

Prof. Dr.-Ing. Thomas Prefi

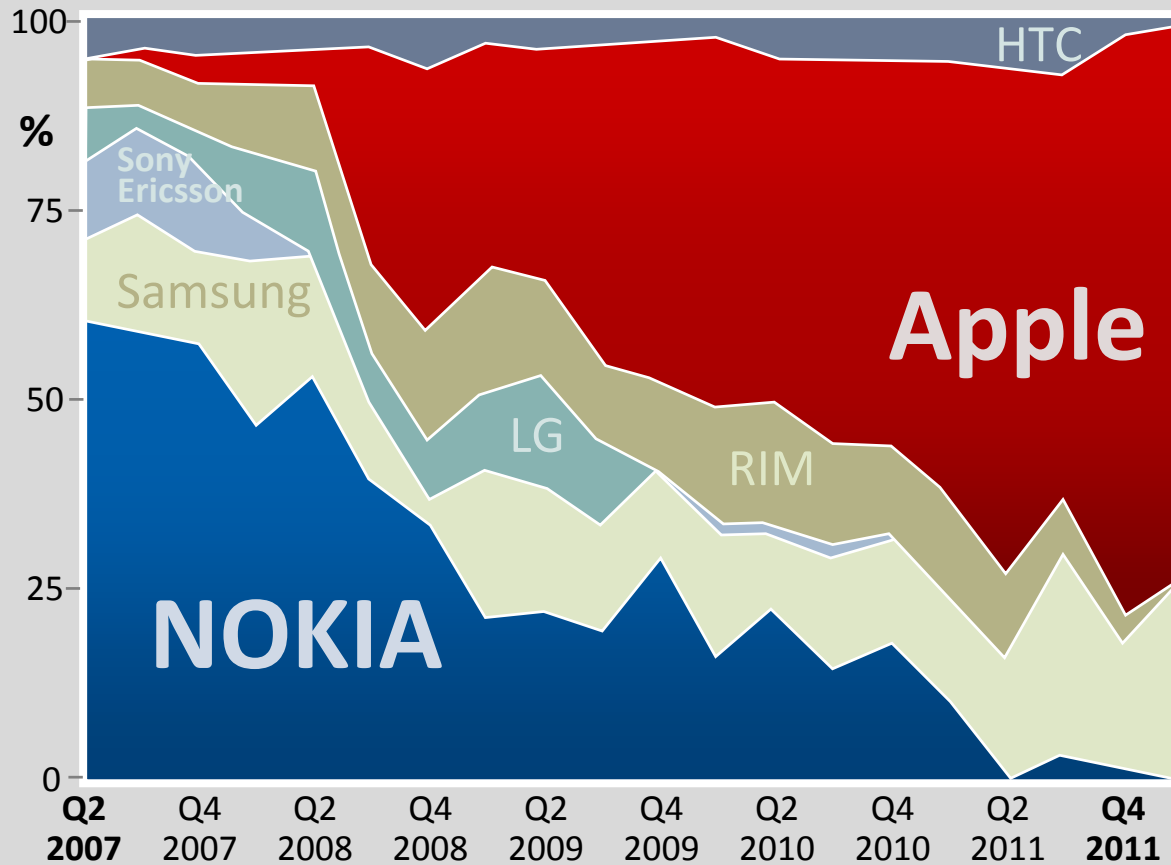
**Quality culture – How to set up a framework for quality oriented thinking and behaviour**

## Papal Election 2005 – 2013: What Has Changed?



Source: Spiegel Online

## The Speed of Change is Increasing Immensely as well



## Democratization Generates Dynaxity

Distributed **information**  
**markets**  
**development**  
**production**  
**energy**  
**IP**  
**education**  
**currency**

www

eBay

open source

3D makers

solar cells

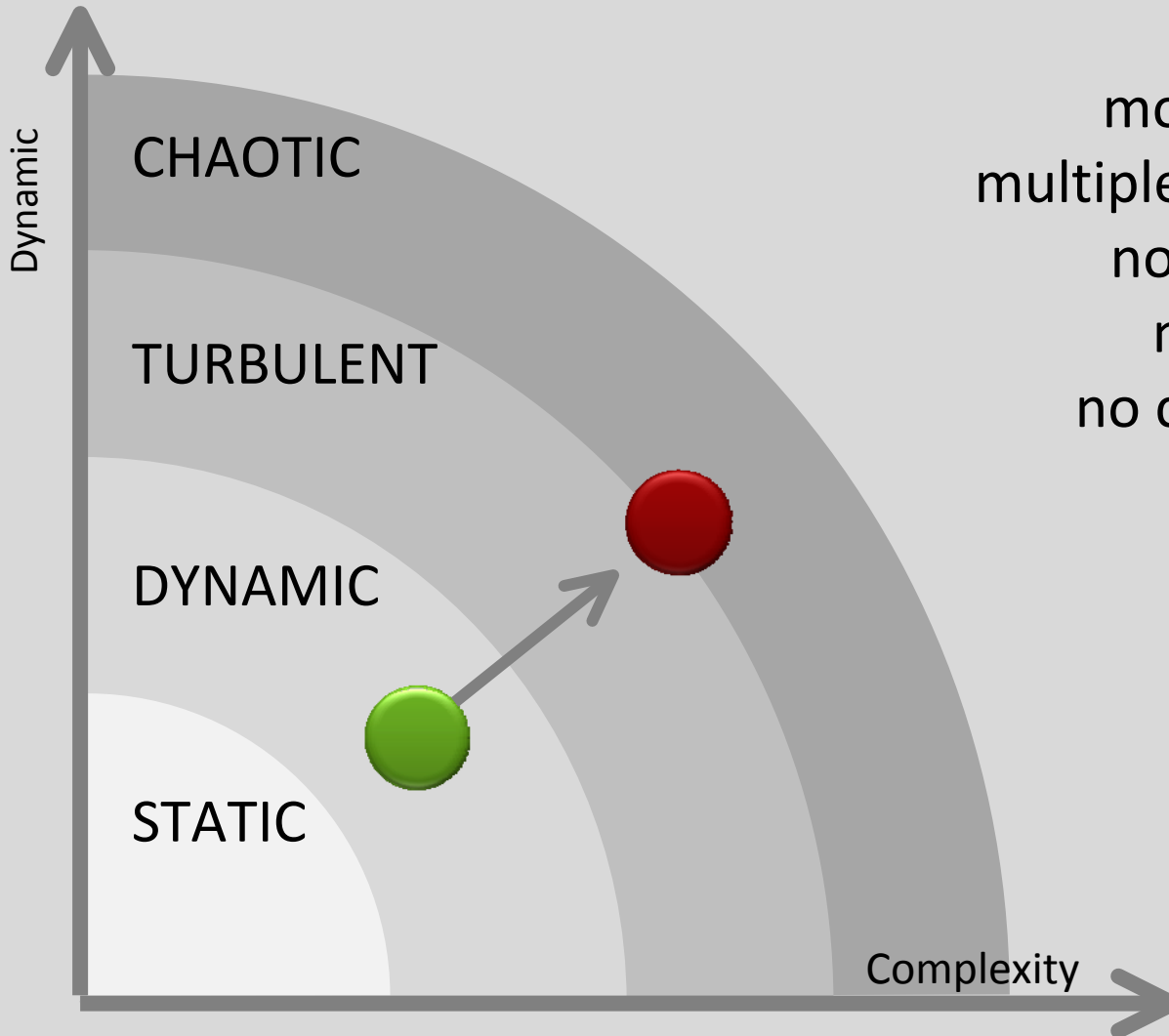
creative commons

MOOCs

BitCoin

**„DISTRIBUTED  
CAPITALISM“**

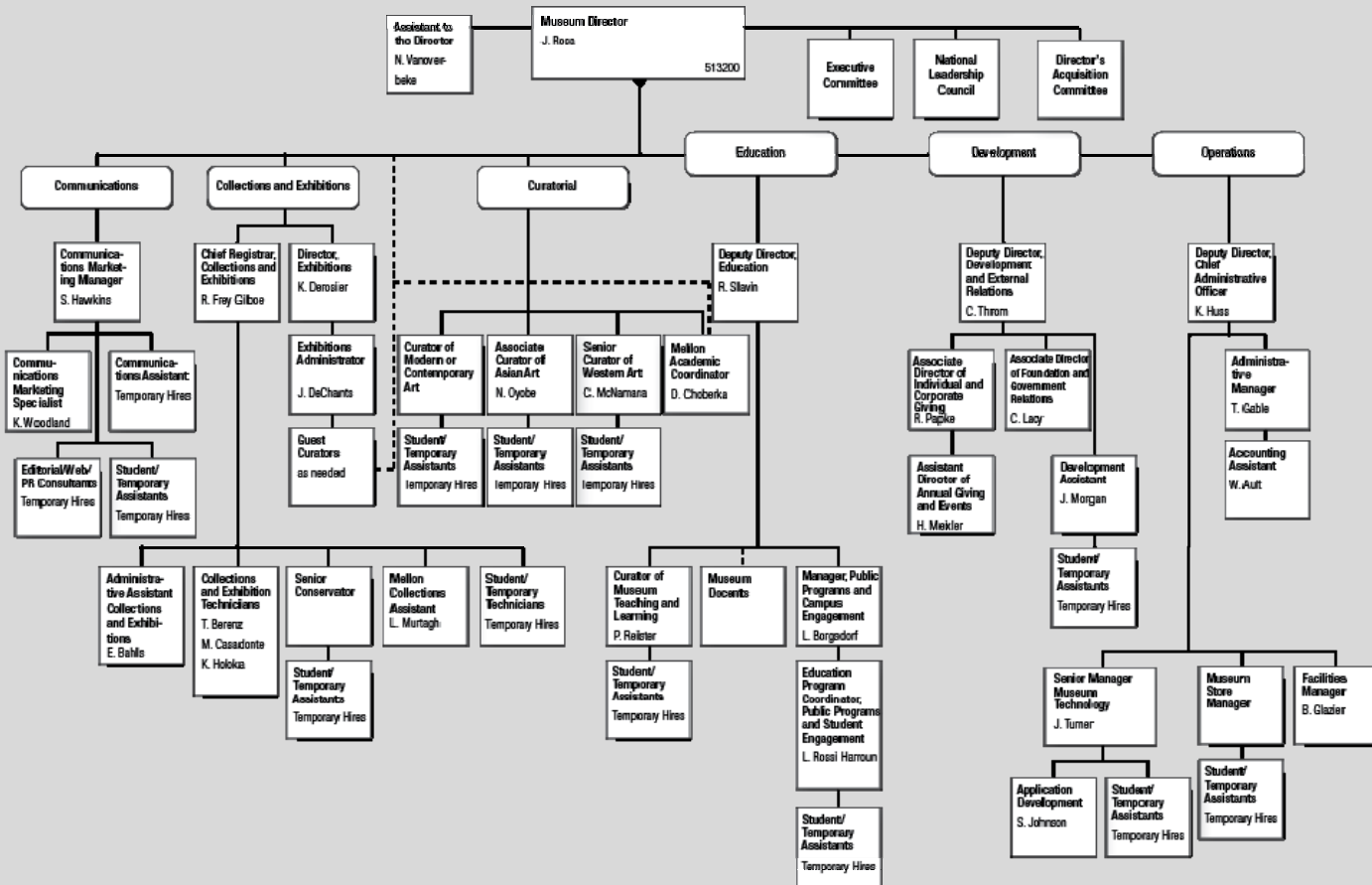
## The Turbulent or Chaotic Regime Has a Different Framework



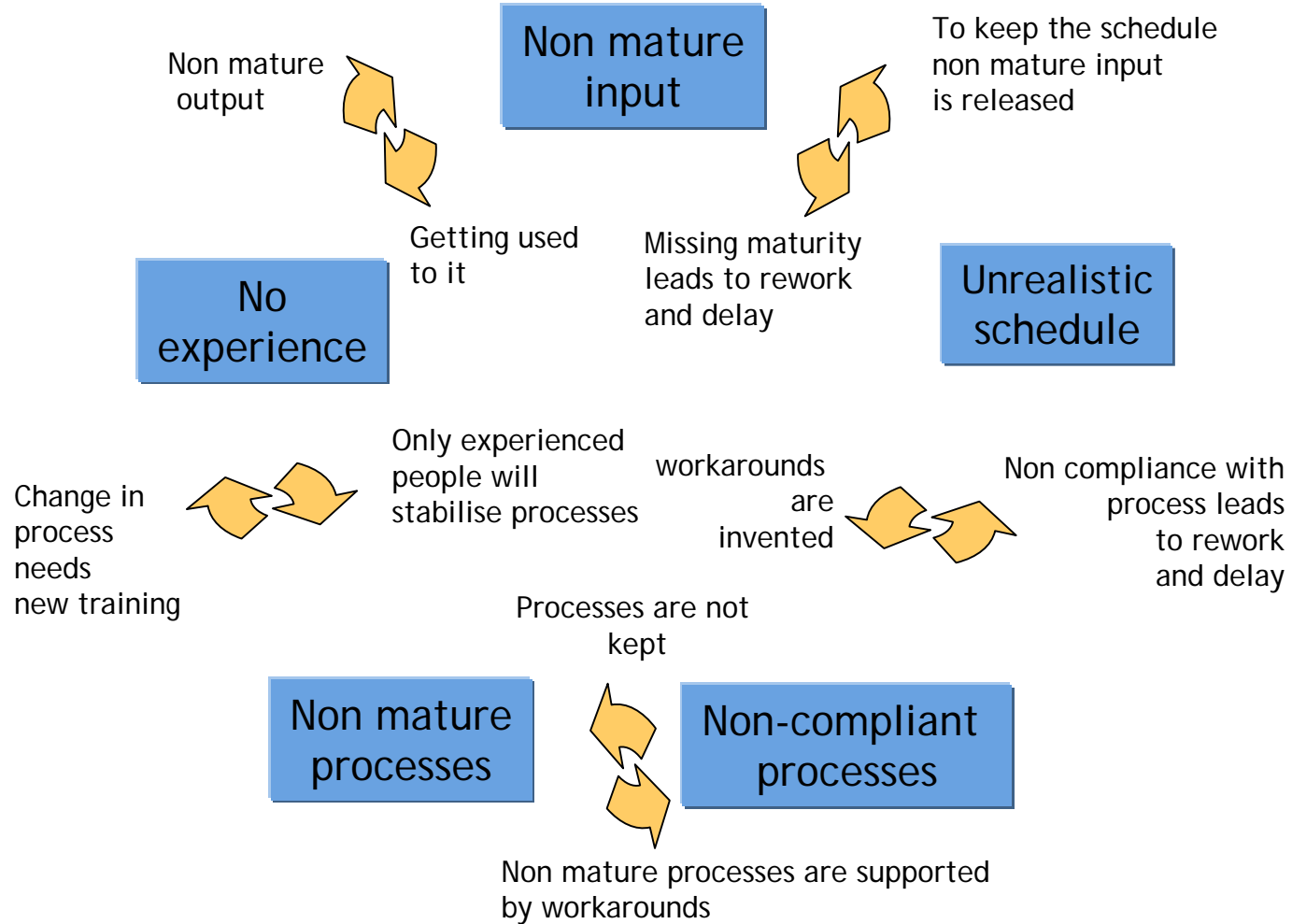
moving targets  
multiple future scenarios  
no predictions  
no stability  
no competencies

# Put the World in Boxes – The Organizational Chart of a Museum

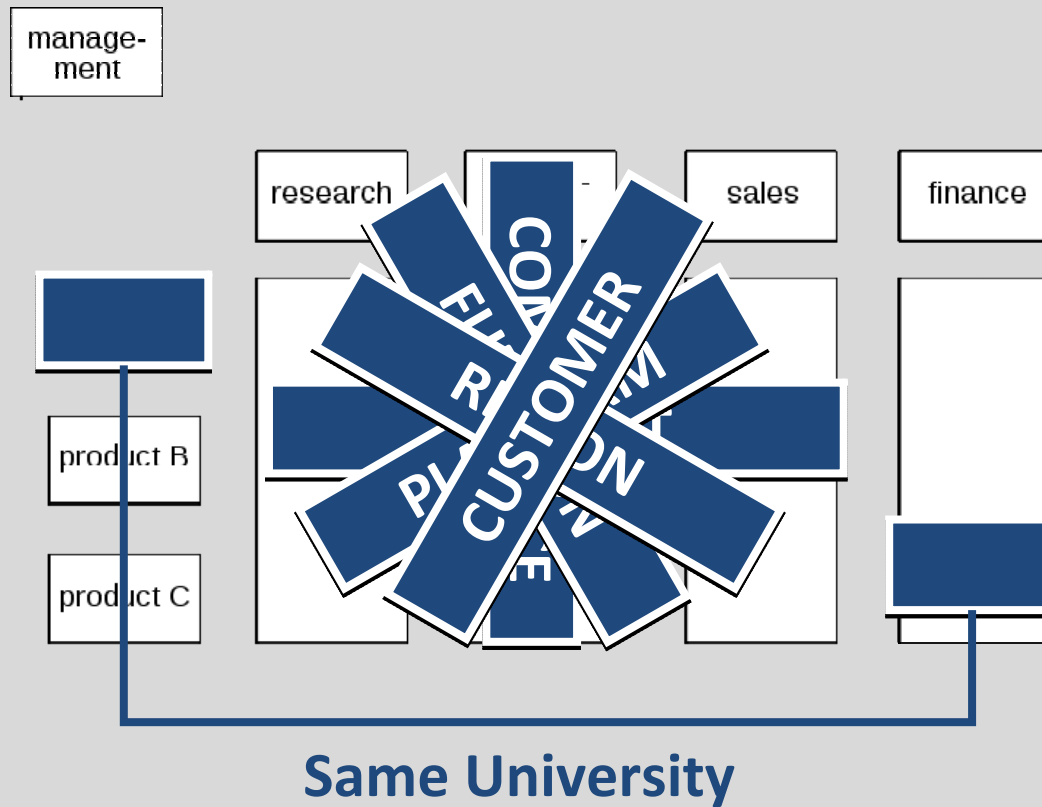
University of Michigan Museum of Art



# In complex systems problems reinforce in vicious cycles

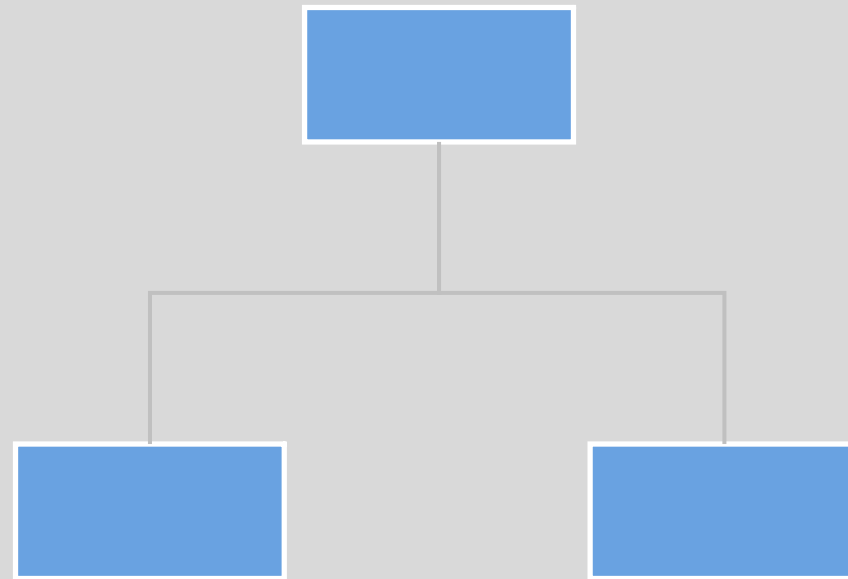


## Reality Check: What Do Real Organizations Look Like?



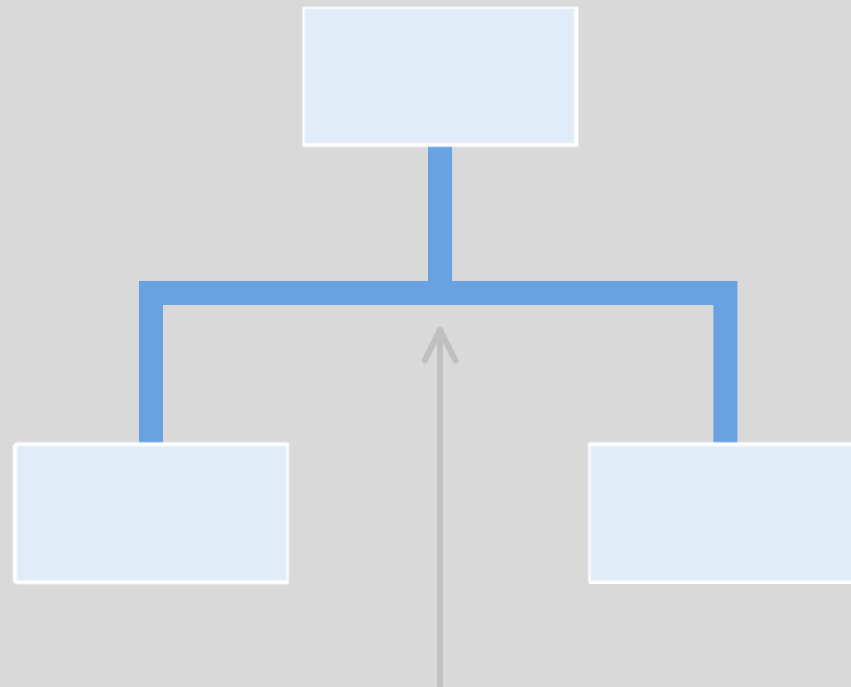


## Old World



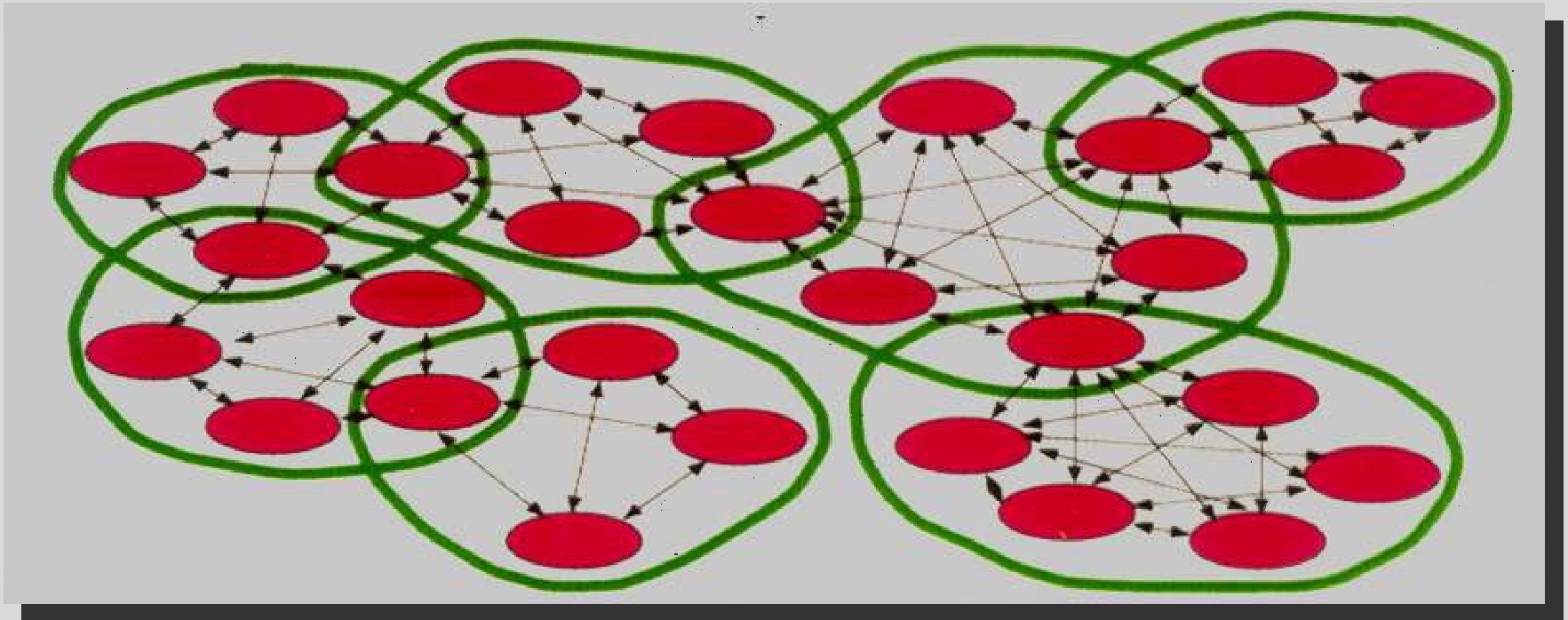
manage **boxes**  
(define content)

## New World



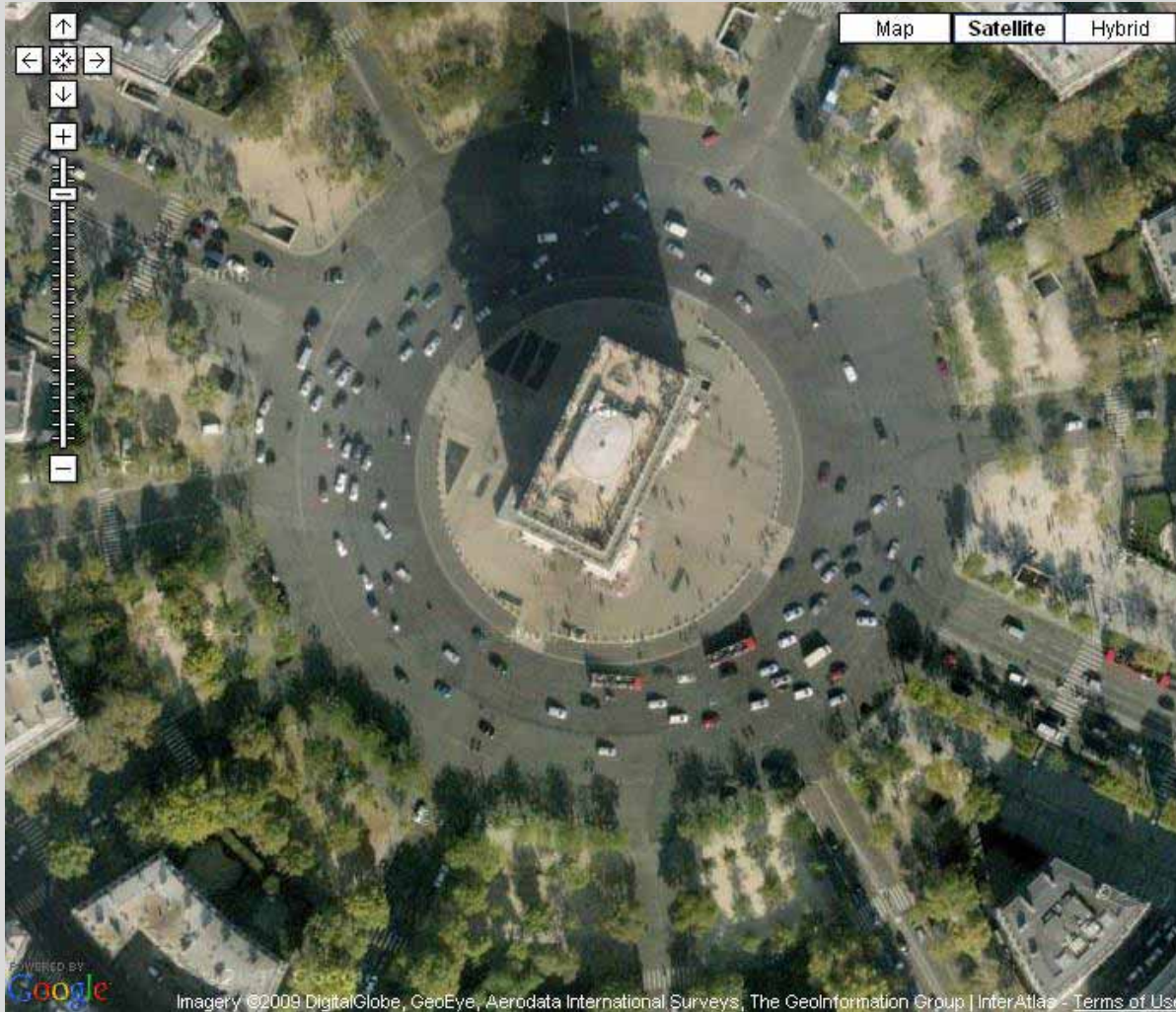
manage **relationships**

## Network-Landscape Instead of Organizational Chart



Source: Dr. Willibert Schleuter

## Obvious and hidden rules – culture controls our behaviour!



## Processes, Organization and Culture Implement Skills



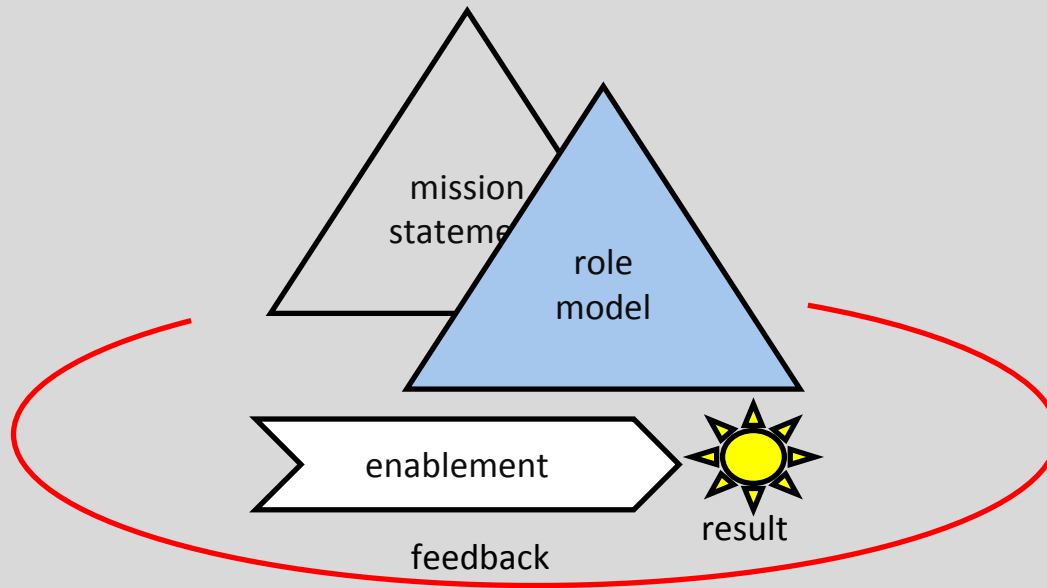
- It is easy to change the strategy – **the culture however only changes slowly!**
- Development of culture means **development of leadership**

## High performance teams work more on values than on rules!

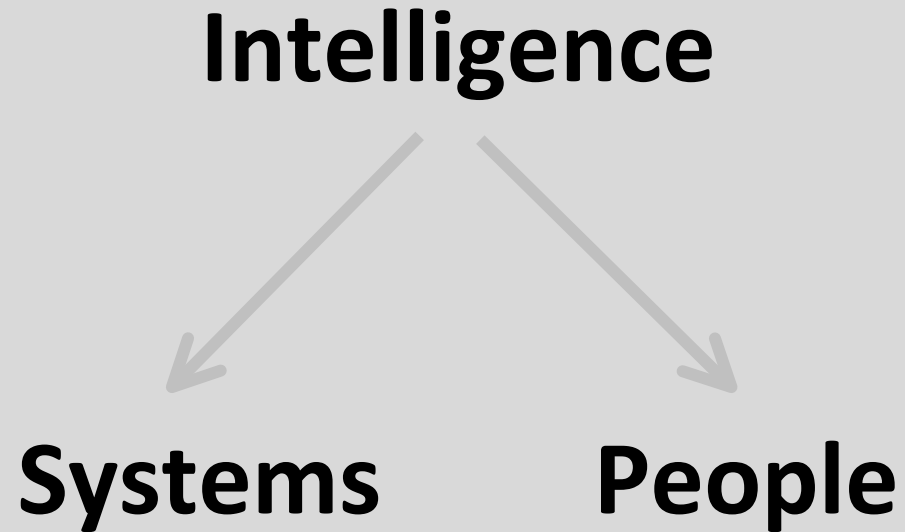


- Oriented on clear targets
- Motivation and passion
- Holistic and accepted role model
- Continuous lessons learned
- Flexible network structure and redundant competencies
- **Vigilance, agility, trust**

How to change companies culture is obvious – it just takes time!



## How Do We Distribute the Intelligence?





# The attributes of agility, trust and vigilance are the basics for continuous mobilization!

## VIGILANCE

- Curious
- Sensitive
- Anticipating
- Attentive

## AGILITY

- Flexible
- Quick
- Thirsty for Knowledge
- Changeability
- Mobile
- Pragmatic

## TRUST

- Close
- Open
- Empowered
- Courageous
- Able to reflect
- Self-confidence
- Patient
- Forgiving
- Intuitive



*“Developing a culture, that is just moving all the time”*

## Core Tasks When Managing Relationships



communication  
shared governance  
values and identity  
real people  
trust

## Which Rules Do We Need? What Can Be Changed?

Do we need an organizational chart?

One or multiple?

Can I be a member in more than one team?

Can I chose my own manager?

Can there be one manager for the financial aspects and one for the contents?

Are standards always good?

Why is the flow of information a cascade at the same time?

Is the coffee bar not more efficient than standard communication procedures?

Why do I keep giving feedback without receiving support?

If you want to make a change  
start  
with the man in the mirror!

Michael Jackson