



TEAM LEADERSHIP FOR TOTAL QUALITY™

TL/TQ™

PRINCIPLES & CONCEPTS

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TEAM LEADERSHIP FOR TOTAL QUALITY™



MAKING A COMMITMENT TO A NEW AND BETTER WAY OF DOING BUSINESS

TL/TQ™ DEFINITION

Team Leadership for Total Quality™ means individual and organizational commitment to fulfilling certain principles and values and using team processes and analytical tools to produce leadership and work outcomes of value to customers. TL/TQ™ principles and values apply to all leadership and work processes in all aspects of the organization (including productivity, timely delivery, accurate records and reports, all communications and learning, safety practices, stewardship of resources, and ethical behavior); it involves all organization members, vendors, suppliers, and consultants as active participants in meeting or exceeding customer expectations.

TL/TQ™ PHILOSOPHY

KEY CONCEPTS:

- 1. Team Leadership for Total Quality is based on current knowledge of the changing EXPECTATIONS OF everyone's CUSTOMERS, both external and internal.**
- 2. Specifies APPROPRIATE STANDARDS for all aspects of operations with focus on customer satisfaction.**
- 3. Regularly MEASURES EFFECTIVENESS of all relevant activities to assure CONTINUOUS IMPROVEMENT.**
- 4. Achieves success through proactive ACTION PLANNING and TEAM LEADERSHIP methods.**
- 5. Involves the TOTAL SYSTEM, including all processes and people as part of the total organizational TEAM.**

TL/TQ™ ORIENTATIONS:

- ✓ **Customer oriented**
- ✓ **Total system orientation: communicating up, down, sideways**
- ✓ **Complete employee involvement**
- ✓ **Totally oriented to cooperative teamwork**
- ✓ **Goal-oriented motivation; ownership of processes**
- ✓ **Oriented to constant measurement and feedback for continuous improvement of all processes**
- ✓ **Analytical orientation to all processes**
- ✓ **Oriented to experimentation:**
 - Observe → Analyze → Plan → Act**
- ✓ **Committed to zero defects and zero defections**
- ✓ **Oriented to quality processes as well as products and services**

THE TL/TQ™ **LEADERSHIP STYLE:**

- **Actively avoids fear as a leadership attribute; oriented toward goals**
- **Team oriented - committed to employee involvement**
- **Cooperative, not competitive**
- **Positive, proactive, fair-minded**
- **Both long-range and short-range time perspectives**
- **Cares about employees; committed to adding value to employee performance**
- **High personal and professional integrity**

THE TL/TQ™ ORGANIZATIONAL CULTURE:

- ◆ **Clear vision, mission, values understood by all**
- ◆ **Trusting and trustworthy**
- ◆ **A complete passion for excellence; goes for ALL the gusto - total excellence, nothing less**
- ◆ **Committed to continuous learning and improvement**
- ◆ **Committed to building, constructing, learning; avoids destroying, criticizing**
- ◆ **Risk-taking and innovation highly valued; honest mistakes regarded as opportunities for learning**
- ◆ **All employees demonstrate proactive qualities:**
 - **Active, decisive, enthusiastic, energetic, vigorous, urgent**
- ◆ **Individuals held strictly accountable for actions and attitudes**
- ◆ **Performance and rewards aligned with mission, goals, quality standards**
- ◆ **Information flows freely in all directions**

DEVELOPING QUALITY RELATIONSHIPS WITH CUSTOMERS

Every part of the organization and all individuals have customers:

- ✓ **External customers: End users of the organization's products and services**
 - ✓ **Internal customers: People within an organization who depend on fellow employees and leaders for their success**
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- **All customers are also suppliers, and all suppliers are customers**
 - **Customers have the last word in defining quality**
 - **Customer satisfaction is the prime focus of the organization**
 - **Committed to "zero customer defections"**
 - **Oriented toward added value for customers**
 - **Constant training, communication, and improvement on customer's behalf**

INDIVIDUAL AND TEAM CHARACTERISTICS FOR TL/TQ™

- Aligned with the organization's mission, vision, values, goals**
- Positive attitude and commitment to TL/TQ™ processes and customer satisfaction**
- Cooperative attitude toward fellow employees and leadership**
- Willingness to learn; open to new approaches**

Committed to mastery of appropriate
INDIVIDUAL skills:

- **Effective self-management**
- **Effective communication skills**
- **Respectful of individual differences**
- **Sensitive to verbal and non-verbal cues**
- **Giving and receiving constructive feedback;**
listening non-defensively
- **Problem analysis and decision making**
- **Project organization and leadership**
- **Creative thinking and risk-taking**
- **Making effective presentations**

Committed to mastery of appropriate
TEAM skills:

- **Focus on team goals and mission**
- **Cooperative and participative meeting skills**
- **Awareness of group dynamics; proactive in keeping them healthy**
- **Effective use of team problem analysis and decision-making techniques**
- **Creative use of conflict and dispute resolution methods**
- **Appropriate application of continuous improvement techniques**
- **Relentless follow-through on individual and team commitments**