



# Summary

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# History

The 1980s, was the era of participatory management: at that time, quality was « the final fashion goal » for a lot of organizations. Quality circles were created, and consisted in bringing together collaborators from the same working unit to solve problems.

Managers were initiating these meetings, resources were allocated and a facilitator was appointed. The first direction was to train the Managers in « participatory management », the operational staff in problem-solving, with a special budget.



# History



Kai = Change

Zen = Good

The model of this development was based on Kaizen (from the Japanese industry). The Kaizen system is a process aimed at the continuous improvement of a company. This improvement should not result in a significant financial investment. The Kaizen system is about improving a company's productivity by making small changes every day. French are not like Japanese ...

We will see this process later on in part 3



# History

Unfortunately, this imported methodology found very quickly its proper limits. In order for such a system to work, it was essential that « ideas from below » were considered, and the application of the decisions, controlled.

Instead, employees thought « I gave ideas and it never was taken into consideration, so now, I do whatever I am asked. »



# Why it did not work

1. Middle managers felt bypassed in the traditional hierarchy line
2. The methods were far too cumbersome
3. The organizations had real difficulties implementing the numerous proposals from these circles
4. The time of the meetings disrupted the functioning of the enterprises
5. short-term results were below expectations



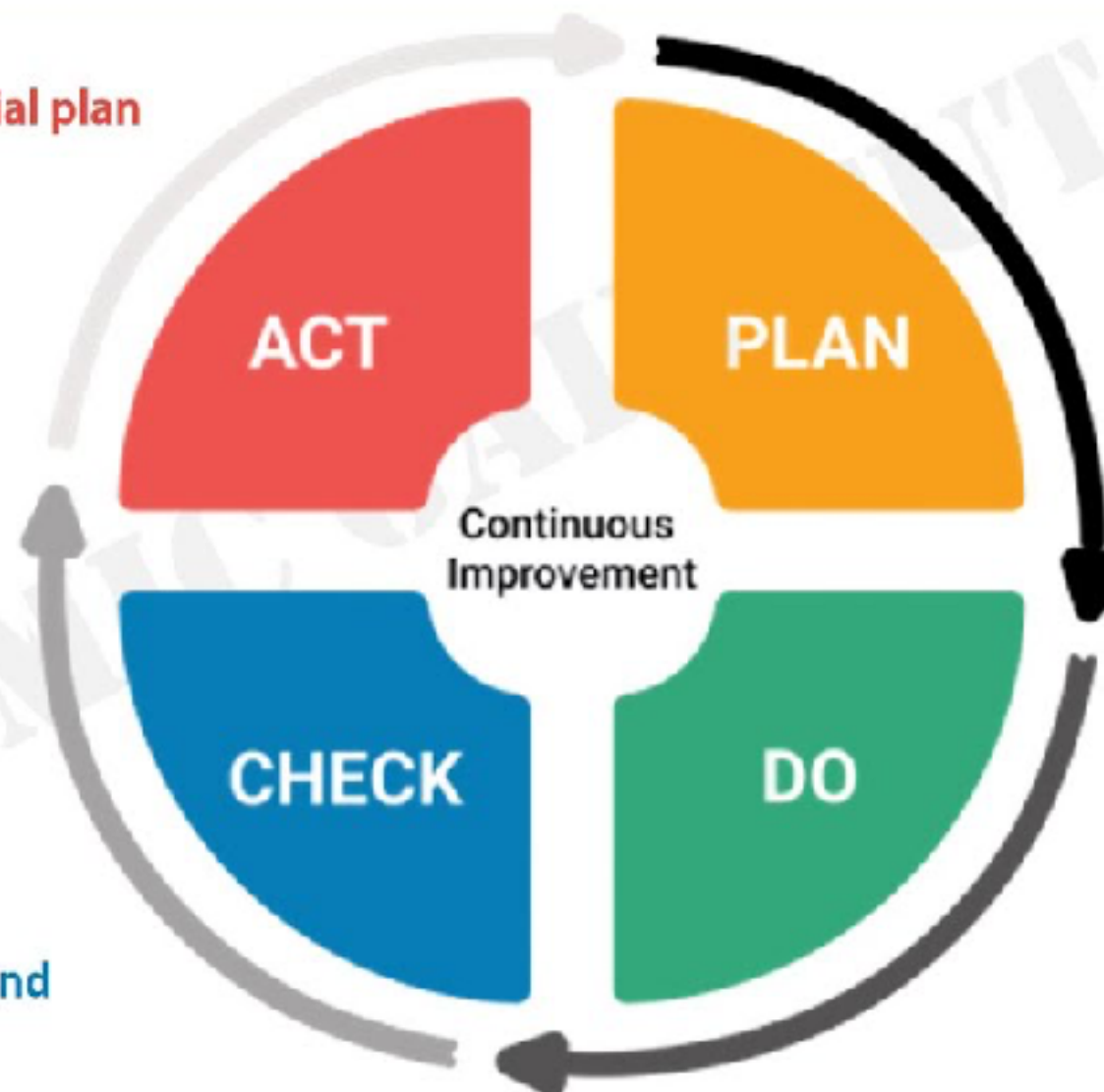


# Evolution

## PDCA Cycle

- Proceed and apply your initial plan
- New standard baseline

- Most important stage
- Avoid recurring mistakes
- Apply continuous improvement
- Audit the results
- Identify problematic parts and eliminate them



- Core problem?
- Resource needs?
- Existing resources?
- Best solution using available resources?
- Conditions?
- Goals?

- Time to take action
- Apply everything
- Be aware of unpredicted problems
- Standardize



# PDCA Process



It is a matter of defining the objectives to be achieved. The actions to be carried out must be associated to achieve the objectives.

- *For example*, in case of malfunction, it is necessary to analyze the causes of the malfunction and to identify the root cause or causes. The actions to be carried out concern the treatment of root causes.





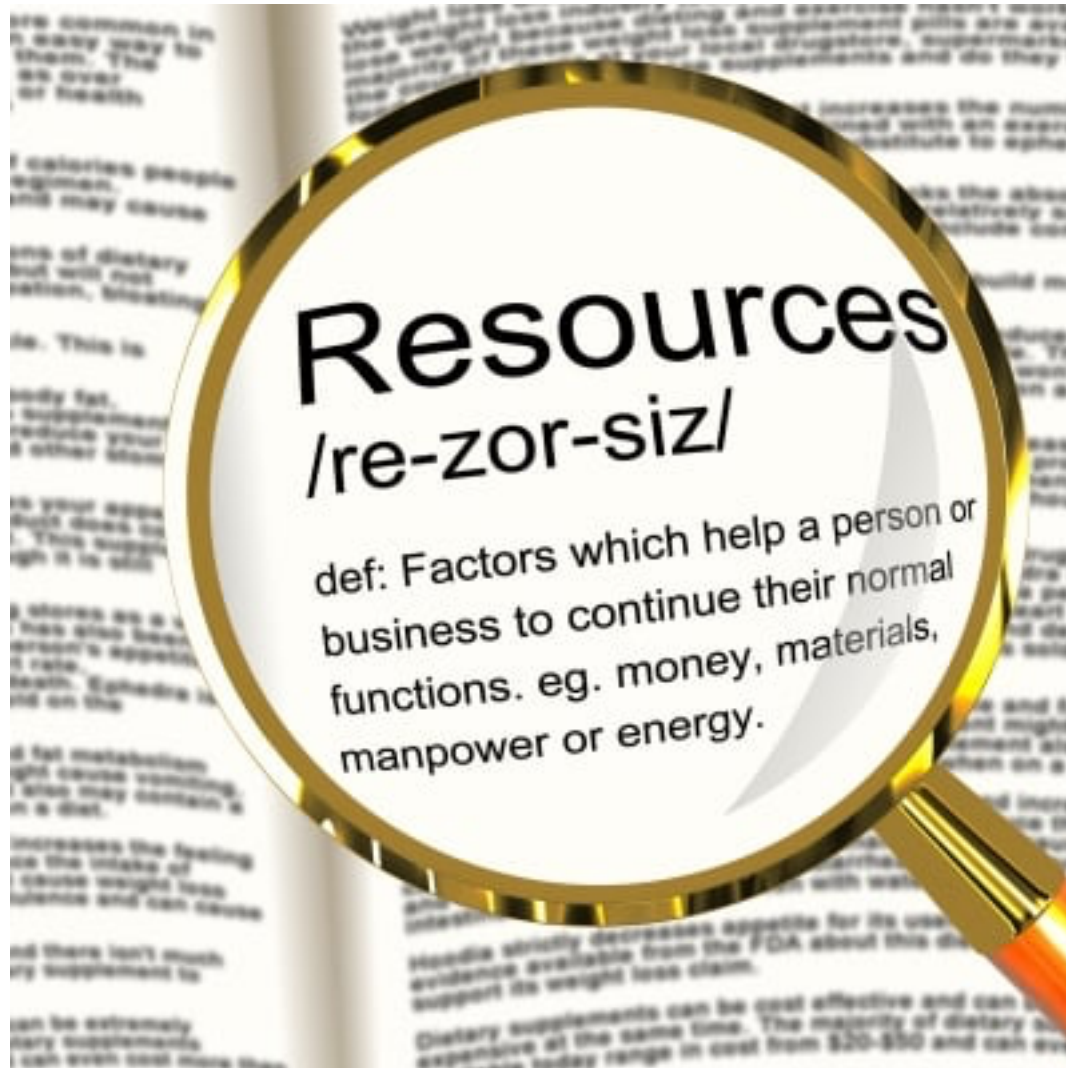
# PLAN

The actions to be carried out must include (even within the framework of a PDCA):

- An action title (an infinitive verb is advised), **Change, Improve, Move...**
- A deadline (like in every action plan)
- One person responsible for the action or one « team » **such as a quality committee ...**
- An expected result, **obviously**



# PLAN



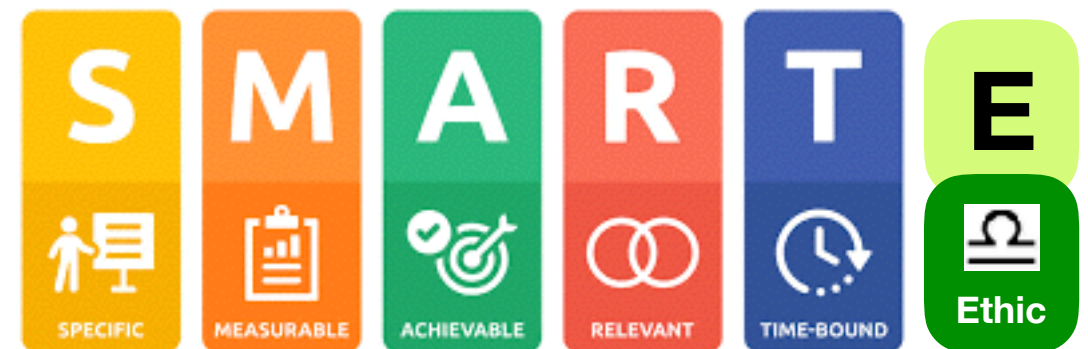
- Are there any existing resources that I can use?
- What other resources will I need?
- What is the best solution using the available resources?





# PLAN

- What are the conditions required?
- Which terms can be used?
- Specify the goals without forgetting **Ethics**





# PDCA Process



DO

It is a question of implementing the action itself. However, when implementing the action, it is necessary to update the **person (group) responsible**, **the deadline**, and **the expected result**, if necessary. Finally, the retention of previous information (responsible, due date, etc.) is to be expected in order to be able to compare.

On the other hand, when it is a “large-scale” action or a set of actions, we must monitor the effectiveness and implement corrections and adjustments if necessary. Indeed, when it comes to a set of actions to be carried out, it is necessary to carry out a “mini-PDAC” for each action.

# G

# Do

**Time to take action:** the perfect time to take action is now! Waiting does not bring anything in life



Waiting

**Apply everything**  
means trying all  
the ideas given



# Do

Be aware of unpredicted problems

If you try, you give you a chance to have results



## Standardize





# PDCA Process



Check

This step is an analysis of the results achieved against the expected results. It is therefore necessary to make a comparison between the two.

Then we must decide on the effectiveness of the action. It will avoid this process' responsible recurring mistakes



Apply continuous improvement

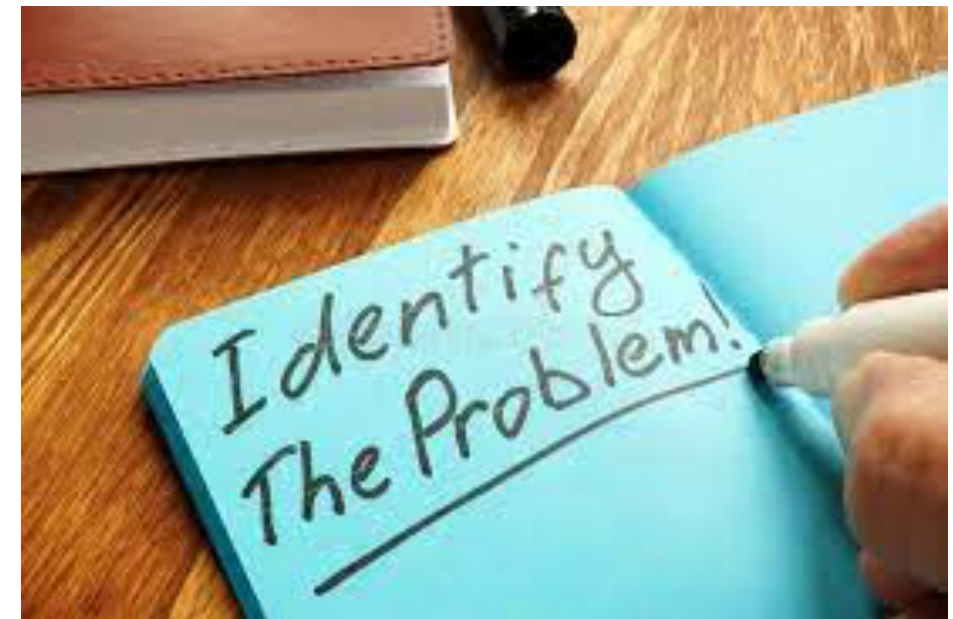


# Check



Audit the results

Identify problematic parts and eliminate them





# PDCA Process

It is necessary at this point to analyze what can still be improved, in relation to the expected result. New action is being taken, the global PDCA process must be resumed as follow:

- **analysis**
- **curative** actions
- **corrective** actions



Ongoing process



# And then

Organizations moved from quality circles to working groups.

No more participative management, but nominated specific staff in these groups.

It continued to decline because once the solutions were given, there was no real visibility on the following meeting, subject to work on for the next meeting, and no real results were given.



# ISO 9000

Since 1987, ISO (the International Organization for Standardization), has published the Quality System Reference Standard, ISO 9001 “Quality Management Systems – Requirements”. This standard was developed by ISO Technical Committee, and offers requirements to be met for organizations wishing to give themselves greater opportunities to satisfy their customers and provide them with consistent products or services.



# ISO 9000

The industrial sector is a pioneer in this field. The tertiary also took an interest in the ISO series, saying that finally, with a little effort, the requirements of the standards were applicable in their field of activity.

Trade issues were important.





# Evolution

Quality has sought its own model, and to do so, it is necessary to test different approaches in order to realize the operational effects.

All these processes have streamlined the way organizations operated.

There was real organizational effectiveness to bring concrete elements to the verbal culture (short term).



# Evolution

- It can be said that although the framework did not change between 1994 and 2000, the approach to quality has evolved in many organizations. This approach has given a new impetus to quality.
- It is now a new management system that the new version of the ISO 9000 standards must carry.



# Certification?

While it was in an uncontested position, certification is now subject to many criticisms on the substance, the form ... or even on its legitimacy.

Quality is locked in a model that has contributed to its development, is it still legitimate?



# Certification

In the 1990s, the ISO 9001 standard evolved on its own in the certification market. Today, this hegemony has come to an end with the publication of models related to the environment (ISO 14001) and occupational health and safety (OHSAS 18001).

So the companies can chose to be certified once, twice or on the 3 aspects: quality, security, environment...



In 1997, Ibis was the first hotel company to implement the ISO 9002. That was a real advantage compared to the competitors.

In July 2004, Ibis was the first economic chain in the world to obtain ISO 14001 certification.

**Nombre d'hôtels  
certifiés  
ISO 14001 au 1er  
janvier 2009**

Argentine.....	2
Belgique.....	4
Brésil.....	44
Espagne.....	4
France.....	149
Hongrie.....	6
Luxembourg.....	1
Pays-Bas.....	11
Portugal.....	13
Slovaquie.....	1
Suisse.....	8
Uruguay.....	1

<http://www.ibisenvironment.com/>



# ISO 9000 ?

ISO 9002 was part of the ISO 9000 quality control standards. It does not exist anymore. It is now included in ISO 9001.

ISO 9001 is a standard that establishes the requirements for a quality management system. It helps businesses and organizations become more efficient and increase customer satisfaction.





The main requirements of the 9001 version 2015 standard are: Organizational Context: The company and its context/ Needs and expectations of interested parties/ Scope of application of the quality management system/ Quality management system and associated processes.



# For Whom

The quality of the products and/or services depends on the activity and the customer base of the company. This means that a McDo and La Tour d'Argent for example could both be ISO 9000 certified.

On the [parisinfo.com](http://parisinfo.com) website, you can find all the hotels certified in Paris and Ile de France... You can always try to find a list in your city.

# Organizational excellence



# © Organizational excellence

Organizational excellence is defined as the « ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations ». It is the achievement by an organization of consistent superior performance—for example, outputs that exceed meeting objectives, needs, or expectations.

# G Managing for org. exc.

1. **Planning**: What are your personal priorities?

Does your vision for the business support those priorities?

What are your top three Key Priorities for the business?

2. **Positions**: What is the ideal organizational chart?

What should the job descriptions say?

What attitudes and habits do you not want in the organization?

# G Managing for org. exc.

**3. People:** Which current employees will fit in immediately with the strategic plan?

Which current employees might fit with some development?

How do you recruit, hire, and retain talented people to fill the gaps?

**4. Processes:** How should you document and formalize best practices into clear processes that people can and do follow?

What processes need to be updated?

What processes need to be created from scratch?



# G Managing for org. exc.

**5. Performetrics:** What kinds of tracking reports and dashboards should you use?

How should you build performance metrics into specific job descriptions?

How should you conduct performance appraisals?

**6. Passion:** What will make the journey toward excellence a way of life -- not just a short-term project?

How do you sustain the energy and drive needed to grow the business over time?

How can you share your passion for what you do ... so that others in the organization are motivated too?



# Strategic Advantage

The advantage of the search for excellence is to give the company and its staff good practices allowing them « to win » compared to the competition.

There are steps to follow:

- Display a clear strategy
- Creation of a global diagnosis of the company
- Formalization of a global project
- Definition of an action plan
- Steering and monitoring the implementation of action plans



# Strategic Advantage

You have to understand that this is an ongoing program! Furthermore, **the General Management as well as the staff** must be motivated to reach excellence!

It allows the company to implement good practices and measurement monitoring with standards such as ISO standards.

Excellence includes environmental standards and benchmarking.



# Strategic Advantage

		attractiveness of the sector		
		Strong	Medium	Low
competitive position	Strong	Maintain the position	Maintain the position	Maximize
	Medium	Double the effort	Leave or double	Leave
	Low	Leave or double	Leave or segment	Leave



# Strategic Advantage

The importance is to be able to situate oneself and know the company's position compared to the market. Currently, there are strategic and economic benefits of a sustainable development approach. It can be seen as a source of competitive advantage depending on the commitment of the company.





# Key of Success

Success obviously depends on the contribution of all the company's staff to the achievement of the objectives.

working conditions, the environment, the physical and moral health of the staff are all elements to be taken into account in a quality policy.

To define and propose to the GM the quality policy, to deploy it, measure its results, and follow the action plans, a "Quality Director" can be appointed.



# Quality Director

He will ensure and arrange for:

- quality is integrated into the management of the company
- the tasks of the entities are correctly defined
- the tasks of the various actors are specified
- performance management is implemented
- close management is developed





# Benefits

The QD must ensure that the Line Managers are aware of the talents of all their team members. Do you have a special talent? What is the difference between talent and competence?

The essential difference between the two concepts is as follows:

Skills can be acquired throughout life while talent is innate.



# Benefits

Focusing on the talents of your company and developing them boosts commitment and performance. The use of talent makes people and the company grow: by developing confidence, talent, the company encourages audacity and innovation, all in pleasure.

this recognition often results in a commitment by employees, which will necessarily lead to customer satisfaction.



# Certifications

While it occupied an undisputed position, certification now suffers from many criticisms on the substance, the form... or even on its legitimacy

quality is now locked in a model that has contributed to its growth.



# What for?

What is the purpose of quality and certification today?

First of all, it is important to separate the concept of quality from the concept of certification.

Indeed, a company may very well find that certification no longer brings it added value but that the quality approach remains justified because it contributes to the improvement of the organization.



# What for?

In a complex environment, simplicity is a virtue of successful organizations. Simplicity is a true corporate culture that requires a real capacity for recovery in order to find simple answers to complex situations... and leads to a « Lean » mindset.

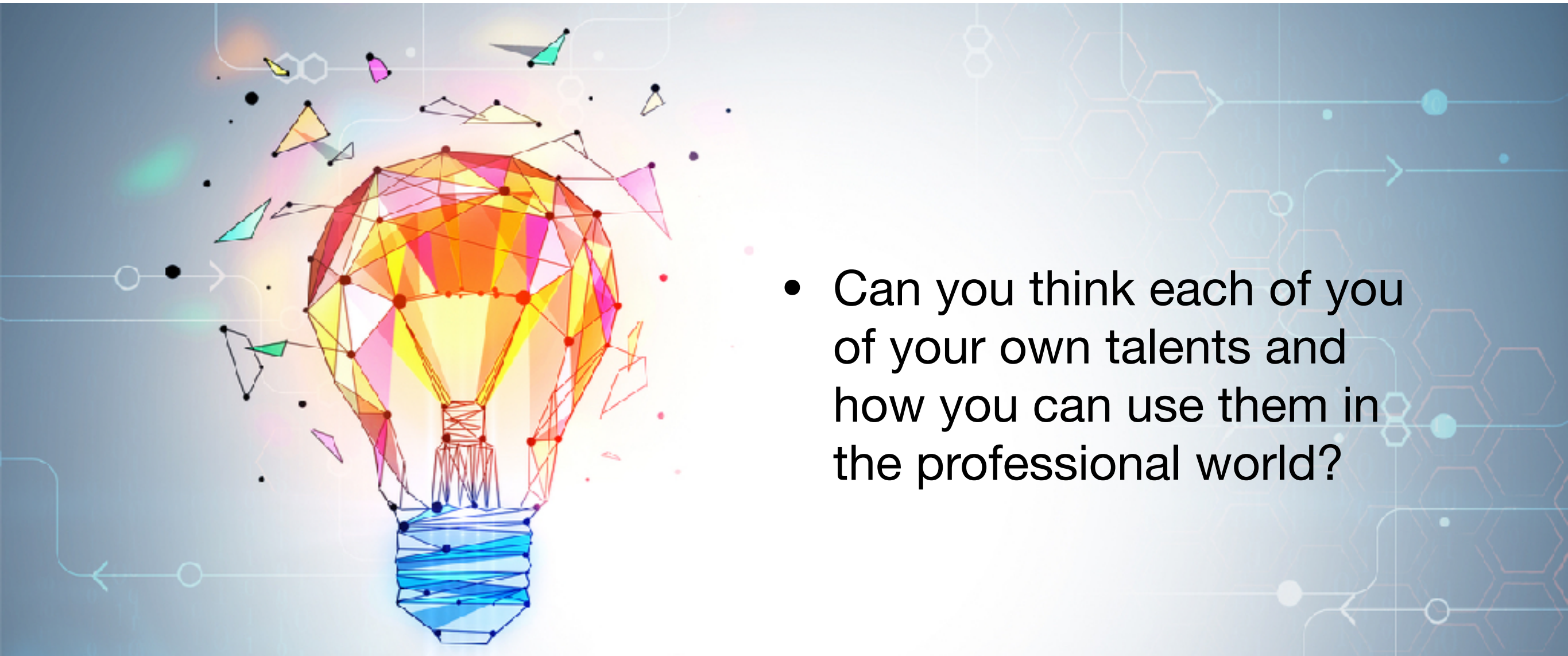
Disrupting organisations will aim to adapt mentalities to new structures and market requirements

# Projects



- Can you think each of you of 1 project to improve the working conditions, social engagement, motivation, or...
- and share with us all.

# You



- Can you think each of you of your own talents and how you can use them in the professional world?