



Quality Management, Quality of Management and Quality Culture

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1.0 - Introduction and Research Background

➤ Idea for writing this paper

- ❖ National Bonds Corporation, a Dubai Govt. owned Investment Co.
- ❖ Launched in mid 2006 and promoting Saving Culture since then.
- ❖ Completed 5 years with customer base over 600,000 and 200 staff.
- ❖ Author joined National Bonds in mid 2007
- ❖ Mostly positive affect of economic recession on the company.
- ❖ Author faced various challenges being a new company in particular instilling quality mindset at strategic management level
- ✓ This brought an idea to share author's experiences

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1.0 - Introduction and Research Background

➤ Paper focus –

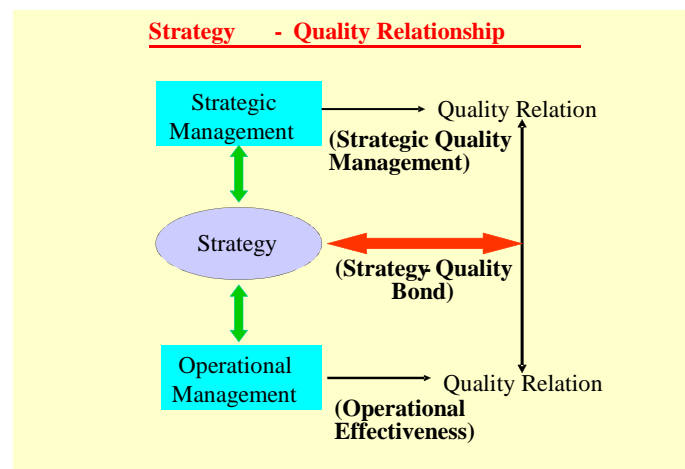
- i. Factors faced at strategic level management impact quality culture
- ii. What strategic level management say about these factors

➤ Author Observed -

- ❖ Quality Management – In literature mostly as functional / operational level strategy
- ❖ Quality Management – Most theories related to micro-level of organizations
- ❖ No specific study on QM factors affecting at strategic level management, so hinder quality culture

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1.0 - Introduction and Research Background



Source: Steiner (1997) ; Nawaz (2004)

✓ So, there is a need to identify and analyze the factors

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2.0 - Literature Review & Research Methodology

➤ Methodology chosen for addressing following points –

- i. Factors Being faced at strategic management level of National Bonds
- ii. Exploring factors through literature review
- iii. Observing affect of such factors on organization's quality culture
- iv. Conduct survey for senior management of selected Dubai Quality Award winners to understand reasons of these factors

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3.0 – Discussion and Findings

Sr. no	Factors observed at strategic management level of National Bonds
1	Leadership more focus on quick wins, quick fixes and satisfaction with it
2	Loss of top Mgt interest due to more pressing business issues / lack of time to devote to QM and Excellence
3	Top Mgt wants to do maximum in shortest possible time
4	Leadership lack of understanding about quality / excellence and perceived benefits stemming from the QM / Business Excellence program

Source: NBC Self-Assessment for Excellence

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3.0 – Discussion and Findings

Sr. no	Factors Affecting Quality of Management & thus the Quality Culture
1	Lack of leadership Commitment and their attitude towards quality and visible participation for quality culture change
2	Leadership lack of understanding about excellence and perceived benefits stemming from the Business Excellence program
3	Failure of integrating total quality / Excellence Model into the organization such as in daily management practices and methods
4	Lack of comprehensive quality improvement education of leadership on strategic perspective and holistic view of quality
5	Lack of building in quality in organization's strategic planning process

Source: Various relevant literature review 7

3.0 – Discussion and Findings

Sr. no	Factors Affecting Quality of Management & thus the Quality Culture
6	Leadership more focus on the quick fixes and satisfaction with it
7	Fear of Change and lack of clear change vision
8	Loss of top management interest due to more pressing business issues / Lack of time to devote to business excellence
9	Overlapping of responsibilities of leadership and as a consequent lack of vision
10	Over-enthusiastic top management – wants to do maximum in shortest possible time

Source: Various relevant literature review 8

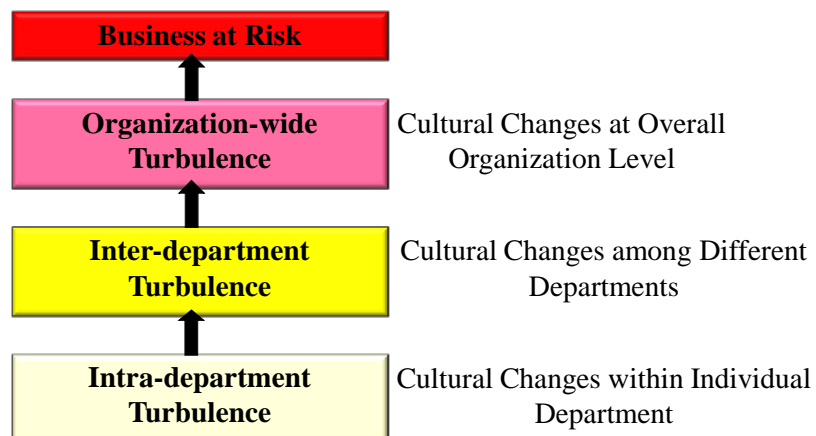
3.0 – Discussion and Findings

Sr. no	Factors Affecting Quality of Management & thus the Quality Culture
11	Unclear strategy and conflicting management priorities
12	Leadership style of top management – too top down or too laissez faire i.e. laid back / casual
13	An ineffective top team i.e. quality of direction, effectiveness and efficiency of top management team
14	Poor coordination among top management

Source: Various relevant literature review 9

3.0 – Discussion and Findings

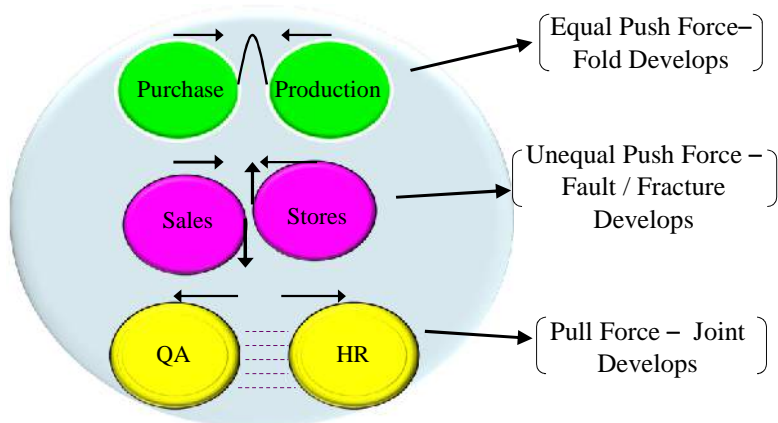
➤ Turbulences that Affect Organizations due to above Factors



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3.0 – Discussion and Findings

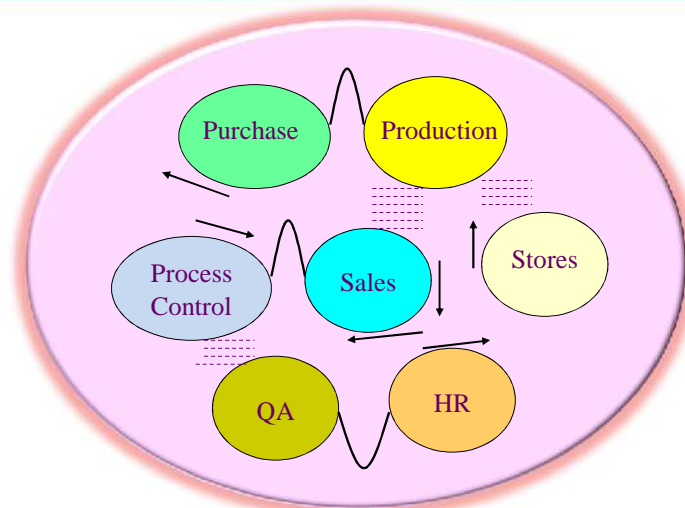
➤ Department Tectonic Activity (DTA)



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3.0 – Discussion and Findings

➤ Department Tectonic Activity (DTA)



✓ DTA Increases / Continuous – Business At Risk

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3.0 – Discussion and Findings

➤ Survey Results to Understand Reasons for the factors

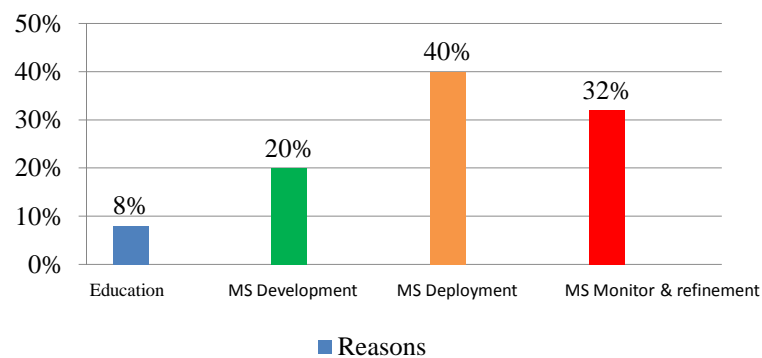
- Selected 10 Dubai Quality Winner Organizations
- Sample Size – 20 Strategic Level Management Personnel
- Question Asked – “What reason among followings you feel more important for these factors that if addressed can improve quality of management and so to enhance quality culture and effectiveness of quality management implementation”

Choice-1	Your Education Level
Choice-2	Mgt System Development (Structured and Integrated)
Choice-3	Mgt System Deployment (Systematic and Implemented)
Choice-4	Mgt System Monitoring, Review and Refinement

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3.0 – Discussion and Findings

➤ Survey Results to Understand Reasons for the factors



- Interestingly, 80% of respondents revealed that they would like to learn more to enhance their understanding about quality of management.

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4.0 – Conclusion

- ❖ Various factors are reason for poor quality of management
- ❖ Poor quality of management creates intra/inter dept and organization-wide turbulences and Dept tectonic Activity (DTA)
- ❖ Rate of DTA increases – Business is at risk
- ❖ 40% respondents felt QM deployment is an issue, 32% revealed monitor and refinement, 20% thought QM development and only 8% accepted their education on QM is an issue.
- ❖ 80% strategic level mgt wanted to learn more to overcome issues related to quality of management.

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4.0 – Conclusion

- To overcome the factors and establish quality culture, Strategic level management need to focus on followings;
1. Their learning to enhance understanding on quality of management, quality management and quality culture requirements
 2. Systematic deployment of management systems
 3. Regular refinements of management systems
 4. Development of structured and integrated management system

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- For references, please see the full paper.



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