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About EFQM

EFQM is a global not-for-profit membership foundation based in Brussels, Belgium. With almost 500 members covering more than 55 countries and 50 industries, we provide a unique platform for organisations to learn from each other and improve performance. EFQM is the custodian of the EFQM Excellence Model, a business model which is helping over 30 000 organisations around the globe to strive for Sustainable Excellence.

EFQM members share a common goal: the pursuit of excellence. The EFQM Excellence Model provides a common framework and language that facilitates the effective sharing of information between organisations, transcending sectorial, cultural and maturity barriers.

As part of this network you are able to engage with like-minded individuals and share experience on the development of innovative solutions that can help your organisation address some of its most important challenges.
Introduction

Regardless of sector, size, structure or maturity, organisations need to establish an appropriate management framework to be successful. The EFQM Excellence Model is a practical, non-prescriptive framework that enables organisations to:

- Assess where they are on the path to excellence; helping them to understand their key strengths and potential gaps in relation to their stated Vision and Mission.
- Provide a common vocabulary and way of thinking about the organisation that facilitates the effective communication of ideas, both within and outside the organisation.
- Integrate existing and planned initiatives, removing
duplication and identifying gaps.

- Provide a basic structure for the organisation’s management system.

Whilst there are numerous management tools and techniques commonly used, the EFQM Excellence Model provides an holistic view of the organisation and it can be used to determine how these different methods fit together and complement each other. The Model can therefore be used in conjunction with any number of these tools, based on the needs and function of the organisation, as an overarching framework for developing sustainable excellence.

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

All organisations strive to be successful, some fail, some achieve periods of success but ultimately fade from view, and a few achieve sustainable success, gaining deserved respect and admiration.

The EFQM was formed to recognise and promote sustainable success and to provide guidance to those seeking to achieve it.

This is realised through a set of three integrated components:
The Fundamental Concepts of Excellence:
The underlying principles which are the essential foundation of achieving sustainable excellence for any organisation.

The EFQM Excellence Model:
A framework to help organisations convert the Fundamental Concepts and RADAR logic into practice.

RADAR logic:
A dynamic assessment framework and powerful management tool that provides the backbone to support an organisation as it addresses the challenges it must overcome if it is to realise its aspiration to achieve sustainable excellence.
Using these three integrated components has helped organisations of all sizes and from all sectors to compare themselves with the attributes, qualities and achievements of sustainable organisations. They can use them to develop a culture of excellence, bring consistency to their management style, access good practices, drive innovation and improve their results.

Used appropriately, the EFQM Excellence Model, with the associated RADAR logic and Fundamental Concepts, ensures that all the management practices used by an organisation form a coherent system that is continually improved and delivers the intended strategy for the organisation.

The 2010 version of the EFQM Model, RADAR logic and Fundamental Concepts builds on years of experience and takes into account the current and future challenges of an organisation. The Fundamental Concepts of Excellence outline the essential foundation for achieving sustainable
excellence for any organisation. They can be used as the basis to describe the attributes of an excellent organisational culture. They also serve as a common language for senior management.

The **Fundamental Concepts of Excellence** outline the essential foundation for achieving sustainable excellence for any organisation. They can be used as the basis to describe the attributes of an excellent organisational culture. They also serve as a common language for senior management.

The **EFQM Excellence Model** allows Managers/Leaders to understand the cause and effect relationships between what their organisation does and the results it achieves. With the support of RADAR logic it is possible to make a robust assessment of the degree of excellence of any organisation.

The **RADAR logic** provides a structured approach to question the performance of an organisation. It also supports the scoring mechanism behind the EFQM Excellence Award and other recognition or assessment schemes and can help to lead change and manage improvement projects in an organisation.
The Fundamental Concepts of Excellence

- Taking Responsibility for a Sustainable Future
- Building Partnerships
- Nurturing Creativity & Innovation
- Achieving Balanced Results
- Adding Value for Customers
- Leading with Vision, Inspiration & Integrity
- Managing by Processes
- Succeeding through People
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.

In practice, excellent organisations:-
- Identify and understand the Key Results required to achieve their Mission and evaluate progress towards their Vision and strategic goals.
- Gather stakeholders’ needs and expectations for input to the development and review of their strategy and supporting policies, remaining constantly alert to any changes.
- Use a balanced set of results to review their progress, providing a view of long and short-term priorities for the key stakeholders, with clearly defined “cause and effect” relationships.
- Adopt effective mechanisms to understand future scenarios and manage strategic risks.
- Define the required outcomes and related performance indicators and establish targets based on comparisons of their performance with other organisations and the Mission and Vision.
- Deploy strategy and supporting policies in a systematic manner to achieve the desired set of results, balancing short and long term objectives.
- Evaluate the set of results achieved to improve future performance and provide sustainable benefits to their stakeholders.

- Ensure transparency of reporting to key stakeholders, including appropriate governance bodies, in line with their expectations.

- Ensure that their leaders are provided with accurate and sufficient information to support them in effective and timely decision making, enabling them to effectively predict the future performance of the organisation.
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.

In practice, excellent organisations:-
- Know who their different customer groups are, respond to and anticipate their different needs and expectations.
- Build and maintain a dialogue with all their customers, based on openness and transparency.
- Strive to innovate and create value for their customers.
- Ensure their people have the necessary tools, competencies, information and empowerment to be able to maximise the customer experience.
- Continually monitor and review the experiences and perceptions of customers and respond quickly and effectively to any feedback.
- Involve customers in the development of new and innovative products, services and experiences.
- Compare their performance with relevant benchmarks and understand their strengths in order to maximize the value generated for customers.
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.

In practice, excellent organisations have leaders who:-
- Set and communicate a clear direction and strategic focus; they unite their people to share and achieve the organisation’s core purpose and objectives.
- Understand the key business drivers: they balance the needs of the organisation and its stakeholders in planning for the achievement of present and future objectives.
- Demonstrate their ability to make sound and timely decisions, based on available information, previous experience and consideration of the impact of their decisions.
- Are flexible; they review, adapt and realign the direction of their organisation when necessary, inspiring trust at all times.
- Recognise sustainable advantage is dependent on their ability to learn quickly and respond rapidly with new ways of working.
- Inspire people and create a culture of involvement, ownership, empowerment, improvement and accountability, at all levels.
- Promote a culture which supports the generation and development of new ideas and new ways of thinking to encourage innovation and organisational development.
- Champion the organisation’s Values and are role models for integrity, social responsibility and ethical behaviour, both internally and externally, to develop and enhance the organisation’s reputation.
Excellent organisations are managed through structured and strategically aligned processes using fact-based decision making to create balanced and sustained results.

In practice, excellent organisations:-
- Create and manage a framework of key processes that are structured and aligned to deliver their strategy in a way that adds real value for their stakeholders, achieving the optimum balance of efficiency and effectiveness.
- Analyse, categorise and prioritise their processes and adopt appropriate approaches to effectively manage them, including the management of processes extending beyond the boundaries of the organisation.
- Develop meaningful process performance indicators and related outcomes, clearly linked to measuring progress against the strategic goals.
- Base decisions on factually reliable information and use all available knowledge to interpret current and predicted performance of the relevant processes.
- Use data on the current performance and capabilities of processes to identify opportunities for, and generate, innovation.
- Involve their people in continually reviewing, improving and optimising the effectiveness and efficiency of their processes.
- Deliver high levels of stakeholder confidence by ensuring risks are identified and appropriately managed
across all their processes.

- Manage end to end processes, within and beyond the organisation, to achieve the desired performance and outcomes.
Succeeding through People

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

In practice, excellent organisations:-
- Understand the skills and competencies required to achieve the Mission, Vision and strategic goals.
- Create a culture where people’s dedication, skills, talents and creativity are developed and valued.
- Ensure that their people can contribute to their own, and the organisation’s ongoing success, realizing their full potential in a spirit of true partnership.
- Align personal and team objectives with the organisation’s strategic goals and ensure their people are empowered to maximise their contribution.
- Adopt approaches that ensure a responsible work / life balance for their people.
- Ensure and embrace the diversity of their people.
- Foster organisational development through shared Values, accountability, ethics and a culture of trust and openness.
- Clearly define the levels of people performance required to achieve the strategic goals.
- Encourage their people to be the creators and ambassadors of the organisation’s ongoing success.
Excellent organisations generate increased value and levels of performance through continual and systematic innovation by harnessing the creativity of their stakeholders.

In practice, excellent organisations:-
- Establish and manage networks to identify opportunities for innovation from signals within the internal and external environment.
- Set clear goals and objectives for innovation and refine their strategy in line with innovation achievements.
- Establish approaches to engage people, partners, customers and society in generating ideas and innovation.
- Create a culture of entrepreneurship to enable innovation across all aspects of the organisation.
- Use innovation in a way that goes well beyond technical change and reveals new ways of offering value to customers, new ways of working and new ways of building on partnerships, resources and competencies.
- Use innovation to enhance their organisation’s reputation and image and attract new customers, partners and talent.
- Have an open mindset and use creativity and innovation to respond quickly to challenges they face.
- Turn new ideas into reality through innovation enabling processes which fit the nature and importance of the changes they will make.
- Assess the impact and the added value of innovations.
Excellent organisations seek, develop and maintain trusting relationships with various partners to ensure mutual success. These partnerships may be formed with amongst others, customers, society, key suppliers, educational bodies or Non-Governmental Organisations (NGOs).

In practice, excellent organisations:

- Recognise that, in the increasingly demanding world of today, success may depend on the effective partnerships they develop.

- Know what their core purpose is and they seek partners to enhance their capabilities and ability to generate stakeholder value.

- Establish extensive networks to enable them to identify potential partnership opportunities.

- Understand partnerships entail working together for long-term, sustainable value enhancement.

- Identify strategic and operational partnerships based on organisational and strategic needs, complementary strengths and capabilities.

- Develop partnerships that systematically enable the delivery of enhanced value to their respective stakeholders through competencies, synergies and seamless processes.

- Work together with partners to achieve mutual benefit, supporting one another with expertise, resources and knowledge to achieve shared goals.

- Build a sustainable relationship with partners based on
mutual trust, respect and openness.
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.

In practice, excellent organisations:-
- Secure their future by defining and communicating a core purpose that provides the basis for their overall Vision, Values, ethics and corporate behaviour.
- Understand their organisation’s key competencies and how they can benefit wider society.
- Consider economical, societal and ecological sustainability as a reference when balancing the sometimes conflicting imperatives they face.
- Are able to demonstrate that they have considered the impact of their operations, product lifecycle and services on public health, safety and the environment.
- Ensure a safe and healthy working environment for their people.
- Ensure their people act with integrity and adopt the highest standards of ethical behaviour.
- Encourage their people and other stakeholders to participate in activities that contribute to wider society.
- Are transparent and accountable to their stakeholders and society at large for their performance and actively support the desire to go beyond regulatory compliance.
- Allocate resources to provide for long-term needs
rather than just short-term gain and, where relevant, become and remain competitive.
The EFQM Excellence Model represented in the diagram above 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 and how it does it. The ‘Results’ criteria cover what an organisation achieves. ‘Results’ are caused by ‘Enablers’ and ‘Enablers’ are improved using feedback from ‘Results’.

The arrows emphasise the dynamic nature of the Model, showing learning, creativity and innovation helping to improve the Enablers that in turn lead to improved Results.

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 are statements that describe in further detail what, typically, can be seen in excellent organisations and should be considered in the course of an assessment.

Finally, below each criterion part are guidance points. Many of these guidance points are directly linked to the Fundamental Concepts mentioned earlier. Use of these guidance points is not mandatory nor is the lists exhaustive but they are intended to further exemplify the meaning of the criterion part.
1. Leadership

Definition
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.

1a. Leaders develop the Mission, Vision, Values and ethics and act as role models.
1b. Leaders define, monitor, review and drive the improvement of the organisation’s management system and performance.
1c. Leaders engage with external stakeholders.
1d. Leaders reinforce a culture of excellence with the organisation’s people.
1e. Leaders ensure that the organisation is flexible and manages change effectively.

1a. Leaders develop the Mission, Vision, Values and ethics and act as role models.

In practice, leaders of excellent organisations:
- Set and communicate a clear direction and strategic focus; they unite their people in sharing and achieving the organisation’s core purpose and objectives.
- Secure the future of the organisation by defining and
communicating a core purpose that provides the basis for their overall Vision, Values, ethics and corporate behaviour.

- Champion the organisation’s Values and are role models for integrity, social responsibility and ethical behaviour, both internally and externally.

- Foster organisational development through shared Values, accountability, ethics and a culture of trust and openness.

- Ensure their people act with integrity and adopt the highest standards of ethical behaviour.

- Develop a shared leadership culture for the organisation and review and improve the effectiveness of personal leadership behaviours.

1b. Leaders define, monitor, review and drive the improvement of the organisation’s management system and performance.

In practice, leaders of excellent organisations:-

- Use a balanced set of results to review their progress, providing a view of long and short-term priorities for the key stakeholders, with clearly defined “cause and effect” relationships.

- Develop and improve the organisation’s management system, including evaluating the set of results in order to improve future performance and provide sustainable benefits to stakeholders.

- Base decisions on factually reliable information and use all available knowledge to interpret current and
predicted performance of the relevant processes.
- Are transparent and accountable to stakeholders and society at large for their performance and actively support the desire to go beyond regulatory compliance.
- Deliver high levels of stakeholder confidence by ensuring risks are identified and appropriately managed across all their processes.
- Understand and develop the underlying capabilities of the organisation.

1c. Leaders engage with external stakeholders.
In practice, leaders of excellent organisations:-
- Know who their different external stakeholder groups are and develop approaches to understand, anticipate and respond to their different needs and expectations.
- Establish approaches to engage partners, customers and society in generating ideas and innovation.
- Use innovation to enhance their organisation’s reputation and image and attract new customers, partners and talent.
- Identify strategic and operational partnerships based on organisational and strategic needs, complementary strengths and capabilities.
- Ensure transparency of reporting to key stakeholders, including appropriate governance bodies, in line with their expectations.

1d. Leaders reinforce a culture of excellence with the
organisation’s people.
In practice, leaders of excellent organisations:
- Inspire people and create a culture of involvement, ownership, empowerment, entrepreneurship, improvement and accountability, at all levels.
- Promote a culture which supports the generation and development of new ideas and new ways of thinking to encourage innovation and organisational development.
- Ensure that their people can contribute to their own, and the organisation’s ongoing success by realizing their full potential in a spirit of true partnership.
- Support people throughout the organisation to achieve their plans, objectives and targets, recognizing efforts in a timely and appropriate manner.
- Promote and encourage equal opportunities and diversity.

1e. **Leaders ensure that the organisation is flexible and manages change effectively.**
In practice, leaders of excellent organisations:-
- Understand the internal and external drivers of organisational change.
- Demonstrate their ability to make sound and timely decisions, based on available information, previous experience and consideration of the impact of their decisions.
- Are flexible; they review, adapt and realign the direction of their organisation when necessary, inspiring
trust at all times.
- Involve and seek commitment of all relevant stakeholders for their contribution to the sustainable success of the organisation and any changes necessary to ensure this success.
- Demonstrate their ability to maintain sustainable advantage through their capability to learn quickly and respond rapidly with new ways of working.
- Allocate resources to provide for long-term needs rather than just short-term profitability and, where relevant, become and remain competitive.
2. Strategy

Definition
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.

2a. Strategy is based on understanding the needs and expectations of both stakeholders and the external environment

2b. Strategy is based on understanding internal performance and capabilities

2c. Strategy and supporting policies are developed, reviewed and updated

2d. Strategy and supporting policies are communicated, implemented and monitored

2a. Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.

In practice, excellent organisations:-
- Gather stakeholders’ needs and expectations for input to the development and review of their strategy and supporting policies, remaining constantly alert to any changes.
- Identify, understand and anticipate developments within the organisation’s external environment.
- Identify, analyse and understand external indicators, such as economic, market and societal trends, which may affect the organisation.
- Understand and anticipate the long and short-term impact of changes to relevant political, legal, regulatory and compliance requirements.
- Identify, understand and anticipate opportunities and threats, based on feedback from stakeholders and other external information and analyses.

2b. Strategy is based on understanding internal performance and capabilities.
   In practice, excellent organisations:-
   - Analyse operational performance trends, core competencies and outcomes to understand current and potential organisational capabilities.
   - Analyse data and information regarding existing and potential partners’ core competencies and capabilities to understand how they complement the organisation’s capabilities.
   - Analyse data and information to determine the impact of new technologies and business models on the performance of the organisation.
   - Compare their performance with relevant benchmarks to understand their relative strengths and areas for improvement.

2c. Strategy and supporting policies are developed,
reviewed and updated.

In practice, excellent organisations:-
- Create and maintain a clear strategy and supporting policies to achieve the Mission and Vision of the organisation.
- Identify and understand the Key Results required to achieve the Mission and evaluate progress towards the Vision and strategic goals.
- Use core competencies to generate benefit for all stakeholders, including the wider society.
- Adopt effective mechanisms to understand future scenarios and manage strategic risks.
- Understand the key business drivers: they balance the needs of the organisation and its stakeholders in planning for the achievement of present and future objectives.
- Ensure economic, societal and ecological sustainability.

2d. Strategy and supporting policies are communicated, implemented and monitored.

In practice, excellent organisations:-
- Define the required outcomes and related performance indicators and establish targets based on comparisons of their performance with other organisations and the Mission and Vision.
- Deploy strategy and supporting policies in a systematic manner to achieve the desired set of results, balancing short and long term objectives.
- Maintain and align an organisational structure and a framework of key processes to deliver their strategy in a way that adds real value for their stakeholders, achieving the optimum balance of efficiency and effectiveness.
- Align individual and team objectives with the organisation's strategic goals and ensure they are empowered to maximise their contribution.
- Communicate strategy and supporting policies with stakeholders, in an appropriate way.
- Set clear goals and objectives for innovation and refine their strategy in line with innovation achievements.
3. People

Definition
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.

3a. People plans support the organisation’s strategy
3b. People’s knowledge and capabilities are developed
3c. People are aligned, involved and empowered
3d. People communicate effectively throughout the organisation
3e. People are rewarded, recognised and cared for

3a. People plans support the organisation’s strategy.
In practice, excellent organisations:-
- Have clearly defined the people performance levels required to achieve the strategic goals.
- Align people plans with their strategy, the organisational structure, new technologies and key processes.
- Involve employees, and their representatives, in developing and reviewing the people strategy, policies and
plans, adopting creative and innovative approaches when appropriate.

- Manage recruitment, career development, mobility and succession planning, supported by appropriate policies, to ensure fairness and equal opportunities.
- Use people surveys and other forms of employee feedback to improve people strategies, policies and plans.

3b. People’s knowledge and capabilities are developed.
In practice, excellent organisations:-
- Understand the skills and competencies required to achieve the Mission, Vision and strategic goals.
- Ensure training and development plans help people match the skills and future capability needs of the organisation.
- Align individual and team objectives with the organisation’s targets, reviewing and updating them in a timely manner.
- Appraise and help people improve their performance to improve and maintain their mobility and employability.
- Ensure their people have the necessary tools, competencies, information and empowerment to be able to maximise their contribution.

3c. People are aligned, involved and empowered.
In practice, excellent organisations:-
- Ensure their people, at the individual and team level,
are fully aligned with the organisation’s Mission, Vision and strategic goals.

- Create a culture where people’s dedication, skills, talents and creativity are developed and valued.
- Encourage their people to be the creators and ambassadors of the organisation’s ongoing success.
- Ensure that people have an open mindset and use creativity and innovation to respond quickly to challenges they face.
- Create a culture of entrepreneurship to enable innovation across all aspects of the organisation.
- Involve their people in continually reviewing, improving and optimising the effectiveness and efficiency of their processes.

3d. People communicate effectively throughout the organisation.

In practice, excellent organisations: -
- Understand the communication needs and expectations of their people.
- Develop communications strategy, policies, plans and channels based on communications needs and expectations.
- Communicate a clear direction and strategic focus ensuring their people understand the organisation’s Mission, Vision, Values and objectives.
- Ensure that their people understand and can demonstrate their contribution to the organisation’s ongoing success.
- Enable and encourage the sharing of information,
knowledge and best practices, achieving a dialogue throughout the organisation.

3e. People are rewarded, recognised and cared for.

In practice, excellent organisations:
- Align remuneration, benefits, redeployment, redundancy and other terms of employment with strategy and policies and, to promote and sustain the involvement and empowerment of their people.
- Adopt approaches that ensure a responsible work / life balance for their people.
- Ensure and embrace the diversity of their people.
- Ensure a safe and healthy working environment for their people.
- Encourage their people to participate in activities that contribute to wider society.
- Promote a culture of mutual support, recognition and care between individuals and between teams.
4. Partnerships & Resources

**Definition**
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.

**4a. Partners and suppliers are managed for sustainable benefit**

**4b. Finances are managed to secure sustained success**

**4c. Buildings, equipment, materials and natural resources are managed in a sustainable way.**

**4d. Technology is managed to support the delivery of strategy**

**4e. Information and knowledge are managed to support effective decision making and to build the organisational capability**

**4a. Partners and suppliers are managed for sustainable benefit.**

In practice, excellent organisations:-
- Segment and differentiate partners and suppliers, in line with the organisation’s strategy, and adopt appropriate policies and processes for effectively managing them.
- Build a sustainable relationship with partners and suppliers based on mutual trust, respect and openness.
- Establish extensive networks to enable them to identify potential partnership opportunities.
- Understand partnerships include working together for long-term, sustainable value enhancement. They know what their core purpose is and seek partners to enhance their capabilities and ability to generate stakeholder value.
- Develop partnerships that systematically enable the delivery of enhanced value to their respective stakeholders through competencies, synergies and seamless processes.
- Work together with partners to achieve mutual benefit, supporting one another with expertise, resources and knowledge to achieve shared goals.

4b. Finances are managed to secure sustained success.

In practice, excellent organisations:-
- Develop and implement financial strategies, policies and processes to support the overall strategy of the organisation.
- Design the financial planning, control, reporting and review processes to optimise the efficient and effective use of resources.
- Establish and implement financial governance processes, tailored to all appropriate levels in the organisation.
- Evaluate, select and validate investment in, and divestment of, both tangible and non-tangible assets, taking into account their long term economic, societal and ecological effects.
- Deliver high levels of stakeholder confidence by ensuring financial risks are identified and appropriately managed.
- Ensure alignment between the delivery of long term goals and short-term financial planning cycles.

4c. Buildings, equipment, materials and natural resources are managed in a sustainable way.
   In practice, excellent organisations:-
   - Develop and implement a strategy and supporting policies for managing buildings, equipment and materials that supports the organisation’s overall strategy.
   - Optimise the use and effectively manage the lifecycle and physical security of their tangible assets, including buildings, equipment and materials.
   - Demonstrate they actively manage the impact of their operations on public health, safety and the environment.
   - Measure and manage any adverse effects of the organisation’s operations on the community and their people.
   - Adopt and implement appropriate policies and approaches to minimise their local and global environmental impact, including setting challenging goals for meeting and exceeding legal standards and requirements.

4d. Technology is managed to support the delivery of strategy.
   In practice, excellent organisations:-
   - Develop a strategy and supporting policies for
managing the technology portfolio that supports the organisation’s overall strategy.

- Use technology, including IT-enabled processes, to support and improve the effective operation of the organisation.

- Manage their technology portfolio, including optimising the use of existing technology as well as replacing their out-dated technology.

- Involve their people and other relevant stakeholders in the development and deployment of new technologies to maximise the benefits generated.

- Identify and evaluate alternative and emerging technologies in the light of their impact on organisational performance and capabilities and the environment.

- Use technology to support innovation and creativity.

4e. Information and knowledge are managed to support effective decision making and to build the organisation’s capability.

In practice, excellent organisations:-

- Ensure that their leaders are provided with accurate and sufficient information to support them in effective and timely decision making, enabling them to effectively predict the future performance of the organisation.

- Transform data into information and, where relevant, into knowledge that can be shared and effectively used.

- Provide and monitor access to relevant information and knowledge for their people and external users, whilst
ensuring both security and the organisation’s intellectual property is protected.

- Establish and manage networks to identify opportunities for innovation from signals within the internal and external environment.

- Use innovation in a way that goes well beyond technical change and reveals new ways of offering value to customers, new ways of working and new ways of building on partnerships, resources and competencies.

- Use data and information on the current performance and capabilities of processes to identify opportunities for, and generate, innovation.
5. Processes, Products and Services

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

5a. Processes are designed and managed to optimise stakeholder value
5b. Products and Services are developed to create optimum value for customers
5c. Products and Services are effectively promoted and marketed
5d. Products and Services are produced, delivered and managed
5e. Customer relationships are managed and enhanced

5a. Processes are designed and managed to optimise stakeholder value.
In practice, excellent organisations:-
- Analyse, categorise and prioritise their end to end processes as part of the overall management system and adopt appropriate approaches to effectively manage and improve them, including those processes that extend beyond the boundaries of the organisation.
- Clearly define process ownership and their role and responsibility in developing, maintaining and improving the framework of key processes
- Develop meaningful process performance indicators and outcome measures, clearly linked to the strategic goals.
- Turn new ideas into reality through innovation enabling processes that fit the nature and importance of the changes they will make.
- Assess the impact and the added value of innovations and improvements to processes.

5b. Products and Services are developed to create optimum value for customers.

In practice, excellent organisations:—
- Strive to innovate and create value for their customers.
- Use market research, customer surveys and other forms of feedback to anticipate and identify improvements aimed at enhancing the product and service portfolio.
- Involve their people, customers, partners and suppliers in the development of new and innovative products, services and experiences for both existing and new customer groups.
- Understand and anticipate the impact and potential of new technologies on products and services.
- Use creativity to design and develop new and innovative products and services together with customers, partners or other stakeholders.
- Take into account any impact of the product and service lifecycle on economic, societal and ecological sustainability.

5c. Products and Services are effectively promoted and marketed.
In practice, excellent organisations:-
- Clearly define their value propositions, ensuring sustainability by balancing the needs of all relevant stakeholders.
- Define the business model in terms of core capabilities, processes, partners and value proposition.
- Implement the business model and value proposition by defining their “unique selling points”, market positioning, target customer groups and distribution channels.
- Develop marketing strategies to effectively promote their products and services to target customers and user groups.
- Effectively market their product and service portfolio to existing and potential customers.
- Ensure that they have the capability to fulfill their promises.

5d. Products and Services are produced, delivered and managed.

In practice, excellent organisations:-
- Produce and deliver products and services to meet, or exceed, customer needs and expectations, in line with the offered value proposition.
- Ensure their people have the necessary tools, competencies, information and empowerment to be able to maximise the customer experience.
- Manage products and services throughout their entire lifecycle, including reusing and recycling where appropriate, considering any impact on public health, safety and the
environment.
- Compare their product and service delivery performance with relevant benchmarks and understand their strengths in order to maximise the value generated for customers.
- Involve their people, customers, partners and suppliers in optimising the effectiveness and efficiency of their value chain.

5e. Customer relationships are managed and enhanced.
In practice, excellent organisations:-
- Know who their different customer groups are and respond to, and anticipate, their different needs and expectations.
- Determine and meet customers’ day-to-day and long-term contact requirements.
- Build and maintain a dialogue with all their customers, based on openness, transparency and trust.
- Continually monitor and review the experiences and perceptions of customers and respond quickly and effectively to any feedback.
- Advise customers on the responsible use of products and services.
6. Customer Results

**Definition**

Excellent organisations:
- Develop and agree a set of performance indicators and related outcomes to determine the successful deployment of their strategy and supporting policies, based on the needs and expectations of their customers.
- Set clear targets for Key Results based on the needs and expectations of their customers, in line with their chosen strategy.
- Demonstrate positive or sustained good Customer Results over at least 3 years.
- Clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Anticipate future performance and results.
- Understand how the Key Results they achieve compare to similar organisations and use this data, where relevant, for target setting.
- Segment results to understand the experience, needs and expectations of specific customer groups.

6a. Perceptions.

These are the customers’ perceptions of the organisation. They may be obtained from a number of sources, including customer surveys, focus groups, vendor ratings, compliments and complaints. These perceptions should give a clear
understanding of the effectiveness, from the customer’s perspective, of the deployment and execution of the organisation’s customer strategy and supporting policies and processes.

Depending on the purpose of the organisation, measures may focus on:
- Reputation and image
- Product and service value
- Product and service delivery
- Customer service, relationship and support
- Customer loyalty and engagement

6b. Performance Indicators.
These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of its external customers. These indicators should give a clear understanding of the efficiency and effectiveness of the deployment and execution of the organisation’s customer strategy and supporting policies and processes.

Depending on the purpose of the organisation, measures may focus on:
- Products and services delivery
- Customer service, relationships and support
- Complaints and compliments
- External recognition
7. People Results

Definition
Excellent organisations:
- Develop and agree a set of performance indicators and related outcomes to determine the successful deployment of their strategy and supporting policies, based on the needs and expectations of their people.
- Set clear targets for Key Results based on the needs and expectations of their people, in line with their chosen strategy.
- Demonstrate positive or sustained good People Results over at least 3 years.
- Clearly understand the underlying reasons for and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Anticipate future performance and results.
- Understand how the Key Results they achieve compare to similar organisations, and use this data, where relevant, for target setting.
- Segment results to understand the needs and expectations of specific groups within their organisation.

7a. Perceptions.
These are the people’s perception of the organisation. They may be obtained from a number of sources, including surveys, focus groups, interviews and structured appraisals. These perceptions should give a clear understanding of the
effectiveness, from the people’s perspective, of the deployment and execution of the organisation’s people strategy and supporting policies and processes.

Depending on the purpose of the organisation, measures may focus on:
- Satisfaction, involvement and engagement
- Pride and fulfillment
- Leadership and management
- Target setting, competency and performance management
- Competency, training and career development
- Effective communications
- Working conditions

7b. Performance Indicators.

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation’s people and to predict their impact on perceptions. These indicators should give a clear understanding of the efficiency and effectiveness of the deployment and execution of the organisation’s people strategy and supporting policies and processes.

Depending on the purpose of the organisation, measures may focus on:
- Involvement and engagement
- Target setting, competency and performance management
- Leadership performance
- Training and career development
- Internal communications
8. Society Results

Definition
Excellent organisations:
- Develop and agree a set of performance indicators and related outcomes to determine the successful deployment of their societal and ecological strategy and related policies, based on the needs and expectations of the relevant external stakeholders.
- Set clear targets for Key Results based on the needs and expectations of their external stakeholders, in line with their chosen strategy.
- Demonstrate positive or sustained good Society Results over at least 3 years.
- Clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Anticipate future performance and results.
- Understand how the Key Results they achieve compare to similar organisations and use this data, where relevant, for target setting.
- Segment results to understand the experience, needs and expectations of specific stakeholders within Society.

8a. Perceptions.
This is society’s perception of the organisation. This may be obtained from a number of sources, including surveys, reports, press articles, public meetings, NGOs, public
representatives and governmental authorities. These perceptions should give a clear understanding of the effectiveness, from society’s perspective of the deployment and execution of the organisation’s societal and environmental strategy and supporting policies and processes.

Depending on the purpose of the organisation, measures may focus on:

- Environmental impact
- Image and reputation
- Societal impact
- Workplace impact
- Awards and media coverage

8b. Performance Indicators.

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict the impact on the perceptions of society. These indicators should give a clear understanding of the effectiveness and efficiency of the approaches adopted to manage the organisation’s societal and environmental responsibilities.

Depending on the purpose of the organisation, measures may focus on:

- Environmental performance
- Regulatory and governance compliance
- Societal performance
- Health and safety performance
- Responsible sourcing and procurement performance
9. Key Results

Note: Key Results for Customers, People and Society are covered in Criteria 6, 7 and 8.

**Definition**

Excellent organisations:
- Develop and agree a set of key financial and nonfinancial results to determine the successful deployment of their strategy, based on the needs and expectations of their key stakeholders.
- Set clear targets for Key Results based on the needs and expectations of their key stakeholders, in line with their chosen strategy.
- Demonstrate positive or sustained good Key Results over at least 3 years.
- Clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Anticipate future performance and results.
- Understand how the Key Results they achieve compare to similar organisations and use this data, where relevant, for target setting.
- Segment results to understand the performance levels and strategic outcomes achieved within specific areas of the organisation.

9a. Key Strategic Outcomes.
These are the key financial and non-financial outcomes which demonstrate the success of the organisation’s deployment of their strategy. The set of measures and relevant targets will be defined and agreed with key stakeholders.

Depending on the purpose of the organisation, measures may focus on:
- Financial outcomes
- Performance against budget
- Volume of key products or services delivered
- Key process outcomes

9b. **Key Performance Indicators.**

These are the key financial and non-financial indicators that are used to measure the organisation’s operational performance. They help monitor, understand, predict and improve the organisation’s likely key performance outcomes.

Depending on the purpose of the organisation, measures may focus on:
- Financial performance indicators
- Project costs
- Key process performance indicators
- Partner and supplier performance
- Technology, information and knowledge
Integrating the Model and the Fundamental Concepts of Excellence

One of the aims of this revision of the EFQM Excellence Model was to achieve a full integration of the Fundamental Concepts of Excellence and the framework of the Model.

The Fundamental Concepts were reviewed and updated first and these were used as the basis for the bullet points in the criterion parts of the EFQM Excellence Model. In some cases, the text from the Fundamental Concepts is repeated in its entirety in the relevant criterion parts. In other cases, the text from the Fundamental Concepts has been adapted to fit the specific context of the criterion part. This is illustrated in the table below.
<table>
<thead>
<tr>
<th>Criterion</th>
<th>Leadership</th>
<th>Strategy</th>
<th>People</th>
<th>Partnerships &amp; Resources</th>
<th>Processes, Products and Services</th>
<th>Customer Results</th>
<th>People Results</th>
<th>Society Results</th>
<th>Key Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion part</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>E</td>
<td>B</td>
<td>D</td>
<td>E</td>
<td>A</td>
</tr>
<tr>
<td>Achieving Balanced Results</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Adding Value for Customers</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leading with Vision, Inspiration and Integrity</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing by Process</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Succeeding through People</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nurturing Creativity &amp; Innovation</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Partnerships</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taking Responsibility for a Sustainable Future</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

X = Text from Fundamental Concept directly reflected in the criteria part
x = Adaptation of text from Fundamental Concept appears in the criterion part
The RADAR logic is a dynamic assessment framework and powerful management tool that provides a structured approach to questioning the performance of an organisation.

At the highest level, RADAR logic states that 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.
The Enabler matrix is used to support the analysis of the approaches within the five Enabler criteria; Leadership, Strategy, People, Partnerships & Resources and Processes, Products & Services. The Results matrix is used to support the analysis of the results within the four Results criteria; Customer Results, People Results, Society Results and Key Results.

To help support robust analysis, the RADAR matrices break down each element into a series of attributes, shown below:-
Analysis of ENABLERs

**APPROACH:** This covers what an organisation plans to do and the reasons for it. A sound approach has a clear rationale that focuses on the organisation’s present and future needs; it is delivered through well-defined processes, and has a clear focus on the needs of the stakeholders of the approaches used. In addition, the approaches will be integrated i.e. an integrated approach has a clear basis in strategy and is linked to other approaches where appropriate. Refinements will have been embedded into approaches over time.

**Attributes to assess (see matrix):** Sound, Integrated

**DEPLOYMENT:** This covers what an organisation does to deploy the approach. In an excellent organisation the approach will be implemented in relevant areas in a systematic way. Systematic implementation is well planned and is introduced in a manner suitable for the approach and the organisation. An ability to manage changes to approaches in an appropriate time-frame will exist.

**Attributes to assess (see matrix):** Implemented, Systematic

**ASSESSMENT AND REFINEMENT:** This covers what an organisation does to assess and refine both the approach and the deployment of the approach. In an excellent organisation the approach, and deployment of it, will be
subject to regular measurement of efficiency and effectiveness. Learning activities will be undertaken; practices will exist to bring creativity to bear in generating ideas for new or changed approaches. The output from measurement, learning and creativity will be used to identify, prioritise, plan and implement improvement and innovation.

Attributes to assess (see matrix): Measurement, Learning and Creativity, Improvement and Innovation
Analysis of RESULTS

RELEVANCE AND USABILITY: The Result data should be comprehensive, timely, reliable, accurate, appropriately segmented and consistent with strategy and the needs and expectations of relevant stakeholders. Relationships between relevant Results and their impact on one another should be understood. Key Results should be identified and prioritised.

Attributes to assess (see matrix): Relevance, Integrity, Segmentation

PERFORMANCE OUTCOMES: In an excellent organisation, results will show positive trends and/or sustained good performance. Targets will be set for Key Results and will be appropriate and met or exceeded. Also for Key Results, performance will be compared externally and the comparisons will be favourable, particularly against best in sector and/or world class. Understanding of the relationships between Key Enablers and Key Results will provide confidence that positive performance will be sustained in the future.

Attributes to assess (see matrix): Trends, Targets, Comparisons, Causes
The RADAR Assessment and Management Tool for ENABLERS
<table>
<thead>
<tr>
<th>Approach:</th>
<th>0%</th>
<th>25%</th>
<th>50%</th>
<th>75%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sound:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• approach has a clear rationale</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>• approach has defined processes</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>• approach focuses on stakeholder needs</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>• refinements have been embedded in the approach over time</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>Integrated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• approach supports strategy</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>• approach is linked to other approaches as appropriate</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>TOTAL for Approach</td>
<td>0</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Deployment:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• approach is implemented in relevant areas</td>
<td>No evidence or anecdotal</td>
<td>Implemented in ¼ of relevant areas</td>
<td>Implemented in ½ of relevant areas</td>
<td>Implemented in ¾ of relevant areas</td>
<td>Implemented in all relevant areas</td>
</tr>
<tr>
<td>Systematic:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Approach is deployed in a timely, structured way and with ability to manage changes in the environment if needed</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>TOTAL for Deployment</td>
<td>0</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Assessment and Refinement:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measurement:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• regular measurements of efficiency and effectiveness of the approach and its deployment are carried out</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>• measures selected are appropriate</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>Learning and Creativity:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• learning is used to identify internal and external good practices and improvement opportunities</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>• Creativity is used to generate new or changed approaches</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>Improvement and Innovation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Output from measurement and learning is used to identify, prioritise, plan and implement improvements</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>• Output from creativity is evaluated, prioritised and used</td>
<td>No evidence or anecdotal</td>
<td>Some evidence</td>
<td>Evidence</td>
<td>Clear evidence</td>
<td>Comprehensive evidence</td>
</tr>
<tr>
<td>TOTAL for Assessment and Refinement</td>
<td>0</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>OVERALL TOTAL</td>
<td>0</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
</tbody>
</table>
The RADAR Assessment and Management Tool for RESULTS
<table>
<thead>
<tr>
<th>Relevance and Usability:</th>
<th>0%</th>
<th>25%</th>
<th>50%</th>
<th>75%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope and Relevance:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The scope of the results presented:</td>
<td>Relevance not established or anecdotal information</td>
<td>Results presented and relevance established for about 1/4 of the areas involved</td>
<td>Results presented and relevance established for about 1/2 of the areas involved</td>
<td>Results presented and relevance established for about 3/4 of the areas involved</td>
<td>Results presented and relevance established for all of the areas involved</td>
</tr>
<tr>
<td><em>Addresses the needs and expectations of relevant stakeholders</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Is consistent with the strategy and policies of the organisation</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>The most important, Key Results are identified and prioritised.</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relationships between relevant results are understood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Integrity:</strong></td>
<td>No evidence of integrity or anecdotal information</td>
<td>Timely, reliable and accurate for about 1/4 of results presented</td>
<td>Timely, reliable and accurate for about 1/2 of results presented</td>
<td>Timely, reliable and accurate for about 3/4 of results presented</td>
<td>Timely, reliable and accurate for all of the results presented</td>
</tr>
<tr>
<td>Results are timely, reliable and accurate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Segmentation:</strong></td>
<td>No segmentation</td>
<td>Usable segmentation for about 1/4 of results</td>
<td>Usable segmentation for about 1/2 of results</td>
<td>Usable segmentation for about 3/4 of results</td>
<td>All results are usefully segmented</td>
</tr>
<tr>
<td>Results are appropriately segmented</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL for Relevance and Usability</strong></td>
<td>0</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
</tbody>
</table>

*Note the total here should not exceed the score given for scope and relevance*

**Performance:**

<table>
<thead>
<tr>
<th>Performance</th>
<th>0%</th>
<th>25%</th>
<th>50%</th>
<th>75%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trends:</strong></td>
<td>No Results or anecdotal information</td>
<td>Positive trends and/or sustained good performance for about 1/4 of results over at least 3 years</td>
<td>Positive trends and/or sustained good performance for about 1/2 of results over at least 3 years</td>
<td>Positive trends and/or sustained good performance for about 3/4 of results over at least 3 years</td>
<td>Positive trends and/or sustained good performance for all results over at least 3 years</td>
</tr>
<tr>
<td>Trends are positive AND/OR there is sustained good performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Targets:</strong></td>
<td>No Targets or anecdotal information</td>
<td>Appropriate and achieved for about 1/4 of Key Results</td>
<td>Set, appropriate and achieved for about 1/2 of Key Results</td>
<td>Set, appropriate and achieved for about 3/4 of Key Results</td>
<td>Set, appropriate and achieved for all Key Results</td>
</tr>
<tr>
<td>Targets are set for the Key Results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Targets are appropriate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Targets are achieved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Comparisons:</strong></td>
<td>No Comparisons or anecdotal information</td>
<td>Established, favourable and appropriate comparisons for about 1/4 of Key Results</td>
<td>Established, favourable and appropriate comparisons for about 1/2 of Key Results</td>
<td>Established, favourable and appropriate comparisons for about 3/4 of Key Results</td>
<td>Established, favourable and appropriate comparisons for all Key Results</td>
</tr>
<tr>
<td>Comparisons are made for the Key Results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comparisons are appropriate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comparisons are favourable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Causes:</strong></td>
<td>No confidence on causes/ anecdotal information</td>
<td>Enabling effect visible for about 1/4 of results and some evidence that performance will be sustained</td>
<td>Enabling effect visible for about 1/2 of results and evidence that performance will be sustained</td>
<td>Enabling effect visible for about 3/4 of results and clear evidence that performance will be sustained</td>
<td>Enabling effect visible for all results and comprehensive evidence that performance will be sustained</td>
</tr>
<tr>
<td>The relationship between Results achieved and their Enablers is understood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Based on the evidence presented, there is confidence that positive performance will be sustained in the future</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>0</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td><strong>OVERALL TOTAL</strong></td>
<td>0</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
</tbody>
</table>
Scoring for the EFQM Excellence Award

The RADAR Assessment and Management tool is the evaluation method used to score applications for the EFQM Excellence Award and most national Excellence awards in Europe. It can also be used by organisations carrying out Self-Assessment and wishing to use a score for benchmarking or other purposes.

When an organisation is scored using the RADAR matrix, weights are given to each of the nine criteria to calculate the number of points awarded. These weights were established in 1991 as the result of a wide consultation exercise across Europe. They have been periodically reviewed by EFQM and the diagram below illustrates the 2010 weightings.

Generally each criterion part is allocated equal weight within that criterion, for example 1a attracts 20% of the points allocated to criterion 1.

There are however two exceptions:
- Criterion part 6a takes 75% of the points allocated to criterion 6, whilst criterion part 6b takes 25%;
- Criterion part 7a takes 75% of the points allocated to criterion 7, whilst criterion part 7b takes 25%;
The first step to scoring is to use the RADAR scoring matrix to allocate a percentage score to each criterion part. This is achieved by considering each of the elements and attributes of the matrix for each of the criterion parts in the Model. The scoring summary sheet (next page) is then used to combine the percentage scores awarded to the criterion parts to give an overall score on a scale of 0 - 1000 points.
Scoring summary sheet
### 1. Enablers Criteria

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>1 %</th>
<th>2 %</th>
<th>3 %</th>
<th>4 %</th>
<th>5 %</th>
<th>Sum of parts</th>
<th>Score awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion Part</td>
<td>a</td>
<td>b</td>
<td>c</td>
<td>d</td>
<td>e</td>
<td>+5</td>
<td>25</td>
</tr>
<tr>
<td>1a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1b</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1c</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>1d</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1e</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** The score awarded is the arithmetic average of the % scores for the criterion part. If organisations present convincing reasons why one or more parts are not relevant to them it is valid to calculate the average on the number of criterion addressed. To avoid confusion (with a zero score) parts of the criteria accepted as not relevant should be entered “NR” in the table above.

### 2. Results Criteria

<table>
<thead>
<tr>
<th>Criterion Number</th>
<th>6 %</th>
<th>7 %</th>
<th>8 %</th>
<th>9 %</th>
<th>Score awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion Part</td>
<td>a</td>
<td>b</td>
<td>c</td>
<td>d</td>
<td></td>
</tr>
<tr>
<td>6a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6b</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### 3. Calculation of Total Points

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Score Awarded</th>
<th>Weighting</th>
<th>Points Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Leadership</td>
<td></td>
<td>x 1.0</td>
<td></td>
</tr>
<tr>
<td>2 Strategy</td>
<td></td>
<td>x 1.0</td>
<td></td>
</tr>
<tr>
<td>3 People</td>
<td></td>
<td>x 1.0</td>
<td></td>
</tr>
<tr>
<td>4 Partnerships and Resources</td>
<td></td>
<td>x 1.0</td>
<td></td>
</tr>
<tr>
<td>5 Processes, Products and Services</td>
<td></td>
<td>x 1.0</td>
<td></td>
</tr>
<tr>
<td>6 Customer Results</td>
<td></td>
<td>x 1.5</td>
<td></td>
</tr>
<tr>
<td>7 People Results</td>
<td></td>
<td>x 1.0</td>
<td></td>
</tr>
<tr>
<td>8 Society Results</td>
<td></td>
<td>x 1.0</td>
<td></td>
</tr>
<tr>
<td>9 Key Results</td>
<td></td>
<td>x 1.5</td>
<td></td>
</tr>
</tbody>
</table>

Total points awarded
- Enter the score awarded for each criterion (of both sections 1 and 2 above).
- Multiply each score by the appropriate weighting to give the points awarded.
- Add points awarded to each criterion to give total points awarded for applicant.
Glossary of terms

The following is a list of terms used throughout the EFQM Excellence Model guidance material. It has been compiled in order to help understanding and use of the Model.

**Approach** - The overall way by which something is made to happen - an approach comprises of processes and structured actions within a framework of principles and policies.

**Benchmarking** - A systematic comparison of approaches with other relevant organisations that gains insights that will help the organisation to take action to improve its performance.

**Benchmark** – A measured achievement for comparison and target setting purposes.

**Business Model** – The elements of the business that create and deliver value; these elements normally include the value proposition, the profit formula, key resources and key processes of the organisation.

**Change Management** - The approach during which the changes of an organisation or system are implemented in a controlled manner by following a pre-defined framework or processes, to support the achievement of the strategic goals. Change management enables the transition from a current state into a desired future state.

**Continual Improvement** - The ongoing improvement of
processes that lead to achievement of higher levels of performance through incremental change.

**Core Competence** - A well performed internal activity or capability that is central to the organisation’s competitiveness, profitability or efficiency.

**Corporate Governance** - A framework of authority and control within an organisation used to help it fulfill its legal, financial and ethical obligations.

**Creativity** - The generation of ideas for new or improved products, services, processes, systems or social interactions.

**Critical success factors** - Limited number (usually between 3 to 8) of characteristics, conditions or variables that have a direct impact on the effectiveness, efficiency and viability of an organisation, programme or project.

**Culture** - The specific collection of Values and Norms that are shared by people and groups in an organisation that control the way they interact with each other and with stakeholders outside the organisation.

**Customer** - The recipient of products or services provided by the organisation.

**Empowerment** - The process by which individuals or teams are able to take decision making responsibilities, and operate with a degree of autonomy in their actions.

**Equal opportunity** - The practice of ensuring that all people receive fair and equal treatment regardless of gender, age, race, nationality, religion, disability or sexual orientation.
Fundamental Concepts of Excellence - The set of key and proven principles upon which the EFQM Excellence Model framework is based.

Good/best practice - Superior approaches, policies, processes or methods that lead to exceptional achievement. Since it is difficult to find out what is best, the term “good practice” is preferred by most organisations. Ways to find good practice outside the organisation can include benchmarking and external learning.

Innovation - The practical translation of ideas into new products, services, processes, systems or social interactions.

Intellectual Capital - The value of an organisation that is not captured in its traditional financial accounts. It represents the intangible assets of an organisation and is often the difference between market and book value.

Key Processes - The processes that are of the utmost importance for the organisation since they deliver and support the strategy and drive the value chain.

Knowledge - Knowledge is expertise and skills acquired by a person through experience and education, involving the theoretical and/or practical understanding of a subject. While data are raw facts and information is data with context and perspective, knowledge is information with guidance/ability for action.

Leaders - The people who coordinate and balance the interests and activities of all who have a stake in the organisation.

Management System - The framework of processes,
related performance/result indicators and process management and improvement systems used to ensure that the organisation can fulfill its Mission and Vision.

**Mission** - A statement that describes the purpose or “raison d’être” of an organisation, confirmed by its stakeholders.

**Mobility** - The willingness and capability of people to change their job or the working location.

**Organisational Agility** - The ability to respond and adapt, in a timely way, to an emerging threat or opportunity.

**Partner** - An external party the organisation strategically chooses to work with, to achieve common objectives and sustained mutual benefit.

**Partnership** - A durable working relationship between the organisation and partners, creating and sharing added value for both parties. Partnerships can be formed e.g. with suppliers, distributors, educational bodies or customers. Strategic partnerships support the strategic objectives of the organisation in a particular way.

**People** - All individuals employed by the organisation (full time, part-time, including volunteers), including leaders at all levels.

**Perception** - The opinion stakeholders have of the organisation.

**Process** - A set of activities that interact with one another because the output from one activity becomes the input for another activity. Processes add value by transforming inputs into outputs, using resources.
Products - Commercially distributed goods as a result of a fabrication, manufacturing, or production process that passes through a distribution channel before being consumed or used. In a broad sense, products include a wide range of goods, from commodities to complex installations such as facilities, plants or factories.

Society - The social infrastructure outside the organisation that can be affected by the organisation.

Stakeholder - Person, group or organisation that has a direct or indirect stake or interest in the organisation because it can either affect the organisation or be affected by it. Examples of external stakeholders are owners (shareholders), customers, suppliers, partners, government agencies and representatives of the community or the society. Examples for internal stakeholders are people or groups of people.

Strategy - A high level plan describing the tactics by which an organisation intends to achieve its Mission and Vision.

Values - Operating philosophies or principles that guide an organisation’s internal conduct as well as its relationship with the external world. Values provide guidance for people on what is good or desirable and what is not. They exert major influence on the behaviour of individuals and teams and serve as broad guidelines in all situations.

Value Proposition - The differentiating value the organisation’s products and services offer to customers.

Vision - Description of what the organisation is
attempting to achieve in the long-term future. It is intended to serve as a clear guide for choosing current and future courses of action and, along with the Mission, it is the basis for strategies and policies.
Further reading

To help organisations to continually improve and achieve higher levels of performance, EFQM assesses their performance, provides them with networking and mutual learning experience, offers education and learning opportunities, recognises their achievements and supports their implementation of best in class tools and practices.

All of this is achieved through the use and application of the EFQM Excellence Model and its associated Fundamental Concepts and RADAR logic.
**EFQM Assessment**

EFQM customised assessments provide you with an external perspective to understand where you are today and how you can improve. A unique feature of EFQM assessments is that they give you a clear indication of which actions drive results. Through EFQM qualified teams of experienced assessors and/or managers from peer organisations, we present you with external feedback and recommendations that will assist you in effectively implementing strategies and instilling a culture of excellence.

**EFQM Recognition**

EFQM recognition schemes are much more than just recognition. They create a desire for your people to learn, improve and drive an organisation towards sustainable success. The strength of EFQM recognition lies in the simple and motivating process which provides you with a blueprint to improve results in a sustainable way, while providing international appreciation and acknowledgment.

**EFQM Training**

EFQM training is driven by a common need from our members to learn assessment and leadership skills. Through our 20 years of experience and together with our members and partners, we have the knowledge and expertise to create and deliver high level training and real-life assignments to
develop tomorrow’s leaders.

**EFQM Sharing**

EFQM offers unique sharing opportunities to its members. We help you to leverage new sources of learning by creating the conditions for collaborative exchange across and outside the organisation. Our members value the experience, and the insights offered by their peers in the spirit of mutual improvement. EFQM maintains trust by safeguarding confidentiality and applying its expertise to the selection of organisations that can learn from one another.

EFQM works in partnership with many national organisations within and beyond Europe and licenses a number of organisations to deliver training courses related to the EFQM Excellence Model. Please refer to our website, [www.efqm.org](http://www.efqm.org), to find out how to contact our partners or to participate in the EFQM activities described above.
Acknowledgement

This update of the EFQM Excellence Model was produced in 2009. Inputs were taken from many sources but EFQM expressly wishes to acknowledge the Core Team Members.

Christian Forstner, Siemens and André van der Geest, TNT representing the EFQM assessor community.
Matt Fisher, Ricoh, representing EFQM members.
Chris Hakes, Leadership Agenda Ltd., and Geoff Carter, PACEPerformance representing EFQM trainers.
Marie Lindsay, St Mary’s College and Jacques Philippaerts, Belgium Federal Police representing Public Sector and SME’s.
André Moll, DGQ, and Andreas Redling, Quality Austria representing EFQM Partner Organisations.

Over 100 people have contributed to this revision and a full list of contributors is available on the EFQM website.

For more information about EFQM:

Website: www.efqm.org
Email: info@efqm.org
Getting Involved

EFQM is a membership organisation. We rely on input, ideas and suggestions from you to create a vibrant community. If you have any ideas, questions or suggestions, please don’t hesitate to contact us via e-mail (info@efqm.org) or via telephone (+32 2 775 35 11).
On the 1st of September 2010, we created The EFQM Network for Sustainable Excellence to facilitate a dialogue between our peers and the wider community. The group is open to anyone with an interest in this area. Over 1800 individuals have already joined our group and shared their experiences. If you have a question, it is a great place to start.
Becoming a member

Organisations can join the EFQM member community and enjoy some exclusive benefits such as access to free assessment and improvement tools, participation to events, themed webinars and good practice visits. To learn more about our member community, feel free to contact us or to join one of the free introduction meetings at our offices in Brussels.

As a member of EFQM, you will enjoy the following exclusive benefits:

- Expert advice and support for your organisation’s journey towards excellence.

- Access to the EFQM Knowledge Base is a database containing a number of free to download assessment, management and improvement tools; as well as Good Practices identified from the last 3 years of the EFQM Excellence Awards.

- Members receive a discount of 20% on EFQM Products & Services, including Training, Publications and Recognition.

- There are themed events and webinars throughout the year, with Good Practices and new tools being shared and explained by EFQM and member organisations.

For more information, please e-mail info@efqm.org
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