



Quality Tools that Outlast Managerial Trends

Questions and Discussion

ASQ Northern Virginia Section 0511
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Project-based quality tools abound

- Six Sigma, Lean, SPC, QFD, TQM, FMEA, Quality Circles ... all provide tools that are situation specific
- Commitments to implementations of these programs themselves are only medium term
- How do we embed quality thinking into planning and execution practices that are lasting?



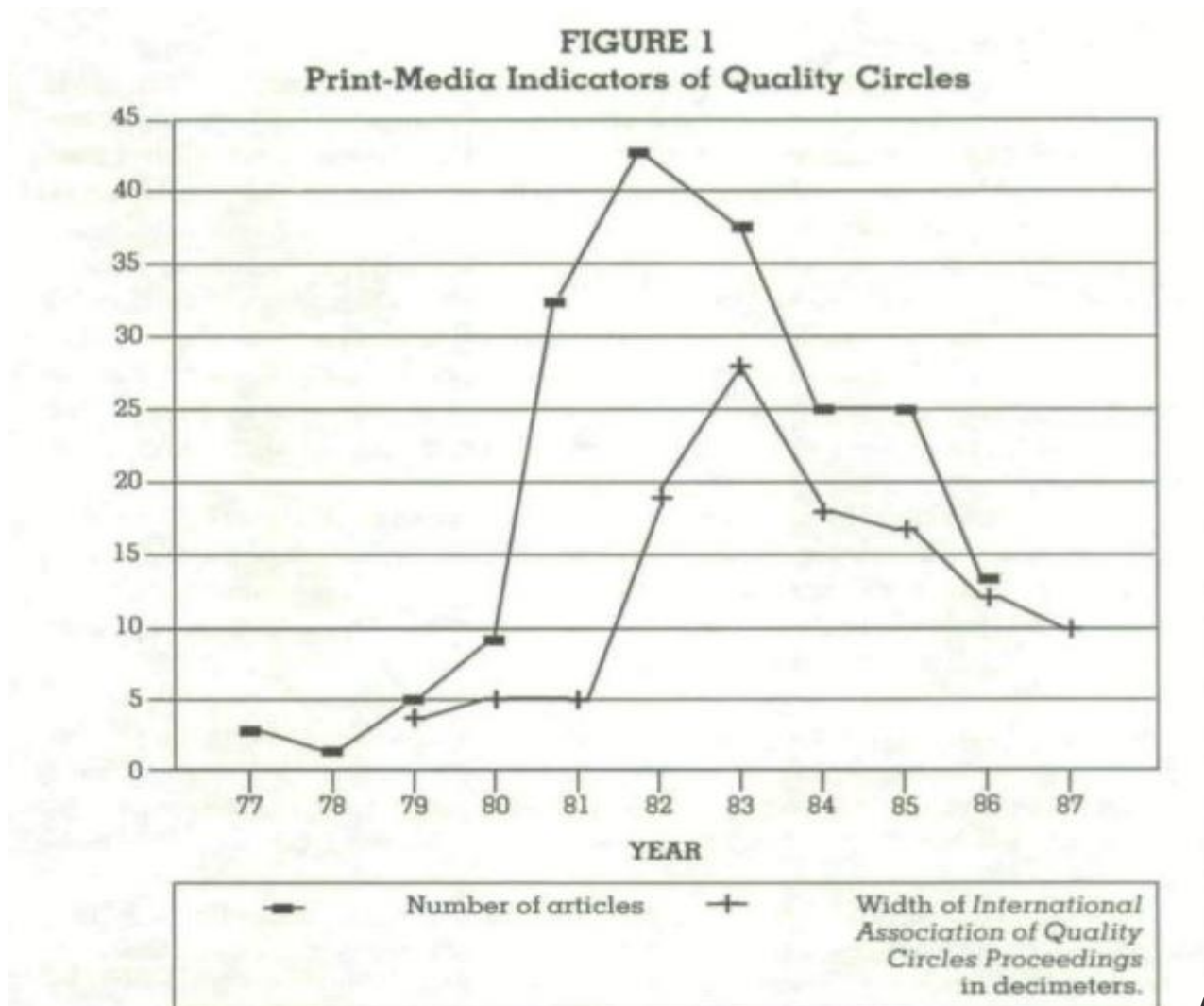
Management Fashion & Fads

- 'Organizational performance gaps opened by technical and economic environmental changes do not shape the demand for management fashions; sociopsychological forces do instead' (Abrahamson, 1996: 255)
- 'Process by which management fashion setters continuously redefine both theirs and fashion followers' collective beliefs about which management techniques lead rational management progress' (257)

Abrahamson, E. 'Management Fashion' *Academy of Management Review* 21:1, 1996, 254-285.

Management Fashion & Fads

- 'Quality Circles exemplify management fashion'



Surges and Fluctuations

- 'Historical data suggest that since the 1870s American managerial discourse has been elaborated in ***waves that have alternated between normative and rational rhetorics....*** surges and contractions in the rhetorics of industrial betterment, scientific management, welfare capitalism/human relations, systems rationalism, and organizational culture/quality.' (Barley & Kunda, 1992: 363)

Surges and Fluctuations

- 'Standard theories of ideological change are shown to be inadequate for explaining either the general pattern or the timing of the surges.'
- '...the tendency for innovative surges of managerial theorizing to alternate between rational and normative rhetorics of control appears to be rooted in cultural antinomies fundamental to all Western industrial societies: ***the opposition between mechanistic and organic solidarity and between communalism individualism.***' (Barley & Kunda, 1992: 363)



Sources of Fashion Trends

- Ideological
- Aesthetic
- Political
- Economic
- Administrative regime change



Most durable tools and practices

- What have been the most durable and well-received tools and practices?
 - Across time within a particular organization
 - Across various settings
- Lean, SIPOC, Fishbone, Process Maps?
- Any particular orientation to technology?
 - Simple tools
 - Dependent on a system
 - Minitab
 - BPA Mapping



Connected to other departments?

- Were any of these tools embedded in planning or execution processes outside of quality?
 - Strategy planning
 - Project planning
 - Technology infrastructure planning
 - Contracting
 - Budgeting



What are the classics of quality

- How best to embed quality thinking and practices that outlast the trends of management fashion?
- What are the true classics of quality?
 - Little black dress
 - French blue collared shirt
 - Charcoal grey suit