How to move a totem pole.

Lessons from cultural anthropology and behaviour psychology in complex organizational culture change!
Core Questions

What is a quality culture?

Are there types of quality culture?

How to change quality culture?

Involvement of staff for changing quality culture?
Culture

… shared by the staff and is an integrating factor in the organization: The core values are the binder;

… mental construct;

… partly visible, partly invisible;

… durable, stable and difficult to influence;

… expresses the identity of the organization: corporate identity.
Culture vs. Structure

The culture determines the possibilities for the structure and effectiveness of a given structure.

The structure determines who interacts with whom, what, where and when. It creates the conditions in which culture can be transferred, developed and continued.
Employees like to work, to take responsibility, to develop and be creative.

People only work if there is a high level of control.

Professionals know what is best for those who are in need.

Leadership: controlling performance, activities and managing employees.
Values and norms
Rituals and traditions
Heros and stories
Organisational culture

Power sharing

High

Low

Cooperation

High

Low

Task Culture

Person Culture

Power Culture

Role Culture
Culture of Roles
Low power sharing, low level of cooperation.

The emphasis is on the actions according procedures and rules.
Functions (roles) are central, not the individuals.
Objective and impersonal actions are encouraged,
Organizations often lack on flexibility and innovative capacity.
Promotion organizational routine work.
The functioning of the organization is more important than the result.
Important value is the survival of the organization.
This is a culture where there is a strong central power source. Key persons decide.

The focus is on results and individual performance.

Important value is obedience. Employees are strongly dependent on the power source.

You see a lot of this culture by simple organizational structures. There is little bureaucracy. Such organization can relatively quickly react to changes.
Culture of people

Large power distribution, low level of cooperation

The individual is central: the competences, needs and skills are the basis for the organization.

The organization is in fact benefit of the employees.

The work is therefore divided and organized based on personal preferences and desires.

The success of the organization coincides with the success of the individual.

Individual freedom and personal development are important values.

This type of culture can be found in, for example universities, organisation providing advice, consultancy or research.

This type of organizational culture is difficult to control.
The emphasis is on task orientation and professionalism.

The performance is considered to be important.

Expertise is an important value.

Steering takes place mainly on the basis of result.

All attention is focused on performing the task.

The organization consists of a network of semi-permanent task units, each unit has great autonomy with specific responsibility within all responsibilities.

The organizational culture can respond to a changing environment properly.
I AM BECAUSE WE ARE:
Quality strategy

- Surprising and pleasure
- Creation new standards / norms
- Meeting needs
- Continuous Improvement
- Creative solutions

Power sharing
- High

Cooperation
- High

- Measuring customer expectations
- Improvement productivity
- Creating partnerships
- Increasing competitive capability
- Involvement of customers and suppliers in the quality strategy

Power sharing
- Low

Cooperation
- Low

- Empowerment
- Team development
- Involvement of staff
- Continuous improvement
- HR-Development
- Open Communication

- Identifying non-conformances
- Measurement
- Process control
- Systematic problem solving
- Applying 7 quality instruments
Involvement of staff in Quality Improvement
Implementation of a quality ritual

The improvement board

Changing culture …
Developing teams by….

• Looking at challenges together;
• Involving and challenging everyone;
• Agreeing upon improvement actions and realising them
## Waar lopen we tegen aan??

### Uitleg in lean map

<table>
<thead>
<tr>
<th>Nr.</th>
<th>Meld-datum</th>
<th>Naam</th>
<th>Waar loop ik tegen aan?</th>
<th>Verbetervoorstel</th>
<th>Actie / door wie?</th>
<th>Datum gereed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>7/2</td>
<td>Anouk</td>
<td>Bestuursavond vandaag</td>
<td>- Training aanwezig bij personeelsvergadering</td>
<td>Anouk informeert op 4 hoe ze er door mee omgaan</td>
<td>24/3</td>
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<tr>
<td>2</td>
<td>26/2</td>
<td>Liliane</td>
<td>Voedselingen, geen extra voorraad</td>
<td>Licht vanuit EV/R wordt gebruikt voor extra bedrijf</td>
<td>Licht vanuit EV/R wordt gebruikt</td>
<td>9/4</td>
</tr>
<tr>
<td>3</td>
<td>10/2</td>
<td>Leonie</td>
<td>Zie medische bewaking</td>
<td>Monitor (check) maken en bepalen operatie or die</td>
<td>Op boodschappenavond</td>
<td>2/4</td>
</tr>
<tr>
<td>4</td>
<td>10/2</td>
<td>Pauline</td>
<td>Zie medische bewaking</td>
<td>Monitor (check) maken en bepalen operatie of die</td>
<td>Op boodschappenavond</td>
<td>2/4</td>
</tr>
<tr>
<td>5</td>
<td>17/3</td>
<td>Leonie</td>
<td>Dienst overdracht</td>
<td>Personeelsreflectie AB gang</td>
<td>Personeelsreflectie AB gang</td>
<td>2/4</td>
</tr>
<tr>
<td>6</td>
<td>10/3</td>
<td>Charbel</td>
<td>AB visie AB ol in EV/R</td>
<td>AB visie AB visie</td>
<td>AB visie AB visie</td>
<td>16/4</td>
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<td>8/2</td>
<td>AMRO</td>
<td>Zie medische bewaking</td>
<td>Zorg bij verpleegkunde</td>
<td>Zorg bij verpleegkunde</td>
<td>2/4</td>
</tr>
<tr>
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<td>25/2</td>
<td>Jorik</td>
<td>Zie medische bewaking</td>
<td>Zorg bij verpleegkunde</td>
<td>Zorg bij verpleegkunde</td>
<td>2/4</td>
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<td>Zie medische bewaking</td>
<td>Zorg bij verpleegkunde</td>
<td>Zorg bij verpleegkunde</td>
<td>2/4</td>
</tr>
</tbody>
</table>

**Op sommige dagen is nog was te kort.** Pauline overlegt met Saara. Pauline en Angela.
I see
Improvement proposal

Name improvement proposal

WHO

WHAT

WHEN
THE IMPROVEMENT BOARD

I SEE

WE GO

WE EXPERIENCE

OUR SUCCESS
Collect the challenges at “I SEE”

Select a blue card

Put the blue card on “WE GO”

Clarify the issue

Describe improvement proposal

Move yellow cards to “WE EXPERIENCED”

Carry out the actions

Discuss the actions and perceived improvement

Clear?

Put yellow card on blue card

Find the cause of the issue

Put the cause on a blue card.

Describe improvement proposal

Carry out the actions

Move yellow cards to “WE EXPERIENCED”

Discuss the actions and perceived improvement

Improvement?

Agree on new action

Write down on yellow card

Hang yellow card at “OUR SUCCESS”

Determine new way of working

QM
1. Write down challenges you face / that annoy you on the blue memo. Describe the problem (in the box 'I see'), your name, the date and (if possible) possibly an improvement proposal. Put the blue memo on the board at 'I see'.

2. Once a week, the board will be discussed in max. 15 minutes. Grab one memo that hangs at 'I see' and hang on to 'we go'. Ask the employee who has written down the bottleneck (or a co-worker) to give a clarification.

Do we recognise and understand the problem?

If yes: Identify and describe the improvement proposal with the team members. Fill the yellow memo:

1. name improvement proposal
2. who will carry out what actions
3. when the action will be carried out to solve the problem.

If not: Agree on who will carry out what actions to find the cause of the problem and when this will be done. Note that the yellow memo.

1. Place the yellow memo on the blue memo and hang them in the box at the top right 'we go'.

Tekst of flow chart 1
Move the memos hanging at 'we go', and whose actions must be finalised today at 'we experience'. Discuss the actions. Does the team experience an improvement? If yes: Hang the improvement proposal on 'our success'.

Determine the new way of working! (if necessary procedures/protocols).

If not, agree on new action(s) and write it down on the yellow memo. Describe the improvement proposal with the team members. Fill the yellow memo:

1. name improvement proposal
2. who will carry out what actions
3. when the action will be carried out to solve the problem.

Describe who, what, when going to do. Hang the memos back with 'we go'.
Conditions

1. Topics which can be influenced by the team

2. Solution within 30 days

3. Small problems based on own experience

4. 2nd board: “THIS IS THE WAY WE WORK’ (Changes in way of working of the team (2 weeks) as result of the improvement actions and person for information.

5. Changes are taken included in strategy, policy, processes, procedures and instructions. (Quality Manual)
The improvement philosophy !!

Systematic Continuous Improvement in team setting

All team members will take responsibilities within the team

Actions linked to individual core-qualities

Continuous Improvement as part of daily work

Small actions and quick improvements

Visualisation: everyone will see on what issues will be worked on

Learning by doing and by reflection on repetitive challenges / problems
1918 - 2013

We must use time wisely and forever realize that the time is always ripe to do the right things right.