
ASQ'S FUTURE OF QUALITY STUDY



My Plan for Today

- About Futuring
- About the future of Quality
- About some possible implications



ASQ'S FUTURE OF QUALITY STUDY

No Boundaries





The Future

NEXT EXIT



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
- Possibilities – large and small

No View of the Future Will Be Accurate



Main Components of Futures Study

- Identifying **forces of change**
- Considering **implications**

Identifying the Forces of Change

- International Participation
 - 100 participants
 - 34 countries
- Diverse Representation
 - Education, Government, Healthcare, Manufacturing, Not-for-Profit, and Service



2008 Key Forces



#1 Globalization



#1 Globalization

- Creates urgent needs for global solutions.
- Importance of standards will continue to rise.
- Changing notions of space and time for work.
- Creating huge new consumer markets, which causes both opportunity and concern.
- Consumers are becoming global shoppers.
- National and regional will have less meaning over time.

#2 Social Responsibility (SR)



- Was #8 on list in 2005.
- First of several forces that reflect the growing concern of citizens for the fate of our planet.

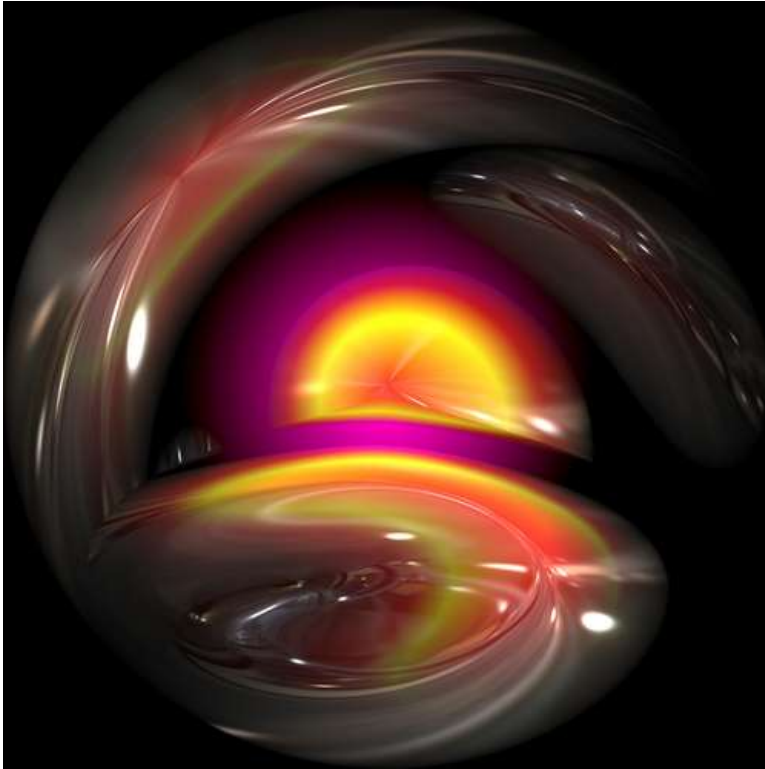
#2 Social Responsibility (SR)

- Growing expectation that organizations will be stewards of the planet.
- Growing acknowledgement by organization that SR is “good business.”
- Company reputation will play a larger role in the criteria consumers use when making purchases.

#3 New Dimensions of Quality



#3 New Dimensions of Quality



- Learning at unprecedented rates.
- Near perfect product quality is an assumed requirement.
- Differentiation –
Product? Service?
Experience?

#4 Aging Population



- Life spans are increasing and organizations are responding to this large market need.

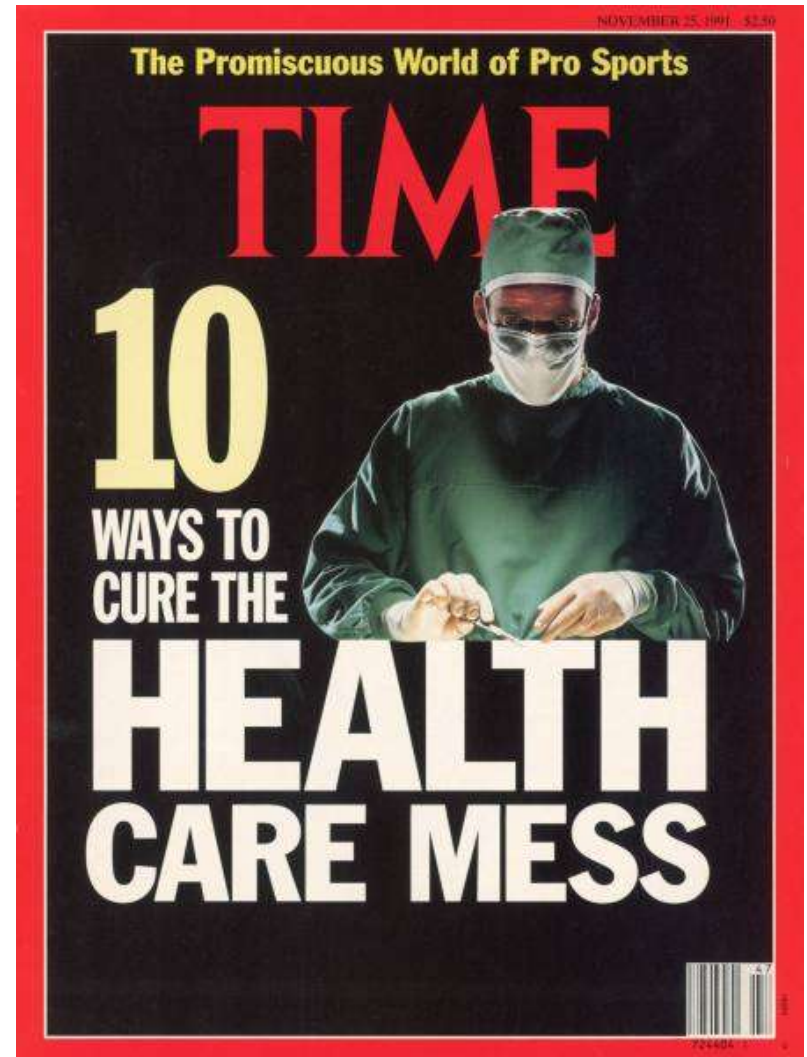
#4 Aging Population



- Market opportunity and the crux of a social system crisis in most developed nations.
- Organizations will find it difficult to replace the knowledge and expertise as the older generation leaves the workforce.
- Creating new, longer life, work engagements. (Retirement a short-lived concept?)

#5 Healthcare

- Globalization is adding to the number of people expecting access to healthcare.
- Quality can play an important role in removing waste from the system and improving health outcomes.



#5 Healthcare

- Public policy may well look to quality to address its problems. This is a large system issue.
- Biotechnology and nanotechnology will radically change the healthcare landscape and require new quality tools.
- New quality sciences will need to be developed for the new technology being used to cure diseases and prolong life.

#6 Environmental Concern



#6 Environmental Concern

- Consumers expect organizations to reduce their environmental impact.
- Waste intolerable.
- Increased accountabilities.
- Scarcity will drive cost and cost will drive consumer behavior.



#7 21st Century Technology



#7 21st Century Technology



- Certain to provide surprises.
- May deliver solutions for energy, water, food shortages, healthcare, etc.
- New technologies – new quality concepts.

Other Forces

- Customer Expectations
- Consumer Sophistication
- Ethical Considerations
- Outsourcing (down from #2 in 2005)
- Quality of Life



What Next?

The value is not in “what’s new.”

**It’s in “what’s important” and more
so “what you do in response to
what’s important.”**

Seven Implications

Ideas to stir the pot

All informed by the research

Challenge conventional thinking

7 Changes in Quality

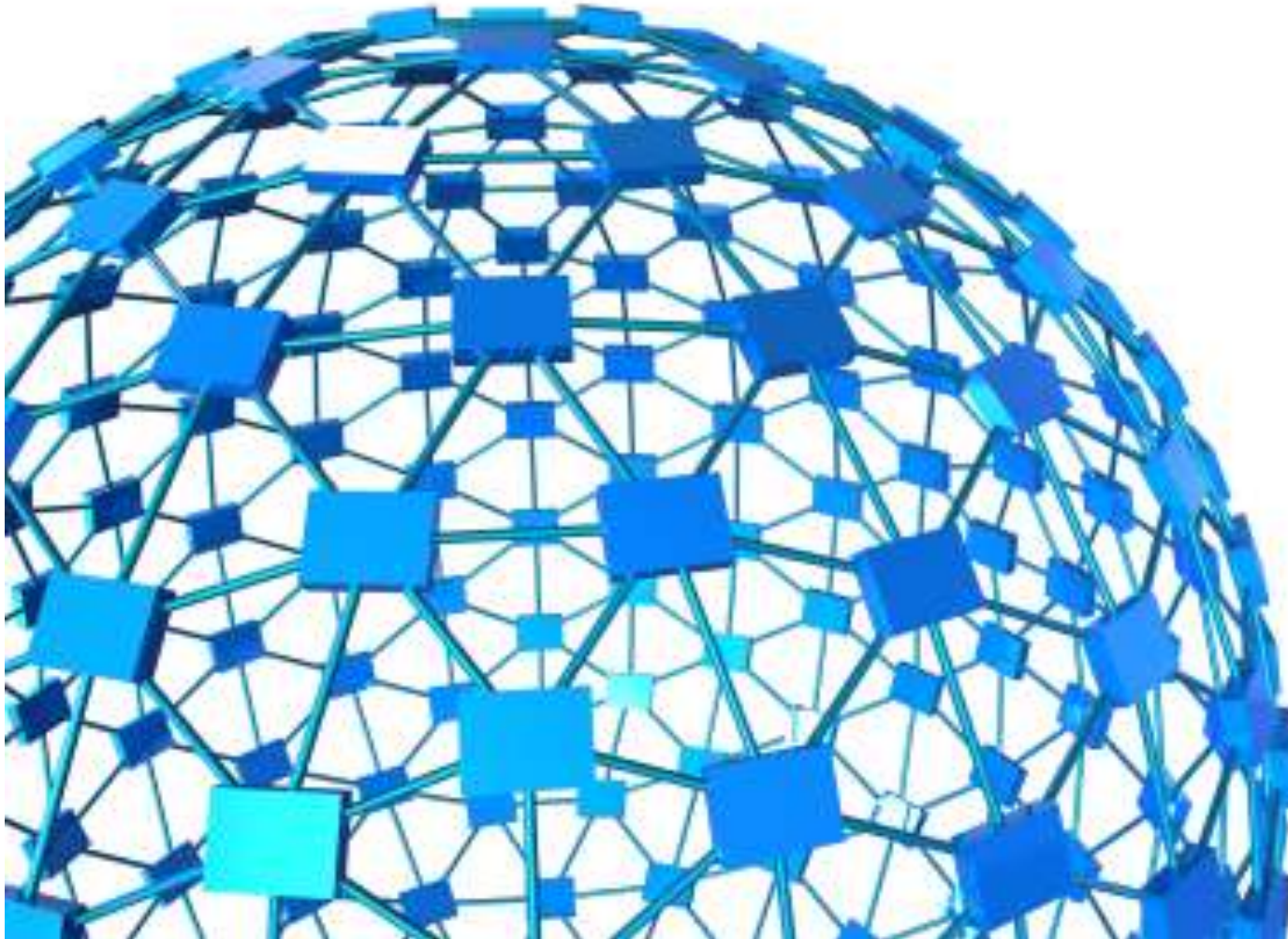
<u>Tradition</u>	<u>Emergent</u>
Control	Change
Improvement	Transformation

#6 People Investments

- Knowledge half-life shrinking
- Knowledge needs changing
 - Quality literacy
 - Cultural literacy
 - Change/transformation
 - System/process



#5 Quality Integration



#5 Quality Integration

- **Best lead in a system environment**
- **Leverages strategic value, which assures operational value**
- **Optimizes value**
 - **Top line, bottom line, enterprise, customer, stakeholders**
- **Limits “dead-end” tactics**

#4 Value Based Customers



#4 Value Based Customers

- **Comply not enough**
- **Defect free not enough**
- **Without waste not enough**
- **Fast not enough**
- **Low cost not enough**
- **Experience emerging**
- **Informed consumerism growing**
- **Social responsibility looming or here?**

#3 Globalization



#3 Globalization

- **Irreversible (can't ignore)**
- **Opportunity and threat
(best to understand both)**
- **Leadership role (active vs. passive)**
- **Physical outpacing cultural**
- **Begs for global approaches (harmonization)**

#2 Anticipation



#2 Anticipation



- **The rate of change is increasing**
- **The benefit goes to “First”**
- **Lifecycles are collapsing**
- **Multiple possible paths forward**
- **Volatility is certain**
- **Plans will be overtaken by reality**

#1 Living Systems



#1 Living Systems

- **Complexity is growing everywhere**
- **Hierarchical models fail to anticipate consequence**
- **Processes live in systems – the tradition of quality is process**
- **People and organizations are biological not mechanistic**
- **Imperfect models are better than none**

What's Left?



- Which changes to address, in what order, and what implications most demand our attention
- Become engaged in dialogue; asking questions about implications for yourself, your organization, your community

**“The best way to predict
the future is to create it.”**

Peter Drucker



Thank You!



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