



PROFESSIONAL PROFILE

Rafael Abajo

Príncipe de Vergara 128
28002 Madrid (SPAIN)

+34 91 562 0747;
+34 659 547 534 (mobile)
abajo.rafael@gmail.com

OPTIMA XXI

Consultoría de Gestión
Liderazgo y Excelencia

Management Consulting
Leadership & Excellence

Education and Qualifications

Rafael fulfilled his Higher Education at Spanish and British Universities and is currently concluding Business Administration studies at the Spanish Open University. He undertook postgraduate studies in Business Administration (6 months, IESE, University of Navarra, Spain), International Relations & Strategic Studies (2 years, University of Oxford, U.K.) and Operational Research (2 years, Universidad Complutense, Madrid, Spain). He has a Professional Army Officer Career (5 years in the Military Academy, Zaragoza, Spain, equivalent to a university master's degree).

Since his early retirement in 1991, he has undergone many different leadership and management training programmes and courses in the field of Quality, Organisational Excellence and Change Management.

He is a qualified:

- Business Excellence assessor and team leader for the EFQM Award since 1998 and Recognised for Excellence assessor since 2010.
- Business Excellence assessor, team leader and mentor for the EFQM National Partner in Spain, where he designed its Recognition System (aligned with EFQM Recognition Scheme) in 1999.
- EFQM Assessor Trainer (EFQM Training Licence since its creation in 2002).
- Organisational Performance assessor since 2012 (Kenya). 2 companies assessed.
- Trainer of all Spanish Validators (EFQM C2E recognition) since its creation in 2002.
- Public Sector Assessor Trainer since 2003 of the current Public Sector Excellence Award.
- Self-Assessment Trainer (Licence from Club Excelencia), since its creation in 2002.
- ISO 9000 Internal Auditor.
- Belbin team profile practitioner.

Overview of career

Since 2001, Rafael owns a management consulting and training company, of which he is Managing Director, and manages projects with customers in the areas of Change Management, Leadership Development, EFQM Excellence Model, Strategic Planning and Continuous Improvement Programs.

Previously, he had a wide ranging managerial career: Director of Alliances for Club Excelencia (EFQM National Partner); Human Resources and Quality Director for Occidental Hotels (Spanish International Hotel Company); managing three corporate areas: Quality, Training, and

Management Development); Training & Quality Manager for American Express (where he implemented and ISO certified its Travel Management System and was advisor for the implementation of TQM for Spain & Portugal); Quality consultant for SISTECAL. Before 1991, he was a professional Army officer (Lieutenant, 3 years; and Captain, 8 years).

Experience

1. Business/management consulting;

- Since 2016, he is supporting a Higher Education Institution in Scotland (30000 students) as consultant for developing its strategy and other projects related to applying the EFQM Excellence Model.
- In 2015&2016 he supported a Police Force in Middle East (32,000+ staff) as consultant for developing different projects related to applying the EFQM Excellence Model.
- Since 2009, he is consultant for a Spanish Health Organization (over 2000 employees, 6 sites) in applying EFQM Excellence Model.
- Since 2000 he has been supporting development processes in organisations such as schools, Universities, associations, consultancy companies, Health companies.
- He facilitates projects with customers in the areas of Leadership Development, EFQM Excellence Model, Strategic Planning and Continuous Improvement Programs.
- Since 2000 he has helped to write over 20 EFQM submission documents for different organizations which have been Recognised for Excellence 4 stars and 5 stars.
- Consultant from 2009 to 2012 for the Ministry of Defence system of territorial Delegations in applying the EFQM model to improve their management system.

2. Business/management training and coaching;

- In 2012, he participated in a training and coaching management program for PDVSA (Petroleos de Venezuela) working for a Spanish consultant company.
- He has been a coach in 360 feedback programs (internal coach in American Express, 2 programs for Siemens and 1 program for Telefonica). 1994 to 2005.
- Since 2004 he is personal coach to some school directors.
- Professor at EOI Business School, Madrid, since 2011, for the Master Degree in "Quality Management and Business Excellence". 4 ECTS equivalent.
- Professor at Spanish Open University (UNED) since 2012, for the Master Degree in "Quality in Public Administration Management. 3 ECTS equivalent.
- Professor for several master degrees in Human Resources and Hotel Management (Euroforum, CEU, Madrid Polytechnic University). 1998 to 2008.
- One of the 2 first trainers of EFQM assessed assessors in Spain, having done over 50 assessed courses and over 60 basic assessor courses (competency-based course). He is responsible for adapting all EFQM developments to the Spanish Market.
- Since 1993, he regularly designs and implements a wide range of training courses in the fields of Leadership or Management development. Since 2000, he has performed over 100 training courses focused on developing assessors' skills.
- Responsible for designing and implementing development courses for all Spanish assessors belonging to the assessor pool (Excellence recognition system).
- Since 2002, he is the sole trainer of Validators in Spain (C2E recognition scheme). He is also responsible for adapting all EFQM updates to the Spanish Market.

- Public Sector Assessor Trainer since 2003 of the current Public Sector Excellence Award (having trained over 100 assessors); he also is consultant for the governmental Agency of Assessment and Quality (AEVAL) whenever it is necessary.

3. Business assessments

Rafael has participated and led numerous Business Excellence and related assessments and audits over the last 20 years:

- EFQM Senior Assessor since 2004 and EFQM Assessor since 1998 (assessing in France, Spain, Turkey, Germany, United Kingdom, Italy). Over 17 assessments performed; 7 as lead assessor.
- EFQM Recognised for Excellence assessments as lead assessor in Israel (2016), Ecuador (2014) and Abu Dhabi (2014), and in Qatar as senior assessor (2010).
- Senior assessor within National EFQM recognition system since its creation in 2004 (300+, 400+, 500+ EFQM points). Over 30 assessments performed.
- Senior assessor of the Public Sector Excellence Award since 2003 (equivalent to EFQM Levels of Excellence scheme). 3 assessments performed.
- Assessments carried out since 1994 within American Express, Occidental Hotels and Club Excelencia performing the roles of assessor, senior assessor and auditor.
- EFQM assessment in 2008 performed for a Division of Eurocontrol (Belgium).
- Since 2003 he has supervised EFQM self-assessments in more than 40 organizations (medium and large) from different industries (education, health, bank, NGOs, SMEs).

4. Speaking engagements.

Since 1993, when he worked for American Express, he has delivered numerous speeches at Forums and Conventions on Business Excellence, Customer Loyalty, Benchmarking, Quality of Service, Appraisals, Training, and Change Management.

He also delivers awareness speeches for the promotion of business excellence at different regional programs.

Language Skills:

- Spanish (native)
- English (fluent)
- French (reading, some informal conversation)
- Portuguese and Italian (reading)