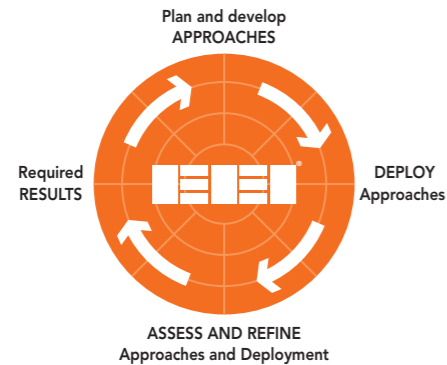


RADAR®



An organisation needs to:

- Determine the **Results** it is aiming to achieve as part of its strategy.
- **Plan and develop** an integrated set of sound **Approaches** to deliver the required results both now and in the future.
- **Deploy** the approaches in a systematic way to ensure implementation.
- **Assess and Refine** the deployed approaches based on monitoring and analysis of the results achieved and ongoing learning activities.

DEFINITION OF EXCELLENCE

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

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MODEL
2010

ACHIEVING EXCELLENCE

FUNDAMENTAL CONCEPTS OF EXCELLENCE

These are a set of key principles upon which the EFQM Excellence Model framework is based

Achieving Balanced Results

Excellent organisations meet their Mission and progress towards their Vision through planning and achieving a balanced set of results that meet both the short and long term needs of their stakeholders and, where relevant, exceed them.

Adding Value for Customers

Excellent organisations know that customers are their primary reason for being and strive to innovate and create value for them by understanding and anticipating their needs and expectations.

Leading with Vision, Inspiration & Integrity

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

Managing by Processes

Excellent organisations are managed through structured and strategically aligned processes using fact-based decision making to create balanced and sustained results.

Succeeding through People

Excellent organisations value their people and create a culture of empowerment for the balanced achievement of organisational and personal goals.

Nurturing Creativity & Innovation

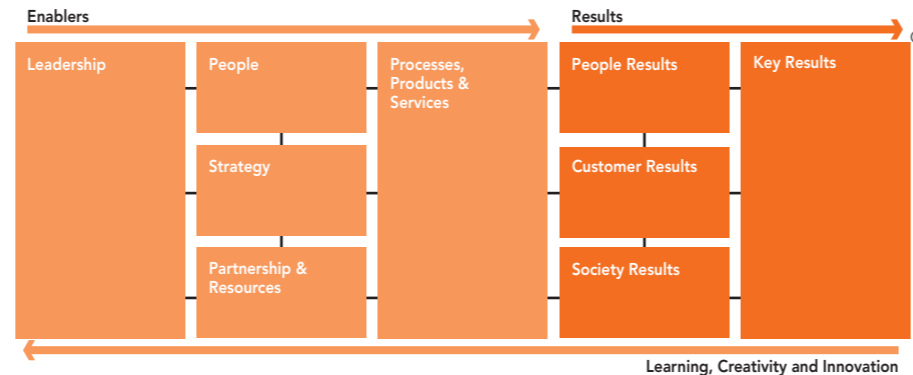
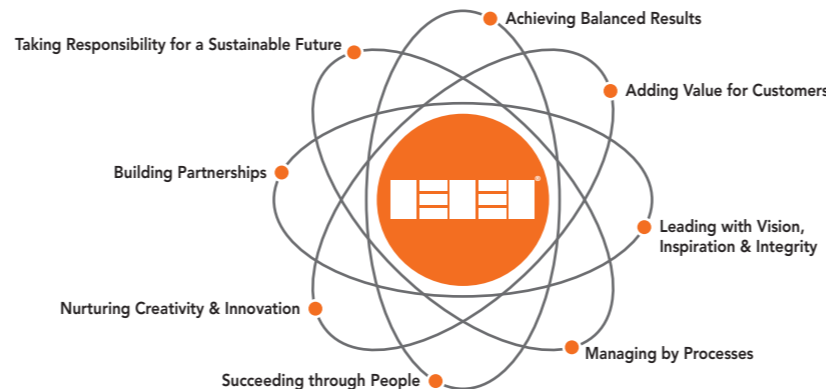
Excellent organisations generate increased value and levels of performance through continual and systematic innovation by harnessing the creativity of their stakeholders.

Building Partnerships

Excellent organisations seek, develop and maintain trusting relationships with various partners to ensure mutual success. These partnerships may be formed with customers, society, key suppliers, educational bodies or Non-Governmental Organisations (NGO).

Taking Responsibility for a Sustainable Future

Excellent organisations embed within their culture an ethical mindset, clear values and the highest standards for organisational behaviour, all of which enable them to strive for economic, social and ecological sustainability.



EFQM EXCELLENCE MODEL

Leadership

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the ongoing success of the organisation.

Strategy

Excellent organisations implement their mission and vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

People

Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.

Partnerships & Resources

Excellent organisations plan and manage

external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.

Processes, products & services

Excellent organisations design, manage and improve processes to generate increasing value for, customers and other stakeholders.

Customer results

Excellent organisations comprehensively measure and achieve outstanding results with respect to their customers.

People results

Excellent organisations comprehensively measure and achieve outstanding results with respect to their people.

Society results

Excellent organisations comprehensively measure and achieve outstanding results with respect to society.

Key results

Excellent organisations comprehensively measure and achieve outstanding results with respect to the key elements of their policy and strategy.