

MODULE - 2.

Leader is one who heads an Organization or a department or a group of people to carryout certain tasks assigned to them or accepted by them as a single entity, to the satisfaction of one and all.

Leadership

Leadership is the ability of a leader to manage or lead the group of people (team) effectively to carryout the task.

Characteristics of quality Leaders :-

1. Customer Contact and Care :-

The leaders should be easily accessible to both internal and external customers.

- The leaders should place themselves in the position of the customer and understand their requirement.

2. Treatment to Subordinates :-

Leader should empower subordinates rather than controlling them.

- They should exhibit faith and confidence on the subordinates performance.

3. Emphasis on ^{Prevention} improvement :-

A balance should be struck between prevention of problems and developing better, but perfect processes and products.

4. Emphasis on Improvement:

Leader should emphasis on improvement rather than on maintenance.

5. Collaboration and Competition:

Collaboration between employees encouraged and internal competition should be prevented. Collaboration leads to sharing of information pertaining to the group work. Whereas competition may result in working against each other (or) withholding information.

6. Coaches rather than bosses:

The Leaders train and Coach their Subordinates rather than direct and Supervise.

As coaches they help their Subordinates learn to ~~have~~ better job.

7. Learning from problems:

When a problem exists it is said treated as a boon and not something minimized or covered up. The reason for the problem and its prevention should be thought out by the leader.

8. Good Communication Skill:

Leaders should have good communication skill so that they can continually communicate information on TQM effort.

This gives a moral encouragement to the subordinate and new ideas will crop up in their mind.

9. Commitment to quality:-

Leaders exhibit their commitment to quality not through words but by actions.

10. Vendor Selection:-

Vendor should be selected based on the quality of supply rather than on price. Should be treated as partners and encouraged to participate in project teams.

11. Cancel Organization System:-

Leaders should establish Organizational System to support the family effort.

12. Encourage, recognize and appreciate:-

Leaders should encourage and recognize team effort. Reward individual and team in appreciations.

Deming's Philosophy:-

1. Create Consistency of purpose with a plan:-

Organization must develop a long-term view of at least for 10 years and plan to stay in business by setting long-range goals.

It must include investors, customers, suppliers, employees the community and a quality philosophy.

2. Adopt new philosophy of quality :

Every one in the organization including the top management should adopt the new philosophy of quality, i.e.: Continuous improvement refusing to accept nonconformance and customer satisfaction.

3. Dependence on mass inspection :

Management should understand that the purpose of inspection is to remove nonconforming or bad pieces reaching the customer. Hence inspection process must be improved. and cost reduced.

4. End of Practice of selecting Suppliers based solely on price:-

The goal should be to have a single supplier to develop a long term relationship of loyalty and trust thereby receiving quality products and services.

5. Identify problems and work continually to improve the system:

Management must exercise more responsibility by actively participating in problem identification and rectifying the same, so that the set goal of quality and productivity are continually and permanently improved and cost reduced.

6. Adopt modern methods of training on the job:

Resources should be allocated for training employees so that they perform their job to their best possible level.

7. Change the focus of production from quantity to quality:

Quantity and work standard should be focused on quality. Quantity of production should be replaced with statistical methods of process control.

8. Drive out fear, create trust and create environment for improvement:

Management should drive the fear of insecurity of job from the employees. A free and fair chance should be given to all employees to express their views on quality improvement and should be taken in the right spirit.

9. Break down barriers between departments:

Employees should be allowed to have free access and discussions with their peers in the other department for quality improvements. The barriers should not rob the pride of workmanship from the workers.

10. Stop requesting improved productivity without providing methods to achieve the same:

All basic necessary requirements should be provided for improving quality.

Management should not ask the employee to increase productivity without providing specific improvement methods. This can be a handicap to the Organization.

11. Eliminate work standards that prescribe numerical Quotas.

Quotas and work standards focus on quantity rather than quality. Quotas should be replaced with statistical methods of process control.

12. Remove barrier to pride of workmanship:-

Pride of workmanship among employee should be restored which require long-term commitment by the management when workers are proud of their job, they will grow to the fullest extent of their job. All possible requirements to achieve the set goal by the employee should be provided.

13. Institute Vigorous education and retraining:-

A long-term commitment to continuously train and educate people must be made by management. Deming's 14 points and the Organization's mission should be the foundation of the education program. Everyone should be retrained as the Organizational requirements change to meet the changing environment.

14. Create a structure in top management that will emphasise the preceding thirteen points every day:-

It has to create a corporate structure to implement the philosophy. Management must be committed, involved, and accessible if the Organization is to succeed in implementing the new philosophy.

Role of TQM leaders:-

All managers ideally starting from senior manager and chief executive officer (CEO) must act as the Organization's leader for quality. The CEO in fact has major role to play and can provide the leadership system to achieve results.

Leaders task is to clear quality values and high expectations and then build these into Organization's Operating Strategies.

Leaders should practice the philosophy of management by Wandering around (MBWA). Management should get out of their cell and visit departments, Suppliers and Customers.

The management personnel must involve themselves in the activities such as planning, reviewing organizations quality performance, serving on quality improvement teams, interacting with customers and recognizing and rewarding employees for quality achievements.

Senior management's role is no longer to make a final decision, but to make sure the team's decision is aligned with the quality statement of the Organization.

By following the above guideline, Senior managers should be able

1. Senior managers should be able to drive away the fears among the employees.
2. Breakdown barriers.
3. Remove System Blockades
4. Anticipate and minimize resistance to change and in general change in culture.

Strategic Planning :-

Goals and objectives have basically the same meaning. Goals are long-term planning and objectives are short-term planning.

There are seven basic steps to Strategic quality Planning.

1. Customer Needs :- the first step is to discover the future needs of the customers.
2. Customer Positioning :- the planners determine where the Organization wants to be in relation to the customer. If the Organization wants to retain, reduce (or) expand the customer base.
3. Predict the future :- the planners must predict future conditions that will affect their product or service. Demographics, economics forecasts, and technical assessments or projections are tools that help predict the future.

4. Gap Analysis:- This step requires the planners to identify the gaps between the current state and the future state of the Organization. An analysis of the core values and concepts, is an excellent technique for pinpointing gaps.
5. Closing the Gap:- The plan must be developed to close the gap by establishing goals and responsibility. All stakeholders should be included in the development of the plan.
6. Alignment:- As the plan is developed, it must be aligned with the mission, vision and core values and concepts of the Organizations.
7. Implementation:- This last step is frequently the most difficult. Resource must be allocated for collecting data, designing changes and overcoming resistance to change.
- The planning group should meet at least once a year to assess progress and take any corrective action.