EFQM EXCELLENCE MODEL

" Excellent Organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders. "

EFQM®

Leading Excellence

THE EFQM BOARD OF DIRECTORS

Andreas Wendt (Chairman of the Board)
Director of BMW Plant Dingolfing - BMW
(Germany)

Sophie Bechu
Executive Vice President and Chief of Operations, Order to cash Excellence, Procurement, Global Services, Quality and Regulatory- Royal Philips
(The Netherlands)

Grete Faremo
Under-Secretary-General and Executive Director – UNOPS
(Denmark)

Hans Kostwein
Managing Director - Kostwein Gruppe
(Austria)

Paul Little
Principal & CEO - City of Glasgow College
(United Kingdom)

Birte Lübbert
Director Corporate Quality Management
Robert Bosch GmbH
(Germany)

Stéphane Simonetta
Group Exec. VP & Chief Operating Officer – Grundfos Holding A/S (Denmark)

Nerea Torres
Chief Executive Officer – Siemens PPAL
(Spain)

THANK YOU TO THE EFQM EXCELLENCE MODEL SPONSORS
ENGLISH EDITION
The EFQM Excellence Model 2013 in English is brought to you by:

EFQM
SHARES WHAT WORKS

EFQM is committed to help organisations drive improvement through the use of the EFQM Excellence Model, a comprehensive management framework used by over 30,000 organisations in Europe. For the last 20 years, we have managed the development of this Model, incorporating the experiences and learning from these organisations to ensure it reflects reality and offers a path for sustainable excellence.

To help you implement our Model, we provide training, assessment tools and recognition. But our real talent comes from gathering good practices and integrating those within our portfolio. EFQM, a not-for-profit membership Foundation, aims to share what works, through case studies, online seminars, working groups, conferences and thematic events. We nurture a network of world-class organisations and their leaders who share our passion for business excellence.

We believe that the EFQM Model is a common framework that helps us all to improve our businesses. Sharing our member's enthusiasm, their motivation and the results they achieve; that is what we work for at EFQM.

Contents

EFQM Excellence Model 2013

The basis for the Model

The EFQM Excellence Model is based on a set of European values, first expressed in the European Convention on Human Rights (1953) and the European Social Charter (revised in 1996). This treaty is ratified by the 47 member states of the Council of Europe and the principles are incorporated into national legislation.

The Fundamental Concepts of Excellence build on the foundation of these basic human rights, assuming they are universally applied.

Recognising the role business can play in supporting the broader goals of the United Nations, the UN Global Compact (2000) was established. This initiative encourages organisations to actively apply these values, set out as 10 Principles for sustainable and socially responsible business, across their global operations. Whilst a number of these principles are explicitly covered in the EFQM Excellence Model, a number are implicit, including those relating to human rights, corruption, bribery and forced labour, as these are already a legal requirement within Europe.

The EFQM Excellence Model assumes that an excellent organisation will respect and comply with the 10 principles of the UN Global Compact, regardless of whether legally obliged to do so or not.

The need for a Model

Regardless of sector, size, structure or maturity, organisations need to establish an appropriate management framework to be successful. The EFQM Excellence Model is a practical, non-prescriptive framework that enables organisations to:

■ Assess where they are on the path to excellence; helping them to understand their key strengths and potential gaps in relation to their stated Vision and Mission.

■ Provide a common vocabulary and way of thinking about the organisation that facilitates the effective communication of ideas, both within and outside the organisation.

■ Integrate existing and planned initiatives, removing duplication and identifying gaps.

■ Provide a basic structure for the organisation's management system.

Whilst there are numerous management tools and techniques commonly used, the EFQM Excellence Model provides an holistic view of the organisation and it can be used to determine how these different methods fit together and complement each other. The Model can therefore be used in conjunction with any number of these tools, based on the needs and function of the organisation, as an overarching framework for developing sustainable excellence.

Excellent Organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders.

All organisations strive to be successful, some fail, some achieve periods of success but ultimately fade from view, and a few achieve sustainable success, gaining deserved respect and admiration.

The EFQM Foundation was formed to recognise and promote sustainable success and to provide guidance to those seeking to achieve it. This is realised through a set of three integrated components which comprise the EFQM Excellence Model:

■ The Fundamental Concepts of Excellence: The underlying principles which are the essential foundation of achieving sustainable excellence for any organisation.

■ The EFQM Excellence Model: A framework to help organisations convert the Fundamental Concepts and RADAR logic into practice.

■ RADAR logic: A dynamic assessment framework and powerful management tool that provides the backbone to support an organisation as it addresses the challenges it must overcome if it is to realise its aspiration to achieve sustainable excellence.

Using these three integrated components has helped organisations of all sizes and from all sectors to compare themselves with the attributes, qualities and achievements of sustainable organisations. They can use them to develop a culture of excellence, bring consistency to their management style, access good practices, drive innovation and improve their results.

Used appropriately, the EFQM Excellence Model, with the associated RADAR logic and Fundamental Concepts, ensures that all the management practices used by an organisation form a coherent system that is continually improved and delivers the intended strategy for the organisation.

The 2013 version of the EFQM Model, RADAR logic and Fundamental Concepts builds on years of experience and takes into account the current and future challenges of an organisation.

The Fundamental Concepts of Excellence outline the essential foundation for achieving sustainable excellence for any organisation. They can be used as the basis to describe the attributes of an excellent organisational culture. They also serve as a common language for senior management.

The EFQM Excellence Model allows Managers / Leaders to understand the cause and effect relationships between what their organisation does and the results it achieves. With the support of the RADAR logic it is possible to make a robust assessment of the degree of excellence of any organisation.

The RADAR logic provides a structured approach to question the performance of an organisation. It also supports the scoring mechanism behind the EFQM Excellence Award and other recognition or assessment schemes and can help to lead change and manage improvement projects in an organisation.

Fundamental Concepts of Excellence

Adding Value for Customers

Sustaining Outstanding Results

Creating a Sustainable Future

Succeeding through the Talent of People

Developing Organisational Capability

Managing with Agility

Harnessing Creativity & Innovation

Leading with Vision, Inspiration & Integrity

©EFQM 2012
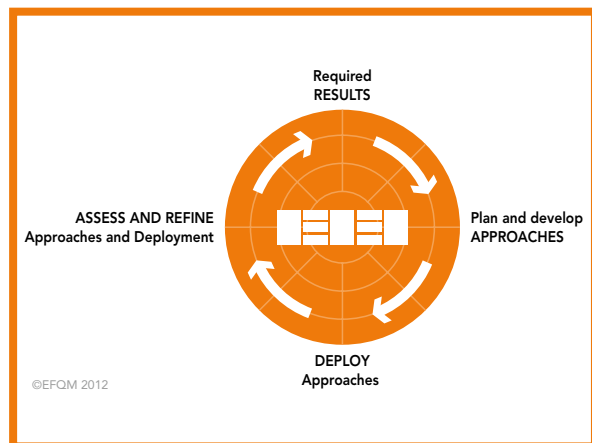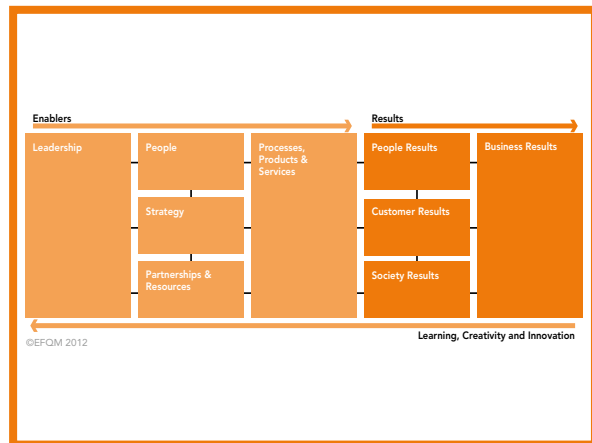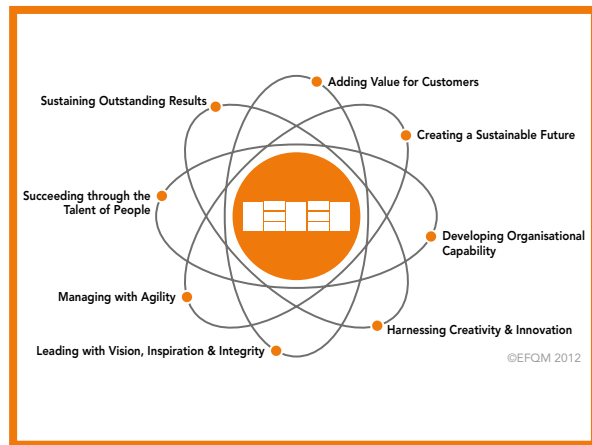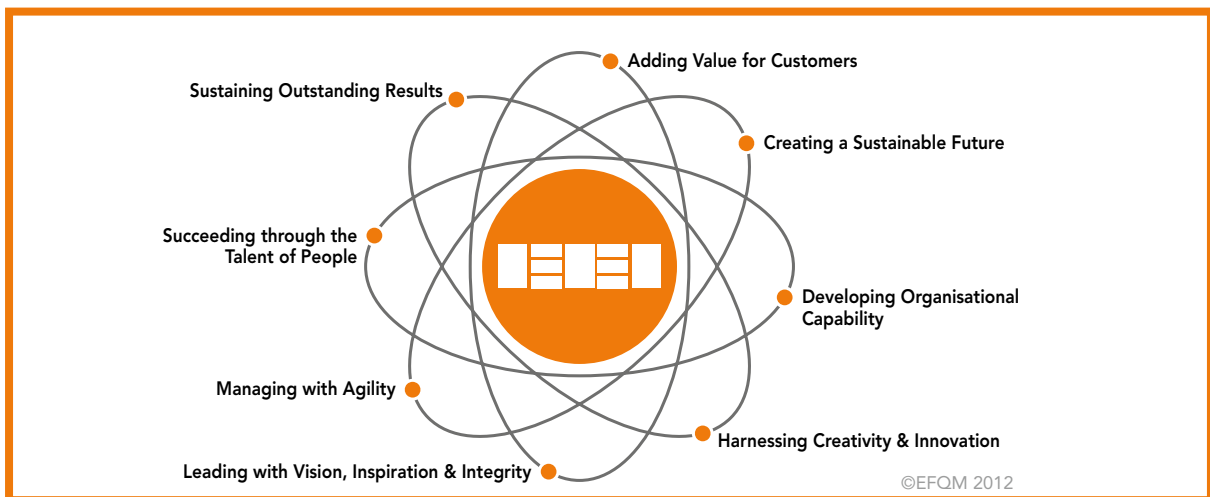
Adding Value for Customers

Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.

In practice, we find that excellent organisations:

■ Know who their different customers groups are, both existing and potential, and anticipate their different needs and expectations.
■ Transform needs, expectations and potential requirements into attractive and sustainable value propositions for both existing and potential customers.
■ Build and maintain a dialogue with customers, based on openness and transparency.
■ Strive to innovate and create value for their customers, involving them, where appropriate, in the development of new and innovative products, services and experiences.

■ Ensure people have the necessary resources, competencies and empowerment to maximise the customer experience.
■ Continually monitor and review the experiences and perceptions of their customers and respond appropriately to any feedback.
■ Compare their performance with relevant benchmarks and learn from their strengths and opportunities for improvement in order to maximise the value generated for customers.

Creating a Sustainable Future

Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.

In practice, we find that excellent organisations:

- Secure their future by defining and communicating a core purpose that provides the basis for their overall Vision, Mission, Values, ethics and corporate behaviour.
- Understand their key competencies and how they can generate shared value to benefit wider society.
- Integrate the concepts of sustainability within their core strategy, value chain and process design and allocate the resources required to deliver these goals.
- Consider "People, Planet and Profit" as a reference when balancing the sometimes conflicting imperatives that they face.
- Encourage their stakeholders to participate in activities that contribute to wider society.
- Allocate resources to provide for long-range needs rather than just short-term gain and, where relevant, become and remain competitive.
- Design their product and service portfolio and actively manage the full product lifecycle in a responsible way.
- Are able to demonstrate that they measure and optimise the impact of their operations, product lifecycle and services on public health, safety and the environment.
- Actively advance the economic, environmental and social standards within their sector.

Developing Organisational Capability

Excellent organisations enhance their capabilities by effectively managing change within and beyond the organisational boundaries.

In practice, we find that excellent organisations:

- Analyse operation performance trends to understand their current and potential capabilities and capacities and identify where development is needed to achieve the strategic goals.
- Develop an effective and efficient value chain to ensure they can consistently deliver on their promised value proposition.
- Develop a culture that continually seeks to improve the effectiveness of collaboration and teamwork throughout their value chain.
- Ensure that financial, physical and technological resources are available to support organisational development.
- Establish shared values, accountability, ethics and a culture of trust and openness throughout the value chain.
- Work together with partners to achieve mutual benefit and enhanced value for their respective stakeholders, supporting one another with expertise, resources and knowledge.
- Establish appropriate networks to enable them to identify potential partnership opportunities to enhance their capabilities and ability to generate additional stakeholder value.

Harnessing Creativity & Innovation

Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.

In practice, we find that excellent organisations:

- Establish approaches to engage relevant stakeholders and use their collective knowledge to generate ideas and innovation.
- Establish and manage learning and collaboration networks to identify opportunities for creativity, innovation and improvement.
- Recognise that innovation can apply to products, processes, marketing, organisational structures and business models.
- Set clear goals and objectives for innovation, based on an understanding of the market and opportunities, supported by appropriate policies and resources.
- Use a structured approach for generating and prioritising creative ideas.
- Test and refine the most promising ideas, allocating resources to realise them within appropriate timescales.
- Transform ideas into reality within timescales that maximise the advantages that can be gained.

Leading with Vision, Inspiration & Integrity

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

In practice, we find that excellent organisations have leaders who:

- Inspire people and create a culture of involvement, ownership, empowerment, improvement and accountability through their actions, behaviours and experience.
- Champion the organisation's values and are role models for integrity, social responsibility and ethical behaviour, both internally and externally, to develop and enhance the organisation's reputation.
- Set and communicate a clear direction and strategic focus; they unite their people to share and achieve the organisation's Mission, Vision and strategic goals.
- Are flexible; they demonstrate their ability to make sound, timely decisions, based on available information, previous experience and knowledge, with consideration of their potential impact.
- Recognise sustainable advantage is dependent on their ability to learn quickly and rapidly respond when necessary.
- Promote a culture which supports the generation of new ideas and new ways of thinking to encourage innovation and organisational development.
- Are transparent and accountable to their stakeholders and society at large for their performance and ensure their people act ethically, responsibly and with integrity.

Managing with Agility

Excellent organisations are widely recognised for their ability to identify and respond effectively and efficiently to opportunities and threats.

In practice, we find that excellent organisations:

- Use mechanisms to identify changes in their external environment and translate these into potential future scenarios for the organisation.
- Translate their strategies into aligned processes, projects and organisational structures, ensuring changes can be implemented with appropriate speed throughout the value chain.
- Develop a meaningful mix of process performance indicators and related outcome measures, enabling the review of the efficiency and effectiveness of the key processes and their contributions towards the strategic goals.
- Use data on the current performance and capabilities of their processes, as well as appropriate benchmarks, to drive creativity, innovation and improvement.
- Effectively manage change through structured project management and focused process improvement.
- Rapidly adapt their organisational structure to support the achievement of the strategic goals.
- Evaluate and develop the technology portfolio to improve the agility of processes, projects and the organisation.

Succeeding through the Talent of People

Excellent organisations value their people and create a culture of empowerment for the achievement of both organisational and personal goals.

In practice, we find that excellent organisations:

- Define the skills, competencies and people performance levels required to achieve the Mission, Vision and strategic goals.
- Effectively plan to attract, develop and retain the talents required to meet these needs.
- Align personal and team objectives, and empower people to realise their full potential in a spirit of true partnership.
- Ensure a healthy work / life balance in the reality of 24/7 connectivity, increasing globalisation and new ways of working.
- Respect and embrace the diversity of their people and the communities and markets the organisation serves.
- Develop people's skills and competencies to ensure their future mobility and employability.
- Encourage their people to be ambassadors of the organisation's image and reputation.
- Motivate people to become involved in improvement and innovation and recognise their efforts and achievements.
- Understand the communication needs of their people and use appropriate strategies and tools to maintain a dialogue.
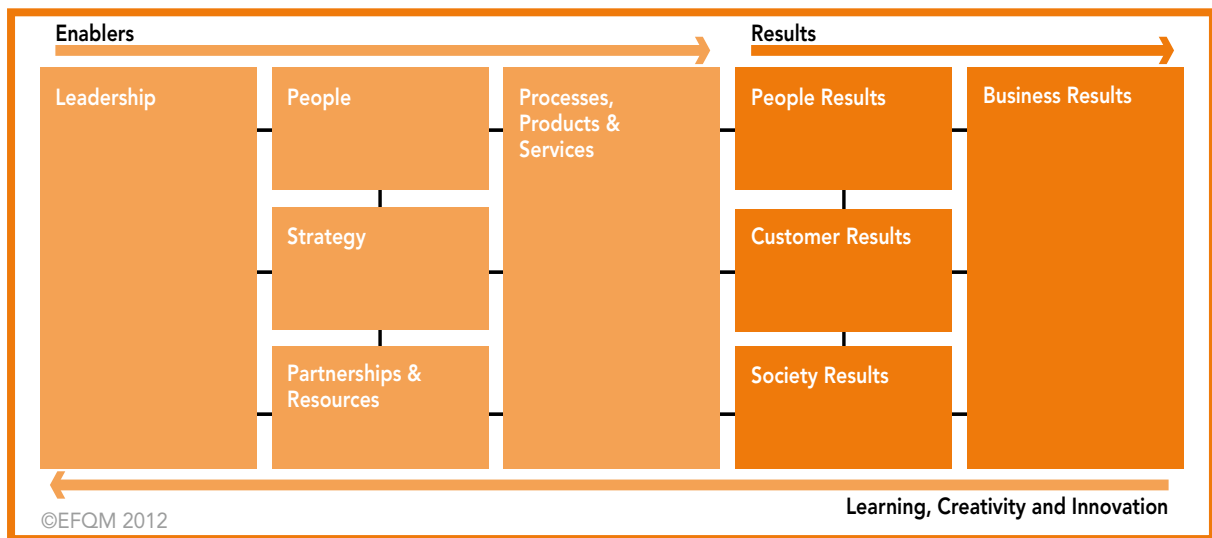
Sustaining Outstanding Results

Excellent organisations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment.

In practice, we find that excellent organisations:

■ Gather stakeholders' needs and expectations for input to the development and review of their strategy and supporting policies, remaining alert to any changes.

■ Identify and understand the key results required to achieve their Mission and evaluate progress towards the Vision and strategic goals.

■ Define and use a balanced set of results to review progress, provide a view of long and short-term priorities and manage the expectations of the key stakeholders.

■ Deploy strategy and supporting policies in a systematic manner to achieve the desired set of results, with clearly defined and understood "cause and effect" relationships.

■ Establish targets based on comparisons of their performance with other organisations, their current and potential organisational capability and their strategic goals.

■ Evaluate the set of results achieved to improve future performance and provide sustainable benefits to all their stakeholders.

■ Deliver high levels of stakeholder confidence by adopting effective mechanisms to understand future scenarios and effectively manage strategic, operational and financial risks.

■ Ensure transparency of financial and non-financial reporting to relevant stakeholders, including appropriate governance bodies, in line with their expectations.

■ Ensure that their leaders are provided with accurate and sufficient information to support them in timely decision making.

The Criteria

Enablers			Results	
Leadership	People	Processes, Products & Services	People Results	Business Results
	Strategy		Customer Results	
	Partnerships & Resources		Society Results	

©EFQM 2012

Learning, Creativity and Innovation

The EFQM Excellence Model represented in the diagram above is a non-prescriptive framework based on nine criteria. Five of these are 'Enablers' and four are 'Results'. The 'Enabler' criteria cover what an organisation does and how it does it. The 'Results' criteria cover what an organisation achieves. 'Results' are caused by 'Enablers' and 'Enablers' are improved using feedback from 'Results'.

The arrows emphasise the dynamic nature of the Model, showing learning, creativity and innovation helping to improve the Enablers that in turn lead to improved Results.

Each of the nine criteria has a definition, which explains the high level meaning of that criterion.

To develop the high level meaning further, each criterion is supported by a number of criterion parts. Criterion parts are statements that describe in further examples what, typically, can be seen in excellent organisations and should be considered in the course of an assessment.

Finally, below each criterion part are guidance points. Many of these guidance points are directly linked to the Fundamental Concepts mentioned earlier. Use of these guidance points is not mandatory. They are intended to give examples to aid interpretation of the criterion part.

1. Leadership

EFQM Criterion Definition

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the on-going success of the organisation.

- 1a. Leaders develop the Mission, Vision, Values and ethics and act as role models.
- 1b. Leaders define, monitor, review and drive the improvement of the organisation's management system and performance.
- 1c. Leaders engage with external stakeholders.
- 1d. Leaders reinforce a culture of excellence with the organisation's people.
- 1e. Leaders ensure that the organisation is flexible and manages change effectively.

1a. Leaders develop the mission, vision, values and ethics and act as role models.
For example, leaders in excellent organisations:

- Secure their future by defining and communicating a core purpose that provides the basis for their overall Vision, Mission, values, ethics and corporate behaviour.
- Champion the organisation's values and are role models for integrity, social responsibility and ethical behaviour, both internally and externally, to develop and enhance the organisation's reputation.
- Set and communicate a clear direction and strategic focus; they unite their people to share and achieve the organisation's Mission, Vision and strategic goals.
- Develop and support a shared leadership culture for the organisation and review and improve the effectiveness of personal leadership behaviours.

1b. Leaders define, monitor, review and drive the improvement of the organisation's management system and performance.
For example, leaders in excellent organisations:

- Define and use a balanced set of results to review progress, provide a view of long and short term priorities and manage the expectations of the key stakeholders.
- Understand and develop the underlying capabilities of the organisation.
- Evaluate the set of results achieved to improve future performance and provide sustainable benefits to all their stakeholders.
- Base decisions on factually reliable information and use all available knowledge to interpret current and predicted performance of the relevant processes.

- Deliver high levels of stakeholder confidence by adopting effective mechanisms to understand future scenarios and effectively manage strategic, operational and financial risks.

1c. Leaders engage with external stakeholders.
For example, leaders in excellent organisations:

- Use approaches to understand, anticipate and respond to the different needs and expectations of their key stakeholders.
- Establish shared values, accountability, ethics and a culture of trust and openness throughout the value chain.
- Are transparent and accountable to their stakeholders and society at large for their performance and ensure their people act ethically, responsibly and with integrity.
- Ensure transparency of financial & non-financial reporting to relevant stakeholders, including appropriate governance bodies, in line with their expectations.
- Encourage their stakeholders to participate in activities that contribute to the wider society.

1d. Leaders reinforce a culture of excellence with the organisation's people.
For example, leaders in excellent organisations:

- Inspire people and create a culture of involvement, ownership, empowerment, improvement and accountability through their actions, behaviours and experience.
- Recognise sustainable advantage is dependent on the ability of leaders to learn quickly and rapidly respond when necessary.
- Support people throughout the organisation to achieve their plans, objectives and targets.
- Recognise their efforts and achievements in a timely and appropriate manner.
- Promote a culture which supports the generation of new ideas and new ways of thinking to encourage innovation and organisational development.
- Promote and encourage equal opportunities and diversity.

1e. Leaders ensure that the organisation is flexible and manages change effectively.
For example, leaders in excellent organisations:

■ Are flexible; they demonstrate their ability to make sound, timely decisions, based on available information, previous experience and knowledge, with consideration of their potential impact.

■ Consider "People, Planet and Profit" as a reference when balancing the sometimes conflicting imperatives that they face.

■ Involve and seek support and contributions from all relevant stakeholders for changes necessary to ensure the sustainable success of the organisation.

■ Effectively manage change through structured project management and focused process improvement.

■ Use a structured approach for generating and prioritising creative ideas.

■ Test and refine the most promising ideas, allocating resources to realise them within appropriate timescales.

2. Strategy

EFQM Criterion Definition

Excellent organisations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

- 2a. Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.
- 2b. Strategy is based on understanding internal performance and capabilities.
- 2c. Strategy and supporting policies are developed, reviewed and updated.
- 2d. Strategy and supporting policies are communicated, implemented and monitored.

2a. Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.
For example, excellent organisations:

- Gather stakeholders' needs and expectations for input to the development and review of their strategy and supporting policies, remaining alert to any changes.
- Identify, analyse and understand external indicators, such as global and local economic, market and societal trends, which may affect the organisation.
- Understand and anticipate the long and short-term global and local impact of changes to relevant political, legal, regulatory and compliance requirements.
- Use mechanisms to identify changes in their external environment and translate these into potential future scenarios for the organisation.

2b. Strategy is based on understanding internal performance and capabilities.
For example, excellent organisations:

- Analyse operational performance trends to understand their current and potential capabilities and capacities and identify where development is needed to achieve the strategic goals.
- Analyse data and information regarding existing and potential partners' core competencies and capabilities to understand how they complement the organisation's capabilities.
- Determine the potential impact of new technologies and business models on the performance of the organisation.
- Compare their performance with relevant benchmarks to understand their relative strengths and areas for improvement.

2c. Strategy and supporting policies are developed, reviewed and updated.
For example, excellent organisations:

- Create and maintain a clear strategy and supporting policies to achieve the Mission and Vision of the organisation.
- Integrate the concepts of sustainability within their core strategy, value chain and process design and allocate the resources required to deliver these goals.
- Identify and understand the key results required to achieve their Mission and evaluate progress towards the Vision and strategic goals.
- Adopt effective mechanisms to manage the strategic risks identified through scenario planning.
- Understand their key competencies and how they can generate shared value to benefit wider society.

2d. Strategy and supporting policies are communicated, implemented and monitored.
For example, excellent organisations:

- Translate their strategies into aligned processes, projects and organisational structures, ensuring changes can be implemented with appropriate speed throughout the value chain.
- Establish targets based on comparisons of their performance with other organisations, their current and potential organisational capability and their strategic goals.
- Ensure that financial, physical and technological resources are available to support organisational development.
- Deploy strategy and supporting policies in a structured manner to achieve the desired set of results, with clearly defined "cause and effect" relationships.
- Set clear goals and objectives for innovation, based on an understanding of the market and opportunities, supported by appropriate policies and resources.
- Communicate strategy and supporting policies with relevant stakeholders.

3. People

EFQM Criterion Definition

Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.

- 3a. People plans support the organisation's strategy.
- 3b. People's knowledge and capabilities are developed.
- 3c. People are aligned, involved and empowered.
- 3d. People communicate effectively throughout the organisation.
- 3e. People are rewarded, recognised and cared for.

3a. People plans support the organisation's strategy.
For example, excellent organisations:
- Have clearly defined the people performance levels required to achieve the strategic goals.
- Align people plans with their strategy, the organisational structure, new technologies and key processes.
- Rapidly adapt their organisational structure to support the achievement of the strategic goals.
- Involve employees, and their representatives, in developing and reviewing the people strategy, policies and plans, adopting creative and innovative approaches when appropriate.
- Manage recruitment, career development, mobility and succession planning, supported by appropriate policies, to ensure fairness and equal opportunities.
- Use people surveys and other forms of employee feedback to improve people strategies, policies and plans.

3b. People's knowledge and capabilities are developed.
For example, excellent organisations:
- Define the skills, competencies and people performance levels required to achieve the Mission, Vision and strategic goals.
- Effectively plan to attract, develop and retain the talents required to meet these needs.
- Appraise and help people improve their performance and engagement.
- Develop people's skills and competencies to ensure their future mobility and employability.
- Ensure their people have the necessary competencies, resources and opportunity to be able to maximise their contribution.

3c. People are aligned, involved and empowered.
For example, excellent organisations:
- Align personal and team objectives, and empower people to realise their full potential in a spirit of true partnership.
- Recognise that innovation can apply to products, processes, marketing, organisational structures and business models.
- Create a culture of creativity and innovation across the organisation, ensuring people have an open mind-set and can respond quickly to challenges they face.
- Encourage their people to be ambassadors of the organisations' image and reputation.
- Inspire participation in activities that contribute to wider society.

3d. People communicate effectively throughout the organisation.
For example, excellent organisations:
- Understand the communication needs of their people and use appropriate strategies and tools to maintain a dialogue.
- Communicate a clear direction and strategic focus to ensure that people understand and can demonstrate their contribution to the organisation's on-going success.
- Enable and encourage the sharing of information, knowledge and good practices, achieving a dialogue throughout the organisation.
- Develop a culture that continually seeks to improve the effectiveness of collaboration and teamwork throughout their value chain.

3e. People are rewarded, recognised and cared for.
For example, excellent organisations:
- Align remuneration, benefits and terms of employment with transparent strategies and policies.
- Motivate people to become involved in improvement and innovation and recognise their efforts and achievements.
- Ensure a healthy work / life balance in the reality of 24/7 connectivity, increasing globalisation and new ways of working.
- Promote a culture of mutual support, recognition and care between individuals and between teams.
- Respect and embrace the diversity of their people and the communities and markets the organisation serves.

4. Partnerships & Resources

EFQM Criterion Definition

Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.

- 4a. Partners and suppliers are managed for sustainable benefit.
- 4b. Finances are managed to secure sustained success.
- 4c. Buildings, equipment, materials and natural resources are managed in a sustainable way.
- 4d. Technology is managed to support the delivery of strategy.
- 4e. Information and knowledge are managed to support effective decision making and to build the organisation's capability.

4a. Partners and suppliers are managed for sustainable benefit.
For example, excellent organisations:
- Segment partners and suppliers, in line with the organisation's strategy, and adopt appropriate policies and processes for effectively working together.
- Build a sustainable relationship with partners and suppliers based on mutual trust, respect and openness.
- Ensure partners and suppliers operate in line with the organisation's strategies and values.
- Establish appropriate networks to enable them to identify potential partnership opportunities to enhance their capabilities and ability to generate additional stakeholder value.
- Work together with partners to achieve mutual benefit and enhanced value for their respective stakeholders, supporting one another with expertise, resources and knowledge.

4b. Finances are managed to secure sustained success.
For example, excellent organisations:
- Use financial strategies, policies and processes to support the overall strategy of the organisation and ensure financial resilience.
- Design the financial planning, control, reporting and review processes to optimise the use of resources.
- Allocate resources to provide for long-range needs rather than just short-term gain and, where relevant, become and remain competitive.
- Use financial governance processes, tailored to all appropriate levels in the organisation.

- Evaluate, select and validate investment in, and divestment of, both tangible and non-tangible assets, respecting their long- term economic, societal and ecological effects.

4c. Buildings, equipment, materials and natural resources are managed in a sustainable way.
For example, excellent organisations:
- Use strategies, policies and processes for managing buildings, equipment and materials in a financial and environmentally sustainable way.
- Optimise the use and effectively manage the lifecycle and physical security of their tangible assets, including buildings, equipment and materials.
- Measure and optimise the impact of their operations, product lifecycle and services on public health, safety and the environment.
- Minimise their local and global environmental impact, including setting challenging goals for meeting and exceeding legal standards and requirements.
- Actively advance the economic, environmental and social standards within their sector.

4d. Technology is managed to support the delivery of strategy.
For example, excellent organisations:
- Manage a technology portfolio that supports the organisation's overall strategy.
- Evaluate and develop the technology portfolio to improve the agility of processes, projects and the organisation.
- Involve relevant stakeholders in the development and deployment of new technologies to maximise the benefits generated.
- Identify and evaluate alternative and emerging technologies in the light of their impact on organisational performance and capabilities and the environment.
- Use technology to support the culture of creativity and innovation.

4e. Information and knowledge are managed to support effective decision making and to build the organisation's capability.
For example, excellent organisations:

■ Ensure that their leaders are provided with accurate and sufficient information to support them in timely decision making.

■ Transform data into information and where relevant into knowledge that can be shared, and effectively, used.

■ Establish approaches to engage relevant stakeholders and use their collective knowledge in generating ideas and innovation.

■ Provide and monitor access to relevant information and knowledge for their people and external users, whilst ensuring both security and the organisation's intellectual property are protected.

■ Establish and manage learning and collaboration networks to identify opportunities for creativity, innovation and improvement.

■ Transform ideas into reality within timescales that maximise the advantages that can be gained.

5. Processes, Products & Services

EFQM Criterion Definition

Excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.

- 5a. Processes are designed and managed to optimise stakeholder value.
- 5b. Products and services are developed to create optimum value for customers.
- 5c. Products and services are effectively promoted and marketed.
- 5d. Products and services are produced, delivered and managed.
- 5e. Customer relationships are managed and enhanced.

5a. Processes are designed and managed to optimise stakeholder value.
For example, excellent organisations:

- Use a framework of key processes to implement the organisation's strategy.
- Manage the end to end processes, including processes that extend beyond the boundaries of the organisation.
- Ensure process owners understand their role and responsibility in developing, maintaining and improving processes.
- Develop a meaningful mix of process performance indicators and related outcome measures, enabling the review of the efficiency and effectiveness of the key processes and their contributions towards the strategic goals.
- Use data on the current performance and capabilities of their processes, as well as appropriate benchmarks, to drive improvement, creativity and innovation.

5b. Products and services are developed to create optimum value for customers.
For example, excellent organisations:

- Strive to innovate and create value for their customers, involving them and other stakeholders, where appropriate, in the development of new and innovative products, services and experiences.
- Use market research, customer surveys and other forms of feedback to anticipate and identify improvements aimed at enhancing the product and service portfolio.
- Develop their portfolio in line with the changing needs of existing and potential customer groups.
- Design their product and service portfolio and actively manage the full product lifecycle in a responsible way.

5c. Products and services are effectively promoted and marketed.
For example, excellent organisations:

- Know who their different customers groups are, both existing and potential, and anticipate their different needs and expectations.
- Transform needs, expectations and potential requirements into attractive and sustainable value propositions for both existing and potential customers.
- Implement the business model by defining their value proposition, "unique selling points", positioning, target customer groups and distribution channels.
- Develop marketing strategies to promote their products and services to target customers and user groups.

5d. Products and services are produced, delivered and managed.
For example, excellent organisations:

- Produce and deliver products and services to meet, or exceed, customer needs and expectations, in line with the offered value proposition.
- Develop an effective and efficient value chain to ensure they can consistently deliver on their promised value proposition.
- Ensure people have the necessary resources, competencies and empowerment to maximise the customer experience.
- Manage products and services throughout their lifecycle, including reusing and recycling where appropriate, considering any impact on public health, safety and the environment.
- Compare their performance with relevant benchmarks and learn from their strengths and opportunities for improvement in order to maximise the value generated for customers.

5e. Customer relationships are managed and enhanced.
For example, excellent organisations:

- Segment customers, in line with the organisation's strategy, and adopt appropriate policies and processes for effectively managing the relationship.
- Determine and meet customers' day-to-day and long-term contact requirements.
- Build and maintain a dialogue with customers, based on openness and transparency.
- Continually monitor and review the experiences and perceptions of their customers and ensure processes are aligned to respond appropriately to any feedback.
- Ensure customers are clear on their responsibilities with regards to the use of products and services.

6. Customer Results

EFQM Criterion Definition

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their customers.

In practice, we find that excellent organisations:
■ Use a set of perception measures and related performance indicators to determine the successful deployment of their strategy and supporting policies, based on the needs and expectations of their customers.
■ Set clear targets for the key customer results based on the needs and expectations of their customers, in line with their chosen strategy.
■ Segment results to understand the experience, needs and expectations of specific customer groups.
■ Demonstrate positive or sustained good customer results over at least 3 years.
■ Clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators, perceptions and related outcomes.
■ Have confidence in their future performance and results based on their understanding of the cause and effect relationships established.
■ Understand how their key customer results compare to similar organisations and use this data, where relevant, for target setting.

6a. Perceptions.
These are the customers' perceptions of the organisation. These may be obtained from a number of sources, including surveys, focus groups, ratings, compliments and complaints. These perceptions should give a clear understanding of the effectiveness, from the customers' perspective, of the deployment and outcomes of the organisation's customer strategy, supporting policies and processes.

MEASURES COULD INCLUDE PERCEPTIONS OF:
■ Reputation and image
■ Product and service value
■ Product and service delivery
■ Customer service, relationship and support
■ Customer loyalty and engagement

6b. Performance Indicators.
These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of its customers. These indicators should give a clear understanding of the deployment and impact of the organisation's customer strategy, supporting policies and processes.

MEASURES COULD INCLUDE PERFORMANCE INDICATORS ON:
■ Product and service delivery
■ Customer service, relationships and support
■ Complaints handling
■ Involvement of customers and partners in the design of products, processes, etc.

7. People Results

EFQM Criterion Definition

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people.

In practice, we find that excellent organisations:
- Use a set of perception measures and related performance indicators to determine the successful deployment of their strategy and supporting policies, based on the needs and expectations of their people.
- Set clear targets for key people results based on the needs and expectations of their people, in line with their chosen strategy.
- Segment results to understand the experience, needs and expectations of specific groups of people within their organisation.
- Demonstrate positive or sustained good people results over at least 3 years.
- Clearly understand the underlying reasons for and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Have confidence in their future performance and results based on their understanding of the cause and effect relationships established.
- Understand how the key people results compare to similar organisations, and use this data, where relevant, for target setting.

7a. Perceptions.
These are the people's perception of the organisation. These may be obtained from a number of sources, including surveys, focus groups, interviews and structured appraisals. These perceptions should give a clear understanding of the effectiveness, from the people's perspective, of the deployment and outcomes of the organisation's people strategy and supporting policies and processes.

MEASURES COULD INCLUDE PERCEPTIONS OF:
- Satisfaction, involvement and engagement
- Motivation and empowerment
- Leadership and management
- Competency and performance management
- Training and career development
- Effective communications
- Working conditions

7b. Performance Indicators.
These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation's people and to predict their impact on perceptions. These indicators should give a clear understanding of the deployment and impact of the organisation's people strategy and supporting policies and processes.

MEASURES COULD INCLUDE PERFORMANCE INDICATORS ON:
- Involvement and engagement activities
- Competency and performance management activities
- Leadership performance
- Training and career development activities
- Internal communications

8. Society Results

EFQM Criterion Definition

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of relevant stakeholders within society.

In practice, we find that excellent organisations:
- Use a set of perception measures and related performance indicators to determine the successful deployment of their strategy and supporting policies, based on the needs and expectations of the relevant external stakeholders.
- Set clear targets for key society results based on the needs and expectations of the relevant stakeholders within society, in line with their chosen strategy.
- Segment results to understand the experience, needs and expectations of relevant stakeholders within society.
- Demonstrate positive or sustained good society results over at least 3 years.
- Clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Have confidence in their future performance and results based on their understanding of the cause and effect relationships established.
- Understand how their key society results compare to similar organisations and use this data, where relevant, for target setting.

8a. Perceptions.

This is society's perception of the organisation. This may be obtained from a number of sources, including surveys, reports, press articles, public meetings, Non-Governmental Organisations, public representatives and governmental authorities. These perceptions should give a clear understanding of the effectiveness, from society's perspective, of the deployment and outcomes of the organisation's societal and environmental strategy and supporting policies and processes.

MEASURES COULD INCLUDE PERCEPTIONS OF:
- Environmental impact
- Image and reputation
- Societal impact
- Workplace impact
- Awards and media coverage

8b. Performance Indicators.

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of the relevant stakeholder within society. These indicators should give a clear understanding of the deployment and impact of the organisation's societal and environmental strategy and supporting policies and processes.

MEASURES COULD INCLUDE PERFORMANCE INDICATORS ON:
- Environmental, economic and societal activities
- Regulatory and governance compliance
- Health and safety performance
- Responsible sourcing and procurement per–formance

9. Business Results

EFQM Criterion Definition

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders.

In practice, we find that excellent organisations:
- Develop a set of key financial and non-financial results to determine the successful deployment of their strategy, based on the needs and expectations of their business stakeholders.
- Set clear targets for key business results based on the needs and expectations of their business stakeholders, in line with their chosen strategy.
- Segment results to understand the performance of specific areas of the organisation and the experience, needs and expectations of business stakeholders.
- Demonstrate positive or sustained good business results over at least 3 years.
- Clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Have confidence in their future performance and results based on their understanding of the cause and effect relationships established.
- Understand how their key business results compare to similar organisations and use this data, where relevant, for target setting.

9a. Business Outcomes.
These are the key financial and non-financial business outcomes which demonstrate the success of the organisation's deployment of their strategy. The set of measures and relevant targets will be defined and agreed with the business stakeholders.

OUTCOME MEASURES COULD INCLUDE:
- Financial outcomes
- Business stakeholder perceptions
- Performance against budget
- Volume of key products or services delivered
- Key process outcomes

9b. Business Performance Indicators.
These are the key financial and non-financial business indicators that are used to measure the organisation's operational performance. They help monitor, understand, predict and improve the organisation's likely business outcomes.

MEASURES COULD INCLUDE PERFORMANCE INDICATORS ON:
- Financial indicators
- Project costs
- Key process performance indicators
- Partner and supplier performance
- Technology, information and knowledge

Integration of the Fundamental Concepts within the Criteria

One of the aims of this revision of the EFQM Excellence Model was to achieve a full integration of the Fundamental Concepts of Excellence and the framework of the Model.
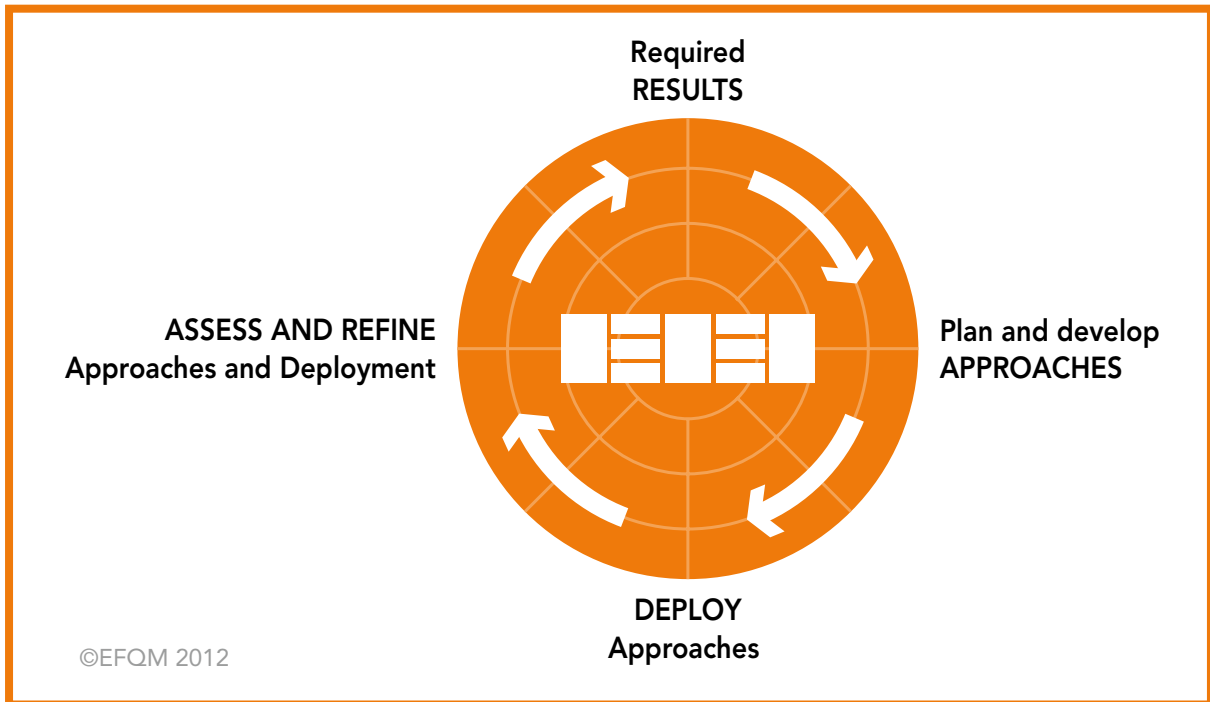
The Fundamental Concepts were reviewed and updated first and these were used as the basis for the bullet points in the criterion parts of the EFQM Excellence Model. In some cases, the text from the Fundamental Concepts is repeated in its entirety in the relevant criterion parts. In other cases, the text from the Fundamental Concepts has been adapted to fit the specific context of the criterion part.

This is illustrated in the table below.

Criterion	1. Leadership					2. Strategy				3. People					4. Partners & Resources					5. Processes, Products & Services				
Criterion Part	a	b	c	d	e	a	b	c	d	a	b	c	d	e	a	b	c	d	e	a	b	c	d	e
Adding Value for Customers																					■	■	■	■
Creating a Sustainable Future	■		■		■			■								■	■			■				
Developing Organisational Capability			■				■		■				■		■								■	
Harnessing Creativity & Innovation				■					■			■						■						
Leading with Vision, Inspiration & Integrity	■		■	■																				
Managing with Agility				■	■			■	■									■		■				
Succeeding through the Talent of People										■	■	■	■											
Sustaining Outstanding Results		■	■			■		■	■									■						

RADAR

Required
RESULTS

ASSESS AND REFINE
Approaches and Deployment

**Plan and develop
APPROACHES**

DEPLOY
Approaches

©EFQM 2012

The RADAR logic is a dynamic assessment framework and powerful management tool that provides a structured approach to questioning the performance of an organisation.

At the highest level, RADAR logic states that an organisation needs to:
■ Determine the Results it is aiming to achieve as part of its strategy.

■ Plan and develop an integrated set of sound Approaches to deliver the required results both now and in the future.
■ Deploy the approaches in a structured way to ensure implementation.
■ Assess and refine the deployed approaches based on monitoring and analysis of the results achieved and ongoing learning activities.

To help support robust analysis, the RADAR matrices break down each element into a series of attributes, shown below:-

Analysis of Enablers

Elements	Attributes	Guidance
Approaches	Sound	The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based.
	Integrated	The approaches support strategy and are linked to other relevant approaches.
Deployment	Implemented	The approaches are implemented in relevant areas, in a timely manner.
	Structured	The execution is structured and enables flexibility and organisational agility.
Assessment & Refinement	Measurement	The effectiveness and efficiency of the approaches and their deployment are appropriately measured.
	Learning & Creativity	Learning & creativity is used to generate opportunities for improvement or innovation.
	Improvement & Innovation	Outputs from measurement, learning & creativity are used to evaluate, prioritise and implement improvements & innovations.

Analysis of Results

Elements	Attributes	Guidance
Relevance & Usability	Scope & Relevance	A coherent set of results, including key results, are identified that demonstrate the performance of the organisation in terms of its strategy, objectives and the needs and expectations of the relevant stakeholders.
	Integrity	Results are timely, reliable & accurate.
	Segmentation	Results are appropriately segmented to provide meaningful insights.
Performance	Trends	Positive trends or sustained good performance over at least 3 years.
	Targets	Relevant targets are set and consistently achieved for the key results, in line with the strategic goals.
	Comparisons	Relevant external comparisons are made and are favourable for the key results, in line with the strategic goals.
	Confidence	There is confidence that performance levels will be sustained into the future, based on established cause & effect relationships.

RADAR for Enablers

The Enabler matrix is used to support the analysis of the approaches within the five Enabler criteria:

■ Leadership
■ Strategy
■ People
■ Partnerships & Resources
■ Processes, Products & Services

Applying the Enablers Matrix

■ Based on all the evidence available, apply the Enabler RADAR to the set of approaches adopted.
■ RADAR contains guidance on what we expect the organisation to demonstrate.
■ The overall score should not exceed that of the approaches adopted. For example, if the approaches are not sound or do not fully cover the criterion part being assessed, no matter how well all other attributes have been scored, the score given will be limited to that given to the soundness of the approaches.

Approaches	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Sound	The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based.					
Integrated	The approaches support strategy and are linked to other relevant approaches.					
Deployment	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Implemented	The approaches are implemented in relevant areas, in a timely manner.					
Structured	The execution is structured and enables flexibility and organisational agility.					
Assessment & Refinement	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Measurement	The effectiveness & efficiency of the approaches and their deployment are appropriately measured.					
Learning & Creativity	Learning & creativity is used to generate opportunities for improvement or innovation.					
Improvement & Innovation	Outputs from measurement, learning & creativity are used to evaluate, prioritise & implement improvements & innovations					
Scale		0%	25%	50%	75%	100%
Overall Score						

RADAR for Results

The Results matrix is used to support the analysis of the results within the four Results criteria:

- Customer Results
- People Results
- Society Results
- Business Results

Results Matrix

- Based on all the evidence available, apply the Results RADAR to the set of results used.
- RADAR contains guidance on what we expect the organisation to demonstrate.
- The overall score should not exceed that of the "Scope and Relevance" of the results available. For example, if the scope of the results available does not fully cover the criterion part being assessed, in line with the organisation's strategic goals, the overall score given will be limited to that given to the "Scope and Relevance" of the data available.

Relevance & Usability	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Scope & Relevance	A coherent set of results, including key results, are identified that demonstrate the performance of the organisation in terms of its strategy, objectives and the needs and expectations of the relevant stakeholders					
Integrity	Results are timely, reliable & accurate.					
Segmentation	Results are appropriately segmented to provide meaningful insights.					
Performance	**Guidance**	**Unable to demonstrate**	**Limited ability to demonstrate**	**Able to demonstrate**	**Fully able to demonstrate**	**Recognised as Global Role Model**
Trends	Positive trends or sustained good performance over at least 3 years.					
Targets	Relevant targets are set and consistently achieved for the key results, in line with the strategic goals.					
Comparisons	Relevant external comparisons are made and are favourable for the key results, in line with the strategic goals.					
Confidence	There is confidence that performance levels will be sustained into the future, based on established cause & effect relationships.					
Scale		0%	25%	50%	75%	100%
Overall Score						

Scoring for the EFQM Excellence Model

The RADAR Assessment and Management tool is the evaluation method used to score organisations applying for the EFQM Excellence Award and most national Excellence awards in Europe. It can also be used by organisations carrying out Self-Assessment and wishing to use a score for benchmarking or other purposes.

The underlying principle for scoring using the RADAR is that when an organisation's performance improves over time, their score against the Model will increase. 50% of the points available are allocated to the Enablers and 50% are allocated to the results. This is to ensure the organisation has the capability to sustain this performance into the future.

When an organisation is scored using the RADAR matrix, weights are given to each of the nine criteria to calculate the number of points awarded. These weights were established in 1991 as the result of a wide consultation exercise across Europe. They have been periodically reviewed by EFQM and the diagram below illustrates the current weightings.

Generally each criterion part is allocated equal weight within that criterion; for example, each of the 5 criterion parts for Leadership contributes 20% of the 100 points allocated to criterion 1.
There are however two exceptions:
- Criterion part 6a takes 75% of the points allocated to criterion 6, whilst criterion part 6b takes 25%;
- Criterion part 7a takes 75% of the points allocated to criterion 7, whilst criterion part 7b takes 25%.

Each criterion part is assessed using the RADAR matrix and a score agreed. These scores are then combined to give a score for that criterion. The weighting is then applied to give an overall score from 0 to 1000 points.

Leadership	People	Processes,	People Results	Business Results
	10%	Products &	10%	
		Services		
	Strategy		Customer Results	
10%	10%	10%	15%	15%
	Partnerships &		Society Results	
	Resources		10%	
	10%			

©EFQM 2012
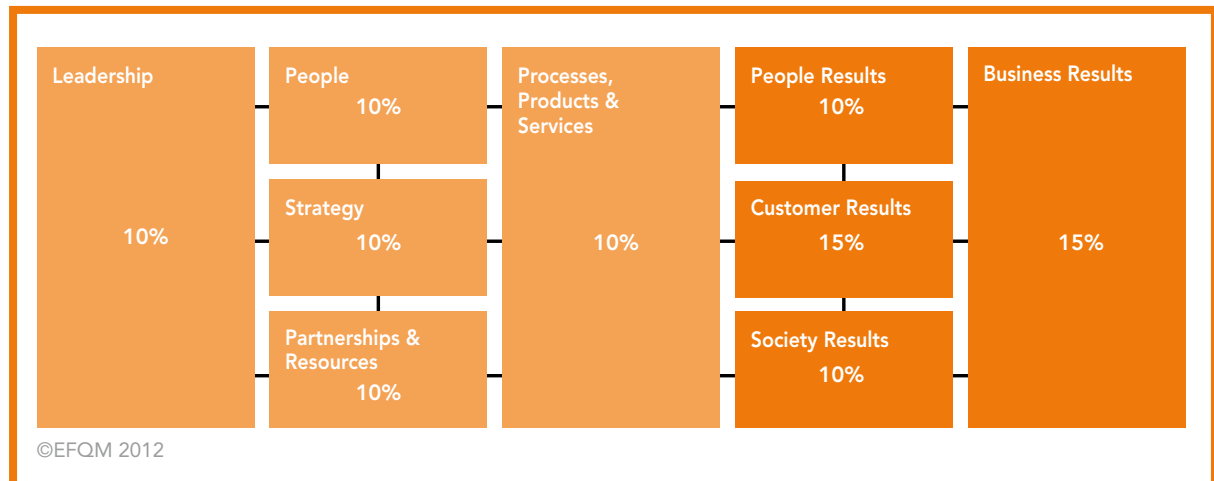
Glossary

Agility: The organisation's ability to rapidly and efficiently adapt to changes.

Approach: The overall way by which something is made to happen; an approach comprises of processes and structured actions within a framework of principles and policies.

Benchmarking: A systematic comparison of approaches with other relevant organisations that gains insights that will help the organisation to take action to improve its performance.

Business Model: The elements of the business that create and deliver value; these elements normally include the value proposition, the profit formula, key resources and key processes of the organisation.

Business Stakeholders: These are the people who provide funding for the organisation; the people who the Management Team ultimately report to. In companies, this could be the owners, shareholders or investors. In the public sector, this could be the government, ministers or politicians.

Capabilities: The quality of being able to turn capacity (see below) into action and results by accessing relevant knowledge, competence, expertise, resources and processes.

Capacities: A measurement of what can theoretically be achieved, usually expressed in terms of size, volume or number. In organisations, this often refers to what the theoretical maximum output is compared to what the actual output is, with the result being expressed as a percentage.

Change Management: An approach for leading the transition of individuals, teams and organisations from their current state to a defined, desired future state. It is an organisational process aimed at helping stakeholders affected to accept and embrace changes in their business environment.

Comparisons: Data used to compare the performance of one organisation or process with another.

Continual Improvement: The on-going improvement of processes that lead to achievement of higher levels of performance through incremental change.

Core Competence: A well performed internal activity or capability that is central to the organisation's competitiveness, profitability or efficiency.

Corporate Governance: A framework of authority and control within an organisation used to help it fulfil its legal, financial and ethical obligations.

Creativity: The generation of ideas for new or improved products, services, processes, systems or social interactions.

Critical Success Factors: Limited number (usually between 3 to 8) of characteristics, conditions or variables that have a direct impact on the effectiveness, efficiency and viability of an organisation, programme or project.

Culture: The specific collection of Values and Norms that are shared by people and groups in an organisation that control the way they interact with each other and with stakeholders outside the organisation.

Customer: The recipient of products or services provided by the organisation.

Diversity: The extent to which the people within the organisation recognise, appreciate and utilise, the characteristics that make individuals unique. Diversity can relate to age, race, ethnicity, gender, beliefs, physical abilities & sexual orientation.

Employability: A person's capability for gaining and maintaining employment. The meaning can be different depending on the perspective taken. For the individual, this could mean stability or mobility. For the organisation, it could mean flexibility.

Empowerment: The process by which individuals or teams are able to take decision making responsibilities, and operate with a degree of autonomy in their actions.

Equal opportunity: The practice of ensuring that all people receive fair and equal treatment regardless of gender, age, race, nationality, religion, disability or sexual orientation.

Fundamental Concepts of Excellence: The set of key and proven principles upon which the EFQM Excellence Model framework is based.

Good Practice: Superior approaches, policies, processes or methods that lead to exceptional achievement. Since it is difficult to find out what is best, the term "good practice" is preferred by most organisations. Ways to find good practice outside the organisation can include benchmarking and external learning.

Innovation: The practical translation of ideas into new products, services, processes, systems or social interactions.

Intellectual Capital: The value of an organisation that is not captured in its traditional financial accounts. It represents the intangible assets of an organisation and is often the difference between market and book value.

Key Processes: The processes that are of most importance for delivering the strategy and driving the value chain of the organisation.

Knowledge: Knowledge is expertise and skills acquired by a person through experience and education, involving the theoretical and/or practical understanding of a subject. While data are raw facts and information is data with context and perspective, knowledge is information with guidance/ability for action.

Leaders: The people who coordinate and balance the interests and activities of all who have a stake in the organisation.

Learning networks: A group of people with a common goal or interest who pool their individual information, knowledge and experience to actively learn together.

Management System: The framework of processes, related performance/result indicators and process management and improvement systems used to ensure that the organisation can fulfil its Mission and Vision.

Mission: A statement that describes the purpose or "raison d'être" of an organisation, confirmed by its stakeholders.

Mobility: The willingness and capability of people to change their job or the working location.

Organisational Agility: The ability to respond and adapt, in a timely way, to an emerging threat or opportunity.

Organisational Capability: Refers to the ability and capacity of the organisation to achieve specific goals. The organisation can enhance this capability, for example, through external partnerships or internal learning and development.

Partner: An external party the organisation strategically chooses to work with, to achieve common objectives and sustained mutual benefit.

Partnership: A durable working relationship between the organisation and partners, creating and sharing added value for both parties. Partnerships can be formed e.g. with suppliers, distributors, educational bodies or customers. Strategic partnerships support the strategic objectives of the organisation in a particular way.

People: All individuals employed by the organisation (full time, part-time, including volunteers), including leaders at all levels.

Perception: The opinion stakeholders have of the organisation.

Process: A set of activities that interact with one another because the output from one activity becomes the input for another activity. Processes add value by transforming inputs into outputs, using resources.

Products: Commercially distributed goods as a result of a fabrication, manufacturing, or production process that passes through a distribution channel before being consumed or used. In a broad sense, products include a wide range of goods, from commodities to complex installations such as facilities, plants or factories.

Purpose Statement: Used by some organisations instead of either the Mission and / or Vision statements.

Society: The social infrastructure outside the organisation that can be affected by the organisation.

Stakeholder: Person, group or organisation that has a direct or indirect stake or interest in the organisation because it can either affect the organisation or be affected by it. Examples of external stakeholders are owners (shareholders), customers, suppliers, partners, government agencies and representatives of the community or the society. Examples for internal stakeholders are people or groups of people. (See also Business Stakeholders above).

Strategy: A high level plan describing the tactics by which an organisation intends to achieve its Mission and Vision, that are subsequently translated into aligned strategic goals and objectives reflecting what the organisation has to do.

Value Proposition: The differentiating value the organisation's products and services offer to customers.

Values: Operating philosophies or principles that guide an organisation's internal conduct as well as its relationship with the external world. Values provide guidance for people on what is good or desirable and what is not. They exert major influence on the behaviour of individuals and teams and serve as broad guidelines in all situations.

Vision: Description of what the organisation is attempting to achieve in the long-term future. It is intended to serve as a clear guide for choosing current and future courses of action and, along with the Mission, it is the basis for strategies and policies.
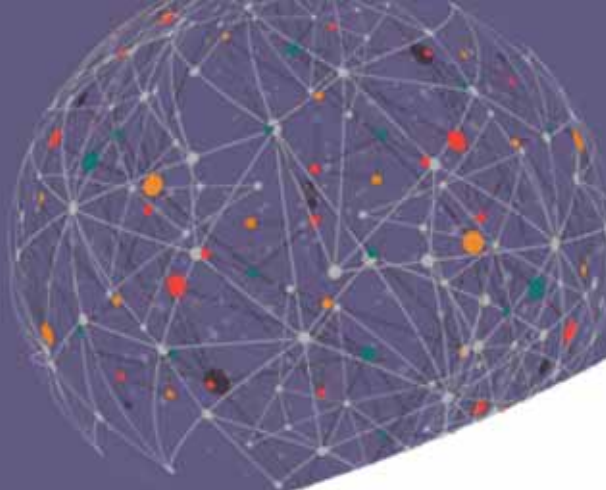
Acknowledgements

BECOME A MEMBER OF A GLOBAL EXCELLENCE NETWORK

50.000
Model
Users
Worldwide

450
Members
from a wide
range of
sectors

1500
Highly
Skilled
Assessors

48
Partners
across more
than 37
countries

"Living the EFQM Excellence Model helps us to meet and exceed our stakeholder's expectations and supports our striving for sustainability. VAMED-KMB applies the EFQM Excellence model since 2003, for 15 years now. During this time it has received several national and international awards including four times the recognition as Prize Winner at the EFQM Excellence Award in various categories: "Succeeding through People" in 2010, "Nurturing Creativity and Innovation" in 2012, "Succeeding through the Talent of People" in 2013 and "Adding Value for Customers" in 2015.

Kai Ostermann,
Managing Director, VAMED-KMB

"We live and breathe the EFQM Excellence Model because it covers all aspects of the organisation from leadership through to process excellence, through to what we do to best motivate our people and of course the results we get in our organisation. The reason we are so committed to it is because over the years we have shown that the businesses which use the EFQM Model very systematically are the ones which use the best business results over the long term."

Juergen Maier,
CEO, Siemens plc

EFQM
Excellence
Network

Sharing

Global
Excellence
Index

Global
Recognition

Training

Excellence
Builders

EFQM
Leading Excellence

At EFQM, a not-for-profit membership Foundation founded in 1989, we drive performance improvement through the EFQM Excellence Model, a comprehensive management framework used by over 50,000 organisations worldwide.

EFQM EXCELLENCE NETWORK

Become a part of our Global Excellence Network to collaborate with peer & role model organisations with a common goal of pursuing excellence.

SHARING

Enjoy a large range of benefits and knowledge to help you and your organisation in your quest for Excellence. These include: Webinars; Good Practice Visits; Working groups & Platforms & the Knowledge Base.

GLOBAL EXCELLENCE INDEX

Profile your organisation amongst the "best-in-class" with the Index providing global exposure and visibility showcasing what organisations have achieved through their Journey to Excellence.

GLOBAL RECOGNITION

Drive you organisation towards continuous improvement and a culture of excellence, whilst creating international acknowledgment for your professionalism and your relentless focus on progress through EFQM's Global recognition schemes (Committed to Excellence; Recognised for Excellence & EFQM Global Excellence Award).

TRAINING

Add value to your management career and prepare yourself to join a network of world-class assessors performing Committed to Excellence, Recognised for Excellence and Award Assessments.

EXCELLENCE BUILDERS

You will soon be able to enjoy our new offer of Excellence Builders focusing on Digital Transformation, Human Capital, Agility and Innovation.
Coming soon!

EFQM
Leading Excellence

EFQM Training & Recognition

EFQM have a range of training courses and recognitions, designed to support organisations at every stage of their journey towards excellence. For more information on any of these options, please visit the EFQM website (www.efqm.org).

EFQM Training

These training courses can be delivered by EFQM, our network of Partners and EFQM Licenced Trainers. Additional support, such as workshop facilitation, can be provided by EFQM Licenced Advisors.

The EFQM Assessor Development Path

Adding Value to your Management Career

The EFQM Assessor Training

The EFQM Assessor Training is a pass or fail 2-day course that will enable you to develop essential assessment skills using the EFQM Excellence Model leading to becoming an EFQM Assessor. After the completion of this course, you will be able to:

- Understand the approaches to internal and external assessment;
- Apply the concepts and details of the EFQM Model and RADAR tools to produce value-adding performance analysis;
- Work together with others in an assessment team environment;

The Qualified Assessor Training

The Qualified Assessor Training is a pass or fail intensive 3-day course focused on practical application of assessor competences and aimed at further developing the understanding of an organisation's context and strategic priorities. This training's purpose is to produce skilled and qualified assessors ready to:

- Perform robust Committed to Excellence (C2E) & Recognised for Excellence (R4E) assessments
- Deliver balanced high-added value feedback for all applicant organisations at both strategic and operational levels
- Make a valuable contribution to an external assessor team

The EFQM Organisation Development Path

Support your organisation on its journey towards Excellence and instill a culture of Excellence

Leading your Excellence Journey

Designed for Leaders who want to inspire, lead, drive and support Organisational Excellence to ensure that improvements create sustainable benefit to meet or exceed stakeholders' expectations. A 1-day training for leaders to:

- Further develop their leadership skills and competencies
- Understand how to lead and inspire the journey to organisational excellence
- Discover why other organisations are successful
- Know how to effectively turn the learning into value for the organisation

Shaping your Excellence Journey

Designed for the Management Teams of organisations who have the task to understand, manage and shape an efficient journey towards sustainable organisational excellence. A 2-day training for managers to:

- Understand what is excellence and how it progresses along the way
- Build the journey on personal and operational experiences
- Understand the value and existing options to conduct a simple self-assessment
- Understand how to plan, prioritise and manage improvements and start the actions
- Support leaders on the journey towards excellence

Internal Assessment Training

Designed to help the organisations plan, manage and support an internal improvement process, by gathering information to understand the current status, using self-assessment to identify strengths and areas for improvement, and by prioritising actions, planning and managing improvement projects. A 3-day training understand:

- How to gather the information and data to understand the current situation
- What are the various options for doing a self-assessment, the relevance and benefits
- The EFQM Excellence Model, the Criteria and the RADAR scoring tool
- How to prioritise improvement opportunities and take actions, how to plan the projects

EFQM Recognition

EFQM Recognition is a great way to demonstrate to all your stakeholders that you are committed to further improving your performance and achieving Sustainable Excellence. The different levels of recognition can provide milestones on your journey, helping to motive people and sustain momentum.

EFQM Committed to Excellence

EFQM Committed to Excellence is the first milestone in your journey towards Excellence. To achieve this recognition, an organisation needs to identify 3 priority improvement initiatives from a self-assessment and, over the next 6 – 12 months implement these projects.

Why apply?
- Involve and align all staff members to improve your organisation's performance
- Receive a validation and an internationally recognised certification
- Benefit from action-oriented feedback
- Develop a culture of continuous improvement

EFQM Recognised for Excellence

EFQM Recognised for Excellence is designed for organisations that are well on their way to achieve sustainable
excellence. It recognises your efforts and identifies good practices. The assessment is carried out by an independent team of EFQM Assessors.

Why join?
- Receive value-adding feedback from a team of experts
- Benefit from international recognition
- Provide proof to peer organisations, suppliers and customers of your level of excellence

EFQM Excellence Award

The objective of the EFQM Excellence Award is to recognise Europe's best performing organisations, whether private, public or non-profit. Previous applicants have described the EFQM Excellence Awards as "like playing in the Champions League", because it is supported by one of the most rigorous assessment processes. To identify the finalists, a multi-national team of experienced managers spend one week on site; an average of 500 hours per applicant, reviewing documents, interviewing and analysing the organisation against the EFQM Excellence Model. The feedback from the assessor teams is then presented to an independent jury that decides the level of recognition for each applicant. To win the EFQM Excellence Award, an applicant must be able to demonstrate that their performance not only exceeds that of their peers, but also that they will maintain this advantage into the future. A Prize Winner is an organisation which demonstrates role model behavior in one of the Fundamental Concepts of Excellence:
- Adding Value for Customers
- Creating a Sustainable Future
- Developing Organisational Capability
- Harnessing Creativity & Innovation
- Leading with Vision, Inspiration & Integrity
- Managing with Agility
- Succeeding through the Talent of People
- Sustaining Outstanding Results

Further Reading

Assessing for Excellence	The process in details and practical examples of different techniques for undertaking Self-Assessment using the EFQM Excellence Model.
Determining Excellence	A quick way to determine your organisation's position against a framework of Excellence, through 44 questions
EFQM Management Document	A simple, holistic overview of the key activities undertaken by the organisation, where the key approaches are implemented and who is responsible for ensuring they deliver the expected results
Other publications	Discover all the other EFQM publications on www.efqm.org. Full description, extract of the above titles as well as: - Benchmarking Guidelines - Understanding Organisation's Stakeholders - Perception Survey - DMAIC Improvement Methodology - EFQM Framework for the Hospitality & Tourism Industry - EFQM Framework for Sustainability - Benchmarking report – Customer Perception - Benchmarking report – People Perception - And many more…

EFQM Global Excellence Index

Recognising the World's Best Performing Organisations
Learning from Role Model Practices

The EFQM Global Excellence Index

- Recognises world's best performing organisation on their journey to sustainable Excellence.

- Provides your organisation global exposure and visibility showcasing what you have achieved through your Journey for Excellence including good and role model practices and what you are proud of sharing.

- Organisations who have been recognised for Excellence over the last 3 years will be positioned as an active or even leading organisation within your sector at a global level. It is a unique platform to enhance the visibility and image of your organisation as a driver for excellence, within and beyond your sector.

EFQM Global Excellence Index now open to National Awards based on the EFQM Model & for organisations recognised by GEM Council Members

- The EFQM Global Excellence Index is also now open to organisations recognised through National Excellence Awards delivered through our GEM Council Partners.

- Organisations recognised through National Awards, can be maximum at gold level in the Index. Platinum is reserved to the EFQM Global Excellence Award Winners and Prize Winners
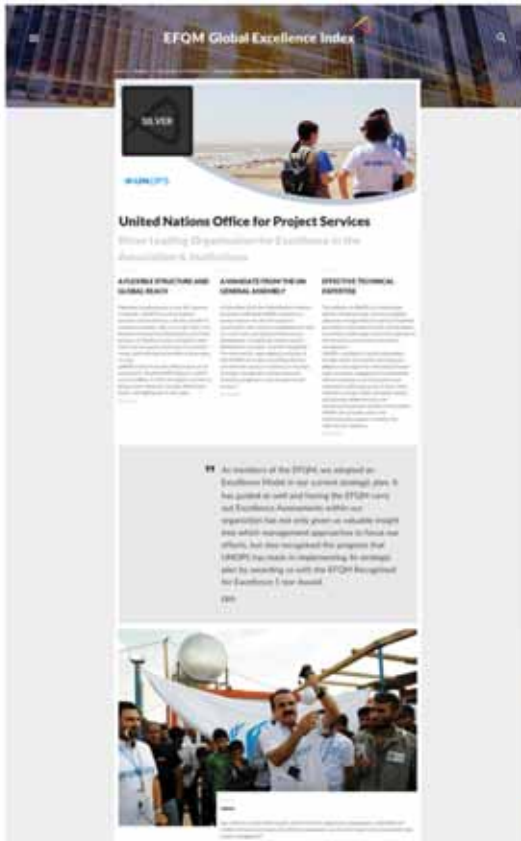
1005

11

10

85

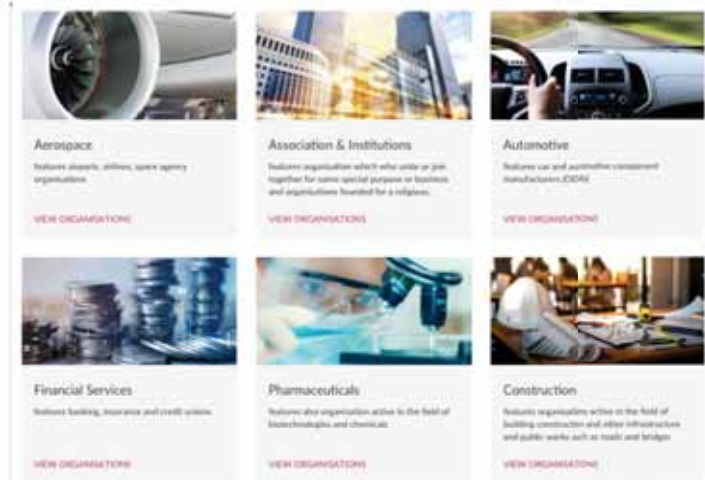More than 1000 organisations were recognised by EFQM for the period 2015-2018

150 organisations are currently profiled on the EFQM Global Excellence Index

What it looks like

The EFQM Global Excellence Index is a composite index of more than 150 global organisations within a variety of sectors across the world!

Segmented into 24 Sectors

Find out more about the EFQM Global Excellence Index and how you can become part of it by visiting the website at http://www.globalexcelleneindex.org or contacting us at globalexcellenceindex@efqm.org

EFQM Global Excellence Logos

All organisations on the EFQM Global Excellence Index platform will receive an Index Badge corresponding to their level and year of recognition.

YOU CAN'T PLAY A SYMPHONY ALONE, IT TAKES AN ORCHESTRA...

It takes a conductor, musicians, instruments and a melody. It's all about leadership enabling each solo player to express the talent at his best and create an harmony together. It is all about leadership and people excellence.... A strong employer brand, an attractive culture, the agility needed to adapt to change, connections to the digital world, autonomy and freedom at work, will ensure your organisation attracts and engages people to develop their personal branding.

This year's EFQM Forum will be the place to learn from experts, role model organisations, structured networking and deep dive sessions on how to build a sustainable human capital eco system. Participants will experience a totally new format spread over the two days...

For more information on the programme, the speakers, and practical details to join us in Vienna (registration, hotel, ...), please visit www.efqmforum.org.

Register now and join us in Vienna!

e 2 0
u 1 8
. a t

Austrian Presidency of the Council of the European Union

qualityaustria
Succeed with Quality

EFQM
Leading Excellence

EFQM

Leading Excellence

EFQM
Avenue des Olympiades 2
1140 Brussels, Belgium
Tel +32 (2) 775 35 11
Fax +32 (2) 775 35 35
info@efqm.org
www.efqm.org

This EFQM Excellence Model can be downloaded for free,
thanks to the sponsoring companies:

BOSCH
Invented for life

GC

KOSTWEIN
MASCHINENBAU GMBH