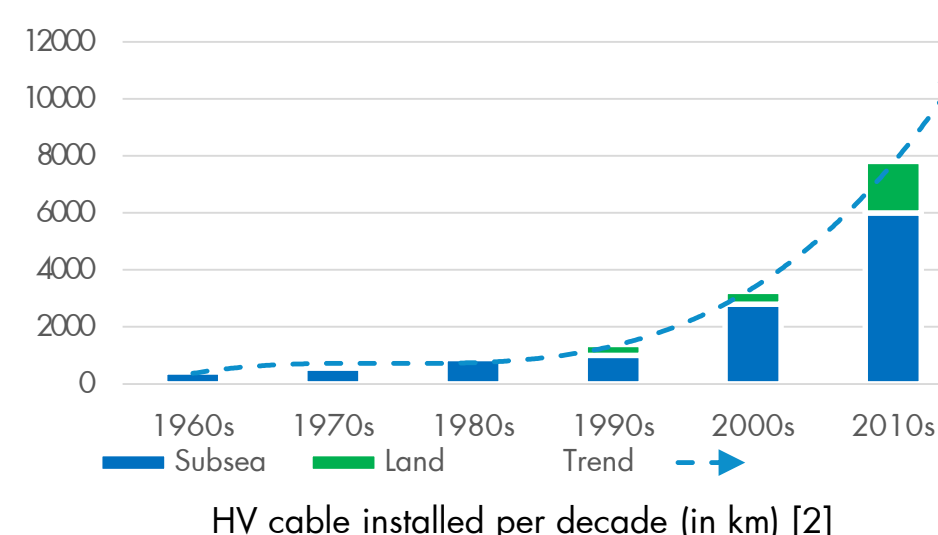
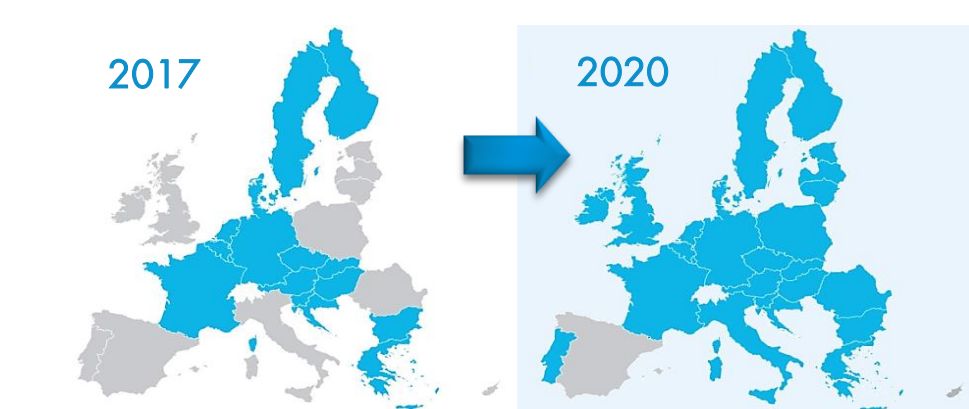


Spreading a Mindset for Quality (SM4Q): A Change Management Approach

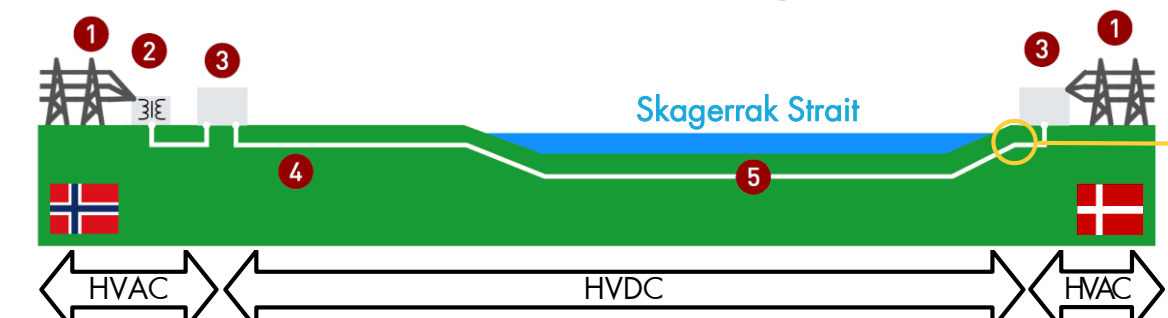
1 HIGH VOLTAGE HANDLES BIG RISK A MINDSET CHALLENGE

The High Stakes of the HV Cabling Industry



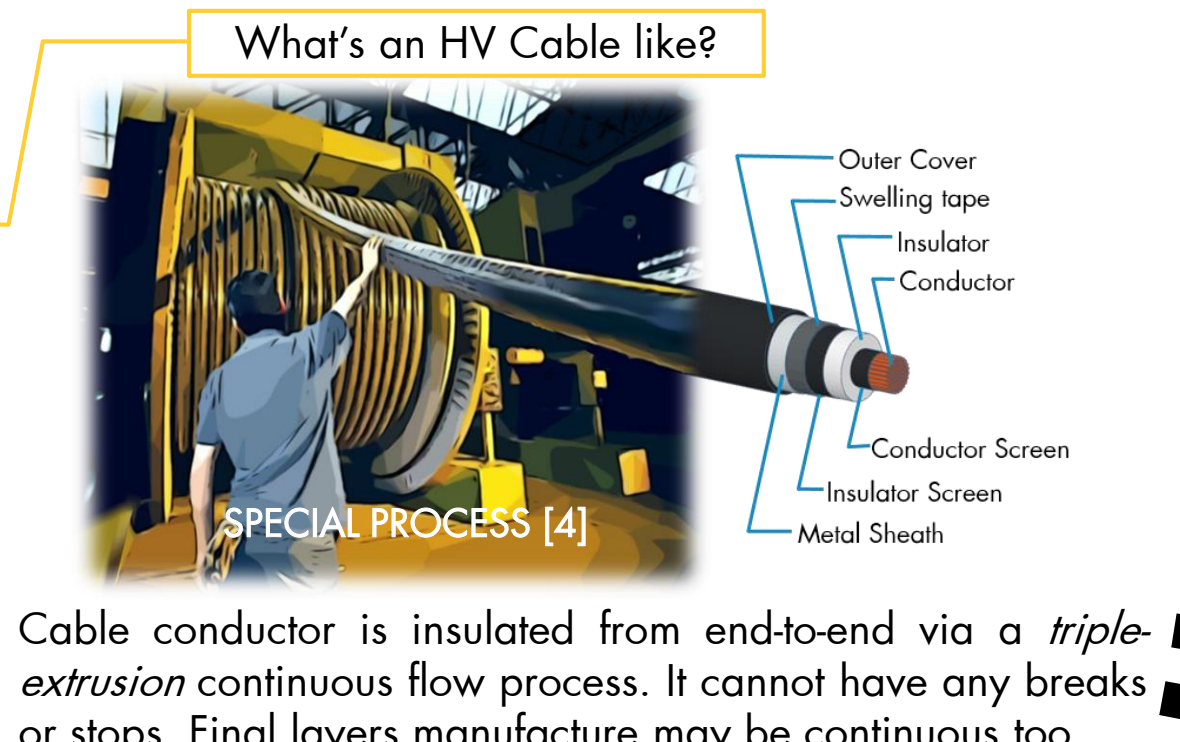
Growing global demand for electricity with a focus on renewables increases the need for HV cable projects, SKAGERRAK 4 is an example of these projects, which interconnect regional and domestic electric networks into international super-grids.

SKAGERRAK 4 – Denmark/Norway[3]

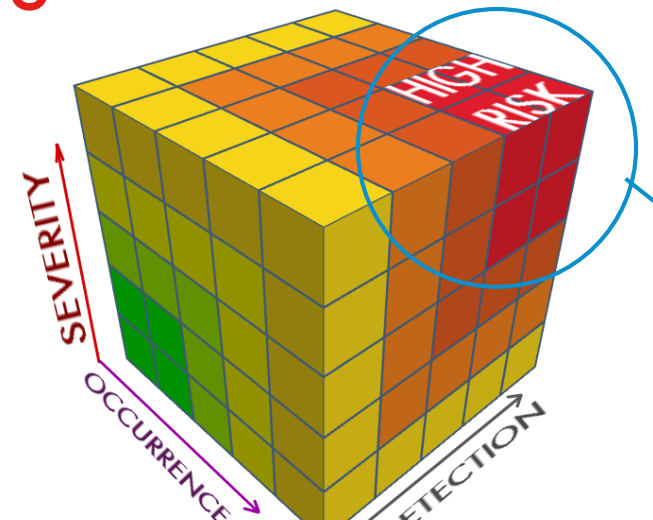


Facts & Figures

- 500 kV DC
- 700 MW transmission
- 1.26 M€ contracts value
- 237 km total length: 100 km land + 137 km subsea
- 5 years project duration

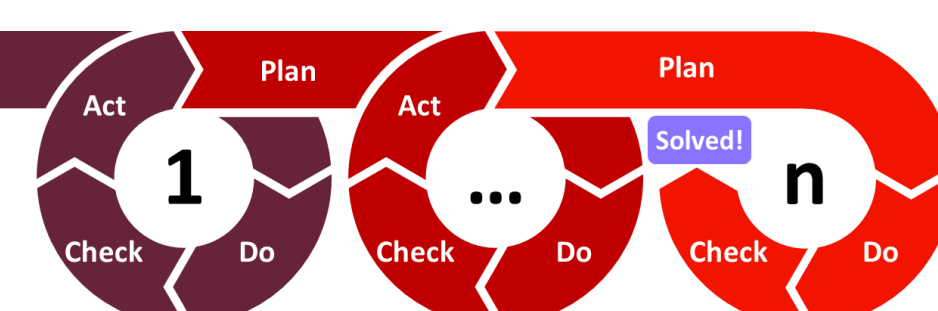
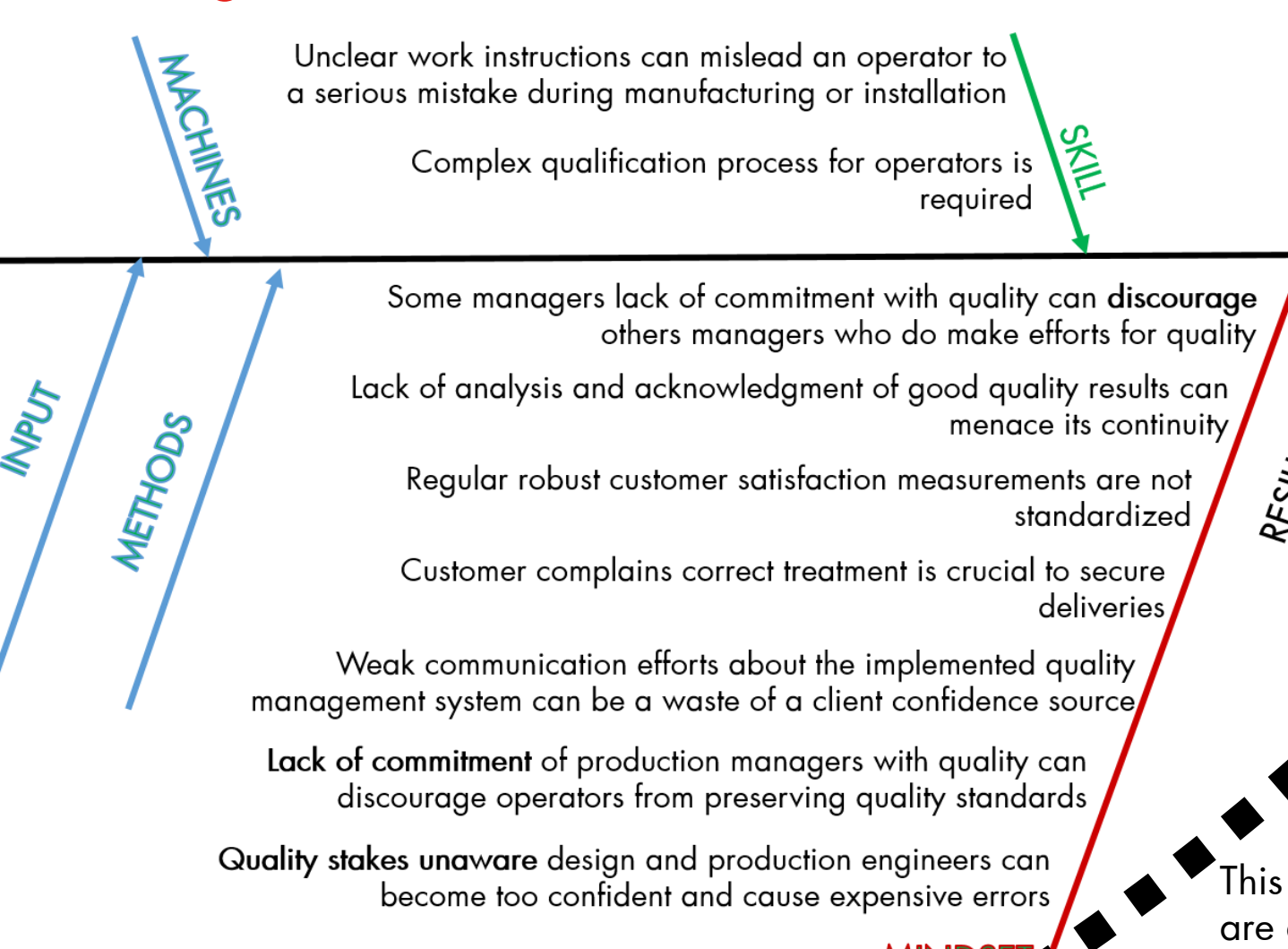


The Magnitude of Risk in HV projects



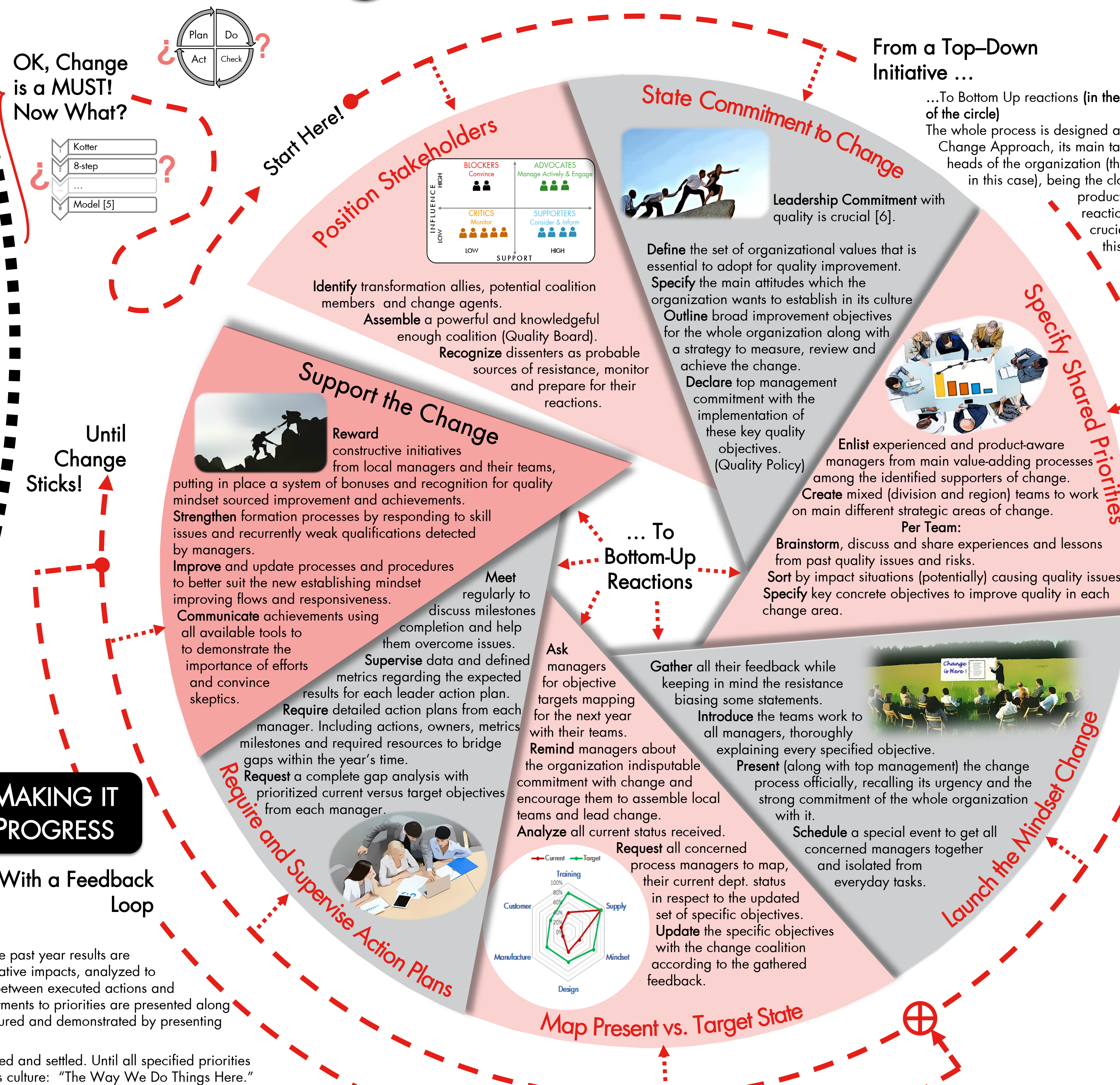
- High **Severity** consequences in case of defaults as a result of the cost and size of products and services produced.
- Increased **Occurrence** probability because of frequent redesigns and original design modifications.
- Intrinsic default **Detection** challenges are due to the nature of special processes on HV Cables manufacture.

Dealing with Risk: A Mindset Matter



Thus the process can be also seen under a "PDCA" Perspective! [6]

2 7 STEPS TO A QUALITY MINDSET



4 FOR A QUALITY-WISE ORGANIZATIONAL CULTURE

A collective mind, set in mode: "deliver quality to customers through minding all the process risks"

A Widely Accepted Structure of Concrete Improvement Priorities

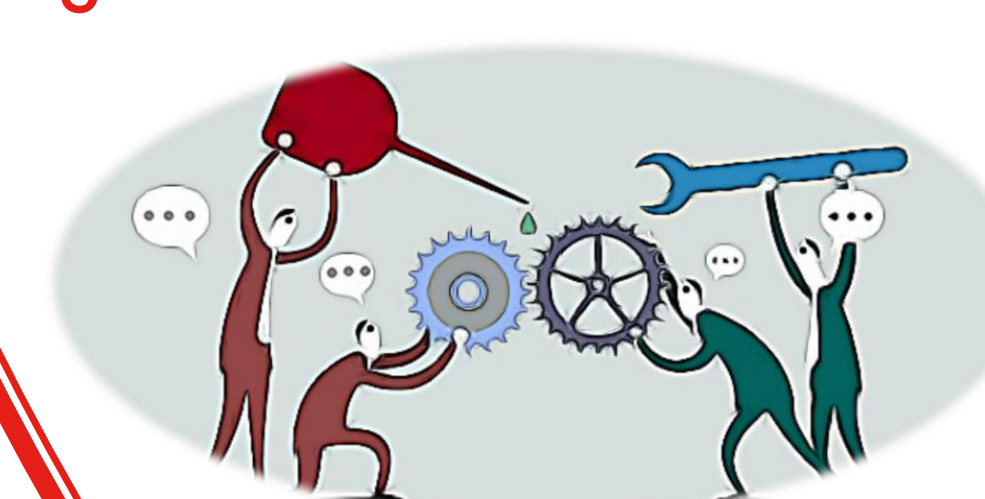
Self-assessment capable and built collectively with the contribution of transverse teams and the wide feedback from all managers that will later execute the improvement actions.



Empowered Managers Leading Change Teams Across the Organization

Each value-adding process manager becomes the leading agent for transformation. Engaging himself and his team with detailed next-year goals. Developing a detailed action plan to achieve the vision including material and immaterial resources needed.

A Central Quality Board Supporting Change Leaders As Internal Customers



A central coalition for change (the Quality Bard) leads and coordinates the whole process from the highest level of the organization. Becoming a supplier of change support resources for every change leader and its team, while analyzing their results to improve the whole change process.

REFERENCES

- [1] European Commission, "ENERGY UNION AND CLIMATE ACTION," 01-Feb-2017.
- [2] Europacable, "Electricity Transmission of Tomorrow - Underground and Subsea Cables in Europe."
- [3] Norme, "NF EN 9100, Système de Management de la Qualité, Exigences pour les Organisations de l'Aéronautique, l'Espace et la Défense", Ed. Afnor, www.afnor.org, Apr 2010.
- [4] KOTTER, John P., et al. "Leading change: Why transformation efforts fail." 1995
- [5] Norme, "NF EN ISO 9001- Systèmes de management de la qualité- Exigences." Ed. Afnor, www.afnor.org, Oct-2015.
- [6] Christoph Roser. "PDCA-Multi-Loop.", 13-Mar-2016.