
EFQM Model and Organisational Excellence Leadership Training Course

11 – 15 October 2027
Tokyo





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Ref: 57_12416 **Date:** 11 – 15 October 2027 **Location:** Tokyo **Fees:** 6900 GBP

Programme Summary

EFQM Model and organisational excellence leadership is a one-week training course for executives at strategic level, culminating in an organisational excellence roadmap based on a RADAR self-assessment. Many organisations adopt an excellence model to win recognition, then find that assessment findings sit apart from strategy, culture and daily management. The approach treats the EFQM Model as a leadership framework: it connects purpose and culture to stakeholder value and results, and turns assessment into prioritised change. Mars Training Centre UK delivers this programme in EFQM Model and organisational excellence leadership.

The Business Case

Excellence frameworks deliver value only when leaders use them to decide where the organisation must improve and how progress will be judged. Used well, the EFQM Model gives executives a shared language for purpose, culture and performance, a way to hear stakeholders systematically and a structured view of strengths and gaps that informs strategy and investment.

- Stakeholder Perceptions: Improve as customer, employee and partner feedback is linked to specific approaches and owners.
- Strategic and Operational Performance: Strengthens when results are tracked against targets, trends and comparisons.
- Improvement Focus: Sharpens as self-assessment findings are ranked and resourced rather than listed.

Principles and Evidence Base

- EFQM Model: Provides the Direction, Execution and Results structure used to analyse the organisation in Sessions 1 to 3.
- RADAR Logic Results, Approaches, Deploy, Assess and Refine: Structures self-assessment and scoring in Session 4.
- Stakeholder Value Creation: Links the needs of customers, people, partners and society to organisational design in Session 2.
- Plan-Do-Check-Act Improvement Cycle: Converts assessment findings into improvement projects in Session 5.



Intended Participants

- Executives who sponsor the organisation's excellence journey and set its ambition.
- Heads of excellence offices who coordinate assessments and improvement portfolios.
- Strategy and quality directors who must align planning, performance and excellence efforts.
- Senior officials leading excellence programmes in public bodies.

The programme serves government entities, utilities, healthcare and financial services.

Learning Outcomes

1. Participants will be able to evaluate how purpose, vision, strategy and culture shape organisational excellence.
2. Participants will be able to prioritise stakeholder needs and translate them into value-creating approaches.
3. Participants will be able to diagnose gaps in performance management and transformation capability.
4. Participants will be able to conduct a self-assessment using RADAR logic and justify the scores given.
5. Participants will be able to construct an evidence-based excellence submission narrative.
6. Participants will be able to design an organisational excellence roadmap with owners and measures.

Programme Structure

Day 1: Direction in the EFQM Model

What purpose, vision and culture does excellence start from?

- EFQM Model Structure: Direction, Execution and Results
- Purpose, Vision and Strategy Alignment
- Organisational Culture and Leadership Behaviours
- Ecosystem and Stakeholder Mapping
- Excellence Maturity Snapshot

Day 2: Engaging Stakeholders and Creating Value

How does the organisation create sustainable value for those it serves?

- Customer, People and Partner Engagement Approaches
- Societal Contribution and Sustainability Considerations
- Value Proposition and Service Design
- Customer and Employee Experience Measures
- Partnership and Supplier Value Management



Day 3: Driving Performance and Transformation

How are today's performance and tomorrow's transformation managed together?

- Performance Management System and Indicator Design
- Risk, Resources and Capability Management
- Innovation and Technology Adoption
- Transformation Portfolio Governance
- Results Analysis: Trends, Targets and Comparisons

Day 4: RADAR Self-Assessment and Organisational Excellence

How are strengths and gaps assessed and scored with evidence?

- RADAR Attributes for Approaches, Deployment and Refinement
- RADAR Attributes for Results
- Evidence Collection and Assessor Interviews
- Consensus Scoring and Feedback Reports
- Excellence Submission Narrative Writing

Day 5: Applying the EFQM Model

How are findings turned into an excellence roadmap?

- Self-Assessment of a Participant Organisation Using RADAR
- Prioritising Improvement Opportunities
- Assigning Owners, Measures and Milestones
- Peer Review of Roadmap Proposals
- Organisational Excellence Roadmap Presentation

Methodology

The programme combines case analysis with simulated assessment. Participants work as assessor teams on case organisations from public services and industry, gather evidence through role-played interviews, reach consensus scores and give feedback, then apply the same discipline to their own organisations.

- Suggested activity: Scoring a public service case against RADAR attributes in assessor teams.
- Suggested activity: Mapping stakeholder needs for a hospital and testing them against current approaches.
- Suggested activity: Drafting an excellence submission section for a utility's transformation programme.



Capstone Output

Each participant completes an organisational excellence roadmap. It contains a RADAR self-assessment summary, prioritised strengths and improvement areas, improvement projects with owners, measures and milestones, and an outline submission narrative, ready for review by the executive team or excellence committee.

Frequently Asked Questions

Is EFQM Model and organisational excellence leadership suitable for executives new to excellence models?

Yes. It is designed for executives and heads of excellence who lead or sponsor excellence work. It assumes senior management experience but no prior assessor training.

Which models underpin the EFQM Model and organisational excellence leadership programme?

It rests on the EFQM Model and its RADAR logic, supported by stakeholder value creation principles and the Plan-Do-Check-Act improvement cycle.

How is the organisational excellence roadmap used at work?

It gives you a prioritised, owned set of improvement projects drawn from evidence, ready to integrate into strategic planning and to track in leadership reviews.

How does EFQM organisational excellence differ from an ISO 9001 quality management programme?

It addresses the whole organisation, its purpose, culture, stakeholders and results, while ISO 9001 programmes focus on the requirements of a quality management system.