PASCAS WORLDCARE

PASCAS TOTAL QUALITY

PTQ

TQM

"Peace And Spirit Creating Alternative Solutions"

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Pascas Total Quality PTQ

PASCAS TOTAL QUALITY:

It's a matter of putting lots of pieces together, in a systematic way, into a complete process.

To achieve this then we must focus on the management philosophy in our initial training and then follow with the techniques.

No matter how skilful we are in determining what needs to be done, we must address the over-arching issue of getting the employees to want to do it – with focus and enthusiasm. It must meld with their individual passions and desires. We must build quality in, not inspect it in.

We represent a new organisation, new leadership, new empowerment, new ways to install quality-consciousness, and new incentives to enable every employee to embrace being committed to eliminating defects at the source – and to continuous improvement in every process and every activity.

Individuals and organisations define PTQ in terms of employee involvement and cross functional teams; or statistical process control; or the use of tools such as quality function deployment; design of experiments; and other structured problem solving problems. All could be considered an element of PTQ, but neither individually nor collectively do they capture the concept of Pascas Total Quality. The unfortunate result is that many are convinced that their view of TQM is correct and complete and cease to pursue any deeper understanding.

Pascas Total Quality truly is a cultural change. It involves a change in both the stated and un-stated rules which govern the behaviour and beliefs of an organisation. Adopting new techniques, tools, or programs such as problem solving working groups can be important – but in themselves do not represent cultural change. The critical difference is that unless we modify the stated and un-stated rules that govern behaviour, we will not achieve the required cultural change. Pascas Total Quality (PTQ) can make a significant difference, but all of us need to exert the effort to understand it.

We need a broader holistic focus when it comes to how one should achieve quality orientation and performance throughout the organisation – in every nook and cranny.

Quality is a serious and difficult business. Like finance, it has to become an integral part of management.

We at "PASCAS WORLDCARE" are to embrace **PTQ** with all our resources and energy.

KEY POINTS:

❑ Feelings are our guide – firstly, embrace one's feelings, these are to lead us in all we are to do and, secondly, our feelings are the sources of all truth, we are fully self-contained.

❑ Pascas is a universal demonstration on how one may embrace a way of living that is 'Feelings First'.

❑ Pascas is the home for all peoples to be able to become aware of 'Feeling Healing', and further should one consider to do so, to embrace Divine Love and so embrace one's 'Soul Healing'.

❑ Those working with Pascas (in any capacity) are to be encouraged to take responsibility for their emotions and explore their childhood suppression and repression.

❑ Feeling Healing is the way to free one's true personality, one's soul based true identity, It is about freely expressing what one feels that is truly come from their soul which is always in truth.

❑ **What needs to be impressed, and even told to people, is that this is very important and something that will be of great benefit to them – to their heart and soul, and will help them uncover within themselves and for themselves, and all through their own feelings, all the answers they are seeking. So it will be well worth putting in the time on the mind or feeling level.**

❑ This is about enabling one's feelings to be empowered through one's mind, not the other way around. Our feelings are always in truth. Embrace your feelings and then engage with your mind in how to implement one's feelings.

❑ Otherwise we are just projecting our mind construed erroneous emotions onto all visitors and how can you teach that which you are not practising.

❑ It is very important that everything is done that is harmonious with love and harmonious with truth – that is, from one's soul, and also allow each person to deal with their emotions.

❑ Everyone is enabled to deal with their emotions whilst doing their work. They are free to express their feelings, in fact encouraged to do so.

❑ The outcome is to do with the people involved rather than the product.

❑ Everything must be harmonious with truth and love, and when we are in truth, then it is with love.

❑ The goal of this organisation is presenting to the world as much truth as we possibly can, but doing it in a manner that every body who comes in contact with the organisation is given the opportunity to following the truth of it, should they so please.

❑ The outcome is the people involved rather than the product that is being given away. The focus of management is to ensure that everything is done in a loving manner and done in such a manner that it does not taint the product that is being given away, by how everything operates and how everything works behind the scenes.

❑ If you cannot do it lovingly then you presently cannot do the job.

- ❑ The first thing to focus upon is what is going on emotionally, if there is some kind of conflict within the organisation / entity, itself, this needs to be resolved in harmony with love and truth.

- ❑ It is the intention to have everyone within the organisation engaged with following the truths that they are distributing.

- ❑ At times you will feel very frustrated and upset, and you will have other emotions that you will need to work through. That is your law of attraction assisting you in your growth.

- ❑ Whenever the transaction becomes unloving to leadership, whatever you are doing, at that moment, you may be taken off that assignment. You may be taken off you until either you get to a point where you are actually loving again, or otherwise.

- ❑ Leadership may be very uncompromising with regards to the principals of love and truth. It is very important, that when someone intends to come into these operations that management is focused upon the principals of love and truth.

- ❑ There is no expectation for reward. And there is no expectation to be noticed for what is and has been done. And there is no expectation to be glorified, though some will acknowledge the great job done and tell you so.

- ❑ This is very, very different to an organisation that the goal may be money-centric or some other type of goal.

LIVE FEELINGS FIRST

Our Intelligence is Soul based. The capabilities of discernment, e.g., by kinesiology muscle testing, expand only with the growth of our Soul's intelligence. Upon conception, the creation of both our Spirit Body and Physical Body occurs, bringing forward our unaware Soul to start our journey. Upon death of the Body, the brain dissolves. The mind continues to grow in the Spirit Body until we progress through the 7th sphere into the 8th sphere at which point we are 'born again', one with God, entering the Celestial Realms, and the mind is no longer. Our soul intelligence grows as does our soul expands with the ever increasing infusion of Love from God.

To liberate one's real self, one's will, being one's soul, is begun by embracing Feeling Healing, so as to clear emotional injuries and errors. With the Divine Love, then one is also Soul Healing. We are to feel our feelings, identify what they are, accept and fully acknowledge that we're feeling them, express them fully, all whilst longing for the truth they are to show us.

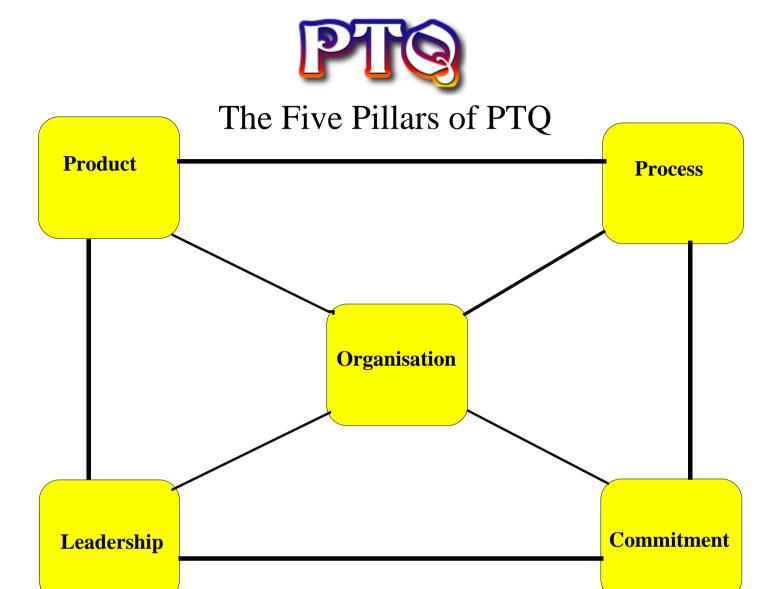| Natural Love Flow	Divine Love Flow
Natural love is Creation's love;	Divine Love is Soul's love.
One can swap back and forwards between paths	
I am God	I am God's son / daughter / child
Intellectual	Emotional
Self reliant (trust myself)	God reliant (God relationship)
Self-determination way of life	Soul-spirit living harmony
Mind dominates	Soul dominates
Adult like	Child like
Control	Feeling
Millions of paths (man created)	Defined path (God created)
Peak possibility is 6th sphere	Peak possibility is infinity
time to complete path:	(sphere / mansion world are the same)
100 years to over 1,000 years	5 years to over 10 years to at-onement

When your soul is in the job – now you can accomplish a lot of things! 20 Mar 11

By living true to ourselves, true to our feelings, we are living true to God. It's that simple.

The Five Pillars of PTQ

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Product ———————————————————— Process

                    Organisation

Leadership ———————————————————— Commitment
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Product is the focal point for organisation purpose and achievement. Quality in the product is impossible without quality in the process. Quality in the process is impossible without the right organisation. The right organisation is meaningless without the proper leadership. Strong, bottom-up commitment is the support pillar for all the rest. Each pillar depends upon the other four, and if one is weak, all are.

PTQ (TQM) is a **total** approach to put **quality** in every aspect of **management.**

Reference: The Five Pillars of TQM by Bill Creech

A viable TQM program must meet four criteria if it is to succeed. First, it must be based on a *quality mindset* and *orientation* in all activities at all times, including in every process and product. Second, it must be strongly *humanistic and loving* to bring quality to the way employees are treated, included and inspired. Third, it must be based on a decentralised approach that provides *empowerment* at all levels, especially at the frontline, so that enthusiastic involvement and common purpose are realities, not slogans. Fourth, however named, it must be applied *holistically* so its principles, policies and practices reach every nook and cranny of the organisation.

The organisation is the framework on which the entire management system depends for efficient operation. For that reason it more than anything determines the overall health and vitality of the system. Centralism's fixation on inputs and its reliance on excessive regulation depress the human spirit. As a result, the products of a centralised structure and system fall woefully short. In contrast, a decentralised structure facilitates leadership and unleashes creativity.

The scarcest resource available for vitalising a company is leadership.

Every business – and every other institution – has been using teams all along for ad hoc, non-recurrent tasks. But we have only recently recognised what our nomadic ice age ancestors knew: the team is also a principle for permanent structural design.

The best companies do the opposite to organising big. They are succeeding by turning big piles into little piles, not the other way around. A frequent remark at the bottom of a centralised system is "Somebody ought to do something about that!" In fact, those at the bottom are the ideal ones to do something about that – if only they were empowered to do so – as is the case of team structured decentralised companies.

Think big about what you can achieve; think small about how to achieve it. That's because you get things done through individuals and small groups of individuals. In structuring the organisation it's important to start from the point of view of the human spirit, and from the bottom up. Organising small, in a small-group and team context, creates far greater bonding, involvement and commitment.

Expect human intervention at the lowest levels – using creativity to react to changing circumstances. Each team has to be given unambiguous achievement responsibility, commensurate authority and uncluttered accountability. Achievements of those teams must be made highly visible and fully assessable in a comparative way. Recognition and reward are the primary tools for 'sending messages' to the entire company.

The team approach provides the flexibility, and the focus, to cope with constant change, shifting needs, and ever growing challenges from competitors. The best organisations use the team approach to stay agile and adaptable. They outthink, outplan and outmanoeuvre their opposition because they change and adapt from the bottom up, as well as from the top down. They have everyone involved to fullest possible extent. They achieve the competitive edge because everyone is helping to achieve it.

<u>CHANGING to a DECENTRALISED APPROACH BUILDS and SUPPORTS PTQ PRINCIPLES THROUGHOUT the ORGANISATION:</u>

The structure is based on *Teams* not *Functions*. The supervisory focus is centred on *Outputs* not *Inputs*. The work-accomplishment mindset is on the team *Product*, not on each person's job. That decentralised orientation affects every aspect of the management system operation and interaction – not only the structure, but also all facets of organisational character, culture, and climate. It takes the *human spirit* and the *human system* aspects into full account – in fact it's based on them – love. Its great and proven strength lies in the creation of new motivation and commitment among all employees and of proactive leadership from the bottom up.

A change from a centralised system to a decentralised management style has achieved productivity increases by as high as a whopping 80% and a doubling of capability.

You still have to get things done through people, and that's where all kinds of organisations make or break.

The decentralised systems of Honda and Toyota are quality-orientated, carried out through a team-based structure, is conceptually sound, human nature based, and highly effective. Its effectiveness is reflected in the spirit and commitment of the employees – and that, in turn, shows up in the superb quality and high productivity for which the Japanese have become famous. Now, let us all take this further.

Honda organises by teams, not by functions. The team approach is used in every activity, not just on the production line. Each of the team members is multiskilled. Every team has a leader. There is no gap between labour and management. Empowerment and ownership are real, not slogans. Honda pays close and continuing attention to all human system factors. Every team has goals that give meaning and substance to "continuous improvement". One finds measurement at all key product-process interface points. The results of those measurements and assessments are analysed comparatively with history, goals, like shifts and like teams. Scoreboards reflecting those results and standings are everywhere. The *objective feedback* to the employees is relevant, rigorous and rapid. **However, we want less competition to no competition within Pascas.**

As a result, leaders at every level display impressive, in-depth understanding of the subcomponents at each of the various assembly stages of their final product. That understanding and insight extend to all the attendant process issues, refinements, and subtleties. To ensure such detailed understanding at all levels – including the frontline – Honda trains, trains and trains some more, and special training emphasis is placed on *team leaders* at every level. You also see the famed Japanese quality mindset in every facet of every operation. **Education is fundamental to Pascas.**

Honda's *"just in time"* production arrangements extend well beyond component supply to virtually all aspects of its operations. They are highly efficient and especially skilled at cutting out excessive steps and cumbersome procedures. They "waste not, want not". For example, all scrap is collected for recycling into other products. All these features provide a pervasive air of excellence, reflected in everything from plant upkeep to the purposeful bustle of employees.

Each of the Honda principles and the methods used to carry them out are fully oriented to the customers, internal and external. The employees *build* the quality in – not *inspect* it in – at the various sub-component stages. They do it right the first time and every time to every possible extent. They analyse performance trends by teams, and strive continuously for even higher first-pass yield efficiency.

"Speak up and speak out" and *pay-performance link* are tools that abound within this decentralised management system and quality commitment. Prizes are given for providing improvement ideas. Go thirty days without being late or absent and you start drawing a bonus, day by day.

"Quality is not a cost issue." The real costs, the unseen and usually ignored costs, come from poor quality, which drives up costs by producing excessive scrap, rework, and warranty repair caseload. Beyond those, the high costs of customer disaffection, which drives down both profit margins and market share. It is imperative to use quality to drive costs down while simultaneously driving up product worth and market share.

The "quality principle" – factories are spotless – you can eat off the floor. All equipment is the same, and the technicians look just as sharp – reflecting the same quality consciousness. Cost-versus-value trade-offs and the importance of the quality mindset. The quality principle starts in the minds of employees. *Proud look* – spotless facilities and special work uniforms – once it was in place, quality and productivity soared. Make Quality a way of life.

Principles operate top to bottom. Decisions operate bottom to top.

By design, the team concept is the key factor in the manufacturing process and not only applies to small teams in the plant, but throughout the company. Every business is a factory – they all produce products of a sort. Each team is responsible for performing company and section objectives in areas such as quality, cost, production and safety. The team concept supports the basic attitude that the company belongs to each and every team member, not just management.

Team rooms are built in the plant – for team meetings, briefings and debriefings, and work breaks.

The pervasive use of goals, measurement and feedback to employees exists at all levels.

Multi-skilling is a key feature of team approach. All team members learn one or more additional skills related to their team's responsibilities. That provides greater flexibility, and allows team members to trade off to avoid boredom. A team concept with a broad job classification. Multiskilling makes the job more interesting and it makes the technician much more employable if they have to change jobs or relocate for some reason.

Open office structures result in manager's offices being used extensively for training sessions and other employee meetings. You use the openness to ensure a free flow of ideas, build involvement and trust, and avoid a huge gap in communication and perspective between labour and management. Open offices are an important way of making leaders, the most senior ones included, accessible and approachable, a readiness to listen with interest not aloofness.

WINNING BIG by ORGANISING SMALL:

If you can create teams of people who care about and trust one another and get leadership and commitment operating from the bottom up, you can create feats of quality and productivity that appear miraculous.

Quality management principles are to be applied everywhere in the organisation – to every aspect of every segment and every operation. The principles shape everything from system, to structure, to style – and everything in between, including human system factors – not just the tools of process improvement. To achieve this, a systematic program of formal training is needed.

With a TQM program, it is possible to attain levels of quality and customer satisfaction greater than all expectations. Work enjoyment is increased as a result of TQM methods. TQM requires a commitment to employees in education and training beyond levels ever considered before. A quality management program must be considered as a complete management system. Quality improvement teams, and indeed, all of the other parts of the TQM system are each well worth doing in their own rights, but, it is all of them working together in a systematic way that produces the dramatic results companies really want.

To provide leadership in the continuous improvement process, managers must foster a climate of mutual trust and respect. True quality improvement involves all employees working together in teams to search out the causes of various inefficiencies. This should be done on a daily basis so that quality improvement becomes an integral part of the way employees do their work. And it begins with the active involvement of every manager.

Team leaders, who are to play key roles, will see training as a key to their success, with emphasis on effective and unfettered communication. Teams are formed as the organisation building blocks, ranging in size from three to ten but as large as fifteen. Each team has a leader. Where feasible, the teams are made up of many disciplines. All feature multiskilling. Each team member is to be trained in up to three different jobs within the team's overall product responsibilities. Team members stay in one job for several months, but can then change to provide fresh challenges and opportunities. From this, a constant infusion of new ideas on how to improve the processes, along with greater flexibility will be achieved.

"Team outlook and team productivity orientation." It is to be common for the team members themselves to recommend changes in assignments when it becomes obvious that one team member is far more productive in one task than another. With a *Continuous Quality Improvement* program, great care is to be made to make the *ownership* and *empowerment* of the teams real. It can be done with team charters that spell out what the team can do, not what it cannot. Team members will develop a pride in their *ownership* of the problem and their *empowerment* to find the solution.

Each "upstream" team is a supplier and each "downstream" team is a customer. The quality is not left to inspectors. Each team has a direct and vested interest in the quality and delivery performance. Frequent face-to-face meetings iron out any problems and come up with interface and process improvements. In the same vein, the *"Manufacturing Improvement Teams"* will comprise representatives from all teams involved in any process or procedure of concern. They will meet on call to present and analyse recommended improvements of the interaction of the teams or of specific production processes. The representatives will brief their own team and thereafter keep them informed. A formal tracking and feedback mechanism follows up on recommendations.

The best way to prevent process breakdown is to organise in a way that gets everyone involved in

making processes better all the time.

The upkeep standards; it's important that we look professional as a necessary condition of being professional. Widespread use of goals, measurement and feedback is to be implemented. The omni-present achievement boards at the team level can be augmented by frequent overall achievement boards in common areas, such as the company dining room(s).

The quality mindset can be measured by the maintenance of the rear of the building and the garbage refuse areas. High standard in all things not only send a message to our customers, they send a message to ourselves.

Organisational building blocks are teams, not functions. The purchasing activity can be broken into teams or teams can be empowered with that function. Purchasing teams can be separated and located in the premises with the service teams they support. Thus the support people can be tied directly to the integrated group product and to the customer. It is a most powerful way to internet and integrate the organisation. This type of networking greatly improves the *mission identification* and *common purpose* of the support people – as well as their incentive to do a good job.

"To make it Happen". The message box, in which every complaint or suggestion placed in the box is to be answered. There is to be an open discussion period at "town meetings". **There must be ways to try out new ideas – ways that can help convince everyone whether they work or not.** Does it drive quality and productivity up or down? That objective appraisal considerably dampens the usual subjective debate regarding the worth of such appraisals.

The *common purpose* must be directed toward a high-quality product and a satisfied customer. If that can be accomplished with work rules the employees prefer, so much the better.

Getting "issue teams" together to brainstorm ideas for improvement and for intense interaction with the senior leaders who have the authority to make changes can be extended to include customers and suppliers in some of the soul-searching sessions.

Empowering of our people, the releasing of their creativity and ambition, the direct coupling of their jobs with some positive effect on the quality of a product or service. Their roles, responsibilities and rewards must become clear to them and to everyone.

On-the-spot bonus awards to teams and individuals that make a significant contribution beyond normal expectations is to be added to the reward system.

The bigger you are the better you get by organising small.

CHANGING CENTRALISED TO THE DECENTRALISED LEADERSHIP APPROACH:

Doing it right the first time, every time. When you don't have to do it over, it yields great mission efficiency, effort efficiency and cost efficiency.

Three essential points: *first:* The critical importance of decentralisation in the way you organise, to ensure a maximum in flexibility, responsiveness and feeling of ownership. *second:* The absolute necessity of getting leadership and commitment from everyone – and that means everyone. *third:* The power of quality in everything that we do.

The organise small approach creates motivation and pride – and crisp linkage between authority and accountability.

There must be clear-cut accountability. We must live with our own mistakes and we will make fewer all the time. Integrated ownership, authority and accountability at the lowest levels and the system becomes largely self-correcting. Let the doers do the thinking.

The internetting of teams, getting everyone involved in an integrated effort regardless of their specialty. When functions cannot be integrated within a team to which it supplies support, then lots of attention needs to be paid to their connectivity – their umbilical cords – to the integrated teams which they support. (Maintenance team for the X-ray diagnostic services.)

The direct linkage and face-to-face internetting with the people they supported allowed other steps to cut unnecessary steps and streamline the entire process. Paperwork can be reduced by 65%, and co-ordination greatly simplified. Responsiveness to customer requirements and the speed of response improves markedly.

Be situation aware. Most companies do not understand their competition as well as they could or should – as weighed against their own strengths and weaknesses. We must probe every competitor in the region and analyse their features.

We must use the entire cycle – *situation awareness, strategy, planning, tactics, training* – and use that action sequence for every product and product line.

We must take periodic wall-to-wall looks at all aspects of the "business of our business" and how it is being affected by changing market-place dynamics.

Programs have shown their increased capability that comes by freeing talented people from over-regulation and unlocking their native creativity and enthusiasm. Excellence in management will not and cannot emerge by legislation or directive. Excellence requires the opposite – responsibility and authority placed firmly in the hands of those at the working level, who have knowledge and enthusiasm for the tasks at hand.

PTQ
HOW WE DO IT

TQM
It Really Works!

PRODUCT: FOCAL POINT for PURPOSE and ACHIEVEMENT:

The product pillar provides essential conceptual and practical underpinning for the decentralised, leadership approach.

Product is the focal point for organisation purpose and achievement. It is in that broader conceptual construct that *Product* serves as one of the five essential pillars of successful TQM.

One's *job* is *self-centred;* the product is *group-centred.* Leaving that narrow focus in place is a sign of the failure to produce the bonding and teamwork on which a vibrant organisation depends.

A group-oriented product mindset is a focus for employee motivation. Everyone is building something in the way of a product or providing a service. It is in this sense that *all* organisations, their sub-elements and the individual employees within them have a *product.* We are to place great emphasis on each of those products as the focal points for the integrated efforts of the groups that *own* them with heavy emphasis on *product*-customer linkage.

A *common purpose* is essential for success. There is the purpose of the organisation – its mission and goals. But also at work are the varied purposes of the individual employees. These start with the need to care for themselves and their families. They go on to the desire and felt need for fair treatment, adequate compensation, appropriate recognition, professional surroundings, a harmonious workplace and an opportunity to advance. Most also harbour, consciously or unconsciously, the need to feel pride in their activities, their colleagues, their management system and their leaders.

If Leadership in the Information Age is anything, it is the creation, articulation and implementation of common purpose.

Teleocratic leadership, (teleos is the Greek word for purpose), leadership order by common purpose, is leadership that is future oriented, ever relevant, non-ritualised, non-habitual, always thinking and always human. There is no more effective way to ensure commitment than to give people the opportunity to achieve their own purposes while simultaneously achieving the purposes of a larger community of which they choose to become part.

To bring that about, a purpose oriented management system must replace the autocratic and bureaucratic systems of the past.

Organise small and become more agile and creative so as to handle the global competition or we will slowly perish.

As purpose is instilled and progress achieved, that will build pride and *professionalism*, which also are key ingredients of success. Quality in the product flows from quality in the collective performance – and that flows from pride and professionalism which employees feel and reflect.

The most elusive edge in the new global competition is the galvanising pride of excellence.
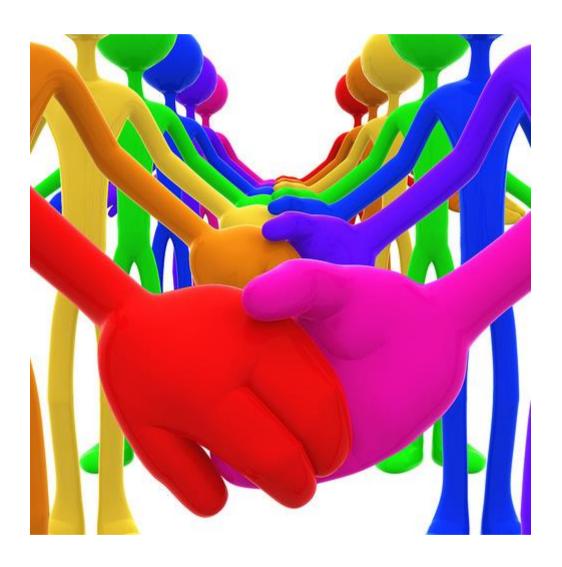
Whatever you believe the costs of poor quality to be, they'll be six times more.

People are affected by their surroundings, the way they're treated and the way they're led, either positively or negatively. *Human system's* rallies itself – *under changed policies* – to bring forth unrealised TEAM potential. That slumbering potential is always there.

Clean, clear lines of authority and accountability are required.

We are to create and sustain an improvement enthusiasm by identifying the product of each team and then by dissecting and refining the processes each will use in creating maximum efficiency and responsiveness with its product with techniques that involves using the product of each group as a definition point, focal point and rallying point.

Thus success lies in making each group's *product* the focal point for *purpose* and *achievement*. It also then serves as the logical rallying point for quality and *productivity*.

Feelings first

LIVE FEELINGS FIRST

PROCESS: ITS EFFECTIVENESS DETERMINES PRODUCT WORTH:

Determining the right process starts with appropriate planning and definition in a customer-product-process cycle.

The cycle that shapes the process can appropriately start nowhere else than with the customer's / patients / friends needs and wants.

If you don't know what you're trying to achieve with the product or service, it follows that the process will be equally unfocused. That applies to both goods and services.

All businesses need to pay intense and continuing attention to the entire customer-product-process cycle. And the cycle's key "product" step must lead not only to product / service conceptualisation but also to specificity.   Once those processes are specifically defined, disciplined execution is the next vital ingredient.   And that, too, depends on a clear definition of what is expected and the means of determining whether it is being achieved.

Shared disciplines facilitate teamwork and allow organisational flexibility. People can get to work faster – and more easily work together in new groupings – when they share a methodology, or planning and problem-solving framework. While different approaches might work equally well, the important thing in disciplined organisation is that everyone uses the same approach. People can stop wondering about how to get started, or arguing about whose way is better, and just get on with it. Teamwork goes up and costs go down in disciplined organisations. When people share a methodology, they can check each other's work and count on each other's results.   To do this effectively, however, they need performance data. Professional discipline is aided by measures that enable professionals to monitor and correct their own work.

It's in this context that adequate insight into customer needs, adequate product definition and full description of process parameters are so important.

You should have means of assessment both before and after product delivery. If it does not meet the company's expectations, the process needs to be fixed. If it meets the company's expectations but not the customer's, it's time to recalibrate the product definition. The workers can help in both cases. Indeed, the reason you need talented and well-trained people is so they can be *producers*, not just *processors.* When properly trained, focused and motivated, they provide the spirit and intent to a process that helps ensure a satisfactory product. Product is the thing that is produced by labour or effort and process is a series of progressive and interdependent steps by which an end is attained.

The effect of process changes on the product and the customer must be carefully collected, evaluated and fed back into the process improvement effort. The faster and more comprehensive the collective feedback and the less time wasted in taking corrective action, the more responsive the products to changing market dynamics.

Seven Steps approach to process related problem-solving:

1.   What's the problem?
2.   Where are we now?
3.   What are the root causes?
4.   What is needed to improve?
5.   What happened from our actions?

6.   How do we hold on to the improvement?
7.   What is the next item to be addressed?

Continuous Quality Improvement program includes process evaluations as follows:

1.   Does it have a name?
2.   Does it have an owner who fully accepts the responsibility?
3.   Has it – and its boundaries – been defined in writing?
4.   Are the involved resources and implementers identified?
5.   Are customers identified and required outputs specified?
6.   Are suppliers identified and required inputs specified?
7.   Is a process flow identified and is each task documented?
8.   Are the control points adequate; do they ensure control?
9.   Are the customer's measures of success fully incorporated?
10.   Is there a formal mechanism for capturing measurements of the process and is it providing feedback for improvement?

The right assessment tools can substantially contribute to addressing process variability and improvement such as flow charts, affinity charts, control charts, deployment charts, arrow diagrams, cause-and-effect diagrams, check sheets and a host of other process-oriented tools.

The voice of the customer is fully reflected in all activities from beginning to end. Quality Function Deployment provides an assessment tool for tracking activities and results from cradle to grave – from the requirements stage right on through the many design and production steps to the product's performance in customer's hands.

It's a matter of putting lots of pieces together, in a systematic way, into a *complete management system.* Training needs to focus initially on management philosophy and then be followed with techniques.

For example individuals and organisations define TQM in terms of employee involvement and cross-functional teams; or statistical process control; or the use of tools such as quality function deployment; design of experiments; and other structured problem solving methods. All could be considered an element of TQM, but, neither individually nor collectively do they capture the concept of Total Quality Management.

Total Quality Management truly is a cultural change. It involves a change in both the stated and unstated rules which govern the behaviour and beliefs of an organisation. Adopting new techniques, tools or programs such as problem solving working groups can be important – but in themselves do not represent cultural change. The critical difference is that unless you modify the stated and unstated rules that govern behaviour, you will not affect cultural change. Slogans and simplistic solutions will not help; they will make matters worse.

Total Quality Management can make a significant difference, but, all of us need to exert the effort to understand it.

TQM must avoid the narrow process focus and adopt the broader holistic focus when it comes to how one should achieve quality orientation and performance throughout the organisation – in every nook and cranny.

Quality is a serious and difficult business. Like finance, it has to become an integral part of

management. We must address the workplace quality, leadership and organisational structure and style.

Having committee like groups drawn from the most knowledgeable to provide advice on process repair is fine and dandy and it is strongly recommended. However, the issue isn't whom to make responsible for *pontification* – it's whom to make responsible for *performance* and how to achieve it through day-to-day teamwork. The last thing organisations need is additional competitive power centres – or further ambiguity regarding responsibility and accountability. The system must be in place to ensure the enthusiastic follow-through and to create continuous process improvement with everyone involved.

If there is 'one true religion' when it comes to quality management, then no one has found it. Disputes on the subject are usually the most heated and rancorous when the actual differences are small.

The broader aspect of achieving successful change – through a holistic, humanistic approach – takes the search for wisdom to those who address overall management system issues in informed ways.

Effective management and change must take into account the advice of other contributors to the quality management dialogue. That includes seeking the best wisdom you can find on how to organise and lead, and also on how to build *competence, creativity* and *commitment* in the entire work force.

Defining the task, concentrating work on the task and defining performance by themselves, these three steps will produce substantial growth in productivity. The fourth step toward working smarter, then, is for management to form a partnership with the people who hold the jobs, the people who are to become more productive.

Modern business enterprise is a human and social organisation. Management as a discipline and as a practice deals with human and social values. Only when management succeeds in making the human resources of the organisation productive is it able to attain the desired outside objectives and results.

Quality is the result of a carefully constructed culture environment. It must be in the *very fabric* of the organisation – which doesn't happen without enlightened leadership and organisational methods that build such leadership.

The process pillar is extremely important – but there's a lot more needed than improving process savvy and focus.

Fact-finding is important. Consensus-building is important. Sharing quality perspectives is important. Creating a process improvement mindset is important. Committees can be useful in all those respects, however, they should not be seen as paragons of efficiency in getting actual work done.

While committees have a definite place in a restructured system, running an organisation on a committee basis against fast and agile competition is a recipe for oblivion.

Surveys reveal that the process committee overlay to the traditionally managed organisation is winning limited employee acceptance at best. There are growing indications it is creating even greater alienation of employees. They can't be fooled by new slogans and innovative ways to hold meetings. They 're either organised small, with real authority, or they're not. They're either given a greater voice or they're not. They either receive a share of any added success they produce or they don't. No group is better at sorting out the difference between mouth and movement than the frontline employees.

A clear-cut example of changing from functions to teams – and use of a product focal point for purpose

and achievement:

Fifty-five people worked there. Who do they work for? His answer was "they all work for me". Little wonder. The shop was organised by function, and in all other respects according to the centralist catechism. As we talked, it became increasingly clear that he busied himself with the glut of administrative detail involved in an effort of that size. There were no teams. There were no leaders, other than him. There were no recognisable goals and he worked in the managership mode, not the leadership mode. That's what the centralised system expected of him and that's what he was doing to the best of his ability.

There were no specific measurements of the outputs of the various work units and there was no visible linkage with the larger mission. The fifty-five employees were focused on their own jobs – not their group product – and blissfully unaware of how well their shop was doing in carrying out its responsibilities. It was the system and they were but actors in the familiar drama of centralised management.

They were switched to teams to provide a decentralised perspective and team empowerment – all in a specific product context. By so doing they created focal points of *ownership, objectivity* and *obligation.* With the workers in on the architecture, the shop organisation was restructured from a single function of fifty-five people into a team-based structure of eight separate teams. Four teams were formed on each of the two shifts. Each team was given achievement responsibility, authority and accountability for a specific set of products. A leader was appointed for each. That was not a layer; the leader had the same hands-on skills as the team members, but, also was responsible for team supervision in every sense of the word. That included team training and counselling and the leader also formally evaluated the team members. Thus, the team leader had real authority, not just cheerleading responsibility. That leader also became the focal point for the team's accountability.

You can imagine how easy it was to be a non-producer in such a system. It has been found that only a decentralised, "organised small" system is good at unearthing the unwilling and the unable. Usually the unwilling merely need motivation and the unable more training, but, it is almost impossible to sort that out when they're all lumped together in an amorphous mass.

There was still needed a product orientation, not job orientation and there was still needed goals, measurement, comparison and feedback. So they put up a scoreboard in each team's area. Goals were worked out with full team member participation and then measured against those goals. They were tied to *their* product and its relation to the mission. The measures of merit established were those all agreed were highly important, but, they were kept as few and as simple and straightforward as possible.
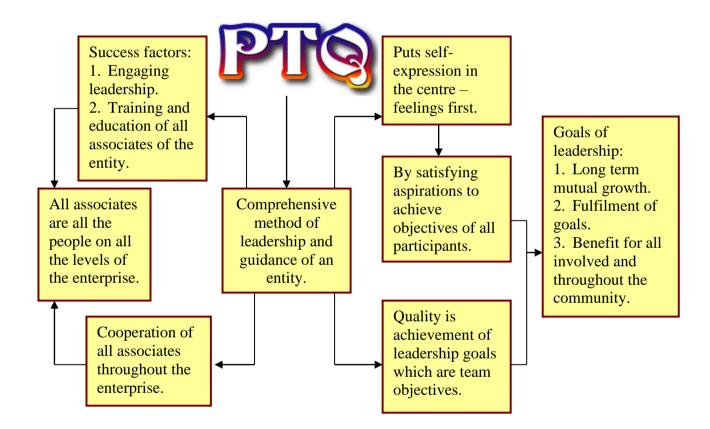
"First in, first out" quickly changed to "most needed, first out". Simple change, impressive results. Similar initiatives flowed thereafter as the team members came up with a stream of ideas.

They also kept score on the output of each team, such as, the number of products per shift by type. Those results were then compared to goals, history and the data from like teams. The day and night shift statistics in each shop were also compared. Some goals were focused on product quality. That new system provided a feedback mechanism for each team on the quality of its product. If unfavourable patterns emerged they could address them quickly before they had serious consequences. That fixed a principal weakness in the previous system: an absence of visibility into problem causes and sources.

None of the measurement and comparison was done in an outright competitive context. It was merely a way of providing visibility and objectivity for each team to judge its own product by relevant

benchmarks. The feedback went to the workers directly, not through managers. It was a case of *their* product, *their* outputs, *their* obligation and *their* rewards for achievement. Intervention seldom was needed. Facts speak loudly for themselves and the system became largely self-correcting. Moreover, it provided ownership. More people were exercising leadership down where the problems arose, thus, there was better leadership.

Outcome: Productivity in the facility improved 30% in the first year and kept climbing. Quality also greatly improved. Staff continuance improved by 136%. When you cut the staff turnover rate and the turnover training costs, by more than half it's a telling indicator of satisfaction with the system and of its cost efficiency as well. The supervisors also liked the new system better. They also had more authority and latitude – and everyone likes to coach a winning team.

PTQ

Success factors: 1. Engaging leadership. 2. Training and education of all associates of the entity.		Puts self-expression in the centre – feelings first.

Goals of leadership:
1. Long term mutual growth.
2. Fulfilment of goals.
3. Benefit for all involved and throughout the community.

All associates are all the people on all the levels of the enterprise.

Comprehensive method of leadership and guidance of an entity.

By satisfying aspirations to achieve objectives of all participants.

Cooperation of all associates throughout the enterprise.

Quality is achievement of leadership goals which are team objectives.

PTQ (TQM) INVOLVES the ENTIRE SYSTEM, NOT PIECES OF IT:

Quality improvement teams, and, indeed all of the other parts of a TQM system are each well worth doing in their own rights. But it is all of them working together in a systematic way that produces the dramatic results companies really want. Anyone interested in quality management must consider it as a complete management system. For the TQM principles to work together *systematically*, you must build the entire management system on them. You can't use a few pieces of those principles or apply them to a few pieces of the organisation and hope to succeed, as many have now found out.

To improve their systems and their competitiveness, managers also need to learn from the successful organisers and leaders.

Let's say you've done a good job of delegating. Even if the people to whom you've assigned responsibilities are top-notch, you must let them know that you remember what you gave them and you're keeping track for everyone's sake.

Involve all employees and give each a *clear stake in the outcome*. Our incentive bonus system – it allows employees to increase their salaries by as much as 15%, depending on team and individual accomplishments. This is exceedingly rare in the business world. Lots of incentive compensation programs for managers, almost none for workers. Creating this entirely new level of employee focus also requires vigorous action to improve communications throughout the company – downward, upward, and laterally. And by establishing coordination committees operating within the team concept brings far better mutual support.

We have a commitment to provide the equivalent to at least one week of *formal* training for every employee, every year. Where needs suggest, we will provide much more than that. About 40% of the training is specifically dedicated to the subjects of quality improvement and expanding skills.

We are to do it better than others and to stick to it with tenacity – and with the mechanisms and investments that promote continuous renewal and rejuvenation supported by an annual research and development budget.

Particular sensitivity is to be paid to the need to keep the tools and methods fully understandable to the employees who must use them.

As another example of our long-standing holistic view of quality management is the extending of the same focus to *all services* area. One sigma means 68% of products are acceptable, three sigma means 99.7% and six sigma is 99.9999997% (3.4 defects per million). The services program can be called *Six Steps to Six Sigma:*

1.   Determine what your product is.
2.   Determine who the customer is for that product.
3.   Identify the suppliers you need for your product.
4.   Map out the process you must use in putting it together.
5.   Examine the process to eliminate errors and wasted steps.
6.   Establish measurement means to feed continuous improvement.

Those first two steps which determine the product and the customer, are especially relevant for the non-manufacturing areas, where those two items traditionally have been most overlooked. We understand that reducing process variability in its goods and services is of critical importance – but that

improvement there tackles only one portion of building a world-class organisation. Beyond that, our policies and practices reflect full understanding that all those process improvement tools and techniques really won't matter much unless the employees are fired up about doing it right.

Note the productivity of the former Soviet Union – a commonwealth of basket-case countries from seventy four years of communism and centralism. Soviet agriculture employed some 25% of the overall labour force. They couldn't feed themselves. In the decentralised American agricultural sector the comparable figure is 3.5% of the work force and American agriculture doesn't know what to do with its surpluses. Appearances and sweeping pronouncements, can be deceiving (just as with organisational change in companies). Watch the changes in their management philosophies to judge their future success. Centralism stifles the breadth of mental outlook and creative imagination – decentralisation nourishes them.

Worker commitment is inversely proportional to the degree of management centralisation. So if our system were to depend on such centralisation, commitment is sure to be a casualty.

Decentralisation, empowerment and ownership creates great improvement in our control of *events, products* and *outcomes.* That is what organisational control is all about.

How employees feel is even more important than what they know in determining job performance. Know-how, once acquired, does not quickly slip away. On the other hand, motivation, once acquired, needs continuing sustenance and reinforcement. It's easy to find players. It's getting them to play well together that's the hard part.

Management in the final analysis must create worker motivation and commitment, or it won't create much of anything else.

Matrix Management (silo management structures with layers of committee like authorities) is a blueprint for organisational confusion, which in some of its variations approaches anarchy. The authority should be vested in those with multidisciplinary *product* responsibility, not functional responsibility. Even where a team remains of a single functional discipline, that team should report through a product or project chain of authority, not a functional chain (matrix chain).

Centralisers cannot see that the functional flow of authority hurts and hampers the organisation. The catechism of centralism takes job performance for granted. And that dehumanised view lends itself to enchantment with centralism's precepts and insensitivity to the "feel" part of a very complex performance equation.

There have been warnings of the many problems with the centralised, functionalised, matrixed approach – but they have gone unheeded in even the most astute management circles.

The matrix system can include configurations such as simple structure, machine bureaucracy, professional bureaucracy, divisionalised form and adhocracy.

Adhocracy is a tendency to group the specialists in functional units for housekeeping purposes but to deploy then in small market-based project teams to do their work. Adhocracy shows the least reverence for the classical principles of management, especially unity of command. Managers abound in the Adhocracy – functional managers, integrating managers, project managers.

Performance control is a key design parameter in market-based structures, but, what happens in

functional structures? Functional work flows sequentially or reciprocally across them. This means that distinct organisational goals cannot easily be identified with any one unit. So aside from budgets and the like to control their expenditures, performance control systems cannot really cope with the interdependencies of functional units. In other words, something other than a performance control system must be found to coordinate the work in the functional structure. Direct supervision effected through the superstructure and standardisation of work processes effected through behaviour formalisation emerge as key mechanisms to coordinate work in functional structures. They are preferred because they are the tightest available coordinating mechanisms.

Adhocracy structures this fluid tend to be highly competitive and at times ruthless – breeding grounds for kinds of political forces. The French call this a bucket of crabs, all clawing at each other to get up, or out. Take for example, the matrix structure, what it does is establish an adversary system, thereby institutionalising organisational conflict. Adhocracy is simply not an efficient structure. Adhocracy is not competent at doing ordinary things. The root of its inefficiency is that Adhocracy's high cost of communication.

How the centralised, managership approach perpetuates itself. Many believe it is only natural that all engineers should report to a chief engineer, or that the procurement people should operate in their own procurement cocoon. And they can give you abundant rationale for that – largely related to the nuances of their specialty, **not to the dynamics of an integrated effort with other specialties.**

Specialists cherish the ability to climb the ladder in their functional silo without taking on bullet-biting responsibility for a specific product. Most specialists see their strengths in terms of their technical education and expertise, not their managerial skills. Alas, far too many are justified in their technical preoccupation, because the system has never asked them to develop leadership skills.

Many midsized companies (up to and around 25 staff) are centralised because the CEO has never made the transition from an owner-operator mindset to that of president and CEO. That step involves moving from management by *presence* – hands-on, do this, do that – to management by *principles* through the medium of distributed authority. Everyone in a centralised organisation gets conditioned to standing around and waiting for orders to come from on high. Having been steeped in a centralised, conformance-oriented system, it takes a while for them to grasp decentralised authority enthusiastically and to share it with others to magnify its power and effectiveness.

The right TQM style principles work in any setting involving human endeavour – adapted of course, to the setting and circumstances.

To create organisational success the boss must build a system that, among other TQM principles to be applied, provides widespread empowerment and non-interference from the top. However, the top boss also must stay involved and informed. That's necessary to keep the decentralised empowering going and to resist the ever-present tendency of lower-level managers to recentralise. The boss also must know when and where to intrude to head off incipient problems before they can grow to disasters. It is striking that balance between involvement and intrusion that's important. Some characterise the notion underlying that balance as *"Nose In, Fingers Out",* or NIFO. By whatever name, those at the lower levels quickly perceive how you are striking that balance and whether their own empowerment is real or fanciful. It's not difficult or complicated so long as you base your actions on trust and respect until the scoreboard and other measurements show that intrusion is required. Then, if that intrusion is thoughtful, helpful and clearly warranted – not capricious – it is ordinarily welcomed. *Detailed personal involvement by the topmost leader and widespread empowerment of others are complementary, not mutually exclusive.*

Leaders indeed should get out of the way, but, they also must help find the way, show the way and pave the way.

What wins employees over with the introduction of a new approach is persuasion, not bombast – and, even more so, *results.* Acceptance also is helped by their being fully involved. Nothing speaks louder than powerful, irrefutable indications that you are getting far better all the time.

The reporting system takes you through the P & L account, the cash account, etcetera – but it is far more than that. The reporting system is an operating tool *for* the operating managers. It is most comprehensive and provides an overall feel of how the company is working. Using it, one can quickly identify drifts and changes and then hone in on that aspect.

We must emphasise the entrepreneurial leadership spirit at all levels. Creating good leaders below you does not push you out, it pushes you up. Until you've created a leader in your organisation capable of easily assuming your job and for someone to easily assume their job, then you are not promotable.

There is the need for recognition and reward – at all levels. You must focus on quality, reliability, service and value to your customer, with people orientation and commitment to ethics.

We can function as divisions, (medical clinics, complementary therapy units, wards, operating theatres, diagnostic x-ray, catering), organised to provide specific products to specific markets, each with full P & L authority and responsibility. Each division can be decentralised into *"Business Teams"*, each orientated to a specific niche in the market place. Within these various business teams the frontline workers can be formed into *"Self-managed Work Teams"*.

Current literature is largely silent on how to use permanent structural teams and how to create distributed, bottom-up leadership. Europe has focused through the European Foundation for Quality Management on the ISO 9000 certification approach which has spread due to exporters to Europe need certification if they are to sell products into Europe.

LEADERSHIP: IT'S a MUST, and IT'S NOT MANAGERSHIP:

Centralisation breeds and nurtures managership in fact, it depends on it. Decentralisation breeds and nurtures leadership. You need leadership to be successful, but, you won't have it unless you empower people to exercise it.

A major bar to the replacement of managership by leadership is that the managership concept has permeated our culture.

Principles flow from the top down; decisions flow from the bottom up. That implies the need to have leadership operating from the very bottom of the organisation. Obviously, some decisions can only be made at the very top – but they should be rare exceptions, not the rule. They should deal with major resource decisions and new directions, not day-to-day management. The leaders at the top should chart the course, not constantly steer the ship.

Leadership, you must look for its presence *everywhere* in the organisation. If it isn't widespread and working effectively, then the quality management scheme in that company simply is not working.

There are no poor outfits, just poor leaders. There have been too many turnarounds to have doubts about that. There have been too many organisations fail because of poor leadership to doubt that it works the other way around. Leadership, *exercised through leaders*, that makes people independent, not dependent – and thereby turns everyone else into "leaders" through far greater empowerment and involvement. Thus, creating leadership depends on the widest feasible distribution of *responsibility* – along with the *authority* and *accountability* that must accompany it if it is to work.

It also involves development of the proper leadership traits and attitudes. Leaders must be taught, and can be taught. They must be taught how to motivate those who work for them – and to accept *personal responsibility* for building common purpose and organisation success.

Leadership versus managership: there are critical differences.

Leading involves determining the right things to do. It involves creating the favourable organisational dynamics to get people to commit themselves, energetically and enthusiastically, to bringing those right things about. Leading involves vision and principles. It involves influencing employee mindset and motivation. It involves creating a positive culture and harmonious climate. It involves creating ownership and empowerment in pursuit of the shared vision and common purpose. So leadership is hardly the sole province of the top leaders and it most definitely is not the centralist business of just telling employees what to do, how to do it and when to do it.

The concept of leadership has animation, dynamism and a strong proactive, not reactive, flavour. That's what is usually missing when supervisors look on their jobs as simply directing the activities of people rather than influencing the *attitudes* and activities of people.

Managership and Leadership different mindsets:

o   Leaders shape the outputs.
        Managers chase the inputs.

o   Leaders focus on group products.
        Managers focus on individual jobs.

o   Leaders encourage new ideas.
Managers enforce the old ideas.

o   Leaders stimulate right things.
Managers monitor for wrong things.

o   Leaders thrive on tough competition.
Managers talk little of competition.

o   Leaders prize comparisons with others.
Managers see scant need for comparison.

o   Leaders empower others to make decisions.
Managers tightly control the decision process.

o   Leaders see leading as animate and proactive.
Managers see managing as inanimate and reactive.

o   Leaders think of a dynamic, caring human system.
Managers think of a business following a script – unloving.

o   Leaders think of improving initiative and innovation.
Managers think of improving compliance and conformance.

o   Leaders shape organisation character, culture, and climate.
Managers assume that's neither a big deal – nor their job.

To boil it down to four: *Leaders provide the vision; managers carry it out. Leaders make it better; managers make it run. Leaders make it happen; managers hope it happens. Leaders create more leaders; managers create more managers.*

Leaders, properly trained and properly empowered (it takes both), contribute in other ways as well. Leaders address the constant race between *inspiration* and *indolence* – and add to the inspiration. Leaders understand that quiet *persuasion* and *persistence* are far more effective than *bluster* and *bombast*. They praise the messengers not shoot them. Leaders understand that *motivation* and *alienation* are at opposite poles and that they grow or shrink in inverse proportion. Therefore, leaders build commitment through policies that increase motivation and decrease alienation. Leaders constantly probe for evidence of each. That requires involvement and sensitivity. It also requires trust, openness, and unfettered communication – not aloof, Olympian managerial detachment, as is so common in centralised organisations.

Beyond all those important elements, leaders understand that the way to win starts with the will to win – and that instilling both is leadership business. In that pursuit, leaders understand that fervour feeds on opinions – and opinions feed on presumed facts. So they influence those opinions by getting the actual facts out for everyone's benefit. They combat misinformation, disinformation, with the *straight skinny*. They understand that it's *objectivity* that keeps misdirected subjectivity under control. Uninformed opinions and misplaced fervour thrive in an information vacuum because there's no counterforce at work. Yet most companies and managers pay scant attention to the need to keep employees well informed – or to seek their opinions. They simply don't invoke the four most important words in any

management system: *"What do you think?"*

It's leadership that's needed to build motivation; it gets little or no attention under the managership approach.

Leadership and motivation go together. If motivation were a given, or were unimportant, managership would do just fine.

The team-based approach is the ideal way to ensure that real empowerment reaches the frontline – and that it gets exercised in a focused and responsible way. Structural teams provide the best means of distributing authority and accountability; thus they facilitate leadership that operates bottom up as well as top down.

The decentralised, leadership approach – using as it does the team-based structure – is ideal for getting the leadership to every employee on the frontline in a way that he or she can understand, support and enthusiastically exercise. Thus, teams serve as the *hook* for the decentralised leadership concepts, as the *focal point* for productivity and quality and as the *fulcrum* for these other elements of TQM success.

Training

Team-based companies turn out to be much more attuned to training needs, for individuals and teams. This observation applies to both *formal* and *on-the-job* training. You'll find that employees arrayed within work teams take appreciable interest in ensuring that such training is thorough because they know the new team member will reflect directly, favourably or unfavourably, on overall team performance – a considerable source of motivation.

Technology

Teams provide an ideal structure for recognising where technology can be fruitfully applied and for gaining support for its introduction into the work equation. Experience shows that employees arrayed in *Integrated Work Teams* begin taking a different view – a more positive and proactive view – regarding the application of new technological advances to their team endeavours.

Tenacity

Shorthand for *backbone, chutzpah, determination, endurance, fortitude, guts, grit, spunk, stamina, pluck, persistence,* and *perseverance.* Tenacity repeatedly infuses the spirit of a team.

Touch

I'm talking about good touch with the product, good touch with the customer; the touch that comes from intense involvement and insight; the touch that comes from in-depth understanding of what creates worker frustration and fulfilment; the touch that flows from leadership sensitivity and awareness; the overall organisational touch that flows from shared values and common purposes. Touch is even more than that. It's the finding and fixing of organisational elements that are out of touch. In other words, it's being in touch with the out-of-touch. There should be no doubt about the importance of touch. In fact *high touch* is needed every bit as much as *high tech.*

Teams provide the basis for the right kind of touch in all these respects. The team approach fosters excellent touch and continuing touch, among and between all organisational layers. That's of special

importance to collective commitment.

A supervisory focus on outputs, not inputs, is a key to effective decentralisation and improves control.

Changing the supervisory and employee focus to *Outputs* has a very positive effect on *Objectivity*; enables real, not illusionary, *Ownership*; creates the desired sense of *Obligation* in the decentralised "owners"; and thereby provides the overall *Orientation* by which the entire management system operates.

This *Outputs* theme in the interactive model is important because changing the supervisory focus to outputs, not inputs, is a key to making decentralisation acceptable to managers and also is the key to making it work.

Proper measurement systems are essential, you must keep scores, assess and provide feedback to all of the employees.

Without meaningful comparison, people in all walks of life are simply not objective about their strengths and weaknesses. Businesses that do not provide measurement and comparison can count on their planning being faulty and their leadership misdirected, because, neither is formulated in the harsh light of objective reality.

You can't tell the winners without a scoreboard or tell the losers either.

It's also how you wean the supervisor orientation away from micromanagement. That turns the doers at all levels into *thinkers* and *doers* and makes even the frontline level a part of the *management*.

If managers at lower levels add any rules, a copy is to come to the CEO's personal attention. To cut back on various rules is extremely popular with those in at the frontline. Such avoided rules, if implemented, could be causing us to evade future accomplishments.

The best way to achieve coherence and control is through leadership, not rules and managership. You have to work at keeping decentralisation going because of the prior condition of generations of our managers. It takes some guts to be a decentraliser, but, the payoff is large.

If the rules are too strict, or the boundaries too narrow, forget initiative, ingenuity and innovation. And forget employee motivation. When the system is overly restrictive the employees revert to the narrow *job* orientation and again begin doing just enough to get by.

As you provide far greater trust and latitude, you should also keep track of how things are going. You then share the results for the benefit of one and all. With authority comes accountability, but, with authority also comes pride of ownership and breathing room for creativity and innovation. That's where measurement comes in.

What do you measure? The "pers" of productivity and quality – in comparison to goals, history and like activities.

One technique is to measure the "pers" being sales per employee, widgets per shift, defects per item produced, customer complaints per division and the like – oriented to both quantative and qualitive measures of merit.

A multi-factor index to track productivity gives managers a convenient scoreboard to answer the question, "How are we doing?" An index can play this role only if managers and workers understand it, which may require certain compromises in mathematical elegance and accuracy. When the primary goal is to influence behaviour, the simpler the better must be the rule. If the people who use an index can't understand it at gut level it probably will not affect their decisions and priorities.

The measurement system must not only be simple and understandable, but, it must be primarily designed for the employees who are actually doing the work.

The results also are used, of course, by supervisors on up the chain for insights into outputs and trends, but, supervisors are to use these results for intrusion if (and only if) required. So you should get the frontline employees in on the design. To every possible extent make it *their* system – measuring *their* product, *their* outputs and *their* quality and providing *their* rewards for outstanding achievement. They'll take it from there. At the same time, methods must be established for free-flowing communications that will effectively, openly and honestly address all matters related to common purpose and common perspectives.

Free-flowing, ungarbled communication is important to every organisation – but is stilted in most. And it is vastly improved by an interactive style and seamless structure.

Communication is at best an imperfect art. The greatest problem in communication is the illusion that it has been accomplished.

So breakdowns and misunderstandings occur constantly. In fact, they're inevitable. The more serious question is: How long will they persist and continue to be passed along to others? That raises the key matter of whether the organisation has continuous and multiple loops of information. We're talking here of robust, unfettered communication loops – operating vertically *and* horizontally across *all* organisational "boundaries" – that allow the misunderstandings of today to be corrected by the communication of tomorrow.

Organisation language: every organisation has one – and it reflects the organisation's principles as they're practised. The keys to making it a language of purpose, not protest, between front and rear:

1.   Speak the language of trust, not of mistrust.
2.   Don't confuse fancy words with profound ideas.
3.   Don't harangue the many as the message for the few.
4.   Reward the messengers of bad tidings, not shoot them.
5.   Listen intently to the dissenting view; it may be right.
6.   Keep all the language goals-directed – not rules-directed.
7.   Talk in numbers as well as in words to crystallise purpose.
8.   On key issues communicate several layers deep.
9.   If the policy is important, put it in writing – concisely.
10.   Listen for the echoes to learn if it's all getting through.
11.   Follow up to ensure there is full comprehension throughout.
12.   Remove all barriers to upward communication.
13.   Be candid, and tell it like it is – without fear or favour.
14.   Get all possible facts before expounding on the conclusions.
15.   Get out the straight skinny – to combat misinterpretations.
16.   Don't overhype or advertise. Let actions speak the words.
17.   Praising the winners has more power than criticising losers.

18.	Credibility depends on flexibility, not mindless consistency.
19.	Knowledge is power when widely shared, not withheld.
20.	Feel free to admit you don't know, but you do want to learn.
21.	The best opening sentence of all is: What do you think?
22.	Listening, Hearing, Caring, Loving are the keys to making it thrive.
23.	Provide the means and the incentives that will make it work.
24.	Go where you need to go. Spend whatever is needed.
25.	Treat the communications grid as an electrical grid. Any node failures leave people in the dark. Fill the vacuums. Find the reason they're there. Fix the grid.

To summarise:

- Though communication is an art, there's also a science to it. Companies that apply the science are far better at the art.
- There's a language of common purpose and one of divergent purpose. Stay closely tuned to which is being spoken.
- If what the rear stands for is not reflected by words and actions at the front, you're not communicating. If the front's language is not spoken at the rear, you're in even more trouble.

Effective communication depends on the means and methods to make it free-flowing – and also depends on the leadership positively affecting the thinking, feeling and doing. That can't be done with adequate effectiveness unless employees at all levels are sharing common information about what's going on. Therefore, the need is not only for caring, proactive leadership and free-flowing communication, but, also for effective means of information gathering and distribution that provide the insight for enlightened choices and decisions.

Continual progress: That's how you judge how everything is working, but, most companies don't have good assessment tools. *Progress* is what any management system should be all about. If companies don't know whether they're making progress and where they are and where they aren't, their management system is not a system at all – the best of which should be further enhanced with the advances of *information technology.*

Leadership is needed more than ever. As knowledge and attendant complexity grows, the more important, not less important, core values become. Also, complexity calls for even more efficient operation of the human system in every organisation, regardless of its type. We know, from countless cases, that the human system does not work harmoniously or efficiently without enlightened, involved leadership – at all levels – that can pull the various disciplines together into an integrated product effort.

The use of modern information technology to provide awareness, visibility and focus is an important part of TQM. That isn't widely recognised – and it isn't widely used for that. Observations:

➢	Automate only after you simplify.
➢	You cannot measure what is not defined.
➢	Effectiveness is a matter of team performance.
➢	Without productivity goals business has no direction.
➢	Without productivity measurements business has no control.
➢	Without strong leadership little success can be expected.

By leadership we mean "a strong sense of purpose and a vision that the leader articulates about how the results to be obtained from the technology relate to the purposes of the business".

The information technologies flatten hierarchies. Top performing companies got that way by spending more than twice as much on information systems than their competitors – and they had an average of four management layers as compared to eight in their poorly performing rivals. This provides additional proof that those astute enough to organise small and flat also are the most astute at using information technology to network the elements together, and this permits even more streamlining.

Information systems indeed can be adapted to any organisational structure and style. However, the decentralised way – the "organise small" way – holds the key to unlocking workplace potential for abundant other reasons.

Almost all companies that use information technology use it exclusively for administrative matters, personnel matters, inventory matters and financial matters, using it to track performance, quality, and productivity in a detailed way is rare.

Become a pioneer in the application of information technology, both, inside and outside the firm. Inside the firm you have to link everyone together, across levels and functional barriers. **All information must be available to virtually everybody in the organisation.**

Good communication is simply everyone having the same set of facts. When everyone has the same facts, they can get involved in shaping the plans for their components.

On the one hand, we have extraordinary benefits flowing from the use of computer-based information system; on the other, we have barely scratched the surface in using information technology for distributed leadership and the networking of small, agile, focused organisational elements.

Our corporate culture is to push decision making ever further down in the corporation. Our management style is grass-roots – no heavy hands from the upper echelon. All our people are encouraged to become entrepreneurs. This means we have to provide information they want, just when they want it, in the specific format they want. Our view of technology is not to replace people but to support what our people do. Our technology has to match how they think and the way they work.

The highest cost of all comes from incomplete knowledge, fragmentary situation awareness and poorly informed employees. One could get by with that in old days, but, not anymore.

Use information technology to aid the switch from managership to leadership.

When the vision includes the power of the human spirit – and the management system is based on it – success ensues.

By thinking big about what we can achieve – and thinking small about how to achieve it, we can make highly imaginative use of information technology, especially to make proactive leadership work from the bottom up.

There is no conceivable way that we, at "Pascas", can be as effective as we need to be in all these varied products and programs, in all the locations, unless we completely decentralise with a high degree of autonomy – yet with all of it woven together in a common fabric of information exchange.

Decentralising can extend to having several different types of superannuation plans for employees to choose to participate in with the company.

Without top-down decentralised management beliefs, devoutly practised and constantly reinforced, organisations do two predictable things: *They tend toward centralisation and away from quality.*

No matter how good the management system, or its success record, it must be adapted to changing conditions.

Delayer the organisation. Consider flexible and entrepreneurial business units. It requires evaluating, integrating and changing organisational structure, reward systems, technology, management systems, processes and other systems as required. It must be designed to encourage a high degree of employee participation while fostering a commitment to total quality and customer satisfaction with love.

Competitive excellence requires rising above parity, developing the full potential of our businesses by reaching for what we call 'Leadership Excellence'.

WE NEED to FEEL CAPPING and CORE EMOTIONS:

EMOTIONS of SELF DECEPTION

The more we are away from core emotions, the further we are away from our true selves.

TOOLS of DENIAL

DENIAL of EXPERIENCE

We are made to feel emotions.

CAPPING / BLOCKING EMOTION

We shut down our emotions instead of nurturing and processing our emotions. We blame ourselves or blame others.

CORE EMOTION – Childhood Enacted

Underlying causal emotion.

Every child is reflecting its parents suppressed emotions, denial reflected in suppressed anger – emotion reflects the causal event / emotion / grief. Get through the anger then into grief.

We need to feel our capping and core emotions.

When there is an unloving emotion within one's self – it is a causal emotion.

We are so close to seeing the truth – don't judge it, we just need to be aware.

Divine Love cannot enter your soul until your soul has an awakening to its true condition. The awakening to its true condition is including all of its expectations, all of its demands, all of its unloving behaviour.

It is about following your desires and letting what gets attracted come to your life and dealing with it when it comes, emotionally.

If people don't deal with their emotional injuries, it keeps going as it is.

If you don't release you fears, no real change will happen.

CUSTOMER ORIENTATED ORGANISATION CHART

CUSTOMER SEGMENTS

FRONT LINE MARKETING ADVISORS

FRONT LINE SUPPORT TEAMS

INFORMATION SYSTEM

PRODUCT

DELIVERY

INTERNAL EXPERTS

LEADERSHIP

CREATING ORGANISATIONAL LEADERSHIP and COMPETENCE:

The leadership makes all the difference – always.

There are no poor outfits, just poor leaders. Often it's because they're poorly informed. Often it's because they're wrongly motivated. Often it's because they use flawed principles – and outdated techniques. Always it's because they've been poorly prepared. Leadership is learned. Leaders must create more leaders. Success in that shapes everything else.

That unavoidably leads to the issue of the leadership qualities the company chooses to prize, teach, and otherwise encourage. Organisations that don't have a set of such qualities are overlooking the important fact that behaviour is learned. Numerous studies show the influence of supervisors' qualities and behaviour in shaping the attitudes of their subordinates. Nearly all employees continually strive to adapt to their workplace surroundings and to the expectations of their supervisors and peers. So copycat behaviour is a fact of life, either a fortunate or unfortunate one depending on the example that is set.

Positive, constructive behavioural patterns are important in leaders from the frontline level all the way up. The best companies don't take chances in this regard. They groom their leaders with those realities of human nature in mind.

Leadership failures usually fit one of three basic patterns. The first involves the aloof and detached boss who simply doesn't know what's going on and whose employees don't know what he or she stands for. They don't get involved, so they're not informed and aware, and they have no good basis on which to shape the organisational dynamics. Leadership must be proactive, not reactive.

The second involves those who practice rule through terror. Their leadership tools are threats, bombast and intimidation. They shoot the messenger, second-guess decisions right and left and end up alienating everyone. Subordinate leaders become clones of the threatening, bombastic boss. They mirror that behaviour and magnify the detrimental effect – unloving!

The third pattern is at the opposite extreme. That's the type of boss who is all over the place, but "running for office" and gladhanding, not probing, understanding and setting new directions where necessary. This boss's personality craves the affection of everyone. In pursuit of that desire, he or she has a kind word for everyone and a word of counselling for no one. Such bosses confuse leniency with leadership. Bosses like this are in the good news business, not the bad news business. They don't turn an organisation bad as fast as an intimidator or aloof boss, but, it still ends up at the bottom of the pile.

Yes, leadership is essential – and it's not managership. But you won't have leadership without the freedom to exercise it. The leadership qualities that matter most – because of their extensive effect on the organisation and all the employees are:

1.   **Courage.** Courage in interpersonal relationships and in adherence to principle. That brand of courage includes the courage to follow your convictions, but, also the courage to change your mind, the courage to say, "I don't know, but I'll find out"; the courage to admit that neither you nor the organisation you lead is perfect – or ever will be; the courage to keep learning, not resting on your laurels; the courage to place principle over prejudice and over expediency.

2.   **Confidence.** Doing great things always starts with the belief you can. So leaders need the tenacity that flows from confidence, not timidity of doubt. But there's a vast difference between *confidence* and *arrogance*. The confident leader recognises his or her need to keep growing and

learning. The arrogant leader knows it all. The confident leader listens to others intently and is not threatened by criticism or the need to change policies that aren't working. In fact, the confident leader continually seeks them out. The confident leader is patient and quietly but unambiguously counsels those needing it.

The confident leader doesn't fear showing his or her human side. Such leaders ask lots of "dumb" questions, at every level, so they will be more aware. "It's what you learn after you know it all that counts". Some leaders build confidence in their subordinates; other drain it away. We want the first kind; we can't afford the second. If its confidence the organisation reflects, based on the example of its leadership, the need for continuous improvement is taken for granted.

3.   **Savvy.** It's more than knowledge and more than intelligence. It's a practical blend of the two. *"Understanding, Know-how, Shrewd, Discerning".* It's pragmatic, down-to-earth intelligence that an organisation should look for in its leaders. Its intelligence grounded in reality as well as in theory, in empirical evidence as well as in abstractions. The savvy are smart enough to recognise what they're dumb about and take steps to fill in the blanks. And being savvy about people means acquiring the savvy that comes from staying in touch with the people down where the work gets done.

3.   **Maturity.** Meaning emotional maturity and not the emotionally immature who pound on their high chair with their cereal spoon about anything and everything. Invariably, the emotionally immature are ineffective – though they fancy themselves the opposite – because that immaturity shows itself in other more subtle but equally damaging ways. Not the least of those are snap judgements and bull-headed obstinacy. That immature kind of leadership behaviour is terribly damaging to employee morale and commitment.

None of that means leaders shouldn't be tough-minded, make tough choices and even be tough in handling individuals when required. But it never calls for impulsiveness, outbursts, or attacking the dignity of any employee at any level. Employees always know the difference between reasoned judgement and emotional behaviour.

5.   **Integrity.** It's that combination of courage, confidence, savvy and maturity that removes the need to pose as being perfect. To establish organisational character, leaders must reflect integrity and honesty in all their actions, and demand the same from others. Shading the truth, hiding the truth, or manufacturing facts to look good are all forms of emotional injuries. As such, they are extremely corrosive to an organisation's health. Effective communications breaks down completely. To overcome that, supervisors at all levels must be conditioned not to fear sharing bad news and not to feel threatened by others' knowing what's going on. They must be willing to feel their emotions. But it takes an effort, because most don't want their boss skipping levels to acquire information. They want to control the facts, not let them speak for themselves. They also are closemouthed with employees below them. They treat knowledge as power, believing the less they share, the greater its benefit to them. You can't build a seamless leadership network that way.

Ethical and confident behaviour needs to come from the top down – by example, by teaching and by insistence, with love.

6.   **Desire.** Desire to lead – for the right reason. The other qualities depend on that as heavily as they do on courage, because only desire to lead brings them into play. The right reason? To make life better for others, not only for oneself.

How do you find the leaders who have the desire to lead for the right reason, and the dogged

determination and work ethic that goes with it? They give and then some. Ask them to do a job, they do it – and then some. They are passionate about it. Ask them to be better informed, they become so – and then some. Ask them to make a sacrifice without compromising their personal aspirations, they make it – and then some. Ask them to tackle a problem, they tackle it – and then some, without fear or favour, even at the expense of their personal popularity. They're running to make the organisation and all its people better off, whilst remaining in their truth and with love, following their desires.

They are in the bad news business as well as the good news business and everyone knows it. These leaders trust people until there is clear evidence that such trust is unjustified and in those cases they take action to fix that specific problem. They praise in public and condemn or counsel in private. More than that, they're always aware of the need to accentuate each employee's dignity, not tear it down.

Leadership qualities of our team leaders are also addressed in the "PASCAS WORLDCARE TEAMS" also in "PASCAS WORLDCARE TEAMS WISDOM & OPERATION" corporate foundation document.

Loyalty is an issue of many dimensions and there are right kinds and wrong kinds. Leadership builds loyalty throughout the organisation. It builds loyalty down and loyalty up. It does so because it produces leaders who are loyal to the right principles and the right people, and to themselves.

While your soul is in the job, now you can accomplish a lot of things.

The loyalty principle often is misapplied in dealing with problem-makers at the frontline level. Overlooking such behaviour reduces productivity by 30% or more, because of the effect of the negative behaviour on the attitude and performance on the other employees.

Astute, distributed leadership depends on focused training and empowerment to exercise authority – you must have both. One accomplishes nothing alone.

Spend a lot of time creating more leaders through teaching and empowerment. All leaders, especially those at the top, are to conduct classes. This will demonstrate that we have taken initiative over the years to educate ourselves on those various support matters and it will send a signal that the attendees are expected to do no less. Training pays big dividends in building our culture and our success.

Grooming of the leadership should be a constant preoccupation of the organisation. Spend large amount of time in the selection, training and grooming of the most senior leaders who we see as having the potential for the most senior positions by making their jobs as diverse as possible. Companies adopting a team-based structure in a holistic TQM system will find new means and methods of grooming leaders, at all levels, that they never had before.

Beyond creating the leaders with the right qualities and instincts, there's the matter of creating the organisation's competence. That goes hand in hand with the quality of the leadership; organisational competence obviously doesn't happen on its own. It comes from proactive, aware leaders who pay close attention to the training provided to *each employee at every level.*

If you don't know what you're doing, you keep making the wrong mistakes. Clearly, situation awareness must include assessing internal training needs. And you've got to know what you're up against in terms of the competition and the earlier education of your employees.

Our education system is producing students, particularly the brightest and most industrious, who show a

wide gap between reality and perception regarding how much they will earn and how soon. Generally, students are not being challenged and motivated enough, the curriculum's are too soft and expectations from schools, teachers, etc., are way too low. Our education system is not addressing the needs of industry.

The Japanese, as we do, view training, including formal training, as a *value* issue, not a *cost* issue. The good news is that greatly expanded training pays for itself many times over.

Training must be tailored to ensure competence in all areas – by teaching principles as well as methods and by formal training as well as on-the-job training. Training provided on a *formal* classroom basis is highly cost-effective because it cuts down dramatically on mistakes and rework. Courses are to devote lots of time to quality, everyone's role in its pursuit and ways to improving the processes to achieve it.

Devoting time, money and effort to frontline and team leader training makes sense because the calibre of leadership here at "PASCAS" determines our success.

Training is, quite simply, one of the highest leverage activities a manager can perform. Most managers seem to feel that training employees is a job that should be left to others, perhaps to training specialists. We strongly believe that the manager should do it himself. A manager generally has two ways to raise the level of individual performance of his subordinates; by increasing motivation, the desire of each person to do his job well and by increasing individual capability, which is where training comes in.

It is generally accepted that motivating employees is a key task for all managers. Why shouldn't the same be true for the other principal means at a manager's disposal for increasing output? You yourself should instruct your direct subordinates and perhaps the next few ranks below them. Your subordinates should do the same thing and the supervisors at every level below them as well.

The best approach is for top management to take whatever time that is necessary to learn and understand the principals and philosophy and understand their responsibility, to develop their purpose, direction and plan for implementing the effort company wide; and then execute the plan with appropriate leadership.

Those who take the inanimate view of managing human endeavour are guilty of a beancounter mentality. Companies using the traditional centralised managership style are not strong on either evaluating or building motivation. That's because they fail to factor into their decisions how fundamentally their success is shaped by human factors. Those who think of management issues in such inanimate and dehumanised terms are called by many as *beancounters*.

The importance of a seamless organisation – creating common perspectives and common purpose.

The word manager has too often come to be synonymous with control – cold, uncaring, button-down, passionless. We never associate passion with the word manager, and we've never seen a good leader without it. The world of the 90's and beyond will not belong to "managers" or those who can make the numbers dance, as we used to say, or are conversant with all the businesses and jargon we use when we want to sound smart. The world will belong to passionate, driven leaders, people who not only *have* enormous amounts of energy but who can energise those whom they lead.

The policy of central management is that we are supporters (from the Help Station) and that to do our job right requires personal interaction, not insulated management from in an ivory tower and a telephone.

We must implement an *immersion* program which is a particularly intense form of involvement to be used periodically by the leaders to gain greater frontline insight. This requires top level leaders spending uninterrupted working days with the frontline at say the reception and night shift, etc. It may be found that the third shift production will be higher by transferring the bulk of those duties to day shifts? We will know after a few nights of doing the graveyard shift with the frontline staff.

It's our strong belief that in-depth insight into all organisational elements is the foundation for non-intrusive management. It's when leaders do not understand the challenges – and real problems and issues – that they intrude with direction that adds to the problem rather than to the solution. Such ill-conceived direction conditions the human system to operate all the more haltingly and inefficiently and further widens the gap between the rear and front. So let's move forward with the *immersion* program.

Some predict that the frontline employees will not like *immersion* however they generally welcome the chance to sound off about their problems and challenges.

In addition to this is the expansion of staff meetings by inviting employees who have responsibilities but have not the opportunity to be involved with such meetings otherwise. The unsung support people are the *"pearls and diamonds"* of the company. We must never forget that the need to matter has no relation to where people stand in the pecking order.

Why leadership? Because without it at all levels – there is not total quality management.

Murphy laws:
- ✓ If anything can go wrong, invariably it will.
- ✓ Nothing is as simple as it first seems.
- ✓ Nature always sides with the hidden flaw.
- ✓ Left to themselves, things always go from bad to worse.
- ✓ If everything seems to be going well, you have obviously over-looked something.

Parkinson laws:
- ✓ Managers prefer to multiply subordinates, not rivals.
- ✓ There need be little or no relationship between the work to be done and the size of the staff to which it is assigned.
- ✓ Work expands so as to fill the time available for its completion.

Von Stauffenber principle: (this guy tried to kill Adolph Hitler with a bomb in a brief case)
- ✓ Any bureaucratic entity of forty or more people can stay busy ten hours a day, six days a week, with no inputs and no outputs.

Bill Creech laws: (this guy's airforce annihilated Saddam Hussein's forces in the Gulf War)
- ✓ The fewer the people who care whether it goes right or wrong, the greater the certainty it will go wrong.
- ✓ The less the authority vested in those closest to the problem, the more the problem lingers and spreads.

These tendencies thrive in a centralised hothouse. So if you want to keep the above laws from biting you where it hurts the most, it's a very good idea to start worrying about leadership.

Facilitating versus leading – which is it to be and when.

The term "facilitator" is the preferred title of the "process school" of quality management for those who head up the cross function "process improvement" committees. Those "improvement committee" sessions are meant to be free-floating forums unencumbered by people pulling rank or position to shape or constrain the discussion unduly.

A team without a leader is a *committee.* And a team without a leader, a plan, and specific goals is the *lost sheep.* It is important to keep in mind the three basic management questions: *What's the plan? Who's in charge? Compared to what?* Facilitators don't lead, they facilitate.

You can order compliance, but you can't order initiative, enthusiasm, and creativity. *The power of resistance can always overcome the power of direction.* That's what leads to creative incompetence as an art form practised the world over by those who are not motivated and committed.

In a nutshell, it's the calibre of the leadership that sorts out the winners from the losers.

Adapting to constant change requires matching organisational changes – carried out according to sound TQM principles. It's been said that the only thing that doesn't change is change itself. A thriving company constantly transforms itself while adhering to beliefs / truths that are not subject to change.

One of the most dominant characteristics a leader must portray in these times is a sense of vision. A vision of where he or she wants that organisation to go and what that organisation should be thought of. A good leader sets goals, measures progress and rewards performance. He or she tries to give everyone a stake in the mission. That's the role of leadership.

The fact is, people all over the world look for the same thing in the products they buy – quality. Quality is meeting the customer's expectations – and quality is the result of effective leadership. In other words the route to reaping the rewards TQM promises to bring is not primarily through Total Quality Management. It is through leadership that inspires people to do the things Total Quality Management suggest.

The most successful organisations, worldwide, use leadership – not managership – to create their success.

The best organisations do not shrink from establishing leaders, with clear responsibility, commensurate authority, and unambiguous accountability at *all levels* from the very lowest to the very highest.

Six rules for success:

1. Don't manage, lead.
2. Face reality as it is, not as it was or as you wish it to be.
3. Be candid with everyone.
4. Change before you have to.
5. If you don't have a competitive advantage, don't compete.
6. Control your own destiny, or someone else will.

COMMITMENT: TQM BUILDS IT, and IT CREATES SUCCESS:

A brief overview of the issue of employee commitment.

An organisation not only has a head; it also has a heart. And the size of the heart depends upon the size of employee / associates commitment to its ideals and goals. Organisational vitality from the bottom up must be built. And it doesn't happen with half-hearted employee support of where the head wants to go. Centrocracies don't take that fundamental principle into account. Thus commitment must not only be on the list, but, at the head of the list.

The quality of a person's life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavour.

It is very difficult – no, virtually impossible – to achieve the loftier goals that globalisation demands unless the employees / associates at each level, bottom to top, perceive continuous improvement as a benefit and become committed to the goals that produce it.

You can't build greater quality and productivity without the commitment to make it happen – and that's hard to find.

The workers themselves explain that a principal reason for their lack of enthusiasm for higher productivity is the lack of incentive to work harder. Indeed, 73% say their own job effort has declined because coworkers get the same pay increases and rewards regardless of how hard they work. It's no big surprise they feel that way. That's a specialty of the centocracies.

On the hopeful side – the potential side – 75% say they could be significantly more effective than they presently are. So there's no mystery in their own minds why they aren't working harder. They keep telling us that they could and would work harder if the policies and practices were to change to **include them**. Guess what? That's the "magic formula" the best companies use. And their success proves that the employees are as good as their word.

So all these fissures between management and labour take their toll where it counts most – in diminished employee job satisfaction and scepticism, even outright rejection of the idea that increased productivity brings any personal benefit. Widespread samples taken by a variety of polling organisations disclose that a majority of frontline employees see no benefit to themselves *whatsoever* when productivity improves. And many see a negative result. They believe increased productivity only means harder work for the same pay.

Negative attitudes and lacklustre commitment are being generated by the traditional management style.

Most managers are out of touch with the feelings and frustrations at the front of their organisation. It's a centocracy trademark to distance the senior managers from such attitudes at the front. Unless the employees perceive that productivity and quality improvements *will benefit them*, directly and tangibly, you can forget the company's productivity improvement plan.

Frontline employees' comments encounted frequently:

➢ Ask my opinion? No one ever does. But I give it to them anyway, I just don't do it verbally.
➢ No one around here seems to care. We just do our thing.
➢ They keep telling me we have to do more with less. I recall them telling me that many times

before. From what I've seen around here we do less with less, not more. So they're going to have to tell me how we do that, not just what we should.
- ➢ Everyone in this company gets paid to do a job. I guess they're all important in one way or another. But when they divvy up the profits, nothing at all goes to the folks who, when it comes down to it, produced those profits. Why should I work harder so managers can get fat bonuses? What's in it for me?
- ➢ OK, I'll become committed. To what?
- ➢ I want to do a good job. I really do. But the system doesn't let me.

Most do indeed want to do a good job. That's the very source of the substantial untapped potential which the best companies prove beyond doubt is there. But to tap it the management system in traditionally managed businesses must be reoriented toward frontline inclusion, not exclusion.

If you will put the business in their hearts, they will put their hearts in the business.

The best companies prove that making compensation policies more inclusionary of the frontline employees is one important means of building a new spirit of commitment, and a new spirit of partnership among all organisational levels.

A share in the success creates commitment to building it – traditional compensation policies overlook that.

Only 11% of surveyed companies had a profit-sharing plan. *Gainsharing* incentive compensation reaching all employees was found in only 7% of American companies. Surveys show that only 8% of American companies use any variant of *Pay-for-Skill* – an incentive for workers to increase their job knowledge and productivity. *Earned Time Off* is given as a reward for productivity and quality achievements against specific goals – earned time off rewards, structured properly, can greatly improve productivity and quality.

All these techniques do involve added recognition and psychic pay for achievement, few companies use them, either singularly or in combination.

There is no doubt in the minds of most people – managers and workers alike – that incentive compensation and reward can provide strong impetus to work harder and smarter.

Most share the assumption that pay should reflect worth, and pay increases should be based primarily on performance. Social psychologists have devoted considerable energy to studying the values people hold with respect to the distribution of rewards, and "merit" or performance emerges again as number one. The "equity" principle that people should get what they "deserve" based on their contributions wins out over competing principles like "equality" – to each the same. There is a strongly held belief that performance-based reward is not only fairer, but also encourages higher levels of productivity, as people learn that they will get back more if they put more in.

Talent must be stimulated. The country will not manage without it. Should we fail to break out of this foolish system of wage levelling, we will ruin everything that is alive in our people. The nation will suffocate. (Mikhail Gorbachev)

Nearly everyone can readily recognise the benefits of having a direct stake in the outcome. Moreover, the companies using such inclusionary compensation policies find them every bit as popular with the workers, and as effective, as they have long been with the managers. They also find that it gives their

frontline employees a different perspective regarding "profit" and their stake in it.

Company balance sheets are almost impossible for them to decipher (they're not alone in that), and most companies don't go out of their way to bring those numbers down to Earth and educate employees in under-standable ways on what the profits are and where they go. It's little wonder, then, that while the profits are a matter of fundamental importance to the frontline employees – and to their compensation levels and job security – hardly any of them look on it that way.

As a related matter, most employees measure their compensation in terms of their *take-home* pay – largely taking the view that their "benefits" (and the related costs, including costs for their company funded superannuation) are outside the pale of their "compensation".   Many companies have successfully demonstrated that those widespread perspectives regarding "company profit" and "personal compensation" can be significantly and positively altered.

Any manager who believes this is not an appropriate matter for employee education, with all the plain facts on the table, is badly underestimating the negative influence of current perspectives.

Quality, productivity, and, yes, profitability need to be the business of everyone in the organisation – and a matter of intense interest to everyone, not just to the managers. When employees are brought into the partnership and fully share in all the reasons and reasoning, it greatly contributes to their own reasonableness, to their trust, and to their commitment.

Creating a seamless network of leadership and commitment – eliminating the gap between "management" and "labour".

One of the most damaging results of the centralised, managership approach – deeply rooted in the precepts of Centralism – is a two-class system in which executives and managers participate in one loop of information and reward – reserved to themselves – and workers participate in quite another. The gap between the two widens, and distrust and alienation grow.

They resent the stark cleavage between management and labour. The mangers have positions; they have jobs. The managers get salaries; they get wages. The managers don't punch time clocks; they do. They are assured overtime pay for working extra long because the wage awards protects this for them (for the time being). The managers get bonuses; they don't. Indeed, most frontline workers perceive the workplace as divided into *blue-collar, white-collar,* and *suits* – with accompanying social order distinctions and isolation of one group from another.

In Japan, it is now found that employees at all levels communicate freely and openly with one another, from bottom to top. There is also widespread involvement, shared goals, healthy interactions, and a common language of purpose. There's little question that the Japanese are succeeding in significantly spanning if not eliminating that classic gap in communications, perceptions and trust. Decentralised leadership approach and team-based structure are designed to do precisely that. The positive employee attitudes and performance, speak eloquently to their success with these inclusionary techniques.

The Japanese have overcome their prior conditioning to change from autocratic managership to decentralised leadership – we need to do no less.

Japanese realised that to make *"Policy Deployment"* work they had to create harmonious and cooperative interactions among all layers of the organisation and between all its elements. To make it happen, they adopted practices designed to eliminate the barriers between managers and workers that a

two-class system inevitably creates in any society.

A willingness to learn from others is a strength, not a weakness. A willingness to learn from others and a readiness to adapt to changing circumstances, help set the best companies apart. The best companies prove that when they are changed it enhances employee morale, motivation and commitment – thereby quality and productivity.

The burden of bringing about that day of harmony and identicality of purpose between management and labour rests on the leaders of both the companies and the unions. Neither side can do it on its own. However, it's abundantly clear that it won't have a chance of happening unless the company management takes the initiative to bring it about. And the unions must respond in a positive and constructive manner, not with more invective. The confrontational methods worked in the old days – so they thought; that's why they're still with us. They won't work now.

Pine for the old days if you will. But the stark fact is these are new days calling for new ways – and a new partnership between management and labour, everywhere – a loving way.

Both sides must change their policies and practices. Management must take the lead – which in its case means giving up the long-standing arrogance about the superiority and professed vitality of the traditional management style.

"Labour" of all kinds – particularly union labour – shares the obligation to form a new, more productive partnership. Truth and love are synonymous.

There are many reasons for the opposition, mainly steeped in past practices. Some union leaders – not all – see a vastly diminished role for themselves in a system of performance-reward links. They also understand that benefits traditionally are tied to wage scales, including the retirement benefits, not to wages plus bonuses. That also provides a strong vested interest in perpetuating the status quo. These union leaders are elected officials, after all, and they have learned to prefer a system in which higher wages, improved benefits and better working conditions come from intransigence at the bargaining table, pattern bargaining and threats to kill the company's competitiveness with slowdowns or walkouts.

Many companies are building stronger commitment by broadening incentive compensation policies to include all employees – like Pascas.

The Commission on Industrial Productivity spoke of the benefits they observed from awarding of team as well as individual bonuses, as a means of fostering co-operation and teamwork. As they put it, "This has already been tried by some best-practice companies with good results". A bonus system won't create miracles on its own – that is why there are Five Pillars, not one – but it helps, especially where its one element in a family of inclusionary techniques.

Besides monetary incentives, it's important to recognise the psychic reward that comes to frontline workers from the various aspects of being *included*.

There's not much mystery about what workers like and don't like – but our traditional management practices do not pivot off them.

Surveys show inclusion is an aspiration of frontline workers that ranks alongside involvement and empowerment. In fact, it's the stepping-stone to the other two. We don't find companies adopting policies of "ownership" and "empowerment" without first changing their traditional attitudes regarding

"inclusion".

Herzberg ranked the job factors that lead to "extreme dissatisfaction" and on the other hand, "extreme satisfaction" as seen by those frontline workers. He found the top 5 *dissatisfiers* to be: Company Policy, Supervision, Supervisor, Work Conditions and Salary. The top 5 *satisfiers* turned out to be: Achievement, Recognition, Work Itself, Responsibility and Advancement. Other samplings show the employees want responsibility whether it comes with promotion or not.

Company leaders need to pay lots of attention to the satisfaction index. *Job enrichment* at all levels, especially at the frontline.

The work ethic – producing goods and services through hard work – is no longer serving us well. The reason is that the work environment found in most companies discourages people from working from the heart – from caring about the job they do and the people with whom they work. As a result, the work environment – the way we manage and define our jobs – discourages what we used to call "labours of love". Wherever we find employees who work from the heart, we also find managers who dedicate themselves to building up the self-worth of their employees. Unfortunately, few managers see the connection between productivity and building self-worth.

Leaders also must work to instil a sense of group worth and of the importance of each person's contribution to the success and well-being of colleagues. In fact, that's one of the key ways you put their business in their hearts so they in turn will put their hearts in the business. Following one's passions and desires.

Many others have discovered and used that formula for success. Lombardi was fond of saying there are three key elements to winning in any human endeavour: the first is talent, the second is discipline, and the third is "you have to care for each other". However, **your passionate desires are foremost.**

It is by such inclusionary policies that the best leaders build self-worth, interest, creativity and commitment in every member on the team.

Motivation and commitment involves issues of the human spirit and that operates independently of the business you're in, the job you're in and the level you toil on.

The organise small, empower big approach to building strong commitment is not a new one and there's ample history to show it works – Johnson & Johnson is another case in point:

"We have periodically studied the economics of consolidation." Let's just take our consumer business and consolidate the distribution network. There would be some dollar efficiencies on paper. But we say to ourselves that these efficiencies would have to be enormous before we go with them, because we believe if the manager can control all aspects of his business it will run a lot better. And we believe that a lot of efficiencies you are supposed to get from economies of scale are not real at all. They are elusive. Once you get your big monster going, you're going to create inefficiencies that you don't know are there. And if the management does see them, it won't be aggressive in rooting them out because it doesn't have control of them.

Our decentralised Five Pillar PTQ (TQM) system lends itself perfectly to spreading cost-consciousness throughout the organisation – and transfers the cost-value trade-off decisions from top-down to a bottom-up matter. You must involve those at the frontline if the decisions are to be properly focused and cuts made in the right places. Cost-consciousness and prudence must be everyone's job. To make

that work you must have a system that *makes* it everyone's job.

Cost-consciousness and prudence – everyone's job, bottom to top.

Let's start with some observations. As quality is to performance and product decisions, value is to cost and funding decisions. Every business, private or public, needs to control costs. Cost control quite obviously starts with cost consciousness – and that's a necessarily complex process that works best when everyone is involved interactively, bottom to top. That means involving everyone in the cost-value trade-off decisions – which, of course, is not the style in centocracies.

➢ When only senior management is involved, cost savings come in the wrong places in the wrong way for the wrong reasons.
➢ The fewer the people who care about costs, the more they go up, not down.
➢ The less the involvement of the organisation's frontline, the more the unseen and hidden costs are overlooked.
➢ The more people who directly benefit by reducing costs while enhancing value, the more it takes place.

As a consequence, in the traditional management approach the cost-value decision process operates incompletely and inadequately. Most businesses take too narrow a view of the matter: They place strong emphasis on the controlling of costs, not the production of value.

Teams need to be aware of the wraparound or flow on costs. The team based approach lends itself well to this value consciousness because it provides the context and commitment that makes it work.

The name of the business success game is employee commitment – centrocracies don't understand or pursue that, so they leave enormous potential undisturbed and unrealised.

Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation), there is one elementary truth, the ignorance of which kills countless ideas and splendid plans; That the moment that one definitely commits oneself, then providence moves too.

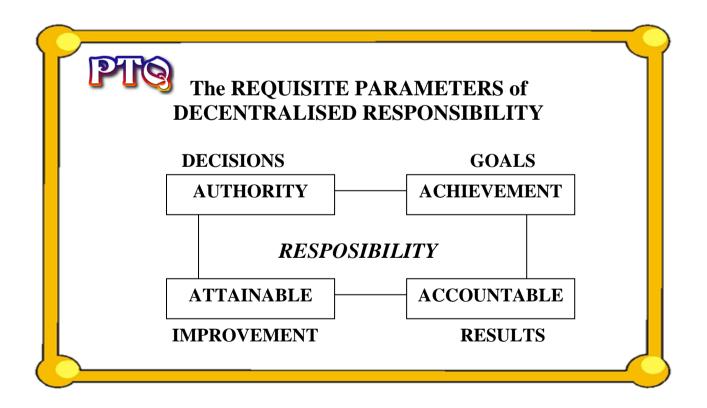That's why organisational greatness requires a Commitment Pillar.

A PTQ (TQM) PATH to TOMORROW: NEW WAYS for NEW DAYS:

Organisational transformations must be led, not driven. Companies must go about implementing decentralisation in a decentralised way. If it's built on a solid foundation of PTO (TQM) principles – it begins producing positive results immediately. Going from worst to first doesn't mean you've become perfect. It means you're far better than you were and better than your competition. The *"Relentless pursuit of perfection"* can begin right away – but can be fine-tuned as you settle into the new system. Once system change is started properly it takes on a momentum of its own.

TQM-style system does involve the use of teams – the day-to-day, hands-on, get-the-job-done type of teams as the basic structure for the decentralised model. It humanises the system in terms the employees can understand and appreciate. It also is the ideal way to extend leadership to the very bottom of the organisations.

Organising by teams helps to make all the other decentralised and PTQ system elements work – and work together.

There are not a lot of hard-and-fast rules on how to form the teams. But there are four general rules to keep in mind. First, we're talking about permanent organisational structure, not ad hoc team overlays. Second, the teams should be designed to exercise ownership over a specific product and each team given adequate authority to carry out that charter. Third, each team should have a leader as the focal point of responsibility and leadership style should create leadership involvement by every single team member. Fourth, the teams should be small, as few as three or four and as many as fifteen.

The REQUISITE PARAMETERS of DECENTRALISED RESPONSIBILITY

DECISIONS		GOALS
AUTHORITY	—	**ACHIEVEMENT**

RESPOSIBILITY

ATTAINABLE	—	**ACCOUNTABLE**
IMPROVEMENT		RESULTS

PTQ

The COMBINED ACTIONS
THAT MAKE TEAMS SUCCESSFUL

T RUST them	**after training them**
E MPOWER them	**with wide latitude**
A IM them	**with objectives and goals**
M EASURE them	**for feedback and comparison**
S UPPORT them	**with backing and resources**

ABOVE ALL RECOGNISE AND REWARD THEM
TO PROVIDE A STAKE IN THE OUTCOME

The decentralised, team-based approach builds co-operation and more effective interaction, not confrontation as some allege.

So much for the notion that decentralisation and organising by teams creates workplace competition. It's actually the other way around. The functional elitism drops away quickly as the team-based structure is adopted and a bonding takes place in pursuit of team goals.

Companies can't shut out competition; it's a fact of life – and the competitive spirit can be a key to success.

Cooperation stems from giving people reasons and incentives to look at their endeavours in a team context. The functional approach just does not produce the same spirit or perspective. Teams do.

A measurement and feedback system benefits all employees, including on the frontline, by increasing job security.

Why so little measurement and feedback to be found in businesses? That bias against measurement doesn't benefit the frontline employees, it penalises them. The only real job security as competition intensifies comes from being better at what you do than your competitors down the street, in the next state or across the water. The only job security anybody in this company will have will come from quality, productivity and satisfied customers. Without them we won't put food (vegan) on the table.

The old rules no longer apply. The inefficient will fall by the wayside. Better they know their problems and do something about them, than labour in the dark under the mistaken assumption they're bulletproof. No one is. Not anymore.

The frontline employees do benefit from measurement, comparison and feedback, perhaps more than anyone else.

Objectivity: you can't build a winning organisation without it and as much of it as you can get at every level.

Objectivity springs from facts.

If it ain't broke, don't fix it. That's right, but you should add to it: *If you don't know it's broke, it don't get fixed.* You can augment this with: *Find the anomaly. If it's wrong, fix it. If it's better than expected, praise it. Even copy it.*

There are uncomplicated, inexpensive ways to collect data that will show you where the bad anomalies are so you can cope with them. If you do it right, when you look out over the surface of a business it need not be opaque.

Adequate factual information is the lifeblood of intelligent decision-making.

Changing the supervisory focus to ouputs provides direct linkage to ownership – and makes it real, not a slogan.

Giving "ownership" of plant along with the authority, accountability, creates pride and involvement in the allocated process. This is a result of forming teams from functions and giving each team ownership over its product – along with the obligations of that ownership.

Employee share and stock ownership do and do not contribute to employee commitment to the company, depending on how they are approached. Such shares are not a practical form of ownership which in turn increases employees' voice in the company's day-to-day activities. Companies of all sizes, whether or not they have a share ownership plan, also need an everyday brand of workplace ownership – through inclusion, involvement and empowerment – to get the motivational juices flowing and to get the employee sense of obligation operating that produces greater commitment and professionalism. Frontline employees are every bit as interested as managers are in that broader form of ownership. And they realise it entails a new level of *obligation* on their part.

PTQ
MEASUREMENT of SPECIFIC GOALS
PROVIDES THESE IMPORTANT RESULTS

- **FOCUS**   ON WHAT IS IMPORTANT
- **OBJECTIVITY**   FROM THE COMPARISONS
- **RECOGNITION**   OF WHAT / WHERE TO FIX
- **IMPROVEMENT**   OF THE RIGHT THINGS
- **MOTIVATION**   TO IMPROVE THE SCORE
- **DECENTRALISATION** WITH COHESION / CONTROL
- **COMMITMENT**   FROM THE EMPOWERMENT
                         AND REWARD PROCESS

Organisations can't become winners without a strong sense of obligation throughout.

It involves an obligation from supervisors up the organisational chain to provide more trust and greater latitude to the "owners" down below.

If you don't have real ownership, you won't get real obligation.

Outputs, Orientation, Objectivity, Ownership and *Obligation* – that's the synergy to be achieved, using small group outputs as the pivot point for all the rest.

Decentralisation and measurement systems go together.

Decentralisation, empowerment through distributed authority and measurement systems all go together.

Each result is highly important and you simply won't get them without means to measure, compare, analyse and feedback to those doing the work. Also, managers must be given means to track performance – for visibility, coherence and "control" – or they won't even consider empowerment.

When performance is measured, it improves. When performance is measured and compared, it improves further. When performance is measured, compared and appropriately recognised and rewarded, it improves even more – dramatically more.

It is not easily possible to assess, let alone to test scientifically, the spirit of an organisation and the development of the people in it. But it is quite easy to test the results of that spirit and development. All it needs is a "scorecard" that judges results against expectations. The performance of management can and should be measured against its business strategies. Did the things that the strategy expected to happen in fact take place? And were the goals set the right goals, in light of actual development? And have they been attained? To judge strategies against performance requires that expectations be defined and spelled out, and that there be organised feedback from actual events on the expectations.
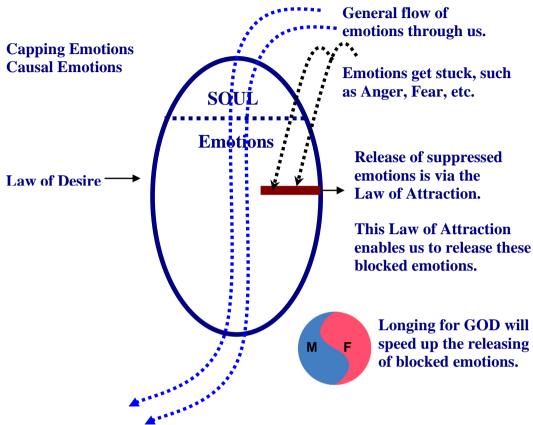
Quality is not a group of individual techniques or tools but rather a total field and that all the employees have to be adequately trained and involved if total quality management is to work.

There are three managerial processes used in managing for quality: quality planning, quality control and quality improvement. It's the interaction of the techniques of all three – not just quality control – that yields success.

- Quality requires creation methods as well as decision making tools.
- The way you empower matters more than the way you administer.
- The best process tools won't make managership work.
- The best process tools won't make functionalism work.
- Those who control processes lose to those who create quality.
- Those controlling behaviour lose to those creating commitment.
- The more employees who care deeply about quality creation, the more you will find it in the organisation.

Teams are the best choice from a system engineering standpoint because there is no better way to ensure the effective interface, integration and harmonious interaction of the organisation building blocks.

WE are CREATED as EMOTIONAL BEINGS:

General flow of
emotions through us.

**Capping Emotions
Causal Emotions**

Emotions get stuck, such
as Anger, Fear, etc.

SOUL

Emotions

Release of suppressed
emotions is via the
Law of Attraction.

Law of Desire →

This Law of Attraction
enables us to release these
blocked emotions.

M F

Longing for GOD will
speed up the releasing
of blocked emotions.

**Repressed / suppressed emotions result from walking away from Love.
Aman and Amon – first couple – walked away from God, detuned from God's love.
We misused freewill by acting in disharmony with God.**

Feelings first

LIVE FEELINGS FIRST

Feelings First Spirituality, The New Way
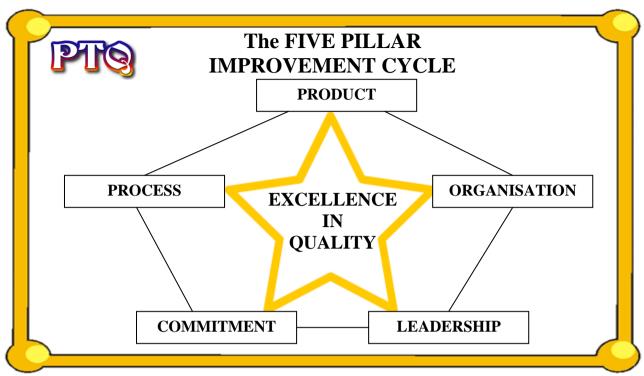## Feelings are your own truth and personality

HALLMARKS of the CENTRALISED MANAGERSHIP APPROACH

Centralism principles are everywhere
Every activity possible is consolidated
A few top executives set all of the policies
The authority is closely held – by the managers
The accountability is diffused and it's untraceable
There's little quality focus and only on a few things
A cost fixation controls quality – "quality is expensive"
There's very little measurement, comparison and feedback
Productivity and quality are the expectation; "do your job"
Performance is tied to compliance – so "do things right"
Management has its set of goals, but labour has another
The culture is one of distrust and tight supervision
The climate reflects austerity and cost obsession
Only a few profit from productivity improvement
The customer linkage is frail – and unfocused
The motivation tools emphasise the negative
Involvement is only a suggestion program
Commitment is expected, not fostered
The human system matters little

HALLMARKS of **PASCAS** DECENTRALISED LEADERSHIP APPROACH

Decentralised principles abound
Diseconomies of scale are understood
All employees are involved in leadership
Authority is widely distributed throughout
Accountability is inseparably tied to authority
Quality is a way of life at all times, in all things
Quality reduces the costs – "Unquality is Unaffordable"
Measurement and comparison are widely used, at all levels
Productivity and quality flow from commitment; "Be involved"
Common purpose elicits strong commitment and achievement
The performance is tied to empowerment; "Do right things"
The culture emphasises LOVE, respect and cooperation
The climate features strong commitment to excellence
Success is shared: there's a stake in the outcome
The paramount focus is every customer's needs
Involvement and passion breed the motivation
Empowerment and ownership reach everyone
Commitment is the aim of all the policies
The human system is the cornerstone

The overall structure is based on teams, the supervisory focus is centred on the outputs, the work accomplishment mindset is on the team product. The total team process operates in a seamless leadership network – here at PASCAS.

PTQ

The FIVE PILLAR IMPROVEMENT CYCLE

PRODUCT

PROCESS

ORGANISATION

EXCELLENCE IN QUALITY

COMMITMENT

LEADERSHIP

The PTQ (TQM) principles must emanate from the top down and operate bottom up if they are to be fully effective. That calls for continuous assessment of how they are working at every level.

However, beyond those process-oriented analysis tools companies also need ways to assess their entire management system – to assess it, that is, in terms of how that system is affecting each product and sub-product. In other words, every organisation needs a way to assess how the "human system" is responding to the "management system" from the bottom to top in every part of the organisation.

Every structural module of our business, large or small, must be examined – and made better – in each of the elements at the five points of the quality assessment star. Note that process improvement is a precursor to product improvement, but that it depends on the health and vitality of three other critical elements. If any is weak, all are.

Charlie Brown said about his *Peanuts* baseball team: *"It's tough to bear the awesome burden of permanent potential"*.

TQM!

PTQ

GUIDELINES FOR ORGANISATIONAL GREATNESS:

1.   BUILD YOUR APPROACH AND ITS PRINCIPLES, ON FIVE SYSTEM PILLARS:
        PRODUCT – PROCESS – ORGANISATION – LEADERSHIP – COMMITMENT.

        Product is the focal point for organisation purpose and achievement.
        Quality in the product is impossible without quality in the process.
        Quality in the process is impossible without the right organisation.
        The right organisation is meaningless without the proper leadership.
        Strong, bottom-up commitment is the support pillar for all the rest.
        Each Pillar depends upon the other four, and if one is weak all are.

2.   FIRMLY ESTABLISH THE CHARACTER AND CULTURE OF YOUR
        ORGANISATION.

        Develop the overarching principles, key them to the human spirit.
        Ensure they are wholly understood and widely practised – by all.
        Give them vigour through insistence, persistence and consistency.
        Stress ethical conduct, integrity, courtesy and love in all endeavours.
        The principles flow top down but their power must flow bottom up.

3.   USE A DECENTRALISED, INTERACTIVE SYSTEM THAT INTEGRATES ALL
        LEVELS.

        Organise for the new realities. *Centralism* is a bankrupt approach.
        Build a decentralised structure on the teams-outputs-product model.
        Replace the *I and my* mindset usually found with that of *we and our.*
        Foster belief in the rich rewards of teamwork and professionalism.
        Build strong commitment by all to highest quality and productivity.

4.   ORGANISATION IS THE CENTRAL PILLAR – IT INFLUENCES EVERYTHING ELSE.

        Create widespread ownership, decentralise the authority throughout.
        Combine authority and accountability. Make that unambiguous to all.
        Eliminate unnecessary layers. Tear down all of the functional walls.
        Recast the rules. Streamline the paperwork. Shorten the cycle times.
        Maintain coherence and control with incentive, not authoritarianism.

5.   BASE THE STRUCTURAL BUILDING BLOCKS ON SMALL TEAMS NOT BIG
        FUNCTIONS.

        Organise by teams for involvement, agility and an ownership focus.
        Keep each team at a manageable size. Provide each its own identity.
        Every team has a product. Identify it. Dignify it. Celebrate it.
        Form teams of teams. Clearly identify the interfaces between teams.
        Provide each team ample authority over its own part of the product.

6.   ORIENT EMPLOYEE FOCUS AND ACTIVITY TO THEIR PRODUCT, NOT THEIR JOB.

One's job is self-centred. Build a group-centred product mindset.
Define each product in terms of its customer, internal or external.
Identify each product sub-element. Identify all involved processes.
Create process improvement by measurement, analysis and incentive.
Use the product as the focal point and rallying point for quality.

7.   PLACE THE PRIME LEADERSHIP FOCUS ON THE OUTPUTS, NOT THE INPUTS.

Inhibit micromanagement of the inputs. Champion output ownership.
Develop output goals repeatedly with the teams directly involved.
Make the goals understandable, relevant, attainable – and wanted.
Provide ample incentive for initiative, ingenuity and innovation.
Create strong desire for continuous improvement in every activity.

8.   KEEP SCORE, ASSESS AND PROVIDE TIMELY FEEDBACK TO ONE AND ALL.

Measure quality and productivity at varied product / process points.
Use quantification benchmarks to judge your progress – and needs.
Amplify objectivity through broad use of data, facts and surveys.
Use comparison to bring life to the data and to provide relevance.
Use goals and scoreboarding to decentralise and create ownership. Avoid competition.

9.   KNOW YOUR MARKETPLACE INSIDE OUT AND CREATE STRONG CUSTOMER
      LINKAGE.

Continually assess your strength and competitiveness in your niche.
Be sure your expertise is suitably matched to each of the products.
Pay close attention to the business of your business. Stick to it.
Create a product-customer linkage. Assure everyone understands it.
Ensure that every decision, every action, is keyed to the customer.

10.   PROVIDE A CLIMATE OF QUALITY WHICH PROMOTES PRIDE AND
      PROFESSIONALISM.

Mobilise dedication to highest quality in all things, at all times.
Pride is the fuel of human accomplishment. Create it. Sustain it.
Make continuous renewal and rejuvenation everyone's responsibility.
Calibrate your revisions on the level of motivation and enthusiasm.
Quality begets quality. Provide the means, tools and motivation.

11.   BASE ANY AND ALL DECISIONS ON THE INSEPARABILITY OF COST AND
       VALUE.

       Get every organisational level involved – from the very bottom up.
       Provide cost data to teams. Instil value consciousness throughout.
       Be wary of costs that affect the quality mindset. Don't disable it.
       The line cuts the costs not the staff, to ensure value sensitivity.
       Use quality to drive costs down, not savings to drive quality down.

12.   PROVIDE DETAILED, FOCUSED TRAINING TO EMPLOYEES AT EVERY LEVEL.

       On-the-job and ad hoc training are key parts, but are only parts.
       Formal training is vital for proper quality mindset and know-how.
       Make all training specific on key principles, methods and goals.
       Train all employees at every level – including at senior levels.
       Leaders at all levels must be teachers. Leaders create leaders.

13.   GIVE HIGH PRIORITY AND PAY GREAT ATTENTION TO THE COMMUNICATION
       FLOW.

       On key issues augment the hierarchical flow. Go several layers deep.
       Talk numbers as well as words. Ensure full comprehension throughout.
       Replace all inhibitions to upward communications with full openness.
       Provide the requisite means and adequate incentives to make it work.
       Listening, hearing and caring are the catalysts which make it thrive.

14.   WORK UNCEASINGLY TO INSTIL COMMON PURPOSE FROM THE BOTTOM
       TO THE TOP.

       Close the classic management and labour gap. Make leadership seamless.
       Assure the common purpose is keyed to the product and the customer.
       Get all of the employees enthused and fully involved to support it.
       Stay in touch and in tune with all of the employees all of the time.
       Instil in all that commitment from all that determines success for each.
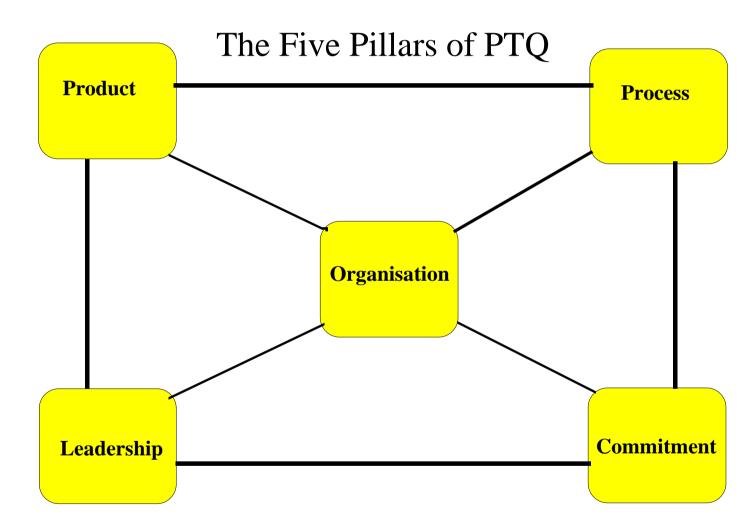
15.   BUILD THE COMMITMENT THROUGH GENUINE OWNERSHIP AND SHARED
       SUCCESS.

       Emphasise the dignity and the worth of each job and every employee.
       Make wide use of recognition and reward, for individuals and teams.
       Make involvement real. Provide the opportunity and the incentives.
       Make ownership real. The test is if they feel it – and apply it.
       Provide a clear stake in the outcome for everyone, share success.

16. ABOVE ALL, BUILD YOUR NEW MANAGEMENT APPROACH ON ALL FIVE PILLARS.

It's not complicated or mysterious. It need not all be done at once.
But it requires actions – not just words. A slogan is not a system.
The system isn't difficult to implement. Start with these principles.
The very best companies, worldwide, use them to beat the competition.
All who use them reap far greater quality, productivity and success.

**A HOLISTIC SYSTEM IS A PROVEN ANSWER TO THE NEW REALITIES
OF THE NEW MILLENNIUM AND BEYOND**

The Five Pillars of PTQ

Product

Process

Organisation

Leadership

Commitment

Reference: The Five Pillars of TQM by Bill Creech

Documents within this series – www.pascashealth.com   library download:

Pascas WorldCare – and 500 + Years!
Pascas WorldCare – Corporate Shared Values
Pascas WorldCare – Good to Great
Pascas WorldCare – Management of Enterprise the Divine Love Way
Pascas WorldCare – Teams
Pascas WorldCare – Teams and Bottom Up Democracy
Pascas WorldCare – Teams: The Wisdom of and their Operation
Pascas WorldCare – Teams: with Pascas Total Quality

   And

Pascas WorldCare – Against the Odds   Vol: I
Pascas WorldCare – Against the Odds break through   Vol: I II III IV V VI VII
Pascas WorldCare – Against the Odds contact and launch   Vol: I II III

Golden Rule: that one must always honour another's will as one honours one's own.

ALWAYS BE TRUE TO YOUR FEELINGS

LIVE FEELINGS FIRST

Feelings First Spirituality, The New Way
Uncover the Truth of yourself through your Feelings