

# EXCELLENCE IN ACTION

September 2013  
[www.efqm.org](http://www.efqm.org)

## Achieving Excellence

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# Editorial



Dear Readers,

As we all know, both our working environment and global dynamics are changing rapidly. Learning how to adapt is therefore a key component of success. Still, adapting can be a long and difficult process, limiting organisations' ability to move forward.

While we can only hope for the economic situation to improve, we should be aware of the opportunities to transform ourselves and achieve our full potential. Through the EFQM Community, we observe organisations that have been able to capitalize on these opportunities. This is what gives strength to our network: sharing what works so others can learn and, in turn, improve. The EFQM Excellence Award, The Good Practice Competition and The Good Practice Visits are the embodiment of this philosophy.

In this issue of Excellence in Action, we focus on how our members have used EFQM to support their development. We hope they give you inspiration and ideas for your own journey towards excellence.

Enjoy the reading,

A handwritten signature in black ink, appearing to read 'Marc Amblard', with a stylized flourish at the end.

**Marc Amblard**

Chief Executive Office, EFQM

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# Good Practice Competition

## An Interview with the Finalists

This year's Good Practice Competition focused on "New Ways of Working". The topic was selected to support an initiative launched by the European Commission in April 2013 to support innovation in the workplace.

Our competition, which was open to all organisations to enter, provided an ideal platform for them to identify some real examples of innovative ways of working.

The Finalists were selected by our Jury Panel, which included the EUWIN Project Manager. The winner was decided by a combination of a public vote and the additional presentations the finalists made to the Jury.

The winner of the competition was Glasgow Housing Association's "Think Yes" approach. We caught up with the Finalists to find out more:

### Why did you join the competition?



At GHA we are committed to continuously improve what we do and our new way of working – 'Think Yes' - has been an important stage in our journey. We wanted to share what we've achieved and learned through 'Think Yes' with others and also see how it compared with what other innovative organisations are doing.



We wanted to get feedback from EFQM and other companies about our implementation of the Social Business tool Bosch Connect and moreover, our approach to become an Enterprise 2.0. The recognition as "highly commended good practice" gives us confidence to follow the way with full conviction! Now we are even more proud to share our experiences that could be helpful for others.

### How would you define "new ways of working"?



For us, a new way of working is not about changing a process or a structure. It's about a fundamental shift in the way we all think right across the organisation. 'Think Yes' has changed our culture. And it's that change in culture and the way we all think that has really transformed the way we work.



### THE WINNER



### Glasgow Housing Association (GHA)

Glasgow Housing Association (GHA) is a registered Social Landlord (RSL), a not-for-profit organisation, a limited liability company, and a registered charity.

[Watch the video here](#)

GHA provides services to

# 67,000

people in Glasgow

They own and manage

# 41,000

homes



For Mutualia, innovation can be defined as seeking out and finding ideas, both inside and outside the organisation, that add value, and subsequently transforming those ideas into solutions which bring about greater efficiency and improvements in our services and the way we manage.

As part of that definition, new ways and methods of working includes the deployment of self-managing knowledge networks, thereby generating business opportunities, internal improvements and greater people involvement, all of which provide added value for our customers.



A new way of working is a key concept for us supporting our sustainability strategies. Value for all stakeholders is considered as strategic item linked with the organisational capabilities. When we call the new way of working for an innovation or improvement born in Bursagaz, we recognise this style of working or managing enhances the overall perception and performance of the company within a full effect on every stakeholders. Technological innovations, new HR models, social business recreations, design of the working environment are all considered as new ways of working...Hence, this is the ability of our company to innovate for the sustainable existence.

### Your ways of working; why should they be considered new?



'Think Yes' has turned the traditional relationship between staff and manager on its head. We've reduced the culture of escalating decisions by giving power to our staff. They now make decisions, and design tailored services, based on their customers' needs and using their own professional judgment. Managers' roles have changed with our leaders now supporting and coaching rather than controlling and commanding.



The Lidera Project can be described as a new way of doing things to maximise people's participation. Since Lidera was launched, the idea has been to actively engage more people in the management of the organisation and to reach consensus agreement with our leaders on the style of leadership to be deployed. Furthermore, Lidera is an active forum for communication and for generating opinions and ideas.

The approach followed to achieve this has been innovative in itself. Meetings, or sessions, are organised once a month to bring together all Mutualia leaders to analyse and discuss previously selected issues directly related to the management of the organisation, e.g. the Strategy Plan, leadership appraisal, etc. The ideas and suggestions put forward are subsequently rated and included in the Mutualia strategy.

And we've gone beyond this. Our people are now taking a more active role in defining and rolling out the Mutualia strategy across the organisation. By giving our people the required competencies and capacities, we've managed in a simple way to engage more people in the management of the organisation. And perhaps most important of all, because they are now the ones taking Mutualia forward day by day, these people feel a greater sense of involvement and belonging and are championing the organisation.

#### FINALISTS



#### Bursagaz - Turkey

Live mobile and be socialized  
Bursagaz, a natural gas distribution company located in Bursa, Turkey.

[Watch the video here](#)



#### Robert Bosch GmbH - Germany

On the way to Enterprise 2.0 with Bosch Connect.

The Bosch Group is a leading global technology and services company.

[Watch the video here](#)



#### Mutualia – Spain

Lidera Project: Involving Leaders in Management.

Mutualia collaborates with the social security system in the management of work related accidents and illness.

[Watch the video here](#)

## Is this the future? We will all need to adopt this new ways of working in order to survive?



'Think Yes' has had amazing results with increases in both customer and staff satisfaction and we couldn't go back to the way we used to work. We've had a lot of interest from other organisations who want to learn more about what we did and how we did it. For us, the future is definitely 'Think Yes' and it looks like others may follow....



When narrating our approach we have stressed in one thing "Since The Future". Planning for future in the past, acting ahead of the expectation, deploying strategic thinking bring a very important principle adapted to the management style: Think before to after do not wait as the other. If your top target is to survive let's say till the end of the world as a company independent from the owners, you should be keen on anything new. And this is included in new approaches based on technology with human integration.

## I have a traditional boss, how to convince her/him to adopt this "new ways of working"?



We think the results speak for themselves. Staff and customer satisfaction have both increased and, anecdotally, we know we have more delighted customers and more motivated staff. People who come to see us and to hear about 'Think Yes' are usually 'blown away'. So maybe you should send your boss to see 'Think Yes' in action!



First, this boss needs to see a personal benefit in this new way of working. This means presenting best practices, showing KPIs how efficient processes can get, transferring the new spirit, etc. The digital natives in a company are the right selection for this. We introduced a program – the Reverse Mentoring – where web-experienced associates (mentors) are providing social media know-how and experiences to top managers (mentees). With the gained insights, the traditional boss is able to create new business opportunities to improve customer and associate satisfaction. The applied key principle is "learn and engage".

## Want to know more....?

### Get inspired!

- You can see all the videos submitted for this year's competition, including the 4 Finalists, on the [EFQM Website](#).
- Case Studies for all 4 Finalists have been published on the [EFQM Website](#).
- **Glasgow Housing Association** will be talking about their "Think Yes" approach, amongst other things, at the [EFQM Forum 2013](#).

The EFQM Good Practice Competition 2013 was organised in association with:



# Excellence in the United Nations

## An interview with Jan Mattsson, Executive Director for the United Nations Office for Project Services

### Can you start by telling us a little about UNOPS?

UNOPS is an operational arm of the United Nations, helping a range of partners implement \$1 billion worth of peace building, humanitarian and development projects every year. UNOPS core expertise is in sustainable project management, infrastructure and procurement. Our mission is to serve people in need by expanding the ability of the United Nations and other partners to manage projects, infrastructure and procurement in a sustainable and efficient manner. For example we manage the construction of schools, roads, hospitals and homes in some of the most challenging environments such as Afghanistan, South Sudan and Haiti. We procure medicines and vehicles and support our partners clear mines and unexploded weapons. We build the capacity of governments and communities so that they themselves have the skills and knowledge to take on these roles.

### “Achieving Excellence” is the aim of all organisations working with the EFQM Model; but what does this mean for UNOPS?

UNOPS continuously benchmarks against external bodies, striving for external certifications of processes and adopting internationally recognized best practices and standards. This ensures that we increase the effectiveness of our partners' projects, help donors and developing countries spread their limited budgets further and ultimately improve the lives of even more people in need.

### How does the EFQM Model help you in your daily Business?

A focus on organizational excellence is central to our strategic plan. We have, with some modifications to the language, taken the EFQM Model and adopted it as the 'UNOPS Excellence Model'.

Our first steps in understanding how the model might help us were as a tool for local management teams to perform self-assessments of their operations and identify areas where they might need to focus in order to improve performance.



### UNOPS in Copenhagen

UNOPS delivers its services through global headquarters in Copenhagen, Denmark.

### UNOPS Goals for 2010- 2013

- ➔ Rebuilding peace and stability after conflict Turning Point Scotland (R4E 3 Star)
- ➔ Early recovery of communities affected by natural disaster Scottish Association for Mental Health (R4E 3 Star)
- ➔ The ability of people to develop local economies and obtain social services

Founded in

1974

became independent in

1995



Recognised for excellence  
4 star - 2013

We expanded the use of the model by using it for a global self-assessment. We have now completed our first external, Recognised for Excellence assessment with an assessor team put together by the EFQM. This has produced an extensive feedback report that we are now digesting. Basically, you can't improve unless you start setting standards. Our Excellence Model helps us do this.

**You started your Journey towards Excellence a number of years ago, how and why did you make that decision?**

I don't think we would have used the word 'excellence' back then! In common with any organization undergoing a major change programme, we went through a number of phases starting with

getting basic controls and policies in place, implementing management systems and building expertise. As we have matured, we have become more comfortable with using the word 'excellence' and feel confident that our Excellence Model helps us to measure how far we have come and provide aspirational targets as we continue the journey.

**You are one of the few organizations of your type actively applying the EFQM Model. Would you recommend the experience to similar organisations?**

Of course. I don't think that the type of organization we are makes us more or less suitable to use an excellence model as part of our management toolkit. My advice would be to start using the model in a small way so that its utility can be understood and

confidence in it can be built steadily. But I actually think one of the strengths of the EFQM network is gaining insights and experiences from organizations that are very different from one's own.

**How are you planning to continue your journey?**

Firstly, we need to analyse the feedback from the Recognized for Excellence assessment that we have just undertaken. We have found the exercise extremely valuable but there is certainly a lot of information to digest! And we are now planning how we can make the model a useful tool for managers at all levels of the organization perhaps incorporating it into their leadership development program.

## JAN MATTSSON - EXECUTIVE DIRECTOR OF UNOPS

I first entered the United Nations as a JPO for the United Nations Industrial Development Organization (UNIDO) in 1982. I was based in Sri Lanka and spent two and a half years in that position.

Being a JPO made me realize that the sky is the limit with regards to opportunities and your ability to make a real difference. I have learned that if you establish a strong connection between your work and how it impacts people you can make a positive difference to people's lives.

After my time in Sri Lanka I took on many jobs in the field within the Asian region. Positions included working as a Resident Coordinator and Country Representative for the United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), the World Food Programme (WFP) and United Nations Office on Drugs and Crime (UNODC). Later I moved to UNDP headquarters as Director of the Bureau of Management.

I joined UNOPS in 2006 as Executive Director at its headquarters in Copenhagen. I firmly believe that UNOPS gives people the opportunity and flexibility to make a difference on the ground where quality and speed really matter. It is a privilege to work for the UN, acting locally, guided by the values and principles of the world community.





# Events from Partners

What have our Partners been doing?

**Quality Scotland** is a charitable organisation that promotes Business Excellence across Scotland in the private, public and voluntary sectors. As a member-based organisation, Quality Scotland was established in 1991 to help organisations throughout Scotland achieve Excellence and be recognised for it, and in so doing, gain real and sustainable competitive advantage.

On Tuesday 28<sup>th</sup> June 2013 they hosted their 22<sup>nd</sup> Scottish Awards for Business Excellence in the Crowne Plaza, Roxburgh Hotel, Edinburgh.

This year celebrated:

- 48 Organisations with Committed to Excellence
- 3 Individual Quality Scotland Awards
- 6 Special Partner Category Awards
- 1 Highly Commended Quality Award
- 5 Recognised for Excellence Awards
- 1 Scottish Award for Business Excellence Winner

The Scottish Awards for Business Excellence are presented to organisations, across all sectors that are recognised for significant achievement in their journey for excellence using the EFQM Levels of Excellence program. In addition a number of Quality Scotland special category and partner awards were presented on the day.

This year's overall winner (achieving a R4E score of 500+ points) of the prestigious Scottish Award for Business Excellence was...

## North Ayrshire Council – Housing Services

Sir Andrew Cubie, CBE FRSE, Chairman of Quality Scotland, led the day's proceedings introducing inspirational keynote speaker John Loughton, Managing Director of Dare2Lead as well as representatives from partner organisations CEMVO, Scottish Business in the Community, Investors in People, Future Farming, The WOW! Awards, Zero Waste Scotland. Quality Scotland's President, Lord MacFarlane of Bearsden who won last year's Lifetime Achievement Award, presented Recognised for Excellence Awards.

## PRIZES



Scottish Award for Business Excellence  
North Ayrshire Council - Housing Service

## Recognised for Excellence

- ➔ Penumbra (Highly Commended)
- ➔ Turning Point Scotland (R4E 3 Star)
- ➔ West Lothian College (R4E 3 Star)
- ➔ Scottish Association for Mental Health (R4E 3 Star)
- ➔ Clackmannanshire Council (R4E 4 Star)
- ➔ North Ayrshire Council – Housing Services

## FOR MORE INFORMATION

Follow on Twitter @qualityscotland, and if you would like to see comments on the day search #SABE2013. Photos also available on Facebook at qualityscotland

# Ukrainian Association for Quality

was founded in 1989 and it was the beginning of the public movement for the improvement of the quality of goods and services, increasing competitiveness and excellence among Ukrainian companies. They are a membership foundation with about 450 well known Ukrainian and international organisations.



## PARTNERSHIP



### UAQ new EFQM

Ukrainian Association for Quality became an EFQM Representative

EFQM member since

# 2001

A membership foundation with

# 450

member organisations

## FOR MORE INFORMATION

For more detailed information on contact and dates, visit the website

([www.uaq.org.ua](http://www.uaq.org.ua)) or  
[quality@quality.kiev.ua](mailto:quality@quality.kiev.ua)

On 24- 29 June they conducted the 14th International Project "Constellation of Quality" which is recognised as one of key event in the field of quality and business excellence in Eastern Europe.

About 130 participants from Ukraine, Russia, Kazakhstan, Latvia, Lithuania, Belarus, France and Italy came together to discuss actual problems, to share experience and to create new ideas and contacts. There are many top managers, CEOs and owners of companies among them.

In the Project program there were conferences, author's seminars, discussions about different aspects of business excellence and management systems.

Traditionally the EFQM Excellence Model was one of key topic of the Project. Presentation of Geert Opdenbosch, EFQM, devoted to the Model and its impact on companies' performance, was met with particular interest. Also a number of companies – winners of the International Quality Tournament for Central and Eastern Europe presented their practical experience with the Model: Stavropol State Agrarian University, Saturn – Gas Turbines (Russia), Institute "Gomelproect" (Belarus), etc.

Within the Project the partnership agreement between EFQM and Ukrainian Association for Quality was signed.

Traditionally, the Project was held in the recreation zone in Black Sea coast of Crimea. It allows participants to combine formal project events, non-formal contacts and the rest. Participants mentioned that very friendly and warm atmosphere made this event a unique experience for them, that they found not just partners but friends.

Ukrainian Association for Quality now is starting to prepare the 15th Project and welcomes all potential speakers and participant

# Join Now... Save 20%

We are offering a 20% discount on the first year's membership fee or organisations that join EFQM before 31st December 2013. The Membership Fee is based on your organisation's annual turnover:

Annual Turnover	Category	Standard Fee	20% Discount
More than 1 billion Euros	A	€11,000	€8,800
Between 100 million and 1 billion Euros	B	€5,500	€4,400
Between 5 million and 100 million Euros	C	€2,700	€2,160
Less than 5 million Euros	D	€1,350	€1,080

## Starting your Journey to Excellence

To help new members get started on their journey, we've added the following benefits for new members:

### One Day Workshop

New A or B Members can book a free One Day Workshop for up to 12 people\*. The workshop will help you understand how the Model can support your organisation's development. At the end of the day, you'll not only know more about the Model... you'll have completed an initial assessment and agreed the priorities you need to address in the coming year.

### Free EFQM Training

New C or D Members can book a free place on either the EFQM Journey to Excellence or EFQM Leaders for Excellence training course at the EFQM offices in Brussels or a free on-line EFQM Basic Assessor Training. These courses are designed to give you the practical knowledge and tools you need to get the most from applying the EFQM Excellence Model.

## The Introductory Meeting

If you are new to EFQM, if you are thinking about implementing the Model, or if you are considering becoming part of the Member Network, then this event is something for you!

Introductory Meetings are one-day free events to give you an introduction to EFQM and our Excellence Model. You will leave the day with a better understanding of EFQM's portfolio, our Network and a draft of your pathway to Excellence.

The programme features the following sessions:

- Introducing EFQM: who we are and what we do
- Understand how the EFQM Excellence Model can support your organisation's development
- Hear the "real experience" of a guest speaker from a leading member
- Meet one-to-one with an EFQM team member to better plan your journey

#### WHERE?

At EFQM Offices:  
Av. des Olympiades 2, 5<sup>th</sup>  
floor.  
1140 Brussels

#### WHEN

- ➔ 15<sup>th</sup> October (webinar)
- ➔ 12<sup>th</sup> November (webinar)
- ➔ 19<sup>th</sup> November

First of all congratulations for the R4E 5 stars that you just got. How does it feel to get 5 stars?

All the staff is very happy & proud to have obtained this recognition for three reasons:

First, it is a common work between our European entities. Indeed, we're realizing common assessments with our manufacturing plant in Poland, and with our sales, financial & technical organizations in UK & Germany, as well,

Next, we're observing that the assessment results are in a continuous improvement trend. We obtained an over 400 points score in 2010, an over 450 points score in 2011, and we reach now over 500 points,

Last, over the assessment result, I can see clearly that our EFQM journey drives us to an improvement of our practices lead by our staff on the whole scope of the model.

**We must say that your journey to Excellence started a long time ago. How & why did you decide to use the EFQM Excellence Model?**

It's true that it's becoming a quite old story that started in 2008. To do it short, you have to understand that we're part of SANDEN Corporation, a Japanese company, for which the Management Quality improvement is a core value. The Group direction, at that time, was to integrate & follow the concepts from the DEMING model. We started, then, to look for a 'local' organization to teach us its roots, its philosophy & to support an autonomous



Olivier Campy is the CEO of Sanden Manufacturing Europe in France

## SANDEN: Recognised For Excellence 5 Stars

### SANDEN OF EUROPE

Sanden Corporation was founded in Japan on 1943. They employ about 10 000 people across the globe including 59 business operations in 23 countries.

Their main business sectors include:

- Automotive Equipment Business Group
- Food & Beverage Business Group
- Living & Environmental Systems Business Group.

European Automotive Business Division

In Europe they are acting under European Automotive Business Division (EADB). The European Automotive Division is one of the leading suppliers of compressors and components for automotive air conditioning and consists of multiple locations including several offices and manufacturing locations. Manufacturing sites are located in France (SME) and Poland (SMP), shared headquarter functions in Germany and UK as well as sales offices in France, Italy, Spain, Germany and Sweden, which belong to Sanden International Europe Ltd. (SIE). SME is involved as well in the CO2 Heat Pump business development for residential & tertiary applications in EMEA (Europe-Middle East-Africa).

we have proposed to our Head Quarters in Tokyo to implement an alternative model. That was the birth of the EFQM in SANDEN Europe. Indeed, we were extremely convinced that this model was very much adapted to our directions & expectations from a management perspective.

**How has the Model changed your way of working?**

The common & continuous work to implement the model within our different European organizations allows us to share common targets & to improve our continental synergy. Increased exchanges & common practices are implemented on a structured way.

In France, I can give you the example of three domains for which we changed deeply our manners and standards:

- I. An increased consideration towards expectation & satisfaction of our different stakeholders
- II. A breakthrough in our approaches linked with Partnerships, raising permanently the following question: 'Who do we need to support the deployment of our key strategies?'



implementation in our Company. After a lot of researches,

## EFQM RECOGNITION

**Fundación Jiménez Díaz - 5\***

Fundación Jiménez Díaz (FJD) a for-profit healthcare organization based in Madrid obtained EFQM 5 stars recognition in the beginning of July 2013.

**ICANN - Committed to Excellence**

The Internet Corporation for Assigned Names and Numbers, based in Los Angeles, California, achieved EFQM Committed to Excellence in August 2013.

## FAST FACTS

68%

Learn about these "thermometer charts" in the article at right.

42%

Cras ut blandit diam. Suspendis quis urna semper aliquam.

III. A clear deny of our hierarchical and departmental way versus a transversal vision of our activities supported by processes bringing value to the customer.

**What have been the most memorable highlights of this journey?**

There are two highlights that are popping-up when I try to answer to this question.

The EFQM model training that was done for executives was a key for success. I remember clearly that there were intensive discussions between European & Japanese ones. The challenge to share a common understanding & vision of a model despite a strong DEMING approach 'culture' was a rare opportunity for understanding each other.

Several of us attended different EFQM events (e.g.: Pegasus) that supported our understanding of the model concept & philosophy. More than that, it supported a high quality network creation. As a result, we kept close relationships with some major exemplary companies with whom we're having frequent, robust & valuable exchanges about our best practices

**What were the Model's major benefits for your organization? How do you get everyone involved?**

We implemented several systems, ISO TS 16949 for Quality, OSHAS 18001 for Safety, ISO 14001 for Environment, JSOX for financial reporting. In addition to these external standards, we deployed SANDEN ones related to our Management quality (STQM: SANDEN TOTAL QUALITY MANAGEMENT) including the losses reduction improvement tools (TPM: Total Productive Maintenance). EFQM model is an excellent tool to support the achievement of our strategies involving the whole staff, using synergy & complementarity of our different systems. The journey made us think

deeply about their positioning, their integration & their management.

**How are you planning to continue your journey? Will you be part of the EFQM Excellence Award 2014?**

We're still in the middle of the river ... A

*SANDEN EABD has a very strong foundation of values that are lived everywhere, inspired by Japanese principles. To ensure future success, the organisation has ambitious strategic targets that include growth with environmental products. The Assessor Team is firmly convinced that these targets can be achieved if SANDEN EABD keeps using their advantages including flexibility and agility over their competitors."*

*Dr. Christian Forstner, Assessor Team Leader*

lot of projects are engaged, such like the overhaul of all process, the improvement of leadership practices, the structuration of the communication towards external stakeholders, ... Since the beginning, we deployed pragmatic approach, picking-up step-by-step important themes of the model, trying to find good practices supporting the target achievement we fixed domain by domain.

We'll continue our journey following that way using frequent assessments to validate the improvement we're all expecting, and why not setting the target to be Excellence Award finalist within the 3 coming years?

## FOR MORE INFORMATION

For more detailed information on contact and dates, please visit our website ([www.efqm.org](http://www.efqm.org)) or contact us; [info@efqm.org](mailto:info@efqm.org) or tel +32 2 775 35 11

# EFQM Good Practice Visits

An interview with Alfred Zedelmayer from AUDI AG, Participant.



## UPCOMING VISITS



### St Mary's College

24<sup>th</sup> September, Northern Ireland. Twice winner of the EFQM Excellence Award: "Sustaining Outstanding Results"



### PostNord & Grundfos

10<sup>th</sup> October, Denmark "Why we use Excellence - to create common directions and to stay focused on the strategy"



### Schwarz Alpenresort

15<sup>th</sup> November, Austria "Excellent customer orientation through enthusiastic employees"



### ENAGAS

14<sup>th</sup> November, Spain.

*Spanish language only.*

## Do you think you get 'real learning' in this visits?

Yes, by the demonstration of practical examples by employees it achieves the highest level of authenticity. The elegant restraint of the leadership team is according to my taste. It is worth it to try, respectively to learn of it. The transfer into the working methods and in the personal attitude can succeed by the people and conversation involved. The implicit knowledge which arises by discussions and conversations per skilled users is of inestimable value. This differs essentially to the explicit recorded knowledge. Another added value emerges after the event.

## You have been to more than one GPV this year. What do they have in common?

At all of them you feel the spirit and the motivation of the actors.

Each of them expresses a high fascination for the model that everybody noticed. Excellence from first to last and through all areas, plains and employees. Perfectly organized containing a lot of information in a friendly atmosphere.

## Can you apply what you learn in the visits to your organisation?

Yes I adopted the information and can apply them. I can learn for my organisation AUDI AG and the company "Inentwicklung" with my wife. Especially the soft skills like the employee- and customer-enthusiasm or the knowledge management are an essentially competitive advantage in my opinion.

## What would you tell to those who have still not come to a Good Practice Visit?

Learn from the best, than only people that catch stimuli of the best will enhance skills.

## What was the moment or memory, you are most impressed?

I hope to quote and give the gist of Mr. Dr. Andreas Wendt.

I wish that his sentence concerning the topic of "dealing with employees" obtains the dissemination and embed in the managers minds.

Employees are our greatest good. It is not possible without them, against them and especially not considering them.

## FOR MORE INFORMATION

For more detailed information on contact and dates, please visit our website ([www.efqm.org](http://www.efqm.org)) or contact us; [info@efqm.org](mailto:info@efqm.org) or tel +32 2 775 35 11

# EFQM Good Practice Visit

An interview with **Giorgio Visimberga**, from **BOSCH BARI**, HOST

## Why did you decide to host a Good Practice Visit?

Because Bosch Bari believes in the power of benchmarking, exchange and feedback. In our plant continuous improvement is one of our key success factors, consequently several processes are implemented or optimized every year. Showing these changes to the community allows us to get a feedback about their quality and receive ideas for further improvement. We host such events since 2011, this event was the third in a row actually.

## Was it hard to prepare the event? Lot of work?

The organisational effort comes along with the quality level of the service you're offering. The way we want to have fully satisfied customers of our products, all the same we want to be the preferred partner for hosting a GPV: we aim at offering our guests the utmost service in terms of information provided during the presentations, opportunities for networking as well as personal comfort during the meeting.

In a sentence: it's a considerable effort just because we want a lot of success for both the guests and us.

## Was it only work or did you also get benefits?

We definitely benefit from the comprehensive feedback of our guests and the open discussions with them. We design a GPV as an event where theory and practice can meet effectively. Academics and managers exchange new ideas and discuss their implementation. Such a liaison provides us as a host as well as our guest with the opportunity to go beyond the traditional scope of daily work.

In addition, this is a tremendous motivation for our associates, who can present their improvement projects to a large and competent audience. Through their involvement these colleagues feel the importance of such events and understand better the EFQM excellence concept.

## What have been the most memorable highlights of the preparation or of the event?

We named this year's GPV "Processes & Passion". When it comes to production plants the "Processes" side is quite obvious to handle and present, but the "Passion" one is something you normally don't talk about. At a first glance, Processes and Passion seemed to be a contrasting pair; therefore the choice of the topic was quite a challenge to us and the other speakers. As we got deeper in the brainstorming phase though, it was clear to us that "Passion" is represented by the surprisingly tireless attitude of people not to settle down when a positive result is achieved: the will of watching things grow better and better regardless of how good they already are. This perspective is what struck us most about this GPV.

## Would you recommend the experience to other EFQM members?

Yes, definitely. For customers, suppliers and partners who attend, a GPV is an excellent opportunity for the organization to enhance its attitude towards the stakeholders, strengthen existing benchmarking relationships and create new partnerships.



### FAST FACTS

13

In 2013 we organised Good Practice Visits in 12 different countries

65%

Of the participants would repeat or recommend Good Practice Visits to other colleagues.

# Proactive Excellence

## Developing a new course with Telecom Italia

Many members of EFQM express a need to use the knowledge from the self-assessment process and the findings in the Feedback Report and use it while it is still "hot" to formulate and to deploy meaningful strategic projects, which in an agile way will improve the performance of the organization to reach a higher Excellence level.

In partnership with one of our Members, **Telecom Italia**, EFQM developed a course to help line managers maximize the findings in the feedback report. The first course was successfully delivered in July 2013 to Telecom Italia HR-

O, who received a 5 star Recognition in 2013 prior to the course taking place.

The course is a learning process with pre-work and 4 days' corporate classroom followed by 5-6 months' working in the organization including learning log and finally 1 day for evaluation by facilitators and management

The course is a passed/non-passed course. The criteria for passing is based on pre-work, work in the classroom, work in the organization and the final organizational outcome and results from the project.

### OBJECTIVES OF TRAINING

- ➔ Learn how to take the outcome of a Self-Assessment Process and the Feedback Report to the design of improvement projects aligned with the future needs of the organization.
- ➔ Learn how to use RADAR and the 8 Fundamentals together with the 9 Criteria in order to make improvement execution easier.
- ➔ Learn how to deal with the organization and the "selling process"

## 1. The Learning Process – Homework before Corporate Classroom

The first part of the course is a pre-work process where each participant is using the Feedback Report as background, together with the knowledge about strategy, current status of the organization etc. to

formulate and motivate suggestions for strategic projects. A part of the selection process is to choose projects which are also suitable for the learning process.

## 2. The Learning Process – Homework before corporate classroom

The course is a 4 day learning process with facilitation and lectures where appr. 60% of the time is used in reflective and continuous improving group work. This learning cocktail is designed to challenge each participant by "drilling" deeper and deeper into the understanding of the RADAR philosophy. In a face-to-face session the participants get feedback on their pre-work and have a dialogue on the current understanding of the content of the course. The selected projects are used to welcome reality into the classroom with the expected outcome to get a mandate from management by the end of the 4

days. The "selling" aspect therefore is a part of the course and open up for the discipline of Improvement Leadership or Change Management adapted to the culture of the organization. The representatives from management who are requested to give feedback, suggestions and mandate to the projects have the possibility to read the proposals before the final meeting in order to be well-prepared. All in all, the 4 days' learning process gives an understanding of how to use RADAR and the Excellence Framework to formulate strategic projects or improvements in a way that make them ready for execution taking into account the drive or resistance in the organization.

## Active Learning

The Participants from Telecom Italia were all motivated and ready to learn and use all aspects of the Excellence thinking to formulate wise and effective strategic projects, using the wisdom and experience gathered in the Excellence Framework. Introduction given by one of the participants showing the way ahead! Learning with Passion



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The Excellence framework was visible in the classroom during the entire session in order to improve the excellence thinking and acting atmosphere and was used intensively to underline how to understand and use the different aspects of the Excellence philosophy to design agile and clever strategic projects which will survive in the organizational culture and improve performance.



The Learning Process was designed as action learning based on meaningful organization projects. A high degree of concentration was part of qualifying the projects by gradually adding new knowledge to the projects using the RADAR thinking in a proactive way. The EFQM Excellence Model on the wall behind the group is a "Strategy Wall" supporting the learning by visualizing and simulating different approaches and their organizational impact.

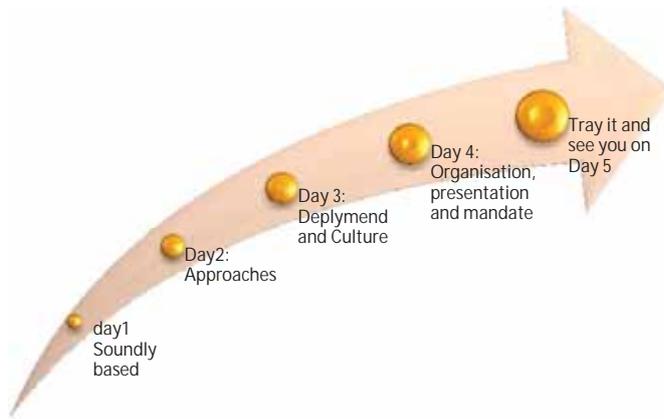
The Facilitators gave coaching sessions "on demand" to individuals and to the groups based on the EFQM motto: "Share what Works".



Lecturing and group work were mixed with the purpose of giving new knowledge and inspiration to group and to each participant. Here the 8 Fundamentals are used as a mirror of the culture which the participants will face during the implementation of their projects.

Project presentation based on RADAR and polished for communication purposes – not only for the management presentation, but also in order to communicate the goal and the meaning of the project in the organization when the participants deploy the project "for real". Management gave their suggestions for improvement and acknowledgement of the learning whereupon mandate was given to the projects, ready to bring them into the organizational reality.





*The learning strategy in the corporate classroom was driven by using the RADAR thinking to improve the quality of the projects and at the same time reviewing and improving the participants' capacity as change agents in the excellent way.*

## The Learning Process – Implementation (5-6 months)

In the period from July to December 2013 the participants are required to “Make it happen in the organization”. They have to find the right organizational anchor and integrate the project as a part of operational excellence.

During the implementation process the participants will learn how RADAR is practised as a tool to improve performance and visualise results. Each participant makes a learning log which together with a successful implementation will be the basis for the evaluation on Day 5 in December.

## The Learning Process – Results and Review - 1 day

**Step 1:** The participant gets feedback on their learning and on the results from the facilitators assessing how they have used the Excellence Framework and/or other methods to implement new methods in the organization.

**Step 2:** Management and other key stakeholders give their direct feedback on how well the participants have executed the project and have improved hers or his capacity by this learning process.

### Faculty and Process Designers

Allan Ahrensberg

Vittorio Cesarotti

### Participants

Managers and professionals who have been involved in the Excellence self-assessment processes and afterwards have a key role in the design and implementation of improvements – all in line with Strategic Goals and the findings in the Feedback Report.

## TIME AND PROCESS

The course is a learning process with pre-work and 4 days' corporate classroom followed by 5-6 months' working in the organization including learning log and finally 1 day for evaluation by facilitators and management.

The course is a passed/non-passed course. The criteria for passing is based on pre-work, work in the classroom, work in the organisation and the final organizational outcome and results from the project.

## Find out more...

If you think this course could help you to fully utilise the output of an internal or external assessment, please contact [training@efqm.org](mailto:training@efqm.org).

# EFQM Forum 2013

## Join us in Vienna...

Yes... it's that time of year again. [Join us in Vienna for the annual EFQM Forum.](#) The theme for the event will be "Achieving Excellence". We've got an eclectic mix of key note speakers... plus you'll get the chance to learn from the experiences of this year's EFQM Award Nominees.



Here are some of the highlights you can look forward to during the 2 day conference.

## Highlights – Day 1 (23<sup>rd</sup> October)



### Carsten Bjerg, CEO and Group President, Grundfos [Picture]

The Grundfos Group is represented by more than 80 companies in more than 55 countries and is one of the world's leading pump manufacturers. Carsten Bjerg tells us what **Leading with Vision, Inspiration and Integrity** means to him and how their values define what everyone in Grundfos does, every day.

Carsten's speech will be followed by 3 Case Studies from the 2013 EFQM Award Nominees who will each give practical examples, based on their learning and experience.



### Lord Blair of Boughton

Lord Blair held the position of commissioner of police of the metropolis from 2005 to 2008 and was the highest-ranking officer within the Metropolitan Police Service. During his career, he gained a reputation for being a "thinking man's policeman". He led the modernisation of London's police force, including the drive to recruit more female, ethnic minority and gay officers to ensure London's police force reflected the community they served. Hear his experience, and what he learned, about **Developing Organisational Capabilities**.

## Panel Debate – Future of Excellence

Evening: EFQM Excellence Award Ceremony  
 And the nominees for the EFQM Excellence Award  
 2013 are...

# EFQM Award Nominees 2013

Alpenresort  
Schwarz

BMW Plant  
Regensburg

GC Europe

Glasgow  
Housing  
Association

Nilüfer  
Municipality



Austria	Germany	Belgium	Scotland	Turkey
<p>Nestled in stunning Tyrol, Austria, the Schwarz Alpine Spa &amp; Resort is a traditional, family run lakeside spa retreat designed with guests' complete wellbeing in mind. It combines a 4000m<sup>2</sup> spa and state-of-the-art health &amp; fitness suite with year-round sporting activities, luxury accommodation, and breath-taking snow-capped mountain scenery.</p>	<p>The BMW Regensburg plant has approximately 9,000 employees with a daily production of around 1,100 units of the BMW 1 Series, 3 Series as well as the BMW Z4, making it an important part of the worldwide BMW Group production network. Each individual customer's requirement is always fulfilled on time and in accordance with the highest quality standards.</p>	<p>GC Europe supplies dental materials to dentists and dental laboratories from its Headquarters and logistics warehouse in Leuven, Belgium, to dealer organisations across Europe. GC Europe's main operations involve the production of investments and stones for dental technicians (laboratory products), the importing of dental materials (operator products) from other GC operations, and the distribution of these products to dentists and dental dealers across Europe, Africa and the Middle East.</p>	<p>Glasgow Housing Association (GHA) is a Registered Social Landlord (RSL), a not-for-profit organisation, a limited liability company, and a registered charity. They provide services to almost 67,000 people across Glasgow, owning and managing 41,000 rented properties. GHA is the largest provider of social rented housing in Scotland. From September 2012, GHA has become the largest subsidiary of Wheatley Housing Group, a new organisation formed to ensure a sustainable and growing business in the current environment.</p>	<p>Nilüfer, one of the seven central district municipalities of Bursa Metropolitan and is due to 5393 municipalities' law. It was established in 1987. The city is hosting nearly 320.000 citizens and is the most rapidly urbanizing region of Bursa.</p>

## EFQM Award Nominees 2013

**Sanitas  
Hospitales**



**Stavropol  
State Agrarian  
University**



**St Mary's  
College**



**VAMED-KMB**



**Wakefield  
District and  
Housing  
(WDH)**



Spain

Sanitas was created in Spain in 1954 as an insurance company. Sanitas Hospitales is the company that manages medical centers and hospitals that make up the broad service network that Sanitas makes available to its clients. The network is made up of two hospitals and 17 Millennium multidisciplinary centers located in the main cities in Spain and some large cities in the Community of Madrid.

Russian Fed.

The Russia's leading center for education, science and culture, educational, research and consulting and methodological activity, is a state institution of the higher professional education in federal jurisdiction, which is located in the North Caucasus Federal District (NCFD) of the Russian Federation, in the city of Stavropol. The SSAU was established in 1930 and has currently more than 1500 employees.

Northern  
Ireland

St Mary's College is an all-girls Catholic all ability school which caters for 873 pupils in the 11-18 age group with a staff of 95. There is one boy in Sixth Form. The school was opened in 1959 by the Sisters of Mercy. It was Derry's first all-girls secondary school.

Austria

VAMED-KMB provides valuable and sustainable operations management services for the Vienna General Hospital – Medical University Campus with the focal points building services, structural engineering and medical technology, information- and communication technology as well as infrastructural and commercial services.

England

Wakefield and District Housing (WDH) manages 31,000 properties occupied by 60,000 tenants and employs over 1,400 people, making it one of the largest employers in Wakefield. WDH is one of the UK's largest enterprise and regeneration companies, who invest in people, property and places. It is also a charity, registered with the Charity Commission, and a not for profit company limited by guarantee, with a commercial subsidiary.

## Highlights – Day 2

### Tracey Edwards, MBE

In 1989, Tracey skippered the first all-female crew in the Whitbread Round the World Yacht Race, becoming the first woman to receive the Yachtsman of the Year Award. Her crew not only had to battle the elements; they had to prove that women were capable of competing in a male dominated sporting environment. To do this, she not only needed the right people, with the right skills, experience and attitude – they had to come up with new ways of getting things done on board a boat.



Come and listen to her passionate keynote speech on the theme “Managing with agility”.



### Karel Vinck

Karel Vinck is a well-known Belgian businessman who was chosen in 1994, by the readers of the weekly business magazine Trends, to be the Manager of the year. After graduating as a Master in Electrical and Mechanical Engineering from the Katholieke Universiteit Leuven (Leuven, Belgium), he got an MBA from Cornell University. With this strong background, he started his career at Eternit before working for 10 years for Bekaert N.V. In 1995, he started working for Union Minière, where he led the restructuring of the company. But Karel Vinck is also a member of the Board of Suez-Tractebel, Tessengerlo Group, of the Katholieke Universiteit Leuven and of the *Théâtre Royal de la Monnaie*. He is Co-ordinator of the European Rail Traffic Management System (ERTMS) with the European Commission, and chairman of Cumerio. Karel Vinck is honorary chairman of the Flemish employers association (VEV), and Chairman of the Flemish Science Policy Council.

### Marie Lindsay, Head Teacher, St. Mary's College, Derry

In the last 20 years, only 2 organisations have won the EFQM Excellence Award twice. One of them is St. Mary's College, Derry. Over the years, St. Mary's have developed many innovative practices that have since been adopted nationally. But at the heart of everything they do are the pupils. Their ongoing journey towards excellence has inspired many of them to achieve ambitions beyond their dreams...



This is your chance to discover how they've achieved and sustaining outstanding results.

## Find out more...

For more information, please visit [www.efqmforum.org](http://www.efqmforum.org) or [m.efqmforum.org](http://m.efqmforum.org).

# Training @ EFQM

## Leaders for Excellence Training

8 October 2013 to 9 October 2013

Excellence is everyone's job. The Leaders for Excellence course is designed to establish a culture of excellence in your organization, using simple but effective tools to take the output from an assessment and drive improvement projects that really have an impact. Register now to get started on this great training!

Location: EFQM Offices – Brussels

## Journey to Excellence Training

10 October 2013 to 11 October 2013

This 2-day session will give you the tools to start your business excellence program and understand what will work best for your organization. Every journey is different; let us help you make your own special and successful. Please register or contact us at [training@efqm.org](mailto:training@efqm.org)

Location: EFQM Offices – Brussels

## Validator Training

14 October 2013 to 15 October 2013

This 2-day training is a pass or fail course; if you pass, you'll be certified as an official EFQM Validator for the EFQM C2E recognition. After this training you should have enough understanding of the Model and of the RADAR to know what it takes to drive, recognise and validate the success of an improvement project. For any question, please contact [training@efqm.org](mailto:training@efqm.org)

Location: EFQM Offices – Brussels

## EFQM Assessor Training

16 October 2013 to 18 October ■ 20 November to 22 November 2013 ■ 18 December 2013 to 20 December 2013

If your goal is to become an EFQM Assessor, or if you just want to deepen your knowledge of the EFQM Assessment process, this training is for you! During this 3-day course you will learn more about the Model and the RADAR Logic using a case study and group exercises. Make sure to register to participate to this simulation of a real-life assessment. For more information, do not hesitate to contact [training@efqm.org](mailto:training@efqm.org)

Location: EFQM Offices – Brussels

## Trainer Accreditation Workshops

**26 November 2013 to 27 November 2013**

If you want to deliver EFQM Licensed Trainings, this course is for you!

Find out what are the workshop coming up:

- Journey to Excellence – 26 November 2013 to 27 November 2013
- Leaders for Excellence – 28 November 2013 to 29 November 2013
- Internal Assessor Training – 2 December 2013 to 4 December 2013

## Master Assessor Training

**12 December 2013 to 13 December 2013**

This Master Assessor Training is designed for experienced Assessors who want to know what it takes to lead an assessment team. During the 2 day course, we'll take you through the processes used by Team Leaders in the EFQM Award & Recognised for Excellence assessments. For more information, please contact [training@efqm.org](mailto:training@efqm.org)

**Location: EFQM Offices – Brussels.**

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