

EFQM ORGANISATION DEVELOPMENT PATH



EFQM[®]

Leading Excellence

YOUR JOURNEY TOWARDS ORGANISATIONAL EXCELLENCE...

“ Excellent Organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders. ”

THE EFQM ORGANISATION DEVELOPMENT PATH

The EFQM training programme that will support your organisation on its Journey and instil a culture of Excellence

OUR NEW TRAINING CONTENT IS CENTERED AROUND THE EFQM KERNEL & ADAPTED TO THE NEEDS AND EXPECTATIONS OF ORGANISATIONAL STAKEHOLDERS

On the Journey towards Excellence, different stakeholders have different expectations. The three new and revised EFQM Training courses have been developed for:

- **Leaders**, who want to lead and inspire Excellence
- **Management Teams** who want to understand, shape and manage Excellence
- **Experts** who need the tools to plan, improve, measure and use self-assessment internally

Take a closer look at each Training to find your best fit.



87% *The satisfaction rate of participants in the EFQM Training.*

01

LEADING YOUR EXCELLENCE JOURNEY

Designed for **Leaders** who want to **inspire, lead, drive** and support **Organisational Excellence** to ensure that improvements create sustainable **benefit** to meet or exceed **stakeholders** expectations

A 1-DAY TRAINING FOR LEADERS TO:

- Further develop their leadership skills and competencies
- Understand how to lead and inspire the journey to organisational excellence
- Discover why other organisations are successful
- Know how to effectively turn the learning into value for the organisation

COURSE STRUCTURE

We structured this training around five practical steps to ensure we develop reflective leaders who can navigate throughout their challenging excellence journey.

This will be explored through presentation, practical and interactive exercises and discussions with your peers and the trainer.





1 - DEFINE THE FUTURE

Leadership & excellence, how are these related? How would you define Excellence? EFQM has its unique way of defining Excellence: the thinking process starts at the stakeholders end... Defining your stakeholders and their expectations help defining your future.

2 - DEFINE THE "NOW"

Where are we now? What is our starting point? How to take the "now" photo? You will experiment a simple tool for self-assessment based on the 8 Fundamental Concepts of Excellence and your role as a leader in this exercise.

3 - DEVELOP STRATEGIES

What are the strategies needed to achieve your stakeholders' expectations? Based on the Vision, Mission and Values of an organisation, how can you define your strategy?

4 - LEAD CHANGE

Change always happens at operational level. The focus here will be on "how to transform the strategies into actions to enable change? This section links to the 9 criteria of the EFQM Excellence Model and the RADAR logic.

5 - ENSURE SUSTAINED IMPROVEMENTS

Stakeholders can feel the results of the changes. How to check that the targets have been achieved?

HOW TO APPLY

Leading your Excellence Journey Training is delivered as a classroom course at the EFQM Offices or can be organised at your premises.

DATES

To find out this course dates, please check the training calendar on www.efqm.org.

PARTICIPATION FEE

EFQM Member : 790€ (excl. taxes)
Non-Member: 987.50€ (excl. taxes)

HOW TO REGISTER

Registrations can be done through the EFQM online shop (www.shop.efqm.org), or via email at training@efqm.org.

02

SHAPING YOUR EXCELLENCE JOURNEY

Designed for the **Management Teams** of organisations who have the task to **understand, manage and shape** an efficient **journey** towards sustainable **organisational excellence**.

A 2-DAY TRAINING FOR MANAGERS TO:

- Understand what is excellence and how it progresses along the way
- Build the journey on personal and operational experiences
- Understand the value and existing options to conduct a simple self-assessment
- Understand how to plan, prioritise and manage improvements and start the actions
- Support leaders on the journey towards excellence

COURSE STRUCTURE

We structured this training around eight practical steps over two days, to ensure we develop managers who can understand and shape a successful excellence journey.

This will be done through presentation, practical and interactive exercises and discussions with your peers and the trainer.

DAY 1

1
• What is Excellence & the EFQM definition

2
• Planning the Journey & understand the Stakeholders' Expectations

3
• The Self-Assessment approaches, what, how and overview of the options

4
• Prioritising the improvements

DAY 2

5
• Managing the improvements

6
• Simple project management and planning

7
• The role of leadership and your support as a Manager

8
• The value of the EFQM Model & RADAR



1 - WHAT IS EXCELLENCE

How would you define Excellence? How does EFQM define Excellence? Design your definition of Excellence?

2 - PLANNING THE JOURNEY

Understanding where you want to go to and where you are now is the start of the journey. Understanding what stakeholder mean to your organisation and their expectations is key.

3 - SELF-ASSESSMENT APPROACHES

How do we start? What is Self-Assessment? What are the options and tools available?

4 - PRIORITISING IMPROVEMENTS

What do we want to do first? How to identify and select the 2-3 important improvements?

5 - MANAGING IMPROVEMENTS

What type of improvement opportunities do we have? What does it involve?

6 - SIMPLE PROJECT MANAGEMENT

What is a project? Explore simple ways to manage an improvement project.

7 - THE ROLE OF LEADERSHIP

How you as a Manager can support your leader involve in improvement projects, and ensure your leader's engagement

8 - THE VALUE OF EFQM

An overview of the EFQM Excellence Model and the RADAR logic.

HOW TO APPLY

Shaping your Excellence Journey Training is delivered as a classroom course at the EFQM Offices or can be organised at your premises.

DATES

To find out this course dates, please check the training calendar on www.efqm.org.

PARTICIPATION FEE

EFQM Member : 990€ (excl. taxes)
Non-Member: 1,237.50€ (excl. taxes)

HOW TO REGISTER

Registrations can be done through the EFQM online shop (www.shop.efqm.org), or via email at training@efqm.org.

03

INTERNAL ASSESSMENT TRAINING

Designed to help the organisations **plan, manage and support an internal improvement process**, by **gathering information** to understand the current status, **using self-assessment** to identify strengths and areas for improvement, and by **prioritising actions, planning and managing** improvement projects.

A 3-DAY TRAINING TO UNDERSTAND:

- How to gather the information and data to understand the current situation
- What are the various options for doing a self-assessment, the relevance and benefits of internal assessment
- The EFQM Excellence Model, in particular, the Criteria and the RADAR scoring tool
- How to prioritise improvement opportunities and take actions
- How to plan and manage improvement projects

COURSE STRUCTURE

We structured this training around five practical steps over three days, to ensure we develop experts who have the skills and knowledge required to determine the most suitable EFQM technique for assessing their organisation

During the course, you will work with a selection of criterion part, enhance your familiarity with RADAR, develop skills to work as an assessment team, seek evidence to clarify your strengths and areas of clarification, plan the next steps to complete your self-assessment.





1 - DATA GATHERING & PREPARATION

As pre-work to this course, you need to prepare a brief description of your business environment, activities related to each enablers, and some performance data/results of these activities.

2 - THE EFQM EXCELLENCE MODEL

Get a clear understanding of the 3 components: the fundamental concepts, the criteria and the RADAR logic, as well as the Model integration and dynamics.

3 - SELF-ASSESSMENT OPTIONS

Exploring in details some of the self-assessment tools including practical exercises, e.g. Quick Check, EFQM Excellence Matrix, site-visit simulation

4 - PLANNING & CONDUCTING SELF-ASSESSMENTS

Discover the steps needed to organise your internal assessment, e.g. forming the team, compiling the report, ...

5 - PRIORITISING IMPROVEMENTS

How to identify the key areas for improvements, the priorities, describe these and develop action plans

HOW TO APPLY

The Internal Assessment Training is only delivered at your premises.

PARTICIPATION FEE

EFQM Member : 1,520€ (excl. taxes)

Non-Member: 1,900€ (excl. taxes)

HOW TO REGISTER

To organise the Internal Assessment Training within your organisation, please contact us via email at training@efqm.org, we will provide you with a detailed proposal.

ADDING VALUE TO YOUR MANAGEMENT CAREER...

“...It was a complete transformation of looking at organisations, and getting an in depth perspective into the assessment of an organisation that is aspiring to achieve Business Excellence.” Six Financial Ltd.

THE EFQM ASSESSOR DEVELOPMENT PATH

Interested in preparing yourself to become an EFQM Assessor and joining a network of worldclass assessors?

EFQM PROPOSES TWO TRAINING COURSES TO DEVELOP YOURSELF AS AN EFQM ASSESSOR

The **EFQM Assessor Training**, a pass or fail 2-day course, that will enable you to develop essential assessment skills using the EFQM Excellence Model leading to becoming an EFQM Assessor.

The **Qualified Assessor Training**, a pass or fail intensive 3-day course, focused on practical application of assessor competences and aimed at further developing the understanding of an organisation's context and strategic priorities.

Find out more on www.efqm.org



EFQM

Avenue des Olympiades 2
1140 Brussels, Belgium
Tel +32 (2) 775 35 10
Fax +32 (2) 775 35 35
www.efqm.org



EFQM[®]
Leading Excellence