CHANGING COMPETENCIES FOR QUALITY PROFESSIONALS
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Research Focus

What are the key changes in business in the next 10 years?

What are the skill gaps in the current Quality Professional?

What skills are needed to meet business?
Key Business Changes

Categories identified from feedback

- Acquisition, Analysis, and Use of Data
- Approaches for Sustainable Business
- Changing Demographics and People Management
- Factors Affecting Globalization
- Impact of IT/Internet/Technology
- Impacts on Quality Management Systems
- Increasing Focus on Social Responsibility
- Increasing Pace of Change
- Market and Customer Considerations
Key Business Changes

- **Other (18.1%)**
- **Sustainable Business (16.7%)**
- **IT, Internet, Technology (15.3%)**
- **Market, Customer (12.5%)**
- **Changing Demographics (12.5%)**
- **Impact on QMS (12.5%)**
- **Globalization (12.5%)**
- **Other (12.5%)**
Key Business Changes
Selected comments from the survey

• Swimming in a sea of data, don't know how to make sense of it

• Disruptors will continue to restate businesses and introduce new ways of delivering value

• Baby boomers almost dinosaurs, rethink development of new talent

• Leaders will emerge faster with less experience
Key Business Changes
Selected comments from the survey

• Local products will gradually be valued more

• Artificial intelligence will play a greater role

• Quality management will struggle for resources
Skills/Gaps in Quality Professionals

Categories identified from feedback

- Business Acumen and Leadership
- Critical Thinking and Analysis
- Employee Performance and Cultural Change
- Process Management, Improvement, Tools
- Quality Profession
- Value of Quality
- One-off areas
Skills/Gaps in Quality Professionals

- Business Acumen, Leadership: 37%
- Critical Thinking, Analysis: 15.2%
- Process, Tools: 13%
- Other: 34.8%
Skills/Gaps Quality Professionals
Selected comments from the survey

• Quality professionals more a part of upper management
• More innovative, creative, and business savvy
• Exceptional skills in collaborative and business processes
• Not being taught to analyze and interpret data
• More training in advanced statistics
Skills/Gaps Quality Professionals

Selected comments from the survey

• Concentration on failure analysis, root cause, and preventive action

• Quality thinking to planning, marketing, support, and product retirement

• Quality training more than problem solving, instead value creation
Focus Group Feedback:
Suggestions Related to Quality Management

• Lean, Reliability
• New tools specific to industry or function
• Increased flexibility, pace of change
• Strategy managed at board level
• Update definition of quality
• Technology impact
Focus Group Feedback;
Suggestions Related to the Quality Profession

• Recognized as a specific profession
• Contributions to be more valued
• Address and adapt to changing roles
• Support using different business models
Future Skills Needed by Quality Professionals

Management/Leadership

• Vision and strategic plan development

• Communications skills

• Accounting/finance marketing
Future Skills Needed by Quality Professionals

Technical

• Integration, knowledge management
• Critical thinking and analysis
• Failure analysis, root cause, and preventive action
Future Skills Needed by Quality Professionals

People

• Culture development and adaptation
• Change management,
• Mentoring
Manufacturing Leadership Journal – 2017

- New Mindset Focus
- Ecosystem rather than Siloed Functions
- Talent Shortages
- Rapidly up-skill existing workforce
- Blended approach to match requirements

You and the Future of Quality?

Call To Action:

• Employees
• Employers
• Faculty
• Students
ASQ & IAQ THANK YOU

Participants
ASQ World Partners®
IAQ Members
ASQ Past Chairs
ASQ Executive
Roundtable Members
Emerging Leaders
Feigenbaum Medalists

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References

• ASQ Research:
  https://asq.org/quality-resources/research

• DMD-JobRoleTaxonomy:
ASQ’s Upcoming Research

• Annual ASQ Salary Survey
• ASQ Futures Study
• Manufacturing Outlook “Study”
Thank you for your hospitality.