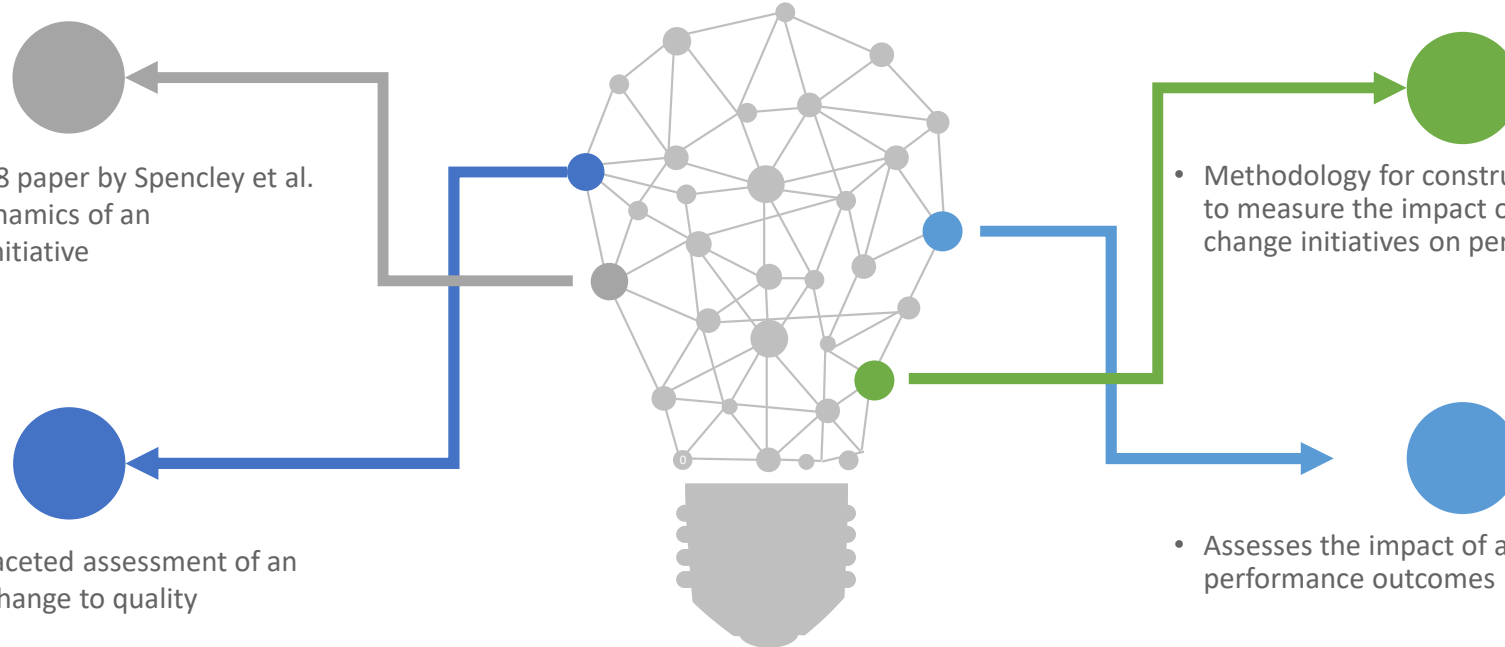# ASSESSING IMPACT OF ORGANIZATIONAL CHANGE FOR A SYSTEMS APPROACH TO QUALITY

Elizabeth Gordon, Keila Rawlinson, Dean Reed

SYSTEMS APPROACH TO QUALITY: A Multi-Step Study

IGLC 2021
LIMA, PERÚ - 29TH ANNUAL CONFERENCE
INTERNATIONAL GROUP FOR LEAN CONSTRUCTION

ASSESSING IMPACT OF ORGANIZATIONAL CHANGE FOR A SYSTEMS APPROACH TO QUALITY by Gordon et al.

- Builds from 2018 paper by Spencley et al.
- Assesses the dynamics of an organizational initiative

- Provides multifaceted assessment of an organization's change to quality

THE IMPACT OF IMPLEMENTING A SYSTEM APPROACH TO QUALITY: A GENERAL CONTRACTOR CASE STUDY by Gordon et al.

- Methodology for construction practitioners to measure the impact of organization change initiatives on performance

- Assesses the impact of an SAQ on performance outcomes

- Purpose
- Capability-Building
- Assessing Cultural Change
- Conclusion

EG8

CAPABILITY-BUILDING

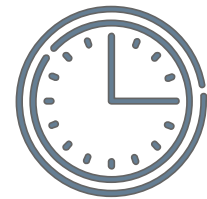Informs Quality initiative

Share vision

Find influencers

Support & coach teams

Project team feedback

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EG8   https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.vectorstock.com%2Froyalty-free-vectors%2Fpush-
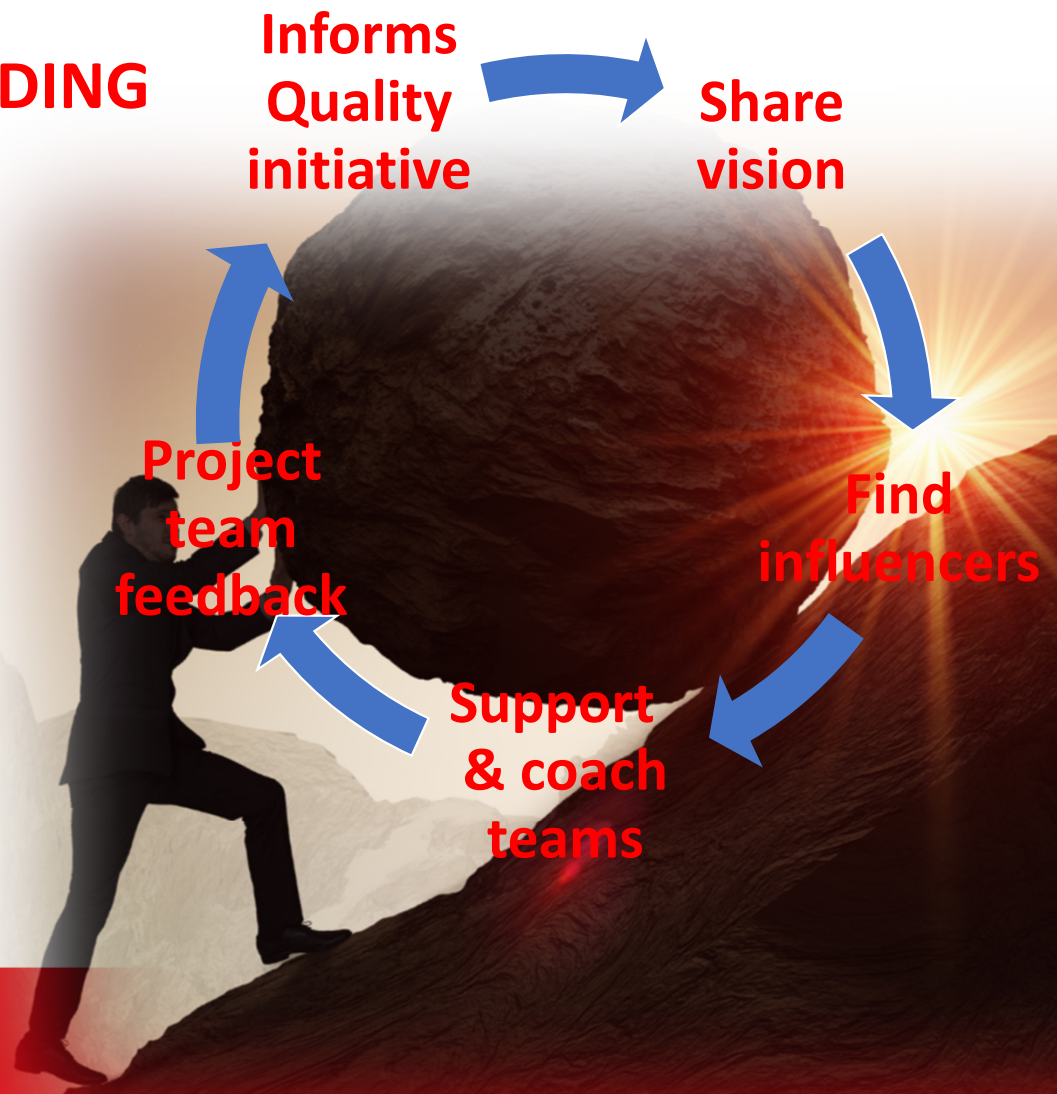
Elizabeth Gordon, 6/27/2021

ASSESSING CULTURAL CHANGE: Qualitative feedback & Quantitative data

Accounts

Firsthand experiences

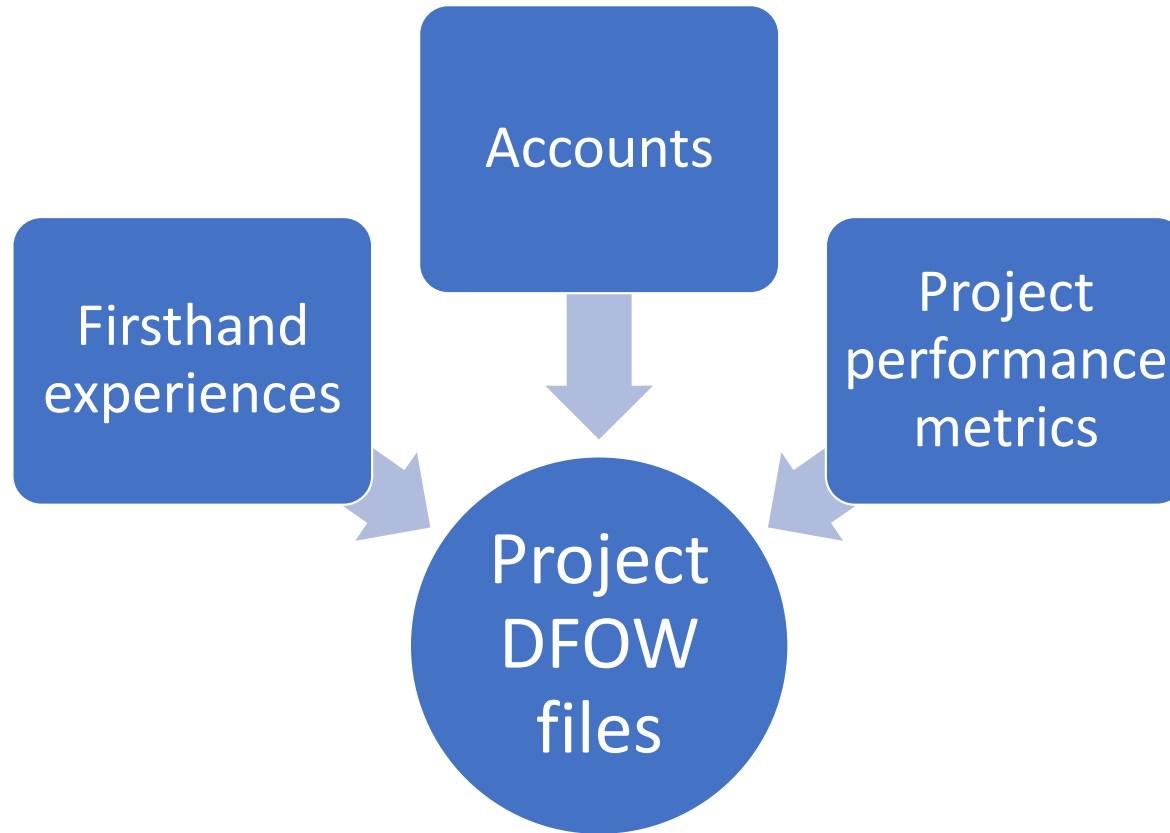Project performance metrics

Project DFOW files

TABLE 1: Projects with and Quantity of DFOW Files by Year the Project Mobilized

Year Project Mobilized	Count of Projects with DFOW Files	DFOW Project Revenues as Percent of Annual Sales	Count of DFOW Files	DFOW Files as a Percent of DFOW Files Total
2016	3	5%	134	3%
2017	17	29%	392	9%
2018	37	31%	1081	26%
2019	66	42%	1686	41%
2020	67	55%	861	21%
5 Year Total	190	34%	4154	100%

TABLE 2: Projects with DFOW Files Sorted by Core Markets

Organization's Core Market Category	Count of Projects with DFOW Files	DFOW Project Revenues as Percent of Core Market Sales
Advanced Technology	34	33%
Commerical	42	41%
Healthcare	37	23%
Higher Education	13	35%
Life Sciences	44	42%
Other	20	24%

TABLE 3: Projects with DFOW Files Sorted by Regions
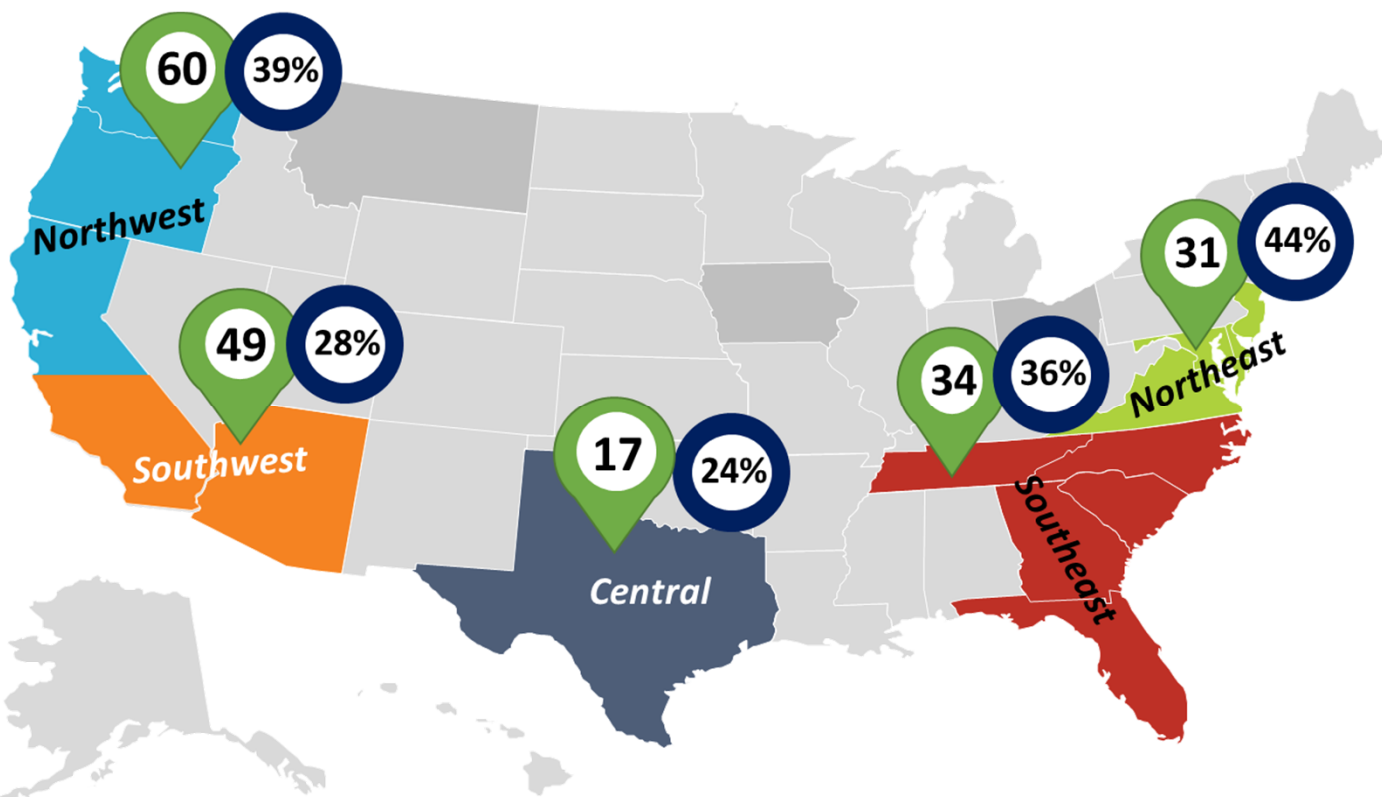
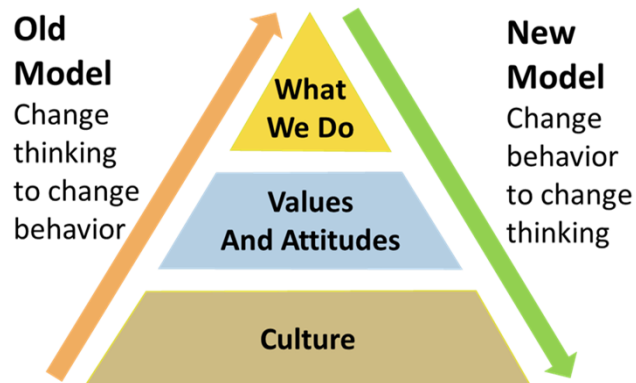Count of Projects with DFOW Files

DFOW Project revenues as Percentage of Regional Sales

Organization's Geographical Region	Count of Projects with DFOW Files	DFOW Project Revenues as Percent of Regional Sales
Central	17	24%
Northeast	31	44%
Northwest	60	39%
Southeast	49	36%
Southwest	34	28%
5 Year Total	190	34%

CONCLUSIONS: New Insights

There could be other quantitative data sources that could be minded to inform the evaluation of SAQ adoption

Organizational change efforts to date reflect John Shock's description of How Culture Changes.

Old Model
Change thinking to change behavior

What We Do

Values And Attitudes

Culture

New Model
Change behavior to change thinking

Change in the operational level, created new project cultures regardless of project contract type and delivery method

Intitutions, Questions & Further Study

Continue to Study Rogers Diffusion of Innovation Theory, & understand the social system & change agents that influenced change

Continue to understand the creation, transformation and transfer of DFOW & MAC to inform SAQ maturity models

Refine how we collect quantitative and qualitative feedback to better assess SAQ adoption and integration.

THANK YOU!

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