

LEADERSHIP

“Leadership is lifting of man’s visions to higher sights, the raising of man’s performance to a higher standard, the building of man’s personality beyond its normal limitations”.

Introduction:

The success of quality management is to a greater extent is influenced by the quality of the leadership. Peter Drucker, the eminent management thinker and writer quotes: “Leadership is lifting of man’s visions to higher sights, the raising of man’s performance to a higher standard, the building of man’s personality beyond its normal limitations”.

Leadership is the process of influencing others towards the accomplishment of goals.
Leader

triggers the will to do, show the direction and guide the group members towards the accomplishment of the company’s goal.

CHARACTERISTICS FOR LEADERSHIP

- The customers first.
- Value people.
- Built supplier partnership.
- Empower people.
- Demonstrate involvement/commitment.
- Strive for excellence.
- Explain and deploy policy.
- Improve communication.
- Promote teamwork.
- Benchmark continuously.
- Establish system.
- Encourage collaboration.

LEADERSHIP ROLES

1. Producer role.
 2. Director role.
 3. Coordinator role roles.
 4. Checker role.
 5. Stimulator role.
 6. Mentor role.
 7. Innovator role.
- Negotiator role.

LEADERS

- Ø Shape the Organization's value
- Ø Promote the Organization's value
- Ø Protect the Organization's value and
- Ø Exemplifies the Organization values

CHARACTERISTICS OF QUALITY LEADERS

1. They give priority attention to external and internal customers and their needs.
2. They empower, rather than [search control](#), subordinates.
3. They emphasize improvement rather than maintenance.
4. They emphasize prevention.
5. They emphasize collaboration rather than competition.
6. They train and coach, rather than direct and supervise.
7. They learn from the problems.
8. They continually try to improve communications.
9. They continually demonstrate their commitment to quality.
10. They choose suppliers on the basis of quality, not price.
11. They establish organizational systems to support the quality effort.
12. They encourage and recognize team effort.

LEADERSHIP CONCEPTS

A leader should have the following concepts

1. People, Paradoxically, need security and independence at the same time.
2. People are sensitive to external and punishments and yet are also strongly self - motivated.
3. People like to hear a kind word of praise. Catch people doing something right, so you can pat them on the back.
4. People can process only a few facts at a time; thus, a leader needs to keep things simple.
5. People trust their gut reaction more than statistical data.
6. People distrust a leader's rhetoric if the words are inconsistent with the leader's actions.

THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE:

1. Be Proactive
2. Begin with the End in mind
3. Put First Things First
4. Think Win – Win
5. Seek First to Understand, then to Be Understood
6. Synergy
7. Sharpen the Saw (Renewal)

ROLE OF SENIOR MANAGEMENT

1. Management by Wandering Around (MBWA).
2. Strategy of problem solving and decision making.
3. Strong information base.
4. Recognition and Reward system.
5. Spending most of the time on Quality.
6. Communication.
7. Identify and encourage potential employee.
8. Accept the responsibility.
9. To play a role model.
10. Remove road blocks.
11. Study TQM and investigate how TQM is implemented elsewhere.
12. Establish policies related to TQM.
13. Establish 'priority of quality' and 'customer satisfaction' as the basic policy.
14. Assume leadership in bringing about a cultural change.
15. Check whether the quality improvement programmes are conducted as planned.
16. Become coaches and cheer leaders to implement TQM.
17. Generate enthusiasm for TQM activities.
18. Visit other companies to observe TQM functioning.
19. Attend TQM training programme.
20. Teach others for the betterment of society and the surroundings.

STRATEGIC QUALITY PLANNING

Goals – Long term planning (Eg : Win the war)

Objectives – Short term planning (Eg : Capture the bridge)



Goals should

- Ø Improve customer satisfaction, employee satisfaction and process
- Ø Be based on statistical evidence
- Ø Be measurable
- Ø Have a plan or method for its achievement
- Ø Have a time frame for achieving the goal
- Ø Finally, it should be challenging yet achievable

SEVEN STEPS TO STRATEGIC QUALITY PLANNING

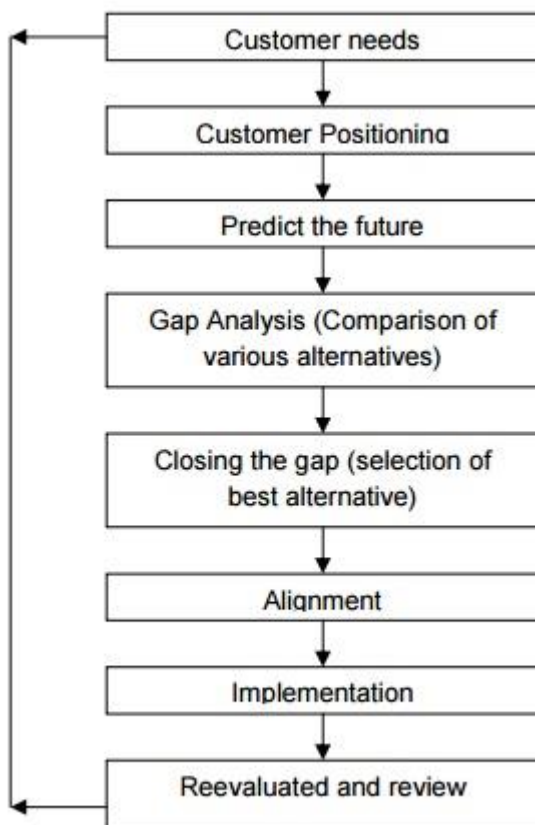
In order to integrate quality with the strategic planning process, a systematic and sequential procedure has to be adopted. There are seven basic steps to strategic process planning. They are

Step 1. Customer Needs

The basic step is the identification of customers and their wants and needs. An organization must seek its customers' requirements, expectations and assess future trends before developing a strategic plan.

Step 2. Customer Position

The second step requires the planners to determine its positioning with regards to its customers. Various alternatives such as whether the organization should give up, maintain or expand market position should be considered. In order to become successful, the organization should concentrate and consolidate its position in its areas of excellence.



Step 3. Predict the Future

Next, the planners must predict future conditions that will affect their product or service: To help predicting the future, the tools such as demographics, economic forecasts, and technical assessments or projections may be used.

Step 4. Gap Analysis

In this step, the planners must identify the gaps between the current state and the future state of the organization. This concept is also known as ***value stream mapping***. For identifying the gaps, an analysis of the core values and concepts and other techniques may be used.

Step 5. Closing the Gaps

Now the planners should develop a specific plan to close the gaps. This process is also termed as ***Process improvement***. By assessing the relative importance and relative difficulty of each gap, planners can close the gaps.

Step 6. Alignment

Now the revised plan should be aligned with the mission, vision, and core values and concepts of the organization. Organization should embrace quality as an essential ingredient in their vision, mission, and objectives.

Step 7. Implementation

In order to implement the action plan, resources must be allocated to collecting data, designing changes, and overcoming resistance to change. Also the planners should monitor and assess the result of the strategic plan.

Since quality is a continuous improvement process, one has to reassess and renew the strategic plans periodically. So it is a cyclic process. Figure summarizes the strategic planning cycle.