

From Quality Manager to Quality Innovator

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Abstract: The object of Quality Management also has changed into from the quality of the product to the quality of the service and quality of the management to produce them.

Company management corresponding to the management environment that suddenly changes is found and synchronization of business management with Quality Management is required now.

Quality Management as the tool of the conventional operations management should evolve to new Quality Management that creates innovation.

Therefore Quality Manger as Quality Profession must accomplish a change there to Quality Innovator. Quality Innovator is real "Change Leader" causing innovation in the company.

Keywords : Quality Profession, Radical Innovation, S Curve, Change Leader,

1. Introduction

Quality Management greatly have changed until today since the 1950s.

Even if there was such a change, the reason why Quality Management was always useful for corporate management was that Quality Management contributed a lot to solving management problems of the companies.

It is certain that the solution to such management problem is pursued in Quality Management in future.

On the other hand, the environment surrounding the management of the company have greatly changed since year 2000 in particular.

The management problem of the company has become bigger and changed by globalization of the company activity, a change of the external environment such as the rapid growth of the rising nations including China, Korea and India etc and maturation of the developed country economy.

In such dramatic change era, there are requests for Quality Profession only to keep conventional management style to rotate PDCA cycle effectively and efficiently, but also to discover new management problems due to environmental change and solve them.

It is discussed about new role and capability pursued in Quality Profession in this article.

2. Change of Quality Management and role of Quality Profession

Since 1950s, It is classified that the changes of Quality Management in following three phases, and the role of Quality Profession (QP) was changed according to three phases, too.

Phase I- Quality Control : the 1950s through the 1960s

It was the SQC(Statistical Quality Control) era where QC tools and statistical methods in mainly to improve the quality of the product in this Quality Control phase.

Phase II—TQC (Total Quality Control) : The 1970s through the 1980s

Day to Day Management and Cross Functional Management such as Quality Assurance were established and new Policy Management which was top-down management was developed in this TQC(Total Quality Control) phase.

Construction and spread of such those management systems were required for QP.

Phase III—TQM (Total Quality Management) : as of 1990s till now

A strategic thinking, a systems approach were demanded for QP on this phase of TQM (Total Quality Management) to introduce and spreads ISO9000s, Quality of Management concept to make products and services and a wider management system. In addition, integration of strategic management in business and operations management were expected.

3. Request for Innovation

On the other hand, many epoch-making products appeared in the market by development, of material technology, digital technology and progress of ICT (Information & Communication Technology) including the Internet since the late 1990s, and a big change to replace existing products by epoch-making products. This is innovation.

For example, Fig 1 shows the shifts from a film camera to a digital camera.

Fig 2 shows the rapid shifts from a cathode-ray tube type (CRT type) television to the flat television by liquid crystal television.

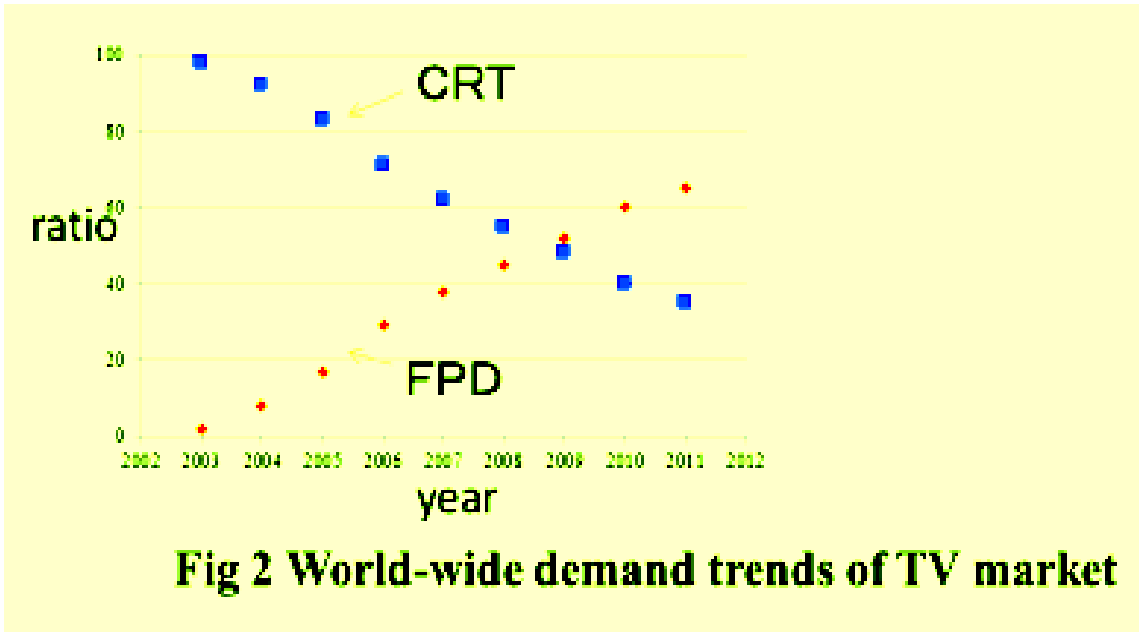
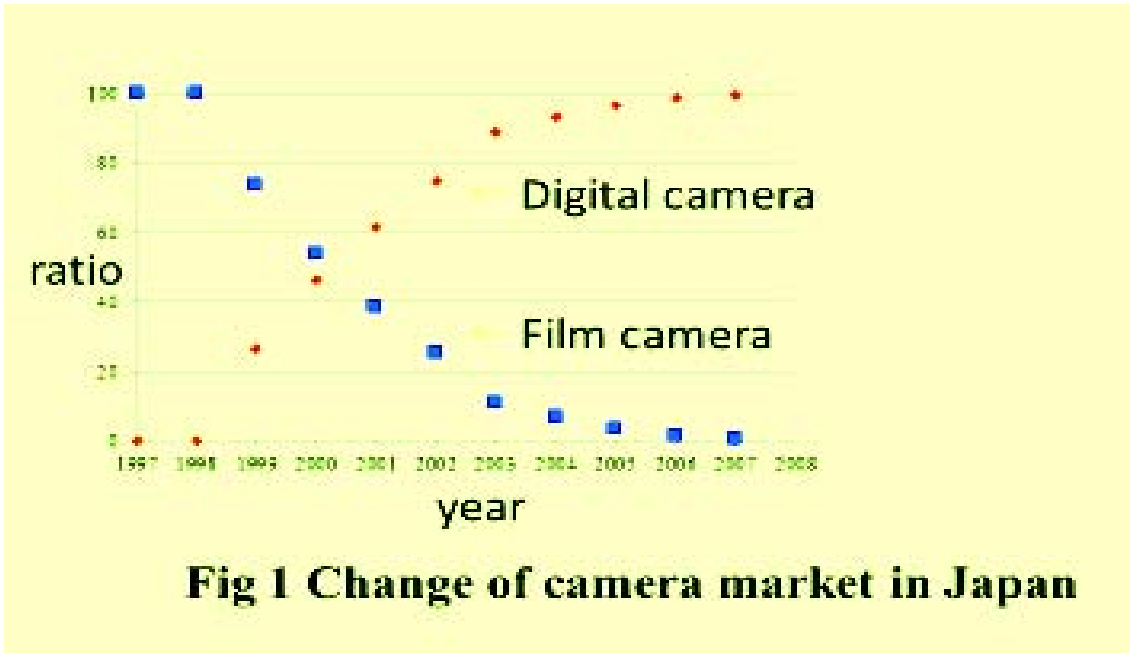
The shift got all into full swing from the late 90s, and an innovative product completely substituted with conventional products within approximately ten years.

And the companies which failed to keep up with a wave of this innovation were forced to the withdrawal from the market.

The representative is long-established camera and film manufacture Kodak of the No1 company.

In addition, Panasonic which mistook speed of the quality improvement by the innovation of the liquid crystal violates big failure, and the TV business brings about a big loss.

It is big task for QP in the future to have an innovation product and an innovation process in companies without taking the wrong direction of such an innovation and it is a new role.



4. Type of innovation

The innovation that brought the new growth of such a company is classified as follows.

(1)Product Innovation vs Process Innovation

Development and improvement of product and process in the phase of the TQM have been done. But now product innovation which changes a platform of product and process innovation which greatly changes concept and method of the sales and service process in addition to production process are expected.

J.A.Shumpeter of the prophet of Innovation showed that Innovation happened at various places.

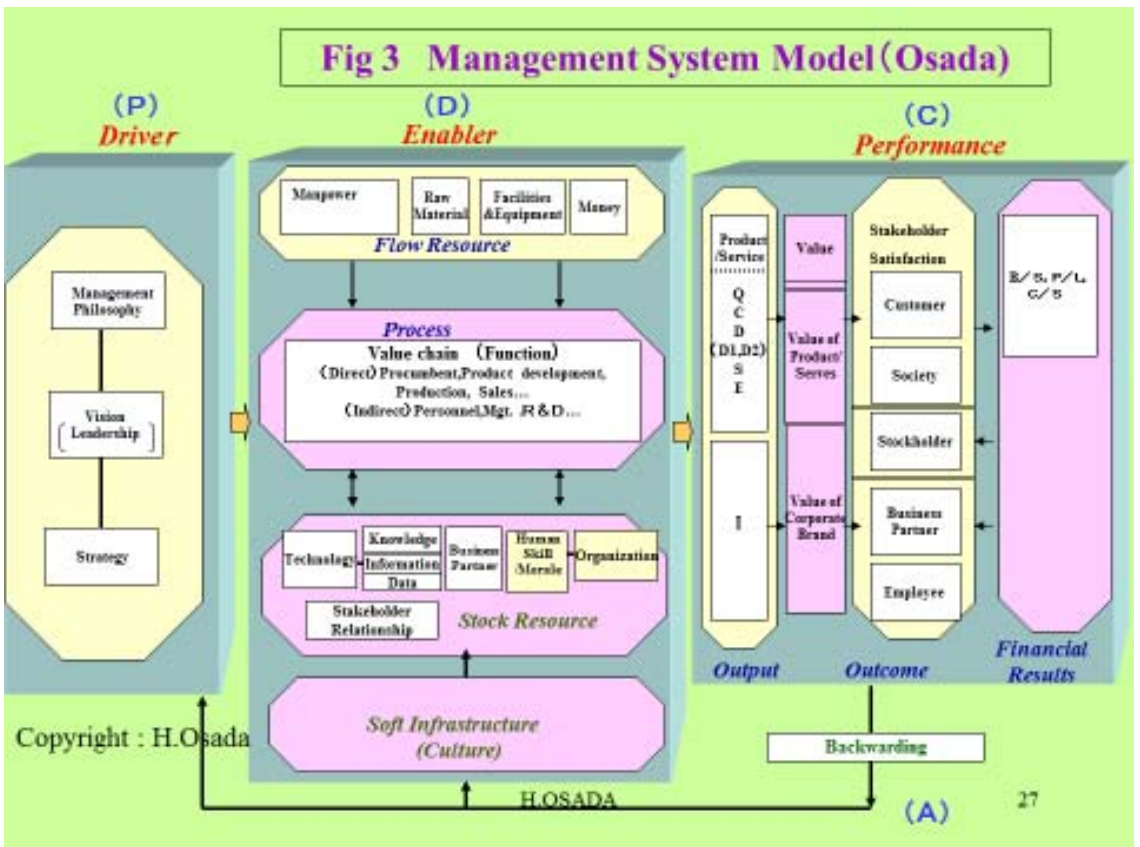
For example, innovation of product and service, am process innovation in production, sales and distribution, innovation of raw materials and parts, innovation of the organization.

The object of the innovation opens in this way, and it is hoped that QP causes innovation about the quality in particular.

Fig3 is Management System Model advocated by Osada, but the innovation is appropriate in this to create Outcome of Performance Cluster namely Customer Value

After setting adequate target of Output such as Q,C,D(D1,D2) to create Outcome, ,how to innovate Process and Resource of Enabler Cluster is required.

It goes without saying that Q (Quality) is the core in Output.



(2) Radical Innovation vs Incremental Innovation

The original innovation pointed at greatly revolutionizing the concept of the existing product like Fig 1, Fig 2, but a cell-phone took new features such as E-mail, Music, Camera in the evolution of the product after the shifts from a landline or to a cell-phone like Fig 4 and came to include the improvement that grew up in an object of the innovation recently.

The former is called Radical Innovation and the latter is called Incremental Innovation.

Creation of new S Curve such as Fig 5 is Radical Innovation, and it may be said that it is Incremental Innovation to push existing S Curve namely Plat Form progress.

Incremental Innovation is Improvement which QP propels it, and came, but a role as Innovator bringing up Radical Innovation in an organization in QP is expected from now on.

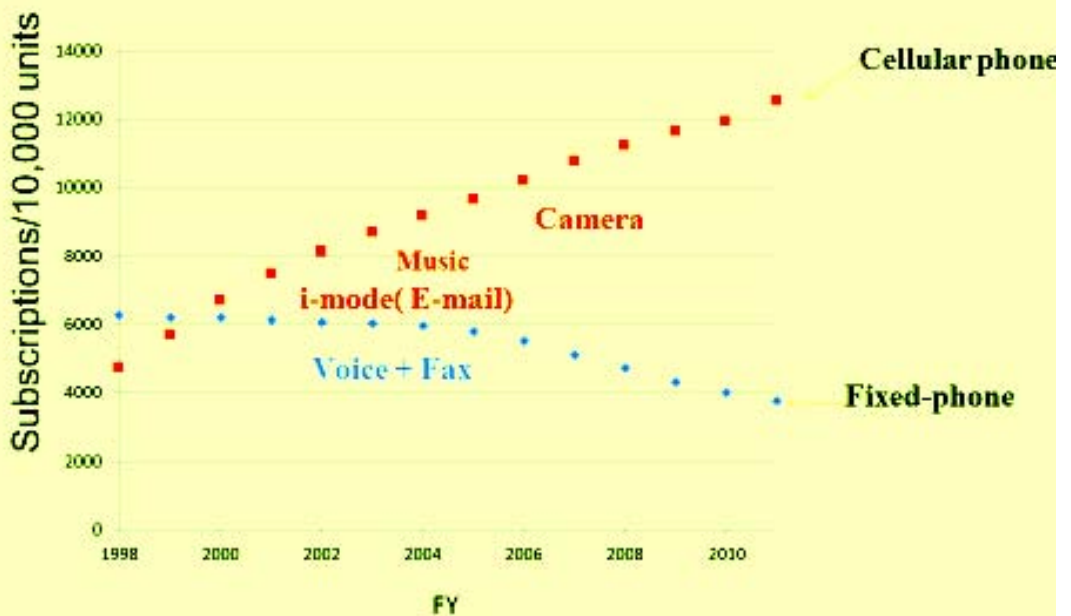
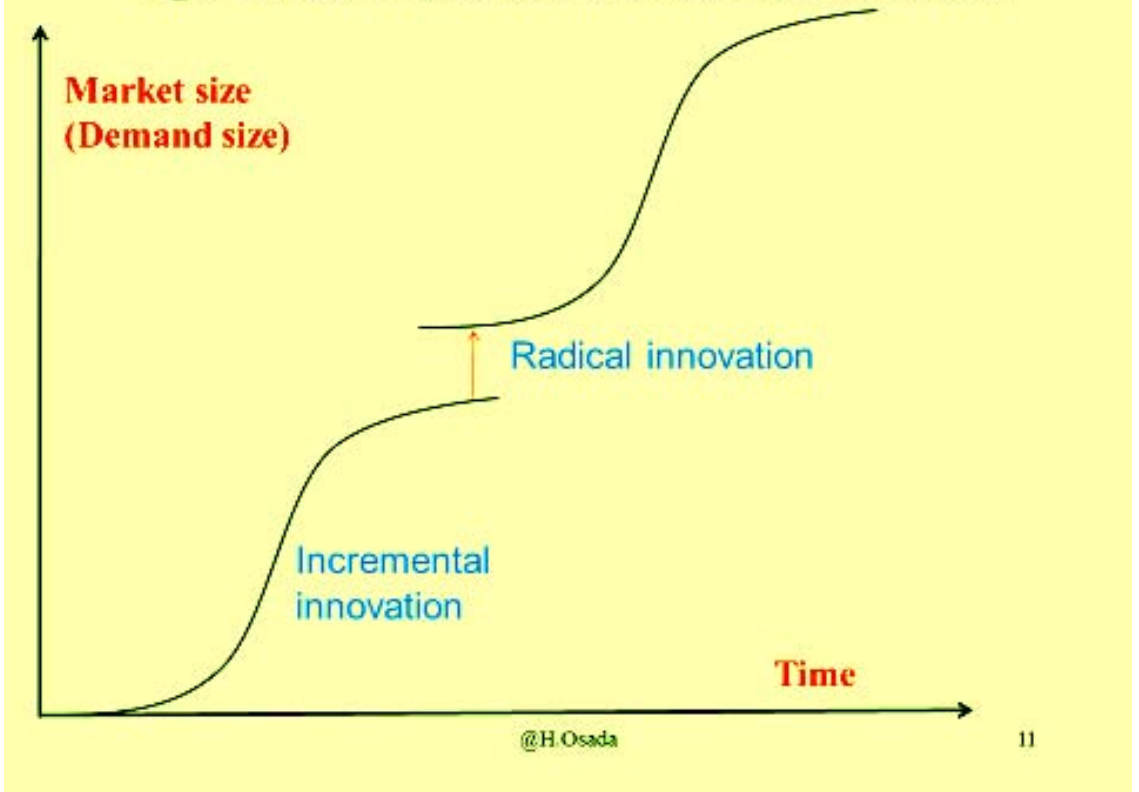


Fig4 Innovation-Change of telephone market in Japan

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Fig 5 Increase of S curve and Creation of new S curve



5. QP as Change Leader

A role of new Leadership as Quality Innovator to innovate Quality not an inheritance of management which went from before in this way to accomplish the growth that QP is sustained now or Change Leader is demanded.

A difference with management and leadership is considered here.

According to Kotter J, management refers to the processes such as program planning, the most suitable resource allocation for practice, its check, the solution to the problem and the control of the organization.

It is this namely to rotate PDCA Cycle which is a management cycle precisely.

On the other hand, a vision, strategic planning and the realization are pursued in leadership and show a vision, a strategy to all employees and let them understand it and are to perform motivation and empowerment for the realization.

And capability to accomplish a change is found in the practice process which is called innovation capability.

Approach of the achievement of this vision is the same as Radical Innovation process, and the former solution to the problem approach is Improvement approach and is Incremental Innovation approach.

Furthermore, Kotter gives 8 steps including the communication to raise continuation, the promotion of constant innovation etc for leadership action.

Furthermore, Osada mentions importance of predicting a change of the external environment and finding new problems and issues, capability to make the new concept of product and service. He also mentions importance of organizational culture to make innovation and accept innovation.

These may become the useful step for QP.

6. Conclusion

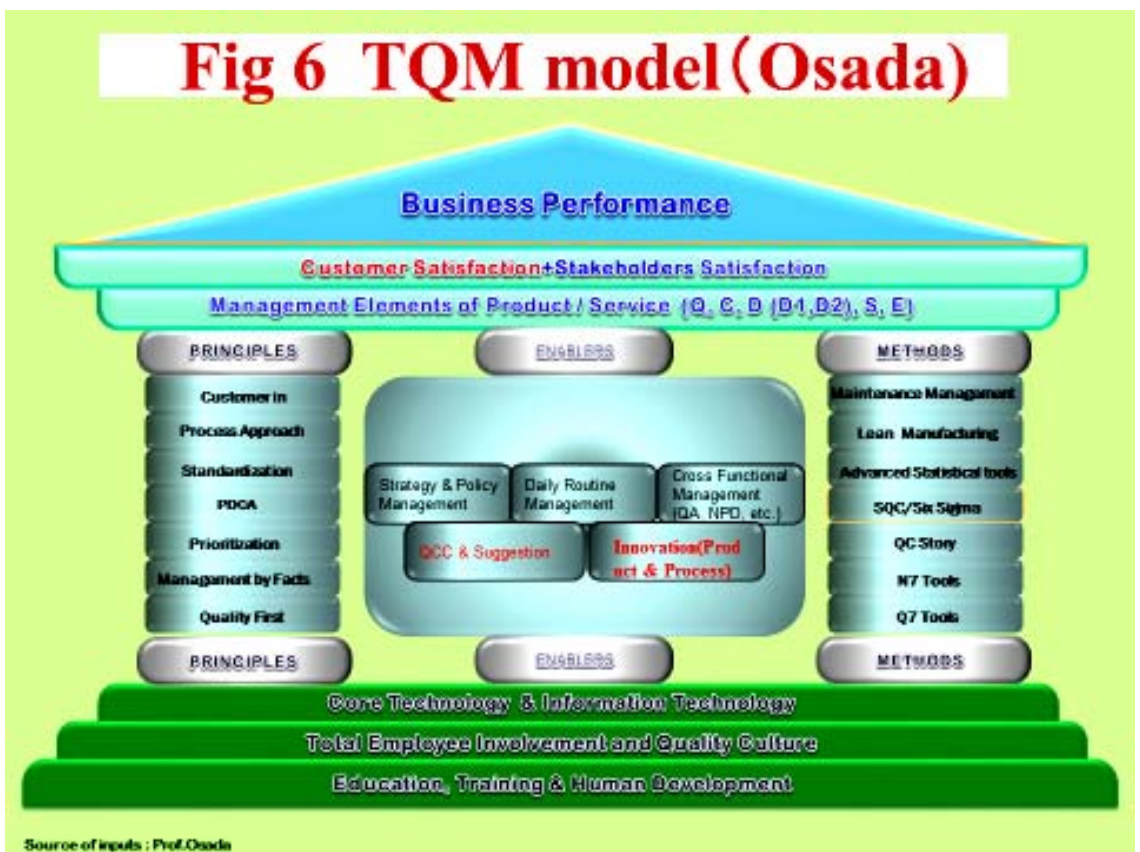
This article emphasizes importance of innovation so that a company accomplishes sustainable growth as above.

To that end, solving the management problem that a company will face in future and creating innovation are expected which are demanded to achieve vision that is future goal of the company. QP should carry a role as Quality Innovator which continues innovation.

Fig 6 is TQM Model advocated by Osada.

Innovation is placed in this, and Quality Culture as indispensable Corporate Culture is stated clearly to realize innovation.

QP should not remain in Quality Manager, but take a new role called Quality Innovator.



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