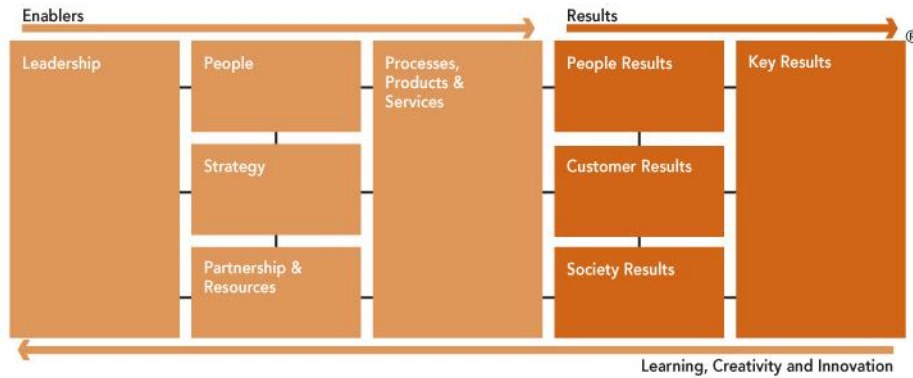


Benefits of using the EFQM Excellence Model 2010



Some Benefits...

- Satisfied and loyal customers
- Successful leaders
- A common sense of purpose throughout the organisation
- Constant, well managed change
- Engaged and motivated people and other stakeholders
- An upward flow of ideas
- Efficient and effective use of data
- Efficient and effective operation
- Pride and the desire that drives further improvement
- Minimal fire-fighting / recurring problems
- Innovation is the norm
- Excellent results, including good financial performance

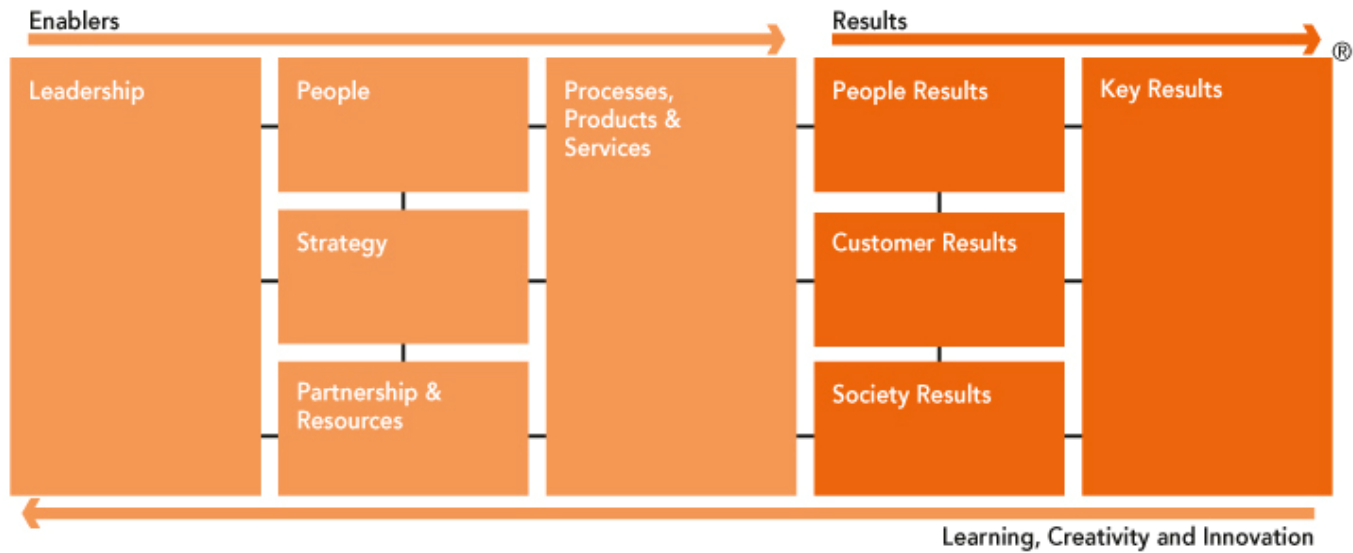
Typical benefits for:

- Leaders
 - Help deliver the strategy
 - Understand what is important to do as a leader
 - Develop a unique culture where excellence is the norm

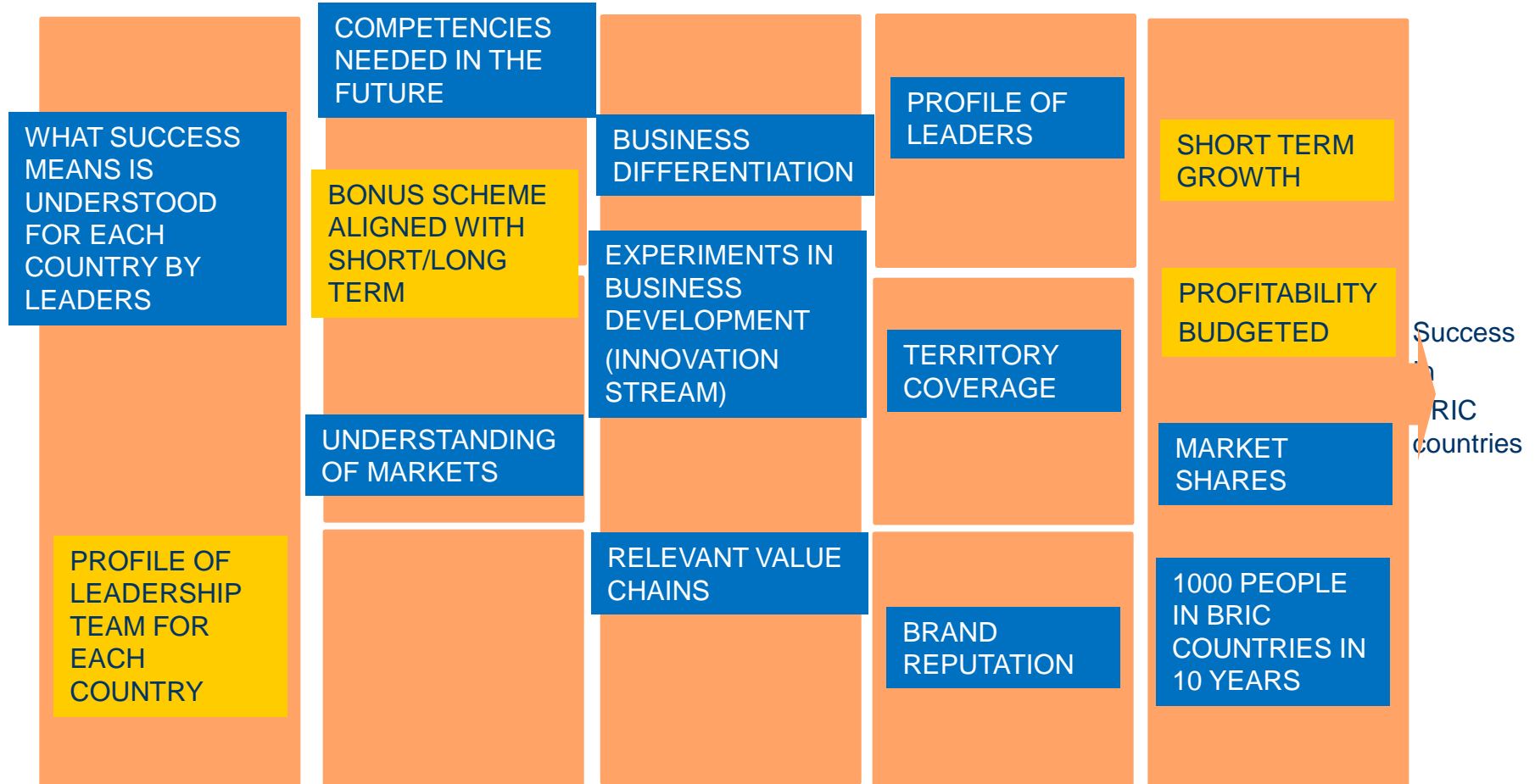
- Management
 - See the link between strategy and operations
 - Engage employees in change
 - Lead improvements

- Employees
 - Provide their input to build a common direction
 - Understand the impact of their action
 - Contribute to progress

The Model



Example: Global company



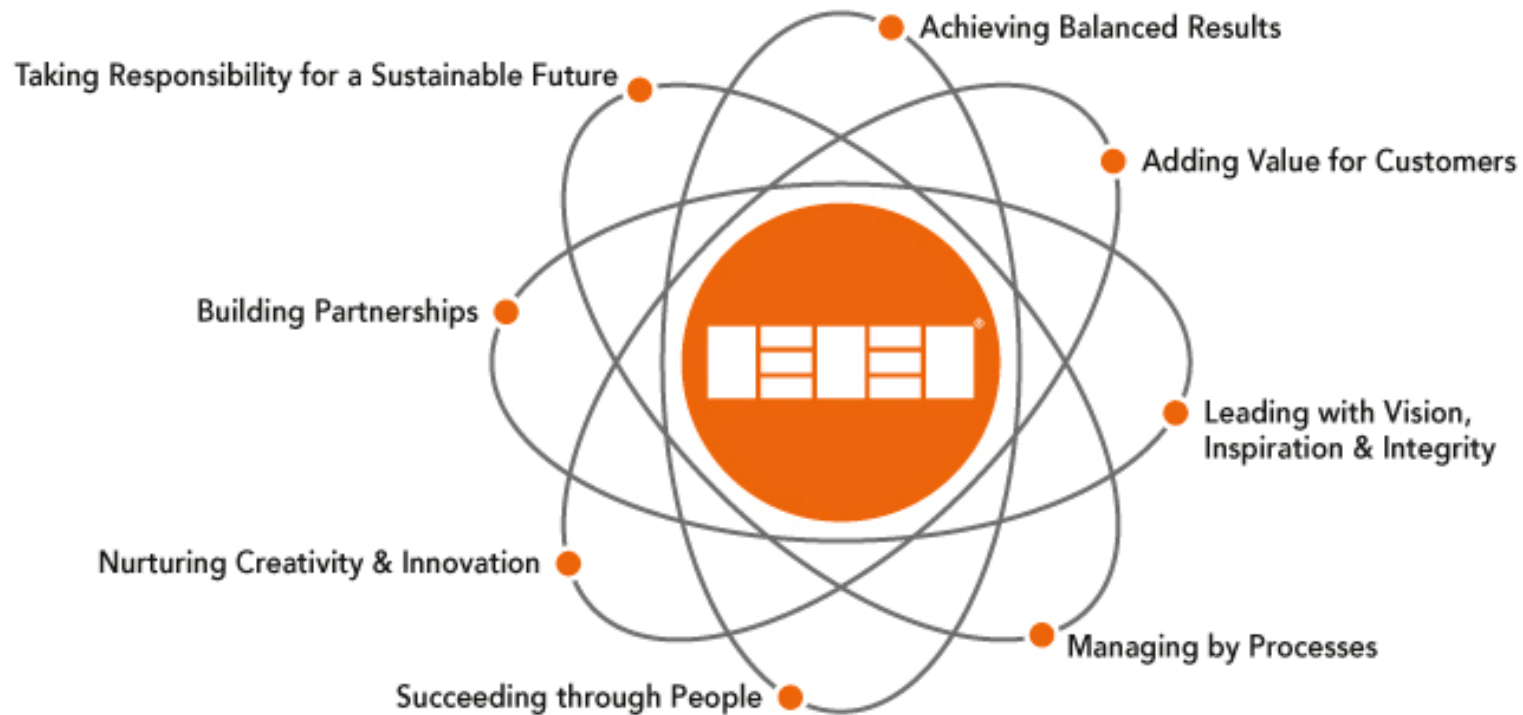
 LONG TERM

 SHORT TERM

Specific Benefits of EFQM Model 2010

- Future Focus
- Key results
- Innovation
- Sustainability
- Reactive to change in the environment

The Fundamental Concepts of Excellence



Measuring your organisation against the Fundamental Concepts of Excellence (1/2)

CONCEPT	START UP	ON THE WAY	MATURE
<i>Achieving Balanced Results</i>	All relevant stakeholders are identified, some related performance measures exist	Stakeholder needs are assessed in a structured way. The degree to which needs are met is measured and the data is used to some extent	Transparent mechanisms exist to balance stakeholder needs and expectations. Stakeholder focused performance measures drive improvement
<i>Adding Value for Customers</i>	Customer satisfaction is assessed	Customer's needs and expectations are linked to the organisation's goals and are understood to be business drivers. Loyalty and brand value issues are researched	Business drivers of customer satisfaction, needs, loyalty and brand value are understood, measured and auctioned
<i>Leading with Vision, Inspiration and Integrity</i>	Vision and Mission are defined, communicated and generally understood	The organisation is aligned to, and believes in, the Vision and Mission	Shared Values, role model behaviour and a common purpose are shared throughout the organisation and people are inspired
<i>Managing by Processes</i>	Processes to achieve desired results are defined	Comparative data and information are used to drive process improvement	Process capability is fully understood and used to drive performance improvements

Measuring Your organisation against the Fundamental Concepts of Excellence (2/2)

CONCEPT	START UP	ON THE WAY	MATURE
<i>Succeeding through People</i>	Approaches are in place to involve people and their talents are recognised	The full potential of people is increasingly enabled, to the benefit of the people and the organisation	A culture of trust and empowerment exists and the full potential of people is released
<i>Nurturing Creativity and Innovation</i>	Although new ideas and innovations are sometimes encouraged, the approach to acting on them is ad hoc	Innovation is seen as essential to creating distinctive value and is increasingly evident in some aspects of the organisation	There is a systematic approach to innovation, throughout the organisation, creating distinctive value for stakeholders
<i>Building Partnerships</i>	A process exists for selecting and working with partners	The relationships with partners are based on shared goals and more effective ways of working	The organisation and its key partners are interdependent. A trusting relationship exists. Plans and policies are co-developed on the basis of shared knowledge
<i>Taking Responsibility for a Sustainable Future</i>	Legal and regulatory requirements are understood and met	The organisation's approaches positively support the aims of economic, social and ecological sustainability	Sustainable corporate behaviour is an integral part of the organisation's purpose. Societal expectations are measured and actioned

Integration of Fundamental Concepts into the Model

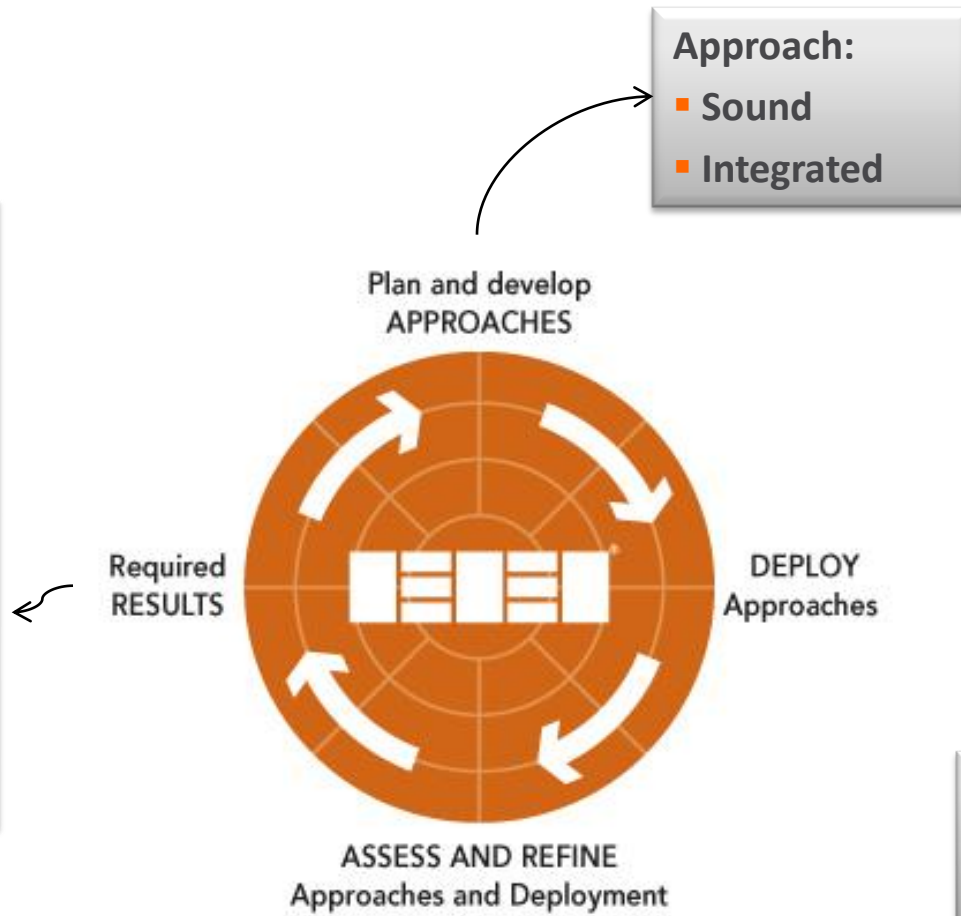
Criterion	1					2				3					4					5					6		7		8		9	
	Leadership					Strategy				People					Partnerships & Resources					Processes, Products and Services					Customer Results		People Results		Society Results		Key Results	
Sub-Criterion	A	B	C	D	E	A	B	C	D	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	A	B	A	B	A	B
Achieving Balanced Results		X	X			X		X	X							X	x		X						X	X	X	X	X	X	X	X
Adding Value for Customers			X				X														X	X	X	X	X	X		x				
Leading with Vision, Inspiration and Integrity	X			X	X			X					X														X		X			X
Managing by Process		X					x		X			X				X	x	x	X	X		x					X		x		x	
Succeeding through People	X			X						X	X	X	x	X													X	X	x			
Nurturing Creativity & Innovation			X				x		X			X						X	X	X	X						x	X	x	X	x	X
Building Partnerships			X			x	x									X							x		x	X	x	X	x	X	x	X
Taking Responsibility for a Sustainable Future	X	X	X		X	x	x	X					X	X		X					x		X	x			x		X	X	x	

Text

RADAR

Results:

- Relevance and usability
 - Scope
 - Integrity
 - Segmentation
- Performance
 - Trends
 - Targets
 - Comparisons
 - Causes



Approach:

- Sound
- Integrated

Deployment:

- Implemented
- Systematic

Assess and Refine:

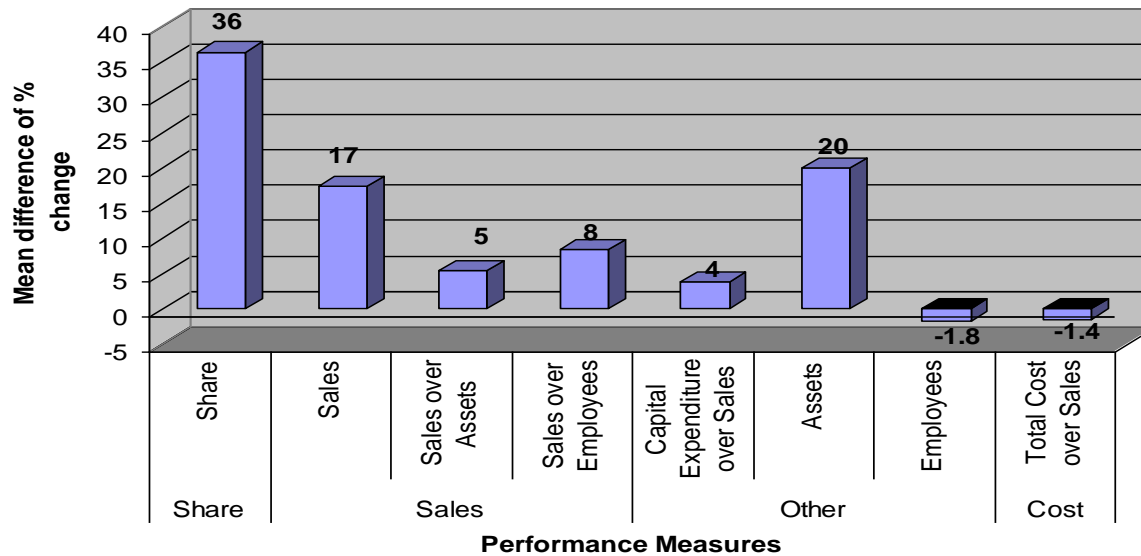
- Measurement
- Learning and Creativity
- Innovation and Improvement

RADAR Questions for Management Team

- 1. Are the KPIs we use relevant and key to our future? Do they support our strategy and/or answer the needs of our stakeholders?*
 - 2. Are they reliable, accurate and timely?*
 - 3. Are they segmented and do they support sound decision making?*
 - 4. Do we have sustained good performance for these KPIs?*
 - 5. Have we regularly achieved our set targets?*
 - 6. Do we know how well our performance compares with the best?*
 - 7. Is our good performance the result of our own actions?*
 - 8. What confidence have we that we can sustain this (good) performance in the future?*
- 1. Are the improvements we undertake and the activities we perform supportive of our strategy?*
 - 2. Are they well integrated with other activities, processes and initiatives we have?*
 - 3. Are they implemented in the relevant parts of the organisation?*
 - 4. Do we implement change in a timely manner and can we react to changes in the environment?*
 - 5. Do we measure the effectiveness and efficiency of improvements we undertake?*
 - 6. How do we learn from our achievements and mistakes, and those of others?*
 - 7. What improvements have we made as a result of learning?*
 - 8. Are we encouraging creativity and innovation?*

Impact on main Performance Measures

Mean Difference of % Change in Performance Measures between each Award Winning Company and its Comparison Company from one year before to three years after the first known award



Quotes

Relaxing our commitment to Excellence would be inconceivable. Downturn is a natural phenomenon in the economic cycle, and it gives the opportunity for organisations to reflect and focus on the core business; as well as to plan a way through so that the organisation is in the right shape to exploit the inevitable upturn. If you don't invest in maintaining your customer base; or in planning through the rough times whilst investing in the skills and talents that will be needed post-recession then you are playing with your long-term survival. The fundamental concepts of excellence are probably more valuable at a time of crisis than at a time of prosperity.

Liverpool John Moores University: EEA 2009

The EFQM Model helps us to focus on our key enablers and results. In challenging situations like the economic downturn this focus gives clear priorities to necessary activities. The underlying themes of the EFQM Model and their inter-linkages, help to better focus on the key essentials for surviving the downturn, whilst maintaining a good balance for anticipating the future and preparing the organisation to be fit when the upturn occurs.

NXP: EEA 2009