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Understanding the relationship between goal alignment and continuous improvement initiatives in Toronto's technology sector



Abstract

Today's world is out-of-ordinary. The changes taking place in it are incalculable, speedy and immediate, short-lived, volatile, and unpredictable. Businesses – whether they like it or not – don't have any other preference except to be part of this change. Most of the business patterns and practices, paraphernalia and modus operandi, and tools which used to be a magnet for highest on-the-cards praise in the past don't exist any-longer. This rapid-change has changed the ways of engagement between consumers and suppliers. Consumers are now more familiar with their proximate, well informed, and hold the key of triumph or collapse of any organization. Organizations - while understanding the importance of change and ever-changing requirements of their customers - are transforming the ways how they function. Various business improvement methodologies – such as lean, six-sigma, re-engineering, agile, business process management, and others – are being tried in all sectors world-over with an aim to provide quality-with-speed to the customers. Organizations are experiencing this new-type of journey – meant to deliver what is being asked - challenging and demanding. Improvement programs – being initiated by organizations – are substantial, out of which greater-part don't make-the-grade and the minority thrives. The main objective of this dissertation was to find the reasons why many improvement initiatives fail. The focus was to identify the relationship between unclear and misaligned goals and the outcome of a cross-functional improvement initiative. This study after analyzing responses received from study-participants concluded that unclear and misaligned goal is a barrier to successful completion and implementation of a cross-functional improvement initiative. This study provided meaningful insight toward the fact that unclear and misaligned goals also result in longer completion time, higher cost, and lack of coordination and motivation between teams.