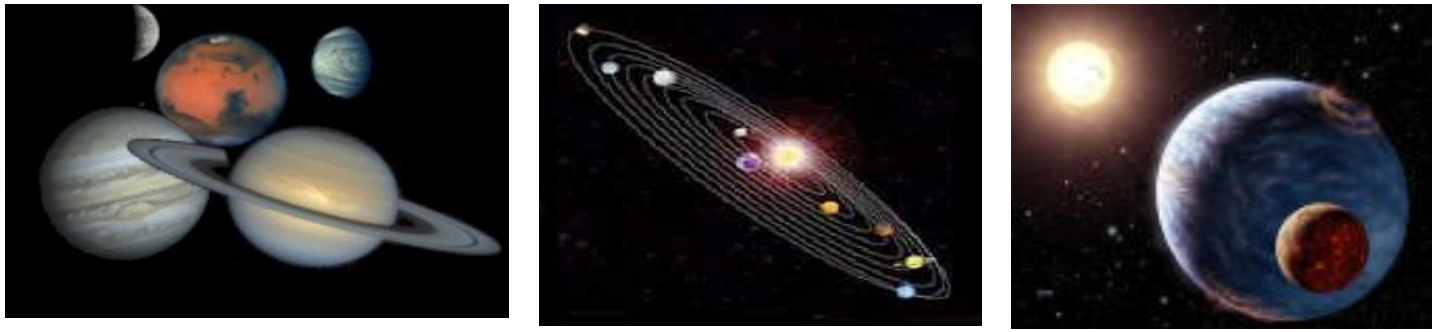
Emerging Micro and Macro Levers of Quality

ASQ Presentation – April 15, 2010



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Summary Thesis

- We are going through a fundamental change in the business environment
- Old paradigms are being challenged and even failing as a result of not accurately seeing the intimate connection between the micro and the macro
- In the surfacing of this, additional levers by which quality is achieved are emerging
- An important micro-lever is that of managing individual stress. A resultant macro-lever is that of sustainability or corporate social responsibility, which can be thought of as an index of dysfunction that does not need to be
- In other words, fractal-based thinking suggests that lack of management of stress at the individual levels ripples out to create major dysfunction at subsequent levels of complexity, leading all the way up to the global macro-level
- This gives rise to implications for management of quality, and even the central place that quality will hold in creating a more sustainable world

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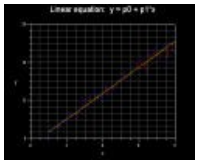
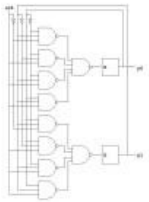
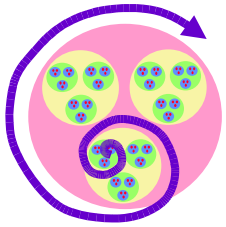
We Are Out Of Sync With The System We Operate In





The world we have created is a product of our thinking; it cannot be changed without changing our thinking.

~ Albert Einstein





Problems at multiple levels point us to one conclusion: The meaning we have ascribed to our institutions, lives, approaches, is out of synch with what reality is demanding...

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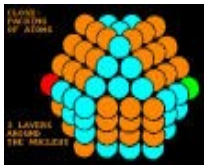
Systems Thinking, Nature's Way









- Can there be some kind of a system that would make conceptualization of complex problems easier and more manageable?
- And can this system remain relatively "compact" and yet exist universally, in many different kinds of situations, and at many different levels?

Nature's constructs are designed with incredible efficiency – Buckminster Fuller's work reveals this with certainty. Modern organizations and corporations can also be viewed as a construct of Nature. Unlike the other constructs, however, that have had as much as millennia to achieve efficiency, modern-day organizations are fledgling constructs. The question is, what can be learned from Nature's design principles to both better design organizations and address complex organizational problems?

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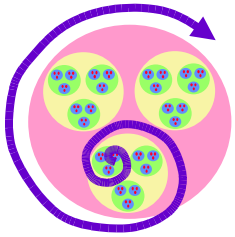
Yes, If It Is a Fractal







Fractal:

- A pattern that repeats itself on different scale (level)
- It therefore, defines the level
- And each subsequent level

Organizational-Fractal:

- A dynamic pattern that is true of the individual, team, organization and system
- It therefore defines behavior of that level
- And offers insight into each subsequent level

The most efficient system in Nature is a fractal. What if complex behavioral systems, which comprise of emotion and thought, also display fractal properties?

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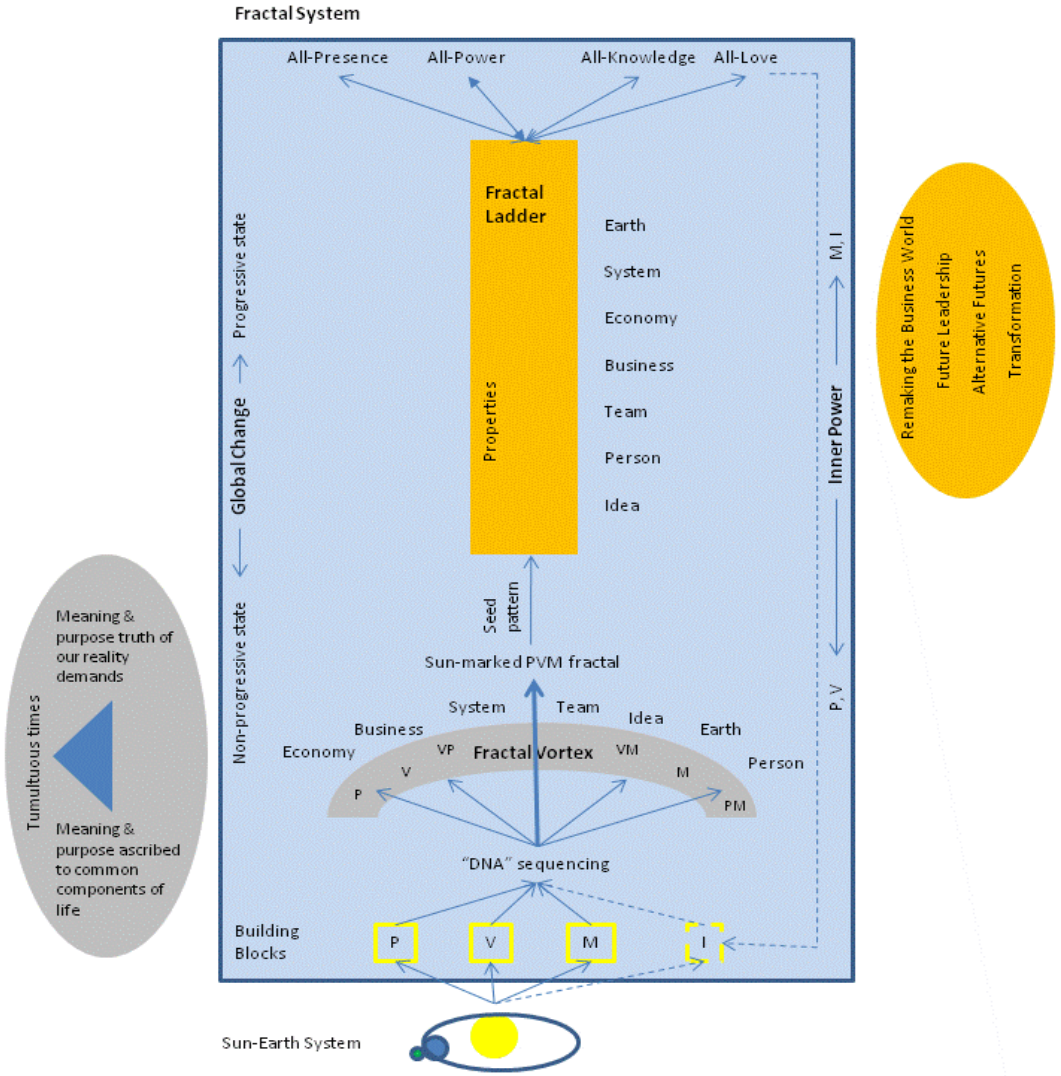
The Fractal Ladder: Connecting Inner Power to Global Change



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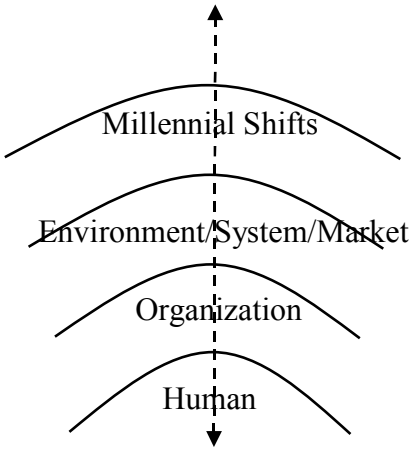
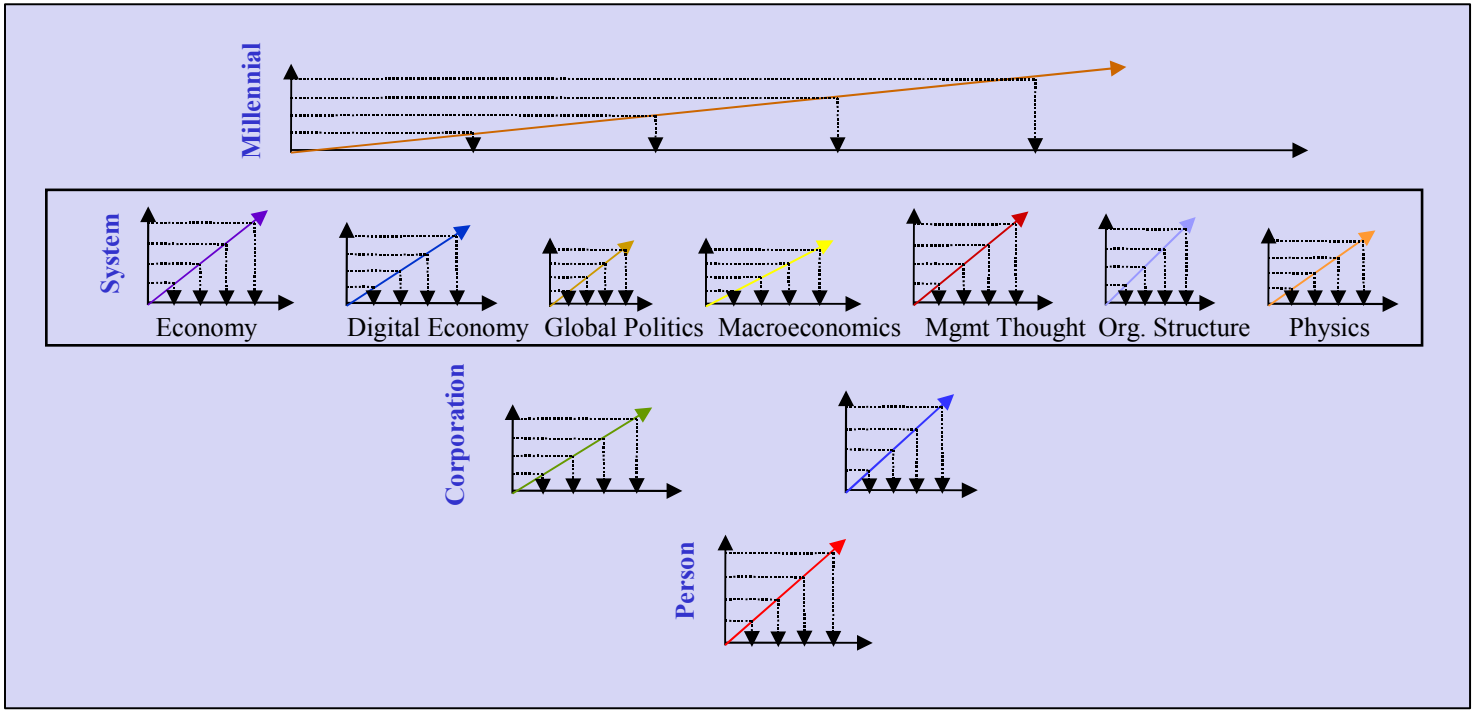
A Ubiquitous Fractal for Progress...



Similar pattern determining nature of a level & repeating itself on different scale



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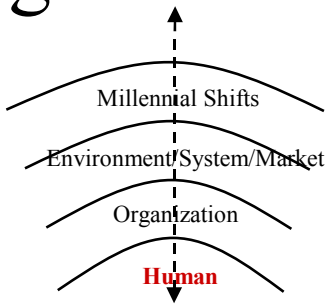
The Human Level - Successfully Managing States of Being

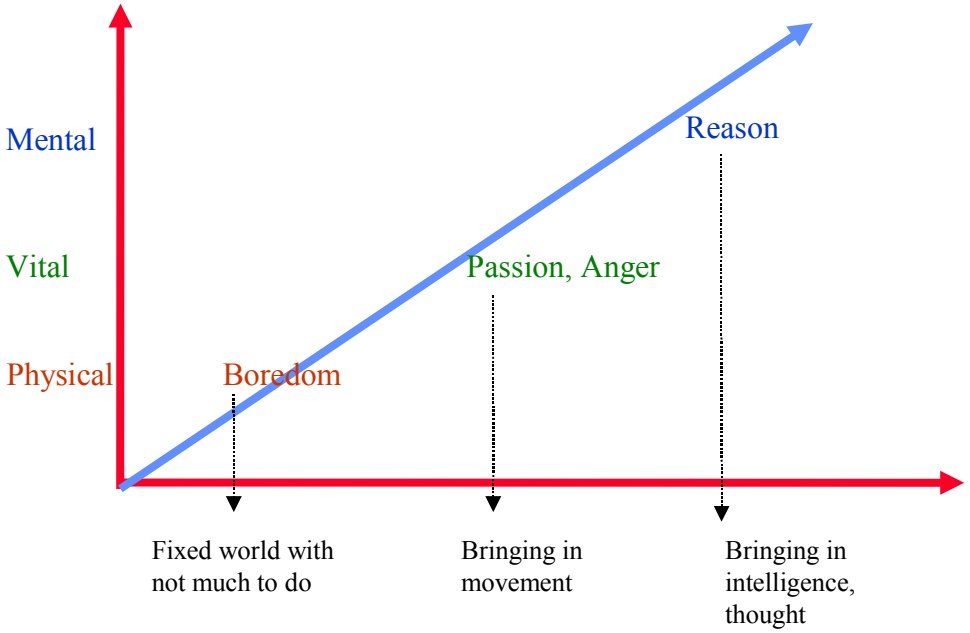






Sun-marked P-V-M fractal





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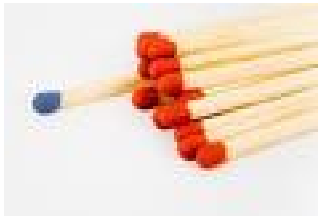
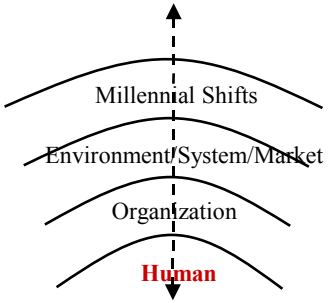
The Human Level – Perceptions of Life

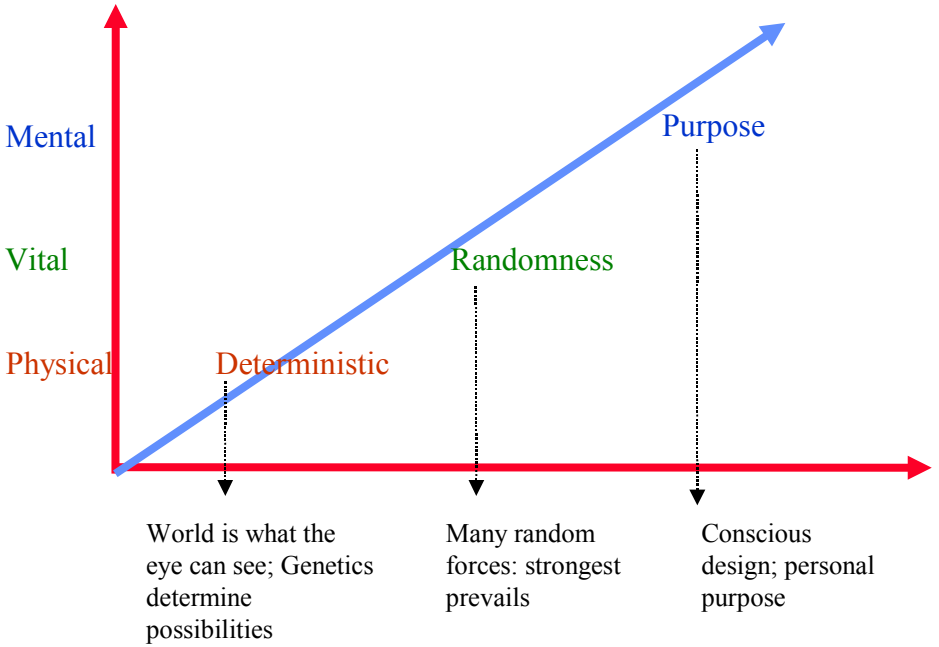






Sun-marked P-V-M fractal





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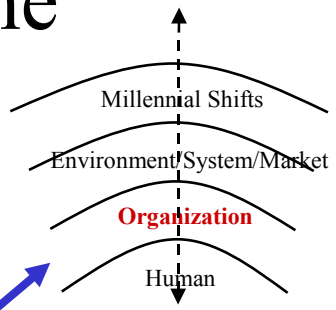
The Organization Level - Innovation in the Business World









Sun-marked P-V-M fractal

Mental

Vital

Physical

Conceptual
- Amazon.com
- Aravind Eye Care System
- WWW

Financial
- Family-owned
- Barnesandnobles.com

Material
- Typewriters
- US Rail Industry
- PSU's

Traditional products, markets, approaches

Financial performance, sales growth

Concept-driven, free of old boundaries

Degrees of Freedom

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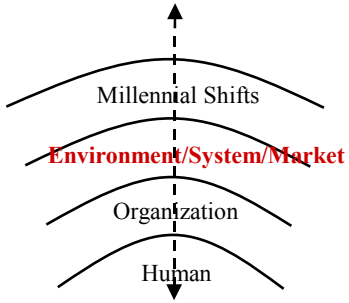
The System Level - Economy

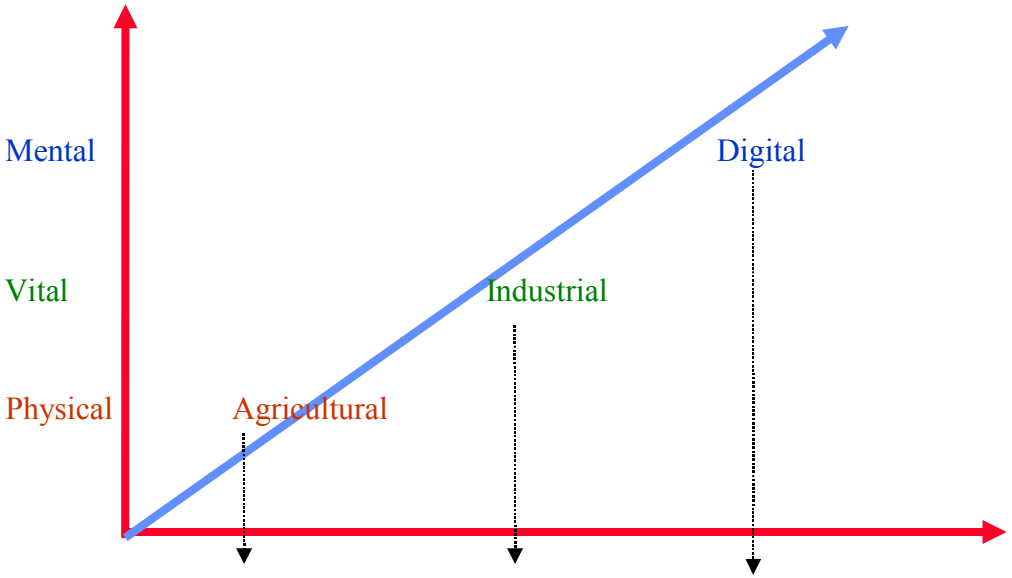








Sun-marked
P-V-M
fractal



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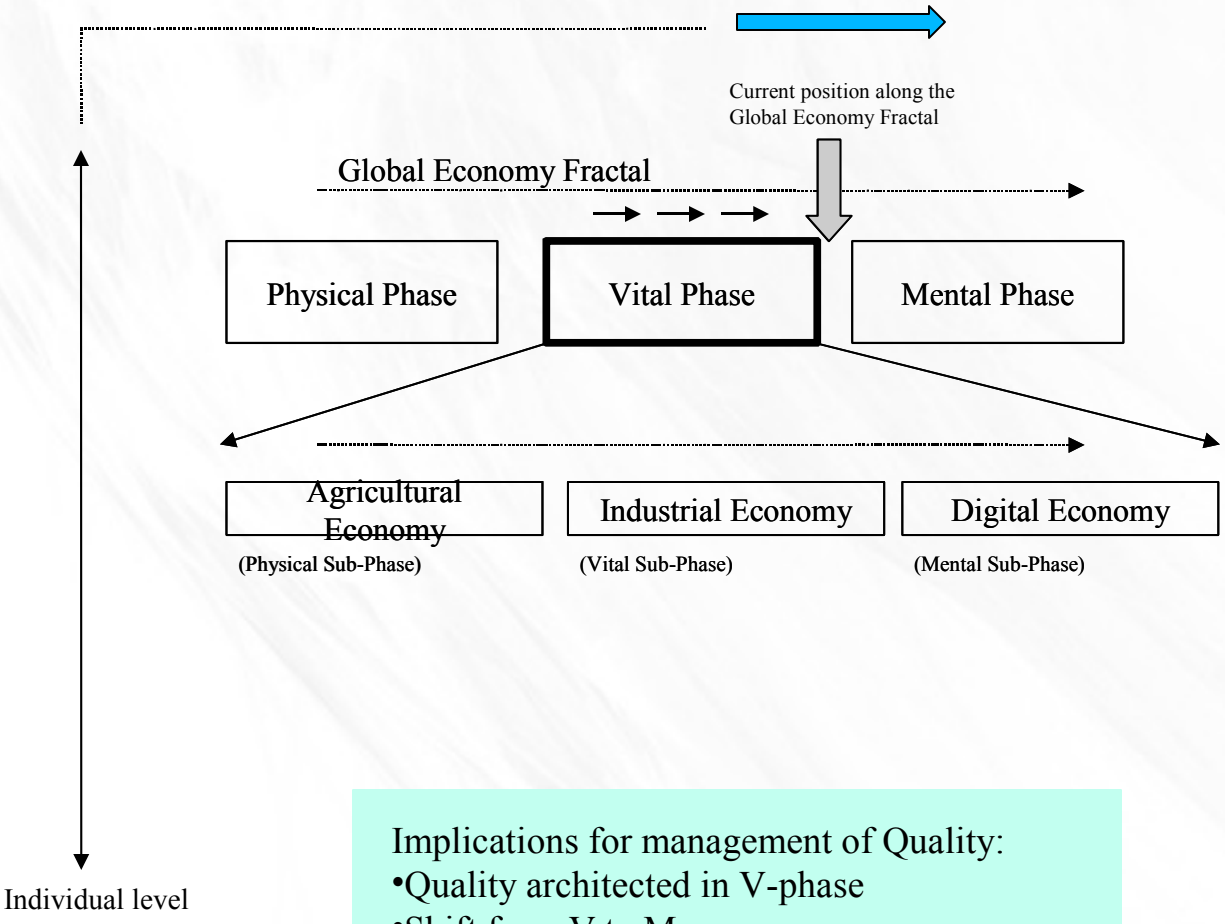
The Economy Pattern: The Global Economy Fractal



Implications for management of Quality:
- Quality architected in V-phase
- Shift from V to M

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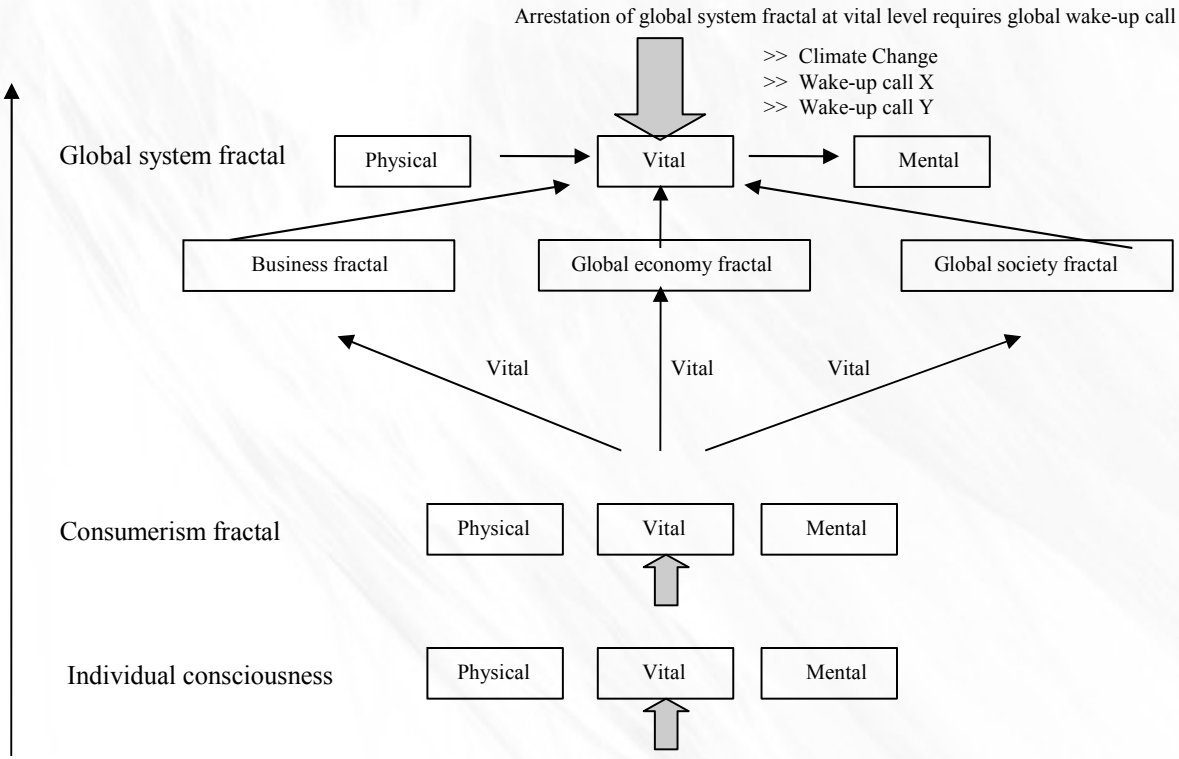
Emerging Levers in a Fractal Model



CSR ISSUES

STRESS

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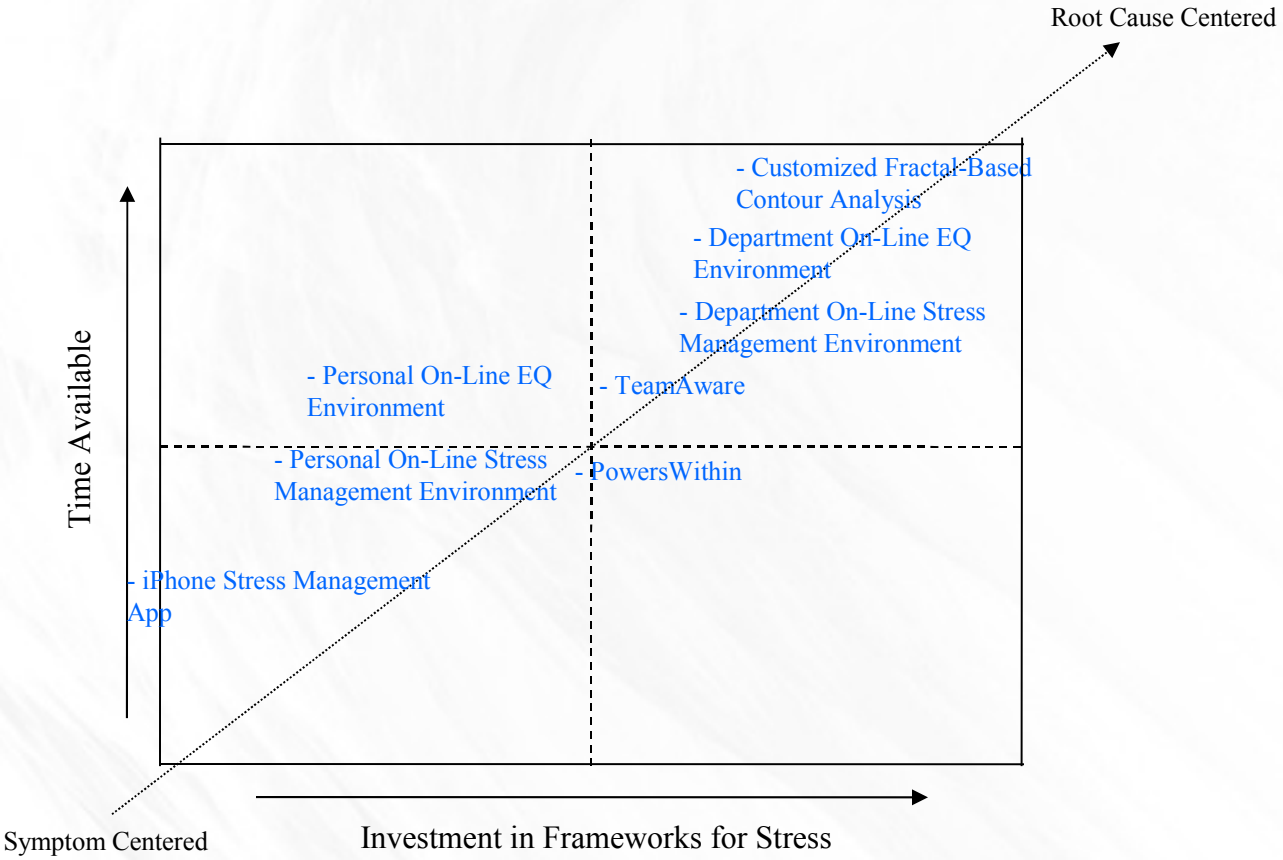
Stress Management Solutions Framework*



*SuccessFactors interview of Pravir Malik on Tools for Managing Stress:
http://www.successfactors.com/podcast/stress-of-business-execution/

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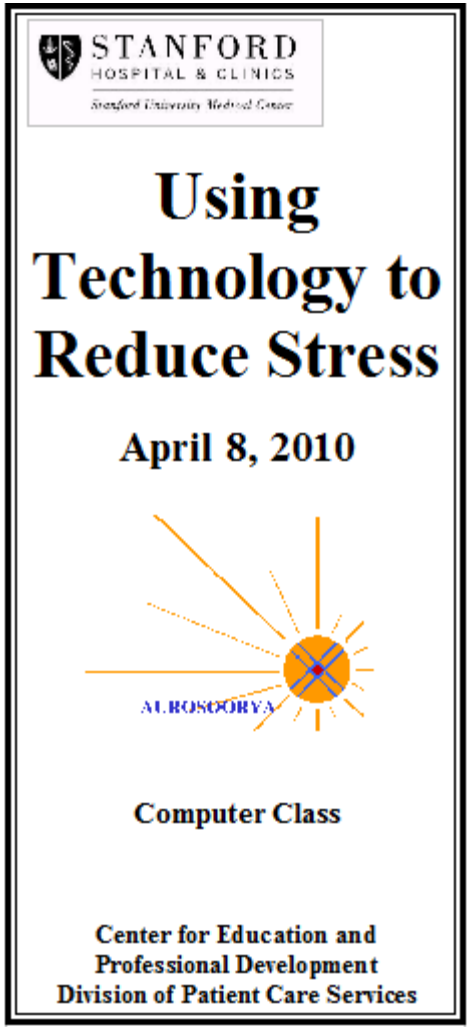
StressManager/Emotional Intelligence Builder Key Concepts



- StressManager is an on-line, electronic diary
- Allows you to record stress to do with the body, the emotions, the mind
- It is easy to use, and allows review, analysis, that gives insight into trends and patterns of stress
- It allows you to learn about causes and ways to handle and reflect on stress, from knowledge of the masters from all parts of the world, and from many different periods of history
- It has been stated by many that when you become aware of a stress, it often loses its power over you. Processing capacity is freed up, and as a result your mind can focus on other things – this can be very freeing
- As a result of building awareness in your self, it also allows you to become more aware of what others around you may be experiencing
- At another level, the software computes your fractal pattern, through regular use. You become aware of your imprint that shapes your reality
- HR.com did a review of a downloadable version of this a couple of years ago – link is shown:
  http://www.hr.com/SITEFORUM?&t=/Default/gateway&i=1116423256281&application=story&

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Personal On-Line Stress Management Environment



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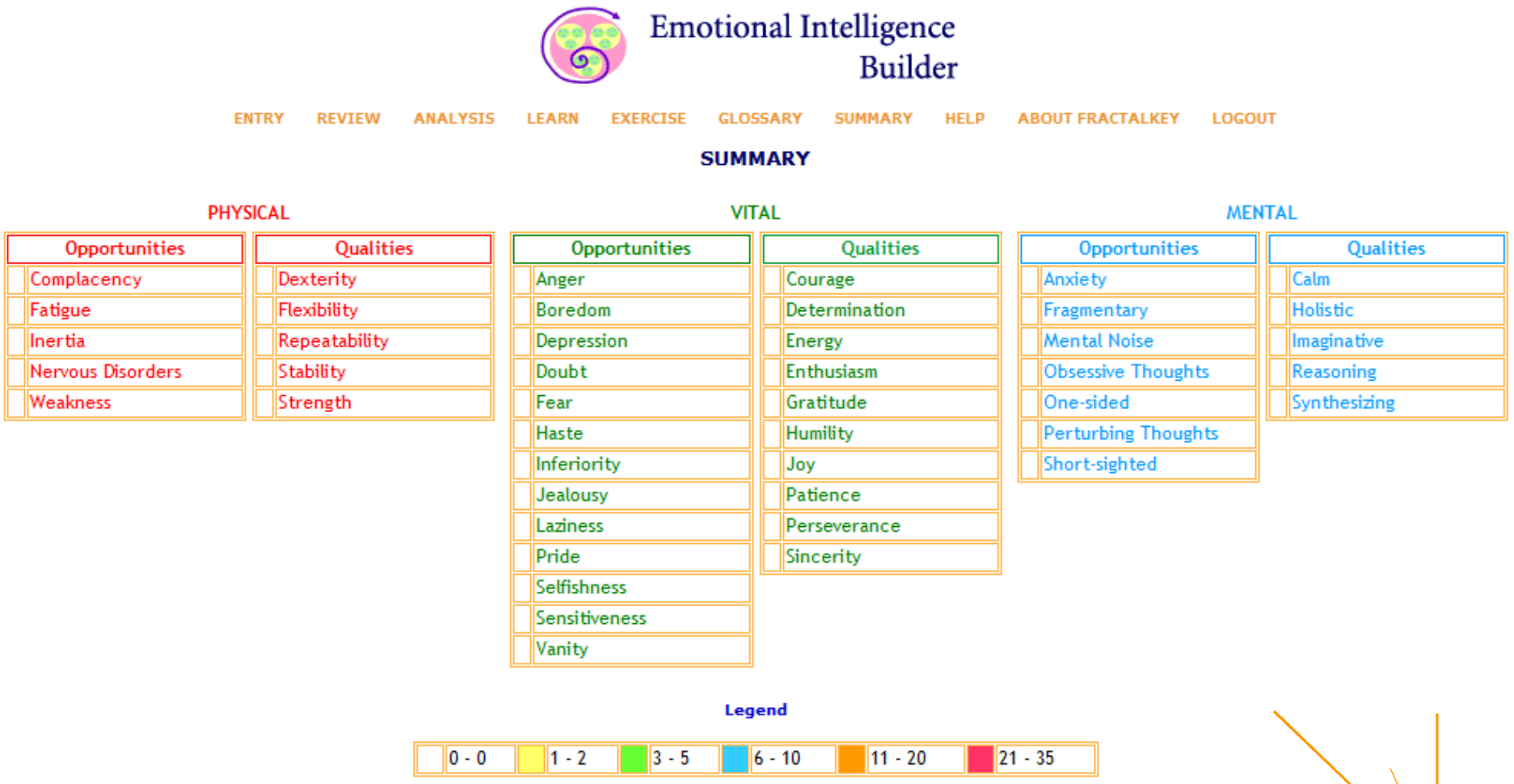
Personal On-Line EQ Management Environment



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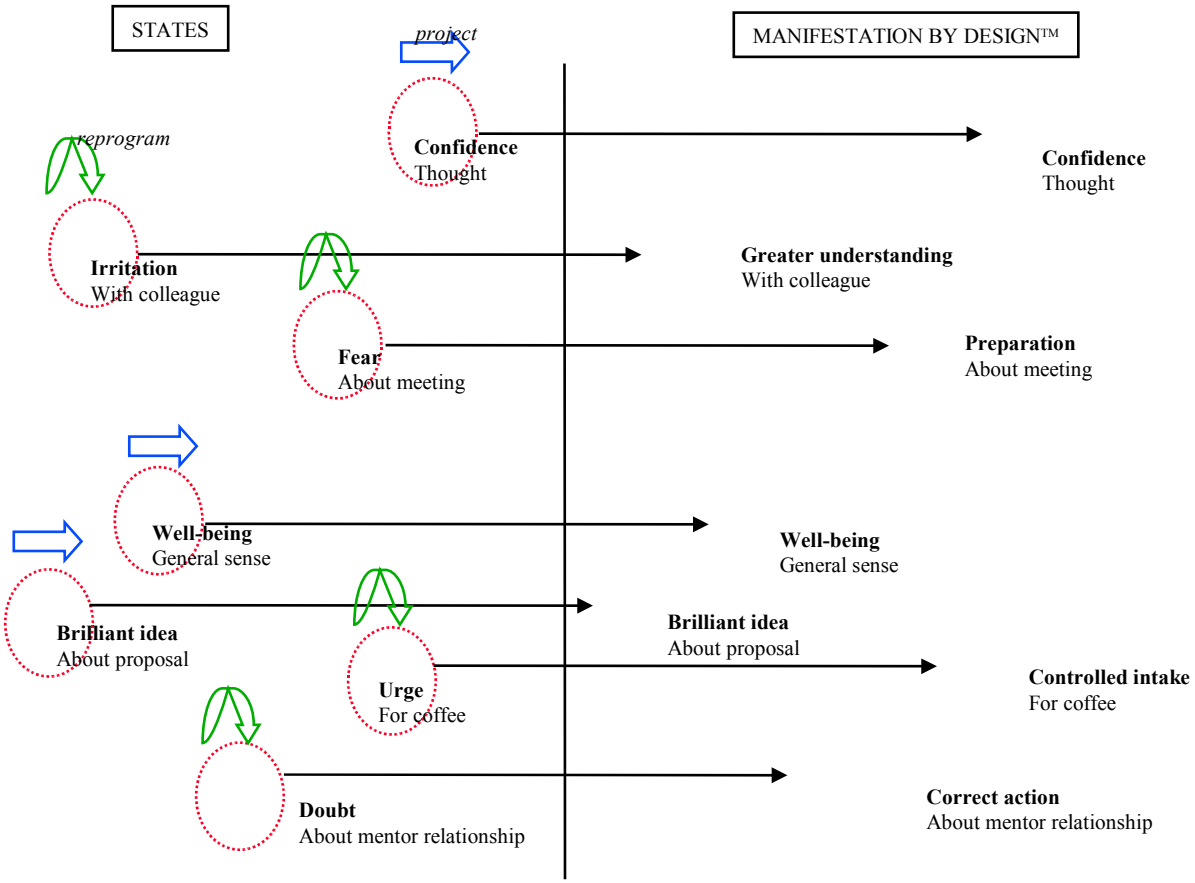
Use of Emotional Intelligence Builder Drives Toward Ability to 'Manifest by Design', by Becoming Aware of Limiting States of Being



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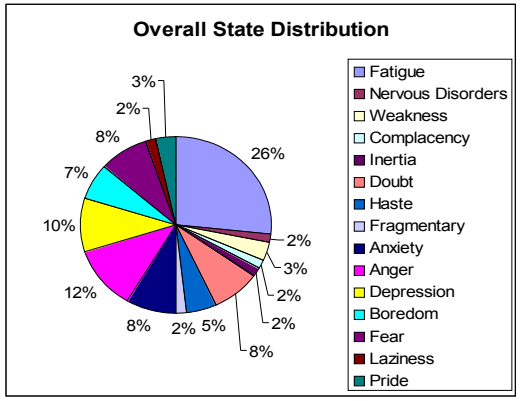
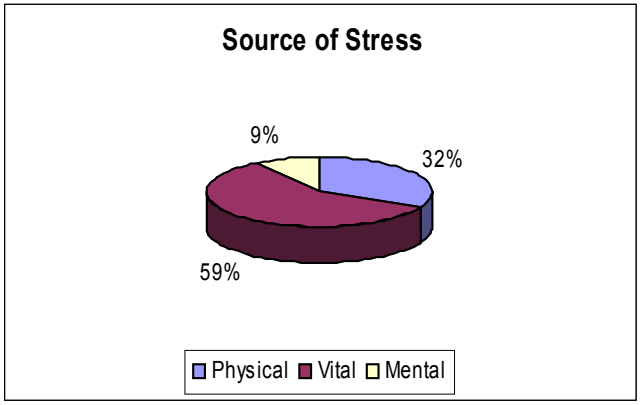
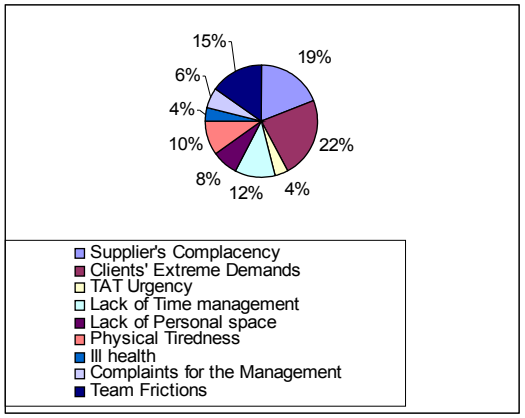
StressManager/EQBuilder Used to Assist in Realization of Key Projects







- Company needs to get an accurate pulse for deep and unvoiced concerns that may have been compromising a range of work dynamics
- After a training session individual employees agree to use the StressManager e-Learning environment for a few minutes on a daily basis
- Employees logged on anonymously and voice their feelings, emotions, thoughts and link them to specific projects. They also offer suggestions for improvement
- Data analyzed on a bi-weekly / monthly basis and summary analyses fed back to the management. Representative analysis is illustrated above
- StressManager is a pragmatic yet sophisticated on-line tool to help organizations effectively move through barriers of resistance to change, and thereby achieve intended realization and return on investment on key projects

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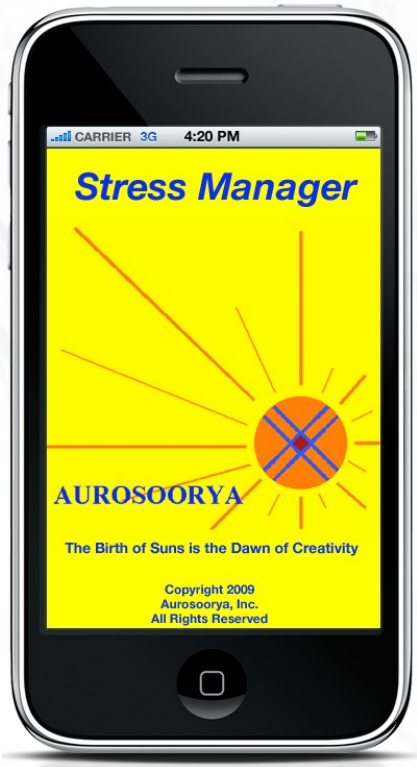
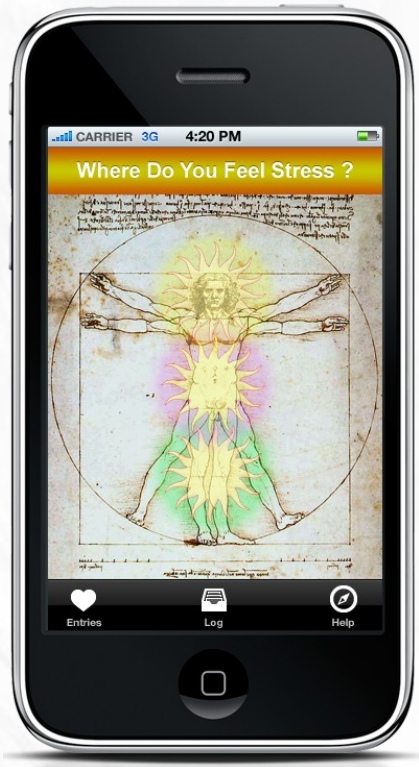
Stress Manager iPhone App - Overview







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Stress Manager iPhone App - Managing Stress



http://www.youtube.com/watch?v=RimL56rgYmQ

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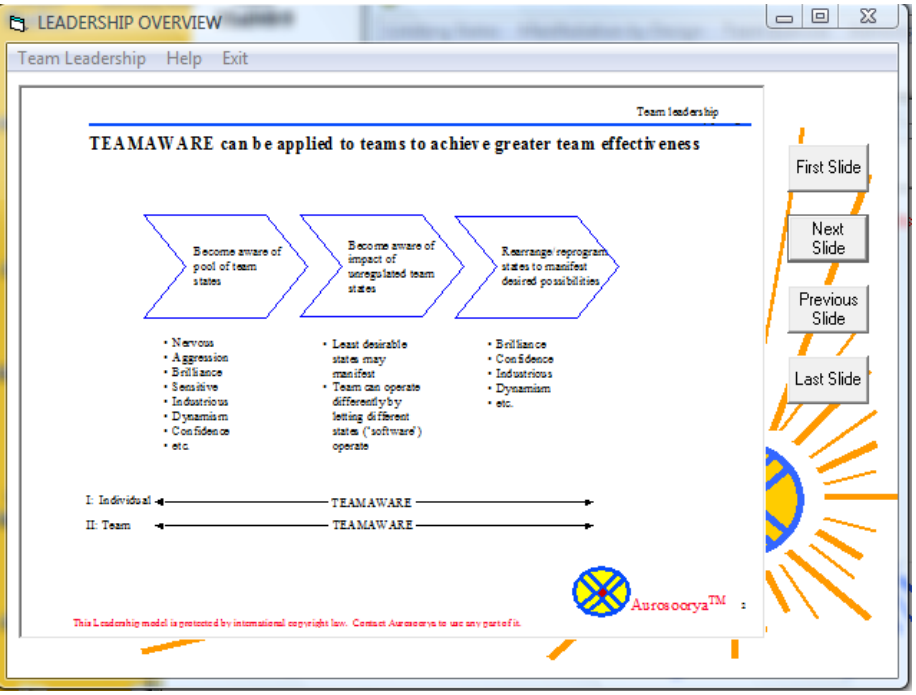
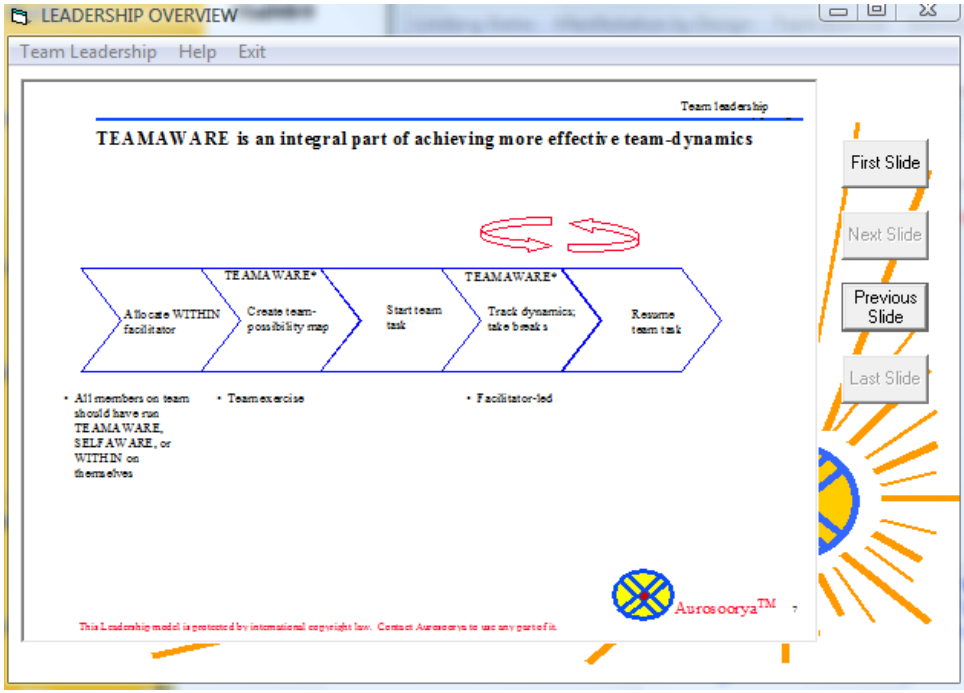
TeamAware Key Concepts

- TeamAware allows teams to become aware of pool of team states
- Such awareness allows manifestation by design
- An assigned facilitator functions as the 'conscience' of the team





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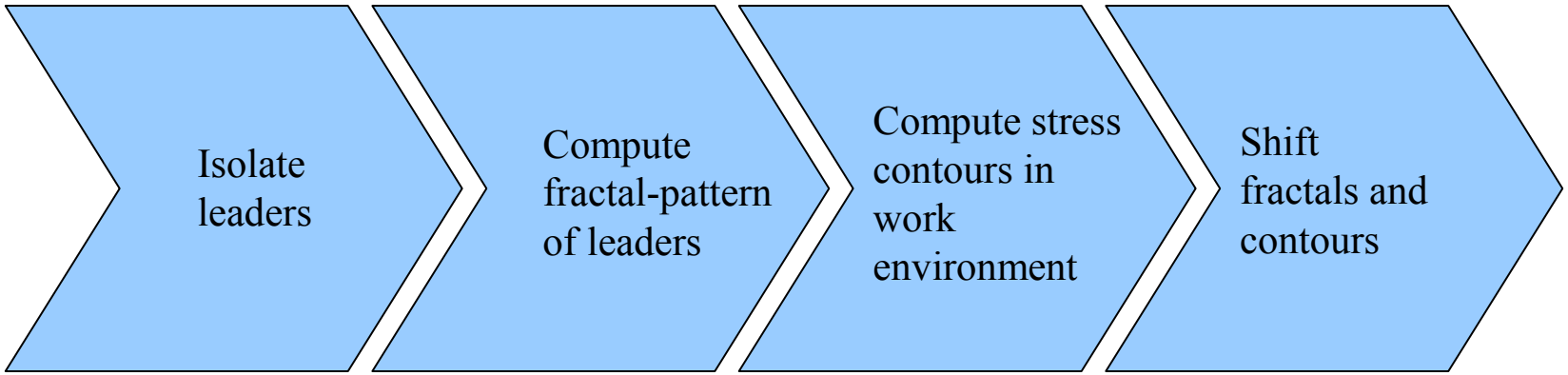
Contour Analysis Key Concepts

- Each person emanates stress patterns particular to himself/herself
- If the person is a formal/informal leader in an organization these patterns can have a negative effect on productivity
- It is possible to map these patterns and understand the impact that they have on the organization
- It is possible to shift ingrained patterns, and even to modify many stress contours. Such shifting / modification can positively boost the productivity of the organization



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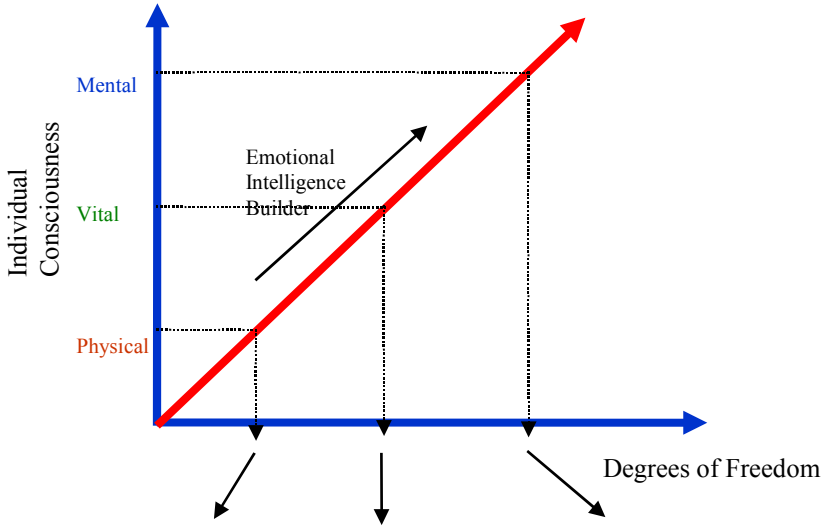
An Earlier Version of Emotional Intelligence Builder used to Enhance Leadership Abilities and Achieve Up-Shift to Handle more Ambitious Initiatives in a Large Public Organization



Attitudes Towards	Attitudes of the Physical Outlook	Attitudes of the Vital Outlook	Attitudes of the Mental Outlook
Life	Aimlessness; life governed by habit and routine	Pursuit of wealth, and power; life governed by desire	Pursuit of Knowledge governed by moral and mental principles
Oneself and Others	Identification with the body	Identification with impulses and emotions	Identification with the mind
Work	Chore and drudgery	Means of earning, exercising power and exhibiting one's skills and abilities	Performance of duty; rendering service; self-expression and self-improvement
Difficulties	Indifference, passive resignation; avoidance or escapism	Struggle, anxiety and tension, irritability and aggression	Dispassionate problem solving

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PowersWithin Key Concepts*

- When the noise of stress is reduced, one becomes more aware of deeper drivers within oneself – the PowersWithin
- There is a unique combination of drivers that constitute one's PowersWithin
- These unique drivers fall under four broad categories: Knowledge/Wisdom, Harmony/Mutuality, Courage/Adventure, Service/Perfection
- Focusing on the PowersWithin is a powerful way to reduce and even eliminate stress

*"Connecting Inner Power with Global Change: The Fractal Ladder", Pravir Malik, Sage Publications, 2009

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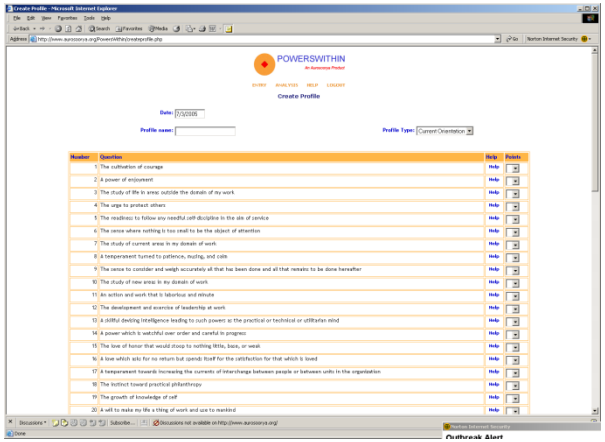
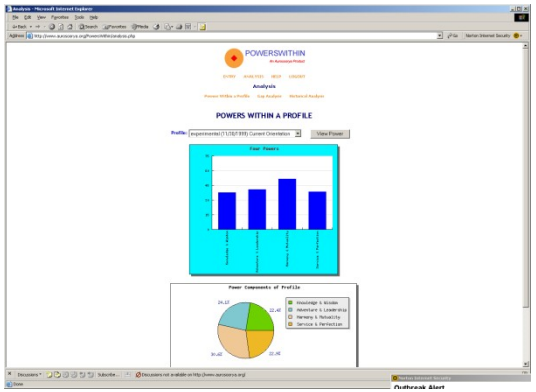
PowersWithin

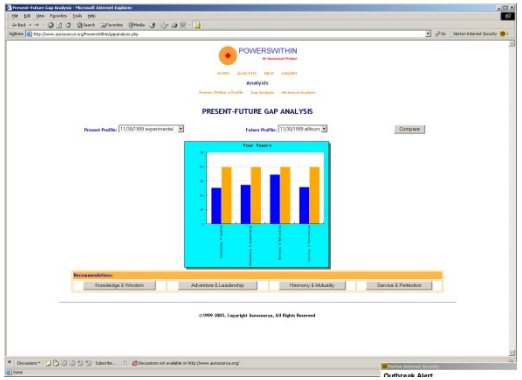


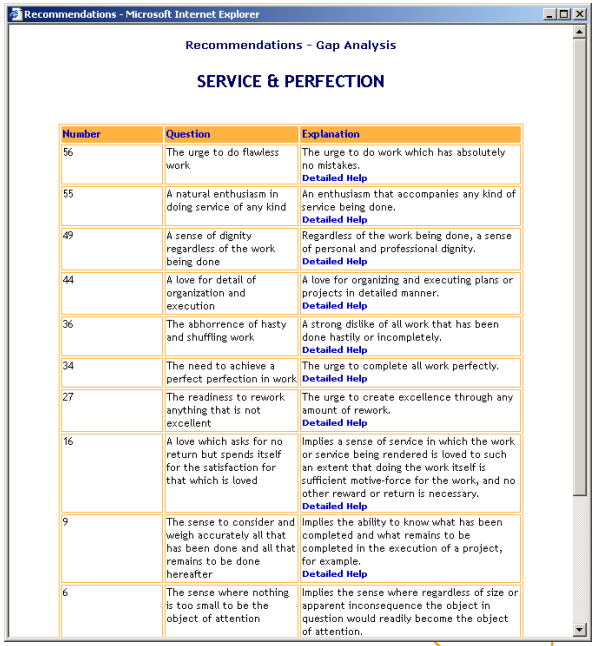
A comprehensive online survey surfaces motive forces and/or deep aspirations that shape personal outlook

Specific recommendations can be made to accelerate development of needed competencies

Motive forces can be pictured and compared to historical snapshots







Number	Question	Explanation
56	The urge to do flawless work	The urge to do work which has absolutely no mistakes. Detailed Help
55	A natural enthusiasm in doing service of any kind	An enthusiasm that accompanies any kind of service being done. Detailed Help
49	A sense of dignity regardless of the work being done	Regardless of the work being done, a sense of personal and professional dignity. Detailed Help
44	A love for detail of organization and execution	A love for organizing and executing plans or projects in detailed manner. Detailed Help
36	The abhorrence of hasty and shuffling work	A strong dislike of all work that has been done hastily or incompletely. Detailed Help
34	The need to achieve a perfect perfection in work	The urge to complete all work perfectly. Detailed Help
27	The readiness to rework anything that is not excellent	The urge to create excellence through any amount of rework. Detailed Help
16	A love which asks for no return but spends itself for the satisfaction for that which is loved	Implies a sense of service in which the work or service being rendered is loved to such an extent that doing the work itself is sufficient motive-force for the work, and no other reward or return is necessary. Detailed Help
9	The sense to consider and weigh accurately all that has been done and all that remains to be done hereafter	Implies the ability to know what has been completed and what remains to be completed in the execution of a project, for example. Detailed Help
6	The sense where nothing is too small to be the object of attention	Implies the sense where regardless of size or apparent inconsequence the object in question would readily become the object of attention.

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Quality

ISO 9000: "Degree to which a set of inherent characteristics fulfills requirements."The standard defines *requirement* as need or expectation.

Six Sigma: "Number of defects per million opportunities."

Kubir Chowdhury: "Quality combines people power and process power."

Philip B. Crosby: "Conformance to requirements." The requirements may not fully represent customer expectations; Crosby treats this as a separate problem.

Joseph M. Juran: "Fitness for use." Fitness is defined by the customer.

Noriaki Kano and others, present a two-dimensional model of quality: "must-be quality" and "attractive quality."The former is near to "fitness for use" and the latter is what the customer would love, but has not yet thought about. Supporters characterize this model more succinctly as: "Products and services that meet or exceed customers' expectations."

Robert Pirsig: "The result of care."

Genichi Taguchi, with two definitions: a. "Uniformity around a target value."The idea is to lower the standard deviation in outcomes, and to keep the range of outcomes to a certain number of standard deviations, with rare exceptions. b. "The loss a product imposes on society after it is shipped." This definition of quality is based on a more comprehensive view of the production system.

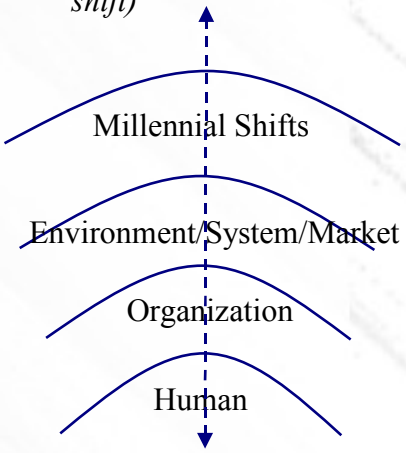
American Society for Quality: "A subjective term for which each person has his or her own definition. In technical usage, quality can have two meanings: a. The characteristics of a product or service that bear on its ability to satisfy stated or implied needs;b. A product or service free of deficiencies."

Peter Drucker: "Quality in a product or service is not what the supplier puts in. It is what the customer gets out and is willing to pay for."

W. Edwards Deming: concentrating on "the efficient production of the quality that the market expects,"and he linked quality and management: "Costs go down and productivity goes up as improvement of quality is accomplished by better management of design, engineering, testing and by improvement of processes."

Gerald M. Weinberg: "Value to some person".

What is done or NOT done at a particular level can have much larger effects in a fractal view (V-architecture, V to M shift)



Similar pattern determining <u>nature of a level</u> & <u>repeating itself on different scale</u>

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