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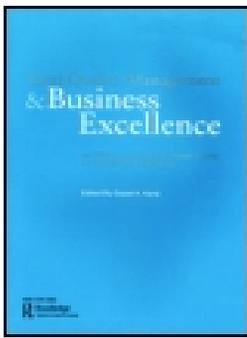
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Current and future states: reinventing enterprise excellence

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Panel introduction

The Shingo Institute in the Jon M. Huntsman School of Business at Utah State University is the home of the *Shingo Prize for Operational Excellence*. The Shingo Prize, together with America's Malcolm Baldrige National Quality Award and Europe's EFQM Excellence Award, are the three most widely respected international quality awards. The Shingo Prize was established in 1988 with the blessing of Shigeo Shingo, who together with Taiichi Ohno co-created the famed Toyota Production System as the pre-eminent expression of lean manufacturing. Dr Shingo was also responsible for such staples of lean manufacturing and quality improvement as poka-yoke and single minute exchange of die (SMED).

Each year since 1988 the Shingo Institute has held an annual conference, key purposes of which include recognition of Shingo Prize winners and dissemination of cutting-edge knowledge concerning operational excellence. At the 2016 Shingo Conference in Washington, D.C., a panel discussion focused on 'building excellence' was held with Harry Hertz and Shaun Barker as panelists and Rick Edgeman as moderator. Dr Hertz is Executive Director Emeritus of the Malcolm Baldrige National Quality Award while Mr Barker is Shingo Institute Associate Director and Dr Edgeman serves as Shingo Institute Research Director, Professor of Management at Utah State University (USA), and Professor of Sustainability and Enterprise Performance at Aarhus University (Denmark).

The remainder of this article provides a selective transcript of key panel content. In this transcript comments from Dr Hertz, Mr Barker, and Dr Edgeman are identified by HH, SB, and RE, respectively.

Defining excellence

RE: The panel today is focused on the topic of *building excellence* where the word *excellence* is often modified by any of a number of near synonyms: *operational*, *performance*, *business*, *enterprise*, and *organizational* being the most common modifiers. The context in which organisations function is constantly changing. It is no longer sufficient for most organisations to focus solely on operational and financial performance and organisations must now respond to social and ecological challenges. These shifts have impacted what we regard excellence to be. Excellence has never been a single thing, but rather a composition that – increasingly – is regarded as including issues such as innovation, resilience, robustness, and sustainability in what organisations achieve and the approaches used to

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do so. These issues are among the ones addressed by today's panelists, with the initial issue being that of 'what is excellence?'

HH: Baldrige came about at about the same time as Shingo did, so we have a lot in common, I think we both come out of a time in history when there was a challenge in a global competitiveness sense with the United States not performing as well as other countries in terms of quality of our manufactured goods. The Baldrige program was created to develop a mechanism for disseminating a set of criteria that any organisation could use to improve its performance and to identify role model organisations for the United States who were competitive, who were delivering high-quality products.

The definition of excellence has changed some over time but you see on the slide here the current definition of performance excellence, The Baldrige Program uses the term *performance excellence* and its definition has changed over time. Currently, Baldrige regards performance excellence as an integrated *approach* to organisational performance management that *results* in:

- delivery of ever-improving value to customers and other stakeholders, contributing to organisational sustainability,
- improvement of overall organisational effectiveness and capabilities,
- organisational and personal learning.

Performance excellence is about the methods, the processes, the leadership you are coached to achieving it, and then measuring the results because if you are not achieving needed results, all the approaches in the world do not make any difference. The first of the three points emphasised in this definition – the customer perspective – provides an external view of organisational performance. The second point in the definition provides an internal perspective of organisational performance. The definition ended here in the early days of the Baldrige program, however, we quickly learned from role model organisations that they were committed to both ongoing organisation-level learning while also being committed to learning of its people at both individual and team levels. Over time we have seen more and more how that last piece is a key driver of engagement of the people of the organisation, which then leads to improved organisational results.

SB: The Shingo institute experience is not dissimilar to that of the Baldrige Program. I'll talk about it from a model perspective, because that takes us through the journey of where we've come from to where we are at present. In the beginning, we were looked at organisations through a lens that was quite tool based and results oriented. Over time we came to a place where we looked at organisations and asked, 'why is it that varied organizations receiving the Shingo Prize, after several years, have been unable to sustain high level performance?' There was something missing and it was apparent that our model was not quite right. Similarly, our definition of excellence – as with the Baldrige Program – had also changed. This provided the catalyst needed to more critically examine our model and to review Shigeo Shingo's many writings. This was an effort not undertaken in a vacuum as it involved expert contributions from a number of people. Much of my commentary from this point forward will revolve around the model, or will use the model as a lens of perspective. That said, the Shingo perspective is that excellence as 'getting the desired results as an outcome of behaviors, driven by systems that can sustain not only the results but the culture that created them'.

The Shingo Operational Excellence Model is built on 10 principles, distributed across 4 categories, that were discovered and elaborated by many well-known management, quality,

and other experts. These principles are timeless, universal, self-evident that dictate consequences – good or bad – to the degree that they are understood and followed or misunderstood and ignored. Once we began to understand how those consequences came into being, key supporting behaviours were subsequently defined. In turn, we began to progress in a new direction to both obtain and sustain great results. Now when we begin to work with an organisation, it is with respect to the model – not a programme – the last thing most organisations need is another programme. The Shingo Model can support whatever programme an organisation is invested in, bolster and strengthen the programme, and make it more robust by helping the organisation identify systems needed to drive behaviours that in turn deliver important results.

Sustainability, resilience, robustness, and excellence

RE: As previously noted, the notion of excellence is one that is evolving together with our understanding and with changing social and ecological conditions. One perspective is that excellence is a composition that is in large captured by the words: sustainable, resilient, robust, and excellent. That is, an organisation is:

- *Sustainable* to the extent that it is able to create and maintain economic, ecological, and social value for itself, its stakeholders, society at large, and policymakers.
- *Resilient* to the extent it possesses capacity to self-renew through innovation by adapting its responses to negative shocks and challenges over time.
- *Robust* to the degree that the enterprise is highly resistant or immune to a critical subset of such shocks and challenges.
- *Excellent* when its governance, leadership, and strategy, as deployed through people, processes, partnerships, and policies deliver superior performance and impact in specified areas that may include enterprise human ecology, innovation, financial performance, social-ecological performance, data analytics and intelligence, and supply chain management.

The questions at hand then, are ‘how are enterprise excellence, resilience, and robustness related to one another? Or are they for that matter? Are they synergistic?’

SB: Resilience is heavily reliant on system robustness – the more robust its system, the more resilient the organisation becomes, and the more adaptable it is to situations that arise. Be assured, issues do arise – every organisation is confronted by economic challenges, supplier issues, and more. For example, a healthcare organisation may have legislative changes that affect its operations and performance. These sorts of things and many others happen, so the question is how flexible can we be as an organisation, and that is why the robustness of the systems must be included. Once behaviours that you are trying to drive have been identified, the organisation is better able to focus on the desired results. Organisations *must* have results – and the question becomes are we as concerned with the results we get as we are with how we get them.

HH: Before I react to this question, just a couple words because I feel like I should about the Juran Institute and Joe Juran, who was one of the guiding lights in the first set of Baldrige criteria in the late 1980s and early 1990s. If I had to characterise Joe Juran I would say the two things that characterised him were methods and people, that he brought a lot of the same philosophy and tools that W. Edwards Deming brought. Where I found that Juran and Deming differed was in the humanity of Joe Juran. He had an immense respect for

people and he, right from the start, saw key components of quality as being people and customers, so I'd say that is sort of a legacy of Joe Juran that, to this day, goes through the Juran institute.

In terms of resilience, robustness, and enterprise excellence, I completely agree with everything Shaun has said, I agree with everything that he said in general. I would say that one further characteristic I would add in terms of enterprise excellence is proactivity. Very often when one thinks about robustness and resilience they connote in one's mind reactivity. So – relative to being robust and resilient to what's going to happen to the organisation – enterprise excellence has strong components of strategy and proactivity, hence resilience and robustness have anticipation as a component.

Continuous improvement vs. Breakthrough improvement

RE: What is the relative importance, in your minds, of continuous or incremental improvement versus big improvement, breakthrough improvement? How do these relate to innovation?

HH: I would not say that one is more important than the other, what I would say is that both are critically important. There is a need to continuously improve but that alone is not enough. In highly competitive environments, rapidly changing environments, environments where new technologies are emerging, environments where competitors are coming from totally unexpected industries as they deliver something that does not necessarily compete head-on with what you do but rather replaces what you do with something new or different – in such environments breakthrough improvement is a key partner to continuous improvement of what you do on a daily basis, what you do on an ongoing basis so that both are critical to organisational survival. I regard continuous improvement as continuing up the slope and getting better and better. I see breakthrough improvement as a step function where you are not just continuously improving, but you are making significant change leading to *discontinuous* improvement. Very often breakthrough improvement results from understanding the environment external to your organisation, seeing what's going on, understanding what leaders in your area are doing. To some extent then, benchmarking or looking outside your industry to see what might be possible and then using that for goal setting and realising that on a continuous improvement curve you will never get there – that is what initiates the brainstorming that leads to breakthrough improvement.

SB: I see continuous and breakthrough improvement as one necessitating the other. In this sense, if the organisation achieves a breakthrough level improvement, it is highly unlikely that all will be done perfectly from the outset. This necessitates continuous or ongoing incremental improvement in order to eventually realise the full potential of the larger breakthrough level improvement.

Increasing the velocity of continuous improvement

RE: We live in increasingly competitive times where the pace of change is accelerating almost beyond our ability to comprehend at times. How can an organisation focused on incremental improvement accelerate improvement – increase the RPMs so to speak? How do they really rev up the number of iterations, the number of turns, that they can get in a set amount of time. Any Ideas?

SB: This is something that we look at in the scope of assessing a Shingo Prize applicant organisation. We would do this in the context of looking at the maturity of an organisation,

what capabilities do they have to do that? Are the capabilities in place to do that? To be able to amp up as you have said, because you have to have those in place before you can actually turn the switch on right, so I think it is heavily reliant on that.

HH: Yeah, I think this is sort of bridging to the next question on innovation, and I think the way you sort of amp up continuous improvement is through the type of environment that encourages innovation. Relative to a Baldrige assessment, we look at innovation without getting into details. Innovation has two components or requires two things: one is a supportive environment, and the second is intelligent risk-taking. A supportive environment is one that encourages brainstorming, that encourages outside the box thinking, that rewards failure. An intelligent risk is a risk where the potential benefit outweighs the risk of not pursuing the identified opportunity.

One of the biggest downfalls of organisations is when they encourage risk and then they punish failure. Failure is taken too far after you have identified it as a failure then you do not want to reward it. Conversely, failure, if you are increasing the RPM and if you are trying new things there are going to be lots of failures and hopefully some big successes. You need to recognise those failures as the attempt people made and reward those, and I think that a way of increasing the RPM is to provide an environment that encourages intelligent risk taking, brainstorming, outside-the-box thinking, and a mechanism for these to happen.

SB: I think another thing to look at is making sure that RPM's we are amping up are well-aligned to fulfill key objectives. Alignment is highly critical. We may examine an organisation that is active and hard-working, but that may not be achieving needed results because their efforts are not aligned with what needs to be done. In other words, the organisation may be amping the RPM's, but potentially in the wrong areas. That is another critical part of the Shingo Model and Harry addressed the critical enablers of creating an environment or culture that encourages and rewards intelligent risk-taking since having enough trust to be willing to take such risks can be turned off in a heartbeat with just one wrong move, one wrong coaching move and it does not take much for this to happen. It takes time to build a culture where individuals have such trust, but as it builds the organisation becomes more mature, and individuals have more ability to be direct in their risk-taking. However, once that trust is broken, it is the end of the risk-taking.

The role of culture

RE: Harry, Shaun – the two of you have discussed elements of culture. Most in attendance today are likely familiar with the quote from Peter Drucker, the father of modern strategic management, that culture eats strategy for breakfast. Recently, I heard a corollary to that quote – that 'culture eats tools for breakfast'. Culture is voracious, and we have a chance to starve the culture or feed the culture. My question to you is what and how do we feed a culture so that it strives toward excellence?

HH: Culture starts at the top of the organisation. Every organisation has a culture. Most organisations do not have a great culture and to achieve a great culture and a positive culture requires leadership commitment such as we at Baldrige have seen in some of our role model organisations wherein everything stems from the mission, vision, and values of the organisation. Leadership that can deliver compelling vision and values the guide the organisation builds culture.

Such cultures are also developed by building trust and you build trust when the leaders of the organisation display the values that they put in place or that the organisation has put

in place in their day-in and day-out actions. Perhaps even more so that with respect to innovation, one misstep by leaders that leads to a breach in trust and the culture is lost. It might take years to create a culture of trust in an organisation that has had a negative culture – but it only takes one break in trust to erode that trust and return to the cultural stone age.

I like to look at the values of the organisation to having a twofold purpose. The first purpose is that values provide boundary conditions, so they are limiting, you must live within these values if you want to be part of the organisation. A second perspective or purpose is that values are empowering so that if you want to do something for a customer, for a fellow employee, for the organisation, if it does not violate the law and it does not violate the values of the organisation you are empowered to do it without fear of retribution for taking a risk, for putting your best foot forward to help the organisation, customers, using the values to empower you to do it. And if you use those values you should never feel uncomfortable in doing what you are doing. That is how you build a culture that promotes excellence.

SB: I will relate this to the Shingo Model. There are three insights of operational excellence that we have learned over this time that we relate the model. The first of these is that ideal results require ideal behaviours. If we want to get ideal results, we must have ideal behaviours, or closer and closer to ideal behaviour. If that is what we want to do we must go back to the systems, because systems drive behaviour. The systems and tools that are enabling those systems must be examined since they drive behaviour – if we are not getting the needed behaviour, then something is awry in our systems and tools. Behaviour becomes what? It becomes the culture of the organisation. As Rick often says ‘culture is the way we do things around here’: ‘doing’ is a behaviour.

Finally, and probably most difficult, is that principles inform ideal behaviour. This short phrase is difficult to understand, but it means that the deeper your understanding is of a principle, the more informed you are about the ideal behaviour that it creates, hence you can identify ideal behaviours more easily. The deeper and deeper your understanding of and experience with a principle is, the more you will learn about the ideal behaviours necessary to align behaviours, systems, and results.

This is about becoming principle-based. Leadership and leaders need to internalise these principles and insights. They cannot be faked and cannot be delegated to others. They must be internalised because, otherwise, it is very difficult to drive them into the organisation and operationalise them.

Relative to the Shingo Model and Shingo Prize applicant organisations, we look at the level of engagement across the organisations’ human ecology – are we engaging everybody as we’re building the culture? Is it being done *to* them or *by* them? Engagement manifests very differently when the environment is imposed on people, rather than actively involving them in its creation. These are among things a Shingo assessment considers. When culture is formed as this latter act of creation, it becomes something that is no longer this thing that happens to us, it is instead *our* culture and it is how it is, and becomes something we can predict, that we can begin to change through systems we build, and in which we can move closer and closer to ideal behaviours and, in turn, ideal results. In short, that is how we look at building a culture of excellence.

HH: One of the things Shaun said was that leaders need to internalise the principles and demonstrate them in their behaviours. A word that I like to use is *authenticity*, because if a leader is acting, if a leader feels they are on stage when they are in front of their employees, that is detected immediately. I think a key characteristic of culture is authenticity of leadership, as well as leadership at all levels, everyone is a leader at some level – share

who you are, share what concerns you, be open, be transparent, that is all part of authenticity, and I think that is key in driving culture.

The future of excellence in light of social and environmental challenges

RE: The next question is a challenging one that requires some context. Humanity is faced by grand global challenges, for example, 40% of deaths worldwide each year are attributed to soil, water, and air contamination and I can supply a long list of similar concerns that are oftentimes divided into social, economic, or ecological categories. So, my question for our panel members is, what if any intersections do you see between the expectations of organisations, or maybe the requirements of organisations, to address social, environmental, and economic considerations?

HH: I have trouble differentiating between them, so I won't talk about the intersection of those three. Rather, I will address the intersection of those three and business excellence, or organisational excellence, or performance excellence. I believe that an organisation cannot achieve excellence today without a commitment to social considerations and for those wearing green eye shades, I can provide lots of examples on economic incentives for the organisation to be good stewards of their social and environmental responsibilities. I would like to share with you a couple of numbers that impressed me recently.

There's an annual international trust study, called the Etelman Trust Barometer, and I want to provide you with some numbers that address employee engagement, since I suspect that everyone here agrees that customer engagement is an outcome of engaged employees. Some differences in employee engagement between companies that are engaged in societal issues and companies that are not seen as engaged in societal issues and again this was a global study, and differences in terms of employees saying they do the best possible for their customer, 78% said they do in companies that do not focus on social issues, 90% said they do in companies who do focus on social issues. Commitment to achieving the strategy of the organisation, employees of companies not engaged in social issues – 68%, employees of companies engaged in social issues – 87%. I'll just give you one more, motivation to perform, so employee's motivation to perform, companies not engaged 62%, companies engaged 84%. So not only does it make good sense in terms of being good citizens of the communities you are in, and the communities you serve – your customer community, but it does lead to financial results if for no other reason than the engagement of employees who are then committed to your customers, and I can give other examples that are not employee engagement related.

SB: It was previously noted that principles inform ideal behaviours, but there is a level below principles that relate to business justification of why we should do some things, why employees should be engaged, why certain behaviours are emphasised in a principle-based organisation. What humanistic things do organisations do? How do organisations recognise people? How do organisations acknowledge the value that people contribute. So, when we address principles such as *respect for every individual* this is what begins to hit on topics such as organisational social and environmental commitment. Do we respect each individual in the organisation and is that reflected in our actions? As an example, there was an interesting press release concerning a company that measured time that their associates walked off of the line to go to the bathroom. Where is the respect in that, the trust? Yet if the organisation is not principle-driven, then it may well form rules, policies, or the like to exert control of such issues whereas – if you respected everyone – would not you trust them to be able to do what was needed and come back in an appropriate

time? Of course, you would, so we began getting down deeper into what we call foundational beliefs – the human side of the principle that goes well beyond business justification and – I believe – begins to address some of the many critical challenges we face.

Expanding on this a bit, if we are talking about a principle-based organisation then what do we have to become as a state, as a country, as the world? It all still applies. It absolutely all still applies. The principle is timeless, universal, it holds true – so that all we have done is increase the size of the system that we are talking about, the size of the organisation that we are talking about. It does not change whether the principle works, though it may make its expression more complex. Since we indicated that culture begins with leadership, could you just imagine for one brief moment how very, very different a world based on principles would be? It would be different because it would extend beyond business needs only, into humanistic, social, ecological, and economic realms. At that point when we can begin to better address the huge gaps or grand challenges.

Businesses also have a very large impact on a lot of these things that you are talking about with the social impact and the ecological impact and economic. Where are we going to be doing business? We have a global economy, so that when decisions are made as to where we will do business, I hope that the decisions are based on principles.

The role of organizations

RE: Approximately half of the 100 largest economies in the world are businesses, not nations. Against that backdrop, organisations are capable of and often do exert more influence more than many people realise. Do you think there are any implications in this for the Baldrige or Shingo Models in the future, perhaps in how and on what dimensions organisations are assessed?

SB: I think it does, I can see a time as we move these ideal behaviours forward, which in turn moves our understanding of the principles forward. I think that in the future we may look at things like fair labour practices, not only in the businesses that in their supply chains? What about upstream and downstream? Where are we getting things from? Do we care about where we're getting things from? Those types of issues, will almost certainly come into play eventually.

HH: I think they will play increasing importance and in fact already are to some extent. The Baldrige criteria are based on eleven core values. Three of those core values are valuing people, societal responsibility, and ethics and transparency so its embedded in what we ask, what we expect of high performing organisations, certainly of role model organisations. It is a business imperative going forward. People will and are increasingly making decisions on organisations they will do business with, based on what organisations do to contribute to society and how well that organisation displays ethical conduct, including ethical conduct on a global basis, not just within their facilities.

One of my favourite organisations – Ritz-Carlton Hotels – is among six two-time Baldrige award recipients. They start with the basic credo of 'ladies and gentlemen serving ladies and gentlemen'. They believe and practice – and their culture demonstrates – every one of their employees, whether they are washing sheets in the laundry room or at the highest levels of corporate leadership, are ladies and gentleman, and they treat them that way so that they will treat their customers as ladies and gentlemen. They also have developed an ability as many companies have, of building their environmental and social responsibility into the way they do business and actually doing business on displaying that responsibility. Just to give you two examples, they have a programme called

Community Footprints, meaning that a certain number of days each year they have community projects in every community in which they are located, in which their employees go out into the community and provide service to the community. They have now turned that into a product in that if you want to as a hotel guest, they will provide you with the outfit to join a *Community Footprint* project and go out into the community with them and basically build their contribution to the community and you can get some internal reward as well as be part of their interaction with the community. Ritz-Carlton also has a programme for children whose families are staying at the hotel and have partnered with *Cousteau's Oceans Future Society* to create fun activities based on the Cousteau's Society's oceans futures that help educate the kids today, so they will be good citizens and good stewards of the oceans when they become adults.

SB: Similar ideas are included in the enablers section of Shingo Principles. I think we will become much more critical of practices and as we move forward. I agree with Harry's remarks – those are absolutely great things Ritz-Carlton is doing. We need to continue this trend so that, at some point, such activities become the norm, rather than the exception. At some point, we have got to push toward that level because that ideal is far distant from where we're currently at and we need to be cognisant of what that ideal might look like.

HH: I was just going to quickly take it to the other extreme so you do not think this is just a Ritz-Carlton sort of thing. *Mighty Fine Burgers* is a fast-food burger place in Texas. They place their sinks for employee's hand washing out in the open so that customers become part of making sure employees wash their hands every time they come from the restroom, which affects the product which they serve. After customer suggestions, they opened up those outside sinks to their customers also, so kids come running in to *Mighty Fine* with their parents and one of the first things they do is they run to these sinks because they can wash their hands in the same sinks the employees wash their hands in. What does that do to the health of the food that those kids eat? The point, is that there are all sorts of things if you're inventive and it does not have to be top of the line to be inventive.

RE: Well, I was going to say, we have a little over five minutes and I am a teacher at heart so please step up to the mic because if you do not I will call names. Who is up first? Um, okay we have one, you're up.

QUESTION FROM THE AUDIENCE: My company, 3 M, talks a lot about humanity and being involved in people's life and engagement and similar themes and there's typically a gap between business and personal life. In my experience, the company must become involved in the employees' personal life a little bit – ask about their family, ask how their kids are doing and so on, in order to get good engagement, good answers and where you want to go so my question is, where do you see the gap of business and personal life if there is one, and if there's been a trend maybe or something like that as far as personal life and business life getting a little more mixed?

SB: I would say that there absolutely has been a trend in this direction. Consider social media and what social media has done to personalisation of your business life in the sense that it has become increasingly difficult to *not* see what people are involved with outside of work. I do not think that is a bad thing, but I do think it is very dependent on the person and how open they like to be. I know that for years my phone sat right next to two other people in our office, both of whom know a lot about my personal life – but there is a line that is sometimes quite fine and many of those lines have probably been legislated to death. But again, if we are principle-based, that should inform our behaviours –

what is appropriate and what should be modeled by leadership. You can't care about someone you do not know. You can't care about a community unless you know about and are part of the community. Other than intellectually, you can't care about almost anything until you become deeply engaged in it – and there is a trend that direction that social media has accelerated.

HH: There is more of a blending of personal and business lives driven by a commitment to an interest in social responsibility. A key initial driver of enhanced social responsibility in organisations is the drive of people in the organisation who feel personal commitment to social responsibility, who want to more-and-more do good for their communities. That leads to an engagement factor that in many cases provides the initial impetus for social responsibility on the part of businesses came. Such blending is great.

RE: Do you have some final words of wisdom to leave us with in these few remaining moments?

HH: My message would be that whatever you are doing, do not delay. If you do not get engaged in improvement, you do not start the effort, you will never start it. I do not know how many organisations I have heard over the years say were not ready yet. We are not ready to use the Baldrige criteria were not ready yet to use Shingo. If you are not ready now you never will be. If you do not get started you never will start. My message is to just get started and I challenge you to do that by citing the Baldrige criterion three questions and encourage you to think about those three questions. The first one is, is your organisation doing as well as it could or should? The simple answer to that, everybody would agree, no matter how good it is, no you are not doing as well as you could or should. Two, how do you know that what you are measuring allows you to know how well you are doing or should be doing. Three, based on those measurements what should you improve or change?

SB: Not dissimilar to Harry's perspective, I would say that you are going to have to remove some barriers. A lot of organisations won't go down this road because it is really hard. It takes years and years and years. I love to listen to people that go in and visit role model facilities and come away impressed. What I like for those people to know is how long – how much effort has been invested. Maybe 20 years, maybe 25 years – but you've got to remove barriers at some point. You can't wait until you can influence a leader to do it. You can begin to internalise it. You can begin to understand it. You can begin to develop your own concept around it and begin to spread it because it still works. It just does not work as well as when you have leadership support. Last, and really important, it cannot be another programme.

HH: It must be the way you do business.

RE: Please join me in thanking our panel members – Harry Hertz and Shaun Barkers – two true operational excellence authorities.

Disclosure statement

No potential conflict of interest was reported by the authors.