



# Culture of Excellence

We live in a fast changing world where new and unprecedented demands are constantly being imposed on various aspects of our life. This considerably dynamic state is especially reflected in the job market where new jobs with novel requirements keep being invented, or where institutions suddenly find themselves in need of restructuring or reconsidering some or all of their operations, or even where all new types of institutions get created. Our era thus requires novel ways of getting people prepared for the emerging requirements at all levels, hence new concepts of education and educational institutions, but especially a mindset that can readily adapt itself to efficiently meet any challenge or new demand, and that allows a person to quickly bring oneself up to speed in novel directions. The culture of excellence can best bring about such a mindset.

The culture of excellence is about a sustained inner conviction, an intuitive drive, to always aim for excellence in any thought or action, pursue that aim with passion, enthusiasm, grit, tenacity, and perseverance, and get it optimally realized. At the institutional level, the culture of excellence is about having shared vision and values that willingly and collaboratively engage all members of the institution to passionately and optimally fulfill collectively defined and sought after purposes. This culture is about productivity and progressiveness, about continuously raising the bar in, and bringing added value to, everything the institution is about. It is about valuing uncommon performance and achievement, and reaching passing but not enduring satisfaction when getting them accomplished.

The culture of excellence is somewhat reflected within an institution in the following respects:

- ❖ A realistic and functional governance is in place that precisely sets patterns of excellence aimed for at all structural and operational levels, and that clearly lays out the institution's internal structure and external relations, and explicitly stipulates how various members need to interact, use available resources, and carry out various operations in order to bring about, to the highest possible standards, well-defined products and/or services.
- ❖ All members, from top executives to regular personnel, convincingly embrace a common vision for what the institution is about, and how it should go about realizing that vision.
- ❖ All members act with the spirit of common ownership of the institution, and are thus intrinsically motivated, dedicated and committed to make the institution succeed in everything it is about, and ready and flexible to heed and meet any challenge or new demand.

- ❖ All members understand that the success of the institution depends on each one of them and the way they interact with each other, and that they need to constantly, and openly and respectfully, communicate with each other to bring about a certain level of consensus and common understanding of what it takes to achieve what they are after, and subsequently ensure smooth implementation of collective ideas.
- ❖ All members continuously empower themselves and each other to achieve their common goals as best as possible, and to keep enhancing the quality and nature of their achievements.
- ❖ All members seek optimal efficiency in all operations, avoid any stalemate or stagnation, and sustain lean structure and operations with no deadwood, and no superfluous or redundant operations or human or physical resources.
- ❖ Executives and managers are role models who avoid making and enforcing top-down decisions, give voice to regular personnel, inspire them to perform as best as they can, motivate them to keep improving and work around any possible deficiency, and attend to their emotional and other needs.
- ❖ Nobody, from executives to regular personnel, resigns to higher level people, or feels at ease or satisfied by letting others take decisions for them, and no one imposes barriers or divides among people or departments.
- ❖ An efficient and criteria-based mechanism is in place for constant monitoring and evaluation of all operations, and timely feedback for all personnel, in order to sustain and drive forward productive performance and good achievement, avoid any disruption, meet any challenge, and smoothly take on any new direction.
- ❖ Necessary provisions are made for continuous professional development, growth, and enhancement of the welfare and well-being of every member.
- ❖ A transparent and equitable valuation scheme is in place that duly rewards any person with a creative mind, distinguished achievement and ethical conduct, that holds accountable anyone with quality or ethical issues, and that ensures retention of good performers and improvers and dismissal of those who refuse to timely work around their problems.
- ❖ All members feel proud to belong to the institution and happy and enthusiastic to work there, and are satisfied with the work conditions, compensation and benefits they receive.
- ❖ Efficient scheme and mechanism are in place for ensuring constructive interaction with the community, forging productive partnerships with other institutions, and building up mutual trust with all concerned individuals and bodies outside the institution.
- ❖ All those served by, and dealing with, the institution are satisfied with their experience with it, and all products and/or services it delivers actually are reliable, meet the expectations and aspirations of concerned people within and outside the institution, and keep improving.

All these excellence aspects and more are realized when an institution is *systemically organized* according to our *Excellence Standards*, and every one of its members is empowered with our *4P Profile*.