

Abstract

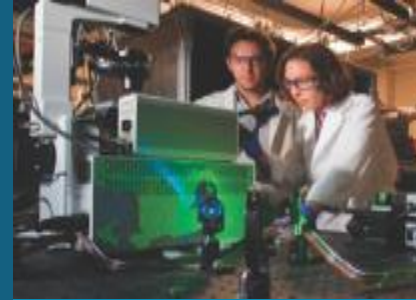


Quality principles are a solid foundation from which to practice effective leadership. Combining these with other critical leadership behaviors will enable you to leave a lasting legacy in your organization. The speaker will show how she has applied both quality and leadership principles and thinking to achieve results while making her teams stronger and her customers happy.

In this workshop,

- You will walk away with 5 key Leadership principles to be paired with the Quality principles for maximum effectiveness.
- Hear examples of personal application, along with stories that didn't quite work.

Are practicing quality principles a path to becoming a better leader? *Yes and ...*



PRESENTED BY

Joan Tafoya, Senior Manager

About Joan



Motto: Create your own role by doing you are asked and then more. Always strive for what may be possible, not just the minimum.

What drives me: Adding value for the customer. Using diverse people and experience to make the work more efficient, effective and clearly tied to business goals and objectives.

Career highlights:

- 1 yr at **Sandia National Labs** chartered with deploying a lean operating system to increase speed and flow of the work.
- Retired from **Intel** after 27 years; joined directly from Stanford (MS IE).
- Lead manufacturing operations at Rio Ranch Facility: ~1800 people.
- Lived in Asia for ~8 years (China, Vietnam and Malaysia)
- Lead Supply Planning coordinating build and delivery strategy for \$50B in revenue.
- Lead Intel's new Drone Business: M&A, business operations and manufacturing
- Institute of Industrial and System Engineering Fellow, SWE Global Diversity Recognition, ABQ Hispano Board member

What are those quality [management] principles again?



According to ISO 9000:2015, these are cited as management principles for organizational improvement.

1. Customer focus.
2. Leadership.
3. Engagement of people.
4. Process approach.
5. Improvement.
6. Evidence-based decision-making.
7. Relationship management.

Or is it 8? Some lists include a “systems approach”.
ISO 2015 merged this with the “process approach” bullet.



What are those quality [management] principles again?



According to ISO 9000:2015, these are cited as management principles for organizational improvement.

1. Customer focus.
2. Leadership.
3. Engagement of people.
4. Process approach.
5. Improvement.
6. Evidence-based decision-making.
7. Relationship management.

Or is it 8? Some lists include a “systems approach”. ISO merged this with the “process approach” bullet.



Leadership in the Quality Management Principle



“Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the organization’s *quality objectives*.”

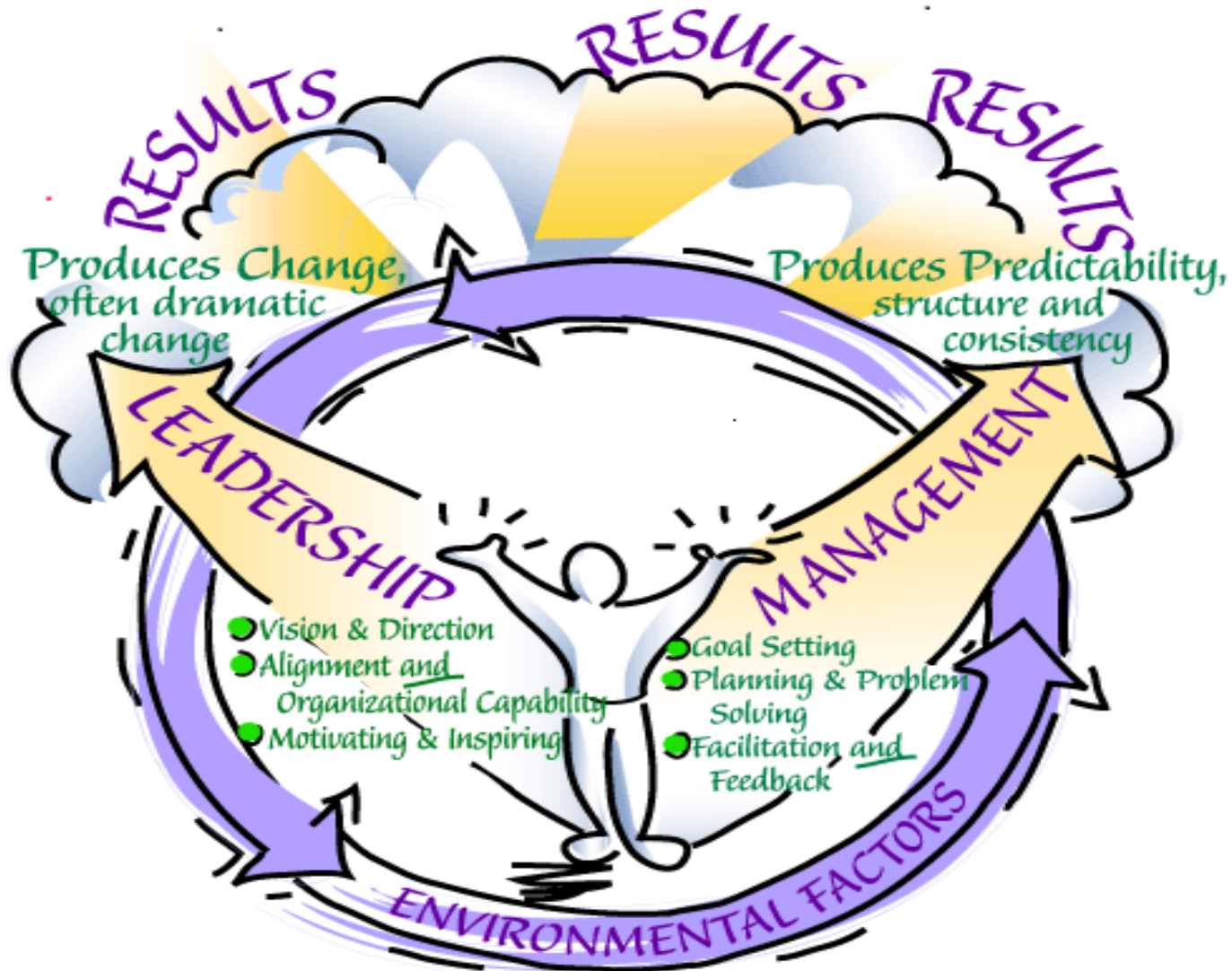
But wait...what if I wanted to:

- Start real estate investment fund?
- Create non-profit that addressed a revolutionary way to reduce crime?
- Address security concerns at the local high school.
- Become the mayor of Albuquerque.

I’m probably not thinking of an organization’s quality objectives.

My Conjecture: Pair the Quality Management Principles with a different definition of Leadership

Management vs Leadership



What Leadership looks like to me



Model the Way

Your actions reflect your values and the organizations values.
Ask for and act on feedback; take time to reflect.

Inspire a shared vision

Begin with the end in mind.
Create that positive future all want to head towards.

Challenge the Process

Experiment and take risks, always looking for ways to improve.

Enable others to Act

Foster collaboration by defining and promoting common goals.
Strengthen others by investing in their development and giving them critical tasks.

Encourage the heart

Recognize individual excellence.
Create a spirit of community by celebrating our successes

What Leadership looks like to me



Model the Way

- ★ Your actions reflect your values and the organizations values.
Ask for and act on feedback; take time to reflect.

Inspire a shared vision

- ★ Begin with the end in mind.
Create that positive future all want to head towards.

Challenge the Process

- ★ Experiment and take risks, always looking for ways to improve.

Enable others to Act

- Foster collaboration by defining and promoting common goals.
Strengthen others by investing in their development and giving them critical tasks.

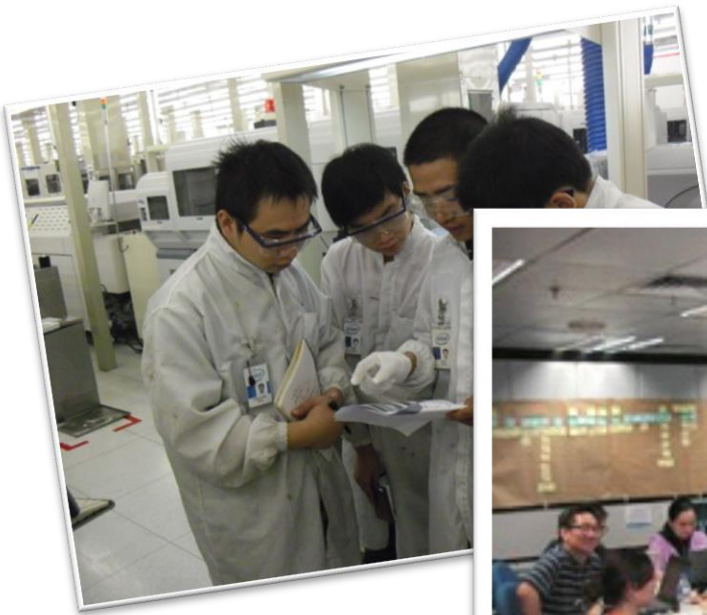
Encourage the heart

- Recognize individual excellence.
Create a spirit of community by celebrating our successes

Model The Way

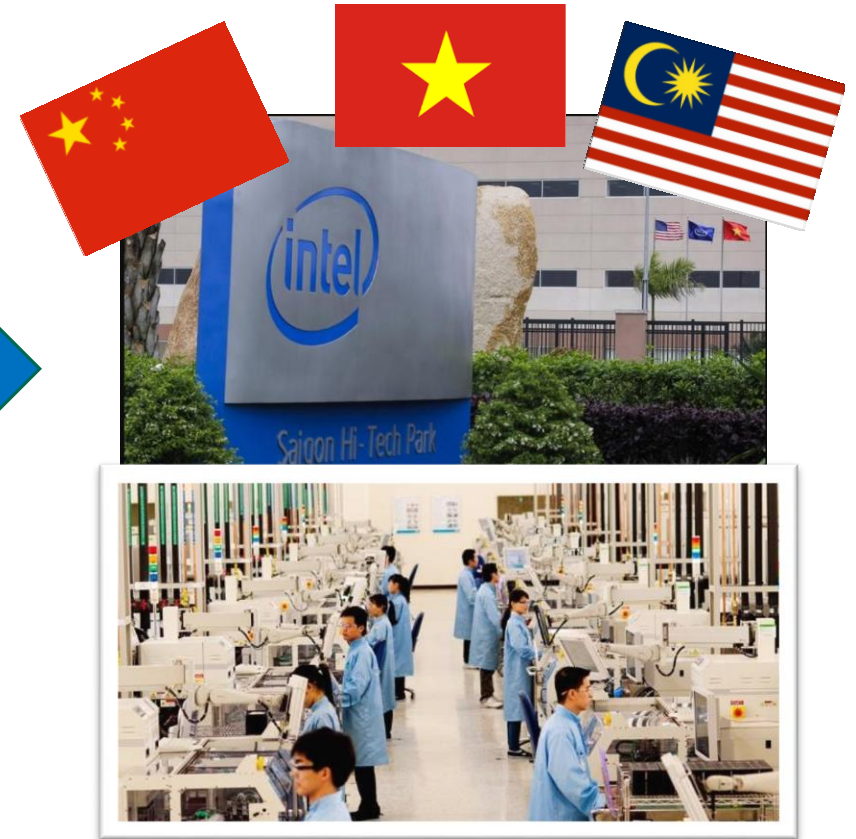
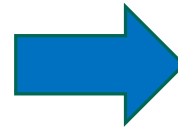


Model the behavior you expect in others



One of the best ways to prove something is important is do it yourself and set an example.

Model the Way



Deep reflection lead me to make different choices, reminding me that actions reflect our values.

Inspire ~~Your~~ A Shared Vision

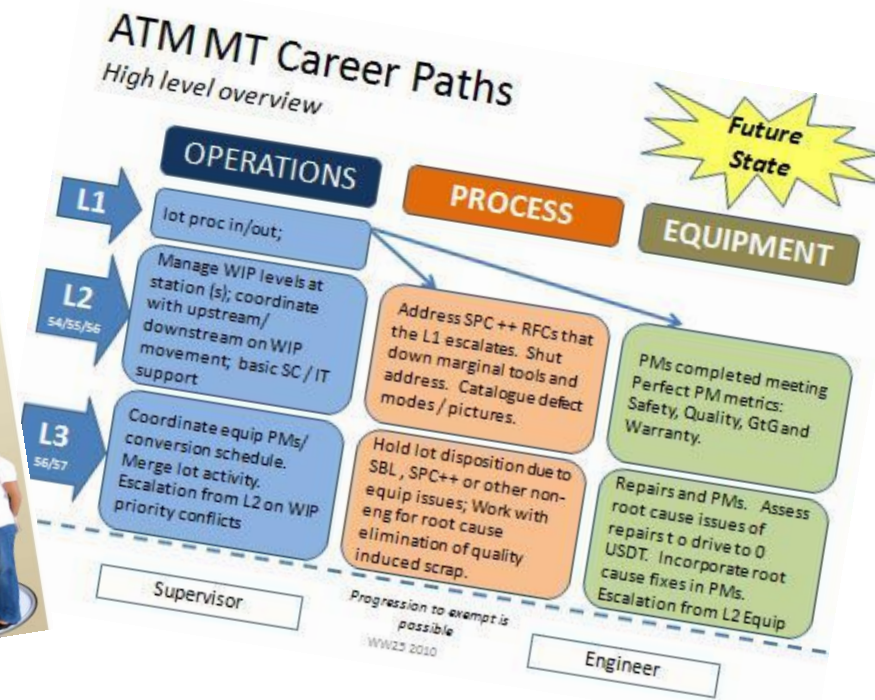


People want to follow those that can see beyond today's problems and visualize a brighter tomorrow

The Audacious Goals of HPM

- 90**
 - All tools reach 90%+ availability
 - 10% of down time
 - 90% of down time is scheduled down time.
- 4**
 - Maximum PM duration is 4 hours
 - Re-level PMs to shorter duration that only included what is needed to prevent unscheduled DT.
- 1**
 - All product to product conversions take < 1 hr.

Ideal State



Leaders listen carefully to what other people have to say and how they feel

Challenge the Status Quo



Leaders are Learners ... they learn from their failures as well as their successes



from 300 to 1200 drones
with a single pilot



Creating a Lean Operating System at a Government Affiliated Agency

Seize the initiative to do something better than status quo with enthusiasm and determination

What does it mean to be a leader?



- Set the example by making commitments and delivering on them
- Be forward looking and communicate a clear and common vision of the future
- Challenge the process to promote innovation
- Collaborate for action and results
- Recognize successes, holding group celebrations when work goes well

But most of all, leaders demonstrate humility.

Leadership, like management, is a practiced ability that we can all get better at

Back to the Quality [Management] Principles



1. Customer focus.
2. Leadership.
3. Engagement of people.
4. Process approach.
5. Improvement.
6. Evidence-based decision-making.
7. Relationship management.

These guide our work as we see it today. However, by themselves, they don't allow us to reach a step function improvement in performance.

Quality Management Principles with a different definition of Leadership enable you to leave your legacy.

Parting Thoughts:

**Leadership without management is a recipe for chaos.
Management without leadership is a recipe for mediocrity.
Both are needed to create a legacy. – Joan Tafoya**

Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall. – Stephen Covey

Leadership is defined by results, not attributes - Peter Drucker

Exploit all the benefits of the quality management principles with good leadership practices.