

The Assessment Methodology RADAR – A Theoretical Approach of a Methodology for Coordinating the Efforts to Improve the Organizational Processes to Achieve Excellence

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Abstract: In the paper “The Assessment Methodology RADAR – A Theoretical Approach of a Methodology for Coordinating the Efforts to Improve the Organizational Processes to Achieve Excellence” the authors present the basic features of the assessment methodology RADAR that is designed to coordinate the efforts to improve the organizational processes in order to achieve excellence.

Key words: business process management, assessment methodologies, RADAR methodology, organizational processes, quality, performance, excellence

1. Introduction:

The items with major impact in the modern approach to quality strategy found in three elements that have brought significant changes in the modern era, internationally:

- ▶ The globalization of markets;
- ▶ The new technology, which is in a boom, driven by a variety of factors, including a role they have e-commerce and e-Business to Business market;
- ▶ The new business models characterized by excellence and transparency strongly supported the crucial role they have resources “intangible” (man-pawn mainly found in relationships with customers, partners and suppliers, intellectual capital, technology, know-how built the products, technologies, manufacturing or other economic links in the chain, top management).

Whatever the case, achieving excellence requires continuous improvement of quality management system in any organization are essential leadership, commitment and active involvement of management at the highest level. In turn, the management at the highest level within the organization has a duty to define models of excellence and performance measurement methods both individual and organizational structure of each part, in order to monitor and periodically determine to what as planned objectives within each structure have been met.

2. The Assessment Methodology RADAR – a theoretical approach

It is necessary to point out that for results' assessment EFQM Excellence Model

uses two techniques: the identification card direction (*Pathfinder Card*) and the RADAR logic (*RADAR Logic*) (*EFQM Excellence Model 2013* – <http://www2.efqm.org/en/PdfResources/EFQM%20Excellence%20Model%202013%20EN%20extract.pdf>).

Pathfinder is not a scoring tool; rather it is a series of questions to expect a quick response while the company is self-assessed. RADAR logic (*RADAR Matrix - Scoring Matrix*) is the method of assessment used to mark applications for European Quality Award (*Cătuneanu, V., 2003*). It can also be used by organizations wishing to use a score of benchmarking or other purposes.

Pathfinder Card is based on a series of questions intended to provide a quick response on company self-assessment process. The response reflects RADAR logic that lies at the heart EFQM Excellence Model. Although not a binding list, it has the advantage of providing guidance organizations rather on what measures should be taken into account to improve performance (*Chen, J.M., Tsou, J.C., 2003*).

The use of this instrument should be selected in the model criterion or area of interest and questions should be applied to the relevant results or section of the determinants. Improvement activity should focus on areas where gaps are identified. (*Can EFQM model be used to assess and measure them?*)

RADAR methodology is a dynamic and powerful tool for management and evaluation, which is the “backbone” supporting organization. The challenges facing the company must be addressed and overcome in order to turn aspirations into reality (*Ching-Chow, Y., 2010*), achieving sustainable excellence (<http://www.efqm.org/efqm-model/radar-logic>).

At the heart of the EFQM Excellence Model and the process of self-assessment is “logic” known as RADAR (RADAR logic). RADAR methodology specifies the EFQM European model of organizational excellence, is considering four key indicators for quality assurance management of an organization: **1. Results**; **2. Approach**; **3. Deployment** (the running processes in the organization); **4. Analysis** (*Evaluation*) and (also) **Review** (*Review and Improvement*). RADAR is an element of coordination of efforts to improve organizational processes.

Using an expression consistent with RADAR methodology in order to achieve exceptional performance that is sustainable (Coleman, R., 1991) at the same time, a company must (see Figure no. 1: The RADAR logic cycle):

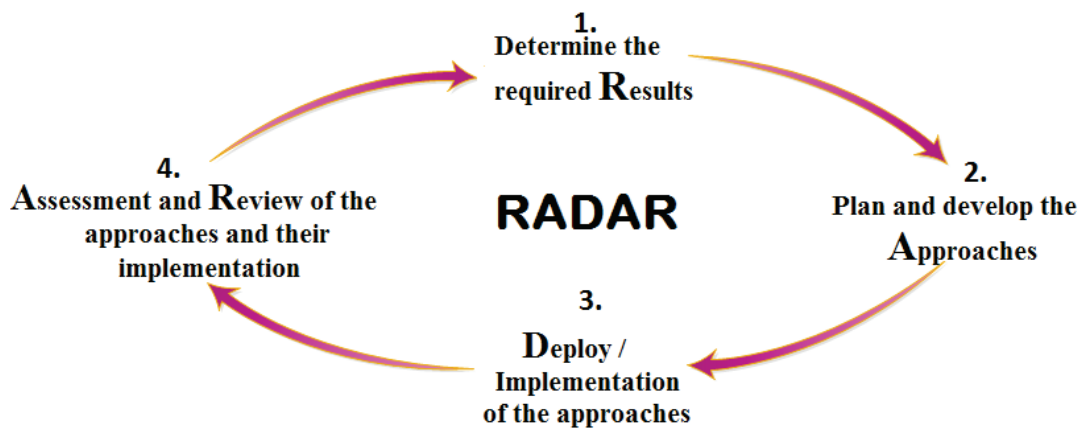
a) Determine the “Results” that aims to achieve, which corresponds to the present and future needs of stakeholders (stakeholders);

b) Plan and develop an integrated set of “Approach” effective and efficient to achieve the results intended;

c) Ensure “Deploying” processes within the organization in close correlation with “approaches” planned, so as to ensure effective enforcement of them;

d) Conduct a “Analysis/Assessment” approaches, how they were carried out by monitoring and analysing the results and, finally, to “Revisit” and bring the necessary improvements based on lessons learned, learned in stages monitoring, verification and analysis of results, supported by a continuous learning process.

Figure no. 1: The RADAR logic cycle



Source: Adaptation after the European Model of Excellence, the RADAR methodology, <http://www.efqm.org/efqm-model/radar-logic>

The implementation of RADAR logic helps organizations identify, to give due priority, if necessary, to plan and implement necessary improvements where needed.

Identify determinants RADAR methodology based on five criteria: **1) Leadership, 2) Policy and strategy, 3) Partnerships, 4) Resources and 5) People.** Each of them is evaluated in the same manner using RADAR logic. RADAR elements that apply to these criteria are:

- Approach;
- Deployment (*implementation and translations*);
- Assessment and Analysis/ Examination/Review;
- Results.

A.Approach

Depending on the orientation of the EFQM Excellence Model (EFQM, 2012), the approach is evaluated as:

- “Solid, if the argument is based on a clear, well defined, developed the processes and focused on stakeholder needs.”
- “Integrated, where it supports policy and strategy and linked to other approaches where appropriate.”

B.Conducting (Implementation/ Translations - Deployment)

Implementation in accordance with the guidelines EFQM (EFQM, 2012), examines two aspects:

- How often is used approach?
- The approach is conducted in a systematic and structured?

Implementing a documentation process before the land can be difficult. The assessor is best placed to decide what areas would

require implementation, and then determine what evidence it is based on the approach to be implemented in these areas. For example: a performance evaluation system may be used only with staff at a certain level or, where appropriate, to all staff; information should be shared only to some or all partners; some customers should be monitored regularly, while others not.

The systematic approach refers the planned application of the approach (Cristescu F., 2007). There must be analysed specific situations such as: if the process is defined, or is in the pilot phase, if the approach is communicated to all stakeholders or not, whether people are trained in its use, or not, if implementation is monitored, and not because of an ad hoc approach that has been designed and tested, expectations are not very high.

C.Assessment (Assess) and Review/ Examination (Review) approach

The approach should also be evaluated and revised. From this point of view the EFQM model (EFQM, 2012) highlights three aspects:

- **The measurement** - is the kind of process that occurs periodically by measuring the effectiveness of the approach and implementation;
- **The teaching** - learning process requires the use of certain elements to identify and convey good practices and improvement activities;
- **The improvement** - a result of the measurement and learning is analyzed and used to identify, choose priorities, plan and implement improvements.

D. Results

The last item is the result RADAR logic. In the process of self-evaluation according to the EFQM model weights, the results have the same weight as the underlying criteria. Business organizations in the West have always insisted on issues related to financial management, according Zairi (Zairi, M., 1994). However, Excellence Model search results in four areas: customers, people, society and business process results. It is expected that these results can be measured and not only related to intuition.

Each element is assessed in the same way, taking into account 1. the scope of the results and quality, and 2. trends, 3 goals, 4 comparisons with other organizations, 5. the causes that led to the extent results were driven approach.

1. The scope of the results refers to how well the results covering all areas and appropriate stakeholders and how well measured performance results most relevant approaches and their implementation.

► As an example, have all customers' representatives been interviewed?

► Can questions in the study conducted on employees covering all areas considered by employees as important?

There are indicators that take into account all measures of perception - for example, if timely delivery is important for customers, if the organization has a number of measures to allow upstream solving spot possible problems before affected customers (including customer perception).

2. The trends in regard to what extent the organization works well if its actions are situated on a positive trend and if that performance can be sustained over time. If

inconsistencies are recorded in the way it is produced or perceived performance will require explanation. These will help to determine the cause inconsistencies and should allow the identification of actions the organization must take the time to improve business processes. Without these "trends", the evaluator can determine whether the organization is in the process of improving or not.

3. The objectives. Reviewing the objectives envisaged if the organization intends achieve certain goals, whether they are appropriate and whether the organization meets the objectives it sets. The objectives indicate whether the organization is planning to improve certain business processes to achieve a certain level of performance.

It is expected that the target be of "SMART", for example specific, measurable, achievable, relevant and produced in a given time interval. Good organizations are expected to set challenging goals and objectives not only who the view to achieving a much higher performance than the previous one. If the objectives are set lower, the question is where the reasons which prompted this decision are. Similarly, if the organization does not meet its own objectives, it will seek an explanation (cause) to identify what caused the organization to reach this situation.

4. Comparisons check whether or not the organization is comparable with other organizations, and if so, what is the manner in which they behave compared to others in the same industry, or its partners or reference the best in that category. This is also helpful to determine whether trends are appropriate and whether the targets are sufficiently challenging. Comparisons whether an organization is open to continuous learning process. Without a comparison with other

organizations, it can be very difficult to assess the degree of excellence achieved by an organization. For example, 90% would be an excellent score in a certain area, while in another excellence must reach a value somewhere between 98% and 100%.

5. The causes consider whether all the results obtained led to the position, or part of them. For example, if the perception of how certain products were delivered suggests that the process was slow, then the organization could take steps to improve its programming and logistics, thereby improving the delivery mode by performance indicators (for example, transfers to time). If next year on customer perception as delivery performance improves, the organization will feel confident that his actions have contributed to increased performance. In the real world, there are many criteria that can help improve performance and improve perception. Moreover, even when performance has improved, it may take a long time to change perceptions.

However, each organization must determine for himself, which are key factors for their success.

3. Conclusions:

The conclusions concerning the assessment methodology RADAR are presented in the lines below:

► To assess the results, EFQM Excellence Model uses two techniques: the identification card direction (Pathfinder Card) and the RADAR logic (RADAR Logic).

► RADAR methodology is a dynamic and powerful tool for management and evaluation, which is the “backbone” supporting organization. The challenges facing

the company must be addressed and overcome in order to turn aspirations into reality, achieving sustainable excellence.

► Using an expression consistent with RADAR methodology we believe that, to achieve exceptional performance that is sustainable at the same time, a company must:

a) determine the “Results” that aims to achieve, which corresponds to the present and future needs of stakeholders (stakeholders);

b) plan and develop an integrated set of “Approach” effective and efficient to achieve the results intended;

c) ensure “Deploying” processes within the organization in close correlation with “approaches” planned, so as to ensure effective enforcement of them;

d) conduct a “Analysis/Assessment” approaches, how they were carried out by monitoring and analysing the results and, finally, to “Revisit” and bring the necessary improvements based on lessons learned, learned in stages monitoring, verification and analysis of results, supported by a continuous learning process.

► In order to identify the determinants of RADAR methodology there are five criteria that should be taken into account: 1) Leadership, 2) Policy and strategy, 3) Partnerships, 4) Resources and 5) People. Each of them is evaluated in the same manner using RADAR logic. The RADAR elements that apply to these criteria are: Approach; Implementation/Translations/Deployment; Assessment and Analysis/Examination/Review and Results.

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