

The Human Side of Quality

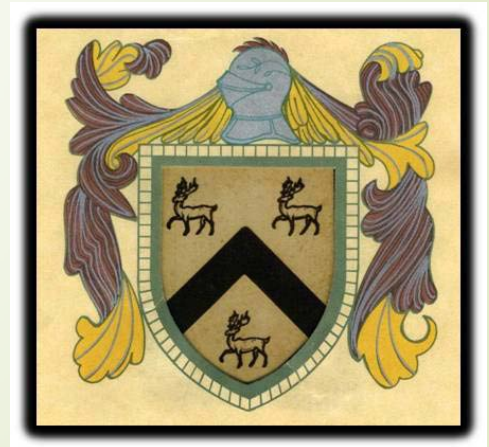
Quality Science, You, and Creating a Culture of Trust

A Presentation Prepared and Presented by Don Swift*

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Presentation Highlights

- ▶ The Business You and I are In
- ▶ What I Believe Your Role in the Organization Is
- ▶ A Culture of Trust – What is It? and How Will I Know When I See It?

- ▶ Researchers have made huge strides in understanding human behavior and motivation over the past decade.
 - ▶ Few businesses actually apply these discoveries when strategizing for improvement or even retention of “star” employees
 - ▶ The result: companies are missing opportunities for growth and revenue because they do not understand the impact of human nature in the workplace.

The Goal

- ▶ The goal is clear, implement and sustain a performance excellence system with the understanding that it will make money.
- ▶ A senior management team intent on improving its organizational practices has a choice of models to emulate. They can follow the 18th century model and ask, “Who should we involve?” or they can go directly to the 21st century model and ask, “Who can we afford to exclude?” And, the answer is “Nobody!”
 - ▶ 100% involvement in any continual improvement, or performance excellence, effort is essential. How do we get there?

The Business You and I Are In

- ▶ I have been on a bent lately about calling my profession's activities what they are:

▶ Quality Science

- ▶ Why a Science? Well.....
 - ▶ Science Noun:
 - ▶ The intellectual and practice encompassing the systematic study of the structure and behavior of the physical and natural world through observation and experiment. i.e., *"the world of science and technology"*
 - ▶ Synonyms: branch of knowledge, body of knowledge information, area of study, discipline, field, i.e. *"the science of criminology"*

The Business You and I Are In

So, then I thought about the things we do for our organizations. I was surprised by how much there was, but not shocked.

I have put some of that together on the slides to follow.

This is not an exhaustive list, but one meant to give the “flavor” for our everyday activities. Sit back and enjoy.

The Business You and I Are In

► Planning:

- Requirements fully defined
- Risk analysis conducted
- Requirements planned and realized
- Requirements realized, and detail defined and verified
- Requirements realized, defined, verified, and validated

The Business You and I Are In

➤ Control

- Requirement features further defined into form, fit and function details
- Process capability requirements measured and placed under control
- Make/buy decisions and supplier selection, risk analysis and qualification
- Process controls developed and implemented
- Measurement and testing activities defined as to the how, what and when defined and controlled
- Documentation requirements defined and implemented

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The Business You and I Are In

► Production

- Standard work defined, trained, and controlled – risk analysis conducted
- Process controls activated and monitored
- Measurement and testing activities activated, realized, and documented
- Production proceeds at takt time with all operational activities to ensure continued capability placed into motion

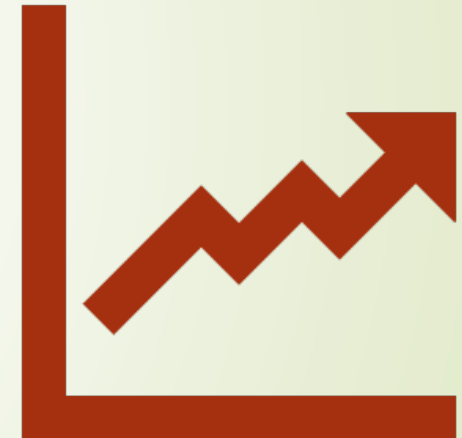
The Business You and I Are In

➤ Delivery

- Product packaged, labeled, shipped, and delivered per order on time
- Customer feedback received
- Risks and opportunities assessed
- Continuous improvement placed into motion

➤ Post Delivery

- Products invoiced and paid
- Product realization costs calculated
- Production costs compared to monies received from the customer



The Business You and I Are In – Things We Simultaneously Manage

Project Management

- Quality Engineering activities (Quality Planning)
- Risks and opportunities analysis
- Measurement System Analysis
- Verification and Validation Activities
- Specific customer requirements
- Product Capability exercises
- Supplier development

The Business You and I Are In – Things We Simultaneously Manage

➤ Training and Competency

- Standard work development
- Skill level training
- Competency testing
- Supplier communication, training, coordination, and auditing
- Interactive communication activities

➤ Improvement

- Measurement analysis and summaries
- Corrective action
- Management Review
- Continual improvement

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So, Where Am I Going With This?

- It's about who I think you are in the organization.
- I have talked a lot about The Human Side of Quality now for the last 5 years.
- I started with discussing the merits of competency.
- I moved on to various levels of engagement.
- But, now I see its about Leadership. The Human Side of Quality is really about the leadership you and I bring to it.

Leadership

- ▶ It's a leadership issue. In 1988 The Malcolm Baldrige Award scoring criteria made leadership worth 150 points. How can we do anything without the leadership?
- ▶ And, as time has passed we have learned even more about the importance of Leadership. Today's Malcolm Baldrige criteria has 630 points out of 1000 to be gained through leadership questions.
- ▶ Leaders must see every employee as being integral to the overall improvement process and adopt a theory of "self-actualization" for all. The formula is simple:
- ▶ Quality + Leadership = Performance Excellence
- ▶ This is what W. Edwards Deming was getting to when he said two things: 1) management is the problem, and 2) the principle thing that is wrong is the system.

Leadership

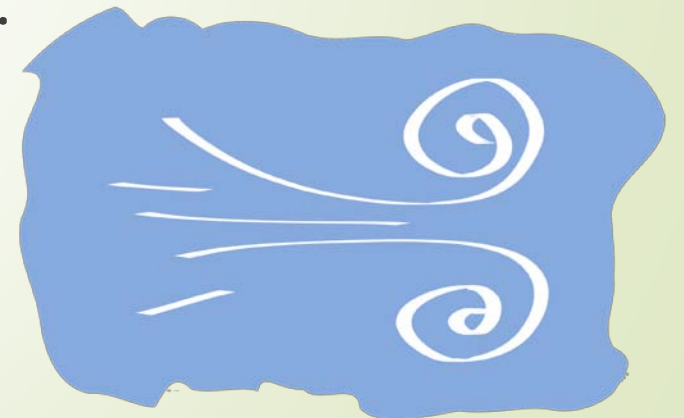
- Leadership is the essential ingredient.

- Leadership involves:
 - Mission
 - Vision
 - Values
 - Persuasion
 - Modeling
 - A sense of Excellence
 - Patience
 - Inclusion
 - Knowledge

Leadership is about people.
Leaders lead people into
an ownership of the
company's purpose.

Leadership and Culture

- ▶ And, when we believe that Leadership is the key to overall employee engagement, then we can begin understanding engagement as a culture
- ▶ Engagement does not exist at its highest level without trust. And, trust is a fleeting concept.



Leadership and Culture

► Trust:

- Consistency,
- honesty,
- inclusion,
- knowledge,
- equality,
- shared responsibilities,
- shared benefits,
- shared consequences,
- loyalty (internally and externally),

"You can buy someone's time, you can buy someone's physical presence at a given place, you can even buy a measured number of skilled muscular motions per hour or day. But, you cannot buy enthusiasm, you cannot buy initiative; you cannot buy loyalty, you cannot buy devotion of hearts, minds and souls. You have to earn these things."

-Clarence Francis

Leadership and Culture – How do I know if when I see it?

- Talent in Leadership
- Shared responsibilities
- Enthusiasm
- Discretionary effort
- Participation in creative effort
- Deep concern for the customer

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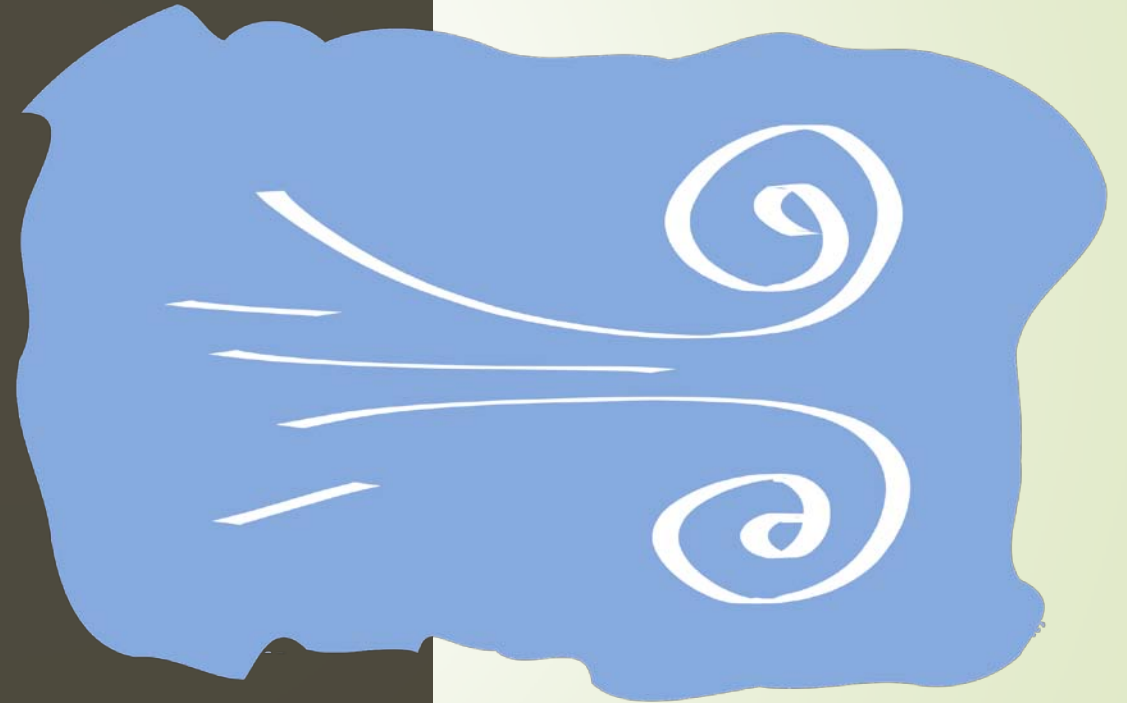
-Clarence Francis

High Trust Culture - How Will I Know It When I See It?

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- ▶ Who has seen the wind?
- ▶ What do we know about the wind?
- ▶ We know about its effects.

- ▶ Who has seen culture?
- ▶ What do we know about culture?
- ▶ We know about its effects.



How Will I Know It When I See It?

- Trust is the fruit.
- The culture is what bears it.
- The real Human Side of Quality is to understand what it takes to grow the trust tree.



Quality Science and Creating the Culture of Trust

- ▶ As leaders in our profession we must:
 - ▶ Know our science
 - ▶ Take the lead in implementing our knowledge
 - ▶ And, learn how to cultivate the culture of trust.
- ▶ Most of our education and training should be spent studying people and what will make them become engaged and remain that way.
- ▶ When we can successfully combine the sciences (Quality and Human Relations) we will truly understand the Human Side of Quality.

Questions

