

## **The Business Excellence Model - A summary of key elements and scoring**

### **Nine criteria:**

#### **Five 'enablers' - what an organisation does:**

Leadership

Policy and Strategy

People

Partnerships and Resources

Process

#### **Four 'results' - what an organisation achieves:**

Customer Results

People Results

Society Results

Key Performance Results

### **Sub-criteria:**

Leadership

- 1a Leaders develop the mission, vision and values and are role models of a culture of Excellence.
- 1b Leaders are personally involved in ensuring the organisation's management system is developed, implemented and continuously improved.
- 1c Leaders are involved with customers, partners and representatives of society.
- 1d Leaders motivate, support and recognise the organisation's people.

Policy and Strategy

- 2a Policy and Strategy are based on the present and future needs and expectations of stakeholders.
- 2b Policy and Strategy are based on information from performance measurement, research, learning and creativity related activities.
- 2c Policy and Strategy are developed, reviewed and updated.
- 2d Policy and Strategy are deployed through a framework of key processes.
- 2e Policy and Strategy are communicated and implemented.

## People

- 3a People resources are planned, managed and improved.
- 3b People's knowledge and competencies are identified, developed and sustained.
- 3c People are involved and empowered.
- 3d People and the organisation have a dialogue.
- 3e People are rewarded, recognised and cared for.

## Partnerships

- 4a External partnerships are managed.
- 4b Finances are managed.
- 4c Buildings, equipment and materials are managed.
- 4d Technology is managed.
- 4e Information and knowledge are managed.

## Processes

- 5a Processes are systematically designed and managed.
- 5b Processes are improved, as needed, using innovation in order to fully satisfy and generate increasing value for customers and other stakeholders.
- 5c Products and Services are designed and developed based on customer needs and expectations.
- 5d Products and Services are produced, delivered and serviced.
- 5e Customer relationships are managed and enhanced.

## Customer Results

- 6a Perception Measures.
- 6b Performance Indicators.

## People Results

- 7a Perception Measures.
- 7b Performance Indicators.

## Society Results

- 8a Perception Measures.
- 8b Performance Indicators.

## Key Performance Results

9a Key performance Outcomes.

9b Key performance Indicators.

### Scoring:

A scoring matrix is used to benchmark organisations against the criteria, using the RADAR model:

R esults  
A pproach  
D eployment  
A sssessment  
R eview

Generally each sub-criteria is allocated equal weight within that criterion, for example 1a attracts 1/4 of the points allocated to criteria 1.

There are however three exceptions:

1. Sub-criteria 6a takes 75% of the points allocated to criteria 6, whilst sub-criteria 6b takes 25%.
2. Sub-criteria 7a takes 75% of the points allocated to criteria 7, whilst sub-criteria 7b takes 25%.
3. Sub-criteria 8a takes 25% of the points allocated to criteria 8, whilst sub-criteria 8b takes 75%.

Overall, the allocation of total points across enablers and results are:

Leadership	10%
People	9%
Policy and Strategy	8%
Partnerships and Resources	9%
Processes	14%
People Results	9%
Customer Results	20%
Society Results	6%
Key Performance Results	15%

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**Source: The EFQM Excellence Model 1999  
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