

DRIVING PERFORMANCE IN BUSINESS

The European Foundation for Quality Management (EFQM) has refreshed its performance framework with a focus on digital transformation and sustainability. Daniel Moore speaks with Russell Longmuir, CEO of EFQM, Martin Brenig-Jones, CEO of Catalyst Consulting and Diane Dibley, Service Delivery and Member Experience at the British Quality Foundation (BQF), to find out more about the model and how it will be used to spearhead performance for those adopting it into their organisations.

The EFQM has been providing learning, training and networking opportunities for the quality profession since 1989. The Foundation's first management framework was launched in 1994, allowing members to benchmark their working practices against the model to improve results within their respective organisations.

The latest upgrade of the model responds to technological developments and digitalisation that continue to change the quality landscape for businesses globally, according to Russell Longmuir, CEO of EFQM. "None of our customers or partners are interested in doing things on paper anymore, and want technology tools at their fingertips that enable them to do their assessments or improvements quicker and faster," he suggests. ▶

Speaking to *Quality World*, Mr Longmuir explains how the revised management framework will help drive performance and the next phase for introducing it across the EFQM network.



QW: When did you launch the latest EFQM Model?

Russell Longmuir: The EFQM Excellence Model was unveiled at our Annual Forum in Helsinki, Finland, on 23 October 2019. During the two-day event, we presented the model to delegates along with a copy of the full guide.

QW: How has the model changed from its predecessor?

RL: The model has been completely changed, from being solely an assessment tool to a framework delivered on a technology platform. Companies can assess themselves, and no longer need to go out for an assessment.

The whole process is technology-based. Instead of giving you a guide for you to answer questions and then have someone come round with a tick list, you use the technology to ask important questions about your business – and then how you choose to answer them, baseline them or provide diagnostics is completely up to you.

We provide a range of digital tools to allow you to do that.

QW: What are the key focuses of the framework?

RL: There are five core differences with the upgraded model. First, there's a focus on 'culture' – so it's about beliefs, how these beliefs are nurtured and the sense of the organisation in question.

The second aspect is looking at 'leadership' – this would include leadership at every level and empowering people, whether they're doing projects on their own or within teams or divisions.

The third aspect is tailored around 'managing change and transformation' – we have received the most feedback on this from CEOs.

A fourth element – the biggest change for us on the model – is around the model being more agile and adaptive. We don't tell people: "This is what makes a good organisation", but instead, we say, "You tell us who your stakeholders are and

how you create value," and "You tell us what results you're looking for and how successful you think you will be."

The final focus is on the future. So, this is not worrying about the last three years' track record or the last three years' survey results.

It's more about what data; what information and what purpose have you got that's going to create value in the next three years.

How are you managing for that? How are you preparing for it, and what data and prescriptive techniques are you using?

QW: What other features have been included in the model?

RL: The core of the new model is three words. The first one of these is, 'Why' – asking why do organisations exist; what is their wider purpose; how do they want their culture to look and feel, and then against that background, what is their strategy?

Then, the 'How' is very much around how they are going to execute and create value for their stakeholders, and are they doing that through managing change or managing continuous improvement?

Then, lastly, is the 'What'. What are you getting out of it; what are your results; what have those results been in the past, and what are you anticipating and predicting for the future for your organisation?

QW: How are you planning to introduce and roll out training to your current members?

RL: EFQM trained around 80 people prior to our launch in Helsinki, and I'd say we have trained a further 200 since then, and are continuing this process. There will also be new courses coming out soon.

QW: What advice would you give to senior management teams and quality professionals who are looking to drive performance within their organisations this year?

RL: From EFQM's perspective, having a better understanding of your company's culture, purpose and what leadership means is at the core of everything. If there was one lesson that I could give to all our assessors, quality managers, quality auditors and certification professionals, it would be to get a thorough understanding of their organisations' purpose and the culture it's trying to nurture.

PLANNING AND EXECUTING THE FRAMEWORK

Geoff Carter, Model Development Project Manager at EFQM, speaks to *Quality World* about the steps and processes involved in creating the new EFQM management framework

We started off by putting together a core development team of around 20 people to work together to help us develop the new model. This consisted of customers, clients, members, experienced EFQM assessors, trainers, companies and individuals that had an understanding of the current model but also recognised that changes to it were essential if it was to continue to add value for organisations. They looked into global megatrends: researching topics such as circular economy, innovation and the challenges facing organisations in employing a more diverse population than ever before. This provided us with an overall context of the ecosystem that organisations are operating in today.

In parallel with this work, we surveyed 1,200+ people in our wider community, which included change managers, transformation managers, EFQM assessors, trainers, consultants and quality managers.

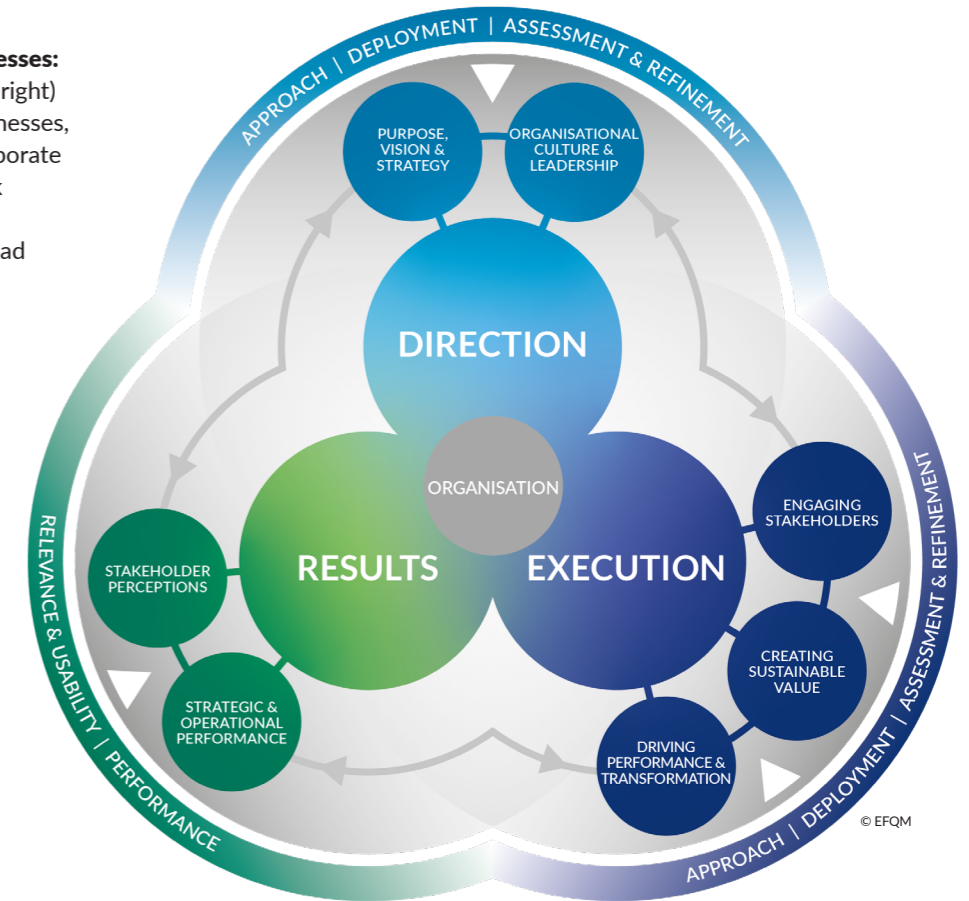
Interviews were also conducted with over 60 CEOs, many of whom didn't use or who were unaware of our 2013 model. We asked them what the biggest issues were in their organisations. What scenarios are they facing? Are they facing disruption in their industry or business model? Or are they an SME or start-up that is experiencing continual improvement or profitability issues? And, if there were management tools or frameworks available, what would they want help with?

Once we gathered all the data, the next step was to create a final draft for the framework and we invited 24 organisations, including the United Nations (UN), Bosch, Siemens (UK) and BMW, to test it out for us before the launch.

Offering a sustainable future for businesses:

The EFQM Excellence Model (pictured, right) is designed to cater for all types of businesses, including start-ups, SMEs and large corporate organisations. The refreshed framework provides a management tool for senior teams to measure, monitor and spearhead performance within their business to achieve success and provide a sustainable future. The model has gone through a number of improvement cycles over the years. The upgraded model will help businesses support the United Nations' 17 Sustainable Development Goals (SDGs) from the 2030 Agenda for Sustainable Development. The SDGs are "a call for action by all countries to promote social equity, sound governance and prosperity while protecting the planet," and were adopted by world leaders in January 2016.

For more information on the model, visit: efqm.org



COLLABORATING TO ACHIEVE RESULTS

The British Quality Foundation and Catalyst Consulting have been collaborating with the EFQM since the latter's early days in operation. Following the launch of the new model in October 2019, one of their main activities has been introducing the framework to organisations across a range of industries



Changing times

As a "great advocate" and contributor towards the original framework, it was time for change for the model, says Martin Brenig-Jones, CEO of Catalyst Consulting, based in London, UK. "The previous EFQM Model was in need of an upgrade. Not that there was anything particularly wrong with it, I think it was just in need of refreshing and modernising. The upgraded model lends itself well to engaging with senior management teams and it's much more attractive in its new form from a strategic and future-focused perspective."

He adds: "If you look at the detail of the updated model, the part about engaging stakeholders and driving performance and transformation has strong links with ISO 9000."



Marketing strategies

The British Quality Foundation has been working closely with its members to explore how the framework will work for different types of businesses.

Diane Dibley, Service Delivery and Member Experience at the British Quality Foundation

(BQF), has been collaborating with EFQM, rolling out various programmes to help their members transition to the new model in the coming months. A recent BQF workshop worked closely with a long-term member and looked at how the new criteria applies to them. This has been useful preparation for the company's self-assessment, "that they intend to undertake against the new EFQM model," she tells *Quality World*. Ms Dibley adds that workshops are being conducted on a one-to-one basis with companies internally, and also as public sessions that multiple businesses can attend.

The BQF plans to help more of its members to successfully transition over or to adopt the new model and tools. Diane elaborates: "We have run two briefings on the new model in collaboration with the EFQM. We are offering in-house briefings, particularly to our members, but also to others interested in possibly applying for recognition to talk about the new model and supporting digital tools." She concludes: "The BQF's workshop and events programme will be linked to the model and its criteria. Later in the year, we hope to have a model and assessment workshop. In addition to this, we are in talks with a consultant who previously delivered a workshop about the model and standards together to resurrect this in our new programme with EFQM's updated framework." ■