The background of the slide is a 3D perspective illustration of a complex, multi-level structure made of dark blue and black beams. The structure resembles a futuristic city or a network of paths. Numerous white silhouettes of people in business attire are scattered across the various levels and paths, suggesting a diverse group of participants or stakeholders. The overall color palette is dominated by shades of blue and black, with the white silhouettes providing a strong contrast.

ASQ's 2008  
Futures Study

***The Forces of Change***

**Michael Nichols**

**January 12, 2010**

# A Plan for Today's Discussion

---

- 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?



# 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

---



# #1 Globalization (#1 in 2005)

---

- Dominant force.
- Creates urgent need for global solutions.
- Importance of standards.
- Changing notions of space and time for work.
- Consumers are becoming global shoppers.
- National and regional will have less meaning over time.



## #2 Social Responsibility (SR)

---

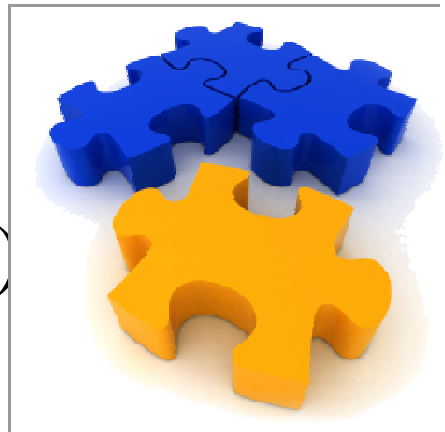
- Growing expectation that organizations will be stewards of the planet.
- Growing acknowledgement by organizations that SR is “good business.”
- Company reputation will play a larger role in the criteria consumers use when making purchases.



# #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 21<sup>st</sup> 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

---

<b><u>Tradition</u></b>	<b><u>Emergent</u></b>
Control	Change
Improvement	Transformation

# #6 People Investments

---

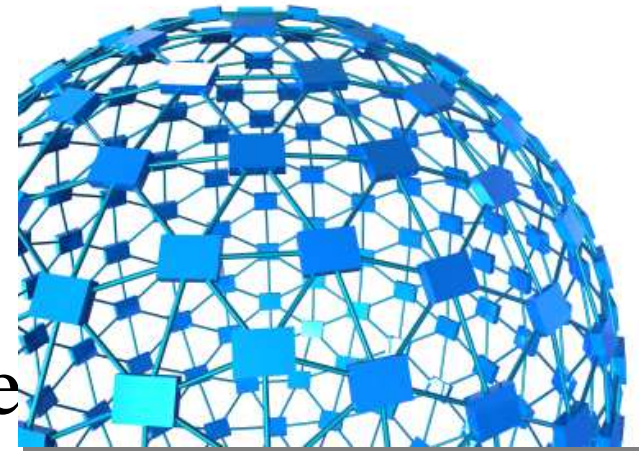
- Knowledge half-life shrinking
- Knowledge needs changing
  - Quality literacy
  - Cultural literacy
  - Change/transformation
  - System/process



# #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!

---

