



Emerging Quality Leaders Program

May 5, 2014

**World Conference on
Quality and Improvement**

Dallas, TX





Introduction

Greetings,

In our world marked by accelerated change, leaders are in demand. And although there are leadership traits that stand the test of time, today's leaders must display unique skills in addressing complexity, rapid evolving customer requirements, and multiple stakeholder engagement. To help in the development of leaders with the appropriate skill sets, ASQ launched the Emerging Quality Leaders Program.

The Emerging Quality Leaders Program accelerates the transfer of knowledge and leadership experience related to quality and improvement. Also, self-knowledge is acknowledged as a cornerstone in the learning process. This is because self-knowledge provides the connection with individual purpose, individual effectiveness plans, and the challenges at hand.

According to the 2011 ASQ Future of Quality Study, "Emergence," the workforce of the future will challenge our notion of talent, work, workplace, and learning. Transformation, innovation, and sustainability are among the deepening subjects of quality. Leading thinkers in the field are investing their time to learn best approaches to build responsive systems and organizations.

I trust you will find valuable this summary of perspectives from high-potential leaders in quality—the next generation of leadership.

Sincerely,



Stephen Hacker
ASQ Chairman 2014



The Emerging Quality Leaders session was facilitated by Mike Adams, president of Mike Adams & Company, LLC



The Emerging Quality Leaders Program was designed to accelerate the transfer of executive knowledge and leadership experience for the next generation of executive leaders. This program was not necessarily designed to identify the next Juran, Deming, or Crosby. It was developed to provide a holistic approach to the development of the complete leader to be responsive to dynamic forces changing the business landscape through the integration of hard and soft skill development.

The first session consisted of 21 leaders from a variety of industries and sectors. Facilitated by Mike Adams, president, Mike Adams & Company, LLC, these leaders spent the better half of a day exploring “Leadership in the 21st Century.” The format was interactive and explorative. Leaders were encouraged to share experiences in small breakout groups and record personal notes for future learning and application. The time was organized in three dimensions:

- **Quality and Leadership**

- ~ Competencies, Character Traits, Styles

- ~ “A Leadership Prescription for the Future of Quality, Emergence: 2011 Future of Quality Study”

- **Four Generations in the Workplace**

- **Influencing “Down,” “Out,” and “Up”**

Quality and Leadership

The New 21st Century Leaders

According to the *Harvard Business Review*, the hierarchical model simply doesn't work anymore. The craftsman-apprentice model has been replaced by learning organizations, filled with knowledge workers who don't respond to top-down leadership. Seeking opportunities to lead, young people are unwilling to spend 10 years waiting in line. Most important, people are searching for genuine satisfaction and meaning from their work—not just money. In response to these changes, a new generation of leaders is reshaping the best-led global companies. In the 21st century the most successful leaders will focus on sustaining superior performance by aligning people around mission and values and empowering leaders at all levels, while concentrating on serving customers and collaborating throughout the organization.

The Importance of Character Traits

Emerging Quality Leaders discussed key components of character traits. Personality traits are distinguishing qualities or characteristics that are the embodiment of an individual. They are your habitual patterns of behavior, temperament, and emotion.

Skills, on the other hand, are the learned capacity to carry out specific tasks. They are competences or the talents to do things. These proficiencies can include critical thinking, negotiation, presentation, or technology. Typically, skills are special abilities acquired through training and experience.

The building blocks of successful career development are composed of four components: skills, values, interests, and personality traits.

Emerging Leaders participated in an exercise to explore the following questions:

- What do these character traits mean?
- What behaviors/actions are exhibited that demonstrate these?
 - Trustworthiness
 - Integrity
 - Responsibility
 - Fairness
 - Respect
 - Empathy

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Trustworthiness

- Accountability for behavior
- Built over time like “Built in drops, lost in buckets”
- Consistency: Take opportunities and deliver results and commitments
- Realistic and specific communication and expectations
- Support: Empowered but safe
- Confidentiality and commitment
- Take responsibility for actions
- Environment for failure
- Patience for risk
- Demonstrate your words with actions
- Create a relationship
- Dynamic approach
- Humble

Integrity

- Accountability, honesty, and consistency
- Brand and reputation (professional and personal)
- Doing the right thing when no one is watching
- Maintain high integrity in spite of project success
- Risk from integrity has high cost
- Defines culture
- Model the way
- Transparency
- Follow through
- Own mistakes
- Understand impact of decisions

Responsibility

- Ownership but understanding others' points of view
- Accountability

Fairness

- Seeking to understand before acting
- Sameness
- Consistency
- No favorites
- Team environment

Respect

- Seeking to understand before acting
- Listening
- Appreciate differences
- Seeking common ground
- Open-minded
- Listening
- Eye contact
- No multitasking
- Understanding someone's background

Empathy

- Seeking to understand before acting
- Active listening
- Right questions
- Compassion
- Understanding
- Don't judge so quickly
- Put yourself in someone else's shoes

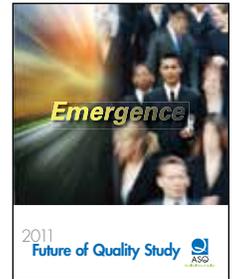
How can these character traits be reinforced in a global, virtual environment where you may not have met the people you are engaging and influencing?

- Have a voice
- Be consistent
- Explain your rationale
- Active listening before assuming
- Communicate early and often
- What would your mom think
- Use as opportunities to build character traits
- Understand when to use phone vs. email (preference)



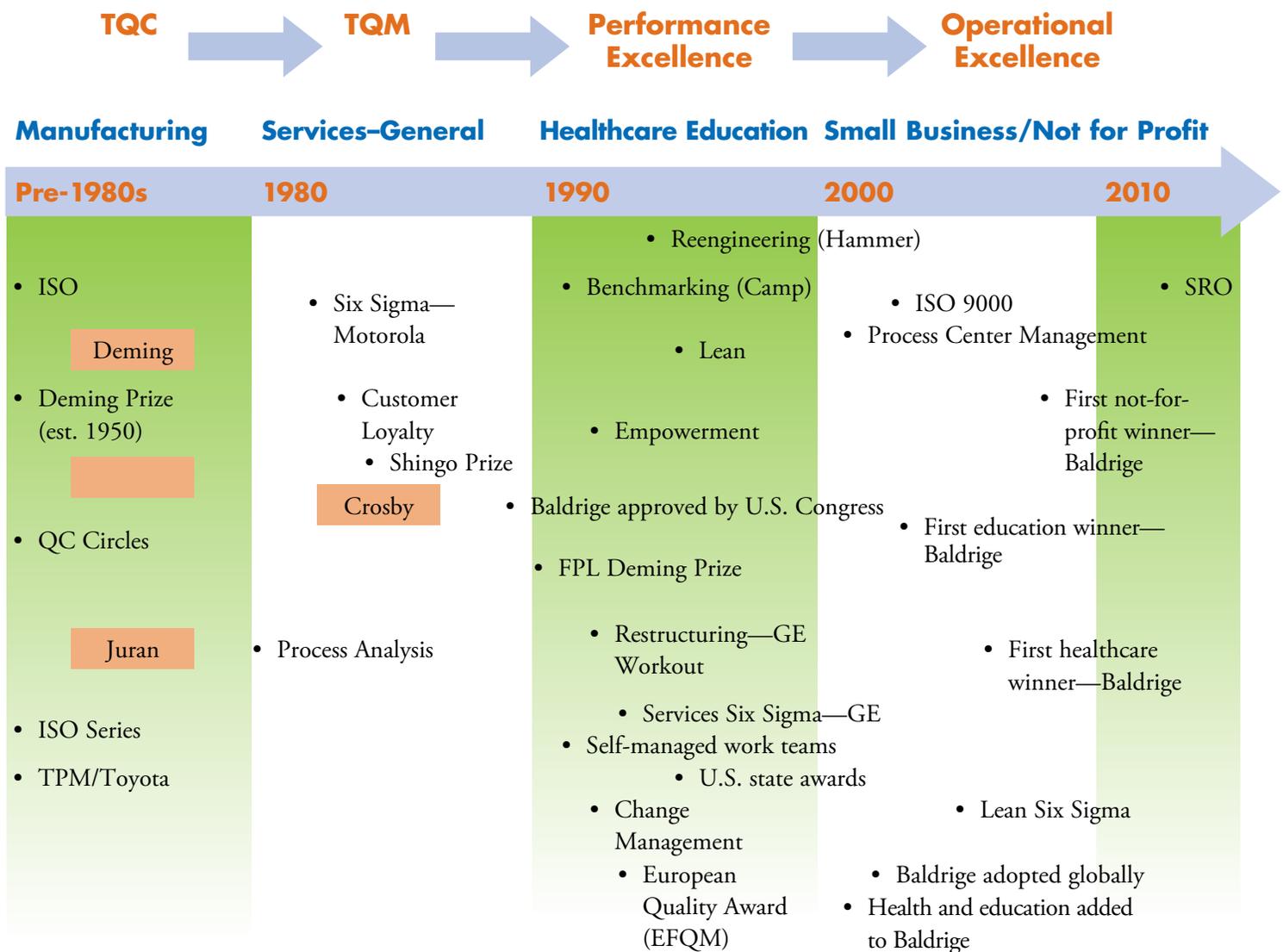
2011 ASQ Future of Quality Study: Emergence

According to the 2011 ASQ Future of Quality Study, the 21st century may appear obvious; however, it is not what it was in the past. Organizations should prepare to benefit from what quality is becoming or they will be subject to the competition of those that do. The practice of quality has traveled a long evolutionary path, from quality through pride, to quality by inspection, to quality assurance, quality by prevention, perfect quality, and perhaps quality of creation. Quality is ultimately what the customer says it is, and for what the customer is willing to pay. This truth is shaping organizations, industries, countries, and leadership.



THE EVOLUTION OF QUALITY

Excerpts of milestones



Source: Mike Adams, Mike Adams & Co., LLC

The Four Generations in the Workplace

Understanding differences between the generations is fundamental to building a multigenerational workplace and leadership in the 21st century. For each generation there are particular experiences that mold specific preferences, expectations, beliefs, and work style. Here is a brief description of each generation and their socioeconomic experiences, and how they have impacted their work and leadership styles.

Traditionalist Born 1925-1945	Baby Boomer Born 1946-1964	Generation X Born 1965-1980	Millennial and Generation Y Born 1981 and after
<ul style="list-style-type: none"> • Team players • Indirect in communicating • Respect authority • Dedication and sacrifice • Duty before pleasure • Obedience • Respond well to directive leadership • Seniority and age correlated • Adherence to rules 	<ul style="list-style-type: none"> • Big picture/systems in place • Bring fresh perspective • Do not respect titles • Disapprove absolutes and structure • Optimism • Team orientation • Uncomfortable with conflict • Personal growth • Health and wellness • Personal gratification 	<ul style="list-style-type: none"> • Positive attitude • Impatience • Goal oriented • Multitasking • Thinking globally • Self-reliance • Flexible hours, information, work environment • Just a job • Techno-literal • Informal/balance • Give them a lot to do and freedom to do it their way • Question authority 	<ul style="list-style-type: none"> • Confidence • Sociability • Morality • Street smarts • Diversity • Collective action • Heroic spirit • Tenacity • Technological savvy • Lack of skills for dealing with difficult people • Multitasking • Need flexibility

Source: United Nations Joint Staff Pension Fund



The Emerging Quality Leaders participated in an exercise to respond to the following questions.

- What are your conclusions from the evolution of quality?
- Does the evolution of quality influence your personal competencies and development plans?
- How does it or does it not influence how you (will) communicate/interface with different generational groups?

Traditionalist

- Viewpoint more inspection/compliance
- Already know it
- “Just do it”
- Creative use
- Against change
- Self-caution on direction—ask
- Skeptical
- Change—loyalty

Boomers

- Confident
- Change management—pay homage but keep moving
- Global view/cultural differences

Gen X

- Easy to challenge peers—not offended
- Questionable loyalty
- Feeling valued

Millennial (Gen Y)

- Short attention span
- Hungry to learn
- Quick success
- Weekly lessons learned

There can be no leadership without influence, because influencing is how leaders lead. In their classic book on leadership, *Leaders: Strategies for Taking Charge*, Warren Bennis and Burt Nanus echo this point: “There is a profound difference between management and leadership,” they wrote, “and both are important. ‘To manage’ means ‘to bring about, to accomplish, to have charge of or responsibility for, to conduct.’ ‘Leading’ is ‘influencing, guiding in direction, course, action, opinion.’” They add that “an essential factor in leadership is the capacity to influence.”

Emerging Quality Leaders participated in an exercise to explore their personal leadership styles.

What is your intrinsic go-to leadership style and why?

Six Leadership Styles at a Glance

SIX LEADERSHIP STYLES		
COMMANDING	VISIONARY	AFFILIATIVE
<i>“Do what I tell you”</i>	<i>“Come with me”</i>	<i>“People come first”</i>
DEMOCRATIC	PACESETTING	COACHING
<i>“What do you think”</i>	<i>“Do as I do”</i>	<i>“Try this”</i>

Source: Daniel Goleman, “Leadership that Gets Results,” Harvard Business Review, March-April 2000, pp. 82-83.

Closing Remarks and Summary



Leadership in the 21st Century

- Keep purpose on organization's "bottom line"
- Frame thinking end to end, systemwide, global
- Be "lingo" sensitive (not limited to "quality")
- Understand the value of quality practices and appropriateness of their applications
- Influence getting ahead of the data
- Showcase cause and effect relationship in plan/actual reviews elevating confidence
- Gain insights on risk assessment management
- Step up as a change agent, catalyst for change
- Persist on aligning to organizational strategies
- Maintain consistency to positive leadership character traits
- Raise consciousness of deploying limited resources to highest valued projects/actions
- "Make people great"

The Emerging Quality Leaders session concluded when participants joined the ASQ Enterprise Roundtable executives for a special presentation featuring the ASQ Culture of Quality research to be released in fall 2014.



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Paul Borawski Scholar Award

The Paul Borawski Scholar Award is a one-year, merit-based scholarship that recognizes emerging quality leaders who have demonstrated initiative-driven leadership, innovation, and a commitment to the use of quality principles in their work and community environments. This award provides financial support to eligible leaders to participate in the Emerging Quality Leaders Program. For more information about eligibility criteria and to apply, please email emergingqualityleaders@asq.org.

To participate in the 2015 Class of Emerging Quality Leaders, please email emergingqualityleaders@asq.org.



2014 Class of Emerging Quality Leaders

2014-2015 Class Roster

- **Sashi Amatya**, Southeast Quality Manager, Parsons Brinckerhoff
- **Farrell Booker**, Program Quality Manager, Raytheon
- **Virginia Cleary-Ivanoff**, HPT Quality Manager, Bechtel National
- **Christopher Coppus**, Quality Manager, Raytheon Missile Systems
- **Randi Dunn**, Director, TS Quality, Hewlett-Packard
- **Charles Gibbons**, Principle Quality Engineer, Raytheon
- **Judson Guericke**, Site Quality Director, Heraeus Medical Components
- **Bracy Halker**, Senior Quality Systems Engineer, Emerson Climate Technologies
- **James Hayduke**, Manager III QA Engineering, Raytheon
- **Robert Hunt**, Director, Corporate Quality Management, L-3
- **Barbara Keezell**, AS9100 Site Integrator/Operations Engineer Staff, Lockheed Martin Aeronautics
- **Ashley Larracuenta**, Senior Quality Engineer, Harris RF Communications
- **Andy Mathein**, Director, QRA Management, CareFusion
- **Doug Muegge**, Manager, Metrics and Analytics, John Deere
- **Kristin Myers**, Program Manager, Ingersoll Rand
- **Falgun Patel**, Senior Quality Manager, Boston Scientific
- **Heath Paukette**, QA/Technical Regulatory Durables and Device Group Manager, Amway
- **Jason Spiegler**, Director, Strategic Market Development, Camstar Systems
- **Francisco Vicenty**, Acting-Branch Chief, Division of Manufacturing and Quality, FDA, CDRH
- **Ryan Wills**, Product Quality Manager, Google [x]
- **Allison Zolnay**, QA Lab Manager, Amway

Acknowledgments

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A special thanks to Mike Adams, president of Mike Adams & Company, LLC, for facilitating an engaging and thought-provoking session.

A heartfelt thanks to Jason Spiegler, chair, Emerging Quality Leaders Program, whose vision, passion, and tenacity to support the next generation of quality leaders inspire us all.

Thank you to the following ASQ board members and member leaders for participating in the session and supporting the Emerging Quality Leaders Program.

- **Stephen Hacker**, ASQ chair 2014
- **Cecilia Kimberlin**, ASQ chair-elect 2014
- **John Timmerman**, ASQ past chair 2014
- **Jd Marhevko**, EQLP executive mentor

ASQ Staff:

- **William Troy**, ASQ CEO
- **Michelle Mason**, managing director and executive champion
- **Megan Noviskis**, Emerging Quality Leader Program administrator
- **Sarah Grannis**, Emerging Quality Leader Program coordinator



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600 N. Plankinton Ave.
Milwaukee, WI 53203-2914

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