

# Leading Quality in the 21<sup>st</sup> Century: profiles of Quality and Organizational Excellence Managers

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The global, interconnected, technology driven and dynamic economy of the 21st century, is an opportunity, and a challenge, to organizations and their Quality and Organizational Excellence Managers, in the quest to create, deliver and capture value. Holistic and integrated models, such as ISO 9001 Quality Management Standards, aim to achieve enduring results, that are not limited in time and scope. To ensure ISO 9001 remains up to date, ISO has revised the International Standard, issuing the ISO 9001:2015 edition. Research suggests that it promotes and facilitates an improved alignment between quality and business best practices, thereby adding value to certified organizations (Croft, Fonseca & Domingues, 2016). However, it will require new approaches and competencies for Quality and Organizational Excellence Managers (Fonseca & Domingues, 2017) and for Auditors (Gluck et al., 2015).

To ascertain the competencies needed for today Quality and Organizational Excellence Managers, a survey is being held amongst ISO 9001 certified organizations, from different sizes, and across all activity sectors, in Portugal. The following competencies are being evaluated with a Likert-type scale: Management Systems expertise; Quality Tools and Techniques; Organizational Culture and Processes knowledge; Technology; Communication and Interpersonal (soft) Skills. The results will be subject to statistical analysis to identify possible relationships and variability. The available partial results of the survey, highlight, so far, the relevance of mastering the organizational Culture and Processes. A proposal for Quality and Organizational Excellence Managers profiles should be presented, with “improvement” and “culture & processes” dimensions, as shown in figure 1 below:

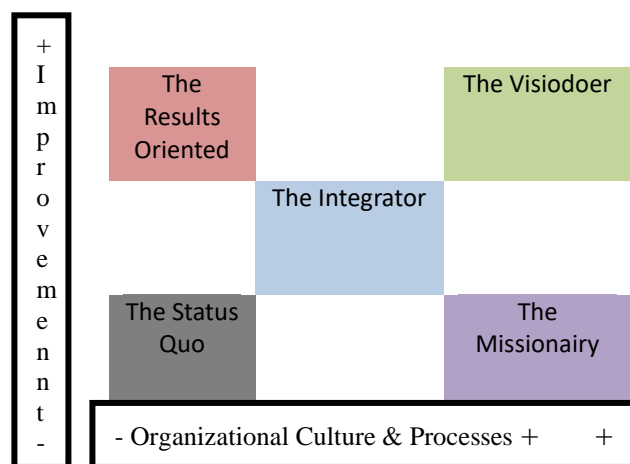


Figure 1 - Quality and Organizational Excellence Managers profiles

This research aims to close tighten the gap between practitioners and academics, by applying a solid research methodology to a relevant subject, and contributing, hopefully, to better Quality and Organizational Managers that can successfully lead the 21st-century organizations.