



Presentation content

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Purpose of this research paper

To explore people-based aspects of strategy deployment



To understand how strategy deployment may be used to influence organisational design



Motivation for this paper

Glossary: Concept definitions (uncapplied) T&T



Methodology

- ‡ Inductive. A review and synthesis of organisational design and strategy deployment literature to identify differences and commonalities in organisational design approach.
- ‡ Applied perspectives of high performance human resource management approaches.
- ‡ Applied perspectives of Social theories: Theory of Planned Behaviour, Theory of Reasoned Action and that of Socio-Technical Systems theory.
- ‡ A systematic study of the linkage of strategy deployment to theory to identify contributions and gaps.

Methodology: Literature search

Terms applied to peer reviewed English text article searches:

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‡ ^ K Œ P v] • š] } v o •] P v — E ^ ^ š Œ š P Ç

Databases used to identify articles were:

- ‡ EBSCO Discovery
- ‡ Business Source Complete
- ‡ Emerald Premier.

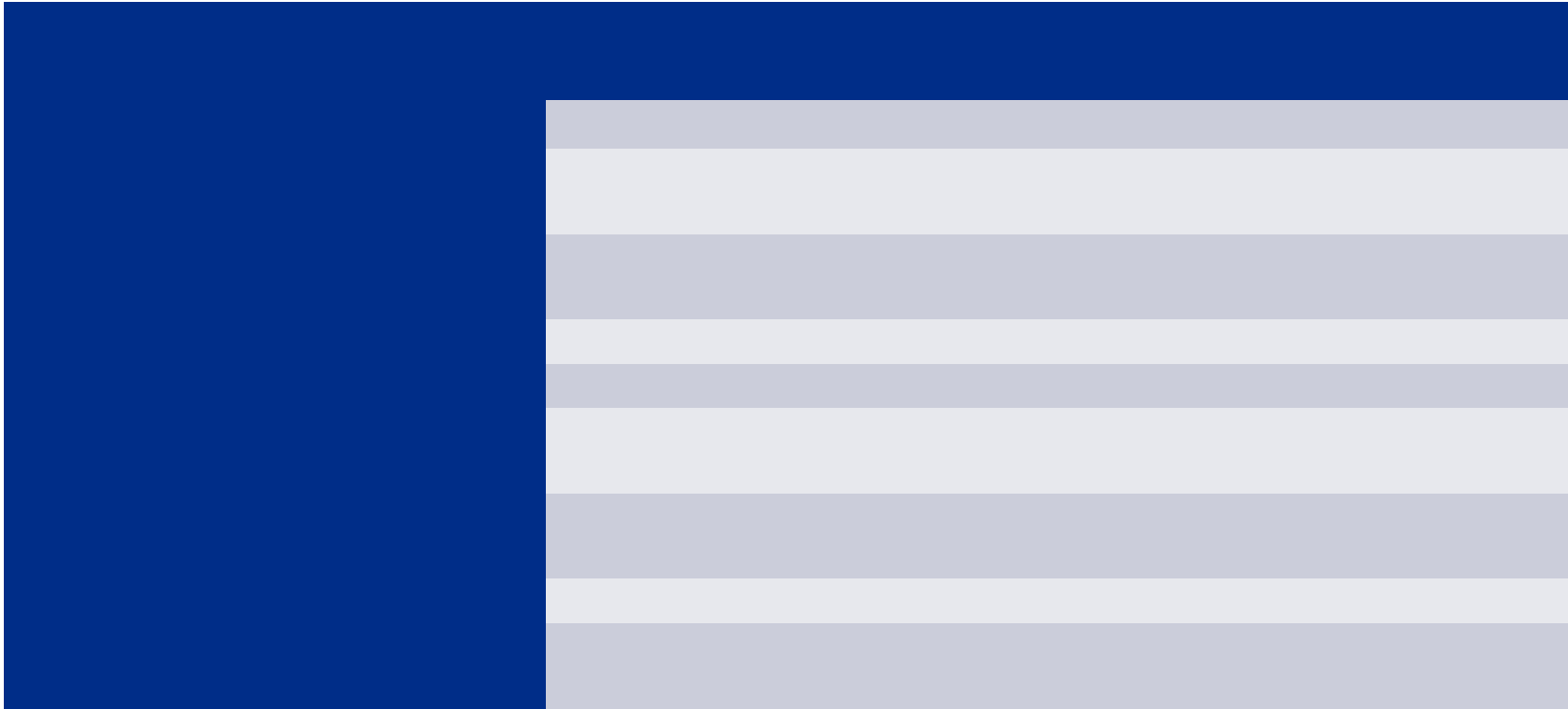
Geographic region and date fields were not constrained

Methodology: Literature search – TQM+SD=18

Table I: Search for articles containing terms "total quality management"
AND "strategy deployment". N=18

Author(s)	Title
Anderson, M. and Sohal, A. S. (1999)	A study of the relationship between quality management practices and performance in small businesses
Chourides, P. et al. (2003)	Excellence in knowledge management: an empirical study to identify critical factors and performance measures

Methodology: Literature search OD+SD=8



Methodology: Further searches

Could search terms be improved as only 26 articles were returned?

‡ Test for Hoshin, μ F X V W R W H U D Q V I and μ P D U W L L R Q Q M D

‡

Methodology: Social theory literature n=13

Adler *et al.*, (1999)
Ajzen, (2002)
Angelis *et al.*, (2011)
Cherns, (1976)
Clarke, (2011)
Dan-Shang and Chi-Lih, (2008)
Krafcik, (1988)
Lawrence, (1969)
MacDuffie and Krafcik, (1992)
Nonaka, (1991)
Ouchi, (1981)
Passmore, (1988)

Findings: Thematic analysis of organisational design content applying TQM+SD search terms

Table III: Analysis of Themes

TQM+SD Author(s) / Themes	TQM																						
	Business Excellence Model (BEM)	Organisational change / design	Strategy Deployment	Quality Function Deployment (QFD)	Strategy	SPC/Six Sigma	Lean Tools	Supply Chain Management (SCM)	Change process	Culture	Leadership	Business Process Re-engineering (BPR)	Balanced Score Card (BSC)	Contingency Theory	Goals as motivators	Management By Objectives (MBO)	Nemawashi/Catchball	People development	Power relations	Resourced Based View (RBV)	Strategic Quality Management	Teamwork	
	Key - x: Contains I: Inferred																						
Anderson, M. and Sohal, A. S. (1999)	x	x	I																				
Chourides, Pet al. (2003)	x										x												
Crowe, T. and Cheng, C-C. (1996)	x			x	x																		
Edgeman, R. L. and Hensler, D. A. (2004)	x			x																			
Greenall, R. (1994)				x																			
Jayaram, J., Tan, K. C. and Laosirihongthong, T. (2014)	x		I				x	x						x									
Lee, S.F.et al. (1998)	x	x		x																			
Leonard, D. and McAdam, R. (2002b)	x	x																					
Leonard, D. and McAdam, R. (2003)	x	x																					
Leonard, D. and McAdam, R. (2004)	x	x																					
McCabe, D. (2000)	x						x					x								x			
Miyake, D. I. and Enkawa, T. (1999)	x		x				x														x		
Oakland, J. (2011)	x	x	I	x	x		x	x		x	x												
Politis, J. D. (2005)	x			x	x		x											x					
Quazi, H. A. and Bartels, F. L. (1998)	x	x	I		x																		
Regan, S. and Dale, B.G. (1999)	x	x		x				x															x
Smith, J. A. and Angeli, I. I. (1995)	x	x			x																		
Witcher, B. J. and Butterworth, R. (2001)	x		x	x				x					x				x	x					

18

TQM+SD:
Two explicit references to organisational design.
Four inferred references

Findings: Thematic analysis of organisational design content applying OD+SD search terms

OD+SD:

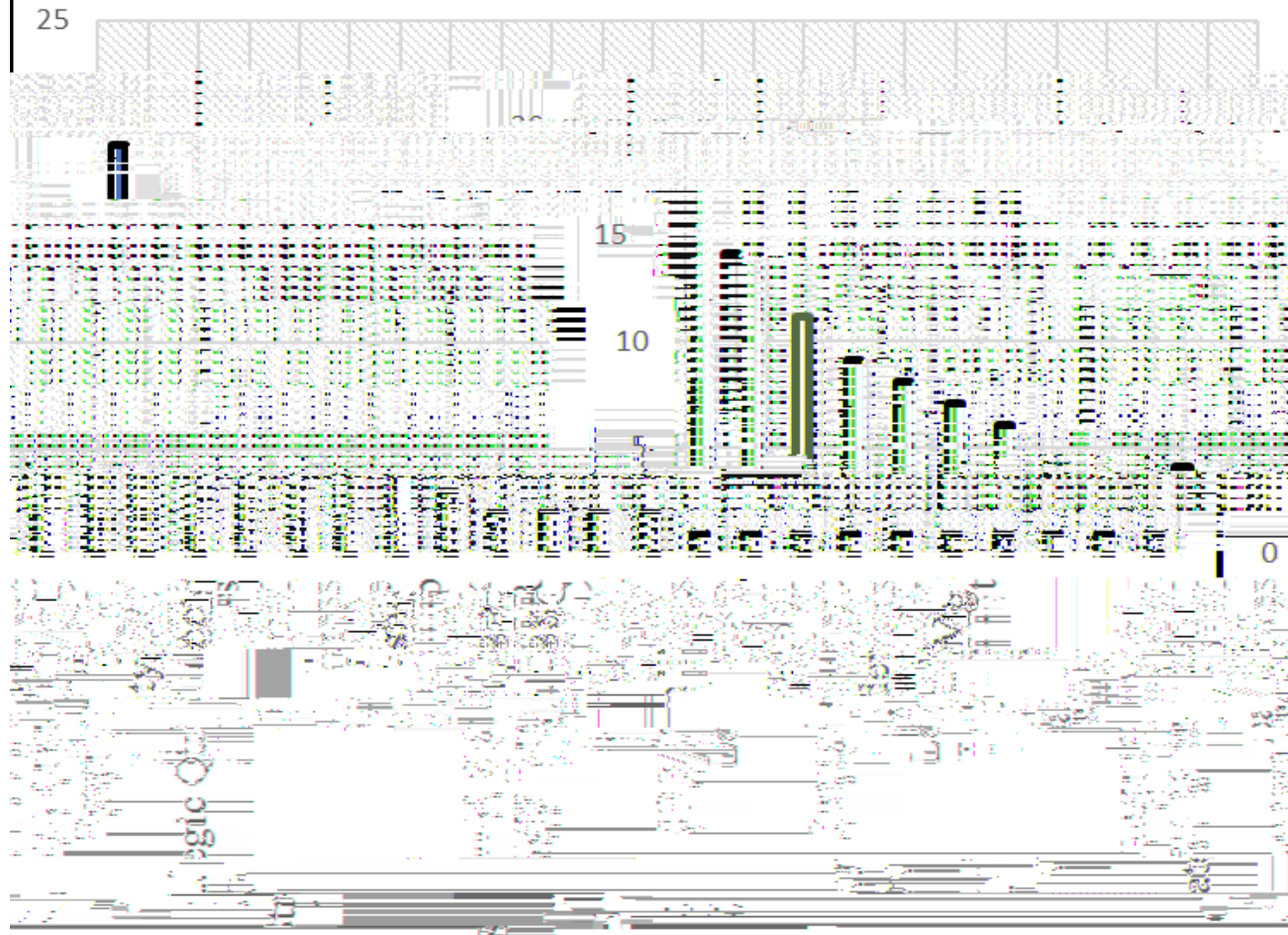
One explicit reference to organisational design.

Four inferred references



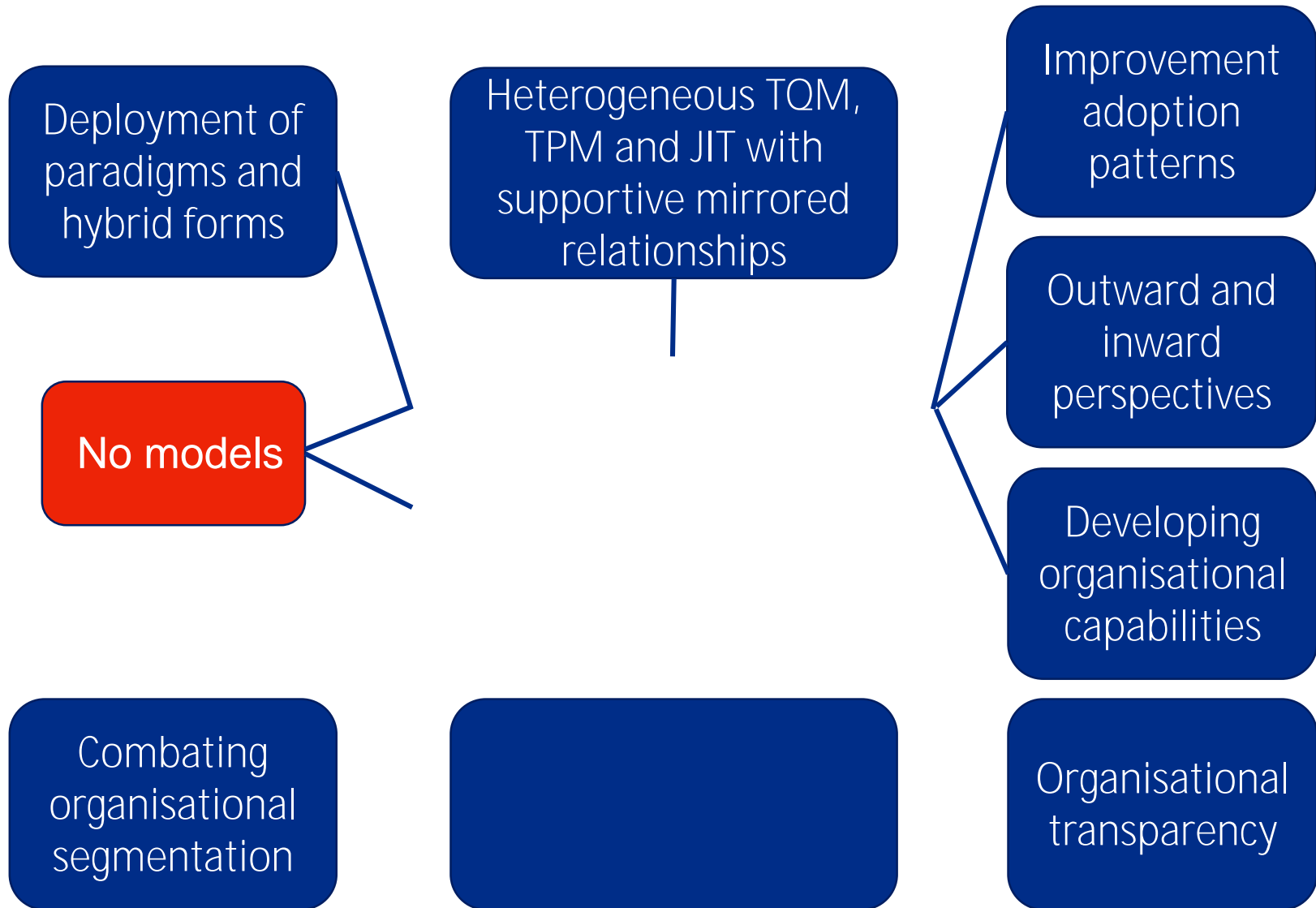


Fig. 1: Theme Pareto (Frequency)





Findings: Explicit organisational design content in TQM



Findings: Explicit OD content

Table VI: OD identified in Literature Searches

Author(s)	TQM + SD Organisational Design Content
Miyake, D. I. and Enkawa, T. (1999)	<p>No explicit content found</p> <p>Evolutionary: Process</p> <p>...ent</p>
Witcher, B. J. and Butterworth, R. (2001)	<p>No explicit content found</p> <p>Moving from ... to process-led organisations.</p> <p>Combating organisational segmentalism.</p> <p>Organisational transparency</p>
Author	OD + SD Organisational Design Content
Pires, A. R. and Alves, A. R. (2011)	<p>Evolutionary: Process-level organisational change while main functional structures remain unchanged</p>



Findings summary

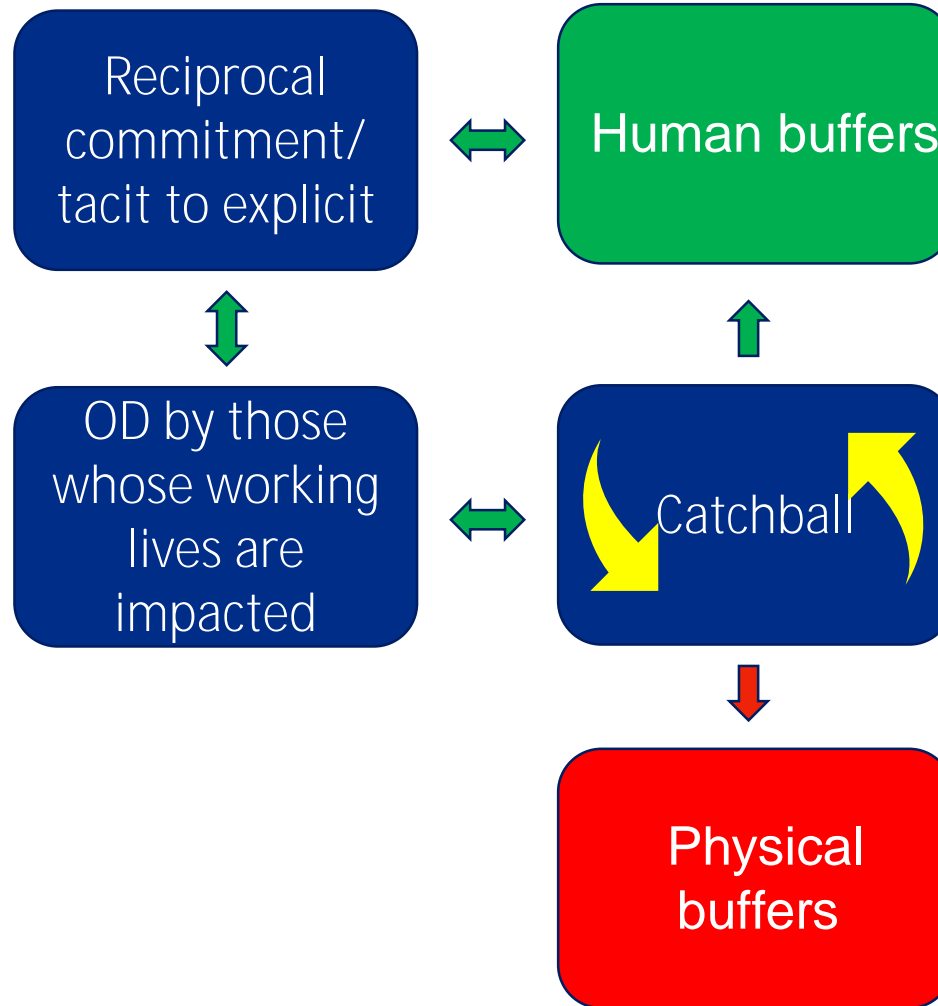
‡ An absence of the application of organisational design models within TQM is a gap worth further research

‡



Discussion: Why is there an OD gap in the literature?

Why so little interest in Organisational Design?





Conclusions

This paper highlights the sharp

This

Conclusions



Questions and discussion please

Organisational design: how TQM's strategy deployment tool can add pace and effectiveness to organisational change

‡ Robin David Howlett, Sanjay Bhasin, Paul Walley, Pauline Found and André Gilbert Latendorf