

How to move a totem pole.



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

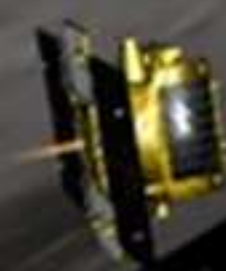
Core Questions

What is a quality culture ?

Are there types of quality culture ?

How to change quality culture ?

Involvement of staff for changing quality culture ?



Quality Behaviour

Quality System



Quality Awareness

Quality Culture

The image features a large iceberg floating in a blue sea under a blue sky. The iceberg is divided into four quadrants by a vertical red line and a horizontal red line. The top-left quadrant is labeled 'Quality Behaviour', the top-right 'Quality System', the bottom-left 'Quality Awareness', and the bottom-right 'Quality Culture'. The top half of the iceberg is above the water, while the bottom half is submerged. The text is in a yellow, outlined font.

Quality Behaviour

Quality System

Quality Awareness

Quality Culture

Culture

A composite image where a world map is overlaid on a woman's face. The map's continents are colored in shades of brown and green, and the woman's eyes are a striking green. The background is a deep blue, suggesting the sky or the ocean.

... 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.

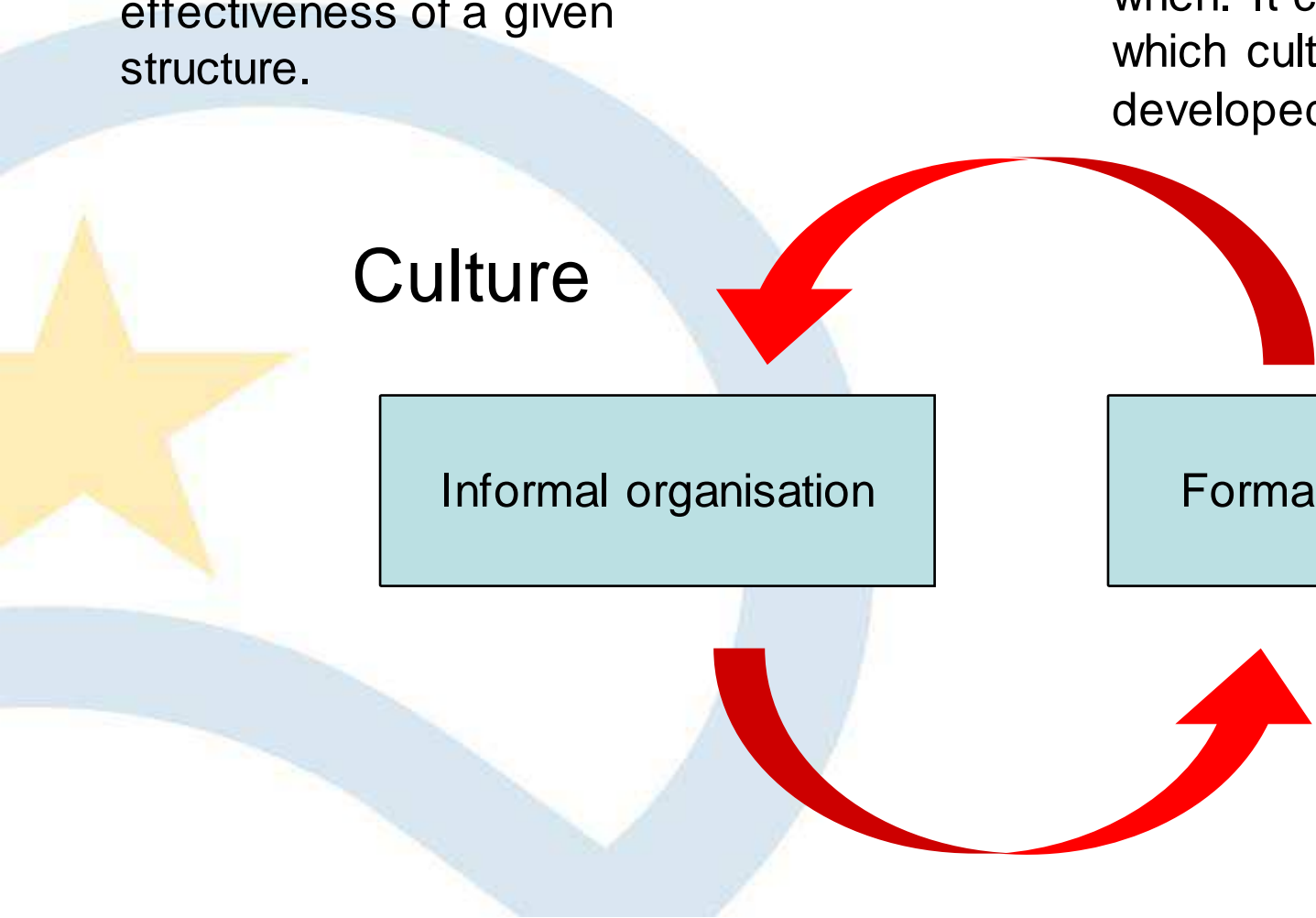
The structure determines who interacts with whom, what, where and when. It creates the conditions in which culture can be transferred, developed and continued.

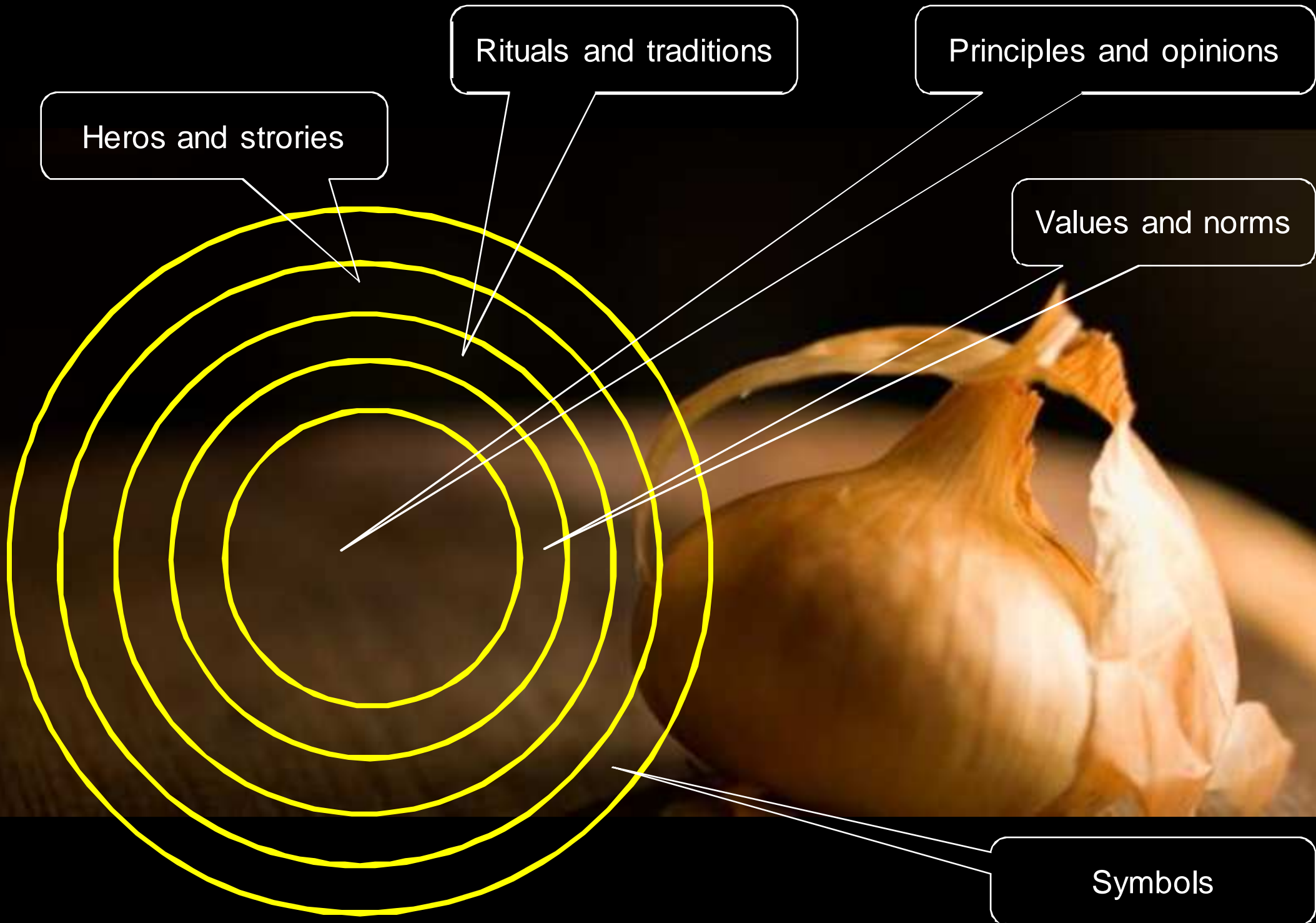
Culture

Structure

Informal organisation

Formal organisation







Employees like to work, to take responsibility, to develop and be creative

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

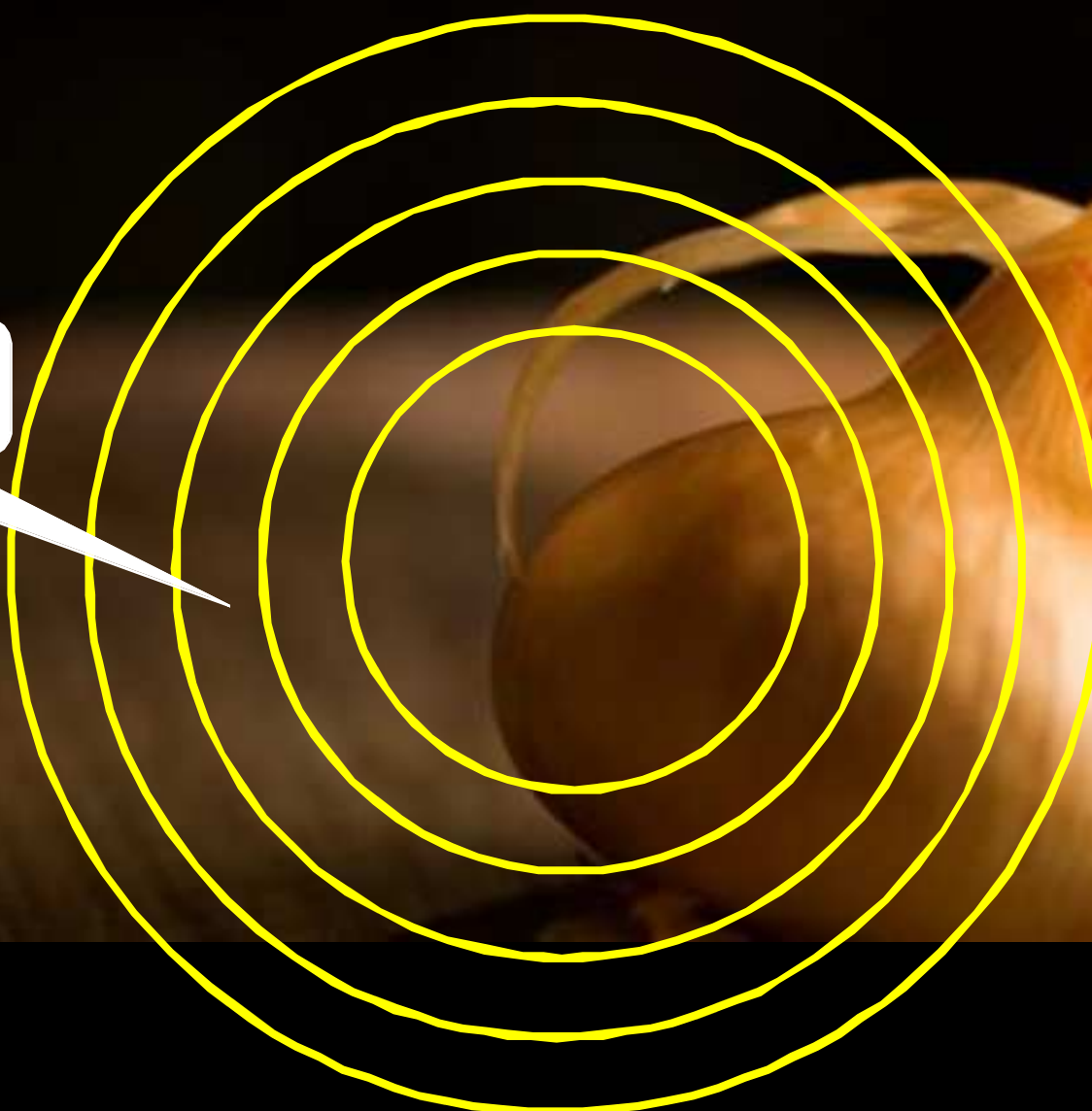
Professionals know what is best for those who are in need.

Leadership: controlling performance, activities and manage employees.

Principles and opinions

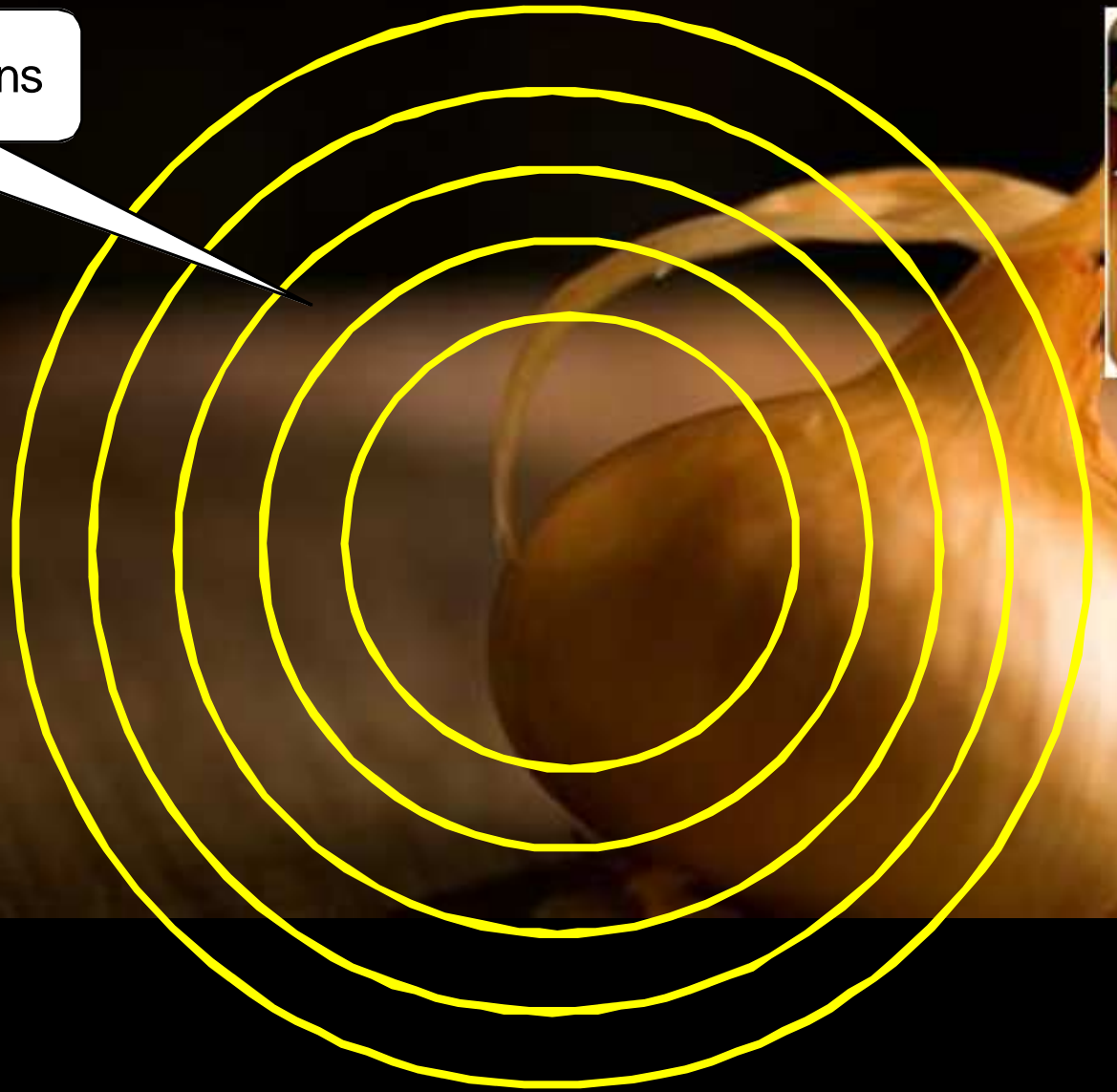


Values and norms



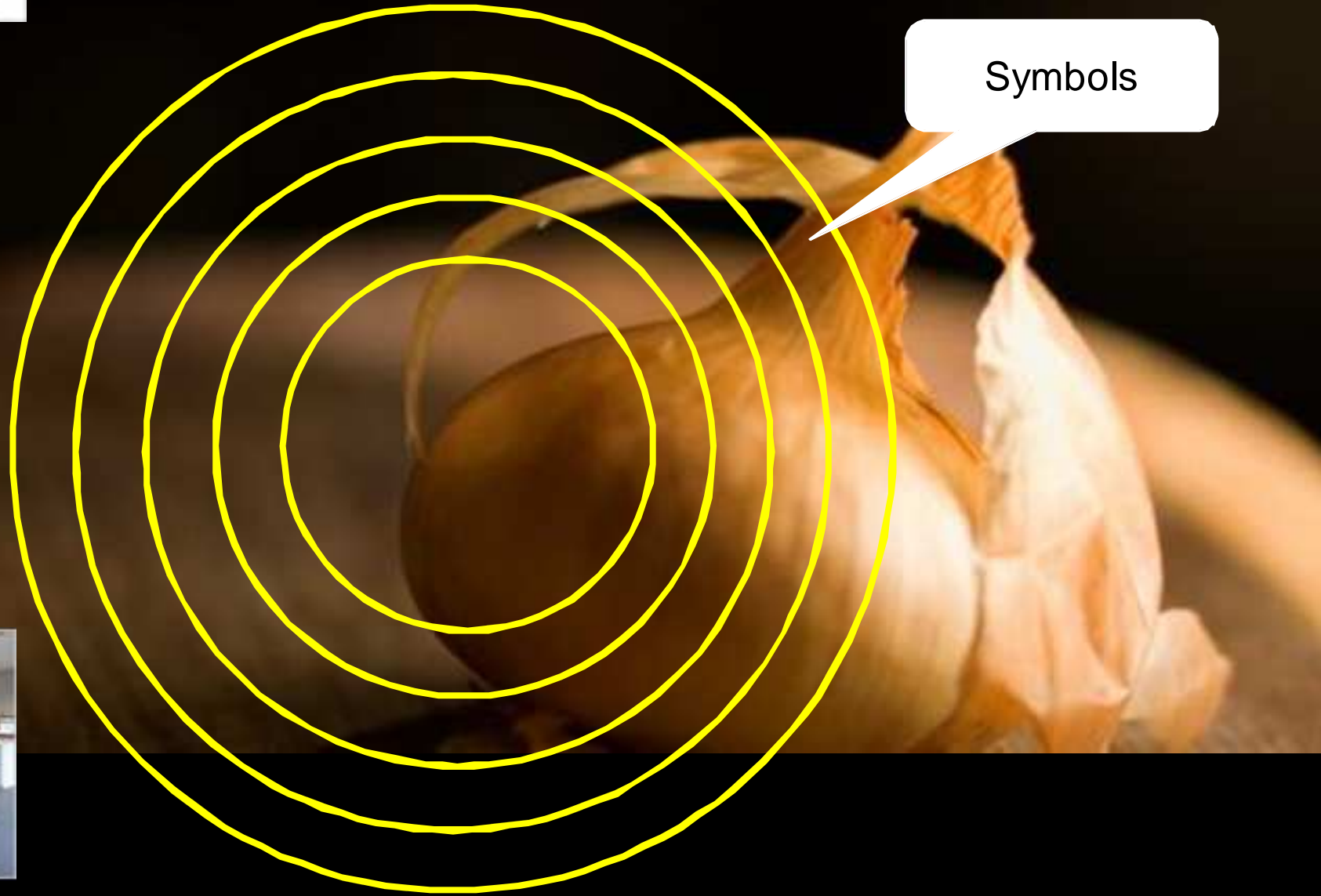


Rituals and traditions





Heros and stories



Symbols



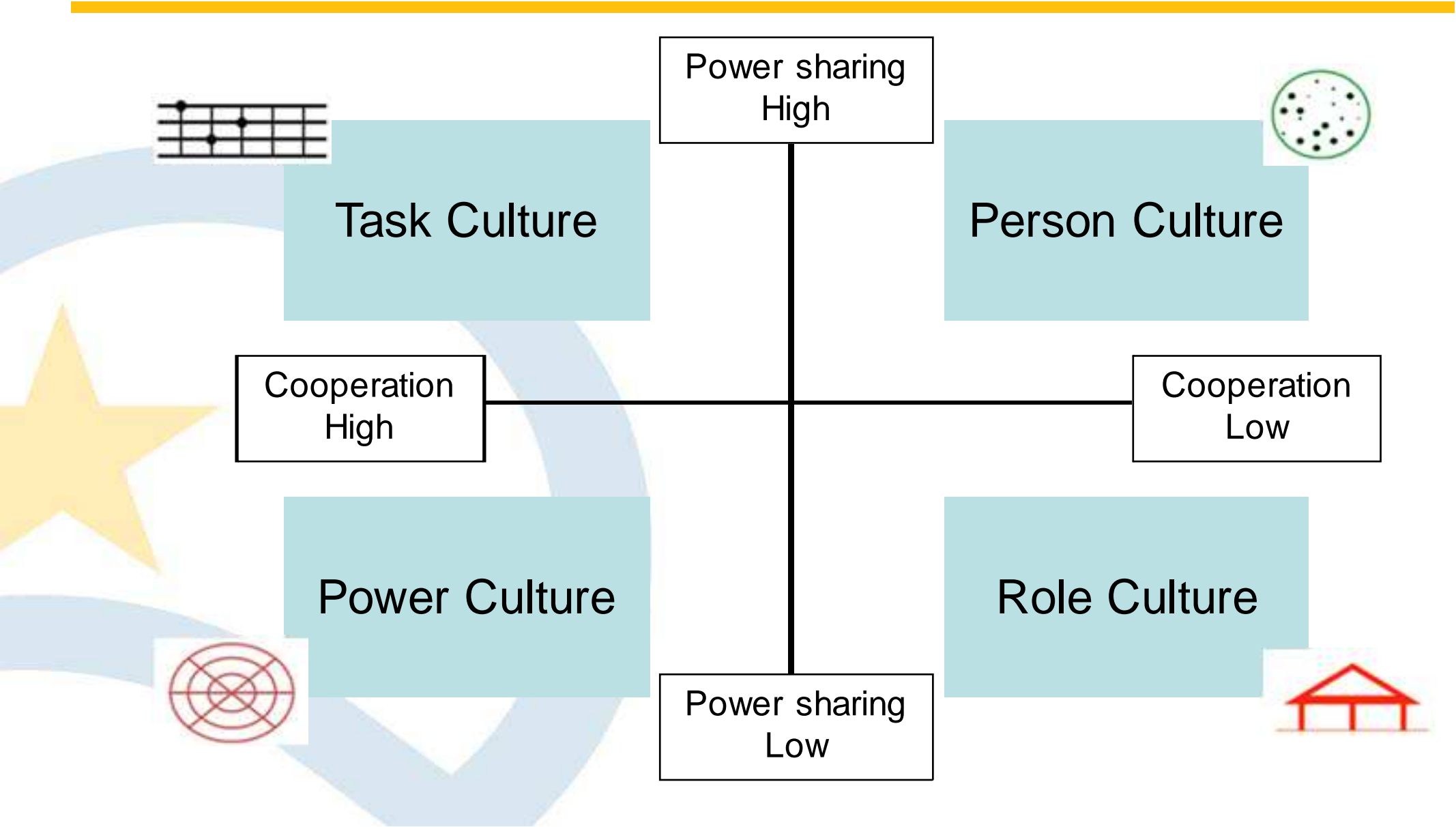








Organisational culture



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.

Culture of power

Low power sharing, high degree of cooperation.



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.

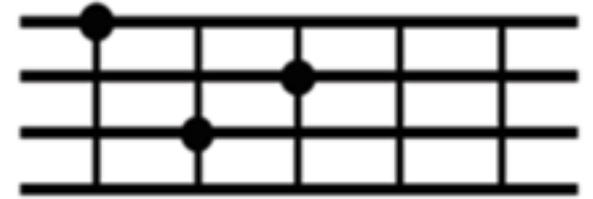
Individual freedom and personal development are important values.

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.

Task Culture

Large power sharing, high degree of cooperation.



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.

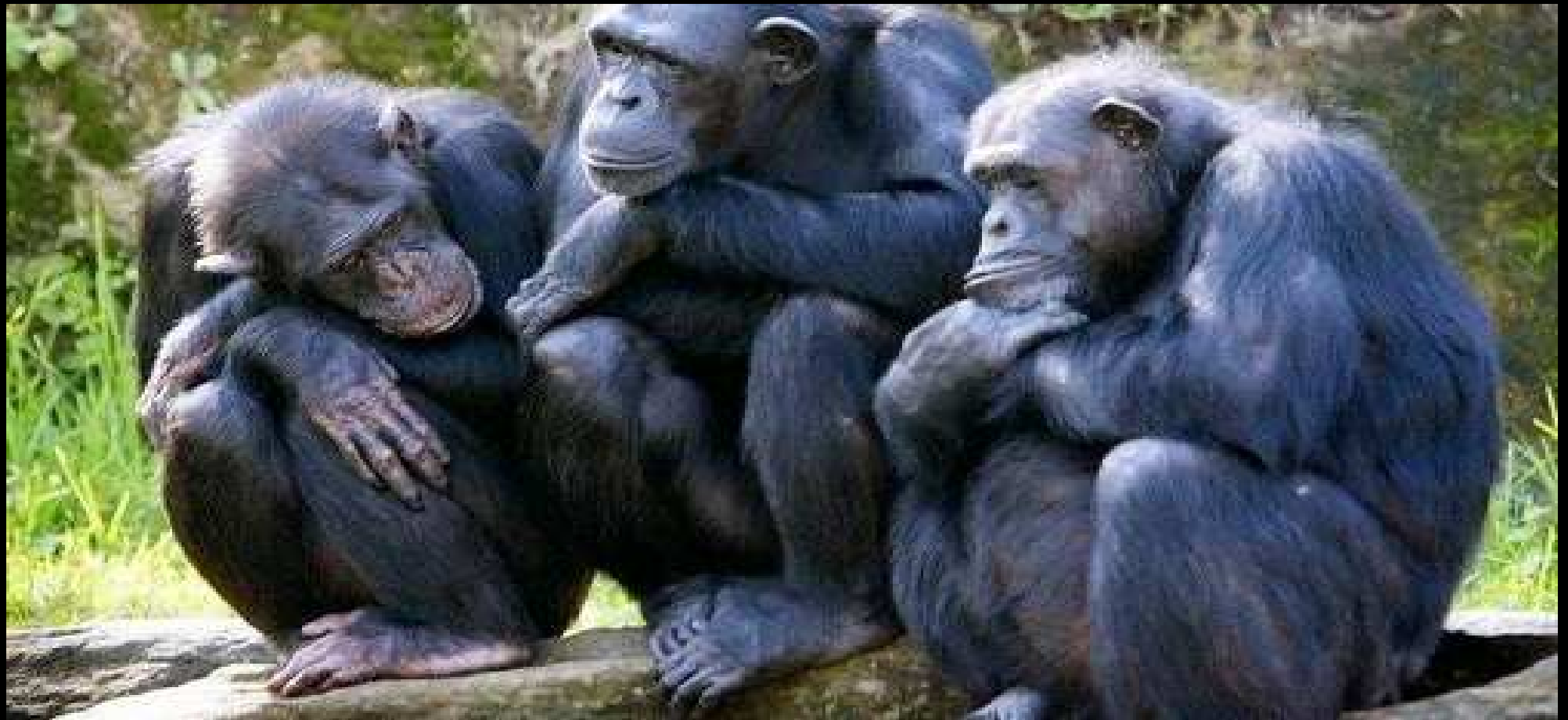


it © 2004-2007



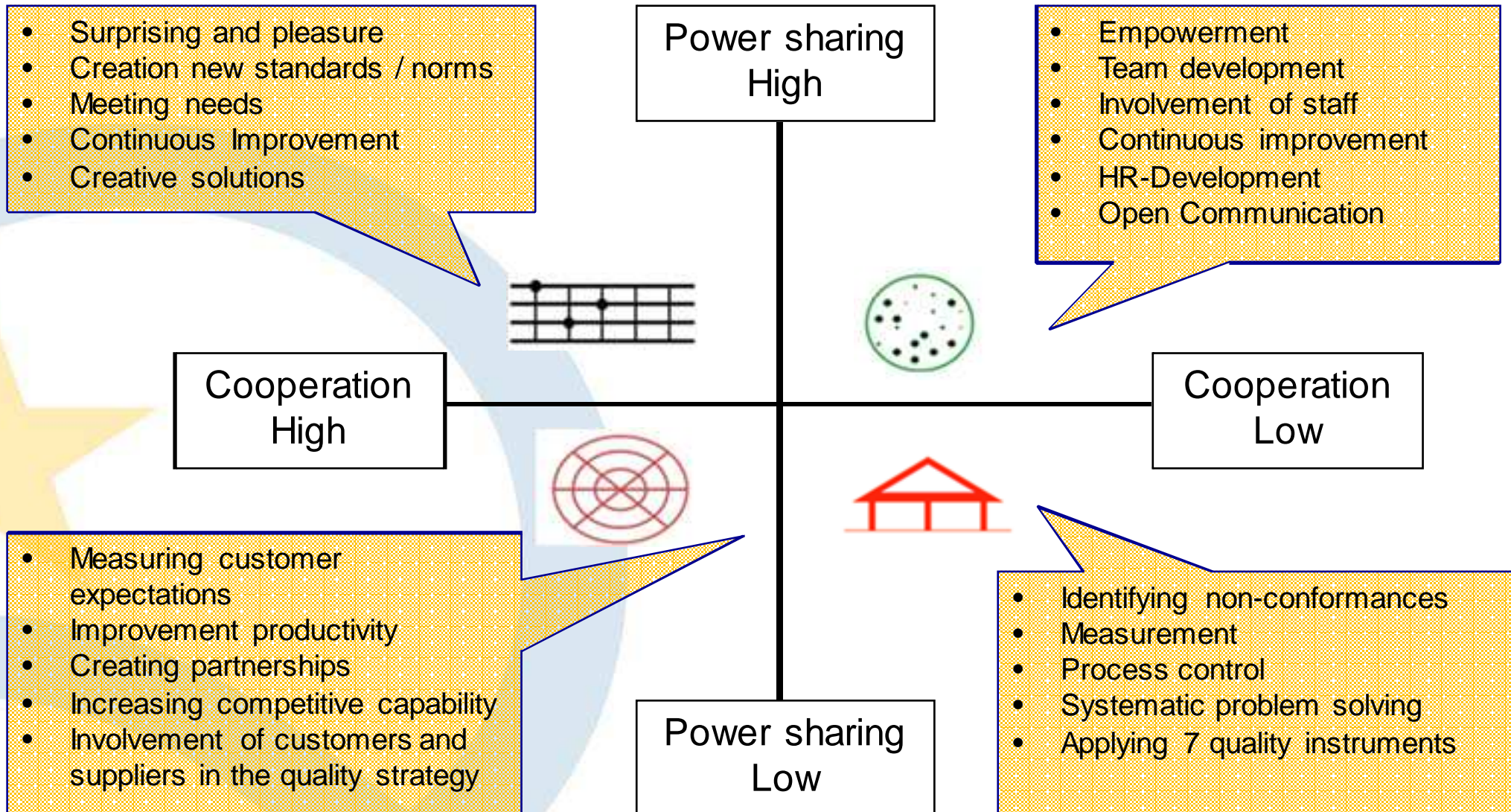


I AM BECAUSE WE ARE:





Quality strategy



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 wij tegen aan??

Uitleg in lean map

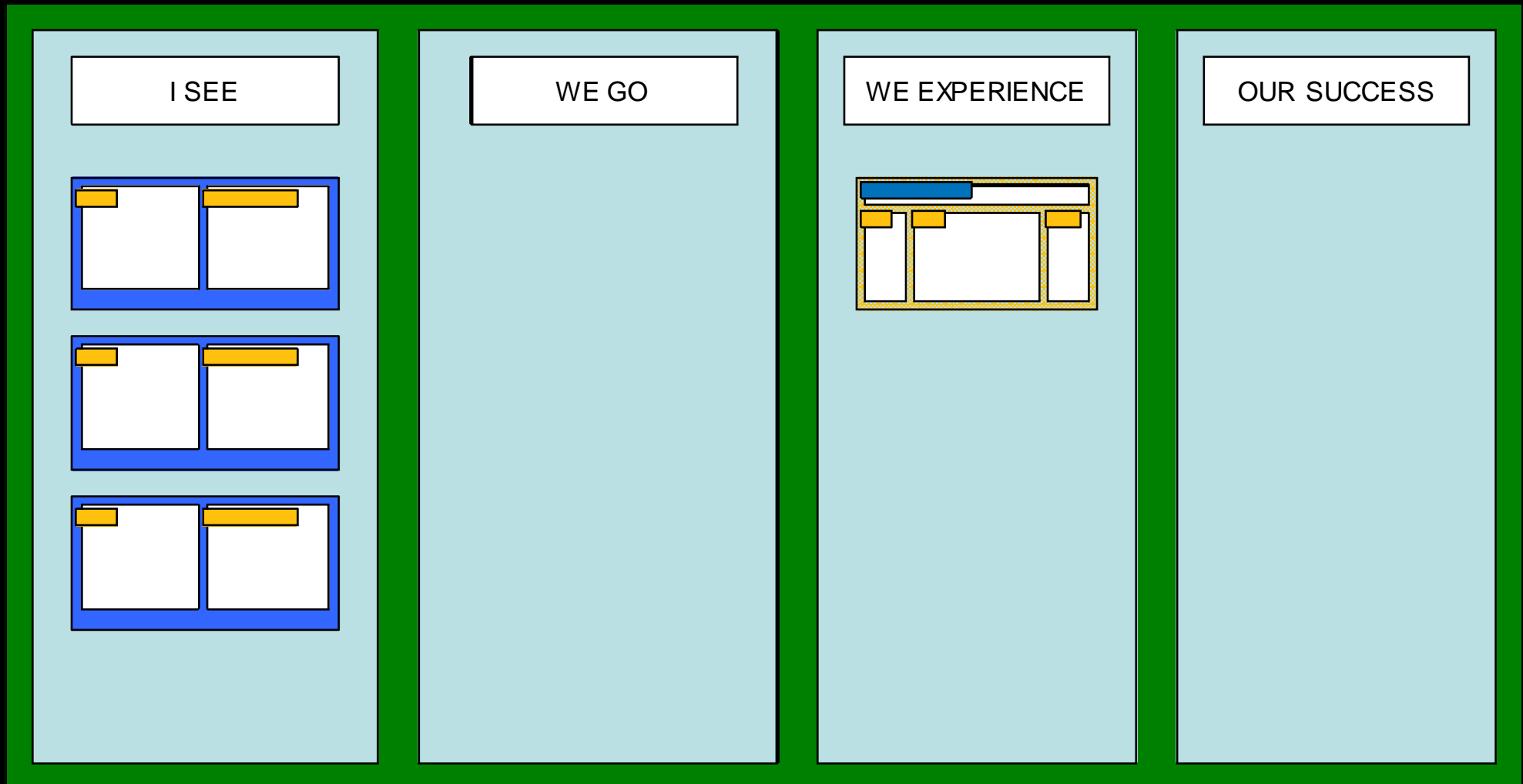
alleen zwarte stift gebruiken

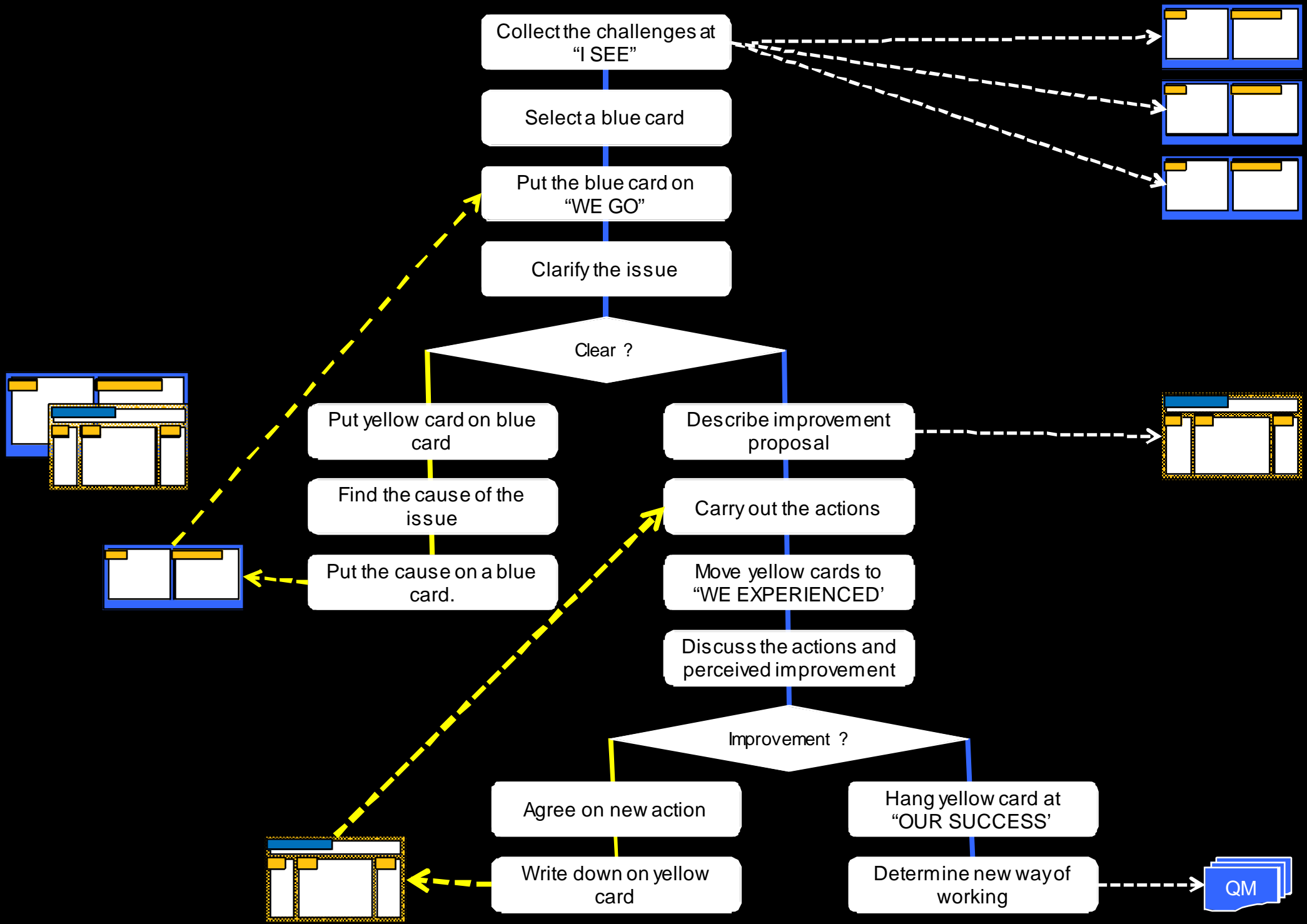
Nr	Meld-datum	Naam	Waar loop ik tegen aan?	Verbetervoorstel	Actie / door wie?	Datum gereed
	1/3	Yvette	Discussie van EVD EVD Zaken worden op een andere manier	- Invalbeoordeling van onder- kant van het materiaal - nachtachtige opstellen	Yvette zoekt uit of ze naar een andere kant geplakt kunnen worden	2/4
1	7/2	Anouk + Jorik	Balansen kloppen niet, oren daar zijn wat daardoor de AB komt		Anouk informeert op 4 hoe ze er door mee omgaan	24/3
2	26/3	Lilianne	Voedingsassistenten krijgen over vanuit EVD op werkdag nieuwe opdrachten	Lijst vanuit EVD wordt gebruikt	Lijst uit EVD wordt gebruikt en hierop wordt ook intake gevoerd.	9/4
3	1/2	Loes G2	te veel werk	minder (werk) taken kinderen op taken of die	Op sommige dagen is nog was tekort Pauline overlegt met Sandra	test 2/4 Pauline + Angela
4	27/2 = 1/3	Pauline	Alina heeft nog 25 ro. 3 kinderen op het 1ste kind	Daar doet andere oas? Dan laten ballen of PA waken? - bespreken in misaldring overleg om individueel voor PA bij wip.	Bij opname al een afspraak voor maken. Moet het niet lukken dan is er nog tijd te overleggen met de arts. Vraag voor in gesprek Pauline + Alina	evaluatie 2/4
5	24/3	Leanne	Dienst overdracht	Dienstoverdracht A/B gang presenteren		
6	30/3	Charal	AF vallen AB of in EVD	- AB dinge die erhangt - Afwezigheid met twee taken in medicatie met 1 kind in EVD en 1 kind in de andere die met 1 kind is		
7	8/2	ARNO	Zie voorbeeld	deze zijn Betanden niet om te zijn	besteld + getest tot	16/4
8	25/3	Jorik	geen 3 werkdag speelkamer	Dit in speelkamer een plekts geven		
9	10/4	Stee 3	patroon wijzen toestel	op tijd van ook aantekening maken "nichter"	Stee licht voedingsassistenten in test tot	2/4
			aan 2 met e blauw	blauw stencel op elke kamer.		

I see	Improvement proposal
Name: ----- Date: -----	

Name improvement proposal		
WHO	WHAT	WHE N

THE IMPROVEMENT BOARD





Collect the challenges at "I SEE"

Select a blue card

Put the blue card on "WE GO"

Clarify the issue

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

Tekst of flow chart 1

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 2

Move the memos hanging at 'we go', and whose actions must be finalized 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.