

The EFQM Excellence Model

Measuring and Driving Improvement

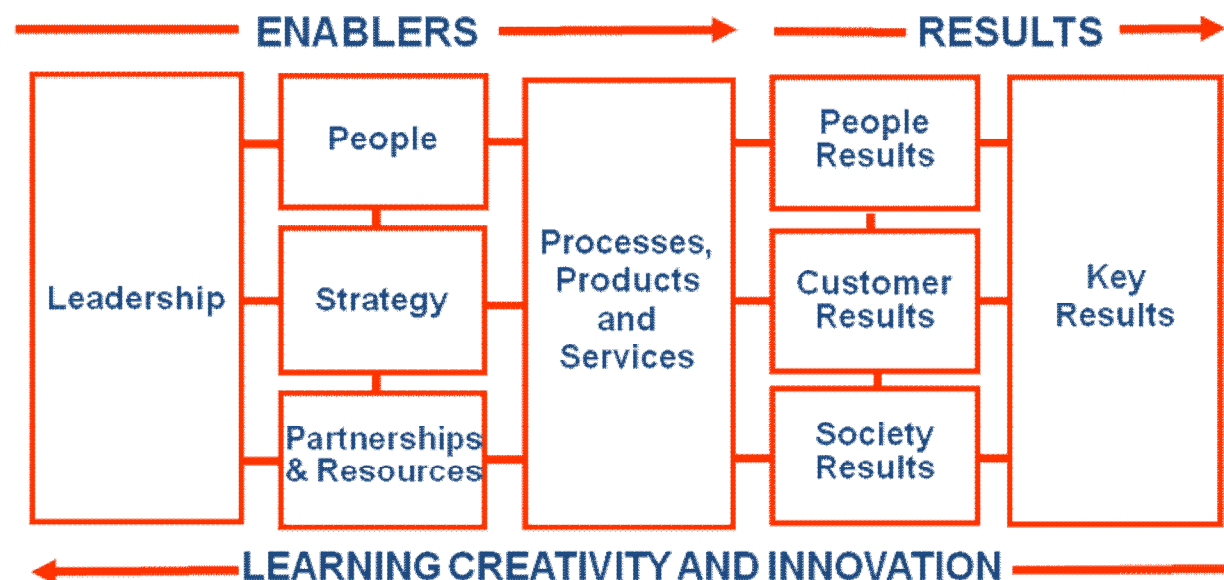
The EFQM Excellence Model (also known as the Business Excellence Model) is a practical tool that helps organisations continuously improve. It enables them to measure how effectively they work and how successfully they achieve their aims. And it promotes sustainable improvement, not a quick fix or quick profit.

Founded on Best Practice

The Model is not academic theory, but builds on the real experience of successful organisations - private, public and third sector. It is founded on eight fundamental concepts, widely accepted as best practice for any type of organisation:

- Achieving balanced results
- Adding value for customers
- Leading with vision, inspiration and integrity
- Management by processes
- Succeeding through people
- Nurturing creativity and innovation
- Building partnerships
- Taking responsibility for a sustainable future

It takes these concepts and test how well the organisation applies them. This is based on nine criteria that between them capture every aspect of what an organisation does and achieves. This is characterised in the form of a model, shown below:



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Flexibility, not Bureaucracy

The Model is not prescriptive. Beyond the eight fundamental concepts, it doesn't tell the organisation what to do or how it should manage. What it does is identify strengths and improvement opportunities, leading to focused improvement planning. It also stimulates continuous improvement, both in what the organisation does and in the results it achieves.

This flexibility also applies to ways it can be used. Over the years it has sometimes gained a reputation for being complex and bureaucratic. But this is very unfair, based on a lack of understanding of its potential. In practice it can be used in a wide variety of ways: quick and simple self-assessments, a staff engagement tool, planning and improvement frameworks, right through to Award submissions.

The EFQM Excellence Model is promoted in the UK by the British Quality Foundation, and in Europe by the European Foundation for Quality Management (EFQM). Both are non-profit organisations with links to central government.

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