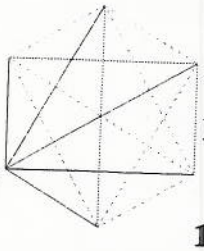


Continuous improvement of systems occurs through PLANNED CHANGE.

" It is now clear that upper managers have a vital role to play in the quality planning process. This role requires extensive personal participation. It cannot be delegated, since a major change in company culture is needed."[7]

1. Change is not a mysterious process. It can be described and managed.

A useful framework for change in organizations comes from the work of Rosabeth Moss Kanter (*The Change Masters*, 1984). The components are listed in the order observed as organizations go through a productive change process. The order, however, is not necessarily linear. The model should be thought of as dynamic and alive—multiple forces working simultaneously—rather than as a lock-step sequential recipe for change.

Departures from tradition: When this force is operating, planned or unplanned deviations from the organization's norms occur, often at the grass roots level. These deviations provide some evidence that the new way of doing things can work. It may be years, even decades, before these deviations from the normal way of doing things are recognized or noticed.

Crisis or galvanizing event: When this force is operating, something happens to give a sense of urgency to the need for change. Usually such events occur without advance notice and are caused by an outside influence. But they can be planned or intentionally introduced.

Strategic decisions: When this force is operating, leaders explore options—how they might meet the new crisis. Prior departures from tradition, because they provide at least some evidence of effectiveness, may become attractive alternatives. Leaders make "official" choices, often drawing up formal plans and committing resources.

Individual prime movers: When this force is operating, champions emerge. They sponsor the change, helping to ensure commitment to it throughout. They talk about the change in meetings, publish it in newsletters, give status reports to management, and otherwise promote the change. They are identified, encouraged, supported, and reinforced by the formal structure of the organization.

[7]J.M. Juran, *Juran Quality by Design*, (New York, NY: The Free Press, Macmillan, Inc., 1992), pg. 24.

Action vehicles: These are the organization policies, standards, and procedures that must eventually support the new way of doing things if the new way is to become the new norm. Kanter suggests that when this force is operating, policy revisions come naturally in an effective change process. Old policies simply begin to seem contrary to the now highly valued new way. The boilerplate of the organization changes here because it no longer fits the desired and observed new behavior. Changing action vehicles, then, can be viewed as the "act" in the long-term PDSA cycle.

2. **A theoretical foundation is key to effective change.**

The six TQT Foundation Principles are the theoretical foundation for transformation. Without an understanding of the Foundation Principles, quality improvement and planning activities may be popular or faddish for a time, but they will not become part of the fabric of the organization. They will not be the new norm for how the organization works.

Kanter illustrates the point with a story:

"I call this the 'Roast Pig' problem after Charles Lamb's classic 1822 essay 'A Dissertation on Roast Pig,' a satirical account of how the art of roasting was discovered in a Chinese village that did not cook its food. A mischievous child accidentally set fire to a house with a pig inside, and the villagers poking around in the embers discovered a new delicacy. This eventually led to a rash of house fires. The moral of the story is: when you do not understand how the pig gets cooked, you have to burn a whole house down every time you want a roast pork dinner."

3. **A unique plan is required for each organization.**

Leaders need to develop a plan specifically for their organization. Dr. Deming reminds us of the dangers of copying without knowledge and theory. No two organizations should choose the same sequence of activities or even the same activities. This uniqueness is both exciting and a great responsibility for leaders.

To generate the plan requires learning about how to select areas of opportunity for improvement, how change occurs in organizations, how people drive change, and the role of leaders in the change process. The plan is based on self-study, not guesswork. Change is purposeful and planned.

4. **The *TQT* elements provide processes and tools for planning and for carrying out the plan.**

The matrix below describes four processes that are typically undertaken by organizations beginning to work on total quality. The application of this principle is designed to direct leaders to a selection and sequence of these elements.

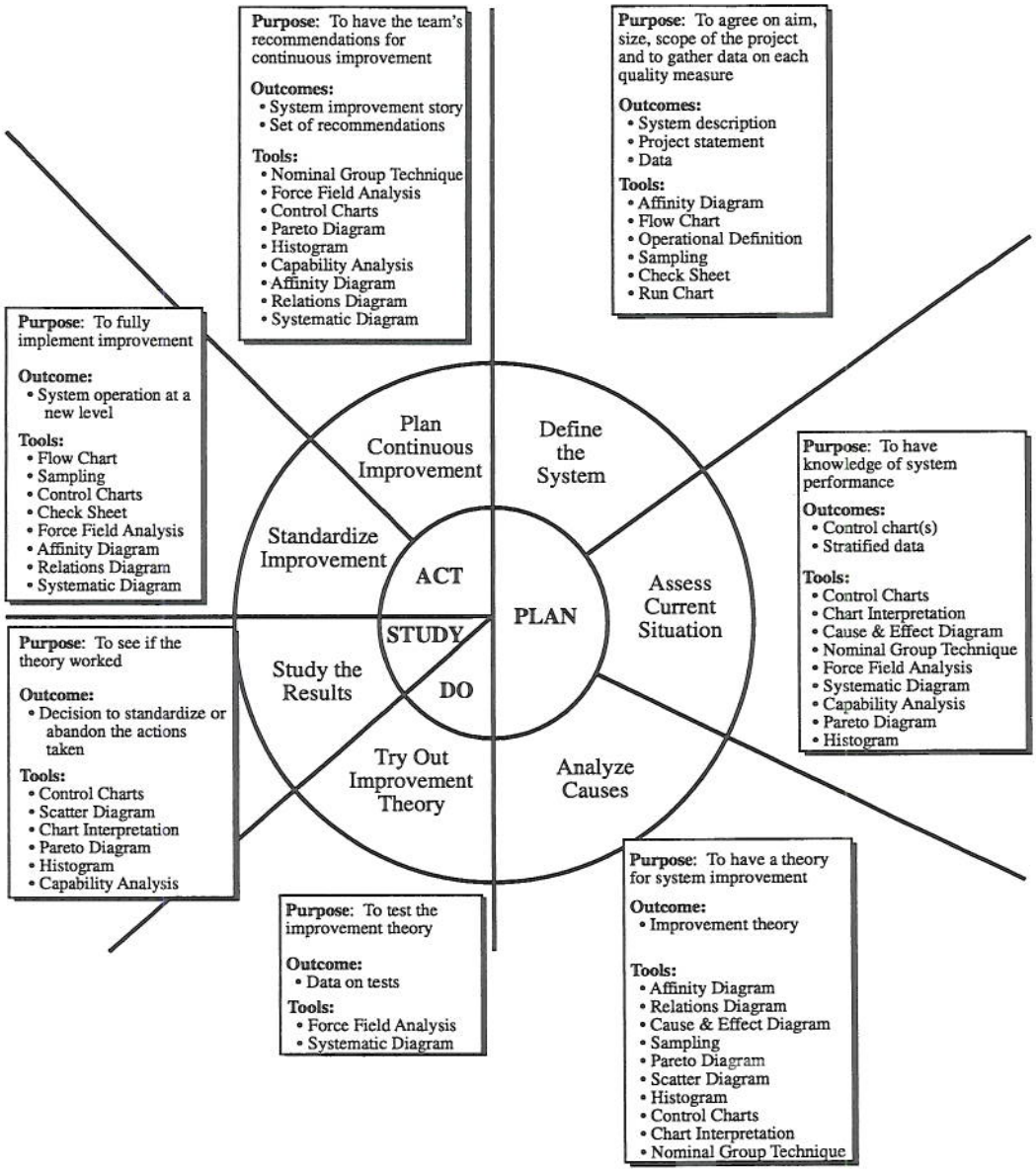
TQT Element	What	Who	How
System Improvement (page 52)	To apply PDSA to subsystems selected for focused improvement	Functional and cross-functional teams	7-step *TQT* Improvement Process and Tools
System Alignment (page 53)	To apply SDSA to all work systems and subsystems	Individuals and work groups at all levels of the organization	7-step *TQT* Alignment Process and Tools
System Design (page 54)	To apply PDSA to any system or subsystem needing design or redesign	Functional and cross-functional teams	7-Step *TQT* Design Process and Tools
Strategic Quality Planning (page 55)	To apply PDSA to the organization as a system	Managers, the steering committee	7-step *TQT* Strategic Quality Planning Process and Tools

NOTE: System Design, and Strategic Quality Planning are currently under development.

5. **Leaders use PDSA to continuously improve the application of all four elements.**

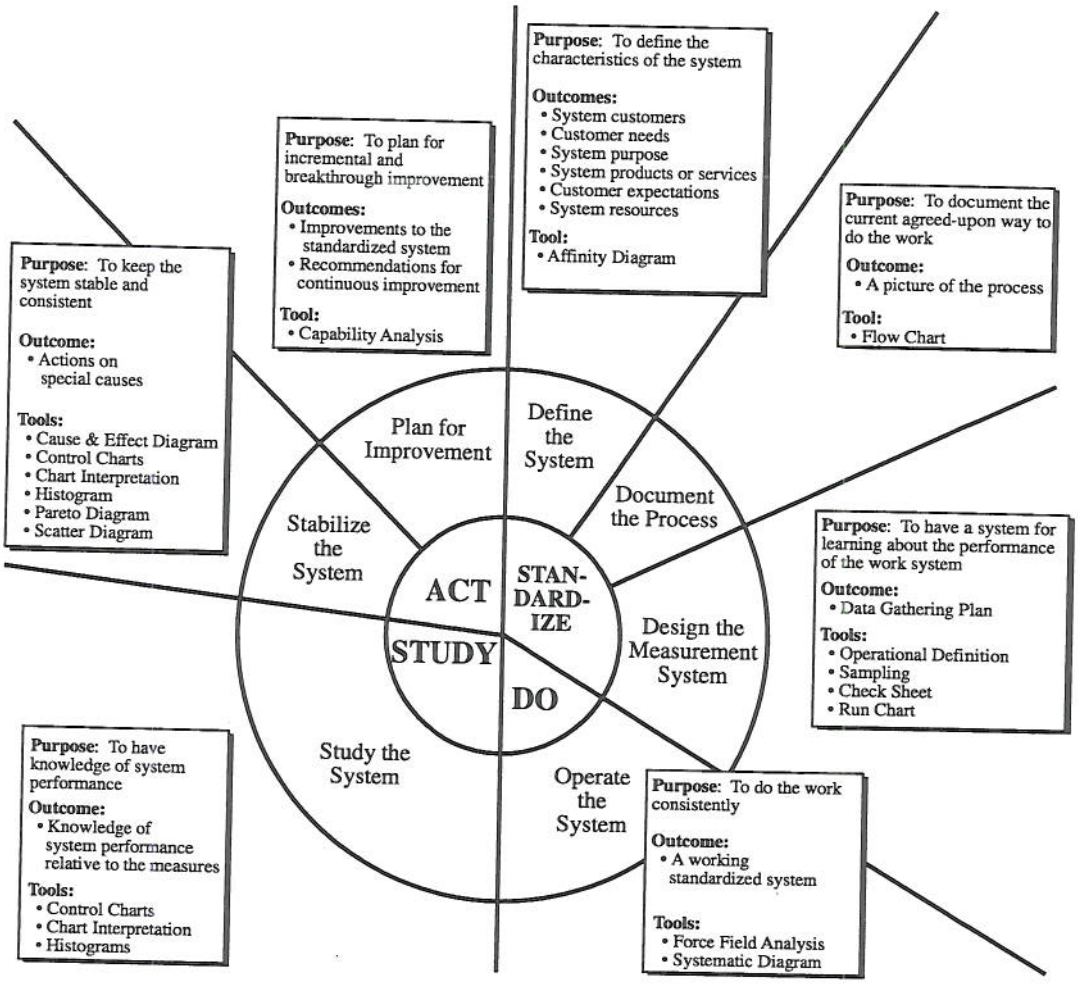
The planned change principle emphasizes that planning is not simply an annual affair. The plan for total quality has both strategic and operational implications. It is used for now and for the future. Learning is repeatedly cycled into the plan, and the plan is revised to reflect current knowledge. In this way, it becomes the learning diary for the "learning organization."[8]

[8]Peter M. Senge, *The Fifth Discipline*, (New York, NY: Doubleday, 1990).



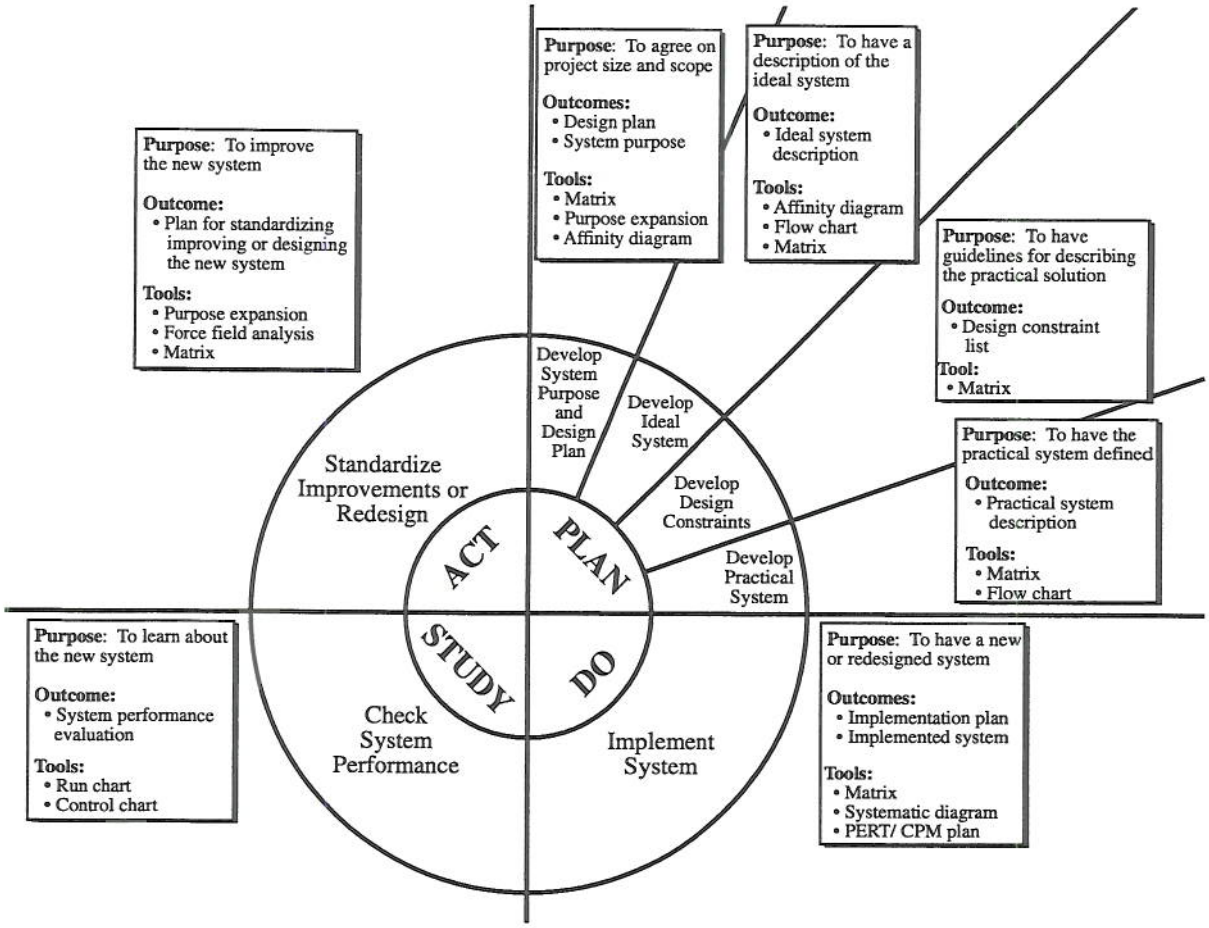
System Improvement is best used as "departure from tradition" when a relatively simple subsystem is in obvious need of improvement. After that, it should be used to continuously improve all the important systems or subsystems.

SYSTEM ALIGNMENT



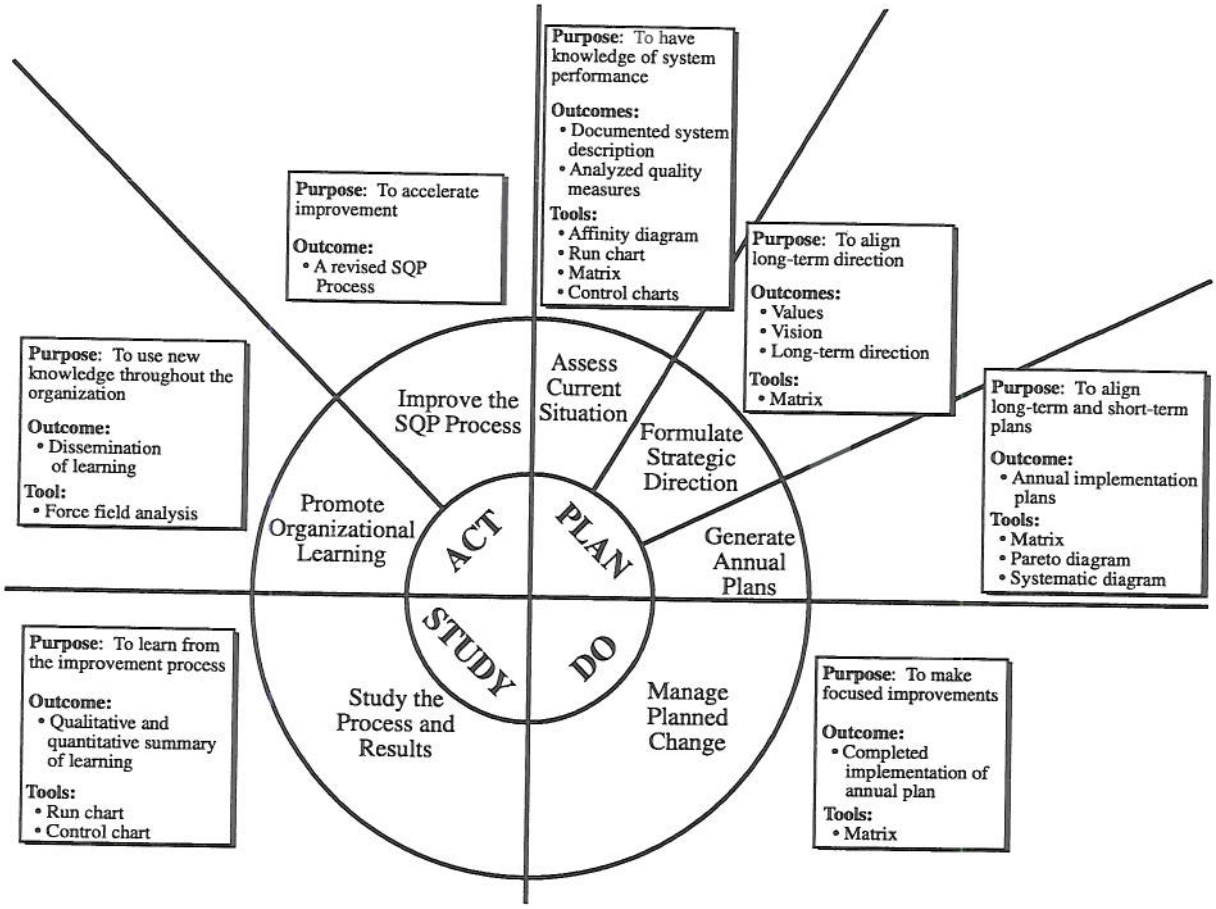
System Alignment is best used as a "departure from tradition" when learning and success are more important than improvement. Several subsystems can be standardized simultaneously during the "Departures" phase. After that, all significant systems and subsystems should be standardized.

SYSTEM DESIGN



System Design is best used as a "departure from tradition" when a subsystem needs to be designed or redesigned. After some experience, System Design can be used on any system or subsystem to achieve major improvement. This model draws on the authors' learning from Dr. Gerald Nadler.

Strategic Quality Planning



Strategic Quality Planning is best used when the organization is ready to make "Strategic Decisions." It is, of course, used throughout the remaining phases of the transformation.