



Promoting a culture of quality - not an impossible task

HWM-Update 2024

**Neueste Trends und Entwicklungen im Hochschul- und
Wissenschaftsmanagement**

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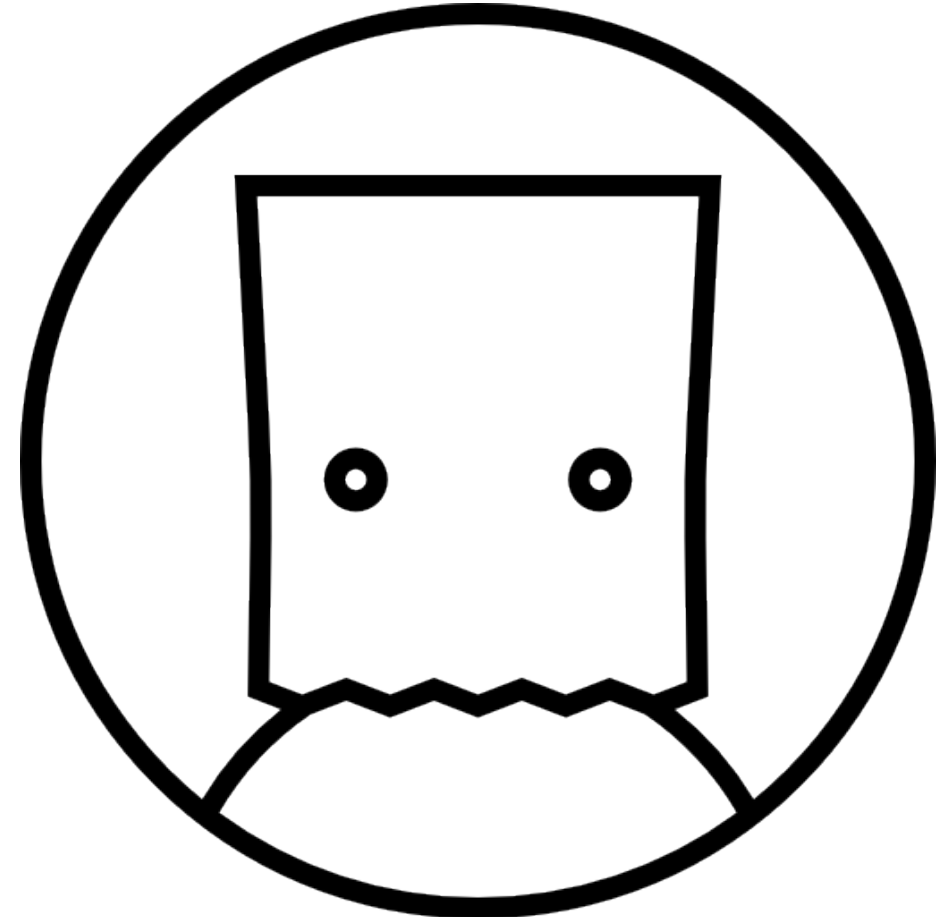
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some slides © Annika Boentert

Who is here?

Introduce yourselves:

- **name**
- **institution**
- **Why are you here?**



Intended learning outcomes

After this session you should be able to ...

- develop an opinion about the concept of quality culture
- discuss about the influence of culture on quality management
- explain Edgar Shein's culture model
- design your own culture map
- create ideas to foster a positive quality culture at your own institutions

Agenda

What can you expect?

Part I: Defining (quality culture) – on the way to a concept definition (almost ...)

- Culture and organisational cultures
- Definitions of quality culture
- Edgar Shein's culture model
- Dave Gray's culture map

Part II: Promoting a positive quality culture – about motivation and ability

- Brian J. Fogg's behaviour model
- Group work

Defining Quality Culture

Part I



Introduction

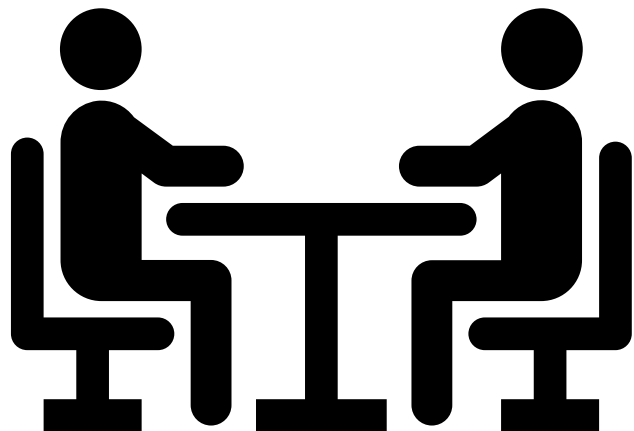


What do you think?

Activity in pairs / groups



10 min., 1 statement



What does Quality Culture mean for you?

We need to talk

... about:

people

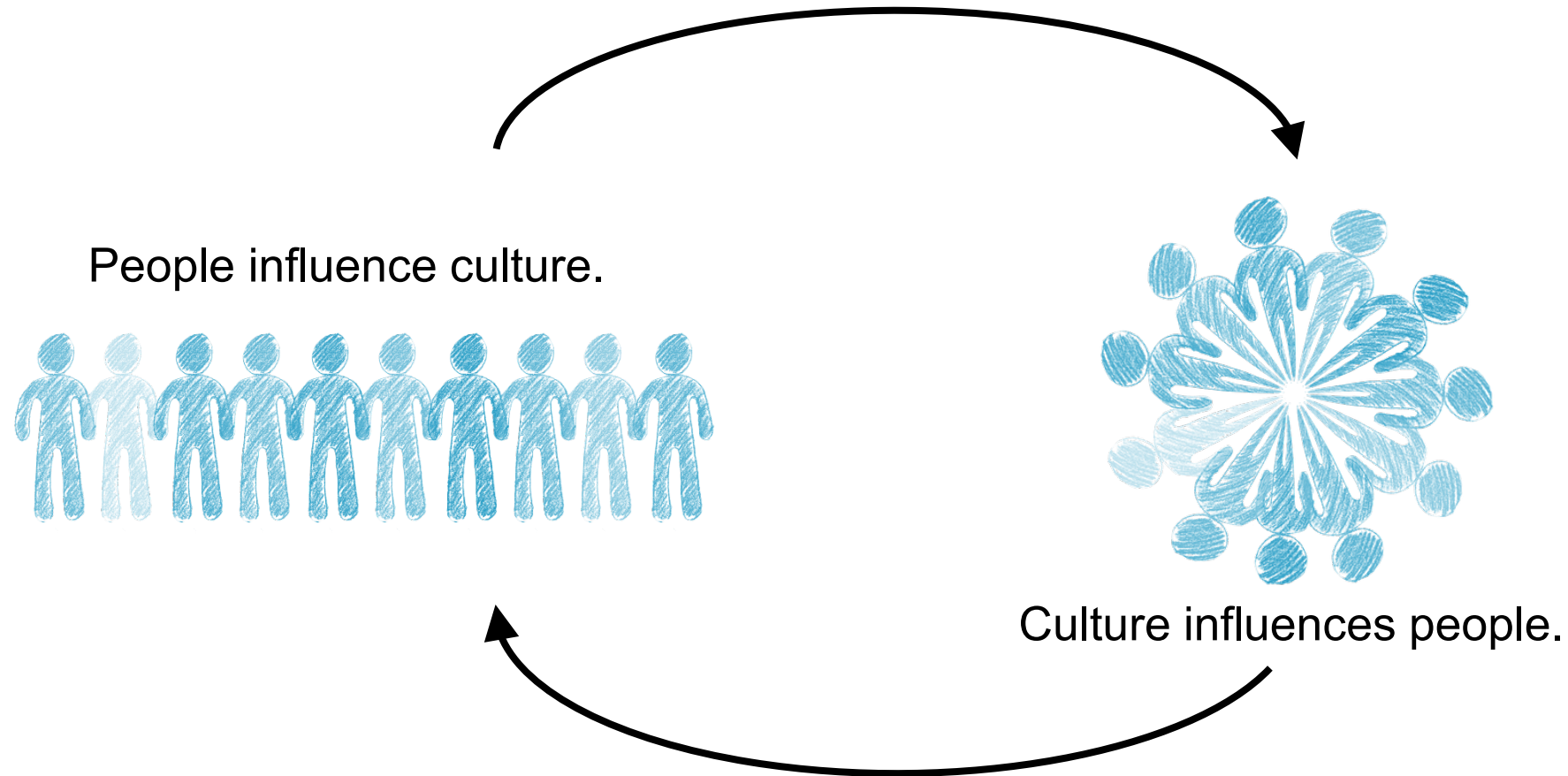
shared believes

organisational culture(s)

descriptive or normative definition

Culture

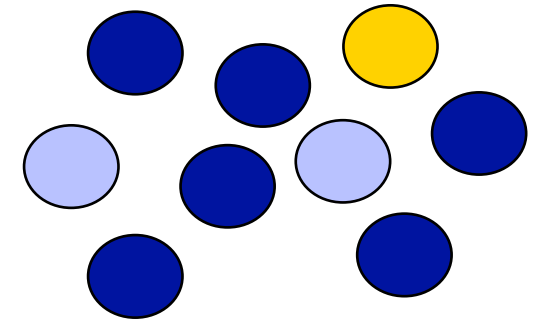
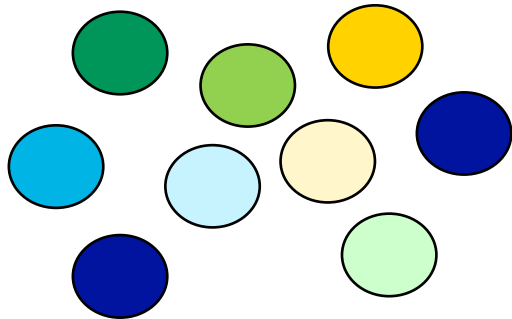
Is made by people, makes people



Culture

and the amount of shared believes

Culture can have different degrees of intensity based on the amount of shared beliefs.



intensity

many individual positions

degree of overlap between members of the
organisations

large overlap of
commonalities

Culture

... in a nutshell



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Culture is the music that nobody listens to but everyone dances to. (unknown)

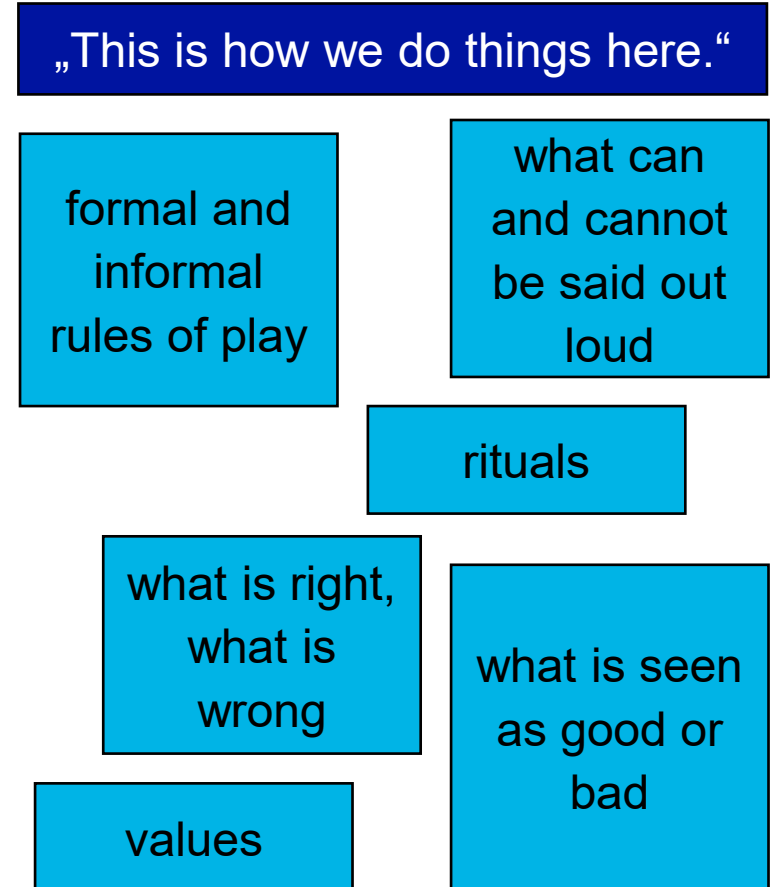


Organisational culture

an approximation

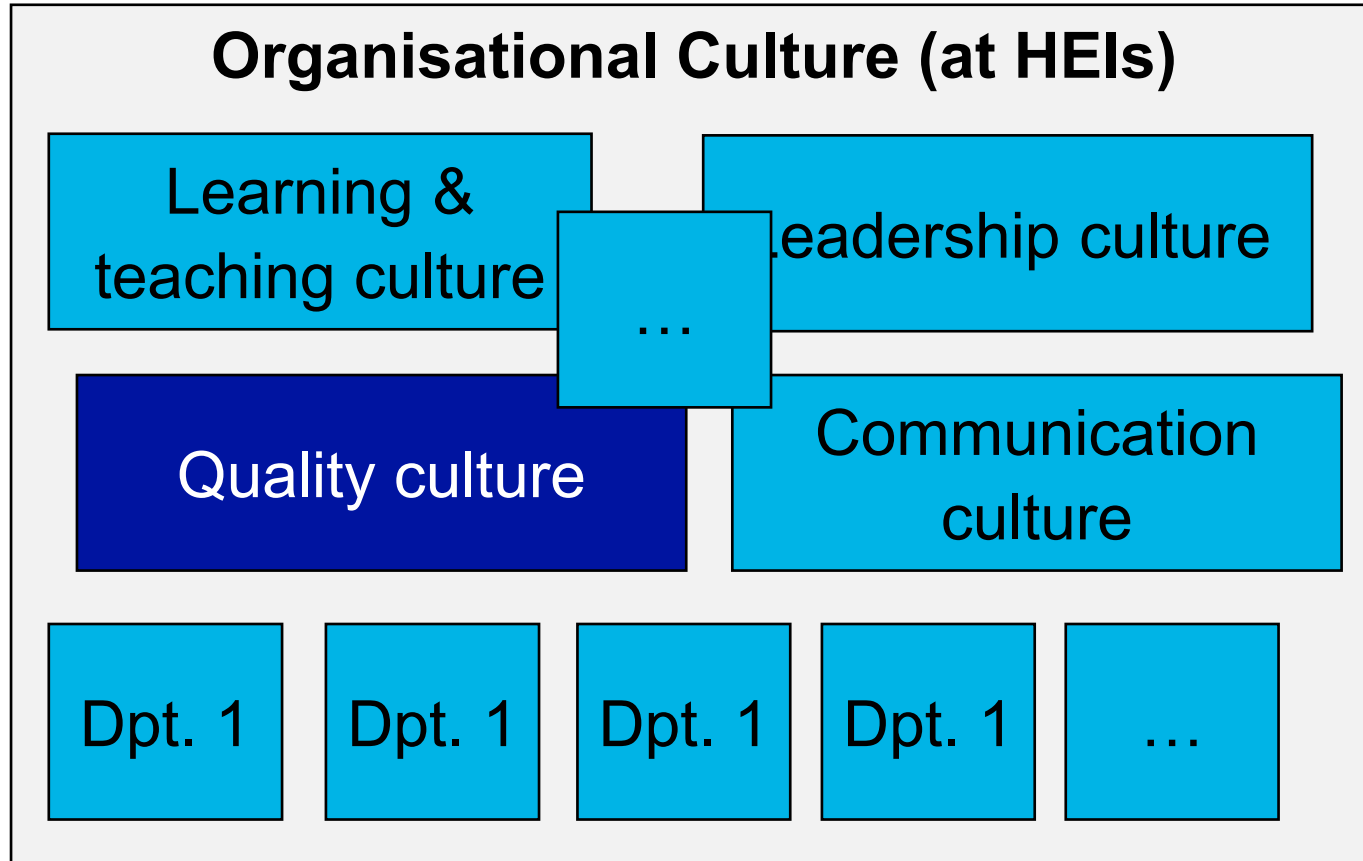
Organisational culture ...

- develops when people work together over a long period of time;
- describes what is explicitly and implicitly common in an organisation;
- provides orientation, feeling of security, makes everyday life / work easier;
- distinguishes this organisation (university, ...) from institutions of other kinds and any other organisation of the same kind.



Organisational culture

an approximation



There are several sub-cultures in an organisation (areas & sub-units).

Quality culture is an integral part of an organisational culture.

Defining (quality) culture

descriptive definition

There is no HEI without a quality culture. Quality culture arises from the interaction of the members of the organisation, even if no one controls this process. Every higher education institution has some kind of quality culture(s).

The existing culture(s) are / is neither positive nor negative.

Defining (quality) culture

normative definition

“Quality Culture refers to an organisational culture that intends to enhance quality permanently [...].”

European University Association 2006

Defining (quality) culture

Two concepts

Descriptive understanding of the concept

Quality culture describes the commonly shared convictions in an organisation on issues of quality and corresponding rules or rituals.

Normative understanding of the concept

Quality culture describes the commonly shared convictions in an organisation on issues of quality and corresponding rules or rituals, as long as they correspond to the ideal to generally approve of QA. From now on we call this a **positive quality culture**.

Questions so far?

... or comments?

people

shared believes

organisational culture(s)

descriptive or normative definition

Describing culture



Culture mapping

a way to describe culture

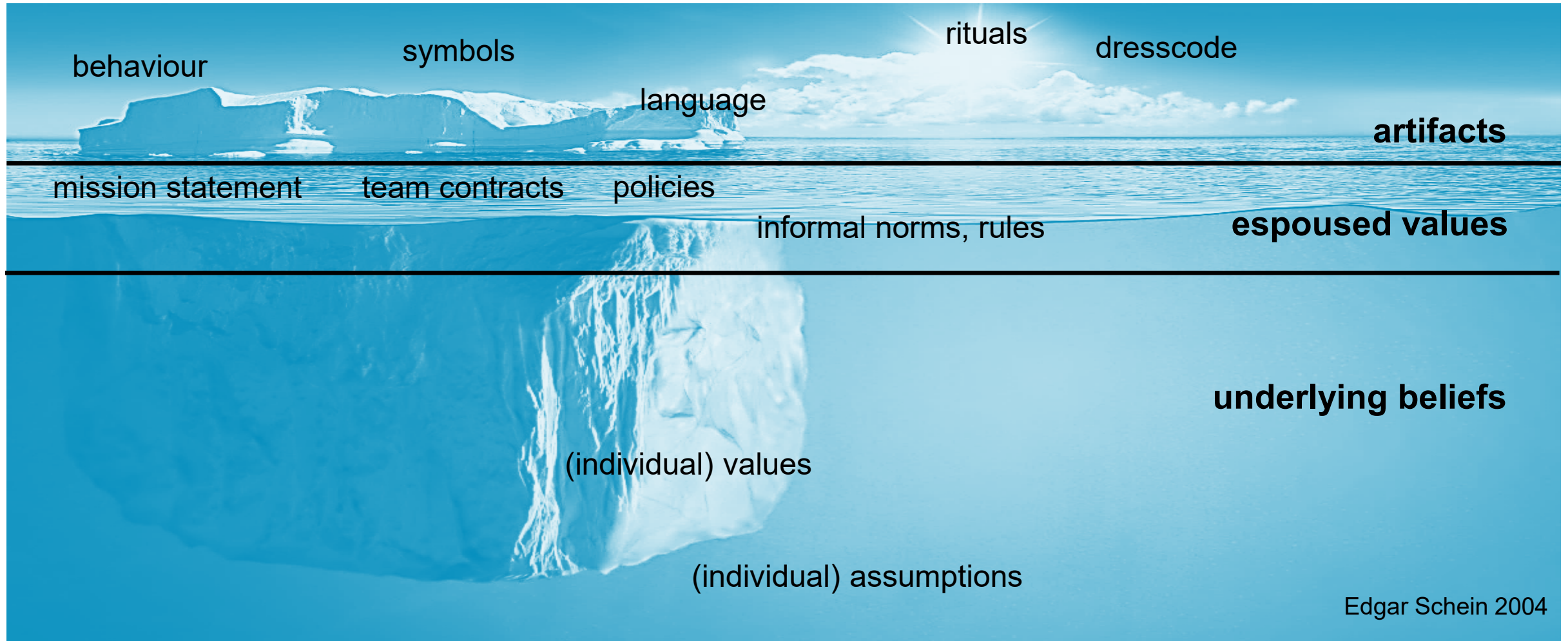


“If you want to understand a culture, you need to map it

— Dave Gray, author & entrepreneur

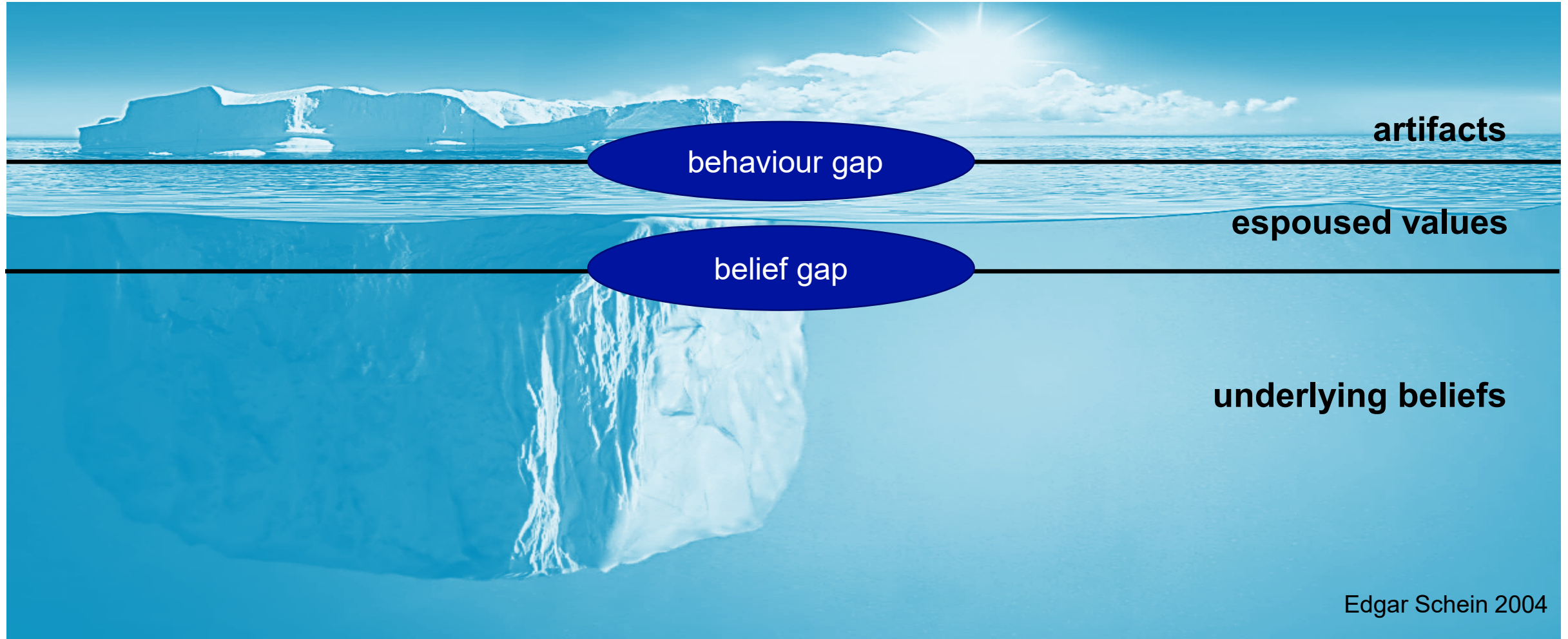
Edgar Shein's Culture Model (2004)

Most of the iceberg is under water.



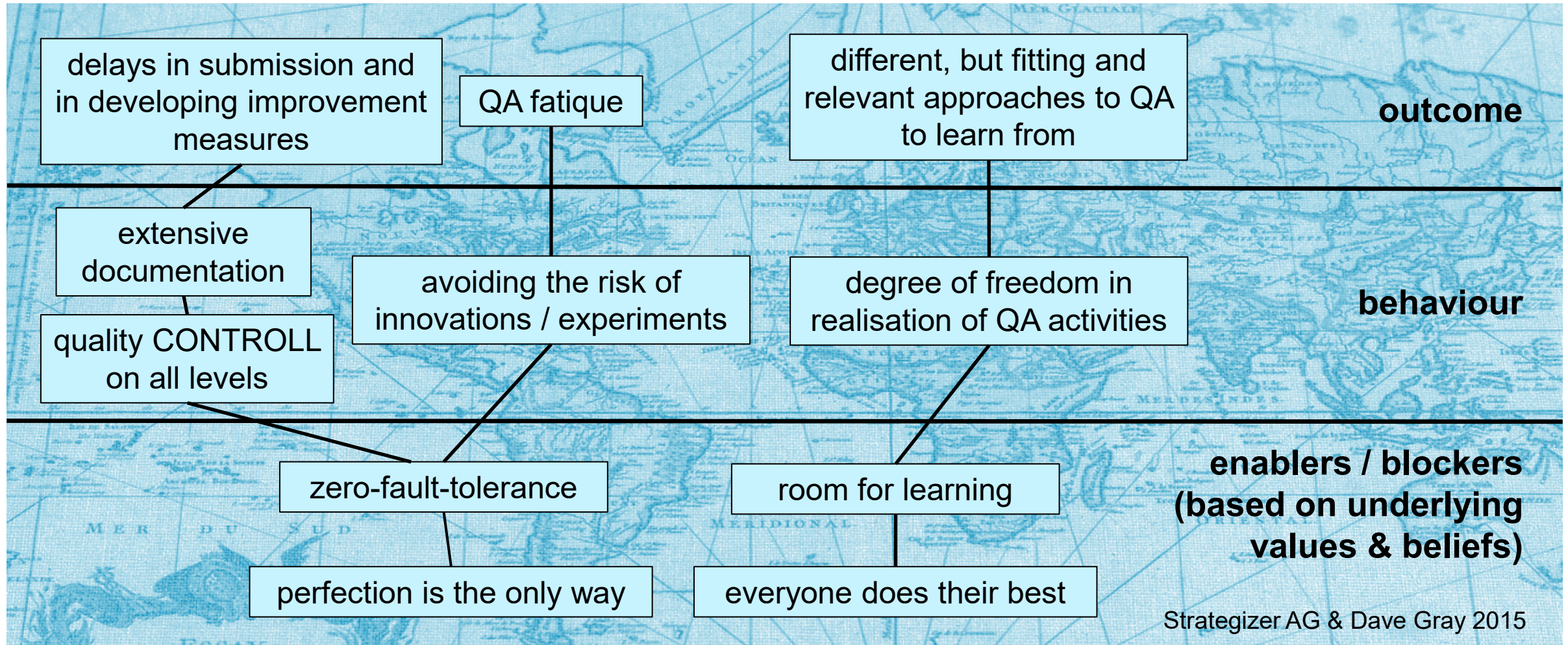
Edgar Shein's Culture Model (2004)

... and the problem with our „dead papers“ ...



Culture Map by Dave Gray (2015)

example for mapping quality culture



Questions so far?

... or comments?

artifacts

espoused values

underlying beliefs

belief gap

behaviour gap

enablers

blockers

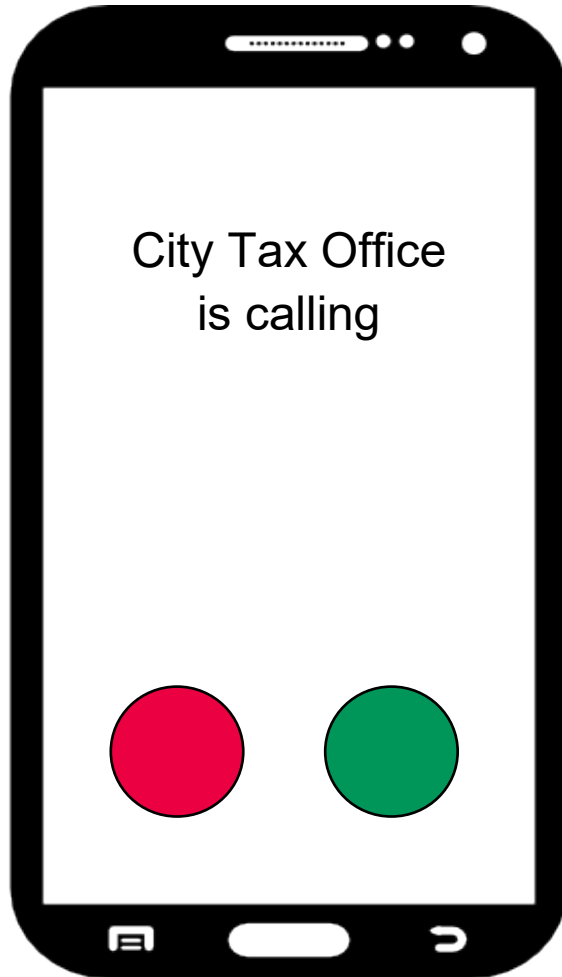
Promoting Quality Culture

Part II



Cooperation or not?

Fundamental principles of human behaviour



Ability

- You don't know whether to push red or green.
- You have two broken arms in casts.

Motivation

- You have committed tax fraud.
- You are reading an interesting book.
- You are in a bad mood anyway.

Prompt

- Your daughter is a drummer and you are wearing ear plugs.
- The network is down.

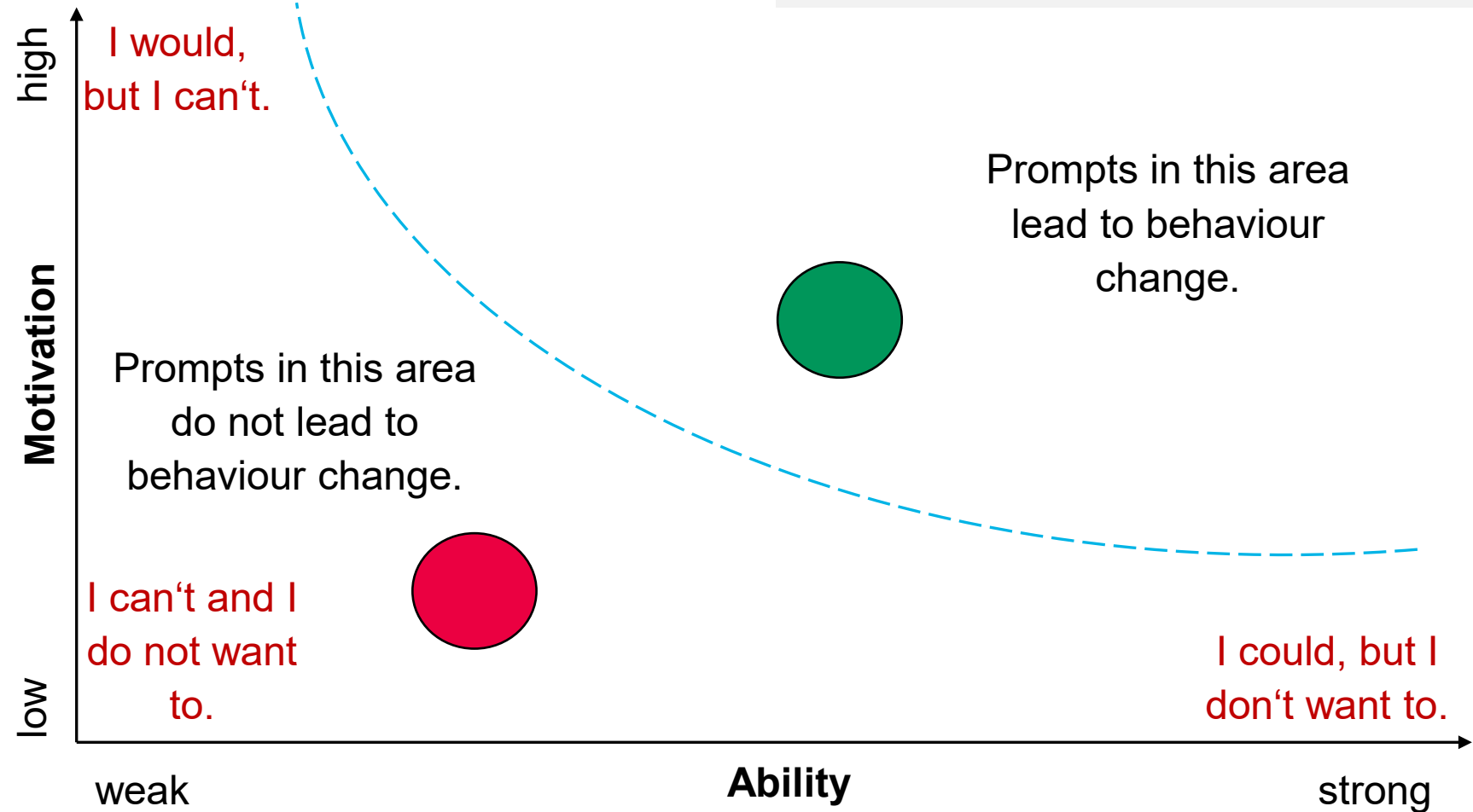
The art of persuasion

B.J. Fogg's Behavior Model

Fogg, Brian J. (n.d.): A Behavior Model for Persuasive Design. www.bjfogg.com

$$B = MAP$$

Behaviour =
Motivation +
Ability +
Prompt



Increasing Motivation and Ability

What can we do to make people do what we want?

Motivation

State of a person that causes them to choose a particular alternative of behaviour, willingness to show a behaviour.

- Storytelling: Fuelling the fear of loss or depicting the bright future, raise interest
- We seek pleasure and avoid pain
- Motivators: autonomy
- Loss aversion
- Rewarding
- Autonomy
- Status and Reputation
- Feeling of completion
- Liking (be nice!)
- Sense of belonging
- Reciprocation (wish to give back)
- Interest
- Fear can be as motivating as hope.

Increasing ability

Knowledge, skills and framework conditions necessary to perform a behaviour.

- Simplify the task.
- Provide a tool to that makes a task easier to do.
- Factors that influence ability:
- Establish a link to people's routine work.
 - time
- Buy people time to perform a task.
 - money
- Provide the necessary resources.
 - physical effort
- Train people to increase knowledge and skills.
 - mental effort
 - routine

Group work

What can we do to increase motivation and ability for cooperation in QA?

Groups 1: Motivation

Take good practice examples at your institution in account: What can be done to increase the **motivation** of staff to cooperate in your QA activities?

Motivation = State of a person that causes them to choose a particular alternative of behaviour, willingness to cooperate.

Group 2: Ability

Take good practice examples at your institution in account: What can be done to increase the **ability** of staff to cooperate in QA activities?

Ability = Knowledge, skills, motivation, and framework necessary to perform a behaviour.



25 min.



prepare
flipchart



chose
presenter



Thank you! Dankeschön!

The Higher Education Management Programme
Our international training and consultancy branch
<https://en.fh-muenster.de/hem>

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