



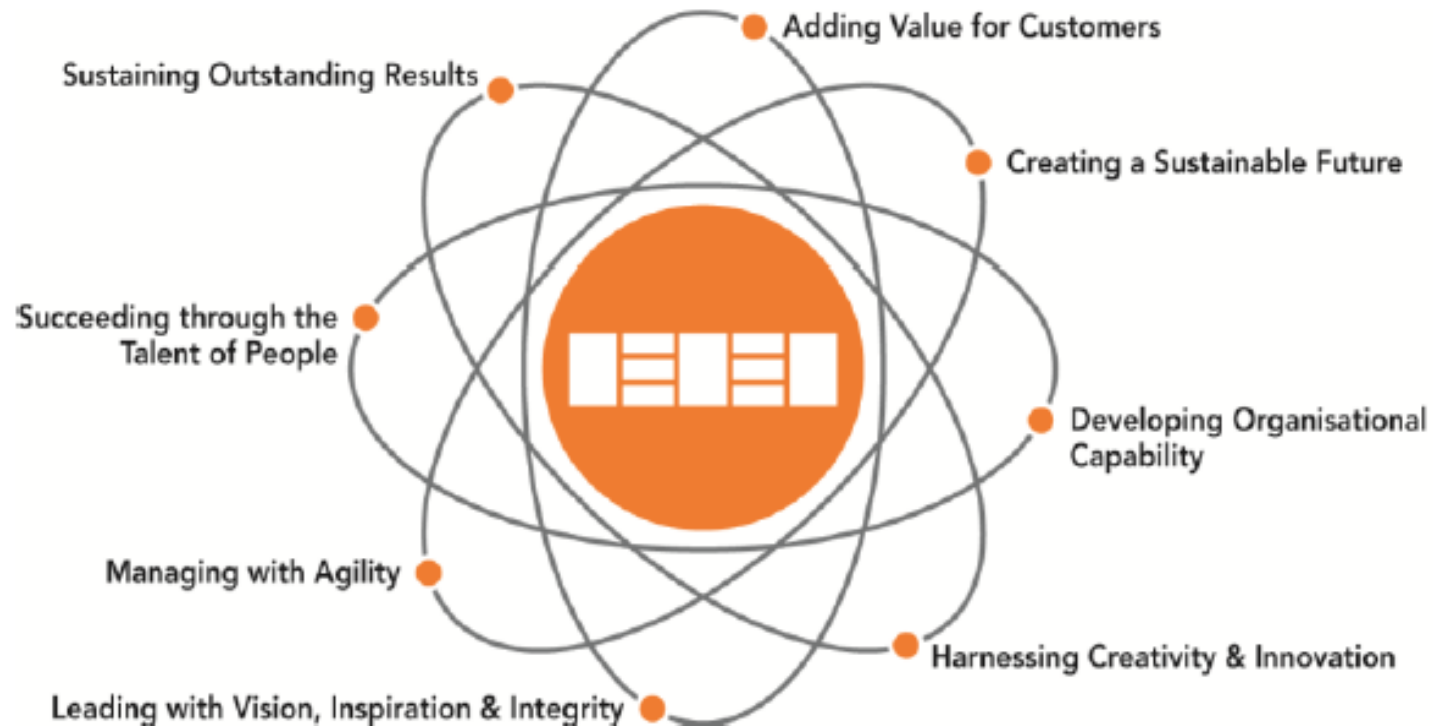
The EFQM Excellence Model 2013

A brief introduction to the EFQM Excellence Model
Europe's most widely used organisational
framework

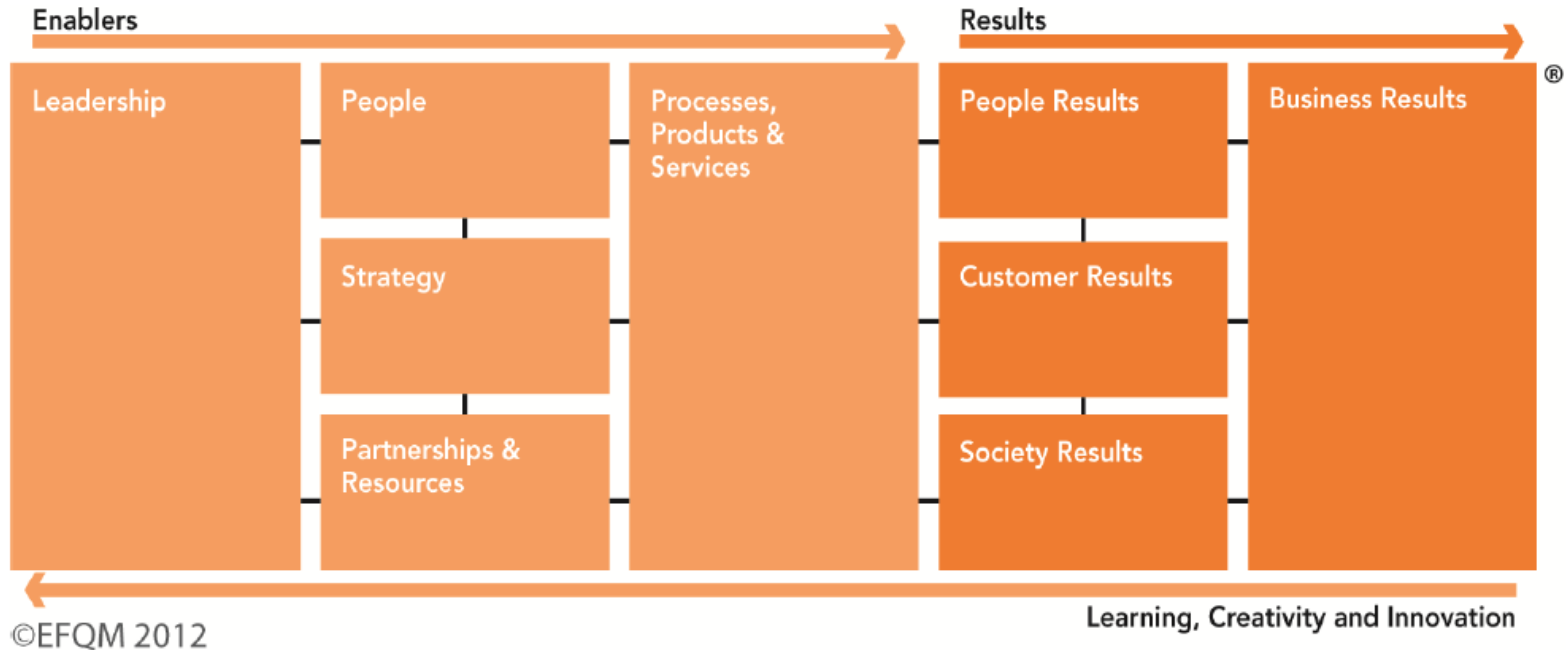
What is the EFQM Excellence Model ?

- ★ The EFQM Excellence Model was introduced at the beginning of 1992 as the framework for assessing applications for European and National excellence awards
- ★ It is the most widely used all encompassing management framework in Europe, where it has become the basis for the majority of national and regional excellence awards, as well as the European Excellence Award (EEA). The EFQM estimates that over 30,000 organisations use the model in some shape or form
- ★ The model is regularly reviewed using input from EFQM members, users and assessors and the latest version is the EFQM Model 2013
- ★ Any organisation wishing to apply for an excellent award that is based on the EFQM Excellence Model will need to use this version
- ★ There are three key aspects of the model
 - The fundamental concepts of excellence
 - The Model Framework - 9 criteria to address in order to achieve true excellence
 - The RADAR assessment tool

The Fundamental Concepts of Excellence



The Model Framework



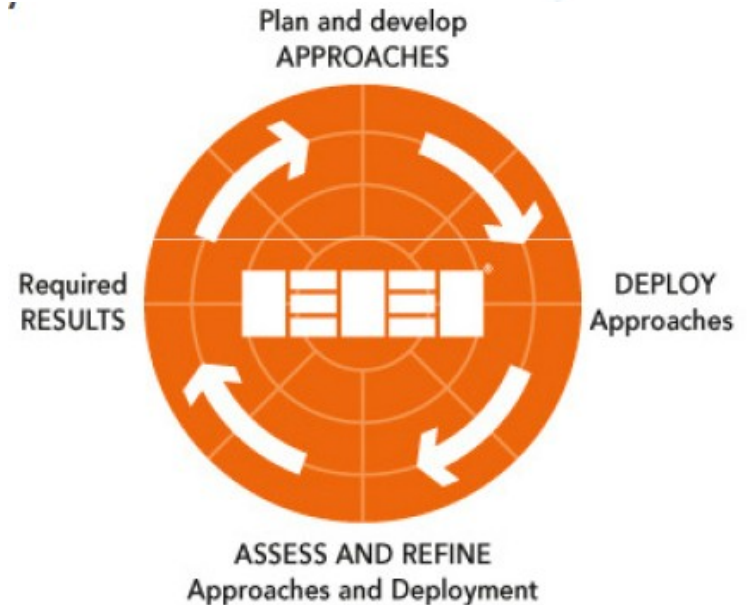
The nine criteria shown in the boxes above are further sub-divided, resulting in a total of 32 parts. Guidance published by the EFQM provides the type of evidence excellent organisations can provide to demonstrate excellence in each of these parts.

RADAR

(represented as the nucleus, with The Model Framework at its core)

The **RADAR** logic states that, to be successful, an organisation must

- determine the **required RESULTS** it is aiming for as part of its strategy making. These cover the performance of the organisation, both financially and operationally, as well as the perceptions of its stakeholders
- **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 full implementation
- **ASSESS AND REFINE** these approaches by monitoring and analysing the results achieved, using ongoing learning activities and, finally, identifying, prioritising and implementing appropriate improvements



The benefits of using the EFQM Excellence Model

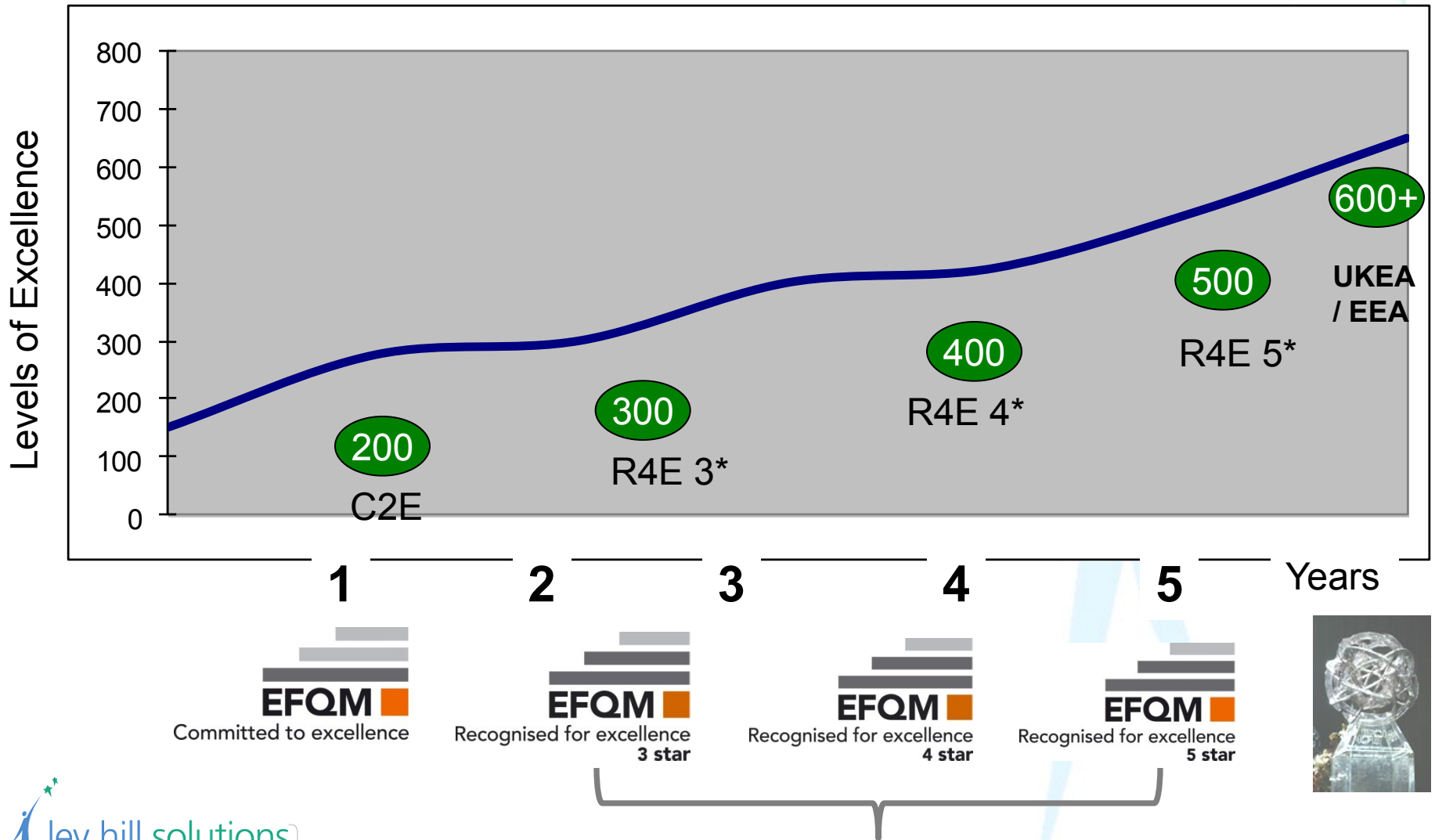
- ★ Provides the basis for sustainable excellence
- ★ Provides an holistic framework which covers the whole organisation
- ★ Allows the organisation to take a hard look at itself – as in a mirror
- ★ Generates improvement activity from a systematic method of self-assessment
- ★ Provides an opportunity to benchmark and compare processes and results with other users; is applicable to all organisations and widely used throughout Europe and around the world
- ★ Provides the capability to track and measure progress through a robust scoring methodology
- ★ Gives an opportunity to translate internal assessment data directly into the formats used by National and European award and recognition programmes, should the organisation wish to apply for awards

What does it take to implement the EFQM Excellence Model successfully?

The EFQM Excellence Model is actually common sense, but it introduces some new techniques and terminology and therefore the organisation needs to:

- Gain commitment from the leadership team
- Train its people properly
- Develop continuous improvement processes
- Integrate the self assessment process into its business planning and policy development cycles.
- Not be driven by scores – they are there to help, the Areas for Improvement highlighted by self-assessment are much more important.
- Ensure it collects appropriate data and uses it to manage the business day by day.

Typical Excellence Journey – Levels of Excellence



Does using the EFQM Excellence Model have any drawbacks?

Not really but,

- Senior management need to be actively committed to implementing the EFQM Excellence Model and undertaking self-assessment. Paying lip-service to achieve awards and recognition will not work in the long run
- The people in the organisation will need to develop new skills (assessing) and practice using them
- It is aimed at those organisations who want to see long term proven performance improvement
- Communication is key. People need to understand why the organisation is using the EFQM Excellence Model and be supported with the resources to deploy it effectively

❖ *But don't worry – this is where ley hill can help.....*

What can we do to help?

Ley hill has a wealth of experience in:

- ★ working with organisations in all sectors, both in the UK and Europe, to develop and implement management systems based on the EFQM Excellence Model
- ★ delivering bespoke training on the EFQM Excellence Model
- ★ supporting organisations to achieve Committed to Excellence and Recognised for Excellence
- ★ Integrating the EFQM Excellence Model into existing performance management systems
- ★ As UK Excellence award assessors we can guide you through self-assessments, external recognition validations and applications for national awards such as the UK Excellence Award
- ★ helping to embed the required skills and processes
- ★ providing continuing support over the longer term and assisting with specific improvement project facilitation
- ★ Find out more at: www.leyhill.com or call us on: **01494 772327**