Leadership
Roles and Characteristics
in Improving Public Service Quality

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Introduction
Definitions

- **Leadership:**
  - An essential part of quality improvement effort.
  - A means to liberate creativity in solutions and achieving team excellence in pursuit of sustained quality of output.
  - A process by which an individual influences a group to move toward the attainment of a super ordinate goal. The goals benefit groups instead of simply individuals.
  - A common mission and theme that every member of the organization can understand, relate to and support.
Definitions

**Leader:**

- The only definition of a leader is the one who has followers.  
  P. F. Drucker

- An individual who is recognized by others as a person they will follow.

- Organizational leaders must establish a vision, communicate that vision to those in the organization, and provide the tools and knowledge necessary to accomplish the vision.

- They provide a clear sense of the future and good ideas about how to get there successfully.
“You have to build a community of people differentiated by function but equal as members. This is not a scientific job; it is a matter of heart.”

P. F. Drucker
Leadership Importance

in improving quality and achieving excellence:

- **W.E. Deming**: “If management has no commitment for the welfare of the employees, it would be impossible to have their contribution for quality and productivity improvement.”
  
  Also, “The aim of leadership should be to improve the performance of man and machine to improve quality, to increase output, and simultaneously, to bring pride of workmanship to people.”

- **J.M. Juran**: “Quality is recognized for its focus on people through work life and employee satisfaction.”

- **K. Ishikawa**: “In management the first concern of the company is the happiness of the people connected with it. If the people do not feel happy and cannot be made happy, the company does not deserve to exist.”
A key part of MBNQA focus is on senior executive leadership. The leaders must create a customer orientation, clear and visible quality values, and high expectations. This concept stresses the personal involvement required of leaders. This involvement extends to areas of public responsibility and corporate citizenship as well as to areas of development of entire work force. Also emphasizes such activities as planning, communication, review of company quality performance, recognition and serving as a role model.

Juran Handbook
Leadership and EFQM Model (1991)

**ENABLERs**

- Leadership
- People
- Policy & Strategy
- Partnerships & Resources

**RESULTS**

- People Results
- Customer Results
- Society Results
- Key Performance Results

**INNOVATION & LEARNING**

Leadership and EFQM Model (1991)
EFQM Fundamental Concepts

3rd Concept: Leadership & Constancy of Purpose:

The behavior of an organization’s leaders creates a clarity and unity of purpose within the organization and an environment in which the organization and its people can excel.
EFQM Leadership Criteria

How leaders develop and facilitate the achievement of the mission and vision, develop values required for long term success and implement these via appropriate actions and behaviours, and are personally involved in ensuring that the organization’s management system is developed and implemented.
EFQM Leadership Criteria

- Leaders develop the mission, vision, and values and are role models of a culture of excellence.
- Leaders are personally involved in ensuring the organization’s management system is developed, implemented and continuously improved.
- Leaders are involved with customers, partners, and representatives of society.
- Leaders motivate, support and recognize the organization’s people.
- Leaders identify and champion organizational change.
Leadership and ISO 9000:2000 Model

The 8 QMP’s: Principle 2: Leadership

Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization’s objectives.

Actions:

- Being proactive and leading by example,
- Understanding and responding to change in ex. env.
- Considering the needs of all stakeholders,
- Establishing a clear vision of the organization’s future.
- Establishing shared values and ethical role models at all levels of the organization,
- Building trust and eliminating fear,
- Providing people with the required resources and freedom to act with responsibility and accountability,
- Inspiring, encouraging and recognizing people’s contributions,
- Promoting open and honest communication,
- Educating, training and coaching people,
- Setting challenging goals and targets, and
- Implementing strategy to achieve these goals and targets.
Definition of Leadership in Public Service Organization

Leadership may be defined as a collection of skills and actions that encourage broad-based participation, facilitate consensus building, distribute shared responsibility, develop new leaders and enable groups to work effectively to achieve their shared goals in serving society.
Specifics of Leadership in P. S. O.

There are three key characteristics of public sector leadership:

1- Personal characteristics that are not based solely around charisma but also around the ability to motivate and bring the best out of others towards common good and welfare;
2- Organisational skills that recognise the complexity of modern organisations and focus on defining and communicating mission and strategy in creating value rather than issuing commands;
Specifics of Leadership in P. S. O.

3- The ability to work well with other organisations to define and achieve common goals
Specifics of Leadership in P. S. O.

Other characteristics of public sector leadership:

- Lack of competition,
- No need for developing new markets,
- No need for achieving a return on capital,
- Funding arrangements and accountabilities,
- Face external constraints that are different from elsewhere,
- Must answer ultimately to political leaders,
- Must operate within governance structure.
Leadership Competency Definition

A cluster of knowledge, skills and attitudes that can result in excellence regardless of position, industry or geography.

ASQ, HD&L Division
Roles and Competencies

- **Navigator**, creates shared vision / provides direction
- **Communicator**, listens effectively / articulates messages
- **Mentor**, provides others with a role to guide their actions
- **Learner**, develops personal knowledge, skills and abilities
- **Builder**, shapes processes / structures to achieve goals
- **Motivator**, influences others to act in a desirable manner
Characteristics

- **Accountability**, taking responsibility for performance and obtaining feedback
- **Courage**, taking risk and accepting danger
- **Humility**, ability to mentor, communicate and learn
- **Integrity**, being complete and undivided
- **Creativity**, ability to see futures that don’t exist yet
- **Perseverance**, sticking to the purpose no matter how hard
- **Well-being**, ability to stay healthy in work and life
How Characteristics Are Applied

- **Accountability**, taking responsibility for quality outcomes
- **Courage**, initiating change programs that don’t work anymore
- **Humility**, letting others make decisions that impact them
- **Integrity**, taking corrective action even under pressure
- **Creativity**, looking always for better ways
- **Perseverance**, continuing without looking for reward, compensation
- **Well-being**, generating a healthy work place
Assessment

- What is my core purpose or mission as it relates to leadership?
- What goals will make me better in delivering my mission or purpose?
- What strategies will ensure that I am more effective next year?
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<th>Assessment</th>
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<td><strong>Issue</strong></td>
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<tr>
<td>Please be as honest &amp; objective as possible</td>
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<tr>
<td>I identify fresh and innovative approaches to existing situations.</td>
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<td>I think logically and apply my analytical skills to frame highly complex challenges.</td>
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<td>I quickly find relationships and connections between seemingly unrelated facts and events.</td>
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<td>I anticipate change and perceive trends before they become apparent to others.</td>
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<td>I see possibilities or solutions where non seem to exist.</td>
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10/24/2007
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## Assessment

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<tr>
<td>Please be as honest &amp; objective as possible</td>
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<tr>
<td>I deal with conflicts and disagreements with others quickly</td>
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<td>I am willing to make tough decisions, even they may sometimes adversely affect others</td>
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<td>I champion ideas or plans of action I believe in.</td>
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<td>I constructively manage my anxiety and do not allow it to overwhelm me</td>
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<td>I make decisions under time pressure and/or with limited information</td>
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<tr>
<td>I sort out the relevant and important facts and information.</td>
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<td>I achieve goals and objectives within budget and/or time.</td>
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<td>I regularly seek and accept feedback from others about my behaviour.</td>
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<td>I update my skills and professional knowledge on a regular basis.</td>
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<td>I know those I serve and understand their requirements.</td>
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<td>Please be as honest &amp; objective as possible</td>
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<td>I actively encourage teamwork and cooperation and help build agreement when working with others.</td>
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<td>I instil a commitment to quality and excellence in co-workers.</td>
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<td>I mentor, coach and develop others including those who do not work directly with me.</td>
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<td>I give support to business associates, family and community.</td>
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<td>I am open and friendly, and easily connected with people.</td>
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Leadership Role Model

- **Kaoru Ishikawa** was a prime mover of quality in Japan who believed in quality through leadership.

- **Kaoru Ishikawa Medal**: “Kaoru Ishikawa, Distinguished Pioneer in the Advancement of Respect for Humanity in the Quality Discipline.”
Leadership Role Model

- **J. M. Juran**: “There is so much to be learned by studying how Ishikawa managed to accomplish so much during a single life time. In my observation, he did so by applying his natural gifts in an exemplary way. He was dedicated to serving society rather than serving himself. His manner was modest, and this elicited the cooperation of others. He followed his own teachings by securing facts and subjecting them to rigorous analysis. He was completely sincere, and as a result was trusted completely.”

- **K. Ishikawa**: “I am convinced world peace and prosperity need quality. This is why quality will have to be taught and spread around the world.”
Conclusions

- “A weak leader is someone from whom every employee turn away.
- A strong leader is someone whom employees turn toward.
- A great leader is someone who causes employees to say, we did it ourselves.

AND,

- Passionate leaders do not delay in taking action and do not waste time simply making speeches that create fireworks displays instead of process improvement.”

A.V. Feigenbaum
Conclusions

- An effective LEADER helps others discover and achieve their potential.
- LEADERS must ascertain that the followers they leave behind have the passion and the ability to continue.
- What is needed today is creating Total Quality People with quality in mind and heart for creating a new world order and this necessity can be accomplished by LEADERSHIP.
- With LEADERSHIP everything is possible and without it, nothing is.
THANK YOU VERY MUCH for PONDERING!