



**Introducing the  
EFQM Excellence Model 2010**

# Introduction

## Agenda for Today

- Why change the Model?
  - Drivers of change
  - The Core Team
  - The Process
- Introduction the EFQM Excellence Model 2010
  - Fundamental Concepts of Excellence
  - Criteria and Criterion Parts
  - RADAR and Scoring
- Implementing the EFQM Excellence Model 2010
  - EFQM Excellence Award 2010
  - Assessor Training
  - Implementation Guides
  - Self-Assessment
- Ongoing Review and Update Process

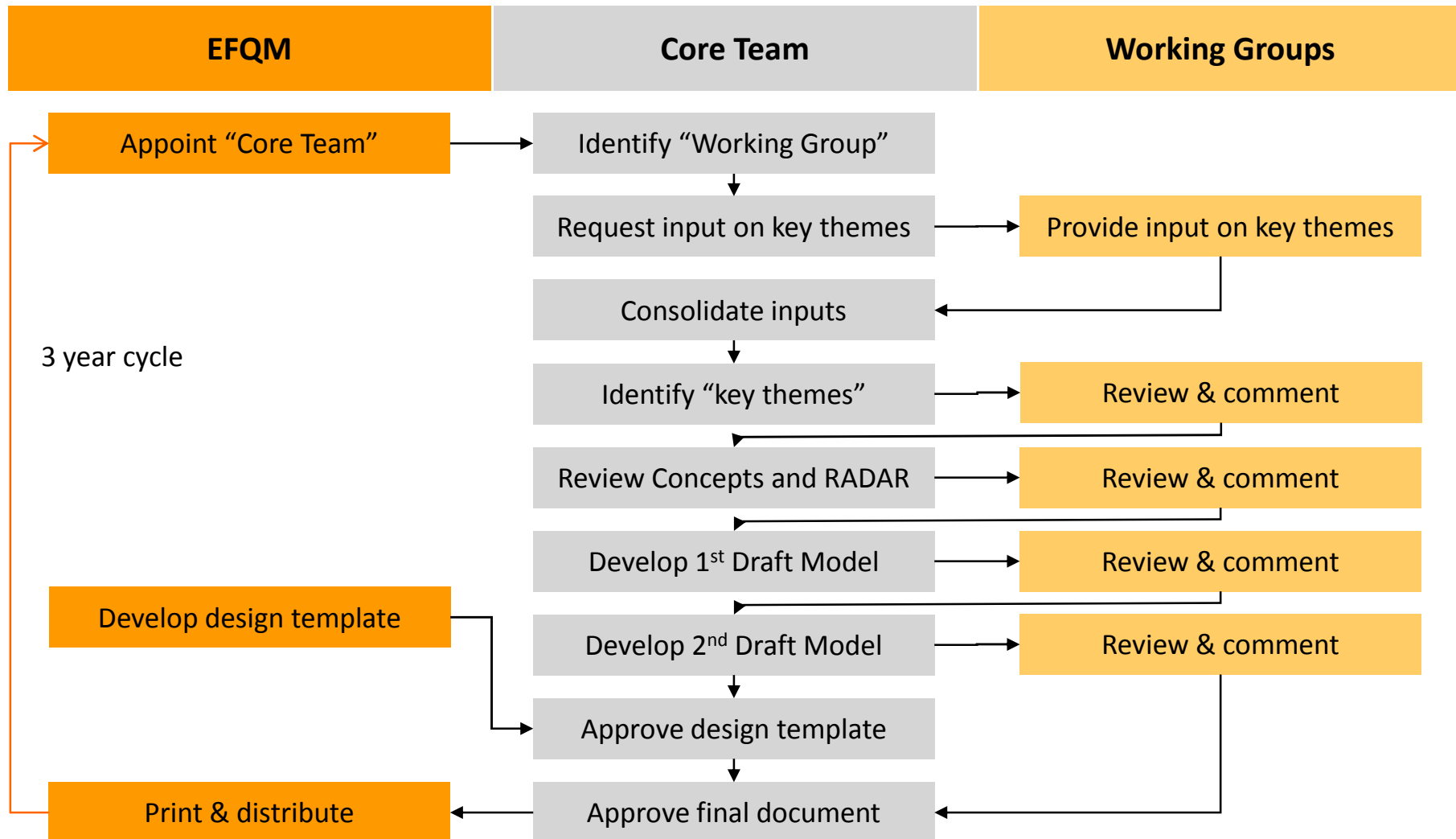
## Drivers of Change

- Key Drivers of Change
  - Feedback from EFQM Member Survey (Apr-09)
  - Recognition of strong and emerging trends, such as innovation, risk management and sustainability
  - Feedback from the National Partners, Assessors and Training Faculty
  - Feedback from EU on improving the relevance and visibility of the Model
- EFQM Board of Governors requested review (May-09)
- The Core Team should:
  - Represent the key stakeholders of EFQM, including key members, public sector, National Partners, assessor and training communities
  - Seek addition feedback and input from academia and relevant EU departments
  - Complete the review for launch at EFQM Forum 2009
- The revised version of the Model must retain:
  - The “9 box” Model
  - 8 Fundamental Concepts
  - RADAR scoring

# The Core Team

- EFQM Assessor Network
  - Christian Forstner, Andre Van Der Geest
- Public Sector
  - Marie Lindsay, Jacques Philippaerts
- Key Members
  - Matt Fisher
- EFQM Trainers
  - Chris Hakes, Geoff Carter
- EFQM National Partners
  - Andre Moll, Andreas Redling
- EFQM
  - Pierre Cachet, Herve Legenvre

# Review Process



## Design Principles

- Model should be generic and applicable to all organisations
- Wording simplified and relevant to all sectors
- Focus on including emerging trends and topics
- Language targeted to managers
- Concepts are action oriented
- Fundamental Concepts integrated into the Criterion Parts and RADAR
- Build on the work done in 2005 on reviewing the Fundamental Concepts

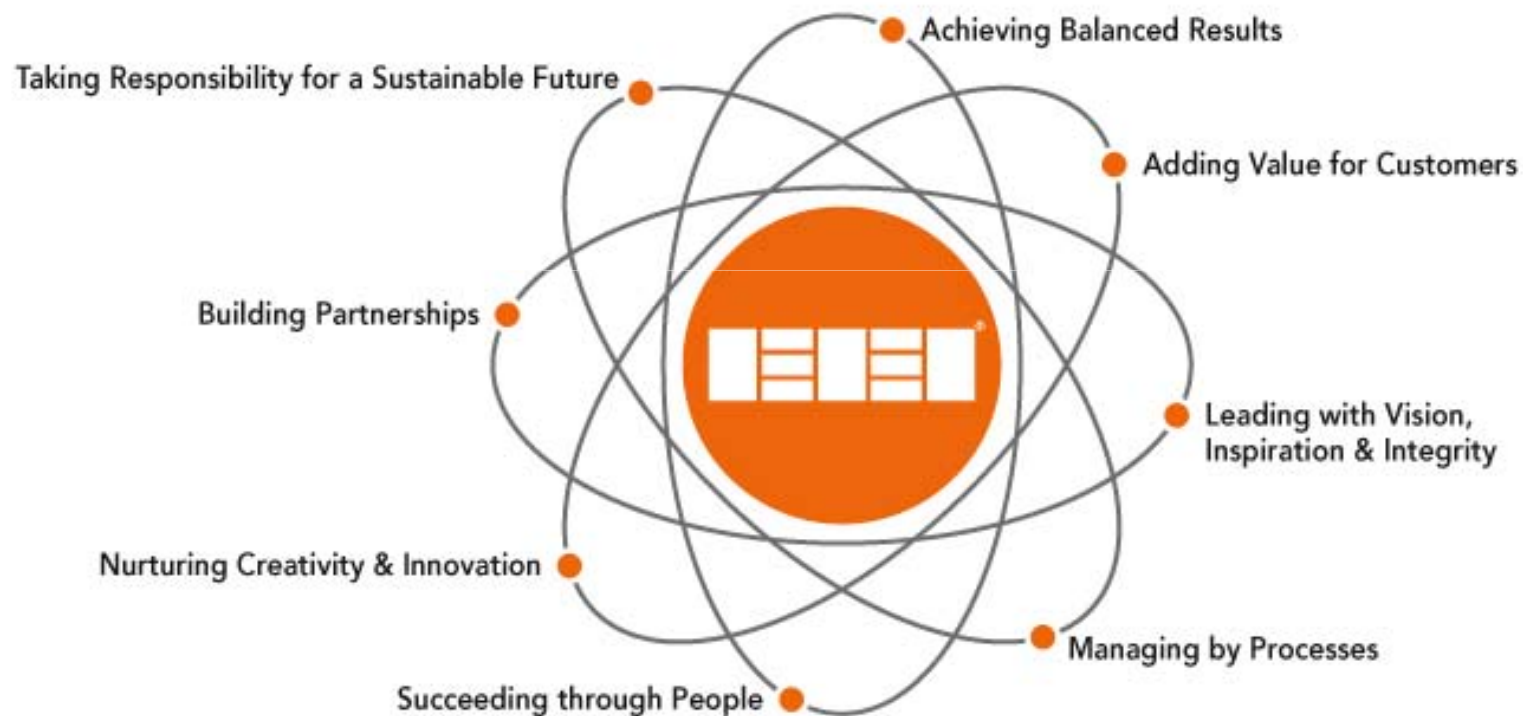
## If you want to ask questions...

- At the end of each section, there will be the opportunity to ask questions.
- If you want to ask a question about the section you've just seen, put up your hand and someone will bring a microphone.
- There will be also time for more general questions at the end of the meeting.
- After the meeting, you can email us at [info@efqm.org](mailto:info@efqm.org)



**Introducing the  
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# The Fundamental Concepts of Excellence



## Achieving Balanced Results

### ■ Definition

- 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.

### ■ Key Change

- Focus is now on developing the key set of results required to monitor progress against the vision, mission and strategy, enabling leaders to make effective and timely decisions.

## Adding Value for Customers

### ■ Definition

- 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.

### ■ Key Change

- Focus is now on clearly defining and communicating the value proposition and actively engaging customers in the product and service design processes.

## Leading with Vision, Inspiration & Integrity

### ■ Definition

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

### ■ Key Change

- The concept is now more dynamic, focusing on the ability of leaders to adapt, react and gain the commitment of all stakeholders to ensure the ongoing success of the organisation.

## Managing by Processes

### ■ Definition

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

### ■ Key Change

- The focus is now on how the processes are designed to deliver the strategy, with end to end management beyond the “classic” boundaries of the organisation.

## Succeeding through People

### ■ Definition

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

### ■ Key Change

- The focus is now on creating a balance between the strategic needs of the organisation and the personal expectations and aspirations of the people to gain their commitment and engagement.

## Nurturing Creativity & Innovation

### ■ Definition

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

### ■ Key Change

- The concept now recognises the need to develop and engage with networks and the need to engage all stakeholders as potential sources of creativity and innovation.

## Building Partnerships

### ■ Definition

- 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).

### ■ Key Change

- The concept has been extended to include partnerships beyond the supply chain and recognises that these should be based on sustainable mutual benefits to succeed.

# Taking Responsibility for a Sustainable Future

## ■ Definition

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

## ■ Key Changes

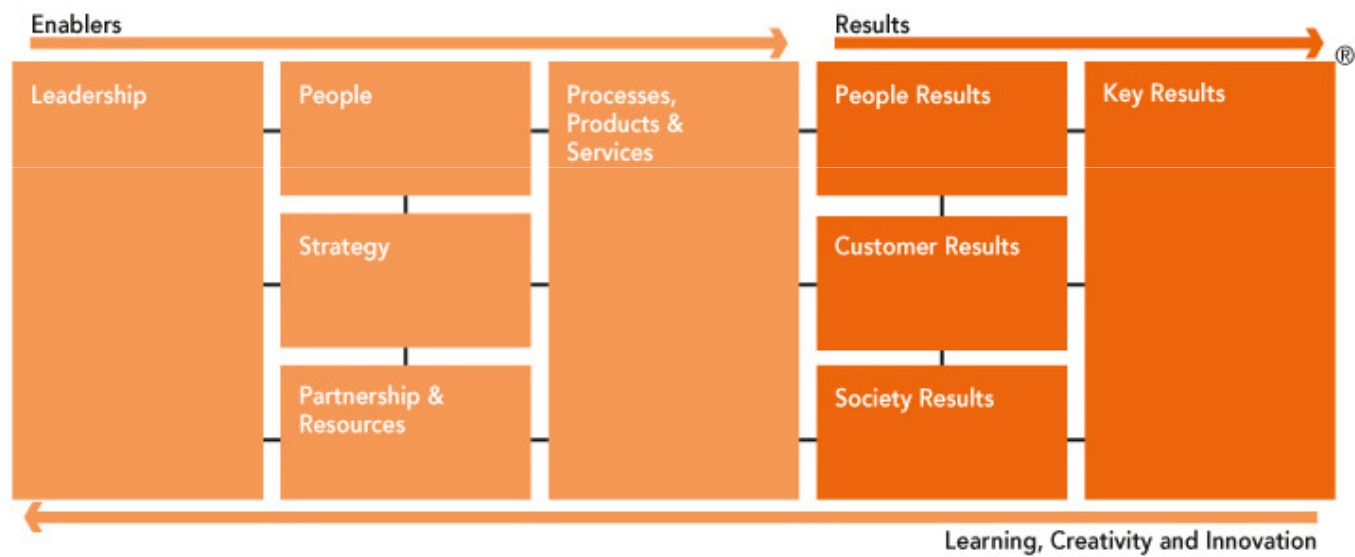
- The concept now focuses on actively taking responsibility for the organisation's conduct and activities and managing its impact on the wider community.

Questions?



**EFQM Excellence Model 2010  
Enablers**

# The Model



# Changes to Titles

- Policy & Strategy becomes **Strategy**
  - The feedback indicated confusion regarding the definition of the word “policy”, especially in the public sector, where policy is often set by political bodies outside the organisation.
  - It was agreed that “Strategy” is a term that everyone understands.
- Processes becomes **Processes, Products and Services**
  - Over the previous reviews of the Model, the content of this criterion evolved to become increasingly focused on the customer, although the title remained “Processes”.
  - The change now reflects the content of the criterion.
- Key Performance Results becomes **Key Results**
  - The change to the name and the underlying definitions focus this criterion on “achieving what is aimed for in the organisation’s strategy”..

# 1. 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 ongoing 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**

## Example of Mapping Concepts to Criteria

- 1a. Leaders develop the mission, vision, values and ethics and act as role models
  - Set and communicate a clear direction and strategic focus; they unite their people in sharing and achieving the organisation's core purpose and objectives – **Leading with Vision Inspiration & Integrity**
  - Secure the future of the organisation by defining and communicating a core purpose that provides the basis for their overall Vision, values, ethics and corporate behaviour – **Taking Responsibility for a Sustainable Future**
  - Champion the organisation's values and are role models for integrity, social responsibility and ethical behaviour, both internally and externally. – **Leading with Vision Inspiration & Integrity**
  - Foster organisational development through shared values, accountability, ethics and a culture of trust and openness. - **Succeeding through People**
  - Ensure their people act with integrity and adopt the highest standards of ethical behaviour. – **Taking Responsibility for a Sustainable Future**
  - Develop a shared leadership culture for the organisation and review and improve the effectiveness of personal leadership behaviours.- **adapted from 2003 Model**

# 1. Leadership

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  - 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 customers, partners and representatives of society
  - 1d. Leaders reinforce a culture of excellence with the organisation's people
  - 1e. Leaders **ensure that the organisation is flexible and manages change effectively**

## 2. Strategy

- 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 **to ensure economic, societal and ecological sustainability**
  - 2d. Strategy and supporting policies are communicated and deployed through plans, processes and **objectives**

## 3. 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.
  - 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

## 4. 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.
  - 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 organisational capability

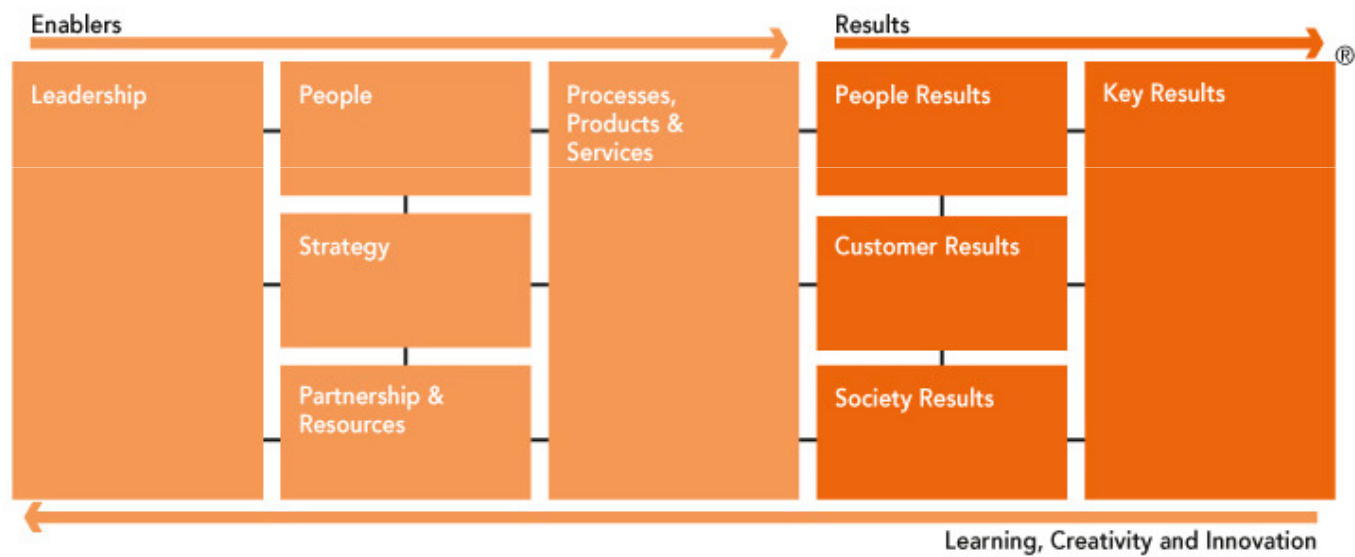
## 5. Processes, Products & Services

- Definition
- Excellent organisations design, manage and improve processes 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



**EFQM Excellence Model 2010  
Results**

# The Model



## Changes to Results

- All now have the same definition, which is aligned to RADAR
- Defines “key focus areas” rather than a long list of “possible measures”
- Criterion 9 is now split as:
  - 9a: Key Strategic Outcomes, focusing on what is achieved compared to what was stated in the strategy
  - 9b: Key Performance Indicators, focusing on leading indicators used to predict the strategic outcomes
- Clarifies the scope of Criterion 8, with clear alignment to the strategies adopted by the organisation

# Example:

## 6. 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.
  - Set clear targets for Key Results based on the needs and expectations of their customers, in line with their chosen strategy.
  - 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 and related outcomes.
  - Anticipate future performance and results.
  - Understand how the Key Results they achieve compare to similar organisations and use this data, where relevant, for target setting.
  - Segment results to understand the experience, needs and expectations of specific customer groups.

## Example:

### 6a. Perceptions

- These are the customers' perceptions of the organisation. They may be obtained from a number of sources, including customer surveys, focus groups, vendor ratings, compliments and complaints.
- These perceptions should give a clear understanding of the effectiveness, from the customer's perspective, of the deployment and execution of the organisation's customer strategy and supporting policies and processes.
- Depending on the purpose of the organisation, measures may focus on:
  - Reputation and image
  - Product and service value
  - Product and service delivery
  - Customer service, relationship and support
  - Customer loyalty and engagement

## Example:

### 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 external customers.
- These indicators should give a clear understanding of the efficiency and effectiveness of the deployment and execution of the organisation's customer strategy and supporting policies and processes.
- Depending on the purpose of the organisation, measures may focus on:
  - Products and services delivery
  - Customer service, relationships and support
  - Complaints and compliments
  - External recognition

Questions?

# **RADAR & Scoring**



## What feedback did we focus on:

- Measure and act upon what matters (not everything!)
  - Define key results...
- Move towards more balance for Stakeholders
  - Changed weightings
- Sustainability demands a forward view.
  - Its not just about the past 3 years.
  - Seek evidence to give confidence that the organisation believes performance will continue in the future
- Speed and flexibility are important (It's an ever more uncertain world...)
  - Strengthened attributes
- Creativity and innovation are of increasing importance
  - Added attributes

- Results:**
- Relevance and usability
    - Scope
    - Integrity
    - Segmentation
  - Performance
    - Trends
    - Targets
    - Comparisons
    - Causes

- Approach:**
- Sound
  - Integrated

Plan and develop  
APPROACHES

Required  
RESULTS



DEPLOY  
Approaches

ASSESS AND REFINE  
Approaches and Deployment

- Deployment:**
- Implemented
  - Systematic

- Assess & Refine:**
- Measurement
  - Learning & Creativity
  - Innovation & Improvement

# Key Changes: Enablers

Approach:	0%	25%	50%	75%	100%
<b>Sound:</b> <ul style="list-style-type: none"> <li>approach has a clear rationale</li> <li>approach has defined processes</li> <li>approach focuses on stakeholder needs</li> <li>refinements have been embedded in the approach over time</li> </ul>			Evidence	Clear evidence	Comprehensive evidence
<b>Integrated:</b> <ul style="list-style-type: none"> <li>approach supports strategy</li> </ul>	No evidence or anecdotal	Some evidence	Evidence	Clear evidence	Comprehensive evidence
	0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100				
	0%	25%	50%	75%	100%
<b>Implemented:</b> <ul style="list-style-type: none"> <li>approach is implemented in relevant areas</li> </ul>	No evidence or anecdotal	Implemented in 1/4 of relevant areas	Implemented in 1/2 of relevant areas	Implemented in 3/4 of relevant areas	Implemented in all relevant areas
<b>Systematic:</b> <ul style="list-style-type: none"> <li>Approach is deployed in a timely, structured way and with ability to manage changes in the environment if needed</li> </ul>	No evidence	Some evidence	Evidence	Clear evidence	Comprehensive evidence
<b>TOTAL for Deployment</b>			50 55 60	65 70 75 80 85	90 95 100
<b>Assessment and Refinement:</b>		25%	50%	75%	100%
<b>Measurement:</b> <ul style="list-style-type: none"> <li>regular measurements of efficiency and effectiveness of the approach and its deployment are carried out</li> <li>measures selected are appropriate</li> </ul>	No evidence or anecdotal	Some evidence	Evidence	Clear evidence	Comprehensive evidence
<b>Learning and Creativity:</b> <ul style="list-style-type: none"> <li>learning is used to identify internal and external good practices and improvement opportunities</li> <li>Creativity is used to generate new or changed approaches</li> </ul>	No evidence or anecdotal	Some evidence	Evidence	Clear evidence	Comprehensive evidence
<b>Improvement and Innovation:</b> <ul style="list-style-type: none"> <li>Output from measurement and learning is used to identify, prioritise, plan and implement improvements</li> <li>Output from creativity is evaluated, prioritised and used</li> </ul>	No evidence or anecdotal	Some evidence	Evidence	Clear evidence	Comprehensive evidence
<b>TOTAL for Assessment and Refinement</b>					
<b>OVERALL TOTAL</b>	0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90 95 100				

1. Seek embedding of refinements over time

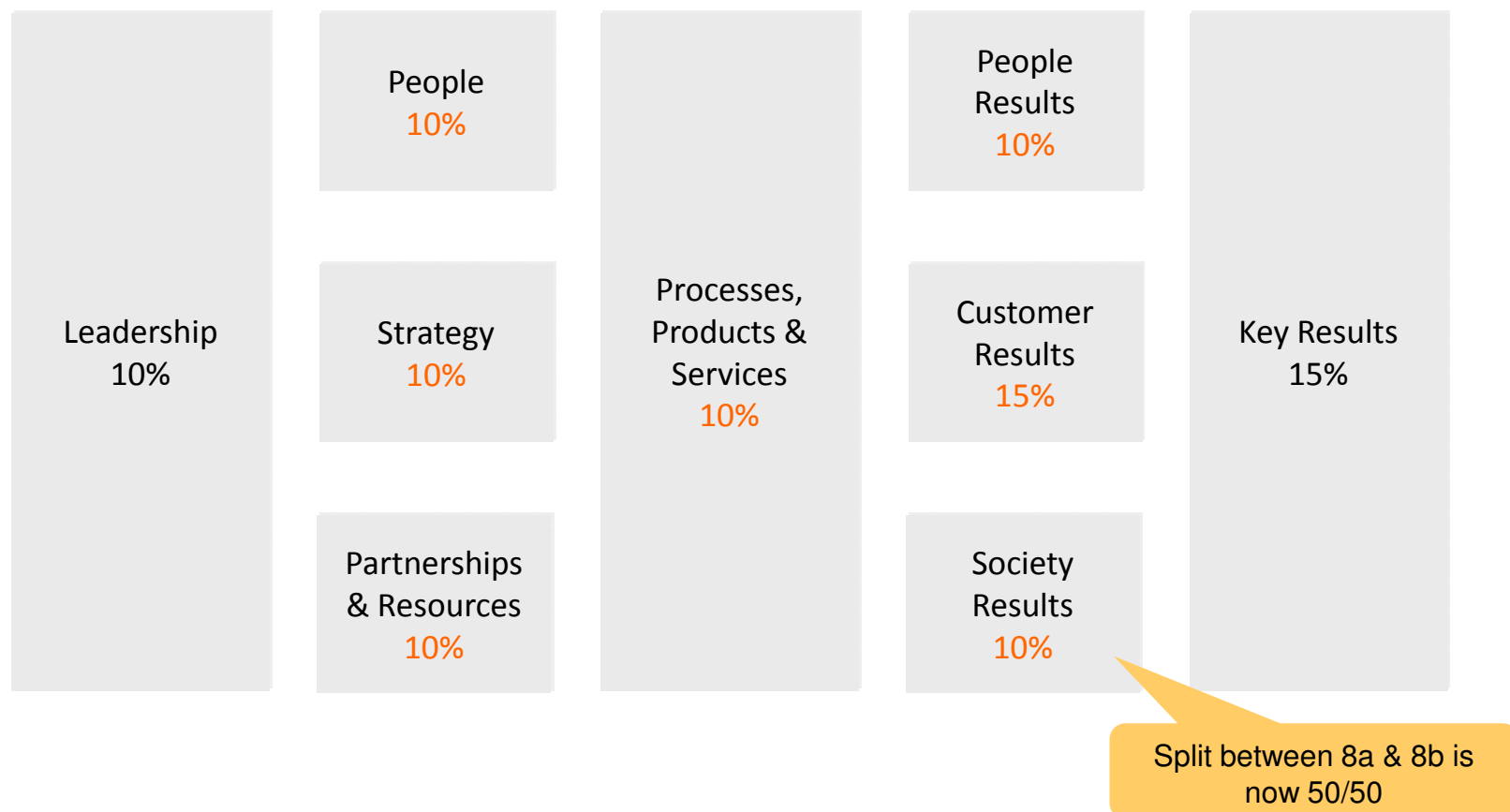
2. Deploy with a flexibility to manage changes in environment and re-deploy if needed

3. Measure both "Efficiency" and "Effectiveness"

4. Use creativity to generate new / changed approaches and evaluate, prioritise and use the outcomes



# Balancing the Weightings

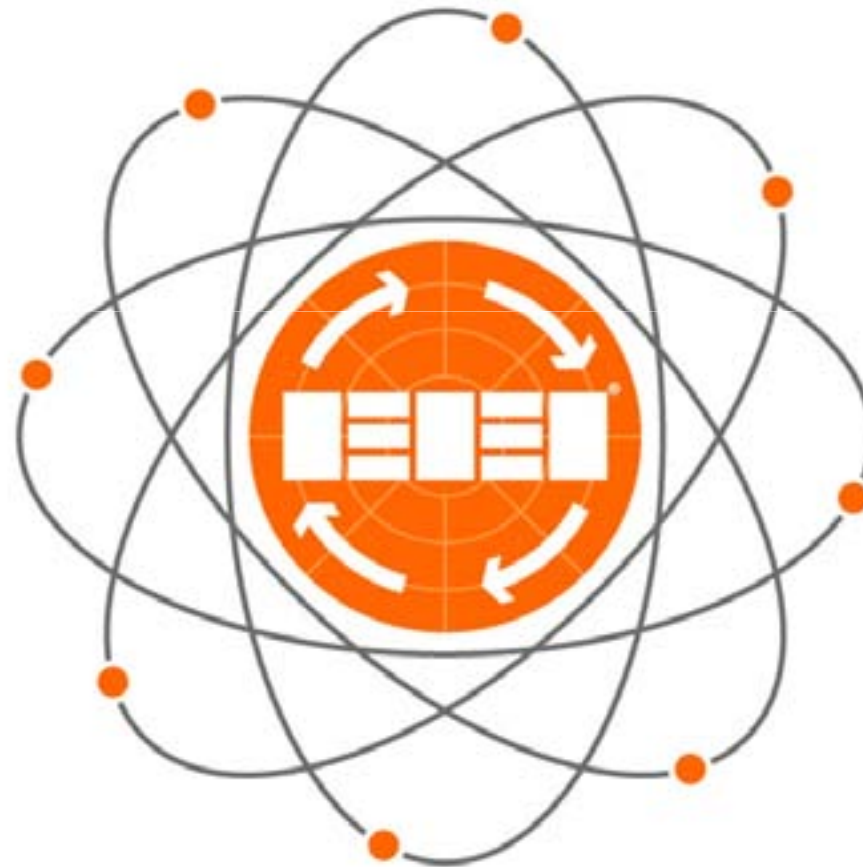


Questions?



# Summary of Key Changes

# The EFQM Excellence Model 2010



# Summary of Key Changes

- Fundamental Concepts now full integrated with the 9 criteria
  - Bullets from Fundamental Concepts for the basis of the bullets in the relevant criterion parts
  - Language simplified, number of “may include” bullets reduced and now focus on what excellent organisations do in practice
- Concepts incorporated or emphasised include;
  - Creativity and Innovation, Sustainability, Corporate Governance, Organisational Agility, Risk Management, Promoting products & services, Supplier Management
- Results focus on “key results required to achieve the organisation’s vision and strategy”
  - This is written into both the 9 criteria and the RADAR e.g. scope, targets and benchmarks should focus on key results
  - Future focus increased (sustaining excellent performance)
- Weighting applied to the criteria has been reviewed and simplified
  - All Enablers now 10%, Customer & Key results are 15% each, People & Society are 10%
  - Society results now 50% perception, 50% performance

## Key Changes to Criterion Parts

- Some of the specific changes made include:
  - 1e - focus is now on organisational agility and ability to adapt to the changing organisational environment
  - 2a & 2b - 2a focuses on the external drivers of change, 2b focuses on the current and potential capabilities of the organisation
  - 4a - now includes managing suppliers and the scope of "partnerships" extended beyond the supply chain
  - 5a & 5b - the old sub-criteria have been combined to recognise that "process improvement" and "process management" cannot be viewed separately
  - 5c - focus is now on effectively promoting the organisation's products and services to current and potential customers

# Integration of Fundamental Concepts into the Model

Criterion	1					2				3					4					5					6		7		8		9		
	Leadership					Strategy				People					Partnerships & Resources					Processes, Products and Services					Customer Results		People Results		Society Results		Key Results		
Sub-Criterion	A	B	C	D	E	A	B	C	D	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	A	B	A	B	A	B	
Achieving Balanced Results		X	X			X		X	X							X	x		X						X	X	X	X	X	X	X	X	
Adding Value for Customers			X			X															X	X	X	X	X	X		x					
Leading with Vision, Inspiration and Integrity	X			X	X			X					X														X		X			X	
Managing by Process		X					x		X			X				X	x	x	X	X		x					X		x		x		X
Succeeding through People	X			X						X	X	X	x	X													X	X	x				
Nurturing Creativity & Innovation			X				x		X			X						X	X	X	X					x	X	x	X	x	X	x	X
Building Partnerships			X			x	x								X							x			x	X	x	X	x	X	x	X	
Taking Responsibility for a Sustainable Future	X	X	X		X	x	x	X					X	X		X					x		X	x			x		X	X	x		

X = Text from Fundamental Concept directly reflected in sub-criterion  
 x = Adaptation of text from Fundamental Concept appears in the sub-criterion

Questions?



**Implementing the  
EFQM Excellence Model 2010**

## What's Next...?

Action	Detail	Owner	For more information
Transition Guide	How to implement the changes in EFQM Model 2010.	Paul Gemoets	Available from 30/9/09 on website
2010 Upgrade Training	Upgrade course for current Assessors.	Naomi Goossens	Register on website now
Assessment Tool Kit	Tools to help assess your organisation, from simple questionnaires to strategic assessment.	Hervé Legenvre	Contact your EFQM Account Manager
Case Study	A new case study based on EFQM Model 2010 will be available soon.	Hervé Legenvre	Visit EFQM Webshop
Training Courses	All existing courses are being reviewed and updated. New "Train the Trainer" course	Gianluca Mule	From October, see website
EFQM Excellence Award	It will be conducted using EFQM Model 2010	Samuli Pruikkonen	Contact Samuli
Publications	Revised versions of EFQM Publications, including translations.	Alicia Korzeniowska	Visit EFQM Webshop

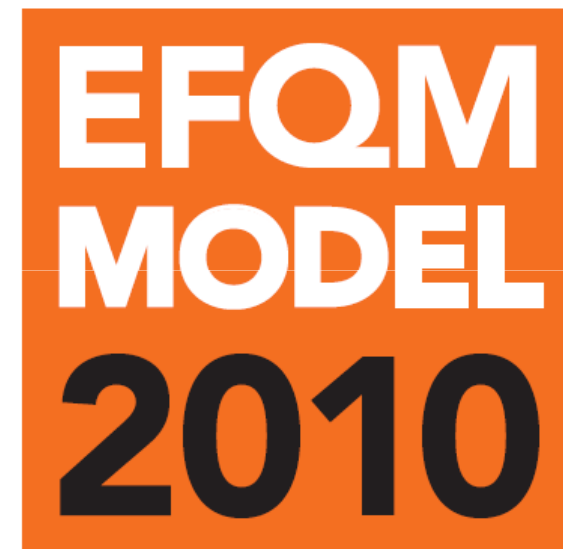
## EFQM Excellence Award 2010

- The EFQM Excellence Award 2010 will be based on the REVISED Model.
- Assessors will need to attend the upgrade training.
- There will be workshops for Applicants in Brussels on:
  - 13.10.2009
  - 22.10.2009
- Please ask for further information on the 2010 process  
[samuli.pruikkonen@efqm.org](mailto:samuli.pruikkonen@efqm.org)



## Publications

- Buy or order from Today
  - Model brochure
  - Fundamental Concepts brochure
  - Transition Guide (free download)
- Review of other Publications
  - All publications are being reviewed and updated in line with the new Model
  - New publications will be developed
  - Updated versions will carry the **EFQM Model 2010** logo
- Please visit the webshop
  - [www.efqm.org](http://www.efqm.org)



## Translation of Model Brochure

- Available Now
  - English version
- Before the end of 2009
  - German, French and Spanish versions
- During Q1 2010
  - Dutch and Italian versions
- Other languages on request:
  - For further information on translation, please contact [alicia.korzeniowska@efqm.org](mailto:alicia.korzeniowska@efqm.org)

# Training for Assessors

You can sign up for these today!

- Upgrade Course for Assessors
  - 10.11.2009 (fully booked)
  - 16.11.2009
  - 1.12.2009
  - 8.12.2009 (UK)
  - 15.12.2009 (fully booked)

N.B. All Training Events at EFQM in Brussels unless indicated otherwise. Please note that all trainings are available in-house upon request

# Other Training Events

You can sign up for these today!

- EFQM Assessor Training
  - 18.11.2009 – 20.11.2009  
(fully booked)
  - 02.12.2009 – 04.12.2009
  - 16.12.2009 – 18.12.2009
- Assessment Masterclass
  - 25.11.2009 – 27.11.2009
- Start your Journey to Excellence
  - 14.10.2009 – 16.10.2009
  - 9.12.2009

N.B. All Training Events at EFQM in Brussels unless indicated otherwise. Please note that all training is available in-house upon request

# Customised Assessments

- EFQM can develop a tailored assessment to support your organisation's journey to excellence
  
- Advantages
  - External feedback by some highly experienced EFQM assessors
  - Can be done quickly and swiftly and can be planned 'at any time'
  - Uses existing documentation; no need to compile a submission document
  - Can be customised to focus on some selected strategic themes
  
- Contact [paul.gemoets@efqm.org](mailto:paul.gemoets@efqm.org) for further information

# Assessment Tool Kits

Starting the Journey	On the Way	Advanced
<p>We are updating and fully revising the Determining Excellence questionnaire</p>	<p>Olympic Test            Customised assessment by peers            Strategy-based Assessment            ....            Contact <a href="mailto:paul.gemoets@efqm.org">paul.gemoets@efqm.org</a></p>	
	<p>Free assessment tools on EFQM website before end October 2009</p>	
<p>Implementation guidelines will be developed over time</p>		

## Implementation Guidelines

- The Core Team will be seeking input where implementation guidelines would be useful.
- These will be driven and developed by specific member groups.
  - EFQM will provide support, including guidance and templates.
  - Contact one of the core team with your ideas.
- Marie and Jacques are already planning a working group to develop the guidelines for Public Sector Organisations:
  - If you want to be involved, get in touch.

## Principles for future update

- The EFQM Excellence Model will be reviewed and updated at least every three years.
- All stakeholders will be involved in the process.
- The Assessor Community will be able to input ideas at the Learning Edge and following the Award Cycle.
- The Core Team will meet on a regular basis within this annual cycle to review and prioritise the inputs.
- The conclusions from this review will be shared with our stakeholders.

Questions?

Look for...



**Thank you**