



UNM ANDERSON SCHOOL
of MANAGEMENT

*Executive & Professional
Education Center*

QUALITY LEADERSHIP

Prepared for the Albuquerque Quality Network

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OBJECTIVES

- Discover the traits, behaviors and characteristics of effective quality leaders
- Understand the difference between leadership and management
- Learn why transformational leaders are effective quality leaders

“BEST” AND “WORST” LEADER

Best

Worst

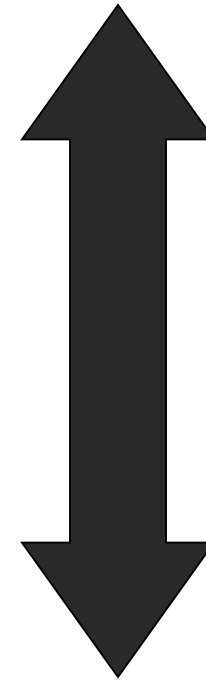
LEADERSHIP

- What is a leader?
- What is a manager?



DIFFERENCES BETWEEN LEADERSHIP AND MANAGEMENT

- Management
 - Planning and budgeting
 - Organizing and staffing
 - Controlling and problem solving
 - High degree of predictability and consistency
- Leadership
 - Setting a direction for the group
 - Aligning people with that direction through communication
 - Motivating people to action
 - Producing change to reach desired outcomes



SCHOOLS OF THOUGHT REGARDING LEADERSHIP

- Trait Theories
- Behavior Theories
- Situational Theories



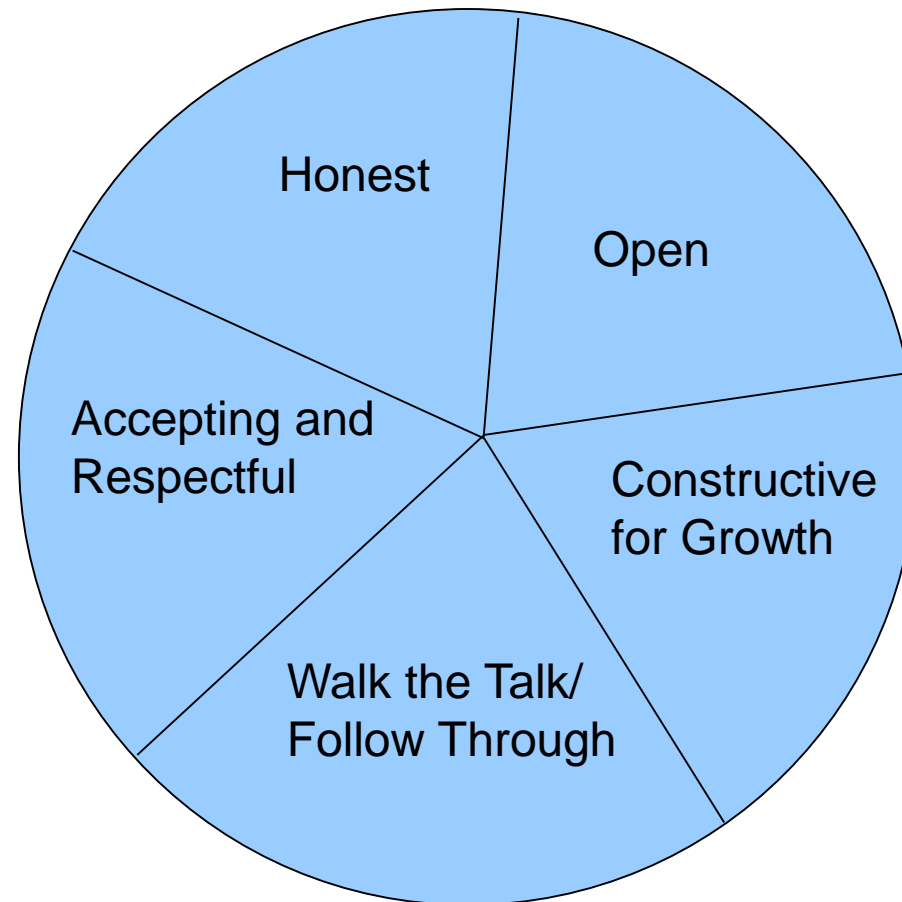
QUALITY LEADERSHIP CHARACTERISTICS

- Quality gurus, such as Deming, Jaran and Feigenbaum, teach us that quality leaders implement a quality culture through:
 - An ethical core
 - Integrity
 - Social responsibility
 - Empowerment
 - Focus on people
 - Strong strategic viewpoint
 - Attention to quality of work life

IMPORTANT LEADERSHIP SKILLS FOR QUALITY LEADERS

- ★ Values: integrity, trust and culture
- ★ Vision: strategic focus
- ★ Inspiration: communication, role model
- ★ Innovative: change agent
- ★ Systems view: interactive
- ★ Empowering: focus on employees
- ★ Customer focus: society
- ★ Business and quality knowledge

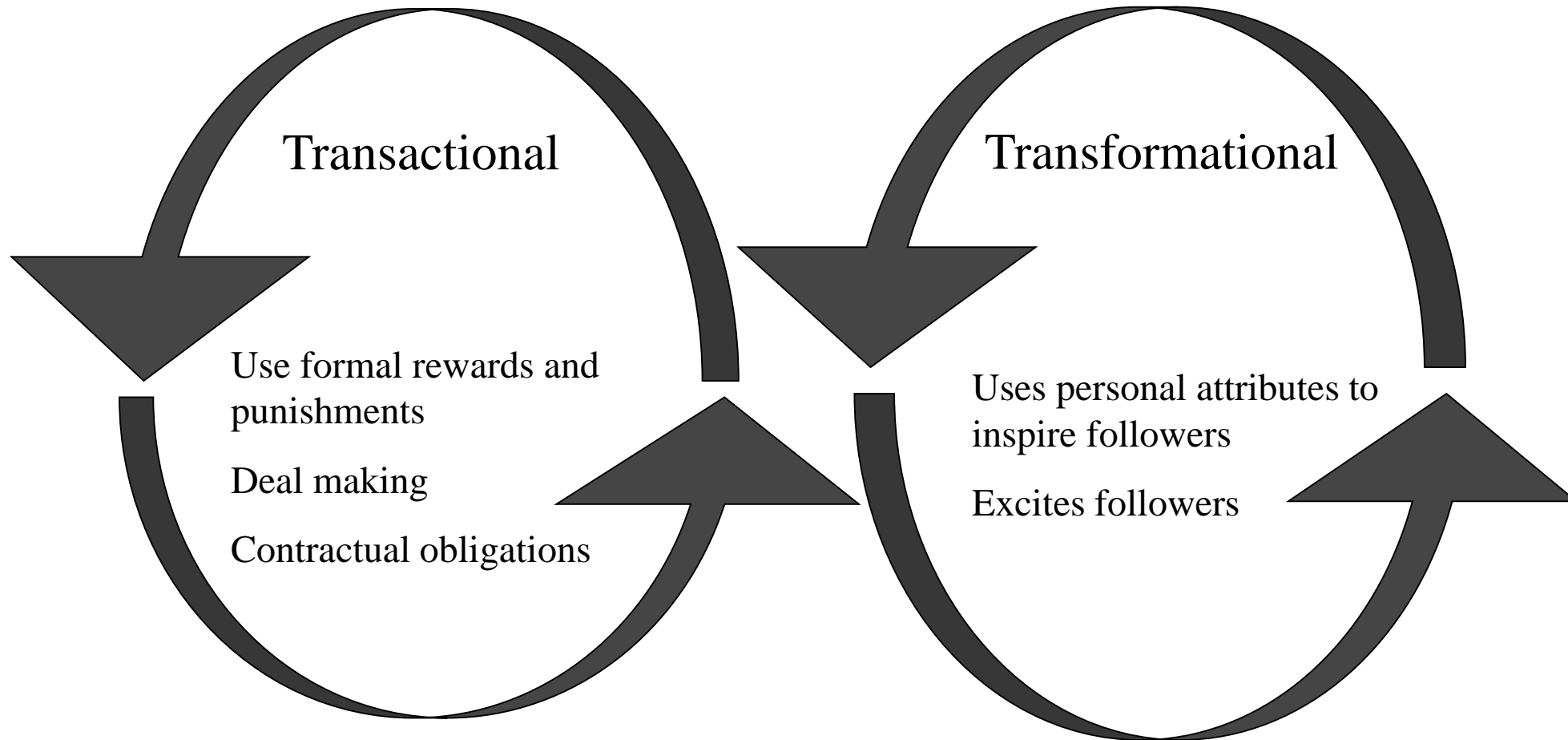
BUILDING AND MAINTAINING TRUST



ESSENTIAL ORGANIZATIONAL COMPONENTS FOR QUALITY LEADERSHIP

- *Top management commitment* – ask yourself the following question – “of the last 10 decisions made by senior management ‘in the name of quality,’ how many required that senior management change its own behavior?” if the percentage is low, then the company’s quality efforts will be in trouble.
- *Leadership* – encourage employees throughout the organization to practice leadership behavior
- *100-percent employee involvement* – with a structure
- *Communication* – it’s what people hear that counts
- *Training* – train 10-15 percent of employees as quality team leaders
- *Measurement* – track progress and gather data for improvement – ask yourself the following questions – “why are you taking this measurement? How will the data be used?”
- *Recognition, gratitude, and celebration*

TRANSACTIONAL AND TRANSFORMATIONAL LEADERS



TRANSFORMATIONAL LEADERSHIP

“Transformational leaders are able to communicate and reinforce values and express an inspirational vision focusing on quality”

Luria, 2008

QUESTIONS

