

Fundamentals of Total Quality Leadership

Module 3: System of Profound Knowledge

Lesson 2: Psychology

Student Information

Lesson Outline

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Lesson Objectives

By the end of this lesson to student will be able to:

- EO 3-7 Describe psychology as part of the System of Profound Knowledge.
- EO 3-8 Explain how differences and similarities of people affect work behavior.
- EO 3-9 Explain why working in teams is important for quality improvement.
- EO 3-10 Explain what is involved in changing the culture of an organization.
- EO 3-11 Explain the definition of critical mass.

Length of Instruction

This lesson takes approximately 2.5 hours

Fundamentals of
Total
Quality
Leadership

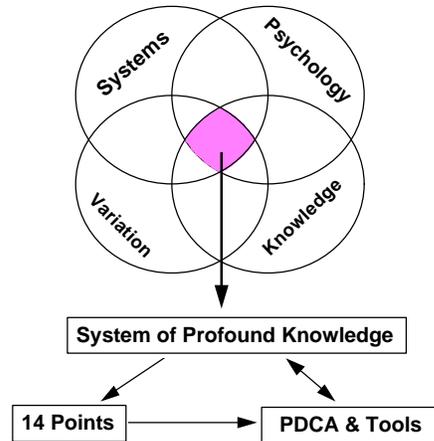
Module 3
System of Profound Knowledge
Lesson 2
Psychology

Learning Objectives

At the end of this lesson the student will be able to:

- ◆ Describe psychology as part of the System of Profound Knowledge
- ◆ Explain how differences and similarities of people affect work behavior
- ◆ Explain what is involved in changing the culture of an organization
- ◆ Explain the definition of critical mass
- ◆ Explain why working in teams is important for quality improvement

DON Approach to Quality Management

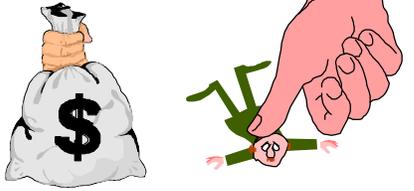


Exercise...

“Broken Squares”

Understanding People: Theories of Motivation

- ◆ Abraham Maslow
 - Physiological
 - Security
 - Social
 - Esteem
 - Self-actualization
- ◆ David McClelland
 - Achievement
 - Affiliation
 - Power
- ◆ Frederick Herzberg
 - Motivators (satisfiers)
 - Hygiene Factors (maintenance)



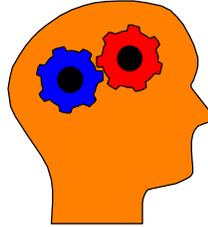
Types of motivation: Extrinsic and Intrinsic

Understanding Similarities of People

- ◆ Need to be part of a group
- ◆ Need to be respected by others
- ◆ Need to avoid punishment
- ◆ Natural inclination to learn
- ◆ Desire to do well

Understanding Differences of People

- ◆ **Learning styles**
 - Concrete Experience
 - Reflective Observation
 - Abstract Conceptualization
 - Active Experimentation
- ◆ **Levels of ability**
- ◆ **Ability to work in teams**
- ◆ **Readiness for change**



Why Change is Difficult

- ◆ **Change is disruptive**
- ◆ **Change can create fear**
- ◆ **People worry about what they might have to give up**
- ◆ **Large-scale change takes time**
- ◆ **Individuals vary in their readiness for change**

How Change Occurs

- ◆ Knowledge is required
- ◆ Attitudes must align with new values
- ◆ Behaviors need to change
- ◆ People have to “buy into” the change
- ◆ Leadership facilitates change

Changing Organizational Culture

- ◆ Definition of culture:

“The pattern of assumptions in the organization that has been useful in coping with the internal and external environment, which is taught to new members as the ‘correct’ way to perceive, think, and feel about their work.”

(Schein 1990)

- ◆ Cultural changes that will be required

Building the “Critical Mass”

“Those people within an organization who possess sufficient knowledge, power, and leadership to initiate and sustain a cultural transformation”

(Dockstater, Shumate, & Doherty, 1988)

Working in Teams

- ◆ **Fulfills the need to be part of a group**
- ◆ **Facilitates problem-solving and process improvement**
 - **Synergy, expertise, accessibility to information**
- ◆ **Fosters a sense of ownership**
- ◆ **Improves work motivation and performance**
- ◆ **Helps avoid suboptimization**

Team Issues and Considerations

- ◆ Management of participation
- ◆ Employee empowerment
- ◆ Team proliferation
- ◆ Cooperation and competition

Video...

*“Competition, Cooperation,
and the Individual”*

Lesson Summary

- ◆ **Psychology contributes to our understanding of people -- both similarities and differences**
- ◆ **Total Quality Leadership requires a cultural transformation**
- ◆ **Top leaders must develop a critical mass in the organization to sustain the movement toward quality**
- ◆ **Process improvement requires a team-based management approach**