

## **7 Dimensions Model for Business Excellence**

In working with tens of companies in many varying areas of the world, we have noticed the need for an inter-disciplinary approach to business management, an approach that would demonstrate a total performance commitment.

In developing his model Dr. Elon Kaplan, a leading business coach in Israel, recognized that there are two primary, opposing forces at work in many enterprises. On one hand there is the "pain" or the problem that needs to be solved. On the other is the natural resistance to change. He realized he would need to focus on maximizing potential, and not individual inefficiencies, for it became clear that as one delves into the company's problem, one inevitably discovers deeper issues in management and operations. Dr. Kaplan approached Tudog to assist in the development of a model for the purpose of addressing this multiple business approach.

If we view the organization as being divided into 7 components, we then determine that each sector must be reviewed on a variety of levels. Let's review each sector:

1. Structural - this refers to the organizational structure of the enterprise, including job definitions, regulations, standards, assessments, and, most importantly, whether or not the structure reflects the company's functionality.
2. Functionality - functionality is where the group creates its value. Reviewing the functionality is in essence an evaluation of the company's reason for existence. The process requires the company to revisit why it was created, what was its creation preceded by (what triggered the formation), and what are the critical steps that will create the value and allow the company to continue operating.
3. Personal - the human and individual dimension, this part of the model has two essential elements - key people and their personal characteristics, and profiles of employees. It is crucial to understand management's personal side, their traits, interests and backgrounds. Equally important is an understanding of employee training levels, nature of the work environment, and level of expertise. Challenges arise if individuals and their work environment do not match.
4. Interactional - this refers to the flow of information throughout the organization. The model does not review from within the organization, but rather seeks to understand all aspects of any problem by understanding all players in a given system. For example, if a problem is apparent in a customer service department, the model would seek to review not only company employees in the customer service department, but also company clients. An additional part of the puzzle goes beyond the communications mechanisms and into what it is (the message) that is actually being communicated. In many ways this can be related to the structural dimension.
5. Cultural - this is the most challenging dimension because it is the most vague. A corporate culture is created by its management and is often evident in the company's policies, most prominently in how the company seeks to fulfill the needs of its employees.

6. Financial - the efficiency of the money spent and the efficiencies of the processes with regard to their costs. The model seeks to determine whether there are layers of process, departments, or systems that are wasteful, not completely efficient, or simply not worthwhile.

7. Business Effectiveness - this refers to the internal thinking processes and how the organization reaches its conclusions.

The model calls for four steps in the process. They are:

1. Study - a broad study of the enterprise, from documents and employee focus groups, to simulating clients and benchmarking.

2. Decision - the provision of very concrete recommendations. These indicate company commitment.

3. Intervention - a completely customized program for the company to confront and address its problems.

4. Assessment - On-going review focusing on non-tangible elements of success such as quality of work life, cross cultural communication, and work-family balance.

This model provides an integrated approach to healing a company. Very much like an integrated approach to marketing or product development, if a company seeks to address its challenges in a manner that is less than comprehensive, it will find that it is only patching up one set of problems as another pops up. The approach developed by Dr. Kaplan and Tudog, and outlined here, provides that comprehensive analysis and action plan that addresses the challenges and allows the company to move forward and create value.