



BEST PRACTICE New Behaviors for Management

Implementing quality management requires a culture change. Learning new types of behavior leads to that change. Some new behavior modes are discussed below.

Traditional Management versus Quality Management

Most managers practice traditional management. They have been taught to control their organization and employees, using an “I’ll tell you what to do, and you’ll do it” mentality. Many managers look at the short-term because their commitment to the organization is short range.

The key differences in philosophy between traditional management and quality management environments are illustrated in Table 2-1.

Table 2-1 Traditional versus Quality Management Philosophy

Traditional Management Philosophy	Quality Management Philosophy
Controls each result	Use the process
Who made the error?	What allowed the error?
Correct the error	Reduce variation and prevent the error
Employees are the problem	Refine the process
Management accountable to their manager	Management accountable to the customer
Competition between organizations	Teamwork
Motivation from fear of failure	Motivation from within (self)
Management of outputs (results) – focusing on detection of defects	Management of process inputs – methods or sources of variation that focus on preventing defects
Fire fighting	Continuous process improvement
Accomplishment from meeting quotas, the monthly or quarterly bottom line	Accomplishment from long-term impact of improving processes

The culture change required to build a quality management environment is significant. Management must change its philosophy, practices, and assumptions about work and people. The biggest mistake usually made when implementing a quality management environment is underestimating the cultural changes that must occur and the time required for accomplishing these changes. It is usually

felt that only a few control charts are needed, and little effort is made to change the culture of the organization.

The programs needed to change from a traditional to quality management culture must be customized for an organization and its current culture. Table 2-2 illustrates cultural changes that can be made.

Table 2-2 Quality Management Cultural Changes

Category	Traditional Culture	Quality Management Culture
Mission	Maximum return on investment (ROI), management by objectives (MBO)	Ethical behavior and customer satisfaction, climate for continuous improvement, ROI as a measure of performance
Customer Requirements	Incomplete or ambiguous understanding of customer requirements	Uses a systematic approach to seek out, understand, and satisfy both internal and external customer requirements
Suppliers	Undirected relationship	Partnership
Objectives	Orientation to short-term objectives and actions with limited long-term perspective	Deliberate balance of long-term goals with successive short-term objectives
Improvement	Acceptance of process variability and subsequent corrective action as the norm	Understanding and continually improving the process
Problem-Solving	Unstructured individualistic problem-solving and decision-making	Predominantly participative and interdisciplinary problem-solving and decision-making based on substantive data
Jobs and People	Functional, narrow scope, management controlled	Management and employee involvement, work teams, integrated functions
Management Style	Management style with uncertain objectives that instills fear of failure	Open style with clear and consistent objectives, encouraging group-derived continuous improvement
Role of Manager	Plan, organize, assign, control and enforce	Communicate, consult, delegate, coach, mentor, remove barriers, and establish trust
Rewards & Recognition	Pay by job, few team incentives	Individual and group recognition and rewards, negotiated criteria
Measurement	Orientation toward data gathering for problem identification	Data used to understand and continuously improve processes

References

Guide – CSQA Common Body Of Knowledge, V6.2