

Implementing Total Quality Leadership

Lesson Six

The Enabling Environment

Objectives

- λ **Describe the importance of creating an enabling environment for TQL implementation.**
- λ **Describe the characteristics of this environment.**
- λ **Assist the top leaders in creating the environment.**

“Try to understand culture, give it its due, and ask yourself how well you can begin to understand the culture in which you are embedded ?”

E. Schein

The Environment

- λ **An environment is:**

“The circumstances and conditions that interact with and affect an organization

- λ **Environment is one of the keystones to the TQL transformation**

- λ **As an organization moves away from its present state to a future state, the enabling environment will begin to take shape.**

The Environment

Organizational culture has been defined as;

“Assumptions, beliefs, and behaviors considered to be useful in dealing with external and internal environments. These assumptions, beliefs, and behaviors are encouraged, rewarded, and learned by organizational members as the correct way to perceive, think, and feel in relationship to their work, their interactions with others, and their view of the organization.”

cf. Schein, 1990

The Environment

- λ **The culture of an organization is difficult to define.**
- λ **Any definable group with a shared history has a culture.**
- λ **There can be sub-cultures within a group.**
- λ **Cultural change is an evolutionary process.**

The Environment

- λ **Organizational leaders must look at the current organizational climate and consider its implications for implementing actions for transformation.**

***They need to understand the current;
Assumptions
Beliefs
Attitudes***

- λ **Understanding these elements is important because they can inhibit or facilitate organizational change**

TQL Environment Characteristics

- λ **Open communication**
- λ **Trust**
- λ **Commitment**
- λ **Data based decision making**
- λ **Systems thinking**
- λ **Process thinking**
- λ **Teamwork**
- λ **Horizontal and Vertical alignment**
- λ **Leadership is committed to continuous improvement and innovation**

Does the organization have to create the enabling environment before starting any other TQL implementation activities ?

Do the implementation activities create the environment ?

The answer to both questions is **Yes!**

The environment makes it possible for implementation activities to succeed, but the success of these efforts develop and perpetuate the enabling environment.

IT WILL TAKE THE CONCERTED EFFORT OF THE TOP LEADER, ESC AND THE TQL COORDINATOR TO ACCOMPLISH THE TRANSFORMATION

The Challenge for Top Leaders

Remove impediments to quality and create an enabling environment

- λ Will require dismantling some long held behaviors**
- λ Overcome stove pipes**
- λ Overcome sub-optimization**
- λ Overcome fear based micro-management**

Profound knowledge and working the 14 points will be required here.

Actions Speak Louder than Words

Top Leadership's behavior has the primary influence on shaping the organization's environment

- λ **It is from the senior leader that everyone takes their cues.**
- λ **The actions of the senior leaders will be closely watched.**
- λ **What leaders live and support will be followed in organization.**

THE SENIOR LEADER CANNOT DO IT ALONE !

To Create the Environment

- ***Start with the Top Leader and the ESC***
- ***Acquire Profound Knowledge***
- ***Act as role models***
- ***Institute education and training initiatives***
- ***Perform an organizational assessment***
- ***Remove Impediments to organizational change***
- ***Nurture Process Improvement***
- ***Take action***

The TQL Coordinator and Culture

The TQL Coordinator plays a vital role in helping the top leaders create the enabling environment

- ***Work with Top Leaders***
- ***Coordinate TQL Education and Training***
- ***Publicize TQL Activities***
- ***Establish and maintain a TQL reference library***
- ***Networking***
- ***Walk the talk***

Summary

- λ The Top Leaders' actions and attitudes influence the environment*
- λ The Top Leaders must work to remove impediments to change*
- λ Top Leaders create a TQL enabling environment by acquiring profound knowledge, acting as a role model, establishing a critical mass, and nurturing process improvement*