

Implementing Total Quality Leadership

Lesson Ten

Organizing for Processes Improvement

Objectives

- λ **Describe why organizing around significant processes is important.**
- λ **Describe a recommended method for identifying primary customers, products, and core processes.**

History has shown that reorganization by itself does not necessarily improve anything if the leaders do it without an understanding of how work gets done

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Problem Solving

- λ **Maintains status quo.**
- λ **Can become “action without aim.”**
- λ **Results from rush to accomplishment.**
- λ **Improving quality becomes just “look around and fix things that are wrong.”**

Problem Solving (cont.)

- λ **Relies heavily on luck, not leadership.**
- λ **Has a tendency to ignore the inter-relationship of process operations.**
- λ **In an organization that does not have a culture supportive of risk-taking, individuals are likely to play it safe.**

Improving the System

A system differs from a process in several ways:

- λ broader in nature.**
- λ composed of multiple and diverse kinds of processes.**
- λ The flow of work in a “system” is not simply sequential, from one operation or process to another.**

Hierarchical Management

- λ **Limited in ability to deal with complex systems**
- λ **Tends to promote suboptimization**

Cross-functional Systems Approach

- λ “Organization of today is a **processing system.**”
- λ Managers now have responsibilities for coordinating **several** functions.
- λ Can only be accomplished through logical, quality driven processes and shared responsibility. . .

Providing Focus

Through cross-functional teams focused on customers the organization gains:

- λ **An awareness of the value their work adds to the customer and the system.**
- λ **More cooperation, less competition.**
- λ **Optimized use of resources.**
- λ **Systemic learning.**
- λ **Adaptability/flexibility.**
- λ **A greater sense of what quality really is, because it is defined by the real authority, the customer.**

Organizing Around Significant Cross-Functional Processes

- λ **Write or validate the command's mission.**
- λ **Define the organization as a system.**

Summary

- λ **Working to improve significant processes is different than problem solving.**
- λ **Improving the system through process management is the DoN approach.**
- λ **An organization is only as good as its processes.**
- λ **The customers, products, processes matrix can be used to help identify cross-functional, significant processes.**