



Emerging Quality Leaders Summit

May 6, 2013

World Conference on
Quality and Improvement

Indianapolis, IN

EMERGING



leaders

Introduction

The 2011 Future of Quality Study, *Emergence*, states that the workforce of the future will challenge our notions of talent, work, workplace, and learning. The number of jobs will soon exceed the number of people available to fill them. Demographers predict organizations will find themselves competing for talent, and this competition will move jobs around the globe.

Drivers behind this shift are everything from a volatile global economy, to technology evolving at warp speed. The biggest challenge for corporations might be major transitions in the leadership ranks. Corporate leaders are concerned that the next generation of executives needs to enhance the critical and strategic thinking skills requisite to navigate volatile times and an uncharted future.

According to the 2008 Conference Board report, *A Leadership Prescription for the Future of Quality*, populations are aging in the United States as well as in such diverse places as Europe and Asia. This means up-and-coming leadership talent will likely be in short supply worldwide, and a battle for the best and the brightest will continue.

Another factor of the situation is that the workforce is now composed of four different generations, each with unique needs, expectations, communication styles, learning styles, and attributes. Organizations must know how to bring these generations with different ideals and experiences together to drive collaboration, productivity, and efficiencies to manage complex business environments.

Figure 1 | Four Generations in Today's Workplace

Generation	Percentage of Workforce	Assets in the Workplace	Leadership Style Preferences
<i>Traditionalists</i> Born 1922 – 1945 Ages 68 –91	8%	Hard working, stable, loyal, through, detail-oriented, focused, emotional maturity	Fair, consistent, clear, direct, respectful
<i>Baby Boomers</i> Born 1946 – 1964 Ages 49 – 67	44%	Team perspective, dedicated, experienced, knowledgeable, service-oriented	Treat as equals, warm and caring, mission-defined, democratic approach
<i>Generation X</i> Born 1965 – 1980 Ages 33 – 48	34%	Independent, adaptable, creative, techno-literate, willing to challenge the status quo	Direct, competent, genuine, informal, flexible, results-oriented, supportive of learning opportunities
<i>Millennials</i> Born 1981 – 2000 Ages 13 – 32	14% and increasing rapidly	Optimistic, able to multitask, tenacious, technologically savvy, driven to learn and grow, team-oriented, socially responsible	Motivational, collaborative, positive, educational, organized, achievement-oriented, able to coach

Source: SHRM-Research Quarterly, March 2009

Purpose

According to ManpowerGroup, the world has entered the Human Age, a volatile and fast-changing new era marked by the rise of talentism—the new capitalism that puts unprecedented value on talent as the driver of business success.

The need for an Emerging Quality Leaders Program was raised during the May 2011 Executive Roundtable on Talent Management in Pittsburgh, PA, sponsored by Alcoa. The summit featured newly released research by ManpowerGroup titled, *Entering the Human Age: Thought Leadership Insights*. The research revealed that a mismatch exists between the talent available and the talent needed by employers—exact talent is increasingly difficult to find. From 2011, 10,000 baby boomers will turn 65 each day for the next 19 years. According to ManpowerGroup’s Talent Shortage Survey of more than 35,000 employers across 36 countries, more than 30 percent are struggling to fill jobs they desperately need in order to succeed.

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The world is on the cusp of entering a new reality in which human potential itself will become the major agent of economic growth. The Human Age will be an era of great transformation, radical changes, and new developments where business models will have to be redesigned, value propositions redefined, and social systems reinvented.

The 2011 ASQ Future of Quality Study states it well, “Quality is not today what it was in 1996, or even 2008. Those who lead the practice of quality are leading change and finding themselves moving up the strategic ladder, and making a huge difference in their organizations.”

To address these challenges and to better equip members and organizations for success, ASQ had its inaugural Emerging Quality Leaders Summit on May 6, 2013, at the World Conference on Quality and Improvement in Indianapolis, IN. The summit was designed for aspiring individuals who have demonstrated exemplary performance, values, and results. It focused on those who welcome engaging and thought-provoking challenges and have a passion for leadership development, change, quality, and continuous improvement. The intent of the program was to convene a dynamic group of emerging leaders in the quality movement to understand their needs, motivations, and how to help them and their organizations better prepare for the dynamic changes already being experienced in the 21st century.



Event Summary

The event opened with 24 dynamic and energized emerging quality leaders introducing themselves and sharing their reasons for attending. The participants represented a very diverse group of industries, including many Fortune 500 companies across aerospace and defense, automotive, chemicals, construction equipment, energy, enterprise software, food and beverage, healthcare, insurance, metals, medical devices, etc. After discussing the program background and objectives, the group was treated to an intimate Q&A session on leadership with ASQ chairman John Timmerman. Participants broke into small groups, and discussed and prioritized questions for Timmerman. After a lively discussion, participants rotated and shared their insights on other topics related to leadership, which will be used as input into developing the Emerging Quality Leaders Program. Below is a summary of their inputs. After a networking lunch, the group joined a larger group to participate in a workshop on “Creating a Culture of Quality With a Multi-Generational Workforce.” Break-out session results can be found on page 6 of this summary.

Areas for Growth and Development

- Business acumen
- Communication/Crisis management
- Creative thinking
- Critical thinking
 - ~ Decision making
- Empowerment
- Leadership
 - ~ Need influencing soft skills—“I stumbled into quality and do not have support.”
 - ~ Identify leadership types required for different industries
 - ~ Transition from project leadership to organizational leadership
 - ~ Overcome bureaucracy
- Risk taking—creating the right culture
- Strategic thinking
- Talent identification and development—“How do we develop the group of emerging leaders?”
- Time management—“What’s important vs. what is urgent?”
- Understand the right tools for the right situation

“Although I am deeply concerned with the dangerous environmental and complex societal problems we face today, I am reassured that our next generation has the talent and collaborative spirit to create a brighter future. There’s an old saying that ‘The best time to plant a tree is 20 years ago,’ and our Emerging Quality Leaders Program is an investment in the future of ASQ. I greatly encourage members that would like to enhance their development to join the Emerging Quality Leaders Program and ask the ‘older oak trees’ to make a contribution by sharing your experiences and quality journey.”

John C. Timmerman, Ph.D
Chairman of the Board, ASQ (2013)



Methods for Experiential Development and Active Learning

- Work with executive mentors and thought leaders
 - ~ Ensure mentors seek to understand emerging-leader needs in order to develop the most relevant skills and knowledge
 - ~ Learn from their stories and experiences, including successes and failures at various points in their quality journey
 - ~ Coaching—up and down, including advice in navigating “the landmines”
- Conduct site visits to develop specific skills and learn best practices with organizations recognized as subject matter experts (e.g., innovation at 3M)
- Offer virtual engagement with ad-hoc capability for one-on-one follow-up
- Role play and share learning experiences for soft skill development
- Leverage peer “speed dating” to help identify similar challenges more easily
- Facilitate life-long relationships via cohort programs
- Design a one-week intensive project where participants receive active learning and then apply lessons learned to solve a business problem
- Balance between presentations and workgroups
- Leverage local ASQ events and periodic open forums for sharing challenges and solutions
- Serve on an ASQ leadership team for hands-on application of leadership skills

Recommendations for an Emerging Quality Leaders Program Structure

- Require organization executive sponsorship
- Meet in person, quarterly
- Provide for Q&A session (like session with John Timmerman)
- Provide for business case active learning session on relevant topic
- Provide for peer-to-peer best practice sharing
- Provide for executive mentor networking time
- Incorporate “shadowing” with an executive mentor from a different industry

Creating a Culture of Quality With a Multi-Generational Workforce

Break-out Session Results

2013 World Conference on Quality and Improvement


A major component of quality leadership is engaging people in change to drive improvement—creating the compelling case for change, developing change, implementing change, measuring change, evaluating change, and sustaining change. Organizations are at a crossroads of change with a workforce that is spanning four generations over six decades. The next three to five years will bring a major shift in the composition of the workforce—quality and knowledge leaders will begin to retire. We must ask, “How can we best engage a diverse, multi-generational workforce to fill the future gap you will see in the typical organization?”

ASQ invited emerging quality leaders to attend a session at the World Conference in Indianapolis titled “Creating a Culture of Quality With a Multi-Generational Workforce.” The session engaged more than 90 quality professionals in an active and focused dialogue on talent management, multiple generations in the workforce, and emerging needs for synergy.

Participants engaged in table teams to answer these three questions:

- What does each generation have to offer that is unique and useful?
- What challenges will you have with engaging this generation?
- What would you do differently as a result of this discussion?





The following is a summary of the output from the groups and the insights they shared.

TRADITIONALISTS—BORN PRIOR TO 1945

1. *What does this generation have to offer that is unique and useful?*
 - a. Experience, life, and work
 - b. Will see it through
 - c. Foundation for today's success
 - d. Perspective plus wisdom equals long view
 - e. Well-established networks, they know everyone and where the bodies are buried
2. *What challenges will you have with engaging this generation?*
 - a. Resistant to the pace of change
 - b. Resistant to technology
 - c. Often hierarchical and challenged by flat organizational structures
 - d. Have trouble with ambiguity of direction
 - e. Knowledge as power and this is being threatened
 - f. Gen Xers and millennials will have trouble directing traditionalists
3. *What would you do differently as a result of this discussion?*
 - a. Pair up generations
 - b. Show respect for wisdom and experience
 - c. Patience with communication, let them fully explain
 - d. Have them capture their knowledge in written form
 - e. Engage them as a resource—"Have we done this before?"
"What lessons can I learn from the past?"



Break-out Session Results

BABY BOOMERS—1946 TO 1964

- What does this generation have to offer that is unique and useful?*
 - Strong respect for relationships and the need to build them
 - Strong work ethic and sense of personal responsibility (reliability)
 - Tribal knowledge, experience, and history
 - Strong loyalty and stability
- What challenges will you have with engaging this generation?*
 - Boomers want to build relationships over several projects whereas the following generations want results without the time to build relationships
 - Trust with them is built through results and is not implicit
 - Been there, done that attitude can impede change
 - Resistant to change, particularly with IT-related items
 - Must question authority
- What would you do differently as a result of this discussion?*
 - Brainstorm early in the process
 - Explore short-term actions and long-term wins
 - Establish overall group vision and results early, along with the roles and responsibilities of each project member to establish personal responsibility
 - Work to build trust through results
 - Show and support that you value opinions and experiences

GENERATION X—1965 TO 1980

- What does this generation have to offer that is unique and useful?*
 - Results driven, flexible, adaptable, and resourceful
 - Best position to bridge between the past and the present generations
 - They have been forced to innovate because the world got faster and more complex quickly
- What challenges will you have with engaging this generation?*
 - Lack of loyalty, impatient, less specialized, and demand to do it “my way”
 - They are skeptical of leadership
- What would you do differently as a result of this discussion?*
 - Facilitate vs. direct
 - Make it safe to fail
 - Build accountability and trust (vs. control)
 - Articulate vision, not tasks
 - Think about how you engage and communicate with employees
 - Be more forward and open



MILLENNIALS—1981 TO 2000

1. *What does this generation have to offer that is unique and useful?*
 - a. The most tech-savvy generation
 - b. Speed and access to information, instant research
 - c. Worldlier than previous generations at that age (i.e., study abroad programs, etc.)
 - d. Challenge the status quo, don't do things this way just because they always have
 - e. Natural curiosity
 - f. Ability to synthesize information
 - g. Likes feedback
2. *What challenges will you have with engaging this generation?*
 - a. Prefer email and text communication vs. personal communication
 - b. Need to learn how to socially interact at management/director level
 - c. Being exactly right, verifying what you tell/teach them

Workplace Characteristic	Traditionalists (1922 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1981)	Millennials (1981 – 2000)
Work Ethic	Respect authority Hard work Age = seniority Company first	Workaholics Desire quality Question authority	Eliminate the task Self-reliant Want structure and direction Skeptical	What's next Multitasking Tenacity Entrepreneurial
Work is...	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end
Leadership Style	Directive Command and control	Quality	Everyone is the same Challenge others Ask why	Remains to be seen
Communication	Formal memo	In person	Direct, immediate	Email, voicemail
Rewards and Feedback	No new is good news Satisfaction in a job well done	Money Title recognition Give me something to put on the wall	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
Motivated By	Being respected	Being valued and needed	Freedom and removal of rules	Working with other bright people
Work/Life Balance	Keep them separate	No balance "Live to work"	Balance "Work to live"	Balance – it's 5 p.m. – I've got another gig
Technology is...	Hoover Dam	The microwave	What you can hold in your hand: PDA, cell	Ethereal – intangible

Adapted from source: Peterson, Danielle. "Four Generations: Can't we all get along?" ArthurMaxwell. September 2011.



Participants

2013 Emerging Quality Leaders Summit Participants

Thank you to the following participants for sharing your insights, knowledge, and needs:

- **Carol Beirne**, Abbott, Senior Manager – Training, Corporate Quality
- **Jenica Brigham**, Raytheon, Quality Manager
- **Ginny Connolly**, Raytheon, Quality Manager
- **Patrick Cornell**, Dow Chemical, Quality Associate
- **Amber Dagit**, United Healthcare Group, Lean Six Sigma Consultant
- **Lori Dellinger**, ImageSoft, Business Analyst
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