

# Integrating for Excellence

2nd International Conference

28-30 June 2006

Sheffield Hallam University



*Sheffield  
Hallam University*

[www.shu.ac.uk/integralexcellence/conference](http://www.shu.ac.uk/integralexcellence/conference)



## About the conference

The Integrating for Excellence conference aims to bring together practitioners and academics to discuss, debate and share learning in the fields of organisational and academic excellence. The conference will integrate the different aspects of excellence, supporting the development of a holistic and integral approach to organisational evolution and change. Building on the success of the first conference it will bring together and share global learning in the areas of

### Education, health, public services and business

It will bring together and share global learning in the areas of

- Integral Excellence™ and Transformational Change
- Leadership and Organisational Development
- Managing Change and Innovation
- Processes, Performance Measurement and Management
- Sustainable Development and Corporate Social Responsibility
- Resilience

### This conference includes

- nationally and internationally recognised speakers and workshop leaders
- sector focused sessions to enable a rich exchange of learning
- cross-conference plenary sessions and opportunities for networking to enable cross-sector learning and engagement to take place
- practical and interactive workshops for practitioners who are using and applying excellence concepts within their sector
- academically focused sessions for the international debate of current theories and practices related to the conference themes
- an opportunity to explore examples of good practice from other related sectors
- social and cultural opportunities during the evening events

### Who should attend

- senior and middle managers from the education, health, public services and business sectors who have an interest in organisational and departmental development
- change managers who are interested in developing a holistic approach to excellence
- managers involved with implementing Government improvement programmes and initiatives
- academic colleagues with an interest in developing and enhancing the debate on organisational excellence
- any staff representative who has an interest in developing good management practices within their sector
- representatives from key stakeholder organisations, such as, HEFCE, NHS, QAA, LSDA, National and Local Government Departments, Chambers of Commerce, DfES etc

### What you will gain from this conference

- the opportunity to explore in theory and in practice the existing and emerging thinking around the main conference themes
- enhanced learning gained from practical examples, case studies and detailed research which will highlight areas of good practice and also mistakes to avoid
- information about the emerging issues facing organisations today, the real challenges and how they can be tackled by adopting an integral approach
- an opportunity to benchmark against other organisations and other sectors, assessing any further development opportunities that may be available
- access to the latest international research in this field through the delivery of a series of carefully selected academic papers and the publication of post conference materials
- the opportunity to offer and debate your views



## Conference programme

Wednesday 28 June 2006

9.00am	Registration and Coffee
9.30am	Professor Christine Booth, Dean of Faculty of Organisation and Management, Sheffield Hallam University
9.40am	Mike Pupius, Conference Chair, Centre for Integral Excellence, Sheffield Hallam University
10.00am	<b>Keynote Presentation: HMRC: The Merger and Beyond</b> <i>Sir David Varney, Chairman of HMRC and President of the Chartered Institute of Management, UK</i>
11.00am	Break
11.30am	<p><b>Session One</b></p> <ol style="list-style-type: none"> <li>1. Work-based Case Study: Searching for the Essence: What Lies Beyond Models of Excellence <i>Mike Pupius, Director, Centre for Integral Excellence, Sheffield Hallam University, UK</i></li> <li>2. Work-based Case Study: Lean Service: Building Capability through People <i>Paul McCoy, TEAL Consulting Ltd, UK</i></li> <li>3. Work-based Case Study: Village People: Ambiguity and Leadership in Higher Education <i>Professor Bob Thackwray, Leadership Foundation for Higher Education, UK and Stuart Hunt, Stuart Hunt Ltd and is a Leadership Foundation Associate, UK</i></li> <li>4. Research-based Academic Papers <i>including</i> <i>Steven Pautz, USA Business Operations Management Review (BOMR) Process</i> <i>Nico Schutte, South Africa Strategic Leadership for the Creation of a Learning (Public Services) Organisation in a Changing South Africa</i> <i>Professor Gopa Bhardwaj, India Understanding Growth Development in a BPO</i> <i>Tom Short, New Zealand Aligning Workplace Learning with Business Strategy Creates Sustainable Success: A Fanciful Dream of HRD Professionals or Absolute Reality?</i></li> </ol>
1.00pm	Lunch
2.00pm	<b>Keynote Presentation: Transforming the NHS: Learning, Cultures and Participation</b> <i>Professor Bob Fryer CBE, National Director for Widening Participation in Learning Department of Health, UK</i>
3.00pm	Break
3.30 - 5.00pm	<p><b>Session Two</b></p> <ol style="list-style-type: none"> <li>1. Work-based Case Study: Sharing Best Practice <i>Professor Kadim Al-Shaghana, Sheffield Hallam University, UK and Peter Lawrence, CSC, UK</i></li> <li>2. Work-based Case Study: Onwards and Upwards: A Russian University on the Journey Towards Excellence <i>Anna Mazaletskaya, Yaroslavl State University, Russian Federation and Carol Steed, Sheffield Hallam University, UK</i></li> <li>3. Work-based Case Study: Generating Excellence in Corporate Social Responsibility <i>Pam Lee, Business in the Community, UK</i></li> <li>4. Research-based Academic Papers <i>including</i> <i>J R Beltman, UK How to Implement BS7799: A Case Study Conducted at the Institute of Quality Assurance</i> <i>Roger Harris, Australia Building Organisational Capability: The Role of Research in Supporting Australia's Registered Training Organisations for the Future</i> <i>Dr Guido Cuyvers, Belgium Quality Development as a Relational Practice</i> <i>Noha Adel Salem, Egypt Implementing Total Productive Maintenance (TPM) in Plant Maintenance: A Case Study in Egypt</i></li> <li>5. Research-based Academic Papers <i>including</i> <i>Noha Gamil Ibrahim, Egypt A Framework for BPR Deployment in Higher Education Institutions in Developing Countries</i> <i>Mary Doyle, Ireland The Assimilation of Excellence at Athlone Institute of Technology</i> <i>Alan Barr and Sue Thomson, UK In Search of Excellence: Use of the EFQM Excellence Model® within the Defence Medical Education and Training Agency, MoD</i></li> </ol>
7.30 - 10.00pm	Evening Reception and Buffet, The Atrium, Sheffield Hallam University with Silver Strings

## Conference programme

Thursday 29 June 2006

9.00am	Registration and Coffee
9.30am	<b>Keynote Presentation:</b> Transforming Yorkshire Water and its Partners from Good to Great! <i>Graham Dixon, Director of Waste Water Business, Yorkshire Water, UK will be interviewed by Dr Richard Field OBE</i>
10.30am	Break
11.00am	<p><b>Session Three</b></p> <ol style="list-style-type: none"> <li>1. Work-based Case Study: The Implementation of the EFQM Excellence Model® within an SME and the Benefits of External Assessment <i>Mark Watts, Heraeus Electro-Nite, UK</i></li> <li>2. Work-based Case Study: Developing People in Higher Education <i>Ros Edwards and Phil Dixon, Sheffield Hallam University, UK</i></li> <li>3. Work-based Case Study: Measuring What Matters: Using Performance Measurement to Drive Improvement <i>Andy Bagley, TEAL Consulting Ltd, UK</i></li> <li>4. Research-based Academic Papers <i>including</i> <i>John Davies UK</i> The Value of Momentum in the Implementation of the EFQM Excellence Model® <i>Xu Wang, UK</i> A Cost-effective and Efficient Integrated TQM Framework for SMEs <i>Inma Blaya, Spain</i> Compromise to Customers via Quality Systems: A Case Study in Higher Education <i>Patrick Ezepue, UK</i> Optimising Behaviour, Complexity Theory and Integral Excellence in Academic Career Planning</li> </ol>
12.30pm	Lunch
1.30pm	<b>Keynote Presentation:</b> <i>John Smith, CEO, Hearthstone Homes, USA</i>
2.30pm	Break
3.00 - 4.30pm	<p><b>Session Four</b></p> <ol style="list-style-type: none"> <li>1. Work-based Case Study: Performance Measurement for Public Services <i>Max Moullin, Sheffield Hallam University, UK</i></li> <li>2. Work-based Case Study: A Whole Systems Strategy Process for Cultural and Business Transformation <i>Susan M Beck, Hearthstone Homes, USA</i></li> <li>3. Work-based Case Study: An Integral Approach to Working with Conflict and Change <i>Ben Fuchs and Maggie Buxton, Cohesive Identity Consulting, UK</i></li> <li>4. Research-based Academic Papers <i>including</i> <i>Alaine Sommerville, UK</i> The Applicability of the EFQM Excellence Model® to Higher Education <i>Christian Ehrlich, Germany</i> A Questionnaire on Motivation Potentials at Work and its Relevance in the EFQM Model <i>Dr Kathleen Glenister Roberts, USA</i> Dynamics of Oral Discourse Changes: Strategic Management of Word-of-Mouth Marketing <i>Wafi Dawood Jaffar, UAE</i> Measuring the Impact of Business Excellence Models: The Case of Dubai Ports World - UAE</li> <li>5. Research Based Academic Papers <i>including</i> <i>Dr Sherif El Araby, Egypt</i> A Proposed TQM-Based Framework for Enhancing Competitiveness of SME's in Developing Countries <i>Monica Suri, Dr Balvinder Shukla and Associate Professor Sanjeev Prashar, India</i> Corporate Social Responsibility is the Commitment of Business to Contribute to Sustainable Economic Development, Working with Employees, their Families, the Local Community and Society at Large to Improve their Quality of Life <i>Yafa Haron, Israel</i> Integrating Patient Satisfaction Surveys in a Quality Management System: The Experience of a Government Hospital in Israel <i>Julie Phillips, South Africa</i> Transforming From Within: Mentoring as a Vehicle to Overcome the Challenge of Publishing as Experienced by a Group of Academic Women</li> </ol>
6.30pm	Coaches leave for Chatsworth House
7.15 - 10.00pm	Conference Dinner at Chatsworth House, Derbyshire with Special Guest Speaker Dr Juliet Williams



## Conference programme

Friday 30 June 2006

9.00am	Registration and Coffee
9.30am	<b>Keynote Presentation:</b> The Art of Leadership <i>Paul Robertson, Director of the Music Mind Spirit Trust, Visiting Professor at the Copenhagen Business School and the Peninsula Medical School</i>
10.30am	Break
11.00am	<p><b>Session Five</b></p> <ol style="list-style-type: none"> <li>1. Work-based Case Study: Mapping of the EFQM Excellence Model® Against the Seven Levels of Organisational Consciousness in Service Organisations <i>Mark Swales, Sheffield Hallam University, UK</i></li> <li>2. Work-based Case Study: African Roads to Excellence: A Private Sector Sponsored Entrepreneurial Mentorship Programme Helps African SMEs Strive Toward Organisational Excellence <i>Nina Mapili, Nina Mapili Associates, Germany</i></li> <li>3. Work-based Case Study: Integrating Complaints to Develop Excellence <i>Dr Clive Hicks, TMI, UK</i></li> <li>4. Research-based Academic Papers <i>including</i> <i>Inma Blaya, Spain</i> How a Balance Indicator System Can Help My Organisation Toward Excellence: A Case Study in Higher Education <i>Dr Changiz Valmohammadi, Iran</i> A Comparative Study Between ISO 9000:2000 Standards and TQM Approaches and Developing a Suitable Framework for the Iranian Industries <i>Nigel Courtney, UK</i> Excellence In Management Education: Innovating In Response To Rapid Change <i>Anis Ben Brik, Italy</i> Sustainable Value a Tool for Sustainability Strategic Management and Performance Measurement</li> </ol>
12.30pm	Break
12.45pm	<b>Keynote Presentation:</b> Searching for the Essence: What have we learnt? <i>Mike Pupius, Director, Centre for Integral Excellence, Sheffield Hallam University, UK</i>
1.15pm	Lunch and Close

The organisers reserve the right to change or amend elements of this programme without prior notice to delegates.

## The venue

The conference is being hosted by Sheffield Hallam University, at the University's City Campus in the centre of Sheffield. The venue is easily accessible by both road and rail networks.

## Conference Dinner



The main Conference Dinner will be held at Chatsworth House, Derbyshire. Chatsworth, set in the magnificent landscape of Derbyshire's Peak District National Park, is one of Britain's best loved houses and estates.



## Booking form

To help us process your booking quickly, please complete BOTH sides of this form, keeping a copy for your own records.

### Personal details

Title \_\_\_\_\_ First name \_\_\_\_\_ Surname \_\_\_\_\_

Position \_\_\_\_\_

Organisation \_\_\_\_\_

Address \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_ E-mail \_\_\_\_\_

**Full delegate fee £400** ☐

includes all keynote presentations and workshops for the three day conference, all refreshments, lunches, evening buffet and main conference dinner at Chatsworth House.

**Day delegate fee £200** ☐ Day attending \_\_\_\_\_

includes all keynote presentations and workshops for one day as well all refreshments, lunch and evening meal where applicable.

**Student discount of 30 per cent on all above fees** for full-time students is available

Please tick if eligible ☐

### Evening events

Wednesday 28 June 2006 Evening Reception and Buffet in the Atrium, Sheffield Hallam University (cost included in delegate fee) ☐

Thursday 29 June 2006 Conference Dinner at Chatsworth House, Derbyshire (cost included in delegate fee) ☐

Please state any special dietary/mobility requirements \_\_\_\_\_

Please send payment for the event with a copy of your booking form. Bookings will not be confirmed until payment has been received.

☐ I enclose a cheque made payable to '*Sheffield Hallam University*'

☐ My purchase order number is \_\_\_\_\_ please invoice me for payment.

**I understand that my place will not be confirmed until payment of my invoice has been received.**

☐ Please charge my credit card

Type of card Visa ☐ Mastercard ☐ Switch ☐ American Express ☐

Credit cardholder's name \_\_\_\_\_

Card number ☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐ Expiry date ☐☐☐☐

Switch issue number ☐☐ Cardholder's address (if different from above) \_\_\_\_\_

## Agreement of booking

I wish to book the above delegate on the Integrating for Excellence Conference.

I understand that this booking is made subject to the conditions stated in this brochure.

Signature \_\_\_\_\_ Position \_\_\_\_\_

## Exhibition

A small number of exhibition spaces are available at the conference at a rate of £250. Please tick if you require more information. ☐

## Hotel accommodation

**Hotel accommodation should be booked and paid directly to your hotel.** Please book early as places are limited. Special rates have been negotiated with the following Sheffield City Centre hotel, although the hotel reserves the right to change the rate shown.

Novotel, Arundel Gate, Sheffield S1 2PR £82 (B&B, single occupancy) Telephone +44 (0)114 278 1781

Please quote booking reference number 011979





## Booking form

### Parallel workshops

Please indicate which workshops you would prefer to attend. Please tick one box per session.

#### Wednesday 28 June 11.30am-1.00pm Session One

- ☐ 1. Work-based Case Study: Searching for the Essence: What Lies Beyond Models of Excellence
- ☐ 2. Work-based Case Study: Lean Service: Building Capability through People
- ☐ 3. Work-based Case Study: Village People: Ambiguity and Leadership in Higher Education
- ☐ 4. Research-based Academic Papers

#### Wednesday 28 June 3.30-5.00pm Session Two

- ☐ 1. Work-based Case Study: Sharing Best Practice
- ☐ 2. Work-based Case Study: Onwards and Upwards: A Russian University on the Journey Towards Excellence
- ☐ 3. Work-based Case Study: Generating Excellence in Corporate Social Responsibility
- ☐ 4. Research-based Academic Papers
- ☐ 5. Research-based Academic Papers

#### Thursday 29 June 11.00am-12.30pm Session Three

- ☐ 1. Work-based Case Study: The Implementation of the EFQM Excellence Model® within an SME and the Benefits of External Assessment
- ☐ 2. Work-based Case Study: Developing People in Higher Education
- ☐ 3. Work-based Case Study: Measuring What Matters: Using Performance Measurement to Drive Improvement
- ☐ 4. Research-based Academic Papers

#### Thursday 29 June 3.00-4.30pm Session Four

- ☐ 1. Work-based Case Study: Performance Measurement for Public Services
- ☐ 2. Work-based Case Study: A Whole Systems Strategy Process for Cultural and Business Transformation
- ☐ 3. Work-based Case Study: An Integral Approach to Working with Conflict and Change
- ☐ 4. Research-based Academic Papers
- ☐ 5. Research-based Academic Papers

#### Friday 30 June 11.00am-12.30pm Session Five

- ☐ 1. Work-based Case Study: Mapping of the EFQM Excellence Model® against the Seven Levels of Organisational Consciousness in Service Organisations
- ☐ 2. Work-based Case Study: African Roads to Excellence: A Private Sector Sponsored Entrepreneurial Mentorship Programme Helps African SMEs Strive Toward Organisational Excellence
- ☐ 3. Work-based Case Study: Integrating Complaints to Develop Excellence
- ☐ 4. Research-based Academic Papers

## Three easy ways to submit your booking form

1. Fax both sides of this booking form to +44 (0)114 225 4207
2. Post this booking form and your payment to Paul Beresford, Sheffield Hallam University, Howard Street, Sheffield S1 1WB
3. Complete the online registration form at [www.shu.ac.uk/integralexcellence/conference](http://www.shu.ac.uk/integralexcellence/conference)

### Conditions of booking and cancellation information

All cancellations must be received in writing to the address below no later than 14 June 2006. Such cancellations are subject to a handling and administration charge of £20.00 per delegate, which will be deducted from any refund. Should a substitute delegate be nominated, the handling and administration charge will be waived.

Any cancellations received after 14 June 2006 without substitution being made will be subject to payment of the full conference fee.

All cancellations must be made in writing and will be acknowledged in writing by the conference organisers.

*One signed booking form per delegate. Always keep a copy for your records.*

For all enquiries, please contact Paul Beresford on +44 (0)114 225 4058 or e-mail [p.beresford@shu.ac.uk](mailto:p.beresford@shu.ac.uk)



## Further information

### Conference sponsors

**TEAL Consulting Limited is proud to be the main sponsor of this second international Integrating for Excellence Conference.**

We are proud to have worked with the Centre for Integral Excellence at Sheffield Hallam University, both in developing this conference programme and in our wider partnership with them. We believe this places both organisations at the forefront of innovation and creative development, for change and performance improvement. We fully support the 'Integrating for Excellence' approach as one that brings together the many strands and disciplines of organisation development, and gets to the heart of how organisations can achieve more.



We believe the University has designed a programme for this conference that will challenge and inspire you. It brings together leading academics and practitioners who will share their insights, knowledge and experience with you. It presents an opportunity for all participants to explore the latest thinking as well as assessing emerging challenges.

These ideas compliment TEAL Consulting's business of performance management. We work in collaboration with our clients to co-create dedicated improvement solutions, transferring knowledge and skills in order to increase their own capability for the future. Our work embraces all of the conference themes and more, and we look forward to sharing our practical experience with you through our contributions to the agenda.

Whatever your starting point or particular interest, we are sure that you will come away from this conference with new ideas, new resources and contacts, and a renewed commitment to achieving excellence. We look forward to seeing you in Sheffield.

Further information on all areas of our work, including case studies, is available at our exhibition stand or from [www.tealconsulting.co.uk](http://www.tealconsulting.co.uk)

**HearthStone Homes** is one of the United States largest homebuilders and has built in excess of 12,000 homes since its founding in 1970. Currently HearthStone builds more than 850 homes a year in ten different subdivisions. The homes range in price from \$100,000 to \$290,000.



At the core of HearthStone's business model is Threshold Value. This concept, based on a series of marketing and production disciplines, ultimately supplies the customer more home for less money than any other builder in the Omaha market. As a result of executing these disciplines, HearthStone Homes builds one out of four homes in Omaha, one of the highest single market shares in the United States. HearthStone Homes is also an industry leader in utilising computerisation to bring people and process together to reduce construction cycle time and costs while increasing efficiencies.

Additional information on HearthStone homes can be accessed at [www.omahanewhomes.com](http://www.omahanewhomes.com)

### Institute of Quality Assurance

The IQA is the leading professional body for the advancement of quality practice in the UK, and works to promote quality across a range of industries in both the public and private sector. It provides training, education and support for the quality professionals responsible for quality management.



Sheffield Hallam University is a member of the European Foundation for Quality Management (EFQM).

### Enquiries

For all enquiries, please contact Paul Beresford, Development Manager Telephone +44 (0)114 225 4058 E-mail [p.beresford@shu.ac.uk](mailto:p.beresford@shu.ac.uk)



This information can be made available in other formats. Please contact us for details.