



LEADERSHIP AND IMPLEMENTATION OF QUALITY

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Abstract: *In order to implement quality, managers can use one and two-dimensional leadership styles. The implementation of quality is a complex process that depends on many different internal and external factors. The implementation is defined by the capabilities of management to visualize the market position of the company and to evaluate the company's strengths, weaknesses, opportunities, and threats. The implementation should be reflected in the: 1) company's vision and mission development, 2) goals setting, 3) strategy development aimed at achieving goals, 4) implementation and execution of the strategy, and 4) monitoring, evaluation, control, and readjustment of the strategy.*

Key Words: *Leadership, one-dimensional styles, two-dimensional styles, autocratic, democratic, planning, quality, strategy, vision, mission, critical success factors, monitoring, control*

1. INTRODUCTION

In order to implement quality, managers can use one and two-dimensional leadership styles. On other hand, the implementation of quality is a complex process that depends on many different internal and external factors. The implementation is defined by the capacities of strategic management to visualize the market position of the company and to evaluate the company's strengths, weaknesses, opportunities, and threats. Besides, the success of implementation depends on the efficiency of management to connect, integrate, and level-out the set of processes aimed at developing the company's vision and mission.

2. LEADERSHIP: ONE-DIMENSIONAL STYLES

In order to motivate their workers implement quality, leaders can use a whole range of different styles. These styles can be based on knowledge, moral values, experiences and expectations of the leader. Due to this, a leader can use a unique approach to motivate the subordinates. Two basic styles used by many world leaders are autocratic and democratic styles. These styles are on the two opposite sides of the leadership spectrum, and this is why they include many other methods. The autocratic leadership style is characterized by the centralized decision making, clear instructions, and punishment and reward methods. On the other side, the democratic style is characterized by delegating decision making, participation in management, and motivation. Leaders, who use

the autocratic style, are called autocratic leaders, while leaders, who use the democratic style, are called democratic leaders.

Autocratic leaders usually strive for the total control of the decision making process. These leaders typically set rigid standards, organize tasks in details, and define the work methods. They also monitor the entire process to be sure that the assigned task is being carried out. The most important thing for all autocratic leaders is that each project is successfully completed. When they work, they are usually authoritative, cold, and self-analytical. This type of leader can be found in the politics or military.

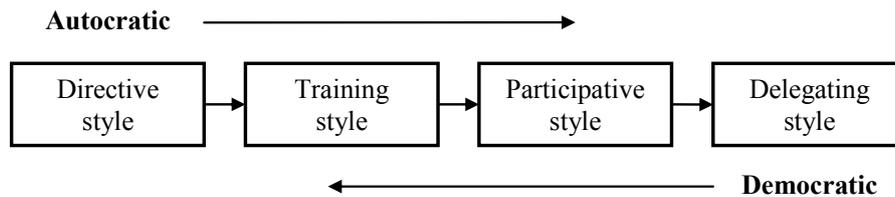
On the other side, democratic leaders are focused more on motivating their workers than on controlling them. These leaders usually set their work environments based on trust and friendship, and they try to establish personal relationships with all workers. Democratic leaders allow their subordinates to participate in the decision making process. These leaders understand their environments and are not afraid of the knowledge and experience of their associates and workers [6, page 271]. When they work, they are caring and trustful. Democratic leaders are also interested in professional and personal development of their workers, and they always try to provide them with additional inspiration. Workers are usually happier and more satisfied working with the democratic leaders than with the autocratic leaders.

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**2. LEADERSHIP:
TWO-DIMENSIONAL STYLES**

In order to precisely define leadership styles on the spectrum between the autocratic leadership style and the democratic leadership style, leadership theory researchers use two-dimensional matrices. The two-dimensional matrices define leadership styles on the basis of different parameters. Even though there are many two-dimensional matrices, one of the most popular was developed during the 70s' by Paul Hersey, in his Center for Leadership Studies. Namely, Hersey defined leadership styles

relative to: a) directives used by leaders while in contact with their workers, and b) support provided by leaders to their workers. Leaders can provide different type of support to their workers, such as training, encouragement, careful listening, etc. On the other hand, leaders can provide more or less directives and guidelines in communication with their subordinates. This theoretic approach was called situational leadership. By using these two parameters, one can identify many different leadership styles, among which these four are the most significant: directive, trainer, participatory and delegating.

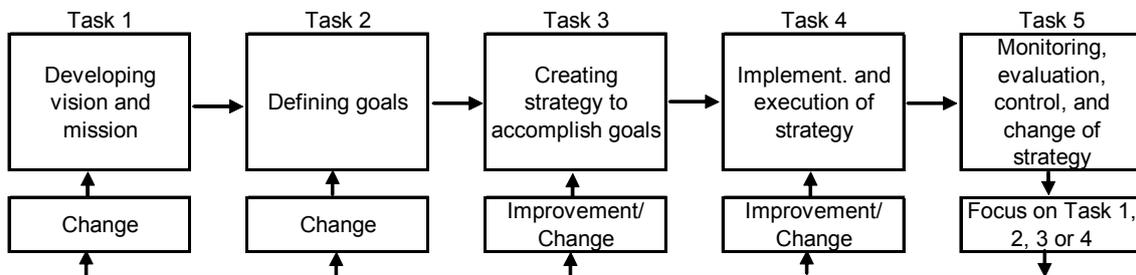


Picture 1 - Links between Leadership Styles

**3. IMPLEMENTATION OF QUALITY:
PLANNING**

The implementation of quality must serve the purpose of the company where the implementation takes place. Serving to the company's purpose, the implementation of quality must be integrated in the company's vision and mission and then transferred to other parts of the

organization through the corporate governance system. *Thompson and Strickland* have defined the process as: 1) company's vision and mission development, 2) goals setting, 3) strategy development aimed at achieving goals, 4) implementation and execution of the strategy, 4) monitoring, evaluation, control, and readjustment of the strategy.



Picture 2 - Implementation of quality [modified, 10, page 4]

**4. IMPLEMENTATION OF QUALITY:
VISION AND MISSION**

One of the most important questions to be answered by the company is what the company wants to do and what it wants to become. The company can answer the questions through its vision and mission development. The vision defines what the company wants to become in long-run and what position it wants to partake, while the mission defines what the company is engaged in and what it wants to do for its customers. The mission should support the business philosophy expressed through the vision.

For example, the vision and mission of Compaq is "to become the leading supplier of PCs and PC servers in all market segments". The company's vision and mission must be approved by the top management and carefully documented. *Oakland* believes that, in creating and documenting the vision and mission, one should bear in mind the following questions: a) is the organizational roll clearly defined?, b) will the staff identify itself with the vision and mission?, c) how would the vision and mission be perceived by the external environment?, d) are they independent from the changes in the management structure?, e) do they

take into account the stakeholders' interests, and f) are they defined for long-term?

5. IMPLEMENTATION OF QUALITY: GOAL SETTING

In order to realize its mission, the company must set clear goals. The goals setting effort is actually a transformation of the mission into the measurable parameters.

	Key Results									
	Corporate CSFs									
Divisional or functional CSFs	CSF Num.	1	2	3	4	5	6	7	8	Key Results
	1									
	2									
	3									
	4									
	5									
	6									
	7									
	8									

Picture 3- Interaction between corporate and divisional factors [modified, 6, page 67]

This process can be realized through: 1) transferring the mission into critical success factors (CSF) and 2) defining key results, as the success indicators in a relation to the mission and critical success factors. The critical success factors are the indicators of what the company must do to achieve its mission. The company's management must think over which factors can affect the mission in order to develop the mission into the critical success factors. This may lead the management to the critical factors in the sphere of quality, finance, production, marketing, or advertisement. In order to achieve its mission, the company should define not more than 8 critical success factors [6, p. 66]. For example, some of the critical success factors could be: demand for new competitive products, need for reduced production costs, need for the quality system introduction, etc. Each critical success factor should have a sponsor from the management team, who will be responsible for the realization of that factor.

The critical success factors indicate what the company should do to achieve its mission, while the key results indicate what results the company should achieve. The key results must clearly define critical success factors, and they must be measurable, simple, clear, and easy to comprehend. Each critical success factor sponsor must define required key results, collect required data, monitor and report on the process of achieving CSFs, and reexamine and modify the key results [6, p. 69].

6. IMPLEMENTATION OF QUALITY: STRATEGY DEVELOPMENT

The strategy development aimed at achieving goals will help the company achieve its goals. The strategy itself should be both proactive and reactive and defined in accordance with the external and internal environments. The strategy development process must be harmonized with the company's corporate governance system and planned corporate activities, but it should also account for ad-hoc elements resulting from the external impulses.

The process can be carried out by means of: 1) defining and comprehending crucial processes and identifying sponsors of the process and 2) splitting crucial processes into lower level processes as well as establishing teams in charge of individual processes. Therefore, in order to achieve certain goals, i.e. critical success factors, one needs to precisely define and understand required processes which lead to the achievement of the goals. The processes will define what is required to achieve CSFs. Each process should have a sponsor who will also serve as the sponsor of CSFs for the defined process. The sponsor's tasks are to facilitate the process implementation by eliminating impediments, supervising process, as well as reporting to the management, and, if need, splitting all processes into lower level processes, activities, and tasks.

among the managers in charge of the strategic-business units and strategic-business activities.

8. IMPLEMENTATION OF QUALITY: CONTROL AND READJUSTMENT

The company must constantly monitor and evaluate the overall process at all company levels. To achieve this, all implementation aspects need to be documented. The control function itself is also particularly important for the entire process. It should help the company achieve its goals and improve its organization. In this regard, the operation of the central control units should be reemphasized in a way that they cover the crucial parts of the entire process in the organizational sense. The organization of these units would be based on the hard control cores and the mobile control groups which would be coordinated, directed, and connected by the experienced managers who are well introduced to the features of the individual processes. The next step is to set up the control committees and groups in charge of the permanent process improvement. They will also participate in planning and utilization of certain techniques in the control process. The managers should play important role here, which could be brought down to the staff education, training, and drafting check lists based on a manager's observations and the suggestions of the staff. However, this is feasible only if management has defined strategic choices and decided to constantly improve the system, apply current standards, and measure the results. The choice also includes the orientation of group members to the comprehensive participation and implementation of the suggestive plans for securing and improving the overall process. This will facilitate readjustment of the strategy at all levels if required so. Additionally, depending upon the internal and external factors, the company can amend and supplement its strategy. Certain goals can be changed, supplemented, or removed as imposed by the given circumstances.

9. CONCLUSION

In order to implement quality, leaders can use one and two-dimensional styles. The implementation of quality is very important for survival and development of companies, especially for those companies which want to be competitive in the global markets. In order to achieve the necessary level of quality, it is important to implement the

quality at all corporate, divisional, and departmental levels. The implementation of quality is a crucial management task that should be aimed at developing the company and the interest of its shareholders. The implementation should become a part of the company's mission and vision, supporting goals, and the implementation processes. Then, as a part of the corporate strategy, the results should be implemented, executed, controlled, monitored, and readjusted. In order to motivate their workers to implement quality, leaders can use one- and two-dimensional styles.

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