

ASCEND WEBINAR SERIES

Digital Transformation & the Quality Discipline

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Rebekah Kowalski is the Vice President, Manpower Manufacturing. Rebekah's work focuses on developing solutions that help organizations and leaders deal with the implications of both the shortage of rightly skilled workers, and the rapid evolution of roles and skills across multiple sectors.

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Leading up to her current role, Rebekah led the Workforce Strategy and Solution Integration Team for Right Management, a ManpowerGroup company, and was also responsible for the continuous innovation and expansion of Right Management's Strategic Workforce Consulting Practice worldwide.





ManpowerGroup Overview

70 Years of Global Workforce Solutions Expertise



Revenues of
\$21 billion



87% of revenues
generated outside of U.S.



**80 Countries
& Territories**



**29,000
Employees**



**2,700
Offices**

World-Leading IT Professional resourcing firm
A World-Leading Outplacement Firm
LARGEST GLOBAL VENDOR-NEUTRAL MSP PROVIDER

- Providing meaningful work for **600,000+** people every day
- Connecting **millions** of job seekers with work every year, globally
- Finding talent for clients from small/medium to Fortune 100 companies



Most Trusted Brand in the Industry



Strong and Connected Brands



ManpowerGroup®



Right Management®
ManpowerGroup

Agenda

1. Forces Driving the Human Age
2. Quality, Data and the Ties that Bind
3. Quality Competencies—
Differentiating and Adding Value
4. What's the Link?



Live Audience Poll

So now that you know a bit about me, who are you and what roles of Quality Professionals do we have joining today?

1. **Quality Program Manager, Coordinator or Program/Project Manager Role**
2. **Quality Technician, Analyst, and/or Operational Quality Role**
3. **Quality Analyst, Engineer, Manager Role**
4. **Experienced Auditor, Advisor or Consultant**
5. **Senior Quality Leader**





Digital Transformation & the Quality Discipline



Forces Driving the Human Age

Technological Revolution

The impact of Digitization on People and Skills

Rise of Client Sophistication

The Power is Shifting

Greater Individual Choice

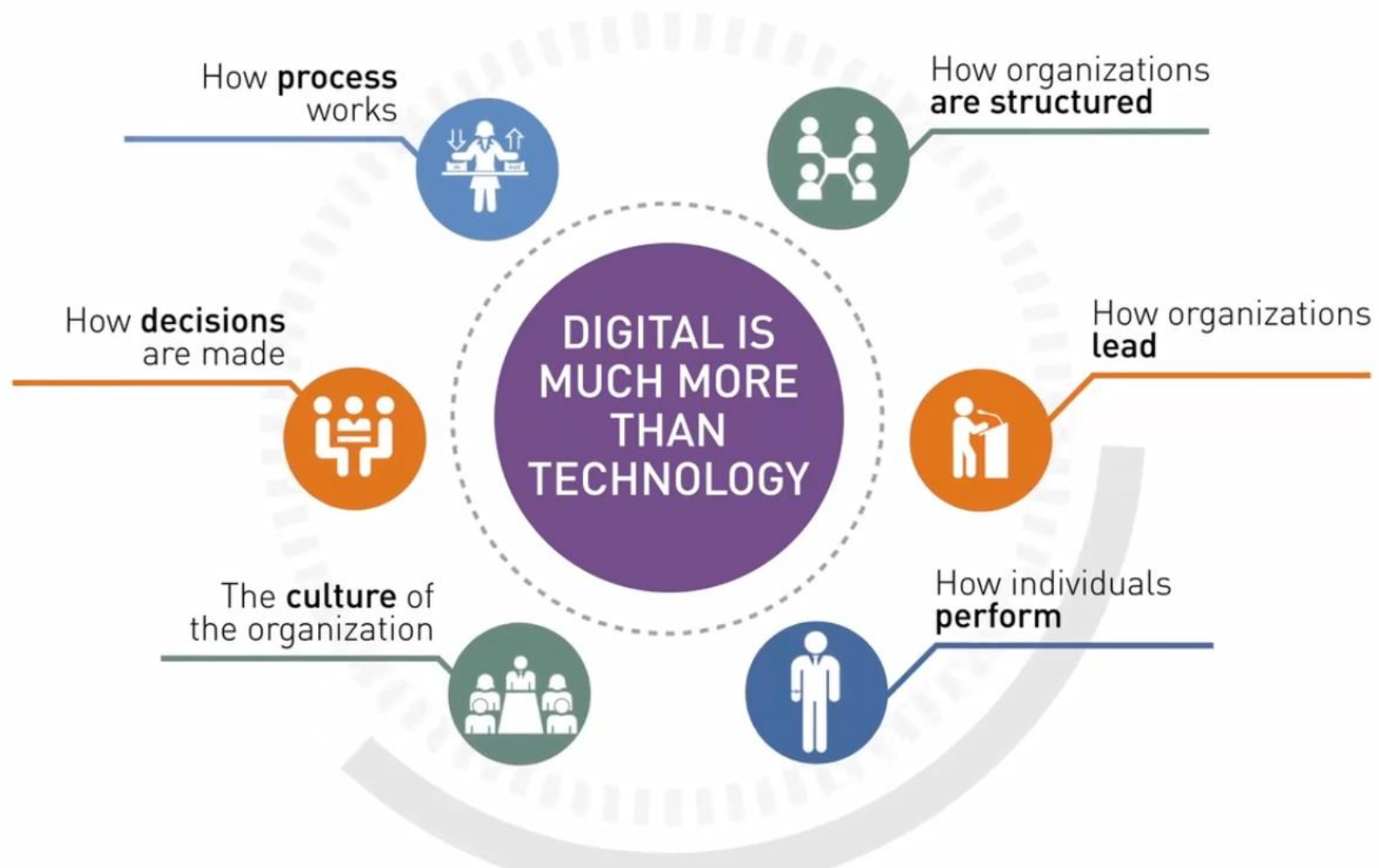
From Job for Life to Career for Me

Shifting Demographics

Bridging the Divide



Changes We are All Facing





Transformation of Organizations Brought on by Technology



DIGITAL TRANSFORMATION

Lead organization through transformation



ORGANIZATIONAL TRANSFORMATION

Leaders to direct sustained evolution and build change resilience



ROLE AND SKILL EVOLUTION

Tougher build, buy, borrow and bridge decisions



How will the mix of roles and skills change over the next horizon of your business strategy?

Right Management, a ManpowerGroup Company



Digital Era Continues Shifts for Quality



Right Management, a ManpowerGroup Company

Live Audience Poll

What does the shift mean for the work of Quality Professionals?

1. **Business as usual; no real change, maybe even a decline.**
2. **Some change: tech creates more long-standing core quality work.**
3. **Moderate, real shift: new, higher value enterprise-wide needs for us.**
4. **Major opportunity: more doors open to lead, integrate, expand.**
5. **Significant expansion: we will drive change and innovation.**





Quality, Data and the Ties that Bind



Digital Concepts

Manufacturing

Healthcare

Technology / Software

Construction

Life Cycle

- Design, Build, Use, Dispose

- Stages of Life and Illness

- Design, Test, Deploy, Maintain

- Design, Build, Maintain, Rebuild

“User” Experience-Workers & Customers

- Less information silos between workers
- Product optimized for customer

- Records available to medical staff that capture lifetime health trends and risk factors

- Connectivity across software development teams
- Product and security updates in shorter time periods

- Less information silos between workers
- Records of physical building systems and material suppliers

Digital Thread

- Designer, Manufacturer, Supply Chain, Customer, MRO

- Patient, Doctors, Devices, Treatments, Caregivers

- Developers, Code Bases, Libraries

- Designer, Contractor, Workers, Suppliers

Digital Twin

- Product, Asset, Process, and Systems

- Patient, Facility

- Software, Hardware Interactions

- Property, Building, and Subsystems



Top Concerns Facing All Industry Sectors

How do we move to rapid innovation cycles?

How do we get the 'digital advantage' without compromising quality & customer experience?

Automation and technology create a need for a high-skilled workforce that is difficult to find.

The demand for new products is increasing – we need to move fast to keep up with our competitors.





Mapping the Future of Digital Manufacturing



Live Audience Poll

What do you believe is the best way to organize quality professionals for the highest value as a specific discipline and function?

1. **Centralize Quality in one person/team/group and assign out to projects and programs.**
2. **Distribute Quality roles across functions/units with some central person/team designated as company expert and oversight.**
3. **Use external or third party only on a project/program basis.**
4. **Something else**





Quality Competencies Directly Help Differentiate & Set Value of Many DM&D Roles



165 Roles in the DM&D Community



Quality Enabling Essential Digital Roles

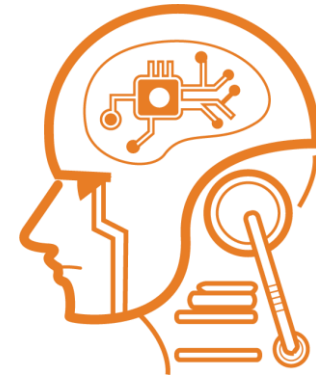
How is quality supporting these key digital roles?





More Digital - Emphasizes Job-level Quality Changes

1. More than QA, it's Q for A: Quality for All
 - Quality work in all phases, most roles: formative and summative requirements and evaluation on an ongoing basis
2. Tools and Automation
 - Continuing use of tools for automated quality
 - Continued automation to reduce error/inconsistency of manual efforts
3. Software Development and 'Testing' Types and Roles
 - Building new types of 'tests': end-user experience, security, and business outcomes
 - Enabling wider range of more specialized global users to understand and accommodate quality "testing" needs across the organization
 - Testing focus on software access: control, authentication, security
4. Measurement
 - All things analytics and meaningful measurement: fastest, most reliable methods that drive action



What other job-level quality changes are occurring?

Right Management, a ManpowerGroup Company

Live Audience Poll

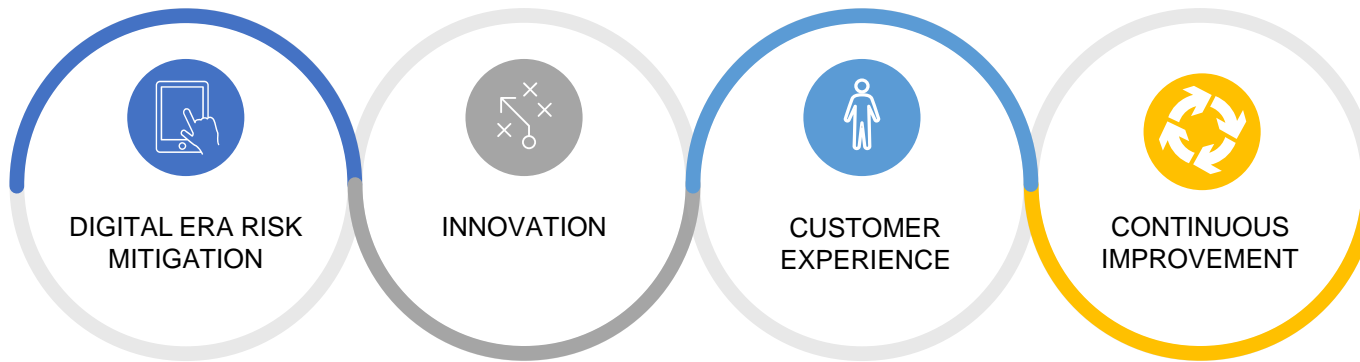
True or False

- Innovation and quality have at least some inherent conflict.
 - Quality loves routine, standardized, system based operations and has low/zero tolerance for failures.
 - Innovation invites experimentation, failure and often accepts disruption and breaking the rules and/or previous standards.





What's The Link?



Quality is the Connective Thread



Driving Successful Transformation

9 Indicators

How Does Quality Enable Innovation?

What Are Your Drivers & Barriers?





Next Steps for Quality Professionals

Guidance:

1. Know where you are.

Assess your individual and collective journey. Understand and map your Digital Delta; paint your Digital Canvas.

2. Credit Due: (Continue to) Take some credit, and some ownership! The progression of Quality has led to business and digital transformation and general innovation./performance improvement for all.

3. Build Symbiosis: Deliverables have driven tech and tech has codified quality: build on the mutually symbiotic relationship! Both the culture and the tools have quality in their DNA.

4. Digital Leadership Roles: Look for leadership in the era of digital transformation: make total quality - including innovation - as the reason.

5. Own your Future: Expand and own the way you think about your roles – create your own success profiles.





Questions and Answers



ADDITIONAL ASQ RESOURCES

Advance Your Career,
Improve Your Organization

<https://asq.org/cert>

Quality Training

<https://asq.org/training>

Leadership Resources

<https://asq.org/quality-resources/leadership>

Log in to myASQ and engage with
ASQ's Human Development & Leadership Division

<https://my.asq.org/communities/home/120>





ADDITIONAL ASQ RESOURCES

Get perspective on your digital leadership qualities: <https://digiquotient.io/>

Assess where you are on your digital evolution pathway: <http://digipathway.com/>

Research:

- Future Roles & Skills Research: www.uilabs.org/taxonomy
- World of Work Research: <https://www.manpowergroup.com/workforce-insights/world-of-work/skills-revolution-series>
- Culture of Innovation: <https://www.manpowergroup.com/digital-workforce-transformation/culture-of-innovation/>





THANK YOU!

Contact Us

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