

Excellence Model for improving European and global businesses recently adapted

Brussels, 21 October 2009 – Announced at the annual EFQM Forum business leaders event, the Excellence Model has recently been reviewed and revised to align the framework with current business needs and trends. High performing organisations have management frameworks which define what they do and explain why they do it. The EFQM Excellence Model is the most widely used organisational framework in Europe and extends to global markets, reaching more than 30,000 organisations world-wide. Used as a tool for assessment, it delivers a picture of how well the organisation compares to similar or very different kinds of organisation. Used as a management model, it can be used to define aspirations for the organisation's capability and performance.

In the revised Model, the emerging trends and topics that have more emphasis are 'Creativity and Innovation', 'Sustainability', 'Corporate Governance', 'Organisational Agility', 'Risk Management', 'Promoting products & services', and 'Supplier Management'. Sustainability is now firmly on the agenda of management boards around the world. EFQM supports organisations in defining what sustainability means, providing approaches for its implementation and ensuring consistency between apparently conflicting responsibilities toward shareholders, employees and society.

Starting from the strengths of the existing EFQM Model: the eight fundamental concepts, its widely recognised nine-box structure, and the acclaimed RADAR scoring matrix, the review team was given the brief to make updates that would incorporate these trends while increasing its action orientation and accessibility to all managers from a broad selection of organisations, both public and private. Wording has been simplified and made more relevant to the emerging challenges of today.

Beginning with the '**Fundamental Concepts**', which are a core set of principles adopted by EFQM member organisations, levels of performance have been defined against which organisations can chart their aspirations.

The fundamental concepts, all of which have been revised, and now read: "Achieving Balanced Results", "Adding Value for Customers", "Leading with Vision, Inspiration & Integrity", "Managing by Processes", "Succeeding through People", "Nurturing Creativity & Innovation", "Building Partnerships", "Taking Responsibility for a Sustainable Future". More than just a change of wording, these concepts are now consistently applied and integrated at a deeper level throughout the Model. Reference to these principles occurs in the criteria, criterion parts and is explicitly considered in the 'Red Threads' that link the nine boxes together.

The **EFQM Excellence model** is a non-prescriptive framework for understanding the connections between what an organisation does, and the results it is capable of achieving. It is used to structure a logical and systematic review of any organisation, permitting comparisons to be made with high performing organisation. It is also used to define what capabilities and resources are necessary in order to deliver the organisation's strategic objectives.

The Results criteria now place an increased emphasis on the few key results required to achieve the organisation's vision and strategy and necessitate an evaluation of how these might be sustained into the future. Revisions incorporate a more consistent

distinction between outcomes focusing on what is achieved compared to what was stated in the strategy and indicators which can be used to predict the future outcomes.

RADAR is a rigorous management methodology, which defines the learning cycle inherent to an effective change management process. RADAR also includes a scoring framework for understanding how well the organisation's priorities and processes support its ambitions, and is used to benchmark organisational capability and performance.

RADAR and the scoring matrix have been adapted to take into account sustainability and reinforced by an evaluation of the organisation's flexibility and speed. Enablers are assessed on both their "efficiency" and their "effectiveness". Most importantly, assessors will seek evidence to understand if the organisation gives confidence that performance will be sustained.

Further information about our revised EFQM Excellence Model can be found at this [web link](#).

EFQM brings together organisations striving for sustainable excellence. EFQM has spent over 20 years sharing what works between its member organisations to help them implement their strategies. The EFQM network comprises a highly diverse set of organisations that represent all business sizes, segments and public institutions – many of which operate across the globe. The shared challenge of our members is to promote and structure valuable collaboration and to build organisations that better implement and deliver sustainable results.

For any press inquiries, you may contact our press spokesperson:

Melissa Rancourt – Director, EFQM
Avenue des Olympiades, 2 - B-1140 Brussels, Belgium
+32 2 775 3503 – melissa.rancourt@efqm.org - www.efqm.org