

The CHIEF QUALITY OFFICER and EFFECTIVE LEADERSHIP

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Abstract

Effective leadership requires managers to be engaged with customers, employees and the processes that produce their products. Managers must listen to all three; voice of the customer, voice of the employee and voice of the process. To do this, managers need listening posts to gather, interpret, and integrate all the voices together to really understand the business and move it forward. Once the data is understood then they can take action to respond to what the “voice” is telling them.

Process metrics, customer satisfaction instruments and employee surveys or culture surveys as analytical measurement instruments are excellent management tools. When used, used properly and integrated together give clear direction to the leadership team regarding what actions should be taken. It is clear from the data that these measurements provide excellent direction for identifying improvements that, if address, will significantly drive the business forward. Continuous improvement when applied to improvement opportunities provide excellent financial gains and at the same time drive up both customer and employee satisfaction.

Continuous improvement approaches such as six sigma, lean enterprise, kaizen, process management and benchmarking clearly can not only improve process and their products but also customer satisfaction. Not so clear, in the past, is the fact that these approaches can also improve employee satisfaction. Driving up employee satisfaction further drives improvement, customer satisfaction and financial results for the organization.