

# An Overview of the EFQM Excellence Model



### The Need for a Model

The world does not stand still. It is changing ever more rapidly. The interdependencies between organisations, communities, countries and economies are strengthening and increasing in complexity. To remain competitive in this environment, any organisation needs to continually innovate and improve. Now, more than ever before, an organisation needs to understand, balance and effectively manage the needs and expectations of their stakeholders.

The EFQM Excellence Model is a framework to understand and manage this complexity. The Model is pragmatic and practical, developed by leading organisations, to stimulate continuous improvement. This document provides an overview; the full version of the Model is available from our [webshop](#).

### The EFQM Excellence Model 2010

The EFQM Excellence Model allows people to understand the cause and effect relationships between what their organisation does and the Results it achieves.

The Model comprises of a set of three integrated components:

#### The Fundamental Concepts of Excellence

The Fundamental Concepts define the underlying principles that form the foundation for achieving sustainable excellence in any organisation.

#### The Criteria

The Criteria provide a framework to help organisations to convert the Fundamental Concepts and RADAR thinking into practice.

#### The RADAR

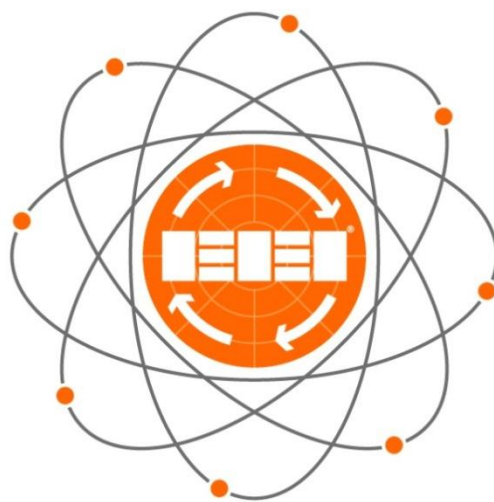
RADAR is a simple but powerful tool for driving systematic improvement in all areas of the organisation.

The beauty of the Model is that it can be applied to any organisation, regardless of size, sector or maturity. It is non-prescriptive and it takes into account a number of different concepts. It provides a common language that enables our members to effectively share their knowledge and experience, both inside and outside their own organisation.

#### Assessing using the Model

The Model can be used to assess an organisation's current capabilities. The output of an assessment is normally a number of strengths and opportunities to improve future performance. Identifying an organisation's strengths is important, not only so you don't stop doing the things you're good at but also because these strengths may help in addressing the issues identified.

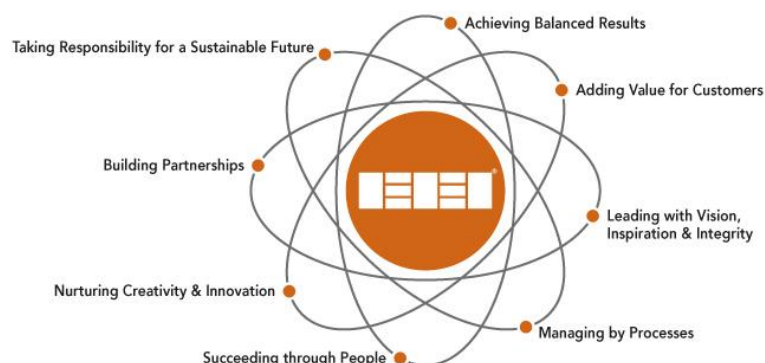
By definition, complying with a defined standard is not excellence. Excellence is about going beyond what is expected. Unlike auditing against a standard, an assessment gives the management team a number of opportunities; options. Which points they choose to address, had how they choose to address them, will depend on their strategic priorities.



## Fundamental Concepts of Excellence

The Fundamental Concepts of Excellence outline the foundation for achieving sustainable excellence in 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 top management.

There are 8 Fundamentals Concepts:



### Achieving Balanced Results

Excellent organisations meet their Mission and progress towards their Vision through planning and achieving a balanced set of results that meet both the short and long term needs of their stakeholders and, where relevant, exceed them.

### Adding Value for Customers

Excellent organisations know that customers are their primary reason for being and strive to innovate and create value for them by understanding and anticipating their needs and expectations.

### 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.

### Managing by Processes

Excellent organisations are managed through structured and strategically aligned processes using fact-based decision making to create balanced and sustained results.

### Succeeding through People

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

### Nurturing Creativity & Innovation

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

### Building Partnerships

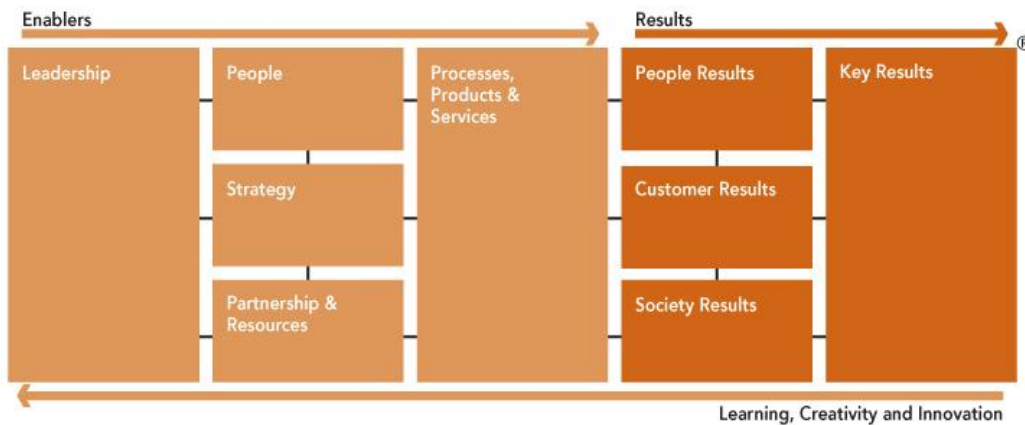
Excellent organisations seek, develop and maintain trusting relationships with various partners to ensure mutual success. These partnerships may be formed with customers, society, key suppliers, educational bodies or Non-Governmental Organisations (NGO).

### Taking Responsibility for a Sustainable Future

Excellent organisations embed within their culture an ethical mind-set, clear values and the highest standards for organisational behaviour, all of which enable them to strive for economic, social and ecological sustainability.

## The Criteria

The EFQM Excellence Model allows people to understand the cause and effect relationships between what their organisation does, the Enablers, and the Results it achieves.



To achieve sustained success, an organisation needs strong leadership and clear strategic direction. They need to develop and improve their people, partnerships and processes to deliver value-adding products and services to their customers. If the right approaches are effectively implemented, they will achieve the results they, and their stakeholders, expect.

### Enabler Criterion

There are 5 enablers, pictured on the left-hand side of the Model. These are the things an organisation needs to do to develop and implement their strategy.

#### Leadership

**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.

#### Strategy

**Definition:** Excellent organisations implement their mission and vision by developing and deploying a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

#### People

**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.

## Partnerships & Resources

**Definition:** Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of processes.

## Processes, Products & Services

**Definition:** Excellent organisations design, manage and improve processes to generate increasing value for customers and other stakeholders.

## Results Criterion

There are 4 result areas, shown on the right-hand side of the Model. These are the results an organisation achieves, in line with their strategic goals.

### Customer Results

**Definition:** Excellent organisations develop and agree a set of performance indicators and related outcomes to determine the successful deployment of their strategy and supporting policies, based on the needs and expectations of their customers.

### People Results

**Definition:** Excellent organisations develop and agree a set of performance indicators and related outcomes to determine the successful deployment of their strategy and supporting policies, based on the needs and expectations of their people.

### Society Results

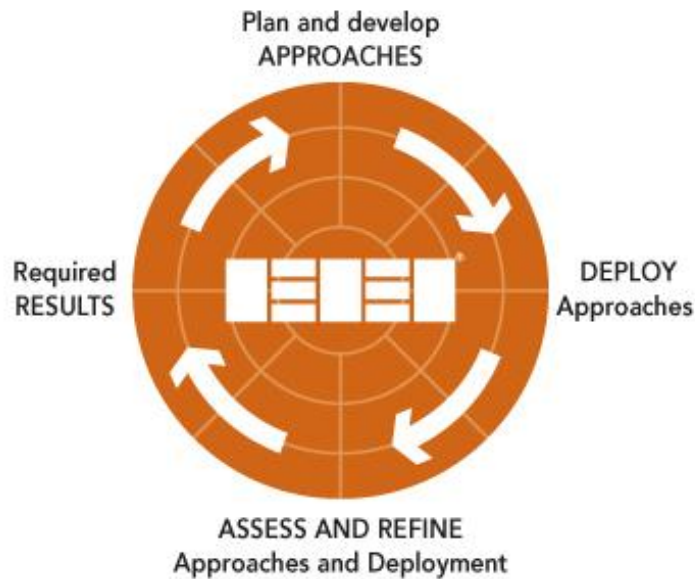
**Definition:** Excellent organisations develop and agree a set of performance indicators and related outcomes to determine the successful deployment of their societal and ecological strategy and related policies, based on the needs and expectations of the relevant external stakeholders.

### Key Results

**Definition:** Excellent organisations develop and agree 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 key stakeholders.

## The RADAR

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 should:

- 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 systematic way to ensure implementation.
- **Assess and Refine** the deployed approaches based on monitoring and analysis of the results achieved and on-going learning activities.

## About EFQM

EFQM is a global non-for-profit membership foundation based in Brussels, Belgium. With 500 members covering more than 55 countries and 50 industries, we provide a unique platform for organisations to learn from each other and improve performance. EFQM is the custodian of the EFQM Excellence Model, a business model which is helping over 30,000 organisations around the globe to strive for Sustainable Excellence.

EFQM Members share a common goal: the pursuit of excellence. The EFQM Excellence Model provides a common framework and language that facilitates the effective sharing of information between organisations; transcending sectorial, cultural and maturity barriers.

As part of this network you are able to engage with like-minded individuals and share experience on the development of innovative solutions that can help your organisation address some of its most important challenges.

### The EFQM Excellence Model

The EFQM Excellence Model is reviewed and updated on a 3 year cycle, based on the learning, experience and insight of leading organisations. It is designed to be a practical and pragmatic tool, enabling an organisation to gain a holistic overview of their current level of excellence and prioritise their improvement efforts to maximise their impact.

The full version of the Model is available to purchase in hard copy from the [EFQM Website](#) or in soft copy from [Amazon's Kindle store](#).

For more information on EFQM Membership or the other products and services we offer, please visit our [website](#).

### Join us on LinkedIn



We created [The EFQM Network for Sustainable Excellence](#) to facilitate a dialogue between our peers and the wider community. The group is open to anyone with an interest in this area. Over **3,000** individuals have already joined our group and shared their experiences. If you've got a question, it's a great place to start.



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