The EFQM Excellence Model In Action

Advice Booklet 00: Starting Out
Starting Out on the journey to Excellence
Introduction
The EFQM Advice Booklets
Audience and Purpose

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1.2 Using the EFQM Levels of Excellence

2 What is Excellence & Why is it important?
2.1 A brief history of Excellence in Europe
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The EFQM Advice Booklets

These Booklets have been primarily designed to support organisations with an interest in the **Committed to Excellence** strand of EFQM’s three-tiered EFQM Levels of Excellence **European Recognition Scheme**. However, they will also appeal to anyone interested in introducing the concepts, or improving the practices, of **Performance Excellence** in their organisation. Booklet 0 is the introductory Booklet. It gives general advice on the implementation of Excellence into an organisation using the EFQM Excellence Model. It will outline what you can expect to read in the other 9 Booklets, as well as establishing the links and complementary relationships between the Booklets. It will also introduce you to the EFQM Levels of Excellence European Recognition Scheme, specifically the Committed to Excellence strand, and explain how your organisation can become involved.

Booklets 1 - 9 are based on the 9 Criteria of the EFQM Excellence Model and provide advice and ideas for developing Good Practice approaches across all 9 Criteria. The structure and style of the Booklets is similar, each exploring the key concepts of one Criterion. Examples and quotes from organisations with a proven track record are included throughout, either highlighting the relevance of a concept to them or describing how they have put a concept into practice. At various points, you will be asked questions which help you to consider your own organisation and how to implement Good Practice.

You are currently reading Booklet number 0 - **STARTING OUT**.

**Audience and Purpose**

The EFQM Advice Series of Booklets is relevant to all types of organisations: commercial or public, for profit, not-for-profit, voluntary, charities, large or small, because all organisations need to strive for sustainable Excellence.

We have designed these Booklets as a practical knowledge tool to support you in considering how to achieve **Performance Excellence**. There may be professionals within your organisation who specialise in Financial Management, Project Management, TQM, Quality Control, Human Resource Management, TPM, or any of the other quality and management disciplines and their expertise may help you to understand and implement some of the suggestions in these Booklets. However, these Booklets are aimed at everyone who is involved with the leadership and management of an organisation and wishes to improve.

Organisations begin on the journey to Excellence from many different start points. You may already be familiar with good business practice and now wish to use the concepts of Excellence to bring everything together. Perhaps you have been involved in obtaining ISO 9000 certification or other quality initiatives and now wish to take a wider look at your management practices. Or maybe you just want to improve your organisation and want to find out if there is anything that could help you. Whatever your start point, the EFQM Advice Series of Booklets are designed to help you understand the basis of Excellence.

The purpose of this Booklet is to stimulate your creativity, helping you to produce ideas for turning other organisations’ Good Practice into your own unique way of **starting out on the journey to Excellence**!

In this Booklet, we will consider the main reasons why **Excellence and the use of the EFQM Excellence Model** are important to your organisation. We also want to demonstrate the linkages between the **how** you manage what you do (the Enablers) and what is being achieved in relation to your Results.

We will look at several of the many Good Practices for obtaining realistic and useful measures. We will then consider how you prioritise, plan and implement improvements and some of the proven techniques for doing this. Throughout we will give real-life examples of how other organisations have approached the issues raised.

Throughout this Booklet, you are invited to consider the implications for yourself and your organisation. Practice, not theory is the basis for all the Booklets in the EFQM Advice Series.
“Leadership is about getting extraordinary results from ordinary people”

Sir John Harvey Jones
Introduction
The EFQM Advice Booklets
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1 What is Leadership?
   1.1 Overview
   1.2 Who are Leaders?
   1.3 What do Leaders do?

2 How do you put Leadership into Practice?
   2.1 Establish a Vision and Mission
   2.2 Instil Values and a Culture of Excellence
   2.3 Communication, Communication, Communication
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3 How do you review and improve your leadership?
   3.1 Reviewing techniques
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4 Reprise & linkages

5 Acknowledgements
   5.1 Organisations featured in this Booklet

6 Further Sources of Knowledge -
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The EFQM Advice Booklets

These Booklets have been primarily designed to support organisations with an interest in the Recognition of Commitment to Excellence strand of EFQM’s three-tiered European Recognition Scheme. However, they will also appeal to anyone interested in introducing the concepts, or improving the practices, of Performance Excellence in their organisation.

Booklet 0 is the introductory Booklet. It gives general advice on the implementation of Excellence into an organisation using the EFQM Excellence Model. It will outline what you can expect to read in the other 9 Booklets, as well as establishing the links and complementary relationships between the booklets. It will also introduce you to the European Recognition Scheme and specifically the Recognition of Commitment to Excellence strand and explain how your organisation can become involved.

Booklets 1 - 9 are each based on one of the 9 Criteria of the EFQM Excellence Model and provide advice and ideas for developing Good Practice approaches across all 9 Criteria. You are currently reading Booklet number 1 - LEADERSHIP.

Leadership is Criterion 1 in the EFQM Excellence Model and is defined as “How Leaders develop and facilitate the achievement of the vision and mission, develop values required for long term success and implement these via appropriate actions and behaviours, and are personally involved in ensuring that the organisation’s management systems are developed”. We can see how LEADERSHIP fits into a framework of Excellence (left).

For more information about the EFQM Excellence Model or Self-Assessment, please contact the Brussels Representative Office at info@efqm.org, or check out EFQM’s website on www.efqm.org.

Audience and Purpose

This Booklet is relevant to all types of organisations: commercial or public, for profit, not-for-profit, voluntary, charities, large or small because all organisations need Leaders.

We have designed this Booklet as a practical knowledge tool to support you in considering how to achieve Performance Excellence. We want the Booklet to stimulate your creativity, helping you to produce ideas for turning other people’s Good Practice into your own unique way of developing and implementing Leadership.

We will consider the main attributes and purpose of Leadership. We will then concentrate on a few of the many practices of good Leadership, giving real-life examples of how other organisations have approached the issues raised. We will then look at a few of the ways of assessing your Leadership. Leadership is one of the 5 Enablers of the EFQM Excellence Model. We also want to demonstrate the linkages between the how you manage what you do (the Enablers) and what is being achieved in relation to your Results.

Throughout the Booklet, you are invited to consider the implications for yourself and your organisation. Practice, not theory, is the basis for this Booklet.
The EFQM Excellence Model In Action

Advice Booklet 02: Policy & Strategy
“Would you tell me, please, which way I ought to go from here?”
“That depends a good deal on where you want to get to,” said the Cat.

“I don’t much care where,” said Alice.
“Then it doesn’t matter which way you go,” said the Cat.

Acknowledgements to Lewis Carroll - Alice’s Adventures in Wonderland
Introduction
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1 How do you know who your Stakeholders are and their expectations of your organisation?

2 What information, from what sources, do you use to help inform your future direction?

3 How do you develop, review and update your plans for the future?

4 How do you deploy your plans for the future throughout the organisation?

5 How are your plans for the future communicated and implemented?

6 Reprise & Linkages

7 Acknowledgements
   7.1 Organisations featured in this Booklet.

8 Further Sources of Knowledge -
   A list of useful reading
Welcome to the EFQM Policy & Strategy Booklet - number 2 in a series of 10 Advice Booklets.

The EFQM Advice Booklets

These Booklets have been primarily designed to support organisations with an interest in the **Recognition of Commitment to Excellence** strand of EFQM’s three-tiered **European Recognition Scheme**. However, they will also appeal to anyone interested in introducing the concepts, or improving the practices of **Performance Excellence** in their organisation.

Booklet 0 is the introductory Booklet. It provides general advice on the implementation of Excellence, based on the EFQM Excellence Model. It outlines what you can expect to read in the other 9 Booklets, as well as establishing links and relationships between the Booklets. It will also introduce you to the European Recognition Scheme and how your organisation can become involved.

Booklets 1 - 9 are each based on one of the 9 Criteria of the EFQM Excellence Model and they provide advice and ideas for developing good practice approaches across all 9 Criteria. You are currently reading Booklet 2 - **POLICY & STRATEGY**.

Policy & Strategy is Criterion 2 in the EFQM Excellence Model and is defined as "How the organisation implements its mission and vision via a clear stakeholder focused strategy, supported by relevant policies, plans, objectives, targets and processes."

We can see how POLICY & STRATEGY fits into a framework of Excellence (left).

For more information about the EFQM Excellence Model or Self-Assessment, please contact EFQM’s Representative Office at info@efqm.org, or check out EFQM’s web site on www.efqm.org

**The 4 P’s – Planning Prevents Poor Performance.**

Edinburgh International Conference Centre

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**Audience and Purpose**

This Booklet is relevant to all types of organisations: commercial or public, for profit, not for profit, voluntary and charities, large or small.

We have designed this Booklet as a practical knowledge tool to support you in considering how to achieve performance excellence within this Criterion. We want the Booklet to stimulate your creativity, helping you to produce ideas for turning other people’s Good Practice into your own unique way of building, deploying and reviewing how you determine your future direction. We also want to demonstrate the linkages between the **how** you manage what you do (the Enablers) and **what** is being achieved in relation to your Results.

All organisations have a purpose, a “raison d’être”. They exist to do something, be it the delivery of a product or a service. Many organisations summarise this reason for existing within what is often called a Mission statement. For instance, **Yellow Pages**, a UK based subsidiary of BT, with operations also in the USA, describes its business purpose as follows...
“The secret of our success is our major resource: PEOPLE PEOPLE PEOPLE”

ST Microelectronics
INTRODUCTION
The EFQM Advice Booklets
Audience and Purpose

1 Why People?
   1.1 Overview
   1.2 Who are your people?
   1.3 What do people mean to your organisation?

2 How do you manage, develop and involve the People in your organisation?
   2.1 Plan, manage and improve your people resources
   2.2 Develop your people’s knowledge and competencies
   2.3 Involve and Empower your people
   2.4 Communicate with your people
   2.5 Reward, recognise and care for your people

3 How do you review and improve your people management?
   3.1 Reviewing techniques
   3.2 How to Improve

4 Reprise & linkages

5 Acknowledgements
   5.1 Organisations featured in this Booklet

6 Further Sources of Knowledge:
   A list of useful reading and websites
Welcome to the EFQM People Booklet - number 3 in a series of 10 Advice Booklets.

The EFQM Advice Booklets

These Booklets have been primarily designed to support organisations with an interest in the Recognition of Commitment to Excellence strand of EFQM’s three-tiered European Recognition Scheme. However, they will also appeal to anyone interested in introducing the concepts, or improving the practices, of Performance Excellence in their organisation.

Booklet 0 is the introductory Booklet. It gives general advice on the implementation of Excellence into an organisation using the EFQM Excellence Model. It will outline what you can expect to read in the other 9 Booklets, as well as establishing the links and complementary relationships between the Booklets. It will also introduce you to the European Recognition Scheme and specifically the Recognition of Commitment to Excellence strand, and explain how your organisation can become involved.

People is Criterion 3 in the EFQM Excellence Model and is defined as “How the organisation manages, develops and releases the knowledge and full potential of its people at an individual, team-based and organisation-wide level, and plans these activities in order to support its policy and strategy and the effective operation of its processes”.

We can see how PEOPLE fits into a framework of Excellence (left).

For more information about the EFQM Excellence Model or Self-Assessment, please contact EFQM’s Representative Office at info@efqm.org, or check out EFQM’s web site on www.efqm.org

Audience and Purpose

This Booklet is relevant to all types of organisations: commercial or public, for profit, not-for-profit, voluntary, charities, large or small because all organisations need People.

We have designed this Booklet as a practical knowledge tool to support you in considering how to achieve Performance Excellence. The Booklet is not intended to be a manual covering the many aspects of Human Resource Management. There are many publications that can help you with the legal, administrative and practical aspects of employing and managing people. The purpose of this Booklet is to stimulate your creativity, helping you to produce ideas for turning other organisations’ Good Practice into your own unique way of developing, empowering and recognising your People.

We will consider the main reasons why People are important to your organisation. We will then concentrate on some of the many Good Practices for getting the best from your people, giving real-life examples of how other organisations have approached the issues raised. We will then look at a few of the ways of assessing how well you manage your people. People is one of the 5 Enablers of the EFQM Excellence Model. We also want to demonstrate the linkages between the how you manage what you do (the Enablers) and what is being achieved in relation to your Results.

Throughout the Booklet, you are invited to consider the implications for yourself and your organisation. Practice, not theory is the basis for this Booklet.
EFQM values diversity and seeks to produce material that is free of stereotypes, cultural caricatures and gender bias. However, there may be occasions where the male personal pronoun is used to represent men and women.

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The EFQM Advice Booklets
Audience and Purpose
Why Partnerships & Resources?

1 Partnerships
1.1 What do we mean by Partnerships?
1.2 How do I decide who could be a good Partner for me?
1.3 What about my current suppliers, where do they fit?
1.4 What are the benefits of adopting a Partnership approach?

2 Resources
2.1 What do we mean by Resources?

3 Financial Management
3.1 How do you manage your finances to support your plans in the future?

4 Buildings, Equipment & Material
4.1 How do you manage your buildings, equipment and material in support of your plans?

5 The Management of Technology
5.1 How do you manage technology to help improve your current performance and your plans for the future?

6 The Management of Information & Knowledge
6.1 What do we mean by Information & Knowledge?

7 Reprise & Linkages
Reprise
Linkages

8 Acknowledgements
8.1 Organisations featured in this Booklet

9 Further Sources of Knowledge -
A list of useful reading and websites
Welcome to the EFQM Policy & Strategy Booklet - number 4 in a series of 10 Advice Booklets.

The EFQM Advice Booklets

These Booklets have been primarily designed to support organisations with an interest in the Recognition of Commitment to Excellence strand of EFQM’s three-tiered European Recognition Scheme. However, they will also appeal to anyone interested in introducing the concepts, or improving the practices, of Performance Excellence in their organisation.

Booklet 0 is the introductory Booklet. It provides general advice on the implementation of Excellence, based on the EFQM Excellence Model. It outlines what you can expect to read in the other 9 Booklets, as well as establishing links and relationships between the Booklets. It will also introduce you to the European Recognition Scheme and how your organisation can become involved.

Booklets 1 - 9 are each based on one of the 9 Criteria of the EFQM Excellence Model and they provide advice and ideas for developing Good Practice approaches across all 9 Criteria.

You are currently reading Booklet 4 - PARTNERSHIPS & RESOURCES.

Partnerships and Resources is Criterion 4 in the EFQM Excellence Model and is defined as “How the organisation plans and manages its external partnerships and internal resources in order to support its policy & strategy and the effective operation of its processes.”

We can see how PARTNERSHIPS & RESOURCES fits into a framework of Excellence (left).

For more information about the EFQM Excellence Model or Self-Assessment, please contact EFQM’s Representative Office, info@efqm.org or check out EFQM’s web site on www.efqm.org.

Audience and Purpose

This Booklet is relevant to all types of organisations: commercial or public, for profit, not for profit, voluntary and charities, large or small.

We have designed this Booklet as a practical knowledge tool to support you in considering how to achieve Performance Excellence within the area of Partnerships & Resources. We want this Booklet to stimulate your creativity, helping you to produce ideas for turning other people’s Good Practice into your own unique way of making best use of both partnership opportunities and the resources at your disposal.

We also want to demonstrate the linkages between how you manage what you do (the Enablers) and what is being achieved in relation to your Results.

Why Partnerships & Resources?

Any organisation has a finite number of resources at its disposal. The challenge is how to make best use of these finite resources.

One such resource is its workforce and the issues of how best to manage that specific area, (its human capital), is dealt with in Booklet 3.

The other resources at an organisation’s disposal can be segmented into two categories.

There are those resources that are “within its four walls” The organisation has direct control over these inanimate resources and typical examples would be the buildings, the machinery, the documented systems and procedures, the materials, technology, patents, etc.

The second grouping defines those resources an organisation has access to “outside its four walls”. This second grouping consists of other organisations that it could do business with, organisations that can help it, for instance, to deliver customer satisfaction or share investment in expensive research. These organisations could be some of your suppliers. Perhaps if you are a public sector entity, it could be a commercial business, university, and even, in certain circumstances, your competitors.
The EFQM Excellence Model In Action

Advice Booklet 05: Processes
EFQM values diversity and seeks to produce material that is free of stereotypes, cultural caricatures and gender bias. However, there may be occasions where the male personal pronoun is used to represent men and women.

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Introduction
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1 What do we mean by Processes?
2 How do I identify my Key Processes?
3 Building a Process Model of the Organisation
4 The Process Model and Process Mapping Tools
5 The Role of Measurement in Process thinking
6 How do you Manage and Review your Processes?
7 Key Learning Points & the Seven Deadly Sins
8 Reprise & Linkages
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10 Further Sources of Knowledge -
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Welcome to the EFQM Processes Booklet - Number 5 in a series of 10 Advice Booklets

The EFQM Advice Booklets

These Booklets have been primarily designed to support organisations with an interest in the Recognition of Commitment to Excellence strand of EFQM’s three-tiered European Recognition Scheme. However, they will also appeal to anyone interested in introducing the concepts, or improving the practices, of Performance Excellence in their organisation.

Booklet 0 is the introductory Booklet. It provides general advice on the implementation of Excellence, based on the EFQM Excellence Model. It outlines what you can expect to read in the other 9 Booklets, as well as establishing links and relationships between the Booklets. It will also introduce you to the European Recognition Scheme and specifically the Recognition of Commitment to Excellence strand and explain how your organisation can become involved.

Booklets 1 - 9 are each based on one of the 9 Criteria of the EFQM Excellence Model and they provide advice and ideas for developing Good Practice approaches across all 9 Criteria. You are currently reading Booklet 5 - PROCESSES.

Processes is Criterion 5 in the EFQM Excellence Model which is defined as “How the organisation designs, manages and improves its processes in order to support its policy & strategy and fully satisfy, and generate increasing value for, its customers and other stakeholders.”

For more information about the EFQM Excellence Model or Self-Assessment, please contact EFQM’s Representative Office, or check out EFQM’s web site on www.efqm.org.

 Audience and Purpose

This Booklet is relevant to all types of organisations: commercial or public, for profit, not for profit, voluntary and charities, large or small, because all organisations use processes, knowingly or otherwise, to deliver their products and services.

This Booklet offers guidance to people in organisations thinking about starting on the journey towards a Process view of the world and includes examples from others recognised for their levels of Excellence in this area.

Organisations that have changed to a Process perspective agree it is a journey without end. Making the shift from traditional, vertical management to a horizontal approach requires considerable commitment and planning to be successful, and we have designed this Booklet as a practical knowledge tool to support you in considering how to achieve Performance Excellence within the area of Processes.

We want this Booklet to stimulate your creativity, helping you to produce ideas for turning other people’s Good Practice into your own unique way of managing your organisation from a Process rather than functional perspective, recognising its value in helping you to deliver outstanding performance in all Stakeholder areas.

Processes is one of the five Enablers of the EFQM Excellence Model and we also want to demonstrate the linkages between how you manage what you do (the Enablers) and what is being achieved in relation to your Results.

Throughout the Booklet you are invited to consider the implications for yourself and your organisation. Practice, not theory, is the basis for this Booklet.
The EFQM Excellence Model In Action

Advice Booklet 06: Customer Results
“If you don’t measure you can’t improve and if you don’t measure in the correct way you don’t know exactly where you are”

Esther Toledo del Castillo. Director, Alstom Transporte Spain. EFQM European Quality Awards Finalist 1999
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1 Why are Customer Results Important?
  1.1 Overview
  1.2 Definition of a Customer
  1.3 Definition of a Customer Result – "Hows" lead to "Whats"
  1.4 Lagging and Leading Indicators explained
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2 What are you Measuring and Reporting?
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  2.3 Range of Results (Scope and Segmentation)
  2.4 Setting Targets
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  2.6 Benchmark Data

3 How are you Presenting and Communicating the Results?
  3.1 Use of Graphics
  3.2 Communication Strategies

4 Reprise & Linkages

5 Acknowledgements
  5.1 Organisations featured in this Booklet
Welcome to the EFQM Policy & Strategy Booklet - number 6 in a series of 10 Advice Booklets.

The EFQM Advice Booklets

These Booklets have been primarily designed to support organisations with an interest in the Recognition of Commitment to Excellence strand of EFQM’s three-tiered European Recognition Scheme. However, they will also appeal to anyone interested in introducing the concepts, or improving the practices, of Performance Excellence in their organisation.

Booklet 0 is the introductory Booklet. It provides general advice on the implementation of Excellence, based on the EFQM Excellence Model. It outlines what you can expect to read in the other 9 Booklets, as well as establishing links and relationships between the Booklets. It will also introduce you to the European Recognition Scheme and how your organisation can become involved.

Booklets 1 - 9 are each based on one of the 9 Criteria of the EFQM Excellence Model and they provide advice and ideas for developing Good Practice approaches across all 9 Criteria. You are currently reading Booklet 6 - CUSTOMER RESULTS.

Customer Results is Criterion 6 in the EFQM Excellence Model and is defined as “What the organisation is achieving in relation to its external customers.”

We can see how CUSTOMER RESULTS fits into a framework of Excellence (left).

For more information about the EFQM Excellence Model or Self-Assessment, please contact the Brussels Representative Office at info@efqm.org, or check out EFQM’s website on www.efqm.org.

Audience and Purpose

This Booklet is relevant to all types of organisations: commercial or public, for profit, not-for-profit, voluntary, charities, large or small, because all organisations have customers! We’ll be taking a closer look at the definition and application of the term customer in Section 1 of this Booklet.

We have designed this Booklet as a practical knowledge tool to support you in considering how to achieve Performance Excellence. We want the Booklet to stimulate your creativity, helping you to produce ideas for turning other people’s Good Practice into your own unique way of building and presenting Customer Results. We also want to demonstrate the linkages between how you manage what you do (the Enablers part of the EFQM Model) and what is being achieved (Results) in relation to your customers.
The EFQM Excellence Model In Action

Advice Booklet 07: People Results
EFQM values diversity and seeks to produce material that is free of stereotypes, cultural caricatures and gender bias. However, there may be occasions where the male personal pronoun is used to represent men and women.

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1 Why are People Results important?
   1.1 Overview
   1.2 Starting with the Enablers

2 How do you Measure and Report People Results?
   2.1 Choosing the right measures
   2.2 Perception Measures
   2.3 Performance Measures
   2.4 The path to excellent results
   2.5 Getting started

3 Communicating and Acting on your People Results?
   3.1 Communication strategies
   3.2 Completing the loop

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5 Acknowledgements
   5.1 Organisations featured in this Booklet

6 Further Sources of Knowledge -
   A list of useful websites
Welcome to the EFQM People Results Booklet - number 7 in a series of 10 Advice Booklets.

The EFQM Advice Booklets

These Booklets have been primarily designed to support organisations with an interest in the Recognition of Commitment to Excellence strand of EFQM’s three-tiered European Recognition Scheme. However, they will also appeal to anyone interested in introducing the concepts, or improving the practices, of Performance Excellence in their organisation.

Booklet 0 is the introductory Booklet. It gives general advice on the implementation of Excellence into an organisation using the EFQM Excellence Model. It will outline what you can expect to read in the other 9 Booklets, as well as establishing the links and complementary relationships between the Booklets. It will also introduce you to the European Recognition Scheme and specifically the Recognition of Commitment to Excellence strand and explain how your organisation can become involved.

Booklets 1-9 are each based on one of the 9 Criteria of the EFQM Excellence Model and provide advice and ideas for developing Good Practice approaches across all 9 Criteria. You are currently reading Booklet number 7 - PEOPLE RESULTS.

People Results is Criterion 7 in the EFQM Excellence Model and is defined as "What the organisation is achieving in relation to its people".

We can see how PEOPLE RESULTS fits into a framework of Excellence (left).

For more information about the EFQM Excellence Model or Self-Assessment, please contact the Brussels Representative Office at info@efqm.org, or check out EFQM’s web site on www.efqm.org.

Audience and Purpose

This Booklet is relevant to all types of organisations: commercial or public, for profit, not-for-profit, voluntary, charities, large or small because all organisations have People.

We have designed this Booklet as a practical knowledge tool to support you in considering how to achieve Performance Excellence. While there may be professionals within your organisation who specialise in Human Resource Management, this Booklet is aimed at everyone who is involved with leading or managing people. The purpose of this Booklet is to stimulate your creativity, helping you to produce ideas for turning other organisations' Good Practice into your own unique way of building and presenting People Results.

We will consider the main reasons why People Results are important to your organisation. We will then concentrate on a few of the many Good Practices for obtaining realistic and useful measures, giving real-life examples of how other organisations have approached the issues raised. People Results is one of the 4 Results Criteria of the EFQM Excellence Model. We also want to demonstrate the linkages between the how you manage what you do (the Enablers) and what is being achieved in relation to your Results.

Throughout the Booklet, you are invited to consider the implications for yourself and your organisation. Practice, not theory is the basis for this Booklet.
“The raw materials used for Coco-Mat products are natural materials and their use in manufacturing ecological and totally hypoallergenic products is a matter of principle.”

“Coco-Mat lays special stress on protecting the environment as is evident in a variety of its choices such as using no chemicals (a fact resulting in 96% purity of natural rubber) or using recycled materials for all packing materials of company products (including the company brochures and bulky company profiles which are made from dry corn leaves.”
INTRODUCTION
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1 Why are Society Results Important?
   1.1 Overview
   1.2 Definition of Society
   1.3 Starting with the Enablers – Policy and Strategy
   1.4 Making Actions Tangible

2 Producing Tangible Results
   2.1 A Culture of Non-Measurement
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   2.3 Performance Indicators
   2.4 Achieving Excellent Society Results
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   2.6 Trends
   2.7 Use of Benchmark Data
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3 How are you Communicating the Results?
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5 Acknowledgements
   5.1 Organisations featured in this Booklet

6 Further Sources of Knowledge -
   A list of useful reading and websites
Welcome to the EFQM Policy & Strategy Booklet - number 8 in a series of 10 Advice Booklets.

The EFQM Advice Booklets
These Booklets have been primarily designed to support organisations with an interest in the Recognition of Commitment to Excellence strand of EFQM’s three-tiered European Recognition Scheme. However, they will also appeal to anyone interested in introducing the concepts, or improving the practices, of Performance Excellence in their organisation.

Booklet 0 is the introductory Booklet. It provides general advice on the implementation of Excellence, based on the EFQM Excellence Model. It outlines what you can expect to read in the other 9 booklets, as well as establishing links and relationships between the booklets. It will also introduce you to the European Recognition Scheme and how your organisation can become involved.

Booklets 1 - 9 are each based on one of the 9 Criteria of the EFQM Excellence Model and they provide advice and ideas for developing good practice approaches across all 9 Criteria.

You are currently reading booklet 8 - SOCIETY RESULTS

Society Results is Criterion 8 in the EFQM Excellence Model and is defined as "What the organisation is achieving in relation to local, national and international society as appropriate".

We can see how SOCIETY RESULTS fits into a framework of Excellence (left).

For more information about the EFQM Excellence Model or Self-Assessment, please contact the Brussels Representative Office at info@efqm.org, or check out EFQM’s website on www.efqm.org.

Audience and Purpose
This Booklet is relevant to all types of organisations: commercial or public, for profit, not-for-profit, voluntary, charities, large or small because all organisations engage with Society in some shape or form! We’ll be taking a closer look at the definition and application of the term “Society” in Section 1 of this Booklet.

There may be certain process owners in your organisation, such as Facilities Managers, Procurement Units and the Public Relations/Marketing Groups for whom this book’s contents represent core activities. However, we have designed this Booklet as a practical knowledge tool to support all people in your organisation to consider how to achieve Performance Excellence through your Society Results.

We want the Booklet to stimulate your creativity, helping you to produce ideas for turning other people’s Good Practice into your own unique way of building and presenting Society Results. We want to demonstrate the linkages between the how you manage what you do (the Enablers part of the EFQM Model) and what is being achieved in relation to your Society Stakeholders.
“Our objective is to produce consistent superior business results by helping our customers to win in markets around the world, and by balancing their needs with the needs of our other stakeholders.”

Ron Sullam, President, Air Products Europe
INTRODUCTION
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Welcome to the EFQM Key Performance Results Booklet - number 9 in the series of 10 Advice Booklets.

The EFQM Advice Booklets

These Booklets have been primarily designed to support organisations with an interest in the Recognition of Commitment to Excellence strand of EFQM’s three-tiered European Recognition Scheme.

However, they will also appeal to anyone interested in introducing the concepts, or improving the practices, of Performance Excellence in their organisation.

Booklet 0 is the introductory Booklet. It provides general advice on the implementation of Excellence, based on the EFQM Excellence Model. It outlines what you can expect to read in the other 9 Booklets, as well as establishing links and relationships between the Booklets. It will also introduce you to the European Recognition Scheme and specifically the Recognition of Commitment to Excellence strand and explain how your organisation can become involved.

Booklets 1 - 9 are each based on one of the 9 Criteria of the EFQM Excellence Model and they provide advice and ideas for developing good practice approaches across all 9 Criteria.

You are currently reading Booklet 9 - KEY PERFORMANCE RESULTS.

Key Performance Results, is Criterion 9 in the EFQM Excellence Model and is defined as “What the organisation is achieving in relation to its planned performance.”

We can see how KEY PERFORMANCE RESULTS fits into a framework of Excellence (left).

For more information about the EFQM Excellence Model or Self-Assessment, please contact EFQM’s Representative Office at info@efqm.org or check out EFQM’s website on www.efqm.org

Audience and Purpose

This Booklet is relevant to all types of organisations: commercial or public, for profit, not-for-profit, voluntary, charities, large or small, because all organisations provide something for someone! We’ll be taking a closer look at the definition and application of the term “Key Performance Results” in Section 1 of this Booklet. Of course, all results matter and in Booklet No.6, No.7 and No.8 we address Customer Results, People Results and Society Results. In Booklet No.9 we will concentrate on results related to your financial performance, the performance of your business processes, the consequences of your relationships with suppliers and partners and some of the activities that you undertake in support of your core business, e.g. management of technology, equipment, buildings, knowledge and other material assets. We will explore the range of results that organisations use and, in some of the common result areas, we will give you real examples of the level of performance being achieved.

In this Booklet we will extrapolate ideas and practices from organisations that are using approaches that can help you to build a set of measures and results that you want. We will also take a look at methods and tools of measurement and improvement. Above all, we will be demonstrating the linkages between how you manage what you do (the Enablers part of the EFQM Model) and what is being achieved in relation to your external Stakeholders.

We have designed this Booklet as a practical knowledge tool to support all people in your organisation to consider how to achieve Performance Excellence through your results. We want the Booklet to stimulate your creativity, helping you to produce ideas for turning other people’s Good Practice into your own unique way of building and presenting Key Performance Results. Throughout the Booklet you are invited to consider the implications for yourself and your organisation. Practice, not theory, is the basis for this Booklet.