

# ***Developments in Quality Management***

**14 october 2005**

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Members of ASQ minus 30 %

EOQ conference 2001 and 2003 financially a disaster

Quality organizations Sweden, France, Italy Rumania Netherlands a.o. in deep trouble

Problems in the EFQM organization

Attempts for co-operation between EOQ and EFQM failed

Average age IAQ members 74 years

Less interest for Quality among managers and policy makers

- Warnings by the Japanese government
- Increasing interest in Korea

*Also in:*

- Eastern Europe ➤ Government support
- Turkey ➤ Government support
- China
- India
- Iran

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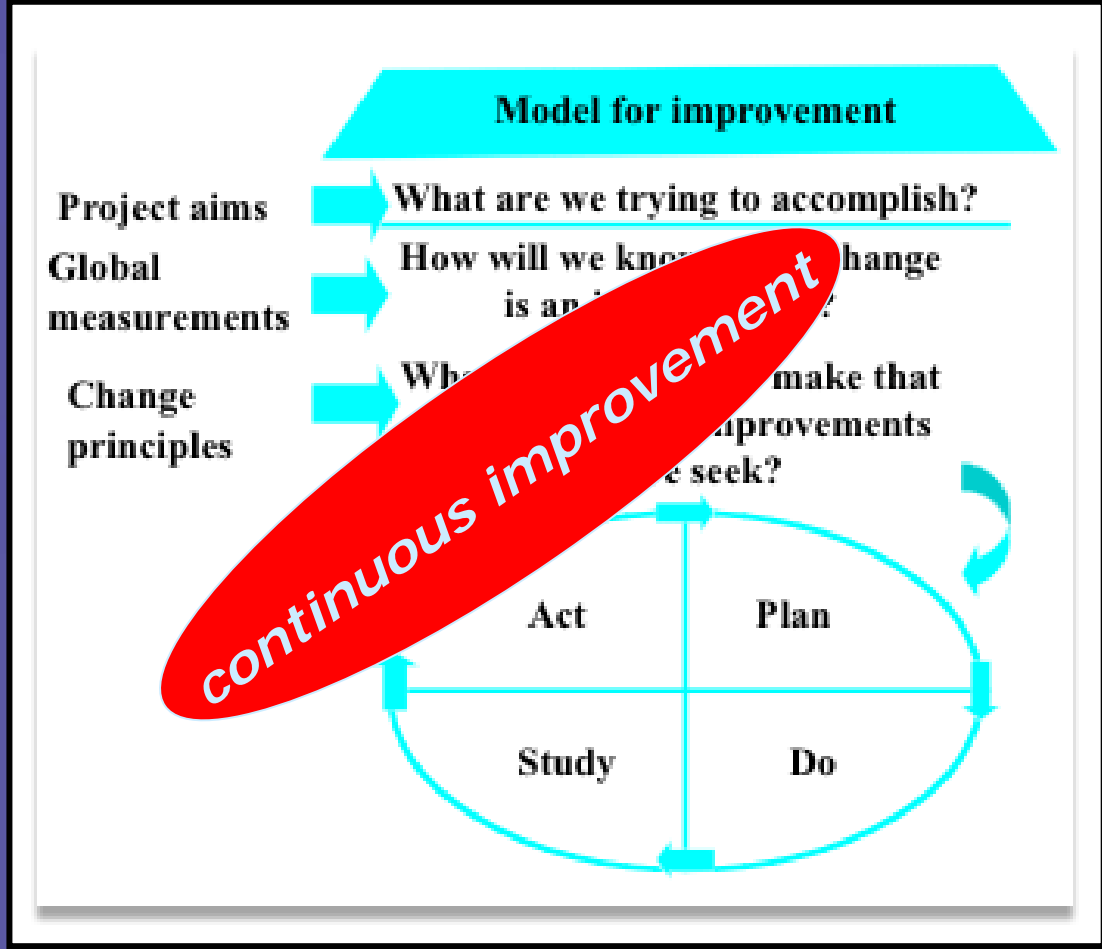
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Vallance

Ciba-Geigy  
Lippuner



Hahn



De Soet



Bull  
Lorentz



Fahrni



Agnelli



Eckert



De Benedetti



Morf



V.d. Klugt

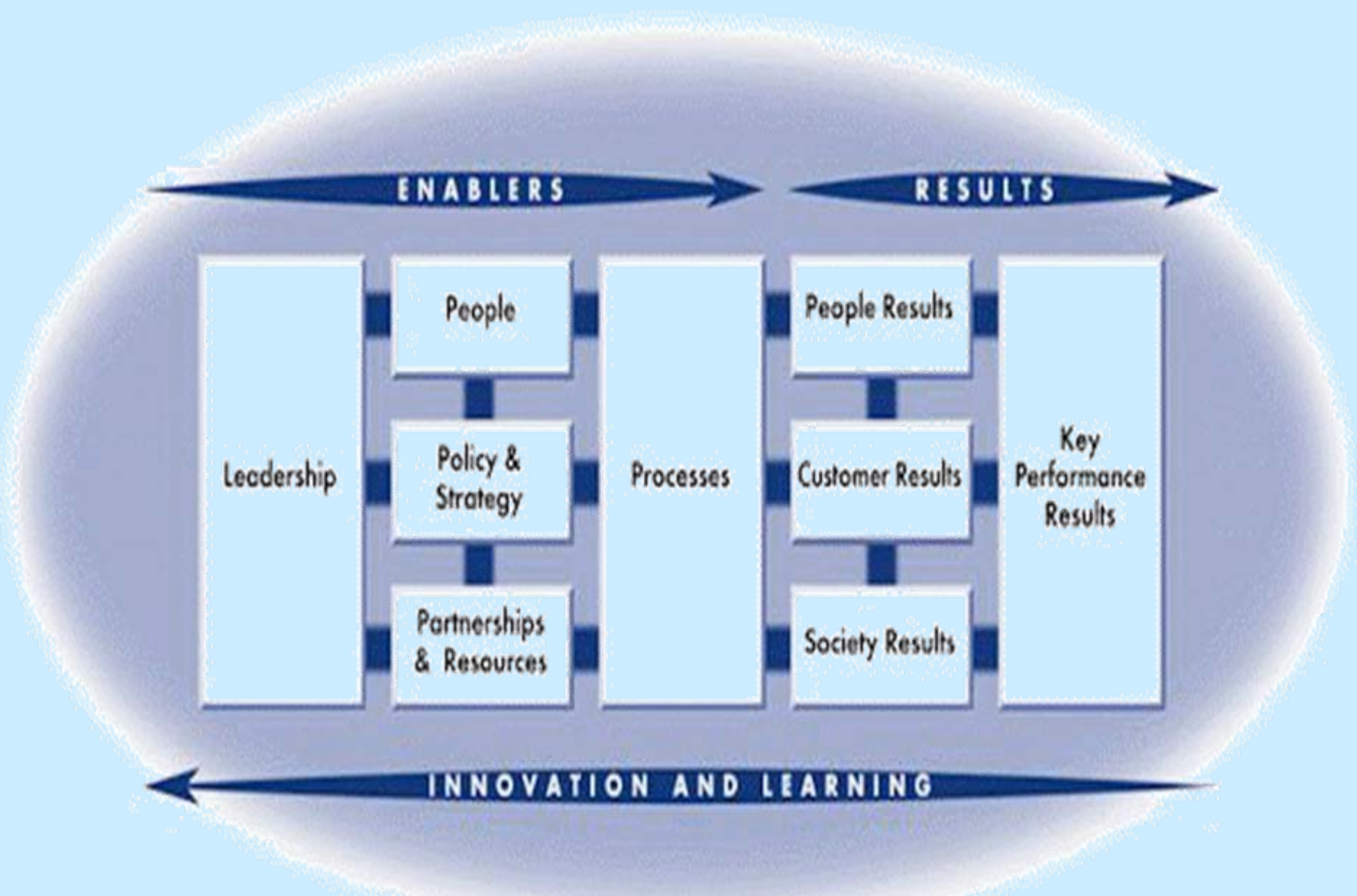


Lévy

Dassault  
Dassault

Checolux  
Scharp





ENABLERS

RESULTS

Leadership

People

Policy & Strategy

Partnerships & Resources

Processes

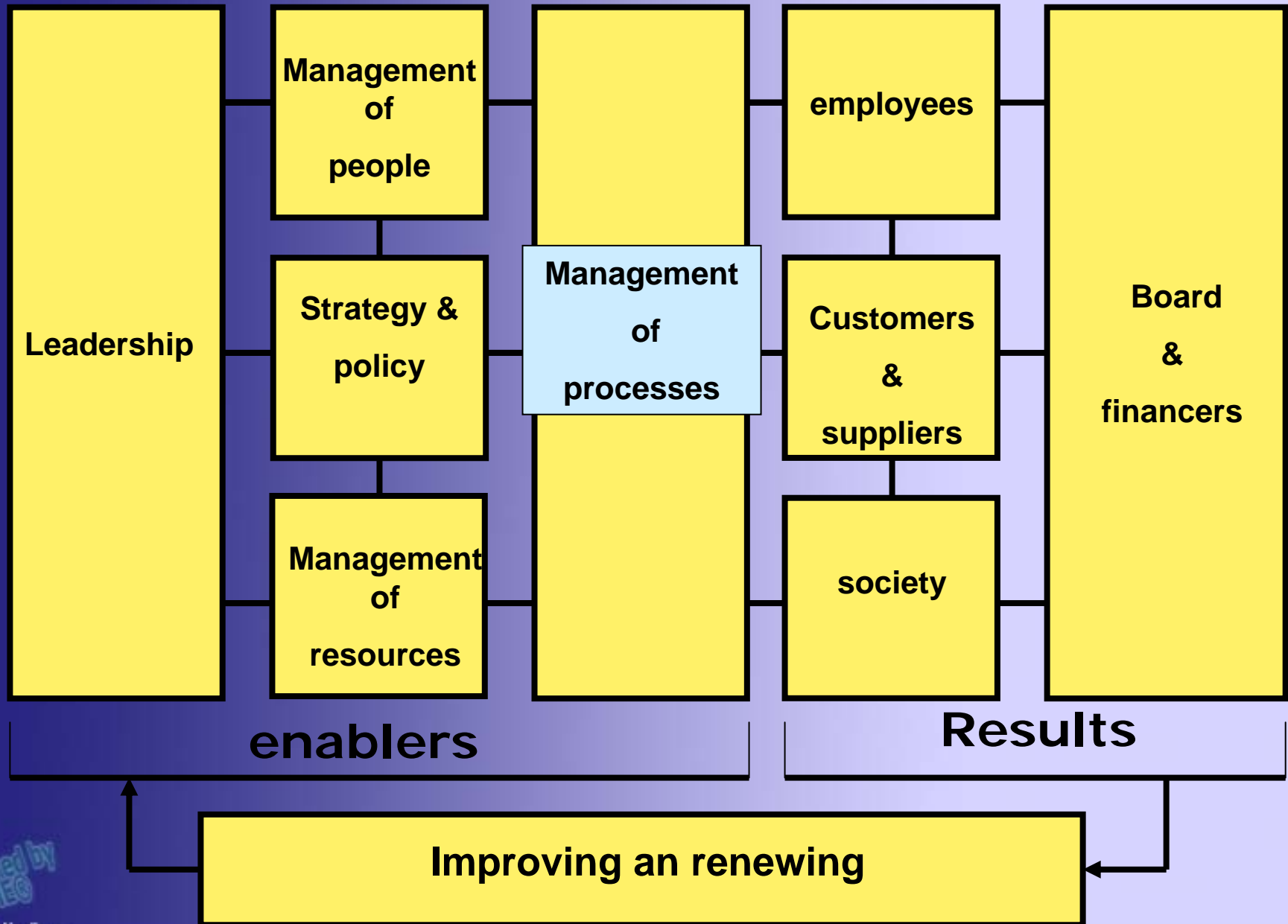
People Results

Customer Results

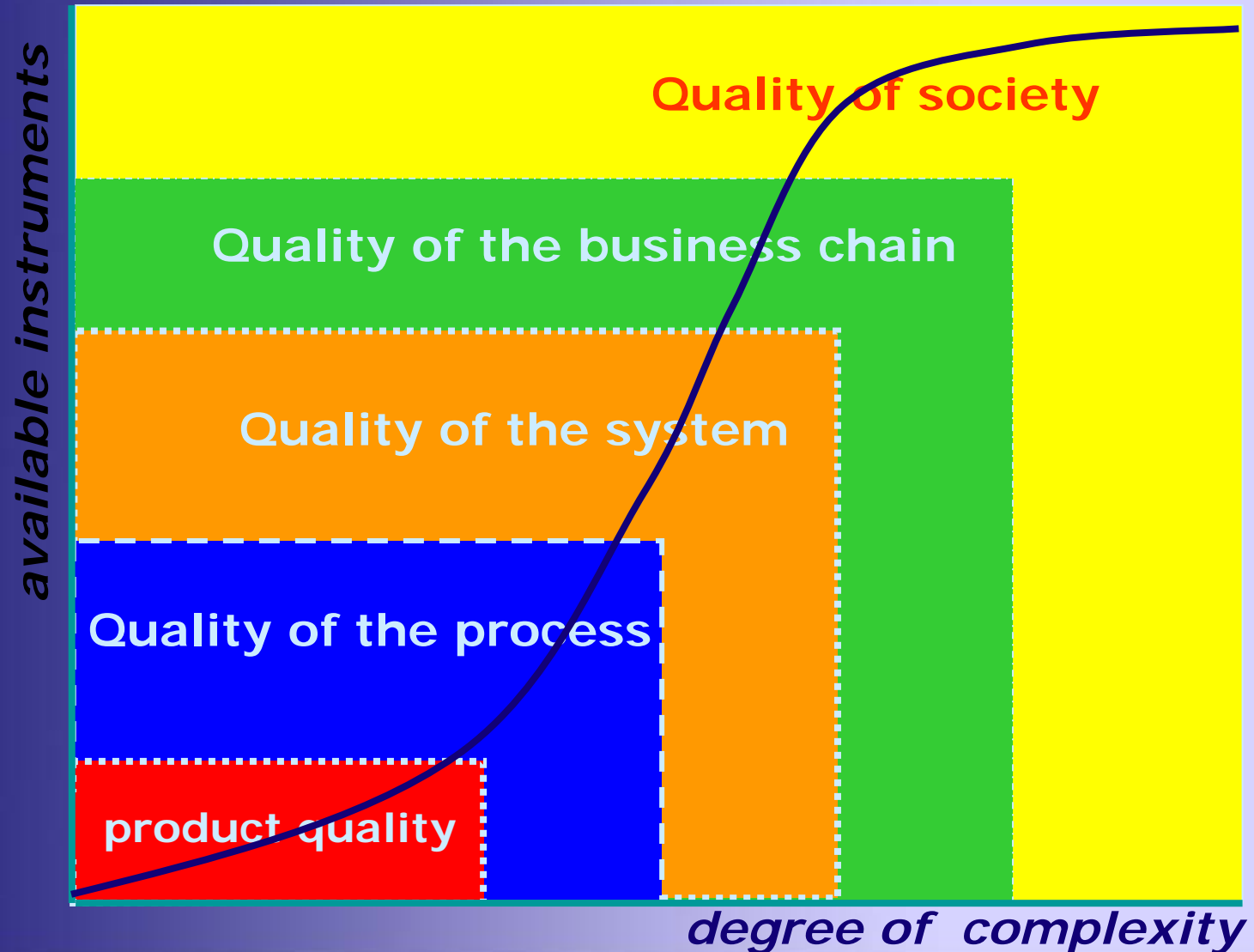
Society Results

Key Performance Results

INNOVATION AND LEARNING



## Regimes in quality management



*Als I'm convinced that natural selection is the most important but not the only mean for mutation*

*Charles Darwin*

## Processmanagement as phenomenon

### Processmanagement from the perspective of:

1. The function school
2. The administrative organization
3. Market oriented thinking
4. People oriented thinking
5. System thinking
6. Strategic and breakthrough thinking
7. Social psychological thinking
8. Quality thinking

*No society can be prosperous and happy  
where the majority is poor and miserable*  
*Adam Smith*

*according scientific management (function  
school) organizations strive for:*

- **maximalisation**
- **synchronisation**
- **centralisation**
- **concentration**
- **standardisation**
- **specialisation**

**Managerial attitude: exploitation**

*Quod non est in actis, non est in mundo*  
(no documentation no existence)

## Processmngt in the administrative organization

Describe and define processes to make possible:

- Monitoring money flows
- Controlling organisation on the bases of costs and
- Reporting results periodically
- Accounting for calculations and reports
- Modelling processes in schemes and procedures

Managerial attitude: suspicion

*Justification of organizational existence lies in its environment*

Process management from market oriented thinking

Open versus closed systems

Managerial attitude: **competition**

*Keiner denkt mehr, der ein System hat  
(people having a system stop thinking)*

*Jean Paul, Bemerkungen über uns närrische  
Menschen*

## Process management from system oriented thinking

- Cybernetics
- Synergetics (selforganization)
- Genetics

Managerial attitude: **understanding**



*Democracy is discussion*

*T.Masaryk*

Process management from people oriented thinking

Sociotechnique is striving for consent

Managerial attitude: **social cohesion**

*The hard core of the societal process is the individual, its desires and fears, its instincts and motives, its tendencies to the good and evil.*

*E. Fromm*

## Processmanagement from a social psychological view

**eliminating ambiguity, reflective cycles and collective structures**

**(Weick)**

**Managerial attitude: communicating**

*Money is a good servant but a bad master*

## Process management from strategic and breakthrough thinking

### The Four phase model ©

Intervention in organizations to increase

- More material assets
- More commercial assets
- More socializational assets
- More intellectual assets

Managerial attitude: **growth**

**Time for a new leap**



# Paradigms in quality mngt

The EFQM model  
degenerated into a control  
model

Control standards  
control charts  
criteria  
certification  
spc / six sigma

Jouslin de Noray

# Paradigms in quality mngt

## Continuous improvement:

- ✓ kai zen
- ✓ quality circles
- ✓ ISO 9000: 2000
- ✓ SPC/Six sigma
- ✓ EFQM/INK

# Paradigms in quality mngt

Breakthrough:

discontinuity

uncertainty

paradoxes

dilemmas

**complexity**

**time**

S  
ent

# Paradigms in quality mngt

## Reaching the essence

- Spirituality
- Aesthetics
- Values

s  
nt



