



Name	Mila Bozic
Title	Dr.
Organisation	BE-i Institute
City	Ljubljana
Country	Slovenia
Email	<a href="mailto:mila.bozic@be-i.org">mila.bozic@be-i.org</a>
Telephone	+386 41 779 040
Mobile	+386 41 779 040

### What have been the highlights in your organisation's journey to Excellence?

- The main drivers in our excellence journey have been the performance management, high competitive pressure and willingness of our Board members to support sustainable growth.
- We have been operating in a transitional economy (CEE) where privatization led to several changes in top management positions, so we lack consistency of purpose during a certain period for the wider involvement of all employees in the excellence journey.
- I discovered valuable findings from our approach and use of the EFQM model in my research work, and put this effort into completing my PhD and publishing it.

### What made you decide to become an assessor and how has your experience as an assessor impacted on you as an individual and your organisation?

Knowing assessors' expectations and having that perspective in mind has helped me to avoid beginner's traps. Our primary interest in using the excellence model was real self-assessment and not competition itself. First I decided to be a national assessor as a member of our national steering committee, as it was a good learning opportunity to work at the peer level. I continued with that volunteer service for over a decade.

### What is your source of inspiration?

Life all around us, people's responses and needs, and intuition are my biggest sources of inspiration. Gardening and reading books actively prepare my soul and feelings for new connections and insights. I just like to solve problems and somehow the universe supports unexpected ways of contributing. I learn more and more to be in deeper contact with myself and have time for reflection and imagination.

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### On what topic(s) are you

- **willing to contribute:** To share my experience and knowledge on starting an excellence project, subsystems and business system standardization in a user-specific context.
- **interested in learning:** Yes, I am always ready to learn more about new methods, skills and tools which support excellence, entrepreneurship and innovation.