

Abstract:**Awareness of one's own weaknesses is the first step on the path to leadership excellence**

RQ: Comparison of personal characteristics of management with the EFQM model of management.

Purpose: The purpose of this research study is to determine the similarities and differences of management characteristics on the basis of comparing personal analysis characteristics and the model of management excellence. The aim is to improve the personal style of management and to come closer to excellence.

Method: A qualitative method of comparative analysis was used.

Results: The results indicated slight deviations that were not perceived by the author as weaknesses but opportunities for improvements. At the same time the results indicated the qualities of a good leader that were already known and upon which these were built upon and developed.

Organization: The results are intended to be used by the author's employer and by the author herself taking on new assignments and responsibilities; transferring from managing a small group of employees to managing a whole business unit and units within the company that are not completely familiar to the author. The research is also an instrument that aids superiors with directing and monitoring the author's work. To other readers it brings a different view on the aspect of management and the notion of analysis and self-criticism as well as the constant search for improvement.

Society: Comparison can be used in the wider environment.

Originality: A different view on the problems of management by analyzing oneself; a constant search for self-improvement on a personal level as well as in one's own career.

Limitations: The research is a basis for comparison, finding improvement, advancement, and digression in the next analysis of personality.

Key words: management, excellence, vision, self-criticism