

Quality Management in Flat Organizational Structures

Associate Professor Ing. Renata Nováková, PhD.
Slovak University of Technology, Faculty of
Material Sciences and Technology Trnava
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- “The future cannot be seen as a continuation of the past ... because the future will be different. If we are to cope with the future, we really have to say our farewell to the methods which we used in the past.”

- Charles Handy

“The traditional conception of management is approaching to the end of its journey. ”

Michael Hammer

New Image of the Future

The new conception of management and organization deals with the fact what structure and what management are to be applied in our companies for the 21st century. Old assumptions and organizational models are being disputed, the ones which do not make any sense in post-industrial world and a new operational regime is being made based on highly efficient processes and individuals having wider powers. This conception also describes a new organizational infrastructure.

New image of the future

New conception of leadership – helps us to see in a different aspect the work of leaders as a method of applying intellectual capacity of the company and creating the intellectual capital. There are suggestions how to decentralize the competence in the network organization successfully and how to utilize transformation efforts in a productive way. It is outlined here why the actual source of power in the future organization consists in the awareness of the purpose of its existence and why this purpose will be given to such organization by a new generation of leading personalities.

Organization of the quality versus the process approach

ISO standards describe in Sections 4.1. and 5.5. within managerial processes: determination of organizational structure, determination of responsibility and competences (5.5. and 5.1.) and management of documentation (STN ISO 10013 Standard: Instructions for the documentation of the quality management system.

Organization of the quality versus the process approach

It is stated in STN ISO 9001:2000 standard, Section 1.2. “Application“ that:

“ All requirements of this international standard are generic and are applicable in all organizations regardless of their type, size and provided products.“

Organization of the quality versus the process approach

Processes are mostly horizontal and flat flows that have their limits, the beginning and end, inputs and outputs.

If any process starts, it requires a number of secondary inputs, which are incorporated into it and which are necessary for its completion.

Each organization may have a different division of processes, different mutual relationships and connections and therefore the whole process organization must have a narrow focus on specific conditions and relationships in the same organization.

Why the systems of quality management are not a guarantee of successful operation of the organization?

- ***Hierarchical organizational structures are typical for:***
 - Superiors and subordinates with their continuous fight, not always with good mutual communication;
 - Preferring local limited attitudes and matters; not having interest in issues that were not relevant to them;
 - Allowing to create non-transparent associations having the practices of mafia;
 - Supporting the bureaucracy;
 - Creating unnecessary inter-positions and control links;
 - The fact that all persons wait for orders from superiors and they do not work without such orders;
 - Having orders and guidelines for everything and thus the independence and activity of workers is destroyed;
 - Protecting unqualified workers and supporting passivity and formalism;
 - The fact that all operations connected with the hierarchical type of management are too expensive and not flexible with the whole range of management levels.

- ***Process management is typical for:***
 - Everyone is motivated to achieve the common outcome;
 - People are more cooperating in the process than fighting, what has an influence on the improvement of the company culture and mutual communication and cooperation;
 - The process supports individuality, independence and quality of a man and thus may reduce the number of foremen and controllers;
 - Better workers stabilize in the process and the worse ones leave;
 - The process allows changes in a better way;
 - Process and team relations are the fundamental principles of the system engineering;
 - All involved parties are dependent on the outcome of the process, not only on the results of individual employees.

Hierarchical organizational structures do not correspond to the present trends anymore. They are little flexible and they rather support the bureaucracy and inefficiency in all areas of management. Process orientation of the quality management also requires a new approach to the determination of relations, responsibilities and communication in organizations which have introduced the quality management system. The starting point is the fact that processes mainly represent horizontal working flows that have a flat character. Unfortunately both, the basic standards used up to now and the economic practice, do not take into account this fact.

Thank you for attention.