

Quality Mindset

Part 3 of 3
A Quality
Perspective



Agenda

Word-views:-

How you see Quality.

Culture of Quality

How peers see the Quality
Department

How do you see quality and Quality ?

- What is your “Culture of Quality ?”
- Creating a Culture of Quality...has a number of pillars.

Harvard Business Review,
2014, Ashwin Srinivasan
and Bryan Kurey



QUALITY



Why CoQ ?

A company with a highly developed culture of quality spends, on average, \$350 million less annually fixing mistakes than a company with a poorly developed one.



Leadership emphasis

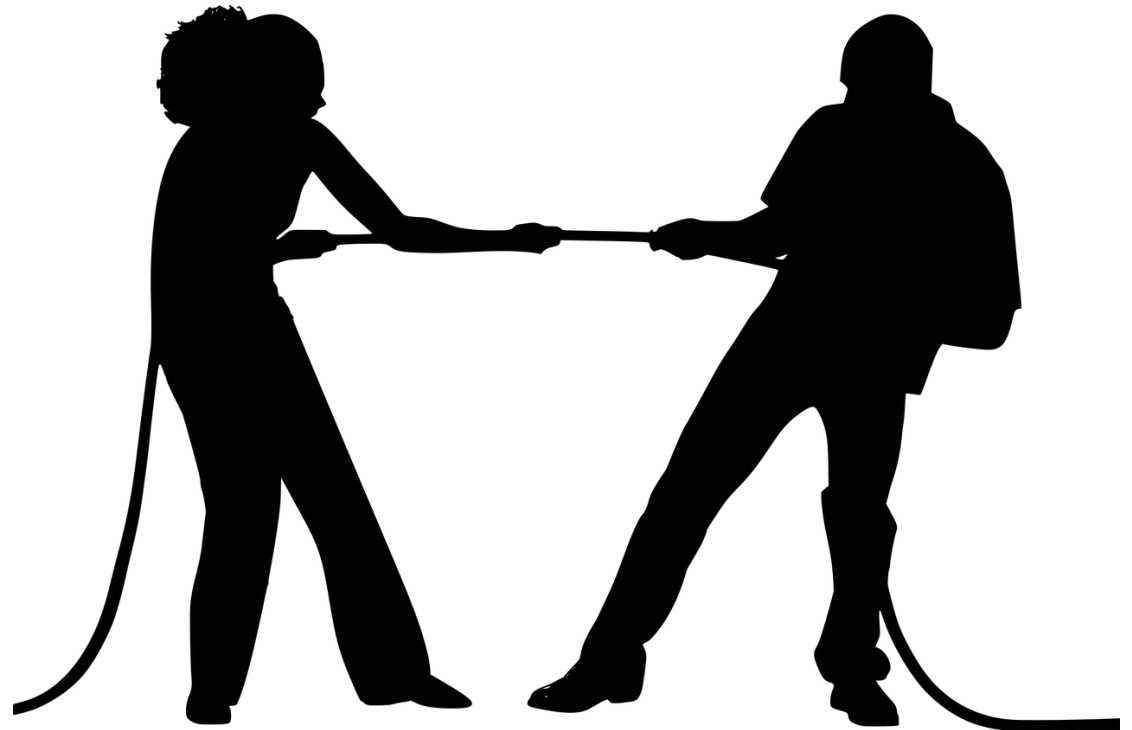
- Managers are told that quality is a leadership priority.
- Managers “walk the talk” on quality.
- When evaluating employees, bosses emphasize the importance of quality.

Things to consider...

- Is there an individual at board level specifically charged with quality ?
- Is quality front and centre during company Town Hall meetings ?
- Is this an agenda item at your departmental / team meetings ?

How do other functions see the Quality organisation ?

- Enforcers ?
- Mentors ?
- Trainers ?
- Facilitators ?
- Pedantic ?
- Pleasure to work with ?



Leadership
styles... of
which there
are many

Servant Leadership

Do you consider that the Quality organization is there to serve its partners ?

Servant leadership is about focusing on individual's **needs** – not their feelings. Don't avoid making unpopular decisions or giving constructive feedback.

Servant Leadership

- Listening.
- Empathy.
- Healing.
- Awareness.
- Persuasion.
- Conceptualization.
- Foresight.
- Stewardship.
- Commitment to the growth of people.
- Building community.

11 THEMES OF SERVANT LEADERSHIP

CALLING

DO PEOPLE BELIEVE YOU ARE WILLING TO SACRIFICE SELF-INTEREST FOR THE GOOD OF THE GROUP?

AWARENESS

DO OTHERS BELIEVE YOU HAVE A STRONG AWARENESS FOR WHAT IS GOING ON?

STEWARDSHIP

DO OTHERS BELIEVE YOU ARE PREPARING THE ORGANIZATION TO MAKE A POSITIVE DIFFERENCE?

LISTENING

DO PEOPLE BELIEVE THEY HEAR THEIR IDEAS AND WILL VALUE

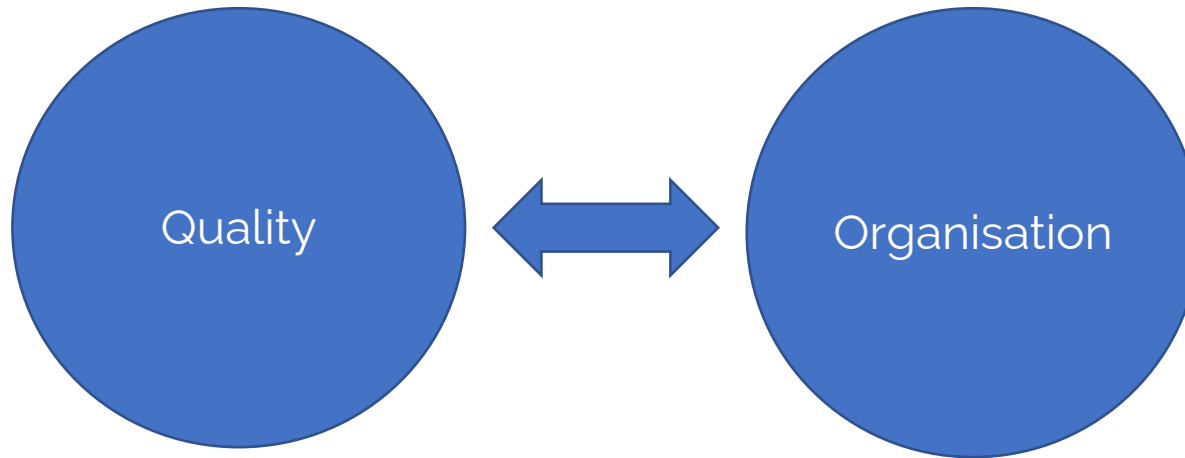
PERSUASION

DO OTHERS FOLLOW YOUR LEAD BECAUSE THEY WANT TO AS OPPOSED TO BECAUSE THEY HAVE TO?

GROWTH

DO PEOPLE BELIEVE YOU ARE COMMITTED TO HELPING THEM GROW AND DEVELOP?

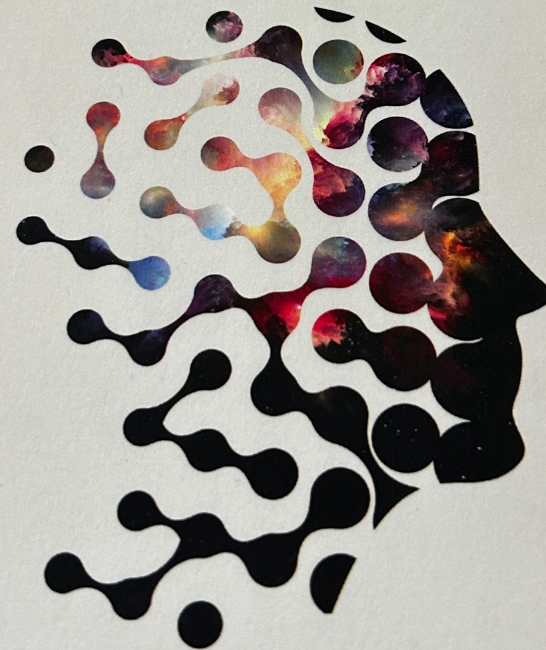
How do you influence change in complex, moving environments



There are **no** answers but there are **approaches** that will help

Approaches
to help from
Jennifer
Garvey
Berger's
research

UNLOCKING
HOW TO THRIVE
LEADERSHIP
IN COMPLEXITY
MINDTRAPS



Jennifer Garvey Berger

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Stanford
QUEST

Influence rather than Control.

- Complex systems **cannot** be controlled
- Humans – and leaders **like** to be in control.
- When we cannot control the big things, we try and control the small things.

Stress / Anxiety = Change, Interconnectedness,
Lack of Control (Complex Systems)

Often it is easier to Influence than Control...

- You may want your teenage daughter to not be out at night. You'd rather she bring her friends home.

But can you control that fully ?

- You can influence the outcome – with maybe greater success - by creating an environment that encourages her to bring her friend's home. Eg: a quiet area to socialise, giving them privacy, snacks, access to tv, music etc.



Direction v Destination

- Any transformation of a Quality organization is an journey that is never complete.
- There will be delays, pauses and bumps in the road.
- It is often more important to focus on ensuring the business is moving in the correct **direction** rather than specific metrics.
- Even slow incremental change can result in significant change over time.



Foster environment for Outcomes

It is better to attempt to foster an environment to support the outcomes you want rather than focusing on forcing the outcomes to happen specifically.

- Diversity
- Creativity
- Innovation
- Empowerment
- Collaboration
- Agility



Experiment to find out v Experiment to confirm

- Usually a machine-thinking approach is to experiment to test an hypothesis.
- In the world of complexity hypothesis testing is **meaningless** as the relationship between cause and effect **does not** hold.
- It is better to experiment to better **understand** the system and to test ideas and approaches.

Accept that there are no simple stories.

- All humans have a process of simplifying the world through story telling.
- We often oversimplify how we got to where we are and how we going to get to the future state we want.
- We often use historical approaches to situations and run predetermined scripts.
- In the real world there are rarely simple stories, and we should dig deeper to understand the truth.

Questions v Answers

- You need to focus on finding the right questions rather than finding answers that fit what you believe.



Shackled by ego..

To transform a Quality organisation, you need to put your ego to one side.

Your primary focus is building an organisation that best serves your customers.

What do you want to be seen for and what do you want your organisation to become ?

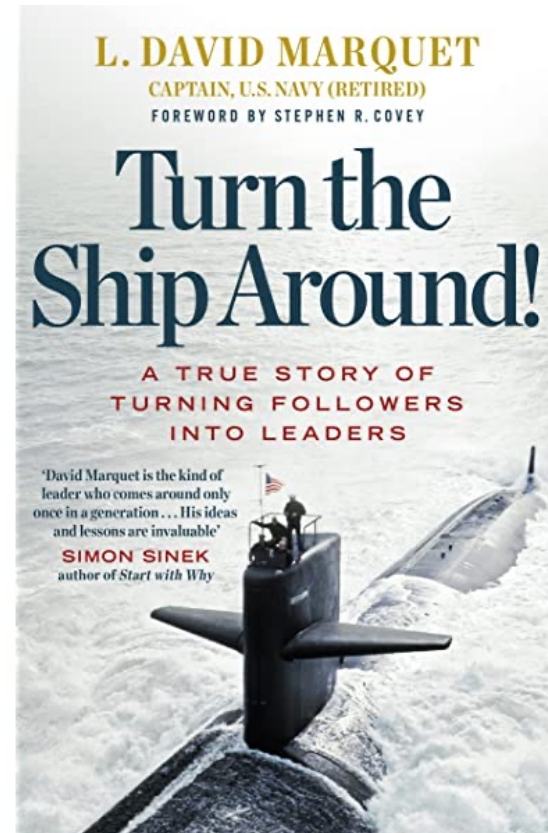


Looking for
agreement
robs you of
good ideas.

- There is often a desire to reach consensus and gain agreement.
- This often results in averaging of opinion and suboptimal solutions.
- Do not underestimate the value of creative conflict to deepen relationships towards a shared goal, and a way of getting better solutions and alternative approaches.

➤ Act your way to new thinking ?

- One view is to change actions and beliefs we need to change the inherent culture. This is hard to do quickly and it is difficult to turn on a tap of a different culture.
 - An alternate view is why not start encouraging how you want people to behave and act now and a new way of thinking will follow.
- “ Could we act and talk into a new way of thinking ? ”



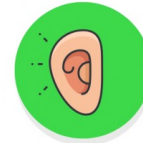
Message Credibility

- Messages are delivered by respected sources.
- Communications should appeal to them personally.
- Messages are consistent and easy to understand

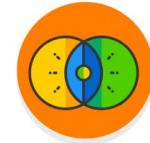
Just Culture



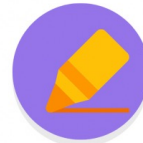
investigate for
safety



respect others
flatten hierarchies



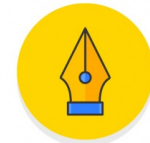
embrace different
perspectives



champion
innovation



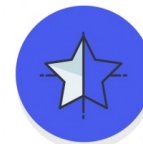
be fair
be consistent



seek improvement
welcome challenge



strive for learning
be kind



trust
encourage curiosity

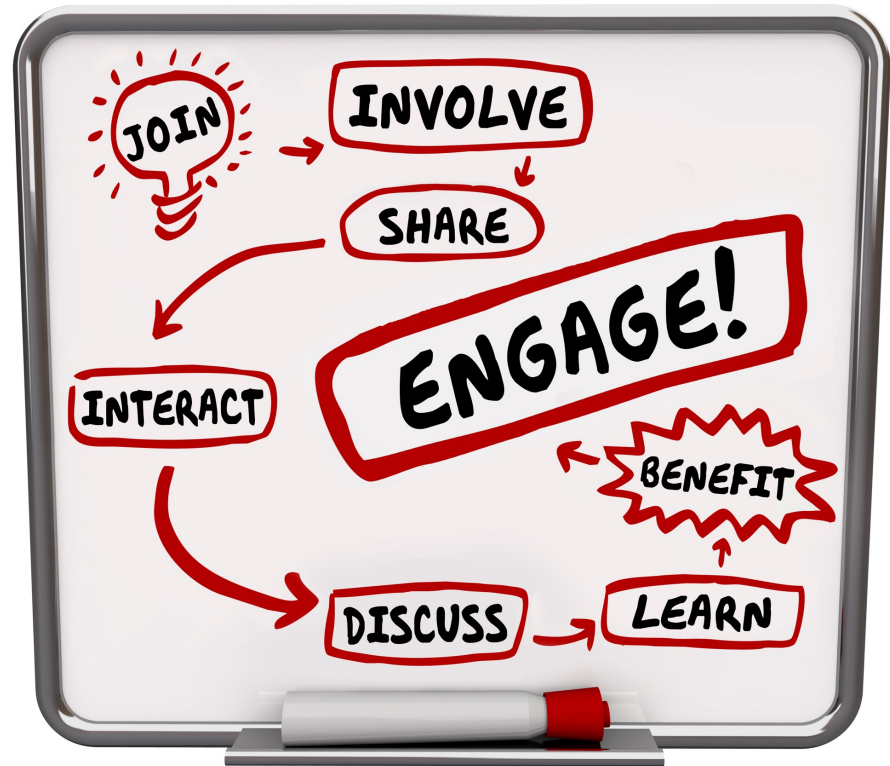


be transparent
embrace different perspectives

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Peer Involvement

- Most employees have a strong network of peers for guidance.
- Peers routinely raise quality as a topic for team discussion.
- Like members of a sports team, peers hold one another accountable.



Employee Ownership

- Workers clearly understand how quality fits with the job.
- Workers are empowered to make quality decisions.
- Workers are comfortable raising concerns about quality violations and challenging directives that detract from quality.



Mind-traps

| Mind-trap | Key Question | Key Habit |
|--|---|--|
| Your desire for a simple story blinds you to the real one. | How is this person a hero? | Explore three different stories. |
| Just because it feels right, doesn't mean it is right. | What do I believe? How can I be wrong? | Listen to learn, rather than listening to win or fix. |
| Looking for agreement robs you of good ideas. | Could this conflict serve to deepen a relationship? | Disagree to expand the solution set rather than agreeing to contract it. |
| Trying to take control strips you of influence. | What can I help enable? What would enable me? | Experiments at the edges. |
| Shackled by your ego to who you are now, you can't reach for who you will be next. | Who do I want to be next? | Listen to learn from yourself. |

From *Unlocking Leadership Mind-traps*, Jennifer Garvey Berger

**A Balanced
Quality
System**



**Managing
Change**



**Balancing
Risks**



**A Quality
Mindset**



People



Process



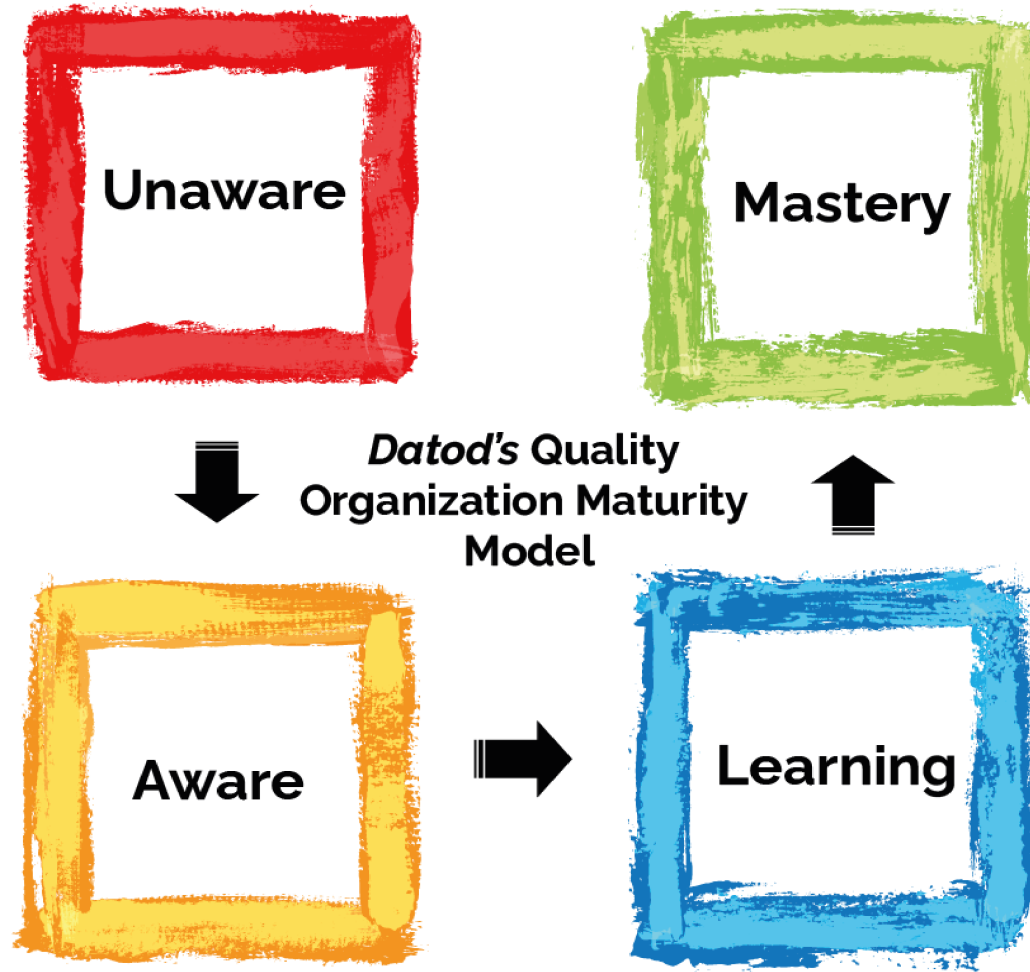
Technology



**Making the
QS work
for you**



Let's look at **Quality Mindset** through the 4 maturity levels.



Quality Mindset covers how your organization sees the world, itself and how others see it. Your Quality organization has a blinkered view of the world. It sees the world as a machine with inputs you can control and outputs you can verify. You have an engineer's approach to the world around you. The Quality organization has a very compliance focus. You see the Quality System as a collection of interconnected processes rather than as a system.



Those in the Quality organization may be unclear or having differing opinions on what the Quality System is actually for. There is an absence of a Culture of Quality and the concept of improvement limited.

The link between cause-and-effect is imbedded in all of the methodology of how you approach problem-solving. When plans deviate from expectation, you feel it is because you have not put enough effort into delivering them, rather than changing your approaches. As a result your organization may be continually fire-fighting the same types of issues again and again. Your organization is focused solely on quantitative forms of data. This means that other important signals may be overlooked.

There is limited Quality representation either at the Executive or Site level. There is little understanding of the Quality System's purpose and value across the business and generally seen by others to exist to meet a compliance need. To improve your Quality Mindset, it is important to broaden your perspective and consider other factors that may be affecting the outcome of your efforts. Additionally, continually articulate the purpose and value of the Quality System across the business.



- The Quality organization is viewed as a regulatory requirement.
- Your organization still approaches the world as if it were a machine, but is aware this may not be always appropriate.
- There is still a focus on quantitative facts rather than narrative data.
- Quality representation at all levels of the business is still limited.

Next steps:

- Continue to try to see the Quality System in a more holistic way.
- Begin understanding how the Quality organization can act as a complex adaptive system.
- Seek and understand qualitative data to help your understanding of the world.
- Start embedding Quality at all levels of the business.



Quality Mindset covers how your organization sees the world, itself and how others see it. Your Quality organization still has a rather blinkered view of the world but you are aware of the need to change. It sees the world as a machine with inputs you can control and outputs you can verify. You still have an engineer's approach to the world around you. The Quality organization still has a very compliance focus but awareness that it could do more.

There is some understanding of the Quality System's purpose across the business, but it is largely seen in place for regulatory reasons. Those in the Quality organization may still be unclear or having differing opinions on what the Quality System is actually for. There is an absence of a Culture of Quality and the concept of improvement still limited, but you understand this is holding you back.

Though the organization views the Quality System as a system of interconnected processes you do not always treat it as such. The link between cause-and-effect is a strong focus of their problem solving, though you are aware this relationship does not always hold.

When plans deviate from expectation your staff may feel frustrated. Data is focused solely on quantitative forms of data. They recognise more narrative forms of information but believe opinions are less important than facts.

There is Quality representation at the Executive level but not necessarily at all levels. As such the Quality organization may not be connected with the broader organization as it could be.

To improve you need leadership to articulate the value the Quality organization can bring and start embedding it at all levels of the business. You need to look at the Quality System more holistically and start exploring differing views of how the real world behaves.



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Quality Mindset covers how your organization sees the world, itself and how others see it. You are able to see the world in multiple ways: clear, complicated, complex or at times even chaotic. You may see the Quality System as a complex adaptive system.

You have awareness that the link between cause-and-effect may not hold and other approaches are needed to understand including observing for patterns and systemic causes. When plans deviate from expectation you easily course correct and adapt as needed. You use a range of data types to better understand the world. You view opinions as valid and as important as verifiable facts.

There is a broad understanding of the Quality System's purpose and value across the business. Your peers are generally satisfied with the support they are receiving from your organization.

There is Quality representation at the Executive and site level and Quality is becoming more integrated across the business.

Your Quality Mindset allows you to understand how the Quality System really works and how it can be used to improve business outcomes. It also allows for course correction when things change and adapt in a rapidly changing world. Your Quality Mindset enables your organization to be more agile, responsive, and effective in meeting customer needs.

To further improve you should train in frameworks that allow you to exploit the different ways you see the world and make wiser decisions based on situational context. Broaden the types of data you use to better understand whether you are delivering value to your customers. Continue championing the value the Quality organization can bring to the whole business.



- The Quality organization is focused on helping the business satisfy customer needs.
- Your organization approaches the world in multiple and equally valid ways
- There is good understanding of the role of the Quality System across the organization.
- There is Quality representation at Executive and site level.

Next steps:

- Continue to articulate the Quality System as a potentially complex adaptive entity.
- Train in frameworks such as the Cynefin framework to drive appropriate decision making based on context and need.
- Continue using a range of data types to better manage the Quality System and better position it to deliver value for all its customers.
- Continue articulating the role and value of Quality System across the organisation. Think of creative ways to do so and connect with the organization.



Quality Mindset covers how your organization sees the world, itself and how others see it. You are able to see the world in multiple ways: clear, complicated, complex or chaotic. are able to apply appropriate frameworks to better aid decision making.

You are able to see the Quality System as a complex adaptive system. You know which approaches to apply to gain better understanding. You expect all plans to deviate from expectation, but adjust accordingly. You use a range of data types to better understand the world.

There is a rich understanding of the Quality System's purpose and value across the business. The Quality organization sees itself as enabling all in the organization to do more effective jobs. It is seen as a go-to organization for better understanding the customer, continuous improvement and getting things done.

There is Quality representation at all levels of the business and Quality is involved in all key activities within the business.

A learning mindset embraces quality improvement as a journey with many opportunities for learning along the way. Your Quality Mindset is open to new ideas and approaches, willing to experiment and fail, and always looking for ways to improve.

Your Quality Mindset is knowledgeable and experienced, able to see the big picture and make decisions that take into account the complex systems in which we operate. A Quality Mindset at Mastery is a rare and valuable commodity that enables your organization to thrive in an ever-changing world.



- The Quality organization is focused on enabling everybody to do more effective jobs to better serve your customers.
- Your organization is able to see the world in different and equally valid ways.
- There is a rich understanding of the role of the Quality System across the organization.
- There is Quality representation at all levels of the business.

Next steps:

- Continue seeking ways to use multiple perspectives in order to support better decision-making and better satisfy your customers needs.

Summary

The world can operate at multiple levels, often simultaneously. Being able to recognize these and responding appropriately is the key to success. At times Quality needs to take a step back, at other times observe or experiment to understand. Certain situations require Quality to enforce control.

- As a complex adaptive system, a quality system can be unpredictable and changing. The comfort blanket of cause-and-effect may not be available.
- Understand the system by observation.
- Be able to differentiate the clear, complicated, complex and the chaotic.
- Make your decision making contingent on the presentation of events.
- Deciding not to act can still be the correct decision.
- Use the customer as your reference point for decision making.