



EFQM 2010

Key Changes & its Implications for Organizations

Sunil Thawani

Author, “Business Excellence Awards-Strategies for Winning”
Fellow, American Society for Quality (ASQ) & ASQ Country Councilor, UAE
Chairman, Continual Improvement Subgroup, DQG

12th October 2010, Dubai



Table of Contents



- Why the changes ?
- What has **not** changed ?
- What has changed ?
 - Concepts of excellence
 - Generic
 - Criteria Titles
 - Weightages
 - Enablers
 - Results
- Are changes significant ?
- Implications for organizations?
- Concluding thoughts.



Why the Changes ?



- Keep pace with changes in the business environments.
- EFQM 2010 released in late 2009.
- Model will be reviewed every 3 years.



What Has Not Changed



The Nine Boxes

RADAR Tool

8 Fundamental Concepts of Excellence.

Generic Nature of Model

Weightage
Enablers & Results
(50-50)



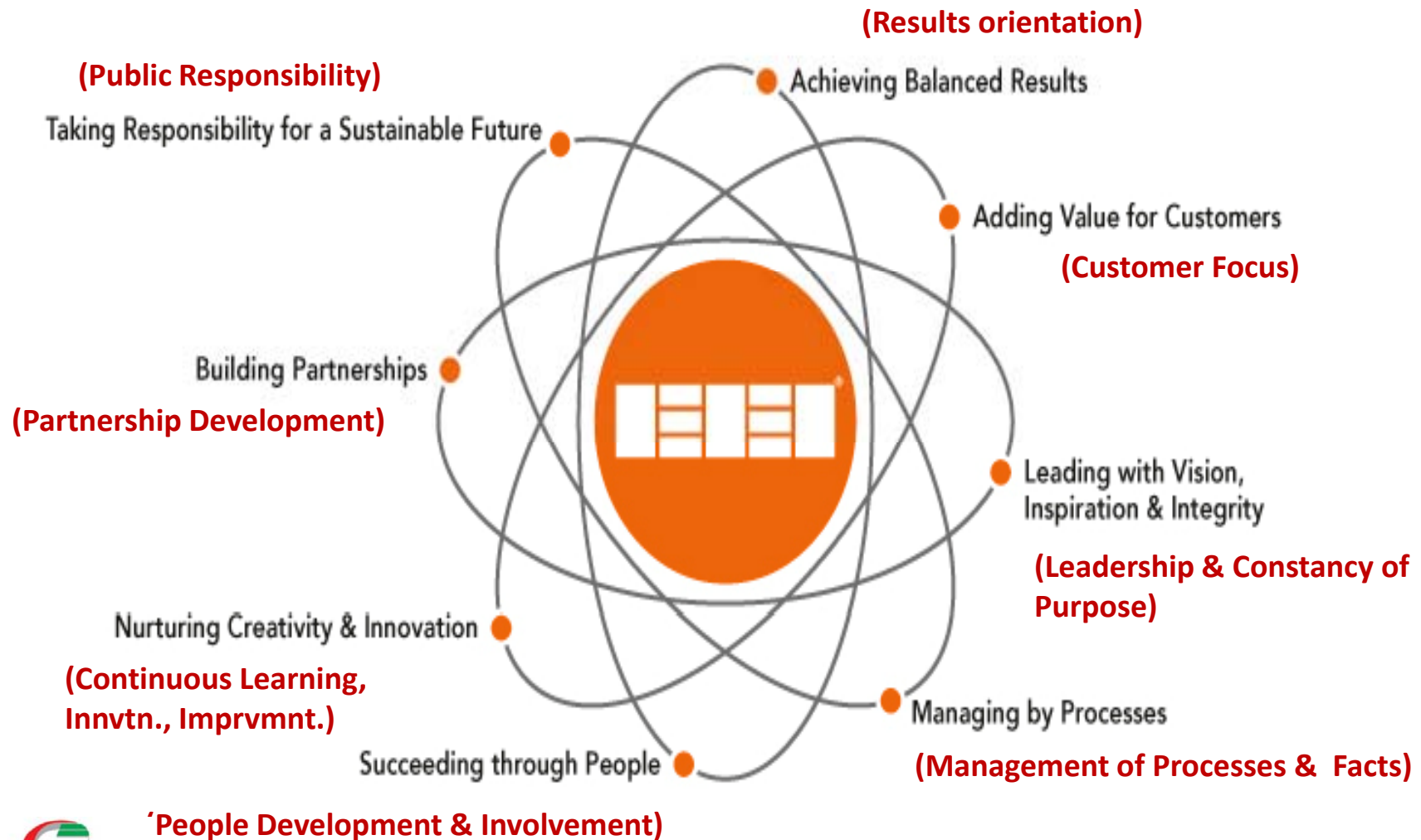
Excellent Organizations Defined



“ Achieve and sustain **superior** levels of performance that meet or exceed the **expectations** of all their stakeholders.”



Changes in 8 Fundamental Concepts of Excellence



Changes in Concepts of Excellence



| | Principle | Key Changes |
|---|---|--|
| 1 | Achieving balanced results. | Focus on key results to make timely and effective decisions . |
| 2 | Adding value for customers. | Clearly define and communicate value proposition for customers . |
| 3 | Leading with vision, inspiration and integrity. | Adapt and react to changes in the business and environment. Ethical conduct of leaders. |
| 4 | Managing by processes. | End to end processes rather than departmental procedures. Processes designed to deliver strategy . Beyond boundaries of organization. |



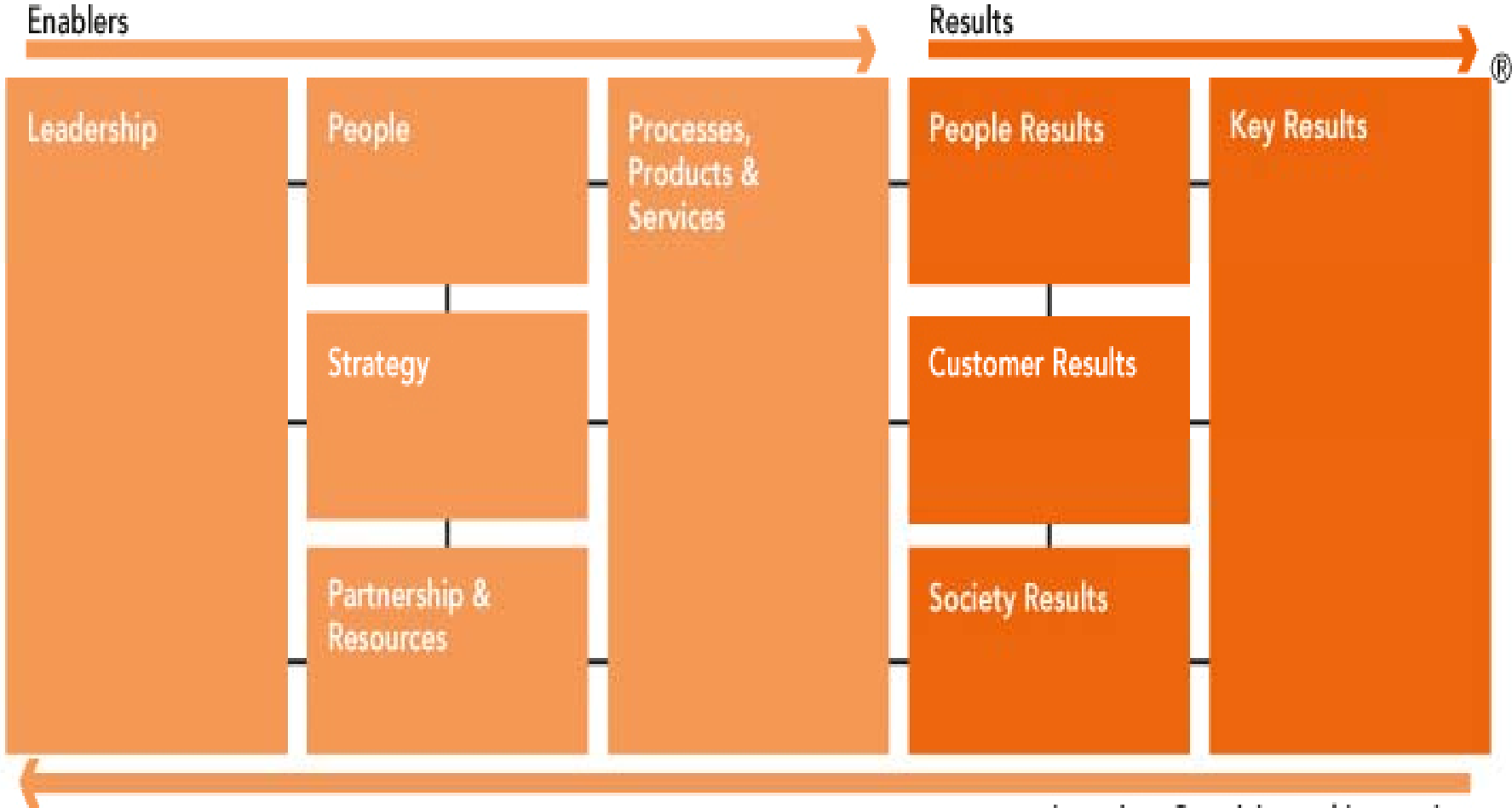
Changes in Concepts of Excellence



| | Principle | Key Changes |
|---|---|--|
| 5 | Succeeding through people. | Recognise and value people. |
| 6 | Nurturing creativity and innovation. | Engage all stakeholders for creativity and innovation. |
| 7 | Building partnerships. | Sustainable mutually beneficial partnerships. |
| 8 | Taking responsibility for a sustainable future. | Actively taking responsibility for organizations conduct and its impact on wider community. |



DQA 2010/ EFQM 2010 The Model



® The EFQM Excellence Model is a registered Trademark

Integration of Concepts into the Model



| Criterion | 1 | | | | | 2 | | | | 3 | | | | | 4 | | | | | 5 | | | | | 6 | | 7 | | 8 | | 9 | | |
|--|------------|---|---|---|---|----------|---|---|---|--------|---|---|---|---|--------------------------|---|---|---|---|----------------------------------|---|---|---|---|------------------|---|----------------|---|-----------------|---|-------------|---|--|
| | Leadership | | | | | Strategy | | | | People | | | | | Partnerships & Resources | | | | | Processes, Products and Services | | | | | Customer Results | | People Results | | Society Results | | Key Results | | |
| Sub-Criterion | A | B | C | D | E | A | B | C | D | A | B | C | D | E | A | B | C | D | E | A | B | C | D | E | A | B | A | B | A | B | A | B | |
| Achieving Balanced Results | | X | X | | | X | | X | X | | | | | | | X | x | | X | | | | | | X | X | X | X | X | X | X | X | |
| Creating Value for Customers | | | X | | | | X | | | | | | | | | | | | | | X | X | X | X | X | X | | x | | | | | |
| Leading with Vision, Passion and Inspiration | X | | | X | X | | | X | | | | | | X | | | | | | | | | | | | | X | | X | | | | |
| Managing by Process | | X | | | | | x | | X | | | X | | | | X | x | x | X | X | | x | | | | X | | x | | x | | X | |
| Succeeding through People | X | | | X | | | | | | X | X | X | x | X | | | | | | | | | | | | | X | X | x | | | | |
| Nurturing Creativity & Innovation | | | X | | | | x | | X | | | X | | | | | | X | X | X | X | | | x | X | x | X | x | X | x | X | | |
| Building Partnerships | | | X | | | x | x | | | | | | | | X | | | | | | x | | | | x | X | x | X | x | X | x | X | |
| Taking Responsibility for a Sustainable Future | X | X | X | | X | x | x | X | | | | | X | X | | X | | | | | x | | X | x | | | x | | X | X | x | | |

X = Text from Fundamental Concept directly reflected in the criteria part

x = Adaptation of text from Fundamental Concept appears in the criteria part

Integration of Concepts - Example



1a. Leaders develop the mission, vision, values and ethics and act as role models.

- Leaders champion the organisation's values and are role models for integrity, social responsibility and ethical behaviour, both internally and externally. – **Leading with vision, inspiration & integrity**



Criteria Title Changes



| Earlier Model | DQA 2010 Model |
|--------------------------------|--|
| Leadership | Leadership |
| Policy and Strategy | Strategy. |
| People | People |
| Partnerships and Resources | Partnerships and Resources |
| Processes | Processes, Products and Services. |
| Customer Results | Customer Results |
| People Results | People Results |
| Society Results | Society Results |
| Key Performance Results | Key Results |



Changes in Weightages (Scores)



| Criteria | Weightage | Change |
|-----------------------------------|-------------|----------|
| Leadership | 100 | 0 |
| Strategy. | 100 | + 20 |
| People | 100 | + 10 |
| Partnerships and Resources | 100 | + 10 |
| Processes, Products and Services. | 100 | - 40 |
| Customer Results | 150 | - 50 |
| People Results | 100 | + 10 |
| Society Results | 100 | + 40 |
| Key Results | 100 | 0 |
| Total | 1000 | 0 |

Weight Reduced

Weight Increased

Changes in Results



- Focus on key results area
- Relevance & Usability of results introduced
 - **Relevance** – Do the results presented address all important areas of the organisation and its operations?
 - **Integrity** – Are they robust and accurate?
- Sustainability of continued successful performance.
- Criteria 9 (Key Results)
 - 9a – Key Strategic Outcomes. (**Focus “Achieving what is aimed for in Strategy”**)
 - 9b – Key Performance Indicator (Leading Indicators)



Customer Results – Suggested Perception Measures



| Earlier Model (Partial List) | | EFQM 2010 Model |
|-------------------------------|--|--|
| Overall Image | Accessibility Communications Flexibility Responsiveness | Reputation and image |
| Products and Services | Quality Value Reliability Delivery | Product and service value |
| Sales and After Sales Support | Advice and support Handling complaints Product training Technical support Warrant provisions | Product and service delivery |
| Loyalty | Intention to repurchase Willingness to recommend | Customer service, relationship and support |
| | | Customer loyalty |



EFQM 2010 - What Has Changed – Results



Relevance &
Usability.

Performance

Sustainability
of
performance
in future.

Make
Judgment



Are Changes Significant ?



Many subtle but important changes

Forward looking

Emerging trends incorporated

Common sense



Implications for Organizations (1/3)



- Integrate concepts of excellence into Enablers and Results;
- Clearly define value proposition for customers
- Ensure sustainability of initiatives,



Implications for Organizations (2/3)

Enablers



Corporate governance

Contribution to society/ wider community

Ethical behaviour and integrity

Predict external business environment

Creativity & Innovation

Enterprise risk management

Partner & Supplier management

Business continuity

Environment protection



Implications for Organizations Results (3/3)



*Demonstrate
implementation of
strategy*

*Help anticipate
future performance*

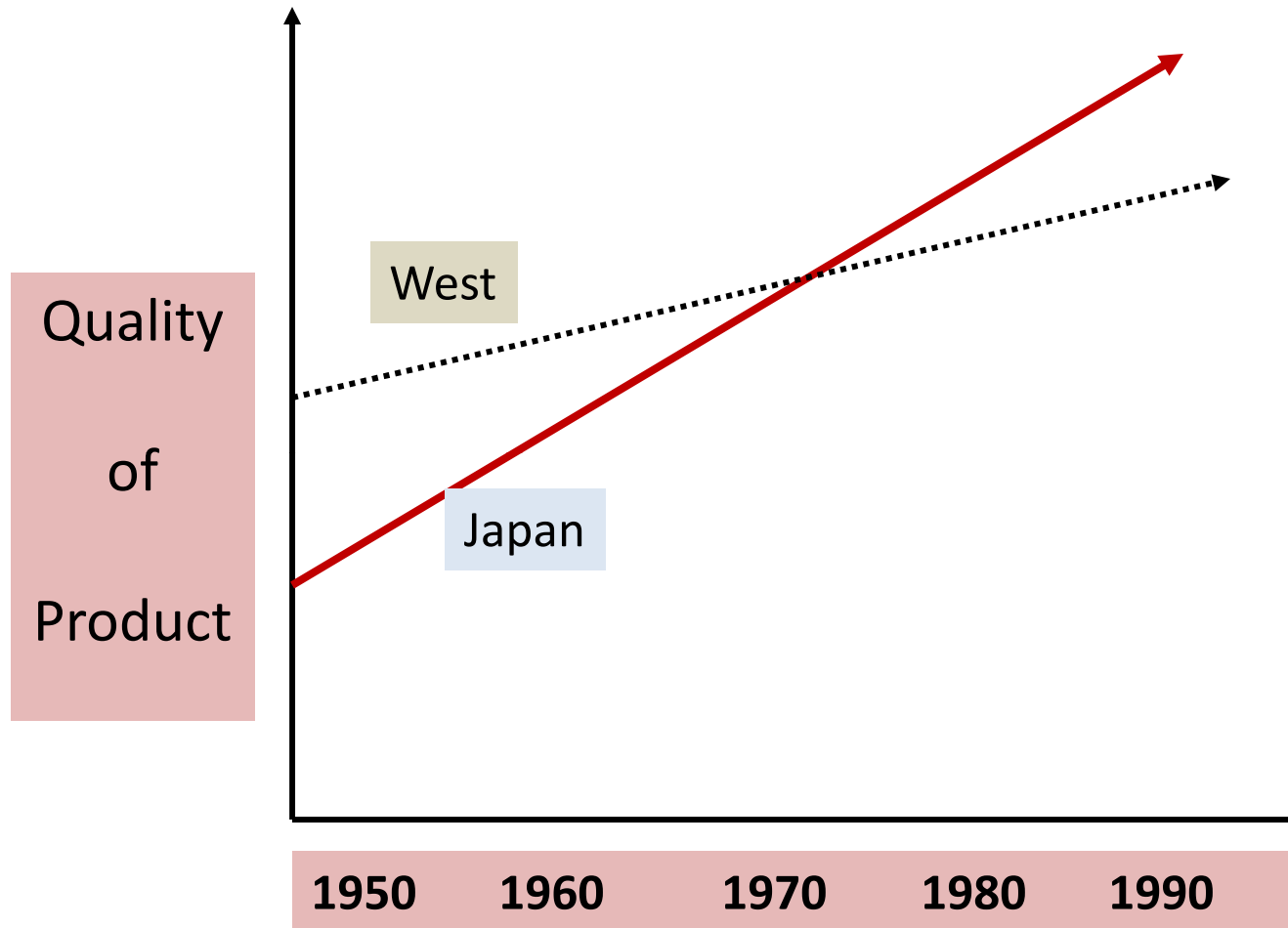
*Relevant to all
stakeholders and
organization*

*Used for timely and
effective decision
making*

*Provide confidence
on sustained positive
performance in
future*



Concluding Thoughts



The Rate of Improvement is Decisive

Questions and Answers



Wish you all the best in your Quest for
Excellence

Thank You

Sunil Thawani

qualityindeed@gmail.com

www.qualitywaves.com

