



Lesson 5

The TQL Coordinator

Introduction

The TQL coordinator plays a key role in process management efforts. Although not directly responsible for implementation efforts, the TQL coordinator is responsible for advising and assisting the top leaders in implementing TQL within the organization.

As the internal consultant, the coordinator functions as an advisor, coach, and trainer to the top leader and the ESC; as an advocate of TQL to other members of the organization; and as coordinator of the activities of the quality advisors. Since phase I activities are “start up” activities the TQL coordinator will likely be busier here than in later efforts. As the technical expert for implementation activities, it is important for the TQL coordinator to understand the roles and responsibilities of the job, get the education and training required to do the job, and develop a working relationship with the top leader and ESC.

Objectives

Upon completion of this lesson, the student will be able to:

- Describe criteria for selection of TQL coordinators.
- Describe the role of the TQL coordinator in implementing TQL.
- Describe the working relationship between the TQL coordinator and top leaders in the organization.

“ I then see the person as a conduit for organizational energy, as the place where sufficient resources meet to make something happen “

M. J. Wheatley, *Leadership and the New Science* P. 71

Roles and Responsibilities of the TQL Coordinator

The TQL coordinator is responsible for assisting the top leader and the ESC in implementing process management activities within their organization. Involved in virtually every element of the implementation process, the coordinator's primary role is to function as an internal consultant to the top leadership team, providing education and training, acting as a sounding board, and assisting in planning and executing implementation efforts. As shown Figure 5.1, the TQL coordinator has responsibilities in three areas that ultimately support the top leader's responsibility to **improve mission performance**. The TQL coordinator should focus on the following;

Roles and Responsibilities of the TQL Coordinator	I m p r o v e M i s s i o n P e r f o r m a n c e	Assist Leaders with the Transformation	Acquire Profound Knowledge	Attend Required DON Training Assist ESC in Developing Profound Knowledge Encourage Teamwork Teach PlanDoCheckAct
			Act as an Internal Consultant	Advise Top Leaders Work Towards Development of Critical Mass Assist in the identification of impediments to change
		Establishment of Process Management	Aid in Process Management	Assist ESC with developing an implementation plan Help ESC develop Mission Assist in identification of Significant Processes Provide selection criteria for pilot projects Help identify, charter and train QMBs Help identify common causes Coordinate Quality Staff
			Provide Documentation	Publicize TQL Efforts Network with Others
		Aid in Establishing A Quality Environment	Education & Training	Educate/train top leadership Help ESC with E & T Plan Provide for command E & T Monitor E & T for improvement
			Assist Organizational Change	Advise on assessment tools Help apply the 14 points Help leaders take action

Figure 5.1 Roles and Responsibilities of the Total Quality Coordinator

Help Improve Mission Performance

While it is ultimately the responsibility of the top leader and the ESC to improve mission performance, the TQL coordinator's primary responsibility is to advise and assist their efforts. They do this by helping keep the leaders focused on quality principles, and by training them in methods to improve the quality of the organization's products and services.

Assist Leaders with Transformation

It is the TQL coordinator's job to assist the leaders of the organization with the transformation. The TQL coordinator's responsibilities include advising, training, coaching, and providing technical and administrative support to the ESC.

Acquire Profound Knowledge

To be effective in their jobs, TQL coordinators need to understand the System of Profound Knowledge. By learning about systems theory, variation, psychology, and the theory of knowledge, the coordinator can begin to understand how to improve quality. They help their ESCs understand the implications and applications of profound knowledge. Specifically the TQL Coordinator should;

- **Attend required DoN training**

It will be impossible for the TQL Coordinator to effectively assist the top leader, ESC, and organizational members if he/she is not trained. The Department of the Navy has developed a curriculum that meets the needs of coordinators assisting organizations through phase one implementation efforts. That training and its appropriate application is described in detail in chapter five. In general the training begins with the fundamental philosophy of quality and builds to include information on tools and methodologies that can be applied just-in-time to meet growing organizational needs.

It is virtually impossible for the TQL coordinator to function effectively without attending the complete series of recommended training provided by the DoN
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- **Assist ESC in gaining profound knowledge**

By understanding systems theory, the TQL coordinator is able to view the organization as a whole. The coordinator recognizes that customer needs and supplier input will affect their organization's processes, products, and services. They use this knowledge to help the leaders optimize their system. The knowledge of variation can be used to encourage the top leaders to make decisions based on data. They can help their top leader by teaching them the purpose of specific tools, when to use them, and how to use them. They help the leaders understand how tools can be used to display information, and to improve quality. The study of the different applications of psychology allows the coordinator to help leaders manage behavioral change in the organization and create a quality-focused environment.

- **Encourage teamwork**

The TQL coordinator should develop the ESC team, and assist them in learning that effective teams utilize the strengths of each member as they work in process management to improve processes. The coordinator coaches the ESC through each stage of team development, providing advice and support as necessary. This training will assist the ESC in establishing and promoting teamwork when appropriate in the organization.

- **Teach the Plan Do Check Act cycle**

The **theory of knowledge** has wide applications for the TQL coordinator and the command. They can use this scientific method by applying the Plan Do Check Act (PDCA) cycle to organizational processes. The leaders will learn that the PDCA cycle is a method for systematic learning and improving processes. Through different actions, such as pilot projects and follow-on process management, they can demonstrate the benefits of the PDCA cycle.

Act as Internal Consultant

While it is the responsibility of the top leader to lead the transformation, it is the job of the TQL coordinator to assist the leaders in implementing phase one quality efforts. The TQL coordinator may be thought of as the organization's internal consultant--an expert in the quality philosophy and methodologies.

- **Advise the top leaders**

The TQL coordinator advises the top leaders on quality improvement issues and assists in implementation activities. As a proponent of quality, the TQL coordinator should constantly seek ways to demonstrate to the leaders how applying the principles of TQL will improve mission performance, customer satisfaction, and organizational functioning.

- **Work to develop the critical mass**

The TQL coordinator influences the critical mass by working with the ESC and the organization. The TQL coordinator helps by advising the top leaders, aiding in management and implementation processes, helping with pilot projects, educating the organization, helping teams, and publishing newsletters.

- **Assist in identifying impediments to change**

As an advisor to the ESC, the TQL coordinator should help the top leaders identify impediments to change. By providing ongoing education and training, the TQL coordinator provides the top leaders with the knowledge and tools required to understand what aspects of leadership and organizational functioning are roadblocks to change and transformation. When roadblocks arise, the TQL coordinator should surface these issues with the top leaders and encourage them to take actions.

Establishment of Process Management

The TQL coordinator will provide the ESC with the education and training necessary to develop its initial plan for implementing a *system of quality*. Follow-on responsibilities will include assisting the leaders in agreeing on the mission statement, identifying significant processes, selecting and conducting initial pilot projects and follow-on process management efforts; by advising on methods and tools to make improvements. By publicizing and documenting quality improvement efforts, the TQL coordinator knows the importance of publicizing learning gained from the process management efforts of the organization. To maintain external connectivity for learning and support the TQL coordinator should network, and encourage others in the organization to do the same.

Aid in Process Management

“*Vision without action is merely a dream*” is an oft quoted Joel Barker statement about organizational efforts. The organization’s efforts must be planned and executed with skill if phase one is to take hold and grow. The assistance the TQL coordinator provides to the leadership team during the *process management* phase enables them to plan the critical action steps.

- **Assist the ESC with the development of an Implementation plan**

The TQL coordinator, having completed the initial training of the ESC, is now ready to establish commitment to action by assisting in the development of an implementation plan. **Without such a plan the organizations efforts may become unfocused.**

“Strategy #3- Top managers engage in quality transformation planning starting with a two- year blueprint for preparation, start-up and early expansion. This blueprint is important for what it encourages and also for what it implicitly discourages”

Scholtes and Hacquebord, *A Practical Approach to Quality* Joiner and Associates, 1987

- **Assist ESC with the development of mission**

One of the very first things the ESC must do is to clarify or develop their mission statement. This activity is closely related to point 1 of the 14 points, “*create and publish to all employees a statement of the aims and purposes of the company or other organization.*” Since the ESC is striving to identify the command’s significant processes that impact mission requirements, they must reach agreement as to what the command’s mission truly is!

- **Advise on the identification of significant processes**

Significant processes are those processes directly related to mission accomplishment. The TQL coordinator should be trained to use several tools designed to assist the ESC in identifying and subsequently, organizing around those processes.

- **Provide selection criteria for pilot projects**

After ESC has studied and discussed process management and improvement, they may be unsure about how to proceed. To assist the ESC in learning how to select, conduct, and support pilot projects the TQL coordinator should ensure the enabling steps are accomplished (mission clarified, and significant processes identified), and then provide selection criteria and guidance on initiating pilot projects.

It is the ESC's responsibility to select and conduct pilot projects. It is the TQL Coordinators responsibility to assist and advise.

- **Help identify, charter, and train Quality Management Boards**

By stressing the role of process improvement, and teaching methods and tools for achieving improvements, the TQL coordinator helps leaders understand how the quality of goods and services can be improved, while increasing customer satisfaction. The ESC needs to understand the role of QMBs, and how they fit into the quality improvement team structure. Understanding the role of the QMB and the importance of process ownership helps the ESC select and charter QMBs, and act as linking pins.

- **Help determine common causes**

Training is provided by the TQL coordinator on common and special causes. The top leader and ESC learn that reducing common cause variation is the responsibility of senior leaders, while reducing special cause variation is the responsibility of the people working in the process. The TQL coordinator may assist QMBs and PATs in their search to determine common and special causes of variation.

- **Coordinate activities of the quality support staff**

The TQL coordinator organizes the activities of the quality advisors and other assistants within the organization. The quality advisors receive proper training to do their jobs, then are assigned to QMBs and PATs to provide just-in-time tool training, facilitate team functioning, and act as technical resources to team leaders..

Provide Documentation

Besides functioning as a coach, trainer, adviser, and technical and administrative assistant, the TQL coordinator also documents the quality improvement activities of the ESC and the organization by publicizing TQL efforts, preparing materials for the ESC, and networking with others.

- **Publicize TQL efforts**

The TQL coordinator may publicize the organization's quality improvement efforts, both internally and externally, by publishing a newsletter, sending articles to magazines, and encouraging others to speak at seminars. Consistent with the adage "*nothing breeds success like success,*" the TQL coordinator ensures that people are aware of the organization's quality improvement activities.

- **Network with others**

To keep current with the literature and current applications of process management and improvement methods and tools, the TQL coordinator should network with other organizations. This provides a forum for sharing information and lessons learned. Networking also assists in gaining information that can be shared with the top leadership team, to continue the organization's systems thinking and external focus. Professional associations with a quality focus may serve as clearinghouses for literature and provide networking opportunities.

Aid in Establishing Quality Environment

The TQL coordinator can take actions to assist the top leader and the ESC in the creation of an enabling environment by assisting in the development of an education and training plan, and by providing advice and assistance during process management efforts.

Emphasize Education and Training

One of the responsibilities of the TQL coordinator is to provide education and training to the top leader, the ESC, and the organization. The coordinator aids the ESC in developing an education and training plan for the organization, and works closely with quality advisors to train teams.

- **Educate and train top leaders**

The TQL coordinator provides education and training to the top leaders of the organization. This may be done during ESC meetings, or by scheduling special classes. Education and training may also take place via discussions, through lectures, seminars, and recommended readings. New ESC members should also receive the same education and training so they may productively participate in the command's quality improvement activities.

It is the responsibility of the TQL coordinator to train the members of the ESC

- **Assist ESC in developing an education and training plan**

The TQL coordinator assists the ESC in developing an education and training plan for themselves and other members of the organization, and ensures it is incorporated into the implementation plan. Incorporating it into the plan assures a coordinated, and optimized, education and training effort within the organization.

- **Provide for education and training of command**

The TQL coordinator provides education and training to the ESC and the organization. The DoN TQL training strategy and curriculum provides the basis for the educational efforts. All training is provided in conjunction with TQL implementation activities, and helps build the critical mass. The TQL coordinator ensures that the organization's trainers have been designated and trained, arranges for training to be conducted, and acts as a clearinghouse for all formal training efforts.

- **Monitor Education and Training efforts for continuous improvement**

The TQL coordinator should continuously monitor the various assessments produced by the command education and training effort (end of course critiques, etc.) and balance that against other command info to discover changing requirements and opportunities for improvement.

Assist Organizational Change Process

Since the top leader helps create the environment by taking actions to lead the organizational change, it is necessary for the TQL coordinator to assist the top leader and the ESC in planning and taking actions with all aspects of organization change. A quality-focused environment will emerge as additional members of the critical mass become involved in TQL efforts.

- **Advise on organizational assessment**

The TQL coordinator acts as an advisor to the ESC on the purpose and use of organizational assessments. The TQL coordinator can recommend assessments, help the leaders understand how they are to be administered, and explain how results may be used as a basis for change actions.

- **Help apply the 14 Points**

The TQL coordinator engages in a dialogue with the top leaders on how each point can be applied on a personal level, and in an organizational setting. As the 14 Points are learned and practiced, they become *the way* to build an enabling environment in support of process management.

- **Assist leaders in taking actions.**

The TQL coordinator assists organizational leaders in taking actions to implement process management. By advising, assisting, coaching, and training the ESC, the TQL coordinator helps the leaders communicate through their behavior, the importance of a quality-focused organization. The TQL coordinator may help the ESC identify customers or significant processes. The coordinator will also advise on the application of TQL methods and tools; showing the leaders that the methods and tools are useful aids for charting and understanding organizational functioning. The ESC will understand that TQL tools can be used for a variety of purposes including describing a process, assessing the effects of change, and identifying customers and their needs.

The TQL Coordinator's Relationship with the Top Leader

The TQL coordinator needs to develop a special working relationship with the top leader of the organization. This relationship needs to be open and trusting, allowing the TQL coordinator freedom to advise the top leader, even when the top leader is acting in a manner that could be detrimental to establishing a TQL environment. A coordinator may find it helpful to develop a written or verbal contract with the top leader regarding how they will interact with one another. Obviously, this type of open and trusting relationship will take time to develop and will require a great deal of effort on the part of both parties.

The process of "contracting" is discussed in the *Team Skills & Concepts* course.

Some additional considerations for the TQL coordinator and top leader relationship are;

- **Advisor**

In the role of advisor to the top leader, the TQL coordinator spends a great deal of time broadening each other's knowledge base, discussing quality concepts, and exchanging ideas and possibilities.

- **Trainer**

The TQL coordinator acts as a trainer for the top leader, teaching the leader through classes, discussion, and by arranging site visits -- providing opportunities for the top leader to network with other organizations, and gain examples of TQL successes at other organizations. The TQL coordinator can also provide the top leader with books, articles, videos, and other opportunities that will broaden understanding.

- **Encourager**

At certain points the organization's change efforts may seem to sag and it is at this point that many individuals may revert back to the old way of doing business. It is especially important for the TQL coordinator to encourage the top leader and others to continue on.

The TQL Coordinator's Relationship with the ESC

The relationship the TQL coordinator develops with the members of the ESC is similar to the working relationship with the top leader. This relationship should be open and trusting, even when it comes to difficult issues. If the ESC is acting in a manner or taking a course of action potentially detrimental to the success of quality efforts within the organization, the TQL coordinator should be able to say so and expect to be heard. By working together, a close working relationship will develop over time.

Additionally, the TQL coordinator functions as a(n);

- **Advisor**

As a technical expert, the TQL coordinator will provide the ESC with ideas, tools, and methods for conducting business, including advice on the appropriateness of actions and decisions, if necessary. Further advice and assistance will be given on the application of TQL principles, selection of pilot projects, creation of a TQL environment, and management and monitoring of process improvement efforts.

- **Facilitator**

The TQL coordinator will facilitate the ESC as a team, using tools to monitor the team process, and taking appropriate actions to enhance the team's efforts. Working together is not a natural skill in our culture, and as such the TQL coordinator will need to exhibit patience and skillfully foster the team's cooperative performance.

The TQL coordinator is the Quality Advisor / Facilitator for the Executive Steering Committee

- **Trainer**

Functioning in the role of trainer for the ESC, the TQL coordinator should constantly be assessing their level of training. A plan for the continuous improvement of the members' quality skills and abilities should be developed. Opportunities for the introduction of just-in-time training should be identified and accomplished. The coordinator should arrange for or conduct follow-on training as necessary to ensure a growing understanding on the part of ESC members.

- **Administrator**

The TQL Coordinator will additionally be responsible for ensuring the work of the ESC is captured for historical reasons and to support future quality efforts. The TQL Coordinator is not the "secretary" of the ESC, but he/she will want to ensure that these important records are arranged for and archived.

Influence and the TQL Coordinator

The task of the TQL coordinator is a difficult one for many reasons. Managing the team process -- the relationship with the top leader, members of the ESC, and other organizational members -- requires skill and diligence. To compound the difficulty the TQL coordinator has, in many cases, other collateral duties. One of the most important efforts the TQL Coordinator will undertake will be to accomplish a transfer of ownership for leading the quality effort from themselves alone, to the larger Executive Steering Committee. As the ESC accepts and performs as owners of the process management efforts, the TQL coordinator and top leader can shift to support roles vice directive.

To accomplish the transfer of ownership the TQL coordinator and top leader should recognize, in most cases, they are trying to increase levels of compliance, and through those efforts build “real” commitment. As was discussed earlier in this course, **it is real commitment that causes an individual to accept ownership, and committed individuals usually initiate and sustain involvement with the change effort.**

Selection of the TQL Coordinator

This section is designed to help during the initial selection of the TQL coordinator by providing guidance for selection of a successor. Since the TQL coordinator plays such a key role as an internal consultant to the top leaders of the organization, the top leaders should give considerable thought before deciding upon an individual to fill the billet. At larger organizations, the TQL coordinator will probably become a full time billet and could even require a support staff. At smaller organizations, the TQL coordinator could be a collateral duty. In either case, the role the TQL coordinator plays is important enough that the person who fills it should possess some distinctive abilities and background.

- **Prior TQL experience**

Although not required, it is helpful if the person has prior experience with TQL. This is not as rare as one might think, and will be easier to find as implementation efforts continue.

- **Not too junior to ESC members**

One of the jobs is to provide advice and counsel the top leader and ESC on problem areas. This is not likely to occur if the prospective TQL coordinator is very junior to them.

- **Noted for credibility**

The candidate should also be noted for credibility with seniors and juniors alike. If TQL coordinators are to act as promoters and proponents, they must be believable.

- **Top performer**

Top performers are especially well suited for the position. This is true for two reasons. First, implementation efforts will flourish with a “hard charger” helping to advise and assist top leaders. Second, it sends a message that the organization is serious about quality and its phase one efforts.

- **Enthusiastic**

The person should be enthusiastic about TQL and the possibilities it presents for the organization. A high level of commitment or enthusiasm is infectious and necessary.

- **Self-starter**

The prospective TQL coordinator should be a self starter, able to work independently, and possess the courage and confidence necessary to take risks.

- **Good communication / instruction / presentation skills**

It also helps if the person possesses certain skills and abilities. Excellent communication and interpersonal skills are needed, if the TQL coordinator is to be a strong proponent of quality. These skills will also be beneficial when functioning as a facilitator for the ESC and various quality improvement teams. Good instructor skills are a must in order to function as the cornerstone to TQL education and training efforts. Finally, good presentation skills are needed to assist teams in documenting and publishing their efforts.

Are there additional skills you think would be helpful?

It is the responsibility of the organization's top leader to identify, designate, and enable the training of a TQL coordinator.

Lesson 5

The TQL Coordinator

Summary

- The TQL coordinator is the internal consultant to the top leaders in the organization.
- The TQL coordinator trains the top leaders and advises them on implementation and process management activities.
- An effective coordinator has credibility, is a team player, is a self-starter, and works well with top leaders.

Readings

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