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The Relationship is Everything:

**towards a new definition of quality
and
the emerging roles of leaders**

Bruce A. Waltuck

Defining Quality

- WHAT is Quality?
- WHO Defines Quality?
- What do the Masters Say?
- Towards a New Definition of Quality

The Masters: Crosby

- We must define quality as “conformance to requirements” if we are to manage it. (*Quality Is Free*, 1979)
- Is this Sufficient?

The Masters: Feigenbaum

- Quality is a customer determination. . . based upon. . . actual experience with the product or service, measured against his or her requirements - stated or unstated, conscious or merely sensed -- and always representing a moving target in a competitive market. (*Total Quality Control*, 1983)
- SO- What Do You Do?



The Masters: Deming

- The difficulty in defining quality is to translate future needs of the user into measurable characteristics. . . This is not easy. As soon as one feels fairly successful, he finds that the needs of the consumer have changed. . . Quality can be defined only in terms of the agent. Who is the judge of quality? (*Out of the Crisis*, 1988, emphasis added)

The Masters: Juran

- Two [meanings of quality] dominate: 1. ..features which meet the needs of customers and 2. Quality consists of freedom from deficiencies (*Juran's Quality Control Handbook*, 1988)
- *Static vs. Dynamic?*

What Should We Do?

- **Emphasize BOTH Aspects of Quality**
- **Move Away From the “Command and Control” Organizational Model**
- **Listen to the Voice of the People**
- **Leaders Must Adopt the New Culture of Quality and Spread this Change Throughout the Organization**
- **Seek Measures of Progress**
- **Don't Give Up!**

We are only human, after all...



- We wish our processes were ALL
- ...Stable
- ...Predictable
- ...Controllable

- Oops!

Old Mind, meet New Mind

- Isaac Newton
 - Universe as machine
 - Mechanical process view
 - Predictable, repeatable, controllable
 - Change agent outside the system

- Niels Bohr
 - Universe as constant duality, probability, uncertainty
 - Complex dynamic process view
 - Unpredictable, not-repeatable, not controllable
 - Change agent inside the system



Two Kinds of Processes

- Technical (See Ron Heifetz et al)
- Can be Simple or Complicated (see Dave Snowden)
- But still Linear
- Deterministic (follow steps, get widget)
- Mostly stable, predictable, controllable
- Adaptive (Heifetz again)
- Can be Complex or Chaotic (see Snowden again)
- Non-linear
- Not deterministic- can not predict next state of the system
- Analysis of parts can not indicate behavior of the whole
- May be somewhat stable, but not predictable or controllable

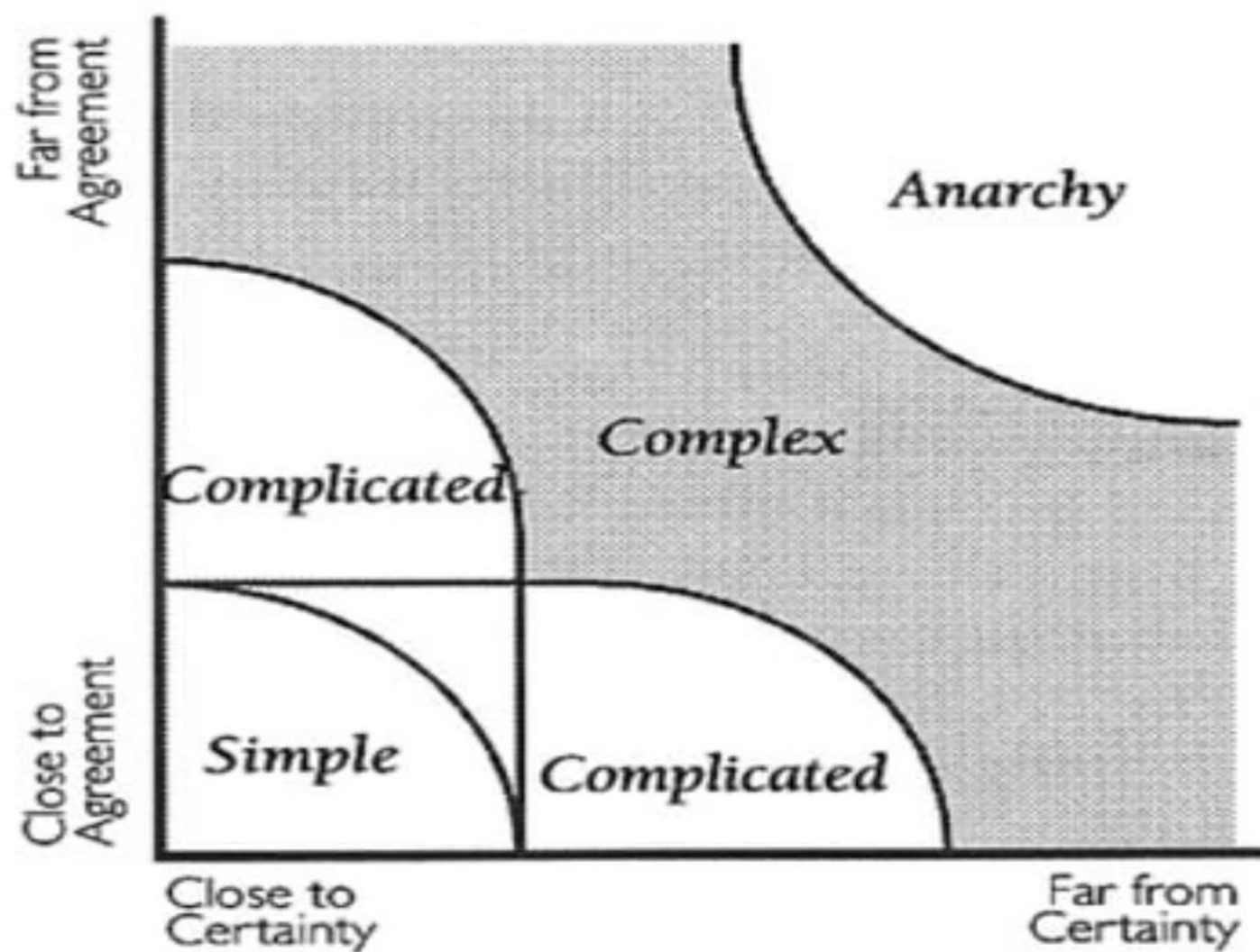
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Through the New Lens Old Tools, New Tools

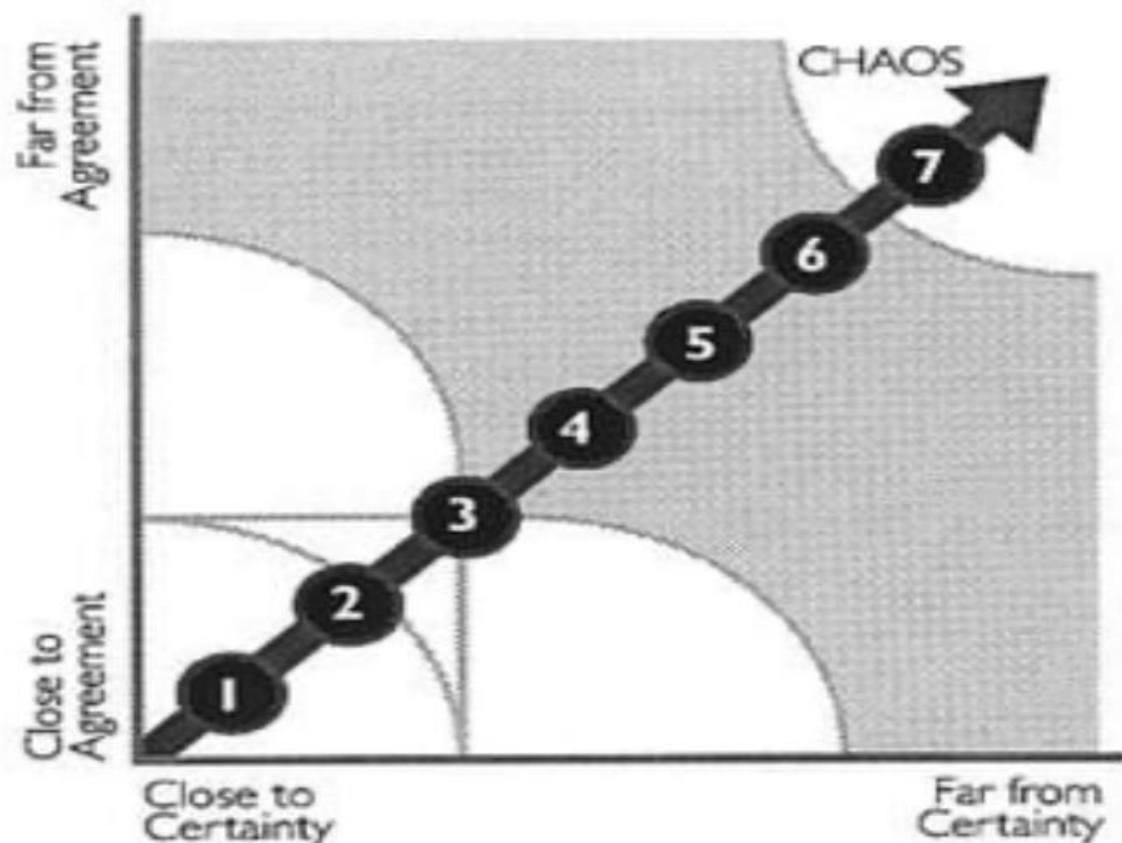
- As long as humans are involved, some degree of complexity will be an issue
- Old tool; new way: Statistical Process Control compared to Social Process Analysis
- New tool; new ways: Stacey Matrix. Agreement, certainty, and constant flux

Stacey Matrix

(Ralph Stacey, U. of Hertfordshire, UK)



Stacey Matrix: Approaches



- 1 *Direct*
- 2 *Change Work Processes*
- 3 *Modify Structure*
- 4 *Convene and Intervene*
- 5 *Convene*
- 6 *Examine, Describe Patterns*
- 7 *Seek Patterns*

Complex

Probe
Sense
Respond

Emergent

Complicated

Sense
Analyze
Respond

Good Practice

Chaotic

Act
Sense
Respond

Novel

Simple

Sense
Categorize
Respond

Best Practice

Disorder

NOT ALL PROBLEMS ARE CREATED EQUAL

- SIMPLE, OR OBVIOUS
- TECHNICAL, OR COMPLICATED
- ADAPTIVE, OR COMPLEX



SIMPLE, OR OBVIOUS PROBLEMS

- THE DOMAIN OF **KNOWN KNOWNS**
- EVERYONE KNOWS THE SOLUTION
- EMOTION CAN BLOCK OUTCOMES



COMPLICATED, OR TECHNICAL PROBLEMS

- THE DOMAIN OF **KNOWN UNKNOWN**S
- EXPERTS CAN GIVE US A RANGE OF VIABLE OPTIONS
- REASONABLE CERTAINTY OF DESIRED OUTCOME
- STATUTES & PRECEDENT, E.G.



DIFFERENT TYPES OF PROBLEM > DIFFERENT PATTERNS OF RESPONSE

- SIMPLE, OR OBVIOUS > *SENSE, CATEGORIZE, RESPOND*
- COMPLICATED, OR TECHNICAL > *SENSE, ANALYZE, RESPOND*
- COMPLEX, OR ADAPTIVE > *PROBE, SENSE, RESPOND*



FEAR, FAILURE, AND UNCERTAINTY

- WE SIMPLY CAN NOT KNOW EVERYTHING WE WANT TO KNOW
- BUT WE CAN ACT IN WAYS THAT ARE CONGRUENT WITH OUR CORE VALUES & OPERATING PRINCIPLES
- WE HAVE LEARNED TO **PRESUME SOLUTIONS ARE KNOWABLE** AND TO **FEAR AMBIGUITY & FAILURE**



TRUE NORTH

ACCOUNTABILITY NOW, & LATER



- DID WE DO WHAT WE SAID WE WOULD DO, . . . IN THE WAY WE SAID WE WOULD DO IT?
- **NEW INFORMATION CAN SHIFT UNDERSTANDING, REDRAW THE MAP, & REORIENT THE COMPASS**
- **ARE MY/OUR POSITIONS CONGRUENT WITH MY/OUR ESPOUSED VALUES & BELIEFS?**

THE SINGLE BIGGEST MISTAKE



- TREATING THE TRULY **COMPLEX AS IF** IT WAS **OBVIOUS, TECHNICAL, OR COMPLICATED**

THE PERSISTENT PERNICIOUS PRESUMPTION

- PRESUMING THAT THE CAUSAL RELATIONSHIP BETWEEN WHAT WE **DO** AND WHAT **HAPPENS**, IS **KNOWN**, OR **KNOWABLE**, IN MEETING COMPLEX PROBLEMS



MIND THE GAP



➤ WORK TO **NARROW THE GAP BETWEEN EXPECTATION AND EXPERIENCE**

Power does not mean the same thing as control.
Many things we want to control, can not BE controlled.
This has implications for things like "long-term strategic planning."

Too much is unknown and unknowable (to paraphrase Dr, Deming);

The best chances for innovation and growth come from
interconnecting more people in the organization.
Take actions to eliminate barriers to communication and interaction.

Encourage people to try new ideas. Help people let go of old ideas that either didn't
work as planned, or that no longer serve the organization's needs

Encourage people to learn, so they are best able to contribute to the dialogue that
becomes the organization's future.

Stop focusing on blame and guilt, for things over which people
had no control in the first place.

Every encounter with anyone is a chance to have a dialogue,
a conversation that can shape the future.

There is the constant process of gesture and response, turn-taking,
negotiation of agreed-upon meaning, and the decisions and actions that follow.

THANK YOU

BRUCE WALTUCK, M.A., COMPLEXITY, CHAOS, AND CREATIVITY

YES, IT REALLY SAYS THAT ON THE DIPLOMA

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