A Plan for Today’s Discussion

• About ASQ
• About Futuring
• About the Future of Quality
• About Some Possible Implications
Discussion Success Criteria

- Help move you into “future space”
- Set boundaries for quality’s future
- Get you thinking about implications
- Other?

About ASQ
ASQ Vision

By making quality a global priority, a business imperative and personal ethic, ASQ becomes the community for everyone who seeks quality concepts, technology, and tools to improve themselves and their world.

Two Roles, Two Objectives

• To be stewards of the quality profession by providing member (customer) value

• To be stewards of the quality movement by providing increased value from ASQ activities
Basic Facts

- Founded in 1946
- 90,000 members
- 255 Sections, 22 Divisions, 2 Forums, 20 Networks
- ASQ Global
- 2x Winner – Wisconsin Forward Award – Mastery Level

A Rich and Trusted Resource

- The world’s largest/oldest organization dedicated to quality
- 62+ years of objectivity
- A 60-year collection of knowledge
- A community available to all
- A professional development vehicle
- A vehicle of global change
Futuring

Living in the Future

Futuring

• A structured look into the future
• Aimed at enhancing anticipatory skills
• Involves:
  – Identifying the forces shaping the future
  – Scenarios in which those forces play out
  – Postulating the implications
  – Identifying sensors to signal changes
No View of the Future Will Be Accurate

- Every view has unpredicted events
- That does not mean the identified forces are not still acting on the future
- Advantage still goes to those that anticipate

Identifying the Forces of Change

- International Participation
  - 100 participants
  - 34 countries
- Diverse Representation
  - Education, Government, Healthcare, Manufacturing, Not-for-Profit, and Service
Process

• All electronic involvement
• All anonymous entries
• Delphi technique – multiple approximations
• 3 Rounds of “Pick 10” and tell why
• Final round – Rank Order

2008 Forces
<table>
<thead>
<tr>
<th>#1 Globalization (#1 in 2005)</th>
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<tbody>
<tr>
<td>• Dominant force.</td>
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<tr>
<td>• Creates urgent need for global solutions.</td>
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<td>• Importance of standards.</td>
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<td>• Changing notions of space and time for work.</td>
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<tr>
<td>• Consumers are becoming global shoppers.</td>
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<tr>
<td>• National and regional will have less meaning over time.</td>
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<table>
<thead>
<tr>
<th>#2 Social Responsibility (SR)</th>
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<tr>
<td>• Growing expectation that organizations will be stewards of the planet.</td>
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<td>• Growing acknowledgement by organizations that SR is “good business.”</td>
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<td>• Company reputation will play a larger role in the criteria consumers use when making purchases.</td>
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#3 New Dimensions of Quality

- Tradition – control & improvement.
- Future ??? (change, transformation, value, creativity, innovation, systems)
- Learning at unprecedented rates.
- Near perfect product quality is an assumed requirement.
- Differentiation – Product? Service? Experience?

#4 Aging Population

- Life spans are increasing and organizations are responding to this large market need.
- Organizations will find it difficult to replace the knowledge and expertise as the older generation leaves the workforce.
#5 Healthcare

- Globalization is adding to the number of people expecting access to healthcare.
- Quality can play an important role in removing waste from the system and improving health outcomes.

#6 Environmental Concerns

- Urgent now.
- Consumers expect organizations to reduce their environmental impact.
- Increased accountabilities.
#7 21st Century Technology

- A challenge and an opportunity.
- Driving the rate of change the world is experiencing.
- May deliver solutions for energy, water, food shortages, healthcare, etc.

“On the Radar”

- Customer Expectations
- Consumer Sophistication
- Ethical Considerations
- Outsourcing (down from #2 in 2005)
- Quality of Life
A Common Reaction

- I’m not surprised by anything on this list so I’m not sure the study has done much to uncover the future.

- The value is not in “what’s new,” it’s in “what’s important” and more so “what you do in response to what’s important.”

What’s Next?

- The study simply creates context for dialogue.
- “Stakeholder Dialogues”
- Implications to
  - Quality
  - Organizations
  - Quality practitioners
  - ASQ
- Three years of listening and responding.
Seven Implications

Ideas to stir the pot
All informed by the research
Challenge conventional thinking

#7 Changes in Quality

<table>
<thead>
<tr>
<th>Tradition</th>
<th>Emergent</th>
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</thead>
<tbody>
<tr>
<td>Control</td>
<td>Change</td>
</tr>
<tr>
<td>Improvement</td>
<td>Transformation</td>
</tr>
</tbody>
</table>
#6 People Investments

- Knowledge half-life shrinking
- Knowledge needs changing
  - Quality literacy
  - Cultural literacy
  - Change/transformation
  - System/process

#5 Quality Integration

- Best lead in a system environment
- Leverages strategic value, which assures operational value
- Optimizes value
  - Top line, bottom line, enterprise, customer, stakeholders
- Limits “dead-end” tactics
#4 Value Based Customers

- Comply not enough
- Defect free not enough
- Without waste not enough
- Fast not enough
- Low cost not enough
- Experience emerging
- Informed consumerism growing
- Social responsibility looming or here?

#3 Globalization

- Irreversible (can’t ignore)
- Opportunity and threat (best to understand both)
- Leadership role (active vs. passive)
- Physical outpacing cultural
- Begs for global approaches (harmonization)
#2 Anticipation

- The rate of change is increasing
- The benefit goes to “First”
- Lifecycles are collapsing
- Multiple possible paths forward
- Volatility is certain
- Plans will be overtaken by reality

#1 Living Systems

- Complexity is growing everywhere
- Hierarchical models fail to anticipate consequence
- Processes live in systems – the tradition of quality is process
- People and organizations are biological not mechanistic
- Imperfect models are better than none
What’s Left?

The specificity of which changes to address, in what order, and what implications most demand our attention.

Thank You!