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Quality Management is Ongoing Social Innovation

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What I am going to tell you

- social innovation
- the EFQM Excellence model
- the development of quality thinking
- conclusions

My argument:

Modern total quality management (e.g. EFQM Excellence Model) is

- a successful social innovation for organisations, one of the core units of society
- a perpetual generator of organisational innovation
- completely based on social scientific theory
- completely based on social scientific methods and instruments

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Social innovation

- The successful intentional implementation and formation process of new modes and procedures of co-operation and conflict, new social practices.

Four phases

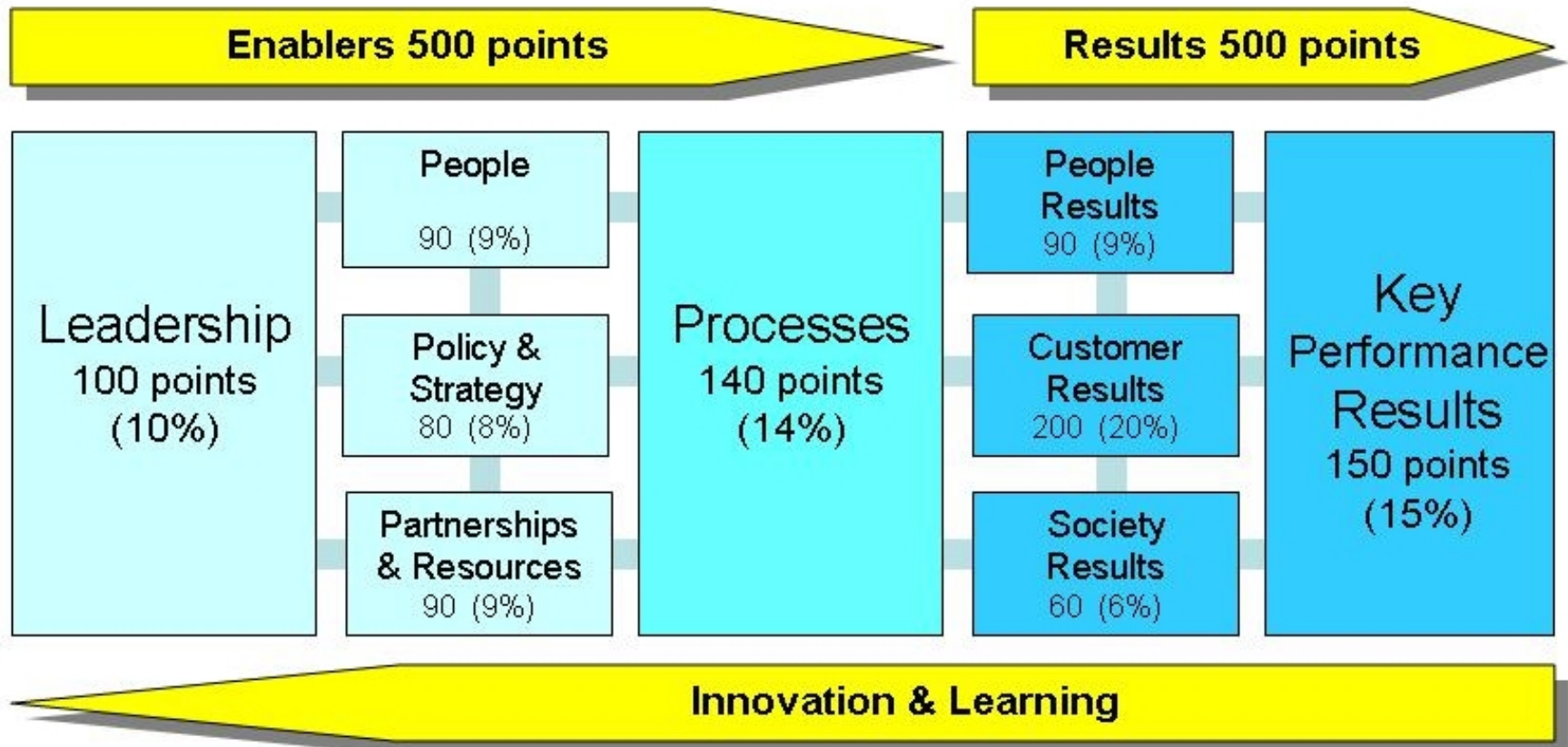
- inception or invention phase of generation and first recognition
- dissemination
- consolidation
- erosion

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Total Quality Management enhancing the quality of management

EFQM Excellence Model



A systemic model for excellent management

- control cycle of
- continuous learning and
- continuous improvement
- through regular self-assessment
- of self-established
- aims, strategies, processes
- according to perceived needs of all stakeholders
- self-evaluation in permanence

Organisations with EFQM outperform such without.


Methods and instruments

- measuring
- counting
- statistical analysis
- comparison/benchmarking
- evaluation methods
- organisation development methods
- didactical methods

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Quality through time

| Period | Label | Content |
|---|--|--|
| <i>Pre-industrial</i> | Crafts associations and guilds | Quality assurance by qualification assurance (profession, Beruf) <i>transferred to industrial age in German speaking countries</i> |
| <i>Industrial mass production</i> | Taylor Scientific Management  | „Systematic management“ by empirical analysis of working conditions and enhancing the workers' skills aiming at saving energy; focus : productivity booster |
| <i>Industrial mass production</i> | Tested quality 1945 – today | Inspection of products at the end of a production process, large inspection departments with high costs |
| <i>Industrial (diversified) mass production</i> | Produced quality Japan: 1950s–today West: 1980s-today | Juran, Deming, Crosby via Japan's race of catching up with Western capitalism („creative destruction“), process-focused, SPC, ISO 9000, Six Sigma, CIP, Kaizen |
| <i>Industrial diversified mass production</i> | Total quality 1990s-today | US: Malcolm Baldrige Award, *1987 by US Congress EU: EFQM Excellence Model (1989) |

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Based on empirical evidency, I have outlined that **systematic quality management**

- **is a systemic concept of managerial responsibility for learning, improvement and goal attainment, i.e. success, of organisations**
- changes the modes of functioning of organisations
- enhances the competence of organisation and self-organisation
- makes organisations more successful than those without
- modifies the modes of social co-operation and conflict in organisations
- is thoroughly based on social sciences, in its complete theoretical and methodical equipment

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Thank you