

Technical Brief

EFQM

EFQM stands for the **European Foundation for Quality Management** and it is also a shorthand way of referring to the EFQM Framework or Value Model.

The European Foundation for Quality Management is an organization of some 700 European companies interested in quality issues. (The North American equivalent would be ASQ – The American Society for Quality.) Membership is open to European companies.

EFQM sponsors standards, like the EFQM framework and meetings, including their annual EFQM Forum, which this year will be taking place in Athens on October 1-3, 2007. (For more information, check www.efqmforum-athens.org. The general website for EFQM is www.efqm.org

The EFQM Excellence Model is a non-prescriptive framework based on 9 criteria. Five of these are 'enablers' and four are 'results'. The Enabler criteria cover what an organization does. The Results criteria cover what an organization achieves. Results are caused by Enablers and Enablers are improved using feedback from Results. (See Figure 1.) The model is based on the premise that:

“Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy, that is delivered through People, Partnerships and Resources, and Processes.”

The EFQM model is very much in the tradition of TQM (Total Quality Management) that was popular in the 80s and continues to be popular in some organizations, today.

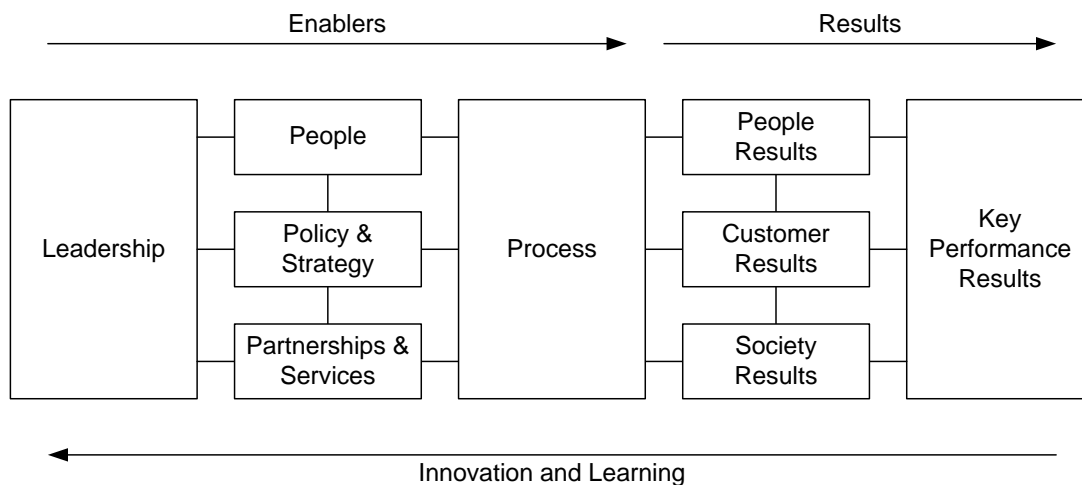


Figure 1. EFQM Excellence Model

The EFQM model was begun in 1992 as a framework for assessing organizations for the European Quality Award. Today, in addition to being used for the European Quality Award, it is widely used in Europe as a generic framework and for benchmarking, and as a way to structure an organization's management system. It also provides a common vocabulary and a guide that

helps companies identify areas for improvement. Several European consultancies have organized their practices around the EFQM Framework. The model is described in detail in publications available from EFQM.

The EFQM model can be used in conjunction with a Radar Scoring Matrix and a Pathfinder card – self-assessment tools that can be used by companies that seek to determine how they are performing against the framework's criteria.

There is one book available on EFQM: *The EFQM Excellence Model to Assess Organizational Performance: A Management Guide* by Chris Hakes (Van Haren Publishing, April 2007. \$27), and the British Quality Foundation has just announced another to be published soon.

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