

Book review *Excellent*

The book *Excellent, A guide for the application of the EFQM-Excellence model* guides the reader step by step into the EFQM-Excellence model.

Chapter 0 describes the eight fundamental concepts of the EFQM-Excellence model which basically are on the one hand a scoreboard, the Radar-chart, and on the other hand a checklist for all possible improvements, the Path-finder's map.

In the subsequent chapters the nine criteria of the model are well-structured described and developed with several very concrete and recognisable examples. The examples are taken both from production- and servicebusiness as from government and education. Those who are looking for a structured approach will find it. Those who want a guide for self-assessment will find it. Those looking for inspiration will find it. Those who have lost motivation, will regain it.

The concrete approach, the elaboration and the monitoring of self-assessment according to the EFQM-Excellence model are elaborately dealt with in chapter 10. Here you are offered an answer to the question: 'How to bring all this successfully into practice?'

A first appendix specifically focuses on the use of the model in the public sector. A second one illustrates the importance of the link between organisational culture and the different criteria of the model by means of another series of outstanding examples. Here you can discover how fundamental and radical some values in an organisation can be. They determine in a large extent whether the results will be excellent or not.

The mention of the ISBN-number in the register makes the search for a work of reference a lot easier.

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The authors, several of which are EFQM-assessors, deserve all praise for their unique and well-balanced approach of the EFQM-model. The clear and intelligible language by which principles are explained, allow us to understand every sub-criterion. Moreover the reader gets a recognition of his work-and living area by means of well-chosen examples, so that his involvement in quality thinking

increases.

The clear and well-structured elaboration of the EFQM-Excellence model stresses the continual relation between the approach and the forthcoming results and does not leave the importance of people in the quality game in the dark. Every situation is a starting point or an exit to improvement.

All this makes the contents of the book and its application accessible not only to laymen, absolute beginners, curious ones, doers but also to experts.

The authors of the book apply their principles of the model in the approach of the writing of the book: team-work, listening to the wishes of the customers – being the readers of the first book: '*A breakthrough by Excellence*' – continually improving, and so on. One of the results of listening to customers is the checklist per sub-criterion, whereby one can assess oneself: 'where does my organisation stand as far as excellent results are concerned?'

starting to read is feeling the need to get on with it

The EFQM-Excellence quality framework, which otherwise might never be used, is designed by the authors in such a way that this book can never be a mere library stuffing. The handy size and the well-considered type pages are plus points.

The book is a vessel full of challenges: starting to read it, it opens a window on a work surrounding which many people only dream and think that it can't exist. Especially these people will be surprised to see how much inspiration is being offered page after page after page ... The book is a do-book: starting to read is feeling the need to get on with it. Internal assessment becomes a realizable card.

Although the abbreviations are mentioned separately and written in full, the book would be even more attractive to the user if it had an alphabetical register of the most important entries and abbreviations, their definitions and the references to the most relevant part in the text. The well-balanced and well-built contents can't but make up for this small fault.

In short: before you realise it you are as a reader infected by a most valuable virus that is not contagious but catching and has a positive effect.

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