### Appendix A

Five cultural gates to facilitate the organization way to excellence, adopted form Amir Bolboli and Reiche (2014).

* **Culture Gate 1:** the purpose of this gate is to analyze the beginning of the program whether the desired condition or ideal state presented by EFQM model is generally compatible with the prevailing corporate culture or not.
* **Culture Gate 2:** this gate aims to highlight the importance of considering prevailing culture when prioritizing improvement potentials resulted from self-assessment. Beside standards criteria for filtering identified measures such feasibility, urgency, internal and external should be investigated.
* **Culture Gate 3:** for implantation of prioritized measures different tools can be chosen. According to this gate, only BE tools which are aligned to corporate culture, should be selected when implementing BE measures.
* **Culture Gate 4:** after each phase of the program, it is important to clarify how far implementing the selected measures have influenced the corporate culture. The aim of this gate is to monitor the effect of BE on corporate culture and to control the long term goal of changing corporate culture.
* **Culture Gate 5:** this gate is designed for mature organization with the purpose of changing the corporate culture to the preferred culture in connection with each EFQM criteria. Figure 9 indicates the idea for monitoring the process of changing as well as the corporate culture by some examples. Based on CuBa-change, properties related to EFQM criteria the current and preferred.

### Appendix B

Independent variable questionnaire items.

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| **Main Construct/ Variable** | **Dimension** | **Items** | **Supporting Research** | **Remarks** |
| Organizational Agility | Sensing Agility | SA1: The organization has been slow in terms of detecting changes that occur in customer preferences for services.  SA2: The organization has been slow to detect changes that occur in the movements of competitors.  SA3: The organization has been slow to detect changes in technology. | Jaworski and Kohli (1993). | The three items used to measure the sensing agility dimension are reversed questions “Polar Opposite”. |
| Decision-making Agility | DM1: The organization analyzes important events concerning customers,  competitors, and technology without any delay.  DM2: The organization detects the opportunities and threats to changes in customers, competitors, and technology in time.  DM3: The organization carries out a specific action plan in order to meet customer needs without any delay.  DM4: The organization implements a plan of action in order to respond to the  strategic movements of competitors without delay..  DM5: The organization is implementing an action plan on how to use the new  technology without delay. |  |
| Acting Agility | AA1: The organization can reconfigure its resources in the proper time.  AA2: The organization can re-adjust operations carried out in a timely manner.  AA3: The organization can use new technology in the proper time.  AA4: The organization can introduce new products/services in the proper time.  AA5: The organization can take proper decision in the right time.  AA6: The organization can change strategic things in the proper time.  AA7: The organization can solve customers' needs and complaints without  delay. |  |
| **Main Construct/ Variable** | **Dimension** | **Items** | **Supporting Research** | **Remarks** |
| Dependent Variable  Organizational Excellence | Leadership Excellence | LE1: The leaders in my organization tends to delegate powers to subordinates, according to their ability and desire to work.  LE2: The leaders in my organization inspires the employees to participate in taking the decision with commitment in implementing them.  LE3: The leaders in my organization can anticipate the strengths and weaknesses within the organization.  LE4: The leaders in my organization develop alternative performance plans in case the official plans fail.  LE5: The leaders in my organization respond effectively to ambiguity, complexity, and environmental uncertainty. | Kandula,  (2002);  Hesselbein, & Johnston (2002) |  |
| Subordinates Excellence | SOE1: Employees in my organization adapt to new business methods at a high speed.  SOE2: Employees in my organization appreciate ongoing education and experimentation practices.  SOE3: Employees in my organization avoid the participation of the organization’s management in taking decisions and implementing them.  SOE4: Employees in my organization can develop innovative solutions to existing problems.  SOE5: Employees in my organization work as a single cohesive team spirit. |  | SO3 is a reversed question “Negated Positive”. |
| Culture Excellence | CE1: The values ​​and beliefs of employees are consistent with the values ​​and culture of the institution.  CE2: There are common values ​​in the organization that are believed by senior management and staff.  CE3: The relative change in the organization's culture is always negative.  CE4: The culture in my organization directs the behavior of its members towards a high performance.  CE5: Employees in my organization have a great responsibility to find distinctive methods to do their work. |  | CE3 is a reversed question “Negated Positive”. |
| Strategic Excellence | SE1: Organizational strategies focus on achieving outstanding performance across the organization as a whole.  SE2: The organization works to achieve a balance between its goals and the cost of achieving it.  SE3: The focus of the organization’s management is on the overall goals of the organization, away from the molecules and subcategories in the strategic plans.  SE4: The leaders of the organization have a clear vision of what the organization should be in the future.  SE5: The organization is working to achieve its strategic goals successfully through the best use of its available resources and capabilities. |  |  |