

The EFQM Quality Model

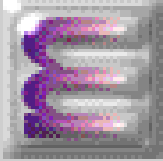


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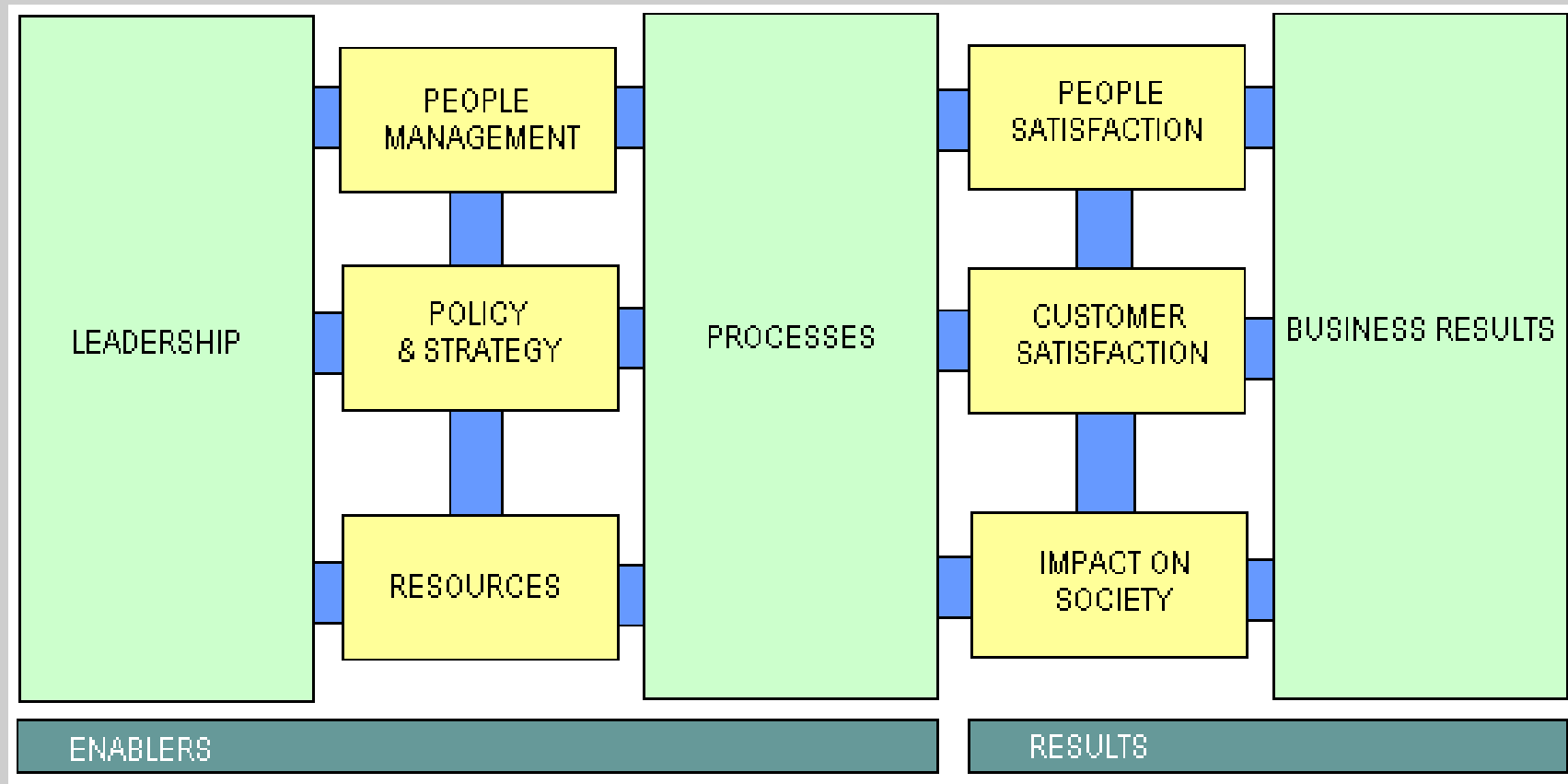
Göteborg University

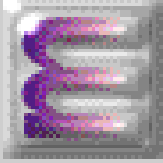
School of Economics & Commercial Law

Department of Informatics



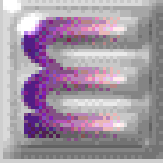
Model overview





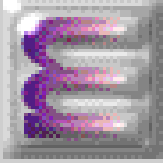
Narrative description

- **"Customer satisfaction", "people (employee) satisfaction" and "impact on society" are achieved through "leadership", which drives the "policy and strategy", "people management", "resources" and "processes", leading to excellence in "business results".**
- **Each of the nine elements, therefore, is a criterion that can be used to assess the organisation's progress along the path to excellence. The "results" indicate what the company has achieved and is achieving; the "enablers" indicate how those results are being achieved.**



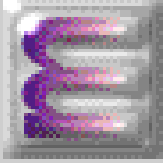
Leadership

- **How the behaviour and actions of the executive team and all other leaders inspire, support and promote a culture of Total Quality Management.**
- **Evidence is needed of how leaders:**
 - **1a. visibly demonstrate their commitment to a culture of Total Quality Management**
 - **1b. support improvement and involvement by providing appropriate resources and assistance.**
 - **1c. are involved with customers, suppliers and other external organisations.**
 - **1d. recognise and appreciate people's efforts and achievements.**



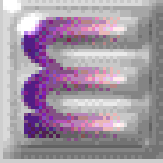
Policy and Strategy

- **How the organisation formulates, deploys, reviews its policy and strategy and turns it into plans and actions.**
- **Evidence is needed of how policy and strategy are:**
 - **2a. based on information which is relevant and comprehensive.**
 - **2b. developed.**
 - **2c. communicated and implemented.**
 - **2d. regularly updated and improved.**



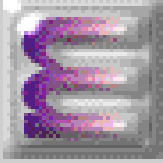
People Management

- **How the organisation releases the full potential of its people.**
- **Evidence is needed of how people:**
 - **3a. resources are planned and improved.**
 - **3b. capabilities are sustained and developed.**
 - **3c. agree targets and continuously review performance.**
 - **3d. are involved, empowered and recognised.**
 - **3e. and the organisation have an effective dialogue.**
 - **3f. cared for.**



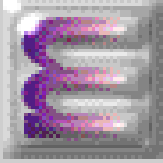
Resources

- **How the organisation manages resources effectively and efficiently.**
- **Evidence is needed of how:**
 - **4a. financial resources are managed.**
 - **4b. information resources are managed.**
 - **4c. supplier relationships and materials are managed.**
 - **4d. buildings, equipment and other assets are managed.**
 - **4e. technology and intellectual property are managed.**



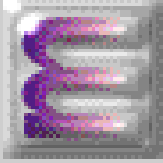
Processes

- **How the organisation identifies, manages, reviews and improves its processes.**
- **Evidence is needed of how processes:**
 - **5a. key to the success of the business are identified.**
 - **5b. are systematically managed.**
 - **5c. are reviewed and targets are set for improvement.**
 - **5d. are improved using innovation and creativity.**
 - **5e. are changed and the benefits evaluated.**



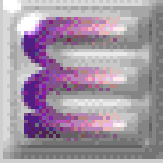
Customer Satisfaction

- **What the organisation is achieving in relation to the satisfaction of its external customers.**
- **Evidence is needed of:**
 - **6a. the customers' perception of the organisation's products, services and customer relationships.**
 - **6b. additional measurements relating to the satisfaction of the organisation's customers.**



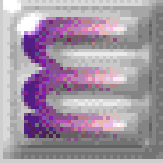
People Satisfaction

- **What the organisation is achieving in relation to the satisfaction of its people.**
- **Evidence is needed of:**
 - **7a. the people' perception of the organisation.**
 - **7b. additional measurements relating to people satisfaction.**



Impact on Society

- **What the organisation is achieving in satisfying the needs and the expectations of the local, national and international community at large (as appropriate).**
- **This includes the perception of the organisation's approach to quality of life, the environment and the preservation of global resources, and the organisation's own internal measures of effectiveness. It will include its relations with authorities and bodies which affect and regulate its business.**
- **Evidence is needed of:**
 - **8a. society's perception of the organisation.**
 - **8b. additional measurements of the organisation's impact on society.**



Business Results

- **What the organisation is achieving in relation to its planned business objectives and in satisfying the needs and expectations of everyone with a financial interest or stake in the organisation.**
- **Evidence is needed of:**
 - **9a. financial measurements of the organisation's performance.**
 - **9b. additional measurements of the organisation's performance.**