

Leveraging Quality and Systems Thinking: A Team of Leaders

Overall Purpose

The purpose of forming an electricity Team of Leaders to pursue quality thinking and knowledge is to prepare the next generation of utility leaders for the transformation of the electricity sector, which faces dramatic changes in the decades to come.

This will be accomplished by providing:

- advanced quality and system transformation education, practices and knowledge;
- research into best practices (e.g., case studies, standard Failure Modes and Effects Analysis); and
- an annual conference where leaders share uncommon knowledge regarding system transformation.

The accelerating pace of change in the electricity sector creates the need for an organization similar to the Institute for Healthcare Improvement (<http://www.ihf.org>). IHI's mission is to avoid harm, reduce waste, accelerate the adoption of leading practices and teach leaders to innovate. IHI has had a dramatic impact on the health care industry by establishing concepts for improving patient care and helping health care systems implement those ideas. Examples include the Mayo Clinics and the reduction of post-operative infections and post-ventilator pneumonia.

2011 Activities

The goal for 2011 is to motivate five to 10 utilities to move forward with a broader industry quality initiative modeled after the Institute for Healthcare Improvement. These leaders will leverage advanced quality methods, thinking and tools to transform their organizations and create smart grid programs into ones that dramatically improve electricity system performance and eliminate waste in operations. This will be accomplished through a series of projects that target three levels of personnel within the partner utility organizations: executive, senior management and key staff.

The scope of work could include:

- Executive level — possible series of learning sessions with the Honorable Paul O'Neill to integrate quality thinking into the utility mission and vision
- Strategic level — quality learning sessions with senior managers to leverage quality education to improve smart grid strategies
- Tactical level — identify specific smart grid projects and use quality education/methods to develop the project. Each project would include:



REDEFINING QUALITY IN THE AGE OF SMART GRID:

CONSUMERS AS PARTNERS IN TRANSFORMATION

DECEMBER 8 AND 9, 2010



- an initial three-day quality education and project definition session;
 - four weeks to complete assignments from first training session, gather inputs, metrics and baseline design documents;
 - second three-day education/design meeting to develop concepts;
 - four weeks to complete designs; and
 - a final presentation to management.
- A quarterly presentation to executives by teams. The Galvin Initiative would take results from all of the projects and put together a lessons learned/bundled practices document to be shared with participating utilities.
 - A second annual conference including a “Super Bowl,” where:
 - teams would share results with each other;
 - winning teams would be selected and a Super Bowl winner would be declared; and
 - bundled best practices would be shared with all participants.