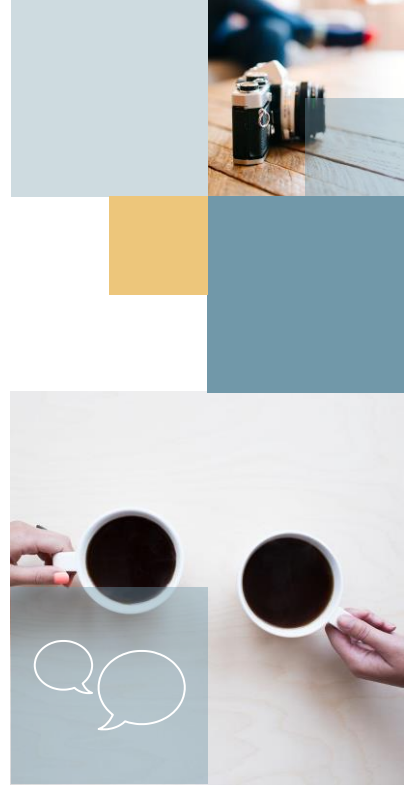
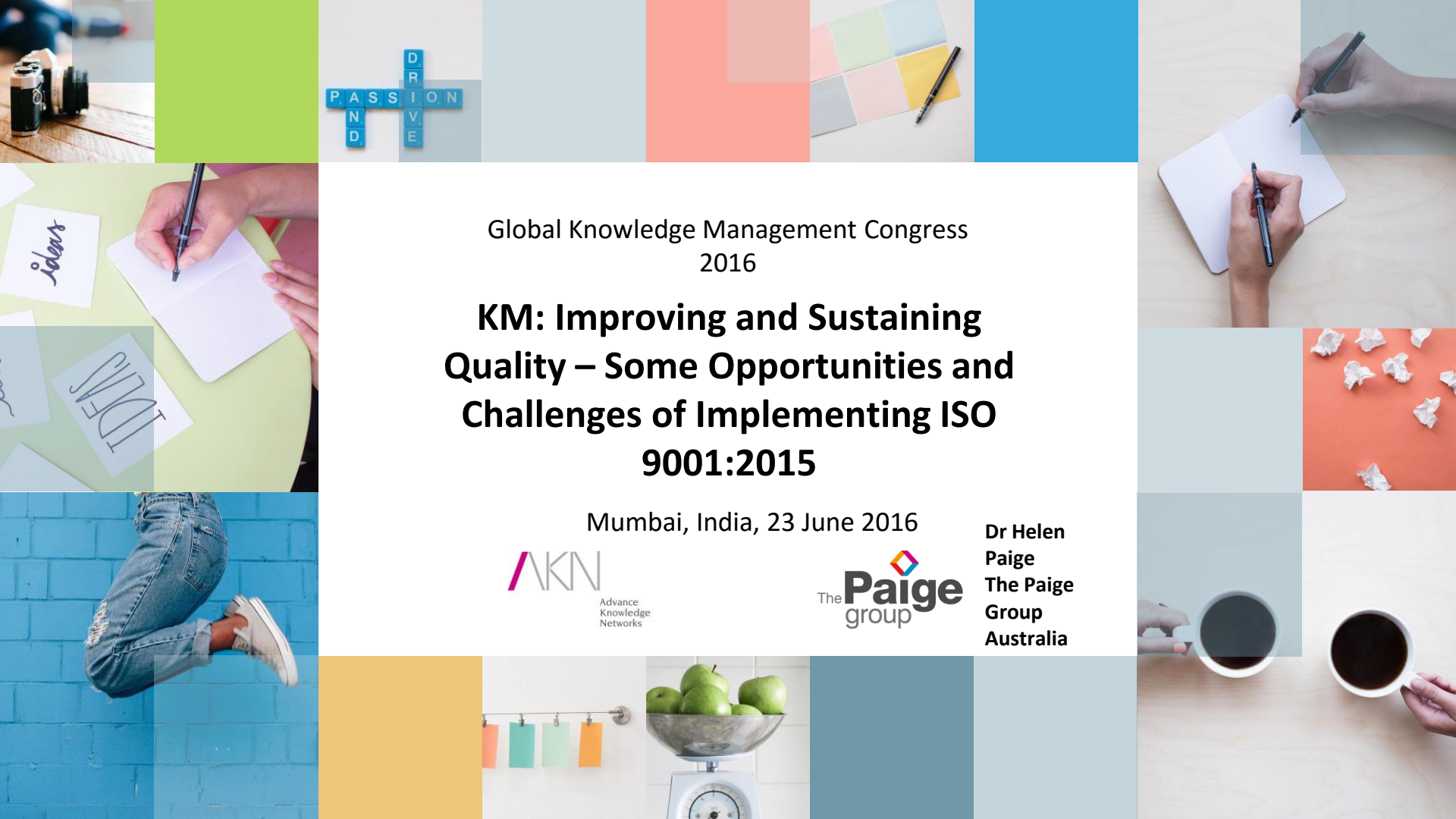


Quality





Global Knowledge Management Congress
2016

KM: Improving and Sustaining Quality – Some Opportunities and Challenges of Implementing ISO 9001:2015

Mumbai, India, 23 June 2016



Dr Helen
Paige
The Paige
Group
Australia



Knowledge Creating Process

Socialisation
Externalisation
Combination
Internalisation

Nonaka & Takeuchi, 1995

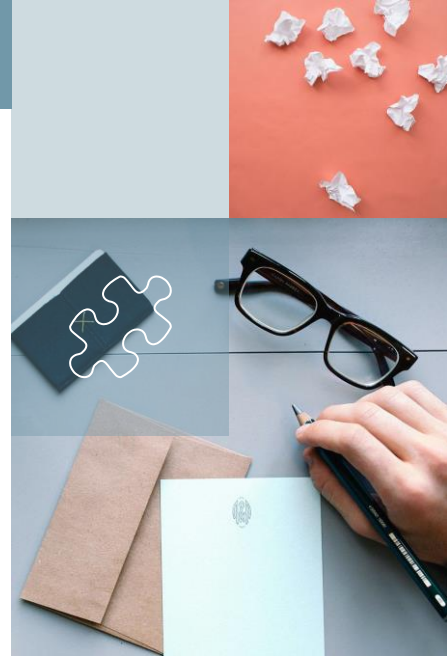
Quality

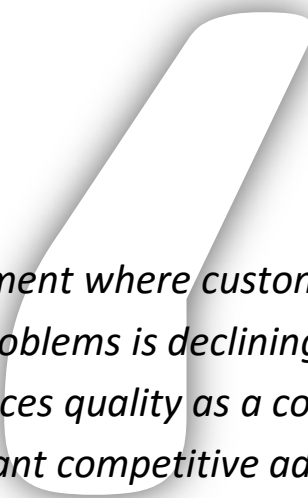
Quality has won. No organisation today – whether in the industrial, service or private sectors – can hope to sustain financial health without embedding the principles and tools of quality into its day to day thinking and operations
- Wilson and Asay (1999:2)

A culture of

- *Leadership emphasis*
- *Message credibility*
 - *Peer involvement*
- *Employee ownership*

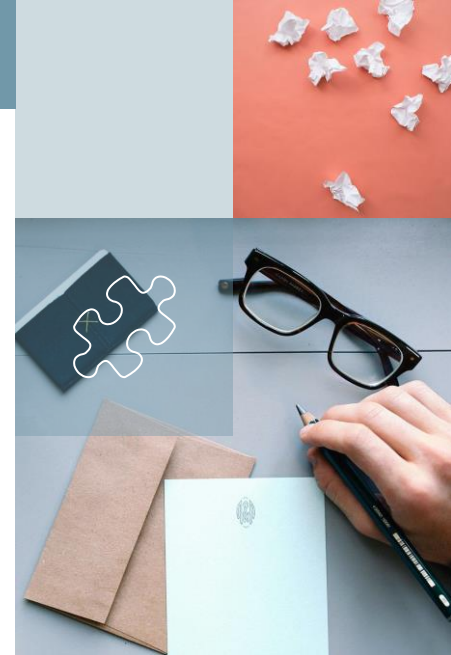
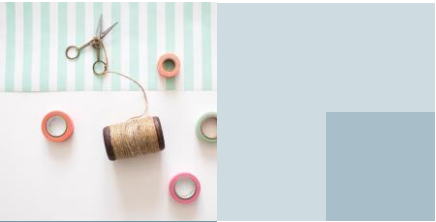
Managers must decide that a culture of quality is worth pursuing





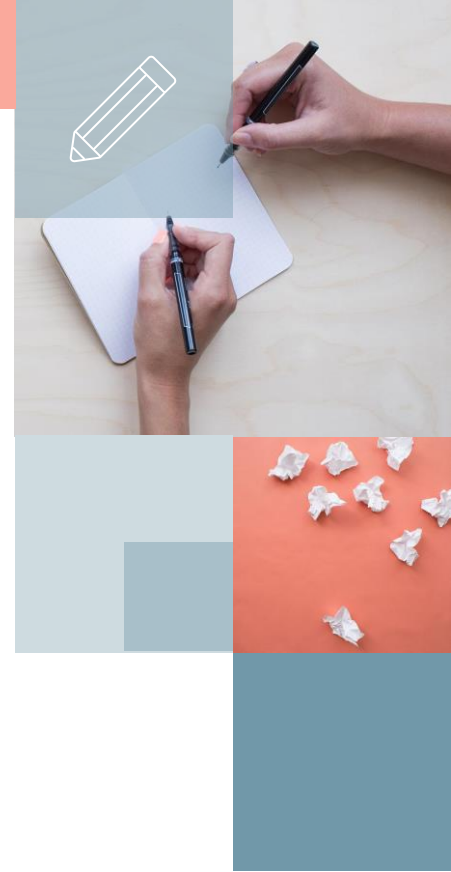
in an environment where customers' tolerance for quality problems is declining, a workforce that embraces quality as a core value is a significant competitive advantage

Srinivasan & Kurey, 2014



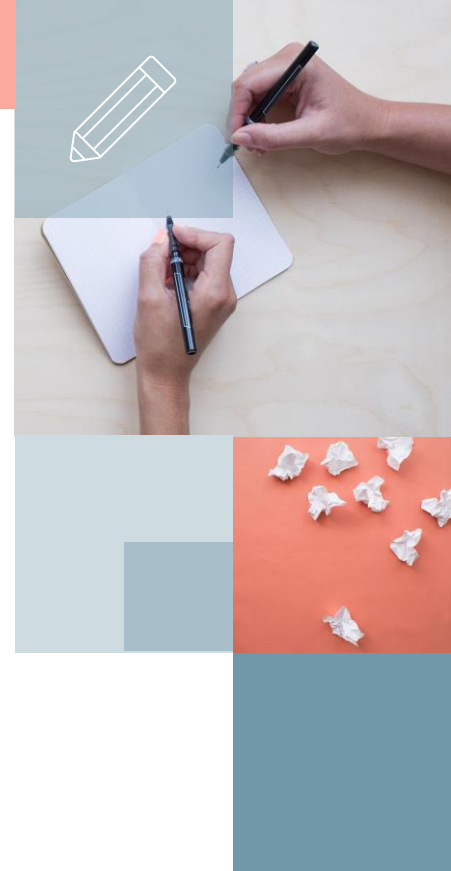
ISO 9001:2015 and Quality

- What is it?
- Key Differences
- Why do businesses adopt standards?



What Impact Will ISO 9001:2015 have on KM?

- Clause 7.1.6 of ISO 9001:2015
- Four phases of handling “organisational knowledge”:
 1. Determining the Knowledge
 2. Determining the Methods
 3. Evaluating
 4. Improving the Mechanisms
- New Clause
- Guidance for Organisations

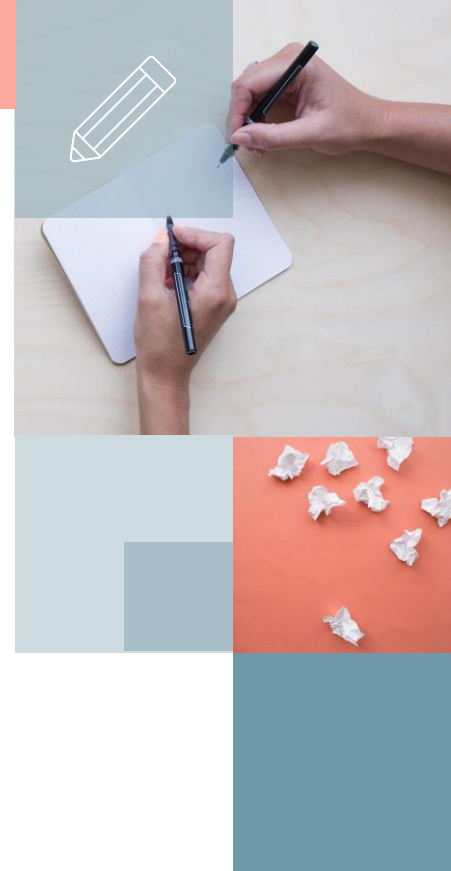


Opportunities and Challenges of Implementing ISO 9001:2015

■ Challenges/Barriers:

- What the research is saying
- Two crucial factors for success

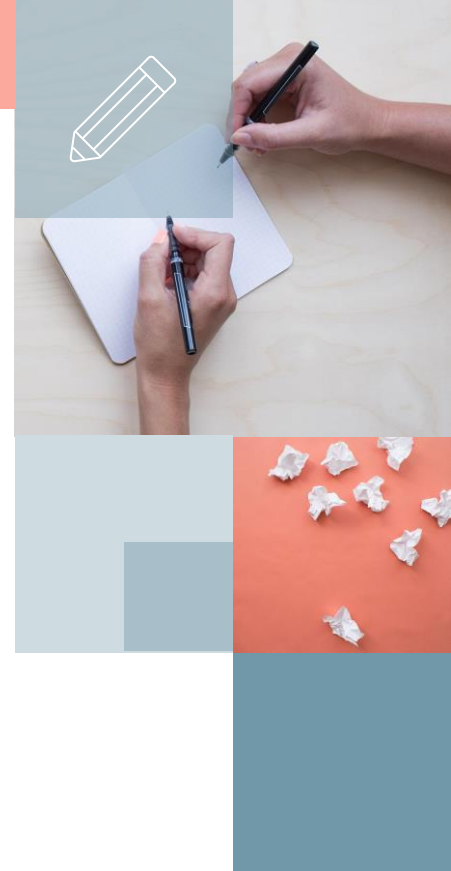
.... Why?



Opportunities and Challenges of Implementing ISO 9001:2015

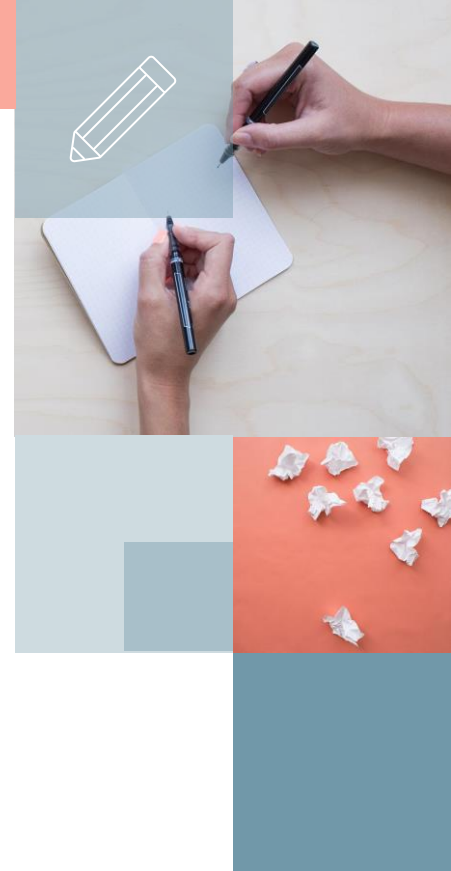
■ Challenges/Barriers:

- Lack of top management commitment
- Employee resistance
- Difficulty performing internal audits
- Absence of consulting boards
- ISO 9001 requirements unrealistic
- Lack of financial resources to implement
- Lack of human resources
- Insufficient employee training
- Insufficient knowledge about quality programs



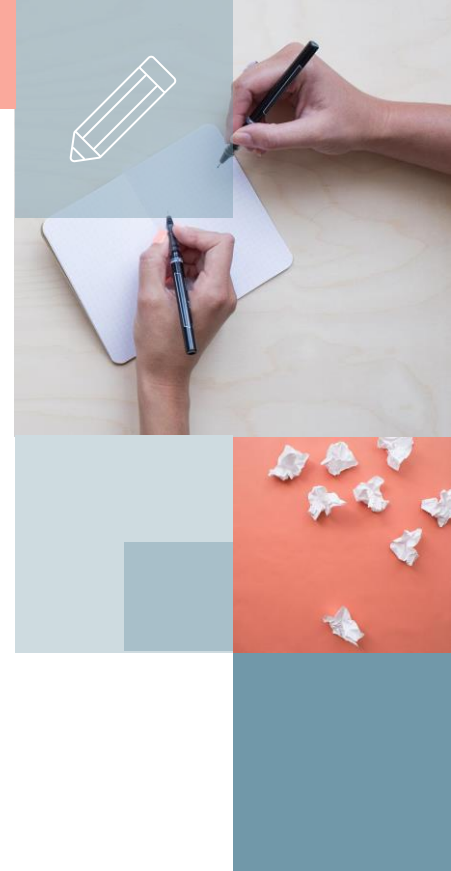
Opportunities and Challenges of Implementing ISO 9001:2015

- **Why some organisations have not introduced new quality initiatives**
- **Key themes as challenges in quality implementation**
 - Lack of top management involvement and a commitment to succeed
 - Soft/human factors (i.e. engaging staff) rather than technical/hard issues
 - Lack of clear communication/awareness of the initiative
 - Employee resistance
 - Lack of financial resources to implement
 - Difficulty equating cost benefits of the initiative
 - Time constraints



Common Misconceptions About ISO 9001:2015

- Uncover job security
- Guarantees beating competitors
- Requires great financial resources
- All departments must be certified
- The certificate is awarded by the ISO, Geneva
- The certificate has no expiry date
- Assures quality of goods and services
- The certificate is awarded only to the private sector
- Decreases productivity
- Certification requires a lot of time



Why would the issues be any different during the implementation of ISO 9001:2015?

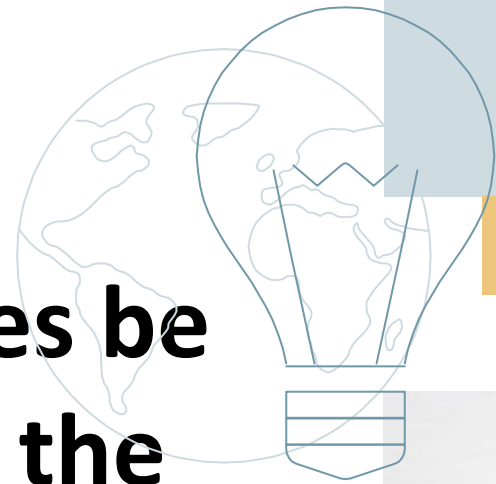
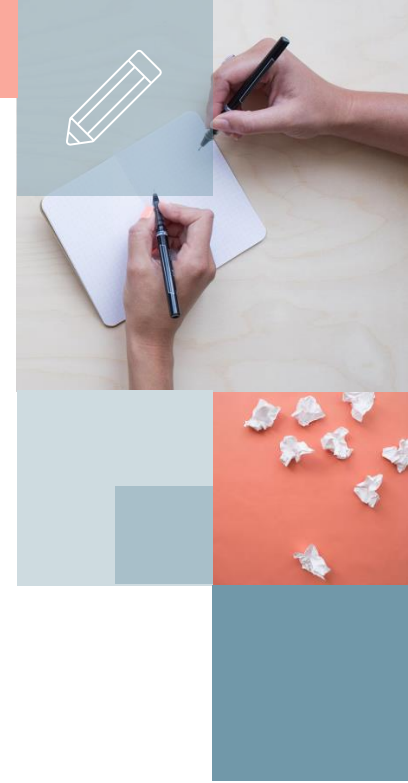


Table 2: Example of Illustrative QM Practices Leading to Heterogeneous Knowledge Creation

Knowledge Creation From:

QM Practices	Socialisation	Externalisation	Combination	Internalisation
Continuous Improvement	Teamwork	Management Reviews	Combining and Exchanging Data Amongst Departments, Teams and with Suppliers	Task Execution Based on Procedures

(After Asif et. al, 2013:673)



QM Practice	Reason for Inclusion	Knowledge Creation – as per Nonaka & Takeuchi	Clause 7.6.6, ISO 9001:2015 Standards?
Continuous Improvement	CI is one of the main pillars of QM and requires organisations to seek, create, utilise and assimilate knowledge on a continuous basis. CI and KM go hand-in-hand.	Covers all 4 types of knowledge-creating processes	Fits all 4 criteria
Statistical Quality Control	‘Fact-based decision making’ is one of the principles of QM. SQC helps to achieve this by collecting, analysing and using data for such decision making.	Covers all 4 types of knowledge-creating processes	Fits all 4 criteria
Customer Satisfaction Management	Listening to customers during design and development, and improving after sales service and overall customer experience requires knowledge creation and assimilation on a continuous basis.	Covers all 4 types of knowledge-creating processes	Fits all 4 criteria

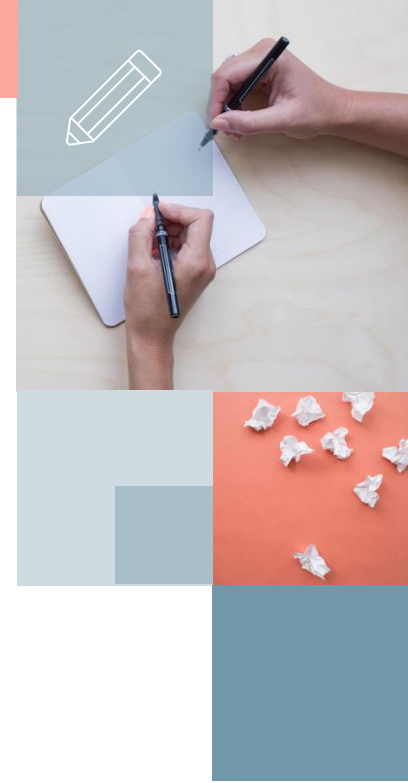


Table 3: Comparing and Analysing Asif et. al's quality management practices with Nonaka and Takeuchi's Knowledge Creation Criteria and ISO 9001:2015 Standards for Handling of 'Organisational Knowledge' - after Asif et al. (2013:668)

QM Practice	Reason for Inclusion	Knowledge Creation – as per Nonaka & Takeuchi	Clause 7.6.6, ISO 9001:2015 Standards?
Process Improvement Practices	Process Management is aimed at improving process performance for economic, environmental and social benefits. Since process improvement requires state-of-the-art knowledge, it is a knowledge-related function.	Covers all 4 types of knowledge-creating processes	Fits all 4 criteria
Individual Learning	Individual learning is pivotal for CI, knowledge creation and for the overall QM system of an organisation. Deming’s system of profound knowledge strongly emphasises individual learning.	Covers all 4 types of knowledge-creating processes	Fits all 4 criteria
Product Service/Design Methods	Excellence and innovation in product/service design requires this function to be knowledge-intensive. Therefore, knowledge creation must be integrated in the QM system of an organisation.	Covers all 4 types of knowledge-creating processes	Fits all 4 criteria

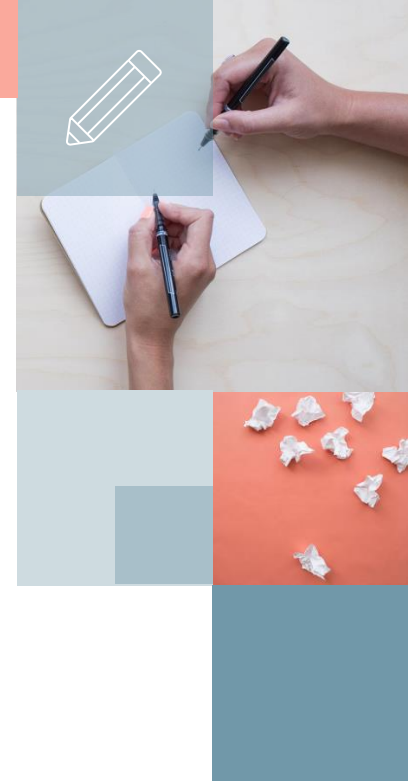


Table 3: Comparing and Analysing Asif et. al’s quality management practices with Nonaka and Takeuchi’s Knowledge Creation Criteria and ISO 9001:2015 Standards for Handling of ‘Organisational Knowledge’ - after Asif et al. (2013:668)

Any questions?



Contact:



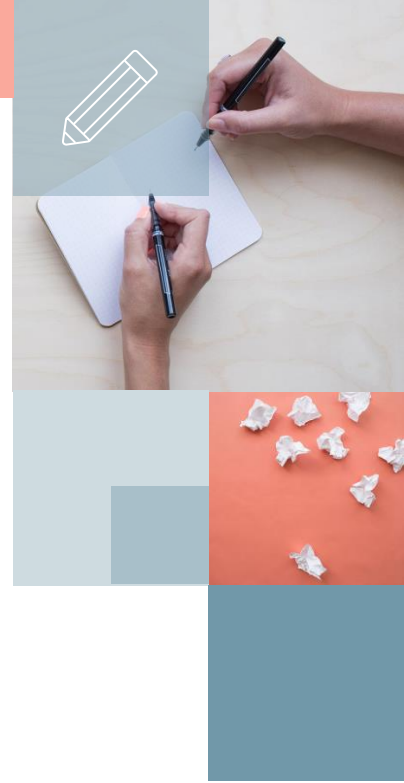
Dr Helen Paige

Founder and Principal, The Paige Group

Global Knowledge Management
World Knowledge Cafes

info@thepaigegroup.com.au

+61 403 374 183



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