

Achieving Organizational Excellence Through Strategic Quality Leadership

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Abstract

Leadership has been acknowledged globally as a critical factor determining performance excellence. The ISO 9001:2015 revision emphasizes leadership and clauses contained in this standard referring to management have been rewritten to now state leadership. The national quality awards in the United States, Europe, Middle East, and Africa have a significant emphasis on leadership. The best seller book lists continually include the latest the latest publications on the topic of successful organizational leadership. These best sellers are very interesting and frequently provide success stories as to how effective corporate leadership has resulted in high performing organizations worthy of receiving recognition for models for organizational excellence.

Although the leadership related publications are inspirational, they do not provide a detailed “how to” guide for managers to transition themselves to leadership. The global business schools continue to develop managers who are well prepared to meet the challenges of business today, but a framework for managers to evolve into leaders is not commonly provided. This paper examines many of the current leadership success examples and applies specific elements from the ASQ Certified Manager of Quality/Organizational Excellence body of knowledge in the areas of team work and leadership to provide managers with a template and plan to develop leadership skills based on their individual personalities and the culture of their organizations.

Keywords

Leadership, teamwork, quality management, organizational excellence, ISO

Biography

After more than 25 years of oil and gas manufacturing industry experience Dr. Krivokuca redirected his career to higher education. He has chaired and instructed in the Master of Science Degree Quality Assurance at California State University Dominguez Hills, Carson, CA. Since retiring from the university in 2015, he is currently delivering quality training to companies in the UAE and Saudi Arabia in the topics of quality management and six sigma. In January 2017, he was invited to guest lecturer in the executive MBA program at INSEEC university for their Riyadh cohort. He has delivered papers at numerous conferences throughout the world.

He is a contributing author and subject matter expert for the content in the 4th edition of the CMQ/OE Handbook, past-chair of the ASQ Quality Management Division and an ASQ Fellow. He has served as a subject matter expert and curriculum developer for the American Society for Quality's training courses in quality management, quality process analyst, quality technician, and appeared on ASQ TV.

His undergraduate degree is in Management Science. His advanced degrees include an MBA, MA, and a DBA. His is numerous professional certifications include: CQIA, CMQ/OE, CQA, CQT, CQPA, CCT, CQE, CSSGB, CSSBB, and CPM.

Outline (To be developed into a paper if accepted)

- I. Introduction
 - A. Leadership explained in a 2017 business context
 - B. Leadership as required in a quality management system such as ISO 9001
 - C. Contemporary research into leadership and Emotional Intelligence
- II. Leadership
 - D. Explained
 - E. Not management
 - F. Classic theories
 - G. Situational leadership
 - H. Emotional intelligence
- III. Contemporary corporate leadership
 - I. Corporate culture
 - J. Workforce diversity issues
 - K. Constraints on leadership today
- IV. Employees (Followers)
 - L. Intellectual capital
 - M. Multiple generations in current workforce
- V. Teamwork
 - N. Building a culture of teamwork
 - O. Leading teams
 - P. Setting goals and objectives
 - Q. Recognizing and rewarding teams
- VI. Summary

- R. Need for contemporary leadership
- S. Achieving organizational excellence
- T. Using a quality management system to develop the leader and the organization