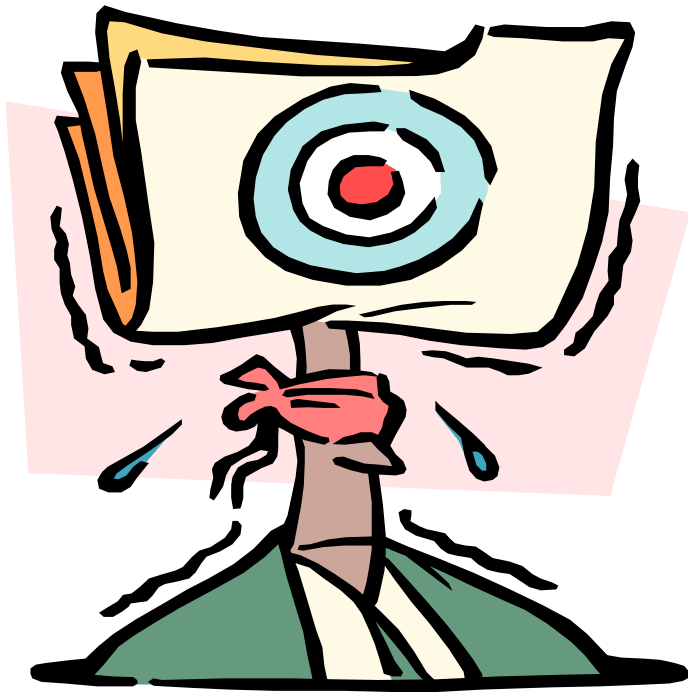




Excellence Models and Stakeholders



- The role of **Chris Hakes** & the Faculty's tutors is to facilitate, share knowledge, challenge misconceptions, coach good practices and represent the Mission and Values of EFQM.

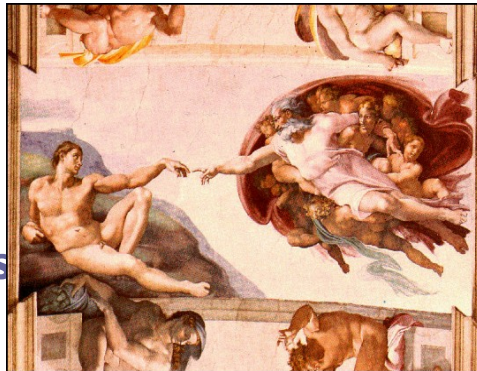
- Knowledge base today own experiences as trainer, parent, and governor in using the model and outcome of European wide study on SA Good practice

- hakes@efqm.org



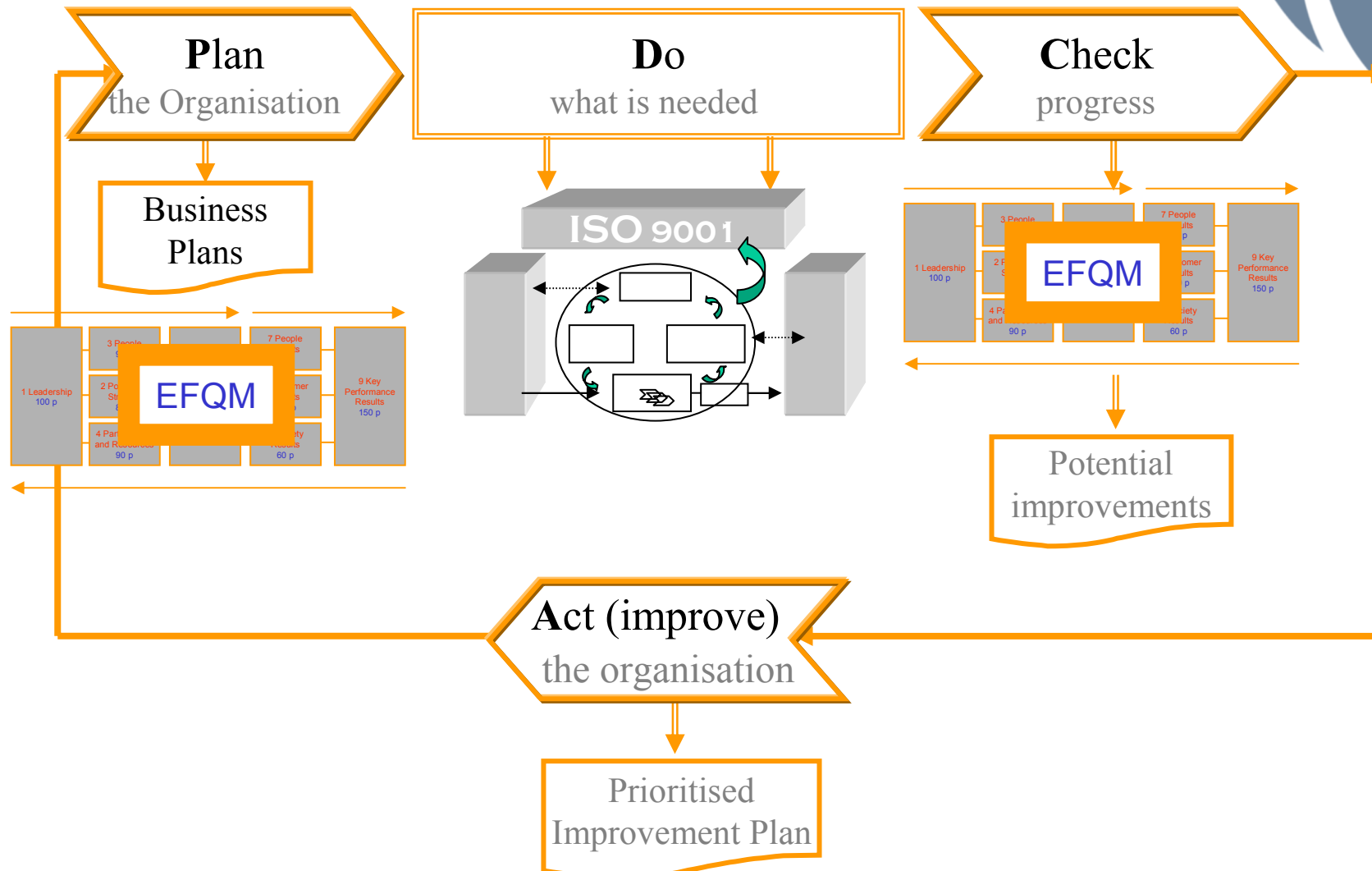
Comparisons

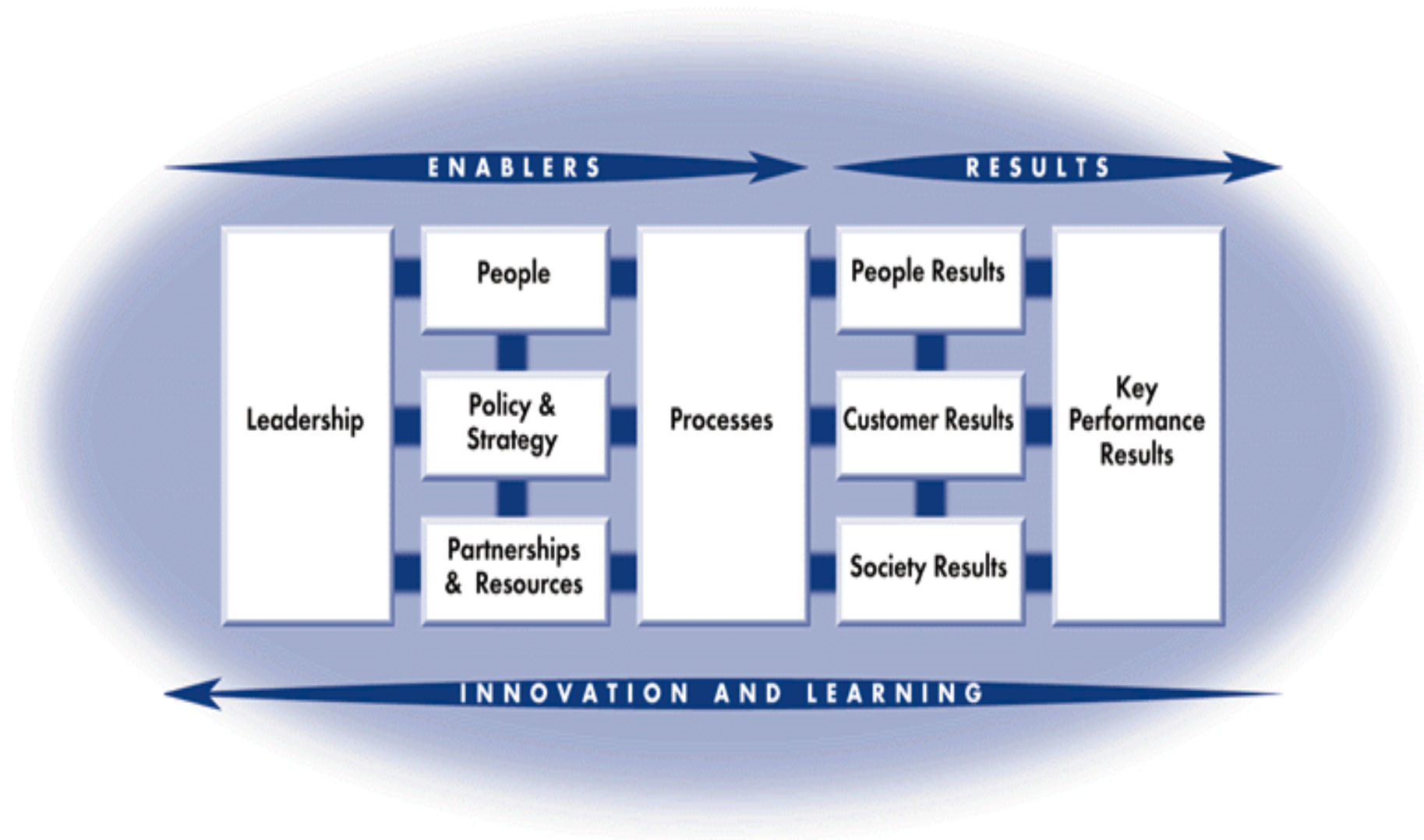
- Focused on results
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- Helps identify good organisations
- Need to ensure “apples and apples”



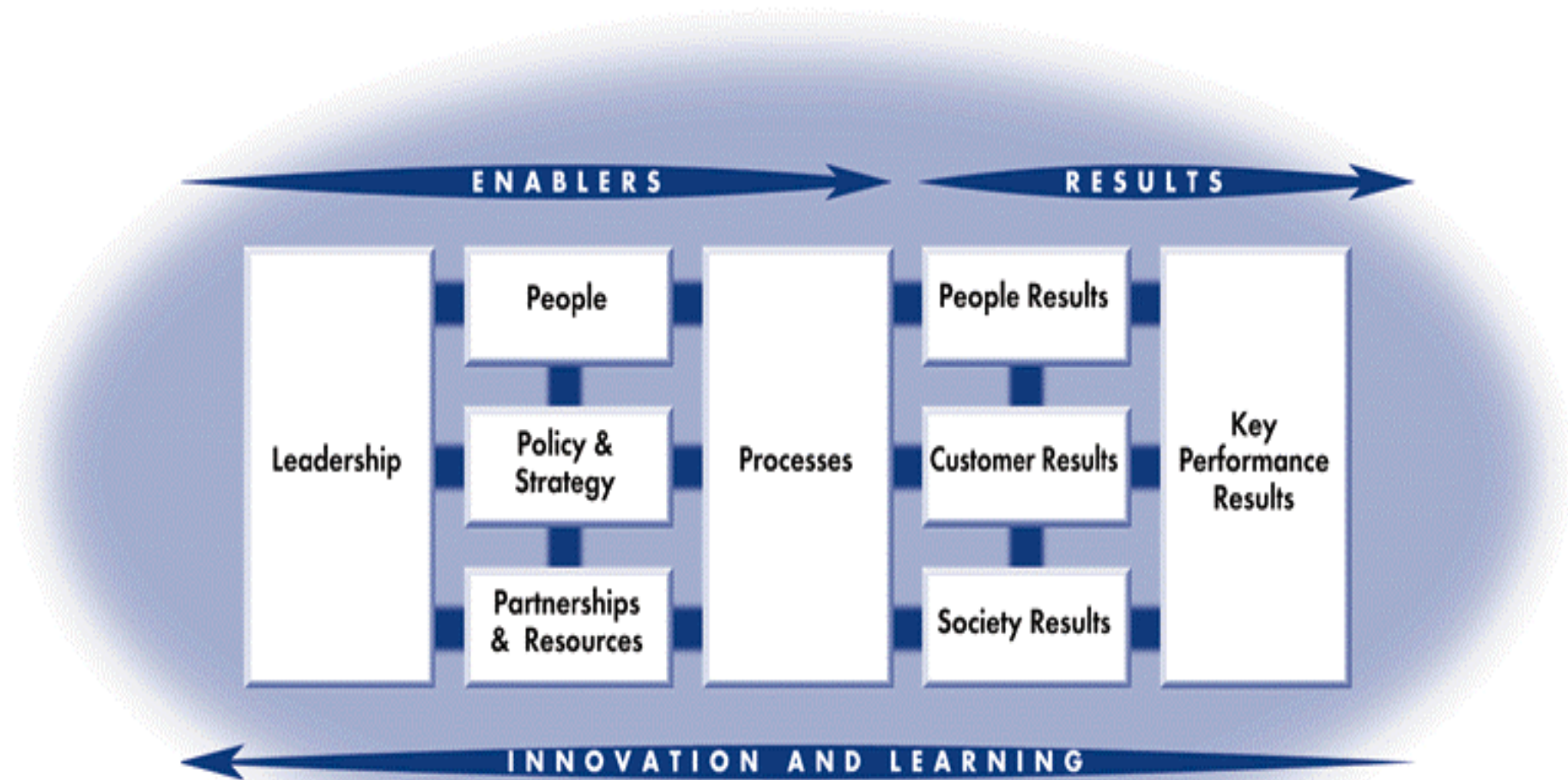
Benchmarking

- Focused on how results achieved
- Used to learn from best practice
- Need to understand own process first
- Need to think outside own sector
- If the self assessment process is relevant to you keep listening...





EFQM A way to vision and measure



< 1% WINNERS/SYMBOLIC USE, 99%+ DECIDING OR ACTING ON IT

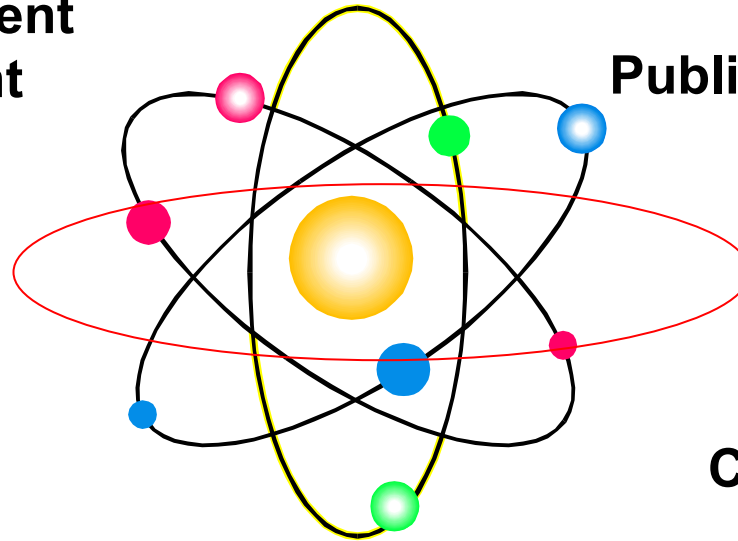
Customer Focus

People development
& improvement

Management by
process and facts

Partnership
Development

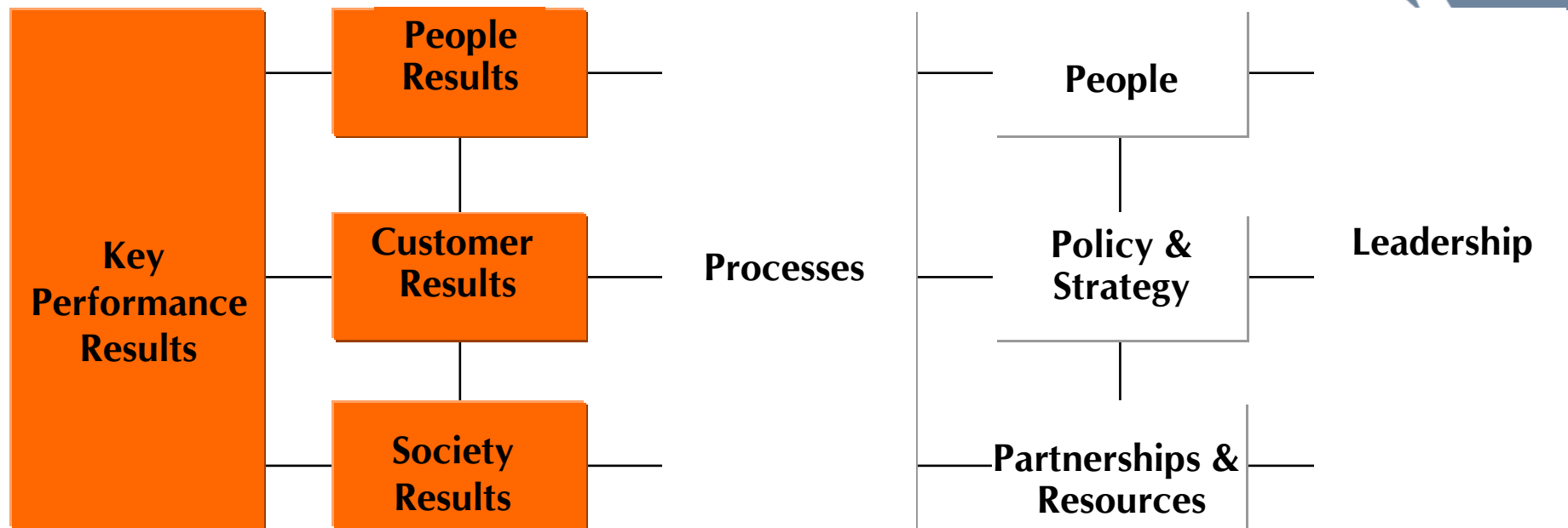
Leadership & constancy of purpose



Public-Societal responsibility
(CSR)

Results
orientation

Continuous learning,
innovation &
improvement



Results

Enablers

-Work from right to left



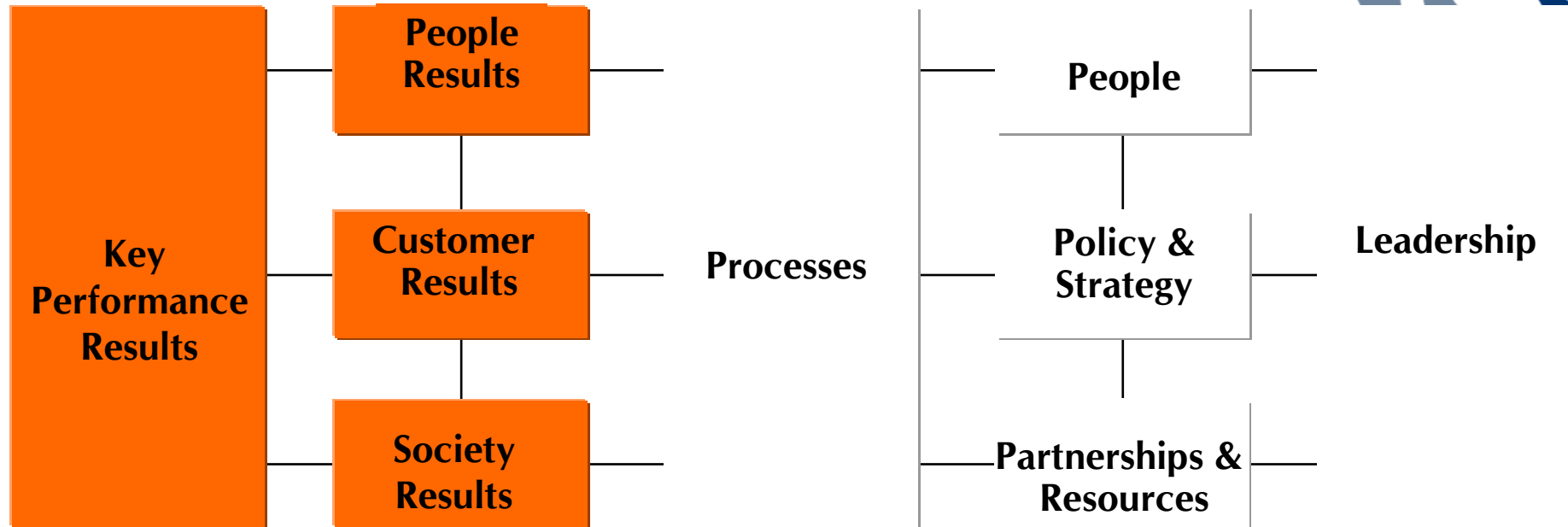
Three common favourites:



Suitcase words in which everyone
places the things that suit
them....



1. YOU RESEARCH AND DEVELOP DEEP INSIGHT INTO THE CHARACTERISTICS AND NEEDS OF PRESENT AND FUTURE STAKEHOLDERS AND CONCLUDE WHICH ELEMENTS OF THIS YOU WILL ADDRESS. –IT WON'T BE EVERYTHING!
2. YOU SYSTEMATICALLY GET ONGOING EXTERNAL FEEDBACK ON THE KEY FEATURES YOU HAVE CHOSEN
3. YOU HAVE AN APPROPRIATELY COMPREHENSIVE RANGE OF INTERNAL MEASURES TO TRACK THE PERFORMANCE OF THE ORGANISATION'S PROCESSES (THOSE THAT ARE LIKELY TO IMPACT ON THE TARGETED EXTERNAL STAKEHOLDERS FEATURES)
4. YOUR PEOPLE ARE APPROPRIATELY EMPOWERED TO RESOLVE THE MAJORITY OF CUSTOMER GRIEVANCES YOU RECEIVE



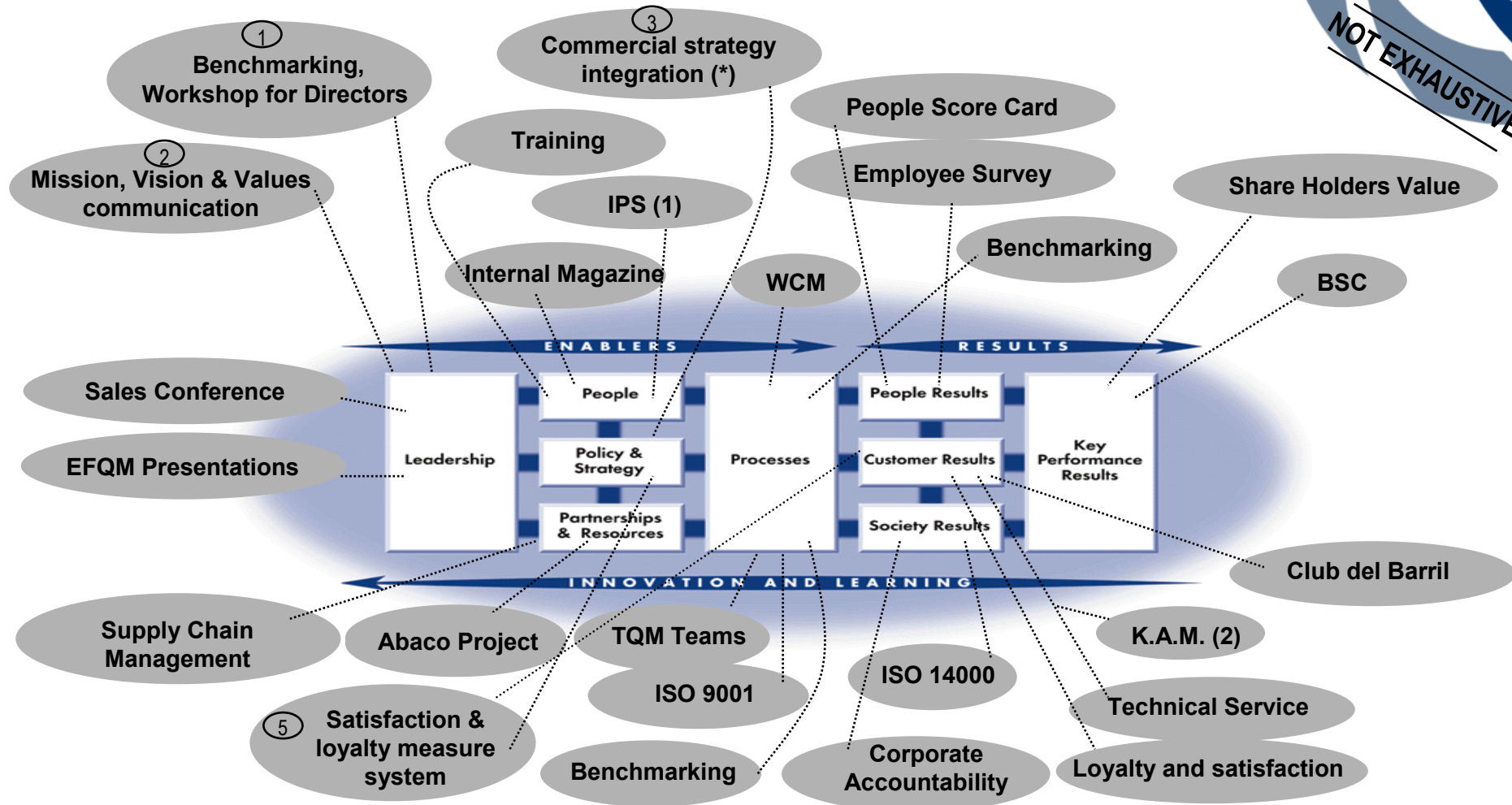
EFQM & Stakeholders...Key learning: Decide for yourselves, be specific, carry on with life



Source EFQM 2002-3 Strategy benchmarking study



Review and Questions....



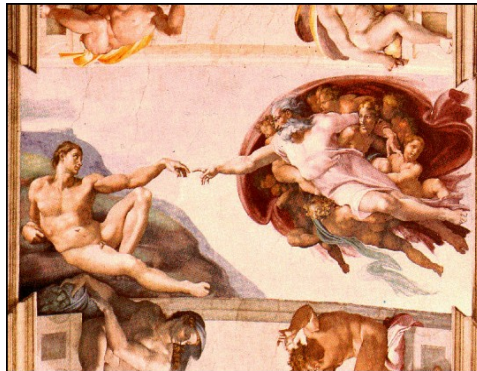
(1) I.P.S.= Improvement Suggestion System

(2) K.A.M. = Key Account Management



Comparisons

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- Need to ensure “apples and apples”

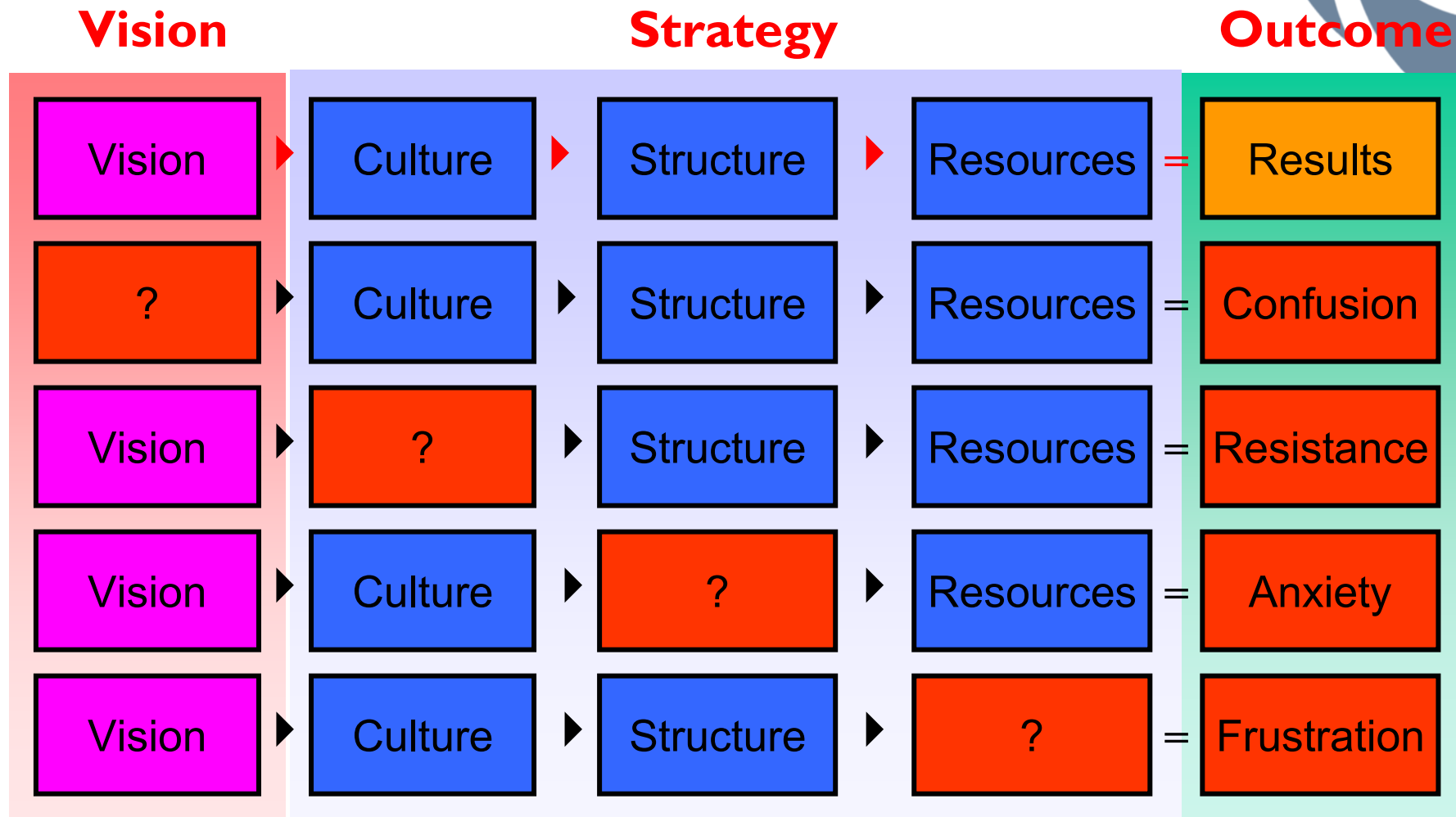


Benchmarking

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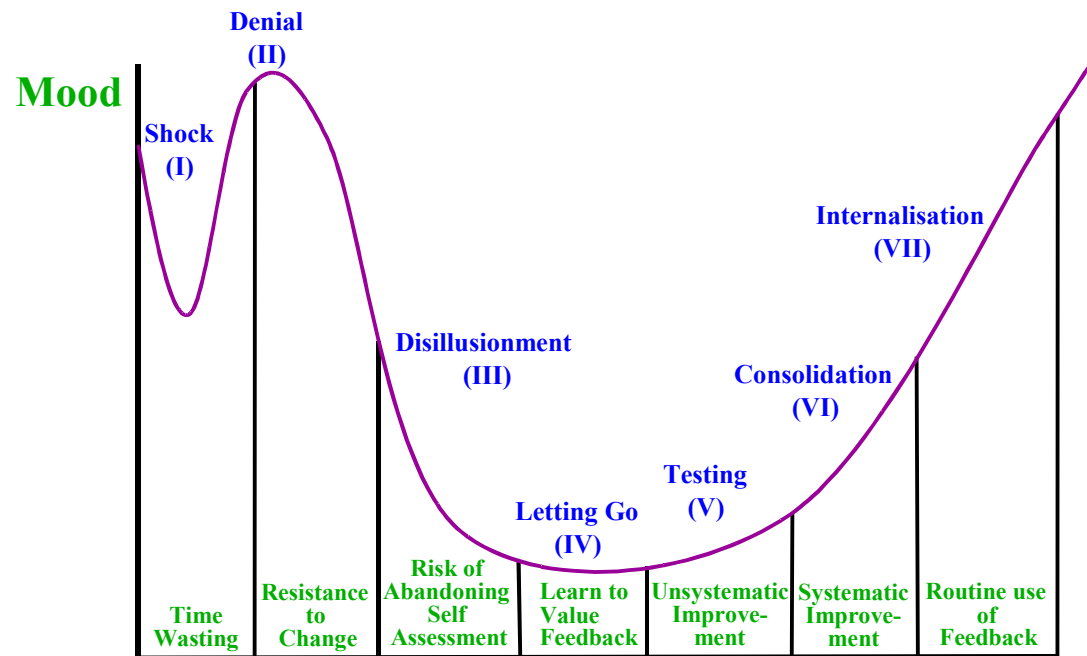
A final thought

-Integration is important





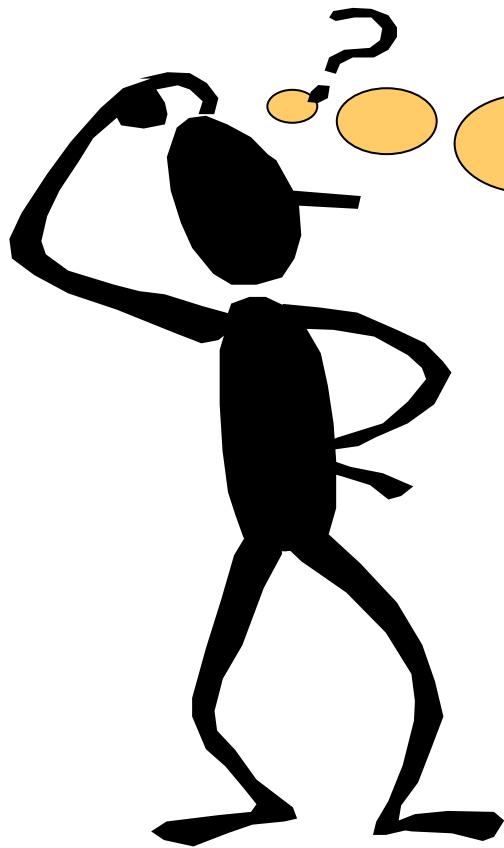
The Feedback Acceptance Model



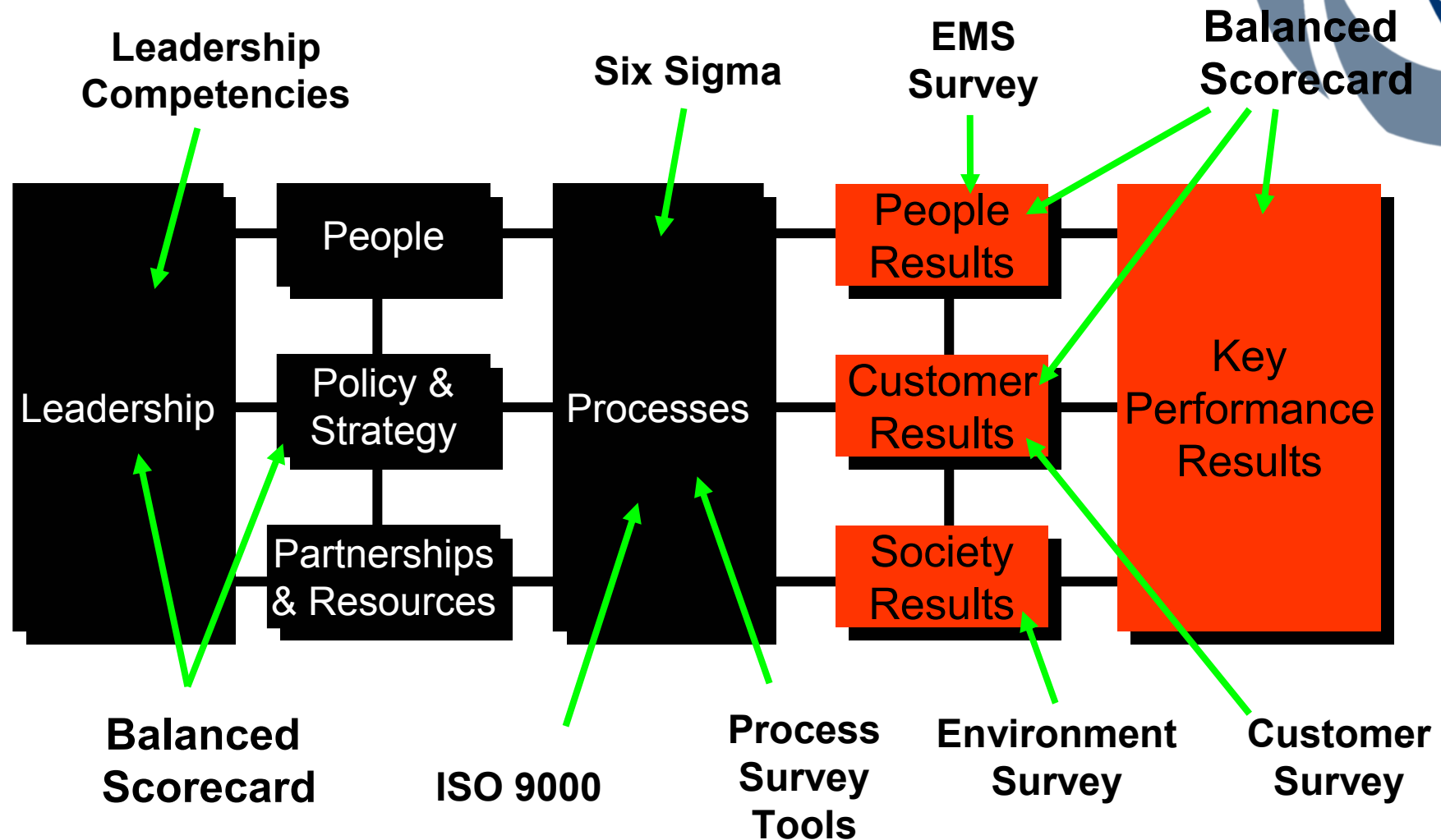
Adapted from : Adams,Hayes and Hopson (1976) **Time**

With kind permission from R Simpson (BT Northern Ireland), Dr S Meegan (The British Quality Foundation), Dr F Hill & SA Hazlett (The Queens University of Belfast), E O'Neill (University of Ulster). Adapted from Adams, Hayes and Hopson (1976)

1.2 The Fundamental Concepts -

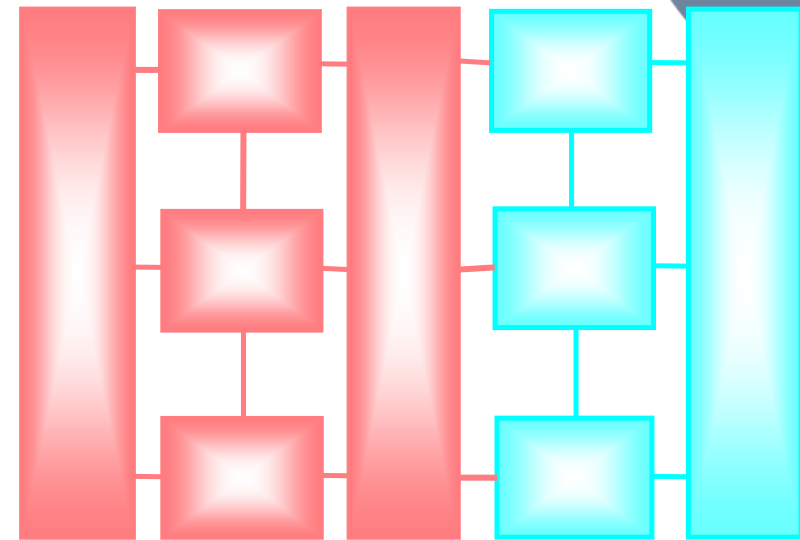
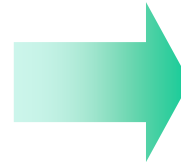


**SO WHAT DO WE
REALLY MEAN BY
EXCELLENCE ?**





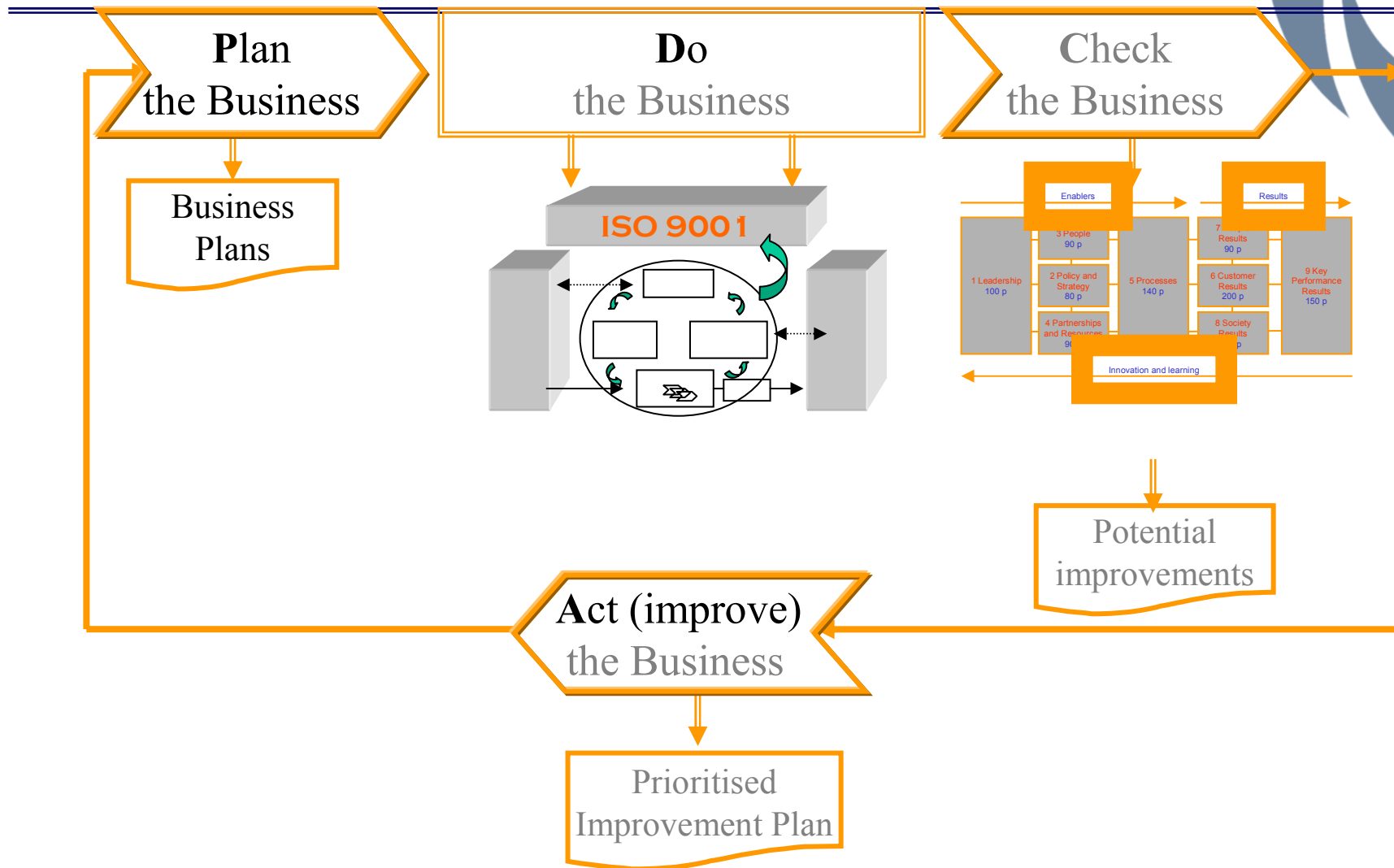
CURRENT



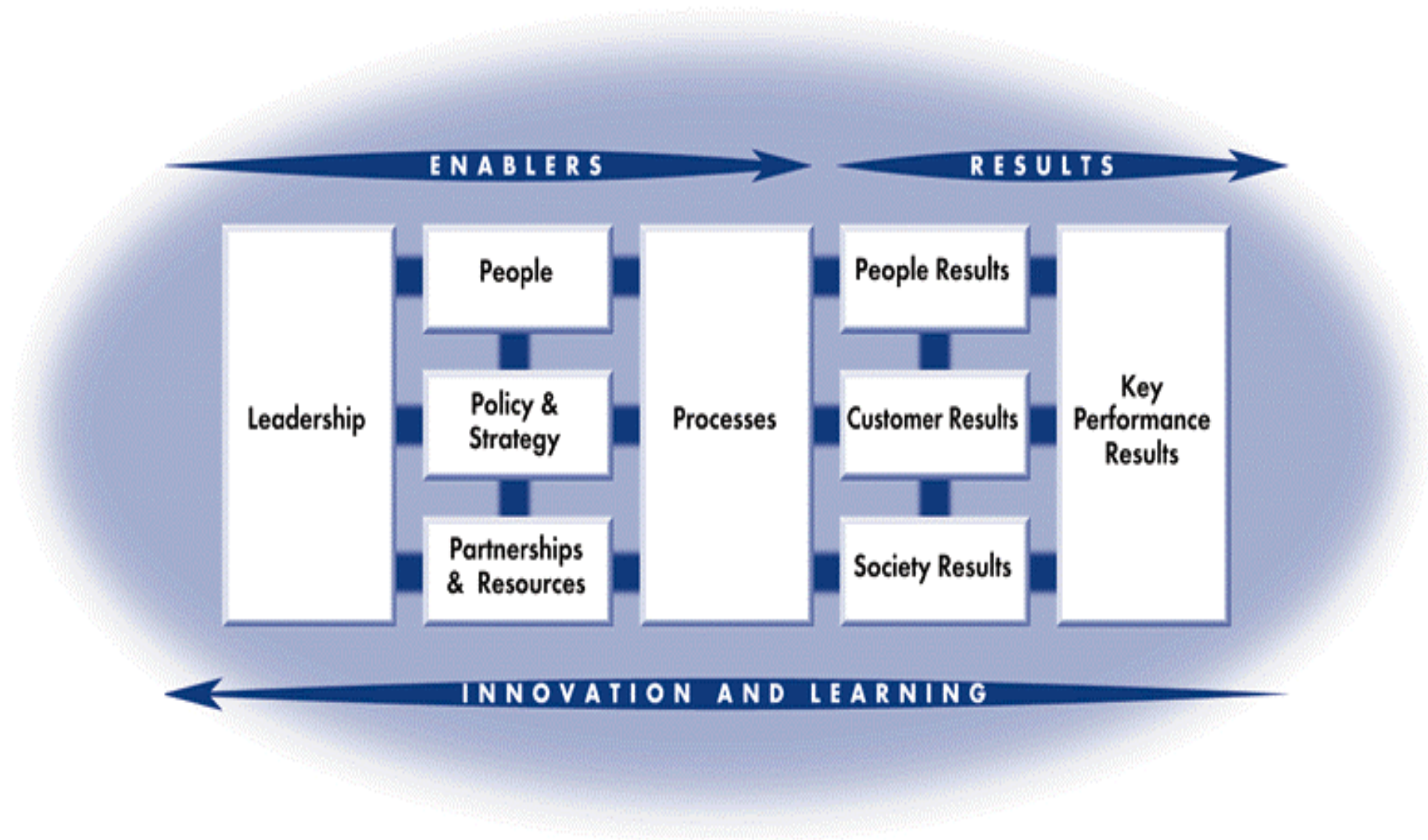
FUTURE

Objective: Define future, desired, organisational state and link needed activities and targets

Integration (2)



EFQM A way to vision and measure





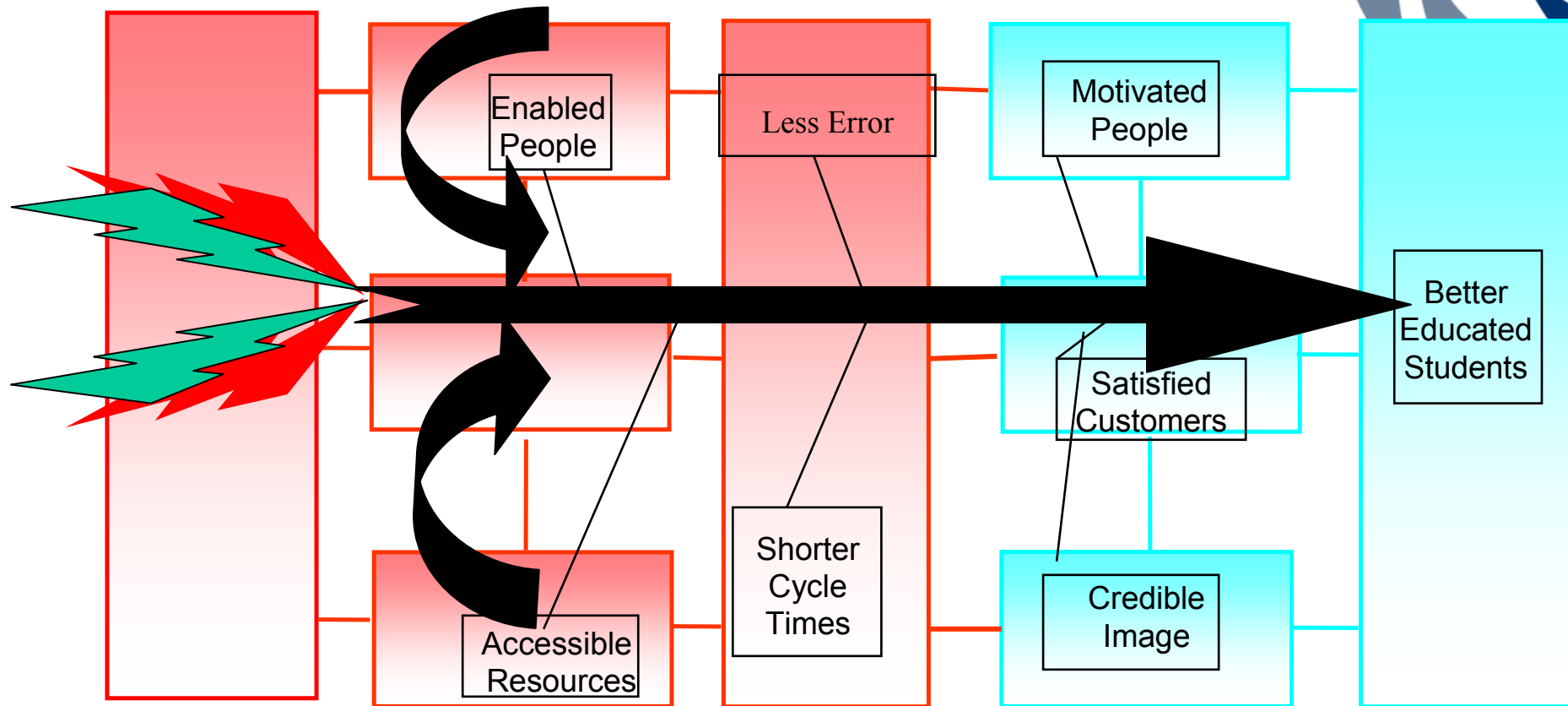
- be clear on What/Who/How of stakeholders.....

- WHAT Example: "Provide learning centered on the real needs of students, professions, markets and society"

- Who: Be transparent on specific segments of students/others you intend to address

- How: Build an internal consensus on how.....

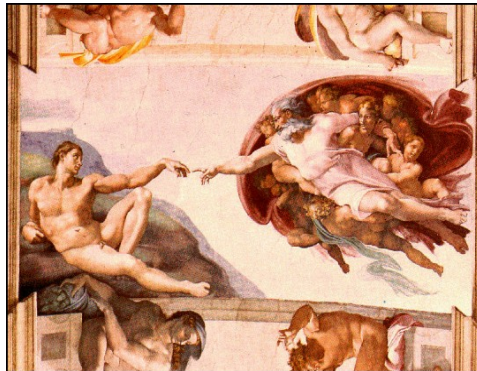
EFQM 'Causal' Measures





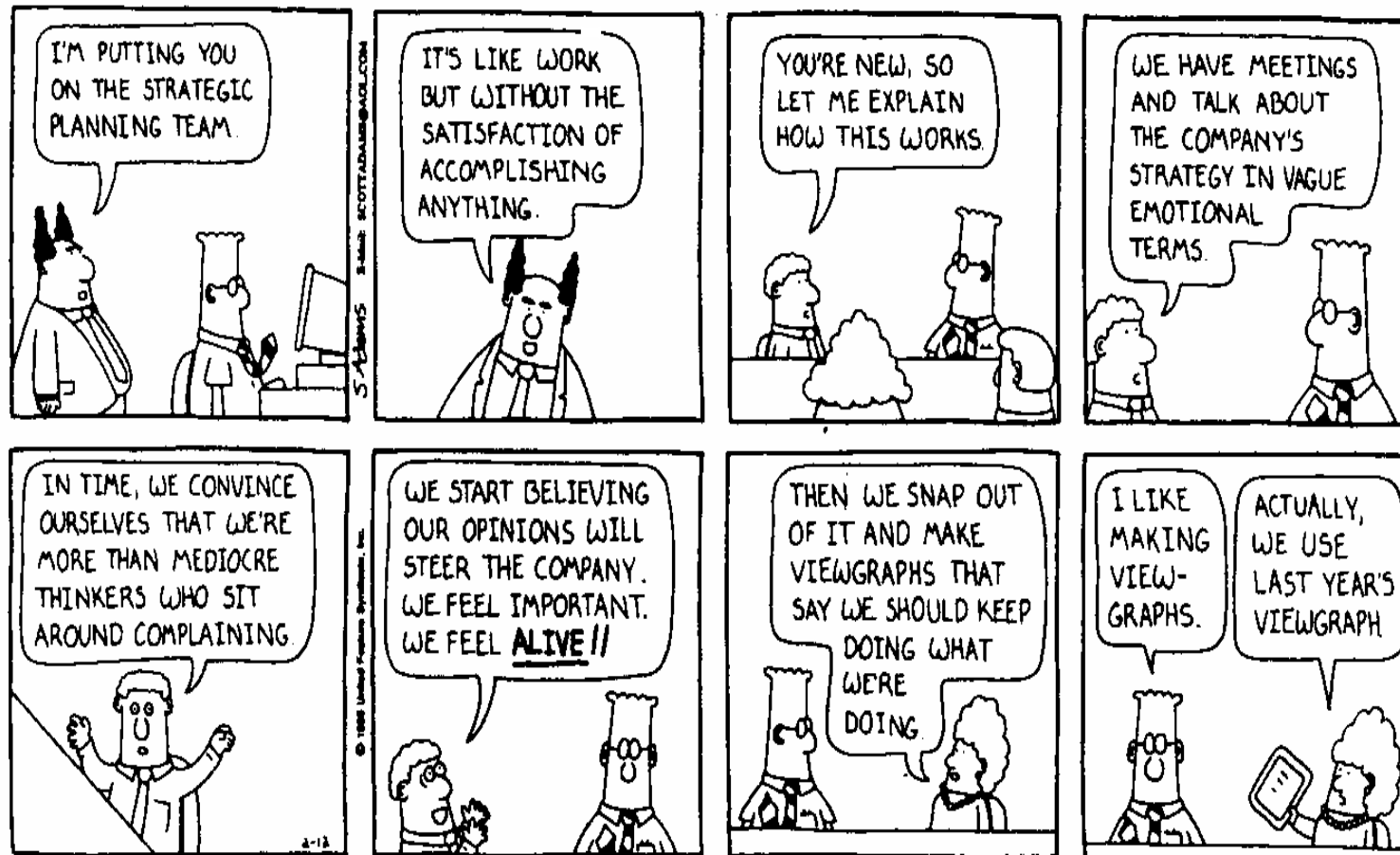
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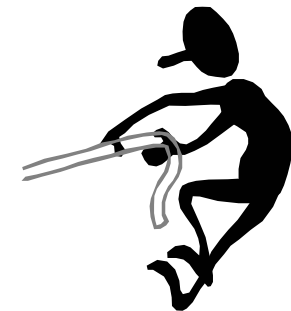


-Is your customer strategy clear?

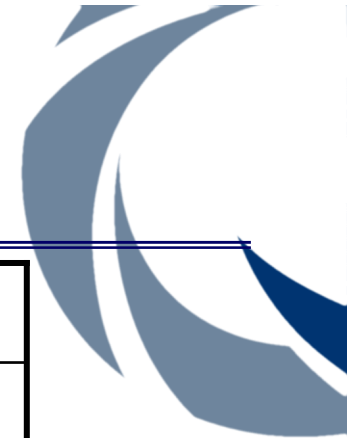


- “I’m too busy we don’t need more systems”
- “Accountability is an affront to professionalism”
- “Not another initiative”

- Do as I’m told
- See if it works
- Identify and action improvements
- Inform the planning process
- Change the culture



EFQM Radar is Important!



Element	Attributes
<i>Results</i>	<ul style="list-style-type: none">● trends● targets● comparisons● causes● scope
<i>Approach</i>	<ul style="list-style-type: none">● sound● integrated
<i>Deployment</i>	<ul style="list-style-type: none">● implemented● systematic
<i>Assessment & Review</i>	<ul style="list-style-type: none">● measurement● learning● improvement



Effective strategy and planning with Excellence Models

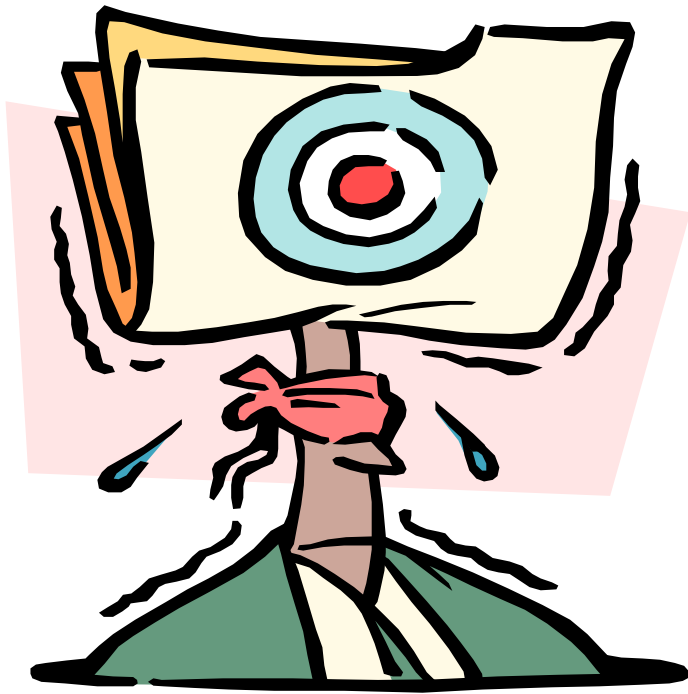


You have a clear view on the opportunity gap between current performance of the organisation and what needs to be achieved
--

The lead times and time horizons of the organisations management processes match those of the external environment
--

Your management processes achieve a targeted level of balance between demand for change and the organisation's capacity for excellent execution

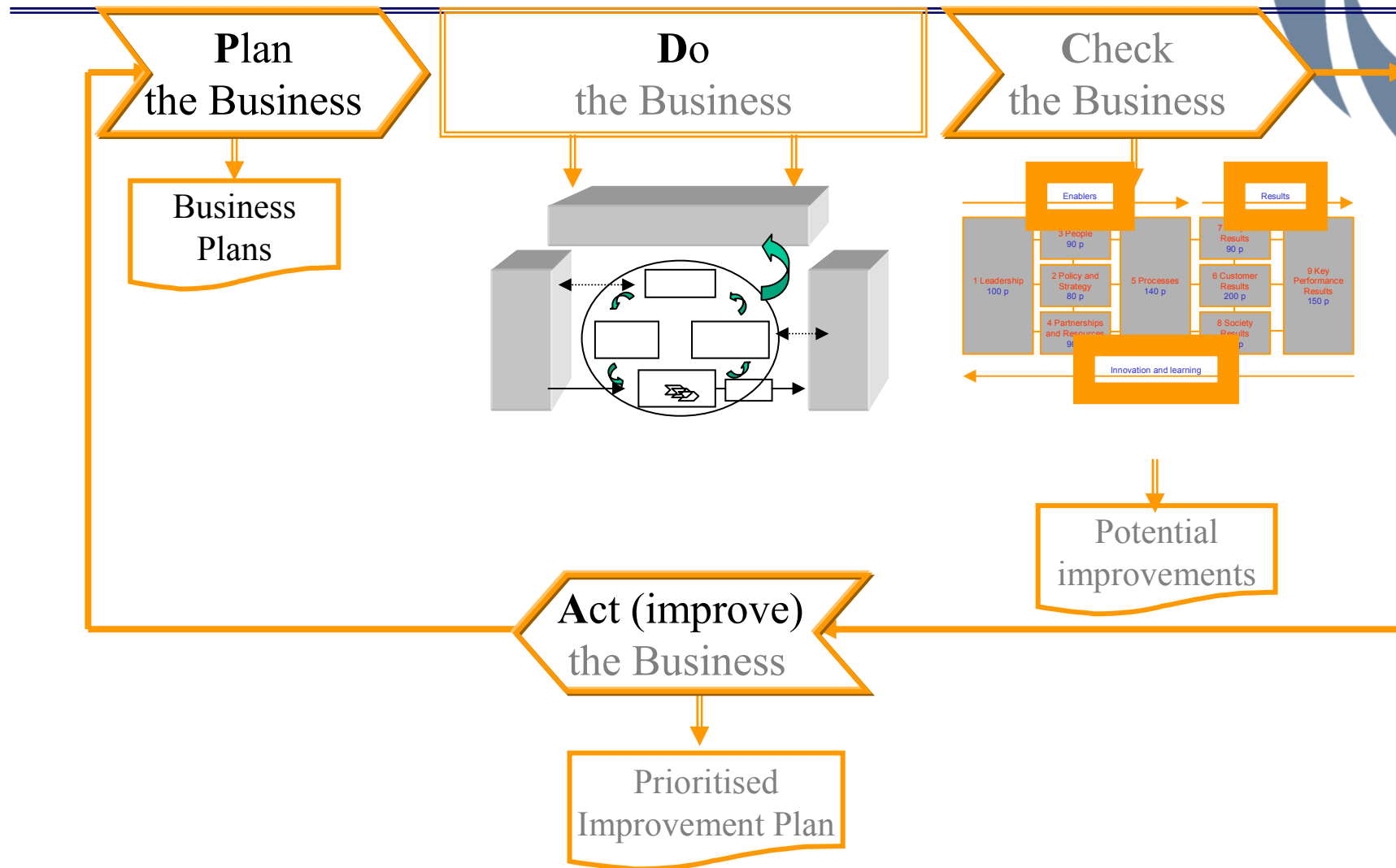
Your people understand the overall strategic gameplan and their role in it
--



- EFQM, amongst many other things, maintain and share the EFQM Excellence model
See www.efqm.org

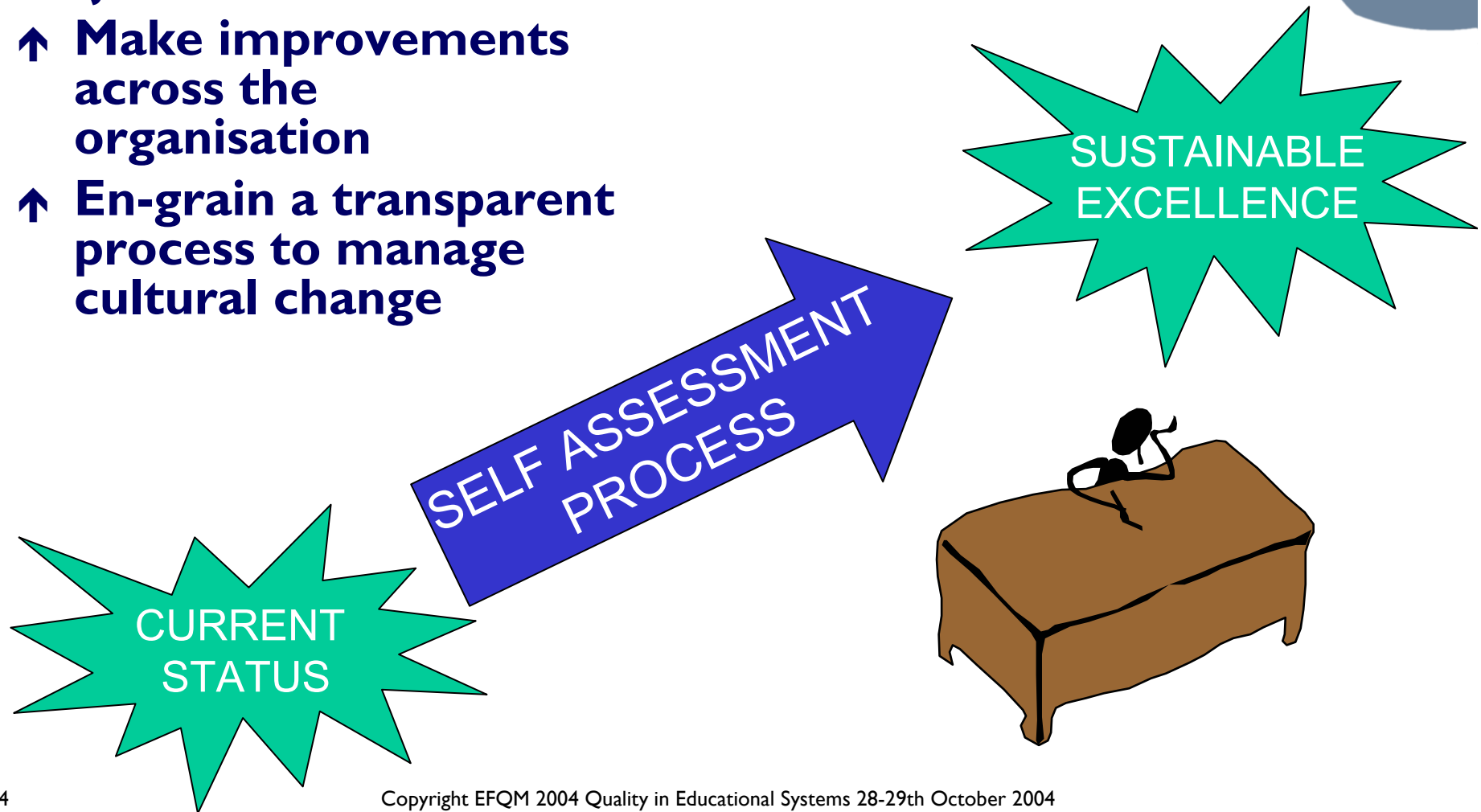
- The role of **Chris Hakes** & the Faculty's tutors is to facilitate, share knowledge, challenge misconceptions, coach good practices and represent the Mission and Values of EFQM.

EFQM Integrated Management Systems

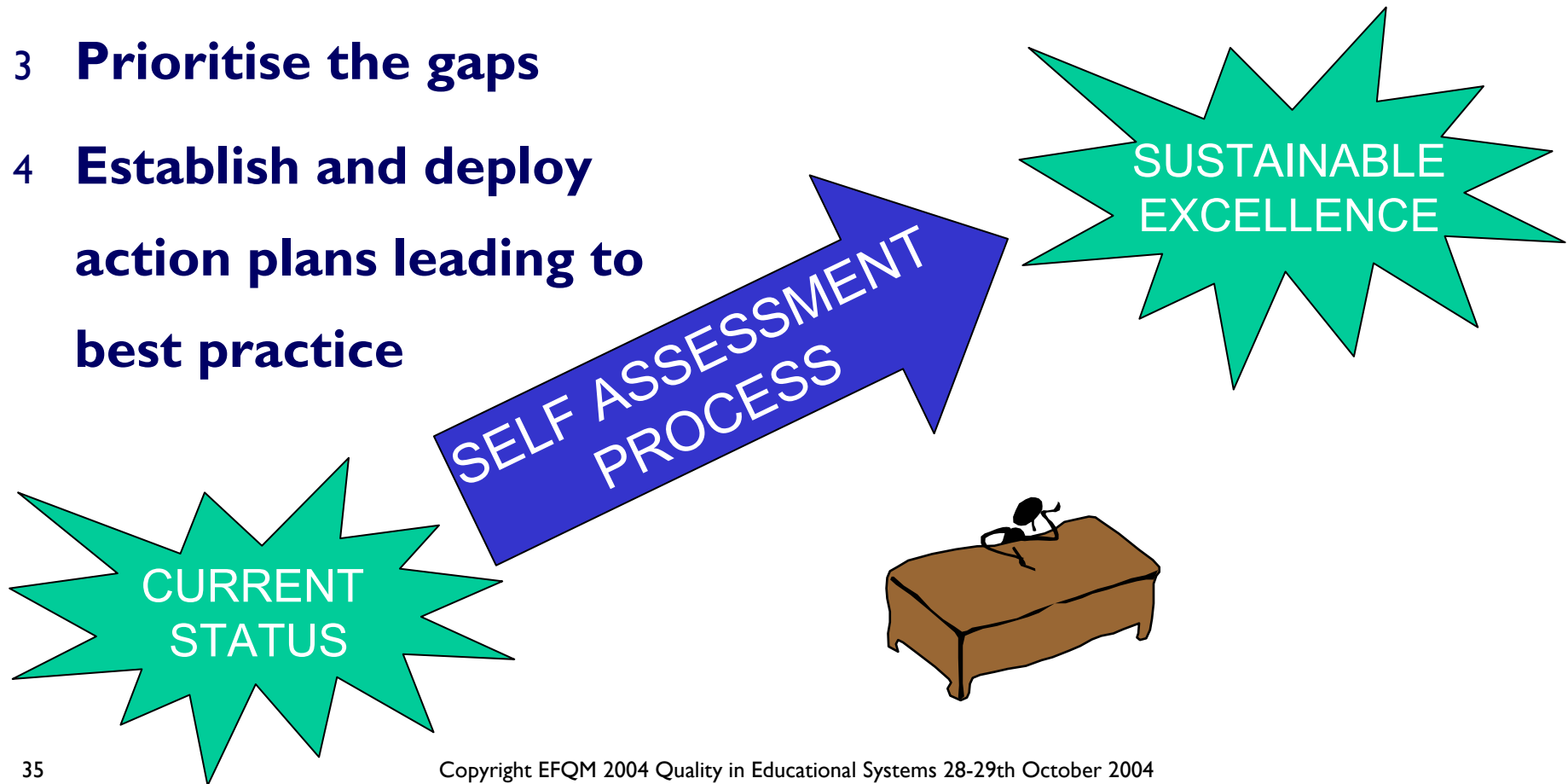


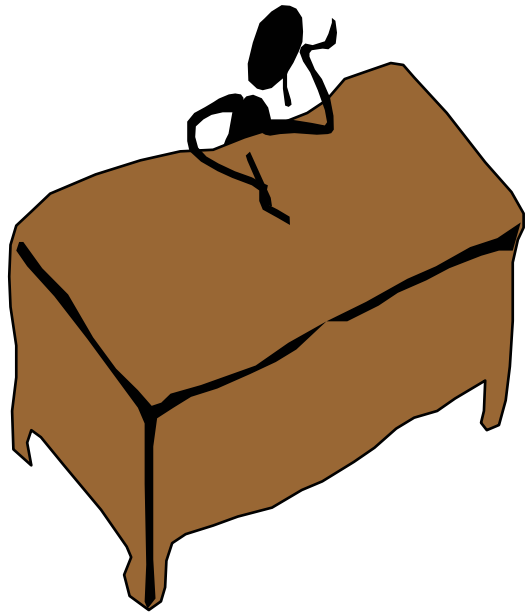
Objectives

- ↑ Make improvements across the organisation
- ↑ En-grain a transparent process to manage cultural change



- 1 **Define what you intend**
- 2 **Assess progress**
- 3 **Prioritise the gaps**
- 4 **Establish and deploy
action plans leading to
best practice**





- Which organisations do you most admire?

- Why?

(-What are the values or achievements that underpin your belief)



Customer Focus

**People development
& improvement**

Public responsibility

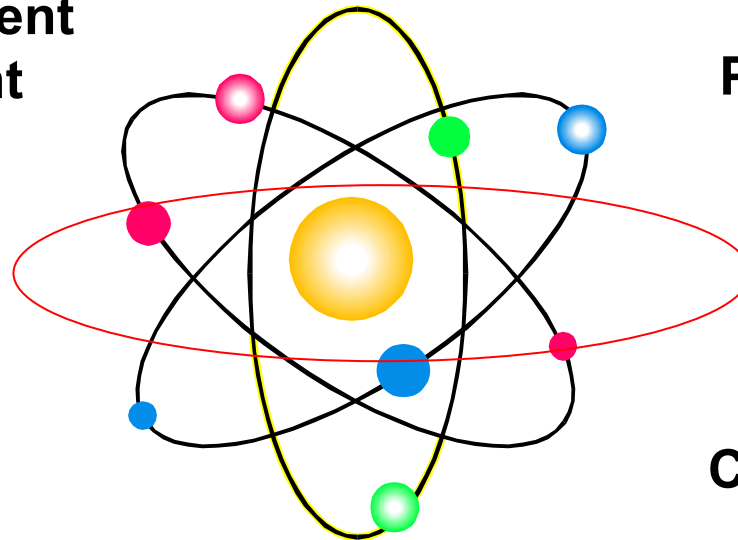
**Management by
process and facts**

**Results
orientation**

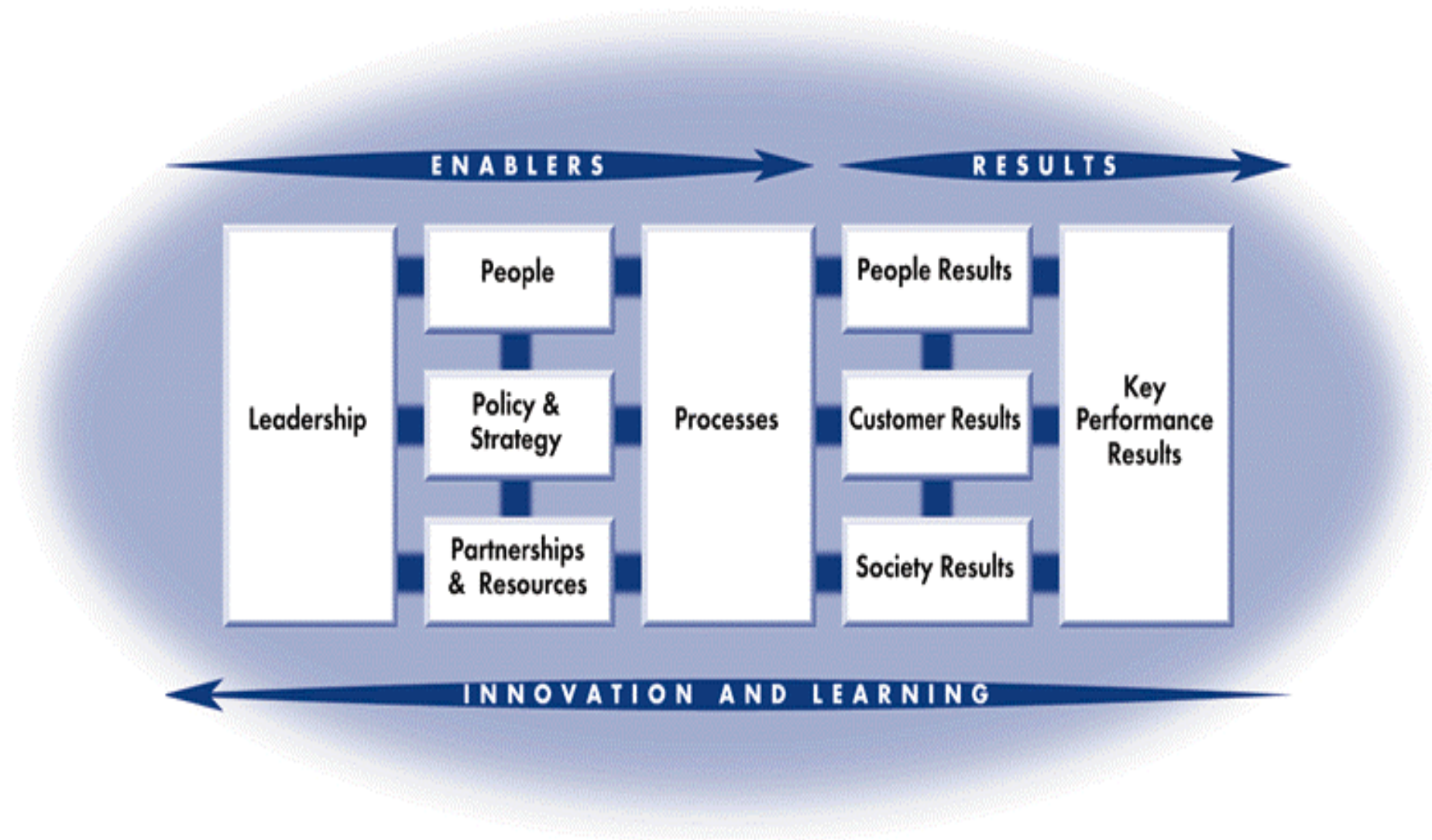
**Partnership
Development**

**Continuous learning,
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Leadership & constancy of purpose

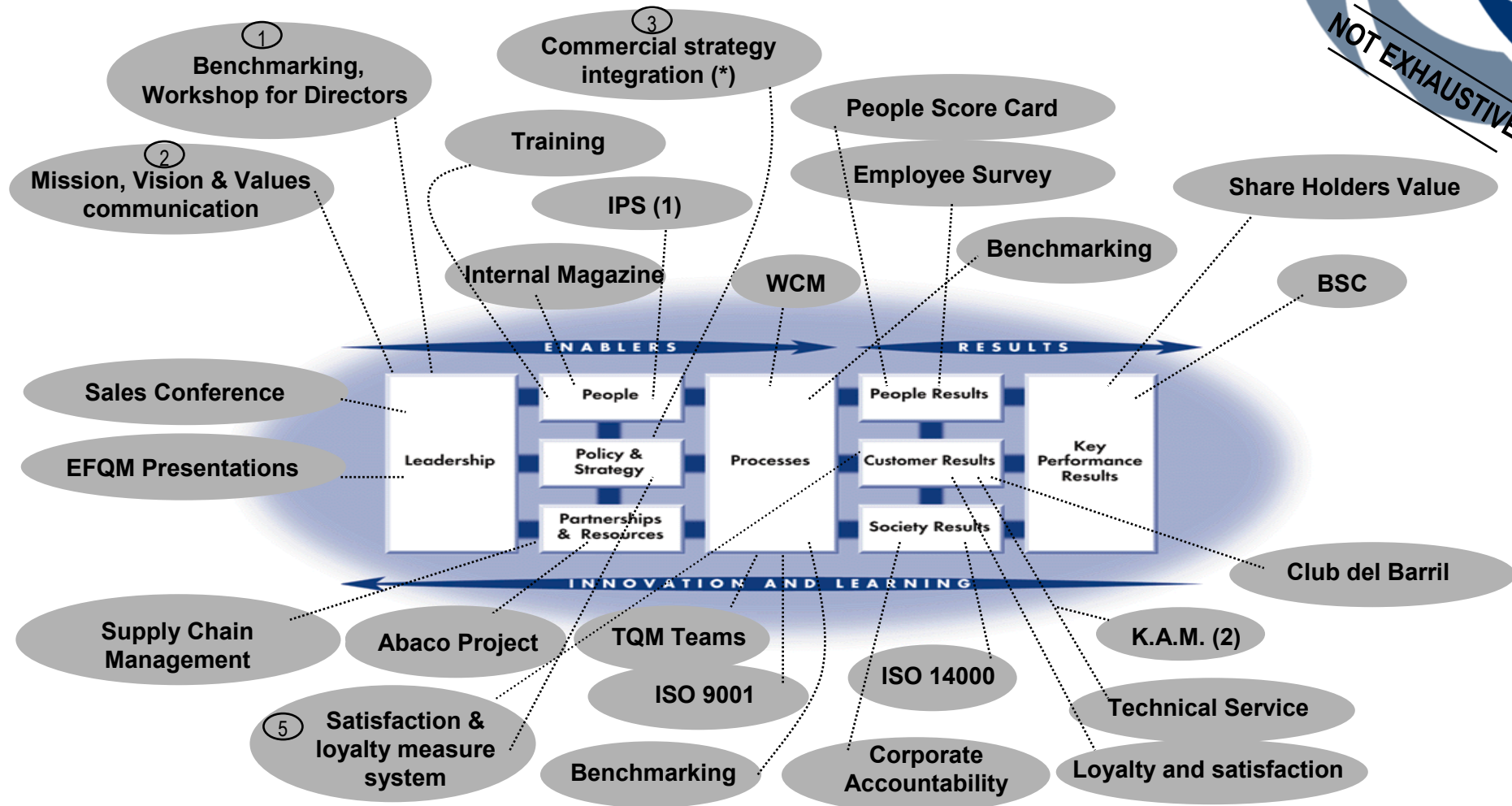


EFQM A way to vision and measure





Source EFQM 2002-3 Strategy benchmarking study



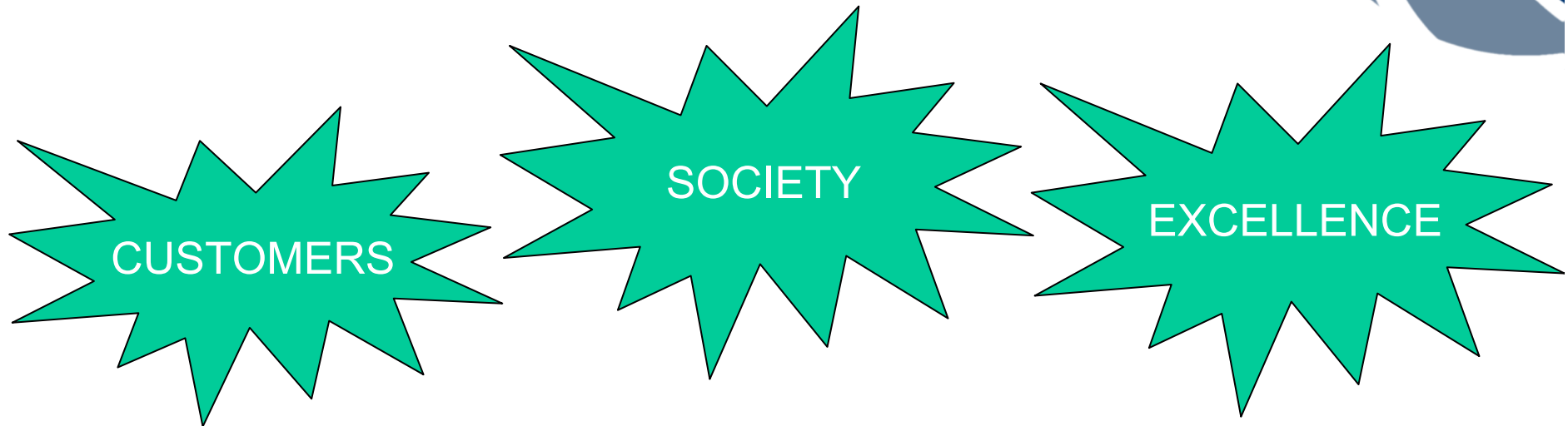
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Review and Questions....

Three common favourites:



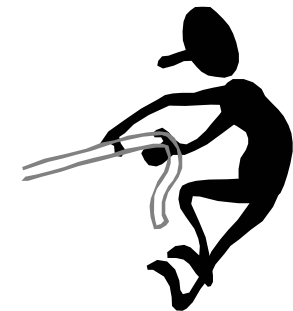
Suitcase words in which everyone places the concepts that suit them....

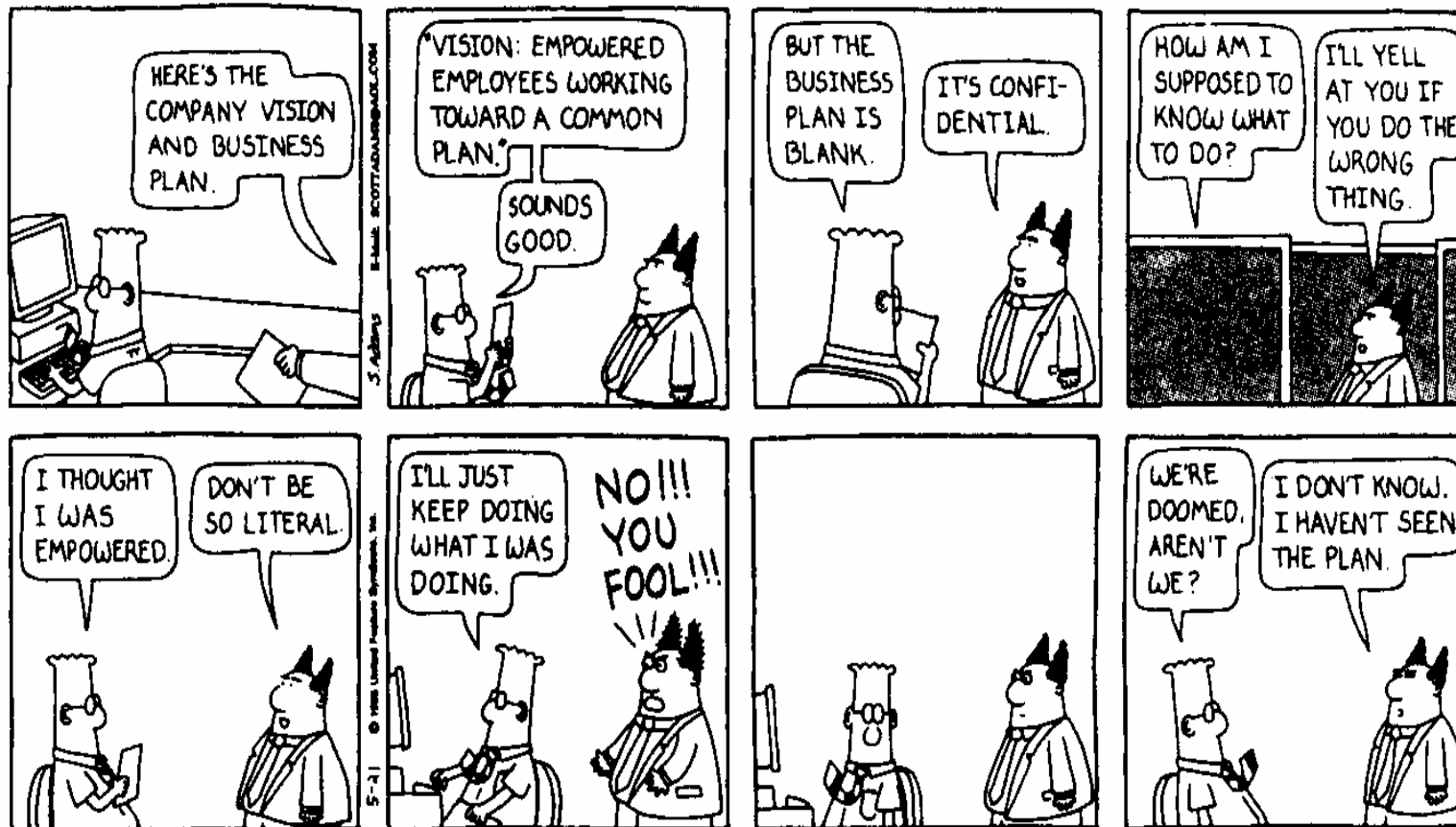




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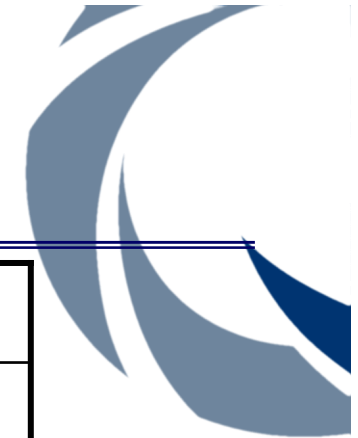
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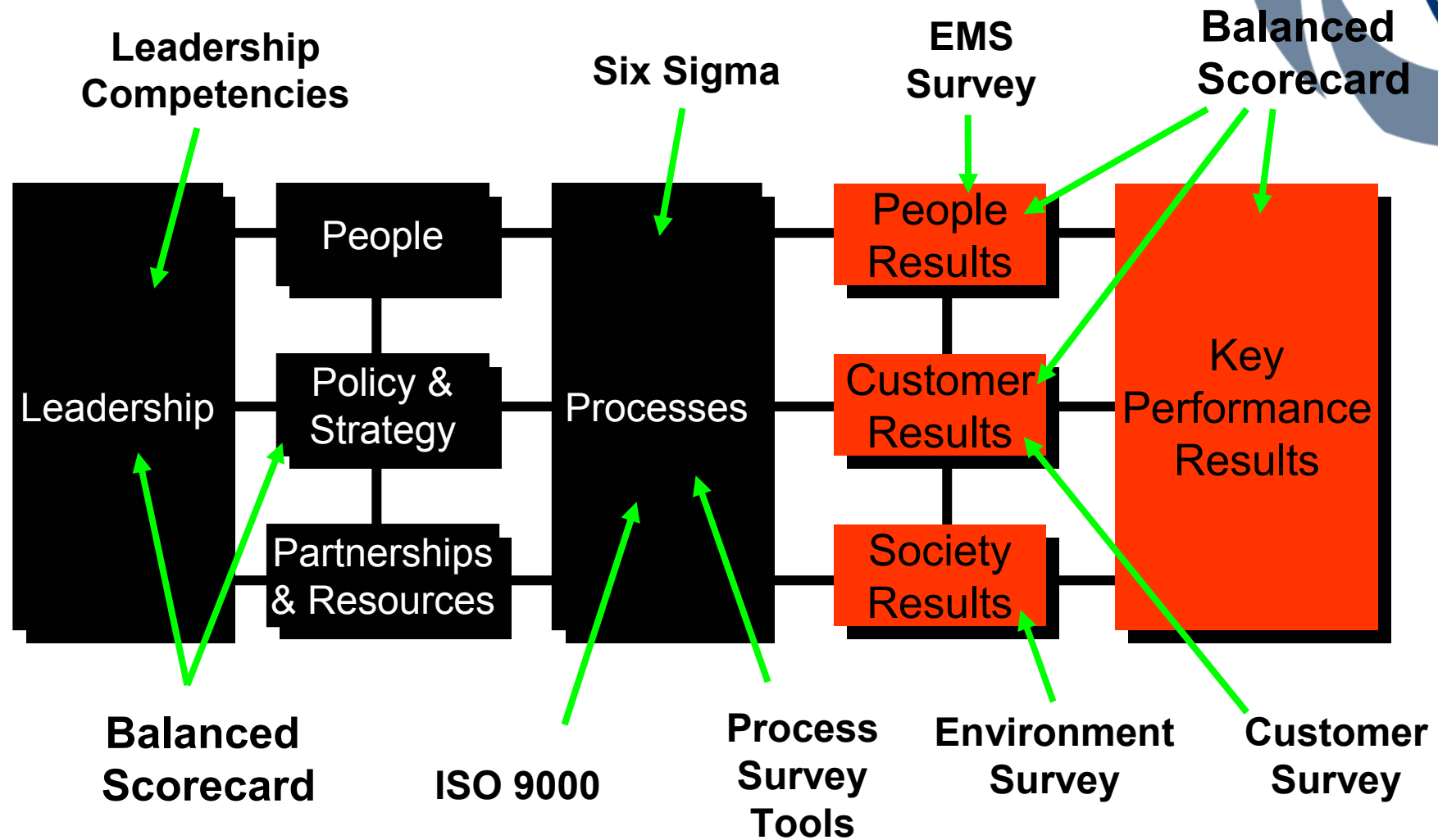


Is your planning process effective?

EFQM Radar is Important!



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EFQM Use the EFQM Model?



A rigorous and structured approach to organisational improvement that can:

- act as a powerful diagnostic tool
- drive consistency of direction/vision
- help obtain a consensus on needed resources
- helps integrate various change management and organisational improvement efforts
- Track progress

