
EFQM EXCELLENCE MODEL

- 1. Leadership** How leaders develop and facilitate the achievement of the mission & vision, 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 system is developed and implemented.

1a. Leaders develop the mission, vision and values and are role models of a culture of Excellence.

This **may** include:

- developing the organisation's mission and vision;
- developing and role modelling ethics and values which support the creation of the organisation's culture;
- reviewing and improving the effectiveness of their own leadership and acting upon future leadership requirements;
- being personally and actively involved in improvement activities;
- stimulating and encouraging empowerment, innovation and creativity e.g. by changing the organisation's structure, funding learning and improvement activities;
- encouraging, supporting and acting upon the findings of learning activities;
- prioritising improvement activities;
- stimulating and encouraging collaboration within the organisation.

1b Leaders are personally involved in ensuring the organisation's management system is developed, implemented and continuously improved

This **may** include:

- aligning the organisation's structure to support delivery of its policy and strategy;
- ensuring a system for managing processes is developed and implemented;
- ensuring a process for the development, deployment and updating of policy and strategy is developed and implemented;
- ensuring a process for the measurement, review and improvement of key results is developed and implemented;
- ensuring a process, or processes, for stimulating, identifying, planning and implementing improvements to enabling approaches e.g. through creativity, innovation and learning activities, is developed and implemented.

1c. Leaders are involved with customers, partners and representatives of society

This **may** include:

- meeting, understanding and responding to needs and expectations;
- establishing and participating in partnerships;
- establishing and participating in joint improvement activity;
- recognising individuals and teams of stakeholders for their contribution to the business, for loyalty etc;
- participating in professional bodies, conferences and seminars, particularly promoting and supporting Excellence;
- supporting and engaging in activities that aim to improve the environment and the organisation's contribution to society.

1d. Leaders motivate, support and recognise the organisation's people

This **may** include:

- personally communicating the organisation's mission, vision, values, policy and strategy, plans, objectives and targets to people;
 - being accessible, actively listening and responding to people;
 - helping and supporting people to achieve their plans, objectives and targets;
 - encouraging and enabling people to participate in improvement activity;
 - recognising both team and individual efforts, at all levels, within the organisation, in a timely and appropriate manner.
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