

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

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Board Member of NCEQE

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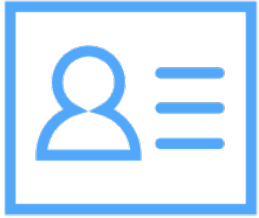
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# Contents of the Presentation

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- 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

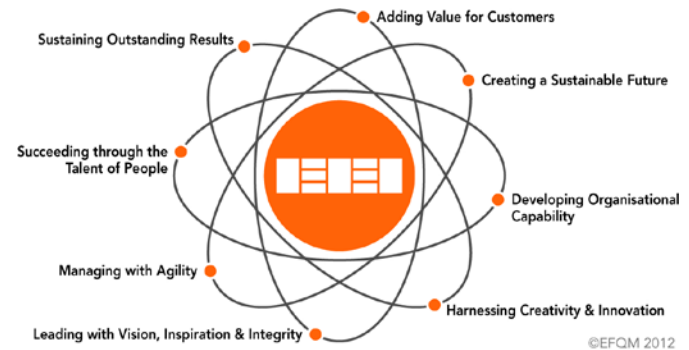
# What and who is “EFQM”?



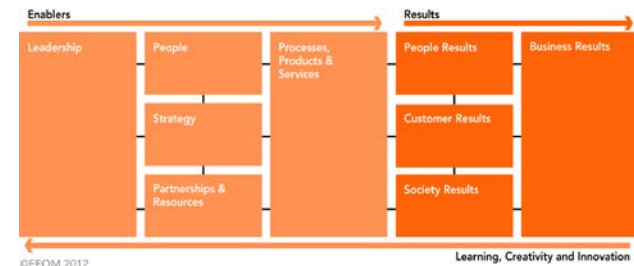
# An Overview of the EFQM Excellence Model (2013)

## Global Excellence Model

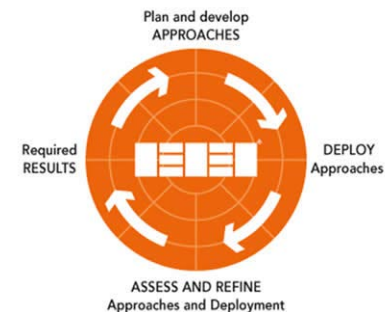
## The Fundamental Concepts of Excellence

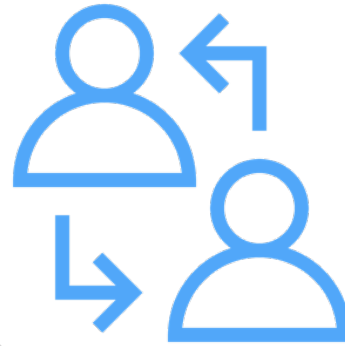


## The Criterion Model



## RADAR Logic





## The Purpose of the EFQM Global Excellence Model

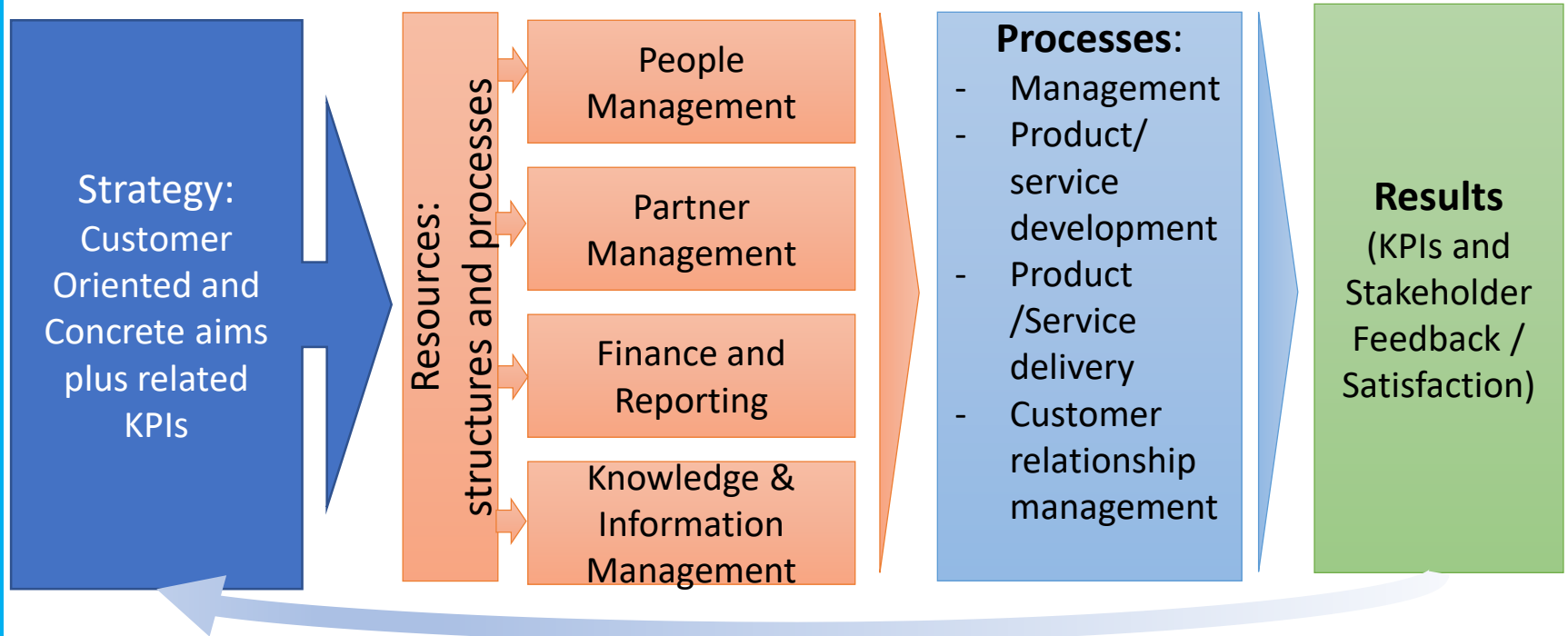


# Explaining “Organizational Development”

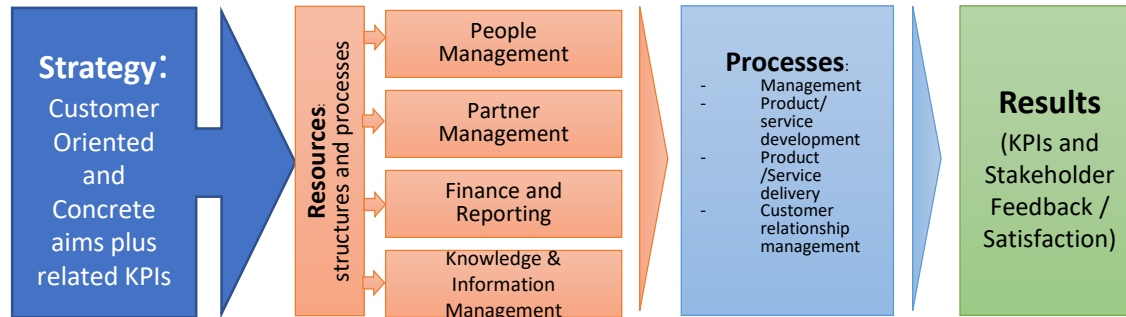
- Planned
- Organization-wide
- Managed from the top
- Increasing organizational effectiveness and health
- Planned interventions in the organization’s processes, structures



# Key Organizational Development / Management System Elements



# Organizational Development > Strategy



Understand stakeholder needs and expectations and the external environment

Understand internal performance and capabilities

Develop into a coherent strategy including KPIs

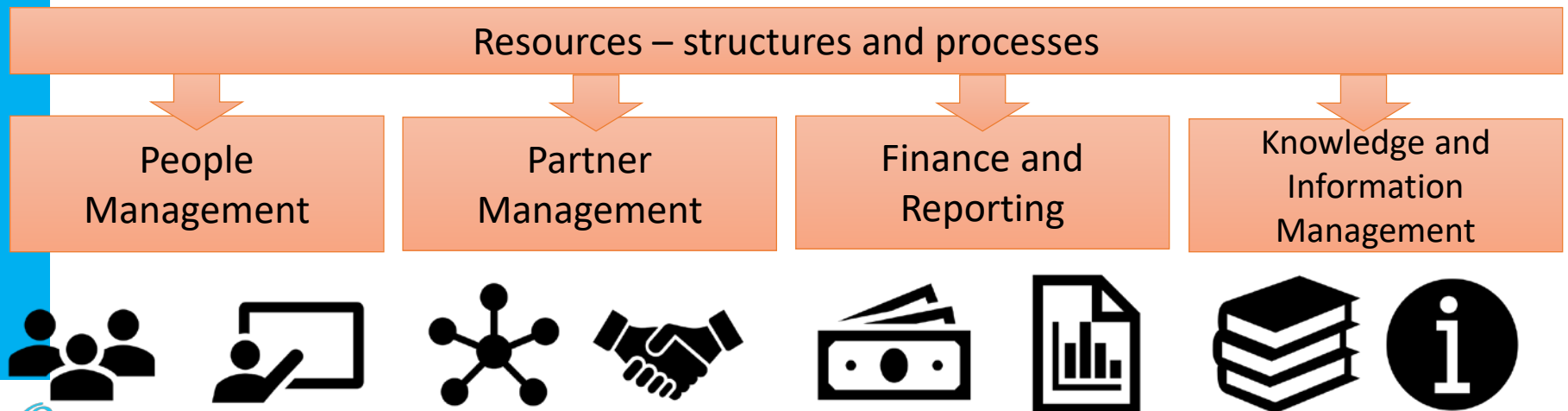
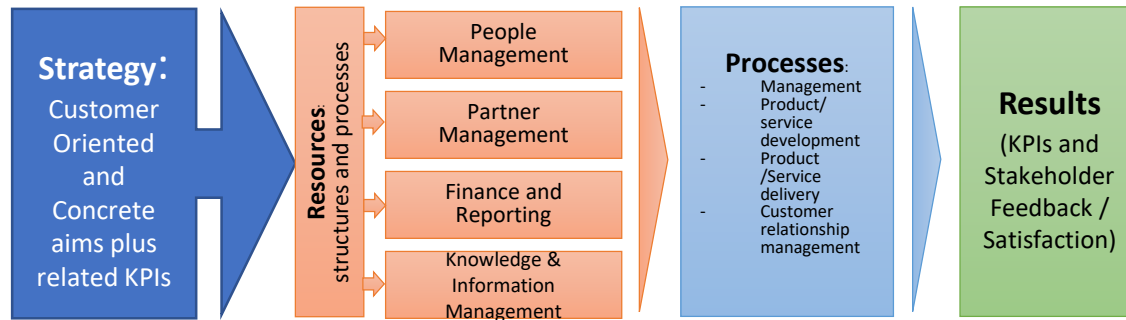
Implement strategy in structures and processes





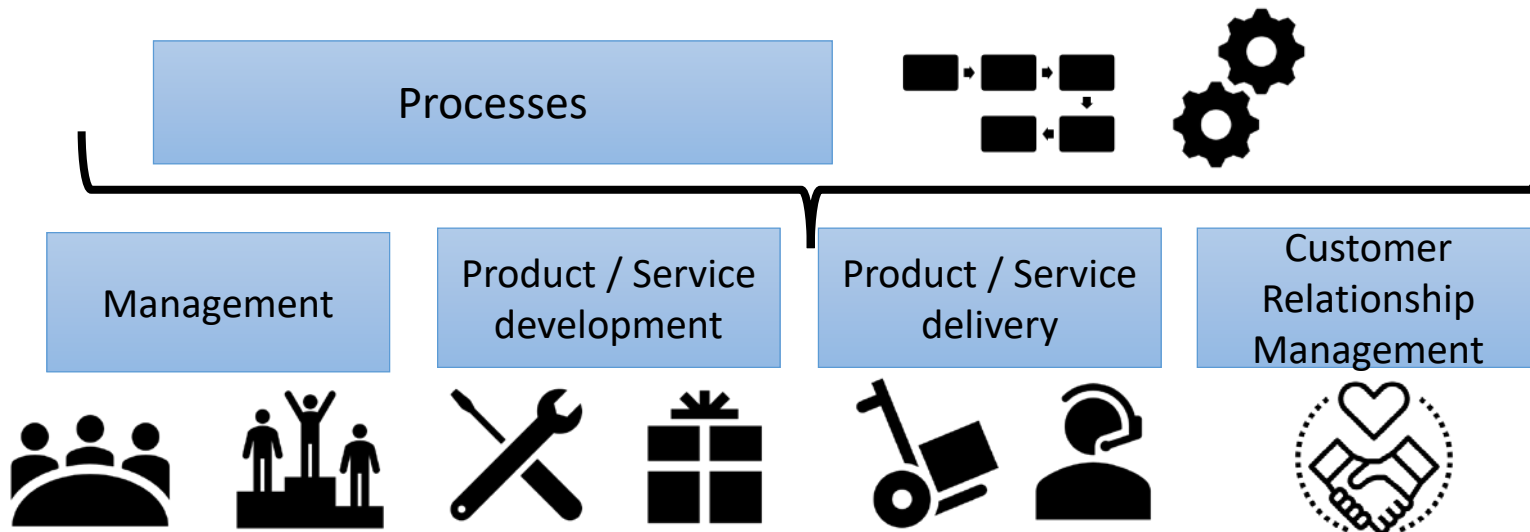
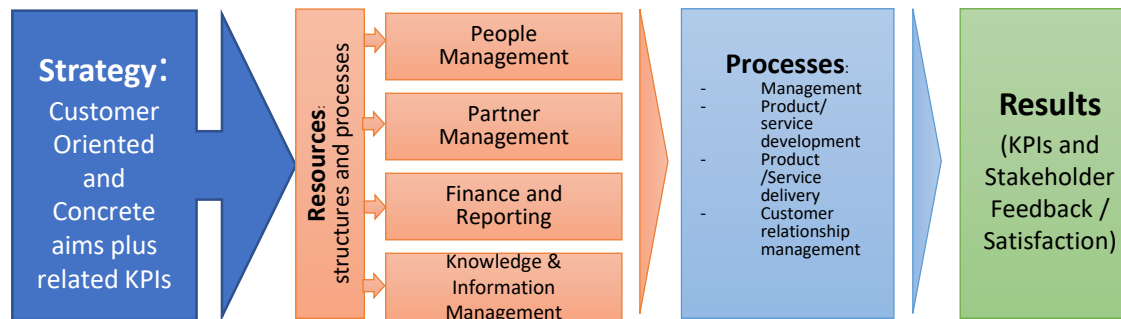
# Organizational Development

## > Resources



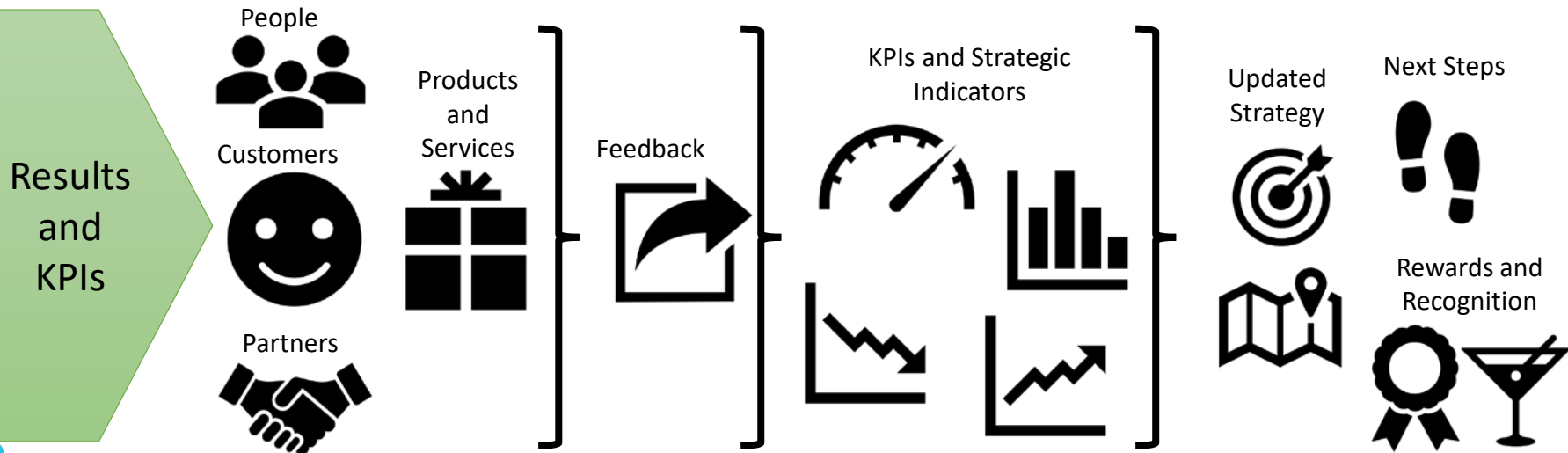
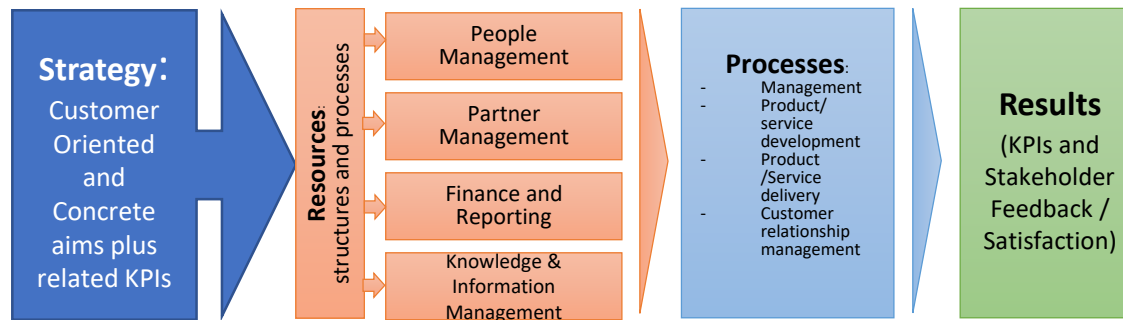
# Organizational Development

## > Processes

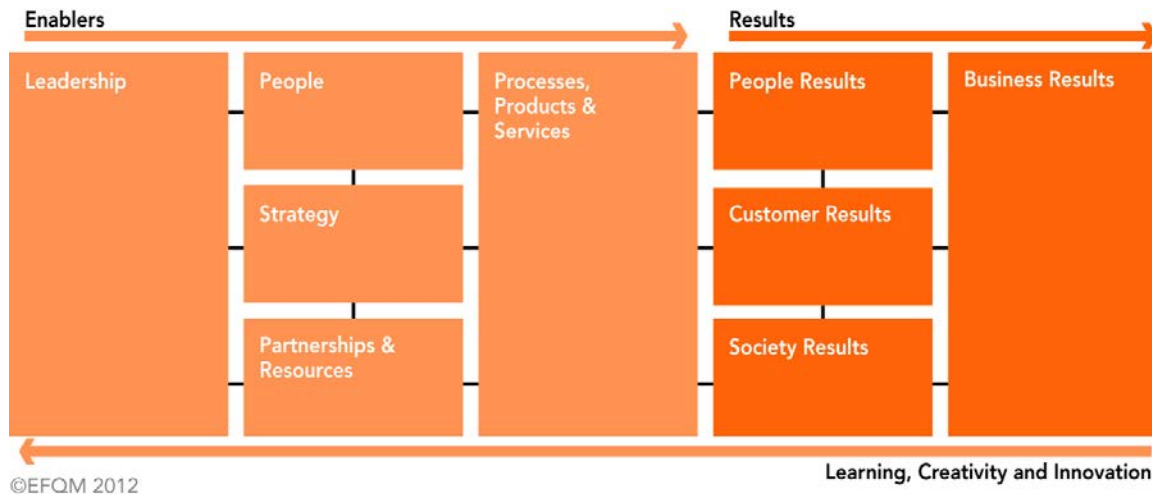
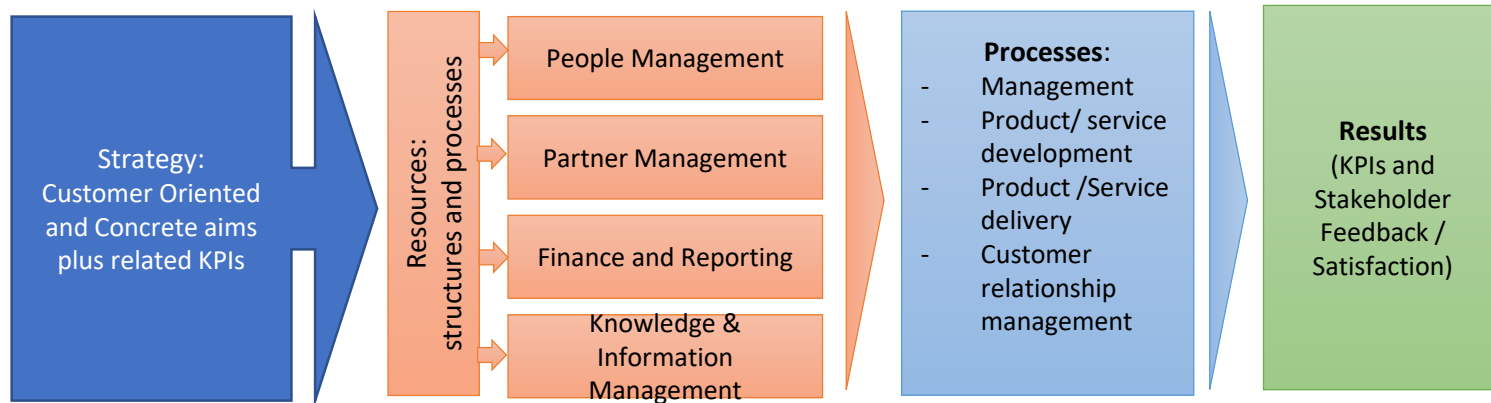


# Organizational Development

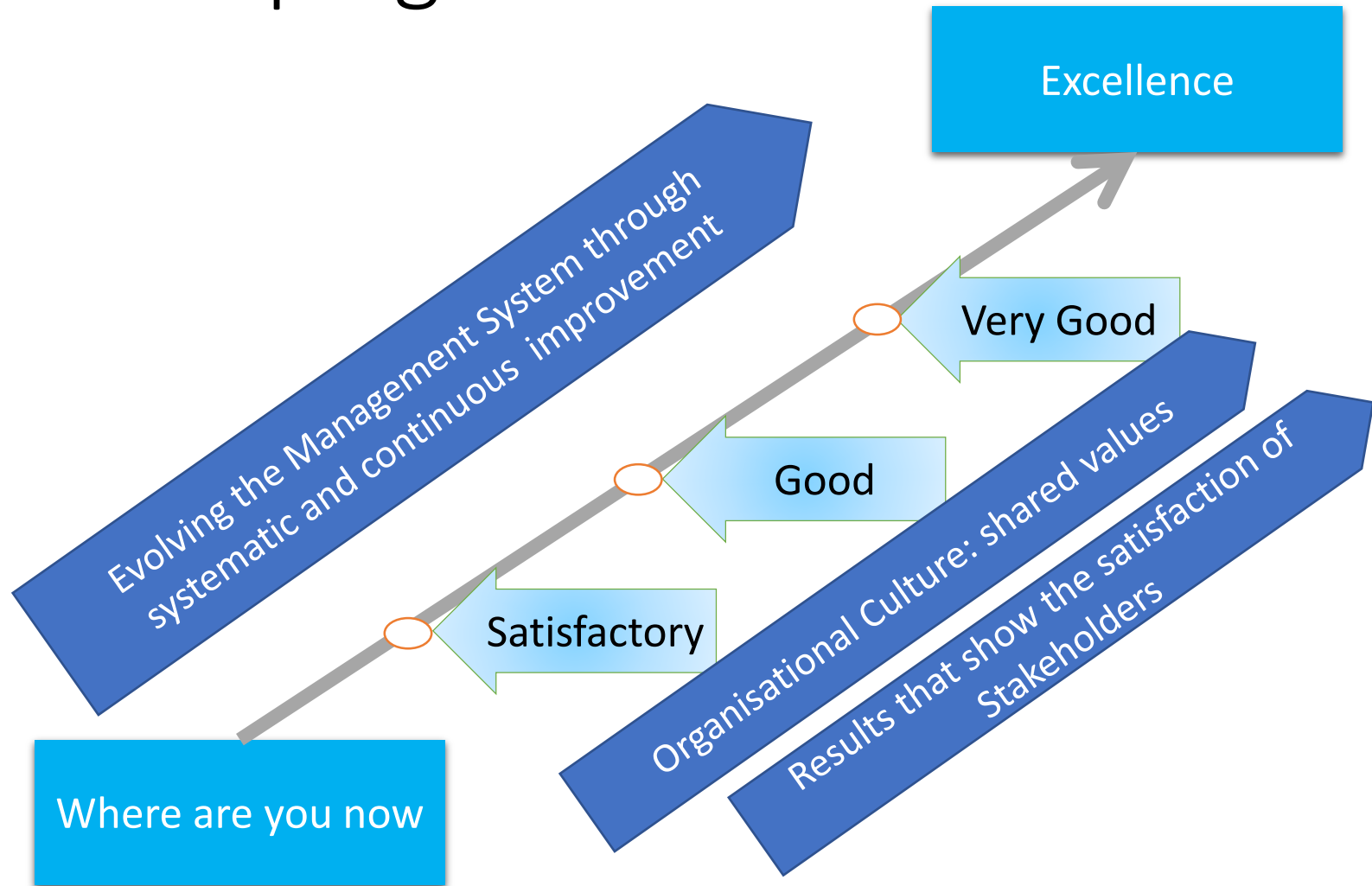
## > Results



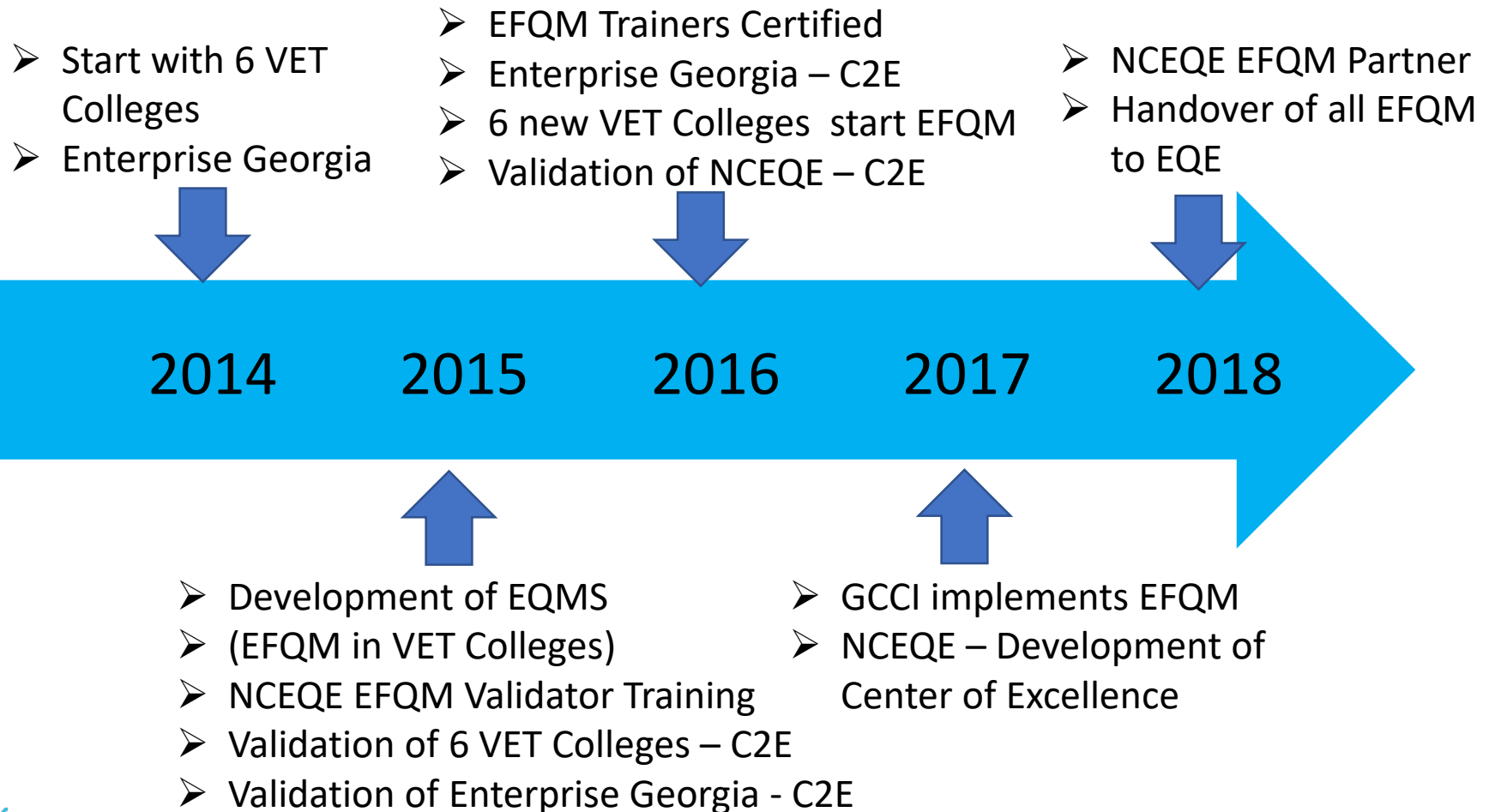
# Organizational Development = EFQM Global Excellence Model



# Developing towards Excellence



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



# Key Learning – Excellence in Georgia - People and Partners



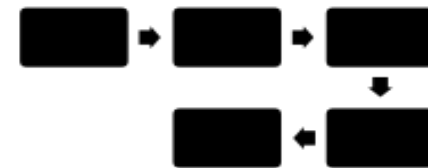
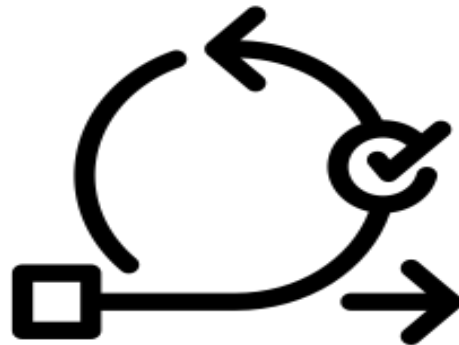
- ⇒ Find the right people
- ⇒ Engage them in excellence
- ⇒ Provide growth opportunities
  - ⇒ Learning and experience



- ⇒ 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



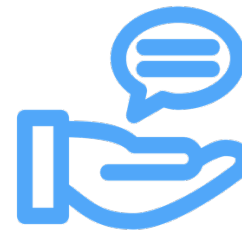
- ⇒ The customer defines what quality is
- ⇒ Understanding customer needs and expectations is necessary
  - ⇒ It is a repeated exercise
  - ⇒ Understand the “now” and the “future”
- ⇒ Develop services and products in an “agile” way
- ⇒ But ensure that customer needs are being met
- ⇒ Develop together 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
<b>Academic Studies</b> Business and Economics, Resource Management and Environmental Ethics, Environmental Studies, PhD in Management (HSG – Switzerland, Values and Corporate Sustainability)	<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 <b>Since 2004</b> Lecturer – University of Applied Sciences, Munich, Certified University Instructor <b>Since 1999</b> Project Team Leader and Consultant in Intl. Development Projects	<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> </ul>
Other Qualifications	<b>Since 1996</b> Independent Consultant, Trainer, Coach and Facilitator	<ul style="list-style-type: none"> <li>Quality and Environmental Management Systems– ISO 9001, ISO 14001, EMAS, HSE, ISO 26000/ CSR</li> </ul>
<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>	<b>2000-2003</b> External Quality Manager for Dental Excellence GmbH <b>1999-2010</b> Partner of Netzwerk Management Consulting – Baur, Meuche, Kaldschmidt – Consultant and Trainer focused on TQM, Excellence and Environmental Management	<ul style="list-style-type: none"> <li>Industries : Automotive, Administration, Services, Metals, Chemicals, Plastics, Public Sector, etc.</li> </ul>
Languages	<b>1996-1999</b> Consultant and Trainer for INNOSYS GmbH & Co. KG	Training and Consulting Expertise
<ul style="list-style-type: none"> <li>German and English (Native Speaker)</li> <li>Spanish</li> <li>Portuguese</li> <li>French (Basic)</li> </ul>	<b>1996 - 1995</b> Correspondent Banking, Credit Analyst, Corporate Banker, und Liquidity and Investment Advisor, Bayerische Hypo-Bank	<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>

