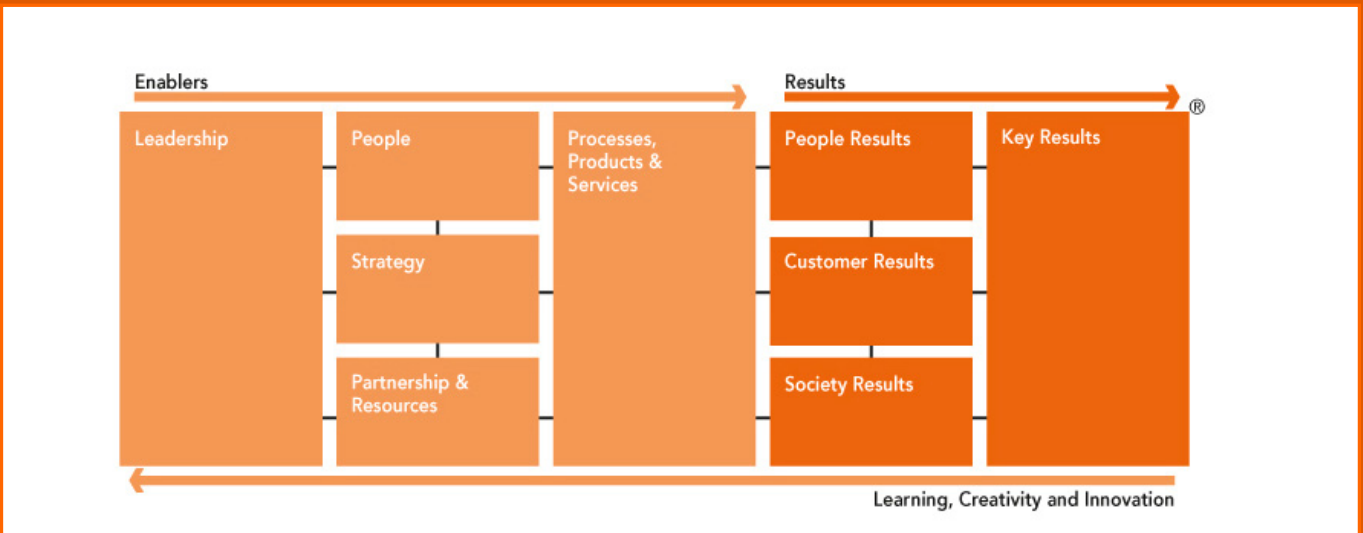


EFQM Transition Guide

How to upgrade to the EFQM Excellence Model 2010



EFQM Shares what works

For the past twenty years we have shared what works between our member organisations as a way to help them implement their strategies: a mission which is as important as ever.

Through our network of members comprising private and public organisations of every size and sector, many active around the world, EFQM applies its know-how and extracts outstanding approaches by engaging with executives and front-line managers.

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The Transition Guide - How to upgrade to the EFQM Excellence Model 2010

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1. Introduction

This document is our guide to support a smooth and value-adding transition from the EFQM Excellence Model version of 2003 to the revised version of 2010.

This document is designed and written for people already experienced and knowledgeable about the 2003 version. It complements the EFQM Excellence Model brochure with the key aspects of the background and rationale behind the changes incorporated into the 2010 version, and in this way also serves as a reference document for those making the transition.

We have identified 4 key audiences for this guide:

- Our Assessors community, send out by our Member organisations to do Assessments of other Member organisations;
- Member organisations wishing to apply for Recognition through one of the “Levels of Excellence” schemes (the so called Applicants);
- People who are providing training, coaching or consultancy for our Members;
- People who are coordinating or leading improvement or change programs within Member organisations, actively using the EFQM Excellence Model.

For each target audience, we have

- 1) tried to explain the actual Changes made to the Model,
- 2) the Rationale for making each of these changes, and
- 3) what this could mean in Practice.

The EFQM Excellence Model has always been a tool to help drive improvement within our Member Organisations. With the changes we have made, we are confident that assessing your organisation against this Model will provide you with greater insight, focused on the effective development and implementation of strategy, and result in increased value-adding feedback.

Also over time in this Guide will include the conclusions that come out of discussions about interpretations of specific parts of the Model brochure. Whenever a diverging or unaligned interpretation is detected, this will be routed back to the core team to revisit the subject and when needed describe an agreed paragraph or change to this guide as a reference. This will also be triggered by the many translations into other languages as for some words and concepts no exact translation exists. So keep an eye on the regular updates of this document, or communicate your own request for clarification when needed.

1. Positioning the EFQM Excellence Model 2010

This update was formally requested by the Board of Governors of the EFQM Foundation in May 2009. This decision was mainly influenced by the following key drivers for change like:

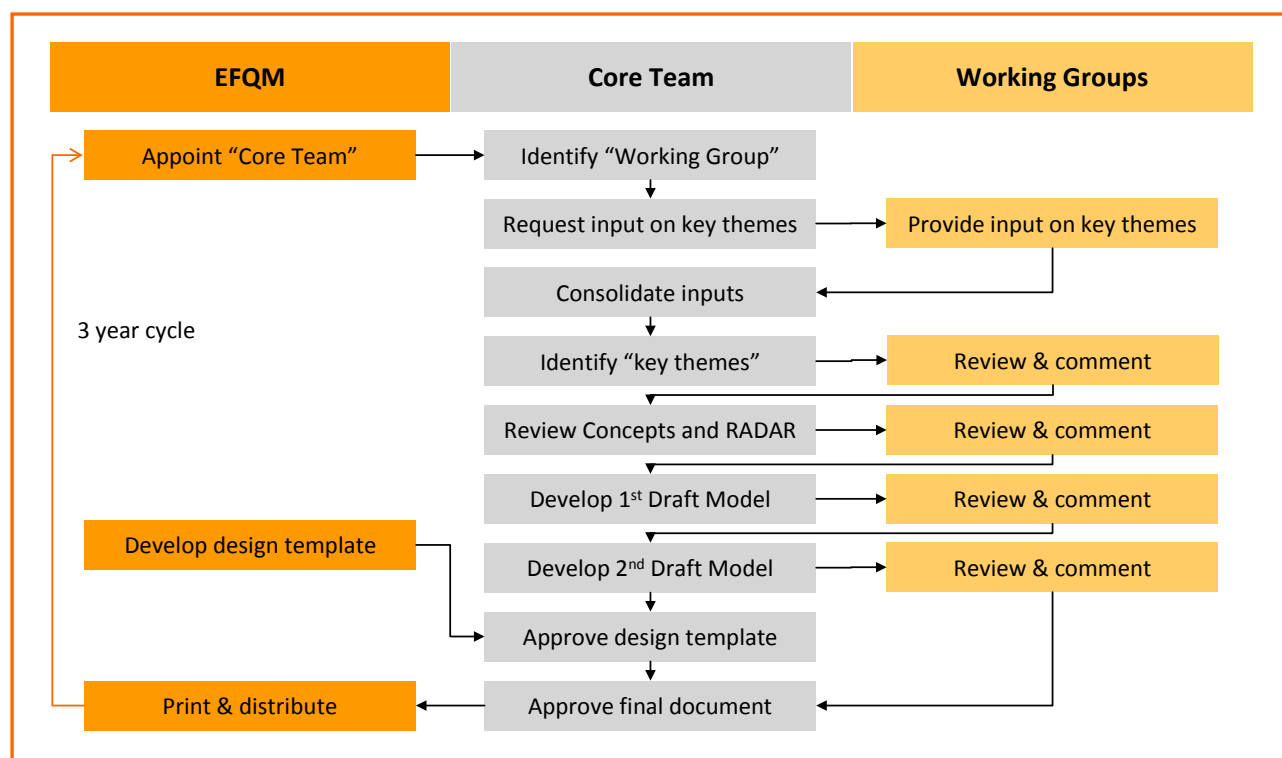
- Feedback we obtained from our **Members**, formally through the surveys and informally from visits and during projects with our members;
- Information gathered through our links with other **learning networks**, from emerging trends in management methods and insights during conferences, in literature and from other reliable and reputable sources in this field;
- Proposals and challenges based on the active and regular use by our **Assessors**, local **Partner** organisations and our EFQM **Faculty** of trainers;
- All complemented with feedback received from representatives of the **EU** on the relevance and visibility of our Model.

In this way the ‘voice’ of the diverse set of stakeholders was setting the scene to start a review.

Integrated into this decision was the allocation of the main resource for this project - the core team. This team was put together to represent each of the stakeholder groups mentioned above, and to complete this update in a short timeframe. Also part of this decision was the policy to stay in line with design constraints starting with keeping **8 Fundamental Concepts** as the basis, but also keep the **9 boxes** to cover the content, and thirdly to keep the power of **RADAR** as a scoring and consensus tool.

The process shown in the diagram below was used to come to the launch of the 2010 release during the Forum in Brussels. With the CEO of the EFQM Foundation leading this project, also additional feedback and confirmation was sought from Academia and relevant EU departments.

Overview of Review Process



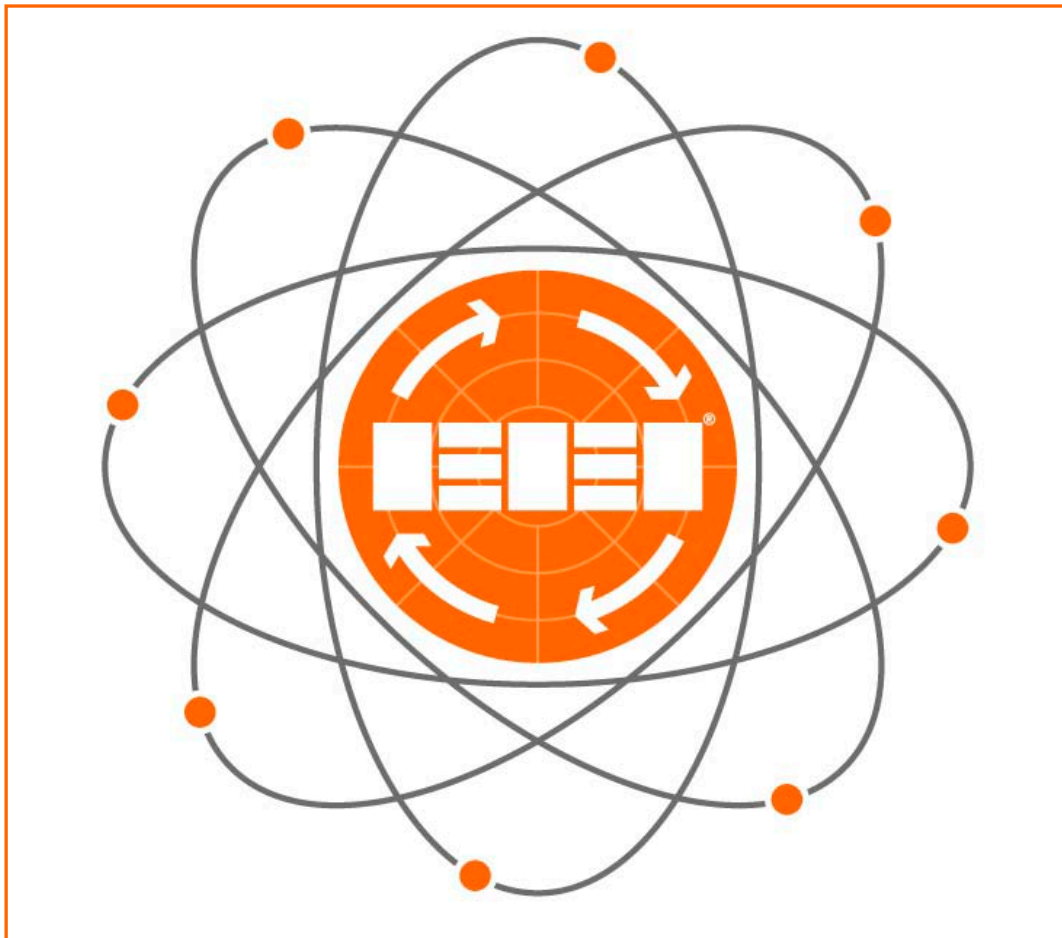
EFQM Excellence Model 2010

Besides the basic principle to use the **Fundamental Concepts as the basis** for integration and consistency in the criteria and RADAR, these complementary design principles were agreed upon to ease the not always easy to make decisions in this process:

- It should be generic and applicable to all organisations; profit and not for profit, big and small, simple and complex;
- Simplify the wording and ensure it is relevant to all activities and sectors;
- Focus on including emerging trends and topics;
- Use language targeted to managers, not EFQM Experts;
- Make the concepts, definitions and bullet points action oriented;
- Build on the work done in 2005 on reviewing the Fundamental Concepts.

The emerging trends and topics that needed more emphasis or were newly introduced include amongst others 'Creativity and Innovation', 'Sustainability', 'Corporate Governance', 'Organisational Agility', 'Risk Management', 'Promoting products & services', and 'Supplier Management'.

To visually reinforce the 8 concepts, the 9 criteria and the RADAR tool are fully integrated with each other, this diagram is now available:



So here we are, let's look at how the voice of the Members and our other stakeholders has improved the Model or 'common language' these EFQM believers use to learn with and from each other.

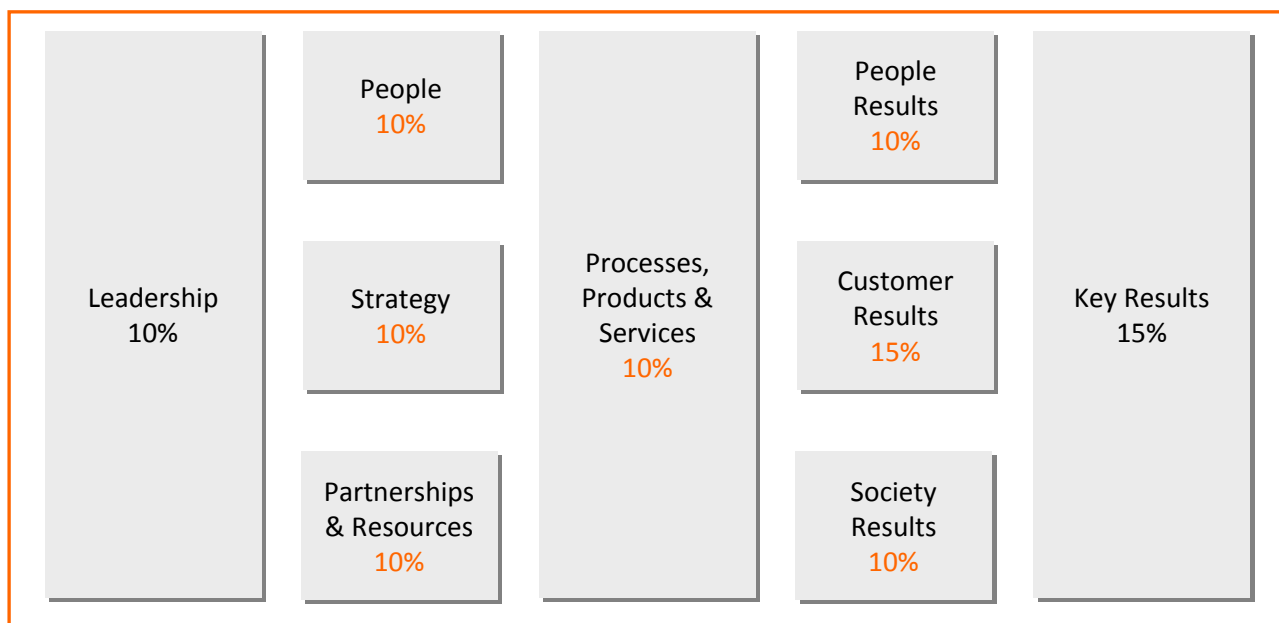
2. The changes incorporated in version 2010

In line with the 3 dimensional character of the EFQM Model, this chapter explains the changes in each of these dimensions, being:

- The Fundamental Concepts
 - The set of eight concepts was kept as such, but all have a renewed and more dynamic title while the content for each was enriched and is now presented in a more structured way.
- The Model itself with the 9 boxes or criteria
 - Also here the 4 result and 5 enabler criteria boxes were kept as such, but have now a better naming, more consistency inside, less overlap and were brought 'up to date' in content. Also the weighting is now simpler and more balanced.
- The RADAR elements for Results and Enablers
 - Here a big change was made for the 'scope' attributes used to assess the performance of the results or 'footprint' of an organisation. The set of attributes for assessing approaches in the enabler criteria were refined with aspects like efficiency, creativity and timeliness being integrated into the well known triplet of 'approach', 'deployment' and 'assessment and review'.

Besides these main changes, also the weighting of the criteria was reviewed and simplified, while keeping the 'equal' value between the capacity of an organisation through the 5 enabler criteria and the performance it delivers for all stakeholders in the 4 result criteria. Each keeps 50% of the total.

Revised Weighting between Criteria



2.1. Changes in the Fundamental Concepts

The main principle of what these 8 concepts stand for is confirmed in this version of the Model, their role was reinforced as in the past the potential value of this dimension of the Model has often been underestimated. This is obvious from the design process used for this version of the Model - this approach used the Fundamental Concepts as the basis and reference for the rest. It

EFQM Excellence Model 2010

was now the first time that a **fully consistent and direct link** was made between each of the eight concepts and each of the 32 criterion parts, while keeping these 2 views on Excellence apart.

As you can see in the table below each concept is now defined in more ‘active’ expressions. This helps to focus better on the principle that organisations (like the ones being a member of the EFQM) are taking their faith in their own hands. It underlines the insight that the status of ‘being excellent’ in one or more of these 8 facets can only be achieved by **DOING something** about it.

Below you can find an overview of the most important changes. Although the number of concepts remains at eight and the naming looks more or less the same, a detailed reading of the definition for each concept shows the content has been enriched significantly and represents very well the aspects we can find back in organisations that deserve our admiration.

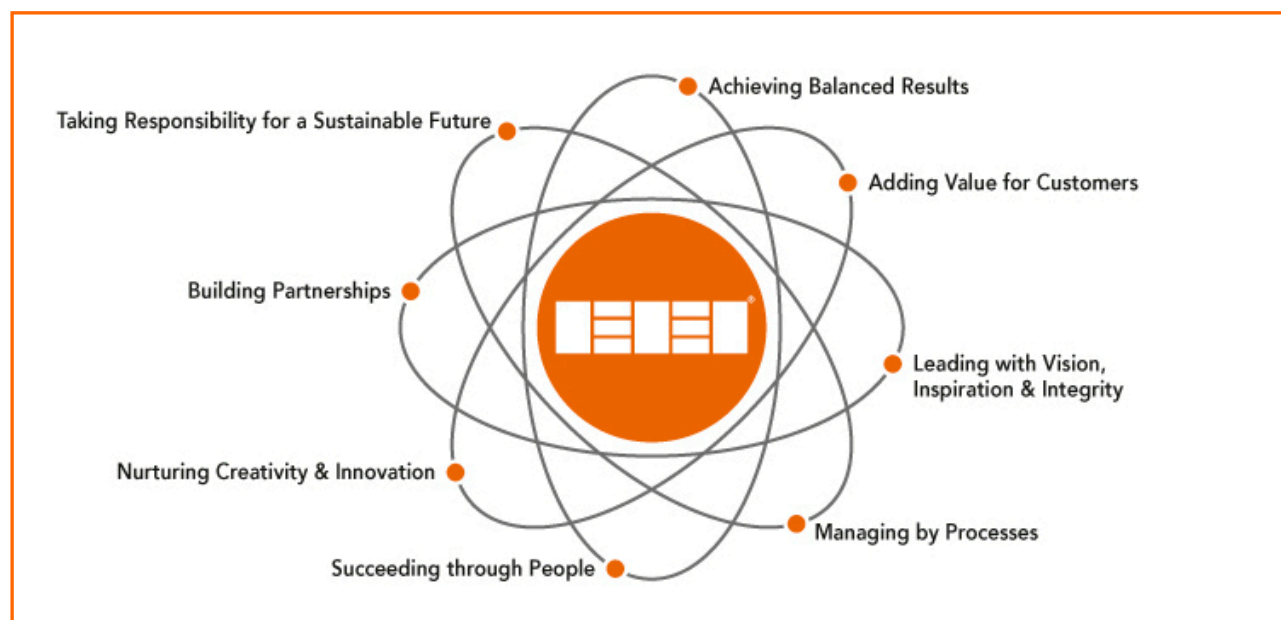
Overview table 1 – Fundamental Concepts

2010 version	2003 version	Main shift in content
Achieving Balanced Results	Results orientation	<i>Focus is now on developing the key set of results required to monitor progress against the vision, mission and strategy, enabling leaders to make effective and timely decisions.</i>
Adding Value for Customers	Customer Focus	<i>Focus is now on clearly defining and communicating the value proposition and actively engaging customers in the product and service design processes.</i>
Leading with Vision, Inspiration & Integrity	Leadership & Constancy of Purpose	<i>The concept is now more dynamic, focusing on the ability of leaders to adapt, react and gain the commitment of all stakeholders to ensure the ongoing success of the organisation.</i>
Managing by Processes	Management by Processes and Facts	<i>The focus is now on how the processes are designed to deliver the strategy, with end to end management beyond the “classic” boundaries of organisation.</i>
Succeeding through People	People Development and Involvement	<i>The focus is now on creating a balance between the strategic needs of the organisation and the personal expectations and aspirations of the people to gain their commitment and engagement.</i>
Nurturing Creativity & Innovation	Continuous Learning, Innovation and Improvement	<i>The concept now recognises the need to develop and engage with networks and engaging all stakeholders as potential sources of creativity and innovation.</i>

2010 version	2003 version	Main shift in content
Building Partnerships	Partnership Development	<i>The concept has been extended to include partnerships beyond the supply chain and recognises that these should be based on sustainable mutual benefits to succeed.</i>
Taking Responsibility for a Sustainable Future	Corporate Social Responsibility	<i>The concept now focuses on actively taking responsibility for the organisation's conduct and activities and managing its impact on the wider community.</i>

What didn't change is that the fundamental concepts are a unique and powerful way to 'define' the status of being excellent in a comprehensive way. Also the 8 concepts remain **unnumbered**; they have no order of sequence, weight or importance. Which of these 8 are the most important to pursue depends on the current state and specific environment an organisation lives in and what it aspires to become in the future, its ambition.

What did change however significantly is the way these 8 concepts are now **visually integrated** with the two other components, the eight concepts are now clearly positioned as the electrons orbiting around a nucleus with RADAR and the 9 criteria (or if you like it more – Satellites orbiting around the Earth).



2.2. What changed in the way the Model works with RESULTS?

In this part, let's have a look to what has changed in the Model to support a better assessment of the performance of an organisation. In this part we describe first the changes in the 4 generic criteria of results an organisation achieves, and then how the RADAR elements were updated to enable better Analysis, Feedback, Action and Learning.

2.2.1. What changed in the RESULTS criteria?

For the 3 stakeholders being the customers, people and society an organisation is working with and for, the naming and the ‘stereo’ principle of having on one side perceptions and on the other side performance indicators remains the same. However the definition and the guidance of which facts and figures to focus on were put into exactly the same structure and were improved. A clear move was made from a list of examples of measures to a more generic description of the type of or the **fields of performance** to use in demonstrating good or excellent performance levels.

For the Result criteria 6, 7 and 8 a sharper difference between the perception (a) and indicator (b) aspects of performance is now established. This reinforces that excellent performance can only be confirmed or achieved if both the **effectiveness AND efficiency** are achieved. Each of the b) criterion parts deals with the efficiency side, with performance indicators that show how much is done, while each a) side deals with the effectiveness side or did all this action indeed ‘made a difference’. As an example for customer results on the b) side an organisation could show how well and how much positive and negative feedback was handled, and how fast, while on the a) side the impact of this feedback on the actual perceptions by Customers is visible. Without getting into an academic paper here on this topic, it is now clear in the criteria that effectiveness data is put in 6a, 7a and 8a, while efficiency data is under 6b, 7b and 8b. As a last remark on this topic let’s mention both a) and b) can have lagging or leading indicators, this version of the Model does not use this aspect to allocate a result in a) or b).

However for the **Key Results** criterion (9) a significant change was made in the definition and naming of the results the shareholders or owners of an organisation expect to be achieved. It now simply refers to ‘achieving what is aimed for in the strategy’. Of course also for this ‘bottom line’ criterion the definition and guidance for suitable facts and figures was enhanced like it was for criterion 6, 7 and 8.

Overview table 2 – Results criteria

2010 version	2003 version	Main shift in content
<u>Customer Results (6)</u> 6a Perceptions 6b Performance Indicators	<u>Customer results</u> 6a Perception measures 6b Performance Indicators	<i>Emphasising the impact the organisation has on perceptions rather than just ‘measuring’ them.</i>
<u>People Results (7)</u> 7a Perceptions 7b Performance Indicators	<u>People results</u> 7a Perception measures 7b Performance Indicators	<i>Integrating it with how people perceive the effectiveness of the strategy, especially the ‘human’ part.</i>
<u>Society Results (8)</u> 8a Perceptions 8b Performance Indicators	<u>Society results</u> 8a Perception measures 8b Performance Indicators	<i>Giving better guidance to align with the societal and environmental aspects of the strategy. For the scope of results to present, clarified to consider specific external Society stakeholders impacting performance.</i>
<u>Key Results (9)</u> 9a Key Strategic Outcomes 9b Key Performance Indicators	<u>Key performance results</u> 9a Key Performance Outcomes 9b Key Performance Indicators	<i>Now it is directly integrating with ‘the strategic intent’, also the definition and fields of measures an organisation ‘may’ focus upon was enhanced.</i>

Another maybe less visible change at first sight is the introduction now of the concept of **prioritising key results**. In the definition for each of the results criteria a specific part is dedicated to determine the relative importance or weight for each of the data sets used to present and understand one of the facets of the performance, which links into the need to make comparisons and establish targets for these ‘Key Results’.

The relative **weighting** of criteria, these changed and brings both Customer and Key results at the same importance (150 pts each), and People and Society both at 100 pts. For criterion 9, and now also criterion 8 there is a 50/50 % split between the criterion parts a) and b), while for the people and customer criteria 6 and 6 the 75/25 split remains.

2.2.2. Changes affecting the way we look at specific RESULTS of an organisation

Here one of the key changes of the 2010 version of the Model was made by changing the sequence and enhancing the elements of RADAR applicable to each of the results criteria.

For the analysis (like during an assessment e.g.) of the performance an organisation achieves in a specific field still **two main elements** are used, but these **changed in order**. By putting the ‘relevance and usability’ of the results first, and the well known performance aspects of ‘trends’, ‘targets’, ‘comparisons’ and ‘causes’ second, a balance between the analysis of set of data itself and what can be seen as patterns in this data has been established clearly and firmly now.

Overview table 3 – RADAR for Result criteria

2010 version	2003 version	Main shift in content
Relevance & Usability (3 elements = SIS)	Scope	<i>Changes from 1 to 3 separate attributes being ‘scope & relevance’, ‘integrity’ and ‘segmentation’. The integration with strategy, as well as the quality and the timeliness of data and information are now more explicit. Also the identification of key results is mentioned explicitly now.</i>
Performance (4 elements = TTCC)	Results	<i>For comparisons and targets the need is now more focused on key results only. A ‘confidence’ aspect in future performance was added.</i>

First the analysis in line with the strategy of the ‘scope & relevance’, ‘integrity’ and ‘segmentation’ of the data used to understand and demonstrate the results for a specific criterion (6, 7, 8 or 9) is done. Only when a clear picture of what we used to call ‘scope’ is agreed upon, the performance level can be analysed. Together then these 2 elements help in determining how strong the performance is or where significant potential to improve can be found.

The changes to the results section of the RADAR mean that those assessing need to make a judgement, based on the information they are presented with, relating to:

- The **proportion** of the results being relevant, integer and segmented ($\frac{1}{4}$, $\frac{1}{2}$, $\frac{3}{4}$) for ‘Relevance and Usability’, and
- Whether the performance is **likely to be sustained** into the future, based on analysing the trends and targets, comparisons with other organisations, the understanding of the “cause & effect” relationships, changes within the operating environment, etc.

2.3. What changed in the way the Model works with ENABLERS?

Overall the structuring into 5 enabler criteria was kept as a simple way to divide into commonly agreed groups of approaches an organisation can change when aiming to improve its capacity and future performance. While on the famous 9 boxed picture all key words were kept (with the exception of 'Policy'), the change from 'Processes' into '**Processes, Products and Services**' emphasizes the universal character of the Model. It is (as it was) applicable for any type of sector, size or maturity. Moreover it prevents some interpretations of the criteria that 'forget' the **core of any organisation** that lies into the design and delivery of their portfolio of products and/or services, the offering for Customers used to fulfil their mission.

Another maybe less obvious change at first sight is the extension of the Feedback arrow below the 9 boxes with '**Creativity**'. Besides the 'Learning' and 'Innovation' as the desired effect of understanding how enablers integrate with results and vice versa, this highlights creativity as a factor highly impacting success, it shows the **dynamic** nature of the Model.

2.3.1. What changed in the ENABLER criteria?

All together **24 criterion parts** are still used to structure a systematic and complete view on the capacities and value of all the approaches an organisation has. There are 24 fields an organisation can change in the light of a sustained and better future performance. Like in the 2003 version, each criterion has 5 criterion parts, except criterion 2 on Strategy which has 4 parts.

Besides the changes summarised below in the table per criterion part, a lot of attention was given in this review to bring the number of **guidance points** to an average between 5 and 6. This way each point describes now more clearly a specific topic that can generate valuable subjects for discussion. Also a sanity check on these guidance points to describe only realistic and up to date management practices was done, resulting in an overall reduction (from >160 to 132) and a more focused content. Although the old phrase 'may include' is now systematically replaced by 'In practice, Excellent organisations:', these guidance points should NOT be considered as a checklist or a list of mandatory practices or approaches, they serve as a generic list of practices from real life cases in a way to define a specific criterion-part.

Probably the most powerful **integration** was achieved by re-using some or all of the bullet points from the Fundamental Concepts into each criterion part (see page 21 of the Model Brochure).

Overview table 4 – Enabler criteria

2010 version	2003 version	Main shift in content
Leadership (1)	Leadership	<p>1a - 'ethics' is emphasized more as a facet of role modelling</p> <p>1b – position the Leaders as the 'drivers' for performance and capability development</p> <p>1c – includes now the reasons for Leaders to engage with the stakeholders and the need for transparency and to report back to all stakeholders in line with expectations</p> <p>1d – now the 'inspirational' effect of Leaders is more explicit</p> <p>1e – integrates now the 'flexibility' factor and the 'decision making capability' of Leaders in understanding and driving change</p>
Strategy (2)	Policy & Strategy	<p>2a – clearer focus on understanding the 'external' environment</p> <p>2b – emphasis on internal, and adds 'capabilities'</p> <p>2c – has now 'sustainability' built into the strategy and adds 'business model/drivers' understanding</p> <p>2d – the direct link to processes is removed while making more explicitly the link to results, also the 'circle is closed' within this criterion with the timely refinement and/or reconsidering of strategic choices</p>
People (3)	People	<p>3a – people plans directly linked into strategy and results (7)</p> <p>3b – capabilities used now, and more future oriented</p> <p>3c – added 'alignment' and making the link with engaging people e.g. into process effectiveness and efficiency</p> <p>3d – positioning the people themselves as the 'communicators' and as the actors in 'sharing what works'</p> <p>3e – introducing 'work-life balance' and 'mutual support and care', also adds engagement of people in the wider society</p>
Partnerships & Resources (4)	Partnerships & Resources	<p>4a –adds 'suppliers' for a more complete coverage and emphasises the 'mutual benefit' for long term relationships</p> <p>4b – positions more clearly finance to 'secure' success, and added 'long term with short term financial planning consistency'</p> <p>4c – adds now 'natural resources' and ability to show 'footprint'</p> <p>4d – clarifies the need for a 'portfolio' to support strategy</p> <p>4e – better positioned as key in supporting decisions, added the awareness and use of 'networks' as source of knowledge</p>

2010 version	2003 version	Main shift in content
Processes, Products and Services (5)	Processes	<p>5a – positioned now as part of ‘the management system’, integrating the aspects of the former 5b, adds ‘optimisation’</p> <p>5b – the new 5b is an improved version of the former 5c</p> <p>5c – an entirely new criterion to emphasize these essential activities in any organisation (including non-profit, public sector)</p> <p>5d – like the former 5d but positioned as ‘delivering the value proposition’ and reinforcing the full product/service life cycle</p> <p>5e – like the former 5e, reinforcing the need to enhance the offering and to engage customers also in ‘responsible use’ of your products &/ services</p>

The relative **weighting** of these changed very simply to 100 points for each of the 5 criteria.

2.3.2. Changes affecting the way we look at a specific ENABLER of an organisation

While the changes here are less visible at first sight compared to the ones for the results elements of RADAR, they also ask for careful attention when adapting to the 2010 version. While e.g. the word ‘review’ is replaced by the word ‘**refine**’, also what is being ‘Assessed & Refined’ is now defined more clearly in the **new picture**. Overall you can see each of the RADAR letters have this type of improvement; this is reflected also in the new picture for RADAR that better illustrates now the ‘**full circle**’ of the 4 parts of the RADAR logic.

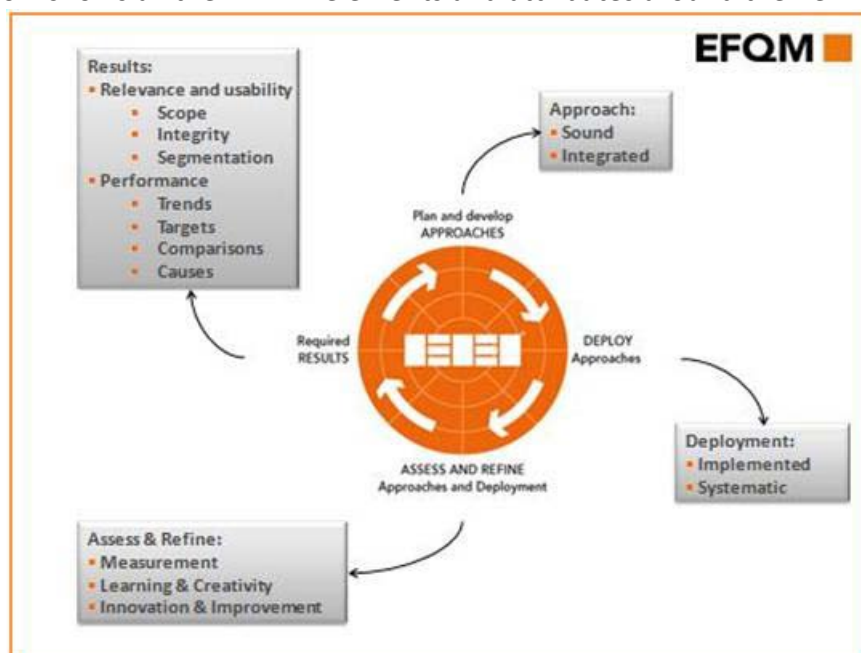
The 3 elements and how these are composed of the 7 attributes remains largely the same as a structure and the method to come to a consensus of either a scoring level or to facilitate a focused exchange of views for one of the 24 enabler criteria. However, in the table below some minor changes in wording can have a significant change in the analysis of an enabler, like e.g. the ‘**timeliness**’ (or speed) of deployment.

Last but not least the matrix for scoring purpose is now more consistently using the quality of ‘**evidence**’ to come to a consensus for each of the elements and/or the subset of attributes. As a good definition in the glossary is not yet available, this creates a need for more guidance for the practical meaning of ‘evidence’, this e.g. during a real-life external assessment. That however we will discuss more in depth in the Assessment related trainings like the Upgrade Course.

Overview table 5 – RADAR for Enabler criteria

2010 version	2003 version	Main shift in content
Approach	Approach	<i>Sound - refinements embedded over time is added</i> <i>Integrated – no change</i>
Deployment	Deployment	<i>Implemented - relevance for areas is more explicit now</i> <i>Systematic - timeliness and flexibility now to be considered besides structured</i>
Assessment and Refinement	Assessment and Review	<i>Measurement- efficiency is added + appropriateness</i> <i>Learning & Creativity - creativity added + internal and external good practice as source of learning</i> <i>Improvement & Innovation - innovation is added</i>

The picture below shows all the RADAR elements and attributes around the new RADAR graphic.



2.4. Some general changes worth mentioning

1. A first and very visible change is that the colours used are now in line with the recently update logo and look and feel of the EFQM as a **brand**.
2. The second one is the identification or name for this version clearly **tagged as 2010**, making the impact visible of this change, e.g. for the
 - 1) qualification as an Assessor (visible on the diploma);
 - 2) endorsement by EFQM of a tool, product or service (visible like a '**stamp**');
 - 3) licenses granted to a partnering organizations (visible on the agreement on IP).
3. The way the 3 components integrate now as **ONE picture** is a demonstration of the consistent and well designed integration of these '3 into 1'. It also shows how each of these viewpoints on excellence is complementary to the other two.
4. The final point worth mentioning is the extended '**Glossary of Terms**', establishing a new reference for the meaning of the often rather freely interpreted meaning of words.

3. Impact of these changes for the Users

As this a first version of the Transition Guide, there is limited experience with the new 2010 Model. This section is therefore restricted to the effect already taken into account during the development process and from early adopters. We plan to extend this section based on the feedback and practical experiences of our stakeholders. Details of how you can contribute your experiences, ideas and suggestions are included in the next section.

3.1. Impact for Assessors

An upgrade course for Award Assessors and people who have previously completed the EFQM assessed assessor training has been developed. This course focuses on how the changes to the Model affect the way we assess organisations at a practical level. To ensure consistency and calibration, Assessors will need to attend this training for conducting an external assessment on behalf of EFQM. Please contact us or visit www.efqm.org for details.

Some of the areas to pay attention to in getting used with the changes and to learn to create even better feedback, conduct more focussed interviews and do your analysis, will be these:

- A greater need to understand and agree on the **relevance and quality of data** / information when assessing the result areas (because of the change in the elements and the new RADAR attributes)
- Finding ways to interview people on both **efficiency and effectiveness** of the approaches they have an impact upon (because of the changes in the RADAR for enablers)
- Agree and be aware on how to **judge 'future' performance levels and the sustainability** aspects. This e.g. can be done not by making a personal judgement of these aspects, but by looking at how the leaders and/or other people are confident their results are sustainable, future targets will be achieved etc.
- For reaching a good consensus on the level of maturity for enablers, a good understanding of the diversity of **types of evidence** that can be used for this will be needed, broadening the classic understanding of tangible or documented evidence only.
- Of course we will need to get used to the new **calculation of the scores** and weighting, although that can be solved by a simple spreadsheet, in any case the scores will always remain 'a means to an end' and not an objective in itself.
- For the changes at criterion part level, renewed personal 'mental maps' or other ways like mnemonics or abbreviations will evolve over time to remember 'by heart' things like the set of attributes in RADAR.

Please 'share what works' for you, and maybe also 'what is not working', and make a record of your insights for the Assessor community, so we can learn collectively with and from each other.

For new Assessors, all future EFQM Assessor Training courses will be using the EFQM Excellence Model 2010, with a new case study. For dates, or to book a course, please visit www.efqm.org.

3.2. Impact for Applicants

The impact when exposing your organisation for an assessment, preparing for this experience or afterwards digesting the outcomes, are complementary to the impact for the Assessors above.

The revised Model will come into effect for all assessments in the EFQM Excellence Award 2010 process. Workshops have been arranged to explain the changes and what this will mean for applicants in the 2010 process. Please [contact us](#) for more information.

In general as the changes were induced by insights about great organisations, those at a high maturity level should benefit from these changes as they enable you to better demonstrate and highlight your strengths. For those at the lower level but having the ambition to grow their capacities and improve their achievements, more inspiration is available to decide upon key areas for improvement.

3.3. Impact for other stakeholders

Our portfolio of training courses and publications are being reviewed and updated in line with the revised 2010 Model. This includes “Train the Trainer” sessions, the EFQM Assessor Training and translations of the EFQM Excellence Model brochure. We are also developing new tools, including Self-Assessment using the 2010 Model, whatever stage you’re at in your journey towards excellence. All [updated products and services or tools developed and shared by members](#) will carry this stamp:



We’ll be giving you regular updates through the website and through our [Red Threads](#) newsletter.

4. Further information and feedback

For more information on the EFQM Excellence Model 2010, you can:

- Visit our website www.efqm.org for regularly updated information and a list of frequently asked questions ([FAQ List](#));
- Attend either an upgrade [training](#) or the full assessor course you can learn or sharpen your skills and competencies needed to qualify as an Assessor for the EEA;
- Contact your [EFQM Account Manager](#) for further information on self-assessment tools, case studies and other opportunities to get involved.

4.1. Improving this guide

This document is designed to evolve with feedback from our Members, Assessors and other stakeholders, based on their practical experiences of applying the EFQM Excellence Model 2010.

We hope this guide gives you ideas on how you can effectively make the transition to the 2010 Model within your organisation. After reading this guide, if you are eager to send your feedback, positive or negative, or contribute your ideas on how we can improve this document, you can do so by writing to the author, at Paul.Gemoets@efqm.org.

4.2. Making your contribution to the 'next' Model

By using the 2010 Model in practice we will all have from time to time creative ideas or see opportunities to improve it in one way or another. In order to collect these inputs before they can be checked and aligned versus all of the other influences and proposals for the Model content and structure, we would advise you to structure your proposal under these headings:

- To what dimension of the Model it applies (fundamental concepts, RADAR or the criteria)
- Describe the 'current situation'
- The same for your 'proposal'
- The benefits of the change you propose or the 'why'

There is a standard form available from EFQM for submitting these suggestions. There will also be opportunities to discuss ideas and suggestions at the EFQM Learning Edge events and each year after the EFQM Excellence Award assessment cycle. Your [EFQM Account Manager](#) can put you in touch with the member of the Core Team who represents your stakeholder group.

Based on the feedback received from our stakeholder groups, EFQM Board of Governors have agreed that the Model is fully reviewed and updated every 3 years. If a specific need for change is identified by the Core Team within this cycle, they can highlight this to the Board and recommend that a review is necessary.

Get involved

The EFQM is a Membership organisation. We rely on input, ideas and suggestions from you to create a vibrant community.

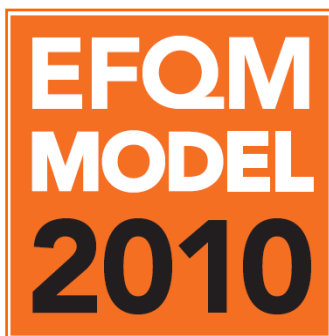
Through EFQM, there are numerous opportunities for you to engage in interactive discussions or activities on this or other topics. For more information, [please contact us](#).

Contributions

EFQM would like to sincerely thank the following people for their contribution to this document:

- Chris Hakes, Leadership Agenda Ltd.
- Christian Forstner, Siemens.
- Matt Fisher, Ricoh.

Remember to look for....



*“Change will not come if we wait for some other person or some other time.
We are the ones we've been waiting for. We are the change that we seek.”*

Barack Obama.

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