

From Quality Management to Sustainable Excellence: EFQM Excellence Model

Gianluca MULÉ*

Promotion & Engagement, EFQM, Brussels, Belgium

Abstract

We can all think of organisations that we would recognise as being excellent. They may well operate in different environments, with different stakeholder constituencies, and come in all shapes and sizes but what they do have in common is a mindset that is based on a number of attributes and ways of working that separate them from the rest of the crowd. This paper describes these attributes, what EFQM calls the Fundamental Concepts of Excellence, essential foundation of achieving Sustainable Excellence for any organisations. The latter are the underlying principles of the EFQM Excellence Model; this is a practical, non-prescriptive framework that can be used to gain a holistic view of any organisation regardless of size, sector or maturity, and improve therefore performances. The EFQM Model is divided into different criteria which are linked and integrated with the dimension of the Fundamental Concepts of Excellence.

In the paper you will learn more about the criteria of EFQM, the interrelation with the Fundamental Concepts and how organisations are using the EFQM Excellence model as an overarching framework and experience for developing sustainable excellence.

Keywords: *EFQM, model, excellence, organization, EFQM Excellence model, sustainable excellence.*