

Critical SHIFT: The Future of Quality in Organizational Performance

by **Lori L. Silverman with Annabeth L. Propst**

Over the past 15 years organizations have embraced numerous initiatives such as total quality, knowledge management, reengineering, lean manufacturing, 360° feedback, self-directed teams, and the like in order to improve their performance. Not all have met the expectations of those who have undertaken them. So, what approaches are required for organizational success in the future?

"I have read the very impressive work of Lori Silverman and Annabeth Propst. It has given me renewed energy and a clarified sense of direction for our next efforts here at First Union."

Price Schwenck, North Florida
Regional President
First Union National Bank

Critical SHIFT: The Future of Quality in Organizational Performance introduces The Starburst Model™, an innovative and practical management tool that guides organizations in achieving and maintaining improved levels of performance today and well into the 21st century. This powerful new tool, which incorporates data on five critical forces impacting the workplace of the future, is the focal point of *Critical SHIFT*, authored by management consultants Lori L. Silverman with Annabeth L. Propst, who have more than 40 years of combined experience working with enterprises to improve performance.

Critical SHIFT and The Starburst Model™ fuse insights and observations drawn from interviews conducted with dozens of well-regarded leaders and performance experts across the USA, and the authors' extensive analysis of published documentation on what does and doesn't work in performance improvement. This must-have resource will show you how to align and accelerate improvement efforts to achieve bottom-line results. In short, *Critical SHIFT* offers valuable insight into the workplace of the future and supplies the tools you'll need to succeed.

THE PURPOSE OF THIS BOOK

Critical SHIFT takes a bold approach to help you and your organization meet the future head on. Specifically, The Starburst Model™ helps organizations to systematically integrate strategic and operational initiatives into a cohesive framework in order to simultaneously create value for their customers, employees, and shareholders and society-at-large. The Starburst Model™ allows multiple initiatives to work together harmoniously in a rapidly changing marketplace environment, providing better use of resources and, ultimately, the realization of targeted results. Organizations that use The Starburst Model™ will become more agile and will be able to put in place what is truly needed to grow and prosper into the future.

"This book is a great blend of hard-nosed straight forward advice, mixed with a dash of theory and a tool kit for growth and transformation."

Marcy Fisher, Vice President,
Organizational Development and
Human Resources
Shell Technology Ventures, Inc.

WHO THIS BOOK IS FOR

Critical SHIFT, and The Starburst Model™ in particular, is ideally suited for business leaders who seek to realize synergies from integrating multiple initiatives within their organizations. This alignment can be used to accelerate performance improvement and achieve strategic goals. The book is also designed for individuals who assist business leaders in the pursuit of performance improvement; including human resources, organizational development, quality, training, marketing, finance, engineering, and information systems professionals.

Employees directly responsible for the quality of products and services will also become better acquainted with a variety of tools and methods that will enhance the effectiveness of their daily work.

Educators will find *Critical SHIFT* and The Starburst Model™ helpful in designing organizational performance and quality management courses and degree programs.

OVERALL CONCLUSIONS

"This book is a breakthrough in the understanding of what is needed to take companies to the next level of quality management. The authors have completed extensive research and have presented a logical and comprehensive roadmap for any sized company to implement a quality environment. They accomplish this with a masterful blend of insights, examples, and thought-provoking questions. Their Starburst Model™ encompasses all aspects of a company culture that is necessary to insure the successful integration of quality."

James L. Bossert, Vice President,
Quality, Americas Region
Nokia Mobile Phones

In the book's introduction, three conclusions are drawn from the authors' research. First, the concept and practice of quality are timeless. However, "quality," as used within the context of "total quality management," has fallen out of favor. While some suggest, "the quality movement is dead" because it did not produce sustainable results, the practice of quality has, in fact, gone through a profound metamorphosis.

Second, when this transformation is complete, the field of quality will have fully merged with the field of management. This field will no longer function as merely the sum of its component disciplines—human resources, accounting, finance, marketing, operations, and so forth. The new management will synthesize these areas into a total system leading organizations to focus on providing value to customers, employees, and shareholders, and society-at-large. "Total quality management" will become "total organizational management"—what some are now calling "performance management," "performance excellence," or "operational excellence."

Lastly, the inevitable result of this metamorphosis will be a reduction in the number of traditional quality professionals. Conversely, the number of quality practitioners—those who apply quality concepts, tools and methods within their own work—will increase. This will occur because:

- Functions assumed by quality professionals (e.g., quality training) will be absorbed into other parts of the organization.
- Quality activities will become a part of everyone's daily work (e.g., data collection and interpretation).
- Traditional quality roles will be restructured as the transformation of quality into total organizational management takes hold.

SECTION I: TRENDS AND FORCES AFFECTING ORGANIZATIONAL PERFORMANCE

Section I introduces the trends and forces that are influencing the movement toward total organizational management and the success of performance improvement initiatives. Chapter 1 presents the five critical forces shaping the workplace of the future. These forces—represented by the acronym **CHAOS**, describe the environment in which organizations will be operating over the next five to ten years. They are:

"With this book, the authors have addressed a gap in the quality literature by exploring the future of the quality movement, its gyrations and transformations, and what's in store for quality professionals and practitioners. Picking up where the ASQ Future Study leaves off, Critical SHIFT parses the state of quality with the help of some of the leading management and quality thinkers, and pieces together clues of trends and forces which will shape organizational performance, work and work styles, and even job opportunities in the 21st century. This is a powerful guide for envisioning a contour on where we are and where we're headed."

Roberto M. Saco, Regional
Quality Officer
American Express TRS Company

- Changing definition of work and the workplace—specifically, the changing rules of employment and the need for a new social contract for employment, possible organizational designs, and the era that follows the Knowledge Economy;
- Heightened social responsibility—to the planet through sustainability and to society through social responsibility;
- Aging baby boomers—their impact on retirement, the economy, and the "cycle of work" mindset;
- Overarching demographic change—population trends and their impact on workplace diversity; and
- Strategic growth through technology and innovation—future uses of technology and its impact on society, and the movement of innovation into daily work.

Chapter 2 introduces five overarching trends that have emerged in the practice of quality as a result of environmental forces. These trends—represented by the acronym **SHIFT**, are influencing the ways in which organizations approach performance improvement. They are:

- Quality goes **Softer**—the impact employee satisfaction has on business performance, aligning human resource systems and policies with organizational values and principles, the influence of organizational measures on performance, and moving beyond the basic tools of human interaction;

"Lori and Annabeth have examined the past, present, and future of quality in a readable text. Quality professionals can learn how to become useful in helping their organizations become useful. I liked it."

Philip Crosby
Author of *Quality and Me:
Lessons from an Evolving Life*

- Quality goes into **Hiding**—four reasons for this phenomenon;
- Quality goes **Integrative**—the transformation of quality to total organizational management, with an introduction to the five fields of performance practice—Quality Assurance, Problem Resolution, Alignment and Integration, Consumer Obsession, and Spiritual Awakening;
- Quality goes **Far-flung**—the practice of quality throughout the world; and
- Quality goes **Technical**—what is beyond the basic tools of quality.

Together, these forces and trends are molding the initiatives that organizations are embracing to achieve required business results.

SECTION II: EXPLORING THE STARBURST MODEL™

Section II is the centerpiece of the book. It presents The Starburst Model™—the five forces of **CHAOS** combined with the five fields of performance practice (see Figure 1). The Starburst Model™ meshes the concepts, tools, and methods of quality management with other tools and methods that promote enterprise-wide performance improvement, value creation, and the requirements of the workplace of the future.



Figure 1: The Starburst Model™

"Critical SHIFT is a timely and insightful guide to where organizational performance is headed and provides the tools to succeed in the years to come. A must read for those who are determined to stay on top of where we are and where we are going in the evolution of quality."

Richard Y. Chang, President and
Chief Executive Officer
Richard Chang Associates, Inc.
1999 Chairman of the Board:
American Society for Training
& Development

Section II introduces the model and explains the starburst metaphor. Separate chapters are devoted to each of the five fields of performance practice. They discuss the purpose, desired outcomes, underlying concepts, most commonly used tools and methods, and shortcomings of that particular field (see Table 1). While the concepts, tools, and methods are over-viewed in the field of performance practice where they are first used, it is important to realize that they may have application in other fields as well. Included is the opportunity to evaluate your organization's deployment of field-specific concepts, tools, and methods, and to address the continuing impact of the forces of **CHAOS** on each field of performance practice.

Table 1: The Five Fields of Performance Practice

Element Field of Practice	Purpose	Underlying Concepts	Commonly Used Tools and Methods	Who	Desired Outcome
Quality Assurance	To ensure customers receive what they contract to receive	<ul style="list-style-type: none"> ■ Quality assurance ■ Customer responsiveness ■ Process-oriented thinking ■ SDCA Cycle ■ Discipline 	<ul style="list-style-type: none"> ■ Quality system ■ Standardization ■ Basic tools of quality ■ The 5S's 	<ul style="list-style-type: none"> ■ Management Steering Committee ■ Quality Department ■ Front-line employees 	<ul style="list-style-type: none"> ■ Product and service conformance to customer requirements
Problem Resolution	To improve bottom-line performance and customer satisfaction	<ul style="list-style-type: none"> ■ PDCA Cycle ■ Customer focus ■ Variation ■ Teamwork 	<ul style="list-style-type: none"> ■ Process management ■ Constraint management tools ■ Advanced tools ■ Creativity tools 	<ul style="list-style-type: none"> ■ Management Steering Committee ■ Cross-functional (project) teams ■ In-function work teams 	<ul style="list-style-type: none"> ■ Reduced costs ■ Improvements in performance ■ Improvements in customer satisfaction
Alignment and Integration	To ensure all organizational work contributes to achieving the organization's mission, vision, and plans	<ul style="list-style-type: none"> ■ Alignment ■ Integration ■ Organization as system ■ Transformation ■ Large-scale organizational change ■ Self-management 	<ul style="list-style-type: none"> ■ Organizational architecture ■ Organizational partnerships ■ Managing the organization as a system ■ Large group interventions ■ Strategic planning ■ 7 Management and Planning Tools ■ Project management 	<ul style="list-style-type: none"> ■ Key customers ■ Entire organization ■ Supply chain 	<ul style="list-style-type: none"> ■ Improved organizational effectiveness ■ Elimination of barriers and unnecessary work ■ Improved overall customer and employee satisfaction
Consumer Obsession	To promote long-term survival of the organization	<ul style="list-style-type: none"> ■ Value creation ■ Organizational renewal ■ Mass customization ■ Lifetime relationships with consumers 	<ul style="list-style-type: none"> ■ Innovation ■ Competitive intelligence ■ Relationship marketing ■ Brand management ■ Non-traditional market research techniques 	<ul style="list-style-type: none"> ■ Current and future consumers ■ Entire organization ■ Supply chain 	<ul style="list-style-type: none"> ■ Create value for consumers ■ Create value for employees ■ Create value for shareholders
Spiritual Awakening	To serve society	<ul style="list-style-type: none"> ■ Spirituality ■ Organization as community ■ Social responsibility and accountability 	<ul style="list-style-type: none"> ■ New social contract for employment ■ Community building ■ Social responsibility audits ■ Zero-emissions systems 	<ul style="list-style-type: none"> ■ All individuals in society 	<ul style="list-style-type: none"> ■ The planet managed as a system ■ Improved life for everyone on the planet

SECTION III: PREPARING TO USE THE STARBURST MODEL™

Section III enables you to apply the five fields of performance practice in the workplace. The first topic addresses the foundational skills and knowledge required in all five fields—such as verbal and written communications, acting as an agent for change, synthesis and analysis, coaching teams and individuals, helping adults learn, and using appropriate technology. It also covers skills and knowledge specific to each field.

Several ways to go about acquiring these skills and knowledge follow this discussion. These include: ongoing education; joining and participating in professional, business, and community associations and organizations; what to read; the power of networking; mutual learning; and technology enabled learning.

The final topic defines the behaviors (represented by the acronym **COMPASS™**) that need to be enacted by individuals with leadership responsibility for planning, implementing, and evaluating the five fields of performance practice or their individual components. They include attention to the forces impacting the workplace of the future. These behaviors are:

"We are tuned as consumers to expecting that new is best...the old is out, the new is in. And so it goes for management approaches. Is quality in or out? Is reengineering better than quality? Critical SHIFT presents us with a more useful view; one of transition and evolution. It guides in an evolutionary journey through past, present, and future management approaches, building as we go, toward even better methods."

Maury Cotter, Director, Office of
Quality Improvement
University of Wisconsin-Madison

- Connect with change,
- Open up—let go,
- Manage polarities and meaning,
- Practice unwavering integrity,
- Attend to the whole,
- Serve others, and
- Seek self knowledge.

SECTION IV: THE STARBURST MODEL™: IMPLICATIONS FOR YOUR ORGANIZATION

Section IV details steps organizations can take to realize benefits from the five fields of performance practice. It first explains how to use The Starburst Model™ in the workplace. This portion provides clear-cut guidelines for applying the model to your organization and exploration questions that promote just-in-time learning. Broad-brush recommendations are given for three typical scenarios: organizations that have engaged in very few activities that focus on the concepts, tools, and methods presented in The Starburst Model™; organizations that have used a "shotgun" approach to their implementation; and organizations that have systematically used many of the components described in the first three or four fields of performance practice. A discussion of commonly faced challenges in performance improvement follows.

The second half of Section IV outlines an 11-step process for configuring a department or function to assist management with performance improvement. Each step is presented in detail from determining its purpose, roles, responsibilities, and relationships with others through to its work processes, infrastructure, and resulting employee development plans.

SECTION V: YOUR CAREER IN ORGANIZATIONAL PERFORMANCE IMPROVEMENT

"I found this book timely and helpful for me not only professionally, but personally, as I re-examine my career and broader life goals. The information and insights offered led me to a deeper level of self-examination and helped shed some light on important personal questions. The Starburst Model™ ...helped me synthesize my thoughts into a coherent picture of how the various pieces of the quality integration puzzle fit."

Vern F. Campbell, P. Eng., MBA
Quality Coordinator
Manitoba Hydro

Section V presents three sets of actions that professionals who specialize in enhancing organizational performance can take to ensure their employability in the workplace of the future. The first set explores an approach for determining one's vocation, career, or job and outlines the numerous steps involved in making a job and/or career change. The next set investigates what it means to be an external consultant. It also examines whether to join an established firm, how to start a firm, and the daily challenges faced by those who are in this role today. Section V ends with the steps for creating a personal action plan—one that outlines what you will do differently in your current job and career given what you have discovered during the course of reading this book.

MEET THE AUTHORS

Lori L. Silverman is the owner of Partners for Progress, Madison, WI, a management consulting firm that helps organizations achieve and maintain a sustainable competitive advantage in their marketplace. She has a wide range of public- and private-sector experience in strategic management, large-scale organizational change, and total quality management, and has authored over 30 articles and workbooks. Silverman holds a B.S. degree in psychology and an M.S. degree in counseling and guidance, both from the University of Wisconsin-Madison, and an M.B.A. degree from Edgewood College, Madison, WI.

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