SIQ Management Model

SWEDISH INSTITUTE FOR QUALITY **SIQ**

SIQ Management Model

The SIQ Management Model improves results. The model provides a holistic approach. It focuses on the crucial role of management and on the importance of all coworkers participating. The SIQ Management Model has been developed from research and practical application. It is built on three cornerstones – Culture, Structure and Systematics.

A more thorough review of the SIQ Management Model can be found in the supplementary manual. Don't forget to read that too.

Culture

Culture in the SIQ Management Model is based on the success factors that characterise leading organisations. The five factors guide decisions and actions for motivation and direction.

SIQ Management Model is based on success factors that characterise leading organisations. The success factors are defined based on research and practical application.

Success factors

CREATE VALUE WITH CUSTOMERS AND STAKEHOLDERS
An organisation's long-term success depends on its ability to create value together with those it has been created for. The explicit and implicit needs, requirements, desires and expectations of its customers and stakeholders guide the organisation's decisions and actions.

LEAD FOR SUSTAINABILITY
Committed leaders who base their actions on customer and stakeholder needs reinforce a culture that creates the conditions for sustainable development. Leaders see the organisation, its products, services and processes as parts of a larger whole and work actively to improve society, the environment and the economy. Leaders utilise and develop the collective competence and diversity of the organisation and its coworkers.

INVOLVE MOTIVATED COWORKERS
A precondition of a successful organisation is motivated coworkers who feel appreciated and respected. Leaders and coworkers are committed to developing a good working environment. Everyone sees their role in the whole and has a clear mandate to contribute to the organisation's development.

DEVELOP VALUE-CREATING PROCESSES
The operations of the organisation are seen as processes that create value with customers and stakeholders. Process orientation stimulates preventive work. The basic causes of problems are identified and fact-based decisions are taken. The processes are designed to create predictable results, while there is the capacity to rapidly adjust to the changed needs of customers and stakeholders.

IMPROVE OPERATIONS AND INNOVATE
Successful sustainable operations over time require both continuous improvement and innovation of products, services and processes. The prerequisite for this is a culture that stimulates continuous learning, creativity and new ideas. By comparing with leading organisations, leaders and coworkers gain knowledge about what can be achieved and how to get there. Systematic and sustainable improvement work leads to satisfied customers, more satisfied coworkers, a better society and environment as well as greater efficiency.

SIQ – Swedish Institute for Quality is there for those who wish to be better. Our mission is to create, gather and disseminate knowledge about quality development.
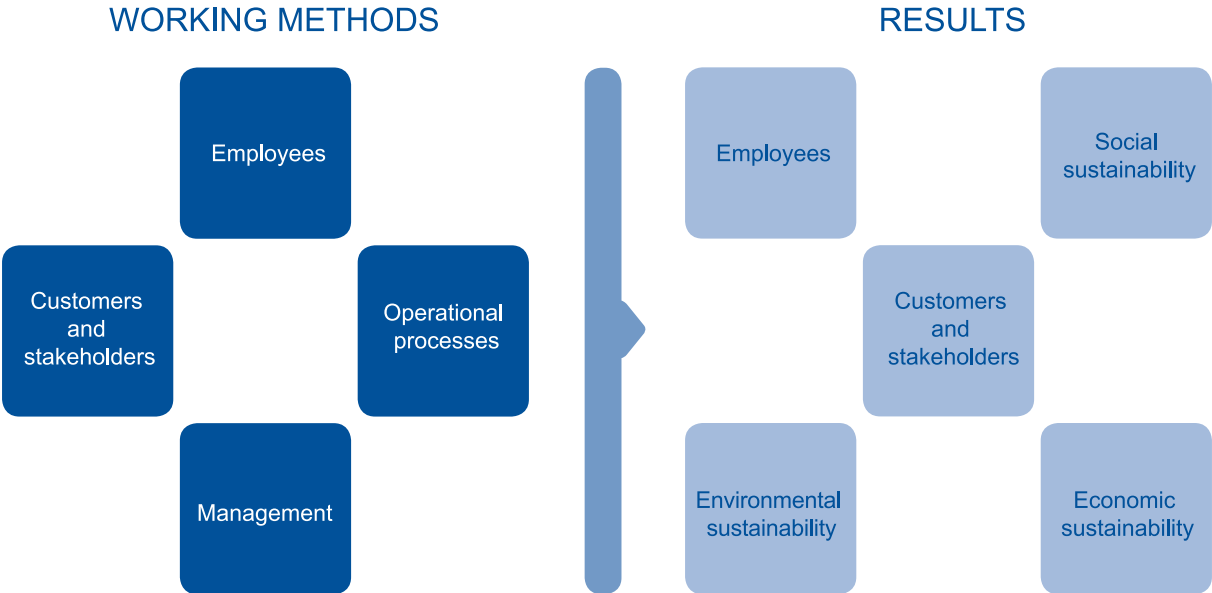
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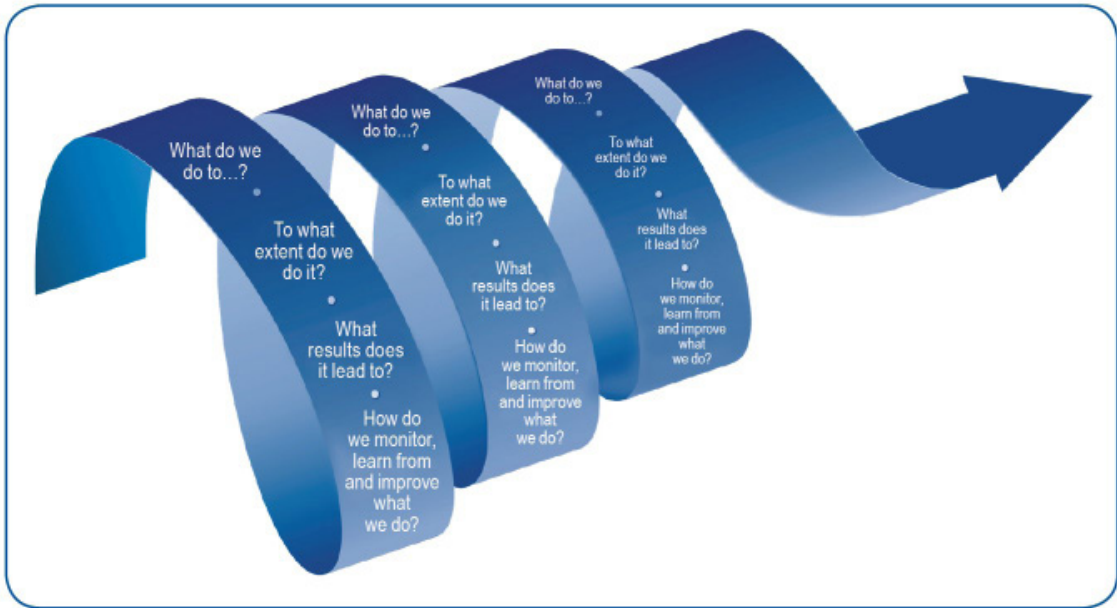Telephone +46 31 723 17 00 • siq@siq.se www.siq.se

Structure

The SIQ Management Model consists of the areas that have the greatest impact on an organisation's results. The areas focus on customers and stakeholders, leadership, coworkers and processes. By developing its working methods in these areas, an organisation can strengthen its culture and its results.

WORKING METHODS

RESULTS

Employees

Customers and stakeholders

Operational processes

Management

Employees

Social sustainability

Customers and stakeholders

Environmental sustainability

Economic sustainability

Systematics

Systematics consists of a way of asking questions that provide insight into how your organisation works. It is only when we become aware of how we do something that we can improve what we do.

What do we do to…?

What do we do to…?

What do we do to…?

To what extent do we do it?

To what extent do we do it?

To what extent do we do it?

What results does it lead to?

What results does it lead to?

What results does it lead to?

How do we monitor, learn from and improve what we do?

How do we monitor, learn from and improve what we do?

How do we monitor, learn from and improve what we do?

The SIQ Managementmodell Structure and its criteria

THE ORGANISATION'S CURRENT SITUATION AND STRATEGIC WORK

1	CUSTOMERS AND STAKEHOLDERS	150
1.1.	Understand the needs and expectations of customers and stakeholders	50
1.2	Create value with customers and stakeholders	50
1.3.	Create promises to customers and stakeholders	20
1.4.	Follow up the level of satisfaction among customers and stakeholders	30

2	MANAGEMENT	125
2.1	Plan for a sustainable organisation	30
2.2	Lead the organisation for sustainability	40
2.3	Lead for coworkership	30
2.4	Lead processes	25

3	COWORKERS	125
3.1	Develop coworker skills	40
3.2	Promote creativity and participation	45
3.3	Follow up coworker satisfaction and develop a good work environment	40

4	OPERATIONAL PROCESSES	100
4.1	Develop processes	30
4.2	Improve and transform processes	70

5	RESULTS	500
5.1	Results - Customers and stakeholders	100
5.2	Results - Coworkers	100
5.3	Results - Social sustainability	100
5.4	Results - Environmental sustainability	100
5.5	Results - Financial sustainability	100

TOTAL POINTS		**1 000**

The organisation's current situation and strategic work

The organisation's current situation

1. **Business idea**

2. **Products: goods and/or services**

3. **Customers, stakeholders and their most important needs, requirements, requests and expectations**

   - Stakeholders also include your suppliers and partners as well as your ownership set-up and owner demands. Coworkers can be found in point 4.

   - Specify important sustainability aspects (social, environmental and economic sustainability) for customers and stakeholders

   - Rank your customers and stakeholders

4. **Coworkers (number, breakdown of types of jobs, levels of education)**

5. **The organisation's most important identified processes**

6. **Organisational and management structure**

7. **Markets and distribution channels**

8. **Competitive conditions and company's own market position**

9. **Facilities and their different purposes**

10. **Acts and ordinances of special significance**

The organisation's strategic work

1. **Vision**

2. **Values**

3. **Strengths, weaknesses, threats and opportunities**

4. **Deciding factors for the realisation of the most important strategic objectives**

5. **Strategies and overarching plans for long-term development and innovation**

   - Innovations include both process and product innovations

   - Innovations can be both radical and incremental

6. **Summary of short-term targets and action plans**

   - Specify targets for all sustainability aspects

1. Customers and stakeholders (150 points)

1.1 Understand the needs and expectations of customers and stakeholders (50 p)

WORKING METHODS

A. Describe how you determine the current and future needs, requirements, requests and expectations of customers and stakeholders.

B. Describe how you prioritise among the needs, requirements, requests and expectations of customers and stakeholders.

C. Describe how the views, proposals for improvements and complaints of customers and stakeholders are used to provide knowledge on current and future needs, requirements, requests and expectations.

D. Describe how, in the strategic work, you determine relevant international factors to predict future needs, requirements, requests, risks and expectations among customers and stakeholders.

APPLICATION

E. Describe the extent to which you apply the working methods discussed in A–D and F.

EVALUATION AND IMPROVEMENT

F. Describe how you follow up, learn and improve the working methods and applications discussed in A–E.

1.2 Create value with customers and stakeholders (50 p)

WORKING METHODS

A. Describe how you involve and cooperate with customers and stakeholders to develop products, services and processes.

B. Describe how you provide information, help and scope to customers and stakeholders to put forward their views, suggestions for improvement and complaints.

C. Describe how you quickly and effectively solve the problems of customers and stakeholders and give feedback on to them on results.

APPLICATION

D. Describe the extent to which you apply the working methods discussed in A–C and E.

EVALUATION AND IMPROVEMENT

E. Describe how you follow up, learn and improve the working methods and applications discussed in A–D.

1.3 Create promises to customers and stakeholders (20 p)

WORKING METHODS

A. Describe how you develop and choose your most important promises.

B. Describe how you ensure that customers and stakeholders understand your promises.

C. Describe how, through promises, you get customers and stakeholders to feel trust in your products, services and processes.

D. Describe how you proactively get customers and stakeholders to feel trust in the service you offer.

APPLICATION

E. Describe the extent to which you apply the working methods discussed in A–D and F.

EVALUATION AND IMPROVEMENT

F. Describe how you follow up, learn and improve the working methods and applications discussed in A–E.

1.4 Follow up the level of satisfaction among customers and stakeholders (30 p)

WORKING METHODS

A. Describe how you measure satisfaction among your customers and stakeholders.

B. Describe how you compare your results with regard to customer and stakeholder satisfaction with those of your competitors and leading organisations.

C. Describe how you analyse, understand and track the development of customer and stakeholder satisfaction over time.

D. Describe how you use the results of your measurements of customer and stakeholder satisfaction.

APPLICATION

E. Describe the extent to which you apply the working methods discussed in A–D and F.

EVALUATION AND IMPROVEMENT

F. Describe how you follow up, learn and improve the working methods and applications discussed in A–E.

2. Management (125 points)

2.1 Plan for a sustainable organisation (30 p)

WORKING METHODS

A. Describe how you ensure that the information used for planning operations is relevant and reliable.

B. Describe how you use information from measurements and follow-ups in your operational planning.

C. Describe how, in your planning work, you consider international factors that are relevant to your organisation.

D. Describe how you develop strategies, objectives and action plans for your organisation and its development.

E. Describe how you involve current and future customers, stakeholders and coworkers in the planning work.

F. Describe how you develop strategies, objectives and action plans to improve the organisation's overall skill-set.

G. Describe how you measure the development of the organisation's overall skill-set.

H. Describe how you transform overarching strategies, objectives and action plans and break them down into different areas of responsibility and assign them to individual coworkers or any partner operations.

APPLICATION

I. Describe the extent to which you apply the working methods discussed in A–H and J.

EVALUATION AND IMPROVEMENT

J. Describe how you follow up, learn and improve the working methods and applications discussed in A–I.

2.2 Lead the organisation for sustainability (40 p)

WORKING METHODS

A. Describe how the highest management team develops the business idea, vision and values in collaboration with the governing body, board, other managers and coworkers in order to promote economic, environmental and social sustainability.

B. Describe how the highest management team lead the organisation based on the needs, requirements, requests and expectations of customers and stakeholders.

C. Describe how managers on all levels lead the organisation based on the needs, requirements, requests and expectations of customers and stakeholders.

D. Describe how managers on all levels follow up operational results, objectives and action plans linked to the needs, requirements, requests and expectations of customers and stakeholders.

E. Describe how managers communicate the overarching results and development to the organisation's coworkers.

F. Describe how managers ensure that all act based on an ethical approach.

APPLICATION

G. Describe the extent to which you apply the working methods discussed in A–F and H.

EVALUATION AND IMPROVEMENT

H. Describe how you follow up, learn and improve the working methods and applications discussed in A–G.

2.3 Lead for coworkership (30 p)

WORKING METHODS

A. Describe how managers develop objectives and action plans together with coworkers.

B. Describe how managers support coworkers in their work to improve.

C. Describe how managers prioritise and set aside the relevant resources to develop the organisation.

D. Describe how managers develop and support equal treatment, equality and diversity.

APPLICATION

E. Describe the extent to which you apply the working methods discussed in A–D and F.

EVALUATION AND IMPROVEMENT

F. Describe how you follow up, learn and improve the working methods and applications discussed in A–E.

2.4 Lead processes (25 p)

WORKING METHODS

A. Describe how you identify the overarching processes in your organisation's operations including processes that go beyond the borders for the organisation.

B. Describe how managers prioritise the development of the organisation's processes.

C. Describe how you allocate responsibilities and powers with regard to management and development of detail- and trust-driven operational processes.

D. Describe how you ensure that all managers and coworkers have a common view on detail- and trust-driven process management.

E. Describe how you ensure that processes are measured, followed up and improved.

APPLICATION

F. Describe the extent to which you apply the working methods discussed in A–E and G.

EVALUATION AND IMPROVEMENT

G. Describe how you follow up, learn and improve the working methods and applications discussed in A–F.

3. Coworkers (125 points)

3.1 Develop coworker skills (40 p)

WORKING METHODS

A. Describe how you, based on the organisation's overarching objectives, develop targets and action plans for the skills development of each individual coworker in the short and long term.

B. Describe how you follow up each coworker's skills development.

C. Describe how you introduce new coworkers into the organisation.

D. Describe how you stimulate and promote coworker learning and development in their current position.

E. Describe how coworkers are given the opportunity to develop regarding future working tasks and new areas of responsibility.

F. Describe how you measure the results of individual skills development.

APPLICATION

G. Describe the extent to which you apply the working methods discussed in A–F and H.

EVALUATION AND IMPROVEMENT

H. Describe how you follow up, learn and improve the working methods and applications discussed in A–G.

3.2 Promote creativity and participation (45 p)

WORKING METHODS

A. Describe how you create the right conditions for coworkers to participate in operations and their development.

B. Describe how you create a culture that promotes equality, creativity, innovation and continuous improvement.

C. Describe how you ensure that diversity in the organisation is developed and utilised.

D. Describe how you expand the mandates and powers of individual decision-making among coworkers as their skills improve and they take on new areas of responsibility.

E. Describe how you create a culture that develops coworker engagement to ensure coworkers responsibility for the development of the organisation.

F. Describe how you measure the results of coworkers' creativity, participation and innovation capability.

APPLICATION

G. Describe the extent to which you apply the working methods discussed in A–F and H.

EVALUATION AND IMPROVEMENT

H. Describe how you follow up, learn and improve the working methods and applications discussed in A–G.

3.3 Follow up coworker satisfaction and develop a good work environment (40 p)

WORKING METHODS

A. Describe how you create and develop a good working environment characterised by health, safety, motivation and coworker satisfaction.

B. Describe how you consider the prerequisites and personal requests of individual coworkers.

C. Describe how you identify satisfaction and performance in each coworker and improve their situation.

D. Describe how you measure the results of work environment measures.

E. Describe how you measure the results of satisfied coworkers.

APPLICATION

F. Describe the extent to which you apply the working methods discussed in A–E and G.

EVALUATION AND IMPROVEMENT

G. Describe how you follow up, learn and improve the working methods and applications discussed in A–F.

4. Operational processes (100 points)

4.1 Develop processes (30 p)

WORKING METHODS

A. Describe how you, based on the needs, requirements, requests and expectations of customers and stakeholders, define processes.

B. Describe how you prevent problems, deviations and risks.

C. Describe how, when problems, deviations and risks occur, you investigate the basis causes, take measures and ensure that the problems have been solved.

D. Describe how you develop stable processes that deliver predictable results.

E. Describe how you lead processes so that you can develop them if necessary.

F. Describe how you measure the results of processes.

APPLICATION

G. Describe the extent to which you apply the working methods discussed in A–F and H.

EVALUATION AND IMPROVEMENT

H. Describe how you follow up, learn and improve the working methods and applications discussed in A–G.

4.2 Improve and transform processes (70 p)

WORKING METHODS

A. Describe how you, based on the needs, requirements, requests and expectations of customers and stakeholders, work to stimulate continuous improvement.

B. Describe how you, based on the needs, requirements, requests and expectations of customers and stakeholders, work to stimulate innovation of a more extensive nature.

C. Describe how you compare yourself with competitors and leading organisations in order to develop and improve your organisation.

D. Describe how you involve managers and coworkers in your improvement work.

E. Describe how you prioritise improvements and innovations that are to be incorporated into operations.

F. Describe how you incorporate improvements and innovations into operations.

G. Describe how you ensure that improvements and innovations lead to the desired results.

APPLICATION

H. Describe the extent to which you apply the working methods discussed in A–G and I.

EVALUATION AND IMPROVEMENT

I. Describe how you follow up, learn and improve the working methods and applications discussed in A–H.

5. Results (500 points)

5.1 Results – Customers and stakeholders (100 p)

Present results of your efforts to satisfy your customers and stakeholders. The presentation refers to both process measurements and result measurements.

THE PRESENTATIONS SHOULD INCLUDE:

A. Results for your most important measurements and targets

B. The relevance of the measurements to the organisation and the sub-criterion

C. Performance of the results:

- Traceability back to selected working methods today and in the future
- Levels – in comparison with relevant target values of your own and with leading organisations and results of competitors.
- Trends – results improve over time

5.2 Results – Coworkers (100 p)

Present results of your efforts to create satisfied coworkers; their creativity, motivation, participation, work environment and coworker satisfaction. The presentation refers to both process measurements and result measurements.

THE PRESENTATIONS SHOULD INCLUDE:

A. Results for your most important measurements and targets

B. The relevance of the measurements to the organisation and the sub-criterion

C. Performance of the results:
- Traceability back to selected working methods today and in the future
- Levels – in comparison with relevant target values of your own and with leading organisations and results of competitors.
- Trends – results improve over time

5.3 Results – Social sustainability (100 p)

Present results of your efforts to respond to the challenges posed by your operations. The presentation refers to both process measurements and result measurements.

THE PRESENTATIONS SHOULD INCLUDE:

A. Results for your most important measurements and targets

B. The relevance of the measurements to the organisation and the sub-criterion

C. Performance of the results:
    - Traceability back to selected working methods today and in the future
    - Levels – in comparison with relevant target values of your own and with leading organisations and results of competitors.
    - Trends – results improve over time

5.4 Results – Environmental sustainability (100 p)

Present results of your efforts to respond to the environmental challenges linked to the significant environmental aspects of your operations. The presentation refers to both process measurements and result measurements.

THE PRESENTATIONS SHOULD INCLUDE:

A. Results for your most important measurements and targets

B. The relevance of the measurements to the organisation and the sub-criterion

C. Performance of the results:
   - Traceability back to selected working methods today and in the future
   - Levels – in comparison with relevant target values of your own and with leading organisations and results of competitors.
   - Trends – results improve over time

5.5 Results – Financial sustainability (100 p)

Present results of your organisation's financial development. The presentation refers to both process measurements and result measurements.

THE PRESENTATIONS SHOULD INCLUDE:

A. Results for your most important measurements and targets

B. The relevance of the measurements to the organisation and the sub-criterion

C. Performance of the results:

- Traceability back to selected working methods today and in the future
- Levels – in comparison with relevant target values of your own and with leading organisations and results of competitors.
- Trends – results improve over time

Assessment

Assessment entails evaluating whether there are consciously chosen and applied working methods for the areas requested in each sub-criterion. Based on the organisation's way of working, the strengths and improvement areas are formulated for each sub-criterion that constitutes the basis for an assessment of the level.

A strength might be, for example, the fact that the chosen working method is characterised by the success factors and that there are clear links between strategies, objectives and working methods. A strength of a result might be that it is relevantly chosen, has good levels and trends and that there are clear links to strategies and objectives.

The assessment matrix on page 26 is used to determine the organisation's level as a percentage for each sub-criterion respectively.

The assessment is performed in five dimensions; Working methods, Application, Evaluation and Improvement or Relevance/scope and Performance, and is compiled into a level expressed as a percentage for each sub-criterion. Finally, the organisation's results are expressed as points that give the final level.

Assessment of working methods

Assessment of working methods is performed within the dimensions of Working methods, Application, Evaluation and Improvement.

WORKING METHODS

Here, an assessment is made as to whether the working methods are permeated by the success factors and whether they are:
- systematic
- integrated

In the assessment, the emphasis shall be on how the organisation functions – not on what is done and by whom, even though such information can strengthen the assessment of a working method. From a "How-answer", it should be possible to see a flow of activities that form a logical chain.

APPLICATION

Here, an assessment is made of when, where and how often selected working methods are applied:
- on all products and services
- in all relevant, internal processes and activities
- in all collaboration with customers, suppliers, partners and society
- on relevant occasions

Frequency – how often – should be chosen and motivated by the organisation itself and testing the suitability of the selected frequency should be included as part of the organisation's own evaluation.

EVALUATION AND IMPROVEMENT

Here, an assessment is made of whether the selected working methods are systematically:
- followed up
- converted into lessons learnt and improvements

Assessment of results

Assessment of results is performed within the dimensions of Relevance/scope and Performance.

RELEVANCE/SCOPE

Here, an assessment is made of whether the measurements selected by the organisation to present are relevant and sufficient to highlight the aspects broached by the sub-criterion, that they have links to the organisation's strategies and objectives, and that they cover relevant areas, segments and processes.

PERFORMANCE

Here, an assessment is made of:

- traceability; that the results are a logical consequence of chosen working methods and their application (correlation between cause and effect)
- levels; that the organisation's results are compared with its relevant target values and with the results of competitors and leading organisations
- trends; that results improve over time and are on a constantly high/sustainable level

Scoring

Based on the strengths and improvement areas identified for each sub-criterion respectively, a percentage assessment is made based on the dimensions according to the assessment matrix.

For sub-criteria referring to Working method, the dimensions Working Method, Application and Evaluation and improvement are used. Within each dimension respectively, the different parts are assessed separately and pooled into a percentage for the dimension as a whole for the sub-criterion (e.g. Working method consists of the two parts Systematics and Integration).

Finally, the three dimensions Working method, Application and Evaluation and improvement are pooled into a holistic assessment (total %) for the sub-criterion.

For sub-criteria that refer to Results (criteria 5, 5.1–5.5), the dimensions Relevance/Scope and Performance are used. Within each dimension, the different parts are assessed separately.

Finally, both the dimensions Relevance/Scope and Performance are pooled into a holistic assessment (total %) for the sub-criterion.

The pooled total percentage for each sub-criterion respectively is finally converted to points by multiplying the total % for the sub-criterion by the sub-criterion's allocated points. Finally, the sum of all the sub-criteria points gives the organisation's level according to the table on page 26.

Assesment matrix

Assessment of working methods

Working methods Here you assess whether the working methods are permeated by the Success factors and the extent to which they show...	**SYSTEMATICS** Routines, methods, systems & organisation are established for consciously chosen working methods	Not systematic at all	Mostly not systematic	Partly systematic	Mostly systematic	Comprehensively systematic working method
	INTEGRATION Supports operational plans and interacts with other working methods	Not integrated at all	Mostly not integrated	Partly integrated	Mostly integrated	Completely integrated
Part total %		0	10 20 30	40 50 60	70 80 90	100
Application	**WHERE** Working methods applied both broadly & in depth	Not Applied	Within a few relevant areas	Within several relevant areas	Within most relevant areas	Within all relevant areas
	WHEN Working methods applied	Never	Sporadically	Often on relevant occasions	On almost all relevant occasions	On all relevant occasions
Part total %		0	10 20 30	40 50 60	70 80 90	100
EVALUATION AND **IMPROVEMENT**	**FOLLOW-UP** Follow-up carried out on Effectiveness, application and efficiency of working methods,	No follow-up	Sporadic	Partly systematic	Mostly systematic	Comprehensively systematic follow-up
	LESSONS & IMPROVEMENT WORK Results of follow-up converted into lessons & improvements	No lessons and improvement work	Sporadic	Partly systematic	Mostly systematic	Comprehensively systematically lessons and improvement work
Part total %						
Working method Total %		0	10 20 30	40 50 60	70 80 90	100

Assessment of results

RELEVANCE/ SCOPE	Chosen measurements are relevant andsufficient to be able to identify aspects affected by the sub-criterion, have connections to own strategies and targets andcover relevant areas/ segments/processes	Not presented, not relevant	A few relevant areas presented	Several relevant areas and processes presented	Most relevant areas and processes presented	All relevant areas and processes presented
Part total %		0	10 20 30	40 50 60	70 80 90	100
PERFORMANCE	**TRACEABILITY** Results are a logical consequence of chosen working methods and their application	Traceability not present	Some results are traceable to working method	Several results are traceable to working method	Most results are traceable to working method	The results are completely traceable to working method
	LEVELS Results in comparison with relevant own target values and with results of leading organisations and competitors	Not presented	Some results show good levels	Several results show good levels	Most results show good levels	The results are world class
	TRENDS Results improve over time	Not presented	Some results show positive trends	Several results show positive trends	Most results show consistently positive trends and/or constantly good levels	The results show consistently positive trends and/or are constantly world class
Part total %		0	10 20 30	40 50 60	70 80 90	100
Results Total %		0	10 20 30	40 50 60	70 80 90	100

Seven quality levels

The seven quality levels (presented below) are very simple and short descriptions that are to provide some idea of what the other levels are characterised by. For example, they can be used to roughly check that the level arrived at in a self-evaluation feels relatively correct. The following can be said about achievement of or the probability of achieving the different levels:

Level 7 is virtually unachievable.
Level 6 is extreme and rare.
Level 5 is very good and unusual.
Level 2 is quite common.
If you are on level 3, well done!

LEVEL	POINTS	WORKING METHOD – APPLICATION – RESULTS – EVALUATION AND IMPROVEMENT
1	0–100	First signs of quality awareness in the organisation. No integration or collaboration between the different divisions in the organisation. Systematic working methods introduced in some areas. Importance of quality not highlighted. Few or no results can be demonstrated. Reported results lack connection to working methods.
2	101–250	Appropriate working methods under way. Deficient collaboration between different functions. Application of working methods in some areas of activity. The beginnings of a quality culture. Some positive results in key areas. Results without particularly strong connection to working methods.
3	251–400	Several examples of development of preventive working methods. Collaboration exists, but lack of integration between different functions. Application of working methods in many areas. Clear quality culture in certain parts of the organisation. Plenty of success in key areas with signs of connection between results and working methods.
4	401–600	Activities well planned and documented with good collaboration and integration. Application of working methods in most processes. Preventive activities in many processes. Clear quality culture in large parts of the organisation. Positive but uneven results and trends. Significant connection between results and working methods.
5	601–750	Organisation's operational development is sustainability-focused, customer-driven. Considerable integration and collaboration within different processes. Clear quality culture within almost all parts of the organisation. Excellent, lasting results related to working methods.
6	751–900	Organisation has well-developed, sustainable, customer-oriented and systematic working methods, well integrated and applied in all key processes. Collaboration is excellent between the different parts of the organisation Clear quality culture throughout the organisation. Competitive capacity engaged in continuous improvement. Organisation is best-in-class in many areas.
7	901–1000	Organisation is world-class and has total integration of its working methods, which are constantly developing and applied in all processes in the organisation. Organisation has a firmly rooted quality culture. Results are exceptional and lasting and competitive capacity is first-rate.

SIQ - Swedish Institute for Quality, whose statutes have been
established by the Swedish Government, is tasked with
being the unifying, inspiring and resource-creating body for
national development within the area of quality and playing
a supportive role in international cooperation. SIQ stimulates
and contributes to positive quality development in all parts of
the Swedish society by creating, gathering and
disseminating knowledge to promote long-term and
sustainable development work. SIQ is supported by the
Swedish Agency for Economic and Regional Growth and our
member organisations are from both private business and
the public sector.

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