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## RESEARCH REPORT



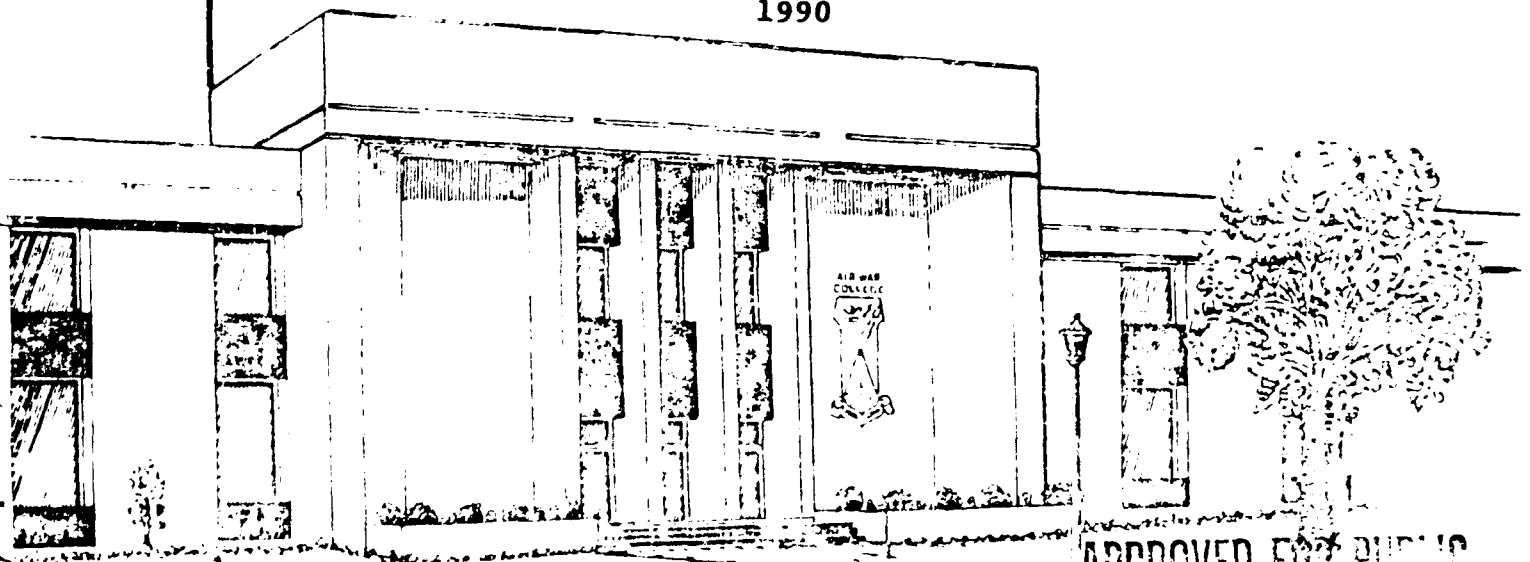
### LEADERSHIP

THE KEY TO SUCCESSFUL IMPLEMENTATION OF  
TOTAL QUALITY MANAGEMENT

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LIEUTENANT COLONEL RONALD E. CHANNELL

1990



AIR UNIVERSITY  
UNITED STATES AIR FORCE  
MAXWELL AIR FORCE BASE, ALABAMA

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LEADERSHIP  
THE KEY TO SUCCESSFUL IMPLEMENTATION OF  
TOTAL QUALITY MANAGEMENT

by

Ronald E. Channell  
Lt Col, USAF

A DEFENSE ANALYTICAL STUDY SUBMITTED TO THE FACULTY  
IN  
FULFILLMENT OF THE CURRICULUM  
REQUIREMENT

Advisor: Dr. Barton J. Michelson

MAXWELL AIR FORCE BASE, ALABAMA

May 1990

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## EXECUTIVE SUMMARY

**TITLE:** Leadership  
The Key to Successful Implementation of  
Total Quality Management

**AUTHOR:** Ronald E. Channell, Lieutenant Colonel, USAF

The Government and the Department of Defense are continually being attacked for a lack of efficiency. Since 1987 the DoD has been actively pursuing the implementation of the initiative called Total Quality Management as the philosophy and guiding principles to improve organizational efficiency. There has been no lack in published goals and implementation plans. However, management at every level seems to flounder, unable to get their arms around where and how to start. This paper presents the critical elements, their interrelationships, and how they can be used to achieve the cultural change necessary for successful implementation of Total Quality Management.

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### BIOGRAPHICAL SKETCH

Lieutenant Colonel Channell was born in Sandersville, Georgia, graduating from Washington County High School in 1964. He earned his Bachelor of Science in Chemistry and ROTC commission from the University of Georgia, Athens, GA. Upon graduation in 1968, he entered the inactive reserve in an educational delay status to attend graduate school at the University of Georgia earning a Doctor of Philosophy Degree in Analytical Chemistry in 1972. LTC Channell entered active duty on 15 September 1971 and was assigned to the Air Force Rocket Propulsion Laboratory, Edwards AFB, CA where he conducted and managed research on storable fuels for lasers. In 1975 he was assigned to the Air Force Academy as an instructor in the Department of Chemistry and Biological Sciences. In 1979 LTC Channell was assigned to the Environics Division of the Air Force Engineering and Services Center, Tyndall AFB, FL where he worked environmental issues concerning jet fuel dumping, herbicide orange, hydrazine, and trichloroethylene contamination. LTC Channell attended the Air Command and Staff College, class of 1984. From 1984 until 1989 he was assigned to the Ballistic Systems Division, Norton AFB, CA as manager for the acquisition of the propulsion and ordnance systems for the Peacekeeper missile. LTC Channell is also a graduate of the Air War College, class of 1990.

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## CHAPTER I

### INTRODUCTION

Total Quality Management (TQM) began in the Department of Defense (DoD) in the early 1980s. Activity rapidly expanded in 1987 due to strong support and emphasis by senior DoD management. TQM is now one of the primary initiatives within the DoD. There is particular interest in application to the acquisition process. The goal is timely delivery of high-quality, error free, cost effective products and services to the American public, using delivery systems that are responsive to customer needs and make the most effective use of taxpayer dollars. To achieve this overall goal, federal agencies are encouraged to: (1) implement total quality and productivity management practices and (2) make incremental improvements each year in the quality, timeliness, and efficiency of their products. (20:123)

I was introduced to TQM in September 1988 when my division, Peacekeeper Propulsion Division, was selected to implement TQM in the Ballistic Systems Division, Air Force Systems Command, Norton AFB, CA. The division's charter was implementation of TQM in the acquisition of the propulsion and ordnance systems of the Peacekeeper missile. Initial education and training began with attendance at the DoD Third Annual

Productivity and Quality Conference in October 1988 sponsored by the Office of the Secretary of Defense, Dr. W. Edwards Deming's four day seminar of Methods for Management of Productivity and Quality in November 1988 sponsored by The George Washington University, and Mr. William W. Scherkenbach's one day seminar on The Deming Route to Quality and Productivity: Road Maps and Roadblocks in December 1988 sponsored by the Ballistic Systems Division. As I listened, read, and discussed TQM theory and implementation, it became clear to me, several of my associates, and many others that there was much information on how things are and what they ought to be, but precious little on how to make the transformation to the "TQM culture." The management principles advocated by Dr. Deming, Mr. Juran, Mr. Crosby, and appeared remarkably similar to philosophies and tenants of visionary leadership and sound, long-term, good business strategy. Lastly, it became evident that a true cultural change was required to successfully implement TQM.

This brings me to the thesis of this paper. Visionary leadership is the key to achieving the cultural change required for successful implementation of Total Quality Management within the DoD or anywhere else.

This thesis will be developed in the chapters that follow. A history of the evolution and status of American corporate culture is presented in Chapter II. Chapter III will focus on leadership as the key to organizational change. Chapters IV and V will deal with leadership's role in cultural



development and change, respectively. Chapter VI will concentrate on pulling the complex puzzle together. A summary of my conclusions will be presented in Chapter VII.

## CHAPTER II

### HISTORY AND STATUS OF AMERICAN CORPORATE CULTURE

Culture is a deep phenomenon--complex and difficult to understand. The effort to understand it is worthwhile because much of what is mysterious and irrational in organizations suddenly becomes clear when the culture is understood. (5:5) First, it must be understood that a culture is not something an organization has; a culture is something an organization is. (14:49) So, what exactly is culture? The American Heritage Dictionary defines culture as "the totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought characteristic of a community or population." Baker gave a more focused definition that defines culture as:

how people are expected to behave: what's right and what's wrong. It provides norms and principles to guide the behavior and judgment of members of the enterprise. It states values regarding people, product, and service: how customers and suppliers are to be treated and how everyone in the company should treat one another. (21:25)

Likewise, organizational culture has been defined in a variety of ways. Some have related it to shared values; others say it is a pattern of beliefs and expectations shared by the organization's members. Connor gave a more encompassing view that:

culture consists of the behavioral patterns, concepts, values, ceremonies and rituals that take place in the organization. ...cultural values provide employees with a sense of what they ought to be doing and how they should behave to be consistent with organizational goals. Culture represents the feeling, emotional, intangible part of the organization. (1:40)

Marvin Bower, author of The Will to Manage, defines corporate culture simply as "the way we do things around here." (4:4)

With the current emphasis on "quality" one might believe that it is a relatively new addition to American organizational culture. Not true! Human needs for quality have existed since the dawn of history. (6:12) How would you answer questions such as "Are you in favor of quality?" or "Do you actively seek out inferior products for purchase?"? Then why are we in the position in America of being behind the quality generation? The answer lies in our cultural development.

Juran has written a very concise history of American organizational cultural development. (6) A summary of pertinent points is presented in the paragraphs that follow.

Prior to the twentieth century, managing for quality was based on the ancient principles of product inspection by customers. This concept is still widely used in today's village market places. It is based on the craftsmanship concept in which buyers rely on the skill and reputation of trained, experienced craftsmen. As commerce expanded beyond village boundaries, and with the growth of technology, the additional concepts of specifications by sample and quality warranties in sales contracts were invented to help in managing for quality. In

large towns the craftsmen organized themselves into monopolistic guilds. These guilds were generally strict in their enforcement of product quality. Their strategies included: (1) mandated specifications for input materials, processes, and finished goods; (2) audits of the performance of guild members; and (3) export controls on finished goods. (6:3)

The Industrial Revolution, which originated in Europe, created the factory system, which soon outproduced the small independent shops and made them largely obsolete. The craftsmen became factory workers, and the masters became factory foremen. Quality was managed as before, through the skills of craftsmen, supplemented by departmental inspection or supervisory audits. The Industrial Revolution also accelerated the growth of additional strategies to include (1) written specifications for materials, processes, finished goods, and tests; (2) measurement, and the associated instruments and test laboratories; and (3) standardization in many forms. When the Industrial Revolution was exported from Europe to America, the colonists followed European practice. (6:3)

Late in the nineteenth century America broke sharply with European tradition by adopting the Taylor system of "scientific management." Central to the Taylor system was the concept of separating planning from execution. This separation made possible a considerable rise in productivity. It also dealt a crippling blow to the concept of craftsmanship. In addition, the new emphasis on productivity had a negative effect on quality.

To restore the balance, the factory manager adopted a new strategy: a central inspection department, headed by a chief inspector. The extreme dimensions of this strategy of inspection can be seen from the situation prevailing in the Hawthorne Works of Western Electric Company during the late 1920s. At the peak it employed 40 thousand people, of whom 52 hundred were in the inspection department. (6:4) The progression that led to this situation was characterized by an ever declining emphasis on quality. In addition, the responsibility for leading the quality function became vague and confused. What emerged was a concept in which upper management became detached from the process of managing for quality.

The twentieth century brought an explosive growth of goods and services, both in volume and complexity. What emerged was a concept of managing for quality in which each functional department carried out its assigned function and then delivered the result to the next functional department. At the end, the quality department separated the good product from the bad. For any defective product that escaped to the customer, redress was to be provided through customer service based on warranties.

By today's standard this idea of prime reliance on inspection and test (labeled as management by control) has proven to be unsound. Mann has characterized this management philosophy as:

Management by control encourages an organization to look inward at its own structures rather than outward at the world in which the customer operates. Rather than delight in providing a product or service that works and satisfies the

customer, the sense of accomplishment comes from meeting the controls. It becomes a self-reinforcing cycle. A manager or supervisor has a goal imposed on him or her. The manager works to meet that measure, yet much distortion might occur at another time or place in the organization. Meeting the short-term measurable goal is an indicator of the success of the system of controls. Thus, there is fostered a Titanic-like complaisance about the invulnerability of the operation. When there finally is some awareness that the indicators of control may be focused on the wrong measurements, it's too late. The ship is going down and "Nearer My God to Thee" is heard from the afterdeck. (10:128-9)

Most American managers manage, at least in part, by control. In this style of management, the emphasis is on the organizational chart. All managers beginning at the top are given certain goals for the next year. They, in turn, set goals and impose controls on each subordinate. At the lowest levels, these goals become quotas or work standards. Management by control is simple, logical, and consistent. It has been practiced by nearly every major American corporation and widely taught in business schools. It is also credited for getting us where we stand today. The acid test for determining if your organization is characterized by management by control is to ask someone: "In your work, who is it important for you to please?" if that person answers "My boss" then that person sees the organization as a chain of command. If the answer is "The people in the next step of the process, my internal customer, and our external customer" then that person has a systems perspective. Of its many shortcomings, most occur because the larger purpose and greater good of the work being done gets displaced by the controls themselves. The workers, supervisors, and the managers get caught up in the organizational pretense that looking good overshadows doing well. Despite the

deficiencies inherent in this concept of "detection", American goods became well regarded in terms of quality. In some product lines American companies became the leaders in quality. In many product lines American companies became leaders in productivity. In addition, the American economy grew to superpower size. So, how could this have occurred? Simply, any philosophy of management will not be a handicap while all competitors play the quality game by the same rules; such was the case until Japan and other countries entered the world economic market with a new approach to management.

During World War II American industry was faced with the added burden of producing enormous quantities of military products. During this period the manufacturing companies gave top priority to meeting delivery dates, so that quality of product went down. The habit of giving top priority to delivery dates persisted long after the shortages were gone.

Following World War II the Japanese embarked on a course of reaching national goals by trade rather than by military means. The major manufacturers, who had been extensively involved in military production, were faced with converting to civilian products. A major obstacle to selling Japanese products on the world market was a national reputation for shoddy workmanship created by export of poor quality goods before World War II. To solve their quality problems they undertook to learn how other countries managed for quality. They invited foreign lecturers to come to Japan and conduct training courses for their

managers. From the inputs of notables such as Dr. W. Edwards Deming and Mr. Joseph M. Juran the Japanese devised some unprecedented strategies for creating a revolution in quality. I will present more on this revolution later.

In the early post-war period the affected American companies logically considered Japanese competition to be in price not quality. Their response was to shift the manufacturing of labor-intensive products to low-labor-cost areas, often offshore. As the years unfolded, price competition declined while quality competition increased. American companies failed to realize the connection between cost and quality. Quality does not cost, it isn't even free, it is better than free.

During the 1960s and 1970s Japanese manufacturers greatly increased their share of the American market. A major reason was superior quality. American companies generally failed to notice the trends. They continued to stick to the belief that Japanese competition was primarily price competition rather than quality competition. This lack of awareness of the basic problem was manifested in the responses from most American companies. Their strategies consisted of actions that lacked relation to improving American competitiveness and included efforts to block imports through restrictive legislation and quotas, criminal prosecution, civil lawsuits, and appeals to "buy American."

Luckily, many upper managers of American companies soon recognized the soundest response to a competitive challenge was to become more competitive. They finally realized that in this



modern world of global competition and rising customer expectations, quality will be the new battleground on which corporate success is determined. Not being trained or experienced in managing for quality, these same upper managers sought advice from the experts. They were now 30 years behind Japan.

The beginning paragraphs of a 1965 article in Tokyo's Mainichi Daily News tells the story:

For many years Japanese manufacturers have attempted to wipe out the reputation of inferior quality and cheap price that their products had built up before World War II. Today they emerge victorious. Japanese merchandise is tremendously popular around the world, not because it is cheap but superior and dependable . . . Behind this success are the fatherly guidance and devotion by a leading American statistician, Dr. W. Edwards Deming, now professor of New York University. In the early postwar years, he opened the eyes of Japanese manufacturers to the modern approach to the quality problem and taught them how to make their products attractive among world consumers. (10:31)

So who is this American who has been acclaimed as "The Father of the Third Wave of the Industrial Revolution." "The most famous name in Japanese quality control." (10:ix) His name is Dr. W. Edwards Deming, an internationally renowned consultant whose work led Japanese industry into new principles of management and revolutionized their quality and productivity.

In recognition of his contributions to the economy of Japan, the Union of Japanese Science and Engineering (JUSE) instituted the annual Deming Prizes for contributions to quality and dependability of product. The emperor of Japan awarded him in 1960 the Second Order Medal of the Sacred Treasure. Dr. Deming has received many other awards and recognitions to include

the establishment in 1980 by the Metropolitan section of the American Statistical Association of the annual Deming Prize for improvement of quality and productivity.

The critical role Dr. Deming played in Japan's rise to its present status is beginning to be understood in America by appearance of many articles and editorials such as Dr. Deming, "The American Who Remade 'Made in Japan'" and the NBC-TV White Paper "If Japan Can, Why Can't We?"

No discussion of this subject would be complete without a presentation of Dr. Deming's 14 points that encapsulate his management philosophy:

1. Create constancy of purpose toward improvement of product and service, with the aim to become competitive and to stay in business, and to provide jobs.
2. Adopt the new philosophy. We are in a new economic age. Western management must awaken to the challenge, must learn their responsibilities, and take on leadership for change.
3. Cease dependence on inspection to achieve quality. Eliminate the need for inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality in the product in the first place.
4. End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move toward a single supplier for any one item, on a long-term relationship of loyalty and trust.
5. Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly to decrease costs.
6. Institute training on the job.
7. Institute leadership (see point 12). The aim of leadership should be to help people and machines and gadgets to do a better job. Leadership of management is in need of overhaul, as well as leadership of production workers.

8. Drive out fear, so that everyone may work effectively for the company.

9. Break down barriers between departments. People in research, design, sales, and production must work as a team, to foresee problems of production and in use that may be encountered with the product or service.

10. Eliminate slogans, exhortations, and targets for the work force asking for zero defects and new levels of productivity.

11a. Eliminate work standards (quotas) on the factory floor. Substitute leadership.

11b. Eliminate management by objective. Eliminate management by numbers, numerical goals. Substitute leadership.

12a. Remove barriers that rob the hourly worker of his right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality.

12b. Remove barriers that rob the hourly worker of his right to pride of workmanship. This means, inter alia, abolishment of the annual or merit rating of management by objective, management by the numbers.

13. Institute a vigorous program of education and self-improvement.

14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.  
(10:42)

In reviewing the organizational development of American corporate culture it appears that American business strategy scores very poorly when evaluated against Deming's 14 points. Is it any wonder that American business has lost the competitive edge on the world market?

Now that the evolution and status of American corporate culture and Japan's success story have been reviewed, the question to be answered is: how can America improve its competitive position? I submit the key lies in leadership. Dr.

Deming states that "the job of management is not supervision, but leadership." (11:54) He goes on further to state that nearly every page of his book, Out of the Crisis, states a principle of good or bad leadership. Dr. Deming goes on to declare: (11:248)

The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people. Put in a negative way, the aim of leadership is not merely to find and record failures of men, but to remove the causes of failure: to help people to do a better job with less effort. (11:248)

Chapter III will discuss leadership and its role in implementation of Total Quality Management.

## CHAPTER III

### LEADERSHIP IS THE KEY

"Management is dead, at least as we know it. ...sadly, management as we know it is not dead. But it damned well ought to be!" (19:xi)

American corporations are at a critical point in their struggle for world economic survival. They are having to compete in a new economic and social culture that has emerged since the 1960s. This new context makes past American corporate strategies noncompetitive in the world market. The task for management at all levels has changed to one that requires the search for better ways to involve the entire work force in innovative problem solving.

The one greatest cause for America's problems has been the failure of managers to realize that there is a new, better way to manage their organizations--a way that yields much higher quality, productivity, more jobs, and a better return on investment. This new philosophy of management has been labeled "Total Quality Leadership." (22:52) Joiner has further developed this way to manage. (22) The essence of total quality leadership is summarized in the paragraphs that follow.

Total quality leadership is an approach to management that focuses on giving top value to customers by building excellence into every aspect of the organization. In all organizations there are processes by which things get done. There are literally thousands and thousands of processes, the general health of which determines the future of the enterprise.

In total quality leadership, the emphasis is on studying these processes and on executing them better and better to provide customers with products and services of ever-increasing value at ever-lower costs.

Often, the most difficult aspect of total quality leadership is to create an environment of "all one team." If a company is to excel in every activity, everyone in the organization must work together to improve processes and to execute them with energy, dedication, and efficiency. It requires a fundamentally different view of the relationship between employees and the organization. In order for all employees to be committed to the organization, the organization must be committed to its employees. Dr. Myron Tribus, Massachusetts Institute of Technology, pointed out that an important difference between Japan and the Western World lies in the way a corporation regards its stockholders and its employees.

If there is a downturn in Japanese business, the dividend is decreased, then decreased again. Then, management takes a cut in pay and finally, the hourly workers are given a cut. No one is turned out. A business downturn in most U.S. companies would usually results in actions in the reverse order: layoffs first and cuts in dividends last. (10:149)

This recognizes Mr. Juran's argument of where responsibility

lies--that at least 85 percent of the failures in any organization are the fault of systems controlled by management. Fewer than 15 percent of the problems are actually worker related. In total quality leadership the focus is thus on constantly and rigorously improving every system. This requires the help of every team member. There is no "I" in team. The environment of total teamwork cannot be developed under management by control.

In total quality leadership there is freedom, yet there is control. There is the freedom to discover new markets, to develop new systems, to gain greater mastery over the process, and there is control of a data-based approach to improvement.

Many managers have great trouble understanding why they should focus on improving the systems that serve the customer rather than simply on profits. When quality is increased by improving processes (not by increased inspection), the better quality will lead to lower costs, which lead to lower prices. This leads to satisfied customers. The goal is not to meet but exceed the expectations of the customer. Dr. Deming expressed it best by saying:

It will not suffice to have customers that are merely satisfied. Satisfied customers switch, for no good reason, just to try something else. Why not? Profit and growth come from customers that boast about your product or service--the loyal customer. He requires no advertising or other persuasion, and he brings a friend with him. (10:159)

Better quality and lower prices mean the company can expand its market, and can stay in business creating jobs and a greater return on investment.

Management by control, on the other hand, usually focuses only on the end result--return on investment; it is like wagging the tail to make the dog happy. This is a tough idea to comprehend. It takes a leap of faith to make the fundamental shift from management by control to total quality leadership. Managers must visualize themselves as leaders instead of bosses, coaches instead of enforcers. With total quality leadership practiced throughout the economy, America may be able to regain its competitive position in the world market.

So, just how does leadership fit in? We all have heard the saying "you manage things, you lead people." It has been stated that "leadership begins where management ends, where the systems of rewards and punishments, control and scrutiny, give way to innovation, individual character, and the courage of conviction." (19:xvii) Individuals, not organizations, create excellence. The marriage of sound long-term management strategies with a strong corporate culture requires leaders to not only define and cultivate a broad vision but master the skills to implement that vision. It is the leader's role to harness the social forces in the organization and to shape and guide values to form a strong corporate culture. The leader must find a way to communicate the vision in a way that attracts and excites members of the organization. "To manage is to lead, and to lead others requires that one enlist the emotions of others to share a vision as their own." (19:79) "The leader's job is to create a vision." (10:81)



Fortunately and unfortunately, there has been much more said and written about leadership than practiced. It is widely held that leadership is an observable and learnable set of practices. Maj. Solis has developed a framework for visionary leadership. (2) The paper reviews old leadership styles then shows that the visionary style that emphasizes excellence, quality, and service is the most effective. It is based on the leadership styles of two visionary leaders, General W. L. Creech, USAF (Retired) and Colonel Lawrence J. Schumann, USA (Retired). Her paper has been adopted by the Leadership Department of Air Command and Staff College as an analysis tool for a proven leadership style, and as a guide for future military officers to improve their own leadership.

Excerpts from the reference guide follow:

#### Leadership Techniques

Leadership traits are the personal characteristics leaders display on a day-to-day basis. Ideal leadership traits are all the finest traits that will enable an organization to excel. These ideal traits can be divided into two categories: those traits associated with the external perceptions others have of the organization and those associated with the internal operations.

#### Traits Influencing External Perceptions

##### Ability to Establish Goals

The ability to establish short-range goals of service excellence that can be attained during your tenure is of paramount importance. It will serve as your vision of things to come, and allow you to articulate long range goals (your architecture) for future leaders.

##### Ability to Communicate Your Goals

Once goals are established, you must be able to clearly communicate your vision and architecture to your staff so your subordinates understand and support them through daily performance.

### Stay Close to the Customer

Your leadership style must keep you in close contact with the user of your services. You must constantly be on the alert for improving what you offer. Listen to the customers--adapt your service to meet their needs.

### Be an Innovator

Never accept the traditional answer that something can't be done. Remain current in your specialty and apply new technological solutions to old problems. Don't wait for requirements to find you, go out looking for them. You are the expert in your field--it's your job to bring your professional expertise to bear on other's problems.

### Consider the External Environment

Don't lead in isolation. Your actions must be consistent with an environment that drives your people's actions. Operation in a peace-time or combat environment should change some aspects of your style of leadership, but not affect your goals. Understand what job is expected in the assignment you are working on the mission.

### Traits Influencing Internal Operations

#### Ability to Establish Internal Organization Harmony

As a leader, it is your primary job to establish a positive working environment that respects the dignity of your people. You must treat your staff maturely, respect them personally, and give them recognition for their accomplishments. Within the organization, everyone must have some sense of dignity in the job they do, because every job is important to the organization as a whole. Attach great significance to this concept because with it comes a critically important feeling of "ownership" or responsibility for the mission that leads to excellence. As a team player, an individual's best efforts contribute to the accomplishment of the organization's goals.

### Be the Architect of Change

You must be the primary master planner in your organization. Identify your organizational capabilities and shortfalls, create innovative solutions to overcome those shortfalls, and drive the organization to solve them. Don't assign this job to anyone else--draw your plans as you think and talk. Change it often as your environment dictates. Let your subordinates put "the meat" on the architecture and implement it, but don't cast it in concrete.

#### Measure Performance

Measure unit performance with meaningful factors that are most easily understood by your customers. The success rate of getting an AUTOVON line after lunch is an example of one such meaningful measure of performance in the telephone business.

#### Manage By Wandering Around (MBWA)

Find out how your people are supporting your goals. Manage by wandering around--ask questions, listen attentively--get out and be seen. Meet your people, find out what they are doing. Be interested in their problems. Ask how the organization is doing, and what can be done better. Take action on their suggestions--they probably have better ideas than you because they are closer to problems. Your actions imply more than just a passing concern for your subordinates, it shows them you respect their judgment and acknowledge them as team players and experts.

#### Decentralize

Delegate responsibility and authority to the lowest organizational level. Decentralization can lead to organization economies, and will improve efficiency. Transferring authority to subordinates also improves their self-esteem because of the trust you place in them.

#### Use Common Sense

Don't fall back on regulations and manuals as prohibiting new and innovative solutions. Directives are guides for people without common sense.

#### Take Risks

Approach difficult tasks with a positive can-do attitude. Look at tasks as being possible, though they may be difficult. Resist the temptation to rationalize why a difficult task can't be performed. Take risks if the payoffs exceed the costs of failure.

#### Never Say No

Provide service, service, and more service! Emblazon in everybody's mind the idea that the word "no" does not exist. Encourage all to make extraordinary efforts to provide service. Live for your customer's good: provide them extraordinary service, and make sure they know it.

Maj. Solis further captured the essence of visionary leadership

as:

The visionary is an innovator who believes in people and progress. He is a leader of action and great purpose. His ability to direct people toward a goal, is outweighed only by

his ability to identify that common purpose. In addition, the visionary places great emphasis on personal control and the responsibility of workers in an organization. He "empowers" followers by giving them a value system to manage themselves and others in a positive manner. The visionary leader establishes the boundaries so people know when they should act on their own and when they should not. The visionary approach is similar to transformational leadership based on the personal values and beliefs of the leader. There is no exchange of commodities between the leader and the follower. The visionary's goal is to unite followers and gain commitment to common goals. He gains influence by demonstrating important personal characteristics such as: "goal articulation, personal image building, demonstration of confidence, and motive arousal." More important than his ability to optimize his own personal skills, is his ability to get things done through people. The visionary leader is more effective than other types of leaders because he cares foremost about his people, is committed to quality, keeps in touch with the organization, and has the wisdom and courage to make the right decisions.... (2:6)

In reviewing the characteristics of visionary leadership as promoted by May, Solis and good, long-term management practices as advocated by Dr. Deming, there appears to be much commonality. Let's look now at leadership's role in culture.

## CHAPTER IV

### LEADERSHIP'S ROLE IN CULTURAL DEVELOPMENT

Before addressing leadership's role in cultural development, a more indepth understanding of culture is in order. "...leadership and culture management are so central to understanding organizations and making them effective that we cannot afford to be complacent about either one." (5:327) For when corporate culture is understood, the role of leadership becomes clear.

Organizational culture is the newest and perhaps the most controversial of organizational theories. The basic knowledge of how culture works is still very fragmentary, but there is no more important research agenda for organizational theory than culture dynamics. Cultural pragmatist generally see culture as the key to commitment, productivity, and profitability. They see organizational culture as not just another piece of the puzzle, it is the puzzle. 'So, how is culture developed?

A company's culture starts forming the instant the founders begin conceiving their enterprise. From the very moment of conception, the company's culture begins to feed on various characters, events, products, strategies, and competitive environments. Anyone managing a new enterprise must begin

constructing the foundation of excellence from the onset. During the early phase of any business, an executive faces a tough challenge in holding everything together because strategies often change sending a steady stream of mixed signals to the organization's people. Although flexibility is needed in a developing culture, constant flux cannot be the culture's mainstay. Strong cultures take a long time to develop and depend on long-term commitment, competence, and consistency. When companies let their strategies wander opportunistically without regard to their organization's developing culture, a weak, fragmented culture develops that is incapable of sustained growth. What culture really does is solve the group's basic problems of (1) survival in and adaption to the external environment and (2) integration of its internal processes to insure the capacity to continue to survive and adapt. (5:50)

If culture is the puzzle then people are the pieces of the organizational puzzle. Individuals, not organizations, create excellence. With their unique skills, the people lead others along the pathway to excellence, carefully cultivating those who will later assume the controls. We must remember that people make business work. Culture is the framework that ties people together and gives meaning and purpose to their day-to-day lives. People are a company's greatest resource, and the way to manage people is not directly by a computer report, but through cultural subtleties. A strong culture is a powerful lever for guiding behavior. It helps employees do their jobs a

little better in two important ways: (1) a strong culture is a system of informal rules that spells out how people are to behave most of the time and (2) a strong culture enables people to feel better about the work they do, so they are more likely to work harder. (4:16)

The corporate values that form the organization's culture defines the company's philosophy for achieving success. Values provide a sense of common direction for all employees and guides their day-to-day behavior. These formulas for success determine the types of corporate heroes, myths, rituals, and ceremonies of the culture. Companies often succeed because their employees can identify, embrace, and act on the values of the organization. These shared values define the fundamental character of their organization. It distinguishes theirs from other organizations. In this way, a sense of identity is created within each individual making each employee feel special. It is this sense of pulling together that makes shared values so effective. Also, a strong culture can respond to changes in the business environment. They can adapt to diverse and changing circumstances. When times are tough, companies with strong cultures can reach deeply into their shared values and beliefs for the courage to see them through. When new challenges arise, they can adjust. This is exactly what companies are facing in this new era of world competition.

If people are the parts of the puzzle and culture is the puzzle, then leadership is the force that holds the puzzle

together. "Leadership is the fundamental process by which organizational cultures are formed and changed." (5:ix) The most decisive function of leadership is the creation, nourishment, cultivation and, when necessary, the burying of an outdated and useless culture. When examined closely, culture and leadership are the two sides of the same coin. Neither can exist or be understood by itself. In fact, the only thing of real importance that leaders do is create and manage culture. The unique talent of a leader over a manager is his ability to work with culture.

The most powerful primary mechanisms for culture embedding and reinforcement are (1) what leaders emphasize, measure, and control; (2) a leader's response to critical incidents and organizational crises; (3) role modeling, teaching, and coaching by leaders; (4) criteria for recognition and rewards; and (5) criteria for recruitment, promotion, retirement, and dismissal by leaders. (5:225)

One of the best mechanisms a leader has to communicate what he values is what he systemically pays attention to. Even casual remarks and questions that are consistently geared to a certain area can be as potent as formal controls or measurements. "To be at the top is also to live in a fishbowl. Every act, every statement is watched carefully for clues and messages about where we or our projects stand." (18:36) "A new employee does not have to be told too often, we've always done it this way, to understand that the firm is committed to maintaining the status



quo. Creativity and innovation are not encouraged in that company." (1:45) Simply put, culture develops around a leader's values.

The manner in which a leader handles organizational crises and critical events creates new norms, values, working procedures, and reveals important underlying principles of organizational behavior. If people share intense experiences and collectively learn how to deal with very complex situations, they are likely to remember the process.

Leaders know that their visible behavior has great value for communicating values and priorities to other members, especially newcomers. The informal messages are the more powerful teaching and coaching techniques--leadership by walking around.

The members of an organization learn quickly through promotion, performance reports, recognition, and rewards what the organization values and punishes. The very nature of the type behavior rewarded and punished and the rewards and punishments themselves carry the message. Consistency can link rewards and punishments to organizational priorities, values, and accepted behavior.

One of the most subtle and potent ways to affect culture is in the criteria for recruitment, promotion, retirement, and dismissal. It gets embedded and perpetuated as the organization grows. This area must be constantly evaluated and adjusted as the culture of the organization matures and changes.

As we have seen, leadership externalizes its own values and embeds them gradually and consistently in the mission, goals, structures, and working procedures of the organization. Once the organization develops a substantial history of its own, its culture becomes more of a cause than an effect. The culture now influences the strategy, procedures, and ways the members of the organization relate to each other and the external world. Culture becomes a powerful influence on the member's perceiving, thinking, feeling, and behavior. Because it serves an important anxiety-reducing function, culture will be clung to even if it becomes dysfunctional or otherwise outdated in relationship to changing organizational purposes.

As stated previously, culture is created by the actions of leaders. Culture is also embedded and strengthened by leaders. When culture becomes noncompetitive, leadership is what is required for the organization to unlearn old cultural assumptions and develop new ones. This unique quality of leadership is the subject of the next chapter.

## CHAPTER V

### LEADERSHIP'S ROLE IN CULTURAL CHANGE

It must be considered that there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things.

Niccolo Machiavelli, The Prince, 1513

Assessing an organization's culture is the first step any leader must take before considering if and how a culture needs to build, adapt, or change. Once the leader has the vision of what he wants the culture of the organization to be, he must then analyze the organization at the molecular level to determine if the existing culture can achieve the organization's purposes. Only then can he decide whether culture is a problem and needs changing. If there is no congruence, changes must be made, and culture may become an object for change.

So, how does the leader characterize the culture of the organization? Here, the wise leader should take some guidance from Chairman Mao Dze Tung.

We should never pretend to know what we don't know, we should not feel afraid to ask and learn from people below, and we should listen carefully to the views of the cadres at the lower levels. Be a pupil before you become a teacher; learn from the cadres at the lower levels before you issue orders. (8:238)

Only when the culture is fully and completely understood can the leader decide if the culture needs change and if so how it needs

to be changed. There are four major indicators that the leader can use: (1) stories, (2) rites, (3) language, and (4) symbols. They are public representatives of deeper held values. Because they are so publicly displayed, simply observing carefully and listening closely will show many of them. (1:50)

Organizational stories are usually narratives about how people in the organization reacted at a particular time to a specific set of circumstances. Stories serve at least three purposes: (1) they inform new employees about the organization, (2) they reinforce important values, norms, and expected behavior, and (3) they reveal what is unique about the organization's function in society.

Rites suggest what is really important in the organization. They show which items are placed on the agenda, the way people treat each other, the mood and fanfare of sales meetings, and the serious attention to be given to reading highly detailed written reports.

Organizations also have their own languages. The vocabulary contains words that convey meaning inside the organization that they would not have outside. It is a means for passing on cultural values within the organization.

Symbols provide the most explicit indicator of an organization's culture. The most obvious examples are corporate logos, slogans, mascots, and emblems.

Stories, rites, language, and symbols have importance to a leader for management of cultural change. By recognizing the

influences these elements have on creating and maintaining the existing behavior patterns, the leader can design more effective change programs. This means telling different stories and spending time differently on a day-to-day basis. It is this behavior pattern that is pervasive and involves everyone in the organization. That is what changing an organization's culture is all about.

Before the leader attempts a cultural change, he must first recognize the inevitability of resistance to change. He must develop strategies for dealing with resistance in order to successfully manage the organization's transition. A leader who dismisses the topic of resistance will likely be left with an organization caught somewhere between the original and the transition with more problems created than solved. The understanding of resistance to change is important for three fundamental reasons: (1) it is a universal phenomenon; (2) if it is adequately understood, its characteristics in a particular change can be anticipated; and (3) when it is anticipated, strategies can be developed to deal with it. (1:118)

There are three primary barriers to acceptance of change. They are: (1) people's need for security, (2) threats to self-confidence, and (3) anxiety about loss of organizational power. (1:122)

People don't resist change, they resist being changed. Transformation is a campaign for peoples' hearts as well as their minds. A change is successful because a critical mass has rallied around the proposed change. Creating such a loyal constituency is not ordinarily an undertaking permeated with logic. Nor can it be created through fear. (23:31)

People are comfortable with the consistency that status quo holds. This resistance to change can be generally characterized by barriers to understanding, to acceptance, and to acting.

Some resistance can be traced to a misunderstanding of the proposed change. The people may resist because they do not understand the need for change, the substance and details of the change, and the consequences of the change. Resistance to the unknown is very strong.

Even when a change is well understood and explained, there may be barriers to its acceptance. Acceptance requires believing the necessity for the change and being willing to follow through in doing it. Barriers to acceptance are more emotionally based than barriers to understanding.

Barriers to acting or carrying out the change stem from two sources. Some are from within the people themselves, and others are from conditions within the organization or the larger environment. These may originate from a lack of skills or abilities, resources, contractual obligations, or organizational inertia.

The more profound, comprehensive, and widespread the proposed change, the more absolute the need for deep understanding and active leadership by top management. In fact, the leader may find it more challenging to get total commitment by middle and upper management. A good analogy is that children are good learners because they have little in the way of preconceived notions or culture to block and filter out ideas.

Adults often have difficulty learning because new ideas conflict with existing habits, values, and beliefs, which once served a need or function but now must be unlearned and discarded. Mr. Peterson, C.E.O. of Ford Motor Company, probably said it best when he stated:

It can be very difficult to make significant changes, especially when you have been in the habit of doing things differently for decades, and especially when the very success that brought you to positions you now hold was rooted in doing some things, frankly the wrong way. It is going to be hard for you to accept that you were promoted for the wrong reasons a time or two. (10:154)

The leader is the ultimate change master and his true skill lies in his ability to conceive a new vision and aid in its translation into reality.

Culture is learned, evolves with new experiences, and can be changed if one understands the dynamics of the learning process. If one is concerned about managing or changing culture, one must look to what we know about the learning and unlearning of complex beliefs and assumptions that underlie social behavior. (5:8)

First, the leader must use his resources to make certain that the people understand the need for change. This includes not only telling the people there is a problem, but letting them see the problems in a variety of ways. The people will best understand the need for change if they can participate in defining existing problems and creating solutions. Next, the changes must be told in culturally and organizationally understandable terms. And finally, changes must be communicated more than once. Repeating the details, using consistent words and phrases to describe what needs changing and what the new system will be helps the whole

organization more fully understand the new course of action. Remember, if something can be misunderstood, it will be. (1:121)

The leader should include the people as much as possible in planning the change. If the leader's plan is vague and states only the organizational goals anxiety in the people will build. Concern for the details of the change can be eliminated easily by fully involving people in the planning process. Time-tables and plans for transition can best be formulated by the organization because they know the work flows and people affected. If a change is announced without details, much productivity will be lost to speculation and anxiety because all energy will be focused on the change rather than on the job. The damage will be far greater than the amount of time devoted to informational meetings and planning sessions. And probably most important, the leader must be sensitive to the emotional aspects of people's resistance to change. Attempting to diminish or dismiss the effects will only increase their resistance. In fact, seeing the change from the people's point of view can help the leader in understanding the reasons for the anxiety, apprehension, and resistance that he is witnessing. (1:125)

Resistance to carrying out the change is probably the easiest to recognize and most difficult to deal with. Having employees without proper qualifications can be handled if anticipated and altered before it becomes a significant problem. If time permits, internal training and new employee recruitment can create the necessary skills and resources. When time and



money are unavailable then solutions become more situation specific. Problems caused by contracts with suppliers, unions, and customers can be handled on a cost versus benefit buy-out basis or through better long-term planning. (1:127)

In his book, The Renewal Factor, Robert Waterman has identified eight guiding themes for leaders to use in renewing an organization.

Theme one

A visionary leader must set direction, not develop a detailed strategy. That basic direction must be thought and rethought frequently--the statement of vision must be simple and general.

Theme two

Everyone in the organization is treated as a source of creative input. Managers guide instead of control the renewing organization. Management encourages independent thought, but establishes direction and focus for autonomy while specifying boundaries beyond which employees are forbidden to cross. Decisions are made at the lowest possible level consistent with the overall vision established by the chief executive. Managers must act as galvanizers and catalysts, not roadblocks strangling initiative.

Theme three

Renewing companies have a hunger for facts, using them to measure performance. A comprehensive selection and filtering process takes place to search for the facts most telling about performance so that when controls are exercised, these key facts can be followed regularly to measure change.

Theme four

Maintain a sense of reality. Many executives reluctantly conclude that nothing creates momentum for fundamental change like crisis, but because management often times is isolated from reality, they often don't realize impending crisis until it is upon them. A revitalized organization doesn't let that happen and is constantly asking "is there a better way" to do our job. In a revitalized organization senior managers are always wandering around observing operations and listening to their personnel, suppliers, customers, regulators, etc.

Theme five

Teamwork is practiced. We/they barriers that paralyze action must be broken down. An effective organization is one that

teamwork counts. Each individual's ideas are important to senior management. The persons assigned to do individual tasks are best suited to suggesting new ways of doing tasks. All people need to pull together toward achieving a shared set of goals or values.

#### Theme six

Renewal requires a constant interplay between stability and change. In crisis situations where vast changes are deemed appropriate, the past must be buried as well as the people responsible for previous management. However, under normal situations, change itself is in fact normal and renewal therefore must be continuous. An effective organization must be structured to accept change as part of the everyday way of doing business. Keep the organization vital by preventing the growth of layers of bureaucracy. Take a layer out of the hierarchy whenever you can. Attack problems by breaking big ones down into smaller ones, and then go out solving the smaller ones, one at a time. Eat the elephant one bite at a time.

#### Theme seven

Establish a corporate culture conducive to change--a culture pays attention to what is happening in the organization. Visible management attention gets things done. If performance is routinely measured as a method of paying attention to performance, make sure the measurement addresses the performance factors management is truly interested in. Avoid collecting good looking, but meaningless data.

#### Theme eight

Assure your organization has a vision, or prevalent cause to drive to attain. Quality is the most popular cause in industry. Customer satisfaction abounds in most service organizations. After cause has been articulated, elicit commitment from all personnel to that cause. Convince the organization that the central purpose of your organization's existence is commitment to that cause. (3:18-21)

The most important point is that the leader must start with an intimate knowledge of the existing culture, and explore ways in which that culture might be changed to one that is compatible with the organization's current circumstances as envisioned by the leader.

## CHAPTER VI

### PUTTING IT TOGETHER

Understanding, developing, maintaining, and changing organizational culture is very complex and elusive. Cultural dynamics is very situation and leadership style dependent. Thus, it does not lend well to a structured, cookbook approach. However, there are some basic and universal "truths" that apply to creating and maintaining a strong and enduring organizational culture based on good, long-term management practices and achieved by applying visionary leadership principles.

This chapter will concentrate on relating the tenets of good, long-term management practices, cultural development, maintenance, and change, and visionary leadership principles to achieving the goal of Total Quality Management (TQM). First, the goal of TQM will be defined. Then, each of the three major contributors will be discussed in relation to how it supports achieving successful implementation of TQM.

TQM is both a philosophy and a set of guiding principles that represent the foundation of continuously improving organization. TQM is the application of quantitative methods and human resources to improve the materials and services supplied to an organization, all the processes within an organization, and

the degree to which the needs of the customers are met, now and in the future.

TQM is designed to promote the timely delivery of high-quality, error-free, cost-effective products and services to the American public, using delivery systems that are responsive to customer needs and make the most effective use of taxpayer dollars. To achieve this overall goal, federal agencies are encouraged to (1) implement total quality and productivity management practices, and (2) make incremental improvements each year in the quality, timeliness, and efficiency of their products and services. (20:123)

Nine attributes have been identified as essential to building a infrastructure of total quality management for changes to have a lasting effect.

1. Top management is vigorously committed to quality productivity and this is evidenced in practical management actions
2. A customer orientation permeates the agency, the needs and requirements of both internal and external customers are sought, and the level of satisfaction with the service becomes the basis of improvement efforts
3. Teamwork at all levels is seen as key to improving processes and services
4. Quality management and improvement training are provided at all levels of the agency
5. Accountability for quality and productivity improvement is tied to managers' performance evaluations
6. Recognition and incentive programs are established throughout the agency, are targeted at service improvement efforts, and are used creatively

7. Productivity and quality measures are established and high standards are set for quality service delivery in all programs (errors and inefficiencies are not tolerated)

8. Barriers to productivity and quality improvements are eliminated or reduced

9. Agency personnel are constantly stimulated to improve quality and productivity (communications, workshops, newsletters, bulletin boards, contests) (20:123)

#### Good, Long-term Management Practices

The modern standard for good, long-term management practices is best summarized in Dr. Deming's 14 points (see pages 12 and 13 of this paper). Table 1 list the nine attributes and identifies the corresponding Deming points of support.

Table 1

<u>Attribute</u>	<u>Deming Points</u>
1	All 14
2	1,3,4,5, and 9
3	1,8, and 9
4	6 and 13
5	None
6	None
7	5
8	7,8,9, and 12
9	5 and 14

In reviewing the attributes identified as essential to successful implementation of TQM it appears they closely match Dr. Deming's 14 points for good, long-term management.

## Visionary Leadership

The framework for visionary leadership as developed by Maj. Solis (see pages 19-22 of this paper) will be used as the measure of merit. Table 2 list the visionary leadership traits that contribute to each attribute.

Table 2

<u>Attribute</u>	<u>Leadership Trait</u>
1	Ability to Establish Goals Ability to Communicate Your Goals Be an Innovator Consider the External Environment Ability to Establish Internal Organization Harmony Be the Architect of Change Manage By Wandering Around Decentralize Use Common Sense Take Risks
2	Stay Close to the Customer Never Say No
3	Ability to Establish Internal Organization Harmony
4	Be an Innovator Be the Architect of Change
5	Ability to Establish Internal Organization Harmony Measure Performance
6	Ability to Establish Goals Ability to Communicate Your Goals Measure Performance
7	Ability to Establish Goals Ability to Communicate Your Goals Measure Performance

Table 2 con't

<u>Attribute</u>	<u>Leadership Trait</u>
8	Be an Innovator Consider the External Environment Ability to Establish Internal Organization Harmony Be the Architect of Change Manage By Wandering Around Decentralize Use Common Sense Take Risks Never Say No
9	Ability to Communicate Your Goals Ability to Establish Internal Organization Harmony Measure Performance Manage By Wandering Around Decentralize Take Risks Never Say No

Again, the traits of visionary leadership strongly support the essential attributes of TQM. Here, leadership gives more support in the areas of accountability, recognition, and incentive programs than those of Dr. Deming.

Robert Waterman has identified eight guiding themes (see pages 35 and 36 of this paper) for leaders to use in renewing an organization. Table 3 identifies the themes that reinforce each attribute.

Table 3

<u>Attribute</u>	<u>Theme</u>
1	1,2,4,6, and 7
2	4 and 8
3	5
4	6
5	7

Table 3 con't

<u>Attribute</u>	<u>Theme</u>
6	3 and 7
7	2,3,4,5, and 6
8	1,2,4,7 and 8

Once more, the themes of visionary leadership strongly support the essential attributes for successful implementation of TQM.

The key to a strong, survivable, organizational culture is one built on a sound foundation of good, long-term management practices and created, sustained, and changed by visionary leadership.



## CHAPTER VII

### CONCLUSIONS

American industry has been the world leader in productivity for most of this century. This was particularly true from World War II until around 1962 when the world bought whatever American industry produced. The only problem faced by American management was a lack of capacity. As we approach the twenty-first century, the world-wide dominance in productivity by the United States has been seriously challenged. A variety of reasons have been offered to explain the decline in competitiveness, such as the oil crisis, government regulation, and unfair trade practices. The simple fact is that the traditional practices of doing business are not the most effective or the "right" way to continue to operate in the world-wide economy of the future. Our country has become lazy and arrogant, thinking it could do anything when called upon and has forgotten how to perform in a competitive world market. This is at least as true in government organizations as in American industry. Like industry, to change government organizations one must first alter the behavior of government professionals, and to change professional behavior, one must transform organizational culture. (16:xii)

The Government and the Department of Defense are continually being attacked for a lack of efficiency. Since 1987 the DoD has been actively pursuing the implementation of the initiative called Total Quality Management as the philosophy and guiding principles to improve organizational efficiency. Throughout my involvement of the past two years, I have noted no lack in published goals and implementation plans. Every organizational level has them. What I have observed a deficiency in is knowing how and where to start attacking the "elephant". Management at every level seems to flounder, unable to get their arms around where and how to start. What I have attempted to do in this paper is to present what I feel are the critical elements, how they interrelate, and how they can be used to achieve the cultural change necessary for successful implementation of Total Quality Management. I have attempted to present each element's role and how the visionary leader can identify and achieve a successful organizational culture. My approach was to present a history of American organizational cultural evolution followed by a discussion of the principles of sound, long-term management practices and visionary leadership. Chapters IV and V concentrated on leadership's role in cultural development and change, respectively. Chapter VI brought it all together with a summary of basic "truths" for good, long-term management and strong organizational cultural development and maintenance through visionary leadership.

In summary, organizational culture is the puzzle. Sound, long-term, good management practices are the basis and structure on which the puzzle is built. People are the pieces of the puzzle that are formed and held in place by strong visionary leadership. "Treating people--not money, machines, or minds--as the national resource may be the key to it all." (13:39) This is the role of visionary leadership.

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