

*Quality Management Skills*<sup>™</sup>

## **P**reparing Managers to Lead Total Quality

The challenge was clear: Help the refinery's managers and supervisors move away from a deeply entrenched, highly authoritative management style toward a new, more participative approach—one that would inspire all employees to take ownership for quality and customer satisfaction.

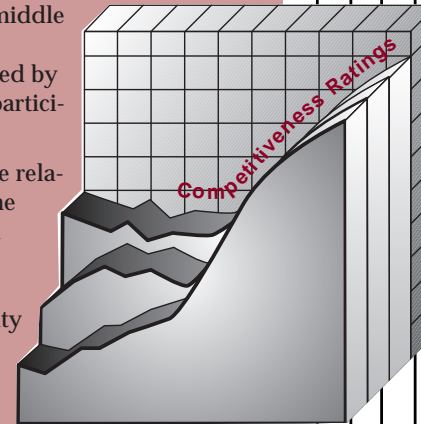
"We were asking managers to change in fundamental ways," recalls the plant manager in charge of the refinery. "We had to make sure they could 'walk the talk' of the new management style." The refinery implemented ODI's *Quality Management Skills* program as part of a larger, company-wide total quality process that included ODI *Quality Strategy and Planning*, custom-developed quality awareness sessions, and *Quality Action Teams* training.

The refinery's senior managers—along with representative cross sections of middle management, unions, staff personnel, and technical groups—were the first to receive *Quality Management Skills* training. These vital kickoff sessions were led by ODI facilitators. In the months that followed, all managers and supervisors participated in *Quality Management Skills*.

Since then, employee relations have taken a dramatic turn for the better. "The relationship between labor and management had been mostly adversarial over the years," the plant manager says. "But that mind-set changed when we started working together in the total quality process. We started pulling together to ensure the survival of our plant. In short, we became partners." In fact, this sense of partnership has taken hold throughout the company. The total quality process thrives in the new environment.

"Independent customer surveys show that we've made substantial, measurable improvements in virtually every aspect of our competitiveness," the company's chief executive officer reports. "And the financial gains we've achieved with total quality are astonishing." For example, teams of refinery managers and employees:

- Innovated a refining process, thereby reducing the need for a costly chemical catalyst and saving the company more than \$1 million each year
- Developed new standard operating procedures that eliminated a pressure problem in a main generator, saving several hundred thousand dollars in repair and modification costs
- Cut the cycle time required to sample and test petroleum products after they are loaded into tanker ships, which led to more than \$500,000 in annual cost savings



*Managers and supervisors are pivotal to the success of total quality management (TQM) because, in most organizations, they shape the environment in which work gets done, set day-to-day priorities, and have the final say on how employees actually spend their time.*

*But traditional management training often does not teach managers and supervisors how to tap the full quality improvement potential of their employees. And even experienced managers may be ill-prepared to create the special work climate required to support the total quality process.*

## Quality Management Skills™

ODI's *Quality Management Skills* (QMS) gives your managers and supervisors a sound and thorough understanding of what it means to be a total quality leader, and teaches them how to create and successfully manage in a total quality environment.

Just as important, the *Quality Management Skills* training itself provides many opportunities for your managers and supervisors to discuss their experiences and share information with each other. As they proceed through the program, they apply their collective wisdom and insights to your organization's most urgent quality improvement opportunities. They also improve cross-functional coordination and build new communication channels at the vital manager-supervisor level.

### Program Materials and Services

The following *Quality Management Skills* training materials and services are available:

- Set of fifteen videocassettes
- Guides for Managers
- Application Guides
- Facilitator Manuals
- Facilitator workshops
- Senior management workshops

*Quality Management Skills* prepares participants to address a comprehensive range of quality management challenges. The ten program units are

“The Changing Role of Management”—explains why some traditional assumptions about management are no longer valid

“Motivation”—helps managers motivate themselves and their employees

“Managing Diversity”—discusses perceptual differences and examines how those differences can distort reality

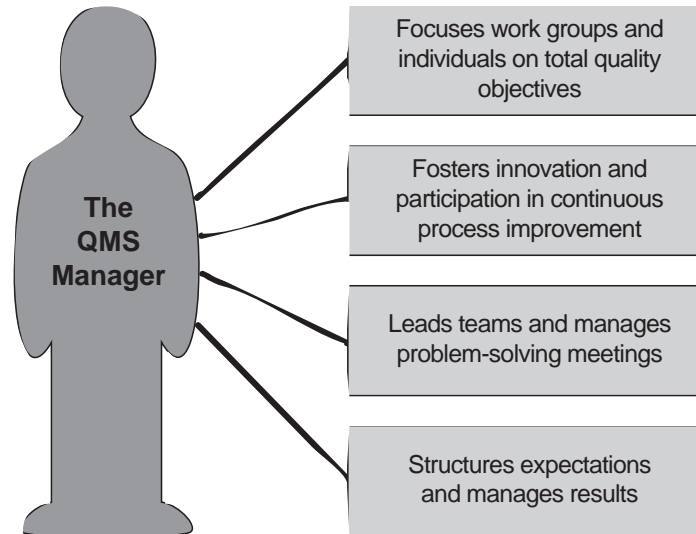
“Group Decision Making”—analyzes the dynamics of how groups form, function, and influence the behaviors of their members

“Leadership”—explores the manager's role as leader and introduces techniques for managing and leading people with different levels of ability, skill, and experience

“Participation and Quality”—examines why participative management should be used, as well as how and when to use it

“Managing Change”—explains how to manage the change process to achieve optimal results

“Structuring Expectations”—considers how managers can help employees establish and achieve goals in the context of organizational and work-group objectives



“Managing Results”—helps managers use two-way communication with their employees to increase employee effectiveness

“Organizational Integration”—explores how to use *Quality Management Skills* to bring all parts of the organization closer together

Each of these units contains pre-session, session, and post-session activities.

*Pre-session activities.* Pre-session readings familiarize participants with the management concepts and topics to be covered in the next training session. A brief question-and-answer section helps clarify and reinforce each reading.

*Session activities.* During the workshop, participants learn quality management skills, analyze cases, and practice and refine their skills through group activities.

*Post-session activities.* After each session, participants try out a key management skill or approach back on the job.

### Application Guide

The Application Guide is an important and valuable component of *Quality Management Skills* because it gives participants structured opportunities to practice and implement the management skills they've learned in the program. The four Application Guide modules are

“Managing Individuals”—participants develop their one-on-one communication skills; practice adapting different communication styles to changing conditions; and use listening, questioning, and clarifying (LQC) skills with their employees to improve employee performance

“Managing Problem-Solving Meetings”—teaches managers and supervisors how to focus problem-solving meetings on key tasks, encourage participation by all team members, summarize decisions and agreements, set follow-up dates, and clarify responsibilities



“Managing the Change Process”—lets participants practice using force-field analysis to identify forces that promote and inhibit change, contingency diagrams to develop and analyze plans for change, action plans for implementing change, and management aikido (a communication method) to overcome opposition to change

“Managing Performance”—helps managers and supervisors stay in touch with employees and work effectively with groups and individuals to identify and solve performance problems

### Facilitator Certification

ODI will certify individuals from your organization to serve as facilitators of *Quality Management Skills*. Facilitator certification prepares your people to train their colleagues in *Quality Management Skills* concepts and leadership approaches. We also prepare your in-house facilitators to become active and effective champions of total quality, even after their training duties have been fulfilled.

There are several reasons why your organization may want to consider facilitator certification. Many participants find it easier to accept and assimilate new management skills and approaches when they are presented by someone from inside their organization. Your trained facilitators can help sustain total quality commitment over the long term by encouraging involvement in the process and by providing timely and expert assistance to your managers and supervisors. Finally, facilitator certification is often the most cost-effective way to deliver *Quality Management Skills* training.

ODI can provide facilitator training through an eight-day public certification workshop or a private on-site certification workshop. Each of your facilitators receives a *Quality Management Skills* Facilitator Manual, which includes the Guide for Managers supplemented with detailed facilitator notes on conducting and coordinating training sessions.

### Benefits

*Quality Management Skills* develops the fundamental competencies and the participative approach managers and supervisors need to build a work environment in which total quality can thrive. The program helps participants improve communication within and across functions; focus daily work on quality objectives; and generate measurable gains in quality, productivity, and customer satisfaction. Thousands of managers and supervisors in service and manufacturing organizations are now successfully applying the skills and approaches contained in *Quality Management Skills*.

### About Organizational Dynamics, Inc.

Organizational Dynamics, Inc. (ODI) is a global management consulting, research, and training company that has been helping organizations manage change, improve quality and productivity, and enhance customer satisfaction since 1970. ODI is headquartered in Boston, London, and Singapore, with offices in major cities throughout the United States and the world.

More than 150 experienced professionals stand behind ODI’s consulting services and training programs, which have been used by more than 2,000 organizations and over 250 medical centers and hospitals around the world. ODI works with many of the top 100 Fortune companies and other leading business, government, and healthcare organizations. Our clients include ABB, AirTouch Communications, BellSouth, British Airways, Caltex, CIBA-GEIGY, Columbia HCA, Citizens Utilities, Cox Communications, DOD, Electrolux, EPA, Eveready, Federal Express, General Electric, Gillette, the Hong Leong Group, Hybritech, Lufthansa, NASA, Nestlé, Overlook Hospital, Philips Electronics, Procter & Gamble, Saudi Aramco, SKF, TCI, Union Carbide, UNUM, the U.S. Coast Guard, the United States Postal Service, and Volkswagen.

## Manager’s Blueprint for Leadership

*Quality Management Skills* present the

Manager’s Blueprint for Leadership, a

framework that shows participants how

they will actually use

the leadership skills

and approaches

taught in the

program.

