

# The EFQM Excellence Model: a tool for organizational development and change

**Presented by: Dr. Susanne Kaldschmidt**

EFQM licensed trainer and advisor, Coordinating  
Board Member of NCEQE

December 18, 2018

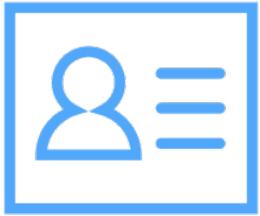
Tbilisi



# Contents of the Presentation

- Introduction
- What and who is “EFQM”
- Explaining “Organizational Development”
- How does EFQM and Organizational Development overlap?
- The biography of using the EFQM Excellence Model in Georgia
- Summary and Conclusions





450 Members



48 Partners



1,500 Assessors



50,000 Model Users  
Worldwide

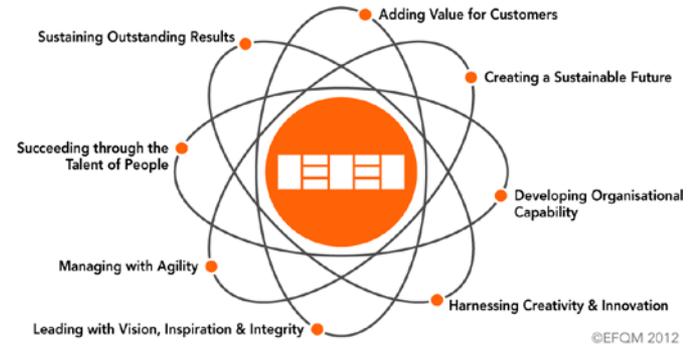
Global Community of  
Excellent  
Organizations

What and who is  
“EFQM”?

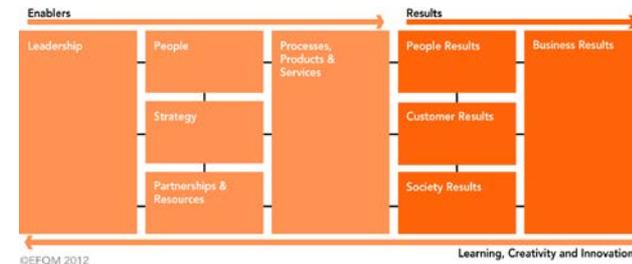


# An Overview of the EFQM Excellence Model (2013)

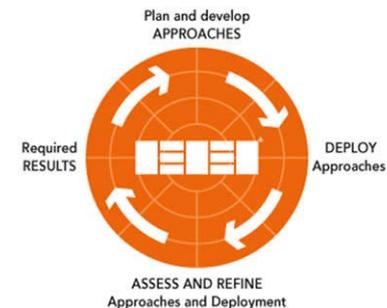
## The Fundamental Concepts of Excellence

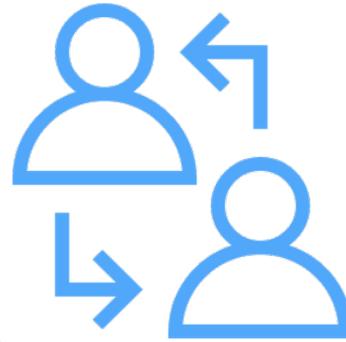
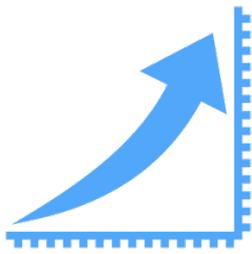


## The Criterion Model



## RADAR Logic





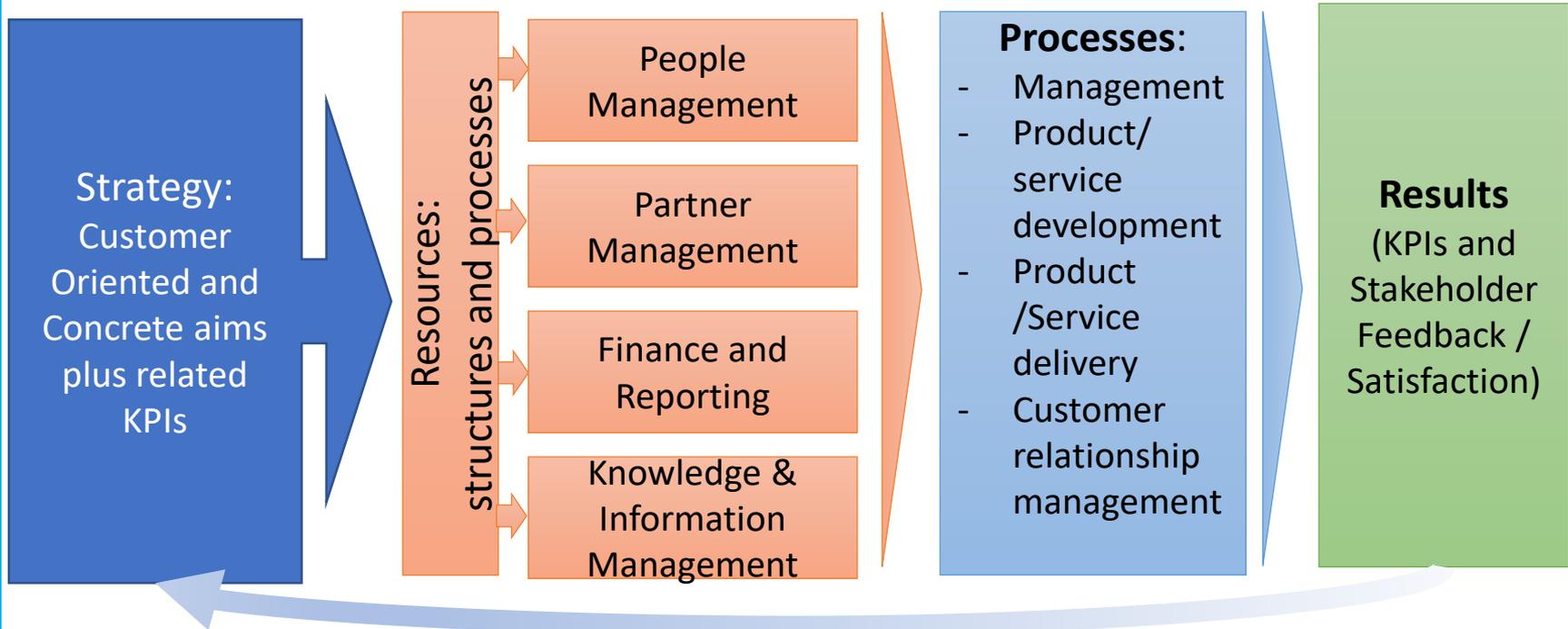
## The Purpose of the EFQM Global Excellence Model

# Explaining “Organizational Development”

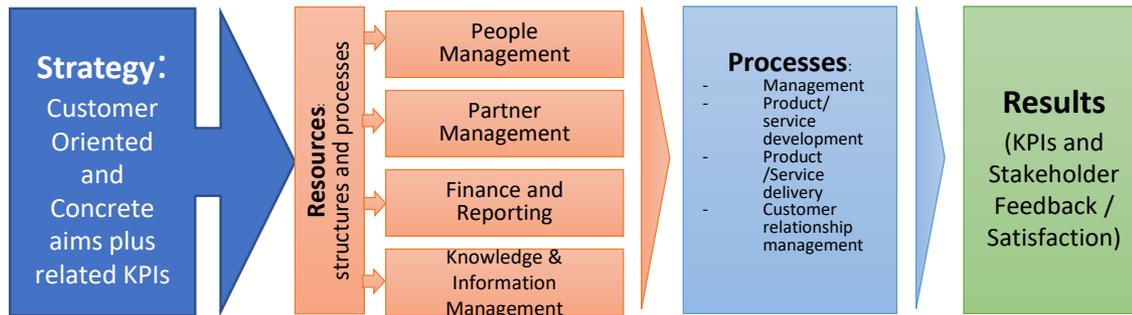
- Planned
- Organization-wide
- Managed from the top
- Increasing organizational effectiveness and health
- Planned interventions in the organization’s processes, structures



# Key Organizational Development / Management System Elements

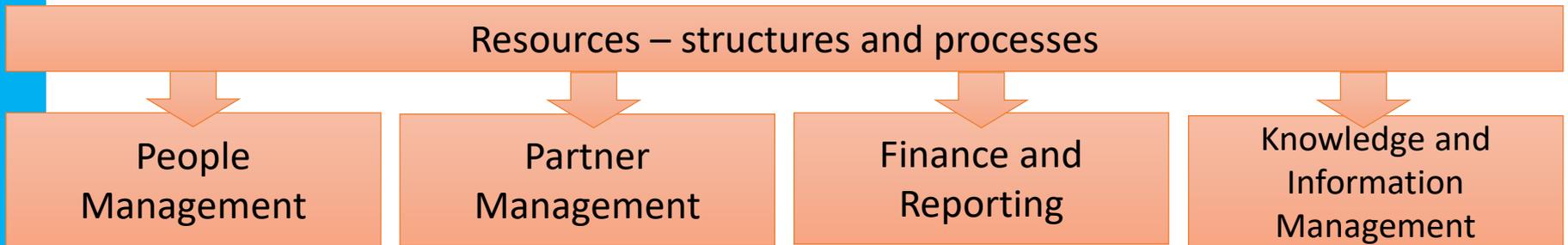
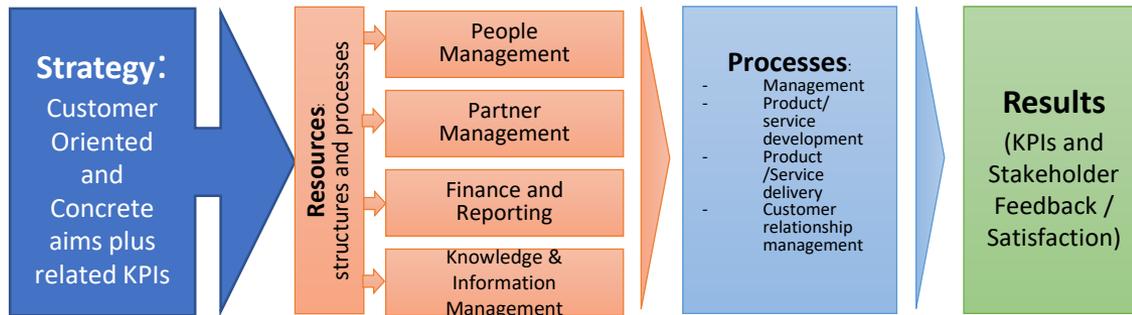


# Organizational Development > Strategy



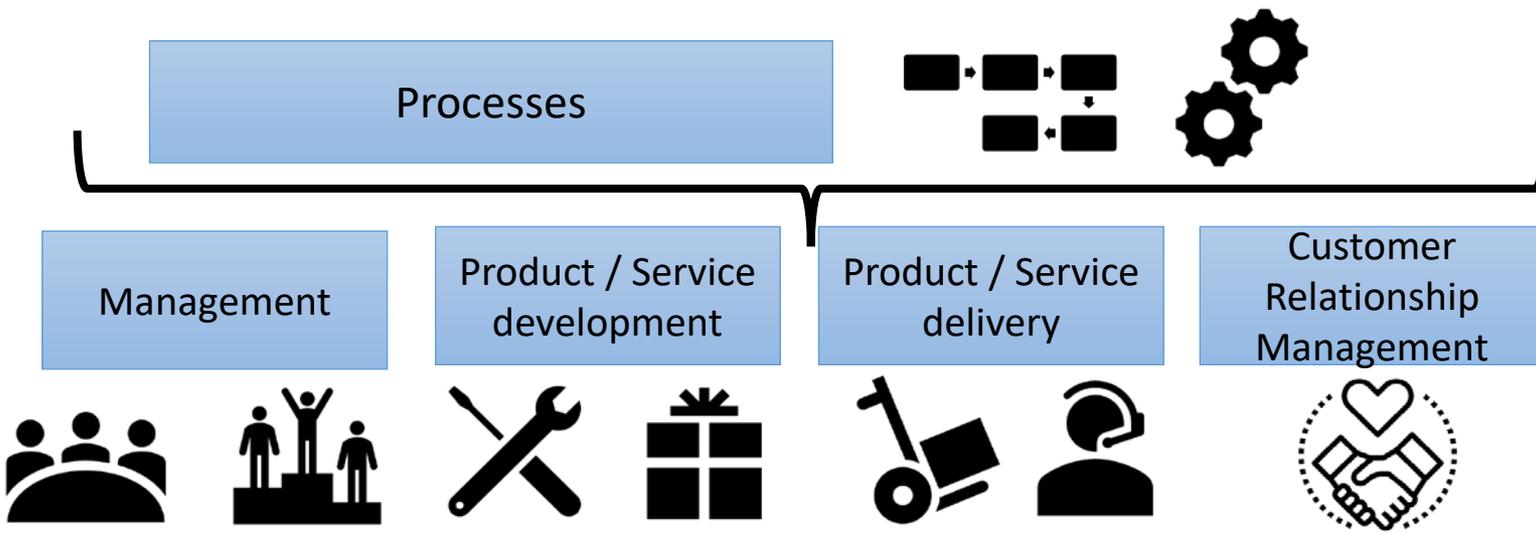
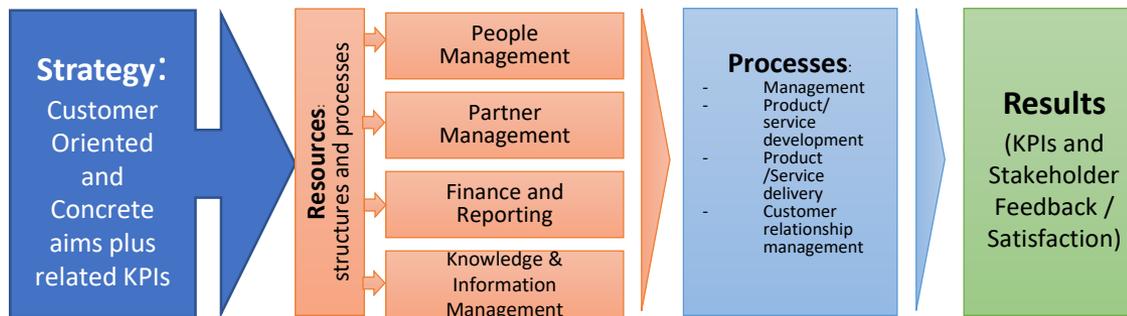
# Organizational Development

## > Resources



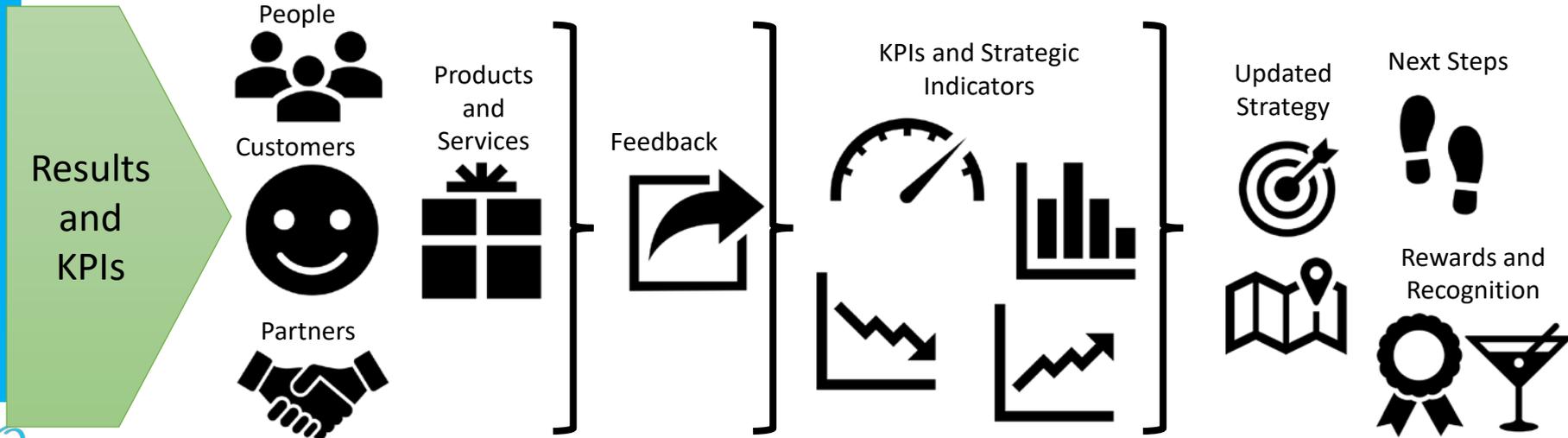
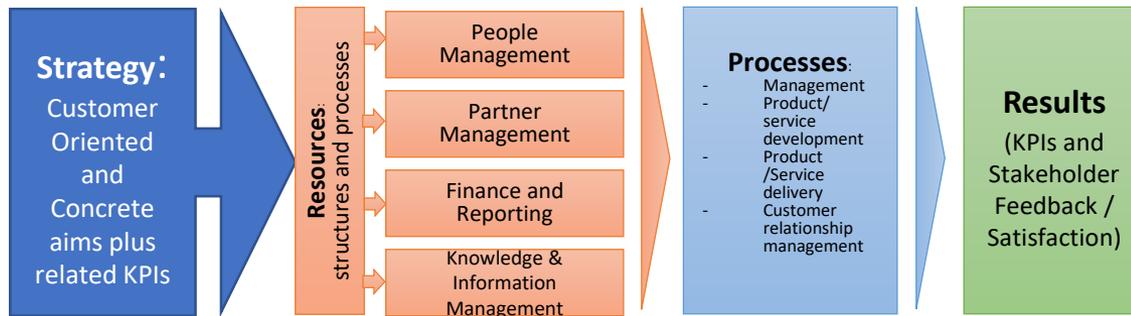
# Organizational Development

## > Processes

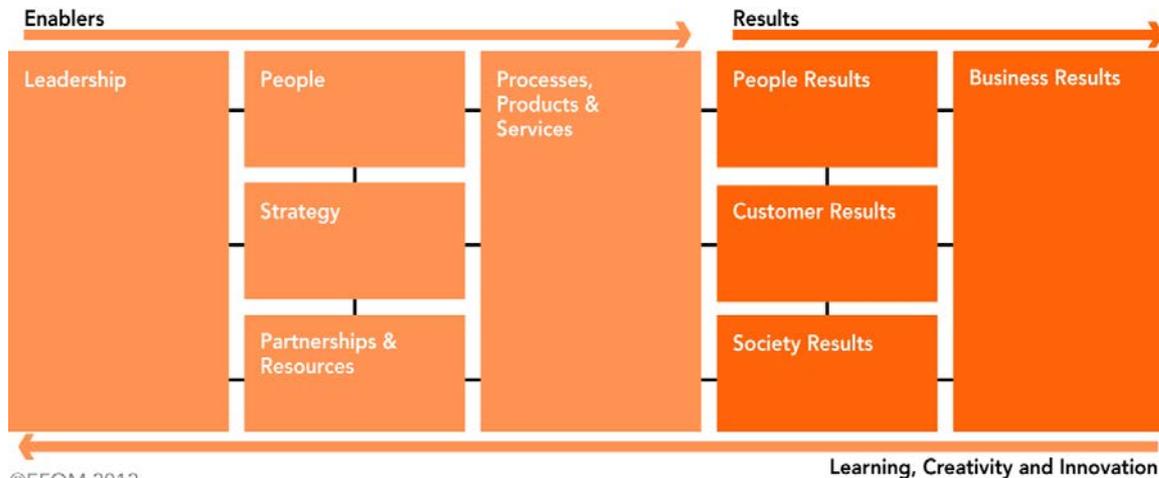
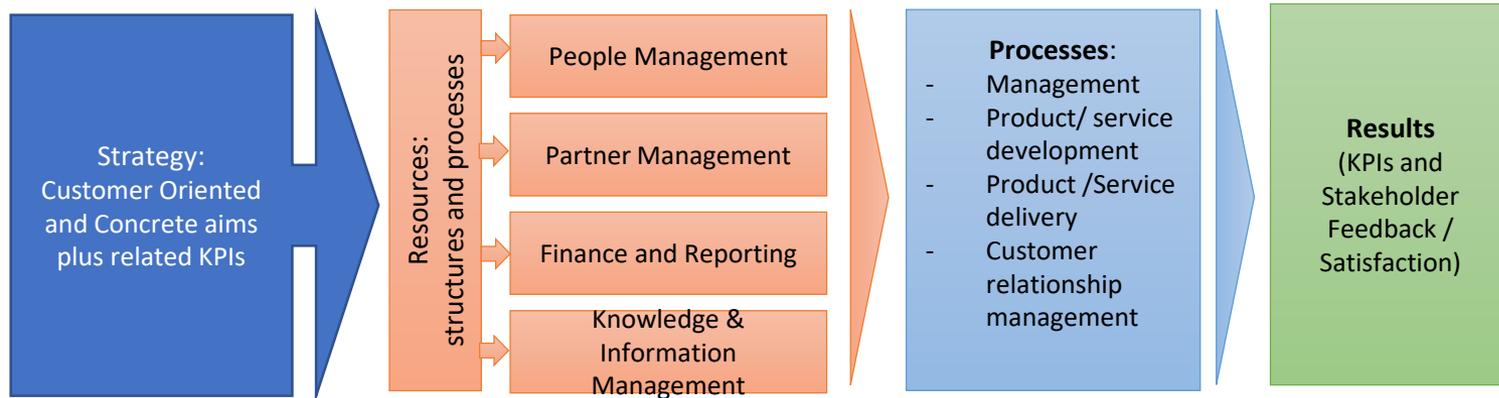


# Organizational Development

## > Results

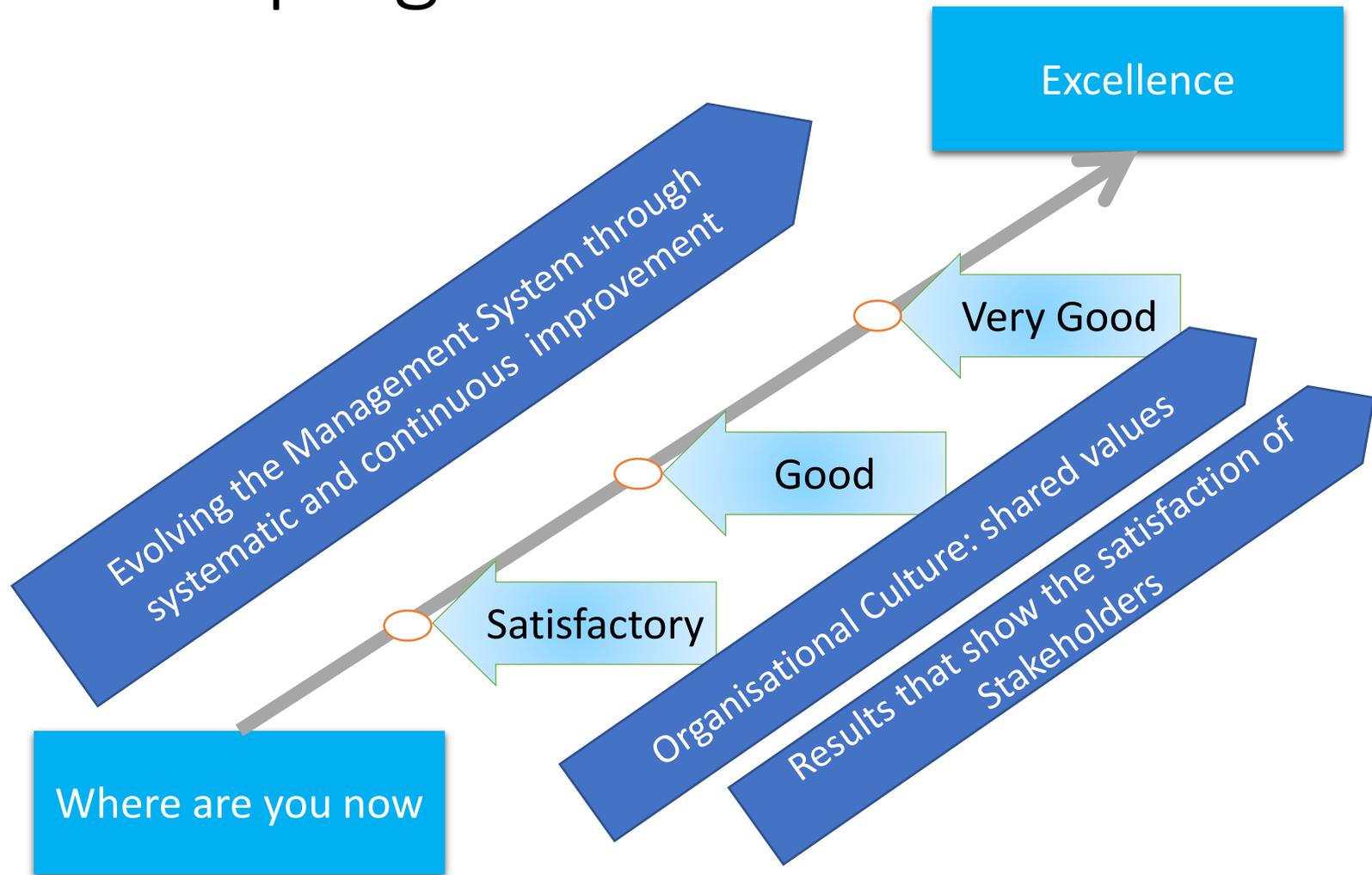


# Organizational Development = EFQM Global Excellence Model

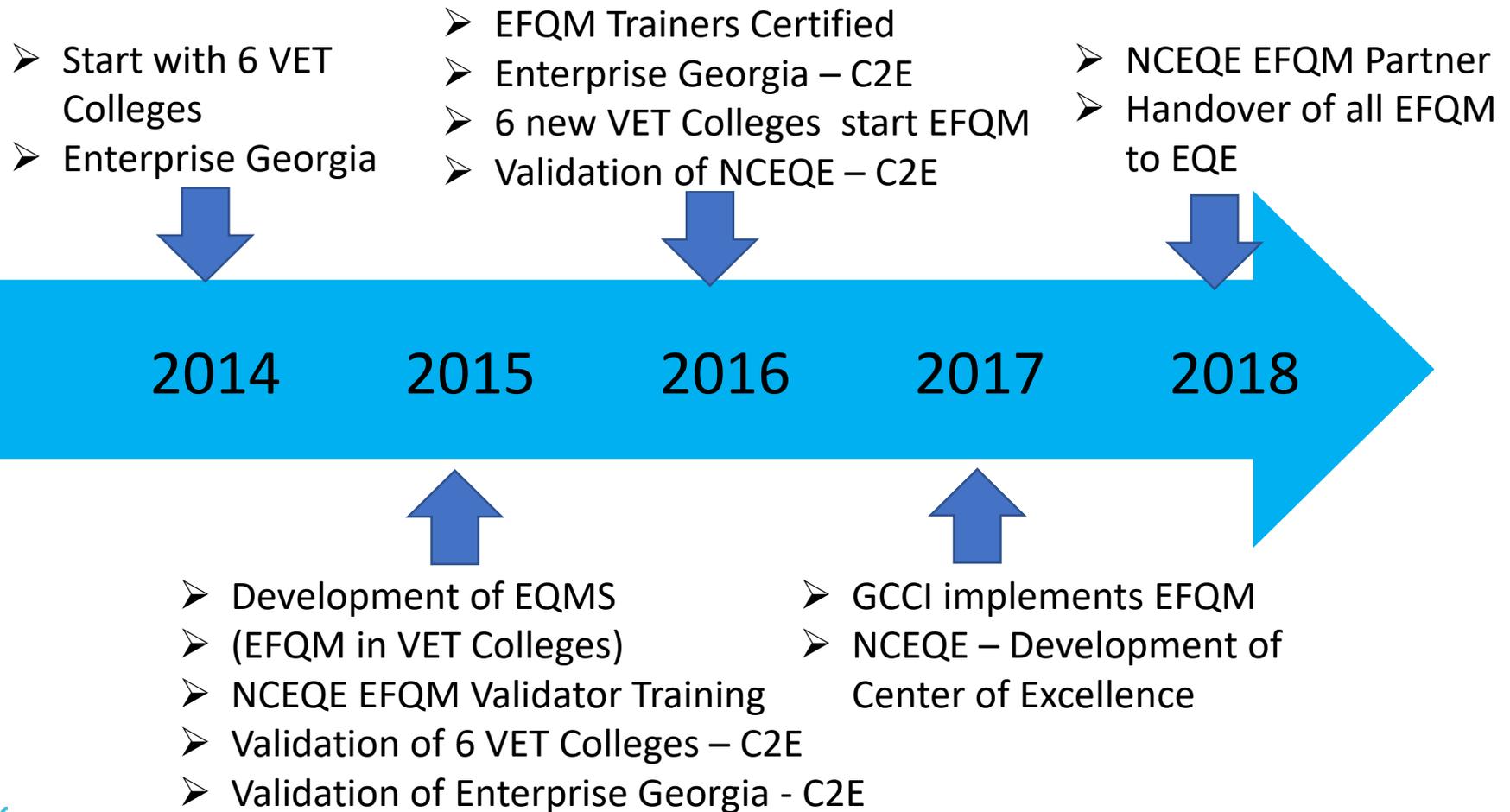


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# Developing towards Excellence



# The “Biography” of EFQM in Georgia – supported by GlZ, Germany



# Key Learning – Excellence in Georgia - People and Partners



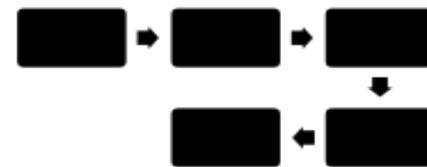
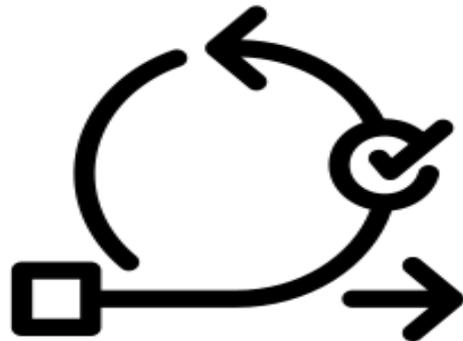
- ⇒ Find the right people
- ⇒ Engage them in excellence
- ⇒ Provide growth opportunities
  - ⇒ Learning and experience



- ⇒ Partners can fill the resource gap
- ⇒ Agreements must be made to ensure mutual benefit
- ⇒ Management of Partnerships is key
  - ⇒ Measuring Partner Satisfaction (KPI)



# Key Learning – Excellence in Georgia – Agility versus Standards (Processes)



- ⇒ Excellence and ISO are complimentary – not in competition with one another
- ⇒ Agility and standards are not a contradiction
- ⇒ Combining agility and the stability of standards is the art



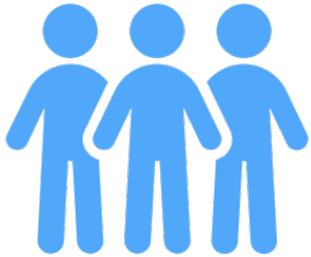
# Key Learning – Excellence in Georgia – Quality from the perspective of Customers



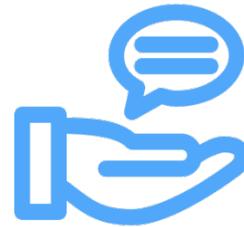
- ⇒ The customer defines what quality is
- ⇒ Understanding customer needs and expectations is necessary
  - ⇒ It is a repeated exercise
  - ⇒ Understand the “now” and the “future”
- ⇒ Develop services and products in an “agile” way
- ⇒ But ensure that customer needs are being met
- ⇒ Develop together with partners – each with their role
- ⇒ Ensure consistent services delivery (standards and processes)



# Georgian EFQM Expertise – based at NCEQE



8 Certified EFQM Trainers (NCEQE)



EFQM Expert Team, available to provide advice and guidance



NCEQE - Georgian EFQM Partner



6 Certified EFQM Validators for Committed to Excellence (NCEQE)



# Summary and Closing





# Profile

## Dr. (oec) Susanne Kaldschmidt

**Position:** Consultant, Trainer, Coach, Facilitator

**Nationality:** German

Education	Professional Experience	Specific Project Experience
<p><b>Academic Studies</b> Business and Economics, Resource Management and Environmental Ethics, Environmental Studies, PhD in Management (HSG – Switzerland, Values and Corporate Sustainability)</p>	<p><b>Since 2011</b> Consultant and Trainer for ipu with a Focus on ISO 9001/14001/26000, EFQM and Sustainable Excellence, Project Management, Expert for Corporate Sustainability, Organisational Development</p> <hr/> <p><b>Since 2004</b> Lecturer – University of Applied Sciences, Munich, Certified University Instructor</p> <hr/> <p><b>Since 1999</b> Project Team Leader and Consultant in Intl. Development Projects</p> <hr/> <p><b>Since 1996</b> Independent Consultant, Trainer, Coach and Facilitator</p> <hr/> <p><b>2000-2003</b> External Quality Manager for Dental Excellence GmbH</p> <hr/> <p><b>1999-2010</b> Partner of Netzwerk Management Consulting – Baur, Meuche, Kaldschmidt – Consultant and Trainer focused on TQM, Excellence and Environmental Management</p> <hr/> <p><b>1996-1999</b> Consultant and Trainer for INNOSYS GmbH &amp; Co. KG</p> <hr/> <p><b>1996 - 1995</b> Correspondent Banking, Credit Analyst, Corporate Banker, und Liquidity and Investment Advisor, Bayerische Hypo-Bank</p>	<ul style="list-style-type: none"> <li>▪ International EFQM Excellence Model expert, Member of the EFQM Faculty and Global Excellence Award/EEA (Deputy) Team Leader, regular contributor to EFQM Model updates (currently ongoing for 2019 update)</li> <li>▪ Project management and support of change processes accompanying the introduction / cont. development of (integrated) Management Systems - incl. EFQM/ QM/QS/EM/CSR , Process Management, Lean Management, etc.</li> <li>▪ Quality and Environmental Management Systems– ISO 9001, ISO 14001, EMAS, HSE, ISO 26000/ CSR</li> <li>▪ Industries : Automotive, Administration, Services, Metals, Chemicals, Plastics, Public Sector, etc.</li> </ul>
<p><b>Other Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ EFQM Licensed Advisor &amp; Trainer, EFQM Faculty Member providing training for EFQM internationally</li> <li>▪ <b>(Deputy)</b> Assessment Team Leader EFQM EEA/Global Excellence Award since 1999, EFQM Assessor</li> <li>▪ Auditor ISO 9001 /ISO 14001</li> <li>▪ Visual Facilitator and Graphic Recording</li> </ul>		<p><b>Training and Consulting Expertise</b></p> <ul style="list-style-type: none"> <li>▪ Trainer for all EFQM licensed Trainings (Leading Excellence, Shaping Excellence, Internal Assessment Training)</li> <li>▪ Project Team Leader and Manager</li> <li>▪ Quality Management (incl. Audits, Document Management, Supplier Evaluation and Development)</li> <li>▪ Sustainability and Sustainability Management</li> <li>▪ Continuous Improvement (KVP)/ Problem Solving/ Lean Management (Kaizen)/ TPM</li> <li>▪ Conflict Prevention and Communication</li> </ul>
<p><b>Languages</b></p> <ul style="list-style-type: none"> <li>▪ German and English (Native Speaker)</li> <li>▪ Spanish</li> <li>▪ Portuguese</li> <li>▪ French (Basic)</li> </ul>		

