

## Enablers – Criteria 1-5

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### 1. Leadership

#### DEFINITION

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the on-going success of the organisation.

- 1a. Leaders develop the mission, vision, values and ethics and act as role models.
- 1b. Leaders define, monitor, review and drive the improvement of the organisation's management system and performance.
- 1c. Leaders engage with external stakeholders.
- 1d. Leaders reinforce a culture of excellence with the organisation's people.
- 1e. Leaders ensure that the organisation is flexible and manages change effectively.

### 2. Strategy

#### DEFINITION

Excellent organisations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

- 2a. Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.
- 2b. Strategy is based on understanding internal performance and capabilities.
- 2c. Strategy and supporting policies are developed, reviewed and updated.
- 2d. Strategy and supporting policies are communicated, implemented and monitored.

### 3. People

#### DEFINITION

Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.

- 3a. People plans support the organisation's strategy.
- 3b. People's knowledge and capabilities are developed.
- 3c. People are aligned, involved and empowered.
- 3d. People communicate effectively throughout the organisation.
- 3e. People are rewarded, recognised and cared for.

## 4. Partnerships & Resources

### DEFINITION

Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.

- 4a. Partners and suppliers are managed for sustainable benefit.
- 4b. Finances are managed to secure sustained success.
- 4c. Buildings, equipment, materials and natural resources are managed in a sustainable way.
- 4d. Technology is managed to support the delivery of strategy.
- 4e. Information and knowledge are managed to support effective decision making and to build the organisation's capability.

## 5. Processes, Products & Services

### DEFINITION

Excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.

- 5a. Processes are designed and managed to optimise stakeholder value.
- 5b. Products and services are developed to create optimum value for customers.
- 5c. Products and services are effectively promoted and marketed.
- 5d. Products and services are produced, delivered and managed.
- 5e. Customer relationships are managed and enhanced.

## Results – Criteria 6-9

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## 6. Customer Results

### DEFINITION

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their customers.

#### 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. These 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.

#### 6b. Performance Indicators

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of its customers. These indicators should give a clear understanding of the deployment and impact of the organisation's customer strategy, supporting policies and processes.

## 7. People Results

### DEFINITION

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people.

#### 7a. Perceptions

These are the people's perception of the organisation. These may be obtained from a number of sources, including surveys, focus groups, interviews and structured appraisals. These perceptions should give a clear understanding of the effectiveness, from the people's perspective of the deployment and outcomes of the organisation's people strategy and supporting policies and processes.

#### 7b. Performance Indicators

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation's people and to predict their impact on perceptions. These indicators should give a clear understanding of the deployment and impact of the organisation's people strategy and supporting policies and processes.

## 8. Society Results

### DEFINITION

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of relevant stakeholders within society.

#### 8a. Perceptions

This is society's perception of the organisation. This may be obtained from a number of sources, including surveys, reports, press articles, public meetings, Non-Governmental Organisations, public representatives and governmental authorities. These perceptions should give a clear understanding of the effectiveness, from society's perspective of the deployment and outcomes of the organisation's societal and environmental strategy and supporting policies and processes.

#### 8b. Performance Indicators

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of the relevant stakeholder within society. These indicators should give a clear understanding of the deployment and impact of the organisation's societal and environmental strategy and supporting policies and processes.

## 9. Business Results

### DEFINITION

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders.

#### 9a. Business Outcomes

These are the key financial and non-financial business outcomes which demonstrate the success of the organisation's deployment of their strategy. The set of measures and relevant targets will be defined and agreed with the business stakeholders.

#### 9b. Business Performance Indicators

These are the key financial and non-financial business indicators that are used to measure the organisation's operational performance. They help monitor, understand, predict and improve the organisation's likely business outcomes.