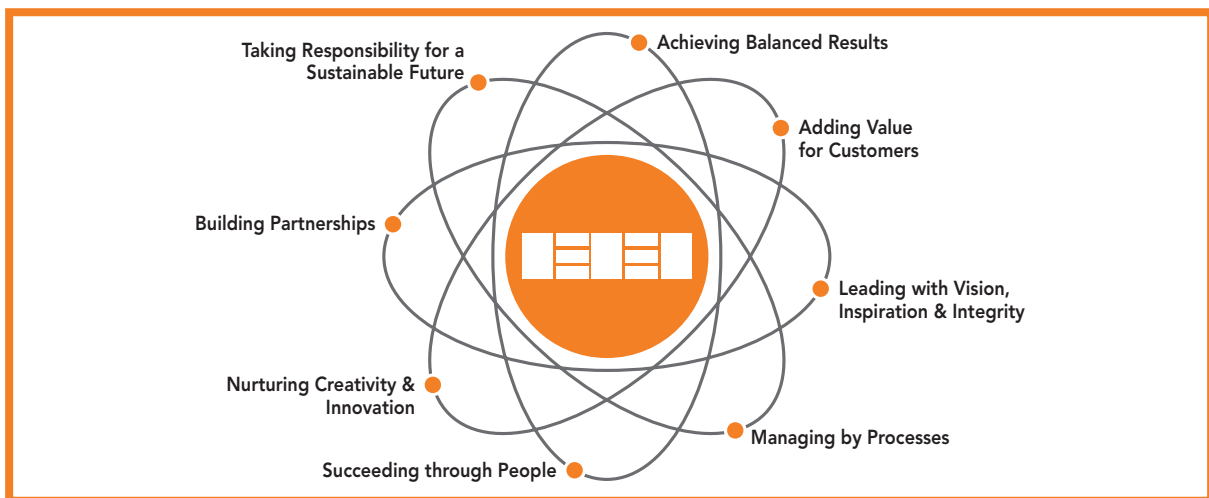


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INTRODUCTION TO THE FUNDAMENTAL CONCEPTS OF EXCELLENCE



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

We can all think of organisations that we would recognise as being excellent. They may well operate in different environments, with different stakeholder constituencies, and come in all shapes and sizes but what they do have in common is a mindset that is based on a number of attributes and ways of working that separate them from the rest of the crowd.

This publication describes these attributes, what EFQM calls the Fundamental Concepts of Excellence, in further detail and we believe that their incorporation into

the ways of working of any organisation will help it to improve its overall performance. The eight Fundamental Concepts of Excellence have been identified through a rigorous process that included benchmarking globally, searching extensively for emerging management trends and, last but not least, a series of interviews with senior executives from a cross-section of industries operating across Europe. Each of the Concepts mentioned in this publication is important in its own right but maximum benefit is achieved when an organisation can integrate them all into its culture.