

# The Human Side of Quality

## Quality Science, You, and Creating a Culture of Trust

A Presentation\* Prepared and Presented by Don Swift

Don Swift and Associates LLC  
Wichita Falls, TX 76301  
940-228-0550/765-617-5510

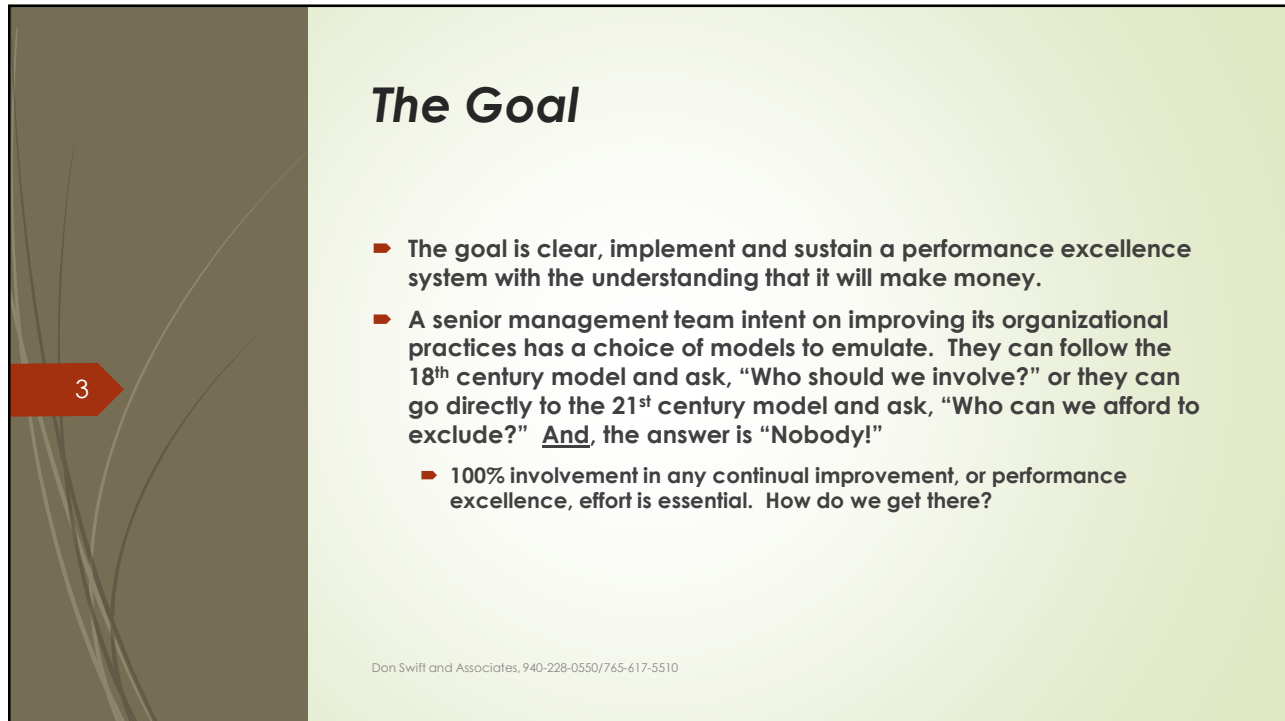


2

### Presentation Highlights

- The Business You and I are In
- What I Believe Your Role in the Organization Is
- A Culture of Trust – What is It? and How Will I Know When I See It?
- Researchers have made huge strides in understanding human behavior and motivation over the past decade.
  - Few businesses actually apply these discoveries when strategizing for improvement or even retention of “star” employees
  - The result: companies are missing opportunities for growth and revenue because they do not understand the impact of human nature in the workplace.

Don Swift and Associates, 940-228-0550/765-617-5510



## The Goal

- ▶ The goal is clear, implement and sustain a performance excellence system with the understanding that it will make money.
- ▶ A senior management team intent on improving its organizational practices has a choice of models to emulate. They can follow the 18<sup>th</sup> century model and ask, "Who should we involve?" or they can go directly to the 21<sup>st</sup> century model and ask, "Who can we afford to exclude?" And, the answer is "Nobody!"
  - ▶ 100% involvement in any continual improvement, or performance excellence, effort is essential. How do we get there?

Don Swift and Associates, 940-228-0550/765-617-5510



## The Business You and I Are In

- ▶ I have been on a bent lately about calling my profession's activities what they are:
  - ▶ **Quality Science**
- ▶ Why a Science? Well.....
  - ▶ Science Noun:
    - ▶ The intellectual and practice encompassing the systematic study of the structure and behavior of the physical and natural world through observation and experiment. i.e., "*the world of science and technology*"
    - ▶ Synonyms: branch of knowledge, body of knowledge information, area of study, discipline, field, i.e. "*the science of criminology*"

Don Swift and Associates, 940-228-0550/765-617-5510

5

## *The Business You and I Are In*

---

**So, then I thought about the things we do for our organizations. I was surprised by how much there was, but not shocked.**

---

**I have put some of that together on the slides to follow.**

---

**This is not an exhaustive list, but one meant to give the “flavor” for our everyday activities. Sit back and enjoy.**

Don Swift and Associates, 940-228-0550/765-617-5510

6

## *The Business You and I Are In*

### ► **Planning:**

- Requirements fully defined
- Risk analysis conducted
- Requirements planned and realized
- Requirements realized, and detail defined and verified
- Requirements realized, defined, verified, and validated

Don Swift and Associates, 940-228-0550/765-617-5510

7

## *The Business You and I Are In*

### ► Control

- Requirement features further defined into form, fit and function details
- Process capability requirements measured and placed under control
- Make/buy decisions and supplier selection, risk analysis and qualification
- Process controls developed and implemented
- Measurement and testing activities defined as to the how, what and when defined and controlled
- Documentation requirements defined and implemented

Don Swift and Associates, 940-228-0550/765-617-5510

8

## *The Business You and I Are In*

### ► Production

- Standard work defined, trained, and controlled – risk analysis conducted
- Process controls activated and monitored
- Measurement and testing activities activated, realized, and documented
- Production proceeds at takt time with all operational activities to ensure continued capability placed into motion

Don Swift and Associates, 940-228-0550/765-617-5510

## The Business You and I Are In

9

- Delivery
  - Product packaged, labeled, shipped, and delivered per order on time
  - Customer feedback received
  - Risks and opportunities assessed
  - Continuous improvement placed into motion
- Post Delivery
  - Products invoiced and paid
  - Product realization costs calculated
  - Production costs compared to monies received from the customer



Don Swift and Associates, 940-228-0550/765-617-5510

10

## The Business You and I Are In – Things We Simultaneously Manage

### Project Management

- Quality Engineering activities (Quality Planning)
- Risks and opportunities analysis
- Measurement System Analysis
- Verification and Validation Activities
- Specific customer requirements
- Product Capability exercises
- Supplier development

Don Swift and Associates, 940-228-0550/765-617-5510

11

## *The Business You and I Are In – Things We Simultaneously Manage*

- ▶ **Training and Competency**
  - ▶ Standard work development
  - ▶ Skill level training
  - ▶ Competency testing
  - ▶ Supplier communication, training, coordination, and auditing
  - ▶ Interactive communication activities
- ▶ **Improvement**
  - ▶ Measurement analysis and summaries
  - ▶ Corrective action
  - ▶ Management Review
  - ▶ Continual improvement

Don Swift and Associates, 940-228-0550/765-617-5510

12

## *So, Where Am I Going With This?*

- ▶ It's about who I think you are in the organization.
- ▶ I have talked a lot about The Human Side of Quality now for the last 5 years.
- ▶ I started with discussing the merits of competency.
- ▶ I moved on to various levels of engagement.
- ▶ But, now I see its about Leadership. The Human Side of Quality is really about the leadership you and I bring to it.

Don Swift and Associates, 940-228-0550/765-617-5510

## 13 Leadership

- ▶ It's a leadership issue. In 1988 The Malcolm Baldrige Award scoring criteria made leadership worth 150 points. How can we do anything without the leadership?
- ▶ And, as time has passed we have learned even more about the importance of Leadership. Today's Malcolm Baldrige criteria has 630 points out of 1000 to be gained through leadership questions.
- ▶ Leaders must see every employee as being integral to the overall improvement process and adopt a theory of "self-actualization" for all. The formula is simple:
- ▶ Quality + Leadership = Performance Excellence
- ▶ This is what W. Edwards Deming was getting to when he said two things: 1) management is the problem, and 2) the principle thing that is wrong is the system.

Don Swift and Associates, 940-228-0550/765-617-5510

14

## Leadership

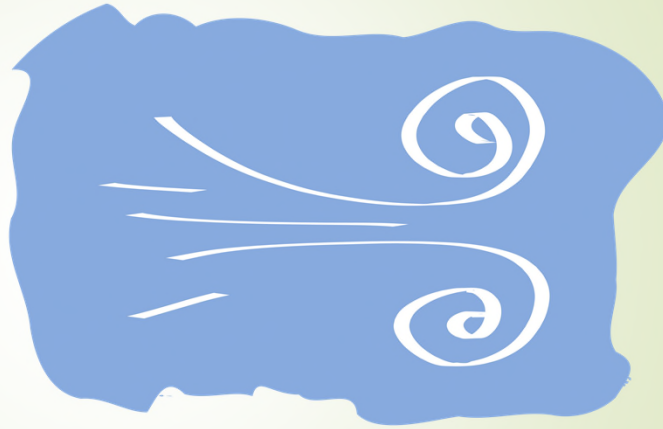
- ▶ Leadership is the essential ingredient.
- ▶ Leadership involves:
  - ▶ Mission
  - ▶ Vision
  - ▶ Values
  - ▶ Persuasion
  - ▶ Modeling
  - ▶ A sense of Excellence
  - ▶ Patience
  - ▶ Inclusion
  - ▶ Knowledge

Leadership is about people.  
Leaders lead people into  
an ownership of the  
company's purpose.

Don Swift and Associates, 940-228-0550/765-617-5510

## Leadership and Culture

- And, when we believe that Leadership is the key to overall employee engagement, then we can begin understanding engagement as a culture
- Engagement does not exist at its highest level without trust. And, trust is a fleeting concept.



15

Don Swift and Associates, 940-228-0550/765-617-5510

16

## Leadership and Culture

### Trust:

- Consistency,
- honesty,
- inclusion,
- knowledge,
- equality,
- shared responsibilities,
- shared benefits,
- shared consequences,
- loyalty (internally and externally),

*"You can buy someone's time, you can buy someone's physical presence at a given place, you can even buy a measured number of skilled muscular motions per hour or day. But, you cannot buy enthusiasm, you cannot buy initiative; you cannot buy loyalty, you cannot buy devotion of hearts, minds and souls. You have to earn these things."*

*-Clarence Francis*

Don Swift and Associates, 940-228-0550/765-617-5510



17

## Leadership and Culture – How do I know if when I see it?

- ▶ Talent in Leadership
- ▶ Shared responsibilities
- ▶ Enthusiasm
- ▶ Discretionary effort
- ▶ Participation in creative effort
- ▶ Deep concern for the customer

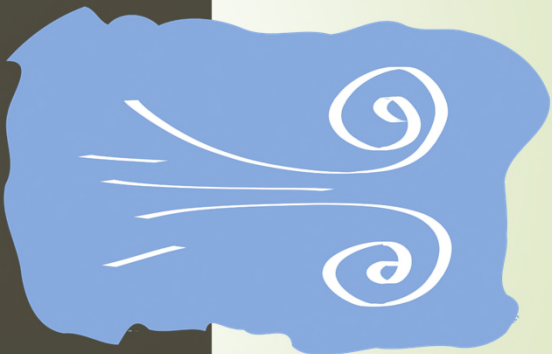
*“You can buy someone’s time, you can buy someone’s physical presence at a given place, you can even buy a measured number of skilled muscular motions per hour or day. But, you cannot buy enthusiasm, you cannot buy initiative; you cannot buy loyalty, you cannot buy devotion of hearts, minds and souls. You have to earn these things.”*  
-Clarence Francis

Don Swift and Associates, 940-228-0550/765-617-5510

## High Trust Culture - How Will I Know It When I See It?

18

- ▶ Who has seen the wind?
- ▶ What do we know about the wind?
- ▶ We know about its effects.
  
- ▶ Who has seen culture?
- ▶ What do we know about culture?
- ▶ We know about its effects.



Don Swift and Associates, 940-228-0550/765-617-5510

## How Will I Know It When I See It?

- ▶ Trust is the fruit.
- ▶ The culture is what bears it.
- ▶ The real Human Side of Quality is to understand what it takes to grow the trust tree.



19

Don Swift and Associates, 940-228-0550/765-617-5510

## Quality Science and Creating the Culture of Trust

20

- ▶ As leaders in our profession we must:
  - ▶ Know our science
  - ▶ Take the lead in implementing our knowledge
  - ▶ And, learn how to cultivate the culture of trust.
- ▶ Most of our education and training should be spent studying people and what will make them become engaged and remain that way.
- ▶ When we can successfully combine the sciences (Quality and Human Relations) we will truly understand the Human Side of Quality.

Don Swift and Associates, 940-228-0550/765-617-5510

21

## Questions



Don Swift and Associates, 940-228-0550/765-617-5510