SESSION 2, MODULE 6 Unlocking potential in your people

The principles are interlinked and form a system. The success lies in addressing all of the principles in a systematic way.

Module serial	Subject Matter	Learning Outcome
0.0	Introductions, scope of module and house keeping	To facilitate excellent course administration and reinforce facilitation to date Check progress to date
<b>1.0 Develop an effective measurement framework</b>		
1.1	liE Standard v6 scoring profile	To unpack the details of the scoring process
1.2	Accuracy of scoring	To understand best practice scoring
1.3	Triangulation – Standard, Evidence, Assessment (SEA)	To facilitate excellent triangulation in assessment
<b>2.0 How to measure the right things</b>		
2.1	Knowing the right things to measure	To utilise benchmarking effectively
2.2	Effectively measuring the right things	To introduce the Excellence Dashboard approach
<b>3.0 Improving operational excellence</b>		
3.1	Developing and improving people	To support and understand human capability development
3.2	Developing and improving processes	To continually map, manage and revise process improvement
3.3	Developing and improving performance	To build the corporate brand
3.4	Developing and improving potential	To unlock talent and optimal performance improvement
<b>4.0 Reporting and presenting results</b>		
4.1	Utilising the 18 organisational competencies effectively	To extract the strengths and AFIs
4.2	Arriving at the core Excellence Objectives	To identify the factors for maximum improvement
<b>5.0 Utilising excellence objectives to improve performance</b>		
5.1	The place of Guardian Reviews	To fully utilise the Guardian Review framework
5.2	The post-assessment Action Plan	To set a robust action plan
5.3	Track, time and target	To ensure success is delivered
<b>6.0 Summary</b>		
6.1	Summarise, agree way forward and work to be done, check for any problems	To confirm all learning outcomes have been met and there are no queries

## **DAY 4, SESSIONS 1-2, MODULES 7-8 Connected Excellence working**

The Principles of Excellence, The Charter for Excellence and the liE Standard v 6.0 allow an organisation to strategically align, objectively streamline and join the dots for success.

The final modules in this programme are interactive ones fashioned to the continuing needs and requirements of participants. It identifies the essential elements for participants to return to their place of work energised and enthused to begin the journey to excellence.

It explores the vast resources, and the tools and techniques available to those responsible for developing and improving their organisation. Excellence Champions, Excellence Practitioners, Excellence Facilitators and Exemplar Projects are covered in this module.

The framework and content of this module are agreed by participants with the guidance of the programme staff.

Developing One Team and Communication (DOTCOM) and the 4W Programme of work, workforce, workplace and wellbeing are also introduced.

Utilising digital platforms is also covered in this interactive module.

The final element (Module 8) is to confirm all learning objectives have been met and there are no queries. Utilising an organisational case study participants are encouraged and enabled to use all the learning from this course to develop, improve and sustain growth in a real context.

The Way Forward for participants working in a strategic partnership with liE is agreed.

The aims of this final module+ are:

How to build a sustainable Culture of Excellence and Innovation in your organisation.

How to identify and develop highly engaged innovators and entrepreneurs in your organisation.

How to select, prioritise and accelerate high impact, innovation projects for excellence.

## Testimonial

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Riga

25 January 2019

Nr. 15-8/2019

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Dear Mr.Hant,

### LETTER OF APPRECIATION

On behalf of the management team of BA School of Business and Finance, Latvia, we would like to extend our appreciation for the amazing workshops done by you on the leadership training between 14 and 17 January, 2019.

Your extremely well focused lectures and inspirational way of running this seminar contributed to our knowledge and understanding of excellence approach.

We would like to stress that *Investors in Excellence standard* which we have been following since 2007 has proved to be significant for our performance and reputation, especially it has enhanced the environment of the quality culture. Our great experience with the standard has been shared with many other partner universities in Latvia.

New knowledge and approaches acquired in your training seminar will be applied in further development of our quality assurance system and leadership.

We would like to express the readiness to further multiply the acquired experience with partners across Europe.

Thank you once again for all your effort.

Your Sincerely,

Rector



Prof., Dc. Administr.  
Andris Samovics

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