

The Quality of Management: A Leadership Maturity Model to Leverage Complexity

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Abstract : Today's production processes experience a constant increase in complexity paving new ways for progressive forms of leadership. In the customized production, individual customer requirements drive companies to adapt their manufacturing processes constantly while the pressure for smaller lot sizes, lower costs and faster lead times grows simultaneously. When production processes are becoming more dynamic and complex, the conventional quality management approaches show certain limitations. This paper gives an introduction to complexity science from a quality management perspective. By analyzing and evaluating different characteristics of complexity, the critical complexity parameters are identified and assessed. We found that the quality of leadership plays a crucial role when dealing with increasing complexity. Therefore, we developed a concept for qualitative leadership customized for the management within complex processes based on a maturity model. The maturity model was then applied in the industry to assess the leadership quality of several shop floor managers with a positive evaluation feedback. In result, the maturity model proved to be a sustainable approach to leverage the rising complexity in production processes more effectively.

Keywords : maturity model, process complexity, quality of leadership, quality management

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