



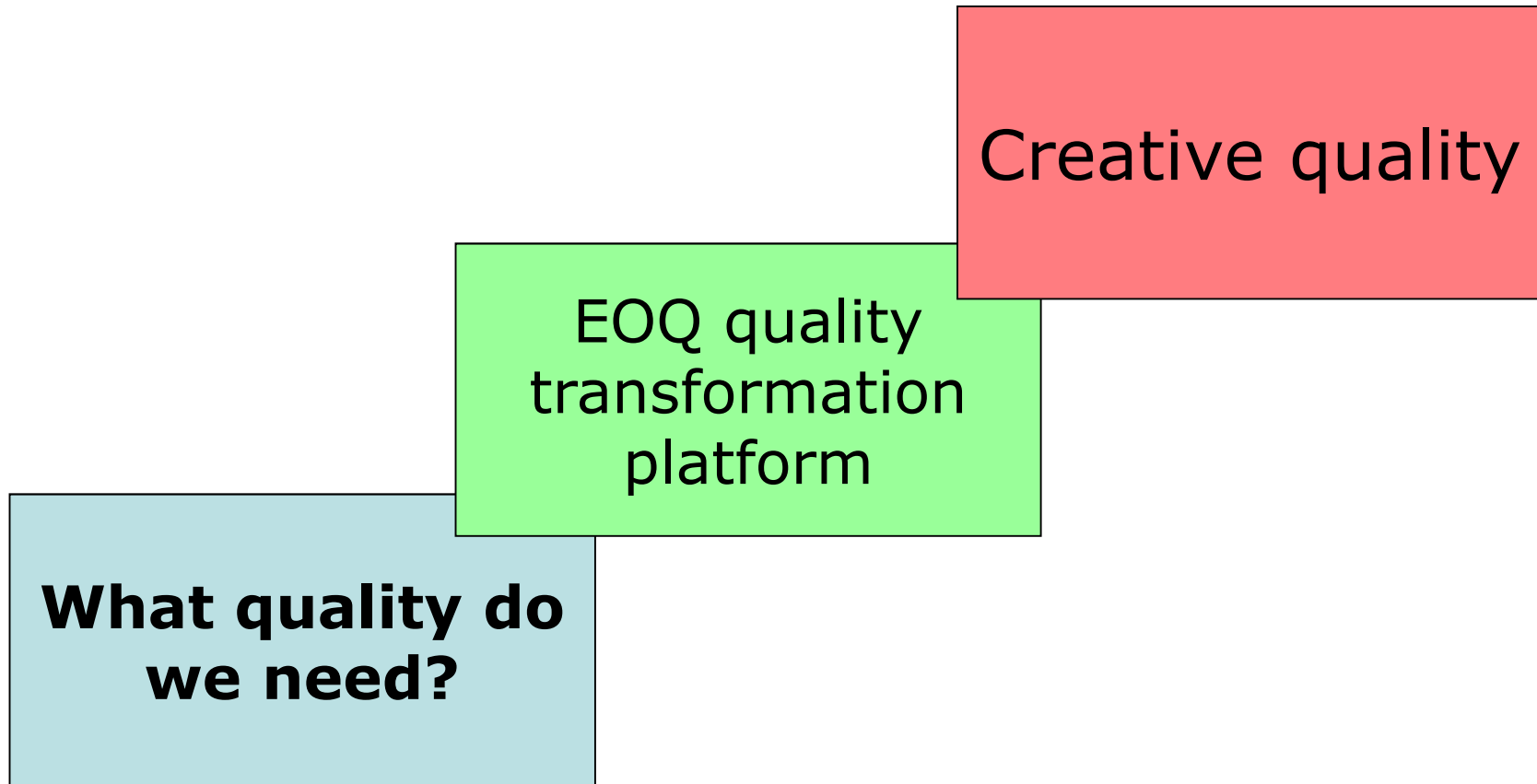
INNOVATIVE APPLICATION OF QUALITY, OR: QUALITY APPLICATION OF INNOVATION?

11. konf. HDK, Vodice, Croatia

12-14. May, 2011

Dr Mila Božič

HDK-Establishing quality agenda for the 21st century



Do we recognize real quality?

- Washington, DC, Metro station, 2007.
- A man played violin for about 45 min.
- Almost 2,000 people passed by.
- The musician collected a total of \$32.

The truth is:

- **Nobody recognized Joshua Bell, one of the best musicians of the world, who played some of the finest music ever written on a violin worth \$3.5 m.**
- Only 2 days before he sold out a concert in Boston, with an average ticket price of \$100.



(Ref: Washington Post sociology experiment about perception, Youtube: Joshua Bell Metro)

What quality do we need?

- Quality of performing
- Quality of innovation
- Quality of perception

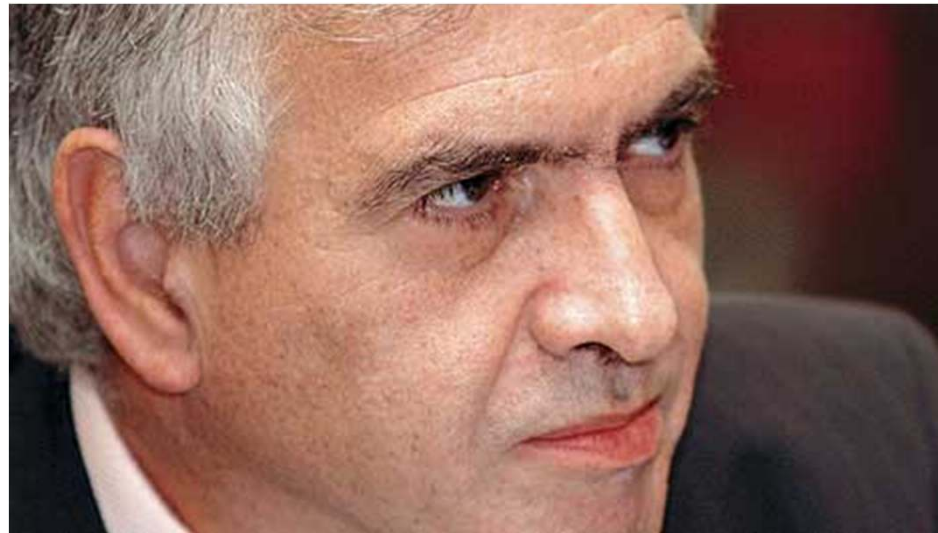
Voting for.....?

- So how can we raise the competences & awareness to deliver right quality?

MEMO: Quality professionals, executives, experts, knowledge workers, do not like to be controlled, supervised, inspected, audited...

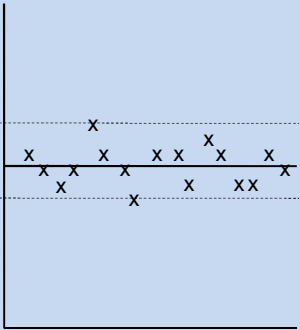
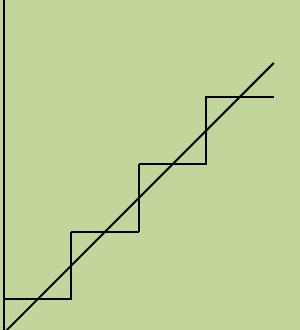
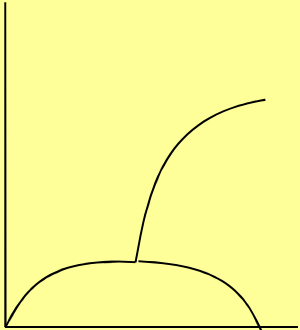
Do we accept our responsibility for quality in our organisation and society?

- **Who dares (Finance): Željko Rohatinski (6.5.2011)**
- The bad situation of the country while emerging from the crisis is mostly our fault.

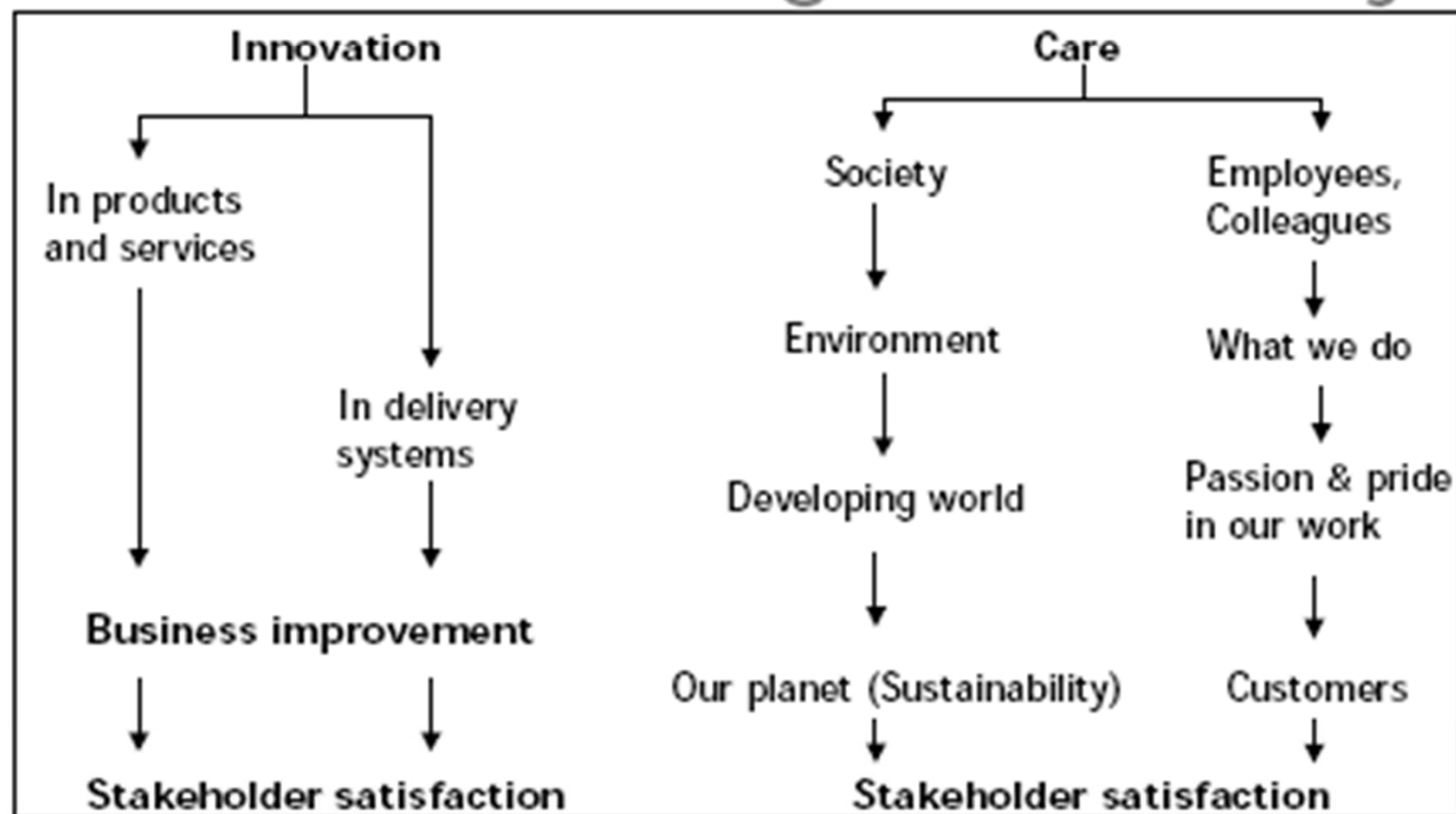


- Can we quality experts display some self-criticism shown by Mr Rohatinski, guverner of HNB (Ref: Jutarnji list)

(EOQ, Transformation case studies, 2007)

	Control	Incremental improv.	Breakthrough
			
Change	Process	Standard	Business
Unchange	Standard	Business	Values
Hypotesis for Human Nature	Theory X	Theory Y	Theory Z
Key Player	Middle Manager	Shop Floor Workers	Top-Upper Managers
Management Focus	Discipline Focus	Backward Focus	Forward Focus
Data	Numeric	Numeric and Language	Language and Image
Tools	Statistical Analisys	Kaizen Methods	Explicit Image and Language Processing Methods

The New Message for Quality



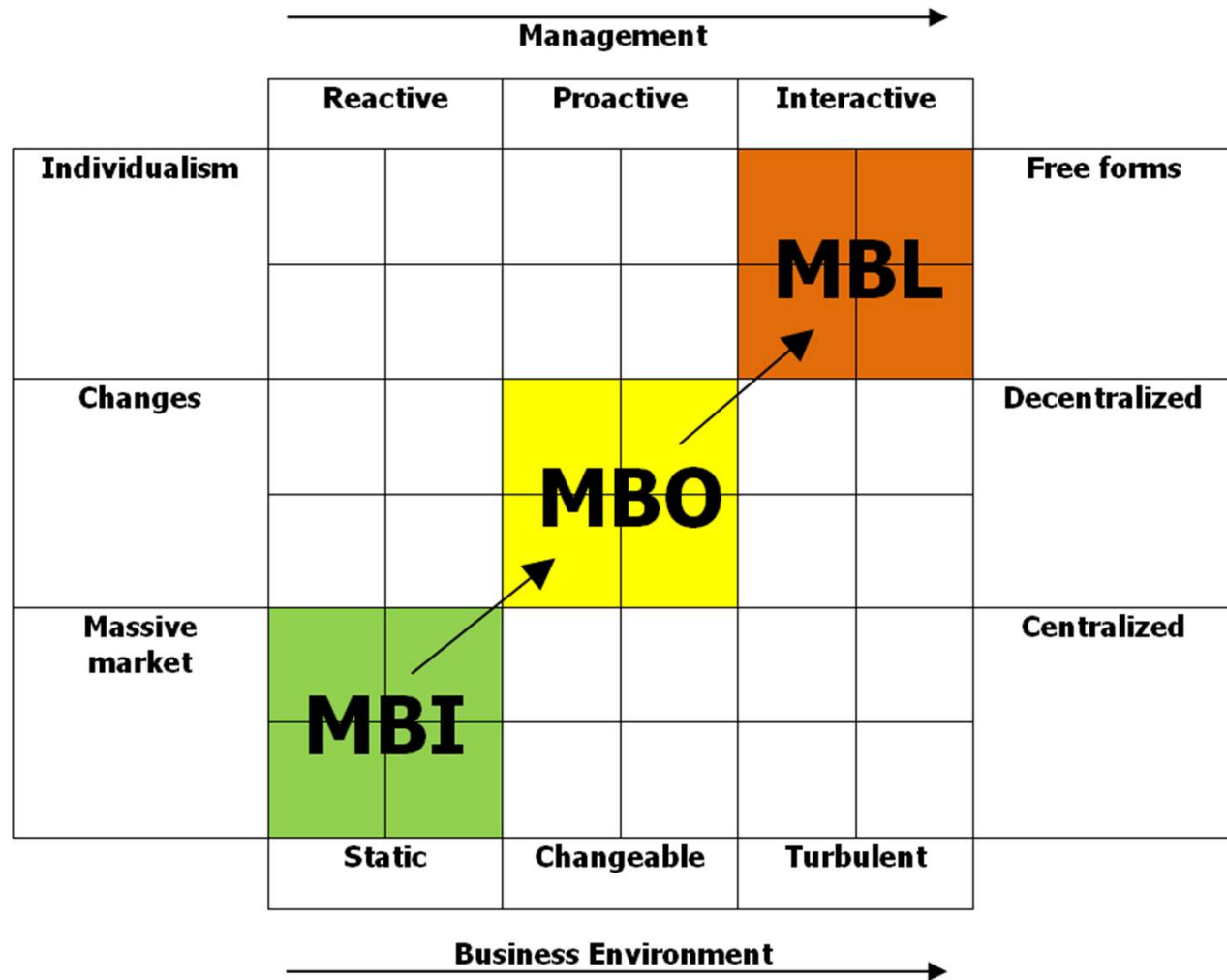
Quality is everybody's business



Where to start?

- Are we/our management/QMS focused on developing quality with new tools for creativity & innovation
- Do we have organized innovation system and practice?
- Are we measuring the outcome of our innovation process?

Trends in organizational development



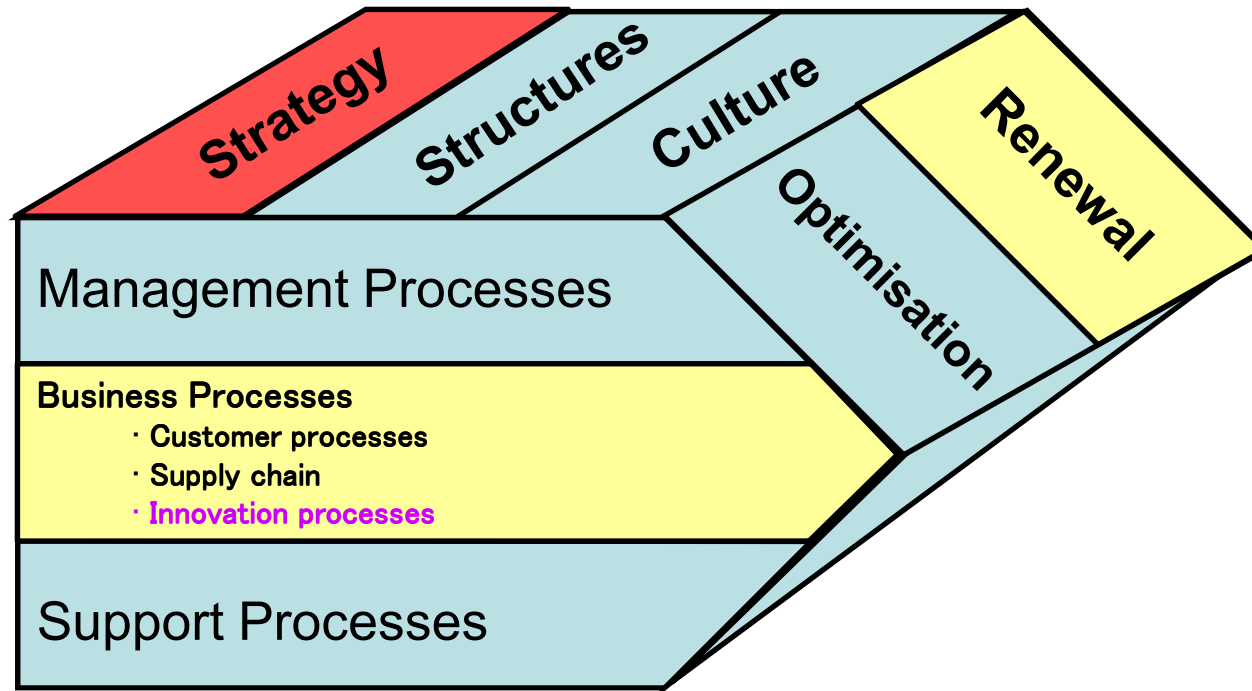
MBI = (Management by Instructions)
 MBO = (Management by Objectives)
MBL = (Management by Learning)

Business management paradigm change

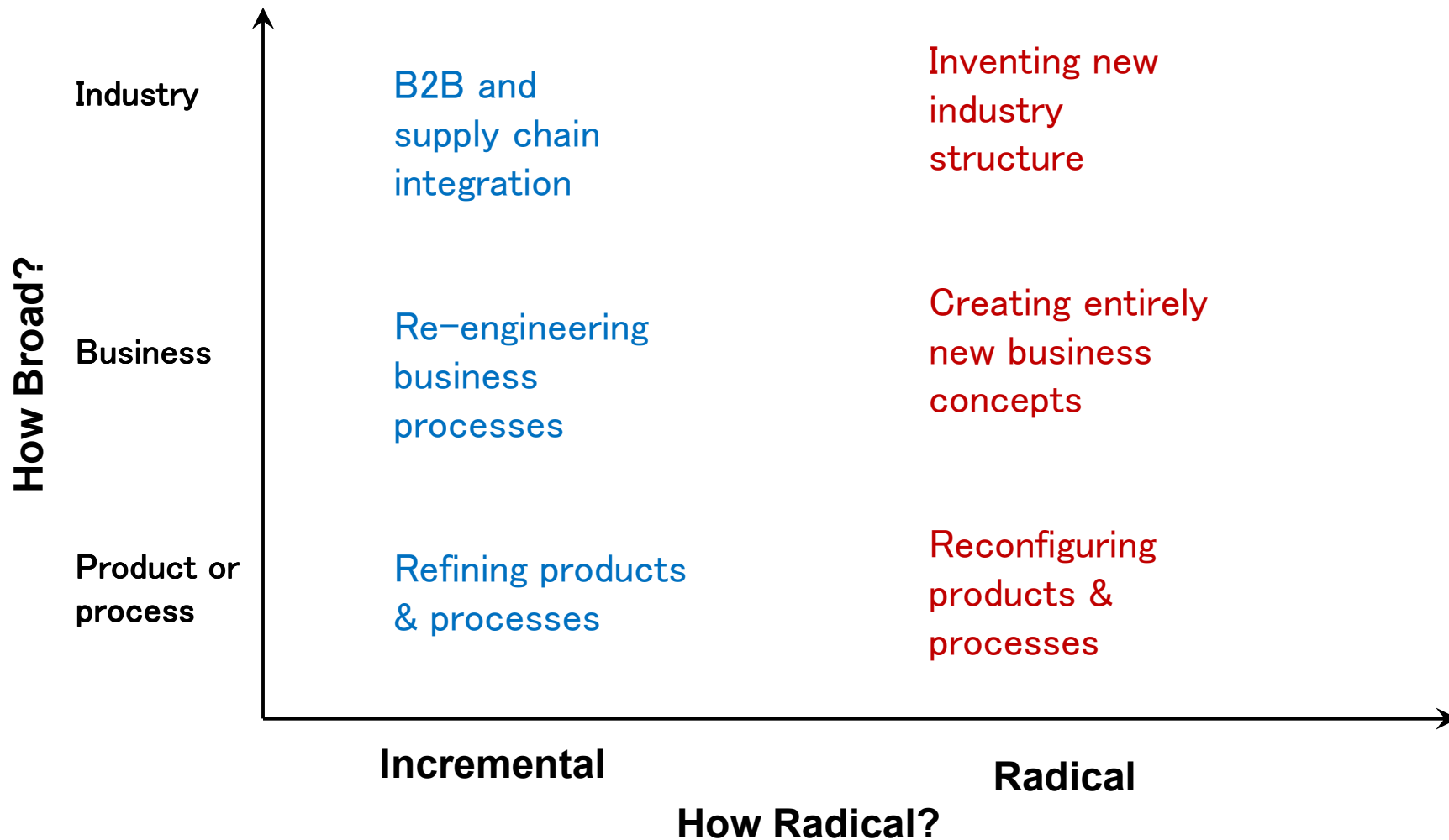
Da Vinci pilot project, EU

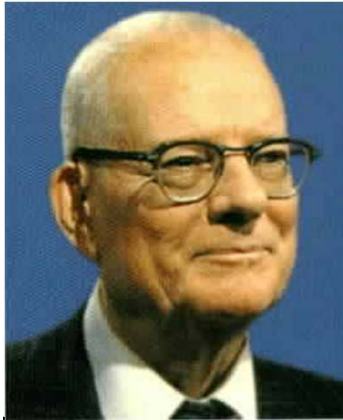
Traditional approach	Contemporary approach
Manage Tell, manage	Lead Lead, influence
Looking back Orientation to the past events and their extrapolation	Looking forward (foreseeing the future (Seeing))
Risk avoidance Safety, reticence, fear of mistakes and failure	Risk management Openness, search for challenges, acquire innovations
Information management Collecting, storing, processing and distributing information	Knowledge management Acquire, create and disseminate knowledge
Hierarchical organisation Status, formality, stability	Flatter organisation Immediacy, flexibility
Delegate Set and check tasks	Empower Provide activity freedom and responsibility
Control External control of the process and results	Self-control Internal control of the process and results
Individual Individual work	Team Synergy and self expression of an individual in team work
Studying oriented towards the present needs Fulfil imposed requirements	Studying oriented towards the future needs Know more than the present situation requires

Key business processes

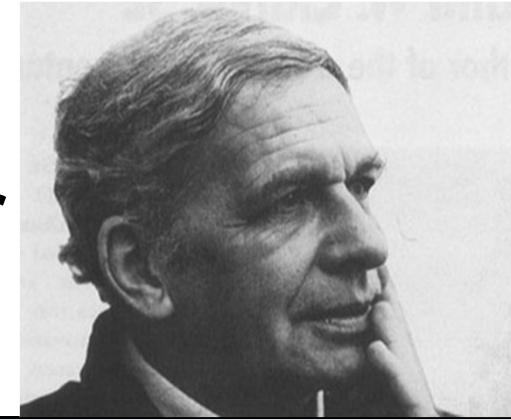


Renewal – expanding innovation horizon



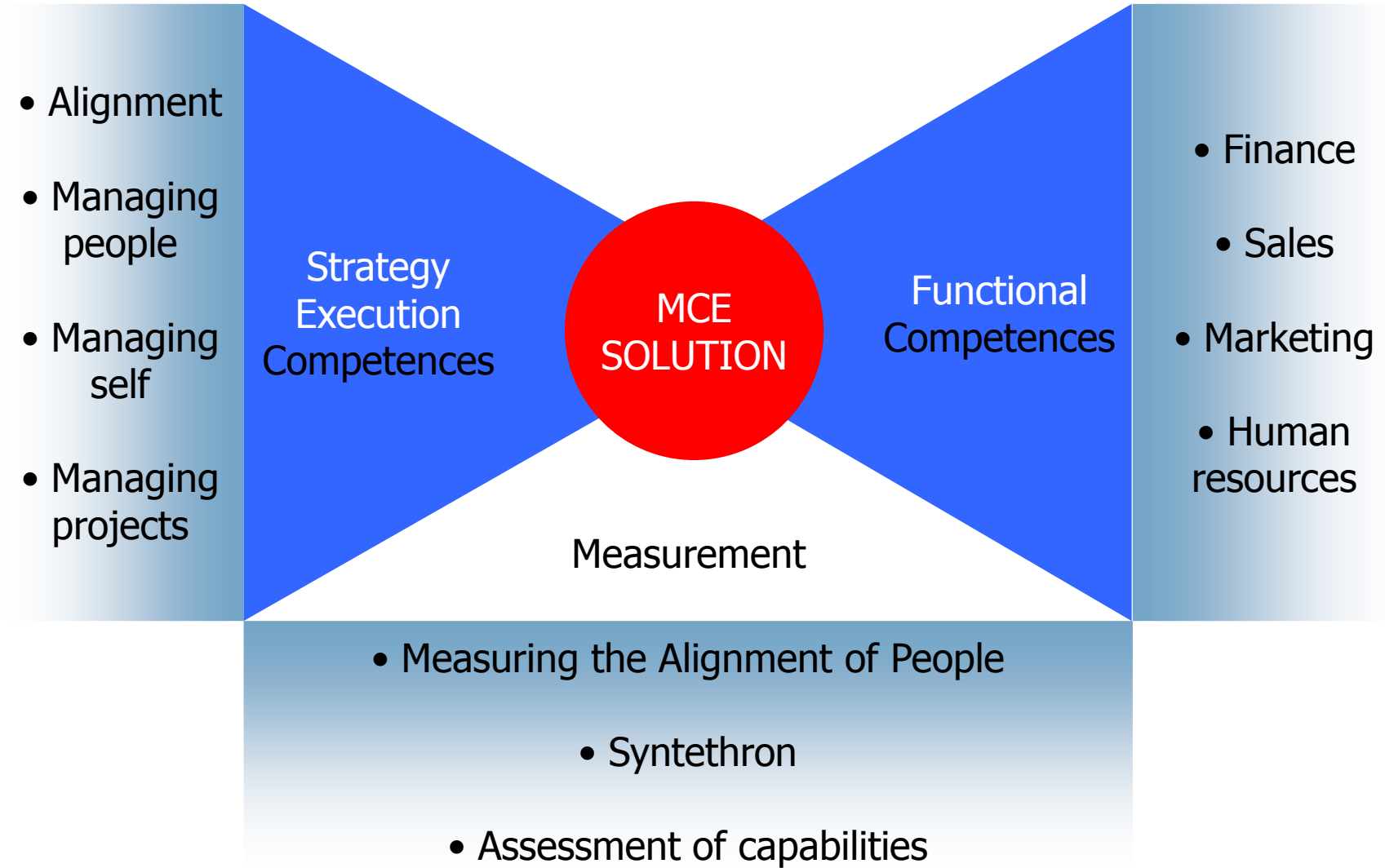


Deming & Altshuller



Area	Four elements of Deming's system of profound knowledge	Theory of inventive problem solving – TRIZ – basic elements
System	Focus is on the system	Problems are always solved by treating the system as a whole.
Variation	Recognition of variability	
Knowledge	Theory of knowledge	Knowledge for problem-solving is in: <ul style="list-style-type: none">- 39 × 39 contradiction matrix,- 40 inventive principles,- 76 standard solutions,- 17 generic evolution trends, and- Impact databases.
Psychology	Psychology	/
Creativity and innovation		Tools for improvements in creativity and inventive problem-solving algorithm – ARIZ.

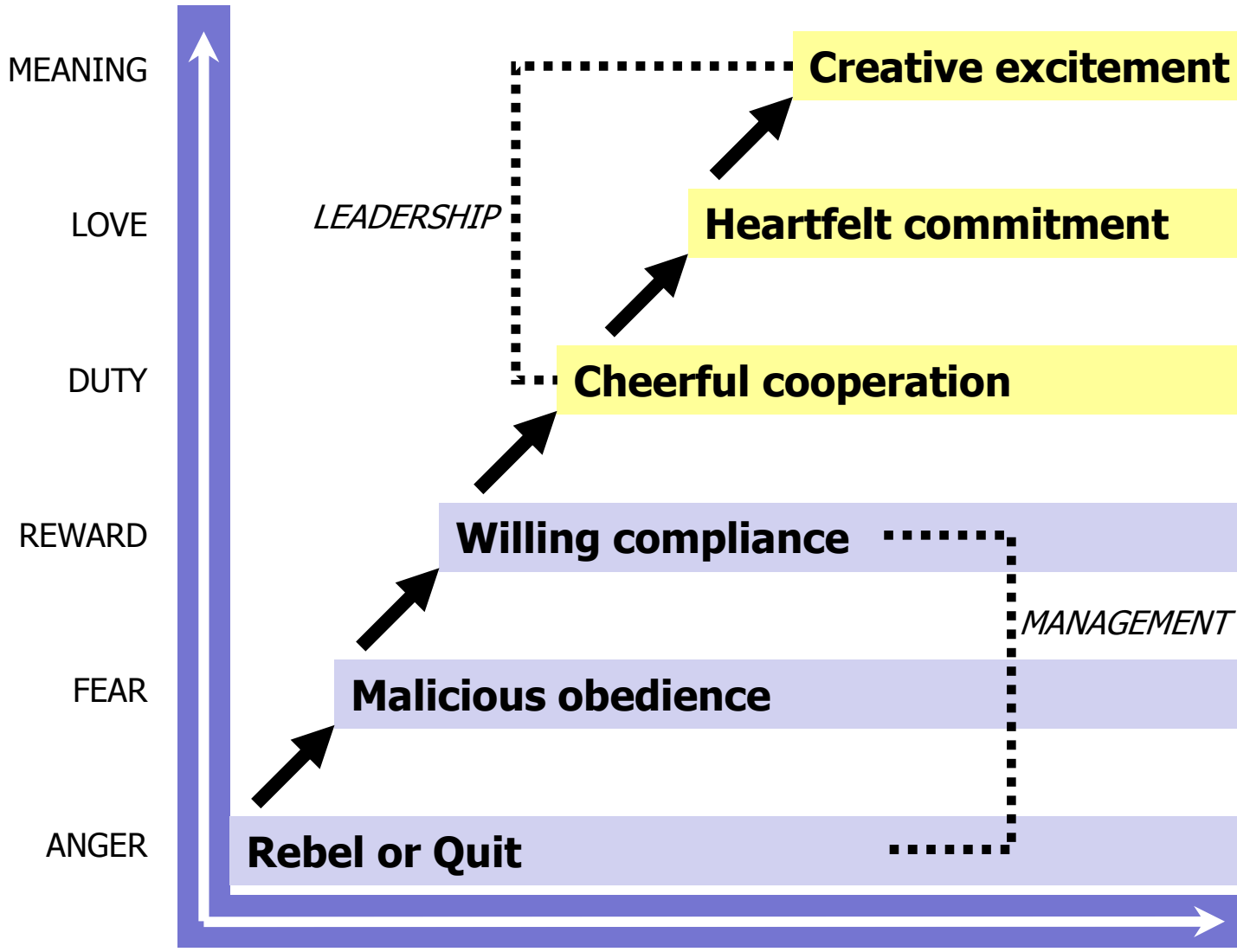
Your strategic choice Price/Value or High-end



Focused execution

	4 INTELLIGENCES	4 ATTRIBUTES	4 ROLES	i/Q THINKING	
BODY (to live)	Physical Intelligence	Vision	Modelling	Control	FOCUS
MIND (to learn)	Mental Intelligence	Discipline	Pathfinding	Improvement	
HEART (to love)	Emotional Intelligence	Passion	Aligning	Breakthrough	EXECUTION
SPIRIT (to leave a legacy)	Spiritual Intelligence	Conscience	Empowering	Purpose	

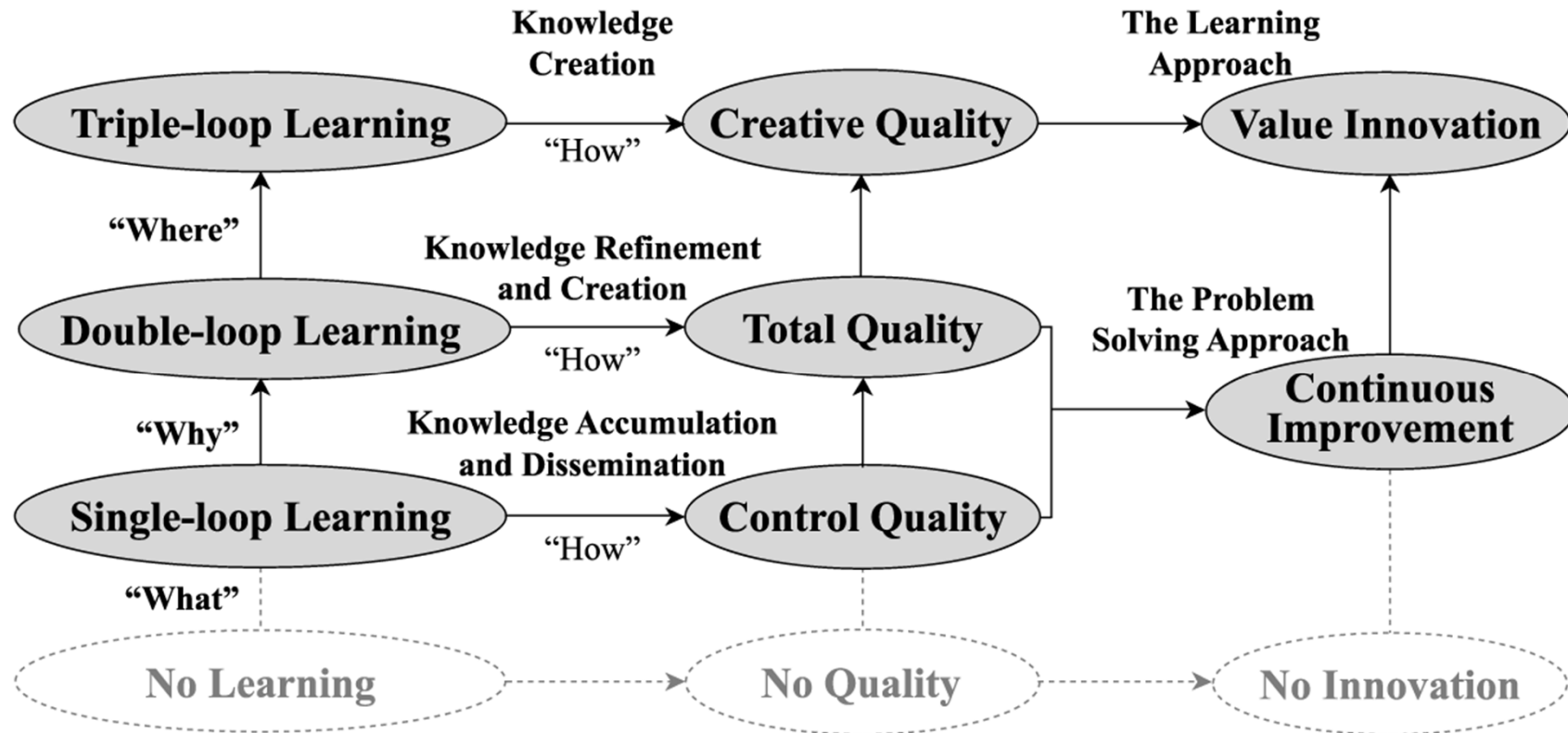
WHICH VALUES DRIVE INNOVATION?



What generates creative thinking:

1. Goooooals
2. Desires
3. Clarity of needs
4. Problem pressing
5. Concentration on a single problem
6. Open mind

Learning steps toward creative quality



To sum up....what makes an innovative and learning organisation?

- Fast prototyping, knowledge sharing
- Innovation and creativity tools
- Integration, lean approaches
- 5th discipline of learning organisation (P. Senge)

Thank you for your attention

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