

PSYCHOLOGICAL FACTORS AFFECTING THE SUCCESSFUL IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT INITIATIVES

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What Does it Take?

- We Know and Practice:
 - Commitment
 - Knowledge
 - Statistical Evidence
 - Process Management
 - Continual Improvement
 - Starting and Ending with Quality Materials



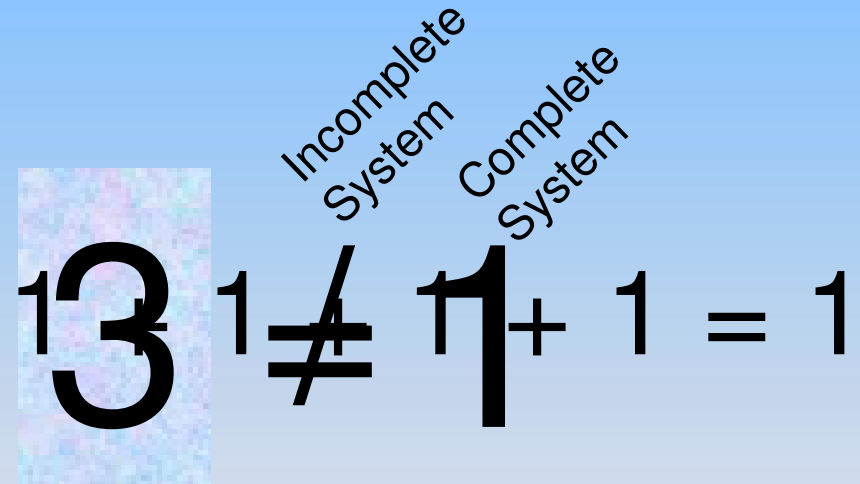
Is That Enough?

- Invested \$1 billion over 15-years in organizational change -> 30% improvement in bottom-line and 50% in increase market share (Parish, Cadwallader, & Busch, 1997)
- Failed quality improvement -> employees not valued even when management committed to quality improvement (Sim & Rogers, 2009)
- Employee fit with vision and manager and employee relationship quality directly related positively to success of continuous improvement programs (Parish, Cadwallader, Busch, 2008)



What is a Systemic View?

**Knowledge of Psychology is incomplete without Knowledge of Variation.
Any one or combination without all 4, “hard” and “soft”, is incomplete.**





Psychological Factors

The most important application of the principles of statistical control of quality...is the management of people Deming

Constasy of Purpose

New Philosophy

Reduce Fear

Information

Help & Leadership

Eliminate Adversarial Relationships

Customer Focus

Break Down Barriers

Permanent Commitment

Self-Improvement



National Cultural Factors Affecting Quality Implementation

- Job Satisfaction
- Masculine/Feminine Culture
- High/Low Power Distance
- Collectivist/Individualism
- Uncertainty Avoidance
- Trust Level
- Short-term/Long-term Orientation & Strategic Planning

Implementation Suggestions



- Small gains rewarded
- Allow time
- Establish obvious mutual goals (organization and employees)
- Simple and synchronized changes
- Share responsibility
- Reduce fear
- Strategically plan
- Less autocratic management style



Implementation Suggestions (cont.)

- Who is our customer?
- Develop opportunities for pride in work
- Employees cannot be the cause of problems but the solutions to finding special cases not common causes
- Actively seek bottom-up communication (fear must be reduced)



Implementation Suggestions (cont.)

- Encourage mistakes
- Establish spoken norms
- All levels of authority held to change practices and expected behaviors
- We do not get it right the first time-
continual change -> accept errors and
mistakes as potential opportunities for
change



Last Thoughts

- Romania can and has implemented complete and effective quality management programs
 - Leadership modeling
 - Acceptance of both “hard” and “soft” factors
 - Application of both “hard” and “soft” factors
 - Model & encourage innovation through mistakes
 - Measuring change provides way to acknowledge achievement



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