

QUALITIES OF LEADERSHIP

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1. Introduction

QUALITIES of Leadership are essential elements in today's dynamic business environments. This dynamic environment has lots of opportunities and challenges, which requires strategic considerations and careful system thinking.¹ The term 'quality' is often used in a vague and an indistinct way. Scanning through a literature, I have found scholars like Crosby, Deming, and Juran have extensively written on quality. According to Juran quality is "fitness for intended use,"² for Crosby it is "zero defects"³ and to Deming it is "meeting or exceeding customer expectations."⁴ When we talk about quality we are mainly talking about a product or a service. A product is anything that may be offered to a market that may satisfy a want or need, while a service is the action of doing something for someone or an organization.

Among many, leadership is one of the services that people need. To Blanchard, and Zigarmi, leadership is a process of "direct

¹D. Aronson, *Overview of the system thinking: The fifth Discipline* (NY: Doubleday, 1990); retrieved from: <http://www.thinking.net>.

²J.M. Juran, Ed., "Juran's speech at Minneapolis," *Juran's Quality Handbook*, 5th ed. (McGraw-Hill, 1999).

³ Cited by M.G. Pryor, L. Toombs, D. Anderson, and J. C. White, "What Management and Quality Theories: Are Best for Small Businesses?" *Journal of Management and Marketing Research* 2007:2; Retrieved from: <http://www.aabri.com/manuscripts/09208.pdf>

⁴Ibid.

-ing, coaching, supporting and delegating."¹ When his act of leading is not carried out according to expectations people express their feelings in various ways. In some places employees go on strike to express their dissatisfaction against leadership. We also see students rioting to express their ill feelings against certain behaviors of leadership. Kumuyi, an African scholar and writer, seem to be fed up of leadership in Africa. Being a scholar he could not pick up a stone to bang the leadership but he expressed his concerns through his talent (publication) and said, "What Africa needs for its redemption is servant leadership instead of the self-serving that the governance (leadership) continent is famed for."² Thus, what are the qualities of leadership being expected?

1.1. Statement of the Problem

Global competition has tremendously increased during the past few decades. Our business environment has become extensively dynamic, full of uncertainties and ambiguities, which call us to pause and rethink. On other hand, in most under developed countries sustaining peace has become a global issue. Particularly, in my continent of Africa almost every year a good number of people expressed dissatisfaction and vote of no confidence over their leadership.³ This global discontent on a leadership has caused civil wars and massive blood shades. Not only in developing countries but even in the developed countries similar lack of leadership problems exists. A national study conducted in 2005 by Center for Public Leadership regarding US leadership found that out of 1,374 individuals "66% of Americans agree that there is leadership crisis in the US. This is not only in Africa and USA; almost everywhere news papers and TV screens are full of similar news. Therefore, there is a burning need for qualities of Leadership."⁴

¹ K. Blanchard, P. Zigarmi, & D. Zigarmi, *The One-Minute Manager* (N.Y: William Morrow and Company, 1985), 30.

² W.F. Kumuyi, *Nuggets in a nutshell* (New African: Publications ltd. 2007), para. 1.

³ See for exemple W.F. Kumuyi.

⁴ H.W. Dean, D.E. Bowen, "Management Theory and Total quality: improving research and practice through theory development," *The Academy of Management Review* 19:3 (1994), 43.

1.2. Purpose of the Study

Leadership is a key element in the life of any nation and organizations. Since leadership holds the most important role in the operation of any nation or organization and since today's business world has become too complex giving it a second thought is critically important. This is why due attention is being given to a literature review and qualities of leadership being identify qualities of leadership.

1.3. Delimitation of the Study

As stated earlier the researcher endeavours to identify the qualities of leadership from related literature. As much as possible current literatures under this topic will be exhaustively and critically reviewed and analysed. Other than current literatures reviews, this study does not involve an empirical research, which involves preparation of an instrument or data collection. Therefore, any other factors are not part of this study and will not be covered.

1.4. Definition of terms

To enable users to have a better understanding of the study, some operational terms or variables will be conceptually defined as follows:

- Quality and Character- The term quality refers to superior quality product or service or it is a symbol of excellence, whereas, character refers to a makeup of a product or service but in this paper both are defined to be synonyms.

- TQM – Total Quality management

2. Review of Literature

What is Quality Leadership? When we talk about leadership we are mainly talking about three important names. First it is about people. People are the fundamental component of quality organization. Take away people; an organization is worth nothing.¹ According to Ouchi, (the founder of Theory z) the secret to Japanese success, is not technology, but a special way of managing people.

¹P. Panchmatia, Quality Improvement through People: A Practical Approach (Bearveton, OR, n.d.), 2, retrieved from http://www.asq-qm.org/resourcesmodule/download_resource/id/459/src/@random4bab75543e9a1/.

Since the whole mission of any organization is rooted in “people” our central focus should be on people. It does not matter how big or small an organization, it is about people. The second element we need to consider is an organization. Organization is a social unit of people, systematically structured and managed to meet collective goals of people on a continuing basis (Wikipedia, 2009). As we understand from this definition purpose of an organization is also to meet the collective goals of people.¹ The third important word is a leadership, which involves working through people who are the most delicate and complex beings. Fourth, leadership needs other material resources. In order to give a true meaning there should be vigilance in planning, directing, leading, controlling, and staffing.² Utmost coordination of these four factors and persistent system thinking is fur reaching purpose quality leadership.

What is leadership? Leadership is the engine of an organization. According Blanchard, and Zigarmi, leadership is a process of “directing, coaching, supporting and delegating.”³ Lindfelt, (2009) argue that leadership initiates relationship with followers and creates the communication linkage and carries the burden for maintaining the relationship.⁴ W. E. Deming posit that the role of senior management is to make it possible for everyone to do a better job with greater satisfaction.⁵ These last two terms of Deming (to do a better job with greater) refers to quality. To Pryor, and et al. “quality refers to the extent to which processes, products, services, and relationships are free from defects, constraints...”⁶ Having defined quality and leadership brings us to the term quality leadership. Feigenbaum argues that quality leadership is where quality principles become “a basis for guiding, empowering and supporting the constant pursuit of excellence by the employees throughout the

¹Ibid.

²D. Leonard, *Quality Leadership*, 2-5; Found in [http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20\(BOK\)/Quality%20Leadership.pdf](http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20(BOK)/Quality%20Leadership.pdf).

³Blanchard, Zigarmi, & Zigarmi, *The One-Minute Manager*, 30.

⁴L.I. Lindfelt, “Making Sense of Business Ethics—About Not Walking the Talk,” *Journal of Business Ethics* 90 (2009): 607- 622; DOI 10.1007/s10551-009-0064-6.

⁵W. E. Deming, *Out of the crisis* (Cambridge, Massachusetts: MIT Press, 1986), 248

⁶Pryor, et al., 2.

organization.”¹ Then, the qualities that guide a leader to constant pursuit of excellence is the central focus of this literature review.

3. Characteristics of Quality Leadership

Leadership plays a great role in the life of an organization. Leaders can either be task-oriented or person-oriented. Task-oriented leaders are most interested in training, instructing behavior, performance and winning. On the other hand, person-oriented leaders are more interested in the interpersonal relationships of the team. Great leaders are both task- and people-oriented, but lean more towards people-oriented. When you lead other people, you tend to have a natural preference to either focus on the task at hand (task-oriented) or to focus on the people that will be doing the work (relationship-oriented).²

In the preceding introductory section we have defined quality leadership, has a constant pursuit of excellence. These constant pursuits of excellence take into account quite a number of factors. Quite a number of scholars like; Pettinger,³ Kouzes and Posner,⁴ Puffer and McCarthy,⁵ K. Sugarman and many others have written on some qualities of leadership which I have summarized the core qualities as follow appreciation, commitment, communication, confidence, continuous improvement, culture and climate, customers focus, decision making, empathy, human relation, humility, discipline, listening, motivation, persuasion, social responsibility, system thinking, visionary, human capital, teams and team work continuous improvement and customer focus. In the following, section I will be briefly explaining these core qualities.

¹D. Leonard, *Quality Leadership*, 2; Retrieved from [http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20\(BOK\)/Quality%20Leadership.pdf](http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20(BOK)/Quality%20Leadership.pdf).

²K. Sugarman, *Leadership Characteristics*; Retrieved from <http://www.psywww.com/sports/leader.htm>

³Cited by D.A. Wren, & A.G. Bedeian, *The Evolution of Management Thought*, 6th ed. (Chennai, India: Wiley, 2009).

⁴Cited by D. Leonard, *Quality Leadership*, 2; Found in [http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20\(BOK\)/Quality%20Leadership.pdf](http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20(BOK)/Quality%20Leadership.pdf).

⁵Ibid.

3.1. Quality Leader Needs to Appreciate Good Performance

The best way to gain the loyalty and support of others is to appreciate their efforts. Glaser quotes William James posits that "the deepest principle of human nature is to be appreciated."¹ This should be sincere and not just at times when things are going well. A good leader will instinctively seek to draw out the good qualities of other people. This is much more effective than trying to point out and correct their weaknesses. A leader will also take time to offer gratitude for the efforts of others. This is particularly important at times when things are not going as planned. Quality leaders acknowledge that the deepest principle of human nature is to be appreciated.² Finzel goes further and suggests leader not to keep a good work a secret. Instead they must be thanked publicly. When this is practiced he argues that more and more good will come from the colleagues.³ To sum up this sub topic, according to Michael Korda, Editor-in-chief of Simon & Schuster all people have something in common and these are; (1) They like to feel special, so sincerely compliment them. (2) They want a better tomorrow, so show them hope. (3) They desire direction, so navigate for them, (4) they are selfish, so speak to their needs first. (5) They get low emotionally, so encourage them. (6) They want success, so help them win. Therefore a quality leader knows that by making other feel good about them, he is making them feel good about him and the company.⁴

3.2. Good Communication is a Key Tool for Quality Leadership

Communication is the exchange and flow of information and ideas from one person to another; it involves a sender transmitting an idea, information, or feeling to a receiver.⁵ Effective communica-

¹J. E. Glaser, *Creating We: Change I-Thinking to We-Thining & Build a Healthy, Thriving Organization* (Avon, USA: Platinum, 2005), 35.

²Wren, & Bedeian, *The Evolution of Management Thought*, 6th ed. (Chennai, India: Wiley, 2009).

³H. Finzel, *The Top Ten Mistakes Leaders Make* (Wheaton, IL: Victor, 1994), 62.

⁴Michael Korda, *Power! How to Get It, How to Use It* (Random House: New York, 1975), .22.

⁵ U.S. Army, *Military Leadership* (Washington, DC: U.S. Government

tion occurs only if the receiver understands the exact information or idea that the sender intended to transmit. Many of the problems that occur in an organization are the direct result of people failing to communicate and/or processes, which leads to confusion and can cause good plans to fail.¹ It is one of the most important qualities of a leader who seeks excellence in the attainment of his company goals. Communication process is important because you coach, coordinate, counsel, evaluate, and supervise throughout this process. It is the chain of understanding that integrates the members of an organization from top to bottom, bottom to top, and side to side.² According to Bajaria TQM communication has three keys. The first one is orientation stage or "know that". At this stage an organization or a leadership need to orient his internal customers with facts about the business mission and vision. And who should be contacted in case of any problem. The Key 2 is called "master that". This is identifying what skill is required from an employee to do the job such as knowledge of the learning. Key 3 is called "feels that". At this level the human capital need to be accommodated to develop sense of ownership to the business. The leader needs to treat him well so that the worker will develop sense of belongingness in the company. This to happen the previous Keys (key 1 – 2) must have taken a place. And for the three keys to be effective the employee need to be valued, respected appreciated and listened to at all time. The leadership and its implications revolve around these qualities and this should be one of the qualities of a quality leader. This is with the internal customers but communication also plays many other major roles in any company and quality leader must have a capacity to handle the internal and external communication needs efficiently and effectively³

Printing Office, 1983), FM 22-100.

¹K. P Mistry, J. Jagers, A. J. Lodge, M. Alton, J. M. Mericle, K. S. Frush, J. N. Meliones, *Agency for Healthcare Research and Quality* (Rockville, MD:US); 2008), 200.

²Cited by K. Sugarman, *Leadership Characteristics*, para.7; retrieved from <http://www.psywww.com/sports/leader.htm>.

³H.J. Bajaria, *Effective TQAM Implementation: Critical Issues*; retrieved from <http://mail.multiface.com/tqm.pdf>.

3.3. Commitment is a Driving Force for Quality Leadership

Commitment is fulfilled when we stand behind our words and demonstrate commitment. Commitment exists when our actions meet the expectation of our words - when there's a congruency between intent, words and action.¹ Committed and dedicated hard-working leaders will eventually develop dedicated and hard working employees regardless of where they start with or the experience they bring into the job. Commitment is the driving force for quality leadership.

3.4. Quality Leader Has Full Self Confidence

Quality leaders have a strong belief over their actions. Although, they are very much participative but still, they are very much confident within inside over every step or initiative they take on their own. If a leader has an iron will and tremendous self belief, he can inspire others very powerfully to pursue the ideal. One of the qualities of good leadership is self awareness, their abilities and the impact that they have on others.² If this doesn't come naturally to you, work on actively putting yourself in others' shoes. Recognize how you affect things and anticipate how others will react to your decisions and personality. While creating this analytical dialogue can seem foreign at first, you will find that it comes quite naturally with time and practice. Read more about creating healthy relationships and being more self aware here you might not think that how you feel about yourself has a whole lot to do with how others perceive you or how effective you can be at taking charge of a group situation. However, it would be a huge mistake to make this assumption. Every individual is either their own best friend or their own worst enemy. How you feel about yourself often leads to subconscious patterns. Those with a negative self worth may have many other leadership qualities, but sabotage their own efforts with a deep belief that they aren't good enough to carry the day. Dealing with self esteem can seem like a touchy-feely waste of time, but that is abso-

¹J. Gordon, *Top Ten Truths About Commitment* (2001); Retrieved from <http://www.qualitycoaching.com/Articles/commitment.html>.

²K. Sugarman, *Leadership Characteristics*; retrieved from <http://www.psywww.com/sports/leader.htm>.

lutely not the case. It is crucial to your success and leadership ability.¹

3.5. Quality Leader Makes a Right Decision

One of the qualities of leadership is involvement of people in the decision making. There should be complete "practice of democracy in action."² Decision making can be regarded as the cognitive process resulting in the selection of a course of action among several alternatives provided. Every decision making process produces a final choices. The output can be an action or an opinion of choice. Decision making is a reasoning or emotional process which can be rational or irrational, can be based on explicit assumptions or tacit assumptions. It is a problem solving activity which is terminated when a satisfactory solution is reached. A major part of decision making involves the analysis of a finite set of alternatives described in terms of some evaluative criteria.³ These criteria may be benefit or cost in nature. Then the problem might be to rank these alternatives in terms of how attractive they are to the decision maker(s) when all the criteria are considered simultaneously. Therefore, decision making is the ability to make good decisions and that is required of a quality leadership.⁴ Team work and involvement of employees in the decision making is also a key to quality leadership success.

3.6. Quality Leader Values Other than Themselves

The capacity to recognize and to some extent share feelings (such as sadness or happiness) that are being experienced by another person. It involves understanding the emotional states of employees; the way it is characterized is derivative of the way emotions themselves are characterized. Every leader should have a "servant's heart", show care and concern to build and develop others.⁵ As Spears stated a good leader, "strives to understand and empa-

¹Ibid., para. 5.

²Wren, & Bedeian, *The Evolution of Management Thought*, 345.

³K. Sugarman, *Leadership Characteristics*, para. 3; retrieved from <http://www.psywww.com/sports/leader.htm>.

⁴W.F. Cascio, "SRM Foundation Effectiveness Practice Guidance Series. Investing in the Future of HR," *Human Resource Management Journal*, 43:4 (2004).

⁵G. Yukl, *Leadership In Organizations* (Upper Saddle River, NJ: Prentice-Hall, 2006), 16.

thize with others". The leader may not pander to the people's whim; nonetheless, he views their intentions as good and values their feelings. But this won't happen unless the leader chooses to wear the people's shoes.⁶ When these are met, employees develop a sense of belongingness and will be highly motivated.

3.7. A Quality Leader Gets Along with People.

As President Roosevelt said, "The most important single ingredient in the formula of success is knowing how to get along with people."⁷ A good leader knows the importance of relationships. He knows that his strength come from the people that follow and support him. And that is why a good leader takes good care in building relationships.

The world seems to constantly echo with a disconcerting chorus of voices, the result of frustrated relationships between parents and their children, husbands and wives, friends, siblings, in-laws, employees and colleagues—individuals disillusioned with themselves for not being able to relate successfully to their environs. The most interesting aspect of this scenario is that, today there happens to be no dearth (dearth) of methods to arrive at that elusive "success" in the act of relating.⁸

Therefore, it is vital for a quality leadership to have good human relation.

3.8. A Good Leader is Humble

Leaders with humility recognize that they are no better or worse than other members of the team. A humble leader is not self-effacing but rather tries to elevate everyone. Leaders with humility also understand that their status does not make them a god. It is a mistake to feel that you are always right. Any display of ego creates feelings of inferiority and superiority. In the long run, this under-

⁶W.F. Kumuyi, *Nuggets in a Nutshell*, 30.

⁷J.C. Maxwell, ed., *The Secret: What Great Leaders Know and Do* (San Francisco, USA: Barrett-Koehler, 2003).

⁸Life Positive Foundation, "Relationships," (2000-2013); retrieved from: <http://www.lifepositive.com/mind/relationship/relationship.asp>.

mines your effectiveness as a leader. If you are proved right, don't spend time reminding people it was your idea. A good leader is concerned with the well being of his project / group, and not with his personal standing. Also, humility does not mean false modesty, it means working quietly without demanding recognition and praise; this quality is quite rare amongst leaders. To be a real leader, at times, we need to sacrifice our personal comforts and desires. If we are primarily concerned with our own affairs, it is not possible to be a true and powerful leader.¹

3.9. A Good Leader is Disciplined and Inspires Discipline From Others

Discipline is ways and norms and expectations of behavior. In any organization it will be vital for quality leadership to establish proper discipline. It should be for dealing with job-related behavior that does not meet expected and communicated performance standards is in place. However the propose of discipline should not be misunderstood. It is not and should not be used to threaten people or for coercion but simply to put in place order and conduct. To quality leadership employees are highly valued. Before discipline employees need to be given adequate orientation and full understanding on the appropriate conducts expected and they need to be coached with much care and love. They need to develop deep sense of ownership in the business. According to Foster, when employee and company needs are aligned quality management will flourish.² They need to be adequately valued, respected and listened.³ According to Ouchi,⁴ the end result of this is lower turn-over, increased job commitment, and dramatically higher productivity. A good leader is well disciplined and his work environment has good culture of discipline.

¹K. Sugarman, *Leadership Characteristics*; retrieved from <http://www.psywww.com/sports/leader.htm>.

²C.V. Fotopoulos, & E.L. Psomas, "Total Quality Management Practices and Results in Food Companies," *International Journal of Productivity and Performance Management* 59:7 (2010): 45.

³D. Leonard, *Quality Leadership*, 4; Retrieved in [http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20\(BOK\)/Quality%20Leadership.pdf](http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20(BOK)/Quality%20Leadership.pdf).

⁴W. G. Ouchi, *Theory Z. How American Business Can Meet The Japanese Challenge* (USA: Addison-Wesley Publishing, 1981)..

3.10. A Good Leader is Good Listener

What goes hand in hand with communication is listening. Listening could be to gain information, obtain directions, understand others, solve problems, share interest, see how another person feels, show support, etc. He needs to get feedback on a regular basis, open his eyes and ears and keep listening. However, listening does not mean to blindly follow and accept everything that is said and shown. Listening is good characteristic of a Quality leadership. He is an active listener and spends more time listening than talking. He is not pre-occupied with his own thoughts when others talk. When he talks he also talks on ethical facts. He persistently keeps the human relation importance on the top of his priority.¹

3.11. Quality Leader is Motivated and Motivates Others

Wren and Bedeian argue that there are two types of motivation and they are called either extrinsic or intrinsic.² Extrinsic motivations are those that arise from outside of the individual and often involve rewards such as trophies, money, social recognition or praise, whereas, intrinsic motivations are those that arise from within the individual. Quality leadership needs to motivate his human capital at all times. And his focus should be on both intrinsic and extrinsic motivation. Quality leaders usually believe on Theory Z which assumes "workers can be trusted to do their jobs to their utmost ability, so long as management can be trusted to support them and look out for their well being."³

Quality leaders don't only motivate but they also inspire and persuade others. Effective leaders have a good initiative and understanding of what needs to be get done, and how to go about changing things. The tendency of many leaders is always commanding. However, the most effective leadership is to help others feel they are working from their own initiative. According to Leonard, quality leadership needs to offer encouragement where appropriate. Quality leadership is always inspiring and convincing others, rather

¹Cited by K. Sugarman, *Leadership Characteristics*; retrieved from <http://www.psywww.com/sports/leader.htm>.

²Wren, & Bedeian, *The Evolution of Management Thought*, 341.

³See William G. Ouchi, *Theory Z* (New York: Avon Books, 1981).

er than coercing compliance. Inspiring people and quality mindset is the real key to producing high quality products and services.¹ To get a job done quality leadership need to also continuously persuade the team for success, and attainment of a common goal. He is required to be open and honest with the consequences at hand and do not give false promises just to make the group comply. He must be type of a person who steps into the battlefield first and leaves last. Through his selfless example, the group will be persuaded that their best interests are served. He needs to influence others to follow in order to meet the team's need of achievement. He also has to make quick decisions regarding the group to protect their best interests. Persuasive leadership also leads the group to attain a common goal as he may try to show the process, the end results, and the rewards of accomplishment to encourage them that their efforts will not be in vain. But it is up to the leadership, to define the appropriate ways to do so. In spite of all challenges he should exercise selfless life and team-focused. However, to get a job done a leader must neither use coercion nor persuasive force, but gentle kindness. There is no such thing as willful submission with the use of force. If there is, it is bound to fail or short-lived. Some leaders also tend to be like a roaring lion. They are unapproachable and this is also wrong. Quality leaders are usually simple and modest and this is where they are successful and different to others.

3.12. A Quality Leader Recognizes his Social Responsibility

Leadership has a social responsibility in the community of functioning. The environment in which we operate embarrasses or employee, customers, who should be treated with much care. One of the unique behaviors of quality leadership is not only on customers but also considering the whole society in daily interactions. Think of countries, which produce nuclear, ammunitions and other anti-health products. Therefore, quality leaders have a social responsibility where ever they operate. They need to listen, respect, and encourage the society in which they operate.²

¹D. Leonard, *Quality Leadership*, 4; Retrieved in [http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20\(BOK\)/Quality%20Leadership.pdf](http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20(BOK)/Quality%20Leadership.pdf).

²G. Yukl, *Leadership In Organizations*, 53; D. Leonard, *Quality Leadership*, 4.

3.13. A Good Leader is a Strategic System Thinker

Everything we see on the universe has a system and operates within a system. What is system thinking? A system is a group of interacting, interrelated, and interdependent components that form a complex and unified whole.¹ Knowing about system thinking helps us see the events and patterns in our lives in a new light. And it helps us to respond to them in higher leverage ways. For instance, we might notice that certain neighborhoods seem to suffer more fires than others. If we locate more fire stations in those areas, we are adapting. We still haven't done anything to prevent new fires. Now suppose we look for the systems—such as smoke-detector distribution and building materials used that influence the patterns of neighborhood fire outbreaks. If we build new fire-alarm systems and establish fire and safety codes, we have created a change. Finally, we have done something to prevent new fires! System thinking makes us to think over “the big picture” not just a part of any given situation in life. In order to do this we need to have knowledge. Therefore, this is one of the core characteristics of a quality leadership.²

3.14. A Quality Leader has a Clear Vision and Mission

Unless a leader can maintain a clear vision of where he wishes to go, others will be confused. This is more of a concept of getting people in the organization aligned with the mission and vision of the organization.³ Not only the vision and mission of the organization but quality leadership should fully articulate the vision, mission and business knowledge of the business.⁴

A leader with vision has a clear, vivid picture of where to go, as well as a firm grasp on what success looks like and how to achieve it. But having a vision alone is not enough; as a leader he has to also

¹“Field Guide to Consulting and Organizational Development;” Retrieved from <http://www.authenticityconsulting.com>.

²D. Aronson, *Overview of the system thinking: The fifth Discipline* (NY: Currency Doubleday, 1990); retrieved from: <http://www.thinking.net>.

³K. Sugarman, *Leadership Characteristics*, para. 9-10; retrieved from <http://www.psywww.com/sports/leader.htm>.

⁴M. L. Farling, A. G. Stone, and B. E. Winston, “Servant leadership: Setting the stage for empirical research,” *The Journal of Leadership Studies* 6 (1999): 49-72

A leader with vision has a clear, vivid picture of where to go, as well as a firm grasp on what success looks like and how to achieve it. But having a vision alone is not enough; as a leader he has to also share with others and act upon it.¹ This is because a senior manager has to set directions, and create a customer, have clear and visible values and high expectations. They need to ensure clear strategies, systems and methods for achieving performance excellence, stimulating innovation, building knowledge and capabilities, and ensuring organizational.²

3.15. A Quality Leader Believes in Continuous Improvement

According to many scholars such as Juran,³ Ishikawa,⁴ and Deming⁵ and others a long term health of an organization depends on treating quality improvement as “a never-ending quest”. Quality improvement is a means to eliminate sources of inefficiency, waste, error and customer dissatisfaction. According to Kumar, Choisine, Grosbois, and Kumar, improvement in quality decreases waste, reduce error, rework, save resources, improve processes, workforce retention, employee satisfaction, reduces costs, and raises productivity.⁶ Further, companies that have good quality can improve their market share, and profitability. According to TQM authorities there are four principles that should guide any organizational intending to improve quality and these included to focus on work process, analysis of variability, management by facts and the fourth

¹D. Leonard, *Quality Leadership*, 4; Retrieved in [http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20\(BOK\)/Quality%20Leadership.pdf](http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20(BOK)/Quality%20Leadership.pdf).

²Ibid.

³J.M. Juran, ed., “Juran’s speech at Minneapolis,” *Juran’s Quality Handbook*, 5th ed. (McGraw-Hill, 1999).

⁴K. Ishikawa, *What is Total Quality Control? The Japanese Way* (New York: Prentice-Hall, 1985).

⁵W.E. Deming, *Quality, Productivity and Competitive Position* (Cambridge, MA: Massachusetts Institute of Technology, Center for Advanced Engineering Study, 1982).

⁶V. Kumar, F. Choisine, D. Grosbois, & U. Kumar, “Impact Of TQM On Company’s Performance,” *International Journal Of Quality & Reliability Management*, 26:1 (2009), 23-37.

is learning and continuous improvement.¹ It is over the entire array and all functions and levels and its intentions are to be used as "the steering arm" for quality efforts" and to diagnose the causes of problems.² Here the role of leadership is a colleague, counselor, and leader of the team on a day-to-day basis. Quality leadership ascertains that these objectives are achieved and lastly customer's needs are satisfied.³

3.16. A Quality Leader Fosters Strong Organizational Culture

Each organization has its own culture. Organizational Culture refers to beliefs, values, policies, practices and procedures of an organization. An existence of a formal organization brings about automatic creation of organizational culture.⁴ Organizational culture represents the shared expectations and self-image of the organization. The collective vision and common myth that define the institution are reflections of a culture. According to Zadry,⁵ leadership has a vital role in changing the quality culture of organizations. K. Sugarman also points out organizational culture motivate employees to continuously struggle for continuous improvement and customer satisfaction.⁶ According to Ehlers,⁷ without proper quality culture company cannot be successful in enhancing its per-

¹J. R. Hackman, "Total Quality Management: Empirical, Conceptual, and Practical Issues," *Administrative Science Quarterly* (1995): 309-342.

²D. Leonard, *Quality Leadership*, 1-54; Retrieved in [http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20\(BOK\)/Quality%20Leadership.pdf](http://www.texas-quality.org/SiteImages/125/Body%20of%20Knowledge%20(BOK)/Quality%20Leadership.pdf); see also Ishikawa cited by J.R. Hackman, "Total Quality Management: Empirical, Conceptual, and Practical Issues," *Administrative Science Quarterly* (1995): 309-342.

³K. Sugarman, *Leadership Characteristics*; retrieved from <http://www.psywww.com/sports/leader.htm>.

⁴D. T. Loke, *Organizational Culture*, Adventist International Institute of Advanced Studies, (Unpublished Masters Project), Lalaan 1, Silang Cavite, Philippines, 1995.

⁵Cited by C. Lakshman, "A Theory of Leadership For Quality: Lessons From TQM For Leadership Theory," *Total Quality Management* 17:1 (2006), 41-60; DOI: 10.1080/14783360500249729.

⁶K. Sugarman, *Leadership Characteristics*; retrieved from <http://www.psywww.com/sports/leader.htm>.

⁷Wren, & Bedeian, *The Evolution of Management Thought*, 345.

formance. According to Ally & Schloss,¹ quality culture can help in problem solving, and improving training of employees. Organizational culture is the tradition practice of the organization. Since it will have an influence on the organizational performance quality leaders give a due attention to organizational culture.

3.17. A Quality Leader Fosters Positive Organizational Climate

Organizational climate is the feel about whether we do things right; or the feel of whether we behave the way we ought to behave. For instance, what do your community and customers feel about your organization if employees go on strike every year? Or what do your customers feel about an organization when employees share with them that they are dissatisfied with their company? How things are done and how people are treated have influences on the organizational climate... When employee and company needs are aligned quality climate will flourish. Therefore, since climate is a short-term phenomenon which is influenced by the environment with the organization a quality leader considers it as a working temperature of his work place...

3.18. A Quality Leader is Customer Focused

The other important expectation of quality leadership is to focus on the customers. This term customer refers to both internal and external customers. Internal customers are people who work within the organization. The importance of employee participation as a business strategy was first stressed in the late 1920s and early 1930s. The Hawthorne studies² gave rise to an increasing interest in the human determinants of productivity. The "human relations" approach to management emphasized the importance of communication between employees and their superiors. The lack of strong empirical support for these theories, however, turned initial enthusiasm into

¹C.V. Fotopoulos, & E.L. Psomas, "Total Quality Management Practices and Results in Food Companies," *International Journal of Productivity and Performance Management* 59:7 (2010), 668 - 687.

²E. Mayo, *The Human Problems of an Industrial Civilization* (New York, NY: MacMillan, 1933).

mild skepticism.¹ More recently management practice has totally changed this attitude and developed renewed interest in this issue. This is due to growing evidence that employee participation increases effort, which subsequently improves efficiency and productivity.² To my observation and analysis this people focus principle is basically founded on Theory z theory founded by Dr. William Ouchi. In short this theory assumes that "workers can be trusted to do their jobs to their utmost ability, so long as management can be trusted to support them and look out for their well being."³ External customers are people, who come from outside to buy products and services of an organization. They are also the determining factors for the success of any business.

Business organizations exist to meet the needs of customers and that is only means for their survival. In the past decades the issue of treating employees as customers has been only given a lip service. This is not true anymore because, market competition has increased and life has become a real challenge.⁴ Particularly, employees who are the primary channels through which business organizations meet their external customer need to be treated with much care. To be successful a company needs to constantly seek out their voices, thinking, feelings and needs and this should be one of the key roles of quality leadership.

3.19. A Quality Leader Promotes Teams and Team work

Great organizations place great emphasis on the value of people working together in teams. According to Holladay, "A team is de-

¹Wren, & Bedeian, *The Evolution of Management Thought*, 294-297.

²J.M. Juran, ed., "Juran's speech at Minneapolis," *Juran's Quality Handbook*, 5th ed. (McGraw-Hill, 1999); W.E. Deming, *Quality, Productivity and Competitive Position* (Cambridge, MA: Massachusetts Institute of Technology, Center for Advanced Engineering Study, 1982); K. Ishikawa, *What is Total Quality Control? The Japanese Way* (New York: Prentice-Hall, 1985 as cited in C. Lakshman, "A Theory of Leadership For Quality: Lessons From TQM For Leadership Theory," *Total Quality Management* 17:1 (2006), 41-60; DOI: 10.1080/14783360500249729.

³T.J. Massie & Douglas, "Theory Z then," *Academy of Management Journal* 44 (1992), 159-169; See also Wren, & Bedeian, *The Evolution of Management Thought*, 440-444.

⁴S.T. Foster, *The Voice of the Customer. Managing Quality*, 4th ed. (San Francisco: Pearson, 1997), 188..

defined as a collection of individuals who rely on group collaboration in order to achieve specific goals and objectives."¹ Teams are special task force and are most effective when team activity is clearly linked to organizational strategy. The idea behind team formation is for special projects. Before this happens the strategy of the company must be communicated to influence the team direction, which thinks links to the production of team mission statement and the use of team agendas.

Project size, structure and experiences with the mission and vision of the organization could be some of the risk factors in managing teams. Therefore, especial training must be given in advance. To avoid these risks the strategies need to be getting user support of their recommended strategy, involvement of users of their recommended strategy, management support and implementation of their recommendation with clear processes could be some of risk minimization factors. The idea of team is to help each other and process it faster to achieve a greater job in a short time and efficiently. However there are also disadvantage of the teamwork when the team does not have a clear define objectives and goals. Therefore, it should be carefully selected for the team and if it is possible not to duplicate two same expert in one areas into one group. Once that kind of team happen, it will not be helpful to the quality improvement because duplicating two experts in one team already bring a waste to the team.

Teams' involvement is a key to quality leadership success. His ability to work with others and benefit from their ideas, knowledge and views will go a long way to ensure effectiveness and efficiency."² In teams Leadership what is important is "the share of knowledge amongst team members, mentoring, instructing others, facilitating group processes, providing information, monitoring performance, promoting open communication, providing goals and effectively allocation of resources."³ According to Youngdahl *et al.* case studies have been made in total quality management (TQM) and these studies have shown that organizations that successfully manage quality tend to effectively involve people at multiple lev-

¹N. Holladay, *Achieving Quality Through Teamwork*, 1; Retrieved from http://www.na.fs.fed.us/wihispanic_eval/achieving_quality.pdf

²F. Omotoso, "Effective Teamwork and Productivity for Total Quality Management in Nigerian Higher Institutions (chap. 21)," in *Towards Quality in African Higher Education*, ed. Joel Babalola, Labode Popoola, Adams Onuka, Soji Oni, Wole Olatokun and Rosemary Agbonlahor (Herpnet 2008), 287-299.

³*Ibid.*, 284.

els in the organization and motivate them to participate.¹ Holladay also argues that effective teams usually have a right attitudes, and commitment to an organization. In order to function properly effective teams need a good culture, time, resources and supportive leadership.² Lakshman also suggests "the degree to which leaders support teams by providing authority to make critical decisions will be positively related to unit of performance."³

More specifically, Waldman suggests that under teamwork and participatory approach information is frequently shared both vertically and horizontally without people fearing the loss of power and status. In any organization managing teams is a key for a success."⁴ Therefore, team building in an organization is critically important for operational excellence and attainment of common goal.

4. Conclusion

Global competition has tremendously increased during the past few decades. Our business environment has become extensively dynamic, full of uncertainties and ambiguities, which call us to pause and rethink. Leadership plays a great role in the life of an organization In order to compete in the 21st century organizations needs Quality Leadership. This literature review has revealed that quality leadership is a constant pursuit for excellence. In this study eighteen qualities of leadership were identified and these are summarized as follow: 1. Quality Leader appreciates good performance; 2. Good Communication is a key tool for quality leadership; 3. Commitment is a driving force of a quality Leader; 4. Quality leader has full self confidence; 5. Quality Leader makes a right Decision; 6. Quality Leader values other than himself; 7. A quality Leader gets along with people; 8. A good Leader is humble; 9. Good Leader is disciplined and inspires discipline; 10. A good leader is a

¹P. T. Lee, Course Compendium BUAD 730 Quality Management, AIAS Graduate School, Silang, Cavite, Philippines, 2011, 136.

²N. Holladay, *Achieving Quality Through Teamwork*, 2; Retrieved from http://www.na.fs.fed.us/wihispanic_eval/achieving_quality.pdf.

³P. T. Lee, Course Compendium BUAD 730 Quality Management, 142.

⁴C. Lakshman, "A Theory of Leadership For Quality: Lessons From TQM For Leadership Theory," *Total Quality Management* 17:1 (2006), 41-60; DOI: 10.1080/14783360500249729; Lee & Gharajedaghi, as cited in Wren, & Bedeian, *The Evolution of Management Thought*, 294-297.

good listener; 11. Quality leader is motivated and inspire others; 12. Quality leader recognizes his Social Responsibility; 13. A good leader is a strategic system thinker; 14. A quality Leader has a clear vision and mission; 15. Quality Leader believes in continuous improvement; 16. A quality leader fosters strong organizational culture; 17. A quality leader has attractive Working environment; 18. Quality Leader is Customer Focused; 19. Quality Leader promotes Teams and Team work. Thus, based on this review of literature I feel that in any organization giving a deep thought to these eighteen core qualities of leadership will lead to leadership excellence.