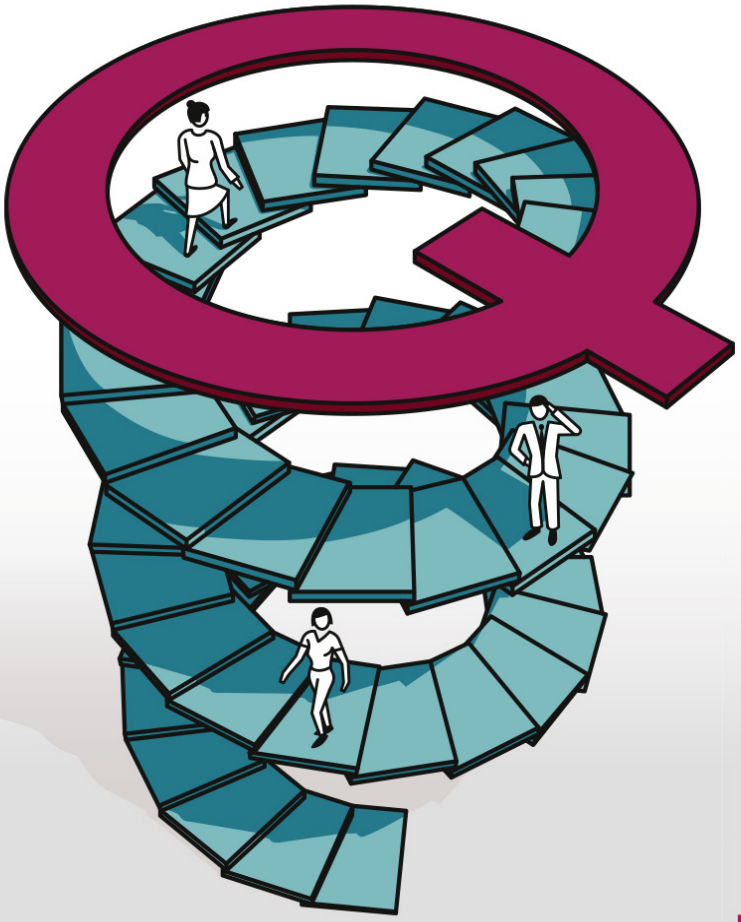
Benedikt Sommerhoff

NEXT GEN QM

101 New Perspectives for Effective Quality Management



CQI | IRCA
LEADING QUALITY SINCE 1919

HANSER

Sommerhoff
Next Gen QM

Benedikt Sommerhoff

Next Gen QM

101 New Perspectives for Effective Quality Management

HANSER

Print-ISBN: 978-1-56990-994-2
E-Book-ISBN: 9798950184291

All information, procedures, and illustrations contained in this work have been compiled to the best of our knowledge and is believed to be true and accurate at the time of going to press. Nevertheless, errors and omissions are possible. Neither the authors, editors, nor publisher assume any responsibility for possible consequences of such errors or omissions. The information contained in this work is not associated with any obligation or guarantee of any kind. The authors, editors, and publisher accept no responsibility and do not assume any liability, consequential or otherwise, arising in any way from the use of this information – or any part thereof. Neither do the authors, editors, and publisher guarantee that the described processes, etc., are free of third party intellectual property rights. The reproduction of common names, trade names, product names, etc., in this work, even without special identification, does not justify the assumption that such names are to be considered free in the sense of trademark and brand protection legislation and may therefore be used by anyone.

The final determination of the suitability of any information for the use contemplated for a given application remains the sole responsibility of the user.

Bibliographic information of the German National Library:
The German National Library lists this publication in the German National Bibliography; detailed bibliographic data are available on the Internet at http://dnb.d-nb.de.

This work is protected by copyright.
All rights, including those of translation, reprint, and reproduction of the work, or parts thereof, are reserved.
No part of this work may be reproduced in any form (photocopy, microfilm, or any other process) or processed, duplicated, transmitted, or distributed using electronic systems, even for the purpose of teaching – with the exception of the special cases mentioned in §§ 53, 54 UrhG (German Copyright Law) – without the written consent of the publisher.
No part of the work may be used for the purposes of text and data mining without the written consent of the publisher, in accordance with § 44b UrhG (German Copyright Law).

AI-based systems were used for the translation of this work as well as for the creation of alternative text descriptions for images and illustrations. Responsibility for the content, as well as the final editorial review and approval, rests solely with the author(s) and the responsible editors.

© 2026 Carl Hanser Verlag GmbH & Co. KG, München
Vilshofener Straße 10 | 81679 München | *info@hanser.de*
www.hanserpublications.com
www.hanser-fachbuch.de
Editor: Lisa Hoffmann-Bäuml
Production management: Cornelia Speckmaier
Cover design: Thomas West
Cover picture: Max Kostopoulos
Typesetting: in-house
Printed and bound by CPI Books GmbH, Leck
Printed in Germany

Table of Contents

	Dedication	1
	Foreword from Vincent Desmond	3
	Foreword from Guido Nilgen	5
	Introduction	7
	I Why Figures?	11
1	Illustrating quality	15
2	Navigating the Next Gen QM landscape	19
3	Approaching (re)solution	23
	II Next Gen QM? – How does QM need to evolve?	25
4	Reflecting QM evolution	29
5	Considering socialization	33
6	Bringing about paradigm shifts	37
7	Increasing effectiveness and acceptance	39
8	Turning the acceptance-effectiveness spiral	41
9	Being open to change	45
10	Thinking in future scenarios	49

11 Balancing stability and flexibility 51
12 Developing visions for the future 53
III Importance of Quality 57
13 Bringing different definitions together 61
14 Looking at quality dimensions together 63
15 Working in networks 65
IV Benefits of quality and quality management 69
16 Highlighting the consequences of quality and nonquality 73
17 Focusing on internal benefits 77
18 Discussing social benefits 81
19 Getting involved in society 85
V Facets of nonquality in quality management 89
20 Dealing with different kinds of failures 93
21 Avoiding poor quality 97
22 Considering customer perception 101
VI Challenges for QM 103
23 Knowing the sources of problems 107
24 Designing for Hybrid 111
25 Introducing hybrid QA 113
26 Handling hypercomplexity 117
27 Managing delivery networks 119
28 Implementing a Multi Governance System 123
VII Roles and responsibilities of the quality manager 127

29 Providing more clarity ... 131
30 Sharpening the job profile ... 135
31 Clarifying what to do and what not to do ... 137
32 Highlighting unique selling points ... 141
33 Reducing task and role speads ... 145
34 Adressing role conflicts ... 149
35 Taking the right steps ... 151
VIII People as a quality factor ... 155
36 Understanding internal and external roles ... 159
37 Putting people at the center ... 161
38 Focusing on the “we” ... 163
39 Avoiding attributions ... 165
40 Positioning yourself ... 169
41 Regulating responsibility ... 173
42 Ensuring the responsibility of all those involved in the organization ... 177
43 Reflecting on incentives and disincentives ... 179
IX Digitalization in QM and QA ... 183
44 Recognizing and exploiting opportunities ... 187
45 A holistic approach ... 189
46 Driving forward “digital auditing” ... 193
X A critical reflection on QM ... 197
47 Performing a generic QM retrospective ... 201
48 Minimizing bureaucracy and annoyance ... 205

49 Stopping to whine, lament or quarrel 207
50 Mastering everyday QM with confidence 209
XI Conflicting goals around quality 213
51 Integrating quality goals strategically 217
52 Avoiding conflicting goals 221
53 Choosing money or life 223
54 Balancing quality and resources 225
55 Differentiating goal and anti-goal 229
XII Requirements and conformity 231
56 Focusing on needs 235
57 Meeting requirements 239
58 Keeping formalization to a minimum 241
59 Breaking over formalization dynamics 245
60 Dealing with rule violations 249
61 Understanding interventions 251
62 Minimizing useless legality 253
63 Distinguish compliance gaps 257
64 Conducting function-specific audits 261
65 Integrating audits 265
XIII Management system 269
66 Regarding systems theory approaches 273
67 Distinguishing intention and emergence 275
68 Acting within a system framework 277

69 Deciding on premises and principles ... 279
70 Promoting integration ... 281
71 Focusing on people ... 283
72 Evaluating management system ... 287
73 Strengthening organizational resilience ... 289
74 Knowing the levers for quality ... 293
75 Considering key organizational aspects ... 295
76 Recognizing the marginal utility of 9001 ... 299
XIV Lean QM ... 301
77 Saving resources proactively ... 305
78 Decluttering the task portfolio ... 307
79 Aiming for a lean QMS ... 309
80 Questioning your own existence ... 311
XV Quality culture, quality awareness ... 315
81 Bringing together desire, ability, permission ... 319
82 Relying on people in a "default system" ... 321
83 Differentiating between failures ... 323
XVI Internal and external Q-consulting ... 327
84 Reflecting the need for consultancy ... 331
85 Filling gaps in competencies and resources ... 333
86 Weighing up internal and external options ... 335
87 Knowing success factors for consultancy ... 337
XVII Q-Strategy ... 339

88 Aligning with corporate strategy 343
89 Choosing concepts for Q-strategy 347
90 Acting strategically 349
91 Developing a stringent Q-Strategy 351
92 Distinguishing between Q activities 353
XVIII Quality management for services 355
93 Developing specific concepts 359
94 Using leverage 363
95 Dealing with transience 367
96 Considering the customer relationship 371
XIX Q-marketing and Q-communication 375
97 Creating a marketing concept 379
98 Distinguishing client groups 383
99 Defining a marketing mix 387
100 Communicating on quality 391
101 Bringing in own ideas 395
Bibliography 397
The author 399
Index 401

Dedication

For Nora and Julian

Foreword from Vincent Desmond

I first met Benedikt in 2019 at a European quality conference in Lisbon. In amongst the usual talks on lean, ISO 9001 and the tragedies of being a quality manager, he gave a most compelling talk on the 'new paradigm for quality'. This made me sit up and recognise a fellow (albeit much more thoughtful) traveller who was seriously and usefully considering the past, present and future of managing and assuring quality. Towards the end of the talk, he pointed at me (we had not met at this point) and asked if the jokes in his talk worked in English, which was the language of the conference and my native tongue. This made me smile because 'quality management' (love it as we both do) is too often a dry topic and too often divorced from the humanity of people working together to create value for other people under complex and trying circumstances.

We have crossed paths many times since 2019 in our roles at DGQ and CQI and every time that has been uplifting, challenging and useful. So, when Benedikt said he was writing a book I was filled with the anticipation of seeing the new paradigm set out and addressed. Of course, with Benedikt as the author and to misquote Dr Spock, 'it is a quality book, but not as we know it.' And that is what you have: 101 pictures and commentaries which set out the new paradigm, explore historically knotty problems, and challenge you to rearrange your mental furniture. You also have a book written with a devilish twinkle in the humble author's eye (the jokes and metaphors do work in English). And that humility comes forth as Benedikt pays respect to other management sciences and concepts which have been sadly absent from our thinking, and to the role of the whole Q-community (see 101).

I am delighted that this book is now available in English and I commend it to 'Q-people' and, indeed, everyone who is interested in how organisations deliver quality outputs and outcomes in our VUCA world.

Vincent Desmond

CEO, Chartered Quality Institute

Foreword from Guido Nilgen

Dear readers,

When author Benedikt Sommerhoff asked me if I would like to write the foreword to this book, I didn't hesitate for long. Because (to 'misquote' the Beatles):

> *Benedikt and I have quality memories that go further than many of the paths that still lie ahead of us.*

We have known each other for 30 years – first as fellow students, then as colleagues. Benedikt left our mutual employer early on to join Deutsche Gesellschaft für Qualität, the German Quality Association, which turned out to be a stroke of luck. There he found his calling. While I remained loyal to industry – first the automotive sector, then the household appliances sector – Benedikt used his freedom to develop into a thought leader, consultant, coach, and strategist. Today, he is one of the most influential Figures in the German quality community.

This book brings together 101 diagrams that Benedikt has used in lectures and discussions over many years. They reflect his thoughts, theories, and ideas – and they do so in an inspiring way. The topics range from generational change in QM to new understandings of quality, roles, and responsibilities to digitalization and failure culture. Much of it is more relevant than ever – some of it timeless.

The diagrams are sometimes simple, sometimes complex. Some are immediately understandable; others require a little time. But the focus is always on the content, not the form. The illustrations are deliberately kept simple, often reduced to the key terms. No design that distracts from the essentials. No glossy look that remains superficial. Bertolt Brecht once had Mr. Keuner ask: "The form is good, but where is the laurel?" That question does not arise here – the laurel is there, in terms of content and clearly recognizable.

In his presentations (and, of course, in his accompanying lectures), Benedikt repeatedly surprises with his remarkable eloquence. He talks about "futures," "useful illegality" and "useless legality," and "in- and outcentives" for compliance with rules. He sharpens the conflict between "costs vs. quality" to "money or life." His formulations are pointed, often humorous, sometimes deliberately bizarre – and always memorable.

It is fascinating to hold these 101 Figures in your hands and look at them at your leisure. They are more than illustrations – they are an expression of a way of thinking that does not shy away from complexity, but rather structures it and makes it accessible. In an age where information has to be processed quickly, clear Figures are becoming increasingly important. This book makes a valuable contribution to this – through its content, experience, and Benedikt's methodical thinking, which is clearly visible and tangible in every Figure.

What strikes many long-serving quality community members and myself time and again is the high degree of practical relevance. These Figures do not come from an ivory tower, but from the real economy, from industrial and service processes. They either become apparent immediately – or with a delay, when Benedikt (once again) has anticipated developments that only became relevant later.

I have experienced this often, because despite different career paths, we remained connected: we worked together on projects, met in professional circles, and appeared as speakers. Many of our "quality memories" are linked to the Figures in this book.

Nevertheless, for me, this book is by no means just a retrospective, but above all a source of inspiration. It contains ideas that are already shaping quality management today – and those that point to the future. I am convinced that this work will not only be read, but also used – in workshops, training courses, strategy processes, and everyday life. It offers guidance and invites us to understand quality as a common concern.

I wish you an insightful read – and many productive discussions that may arise from these Figures.

Guido Nilgen

Guido Nilgen studied mechanical engineering at RWTH Aachen University. He has been Director of Quality Management at Miele & Cie. KG for many years.

Introduction

Since you are holding this book in your hands, I assume that you are involved in quality management? Are you particularly interested in this topic? That fits. If you happened to land here by chance, stay anyway, it will be worth your while, because no matter what position you hold in your company, you will encounter the topic of quality on a daily basis. Or you may encounter – hopefully rarely – non-quality that you want to overcome.

Perhaps the title caught your attention, and you want to know what's new, what Next Gen QM is, and who is behind it. Or maybe the title confused you and you want to know what it's all about. So, what is this about?

What's in it for you

You have already successfully implemented many things in your quality management or quality assurance activities, tried out some things, and discarded some of them. You are looking for new ideas, or rather new approaches to solutions, or better still: solutions. That is what we want to offer you here.

Approaches or solutions are outlined for each of the 101 topics. Every problem is unique to each company, and you will be challenged to refine, concretize, and test the approaches that you consider fundamentally suitable.

Your tireless commitment to quality is valuable and indispensable for your company's long-term success in the market. Nevertheless, roles and functions in QM and QA departments are often criticized, and the work there is a Sisyphean task: you roll the stone uphill, and just before the top, it rolls back down again, and you must start all over. This can be stressful, but it can also be fulfilling if we better understand and classify how organizations and management systems really work and the ups and downs they are subject to. Quality managers, other functions in QM and QA, but also managers and other functions in other areas must work together to keep the stone as high up as possible and, if necessary, move it back up again.

This book aims to provide you with new ideas and, above all, new illustrating Figures to give you fresh impetus and, overall, a good basis for making quality management and quality assurance attractive and, above all, effective, and for giving the Q-department and its people a good reputation.

Gaining new perspectives

Next Gen QM describes a QM that goes beyond previous positions or represents new positions and opens new perspectives. Even if you are already familiar with some of these new positions, you will encounter others that are less close to you in the wealth of topics covered.

Classic QM draws on an established canon of concepts, methods, and tools. Most of these are decades old and were developed and introduced under different circumstances and conditions. Today, there are entirely new and serious challenges that require new answers.

QM is a traditional field, and many of its protagonists share long-established views and perspectives. What continues to work for quality is worth preserving, but what no longer contributes to effectiveness, or no longer contributes sufficiently, may be questioned and set aside. However, something new must then take its place: new perspectives, new positions, new concepts, new tools, new arguments.

This is not a question of right or wrong, but of “suitable for this and now” and “not suitable for this and now.”

Breaking patterns, daring to try something new

We have already done and tried so much to strengthen quality and raise quality capability to the necessary level, according to all the rules of the art and to our best knowledge of this art. We have realized the “quick wins,” harvested the “low-hanging fruit,” and implemented all the simple and many difficult solutions. We have achieved a great deal, even though – typical when dealing with quality management and assurance – we see and know what still needs to be done or what new problems may lie ahead.

We have often reached the glass ceiling and, despite intensive efforts, are unable to progress beyond the level of quality maturity we have achieved. In many companies, maintaining the high level is already an enormous achievement. So, when we reach a dead end, we have to do things differently and do other things, break patterns, and dare to try new things. This book aims to encourage this and introduce new Figures and ideas to help us do so.

This also has the advantage of making you interesting again in your function and role, because if you have been with the company long enough, you become predictable, and many of your positions, assessments, and proposed solutions are already familiar or expected. It can be refreshing and beneficial for your personal perception to break through these expectations, thereby reawakening curiosity and finding a new audience.

Make concise points about quality
The book provides short and concise ideas, but only you can identify the solutions that are suitable for your company, design them specifically, and develop them further so that the desired effects can be achieved.

Every organization is unique
Different personalities, industries, technologies, strategies, business models, and much more shape organizations individually. And so quality management, including Next Gen QM, must also be individually tailored. Here, I can only present it in a generic, universal way. When I describe situations, challenges, and approaches to solutions, some readers will welcome some of them, while others will be less applicable.

Next Gen QM is the result of teamwork
For publisher Hanser Fachbücher, which already has many different publication formats, this "picture book" is another new format. I would like to thank Lisa Hoffmann-Bäuml, who has been my editor for a long time, for paving the way and providing intensive and constructive support for this work.

My thanks also go to the many experts in the DGQ network who have exchanged ideas with me, critically commented on my ideas and contributions, and enriched them with at least 101 new ideas. Among them is Guido Nilgen, one of the most experienced practitioners in our field, who also fulfilled my request to critically read the manuscript and contribute a foreword.

Special thanks I owe to Vince Desmond and his CQI, The Chartered Quality Institute, and its quality dedicated team, for sharing ideas and knowledge with DGQ, Deutsche Gesellschaft für Qualität, and myself. Vince gratefully contributed the CQI foreword and above all he did meticulous proofreading of the English version and thus made clear, that the best AI-translator urgently needs a human in the loop. Having this book available in English, the world's lingua franca, will, I hope, spread its ideas as well as enrich and widen the scope and range of discussions on quality. I am looking forward for getting feedback and into personal exchange with CQI members and quality management colleagues from all over the world.

See for yourself whether and how it is possible to gain new perspectives on QM and thus become part of our global Next Gen QM team.

I Why Figures?

In my nearly 30 years of working for DGQ, the German Quality Association, I have given many keynotes, specialist lectures and moderated workshops. Illustrating Figures have played an increasingly central role in this. When preparing a new lecture, I usually present the key messages in a central Figure and gradually add further slides. Time and again, I received feedback that listeners began to work with these slides in their companies.

A picture book from 101 presentations

The DGQ-recorded most of the lectures and made the recordings and slide sets available to DGQ members in a media library. We quickly realized that a recording is not a sustainable format for preserving and making knowledge available. The slide sets are also only of limited use for this purpose, because without the spoken word, context is missing. It therefore made sense to turn the Figures into a book, to classify them with as little text as possible, to add necessary explanations, and to supplement the Figures with additional information on the topic. This resulted in very short articles that can also stand alone.

I have further developed some of the Figures from the lectures so that they work better on their own, without the accompanying lecture. In fact, some Figures never seem to be completely finished: when I look at them again, I always think of ways to improve them and find new facets. I have recreated some of them for this work because they round it off and complete the central theme that underlies it. I try to form this central theme through chapters that bundle clusters of Figures on a particular topic. But no one has to follow this theme; everyone can spin their own threads and jump from topic to topic throughout the book. Sometimes there are jump-off and landing points for a topic, which I have marked in the form of references.

Focus on QM and QA

Most of the Figures shown in this book are recognizably related to quality management (QM) or quality assurance (QA). Some are universal, but I also created these in the context of QM and QA, which is why they belong here as well. I would like to make a clear distinction between quality management and quality assurance:

- Quality management is working on the organization to make it capable of delivering quality.
- Quality assurance is working on the product development process and on the product to ensure that it meets its quality characteristics.

So, when QM or QA is mentioned in Figures and text, these definitions and distinctions usually form the basis.

Different styles

Some Figures are illustrative Figures, visual anchors. I distinguish these from explanatory Figures, which depict contexts, structure topics, and explain mechanisms. These

explanatory Figures, not the illustrations, are most common because they not only visualize and add variety to presentations but also have their own content value and independent message.

Over time, my style of presentation has also changed. I have had the opportunity to experience many inspiring presentations myself and have learned a lot from other speakers. I have learned that a presentation, in addition to providing content-related inspiration not only should but must be inspiring, be entertaining. I have also tried to apply this approach to this work, to the Figures as such, but also to the overall concept. Far too often, quality management comes across as bone dry; it could do with more wit and lightness. A humorous or ironic graphic can break open a deadlocked discussion and open it up to new ideas. And it's good to vary and supplement the many repetitive representations, explanations, and arguments – or to break through them paradoxically. Their novelty and otherness can arouse interest and bring us back to creative thinking through new ideas and perspectives.

A broad spectrum of topics

One hundred Figures, covering a wide range of topics and content and incorporating many different areas of knowledge and expertise, also demonstrate how versatile and interesting quality management is. It has many interfaces with other functions and roles, and it can contribute constructively to many solutions if its protagonists do not see and think too narrowly and do not succumb to the arrogance of believing they have expertise in all these areas. When working with experts from many different fields within your own organization, it is helpful for QM to know enough about their areas of expertise to be able to build on them. But wait, it says hundred Figures at the beginning of the chapters, shouldn't there be one hundred and one Figures according to the title? To make it one hundred and one, we need your help, as you will see.

1
Illustrating quality

What is it all about?

Analyzing and understanding, explaining and persuading characterize the everyday work of many quality managers. Language is an important tool for this; eloquence is the key competence, the ability to express oneself clearly, comprehensibly, and in a way that calls to action.

In addition to spoken and written language, we also have visual language at our disposal. This requires "graphic eloquence," the ability to present connections in a clear and vivid way.

A good graphic is often easier to remember than a good text. It is sometimes simpler to create a graphic rather than a text. When creating a graphic, we discover new facets of a topic, it is easier for us to "see the light," and connections become "clear" to us.

What does the figure show?

The sustainability and impact of information depend on how memorable it is and whether and how it triggers an impulse to act. Memory and impulse to act are depicted as parallel axes. The better we remember something we have experienced, the stronger the impulse to act tends to be. Further, we remember actions particularly intensely. The senses axis in Figure 1.1 uses vertical axes to create a portfolio in which the different formats for presenting content can be positioned. The more senses are involved, the greater the impact.

Figure 1.1 also shows Kilroy. Depending on their age, some readers may be familiar with the Kilroy graphic from their school days. It first appeared after US troops landed in the Pacific and then in Europe during World War II and spread rapidly, without anyone being able to explain who Kilroy was or who created the graphic. One theory is that a quality inspector at a shipyard used chalk to mark the welds he had inspected on ships with his name. Ship crews and troops found these and spread them around. This is how it became a meme. (A meme, from the ancient Greek μίμημα, *mímēma*, image, is a piece of content, usually graphic, that is widely distributed.)

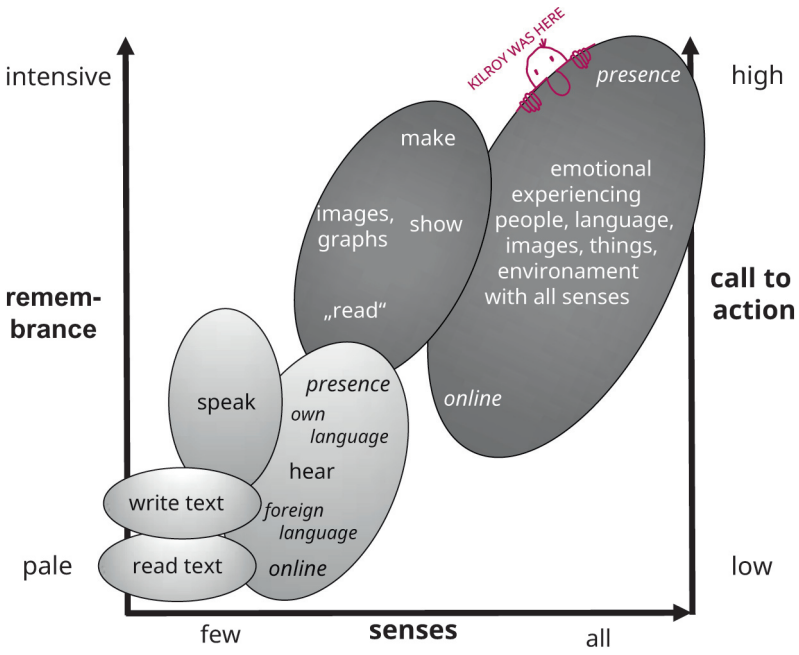


Figure 1.1 Greater impact through the involvement of different senses

What is the typical situation?

There is lively communication across many channels within the company. A large part of this communication takes place via text. The quality management system also relies heavily on this: in order to reliably implement external and internal requirements, the company has formulated rules and documented most of them (in accordance with ISO 9001 *Documented Information*). In addition to and within texts, graphics, photos, and videos are incorporated on a rather sporadic basis, mostly to support or illustrate the text. QM therefore generates and uses numerous text documents, and those responsible for it rely on employees to be familiar with them, understand their content, and use them in their daily work.

What challenges occur today and tomorrow?

There is a high volume of information in everyday communication. The exchange of information within the company takes place in writing and often verbally via many channels, with online formats being used more and more. Written communication formats in particular, such as emails and chats, generate huge volumes of text, making it difficult to follow written conversations or remember important content.

The number of regulations and the requirements they contain are increasing rapidly. There are frequent innovations and changes. These must be communicated internally. Workloads are also increasing, while many people's attention spans are decreasing.

This is attributed, among other things, to information overload and the excessive use of digital media with its typical short information formats. So, while the volume of information continues to grow, the active absorption of this content continues to decline. It is difficult to generate attention for something new and important or to keep it in active memory.

Solutions for Next Gen QM

We cannot completely do without text, but we can significantly reduce its volume. Next Gen QM creates memes, Figures, and graphics that are catchy, clarifying, understandable, and memorable, and that people use and share again and again. Generative AI can now facilitate and support the creation of graphics according to our specifications. The technical possibilities of visualization are now manifold and easily available to almost everyone. However, the focus of visualizations must always be on the content, not the technology used to create the graphics, and the best graphics are still created with pen and paper.

Creative work is greatly stimulated by visualization. This is achieved not only by graphics, but also by models made from all kinds of materials. In this way, ideas become more “tangible.”

2
Navigating the Next Gen QM landscape

What is it all about?
It's about orientation. Maps are models of the real landscape and allow us to travel with our fingers and our imagination. This map should also allow us to do this, and those who study it early on, without already knowing the details of the individual routes and locations, can already make assumptions about what might be shown there.

What does the figure show?
Figure 2.1 maps all the topics and content in this volume. These are a selection of knowledge relevant to quality management, but with the aim of highlighting some special points of interest that will make a journey through the subject area an enjoyable experience.

What is the typical situation?
Anyone who deals with quality management in depth must know a canon of terms, technical content, methods, and tools and be able to apply them. The existing specialist literature by numerous authors, specialist lectures at universities and colleges, and training courses on quality management offered by various providers have similar structures, content, and forms of presentation. The field is rather traditional and conservative, and much of its content and methods are decades old.

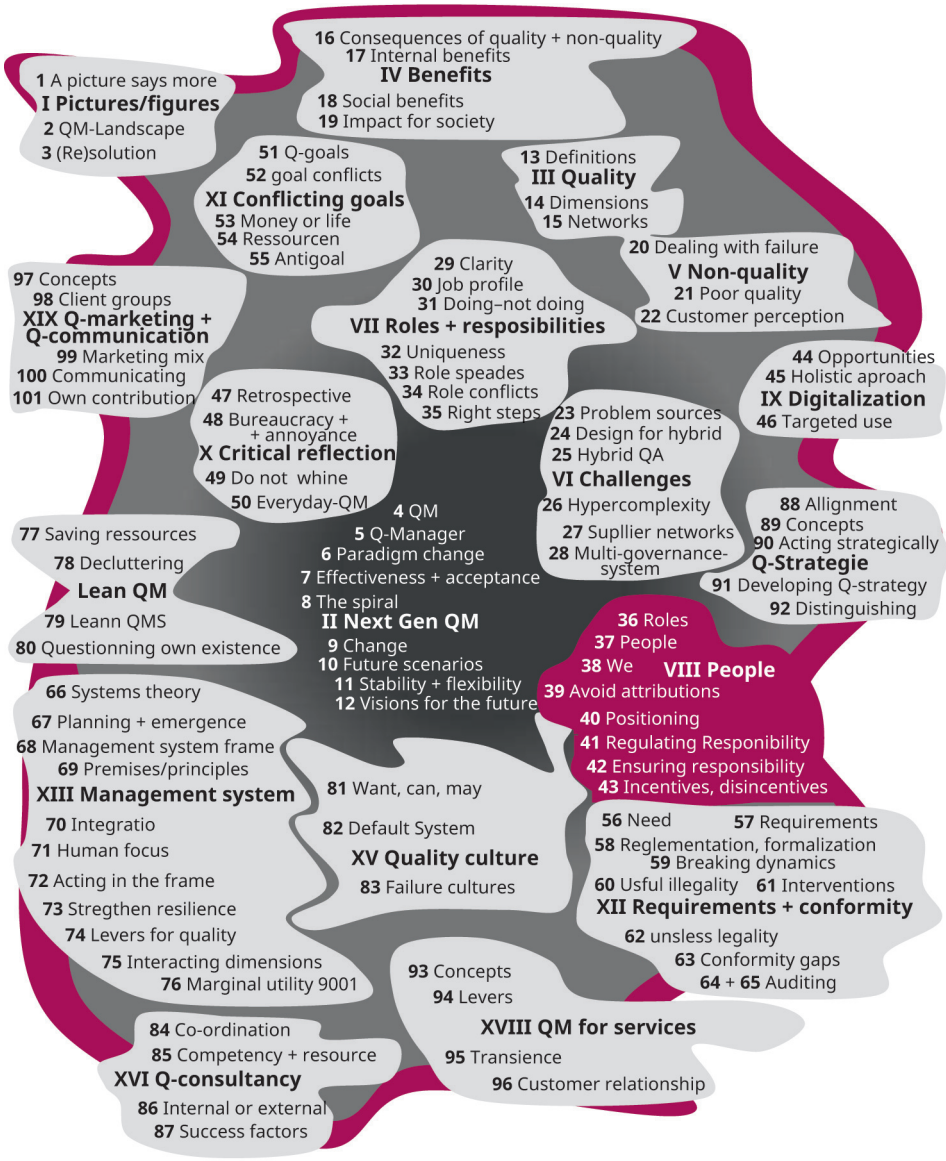


Figure 2.1 Figures facilitate navigation

What challenges occur today and tomorrow?

Just as prospective and active quality managers initially rely on established knowledge and tools, arguments, and answers, others in the organization have also become familiar with these and sometimes even weary of them.

QM appears to be a landscape that even non-experts are familiar with due to its long and unbroken history, and in which large areas seem uninteresting and boring. On the other hand, this world encompasses regions that are hardly known, and whose existence some people are unaware of.

Approaches to a Next Gen QM

Next Gen QM maps the topics of QM in a new way, opening up new perspectives on the world of QM to those who are already well versed in it and sparking new interest in those who were less enthusiastic about what they saw. And those who are new to QM and open to it can get a contemporary orientation here right from the start.

3
Approaching (re)solution

What is it all about?

This book reflects on relevant facets of quality management, always presenting a Figure. Next Gen QM also raises expectations that it will highlight innovations, new solution spaces, or new solutions. To achieve this as effectively as possible and to also offer sufficient reading comfort, all 101 topics are based on the same structure.

Situation-Complication-Solution is a simple way to address a problem and identify possible solutions. It should be considered that in difficult situations and challenges, a lot of work still needs to be done to work out the solution in more detail, refine it, test it for effectiveness, and make it applicable. The approaches derived using this method are intended to open up new avenues for solutions: it is up to the readers to adapt and expand on them to suit their individual companies.

This brevity offers opportunities: it allows us to shed light on many topics and their facets. In an environment that confronts us with ever more details, a world which is becoming increasingly complicated and often complex, it is clarifying to highlight the core of the problem in a clear, simple, and compact way.

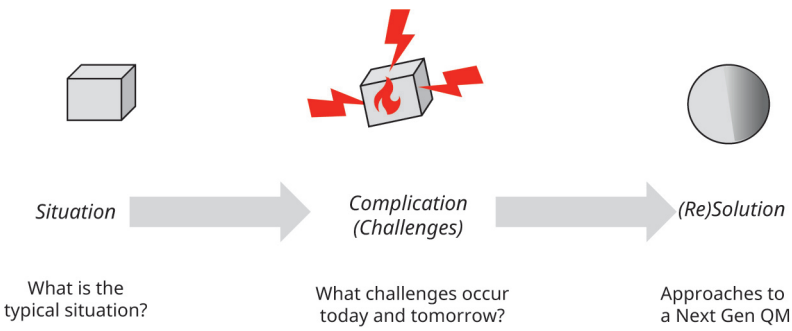


Figure 3.1 Three components of an elevator pitch

What does the figure show?

Figure 3.1 shows the method on which this book is based: Situation-Complication-Resolution, or SCR for short. It originates from management consulting (namely from

Barbara Minto when she worked for McKinsey in the 1970s). The questions "What is the typical situation?" and "What challenges occur today and tomorrow?" as well as the heading "Approaches to a Next Gen QM" are adaptations derived for use in this book and guide you through its topics one hundred and one times.

What is the typical situation?

Quality management today is not very innovative. Its most important innovations date back a long time, in some cases many decades. QM also seems to have a communication problem. It often fails to identify areas where action is needed and to gain support for its solutions. QM communication repeatedly uses arguments that have previously proven to be ineffective and solutions that have already been rejected several times. In particular, many quality managers complain about one major and growing difficulty: "management attention," i.e., getting the attention of senior management and other executives.

What challenges occur today and tomorrow?

There are many changes affecting QM, and we need methods to identify the need for change in QM itself, to create innovations, and to communicate analyses and conclusions effectively. Above all, it is important to be able to "pitch" these to managers and executives at planned meetings, through written communication, or during spontaneous encounters, such as the proverbial "elevator pitch." (A pitch is a very short, catchy presentation that conveys a project, an idea, or a proposed solution. The term elevator pitch paints a scenario in which someone uses a planned or chance encounter in an elevator to pitch. Since elevator rides don't usually last long, the pitch must be very short and rhetorically polished.)

Approaches to a Next Gen QM

The SCR method is a simple and powerful tool for analyzing current dynamics and deriving solutions or approaches to solutions. It is ideal for "pitching," for the concise presentation of facts and approaches to solutions – and this is often necessary and helpful, given the short attention spans that prevail in general and especially in QM.

Those who manage to work through all 101 "QM pitches" in this book will certainly find that pitching becomes second nature to them.

II Next Gen QM? – How does QM need to evolve?

"Next.Generation.Quality." That was the motto for the DGQ Quality Day 2024. Next Generation had multiple meanings there. On the one hand, it addresses the generational change among specialist and management personnel in companies and thus also in the field. This is an ongoing process, so why should it be highlighted now in particular? Among other things, because a differently socialized and digitized generation is coming up. And on the other hand, the motto raises the question: Will there be, or must there be, a new generation of quality management, i.e., new content, methods, tools, paradigms? Or does it already exist? Here, too, there is much to suggest that we are amid a generational change.

So much in this world, which has never stood still, is in a state of upheaval. If there have always been and always will be upheavals, why do we need to pay particular attention to them in QM today?

A new generation in quality management?

Sixties, baby boomers, millennials, Generation Y, X, Z, Alpha – who exactly are the people referred to by these generational labels, what characterizes them, and how do they differ? And do the differences in their respective socializations and specific life circumstances have an impact on their actions in quality management? Do these generations have different opportunities for and different requirements in quality management? Will they approach quality management differently, will they be forced to do that?

A new generation of quality management?

Quality control, quality assurance, quality management, integrated management – are these different generations of the field? Are these really its stages of development? Are further stages already emerging, or at least one that will shape the future, the next generation of QM?

A turning point, many turning points!

Massive changes in society argue in favor of looking at generational change or fundamentally and radically implementing the generational change that is always taking place in specialist and management functions. If we reflect, act consciously and purposefully, opportunities will arise. The ongoing enormous dynamics of society and the economy constantly present us with new, unforeseen challenges, requiring us to readjust our goals, plans, and approaches.

More than continuous improvement

Continuous improvement is an important concept, a paradigm whose application in companies has fostered a culture of always doing things a little better. It has created great benefits and continues to do so. Sometimes, however, the challenges are so great and the existing solution spaces so narrow that it is impossible to make progress with the continuous improvement process (CIP). In such cases, it is not a matter of better doing what already exists, but of doing something new; not of doing things differently,

but of doing different things. CIP is no longer sufficient for this. We do not need an improved generation of QM, but a new, contemporary generation, a Next Gen QM.

Actively shaping generational change instead of passively waiting

Although there are strong currents in society and in companies, individuals and, even more so, strong networks can shape and help shape generational change in terms of personnel and expertise. Within companies, established and new generations can each, and better still together, shape a generational change in quality management. The established generation must then be open to new ideas and question old ones, while the new generation must strive to understand the status quo and not change for the sake of change itself, but rather to highlight the opportunities of change and recognize its risks.

In this field, there is also the option of many people working together to bring about change. Deutsche Gesellschaft für Qualität (German Quality Association) and Chartered Quality Institute, with their many members and their potential for further activation in the quality community, offer suitable platforms for this.

Waiting is too risky anyway, as many quality managers urgently need new solutions and approaches to strengthen QM and their roles and functions in quality management, and to increase effectiveness and efficiency.

Next Gen QM makes and does

While writing, I "personified" Next Gen QM, not from the beginning, but increasingly while writing, and while editing.. Under the heading "Approaches to a Next Gen QM," I repeatedly say, "A Next Gen QM must, can, has, etc." The people in Next Gen QM are the ones who really do and act, perhaps, oh definitely, you are too.

Much of this will be familiar to you, and you may have already implemented some of it yourself. Next Gen QM is already unfolding. That is precisely why I can describe 101 facets of Next Gen QM here. I did not invent them, but rather entered into an exchange with the pioneers of QM through my work at DGQ.

4

Reflecting QM evolution

What is it all about?

What generations of quality management (QM) and quality assurance (QA) have there been to date, and what has shaped them? It is important that each subsequent generation adopts some things from the previous one, discards others, creates new ones of its own, and passes on some of these. However, even though the achievements of past QM and QA generations are still preserved, the different generations each have their own distinctive, dominant character.

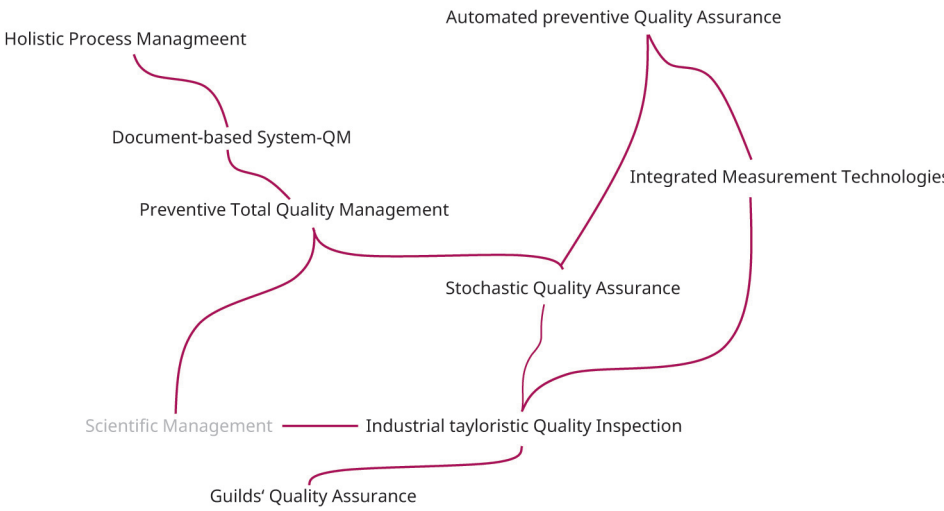


Figure 4.1 "Evolution" of the QM and QA generations

What does the figure show?

Figure 4.1 shows the "evolution" of the QM and QA generations from bottom to top and differs in content from the widespread representations of generations, which mostly range from quality control to quality regulation to TQM.

Here, the arc spans a little further, beginning with the quality assurance of the guilds of the time, the strictly self-regulating "professional associations." They had established