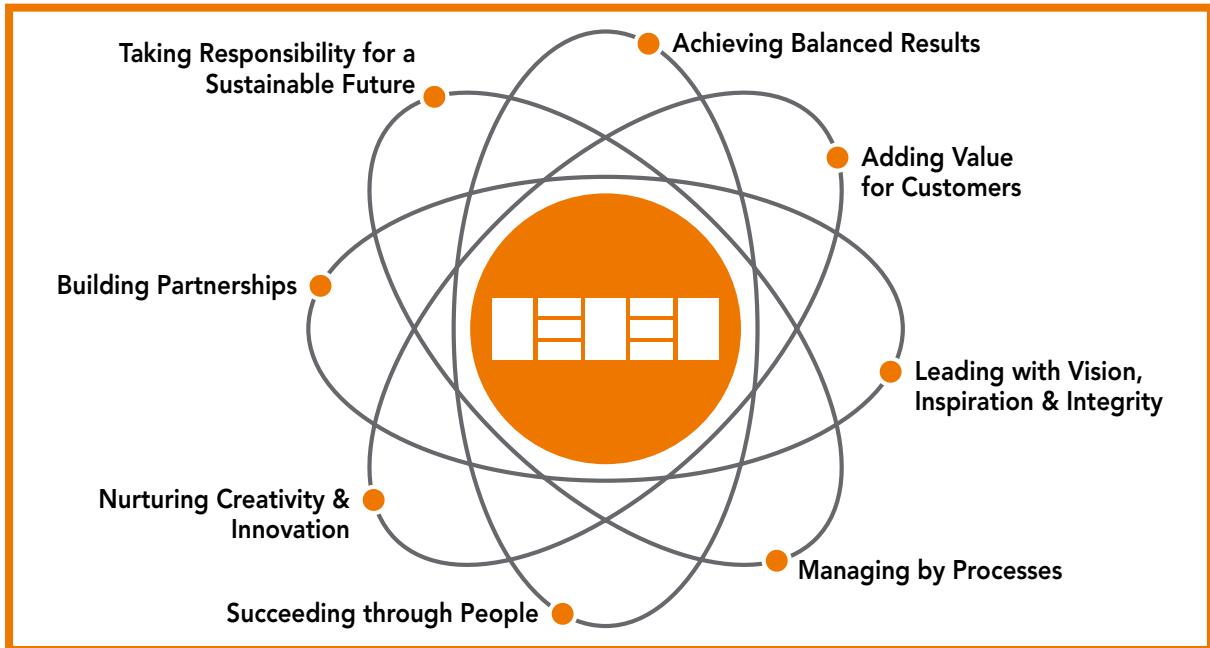


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# INTRODUCTION



## The need for a Model

Regardless of sector, size, structure or maturity, organisations need to establish an appropriate management framework to be successful. The EFQM Excellence Model is a practical, non-prescriptive framework that enables organisations to:

- Assess where they are on the path to excellence; helping them to understand their key strengths and potential gaps in relation to their stated Vision and Mission.
- Provide a common vocabulary and way of thinking about the organisation that facilitates the effective communication of ideas, both within and outside the organisation.
- Integrate existing and planned initiatives, removing duplication and identifying gaps.
- Provide a basic structure for the organisation's management system.

Whilst there are numerous management tools and techniques commonly used, the EFQM Excellence Model provides an holistic view of the organisation and it can be used to determine how these different methods fit together and complement each other. The Model can therefore be used in conjunction with any number

of these tools, based on the needs and function of the organisation, as an overarching framework for developing sustainable excellence.

*Excellent Organisations achieve and sustain superior levels of performance that meet or exceed the expectations of all their stakeholders.*

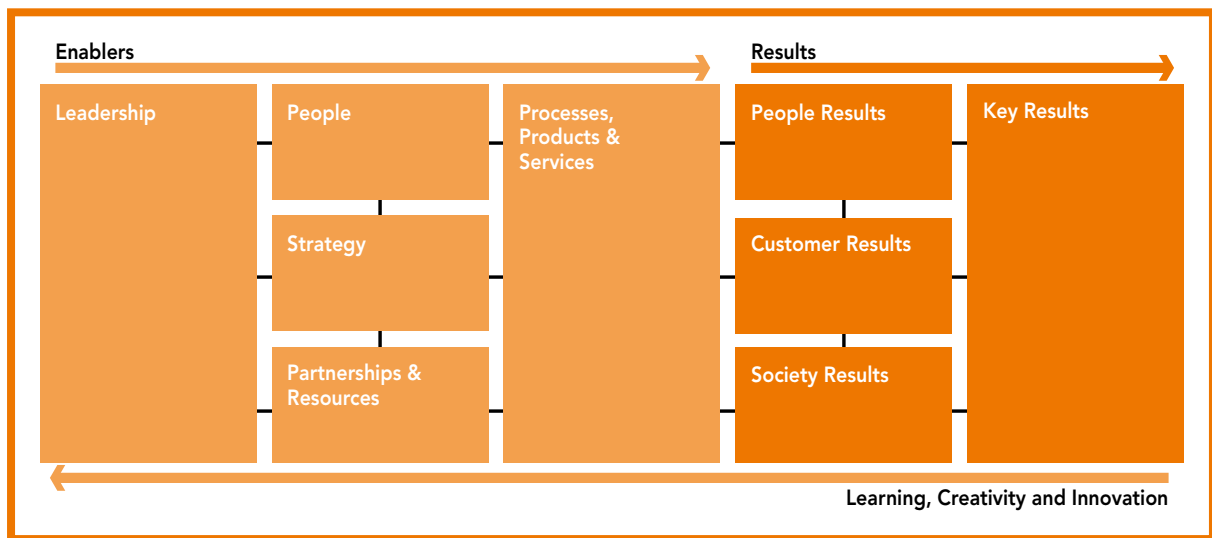
All organisations strive to be successful, some fail, some achieve periods of success but ultimately fade from view, and a few achieve sustainable success, gaining deserved respect and admiration.

The EFQM was formed to recognise and promote sustainable success and to provide guidance to those seeking to achieve it.

This is realised through a set of three integrated components:

- The Fundamental Concepts of Excellence: The underlying principles which are the essential foundation of achieving sustainable excellence for any organisation.

# THE EFQM EXCELLENCE MODEL



The EFQM Excellence Model represented in the diagram above is a non-prescriptive framework based on nine criteria. Five of these are 'Enablers' and four are 'Results'. The 'Enabler' criteria cover what an organisation does and how it does it. The 'Results' criteria cover what an organisation achieves. 'Results' are caused by 'Enablers' and 'Enablers' are improved using feedback from 'Results'.

The arrows emphasise the dynamic nature of the Model, showing learning, creativity and innovation helping to improve the Enablers that in turn lead to improved Results.

Each of the nine criteria has a definition, which explains the high level meaning of that criterion.

To develop the high level meaning further each criterion is supported by a number of criterion parts. Criterion parts are statements that describe in further detail what, typically, can be seen in excellent organisations and should be considered in the course of an assessment.

Finally, below each criterion part are guidance points. Many of these guidance points are directly linked to the Fundamental Concepts mentioned earlier. Use of these guidance points is not mandatory nor are the lists exhaustive but they are intended to further exemplify the meaning of the criterion part.