

55th EOQ Congress
World Quality Congress
Budapest, Hungary - June 20-23, 2011

"Navigating Global Quality in a New Era"



June 21, 2011 (Tuesday) 55th EOQ Congress

CONCURRENT SESSIONS
KEMPINSKI HOTEL CORVINUS

Tuesday 13:30 – 17:30
Erzsébet tér 7-8, Budapest V.

REGINA BALLROOM III.

Tuesday 13:30 – 15:00

12.1. MANAGEMENT OF QUALITY OR QUALITY OF MANAGEMENT I.

Session Chair: *Lars Sörqvist, Sandholm Associates and Royal Institute of Technology, Sweden*

13.50 Strategic Thinking, Planning and Action

Margery Mayer, Kaplan University and Global Operations Experts, USA

Mayer, Margery (USA)

Margery Mayer has a PhD in Leadership and Organization and focuses on global operations. She makes sure that communications are clear so that the organization can operate successfully. She developed communications plans that reflect who, what, when, where, and why information is delivered in the right level of detail to the right people, at the right time. Her slogan has been, "Do it right or do it forever".

Margery provides goal-oriented, pragmatic, and reliable oversight and execution. Her experience comes from many years of working with global leaders to solve leadership, organizational and communications issues.

She currently teaches Business and Strategy, and Group Dynamics and Communication for USF (University of South Florida) and Kaplan Universities. She facilitates workshops in Strategic Planning for the American Management Association (AMA) across the US.

Her last book was published in 2010: „The Virtual Edge: Embracing Technology for Distributed Project Team Success”.

Strategic Thinking, Planning and Action

Margery Mayer, Ph.D

Enabledware
Chief Operating Officer
June 20-23, 2011

- 55th EOQ Congress, Budapest, Hungary
“World Quality Congress”

Agenda



- Conducting a SWOT analysis
- Identifying Assumptions and Recommendations
- Developing Action Plans, Metrics and Success
- Q&A

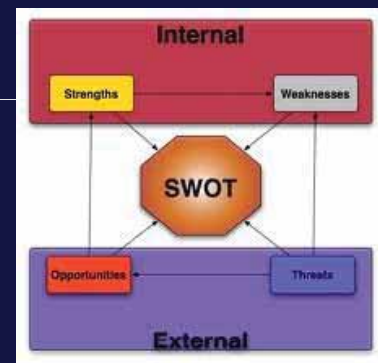
Internal Analysis SWOT

- **Identify the problem to be analyzed**
 - What is the cause?
 - What is its affect on the organization?
 - Where is its source?

- **Conduct a SWOT analysis**

Strengths - What are they doing right; what are their core competencies, their focus?

Weaknesses - Why do they do things in a specific way; what caused a situation? Uncover broken processes, employee capability issues, or assumptions about responsibility.



External Analysis SWOT

Conduct a SWOT analysis

External Analysis:

Opportunities - Do they have a product or service that is unique and allows them to be a leader in their market?

Threats - Where is the organization in its industry; Is there a threat of entry into a new market; security of its proprietary information or the appearance of a major competitor that had not been as visible before?



SWOT Analysis Template – Internal

Strengths

- What are the organization's capabilities?
- What makes them unique; their differentiation?
- What are their core competencies?
- Do they have streamlined operations?
- Is this an organization that people want to work for?
- Is their management well known for their effectiveness?
- Are their values and beliefs ones that inspire others?

Weaknesses

- What are their gaps in capabilities or skills?
- What is their reputation and position in their industry?
- What are their known vulnerabilities?
- Do they deliver to customer expectations?
- Are their processes well documented?
- Is the culture one of collaboration and support?
- Do they have high turnover?
- Has the economy negatively affected their staffing?

SWOT Analysis External

Opportunities

- Has the economy affected their customers in a way they can help?
- Do they have technology that others do not?
- Are they global and therefore unique in their industry?
- Are there new markets that they can enter?
- Do they have new research in an area?
- Do they have partners or distributors for their products or services?
- Is their competition struggling in some way?

Threats

- Are there political influences that may affect them?
- Are they subject to new or pending legislation?
- Does the environment influence their business?
- Has the market demand dropped?
- Has downsizing caused a reduction in staff capabilities?
- Have they lost key individuals?
- Has the economy negatively affected their business?

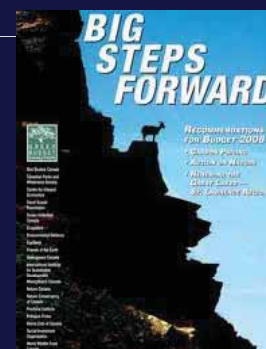
Assumptions & Recommendations

o Assumptions

- o Identify expectations that need to be addressed.
- o Identify what may or may not be relevant
- o Gain agreement on the expectations for success.

o How to use the SWOT

- o Identify recommendations from opportunities and threats
- o Identify new differentiation opportunities
- o Recommend new project funding
- o Confirm a global presence advantage
- o Do you need innovation to overcome competition?

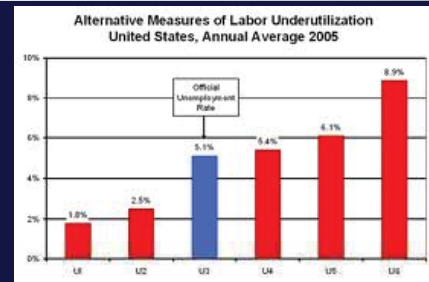


Use Effective Action Plans

Date	Description	Resource	Due Date	Actual
1705 - 1	Conduct market research	Steve	21 May	complete
1705 - 2	Identify key competitor's products	Sam	28 May	complete
1705- 3	Facilitate meeting to determine which products to work on	Tessa	18 June	complete
1705 - 4	Meet with engineering staff to develop work plans	Sam	24 June	
2306- 1	Confirm work plans and begin projects	Sam	30 June	
2306 - 2	Confirm weekly meetings for teams (understand time zone conflicts)	Sam	30 June	

Controls and Measures

- Identify financial and non financial controls.
- Examples of areas to measure are: organizational performance; profitability or market penetration; key performance indicators.
- Understand the risks
- Anticipate areas that you control as well as ones you do not
- Periodically review the progress towards achieving objectives



Success Criteria

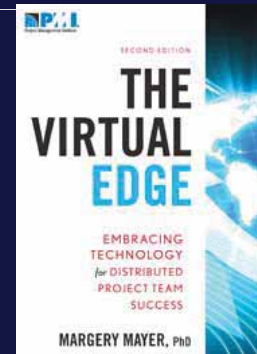
- Define success for the organization
- Examples - acquiring a new customer, completing projects on time and budget
- Intangible criteria - customer or stakeholder satisfaction. How do you measure this?
- Step back and ask what the completion is doing.



Success criteria must be determined and agreed upon at the start of any planning

My New Book:
**The Virtual Edge: Embracing Technology for
Distributed Project Team Success** 2nd edition

- Researched large, medium and small companies
- Participants from: US, Spain, Netherlands, UK, India, Canada, Switzerland
- Similarities and difference in large, medium and small categories
- Identified communications techniques and strategies



Q&A

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