

1 Quality Management System Is a Change Management Process

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4

5 **Abstract**

6 Having a successful Quality Management System is a very hard job and requires all parties
7 within the organization to work as one hand and all to push in one direction. This is why only
8 few organizations around the globe who managed to go in a successful Quality Journey and
9 get benefited from its enormous advantages. From experience, the Author believes that one of
10 the most effective methodologies for the organization to follow (for a successful Quality
11 Journey) is to approach it as a complete Change Management Process. In the following part,
12 the Author tries to provide the organization with some suggestions for activities or actions to
13 do in light of Kurt Lewin's Change Model.

14

15 **Index terms**— enormous, activities, organization

16 **1 INTRODUCTION**

17 Having a successful Quality Management System is a very hard job and requires all parties within the organization
18 to work as one hand and all to push in one direction. This is why only few organizations around the globe who
19 managed to go in a successful Quality Journey and get benefited from its enormous advantages. From experience,
20 the Author believes that one of the most effective methodologies for the organization to follow (for a successful
21 Quality Journey) is to approach it as a complete Change Management Process. In the following part, the Author
22 tries to provide the organization with some suggestions for activities or actions to do in light of Kurt Lewin's
23 Change Model.

24 **2 II.**

25 **WHAT IS QUALITY MANAGEMENT SYSTEM?**

26 Quality Management System (QMS) is a set of interrelated processes that designed to operate to produce
27 products or present services required to meet stakeholders' desires. One or more processes are documented in one
28 Procedures, Work Instructions or Guidelines. Also, an important part of every successful QMS, which is ignored
29 by so many people, is the documentation related to the maintenance and improvement of the QMS itself, such
30 as: Internal Audits, Corrective Actions, Preventive Actions, Document Controls, Quality Objectives, and so on.

31 **3 III.**

32 **4 QUALITY JOURNEY**

33 Establishing, implementing, maintaining and continually improving the QMS is an endless Journey that the
34 organization should go for; striving to hit the Total Quality Management (TQM) as a destination. But, to
35 convince the organization's top management and all workers to adopt the QMS as a journey and not to deal with
36 it as a project with a definite end; is a huge challenge for the Quality Management Team. Moreover, applying a
37 proper change management process is another big challenge.

38 **5 IV.**

39 **6 CHANGE MANAGEMENT**

40 Change is inevitable for every successful organization to experience at different points during its E-mail :
41 omeraaaziz@hotmail.com development. Upon the announcement of the top management that the organization

9 B) ARRANGE FOR MINIMUM RESISTANCE

42 embarked on its journey towards Total Quality Management and Business Excellence, a very challenging change
43 process will instigate. Managing the change process is crucial for the success of the QMS. The change agent or
44 the leader of the change is responsible to properly manage the change. When we say "manage", that means the
45 change leader/agent has to tackle all management elements, like: planning, organizing, monitoring, assessing,
46 communicating, motivating, and so on. It's very important to understand that organizational change not only
47 relating to structure, apply new technology, implement new management system; but also it should involve
48 cultural and behavioral changes to all organizational level, including the individual ones.

49 Kurt Lewin similarly described the Change Process as a Journey with no definite end. He split the change
50 process into three phases: i) Un-freezing, ii) Moving and iii) Re-freezing ??Hitt, Porter & Black, 2004, p. 47).
51 Although this theory was originally presented in 1947, but the Kurt Lewin's change model is still relevant. In
52 the following part we will discuss the ideal actions and/ oractivities that any new QMS should do to ensure a
53 good implementation of Lewin's Change Phases. We will also discuss in detail what the organization should do in
54 each phase to have successful and fruitful Quality Journey at the end. Of course, the time and resources needed
55 for the successful implementation of the ISO Quality Management System (QMS) differs from organization to
56 another; it mainly depends upon so many factors, such as: a) the size of the organization; b) the complexity
57 of the existing management system and the associated processes; c) the distance of the current organizations'
58 system and culture from those desired.

59 V.

60 7 PHASE (I) : UN-FREEZING

61 This phase is the most important phase, as it represents the trigger of the Change Management Process. In this
62 phase the organization recognizes the need for change and that the current system, structure, technology is not
63 feasible anymore and Chang is necessary. The importance of this phase comes from that the recognition and
64 definition of the problem is or more than the half-way of achieving the desired results and/or getting the problem
65 solved. Therefore, the more that the organization feels the change is necessary, the more that the change desired
66 is priority and the more that the organization is enthusiastic and motivated to successfully achieve the desired
67 change results.

68 8 a) Identify Change Drivers

69 First of all and the foremost, the top management of the organization (i.e. top management covers all of the
70 senior management team members) must be fully convinced by that the new Quality Management System will
71 definitely improve the overall performance of the organization, enhance its image and position in the marketplace
72 and assist in satisfying its stakeholders. Upon the success of this, top management of the organization must reveal
73 a commitment to the establishment, implementation preservation and continual improvement of the Quality
74 Management System in the organization.

75 As a result of their commitment, top management shall appoint one person from the top management
76 members of the organization to be the Change Agent, who irrespective of his/her other responsibilities, shall
77 have responsibilities and authorities related to the quality management system, which includes: (a) ensuring that
78 processes needed for the quality management system are established, implemented and maintained, (b) reporting
79 to top management on the performance of the quality management system and any need for improvement, and
80 (c) ensuring the promotion of awareness of customer requirements throughout the organization. ??ISO, 2008)
81 Because of his/her crucial role in the success of the new QMS, the Management Representative (i.e. the Change
82 Agent) should be carefully selected among the top management members. He/She must have, but not limited
83 to, the following characteristics: -High interpersonal skills; -High leadership skills; -Strong personality; -Ability
84 to build positive relationships with top management and other employees, i.e. the lesser number of enemies
85 he/she has, the greater people involvement the organization's QMS will gain; -Knowledgeable about Quality
86 Principles and concepts (e.g. ISO 9001:2008 requirements, Excellence Model criteria, etc.); In addition to the
87 top management member (i.e. the Change Agent), the top management should also prove their commitment by
88 identifying the Quality Governance Committee (i.e. the Change Team), in accordance to the following: -Consists
89 of one or two staff members from each department.

90 -Selected members should be self-motivated and enthusiastic to the adoption of the QMS.

91 -Selected members preferred to be senior staff in their department, so that the organization can get benefit from
92 their positions' influences. -Selected members are preferred to possess leadership skills and strong personalities.
93 -Selected members must be well trained or at least have a reasonable background on Quality Management.

94 9 b) Arrange for Minimum Resistance

95 People always afraid and resist new and unclear things. To clear the ambiguity and uncertainty, a thorough
96 and intensive awareness programs must be held, such as: lectures, seminars, workshops, exhibitions, formal
97 and informal meetings and the like. The awareness programs can be conducted by the Change Agent, Quality
98 Governance Committee member(s), and/or an outsourced expert(s). The main purpose of the awareness programs
99 is to communicate to all employees at the different organizational levels (a) the aim of the Quality Management
100 System; (b) why is it necessary? (c) the advantage it offers to the organization and all stakeholders (including the

101 employees); (d) how it will work; and (e) their roles and responsibilities within the QMS. Employees' awareness
102 will also pave the way for the achievement of the "People Involvement", which is an important principle of the
103 eight Quality Management Principles, i.e. the eight pillars that any successful QMS should construct.

104 Some sort of reward/punishment systems linked to the performance of the QMS tasks should be established
105 and applied to all employees according to: (a) their cooperation with the Management Representative and the
106 Quality Governance Committee; (b) quality of the performed jobs/tasks; (c) their commitment and meeting
107 deadlines; (d) their initiation and innovative contributions; and (e) so many other criteria related to the QMS
108 for rewarding/punishing employees.

109 **10 VI.**

110 **11 PHASE (II) : MOVING**

111 This second phase occurs when the needed changes are made. In this phase, people are 'unfrozen' and moving
112 towards the desired changes. Definitely, it's not an easy time for people to exactly understand the changes,
113 therefore, people must be supported by huge efforts to be made in communicating the clear picture of the desired
114 changes, awareness, training and design a proper system to correct mistakes that may take place at this stage.
115 Some actions are recommended to be taken by the organization during this phase to ensure a successful and
116 smooth moving process in its Quality Journey. For a smooth moving phase, the organization should initially
117 identify the gap or the empty spaces December -Selected members should be knowledgeable about all or most of
118 operations running in their departments.

119 between the existing quality management system of the organization and the quality management system
120 required by the targeted international standard (e.g. ISO 9001:2008 Standard requirements). So, the next step is
121 to compare the organization's existing quality management system, if any, with the requirements of the targeted
122 international standard. The outcome of this step is a report exactly determining the gaps between the existing
123 quality management system of the organization and that required by the targeted international standard as well
124 as proposing the most suitable actions, activities and/or processes to fulfill those gaps.

125 a) How to Move Towards the Desired QMS It's important to mention that the action of gap analysis is
126 not only related to identifying gaps for meeting requirements of a certain international standard or quality
127 certification/accreditation, but also, it can be conducted to diagnose or identify what actions and documentation
128 (e.g. processes, procedures, documents, etc.) need to be performed to meet some stakeholders' requirements
129 internally (e.g. internal processes, internal customers, internal suppliers, etc.) or externally (e.g. external
130 customers, society, governments, etc.).

131 By considering the findings of the Gap Analysis Report, the organization obtains a clear picture of how its
132 current quality management system compares with the desired QMS. Then, the organization sets an action plan
133 showing the necessary activities that should be done to establish, implement, maintain and continually improve
134 the Quality Management System. The plan should define the responsibilities of the different departments and
135 personnel and set target dates for the completion of activities. But there is a question now; does the 100%
136 completion of the action plan means that the organization's QMS is complete??

137 The answer is of course 'NO'. The proper implementation of the developed QMS documents is the most
138 important part in the Quality Journey. Actually, implementation of the established QMS is not an action with
139 definite end. It's a long-term process that requires the organization to gather all its strengths and involve
140 everybody in the organization to work hard to adapt himself/herself to the new quality management system.

141 The implementation of the quality management system may be by parts or may be all at once; depending
142 upon the organization size, culture and the complexity of the processes. The most important thing to say here
143 is that the organization must closely monitor the implementation process and update the implementation plan
144 when necessary so as to ensure that the quality management system is effective and conforms to the desired
145 QMS. maps to achieve and maintain the change. The organization should do the best to reinforce the change
146 and ensure that the desired change will survive. Otherwise, organization's people will go back to do what they
147 used to do in the past. This is probably what Kurt Lewin meant by Re-freezing and supporting the desired
148 change to make sure it continues and is not lost. a) Maintain a Healthy and Continually Improved QMS As
149 mentioned before, the implementation is an ongoing process with no definite ends. So, the Author believes
150 that the implementation process should continue and expand as an important portion of the "Refreezing"
151 Phase. Why? I will tell you, unfortunately, most of organizations concentrate on properly establishing and
152 implementing their operational procedures; neglecting the crucial role that the Processes and Procedures related
153 to the QMS may play in maintaining and continually improving the established QMS. The importance of having
154 those Processes/Procedures developed and implemented is that they ensure the effectiveness of the QMS as well
155 as its continual improvements. For instance, the internal quality audit is one of the most effective tools that the
156 organization uses to maintain and improve the established QMS. It's an instrument by which the organization
157 checks out the validity, soundness and effectiveness of the implemented quality management system. During the
158 implementation journey and specially if a certain certification or accreditation (e.g. ISO 9001:2008) is targeted,
159 the organization conducts a number of internal quality audits in order to ensure the readiness of the organization
160 for the Certification/Accreditation Audit, which always performed by external auditors who represents the

161 **12 PHASE (III) : RE-FREEZING**

162 From the Author's point of view, this phase is the hardest phase in the change process as it endeavors to
163 establish stability for the changes made. Generally, this may take time according to the level of change,
164 organization responsiveness and people enthusiasm and how they can beat their previous mental certain
165 certification/accreditation entity. The result of those Quality Audits always highlights the weakness areas as
166 well as the opportunities for improvements.

167 **13 VIII.**

168 **14 CONCLUSIONS**

169 Eventually, we can conclude that to have a successful Quality Journey, the organization must treat it as a
170 Change Management Process; considering the Change Process Model of Mr. Kurt Lewin Model. Both Quality
171 Journey and Change Journey are ongoing processes with no end. Yes, there may be lots of rest stops and many
172 opportunities for settling down for a while; but there is no end. Therefore, the essential concept that everybody
173 in the organization must know by heart is that Quality is a Change Process. ^{1 2 3 4}

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