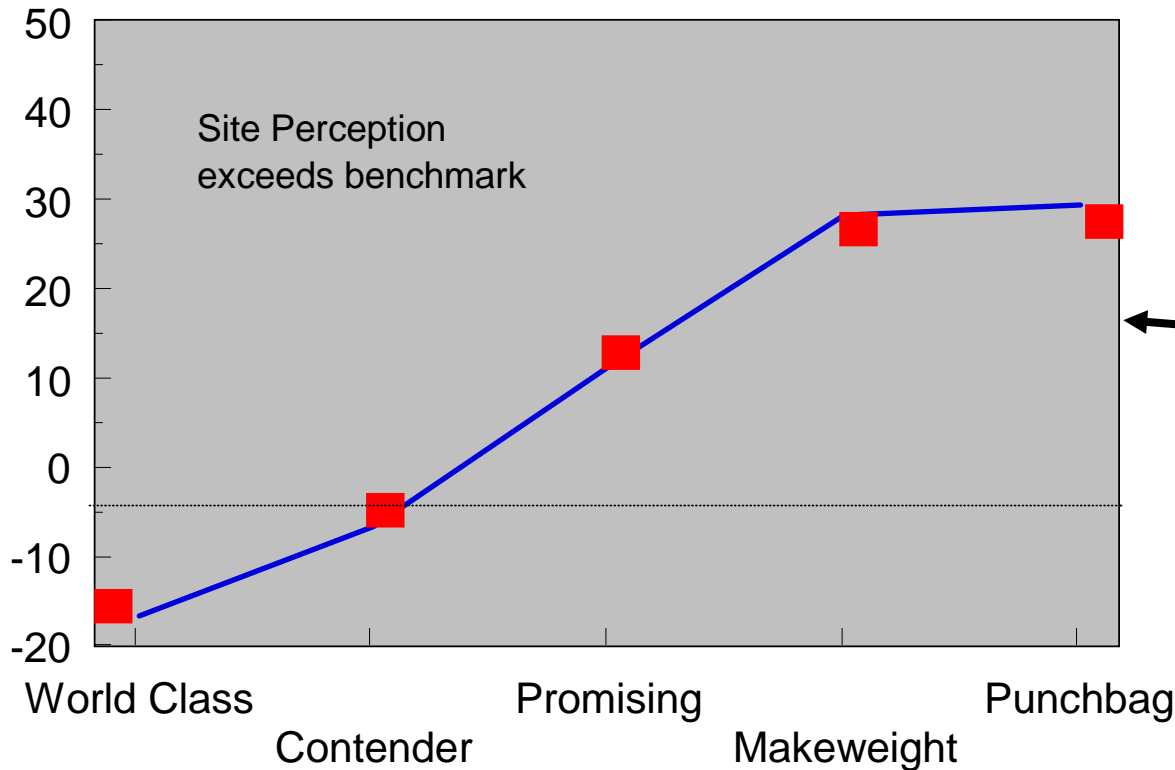


# Humility vs. Complacency



**Benchmarking best practice in European manufacturing sites**  
Philip Hanson  
IBM Consulting Group, Warwick and  
Chris Voss  
London Business School, UK

Companies asked 'how close are you to being world class?' – the world class companies see a never ending journey ahead while the laggards believe they are nearly there. – 'Complacency index' – this journey requires a high degree of humility and healthy self-criticism.

When you plot benchmarking effort on same axes the line runs from top right to bottom left – exactly the opposite.