

1. The Framework for Excellence - Driving Distinctive Performance

You cannot have a better tomorrow if you are thinking about yesterday all the time

The factors that made us successful in the past will not necessarily be the same tomorrow

A Framework for Creating a Culture of Sustainable Excellence

The European Excellence Model was developed in the 1980s by a consortium of major Western European employers to accelerate and enhance the global competitiveness of Western Europe. It provided a framework to reflect best practice within organisations in all sectors, to drive and measure sustainable superior performance and create a vision of what a world-class organisation would be achieving into the future.

It is now the single most used organisational improvement framework across the world. For sustained relevance it has been revised in 2003, 2009 and 2012. The purpose of the last revision was to:

- Ensure the model was sufficiently generic and applicable to all organisations
- Simplify the wording and become more relevant to all sectors
- Provide greater focus on emerging trends in the business world including environmental issues, corporate social responsibility and leading in a changing world.
- Revise the language to target at managers
- Make the concepts more action orientated and practicable for implementation.

The basic premise of organisational excellence has not changed. This can be defined as:

‘Excellent Organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders

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