

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

"Navigating Global Quality in a New Era"



June 22, 2011 (Wednesday) 55th EOQ Congress

CONCURRENT SESSIONS
KEMPINSKI HOTEL CORVINUS

Wednesday 8:30 – 12:30
Erzsébet tér 7-8, Budapest V.

REGINA BALLROOM III.

Wednesday 8:30 – 10:30

21.1. FUTURE OF QUALITY AND RISK MANAGEMENT

Session Chair: *Gregory H. Watson, Acting Chairman and President of the International Academy for Quality, Finland*

8.30 Anticipating the Future of Quality

Paul Borawski, American Society for Quality, USA

Borawski, Paul (USA)

Paul Borawski is chief executive officer for the American Society for Quality (ASQ). He has spent the last 24 years promoting the importance and value of quality. He was named “one of the most influential people in the field of quality” by Quality Digest magazine in 2005. The European Organization for Quality (EOQ) awarded him the Georges Borel medal in 2006 for his contributions to the European community and in 2010 the Argentine Society for Quality (IPACE) named him an Honorary Member for his contributions to quality in Argentina. He is a member of the Malcolm Baldrige National Quality Award Consortium; a Board member of the ANSI-ASQ National Accreditation Board, and a past president of the Council of Engineering and Scientific Society Executives (CESSE.)

Paul is a Fellow of the American Society of Association Executives and an ASAE Certified Association Executive. As a frequent speaker, sometimes author, Paul devotes himself to helping leaders understand a modern context for quality and then the identification of those all important next steps.

ASQ 2011

Anticipating the Future of Quality

Phase 1 – Forces of Change



Futuring

Living in the Future



Futuring

- A structured look into the future
- Aimed at enhancing anticipatory skills
- Involves:
 - **Identifying the forces shaping the future**
 - Scenarios in which those forces play out
 - Postulating the implications
 - Identifying sensors to signal changes
- Possibilities – large and small



No View of the Future Will Be Accurate

- Every view will be overtaken by unpredicted events
- That does not mean the identified forces are not still acting on the future
- Advantage still goes to those who anticipate
- Agility provides a premium in rapidly changing environments



Identifying the Forces of Change

- International Participation
 - 150+ Participants
 - 32 Different Countries
- Diverse Representation
 - Education, Government, Healthcare, Manufacturing, Not-for-Profit, and Service



Process (Fielded Feb-Mar 2011)

- All electronic involvement
- All anonymous entries
- Delphi technique – multiple approximations
- Seeded with 43 forces from reference sources and past studies
- Three rounds of “Pick 10” and tell why
- Consider new suggestions, mergers of forces to create new ones, patterns...
- Final round – Rank in order



2011 Forces



#1 Global Responsibility

- Globalization + Social Responsibility
- Scope - ISO (ANSI/ASQ) SR26000
- Evolving understanding of SR
- Impacts revenue and margin
- Dual drivers – enlightened leaders, informed consumers
- Philanthropy, less so – leadership more so
- Lifecycle stewardship



#2 Consumer Awareness

- Vastly increase knowledge
- Internet – widely available
- Social Media – instantly available
- Marketplace (drive radius to globe)
- Knowledge for consumer and organizations
- Massive databases of customer preferences
- Mass customization – economic quantities of 1
- Zero wait times
- Flexibility is essential



#3 Globalization

- Slipping down the list from #1
- From opportunity, to threat, to irreversible reality
- Local production and SR in the shadows
- Global customers and global supply chains
- Risk in unimagined proportions
- Growing complexity to imagine and manage
- In a world of finite resources



#4 The Increasing Rate of Change

- Technology is the gas pedal
- Population growth easing as fuel
- Threat and opportunity
- Growth is predictable, technology is not
- Hoped for solutions to – energy, hunger, pollution, housing, disease
- Emerging (disruptive) technologies – bio, nano
- Ever short product/service lifecycles
- Perilous replaces leading edge – first or ??



#5 Workforce of the Future

- New notions of talent, work, workplace, and learning
- Unemployment a thing of the past
- Retirement a thing of the past
- The search for talent will drive workplace flexibility
- New meaning for lifetime learning
- Challenge – capturing wisdom of the past
- “Formal” Education – shift from imparting knowledge to enabling learning
- Competency assurance=premium value



#6 An Aging Population

- A challenge to world resources
- Amplifying healthcare crisis
- Straining social welfare models
- Economics and labor demand will create new “golden years” concepts
- By 2025 the majority of the population will be 65+
- An emerging market of new before known proportions
- Quality of Life considerations



#7 21st Century Quality

- Quality is evolving
- Pride, inspection, assurance, prevention, perfection...
- Quality of produce to quality of enterprise
- Processes, systems, enterprises, “communities”
- Taking quality for granted = folly
- Quality in every sector including government
- Waste will be abhorrent
- Control and improvement, change and transformation
- Product, service, experience
- Quality differential – a competitive advantage



#8 Innovation

- Clearly the buzzword of the times
- Innovation vs R&D?
- Innovation vs Improvement?
- Innovation = lifeblood
- Increased rate of change demands mature change management practices
- Will innovation replace manufacturing as the source of wealth in a nation?



2011 Forces of Change


1. Global Responsibility
2. Consumer Awareness
3. Globalization
4. The Increasing Rate of Change
5. The Workforce of the Future
6. An Aging Population
7. 21 Century Quality
8. Innovation



2011 Forces of Change

1. **Global Responsibility** 

2. **Consumer Awareness** (new)

3. Globalization 

4. **The Increasing Rate of Change** (new)

5. **The Workforce of the Future** (new)

6. An Aging Population 

7. 21 Century Quality

8. **Innovation** (new)



What's Next?

- The study simply creates context for dialogue.
- "Stakeholder Dialogues"
- Implications to
 - Quality
 - Organizations
 - Quality practitioners



