

Do Quality Differently: Leaders' Impact on the Frontline

GE HealthCare – October 2023

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www.doqualitydifferently.com

WHAT WE WANT OUR SYSTEM TO DO

Safety

Quality

Reliability

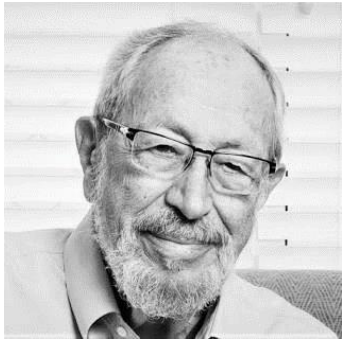
Productivity

WHO DETERMINES HOW WELL THE SYSTEM PERFORMS



“Any substantial improvement must come from action on the system, the responsibility of management.”

~ W. Edwards Deming



“One of the best mechanisms that founders, leaders, managers, or even colleagues have available for communicating what they believe in or care about is what they systematically pay attention to.”

~ Edgar Schein



“The organization does well only those things the boss checks.”

~ General Bruce C. Clarke

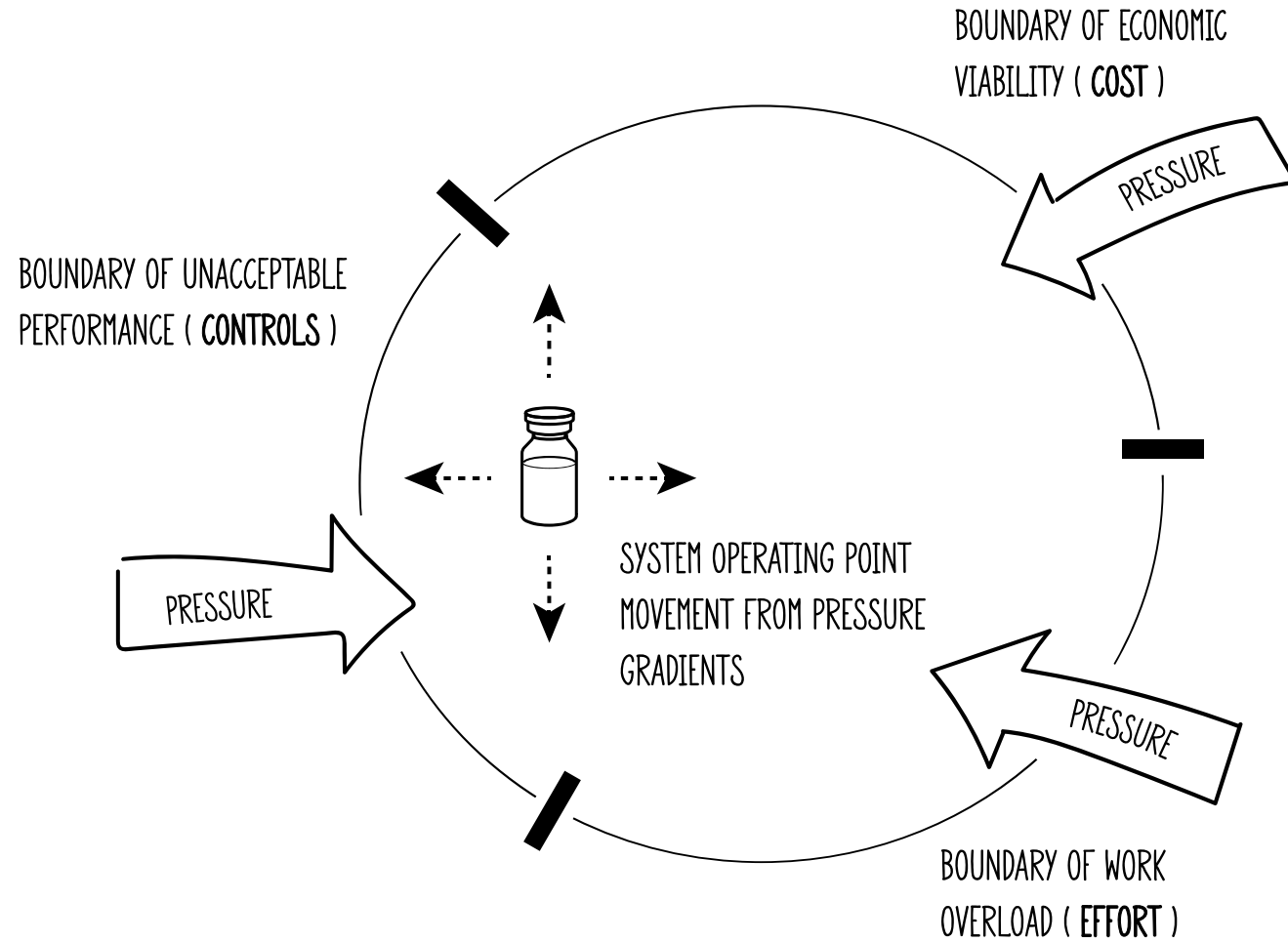
OTHER INFLUENCES ON SYSTEM PERFORMANCE



“High standards in a context where there is uncertainty or interdependence (or both) combined with a lack of psychological safety comprise a recipe for suboptimal performance.”

~ Amy Edmondson

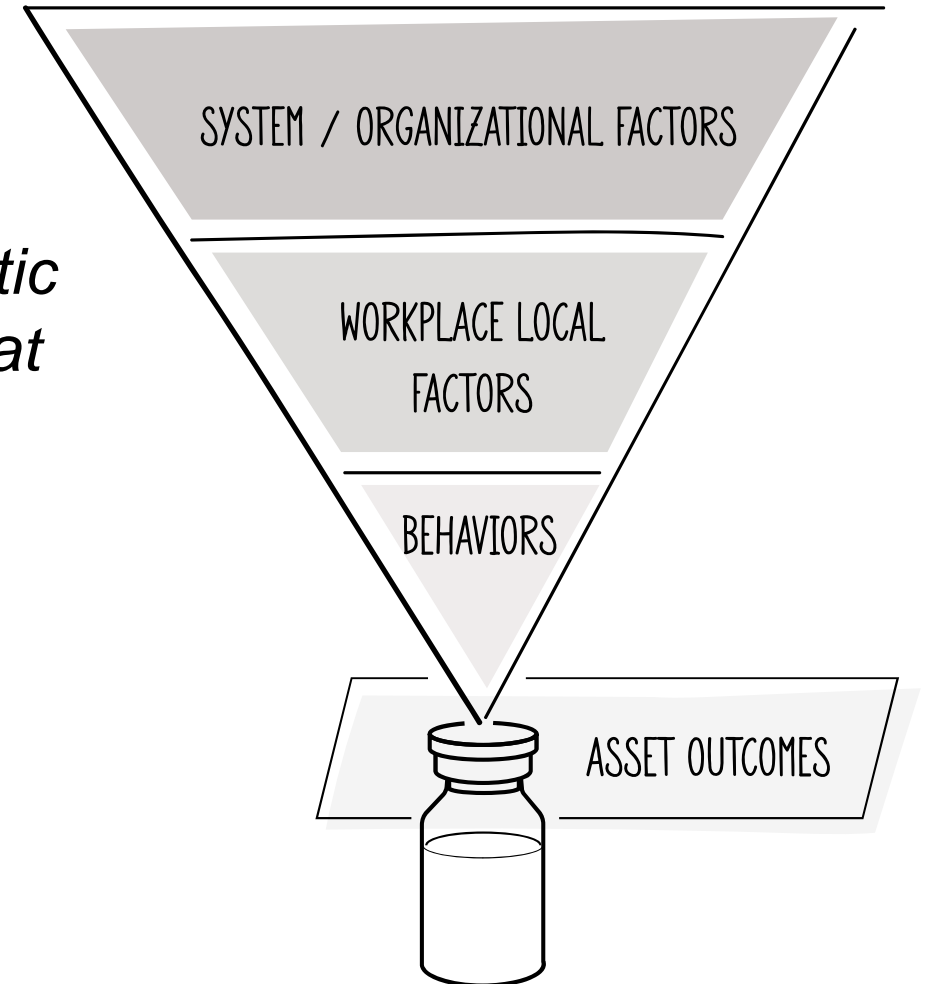
THE REALITY OF SYSTEM PERFORMANCE



HUMAN AND ORGANIZATIONAL PERFORMANCE

“Human and organizational performance is a holistic application of human factors and system safety that improves the management of risk in operations.”

~ Berry, C. & Wilson, A.D. (2023) Do Quality Differently



LEAN IS NECESSARY, BUT NOT ENOUGH

71.6% of 1,100 companies surveyed had implemented Lean practices in their operations, 58.2% of the companies are using Six Sigma, and certainly a high percentage are using both.¹

“If lean is everything that is good, and everything good is lean, what is then the alternative?”

~ Modig, N. & Åhlström, P. (2012) This is lean: resolving the efficiency paradox

“Efficiency requires homogeneity, commonality, standardization. But effectiveness demands diversity, duplication, and overlap and a wide and varied response repertoire.”

~ Landau, M. (1969) Redundancy, Rationality, and the Problem of Duplication and Overlap

1 - <https://supplychainminded.com/most-companies-are-using-lean-but-not-always-so-well/>

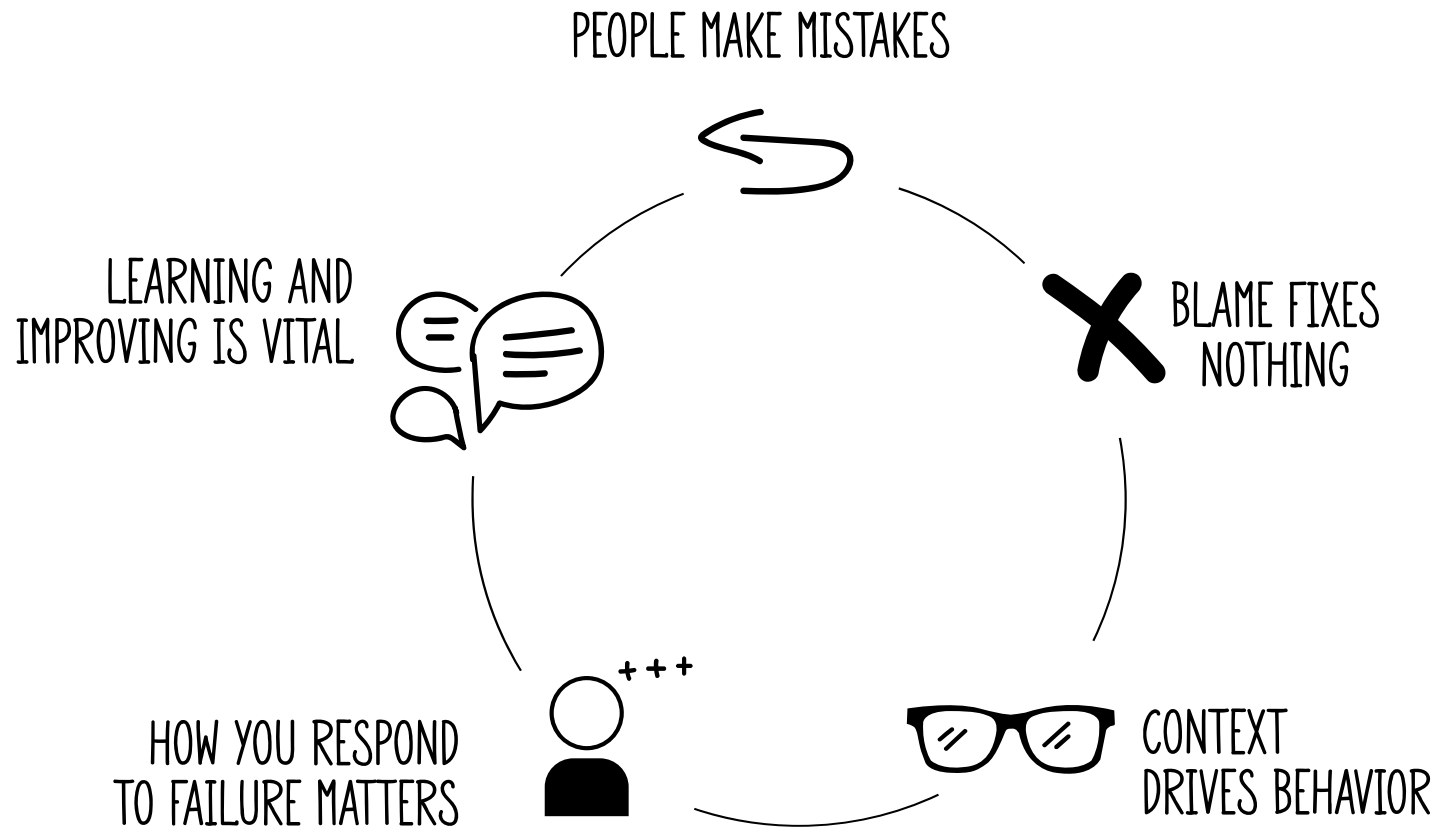
BEFORE THE JOURNEY BEGINS

“Optimism is a strategy for making a better future. Because unless you believe that the future can be better, you are unlikely to step up and take responsibility for making it so.”

— Noam Chomsky



LEADERS MODEL HOP PRINCIPLES – A MUST



LEADERS HELP THE TEAM TO DISCUSS RISK AND CONTROLS



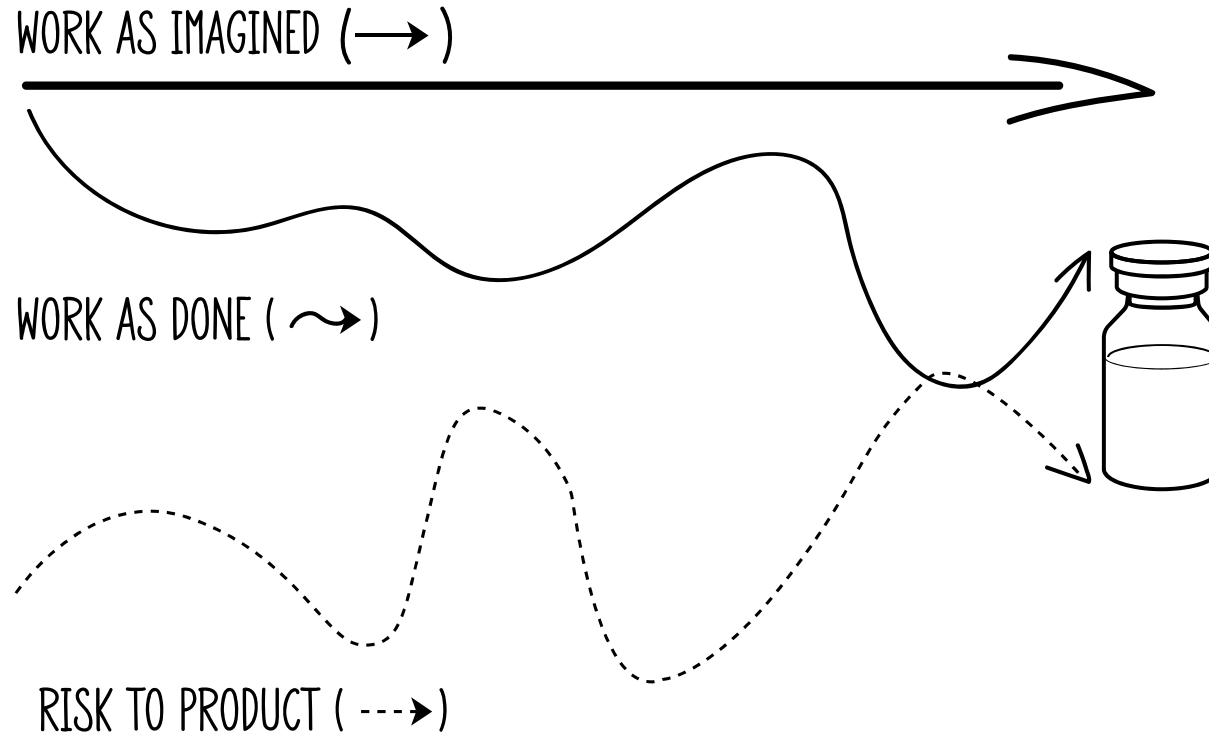
DAILY TIER BOARD MEETINGS

LEADERS PROTECT TIME USED TO PREPARE FOR RISK



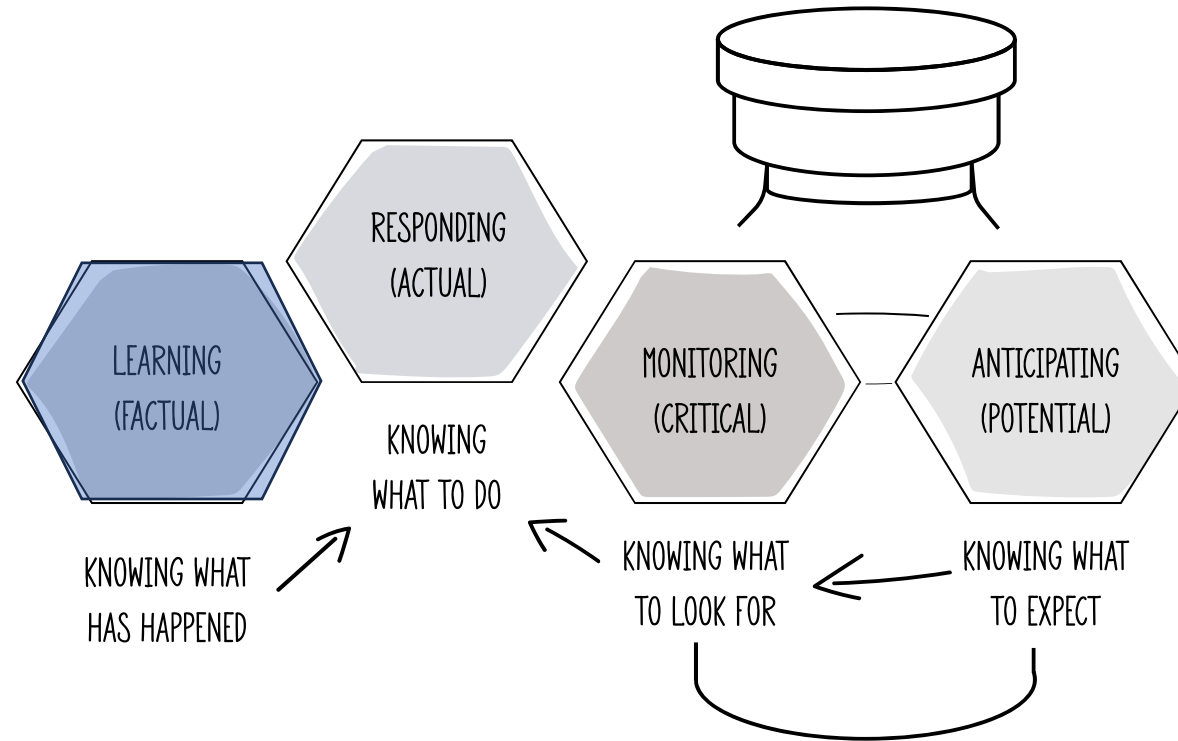
PRE-JOB BRIEF

LEADERS GO TO FLOOR TO LEARN FROM FRONTLINE STAFF, NOT BADGER AND CORRECT



USE OF **HUMBLE INQUIRY** TO UNDERSTAND
THE DIFFERENCE BETWEEN *WORK AS IMAGINED* AND *WORK AS DONE*

LEADERS HELP FRONTLINE SHARE WHAT THEY LEARN



SUPPORTING A SIMPLE MEANS TO CANDIDLY REPORT RISK, NEAR-MISSES, AND HOW SUCCESS IS CREATED



SUMMARY OF LEADERS ACTIONS (AND OUTCOMES)

Modeling HOP principles

Adopting a risk and controls focus when driving improvements in work

Promoting discussions on risks and controls, and ensuring time for Pre-Job Briefs

Going to gemba includes watching work to learn from the experts (use Humble Inquiry)

Supporting means for frontline to share what they learn

Reinforcing (pay attention to) risk management practices used by frontline staff

Strengthening relationships with frontline staff

Improving psychological safety of the team





HOW THE FRONTLINE STAFF WILL RESPOND

FRONTLINE WORKFORCE ACTIONS (AND OUTCOMES)

Demonstrate behaviors

- Every work activity has someone who organizes the work team at the job site
- Participate in Pre-Job Brief
- Performer and witness stay in role
- Verbalize out loud steps and written guidance
- Stop and escalate if the task is not clear or conditions seem different

Change workplace local factors

- Participate in Post Job Debrief
- Submit Next Rev Suggestions for document improvements
- Submit MFG Continuous Improvement Suggestions
- Keep workstations organized

Influence system factors

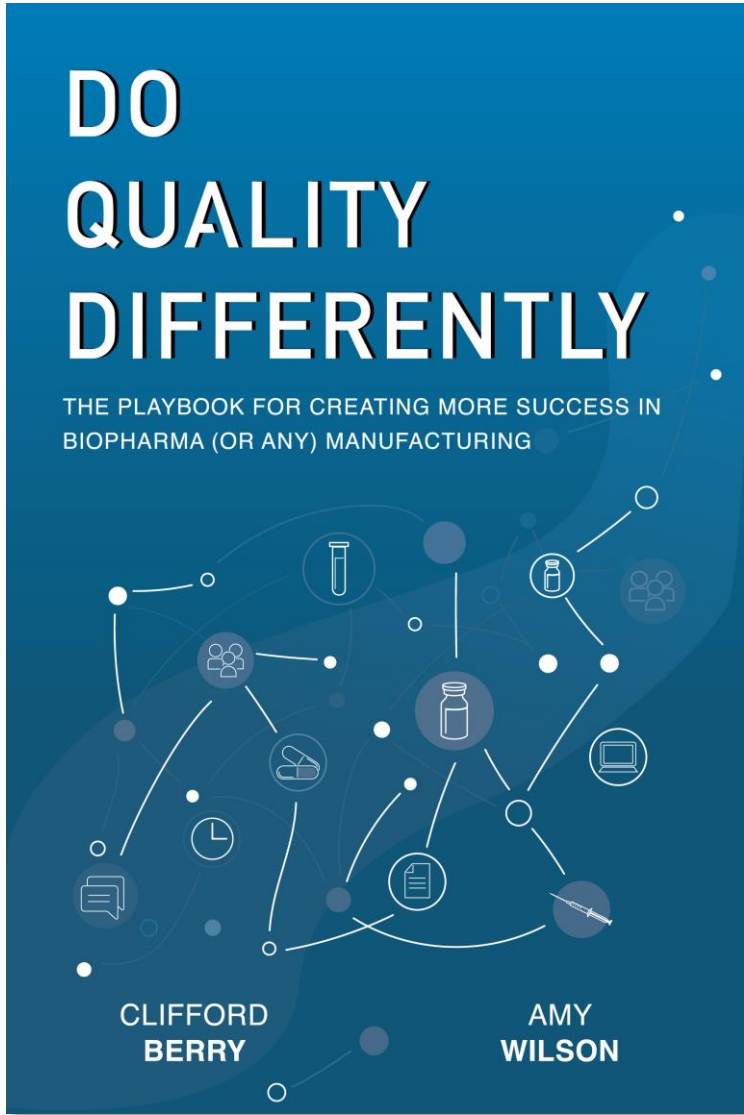
- Treat deviations as an opportunity to learn
- Be open and candid on how work is really done
- Suggest CAPA ideas during investigations

LATER IN THE JOURNEY

“Write it on your heart that every day is the best day in the year.”

— Ralph Waldo Emerson





THANK YOU

One day only!
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