



## Lecture 7: Next steps for improvement

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## Adding the Value based Approach to an existing Quality Culture Initiative ...

- Makes the matter of concern of a Quality Initiative fit to the needs of the employees
- Increases motivation of employees and reduces complexity of work
- Creates highest acceptance levels ever seen for Quality Initiatives
- Ensures successful and sustained implementation of measures

... and avoids

- employees to keep on doing things the old way
- employees to come back doing things the old way

### Changes in daily work that might improve quality – or not

- Slack periods during your day have been removed
- Opportunities for you to socialize have been removed
- You are now responsible for additional tasks
- You must now communicate with people in other functions who have different backgrounds, training and goals
- You must start to use a computer, tablet or other electronic devices
- You must now use a global IT System instead of the former smart one
- You must now write notes documenting your activities
- You are now expected to self-report your own mistakes
- You must now point out mistakes made by others
- You get a new supervisor and new colleagues due to a re-organization of your department
- You have to increase quality oversight but with less personnel
- ...

## Changes in daily work that might improve quality – or not

Each of these changes requires:



## Implementation: Keys to success

- Initiative needs to start with the interest and support of senior management
- Initiative measures need to address major needs of employees regarding systems, processes, documents and support:
  - User requirements
  - User friendliness
  - User needs
- Use positive effects e.g. from Deviation Review or Safety Behavior to increase acceptance level of employees to improve Quality Behavior



## Implementation

### Merging Safety Behavior and Quality Behavior

Safety initiatives have been implemented in nearly every company during the past decades and they have been successful in most cases.

Success of the safety initiatives is always driven by employee's own interests for their own health and safety.

Quality initiatives may use the same tools and ways for implementation. However, motivation of employees needs to be focused.

## Implementation

### How can you start within your team?

- Value and respect your employees
- Listen to your employees and understand their needs
- Improve general conditions for employees as far as you are able to
- Initiate improvement of control instruments by senior management
- Motivate your team to change behavior
- Give positive feedback on behavior improvement
- Increase team spirit with team building measures
- ...

# Implementation Project: Responsibilities and tasks

## 1. Senior management:

- Create highest interests and motivation for initiative's success
- Senior management selects the team lead of the Quality Initiative Team

## 2. Quality Initiative Team:

- Team lead selects engaged and enthusiastic employees as team members

## 3. Lower and middle management:

- support the team and provide technical and human resources

## 4. External support:

- expert advice and organizational consulting





**Exchange of Experiences**

**Summary and Conclusion**

**Questions and Answers**

**Thank you!**  
**For listening and watching,**  
**for your contribution**  
**and the discussion!**