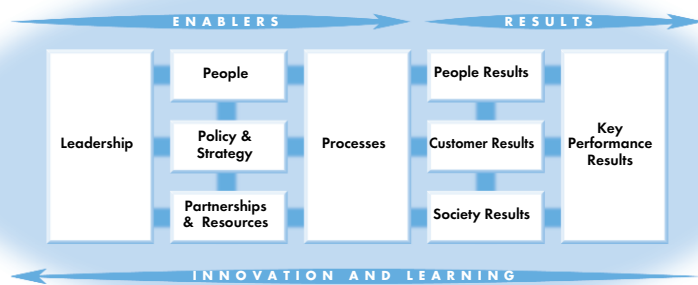


# The EFQM Excellence Model



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Regardless of sector, size, structure or maturity, to be successful, organisations need to establish an appropriate management framework. The EFQM Excellence Model is a practical tool that is used by organisations in a number of ways:

- As a tool for Self-Assessment by measuring where they are on the path to excellence, helping them understand the gaps, and then stimulating solutions;

- As the basis for a common vocabulary and way of thinking about the organisation which is shared across all functions;
- As a framework for positioning existing initiatives, removing duplication and identifying gaps;
- As a structure for the organisation's management system.

## The Criteria

### ENABLERS

#### Leadership

Excellent Leaders develop and facilitate the achievement of the mission and vision. They develop organisational values and systems required for sustainable success and implement these via their actions and behaviours. During periods of change they retain a constancy of purpose. Where required, such leaders are able to change direction of the organisation and inspire others to follow.

#### Policy and Strategy

Excellent organisations implement their mission and vision by developing a stakeholder focused strategy that takes account of the market and sector in which it operates. Policies, plans, objectives and processes are developed and deployed to deliver strategy.

#### People

Excellent organisations manage, develop and release the full potential of their people at an individual, team-based and organisational level. They promote fairness and equality and involve and empower their people. They care for, communicate, reward and recognise, in a way that motivates staff and builds commitment to using their skills and knowledge for the benefit of the organisation.

#### Partnerships and Resources

Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support policy and strategy and the effective operation of processes. During planning and whilst managing partnerships and resources, they balance the current and future needs of the organisation, the community, and the environment.

#### Processes

Excellent organisations design, manage and improve processes in order to fully satisfy, and generate increasing value for, customers and other stakeholders.

### RESULTS

#### Customer Results

Excellent organisations comprehensively measure and achieve outstanding results with respect to their customers.

#### People Results

Excellent organisations comprehensively measure and achieve outstanding results with respect to their people.

#### Society Results

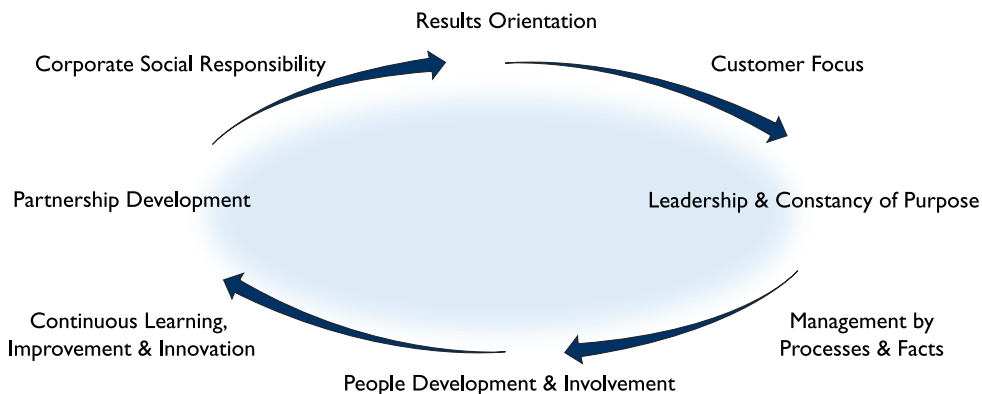
Excellent organisations comprehensively measure and achieve outstanding results with respect to society.

#### Key Performance Results

Excellent organisations comprehensively measure and achieve outstanding results with respect to the key elements of their policy and strategy.

For more detail of the Model, please refer to our brochure "EFQM Excellence Model" available for Companies, Public and Voluntary sector, and SMEs.

# Fundamental Concepts of Excellence



The Fundamental Concepts of Excellence are applicable to all organisations regardless of sector, industry or size and underpin the EFQM Excellence Model. The achievement of excellence requires total leadership commitment and acceptance of these concepts.

## Results Orientation

Excellence is achieving results that delight all the organisations stakeholders.

Benefits:

- Added value for all stakeholders.
- Sustainable success for all stakeholders.

## People Development & Involvement

Excellence is maximising the contribution of employees through their development and involvement.

Benefits:

- Shared ownership of the organisation's aims and objectives.
- A committed, loyal and motivated workforce.

## Customer Focus

Excellence is creating sustainable customer value.

Benefits:

- Delighted customers.
- Strong customer loyalty and retention.

## Continuous Learning, Innovation & Improvement

Excellence is challenging the status quo and effecting change by using learning to create innovation and improvement opportunities.

Benefits:

- Improved value generation.
- Improved effectiveness and efficiency.

## Leadership & Constancy of Purpose

Excellence is visionary and inspirational leadership, coupled with constancy of purpose.

Benefits:

- Clarity of purpose and direction within the organisation.
- A clear identity for, and within, the organisation.

## Partnership Development

Excellence is developing and maintaining value-adding partnerships.

Benefits:

- Increased value for stakeholders.
- Improved competitiveness.

## Management by Processes & Facts

Excellence is managing the organisation through a set of interdependent and interrelated systems, processes and facts.

Benefits:

- Effective and realistic decision-making.
- Effective management of risk.

## Corporate Social Responsibility

Excellence is exceeding the minimum regulatory framework in which the organisation operates and to strive to understand and respond to the expectations of their stakeholders in society.

Benefits:

- Enhanced public image.
- Increased brand value.

More details of the Fundamental Concepts of Excellence can be found in our free download section of our web site, <http://www.efqm.org>.