

The EFQM Model

A summary of the criteria and criterion parts of the EFQM Model

Criterion 1: Purpose, Vision & Strategy

- 1.1 Define Purpose & Vision
- 1.2 Identify & Understand Stakeholders Needs
- 1.3 Understand the Ecosystem, own Capabilities & Major Challenges
- 1.4 Develop Strategy
- 1.5 Design & Implement a Governance & Performance Management System

Criterion 2: Organisational Culture & Leadership

- 2.1 Steer the Organisation's Culture & Nurture Values
- 2.2 Create the Conditions for Realising Change
- 2.3 Enable Creativity & Innovation
- 2.4 Unite Behind & Engage in Purpose, Vision & Strategy

Criterion 3: Engaging Stakeholders

- 3.1 Customers: Build Sustainable Relationships
- 3.2 People: Attract, Engage, Develop & Retain
- 3.3 Business & Governing Stakeholders – Secure & Sustain Ongoing Support
- 3.4 Society: Contribute to Development, Well-Being & Prosperity
- 3.5 Partners & Suppliers: Build Relationships & Ensure Support for Creating Sustainable Value

Criterion 4: Creating Sustainable Value

- 4.1 Design the Value & How it is Created
- 4.2 Communicate & Sell the Value

- 4.3 Deliver the Value
- 4.4 Define & Implement the Overall Experience

Criterion 5: Driving Performance & Transformation

- 5.1 Drive Performance & Manage Risk
- 5.2 Transform the Organisation for the Future
- 5.3 Drive Innovation & Utilise Technology
- 5.4 Leverage Data, Information & Knowledge
- 5.5 Manage Assets & Resources

Criterion 6: Stakeholder Perceptions

- 6.1 Customer Perception Results
- 6.2 People Perception Results
- 6.3 Business & Governing Stakeholders Perception Results
- 6.4 Society Perception Results
- 6.5 Partners & Suppliers Perception Results

Criterion 7: Strategic & Operational Performance

Strategic and Operational Performance indicators, could include, but are not limited to:

- Achievements in delivering its Purpose and Creating Sustainable Value
- Financial Performance
- Fulfilment of Key Stakeholders Expectations
- Achievement of Strategic Objectives
- Achievements in Driving Performance
- Achievements in Driving Transformation
- Predictive Measures for the Future