

Where is Quality Made?

# Quality is Made in the Boardroom

**“Quality is made at the top. In the Boardroom.”**

The success of the organization depends on the quality of C-suite decisions.



**The Problem:  
The Leadership Disconnect**



**Superficial oversight is ineffective.**

“Management by Walking Around” fails without deep knowledge, becoming a “dog and pony show.”

**Implement  
“Boardroom Gemba.”**

Have operations staff observe strategy meetings (and vice versa) to align vision with execution.



**The Solution:  
Principles for Active Leadership**



**Fulfill the 3 Foundational Obligations of Management**

These are Constancy of Purpose, Continual Improvement, and Driving Out Fear.  
VisionMastery.net



**Foster smarter decision-making.**

In meetings, designate a contrarian and have the leader vote last to avoid groupthink.

# Quality is Made at the Top

- Deming only agreed to help companies where top management invited him.
- Once the top management convinced him that they were serious in participating and leading their improvement, he then agreed to work with them.
- It's the quality of their decisions and questions and passion that determine the successfulness of the company.



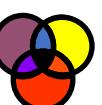
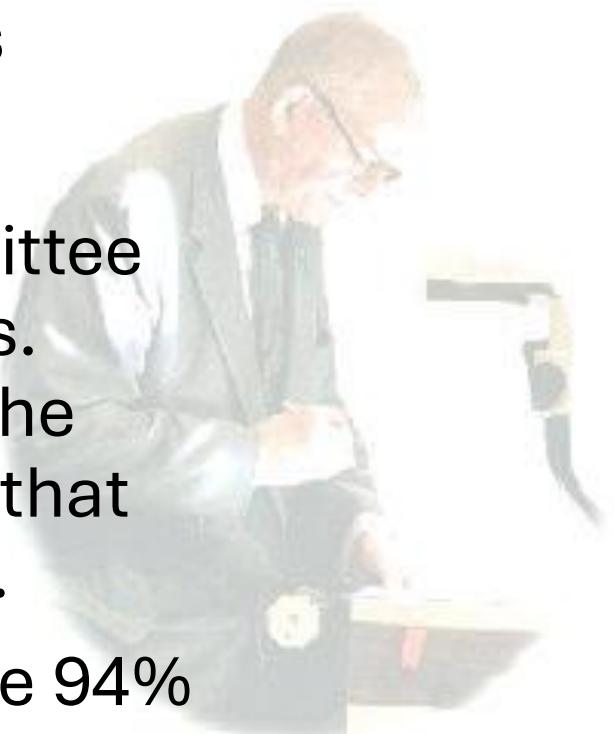
# Superficial Oversight

- Dr. Deming railed against MBWA because management was not adequately prepared. They lacked Profound Knowledge.
- Without Profound Knowledge you get expensive and wasteful dog and pony shows.
- Without Profound Knowledge you just reinforce the perception that management is as clueless as the College boys and girls they put into first line supervision.



# Implement Boardroom Gemba

- With Profound Knowledge management can go to the Gemba or MBWA and not embarrass themselves
- But Boardroom Gemba is a two way street.
- I had one of my clients have the operating committee silently sit in on the strategy committee meetings. They observed the interactions, the arguments, the passions that resulted in the Strategy document that helped the operators better execute the Strategy.
- And vice versa...management cannot manage the 94% unless they see what's actually going down.



# Smarter Decision-making

- TQDA
- Theory –
- Questions
  - Outside experts?
  - What will get delayed?
  - Decision criteria?
  - Team turnover?
  - No-fault policy?

