
2011 Future of Quality Study Emergence



Structure of Presentation

- Quickly explain “Futuring”
- Explain study methodology
- Share the Forces of Change
- Explore possible implications to:
 - quality
 - organizations striving to use quality
 - people looking to be quality leaders



Success Today

That you have:

1. a working knowledge of futuring
2. knowledge and understanding of the forces shaping the future of quality

That you will:

1. think about the implications of the future specific to you
2. commit to at least one action



Introducing Emergence



Futuring

- A structured look into the future
- Aimed at enhancing anticipatory skills
- Involves:
 - **Identifying the forces shaping the future**
 - Creating scenarios in which the forces play out
 - Postulating the implications
 - Identifying sensors to signal changes
- Possibilities – large and small

No View of the Future Will Be Accurate

- Unpredicted events trump every view, but forces stay in play
- Advantage goes to those who anticipate
- Agility provides a premium in rapidly changing environments



Welcome to Emergence



Identifying the Forces of Change

- International Participation
 - 140+ participants
 - 33 countries
- Diverse Representation
 - Education, Government, Healthcare, Manufacturing, Not-for-Profit, and Service



Process

(Fielded Feb-Mar 2011)

- Electronic involvement
- Anonymous entries
- Delphi technique
- Seeded with 43 forces
- Three rounds of “Pick 10” and tell why
- Consider new suggestions
- Rank in order



Emergence: Forces of Change



2011 Forces of Change

1. Global Responsibility
2. Consumer Awareness
3. Globalization
4. The Increasing Rate of Change
5. The Workforce of the Future
6. An Aging Population
7. 21 Century Quality
8. Innovation



2011 Forces of Change

1. Global Responsibility 

2. Consumer Awareness (new)

3. Globalization 

4. The Increasing Rate of Change (new)

5. The Workforce of the Future (new)

6. An Aging Population 

7. 21st Century Quality

8. Innovation (new)

1 Global Responsibility

- Globalization + Social Responsibility
- ISO (ANSI/ASQ) SR26000
- Evolving understanding of SR
- SR positively impacts revenue and margin
- Drivers—enlightened leaders, informed consumers
- Less about philanthropy
- More about leadership
- Lifecycle stewardship



2 Consumer Awareness

- Increasing knowledge for consumers and organizations
- Marketplace (from drive radius to globe)
- Massive databases of customer preferences
- Mass customization
- Zero wait times
- Organizational agility is essential



3 Globalization

- #1 in 2008
- Opportunity to threat to irreversible reality
- Local production and SR in the shadows
- Global customers and global supply chains
- Risk in unimagined proportions
- Growing complexity to imagine and manage
- In a world of finite resources



4 The Increasing Rate of Change

- Technology is the gas pedal
- Population growth easing as fuel
- Threat and opportunity
- Growth is predictable, technology is not
- Hoped for solutions to world problems
- Emerging technologies—bio and nano
- Shorter product/service lifecycles



5 Workforce of the Future

- New notions of talent, work, workplace, and learning
- Unemployment and retirement defined differently
- Search for talent drives workplace flexibility
- New meaning for lifetime learning
- Capturing wisdom will be a challenge
- Imparting knowledge to enabling learning
- Competency assurance=premium value



6 An Aging Population

- A challenge to world resources
 - Amplifying healthcare crisis
 - Straining social welfare models
- New “golden years” concepts
- Most significant increase in numbers by age group (65-plus)
- An emerging market without precedent
- Must consider quality of life

7 21st Century Quality

- Cannot take quality for granted
- Quality is the competitive advantage

	Then	Next
Goal	Prevention	Perfection
Quality of	Product	Enterprise
Philosophy	Processes	Community
Sector	Manufacturing	Every
Waste	Tolerable	Abhorrent
Focus	Product/Service	Experience
Methodology	Control/ Improvement	Change/ Transformation

8 Innovation

- Buzzword
- Innovation vs R&D?
- Innovation vs Improvement?
- Innovation=Lifeblood
- Mature change management practices
- Will innovation replace manufacturing as the source of wealth in a nation?

What's Next?

- The study creates context for dialogue.
- “Stakeholder Dialogues”
- Implications to:
 - Quality
 - Organizations
 - Quality profession



Emergence: Implications



Seed Your Thinking

Lead You to Action

Implications to Quality

- Quality of product becomes quality of life
- Used to address complex, dynamic issues
- Consumer expectations
 - Perfect product/service quality
 - Zero waste and environmental impact
- Evolve to respond to pressures of fast change



Implications to Organizations

- Enterprise Quality—from quality of product to quality of management
 - Risk being addressed through management systems
 - Everyone will use the language of improvement
- Quality drives innovation
- Quality enables sustainability



Implications to Quality Leaders

- Involved in strategic discussions and developments
 - Learn the language of management
- Success=RESULTS**
- Become expert in system based solutions
 - Expect role as mentor/coach/guide
 - Develop tools that support speed



Summary

Ready or Not

The Future is Coming

- Futuring is a tool for anticipating.
- There is advantage in anticipating.
- Quality shaped by powerful forces.
- Forces help us explore how quality will change.
- Deciding how to act is important.
- Acting on the study creates value.



Reading material

The full study is available at

<http://asq.org/about-asq/how-we-do/futures-study.html>

An IAQ study based on the 2011 Future of Quality Study is also available

<http://asq.org/2011/09/global-quality/prognostications-scenarios-of-the-future-as-viewed-in-2011.pdf>



