

BCS QSG Executive Webinar

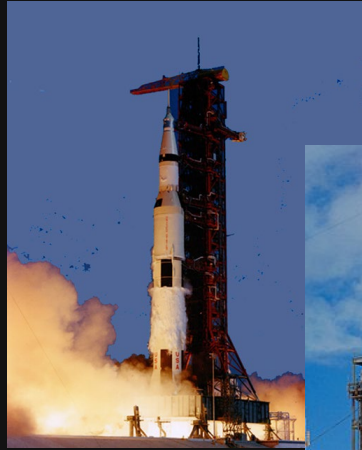


A Quality Culture Delivers

- What the customer wants, needs and/or expects.
- Reasonable expectations of feeling safe and secure.
- A perception of trust and reliability in the promises.



Technological Super-Systems



Average People

Performing at
High Levels
in a Complex
Super-System

Verifying Inputs,
Validating Outputs
with Rigor
and Due Diligence

... done or acting according to a
fixed plan or system; methodical.

systematically



Systemic Collaboration

Average People

Performing at
High Levels
in a Complex
Super-System

Verifying
Inputs, Validating
Outputs
and Connectivity



Applied Super-Systems Vision



Alibaba.com

Global trade starts here.™

TESLA

WHOLE
FOODS
MARKET



AIRBUS

Methods and Technology With Promise

Promises of
Performing at
High Levels
in a Complex
Super-System

Failure to Properly
Apply Metrics

Racing Past the
Facts to Get
to an Outcome



The Promise of Increased Certainty and Profitability

Promises of
Performing at
High Levels
in a Complex
Super-System

Agile Properly
Implemented
Provides
Accelerated
and Reliable
Development
Process



**The Data Indicates Culture and Process
are the Root Causes of Lost Profits
NOT the Development Method**

DEVELOPMENT METHOD	PROJECT SIZE	SUCCESS RATE
Agile	All Sizes	39%
Waterfall	All Sizes	11%
Agile	Large	18%
Waterfall	Large	3%
Agile	Small	58%
Waterfall	Small	44%

The Standish Group Chaos Manifesto

Super-System Computing and Management Resources

AI, Quantum, and
Advanced Analytics
Provide Rapid,
Detailed, Guidance

Robotics Provide
Reliable Work
Capacity




"These are technologies to augment human intelligence."

Ginni Rometty, IBM Chair
2017 World Economic Forum

Super-System Vulnerabilities

Competency - Ethics - Accountability



STATE OF THE AMERICAN WORKPLACE

EMPLOYEE ENGAGEMENT INSIGHTS FOR U.S. BUSINESS LEADERS

GALLUP POLL

Los Angeles Times | BUSINESS
LOCAL | U.S. | WORLD | BUSINESS | SPORTS | ENTERTAINMENT | HEALTH | LIFE | TRAVEL

Most workers hate their jobs or have 'checked out,' Gallup says

70% Disengaged or Actively Disengaged

HATE THEIR JOBS



 **AMERICAN INSTITUTES FOR RESEARCH®**

Four-Year College Graduates

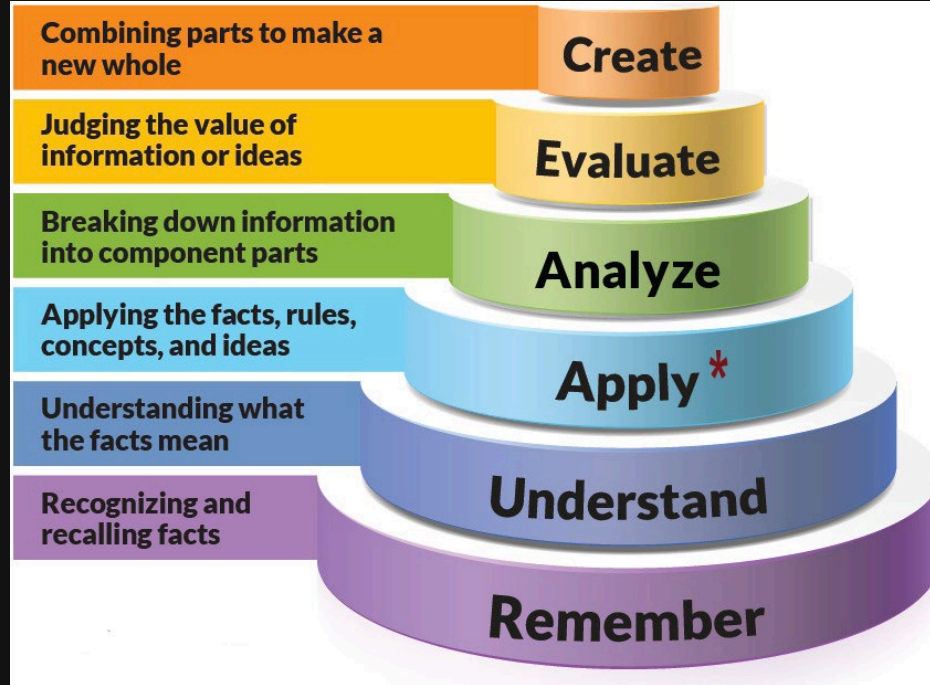
50% Lack Math Skills and Proficient Literacy

Two-Year College Graduates

75% Can't Summarize A Newspaper Article

American Institutes for Research

The Challenge of Education



Bloom's Taxonomy

Examples of the Costs:

¹ **Gallup, McLean and Company, Purdue University and Univ. NC:** Actively disengaged and disengaged grouped together. The result is that 67% of the total payroll is losing 34% in disengagement inefficiency, etc.

Example: \$1m Total Payroll @ 67% = 670,000 @ 34% = \$220,780.

² **Gallup Poll**

³ **The American Management Association and Watson Wyatt** report average annual turnover is 14-19% and the cost of turnover is between 48-61% of annual salary.

Example: 14-19% Turnover Rate = Median of 16.5%
48-61% Cost = Median of 54.5%

Per 100k of Total Payroll @ 16.5% = 16,500 @ 54% = \$8,910

⁴ **Gallup** reports a reduction of 59% in turnover costs after engagement.

	Actively Disengaged	Disengaged	Engaged
Percent of Workplace	16% of the Workforce and Total Payroll	51% of the Workforce and Total Payroll	33% of the Workforce and Total Payroll
Work Attributes	Low Performing, Gaming the System and Engaged in Non-Productive Acts Including Sabotage	Low Motivation and Performance, Disillusioned, Just There	High-Performing, Aware of Unfair Work Load and Co-worker Failures
Value to the Work Culture	Low to Negative Destructive to Work Process and Culture	Low to Medium Wavering in Focus and Commitment	High and Profitable Focused, Productive, But Frustrated
Defect Rates	High	Medium	Low
AGILE Velocity: A Metric of Work Done	Low	Medium	High
Lost Productivity and Profits per 100k Payroll – Before Culture Initiative	\$34,000 ¹ ++ (Also Failed Customer Service, Work Conflict-Resolution, Process Disruption and Lost Opportunities)	\$34,000 ¹ (Can Re-Engage with Increased Consistency of Corporate Vision, Values and Skills)	-NA- (Will remain and Continue to Produce with Reasonable Accountability of Low Performers)
Productivity and Profits Increased per 100k Payroll – After Culture Initiative	\$100,000 (Destructive, Personnel Leaned from the Work Culture)	Productivity = +17% Profitability = +21% (Measure of Positive Effect to Entire Org. ²)	-NA- (High-Performers are Sated and Choose to Remain Productive and Not Migrate)
Cost of Turnover Before Culture Initiative per 100k of Total Payroll	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$8,910 ³	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$8,910 ³	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$8,910 ³
Cost of Turnover After Culture Initiative per 100k of Total Payroll	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$3,653 ⁴ Savings = \$5,257 or 5.25% of Total Payroll	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$3,653 ⁴ Savings = \$5,257 or 5.25% of Total Payroll	Avg. Turnover 14-19% Avg. Cost 48-61% Estimate: \$3,653 ⁴ Savings = \$5,257 or 5.25% of Total Payroll

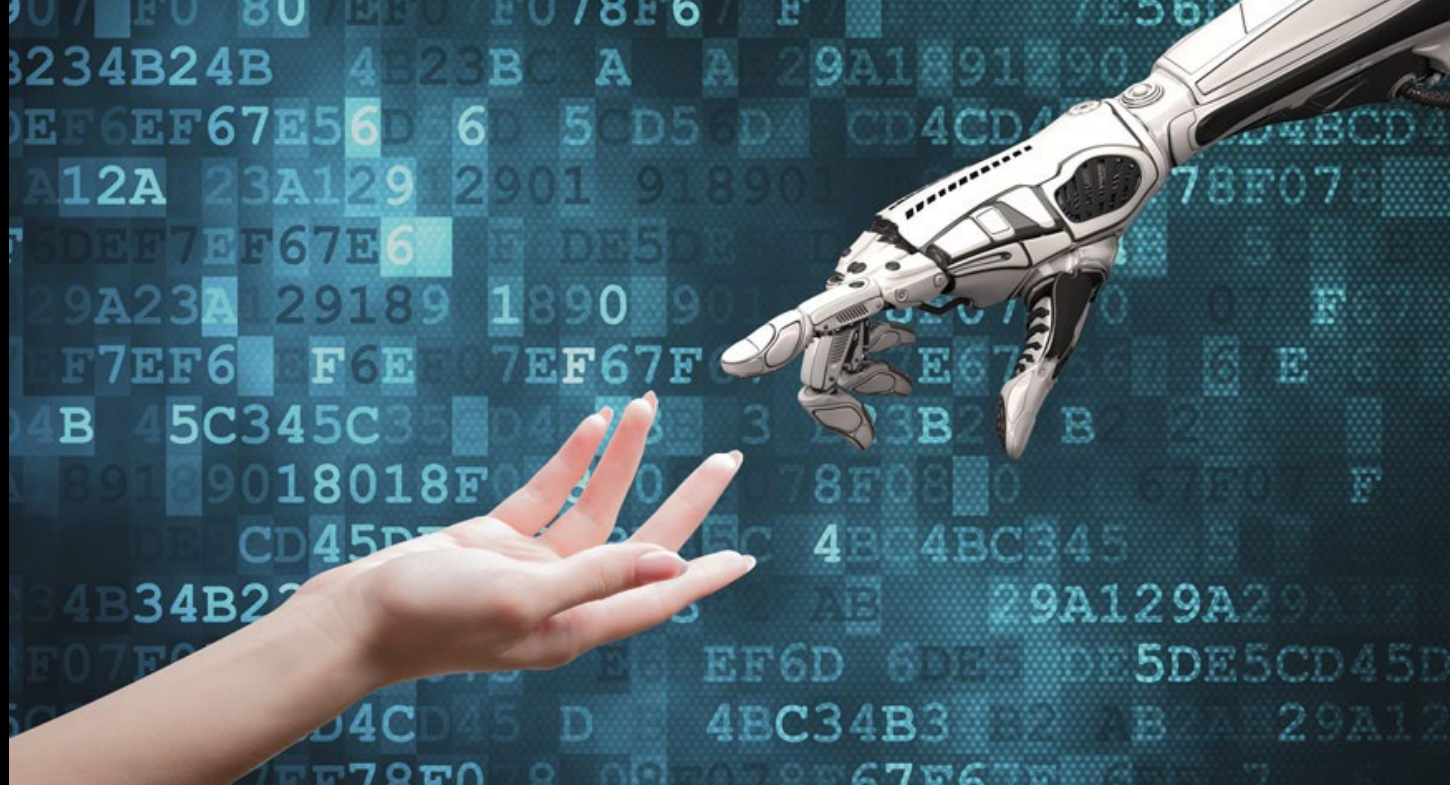
Many studies say high employee engagement positively impacts profitability!

Gallup / Purdue University

- **Disengaged employees shift the load to the engaged employees - frustrate high-performers.**
- **Organizations with high employee engagement.**
 - **17% Higher Productivity**
 - **21% Higher Profitability**
 - **59% Lower Turnover; 41% Less Absents**
 - **28% Lower Shrinkage; 70% Less Employee Safety Incidents**



**Super-Systems
Must Be
Supported by
"Intelligent
Systems"
Where the
People
Are the Major
Asset**



An "intelligent system" is the reasonable pairing of competent, well-prepared humans and technologies to improve outcomes.



Barclay R. Brown, PhD

Kasparov Effect

Time for a
Journey
Back to
Digital Reality

A Cultural
Transformation
Pairing
Reliable People
and the Right
Technologies
in an
Intelligent
System

BACK TO THE FUTURE

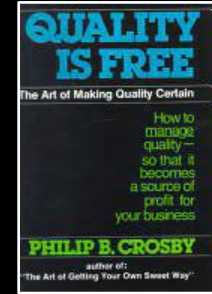
Balancing the Reliability of:

- Technologies and Technologists
- Decision-Makers and Implementers
- Work Processes and Work Culture

Quality Culture Determinants

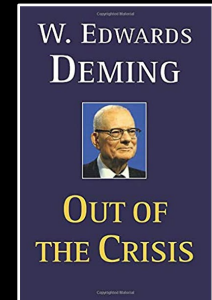
Quality is the result of a carefully crafted cultural environment. It has to be the fabric of the organization, not part of the fabric.

Philip B. Crosby



Deming, in his “14 Points” emphasized the need to “create constancy of purpose for improving products and services” and that it should be supported by “a vigorous program of education and self-improvement for everyone.

W. Edwards Deming



The Eight Attributes of a Quality Culture

A high-performing work culture is measured by identifiable attributes or values within an organization's leadership style and workforce that directly influence the reliability of outputs. Kennedy leverages Deming's mandate and the work of Crosby by defining the Eight Attributes of a Quality Management Culture.



International Council on Systems Engineering
Systems Engineering Handbook
(Wiley, Fifth Edition 2023)

QMI Complete Quality Culture

Eight Attributes/Values

1. Zero Defects Attitude

A measure of our commitment to keep our promises and to initiate systems with the reliability goal of preventing even one defect from reaching our customers.

2. Vocational Certainty

A measure of our faithfulness to our career agenda. QM's are disciplined about developing their skills and talents and acquiring earned confidence.

3. Process Quality

A measure of our mastery of planning and budgeting disciplines and how effectively we apply them to create viable work processes.

4. Admin. Consistency

A measure of our attention to details. QM's carefully listen to their customer's to identify and conform to their requirements and assure customer satisfaction.

5. Executive Credibility

A measure of our sincerity and skill with people. Sincerity comes naturally from the heart but skills can be sharpened and improved to gain reliable influence.

6. Personal Authenticity

A measure of our resolve to be consistent with our customers and co-workers. Authentic leaders work diligently to make exceptional service feel normal.

7. Ethical Dependability

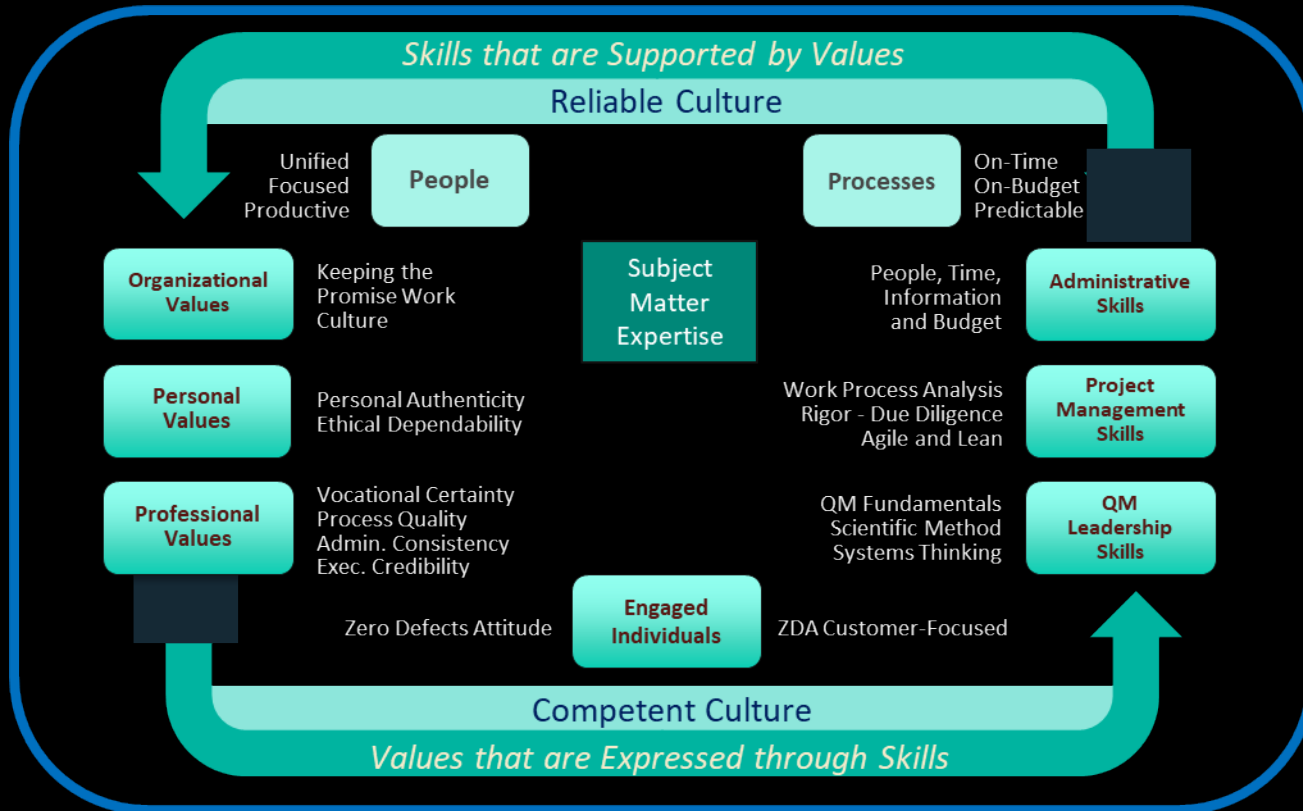
A measure of our trustworthiness in practical matters. QM's are the people we turn to when we want things to work right, run on time and be there when needed.

8. Create a KTP Culture

A measure of the mutual respect, accountability and professionalism in a work culture. These are the practiced values of effective leaders.

QMI Complete Quality Culture

Integrated Values and Skills



QMI Complete QM Culture

Values

Project Complexity	Low	Medium	High
1. Zero Defects Attitude	Cost to resolve an issue increases		
2. Vocational Certainty	Increasing experience and knowledge required		
3. Process Quality	Required planning and rigor increases		
4. Admin. Consistency	More complex processes to monitor, more people		
5. Executive Credibility	Larger sphere of influence		
6. Personal Authenticity	Higher levels of responsibility		
7. Ethical Dependability	Exposure to failure and risk increases		
8. Create a KTP culture	More people under more pressure		
Challenges to Effectiveness and Efficiency	Low	Medium	High

Skills

Project Complexity	Low	Medium	High
QM Fundamentals	Built-in quality and managing defect rates		
Scientific Method	Discover and apply best practices		
Systems Thinking	Systematically/systemically plan and test		
Work Process Analysis	Systems thinking applied to agile and lean		
Rigor and Due Diligence	Manage risk and gain opportunities		
Process Documentation	Defect root cause search and repair		
Time/Resource Mgmt.	Conform to schedules and budgets		
People/Process Mgmt.	Employee engagement/resolving conflicts		
Challenges to Effectiveness and Efficiency	Low	Medium	High

Continuous Improvement

- Delighted Customers
- Engaged High-Performers
- Agile and Lean Projects
- Less Defects and Rework
- On-Schedule and Budget
- Lean Human Resources
- Effective Communications
- Self-Correcting Culture
- Stable Workplace

Organizational Maturity

Work Culture
(Values and Skills)

Corporate Environment
(Protocols and Enablement)

Almost All Things Are Possible!

Average People,
Properly Paired
with the
Right Tools and
Processes, in an
Intelligent System
Can Do Great Things.





QualityManagementInstitute.com

Professional Certifications
and
Quality Accelerator
Programs

Systems Engineers
and
Information Technologists

QUALITY MANAGER CERTIFICATIONS

Increase your professional influence, gain recognition and promotions, and advance your leadership style and scope. Become an influencer that promotes teamwork and can effectively implement work processes and innovations.

I received my certification and one week later interviewed and got my dream job. (Varun - NY)

I'm now the new Quality Manager at my company. I heartily recommend it! (Luke - AZ)

[Certification Options](#)

ENTERPRISE LEADERSHIP CERTIFICATIONS

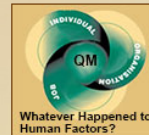
Strengthen your management and leadership skills and improve your bottom-line.



[Read the Research](#)

The knowledge, values, and skills in our online, flexible, self-paced courses, and optional cohorts can boost your enterprise.

We improved from almost 100% staff turnover to now 11%. (Charles - VA)



[Read the Research](#)

TEAM-BUILDER

WORKFORCE DEVELOPMENT TOOLS

QMI Certified Small Business or Nonprofit Leaders will receive the Team-Builder training and HR procedures **absolutely free**. You will also have unlimited access to our online videos, textbooks, etc. to hire, train and retain the "right" people. You can build a productive team that is engaged, unified, and has values-driven work habits. [Read More](#)

ENTERPRISE QUALITY ACCELERATOR PROGRAMS

Experience the synergies of a unified work culture with on-time, on-budget and fully featured quality outcomes. With our "Complete QM" environment, we let you choose the style and pace of learning and consultations that fits you best. Our expert faculty and consultants provide specialized mentoring and measure Learner progress. [Read More](#)

- Deploy Standards with precision in an engaged, and productive work culture.
- Create processes with "Built-in Quality" and deliver reliable outcomes for projects.
- Apply systems thinking to create Lean projects with Lean human resources.