Chapter 5

Quality Culture
What a Quality Culture Is???

1) To understand a Quality Culture, one must first understand a Organizational Culture.

2) Organizational culture: is the everyday manifestation of Organization’s underlying values and traditions.

3) An organizational culture has the following elements:
   A. Business Improvement
   B. Organizational Values
   C. Cultural Role Models
   D. Organizational Rites, Rituals and Customs
How Are Organizational Cultures Created?

Organizational Cultures are Created through:

1) The value system of decision makers.
2) Expectation
3) Stories passed.
What is Quality Culture??

Quality culture is an organizational value system that results in an environment which leads to the establishment and continual improvement of Quality. Quality culture consists of values, traditions, procedures, and expectations that promote quality.
Explain the differences between Quality Culture and Traditional Cultures???
Quality Culture vs. Traditional Cultures

Organizations that develop and maintain a quality culture will differ significantly from those with a traditional culture in the following areas:

- Operating Philosophy
- Objectives
- Management Approach
- Attitude towards Customers
- Problem-Solving Approach
- Supplier Relationship
- Performance-Improvement Approach

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<th>Operating Philosophy</th>
<th>Traditional Cultures</th>
<th>Quality Culture</th>
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<td></td>
<td>Focus on return on</td>
<td>Focus on doing what is necessary to exceed the reasonable expectations of customers.</td>
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<td>investment and short term profit.</td>
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<td>Objectives</td>
<td>Short - term objectives</td>
<td>Plan strategically</td>
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<td>Management Approach</td>
<td>Managers think and employees do</td>
<td>Managers are seen as coaches of the team</td>
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<td>Attitude towards Customers</td>
<td>Look inward</td>
<td>Customer focused</td>
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<td>Problem-Solving Approach</td>
<td>Expend more energy on deflecting or assigning blame than on identifying the root cause of the problem</td>
<td>Identifying and isolating the root cause so that the problem</td>
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<tr>
<td>Supplier Relationship</td>
<td>Kept at arm’s length in relationships that are often adversarial</td>
<td>Viewed as partners</td>
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<tr>
<td>Performance-Improvement Approach</td>
<td>Performance improvement is an erratic, reactive</td>
<td>Continual improvement of processes, people, product.</td>
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Activating Cultural Change

Why the cultural change must precede or at least parallel the implementation of total quality???
To attempt the implementation of total quality **without creating a quality culture** is to invite failure, so, for several primary reasons, cultural change must either precede or at least parallel the implementation of total quality, these reasons are:
1- Change can not occur in a hostile environment: بيئة معادية لتطبيق إدارة الجودة
Total Quality approach might be radically different from what the management is accustomed to اعتادوا على.

2- Moving to Total Quality takes time:
In a conversion to Total Quality, positive results are rarely achieved in the short run.

3- It can be difficult to overcome the past: Employees might remember earlier fads and gimmicks عد (الموضات) والأساليب الإدارية الجوفاء (الحيل) and characterize total quality as being just the latest one.
Why we need to change some leaders to activate cultural change?

1) Cultural change is one of the most difficult challenges an organization will ever face. **Leadership** from the top is essential.
2) Sometimes, an organization’s culture simply cannot be changed without a change in leadership: Senior Executives who fail to comprehend the need to change, who fail to create a sense of urgency when needed and who fail to follow through the changes they initiated are poor candidates to lead an organization through a major culture change.

3) Culture change requires support, ideas, and leadership from employees at all levels.
Important factors for Laying the Groundwork for Quality Culture
وضع حجر الأساس لثقافة الجودة

Establishing a Quality Culture is look like constructing a building. According to Peter Scholtes, Management should begin by developing an understanding of “laws” of organizational change. They are:
A. Understand the History behind the Current Culture.
B. Don’t tamper لا تتلاعب with Systems – Improve Them.
C. Be prepared to Listen and Observe.
D. Involve Everyone Affected by Change in Making It.

For Laying the Groundwork for Quality Culture, there are 10 -step model that quality can use to establish a solid foundation for quality culture in any organization:
10 -step model that quality can use to establish a solid foundation for quality culture in any organization

1. Understand: Quality at its heart is a cultural concept. Organizational culture is set by the CEO and executive managers. You can not implement TQM without understanding the Organizational culture.

2. Assess: Asses existing corporate culture by completing a survey instrument, and the average for each criterion should be compiled.

3. Plan: Based on the survey results, for example, if the employees do not know the mission of the organization, specific actions should be planned for correcting this problem.
4. Expect: Provide quality related training for personnel at all levels and set quality related goals for all teams, units, departments, and divisions in the organizations.

5. Model: Executives, managers, and supervisors must be role models for quality related attitudes and behaviors expected of personnel

6. Orient: New employee orientation should have a quality component.

7. Mentor: Organizations can help their new personnel develop quality positive attitudes and behaviors.
8. Train: All personnel need to understand that the organization’s survival depends on its ability to compete successfully.

9. Monitor: Quality positive attitudes need to be reinforced, and quality negative attitudes need to be corrected.

10. Reinforce and Maintain: Quality related attributes and behaviors should be factors in all decisions about raises, promotions, and recognition awards.
Learning What a Quality Culture looks like

Part of laying the groundwork for a quality culture is understanding what one looks like.

Any Executive team that hope to change the culture of its organization should:

- Know the laws of organizational change
- Understand the characteristics of organizations that have strong quality cultures.
Quality culture characteristics

1- Widely shared philosophy of management.

2- Emphasis on the human resources.

3- Ceremonies احتفالات to celebrate organizational events.

4- Recognitions شهادات التقدير and rewards المكافآت for successful employees.
5-Effective internal network for communicating the culture.
6-Informal rules of behavior.
7-Strong value system.
8- Higher standards of performance.
9- Defined organizational character.
Resistance to Culture Change

- Change is Resisted in any Organization.
- There are different perceptions to the same proposed change in an organization.
- Continuous Improvement means Continuous Change.
- Why Change is Difficult? Juran describes organizational change as “Clash between Cultures”
Fig 3. Steps in Facilitating Change

Step 1: Begin with a new advocacy paradigm.

Step 2: Understand the concerns of potential resisters.

Step 3: Implement change-promoting strategies.
1-Begin with a New Advocacy Paradigm
نموذج مناصر للتغيير

If change is to happen advocates must begin with different questions:

- Who will be affected by this change?
- How will be affected by this change?
- How will the changes be perceived by those it affects?
- How can he concerns of change resistance be alleviated؟
2-Understand the concerns of potential resisters

People resist change for the following reasons:

1) **Fear**: People fear the unknown.

2) **Loss of Control**: Change can threaten their sense of security.

3) **Uncertainty**: People like to know where they stand.

4) **More Work**: Change sometimes means more work. People may have to learn more information or develop new skills.
3-Implement Change Promoting Strategies:

1. **Involve Potential Resisters:** This will help potential resisters develop a sense of ownership in the change, that can turn them to advocates.

2. **Avoid Surprises:** Surprising potential resisters will turn them to committed resisters.

3. **Move Slowly at First:** It is necessary to let potential resisters to evaluate the changes and find ways to alleviate problems.
4. Start Small and be Flexible: It is less threatening and valuable resources are not wasted moving it in the wrong direction.
5. Create a Positive Environment: Not rewarding risk taking or punishing employees for resistance ideas will undermine change.
6. **Incorporating the Change:** In the existing organizational culture if possible.

7. **Providing a Quid Pro Quo:** require something, give something – pay before or after the implementation for the extra work إعطاء مقابل.

8. **Respond Quickly and Positively:** A quick response can often eliminate the concern before it becomes a problem.
9. **Work with Established Leaders:** The best way to get their (supervisors, team captains, etc.) support is to involve them in the planning.

10. **Treat People With Dignity and Respect:** Acknowledges that human resource is the most valuable asset.

11. **Be Constructive:** Change must be made for the sake of continual improvement.
Steps in Conversion to Quality culture

1. **Identify the changes needed:** Involve the entire workforce in a survey stratified by level (executive management, middle management, first line employee, etc)

2. **Put the Planned Changes in Writing:** The assessment will identify improvements that need to be made.

4. Understand the Emotional Transition Process: Transition consists of 7 steps:
A. Shock
B. Deny (Denial)
C. Realization التحقق والادراك
D. Acceptance
E. Rebuilding
F. Understanding
G. Recovery الاستعادة والانتعاش
5. Identify Key People and Make them Advocates: Those who can facilitate and those that can inhibit implementation of the change. Allow advocates and inhibitors opportunities to state their cases and record all concerns.

6. Take a Hearts and Mind Approach: Concerns should be answered in an impartial, patient, non defensive manner. People tend to react to change more on an emotional (heart) level than intellectual (mind) level.
7. Apply Courtship Strategies

استراتيجيات التودد: Move slowly but deliberately towards the desired end.

8. Support, Support, Support:

Material, moral, and emotional support needed by people undergoing change must be provided.
Maintaining a Quality Culture

In order to maintain quality culture, organizations must foster the following behaviors:

1) Maintain an awareness of quality as a key cultural issue.
2) Make sure that there is plenty of evidence of quality leadership.
3) Empower employees and encourage self-development and self-initiative.
4) Recognize and reward the behaviors that tend to nurture and maintain quality culture.