Proceedings of the 4th International QMOD Conference
Quality Management and Organisational Development

Building People and Organisational excellence

Su Mi Dahlgaard Park & Jens J. Dahlgaard (eds.)

LINKÖPINGS UNIVERSITET
12-14 September, 2001, Sweden
CONFERENCE CHAIR:
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Dr. Jan Axelsson
Simon Schütte

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- EOQ - European Organization for Quality
- EFQM - European Foundation for Quality Management,
- SIQ – Swedish Institute for Quality
- VI – Swedish Manufacturing Industries
- ESS - Ergonomics Society of Sweden
- SFK - Swedish Association for Quality

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Prof. Bengt Klefsjö, Sweden
Prof. Lars Lindkvist, Sweden
Prof. Kjell Ohlsson, Sweden
Prof. Lennart Sandholm, Sweden
# TIMETABLE

## Wednesday, September 12, 2001

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<td>08.30 - 17.30</td>
<td>Pre-conference seminars 1-5</td>
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<td>19.00 - 21.00</td>
<td>Welcome reception at Stadshuset (City Hall), Linköping</td>
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<td>08.00-10.00</td>
<td>Registration</td>
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<td>Conference Opening</td>
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<td>13.30-15.00</td>
<td>Parallel Sessions 1 1A 1B 1C 1D</td>
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<td>15.00-15.30</td>
<td>Coffee Break</td>
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<tr>
<td>15.30-17.00</td>
<td>Parallel Sessions 2 2A 2B 2C 2D</td>
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<td>19.00-24.00</td>
<td>Conference Dinner at Kårallen, Linköping University</td>
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## Friday, September 14, 2001

<table>
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<tr>
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<tr>
<td>09.00-10.30</td>
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<td>Coffee Break</td>
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<td>15.30-16.30</td>
<td>Special Silver Jubilee Lectures</td>
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<td>16.30-17.00</td>
<td>Announcement of next QMOD Conference</td>
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<td>17.00</td>
<td>Close of Conference</td>
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**Wednesday, September 12**

**Pre-Conference seminars**

<table>
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<tr>
<th>Time</th>
<th>Seminar</th>
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<tr>
<td>08.30-12.00</td>
<td><strong>Seminar 1:</strong> Noriaki Kano on <strong>Attractive Quality Creation.</strong> Understand your products’ attributes. A <em>must be seminar</em> for product development.</td>
</tr>
<tr>
<td>08.30-12.00</td>
<td><strong>Seminar 2:</strong> Yoshio Kondo on <strong>Leadership and Human Motivation</strong> for continuous improvements and innovation. A <em>must be seminar</em> for understanding people’s needs and commitment.</td>
</tr>
<tr>
<td>13.00-17.30</td>
<td><strong>Seminar 3:</strong> Mitsuo Nagamachi on <strong>building emotions into your products.</strong> Understand your customers’ emotional attributes. A <em>must be seminar</em> for product development.</td>
</tr>
<tr>
<td>13.30-17.00</td>
<td><strong>Seminar 4:</strong> Tito Conti on <strong>assessing and diagnosing organizational excellence.</strong> Understand your Organisation’s strategic opportunities for improvements. A <em>must be seminar</em> for organizational development.</td>
</tr>
<tr>
<td>09.30-16.00</td>
<td><strong>Seminar 5:</strong> Jens J. Dahlgaard, Dave Antis, Sören Bisgaard and Bo Bergman and on <strong>Six Sigma Quality.</strong> Understand the principles and tools for creating six sigma quality. A <em>must be seminar</em> on how to identify and release “the gold in the mine” – the Costs of Poor Quality (wastage of any kind).</td>
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1. **Professor Yoshio Kondo**, Kyoto University, Japan: President and Academician of International Academy of Quality. A world authority for his contributions to the theories for Quality Motivation/Human Quality Control and Standardisation and Creativity.

2. **Professor Noriaki Kano**, Tokyo Science University, Japan: Academician of International Academy of Quality, president for Japan Society for Quality, "father" to the theory of Attractive Quality Creation.

3. **Dr. Tito Conti**, Italy: Vice president and Academician of International Academy of Quality, former president of European Organisation for Quality. One of the leading brains behind the European Excellence Model.

4. **Professor Mitsuo Nagamachi**, Hiroshima International University, Japan: The founding authority of the new methodology Kansei Engineering, which is a group of methods to build customers' emotions into new products.

5. **Professor Sören Bisgaard**, USA: Sören Bisgaard has been a professor at University of Michigan, Madison, and St. Gallen, Switzerland. He is recognised as one of the world’s experts on Quality Engineering, and he is for the moment consulting on six sigma quality at SBTI, the leading six sigma consultancy company in USA.

6. **Professor Jens J. Dahlgaard**, Linköping University, Sweden: Academician of International Academy of Quality. One of the founders of the Danish Quality Award, and chairman of the Jury 1993-2000. Author of several books and more than 100 international articles on quality management.

7. **Professor Bo Bergman**, Chalmers Technical University, Göteborg, Sweden: Academician of International Academy of Quality. One of the Swedish international experts on Quality Technology. Author and Co-author of several books on quality technology and six sigma quality.
8. **Dr. Dave Antis**, SBTI, USA: Dave Antis is Vice President of SBTI, the leading six sigma consultancy company in USA. He has been with SBTI since the company was founded, and has a lot of experiences to share with the participants of this seminar.
Wednesday, 12 September

19.00 – 21.00: Welcome Reception hosted by the mayor of Linköping Eva Joelsson at Stadshuset (the city hall) in Linköping

Thursday, 13 September

08.00 – 10.00: Registration

10.00 – 10.30: Opening of the Conference
Jens J. Dahlgaard, Professor, Conference Chair
Johnny Lindström, Professor, President of SIQ (Swedish Institute of Quality)
Bertil Andersson, Professor, Rector of Linköping University

10.30 – 12.00: Keynote Lectures Chairman: Jens J. Dahlgaard
1. Prof. Noriaki Kano (Japan): Historical change of Quality as competitive advantage and life cycle of attractive quality through must-be quality
2. Dr. Tito Conti (Italy): Human and Social Implications of Excellence Models: are they really accepted (or even grasped) by the business community?

12.00 – 13.30: Lunch

13.30 – 15.00: Parallel Sessions 1

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<thead>
<tr>
<th>Session 1 A Chairmen: Yoshio Kondo, Japan &amp; Ton Van der Wiele, Netherlands</th>
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<tbody>
<tr>
<td><strong>The Disney way of management</strong></td>
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<tr>
<td>1. Paul Grossman (US): The Disney Approach to Leadership</td>
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<tr>
<td>2. Frits van den Assem &amp; Martijn Hesselink (Netherlands): Start, the implementation of a 'Service Excellence Program'</td>
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<td>3. Van der Wiele (Netherlands): The link between customer satisfaction and business performances</td>
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</tbody>
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<th>Session 1 B – Chairman: Kjell Ohlsson, Sweden</th>
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<tr>
<td><strong>People and Organisational Development</strong></td>
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<tr>
<td>1. Anne Martensen &amp; Lars Grönholdt (Denmark): A holistic view of employee loyalty: Determinants and impact on company value</td>
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<tr>
<td>2. Yasemin Claire Erensal &amp; Esra Albayrak (Turkey): Application of Analytic Hierarchy Process Methodology in Human Performance Improvement and Management</td>
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<tr>
<td>3. Kristina Palm &amp; Sofia Sandgren (Sweden): Teamwork through Teambuilding</td>
</tr>
<tr>
<td>4. Müjde Erol &amp; Yasemin Claire Erensal (Turkey): Using Performance Technology to Create A Flexible Organization Focused on Customer Value</td>
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</table>
### Session 1 C – Chairman: Håkan Wiklund, Sweden

**Excellence in Education and Academics**

1. Sergey Stepanov & Mrs. Tatiana Kolesnikova (Russia): *Customer Satisfaction as a Basis Factor for Higher Institution Success*
2. Maria Cristina Mendonca & Amilcar Goncalves (Portugal): *Quality Improvement in University Continuing Education: The quality characteristic – competence of the teacher*
3. Su Mi Park Dahlgaard (Sweden): *Understanding Education and Learning - a prerequisite for Improving Educational Institutions*
4. Sverker Alänge & Stefan Book (Sweden): *Process Analysis in an Academic Environment*

### Session 1 D – Chairman: Lennart Sandholm, Sweden

**Six Sigma Quality Programmes**

1. Xavier Tort-Martorell (Spain): *Six Sigma, Lessons and Questions from a South European Perspective*
2. Hans Bajaria (US): *Six Sigma Quality – Popular Notion versus Strategic Notion*
3. Lars Sörqvist (Sweden): *Six Sigma - the Swedish Way*

15.00 – 15.30: Coffee Break

15.30 – 17.00: Parallel Sessions 2

### Session 2 A – Chairman: Lars Lindkvist, Sweden

**Learning and Project Management**

1. Pekka Järvinen & Tommi Virtanen (Finland): *The Special Requirements of Cause and Effect Analysis in a Non-Routine Environment*
2. Kenji Tanaka (Japan): *Management Learning for Prevention of Organizational Accidents*
4. Marc Antoni & Andrew Sense (Sweden & Australia): *Learning within and across projects – a comparison of frames*

### Session 2 B – Chairman: Sverker Ålänge, Sweden

**Quality and Organisational Excellence in Public Service**

1. Maria Cristina Mendonca & Amilcar Goncalves (Portugal): *Quality Improvement in Public Management: A Model for Quality Implementation in Municipalities*
2. H.A. Crostack & M. Höfling (Germany): *Increasing the Customer Focus of Research Institutes on the Basis of the EFQM Excellence Model*
Session 2 C – Chairman: Xavier Tort-Martorell, Spain

**Excellence in Education and Academics**

1. Zvi E. Josman (Israel): *Enhancing Educational Excellence By Innovation: An Evaluation of a National School-Based Experimental*
2. B.C.J. Labuschagne, D.F. du Toit (South Africa) & P.V.J.M. Hoogland (Netherlands): *The Learning Environment at Medical Schools*
3. Håkan Wiklund (Sweden): *A Swedish Perspective on Total Quality Management in Higher Education*
4. S. Mark Comstock, David M. Smith and Beverly A. Block (US): *The Academic Portfolio as a Balanced Scorecard*

Session 2 D – Chairman: Johnny Lindström, Sweden

**ISO 9000**

1. Ingo Janas (Germany): *Explorative study of the expected consequences for existing Quality Management Systems due to the Revision of the ISO 9001 in certified companies in Germany*

19.00: Conference dinner at Kårallen, Linköping University

**Friday, 14 September**

09.00 – 10.30: Parallel Sessions 3

Session 3 A – Chairman: B. Labouschagne, S. Africa

**Strategy and Policy**

1. Gülsin Büyüközkan & Esra Albayrak (Turkey): *Decision Analysis in Uncertainty*
2. Marko Kiauta (Slovenia): *Network For Managing an Organisation Built on QM System*
3. Federico Brunetti (Italy): *Gazing into the crystal ball: Considerations on the future of the firm*
4. Ales Nemec (Slovenia): *The Essentials of Excellence and Managerial Tools*

Session 3 B – Chairman: Tito Conti, Italy

**Excellence in the Postal Sector**

1. J. J. Dahlgaard & Lars Nilsson (Sweden): *Self-Assessment Using a Survey Approach: Benchmarking Performance and Identifying Improvement Areas*
2. J.J. Dahlgaard & Lars Nilsson (Sweden): *Self-Assessment Using a Survey Approach: The Role of Importance Weights*
3. Perter Myrhøj Nielsen (Denmark): *The Journey towards Excellence – Post Denmark*
### Session 3 C – Chairman: Pekka Järvinen, Finland

**Learning and Knowledge Management**

1. Lars Lindkvist, Jonas Söderlund & Cecilia Frohm (Sweden): *Beyond Knowledge management – strategies for connecting people in collectivities*
2. Gülcin Büyüközkan (Turkey): *A Methodological Approach to Define Organizational Knowledge*
3. Henning Bech (Denmark): *Managing Information Overload – causes, factors and strategies*
4. Lars Bengtsson & Mandar Dabhilakar (Sweden): *Balanced Scorecard and Production Teams – Effects on Control, Continuous Improvements and Learning*

### Session 3 D – Chairman: Takenori Takahashi & Shu Yamada, Japan

**Benchmarking, Measurements, Consumer Behaviours and Outdoor Type Manufacturing**

1. H.A. Crostack & Mr. F. Schneider (Germany): *Quality-related Process Benchmarking in Order Processing*
2. M. Zhao, M. Dabhilakar, & L. Bengtsson (Sweden): *Multivariate analysis methods for organizational performance data*
3. Takenori Takahashi & Masahiro Imai (Japan): *Outdoor-type Manufacturing*

### 10.30 – 11.00: Coffee Break

### 11.00 – 12.00: Plenary Lectures

chairman: Bo Hellgren, Sweden

2. Prof. Mitsuo Nagamachi (Japan): *TQM and Kansei Engineering / Kansei Ergonomics*

### 12.00 - 13.30: Lunch

### 13.30 – 15.00: Parallel Sessions 4

**Session 4 A – Chairman: Ales Nemec, Slovenia**

**New Organisational Structures**

1. L. Moestam Ahlström & Ann Kjellberg (Sweden): *An Approach to Sustainable Progress in Organisations*
2. Lars Bengtsson (Sweden): *Outsourcing manufacturing – Analysis of a Learning Dilemma*
3. Maqsood A. Sandhu (Finland): *Business Process Re-engineering for the construction of Turn-key Power Plant Projects*
4. Aleksandra E. Jasiak & Grzegorz Dahlke (Poland): *Enterprise Restructuring in Poland and its Impact on Working Conditions*
Session 4 B – Chairman: Bo Bergman, Sweden

Reflections on Current TQM Paradigms, Total Productive Maintenance

1. Olavur Christiansen (Faroe Islands): TQM and economic, sociological and organisational theory building Quality Improvement (1) and (2)
2. Ann Kjellberg & Prof. Gunnar Sohlenius (Sweden): Principles and experiences concerning sustainability in product realisation
3. Liselott Lycke (Sweden) & Alex Douglas (UK): Implementing Total Productive Maintenance

Session 4 C – Chairman: Bo Hellgren, Sweden

Innovation and New Product Development

1. Per Sundström & H. Anderson (Sweden): The Balance Between Creativity and Stability Within Product Development Organisations
2. Karina Flores & Nicolás Hendrichs (México): Does quality hinder innovation?
3. Ingrid Hallander (Sweden): Organizational effects on Innovation capability
4. Peter Kammerlind & Simon Schütte (Sweden): Integrating Kansei Engineering in Product Development

Session 4 D – Chairman: M. Nagamachi, Japan & J. Eklund, Sweden

Kansei Engineering

1. Mitsuo Nagamachi (Japan): Implication of Kansei Engineering and Kansei evaluation of form ratio
2. Shigekazu Ishihara, Keiko Ishihara, Mituo Nagamachi & Tatsuo Nishino (Japan): Mathematical modeling of non-linearity on form ratio Kansei evaluation data
3. Tatsuo Nishino, Mitsuo Nagamachi & Shigekazu Ishihara: Rough Set Analysis on Kansei Evaluation of Color and Kansei Structure

15.30 – 16.30: Special Silver Jubilee Lectures
Chairman: Jens J. Dahlgaard, Sweden

1. Prof. Lennart Sandholm (Sweden): Do we need a Quality Manager?
2. Prof. Bo Bergman (Sweden): On the System of Profound Knowledge

16.30 - 17.00: Announcement of next QMOD Conference
Conference Org. Chair: Su Mi Dahlgaard Park

17.00: Close of Conference