



GLOBAL CONTINUAL IMPROVEMENT AWARD

14th Cycle

AWARD CATEGORIES

1

**BEST PRACTICE
MANAGEMENT**

2

LEAN SIX SIGMA

3

**KAIZEN &
INNOVATION**

4

**HAPPINESS &
ENGAGEMENT**

1

BEST PRACTICE MANAGEMENT CATEGORY

Submission Criteria:

1

ABOUT THE ORGANIZATION



1.1. BRIEF INTRODUCTION TO THE ORGANIZATION

1.2. PRODUCTS / SERVICES OFFERED

1.3. LOCATIONS

2

BRIEF



2.1. BRIEF ABOUT THE BEST PRACTICE, GIVING AN OVERVIEW

3

PROBLEM IDENTIFICATION & CHALLENGES

3.1. IDENTIFY/STATE THE PROBLEM: WHAT WAS THE RATIONALE /PURPOSE FOR INTRODUCING THIS BEST PRACTICE?

3.2. WHAT WERE THE CHALLENGES THAT LED TO THIS BEST PRACTICE?

3.3. WHAT DATA AND FACTS WERE USED TO DEFINE THE PROBLEM?

3.4. HOW WAS THE IDENTIFIED PROBLEM LINKED TO THE ORGANIZATION'S STRATEGY OR TO THE CONTINUOUS IMPROVEMENT PROGRAM?

4

STRATEGY



4.1. HOW WERE THE POTENTIAL SOLUTIONS DEVELOPED?

4.2. WHAT WAS THE STRATEGY THAT WAS FOLLOWED TO DEPLOY THE CHOSEN SOLUTION/PRACTICE?

4.3. HOW WERE THE TARGETS SET AND LINED WITH THE ORGANIZATION'S OVERALL STRATEGY?

5

PEOPLE & RESOURCES



5.1. HOW WERE THE MANAGEMENT AND EMPLOYEES ENGAGED IN THE DEVELOPMENT PROCESS AND THE DEPLOYMENT OF THE MANAGEMENT PRACTICE?

5.2. HOW WERE THE RESOURCES ALLOCATED TO DEVELOP AND DEPLOY THE EFFECTIVE MANAGEMENT PRACTICE?

6

IMPLEMENTATION & EXECUTION



6.1. WHAT WAS THE FOLLOWED ACTION PLAN?

6.2. WHAT WAS THE TIMELINE NEEDED FOR IMPLEMENTATION?

6.3. WHAT IS THE EXTENT OF IMPLEMENTATION (I.E. WHOLE ORGANIZATION / RELEVANT AREAS / PILOT AREAS) AND SINCE WHEN DID IT START?

6.4. HOW WILL THE IMPLEMENTED ACTIONS/RESULTS BE SUSTAINED?

7

STAKEHOLDERS ENGAGEMENT



7.1. WHAT WAS THE IMPACT OF THE IMPLEMENTED BEST MANAGEMENT PRACTICE ON THE STAKEHOLDERS?

7.2. HOW WERE THE STAKEHOLDERS ENGAGED? HOW WAS THEIR BUY-IN ACQUIRED?

7.3. WHAT ANALYSIS WAS MADE TO DETERMINE THE STAKEHOLDERS' ENGAGEMENT LEVEL?

8

KEY RESULTS/BENEFITS



8.1. BENEFITS OF THE IMPLEMENTED BEST PRACTICE

8.2. OUTCOME RESULTS

8.2.1.FINANCIAL

8.2.2.NON-FINANCIAL

8.3. TREND OF RESULTS

8.4. COMPARISON OF RESULTS

9

LEARNING



9.1. WHAT IS THE LEARNING FROM THE BEST PRACTICE:

9.1.1. LEARNING DURING THE IMPLEMENTATION PHASE

9.1.2. LEARNING DURING SUSTAINMENT

2

LEAN SIX SIGMA CATEGORY

Submission Criteria:

1

ABOUT THE ORGANIZATION



1.1. BRIEF INTRODUCTION TO THE ORGANIZATION

1.2. PRODUCTS / SERVICES OFFERED

1.3. LOCATIONS

2

DEFINE



2.1. PROJECT CHARTER

2.1.1. PROJECT TITLE

2.1.2. BUSINESS CASE

2.1.3. PROBLEM STATEMENT

2.1.4. STAKEHOLDER ANALYSIS

2.1.5. GOALS AND OBJECTIVES OF THE PROJECT

2.1.6. OTHER EXPECTED INTANGIBLE BENEFITS

2.1.7. TEAM MEMBERS/LEADER, PROJECT SPONSOR

2.1.8. PROJECT TARGET DATE AND PROJECT PLAN

2.2. “SIPOC” OR “COPIs” DIAGRAM

2.3. VOICE OF CUSTOMER

2.4. CTQS AND RELATED BIG Ys

2.5. STRATIFICATION & PRIORITIZATION OF Ys

2.6. PROJECT SCOPE / BOUNDARY

3**MEASURE**

- 3.1. IPO DIAGRAM**
- 3.2. DATA COLLECTION PLAN**
- 3.3. MEASUREMENT SYSTEM ANALYSIS (MSA)**
- 3.4. MEASURE - ASSESS PROCESS CAPABILITY**
 - 3.4.1. BASELINE PROCESS CAPABILITY**

4**ANALYZE**

- 4.1. ANALYZE PROCESS**
 - 4.1.1. DETAILED APPROPRIATE PROCESS MAP**
 - 4.1.2. IDENTIFY WASTE**
 - 4.1.2.1. VALUE-ADDING ACTIVITIES,**
 - 4.1.2.2. NON-VALUE ADDING BUT NECESSARY ACTIVITIES**
 - 4.1.2.3. WASTEFUL ACTIVITIES**
 - 4.1.3. IDENTIFY CONSTRAINTS / BOTTLENECKS IN THE FLOW**
- 4.2. ANALYZE DATA**
 - 4.2.1. APPROPRIATE PROCESS RISK ANALYSIS LIKE FMEA ETC..**
 - 4.2.2. ROOT CAUSE IDENTIFICATION METHODS LIKE HYPOTHESIS TESTS**
 - 4.2.3. USE OF APPROPRIATE DATA ANALYSIS TOOLS AND ROOT CAUSES VALIDATION**

5**IMPROVE**

5.1. PILOT TRIALS BY USING THE DESIGN OF THE EXPERIMENT, ETC.

5.2. POSSIBLE SOLUTIONS BASED ON ROOT CAUSE.

5.3. USE CREATIVE / INNOVATIVE THINKING

**5.4. PRIORITIZE SOLUTIONS USING APPROPRIATE
METHODS/CRITERIA**

5.5. PLAN FOR IMPLEMENTATION

5.5.1. TRIAL RUNS / PILOT IMPLEMENTATION

5.5.1.1. TRIAL / PILOT IMPLEMENTATION PLAN

5.5.1.2. RISK ANALYSIS OF THE PILOT / TRIAL PLAN

5.5.1.3. PLAN FOR MSA AND DATA COLLECTION

5.5.1.4. METHOD TO EVIDENCE IMPROVEMENT

**5.5.2. FULL-SCALE IMPLEMENTATION PLAN, WITH PHASES AS
APPROPRIATE**

5.5.3. RISK ANALYSIS OF THE FULL-SCALE IMPLEMENTATION

5.5.4. HANDING OVER THE PROCESS TO THE PROCESS OWNER.

6

CONTROL



6.1. DOCUMENT / AMEND PROCEDURES, STANDARDS, WORK INSTRUCTIONS INCORPORATING THE IMPROVEMENTS IN THE PROCESS.

6.2. DEFINE APPROPRIATE CONTROL PLANS FOR XS AND YS, LIKE AUDITS, MISTAKE PROOFING, CONTROL CHARTS, ETC.

7

BENEFITS



7.1. WHAT ARE THE IDENTIFIED AND VALIDATED FINANCIAL BENEFITS OF THE PROJECT?

7.2. WHAT ARE THE INTANGIBLE BENEFITS OF THE PROJECT?

8

REPLICATION POTENTIAL



8.1. CAN THIS PROJECT BE REPLICATED? WERE REPLICATIONS ALREADY CARRIED OUT?

9

SUMMARY OF IMPROVEMENT



9.1. "BEFORE" AND "AFTER" SITUATION COMPARISON

9.2. TANGIBLE/INTANGIBLE BENEFITS

9.3. LESSONS LEARNT

9.4. REPLICATION CARRIED OUT /OPPORTUNITIES IDENTIFIED

3

KAIZEN & INNOVATION CATEGORY

Submission Criteria:

1

ABOUT THE ORGANIZATION



1.1. BRIEF INTRODUCTION TO THE ORGANIZATION

1.2. PRODUCTS / SERVICES OFFERED

1.3. LOCATIONS

2

PROBLEM IDENTIFICATION



2.1. KAIZEN:

2.1.1. KINDLY DESCRIBE THE “BEFORE” SITUATION AND “PROBLEM” SITUATION

2.1.2. WHAT IS THE LINK BETWEEN THE IDENTIFIED PROBLEM AND THE ORGANIZATION’S STRATEGY AND OBJECTIVES?

2.2. INNOVATION:

2.2.1. HOW WAS THE OPPORTUNITY FOR INNOVATION IDENTIFIED? HOW WAS IT PRIORITIZED?

2.2.2. HOW WERE THE RESOURCES/BUDGET DETERMINED AND OBTAINED FOR THE PROJECT?

2.2.3. WHAT IS THE LINK BETWEEN THE IDENTIFIED PROBLEM AND THE ORGANIZATION’S STRATEGY AND OBJECTIVES?

3**PLANNING AND IMPLEMENTATION PROCESS****3.1. KAIZEN:**

**3.1.1. EXPLAIN THE PROCESS OF GENERATING
POTENTIAL SOLUTIONS**

**3.1.2. HOW WERE THE POTENTIAL SOLUTIONS
EVALUATED AND COMPARED?**

3.2. INNOVATION:

**3.2.1. WHAT PRELIMINARY RESEARCH WAS CARRIED
OUT (LIST SOURCES)?**

3.2.2. EXPLAIN THE PROCESS OF IDEA GENERATION.

**3.2.3. HOW MANY POTENTIAL SOLUTIONS WERE
GENERATED?**

**3.2.4. HOW WERE THE POTENTIAL IDEAS EVALUATED
AND COMPARED?**

3.2.5. HOW WAS THE CONCEPT DEVELOPED?

4**THOROUGHNESS IN IMPLEMENTATION****4.1. KAIZEN:**

4.1.1.WHAT WAS THE “AFTER” SITUATION?

4.1.2.WAS ANY RISK ASSESSMENT CARRIED OUT (INCLUDING RISK MITIGATION)?

4.2. INNOVATION:

4.2.1.HOW WAS THE FEASIBILITY OF THE CONCEPT EVALUATED?

4.2.2.WHAT TOOLS / TECHNIQUES WERE USED FOR ANALYSING FEASIBILITY?

4.2.3.WAS ANY RISK ASSESSMENT CARRIED OUT (INCLUDING RISK MITIGATION)?

4.2.4.HOW WAS THE CONCEPT TESTED / VALIDATED AND PROVEN FOR IMPLEMENTATION?

4.2.5.WHAT WERE THE RESULTS FOR THE PILOT TRIALS?

4.2.6.HOW WAS THE FULL-SCALE IMPLEMENTATION PLANNED?

4.2.7.HOW WERE THE RISKS AT THAT STAGE IDENTIFIED AND THEIR MITIGATION PLANNED?

4.2.8.HOW WAS THE IMPLEMENTATION MONITORED AND CONTROLLED?

5**RESULTS AND BENEFITS****5.1. KAIZEN:**

5.1.1. LIST THE BENEFITS (TANGIBLE/INTANGIBLE)

5.1.2. HOW WAS FEEDBACK OBTAINED FROM VARIOUS STAKEHOLDERS?

5.1.3. HOW WERE STAKEHOLDERS IMPACTED?

5.2. INNOVATION:

5.2.1. WHAT WERE THE MAIN RESULTS (FINANCIAL AND TECHNICAL)?

5.2.2. LIST OTHER INTANGIBLE BENEFITS (CUSTOMER SATISFACTION, SOCIETY BENEFITS)

6**PARTICIPATION AND ENGAGEMENT****6.1. KAIZEN:**

6.1.1. WHO WAS INVOLVED IN THE PROJECT?

6.1.2. WAS THE FEEDBACK OF THE STAKEHOLDERS OBTAINED?

6.2. INNOVATION:

6.2.1. WHO WAS INVOLVED IN THE PROJECT?

6.2.2. HOW WAS THE FEEDBACK OBTAINED FROM VARIOUS STAKEHOLDERS?

6.2.3. HOW WERE STAKEHOLDERS IMPACTED?

7**STANDARDIZATION****7.1. KAIZEN:**

7.1.1. HOW WAS THE KAIZEN RESULT SUSTAINED AND STANDARDIZED?

7.1.2. WAS A RISK ASSESSMENT CARRIED OUT?

7.2. INNOVATION:

7.2.1. WAS THE PROJECT STANDARDIZED ACROSS THE DIVISION/ORGANIZATION?

7.2.2. WAS THERE A DEVELOPED TRAINING MODULE?

7.2.3. WAS A RISK ASSESSMENT CARRIED OUT?

8**LEARNING AND HORIZONTAL DEPLOYMENT****8.1. KAIZEN:**

8.1.1. SINGLE POINT LESSON LEARNT?

8.1.2. HORIZONTAL DEPLOYMENT? WAS THE KAIZEN REPLICATED IN OTHER PLACES ACROSS THE ORGANIZATION?

8.2. INNOVATION:

8.2.1. WHAT WENT WELL, AND WHAT WENT WRONG?

8.2.2. SINGLE POINT LESSON LEARNT?

8.2.3. WHAT WOULD YOU DO DIFFERENTLY THE NEXT TIME YOU DO A SIMILAR PROJECT?

8.2.4. ANY INTELLECTUAL PROPERTY GENERATED? HOW IS IT PROTECTED? HOW IT IS SHARED WITH THE APPROPRIATE STAKEHOLDERS?

8.2.5. FUTURE DEVELOPMENT OF THE IDEA OR USING THE SAME IDEA IN DIFFERENT APPLICATIONS

4

HAPPINESS & ENGAGEMENT CATEGORY

Submission Criteria:

1

ABOUT THE ORGANIZATION



1.1. BRIEF INTRODUCTION TO THE ORGANIZATION

1.2. PRODUCTS / SERVICES OFFERED

1.3. LOCATIONS

2

INITIATIVE DESCRIPTION



2.1. KINDLY DESCRIBE THE INITIATIVE AND ITS IMPACT ON THE STAKEHOLDERS

2.2. WHAT CREATED THE NEED TO IDENTIFY AND WORK ON EMPLOYEE HAPPINESS IN THE ORGANIZATION?

2.3. WHAT PRELIMINARY RESEARCH WAS CARRIED OUT (LIST SOURCES E.G. EMPLOYEE SURVEY, SUGGESTIONS, CONCERNS ETC.) TO CREATE HAPPINESS IN THE ORGANIZATION?

2.4. HOW WERE THE RESOURCES / BUDGET DETERMINED AND OBTAINED FOR THE PROJECT / INITIATIVES?

3 DEVELOPMENT AND IMPLEMENTATION



3.1. HOW WAS THE DEPLOYMENT APPROACH IDENTIFIED?

3.2. KINDLY ELABORATE ON THE PROCESS UTILIZED TO DEPLOY THE INITIATIVE (PLAN, POLICY, INITIATIVE FRAMEWORK, TECHNOLOGICAL SUPPORT, ETC.).

3.3. HOW WERE THE EMOTIONAL /SOCIAL / CULTURAL ASPECTS ADDRESSED IN CREATING HAPPINESS WITHIN THE ORGANIZATION?

4 ASSESSMENT AND REFINEMENT



4.1. WHAT WERE THE MAIN RESULTS (QUALITATIVE AND QUANTITATIVE)? (e.g. % increase in employee happiness/satisfaction, survey index went up by x%, more happiness ideas generated, percentage of employee engagement etc..., even if done on a pilot basis)

4.2. IS THERE ANY CORRELATION BETWEEN THE HAPPINESS INDEX AND CUSTOMER SATISFACTION OR BUSINESS RESULTS?

4.3. LIST BENEFITS (TANGIBLE/INTANGIBLE).

4.4. WAS THE APPROACH REFINED DURING THE PAST YEARS?

5

STANDARDIZATION



- 5.1. HOW WAS THE INITIATIVE STANDARDIZED?**
- 5.2. WERE THERE ANY RISKS IDENTIFIED? HAVE THE RATINGS OF THESE RISKS DECREASED?**
- 5.3. WHAT WERE THE LESSONS LEARNT, AND WHAT IS THE VISION AHEAD?**
- 5.4. WHAT ARE THE ACTIONS FOR FURTHER IMPROVEMENT?**
- 5.5. IS THERE ANY PLAN FOR BENCHMARKING WITH OTHER INDUSTRIES / SECTORS / ORGANIZATIONS?**

6

HORIZONTAL DEVELOPMENT



- 6.1. WHAT ARE THE PLANS AND MONITORING MECHANISMS FOR THE SUSTENANCE OF RESULTS ALREADY ACHIEVED?**
- 6.2. WHAT IS THE EXTENT OF THE DEPLOYMENT? IF IT IS ONLY IMPLEMENTED IN A FEW DIVISIONS, IS THERE A PLAN TO EXPAND IT ACROSS THE ORGANIZATION?**

SUBMISSION STEPS

1. Click on the [Register Now](#) Button to receive notifications about the award.
2. Read the award Guidelines carefully to learn about the award's categories and terms & conditions.
3. You can apply for all the categories or select one of the categories.
4. Download the submission templates from the award page of the [Global Continual Improvement Award](#).
5. Once you click on the download button, the PPT file will be opened on Google Drive; follow the below steps:
 - Go to the upper left corner.
 - Click the File button, scroll down until you find the download button, then select (Microsoft PowerPoint).
6. Click on the [Submit Here](#) button in the upper right corner of the page.
7. Fill out the form, then upload your submission file in PDF or PPT format per category, considering the maximum size is 15 MB.
8. Proceed with the payment to complete the uploading process for your file to the system.
9. You can pay online or via bank transfer.

Terms & Conditions:

- 1. Please appoint a main contact person authorized to communicate with the Dubai Quality Group (DQG) team regarding your submission.**
- 2. The DQG team will notify only this designated contact regarding the date of the online interview scheduled between your team and the assessors.**
- 3. The main contact will coordinate with his team internally, as the DQG's team will not communicate with the applicant's team.**
- 4. The assessors' team will decide the date of the online interview, and the applicant's main contact will receive an email notification at least three days in advance.**
- 5. The interview will only be rescheduled under certain circumstances due to the mutual agreement of both parties.**
- 6. Please ensure that the submission file is submitted through the award's website.**
- 7. Submission fees will be paid online via the website or through bank transfer.**

Terms & Conditions:

8. All the criteria & sub-criteria are required to be covered.
9. After completing the payment process, you should receive a receipt confirming that we received your payment and the submission files.
10. The assessment process will start after the submission deadline.
11. If your file has been shortlisted, we will contact you to schedule an online interview with the assessors.
12. For further clarification, contact Doaa Afifi at +971 565457408 or doaa.afifi@dqg.org.
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Thank You.

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