

Leading Through Quality

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Agenda

- Why Quality and Leadership?
- Exercise - Group Take-aways
- Exercise - Characteristics of Leaders
- Are Leaders Born or Developed?
- Concept of Leadership
- Traits of Best In Class Leadership
- Maslow's Hierarchy of Needs
- Leadership Skills Curve
- Leadership and the Quality Engineer
- Goal Types
- Why are Goals so Important?
- FQS Information
- Questions

Why Quality and Leadership?

- Natural progression on past ASQ Cincinnati presentations
 - Using Baldrige to Build a High Performance Organization (Sept. 2006)
 - Quality Gurus and Error Reduction (Oct. 2006)
 - Selling by Non-Sales People (Nov. 2006)
- Typical images of “Quality Leadership”
 - Experts (Deming, Juran, Taylor, Crosby)
 - Business leaders (Bill Gates, Henry Ford, Jack Welch)
 - Slogans (“When it absolutely, positively has to be there overnight” or “Quality is Job One”)
 - Even individuals like Tiger Woods and U2’s Bono using their success and wealth to contribute back to their communities
 - Poor leadership quality shown through recent corporate scandals

Why Quality and Leadership?

- Quality Engineers, Managers, Directors are in a unique position
 - Often report directly to leadership team or are team members
 - Typically involved with almost all areas in a company
 - Learn about company strengths/weaknesses through audits & investigations
 - Lead process improvement and corrective action activities
 - Integral part of customer satisfaction programs
- Areas where Quality personnel can excel
 - Learn and practice “soft” skills (leadership, management, goal setting)
 - Get others involved by coordinating across work groups & departments
 - Be proactive in identifying opportunities for improvement
 - Be a solutions leader
 - Be a communicator

Group Take-aways

Questions raised by the group and discussed during presentation

- Definition of Quality
- How to lead those above you or outside your company
- The difference between leading and following
- How to lead although inexperienced in quality role
- The difference between a leader and a manager
- Managing quality in spite of production conflicts and priorities or cost
- Managing often unrealistic schedules

Characteristics of Leaders

Some characteristics identified by the group:

Motivational
Inspirational
Caring Listener
Responds
Visionary

Organized
Sets Priorities
Trustworthy
Dedicated
Planner

Open Door Communications
Restless Dissatisfaction
Pushes Back on Management when Needed
Communicates Well at All Levels in Company
Open Door Communications

Are Leaders Born Or Developed?

This question resulted in a lively discussion, but in the end it appeared that all agreed:

People are not born with Leadership Skills

Leadership Skills are developed over time
as a result of situational learning, personalities,
environmental effects, etc.

(So we all have the ability to learn these skills!)

Concept of Leadership

- **Visionary** - strategizing, planning, goals, action steps
- **Coach** - ordinary people can achieve extraordinary results
- **Mentor** - walk the talk, share experience and knowledge
- **Motivator** - attitudes, learning, behaviors
- **Director** - establishes direction, aligns resources
- **Authority and Power** - not necessarily mutually inclusive
- **Collaborator** - pooled knowledge, shared knowledge
- **Team Builder** - diversity, accountability, trust
- **Communicator** - active listening, empathy, non-verbal

Traits of Best In Class Leadership

Visionary:

- proactive, can-do approach
- goal oriented
- constant improvement (personally & professionally)

Able to:

- motivate & influence others
- solve problems
- make informed decisions
- balance org tasks & relationships
- making tough decisions



The
Highly
Effective
Leader

Committed to:

- ethics and doing what is right
- integrity and trust

Understanding of:

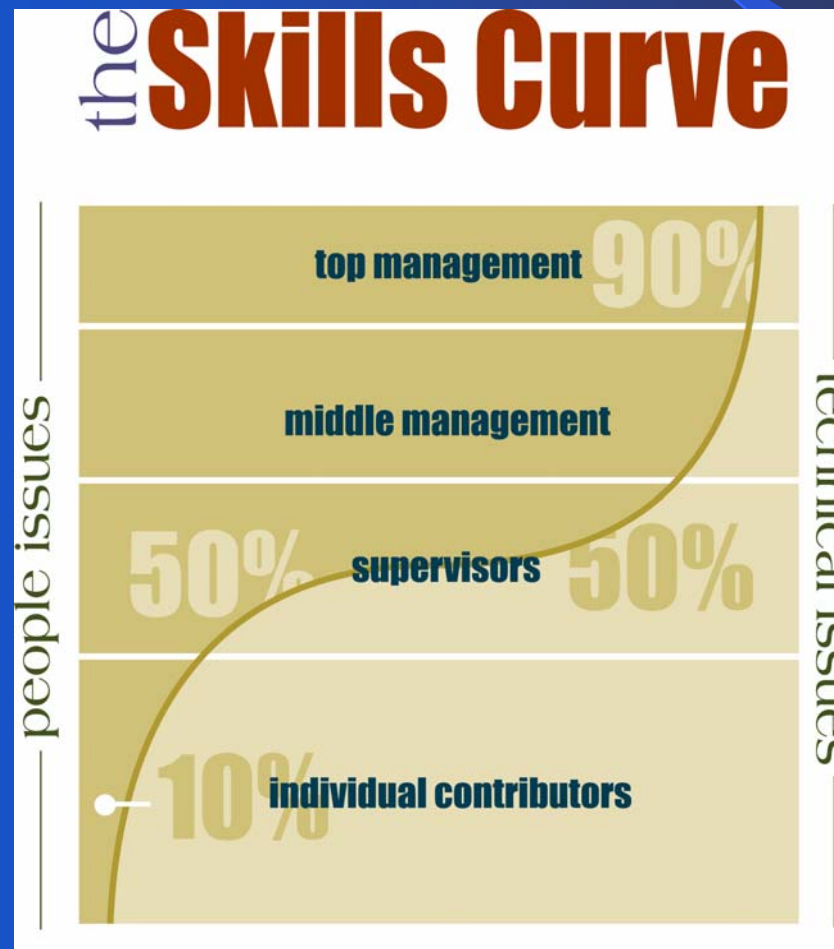
- personal capabilities
- capabilities of others
- impact of actions
- the art of leadership

Maslow's Hierarchy of Needs



Leadership Skills Curve

Illustrates the increased importance of effective people skills as management careers progress



Leadership and the Quality Engineer

Discussed examples where using some of the leadership qualities identified earlier made significant impacts on:

- quality perception inside and outside company
- production yields
- customer satisfaction
- employee involvement and communication
- troubleshooting, investigation and rework time
- cost reduction

Goal Types

- Short Range
- Long Range
- Tangible
- Intangible
- Balance Work and Personal Life
- S.M.A.R.T.
 - Specific
 - Measurable
 - Attainable
 - Realistically High
 - Target Date Identified

Why are Goals so Important?

“You Miss 100% of the shots you never take.”

Wayne Gretsky

(Help you focus on the target, drives action)

“Continuous improvement is better than delayed perfection.”

Mark Twain

(Small, incremental steps build momentum, confidence)

Focused Quality Solutions

Has the experience and proven tools to help you integrate:

Operations

- Strategic Planning and Quality System
- Customer Satisfaction Program and Continuous Improvement
- Supplier Management and Repair Management Programs
- Key Performance Indicator Dashboards, Metrics Collection and Analysis
- Process Documentation, Mapping and Improvement
- Employee Surveys based on Malcolm Baldrige Criteria

Personnel Development (group or one-on-one)

- Supervisor, Management, Leadership, Sales, Customer Service
- Goal Identification and Action Plans, Time Strategies
- Assessments
 - Build Team Effectiveness by understanding individual behaviors
 - Improve Communication by identifying personality types
 - Identify Growth Opportunities

Questions?

“When it comes to the future, there are three kinds of people:

Those who make it happen,

Those who let it happen,

Those who wonder what happened!”

John M. Richards, Jr.