

---

## 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.
-