

# Organization Development Quality Improvement Process: Progress Energy's Continuous Business Excellence Initiative

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## Abstract

*As the recession intensifies, many organizations are rethinking their work processes for both efficiency and quality enhancement. Even though executives describe the battle to contain costs, productivity and productivity confidence are reportedly on the rise. The most commonly cited factor was not downsizing; it, was redesign of work process, followed by quality and/or continuous improvement efforts, strong leadership and employee engagement. (Blanchard, 2007; i4cp, 2009, September; i4cp, 2009, January; Rigby & Bilodeau, 2009).*

*Strategies that identify and remove blockages (Six Sigma) and excesses (lean work management initiatives) have become embedded in the public and private sectors. This study of Progress Energy's Continuous Business Excellence strategy summarizes the process documentation and improvement process utilizing an organizational development model of continuous quality improvement (CQI), resulting in a streamlined process, training manuals, new online process update procedures, and substantial cost savings and avoidance. Implications for managers are provided. (145 words)*