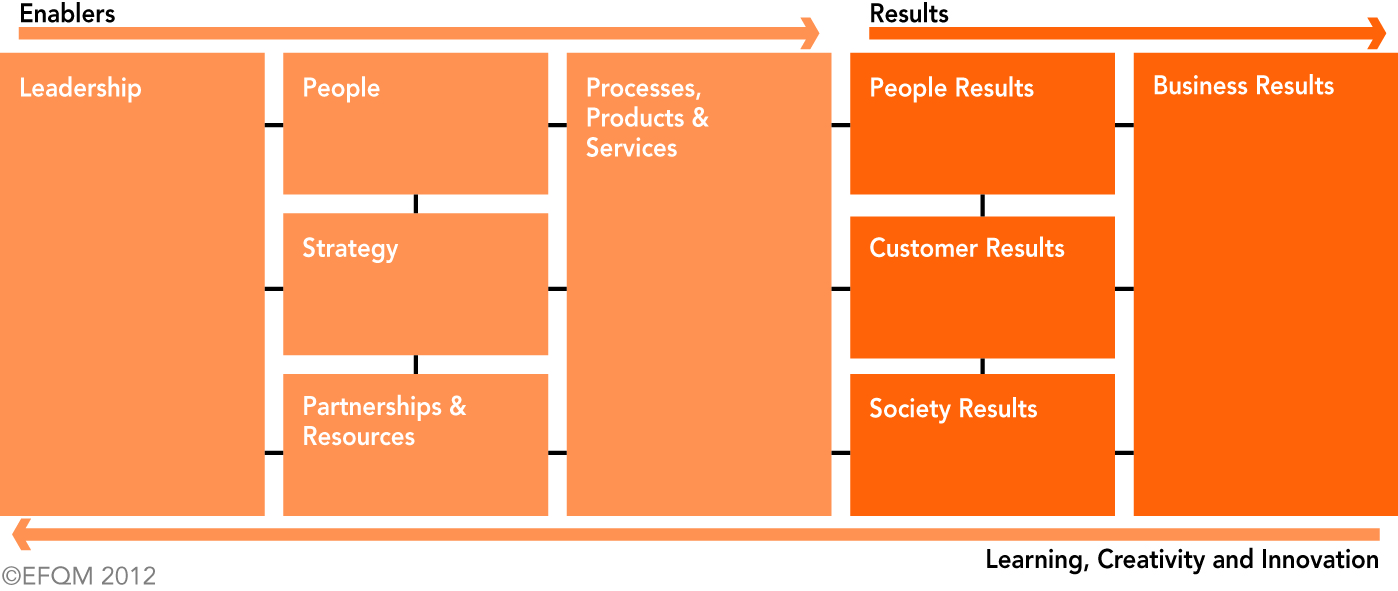
**XXXXXX Organization**

**City, Country**

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**Self-Assessment 2015**

**Based on the**

**EFQM Excellence Model**

**The full template can be obtained from  
info@itqm.ch**

**developed by**

**XXXXX Organization,**

**City, Country**

**Document Approval**

The following table identifies all management authorities that have successively approved the present issue of this document.

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| **Authority** | **Name and Signature** | **Date** |
| Leader of the Excellence Executive Team – | XXXXX YYYYY |  |
| Manager of the Department for Change Management and Continuous Improvement, Riyadh | MMMM NNNNN |  |

**Document Control**

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**Executive Summary**

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| Notes for Executive Summary (to be deleted):   * approx. 1 page * description of the assessed area * key findings in the self-assessment (S&AFI) * “Thank you” for the support of all involved people |

**Project Organisation**

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| Notes for Project Organisation (to be deleted):   * approx. 2 pages * organizational chart of project organization * project plan (Gant-Chart) * list of involved assessors * introduction to S&AFI, and Scoring * feedback from during the self-assessment involved people * outlook (actions after self-assessment) |

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| **Enablers – 1. Leadership** |
| 1a: Leaders develop the mission, vision, values and ethics and acts as role models. |

For example, excellent organisations:

* Secure their future by defining and communicating a core purpose that provides the basis for their overall Vision, Mission, values, ethics and corporate behaviour.
* Champion the organisation’s values and are role models for integrity, social responsibility and ethical behaviour, both internally and externally, to develop and enhance the organisation’s reputation.
* Set and communicate a clear direction and strategic focus; they unite their people to share and achieve the organisation’s mission, vision and goals.
* Develop and support a shared leadership culture for the organization and review and improve the effectiveness of personal leadership behaviours.

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| **Enablers – 1. Leadership** | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1a: Leaders develop the mission, vision, values and ethics and acts as role models. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Approaches | Guidance | Unable to demonstrate | | | | | Limited ability to demonstrate | | | | | Able to demonstrate | | | | | Fully able to demonstrate | | | | | Recognised as Global Role Model | | | | |
| Sound | The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Integrated | The approaches support strategy and are linked to other relevant approaches. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Deployment | Guidance | Unable to demonstrate | | | | | Limited ability to demonstrate | | | | | Able to demonstrate | | | | | Fully able to demonstrate | | | | | Recognised as Global Role Model | | | | |
| Implemented | The approaches are implemented in relevant areas, in a timely manner. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Structured | The execution is structured and enables flexibility and organizational agility. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Assessment & Refinement | Guidance | Unable to demonstrate | | | | | Limited ability to demonstrate | | | | | Able to demonstrate | | | | | Fully able to demonstrate | | | | | Recognised as Global Role Model | | | | |
| Measurement | The effectiveness & efficiency of the approaches and their deployment are appropriately measured. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Learning & Creativity | Learning & creativity is used to generate opportunities for improvement or innovation. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Improvement & Innovation | Outputs from measurement, learning & creativity are used to evaluate, prioritise & implement improvements & innovations. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Scale |  | 0 % | | | | | 25 % | | | | | 50 % | | | | | 75 % | | | | | 100 % | | | | |
| Overall Score | |  |  | 0 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 |  |  | |
| **Enablers – 1. Leadership** | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1a: Leaders develop the mission, vision, values and ethics and acts as role models. | | | | | | | | | | | | | | | | | | | | | | | | | | |

**Strenghts:**

1. X
2. X

**Areas for Improvement:**

1. X
2. X

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| **Enablers – 1. Leadership** |
| 1b: Leaders define, monitor, review and drive the improvement of the organisation’s management system and performance. |

For example, excellent organisations:

* Define and use a balanced set of results to review progress, provide a view of long and short-term priorities and manage the expectations of the key stakeholders.
* Understand and develop the underlying capabilities of the organisation.
* Evaluate the set of results achieved to improve future performance and provide sustainable benefits to all their stakeholders.
* Base decisions on factually reliable information and use all available knowledge to interpret current and predicted performance of the relevant processes.
* Deliver high levels of stakeholder confidence by adopting effective mechanisms to understand future scenarios and effectively manage strategic, operational and financial risks.

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| **Enablers – 1. Leadership** | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1b: Leaders define, monitor, review and drive the improvement of the organisation’s management system and performance. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Approaches | Guidance | Unable to demonstrate | | | | | Limited ability to demonstrate | | | | | Able to demonstrate | | | | | Fully able to demonstrate | | | | | Recognised as Global Role Model | | | | |
| Sound | The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Integrated | The approaches support strategy and are linked to other relevant approaches. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Deployment | Guidance | Unable to demonstrate | | | | | Limited ability to demonstrate | | | | | Able to demonstrate | | | | | Fully able to demonstrate | | | | | Recognised as Global Role Model | | | | |
| Implemented | The approaches are implemented in relevant areas, in a timely manner. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Structured | The execution is structured and enables flexibility and organizational agility. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Assessment & Refinement | Guidance | Unable to demonstrate | | | | | Limited ability to demonstrate | | | | | Able to demonstrate | | | | | Fully able to demonstrate | | | | | Recognised as Global Role Model | | | | |
| Measurement | The effectiveness & efficiency of the approaches and their deployment are appropriately measured. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Learning & Creativity | Learning & creativity is used to generate opportunities for improvement or innovation. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Improvement & Innovation | Outputs from measurement, learning & creativity are used to evaluate, prioritise & implement improvements & innovations. |  | | | | |  | | | | |  | | | | |  | | | | |  | | | | |
| Scale |  | 0 % | | | | | 25 % | | | | | 50 % | | | | | 75 % | | | | | 100 % | | | | |
| Overall Score | |  |  | 0 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 |  |  | |
| Results – 6. Customer Results | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6a: Perceptions | | | | | | | | | | | | | | | | | | | | | | | | | | |

These are the customers’ perceptions of the organisation. These may be obtained from a number of sources, including surveys, focus groups, ratings, compliments and complaints. There perceptions should give a clear understanding of the effectiveness from the customers’ perspective, of the deployment and outcomes of the organisation’s customer strategy, supporting policies and processes.

Measures could include perceptions of:

* Reputations and image
* Product and service value
* Product and service delivery
* Customer service, relationship and support
* Customer loyalty and engagement

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| Results – 6. Customer Results |
| 6a: Perceptions |

Annex A: Total Scoring (incl. graphics)

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| **Scoring Summary Sheet** | | | | | |  | |  | |  | |  | |  |  | |  | | |  | |  | |  | |  | |  | | | |  | | | | | |  | | | | |
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| **1. Enablers Criteria** | | |  | |  | |  | |  | |  |  | |  | |  | |  | | |  | |  |  | | |  |  | | | | |  | | | | | | |  | | | |
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| Criterion Number | | | **1** | | % | | **2** | | % | | **3** | % | | **4** | | % | | **5** | | | % | |  |  | | |  |  | | | | |  | | | | | | |  | | | |
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| Criterion Part | | | 1a | | 0 | | 2a | | 0 | | 3a | 0 | | 4a | | 0 | | 5a | | | 0 | |  |  | | |  |  | | | | |  | | | | | | |  | | | |
| Criterion Part | | | 1b | | 0 | | 2b | | 0 | | 3b | 0 | | 4b | | 0 | | 5b | | | 0 | |  |  | | |  |  | | | | |  | | | | | | |  | | | |
| Criterion Part | | | 1c | | 0 | | 2c | | 0 | | 3c | 0 | | 4c | | 0 | | 5c | | | 0 | |  |  | | |  |  | | | | |  | | | | | | |  | | | |
| Criterion Part | | | 1d | | 0 | | 2d | | 0 | | 3d | 0 | | 4d | | 0 | | 5d | | | 0 | |  |  | | |  |  | | | | |  | | | | | | |  | | | |
| Criterion Part | | | 1e | | 0 | |  | |  | | 3e | 0 | | 4e | | 0 | | 5e | | | 0 | |  |  | | |  |  | | | | |  | | | | | | |  | | | |
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| Sum of parts | | |  | | 0 | |  | | 0 | |  | 0 | |  | | 0 | |  | | | 0 | |  |  | | |  |  | | | | |  | | | | | | |  | | | |
|  | | |  | | /5 | |  | | /4 | |  | /5 | |  | | /5 | |  | | | /5 | |  |  | | |  |  | | | | |  | | | | | | |  | | | |
| Score Awarded | | |  | | **0** | |  | | **0** | |  | **0** | |  | | **0** | |  | | | **0** | |  |  | | |  |  | | | | |  | | | | | | |  | | | |
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| Note: | | | The score awarded is the arithmetic average of the % scores for the sub-criterion. If applicants present convincing reasons why one or more parts are not relevant to their organization it is valid to calculate the average on the numer of criteria addressed. To avoid confusion (with a zero score) parts of the criteria accepted as not relevant should be entered "NR" in the table above. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | |
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| **2. Results Criteria** | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Criterion Number | | | 6 | |  | |  | | % | | 7 |  | |  | | % | | 8 | | |  | |  | % | | | 9 |  | | | | |  | | | | | | | % | | | |
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| Criterion Part | | | 6a | | 0 | | \*0.75 | | 0 | | 7a | 0 | | \*0.75 | | 0 | | 8a | | | 0 | | \*0.50 | 0 | | | 9a | 0 | | | | | \*0.50 | | | | | | | 0 | | | |
| Criterion Part | | | 6b | | 0 | | \*0.25 | | 0 | | 7b | 0 | | \*0.25 | | 0 | | 8b | | | 0 | | \*0.50 | 0 | | | 9b | 0 | | | | | \*0.50 | | | | | | | 0 | | | |
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| Score Awarded | | |  | |  | |  | | **0** | |  |  | |  | | **0** | |  | | |  | |  | **0** | | |  |  | | | | |  | | | | | | | **0** | | | |
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| **3. Calculation of Total Points** | | | |  | |  | |  | |  | |  | |  |  | |  | | |  | |  | |  | |  | |  | | | |  | | | | | |  | | | | |
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| Criterion | | |  | |  | |  | |  | |  | Score Awarded | |  | | Factor | | | | |  | |  | Points Awarded | | | | | | | | | | | | | | | |  | | | |
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| 1 Leadership | | |  | |  | |  | |  | |  | 0 | |  | | \*1.0 | | | | |  | |  | 0 | | | |  | | | | |  | | | | | | |  | | | |
| 2 Strategy | | |  | |  | |  | |  | |  | 0 | |  | | \*1.0 | | | | |  | |  | 0 | | | |  | | | | |  | | | | | | |  | | | |
| 3 People | | |  | |  | |  | |  | |  | 0 | |  | | \*1.0 | | | | |  | |  | 0 | | | |  | | | | |  | | | | | | |  | | | |
| 4 Partnerships and Resources | | | |  | |  | |  | |  | | 0 | |  | \*1.0 | | | | |  | |  | | 0 | | | |  | | | |  | | | | | |  | | | | |
| 5 Processes, Products, Services | | |  | |  | |  | |  | |  | 0 | |  | | \*1.0 | | | | |  | |  | 0 | | | |  | | | | |  | | | | | | |  | | | |
| 6 Customer Results | | |  | |  | |  | |  | |  | 0 | |  | | \*1.5 | | | | |  | |  | 0 | | | |  | | | | |  | | | | | | |  | | | |
| 7 People Results | | |  | |  | |  | |  | |  | 0 | |  | | \*1.0 | | | | |  | |  | 0 | | | |  | | | | |  | | | | | | |  | | | |
| 8 Society Results | | |  | |  | |  | |  | |  | 0 | |  | | \*1.0 | | | | |  | |  | 0 | | | |  | | | | |  | | | | | | |  | | | |
| 9 Business Results | | | |  | |  | |  | |  | | 0 | |  | \*1.5 | | | | |  | |  | | 0 | | | |  | | | |  | | | | | |  | | | | |
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| **Total Points Awarded** | | |  | |  | |  | |  | |  |  | |  | |  | |  | | |  | |  | **0** | | | |  | | | | |  | | | | | | |  | | | |
| **4. Scoring Summary Sheet** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | |  | |  | |  | |
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| Criterion | 9. Business Results | | | | | | | 150 | | | | 0.00 | | | | | | 15% | | | | | | 0.0% | | | | | | | | |
| Criterion | 8. Society Results | | | | | | | 100 | | | | 0.00 | | | | | | 10% | | | | | | 0.0% | | | | | | | | |
| Criterion | 7. People Results | | | | | | | 100 | | | | 0.00 | | | | | | 10% | | | | | | 0.0% | | | | | | | | |
| Criterion | 6. Customer Results | | | | | | | 150 | | | | 0.00 | | | | | | 15% | | | | | | 0.0% | | | | | | | | |
| Criterion | 5. Processes, Products & Services | | | | | | | 100 | | | | 0.00 | | | | | | 10% | | | | | | 0.0% | | | | | | | | |
| Criterion | 4. Partnerships and Resources | | | | | | | 100 | | | | 0.00 | | | | | | 10% | | | | | | 0.0% | | | | | | | | |
| Criterion | 3. People | | | | | | | 100 | | | | 0.00 | | | | | | 10% | | | | | | 0.0% | | | | | | | | |
| Criterion | 2. Strategy | | | | | | | 100 | | | | 0.00 | | | | | | 10% | | | | | | 0.0% | | | | | | | | |
| Criterion | 1. Leadership | | | | | | | 100 | | | | 0.00 | | | | | | 10% | | | | | | 0.0% | | | | | | | | |
|  |  | | | | | | | **1000** | | | | **0** | | | | | | **100%** | | | | | | **0.0%** | | | | | | | | |
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| **5. Score in %** | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  |  | | | |  | |  | | |  | |
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| **6. Score in Points** | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | |  | |  | | |  | |
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Annex B: Glossary Terms

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| --- | --- |
| Approach | The overall way by which something is made to happen – an approach comprises of processes and structured actions within a framework of principles and policies. |
| Benchmarking | A systematic comparison of approaches with other relevant organisation that gains insights that will help the organisation to take action to improve its performance. |
| Benchmark | A measured achievement for comparison and target setting purposes. |
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