

# EFQM Excellence Model

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# ONE Model

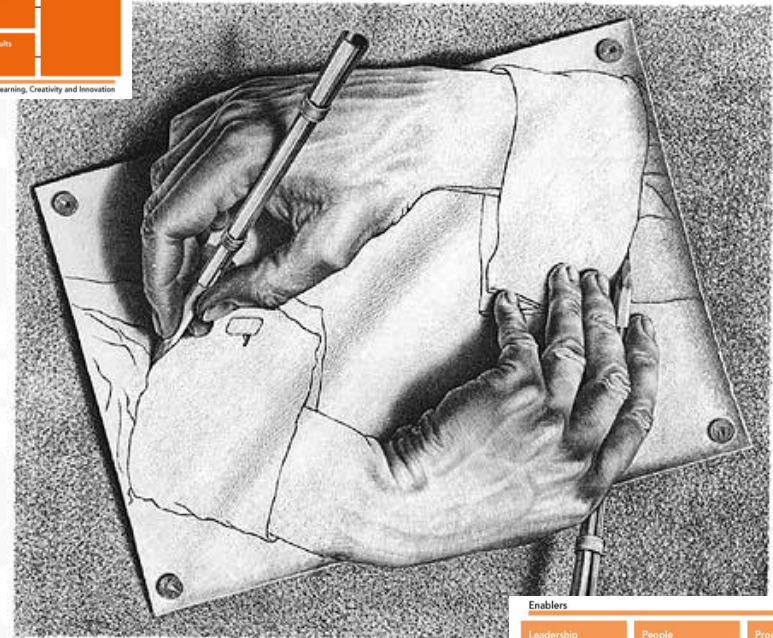
- ✓ A “body of **knowledge**” about sustainable high performing organisations, in a non-prescriptive and open way
- ✓ A well respected and simple set of organisational beliefs and **values**
- ✓ A “trans-cultural” **language** for thinking about, discussing and improving your organisation (learning)
- ✓ A widely accepted framework for analysing an organisation and **benchmarking** it with others
- ✓ A framework to make sense of and **align** the vast range of initiatives we all have



# Two Sides

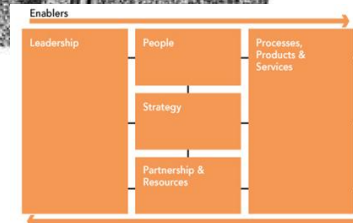
## ■ Results

- the facts and figures
- showing your **performance**
- in the past, present and future



## ■ Enablers

- the **approaches**
- defining the “way of working”
- impacting the results



# Three Dimensions

**Concepts** → the foundations

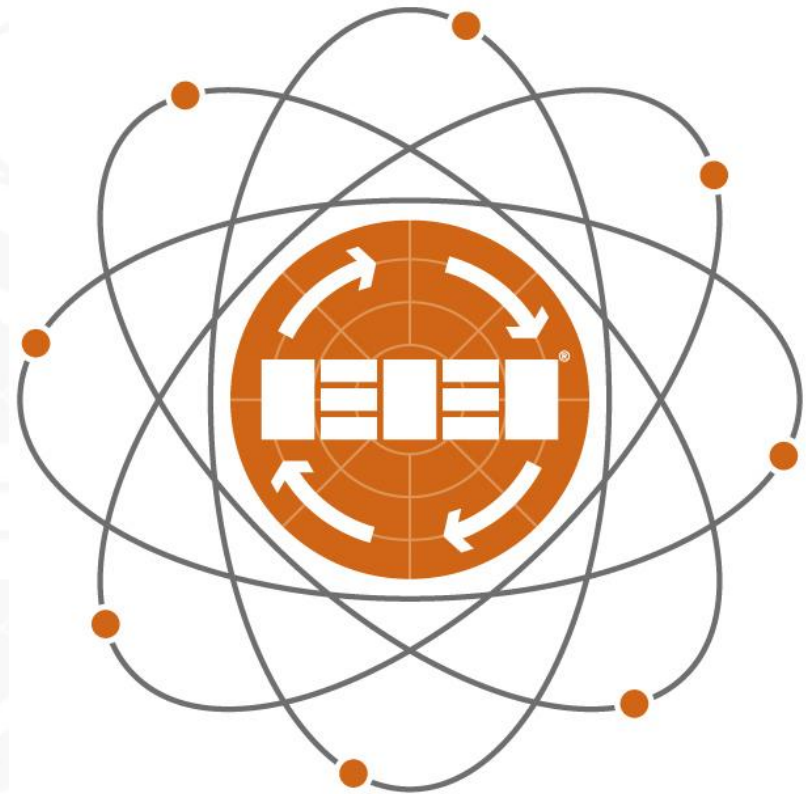
- 8 fundamental principles
- 65+ guidance points

**Criteria** → the structure

- $5 + 4 = 9$  criteria
- $24 + 8 = 32$  criterion parts

**Comparison** → the measurement system

- The RADAR engine

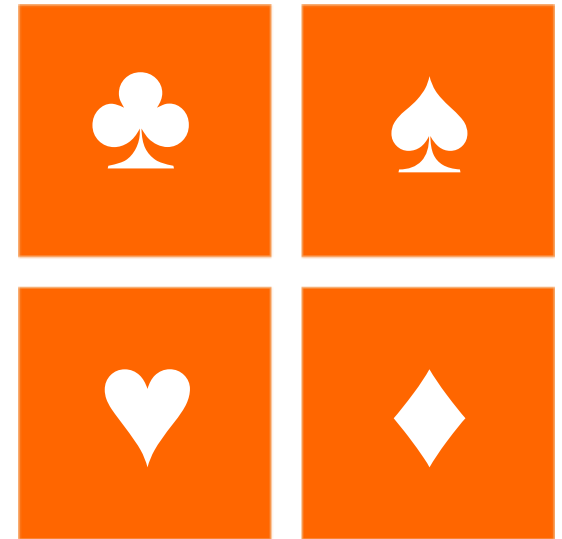


*Excellent organisations are  
excellent with all their  
stakeholders & are balanced  
and sustainable*

## Four Stakeholders

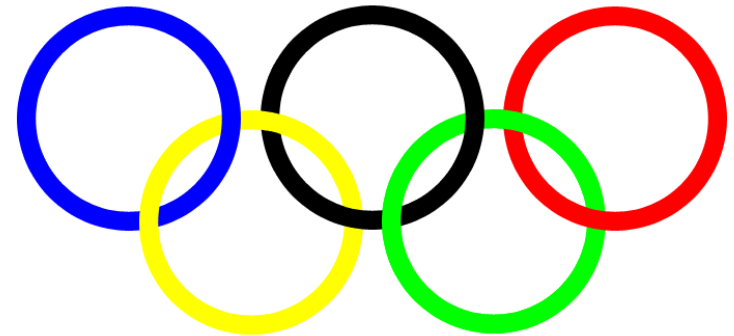
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- ♠ Shareholders
- ♦ Customers
- ♥ People
- ♣ Society



# Five Enablers

- Where all results stem from
  - Processes, Products & Services (5)
- All things needed in these
  - Partnerships & Resources (4)
- All staff needed for these
  - The ones connecting the resource
  - People (3)
- All it takes to plan and follow-up
  - Strategy (2)
- Those with the power to “make it or break it”
  - Leadership (1)



# Six Working Practices / criterion part

In each of the

- 24 criterion-parts
- 5 - 6 approaches

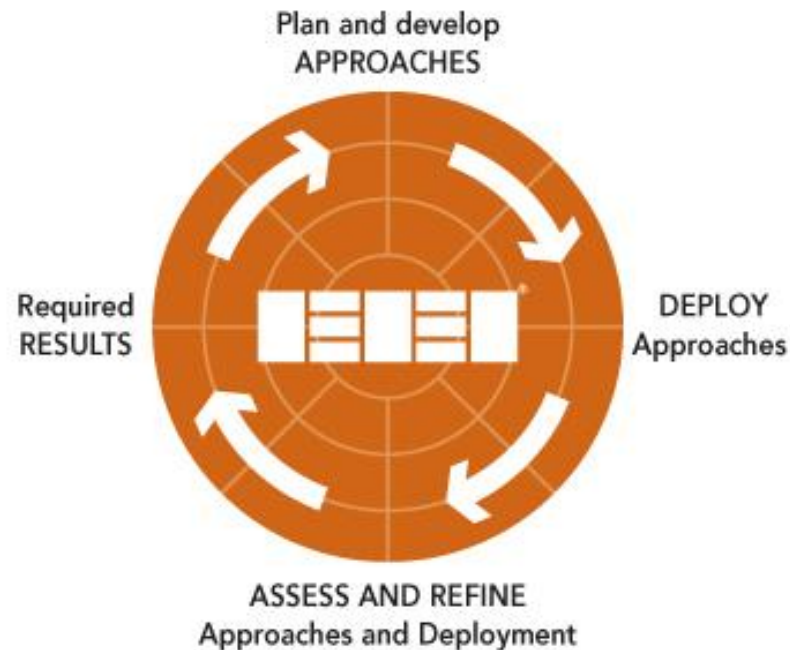
from our members are shared

▶ = 132 'working' examples



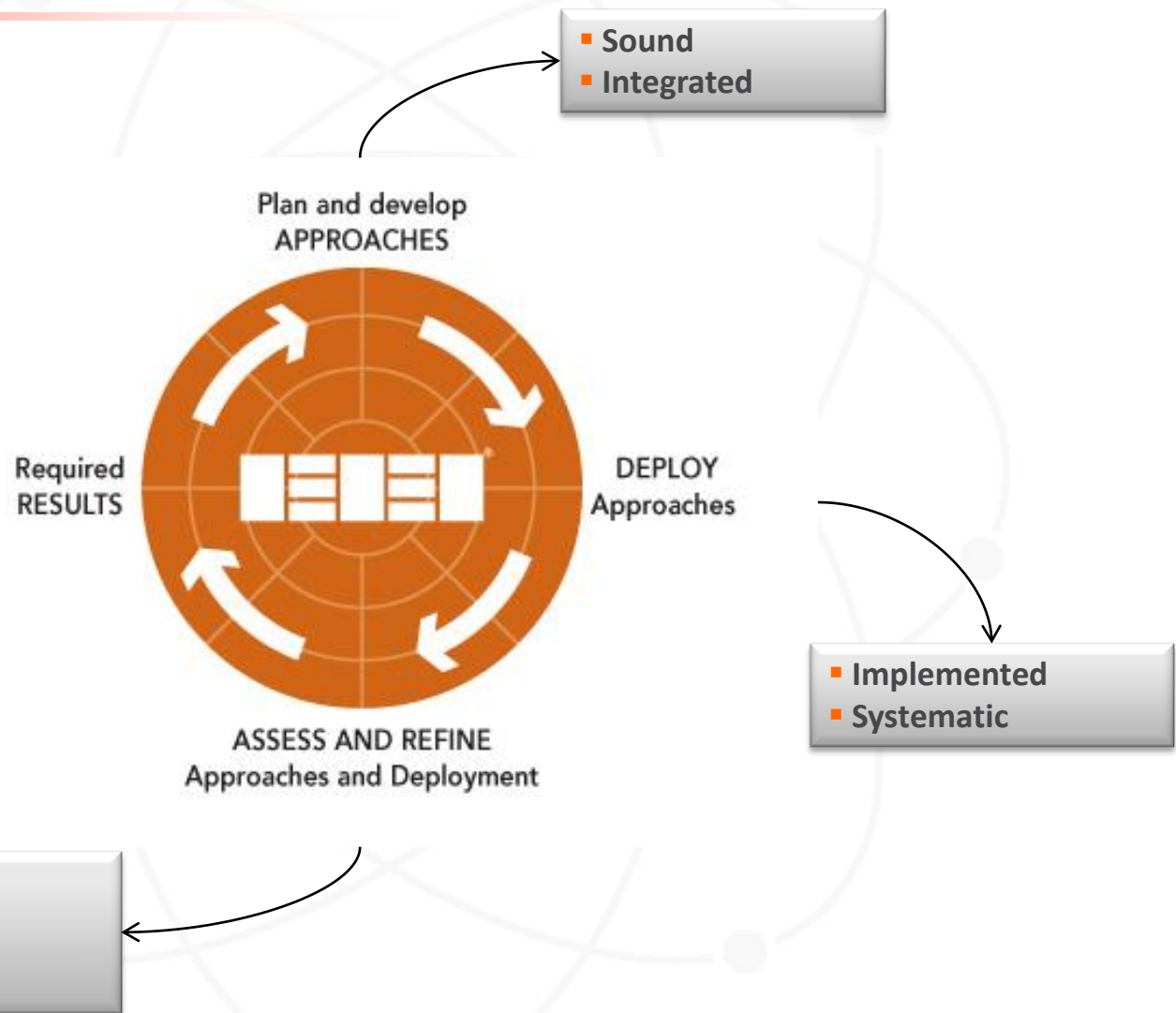
# Seven questions on Results

- **Relevance and Usability**
  - Scope & Relevance
  - Integrity
  - Segmentation
  
- **Performance**
  - Trends
  - Targets
  - Comparisons
  - Causes

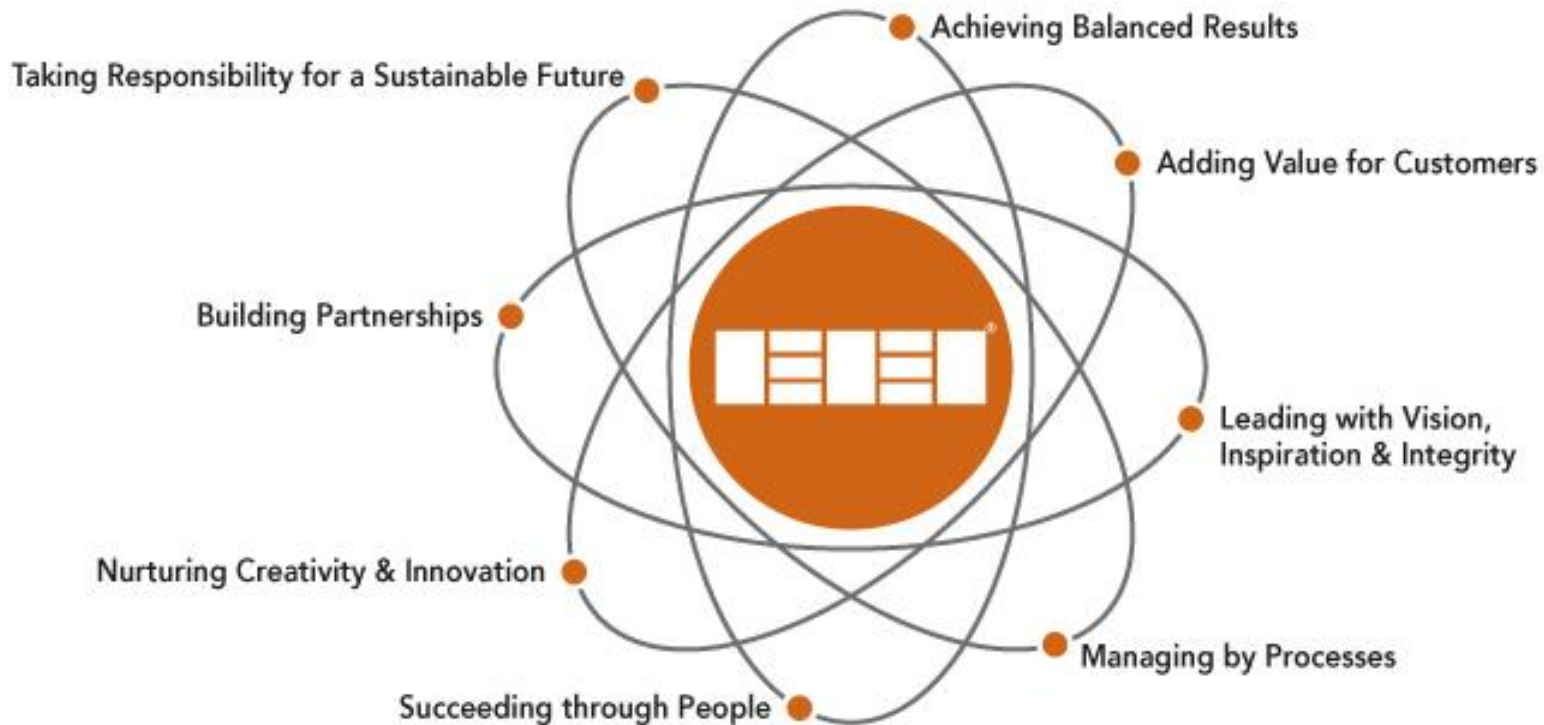




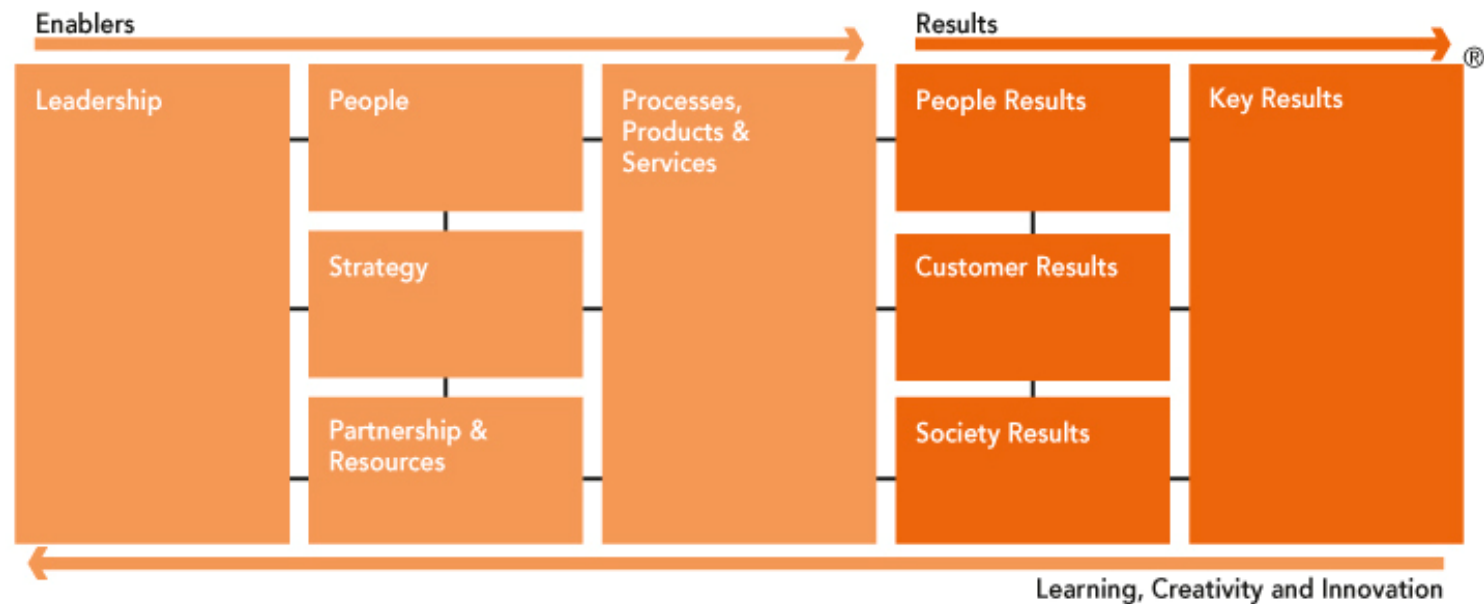
# Seven questions on Enablers



# Eight Fundamental Concepts

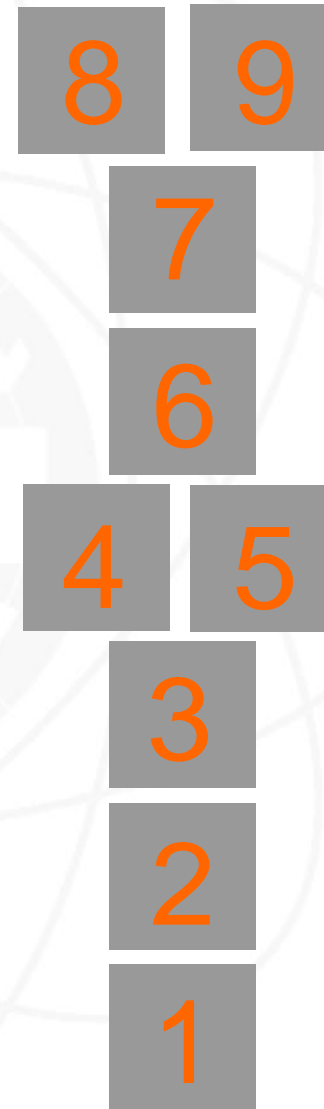


# Nine Criteria



# From One to Nine

- 1 model, having
- 2 sides
- and 3 dimensions
- looking at 4 stakeholders
- by covering 5 enablers
- with 6 practices per criterion-part
- and 7 questions for
  - each approach
  - each result
- based on 8 concepts
- structured in 9 boxes



# Welcome to the Club

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Thank You  
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