

THE EFQM UN SUSTAINABLE DEVELOPMENT GOALS LENS GLOSSARY

Agile: The organisation's ability to change direction/focus in response to an emerging opportunity or threat in a timely way.

Alliances: A collaboration involving two or more organisations for mutual benefit, based on shared interests.

Analytics: The systematic, nowadays computer generated, analysis of data or statistics. It is used for the discovery, interpretation, and communication of meaningful patterns in data that can guide effective decision-making.

Approach: The overall way by which something is made to happen; an approach comprises processes and structured actions within a framework of principles and policies.

Benchmarking: A systematic comparison of approaches with other relevant organisations that gains insights that will help the organisation to take action to improve its performance.

Business Model: The elements of the business that create and deliver value; these elements normally include the value proposition, the customer segments and their associated relationships, the channels used to take products, services and solutions to market, the revenue & cost streams, partners, and the critical resources and processes of the organisation.

Circular Economy: A circular economy is a restorative and regenerative approach, in contrast to the traditional linear economy, which has a 'take, make, dispose' model of production. It is an economic system which can be achieved through long-lasting design, maintenance, repair, reuse, remanufacturing, refurbishing, and recycling. Underpinned by a transition to renewable energy sources, it is based on principles such as design out waste and pollution; keep products and materials in use; and regenerate natural systems. Transforming to a circular economy requires the decoupling of economic activity from the consumption of finite resources and requires an organisation to take a system thinking approach to its Direction, Execution and desired Results.

http://ec.europa.eu/environment/circular-economy/index_en.htm

Cognitive Diversity: The bringing together of individuals who possess different approaches to problem-solving, think differently, process information differently, hold different viewpoints and different skill sets and are therefore able to offer unique perspectives in addressing new or uncertain challenges.

Community: The term community typically refers to the various individuals, groups and institutions that have a vested interest in the welfare and success of the organisation, its associated neighbourhoods and the impact that it may have on its ecosystem.

Comparisons: Data used to compare the performance of one organisation or process with another.

Competence: The ability or skill to do something efficiently and effectively.

Creativity: The ability to move away from current rules, methods and relationships to generate ideas for new or improved processes, products, services, solutions, systems or social interactions.

Culture: The specific collection of values and norms that are shared by people and groups within an organisation that influence, over time, the way they behave with each other and with Key Stakeholders outside the organisation.

Customer: The recipient of the products and/or services provided by the organisation. The Customer is one of the Key Stakeholders, in many cases the primary Key Stakeholder, for whom the organisation aspires to Create Sustainable Value.

Disruptive Thinking: Breaking free from the confines of routine thinking, getting a new, larger, different perspective, seeing things from another angle or in another light.

Disruptor: A person, organisation or technology that upsets the status quo by challenging the traditional way that an industry operates and, if the radical change is successful, may displace the existing industry leaders from their leadership positions.

Diversity & Inclusion: The extent to which the people within the organisation recognise, appreciate and utilise, the characteristics that make individuals unique. Diversity & Inclusion can relate to age, beliefs, class, ethnicity, physical abilities, race, religion & sexual orientation.

Due diligence: An investigation or exercise of care that a reasonable business or person is normally expected to take before entering into an agreement or contract with another party or an act with a certain standard of care.

Ecosystem: A fundamental principle of an ecosystem is interdependence, i.e., something that happens in one part of the system may affect other parts within the system. In the context of an organisation there are many factors external to it that affect how it operates, but over which it has no control. These can include government policy, the economic and societal make-up within its region and neighbourhoods, the prevailing religious and cultural expectations of its communities, demands for sustainability and available financing.

Empowerment: The process by which individuals or teams are granted power, operate with a degree of autonomy in their actions, are able to take decision making responsibilities and have access to resources and control over their own lives. In doing so, they gain the ability to achieve their highest personal and collective aspirations and goals. When an individual is empowered, they have a greater sense of motivation and self-confidence.

Environment: Within the context of the EFQM Model and the UN SDG Lens, the use of the word refers to the natural world, the conditions that make up and act upon the everyday life of all living things such as air, climate, soil, sunlight, water and which includes both renewable and non-renewable resources.

Ethical Behaviour: Ethics are well founded standards in a Culture that make a person's actions right or wrong. They influence behaviour and help an individual to make the right choices and act responsibly.

Fixed Mindset: People with a fixed mindset believe their basic qualities, such as intelligence or talent, are fixed traits that cannot change. With a fixed mindset, talent is enough to lead to success and effort to improve these talents isn't required: one is born with a certain amount of skill and intelligence that can't be improved upon. Those who hold a fixed mindset believe that they are either good or bad at something based on their inherent nature. The opposite of this fixed mindset is the growth mindset. *(With acknowledgements to the psychologist, Professor Carol Dweck who developed the concept)*

Forecast: The ability to predict or calculate what will happen or be needed in the future as a result of the study and analysis of available, relevant data.

Gender Balance: Within the context of an organisation, it relates to women having the same opportunities as men to progress their careers, including increasing women's representation in decision-making bodies.

Good Practice/Best Practice: Superior approaches, policies, processes or methods that lead to exceptional achievement. Since it is difficult to find out what is best, the term “good practice” is preferred by most organisations. Ways to find good practice outside the organisation can include benchmarking and external learning.

Governance: A framework of authority and control within an organisation used to help it fulfil its legal, financial, ethical and general stewardship obligations.

Global Reporting Initiative (GRI): An international, independent, standards organisation that helps businesses, governments and other organisations understand and take responsibility for their impacts on issues such as climate change, human rights and corruption, using a common language to communicate these impacts. <https://www.globalreporting.org/standards/>

Green Technology: An umbrella term that describes a focus on sustainability through the combined use of technology and environmental science to reduce human impacts on the natural environment. It is also known as Environmental Technology and CleanTech.

Growth Mindset: People who have a “growth mindset” thrive on challenge and see failure not as evidence of a lack of intelligence or aptitude but as a catalyst for growth and stretching of their existing abilities through deliberate practice. Not only are people with this mindset not discouraged by failure, but they don't perceive themselves as failing in those situations, instead they see themselves as learning because they believe their abilities aren't set in stone. The opposite of this growth mindset is the fixed mindset. *(With acknowledgements to the psychologist, Professor Carol Dweck who developed the concept)*

Impact: A long-term change in an outcome caused by an organisation's actions or decisions either directly through its products, services, solutions or own operations; or indirectly through its supply and value chain(s). Impacts can be positive or negative, intended or unintended.

Impact Assessment: A means of measuring the effectiveness of organisational activities and judging the significance of changes (both positive and negative), brought about by those activities

Influencers: People and organisations who are perceived as having a level of knowledge or social influence in their field. An influencer has the potential to affect the purchasing decisions of others because of their authority, knowledge, position, or relationship with their audience.

Innovation: The practical translation of ideas into new or existing products, services, solutions, processes, systems, organisational structures or social interactions.

Integrity: Integrity is the quality of having a strong moral or ethical code. This includes values such as respect, fairness, trustworthiness and honesty.

Intellectual Property: The value of an organisation that is not captured in its traditional financial accounts. It represents the intangible assets of an organisation and is often the difference between market and book value.

Knowledge: The expertise and skills acquired by a person through experience and education, involving the theoretical and/or practical understanding of a subject. While data are raw facts and information is data with context and perspective, knowledge is information with guidance/ability for action.

Learning: The process of gaining skills, knowledge and understanding through study and experiences.

Learning Network: A group of people with a common goal or interest who pool their individual information, knowledge and experience to actively learn together.

Legacy Systems: A term initially associated with outdated IT systems, the expression may now be associated with Managing Change and used as a shorthand expression to indicate that the current way of doing things does not meet, for instance, current accepted good practices or new regulatory requirements in the area of People Management.

Manage Change: An approach for leading the transition of individuals, teams and organisations from their current state to a defined, desired future state. It is an organisational process aimed at helping those stakeholders affected by the change to understand, accept and embrace it.

Megatrends: Topics that are expected/predicted to be global influences in the coming years. These are the topics that, regardless of size, reach or Private/Public sector status, an organisation should heed if it is to remain relevant.

Partner: An external party with whom the organisation strategically chooses to work with to achieve common objectives and achieve mutual benefit.

Partnership: A durable working relationship between the organisation and one or more partners that creates and shares greater value for both parties. Partnerships can be formed with, for example, suppliers, distributors, customers, educational establishments, consultancies or research organisations.

People: All individuals employed by the organisation (full time, part-time, including volunteers), including leaders at all levels

Predictive Models: By analyzing both historical and current data, organisations can use predictive models, a form of data-mining technology, to increase the probability of forecasting future outcomes e.g. customer behavior, as well as financial, economic, and market risks.

Process: A set of activities, repeated over time, that interact with one another as the output from one activity becomes the input for another activity. Processes add value for external or internal customers by transforming inputs into outputs, using resources. Typically, there are three types of processes: main or 'core' processes, management processes and support processes.

Process Model: A Process Model is the visual representation of an organisation's core business, management & support processes that enables an understanding of the "As Is" situation, i.e., how things are currently working so that they can be managed and made more effective and efficient.

Purpose Statement: A statement that describes the raison- d'être of an organisation i.e., what it does and why it does it and which is understood by its stakeholders.

Recycling: The process of reducing a product all the way back to its basic materials, reprocessing those materials, and using them to make new products, components or materials.

Scenario Analysis: Scenario analysis is a process of examining and evaluating possible events or scenarios that could take place in the future and predicting the various feasible results or possible outcomes. It does not restrict an outcome to just one picture of the future, rather it offers a limited number of alternatives.

Science Based Targets initiative (SBTi): The SBTi, a World Resources Institute (WRI) activity, helps organisations transition to a low-carbon economic profile by setting Greenhouse Gas (GHG) emission reduction targets in line with climate science. Through Science Based Targets (SBTs), organisations express their intention to reduce their GHG emissions to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

<https://sciencebasedtargets.org>

Sell the Value: Regardless of whether the organisation is private or public sector, its value proposition, its offering still must be 'sold' to Key Stakeholders so that they will decide to take the product, service or solution on offer.

Sentiment Analysis: The ability to extract insights from data using techniques such as text analysis and natural language processing to systematically identify, extract, quantify, and study affective states and subjective information. It is the process of determining the emotional tone behind a series of words and is used to gain an understanding of the attitudes, opinions and emotions expressed and quantified between +1, 0 & -1 dependent on whether the expressed opinion is positive, negative or neutral?

Society: The social infrastructure outside the organisation that can be affected by, or, equally, can impact on the organisation. This can be representatives of the immediate Community or the Wider Society, including, for example, Special Interest Groups.

Stale Data: A term that comes from the world of computer processing and which is now entering mainstream use as shorthand for emphasising the importance of only acting on data, information and knowledge that is up to date, timely, reliable and accurate, enabling meaningful insights that may support performance improvement and transformation

Strategy: Derived from a careful analysis of its ecosystem, the way an organisation intends to achieve, over a particular time period, its strategic priorities, moving from where it is now to where it wants to be in the future whilst remaining true to its Purpose.

Suppliers: Any organisation or individual the organisation can procure from.

Sustainable Development: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. (Brundtland Report 1987). Sustainable Development can be segmented into four dimensions: Economic, Environmental, Social & Governance (EESG). The Economic dimension of Sustainability aims to improve people's economic situations and conditions. The Environmental dimension of Sustainability is concerned with the preservation of the natural environment. The Social dimension of Sustainability focuses on enhancing human well-being. The Governance dimension of Sustainability focuses on how the organisation polices itself, focusing on factors such as accountability, ethics, transparency, diversity of membership

Transparency: The situation in which collaboration, cooperation and collective decision making happens in an open manner and people can trust that business is being conducted fairly and honestly.

United Nations Global Compact: Launched in 2000, the United Nations Global Compact is a call to companies around the world to align their strategies and operations with ten universal principles in the areas of human rights, labour, environment, and anti-corruption, and to act in support of broader UN Goals. www.unglobalcompact.org

United Nations Sustainable Development Goals: The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace and justice. <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Value Proposition: The differentiating value that the organisation's products, services and solutions offer to customers.

Values: Operating philosophies or principles that guide an organisation's internal conduct as well as its relationship with the external world. Values provide guidance for people on what is good or desirable and what is not. They exert major influence on the behaviour of individuals and teams and serve as broad guidelines in all situations.

Vision: Description of what the organisation is attempting to achieve in the long term. It is intended to serve as a clear guide for choosing current and future courses of action and, along with the organisation's Purpose, it is the basis for strategies and policies.

Waste: Unwanted materials or substances. In a circular economy, waste is designed out.

World Resources Institute (WRI): A global research non-profit organisation established in 1982 with funding from the MacArthur Foundation. WRI's activities are focused on seven areas: food, forests, water, energy, cities, climate and ocean. It has responsibility for the SBTi project mentioned above.