

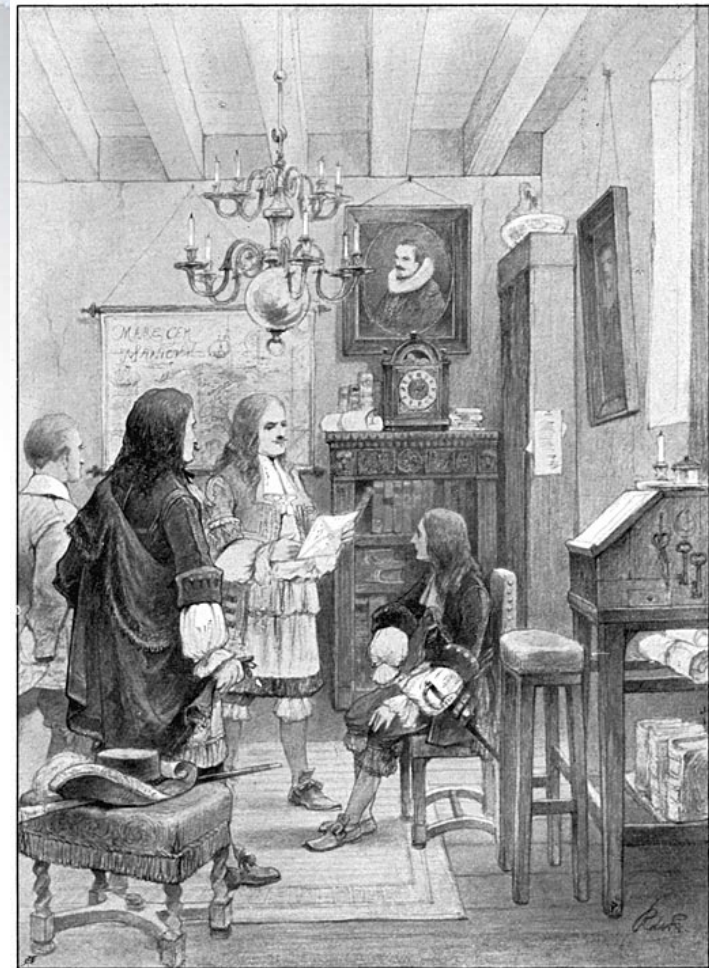
From quality to capability

Le histoire se répète?

- What is quality?
- Was everything better in the “good old days”?
- Used there be a stronger focus on technical aspects?

- Expert
- The master and his fellow
- Quality was a (technical) good product

(costs were of lesser importance, due to the fact that competition was different)



WO II:

- Exchangeability of components
- Streamlining the organization

- Rise of Japan by means of American statisticians:
Deming (Plan, Do Act Check),
Juran (fitness for use)
- Taylorism
- Primary focus process optimizing
(technical approach)

- Findings:
- Missing link: human capacity in the organization
- Change of focus: from technical capacity to human capacity in the organization



- Motivation for these findings :
- Change of demands; not only the technical quality of a product, but more...
- Flexibility (adjusting to the demands).

Result: combining instructions and procedures
(= tuning human professional behavior)

- Instructions and procedures are not flexible
- Ignorant slogans; say what you do and do what you say.

- Human behavior is not to be tuned
- Labor Union: Punctuality
- Focus on managing the procedures
- Adjusting the style of management and necessary tools

- Sea-gull management
(self-acting groups)



- Mushroom management
(learning how to delegate and trust)



- Change management
(turn around management)



- Process indicators:
critical process points
critical points for success
success factors (remaining positive)
performance indicators
- Balanced score card
Heart of the organization
(again old news refreshed)
- Vision, mission, policy

- The success of procedures depends on people
- There is only one critical point for success:
The human factor
- Education, qualification and permanent development of employees
- Knowing what you are doing
- Definition of KPI's

- Certification of Personnel
- Process indicators to enable employees to successfully manage procedures

CONCLUSIONS

- Importance of the human factor
- Quality is capability:
combination of technology, human ability
(process indicators), stake holders opinion
- Soon the Master and his fellow again?
(social acceptance)



**Thank you
for your interest**

