

# Quality Management Organizational Leadership

# Organizational Leadership

- Managers are necessary; **leaders** are essential.
- Leadership is of the Spirit, compounded of personality and vision. Management is of the mind, more a matter of accurate calculation, statistics, methods, timetables, and routine. (Field Marshall Sir William Slim)
- “You can lead a horse to water, but you can’t manage him to drink.” (unknown)

# Organizational Leadership

**1 Leadership**

**2 Strategic Planning**

**3 Customer and Market Focus**

**4 Measurement, Analysis, and Knowledge Management**

**5 Workforce Focus**

**6 Process Management**

**7 Results**

**'leadership triad'**



**'results triad'**



# Organizational Leadership

- Leadership
  - “Are we making progress as leaders?”
  - <http://www.quality.nist.gov/>

# Organizational Leadership

- 1.0 Leadership
  - 1.1 Senior Leadership
    - How do your senior leaders lead?
      - Describe how senior leaders guide and sustain your organization.
      - Describe how senior leaders communicate with employees.
      - Describe how senior leaders encourage high performance.

# Organizational Leadership

- Leadership
  - 1.2 Governance and Social Responsibilities
    - How do you govern and address your social responsibilities?
      - Describe your organization's governance system.
      - Describe how your organization addresses its responsibilities to the public.
      - Describe how your organization ensures ethical behavior,
      - Describe how your organization practices good citizenship.

# Organizational Leadership

- Leadership's overall aim should be to create a system in which everyone may take joy in their work. Deming
  - Why should people do their job?
    - Fear
    - Financial Incentive
    - They want to
  - Which do you think is the most effective?

# Organizational Leadership

- What do you want your employee to do tomorrow that is different from what they are doing today?
- How will you encourage people to create value for your organization?



# Organizational Leadership

- Deming's System of Profound Knowledge
  - Appreciation for a System
  - Knowledge of Variation
  - Theory of Knowledge (use of information)
    - How do we know?
  - Knowledge of Psychology

# Organizational Leadership

- Mistake 1:
  - To react to any fault, complaint, mistake, breakdown, accident, shortage as if it came from a special cause when in fact there was nothing special at all, I.e. when it came from the system: from random variation due to common causes.
- Mistake 2:
  - To attribute to common causes any fault, complaint, mistake, breakdown, accident, shortage when it actually came from a special cause. **Deming**

# Organizational Leadership

- Nothing will happen without **change**. Your job as a leader is to manage the change necessary.
- The human body runs as a whole. Should a company run in pieces?
- Management of systems requires knowledge of the inter-relationships between all the components within the system and of everybody that works in it.
- Know what needs to be done, Have the tools to do it, then do it right the first time. **Deming**

# Organizational Leadership

Establishing a Quality Culture

–‘GETTING THEM TO LISTEN’

And eventually...

–‘GETTING THEM TO **CHANGE**’

# Organizational Leadership

- Leadership of Change

- CHANGE Cycle

- Stage I: Denial

- Stage II: Anger & Blame

- Stage III: Bargaining

- Stage IV: Sadness and depression

- Stage V : Acceptance

IT CAN TAKE 18 months to go through all cycles !

# Organizational Leadership

- Leadership of Change

- CHANGE Cycle

- Some go through in one breath!

- “ I don't believe it! That really burns me up that they would do something like that! But I'll be OK as long as I can keep away from their nonsense. But you know, I'm so burnt out that I can hardly come to work and I'm exhausted at the end of the day! Oh, well, what can you do?”

# Organizational Leadership

- Leadership of Change
  - CHANGE Cycle

It's normal to go through all steps!

It's when you get stuck in one step when problems occur!

# Organizational Leadership

- Implement leadership (Deming):
  - Does the operator know what he/she is supposed to do?
  - Does the operator have the means to determine whether or not he/she is doing the job correctly?
  - Does the operator have the authority and the MEANS to correct the process when something is wrong?
- What are the answers to these questions?
- Whose fault is it really?

**Juran**



# Organizational Leadership

- Value Driven Leadership
  - Aligning the goals of individuals.....
  - with the goals of the job.....
  - with the goals of the department.....
  - with the goals of the division.....
  - with the goals of the corporation.

# Organizational Leadership

- Visible, committed and knowledgeable
- Missionary zeal
  - effect change      **YOU MUST CARE DEEPLY.**
- Aggressive targets
  - set goals, reward meeting those goals, look for larger gains, think differently
- Strong drivers/measures
  - drive change through strong measures:
    - cycle time, zero defects, 6 sigma

# Organizational Leadership

- **Communication of values**
  - translating the mission and vision
- **Organization**
  - structure the organization to support improvement
- **Customer Contact**
  - leadership must be accessible to the customers
- **Recognition**
  - recognize meeting goals, do so in a timely fashion, give people a sense of closure

# Organizational Leadership

- Communication
  - Is the exchange of information and **UNDERSTANDING**.
    - how to tell other what you are thinking
    - how to get past filtering
- Communication downward cannot work because it focuses on what we want to say.

# Organizational Leadership

- **Communication:**
  - in the recipients' language and perception
  - from the recipients' point of view
  - with feedback mechanisms
  - agree on the meaning of the code

# Organizational Leadership

- Leadership Virtues
  - Humility
  - Seeking the Best for Others
  - Expecting Excellence
  - Integrity
  - An Indomitable Spirit
  - Impatience with the Status Quo
    - Mary Kay Ash

# Organizational Leadership

- Culture:
  - a pattern of shared beliefs and values that provides the members of an organization with rules of behavior or accepted norms for conduction operations. It is the philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that are shared by employees and define an organization.

# Organizational Leadership

- To establish a culture:
  - Signal the organization
    - Walk the Talk
      - “They never listened to what I said, they always watch what I do.” Eisenhower
  - Focus
    - Create Alignment with strategies and objectives
  - Employee Policies
    - Create Alignment



# Organizational Leadership

- Creating Alignment
  - Does the employee know what he/she is supposed to do?
  - Does the employee have the means to determine whether he/she is doing the job correctly?
  - Does the employee have the authority and the means to correct the process when something is wrong?

# Organizational Leadership

- Different Leadership Styles
  - Directing
  - Consultative
  - Delegating
  - Participative

# Organizational Leadership

- How?

- Leadership

- Does our organization have the understanding, commitment and participation of our leadership?
    - How will our organization's leadership maintain effective communication?
    - How do the actions of the organization's leadership support an effective organization?
    - What kind of management practices are rewarded or punished?

# Organizational Leadership

- How?
  - Strategic Planning
    - How do leaders communicate values, directions and expectations throughout the organization?
    - How will leadership communicate the strategic plan and its necessary actions to all levels of the organization?
    - Has the organization's leadership converted the strategic objectives into deployable action plans?

# Organizational Leadership

- How?

- Strategic Planning

- Does the organization's leadership use key performance measures to monitor the organization's action plans?
    - Does the organization's leadership understand the need for alignment between the strategic objectives, goals and action plans?
    - How does the organization's leadership ensure alignment between the organization's strategic objectives, goals and action plans?

# Organizational Leadership

- How?

- Customer and Market Focus

- Are the leaders of the organization readily available to meet with the organization's customers?
    - Do the leaders of the organization understand how vitally important it is to meet with the organization's customer?

# Organizational Leadership

- How?

- Measurement, Analysis, and Knowledge Management

- How do the organization's leaders analysis and use information?
    - What measures of performance do the leaders use?
    - How is feedback received concerning measures of performance?

# Organizational Leadership

- How?
  - Workforce Focus
    - Do organizational leaders support and implement organizational policies and reward systems suited to an effective organization?
    - How does leadership maintain effective communication with all levels of the organization?
    - How does organizational leadership create an environment for innovation, agility and organizational as well as employee learning?



# Organizational Leadership

–How?

- Process Management

- How does leadership integrate process improvement into organizational activities?
- How do leaders use organizational performance findings to improve their own leadership effectiveness?

# Organizational Leadership

- How?

- Results

- How do leaders review organizational performance and capabilities to assess organizational success and competitive performance?
    - How do leaders use measures of performance and key indicators established in the strategic plan to measure the success of the business in terms of business results?