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# 2011 Future of Quality Study "Emergence"

November 21, 2011  
Hong Kong



# Structure of Presentation

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- Quickly explain “Futuring.”
- Explain ASQ’s Future Study Methodology.
- Share the Forces of Change shaping the future of quality in 2011.
- Explore possible implications:
  - To quality
  - To organizations striving to use quality
  - To people looking to be quality leaders



# Success Today

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1. That you have a working knowledge of futuring to call upon in the future.
2. That you have knowledge and understanding of the forces shaping the future of quality.
3. That you will start thinking about the implications of the future specific to your work and role.
4. That you will commit to at least one action you can take to prepare for the future



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# Futuring

Living in the Future



# Futuring

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- 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
- Possibilities – large and small



# No View of the Future Will Be Accurate

- Every view of the future will be overtaken by unpredictable events
- That does not mean the identified forces are not still acting on the future
- Advantage still goes to those who anticipate
- Agility provides a premium in rapidly changing environments



# Identifying the Forces of Change

- International Participation
  - 150+ Participants
  - 32 Different Countries
- Diverse Representation
  - Education, Government, Healthcare, Manufacturing, Not-for-Profit, and Service



# Process

(Fielded Feb-Mar 2011)

- All electronic involvement
- All anonymous entries
- Delphi technique – multiple approximations
- Seeded with 43 forces from reference sources and past studies
- Three rounds of “Pick 10” and tell why
- Consider new suggestions, mergers of forces to create new ones, patterns...
- Final round – Rank in order





# 2011 Forces



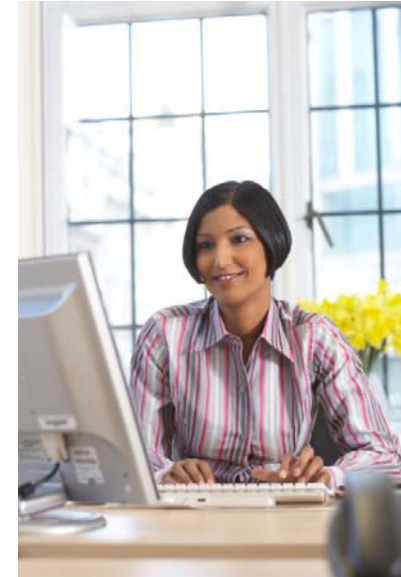
# #1 Global Responsibility

- Globalization + Social Responsibility
- Scope - ISO (ANSI/ASQ) SR26000
- Evolving understanding of SR
- Realizes SR positively impacts revenue and margin
- Dual drivers – enlightened leaders, informed consumers
- Philanthropy, less so – leadership more so
- Lifecycle stewardship



# #2 Consumer Awareness

- Vastly increasing knowledge
- Internet – widely available
- Social Media – instantly available
- Marketplace (drive radius to globe)
- Knowledge for consumers and organizations
- Massive databases of customer preferences
- Mass customization – economic quantities of 1
- Zero wait times
- Organizational agility is essential



# #3 Globalization

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- Slipping down the list from #1
- From 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 – energy, hunger, pollution, housing, disease
- Emerging (disruptive) technologies – bio, nano
- Ever shorter product/service lifecycles
- Perilous replaces leading edge – first or ??



# #5 Workforce of the Future

- New notions of talent, work, workplace, and learning
- Unemployment a thing of the past
- Retirement a thing of the past
- The search for talent will drive workplace flexibility
- New meaning for lifetime learning
- Challenge – capturing wisdom of the past
- “Formal” Education – shift from 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
- Economics and labor demand will create new “golden years” concepts
- By 2025 the majority of the population will be 65+
- An emerging market of never before known proportions
- Quality of Life considerations



# #7 21<sup>st</sup> Century Quality

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- Quality is evolving
- Pride, inspection, assurance, prevention, perfection...
- From quality of product to quality of enterprise
- Processes, systems, enterprises, “communities”
- Taking quality for granted = folly
- Quality in every sector including government
- Waste will be abhorrent
- Control and improvement, change and transformation
- Product, service, experience
- Quality differential – a competitive advantage





# #8 Innovation

- Clearly the buzzword of the times
- Innovation vs R&D?
- Innovation vs Improvement?
- Innovation = lifeblood
- Increased rate of change demands mature change management practices
- Will innovation replace manufacturing as the source of wealth in a nation?



# ***2011 Forces of Change***

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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***

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**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. 21 Century Quality

**8. Innovation (new)**



# What's Next?

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



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# Some Possible Implications To Seed Your Thinking To Lead You to Action



# Implications to Quality

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- From quality of product, to quality of life.
- Quality will be used to address complex dynamic issues between organizations and in community settings.
- Consumer expectations
  - Perfect product/service quality
  - Zero waste and environmental impact
- Quality will evolve to respond to pressures of everything changing faster.



# Implications to Organizations

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- Enterprise Quality – emphasis is moving from quality of product to quality of management.
- Risk being addressed through management systems - ethics and transparency.
- The language of improvement will be used by everyone in the organization.
- Innovations driven with quality.
- Quality will enables sustainability (SR.)



# Implications to Quality Leaders

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- Prepare to be involved in strategic discussions and developments.
- Learn the language of management.  
Success = RESULTS.
- Become expert in system based solutions.
- Expect a role as mentor/coach/guide.
- Develop tools that support speed.





# Summary

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- Futuring is a tool for anticipating.
- There is advantage in anticipating.
- Quality is being shaped by powerful forces.
- Knowing the forces allows us to explore how quality will change.
- Deciding how to act is important.
- There's not value of the study until you act.
- **The Future is Coming Ready or Not**



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# The Full Study is Available at

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

An IAQ Study Based on the ASQ Future of  
Quality Study is also Available

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



