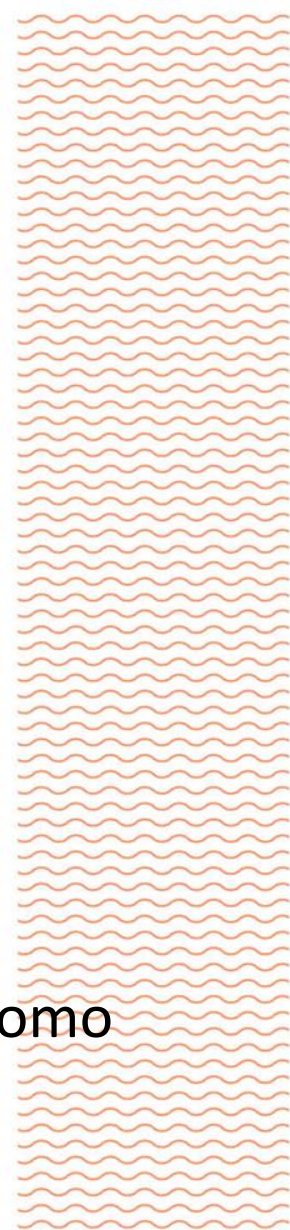


Quality Standards vs. Frozen Action Modes in R&D

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Frozen action Mode

- Leaping between possible action modes is a vital rescue move for R&D projects
- Frozen action mode
 - not considered or done leaping from current action mode to a more appropriate one on time, in the face of an obvious gap between the expected and the actual results

Quality Standards vs. Frozen Action Modes

- Quality standards are considered beneficial
- When a need for leaping to an alternative action mode occurs, acting stringently according to quality standards may harm

Method

- History of 52 projects
 - Leaping from one action mode to an alternative one
 - The reason for the leaping. For every event the project manager and the system engineer identified the reason for the leaping
 - The implementation of quality standards (1-5)
 - Frozen action mode (1-5)

Results

Implementation of quality standards	Frozen action mode level (1 frozen, 5 not frozen)	The probability of frozen action mode
High success in implementation of quality standards	1	0.27
	2	0.49
	3	0.20
	4	0.01
	5	0.002
Total		1.0
Medium success in implementation of quality standards	1	0.04
	2	0.26
	3	0.55
	4	0.11
	5	0.01
Total		1.0
Low success in implementation of quality standards	1	0.0008
	2	0.006
	3	0.09
	4	0.42
	5	0.47
Total		1.0

Discussion

- Implementing quality standards intensifies frozen action mode in R&D projects
- Freezing within an action mode (Kobo-Greenhut et al., 2014)
- Implementation of quality standards must be established with a methodology that will ensure leaping when requires