CONCEPT

Benchmarking and Organisational Maturity Assessment Using Excellence Models

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Technical depth: Practitioner · **Practical mode:** Case study

Introduction

Organisations often claim to be improving without knowing where they stand against recognised models or against peers. Self-assessments turn into scoring exercises with little evidence, benchmarking visits produce impressions rather than comparable data, and the gaps found are rarely ranked or acted upon. This Core Concept course equips managers to assess institutional maturity against international excellence and capability models, run disciplined benchmarking studies and convert findings into improvement priorities. Participants apply each method to case material from several sectors and leave with a Maturity Assessment and Benchmarking Report for their own organisation.

Course Objectives

- Select the benchmarking type and maturity model that fit an organisation's purpose and improvement questions
- Assess organisational maturity against the EFQM Model, the Baldrige Excellence Framework and ISO 9004 using evidence-based scoring
- Plan and run a benchmarking study with comparable measures, suitable partners and an agreed code of conduct
- Analyse performance and practice gaps and validate them against evidence before reporting
- Prioritise improvement opportunities and sequence them into a roadmap towards a defined target state
- Produce a Maturity Assessment and Benchmarking Report ready for leadership review

Target Audience

- Institutional excellence and quality managers leading self-assessment cycles
- Strategy and performance managers responsible for comparing results with peers
- Process improvement managers using benchmarking to redesign operations
- Internal assessors and assessment team leaders preparing for excellence reviews
- Planning managers in support functions building improvement roadmaps

Course Outline

Day 1: Benchmarking and Maturity Foundations

- Benchmarking Types: Internal, Competitive, Functional and Generic
- Performance Benchmarking Versus Practice Benchmarking
- Maturity Model Anatomy: Levels, Dimensions and Evidence Criteria
- Current-State Self-Assessment Using the ISO 9004 Maturity Levels
- Benchmarking Project Charter and Scope Statement

Day 2: Excellence and Capability Models

- EFQM Model 2025: Direction, Execution and Results
- RADAR Logic and Scoring Matrices
- Baldrige Excellence Framework Categories and Maturity Pathways
- CMMI Capability and Maturity Levels
- APQC Process Classification Framework as a Benchmarking Taxonomy

Day 3: Running the Benchmarking Study

- Camp's Benchmarking Process: Planning, Analysis, Integration and Action
- Benchmarking Partner Selection and the APQC Benchmarking Code of Conduct
- Metric Normalisation and Comparable Data Definitions
- Benchmarking Questionnaire and Site Visit Protocol Design
- Performance Gap Analysis and Gap Closure Projection

Day 4: Assessment Quality, Risk and Improvement Prioritisation

- Assessor Calibration and Consensus Scoring
- Evidence Validation Through Document Review, Interviews and Observation
- Benchmarking Risk Controls: Data Comparability, Confidentiality and Competition Law Boundaries
- Improvement Opportunity Prioritisation with an Impact-Effort Matrix
- Maturity Roadmap Sequencing and Target-State Definition

Day 5: Case Work and the Assessment Report

- Logistics Provider Case Study: Scoring an Enabler Submission with RADAR
- University Case Study: Benchmarking Student Services Against Peer Institutions
- Maturity Heat Map Build for an Own Organisation
- Maturity Assessment and Benchmarking Report Drafting
- Leadership Debrief Rehearsal and Peer Challenge Panel

Skills You Will Gain

- Organisational Self-Assessment
- Excellence Model Application
- Benchmarking Study Management
- Comparative Performance Analysis
- Assessment Evidence Evaluation
- Improvement Prioritisation
- Maturity Roadmapping

Why Attend This Course

- Return to work with a Maturity Assessment and Benchmarking Report for your own organisation, already tested against peer challenge
- Replace opinion-based self-assessment scores with evidence that stands up to external review
- Bring back comparisons with peers that leaders accept as like-for-like
- Exchange benchmarking contacts and practice with managers from other sectors and countries

Conclusion

Improvement effort is only well spent when an organisation knows its true maturity and how it compares with others. This course moves from benchmarking types and maturity model design, through the EFQM, Baldrige, ISO 9004 and CMMI models, to running benchmarking studies, validating evidence and prioritising the gaps found. The final day turns that material into a Maturity Assessment and Benchmarking Report that participants take back to their leadership, giving them a structured and defensible basis for the next improvement cycle.