EFQM

EFQM ASSESSOR TRAINING PERFORMANCE RECORD FOR *Sandra Klinkenberg* (Page 1 of 2)

Core Competency	Summary of observed performance
1. Understands the EFQM Excellence Model – its structure, content, dynamics and linkages to the Fundamental Concepts.	Sandra' pre-course Analysis was very detailed, focused and clear. She demonstrated her very good understanding of the model and its linkages with the Fundamental Concepts also during team discussions, helping other team members. During the whole course, Sandra's enormous experience in using management systems over many years was clearly evident.
2. Understands and effectively applies RADAR in order to produce accurate, fact based and value adding analysis.	Sandra learned effectively as the course progressed and showed a good understanding of RADAR. While some of her evening test scores were not fully in line with the model answer, the scoring profile was plausible and consistent. Sandra always produced accurate and fact-based analyses.
3. Understands the Key Information about the organisation being assessed and uses it effectively to produce relevant, value adding analysis.	Sandra' analysis of the pre-course Key Information was very structured, detailed and focused. Her pre-course Key Themes showed a very clear understanding of the case, on the basis of a structured thinking process. As the course progressed, Sandra always added substantial and valuable input to team discussions.
4. Contributes effectively as an assessment team member conducting themselves at all times both professionally and with integrity.	In the team-leading role, Sandra showed very good leadership skills. As a team member, she contributed actively and effectively and helped other team members.
5. Communicates clearly and accurately in both spoken and written English, and demonstrates effective interpersonal and interviewing skills.	Sandra speaks and communicates clearly and effectively. Both her pre-course analysis and her contribution to team work demonstrated very good writing skills. With her excellent interpersonal communication skills, Sandra was respected by all other team members at all times. Sandra conducted her interview in a professional way.
6. Assimilates and understands relevant information and data related to the organisation being assessed, using it to produce clear, accurate and insightful analysis at both macro (big picture) and micro (detail) levels.	Due to her long experience in diverse companies with many different management systems, Sandra has very effective analytical skills that help her to produce clear and relevant analyses. Her comments always relate to the business and are based on strategic thinking. Sandra prioritizes relevant information and data effectively both on macro and on micro levels.
7. Produces and delivers clear, accurate and value adding feedback, both in written and oral form.	Sandra demonstrated that she is able to draft value-adding Strengths and Areas for Improvement. Her oral presentations throughout the course were very clear and inspiring for everybody.

Performance Review	Pre-course Strategic Challenges	Pre-course Context	Pre-course Analysis	Model/ RADAR Exercise	Assess & Refine exercise	Day 1 Consolidation work (macro)	Day 1 Consolidation work (micro)	Script Exercise	Scoring Exercise	Preparing Interview	Conducting Interviews	Using the output of interview	Preparing the feedback	Delivery of the feedback
	G	G	G	Y	G	G	G	G	Y	G	G	G	G	G

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Final Outcome (circle – or otherwise identify -one only):	Recommended X	Pass	Attended	Fail

Suggested next development stages:
 	
    ▪ *Engage in a R4E or EEA Assessment on international level*
      as soon as possible, to practice your learning in a real environment.
 	
Summary of any actions necessary to address a specific "Further development needed" issue before a "Pass" may be entered onto the database:
	Notes from tutor:
	
	Notes from Participant (if any)
	
	 I hereby agree to abide to the EFQM Code of Practice for Excellence Assessors and the EFQM Assessor Register. I am willing for my contact details to be published.

Signed (Tutor) **Date:** 25 September 2015 Name: Dr Christian Forstner	**Signed (Participant):** **Date:** 25 September 2015 Name: Sandra Klinkenberg