

Organizational Excellence and Agility: Correlation Model

Karam Al-Assaf

Master of Science in Engineering Management
Rochester Institute of Technology, Dubai, UAE
kya2729@rit.edu

Dr Slim Saïdi

Associate Professor of Industrial Engineering
Rochester Institute of Technology, Dubai, UAE
slim.saidi@rit.edu

Abstract

The strive to sustain excellence within organizations has increased with the constant change in customer demands and toughening of competition. With these rapid changes occurring, the need for organizations to be agile has become a significant element in their operation schemes to sustain the excellence and be future-ready. This need raises the question of the relationship between organizational excellence and agility. Various models and frameworks have been developed to achieve excellence and agility in organizations. However, limited studies have correlated the two. This research investigates the relationship between excellence and agility within organizations and develops an assessment correlation index matrix between the two domains. That will help organizations understand their states in agility and excellence. The out-take for an organization is to know its categorization in the correlation model (beginner, master, conservative or fashionist) and determine the under-achieving pillars in each domain. The results of the study have shown that there is a high positive correlation between the two domains in both the public and private organizations. Although while one would expect that private organizations would have higher correlation between the two domains, it has been observed in this study that public organizations within the UAE have shown higher correlation data. This could be attributed to the fact that the Government of the UAE has introduced various initiatives since the 90's that encouraged public organizations to implement excellence models such as DQA and SKEA. Moreover, the study has shown that regardless of the size of the company, the correlation between agility and excellence is highly positive.

Keywords

Agility, Excellence, Correlation, Model, EFQM.

Biographies

Karam Al-Assaf is a graduate of Rochester Institute of Technology of Dubai with a master's degree in Engineering Management and Bachelor's degree in Industrial Engineering. She has worked at Detecon Consulting GmbH as a Business Analyst. She acquired various experiences in well-known international organizations such as Siemens and Nestlé. Her masters research focused on supporting organizations in the areas of excellence and agility, while her research in her BS degree was in applying Order Acceptance and Scheduling (OAS) on DUCAB (Dubai Cable Company).

Dr. Slim Saidi carries a wealth of academia, operational and consulting experience in innovation, international strategy, and telecommunications, having advised executives across the world on strategy, quality, and business improvements. Prior to joining RIT, Dr. Saidi headed the Master of Science of Quality and Business Excellence in Abu Dhabi School of Management and University of Wollongong in Dubai. He also held several Senior Executive positions in the telecommunications sector across the Middle East and Africa and was a Partner with the global management and strategy consultants, KPMG, and Arthur D. Little. He was also involved in the development and rollout of value-added services for a Major North American Railroad. Dr. Saidi has previously been associated with Universities in Canada (Bishop's University, Ecole Polytechnique), Tunisia (SUPCOM, ESPRIT) and UAE (UOWD, ADSM, AUS and AGU). His areas of expertise include Industrial Engineering, strategy articulation and implementation; innovation, customer experience; operational efficiency; cost optimization; supply chain strategy and operation; General board and executive advice; excellence programs and quality management. Dr. Saidi, holds a Ph.D.

in Engineering Mathematics from École Polytechnique of Montréal (Canada), a Principal Engineering Degree in Industrial Engineering from ENIT (Tunisia), and a Graduate Business Degree (DSA) from HEC Business School of Montreal (Canada).