

# Quality Focused Organizational Change

A Model for Rapid Improvement

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# Around the Bend

**Future of Quality Study outlines eight factors that will change our world.**

Conducted by ASQ

# Eight Factors Changing Our World

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- Global responsibility
- Consumer awareness
- Globalization
- **Increasing rate of change**
- Workforce of the future
- Aging population
- 21<sup>st</sup> Century Quality
- **Innovation**

# Individual Questions:

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- What is change?
- What is the best approach to change that results in improvement?
- Did the changes we implemented result in improved products and performance?

Typically, organizational change results in a repackaging of existing processes and products with little or no new value added for customers.

Reengineering and Reorganization

Many organizations practice reengineering for the purpose of presenting a refreshed image such as:

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- New color of paint in an existing office or company vehicles
- New office locations
- New logo, employee uniforms, or slogan

Improvement is a term frequently used by Quality professionals, but what does this word mean to those who are not knowledgeable of Quality theories and methodologies?

Improvement must be defined in a specific context



# Common Performance Improvements

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- Faster
- Easier
- More efficient
- More effective
- Less expensive
- Safer

## Changes that result in improvement require:

Management must have a comprehensive understanding of the need for change followed by a process by which to effectively communicate how well the improvement is taking place.

# Fundamental questions driving improvement and change:

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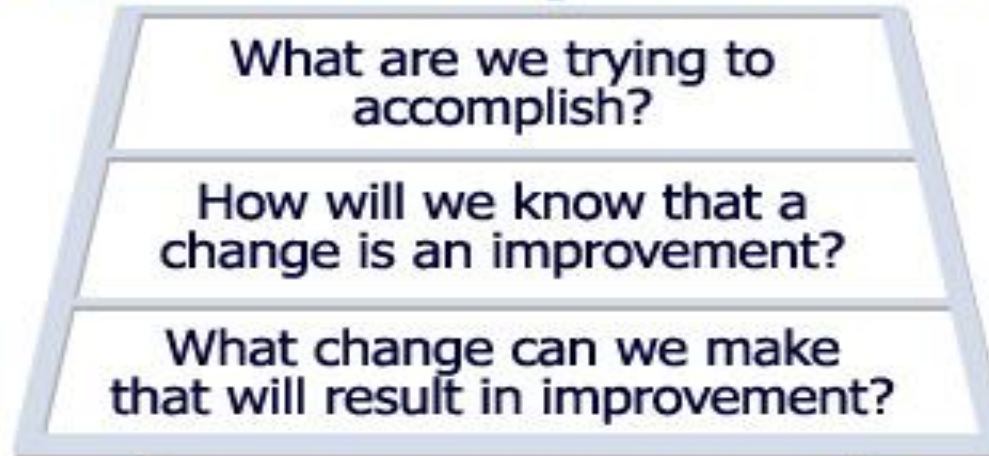
- Plan
- Do
- Study
- Act

# Three fundamental questions asked as a basis for this Model for Improvement:

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- What are we trying to accomplish?
- How will we know that change is an improvement?
- What changes can we make that will result in an improvement?

# Model for Improvement



Manager must apply six skill sets to the current situation prior to making a decision:

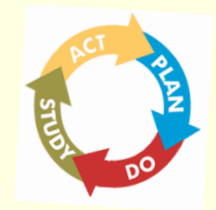
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- Supporting change with data.
- Developing a change
- Testing a change
- Implementing a change.
- Spreading improvements
- The human side of change.

# Supporting Change with Data

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- Decisions are supported by facts
- Obtained from sources relatively free of bias
- Reliable and credible
- Internal data collection should be a transparent process



# Developing a Change

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- The need for more profits, more productivity, and more inspection
- To design and implement the “perfect” process or operations model
- Critical thinking and support the adoption of a good ideas
- Understanding the process



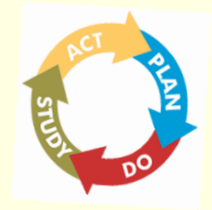
These were textbook responses  
to change.

Where is creativity?

# Six creative approaches to change:

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- Challenge the boundaries
- Rearrange the order of steps
- Look for ways to smooth the work flow
- Evaluate the purpose and challenge of why you are doing something
- Visualize the deal: Develop an ideal state
- Remove the current ways of doing things as an option





# Creativity

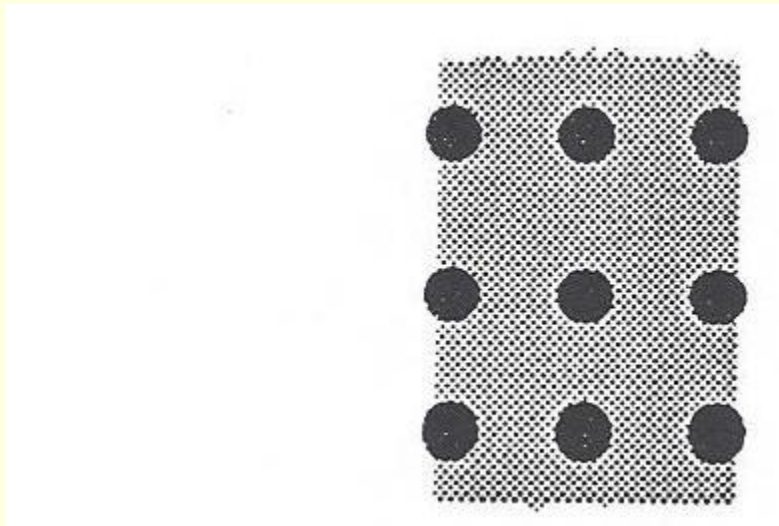
How Creative are you?

# Gestalt psychologist Carl Dunker experiment:

Designed to determine if you can escape constraints to solve a problem.

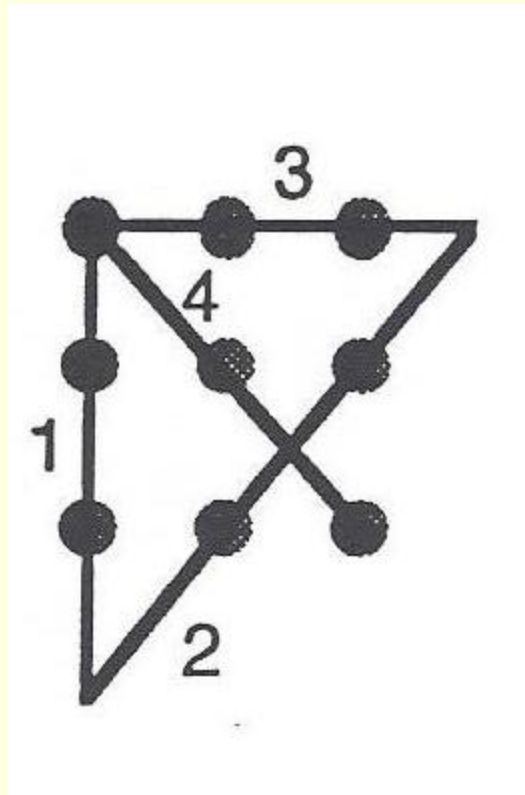
Challenge: Connect the nine dots with four straight lines without lifting your pencil.

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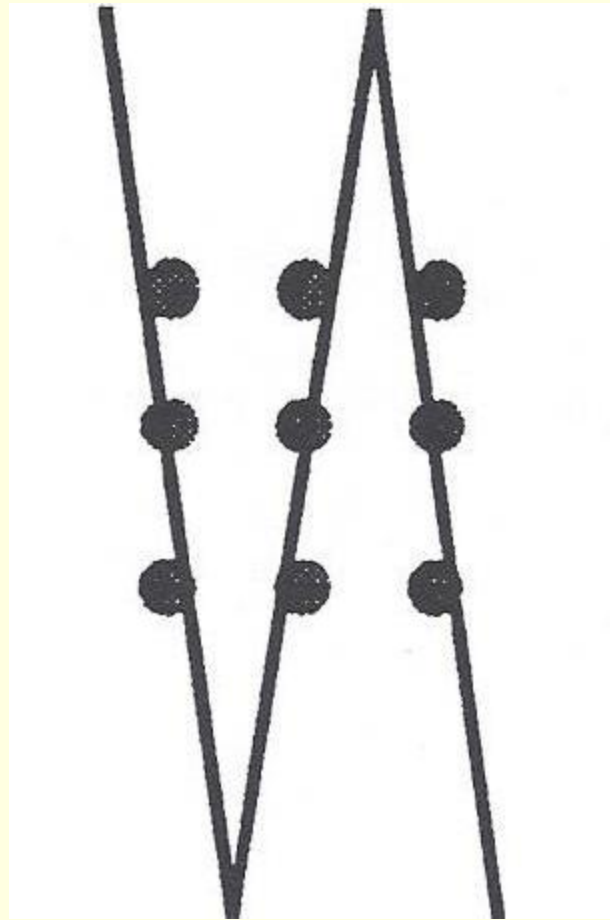


Did everyone get this?

Now, can you do it using only three lines?



And finally...



Did we mentally impose  
restraints upon ourselves?

How many?



# Implementing a Change

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- Just doing it
- Parallel implementation
- Implementation by phases



Managers must exercise restraint if  
immediate results are not as  
anticipated

Change often requires some degree of  
change to the existing organizational  
culture

# Spreading Improvements

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- Acceptance of change and the implementation of change in a much larger perspective
- Accepted first by management, then by employees
- Then spread to the supply chain and, ultimately, the organization's stakeholders



# The Human Side of Change

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- Organizational success requires effective and efficient utilization of its core processes
- The foundations of processes exist with the people
- Technology will not replace the human element of core processes
- Human reaction to change varies from open hostility to a total commitment



To gain employee buy-in to the upcoming change, a robust communications process is required.

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- Explain why change is needed as early in the process as possible.
- Solicit employee input from those who will be affected by the change.
- Provide regular progress reports to everyone affected by the change.
- Share position-specific information of how change will affect each person performing the job function.

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This series of well-planned steps  
require the cooperation of everyone  
involved to make the change work  
effectively

Involving people and informing them  
throughout this process allows for time to  
prepare for the approaching change

# PDSA

This should have been a review for all  
Quality professionals.

What is the significance of making reviewing PDSA as a model for rapid improvement?

Why now?





Now is the time to  
implement change.

To assure sustainable success with  
workforce of the of the future.

# Conclusion

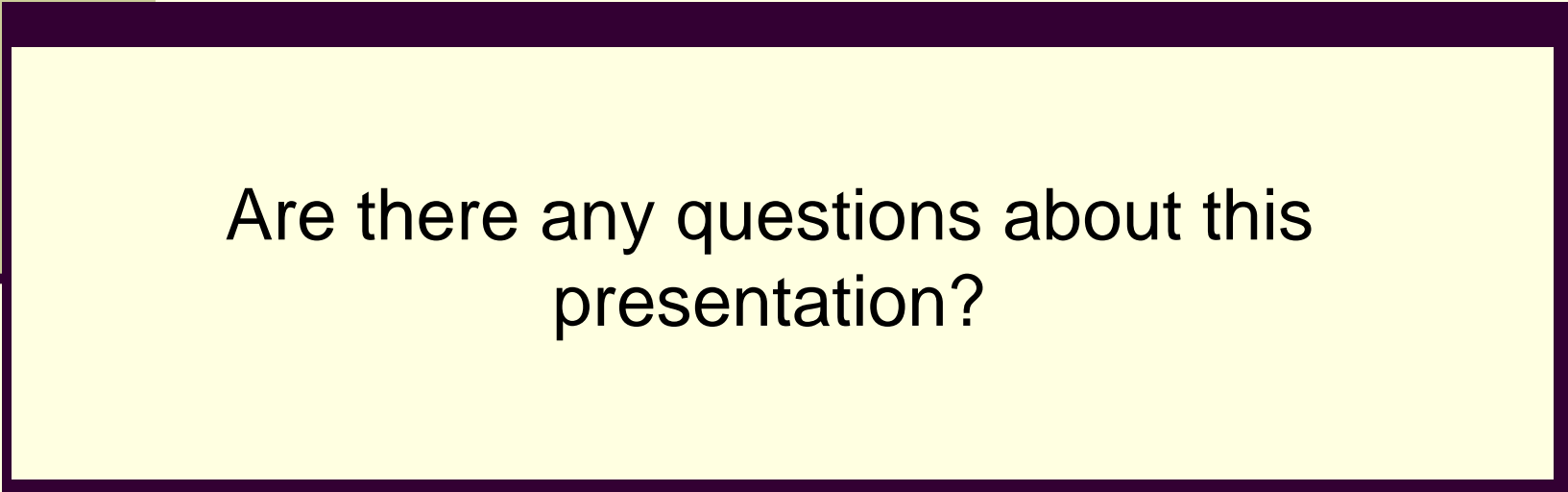


Quality methodologies and tools continue to evolve to address the increasingly complex situations contemporary organizations encounter

the basics Quality tools and elements of TQM as developed by the Quality philosophers of the 20<sup>th</sup> century such as Shewhart and Deming cannot be overlooked

PDSA has a direct application for meeting the forces of change shaping the future of quality



Thank you for your  
attention!



Are there any questions about this  
presentation?