

# Exploring the Emergent Quality Management paradigm

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Development of successful production systems are full of conflicting forces; initiatives that seemingly are conducive for one line of work can be a constraint for another line of work. By using alternative perspectives on such dilemmas, this paper present ideas on how these could be managed in organizations. There are a number of challenges in terms of dichotomies that seems to be a key for future innovative quality improvement in operations. The dichotomies are part of four interrelated processes that together constitute the central elements of a production system. To aim for stability or for change is the dilemma for the production process, the process of production and distribution of offerings and solutions. Control and creativity is the dilemma for the innovation process, the creation and implementation of new offerings and solutions, while exploitation and exploration is the dilemma for the knowledge creation process, and efficiency and effectiveness for the value creation process. Thus, the ambidexterity of having both parts of the dichotomy at the same time seems to be a paradox. The paper suggests the Emergent Quality Management (EQM) paradigm as an alternative perspective with guidance, examples and practical solutions to these dilemmas recognizing the dichotomies as mutually dependent.