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 additional 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

EFQM | Core Team | Working Groups
---|---|---
Appoint “Core Team” | Identify “Working Group” | Provide input on key themes
| Request input on key themes | | 
| Consolidate inputs | | 
| Identify “key themes” | Review & comment | 
| Review Concepts and RADAR | Review & comment | 
| Develop 1st Draft Model | Review & comment | 
| Develop 2nd Draft Model | Review & comment | 
| Approve design template | | 
| Approve final document | | 

3 year cycle

Develop design template | Print & distribute
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
Introducing the EFQM Excellence Model 2010
The Fundamental Concepts of Excellence

- Taking Responsibility for a Sustainable Future
- Building Partnerships
- Nurturing Creativity & Innovation
- Succeeding through People
- Achieving Balanced Results
- Adding Value for Customers
- Leading with Vision, Inspiration & Integrity
- Managing by Processes
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

\section*{Definition}

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

\section*{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?
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

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 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

Enablers
- Leadership
- People
- Strategy
- Partnership & Resources
- Processes, Products & Services

Results
- People Results
- Customer Results
- Society Results
- Key Results

Learning, Creativity and Innovation
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.
  - It's 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

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

Deployment:
- Implemented
- Systematic

Plan and develop APPROACHES

ASSESS AND REFINE Approaches and Deployment

Assess & Refine: Measurement, Learning & Creativity, Innovation & Improvement

Approach: Sound, Integrated

Deployment: Implemented, Systematic

Required RESULTS

DEPLOY Approaches
Key Changes: Enablers

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
Key Changes: Results

1. “Relevance and Usability” comes first with focus on:
   - “scope/relevance”
   - “Integrity”
   - “segmentation”

2. A focus on “key” results is added.

3. “Targets” and the “Comparisons” judgements will focus on Key Results

4. Assessors will seek evidence to understand if the organisation has confidence that performance will be sustained
Balancing the Weightings

Leadership 10%

- People 10%
- Strategy 10%
- Partnerships & Resources 10%

Processes, Products & Services 10%

- People Results 10%
- Customer Results 15%
- Society Results 10%

Key Results 15%

Split between 8a & 8b is now 50/50
Questions?
The EFQM Excellence Model
2010
Summary of Key Changes

- Fundamental Concepts now fully 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

<table>
<thead>
<tr>
<th>Sub-Criterion</th>
<th>1</th>
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<tr>
<td>Achieving Balanced Results</td>
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<td>Adding Value for Customers</td>
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<td>Leading with Vision, Inspiration and Integrity</td>
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<tr>
<td>Managing by Process</td>
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<td>Succeeding through People</td>
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<tr>
<td>Building Partnerships</td>
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<tr>
<td>Taking Responsibility for a Sustainable Future</td>
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</table>

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…?

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

■ Assessment Masterclass
  ■ 25.11.2009 – 27.11.2009

■ Start your Journey to Excellence

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 for further information
## Assessment Tool Kits

<table>
<thead>
<tr>
<th>Starting the Journey</th>
<th>On the Way</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are updating and fully revising the Determining Excellence questionnaire</td>
<td>Olympic Test Customised assessment by peers Strategy-based Assessment ....</td>
<td>Contact <a href="mailto:paul.gemoets@efqm.org">paul.gemoets@efqm.org</a></td>
</tr>
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<tr>
<td>Free assessment tools on EFQM website before end October 2009</td>
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</tbody>
</table>

Implementation guidelines will be developed over time
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