

plaatsvinden). De quality change agent combineert deze competenties en is in staat te bepalen wanneer welke vaardigheid moet worden ingezet en in welke mate de mensen in de organisatie sturing nodig hebben. Voor de rol van de kwaliteitsmanager in het perspectief van transformatie heeft een technische werkgroep van de EOQ een Quality Change Agent competentieschema ontworpen op basis waarvan in de toekomst ook (persoons)certificering mogelijk moet worden (tabel 2).

Tabel 2 Karakteristieken van de kwaliteitsmanager in de vier perspectieven

Paradigms, Competences, and Characteristics of the Quality Manager				
(Main) role of quality manager	Inspector	Coach	Facilitator	Quality Change Agent
Competences of the quality expert	Technical skills	Adding performance management and political skills	Adding self-management and interpersonal skills	Competences of (EOQ) Quality Change Agent
	• statistical data analysis skills	• skills to support staff in quality improvement	• promoting customer focus	
	• precision	• skills to support improvement programs	• skills to support improvement programs and self-assessment	

De Quality Change Agent

Zoals de titel al zegt, focust de quality change agent op de kwaliteitsmanager als veranderaar: De EOQ Quality Change Agent bezit de competenties om verandering in een organisatie te implementeren en een kwaliteitscultuur te bevorderen. Dat betekent dat deze in staat moet zijn om:

- 1. verandering in gang te zetten;
- 2. de impact van verandering te voorzien;
- 3. verandering voor te bereiden en te faciliteren;
- 4. veranderprocessen en –projecten uit te voeren;
- 5. verandering te leiden;
- 6. te leren;
- 7. aanwezig te zijn;
- 8. verandering te evalueren, rapporteren en consolideren.

De kennisbasis voor deze rol bestaat onder andere uit veranderekundige theorieën en praktijken, organisatiepsychologie, maar uiteraard ook uit de kwaliteitskunde (tabel 3).

Tabel 3 Het competence scheme van de EOQ quality change agent

Learning taxonomy			
A recognize (have an overview of)			
B understand			
C apply			
D analyze results and evaluate them			
Tasks and options for Quality Change Agent			
1. Initiate quality change	create the case for change,	create the case for change,	C
	secure credible sponsorship, open the hearts for change, inspire people for the change by influencing the change culture in a positive way, show passion for the change, show presence.	secure credible sponsorship, open the hearts for change, inspire people for the change by influencing the change culture in a positive way, show passion for the change, show presence.	
2. Foresee the change impact	orient on the context, scope the breadth, depth, sustainability and returns of a quality change strategy, analyse interdependencies in the organisation, status of organisation/department in view of the overall organisational strategy.	orient on the context, scope the breadth, depth, sustainability and returns of a quality change strategy, analyse interdependencies in the organisation, status of organisation/department in view of the overall organisational strategy.	C
3. Facilitate and prepare change	help others to gain insight in the human dynamics of change and to develop the confidence to achieve the change goal	help others to gain insight in the human dynamics of change and to develop the confidence to achieve the change goal	C
	use change intervention techniques, visualize the change.	use change intervention techniques, visualize the change.	
4. Execute change processes/projects	formulate and guide the implementation of a credible quality change project/process, apply Quality Management principles and methods to specific processes/projects (cf. EOQ Quality manager), moderate creative workshops.	formulate and guide the implementation of a credible quality change project/process, apply Quality Management principles and methods to specific processes/projects (cf. EOQ Quality manager), moderate creative workshops.	C
5. Lead change processes/projects	influence and enthuse others, build a team, work with large groups, deal with different people and stakeholders, handle conflicts in a diplomatic way.	influence and enthuse others, build a team, work with large groups, deal with different people and stakeholders, handle conflicts in a diplomatic way.	C
6. Learn	scan, self reflect, identify learning issues, show learning progress.	scan, self reflect, identify learning issues, show learning progress.	D
7. Be present	demonstrate high personal commitment to achievement of change goals through integrity and courage while maintaining objectivity and individual resilience, be there for people to stimulate change and individual growth.	demonstrate high personal commitment to achievement of change goals through integrity and courage while maintaining objectivity and individual resilience, be there for people to stimulate change and individual growth.	D