



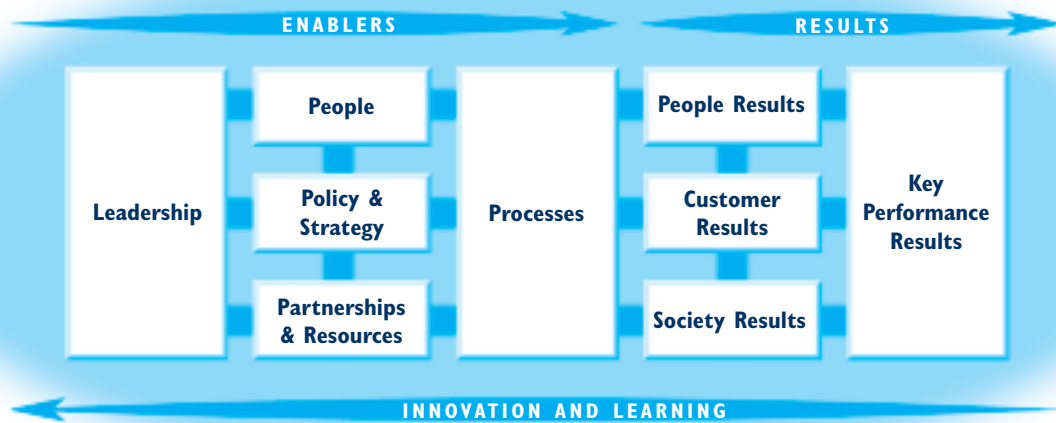
EFQM Excellence Model



Large Company, Operational and Business Unit Version

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4. The EFQM Excellence Model



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4.1. Overview

The EFQM Excellence Model 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. The 'Results' criteria cover what an organisation achieves. 'Results' are caused by 'Enablers' and 'Enablers' are improved using feedback from 'Results'.

The Model, which recognises there are many approaches to achieving sustainable excellence in all aspects of performance, is based on the premise that:

Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy, that is delivered through People, Partnerships and Resources, and Processes.

The EFQM Model is presented in diagrammatic form above.

The arrows emphasise the dynamic nature of the Model. They show innovation and learning helping to improve enablers that in turn lead to improved results.

4.2. Model contents and structure

The Model's 9 boxes, shown above, represent the criteria against which to assess an organisation's progress towards excellence.

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 pose a number of questions that should be considered in the course of an assessment.

Finally below each criterion part are guidance points. Use of these guidance points is not mandatory nor are the lists exhaustive but are intended to further exemplify the meaning of the criterion part.