QMD Managing for Quality Webinar Series   Session #17

Quality as a Political Policy

Gregory H. Watson, PhD.

April 15, 2021

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How will "Managing for Quality" change?

How will quality change in the emerging future?

Developing a concept of Macro-Quality for Humanity!

Session   1   Quality as an Environmental Mandate

Session   2   Quality as an Economic Imperative

Session   3   Quality as a Social Responsibility

Session   4   Quality as a Human Right

Session   5   Quality as a Political Policy

Session   6   Quality for our Manifest Destiny

Extending the lessons that we learned from Micro-Quality work to work effectively at a global level for the benefit of humanity.

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Abstract of Session #16:

Humanity does not operate in synchronistic agreement about where it is going or the steps that it should take to achieve the common goals of society. Even though there is no specific agreement, developing an apolitical goal should be a core component of every nation's agenda both for its own citizens and for participation in the world community of humanity. A common ingredient in these agendas must be a shared resolve to achieve quality of life for all humanity – present and future.

In this webinar, you will:

- Discover how humanity can organize to create a shared agenda to achieve common goals that increase quality of life for all humanity.
- Learn how Hoshin kanri methods can be applied to global planning.
- Understand how quality thinking can integrate political agendas of national parties and achieve mutual benefits for all global citizens.

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What do we mean by "Quality"?

"Quality is the relentless pursuit of goodness coupled tightly with the persistent avoidance of badness."
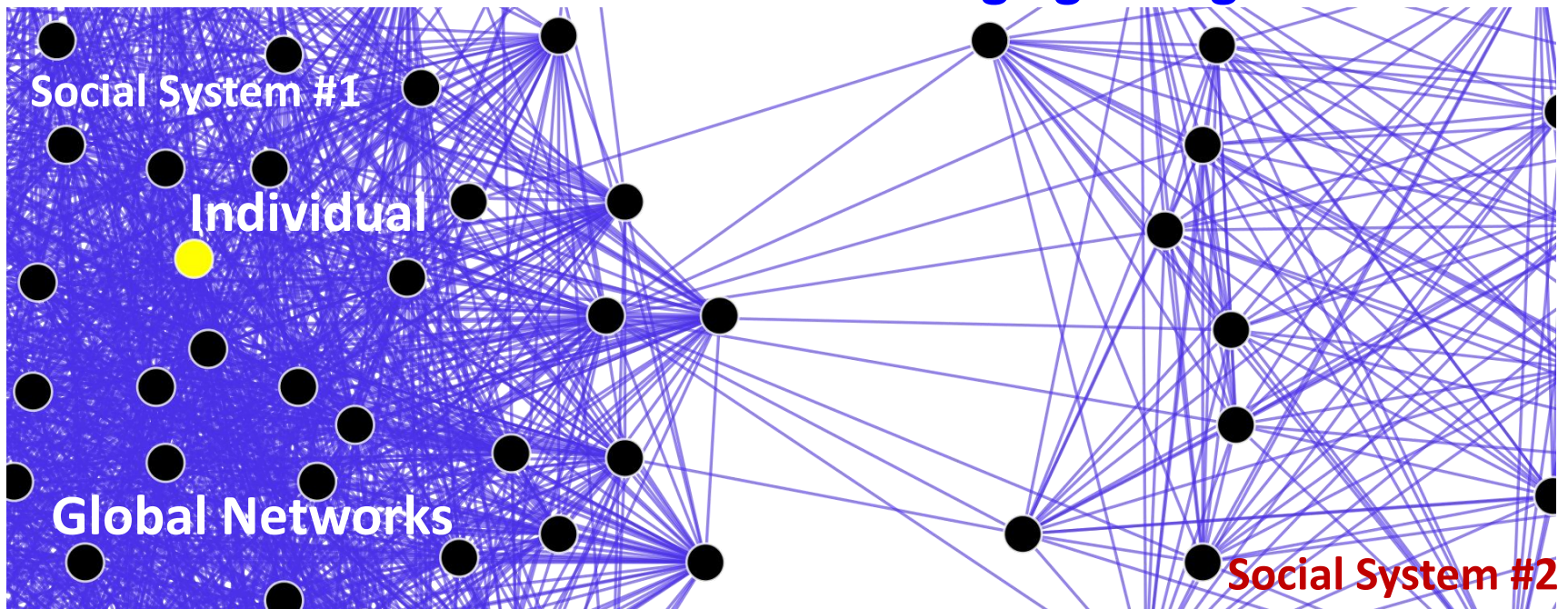
Core Principles of Quality as interpreted socially:

- **Respect people in their diversity of race, religion, and nationality.**

- **Respect scientific gains of those who have walked before us.**

- **Protect the environment which sustains all of us.**

- **Abstain from all intentional wrong-doing and harm.**

- **Practice two things in all activities … either help or do no harm.**

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What is "good" for the "common good" and also what is "bad"?

What do we mean by "Sociology"?

Study of the way individuals or groups form as a society and how human social behavior and interpersonal interaction forms into a culture of daily routine. Sociological studies combine the empirical research and critical analyses into a body of knowledge about the social order and its mechanisms for managing change.
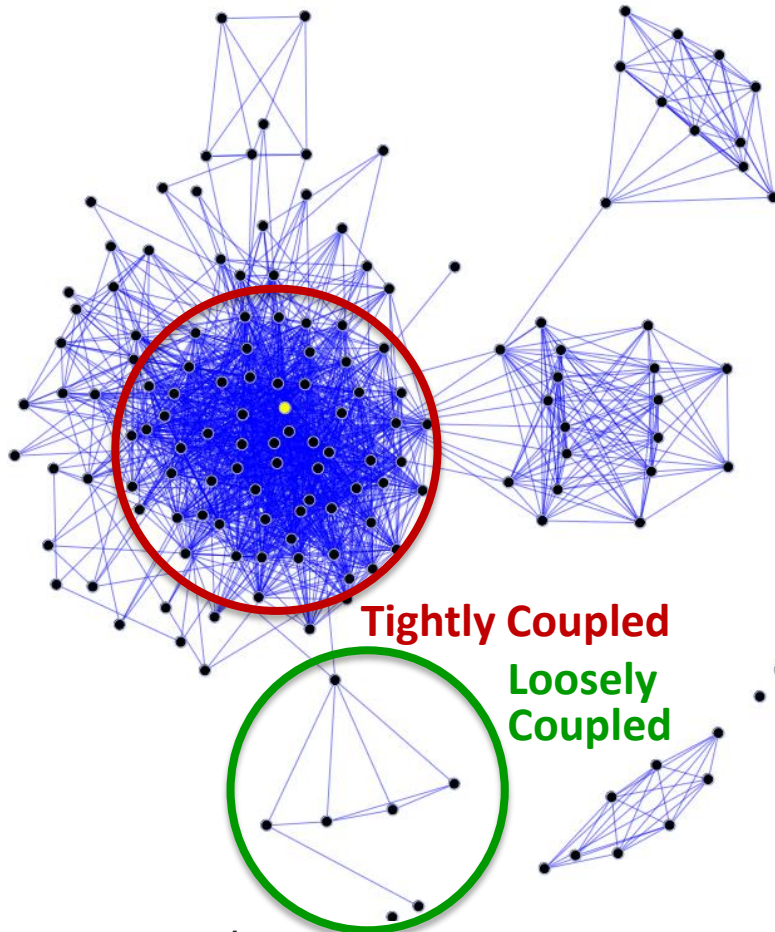

Social System #1

Individual

Global Networks

Social System #2

"Sociology interprets *the meaning of social action* and *explains* the way *actions* *work* and the *effect* it produces." ~ Max Weber

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What do we mean by "Social Science"?

The branch of science that is devoted to the study of societies and the relationships that exist between individuals within societies. It encompasses many academic disciplines: anthropology, linguistics, archeology, human geography, economics, history, and psychology.

There is an implied conditional relationship between progressives (those seeking change) and traditionalists (those resisting change) as it attempts to establish knowledge beyond a philosophic or a theological perspective meaning for the nature of life and purpose of human interrelationships. However, there is no "grand theory" to describe this system. Natural scientists seek to develop general laws through experimentation while the humanists study the local traditions to understand the particulars.

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"Man is a political animal."
~ Aristotle, The Politics

What do we mean by a "Social System"?

Local Networks

Tightly Coupled
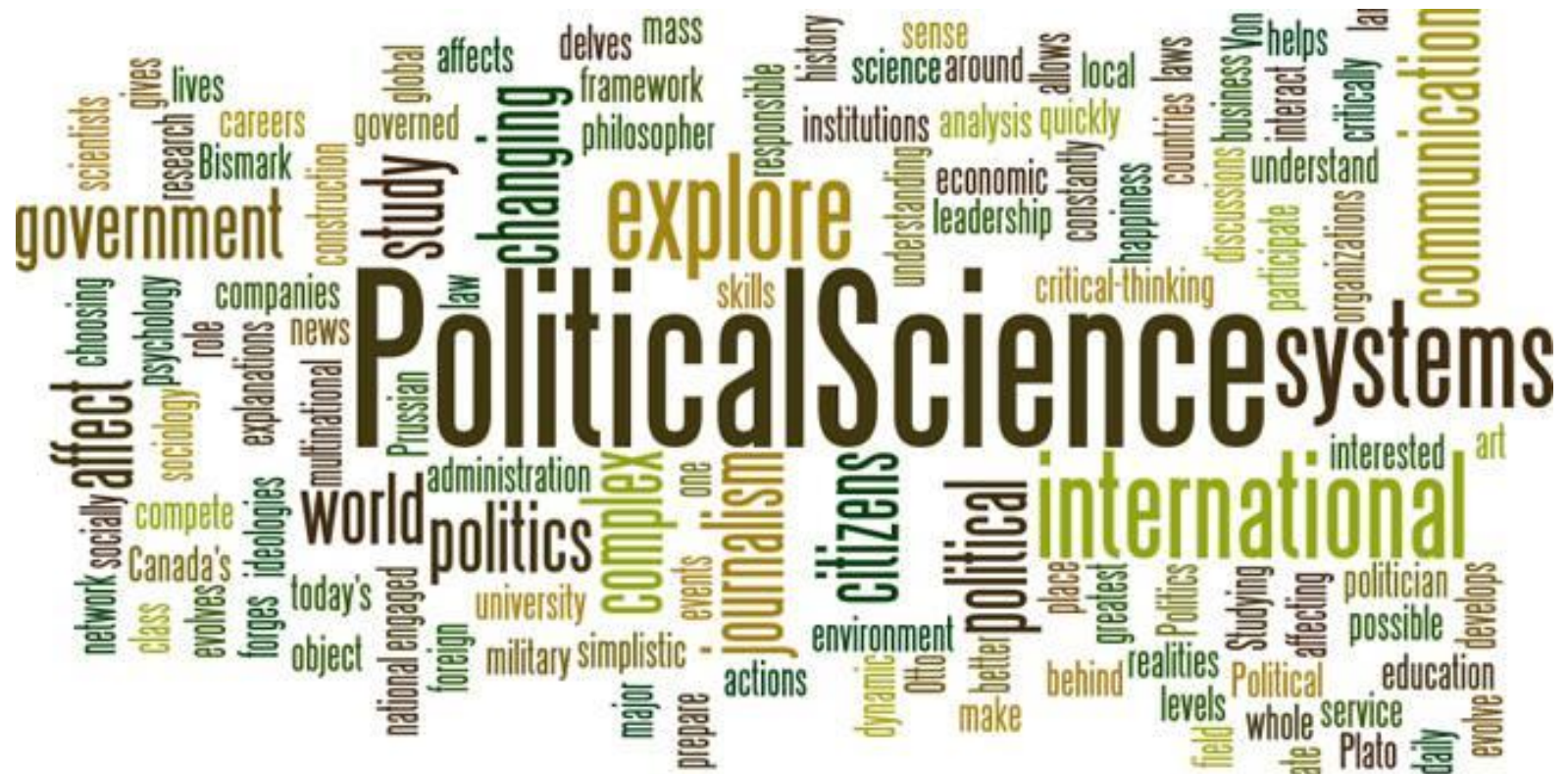
Loosely Coupled

Individuals are connected through a network of interrelationships in a way that defines social linkages.

Today, these "artificial societies" are established through a social network like Facebook, LinkedIn, or Twitter.

Social systems are unique and each possesses its own culture or moral code: families, communities, cities, tribes, colleges, nations, industries, corporations, and any identifiable gathering of people for a common purpose or shared objective.

Networks may be open (public) or closed (private).

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What is the nature of "Politics"?

Politics must reflect choices that are desirable to society as a whole and define the future that the composite group represented by the politicians will pursue for their view of the common good.

Politics involves the nature of governing and the means to achieve common social goals.

What do we mean by "Political"?

People disagree about the aims or objectives of government and the methods and programs that must be enacted to achieve them.

A particular choice or perspective to pursue to achieve the desired objective. A political choice is inherently partial, reflecting policies and implementation plans that are consistent with a perspective shared by a roughly coherent social group. This group maintains its common way of interpreting their philosophy of democracy, meaning of the rule of law and perspectives on efficiency and operations of the governing institutions and support structures.

Political typically refers to an approach taken on matters of public choice to force others to obey the will of one party over another.

"Democracy is a pathetic belief in the collective wisdom of individual ignorance."

~ Henry L. Mencken

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Bo Rothstein and Jan Theorell (200), "What is Quality of Government?" *Governance*, April, 21:2, 165-190.

What do we mean by "Political Science"?

Political science studies the means by which people organize their social systems to achieve a social system that reflects their values.

Political theory is concerned with the way political communities and institutions operate. It focuses on human nature and the moral purpose for group association.

What makes it a science?

Aristotle said politics is a master science as it discusses matters of the state. However, this does not qualify it as a science.

Science is a systematic study of some phenomenon. Politics is not the same as physics or chemistry. But, there is some continuity in considering the past and current viewpoints about administration of a state which are susceptive to objective study.

Political science dynamically observes the way communities act and think which progressively changes over time. Observational data captures the experience and way of life of socialized people.

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"The aim to save humanity is almost always a false front for an urge to rule."
~ Henry L. Mencken (1916)

What do we mean by "Policy"?

Policy is a course of action chosen among alternatives to guide the direction of organizations by means of law, regulation, procedure, administrative action, incentive, or voluntary practice defined by a government, institution or political party. Policy decisions define a set of priorities and are implemented by as strategic plans that are allocated resources according to a time-phased plan.

"Our constitution was made only for a moral and religious people. It is wholly inadequate to the government of any other."
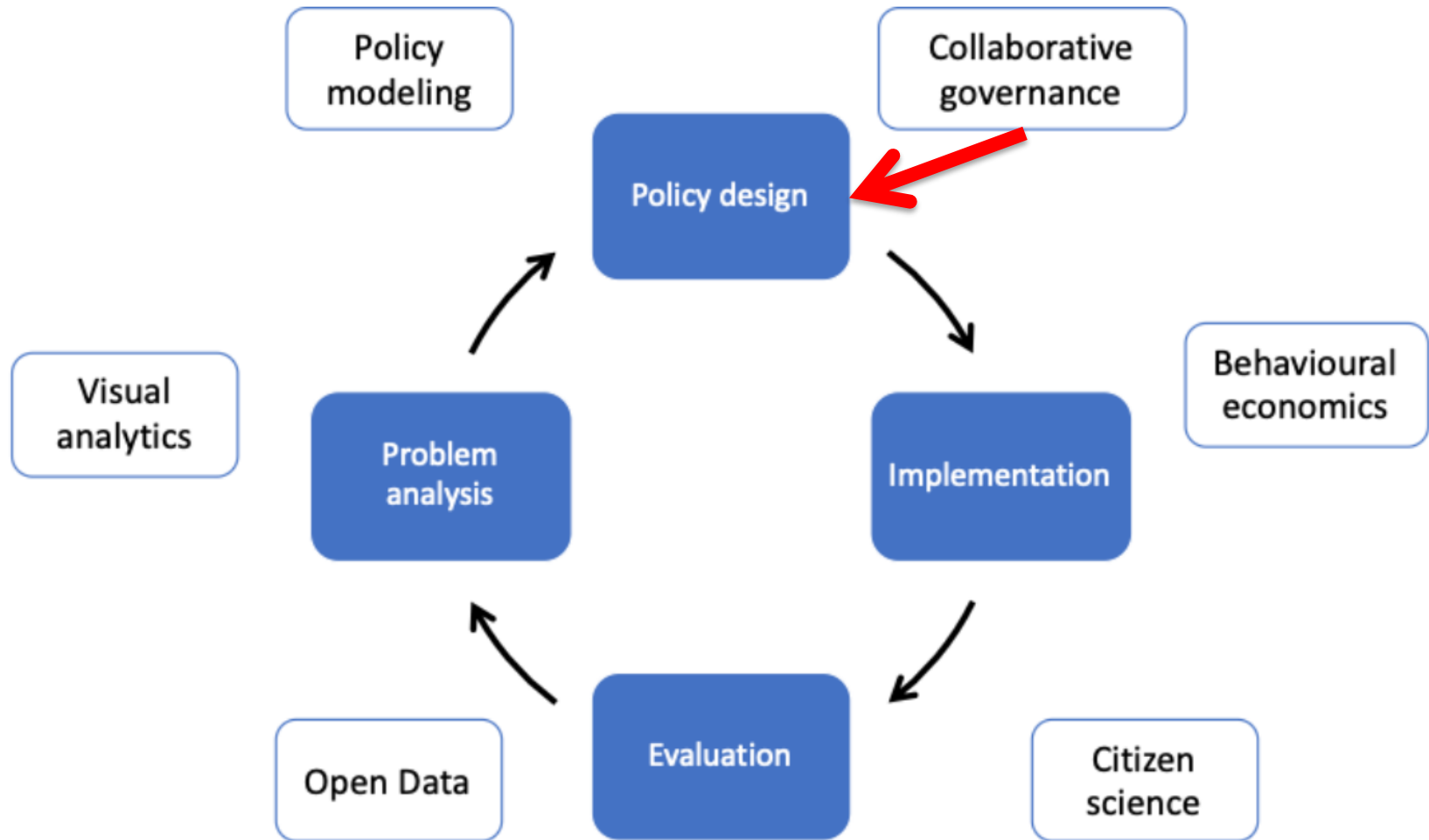
~ James Adams

Government policy is a political statement of strategic intent.

"Under democracy one party always devotes its chief energies to trying to prove that the other part is unfit to rule – and both commonly succeed and are right."

~ Henry L. Mencken (1956)

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Policy is a choice by a ruling party that it has imposed on everyone else.

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What is the process of "Policy-Making"?

Source: Adapted from Osimo et al., Towards Policymaking 2.0: The International Research Roadmap on ICT for Governance and Policy Modelling (CROSSOVER project, 2013)

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How do advanced analytics support policy?

Collaborative Governance: Prototyping developments online so it leverages the knowledge and participation of citizens to improve public policies and services (e.g., "open design" and execution).

Behavioral Economics: Move beyond traditional carrots (public funding) and sticks (regulation) to deliver policy objectives using experiments to "nudge" or encourage positive behavioral action.

Citizen Science: Enabling every citizen to become a voluntary data source through real-time apps and Internet-of-Things sensors.

Open Government Data: Allows transparency to build services at scale and hold government officials accountable.

Visual Analytics: Increases accessibility to data and encourages the masses of citizens to become aware of evidence-based decisions.

Policy Modelling: Simulating policy decisions highlighting using the interactions of multiple agents in a system, as opposed to using the independent actions of rational humans.

"Sophisticated tools are no substitute for having functional institutions, well-designed processes and high-quality reference data."

Lisbon Council (2015), ICT Tools for Governance and Policy Modeling, Blog - The Lisbon Council. 13

What is the nature of "Political Policy"?

Public policy development and deployment follows a process that is similar to most problem-solving methods. While public policies are based on laws and implementing regulations, other people can become involved in their funding, resource allocation, review, by a variety of government agencies and levels of judicial oversight.

This process follows a series of six steps:

1. **Recognizing the Problem.**
2. **Setting the Agenda.**
3. **Formulating the Policy.**
4. **Adopting the Policy.**
5. **Implementing the Policy.**
6. **Evaluating the Policy.**

At each step along the way there is an opportunity for conflicts to erupt between opposing policies of political parties. Thus, even if a policy is enacted into law there is no guarantee it will be executed as originally intended in the law.

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"One penalty for refusing to participate in politics is that you end up being governed by your inferiors."   ~ Plato

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What does "Quality" bring to "Politics"?

The global quality movement has evolved over the past century to the point where it has a set of universally accepted principles that are applicable to the world of politics and would prove useful to be applied for governance of nations as well as all organizations.

- **Put Customers (Citizens) First – aiming for inclusive democracy.**
- **Manage by Process – assuring end-to-end system flows and decision-making that is based on objective evidence.**
- **Management by Fact – requiring objectivity in presentation of alternatives for making informed decisions and in delivering value to all constituents fairly.**
- **Continual Improvement – designing systems and processes to work in acceptable ways as judged by customers.**
- **Leadership by Example – promoting quality with personal role models that demonstrate the reality of quality for society.**

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"The care of human life and happiness, and not their destruction, is the first and only object of good government." ~ Thomas Jefferson

How is "Quality" related to "Political Policy"?

Connectivity occurs through the desire for cross-cultural direction to achieve a particular purpose or objective as the prime outcome of the organized efforts of this particular grouping of humans.

"All societies are unequal, but some are even more unequal than others."

Gerard Hendrik (Geert) Hofstede (1928-2020)
Culture's Consequences (2001)
Cultures and Organizations: Software of the Mind (2005)

"Collectivism stands for a society in which people from birth onwards are integrated into strong, cohesive in-groups, which throughout the people's lifetime continues to protect them in exchange for their unquestioning loyalty." **~ Geert Hofstede**

If policy is the action plan for transformation of a society to a new state of existence, then quality should be required in its outcome which implies equitable goodness, no favoritism, and no badness.

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Quality in government implies impartial institutions exercise decision authority through rule-making to equitably distribute benefits to society.

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United Nations Sustainable Development Goals:

The UN SDG's define transcendental quality for all of humanity!

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Macro-Quality:
All goodness, no badness for all on Planet Earth!

Quality as a Political Policy

Part 1:

Discover how humanity can organize to create a shared agenda to achieve common goals that increase quality of life for all humanity.

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Democracy is a "messy" form of government:

Democracy should deliver the "greatest good" for society while assuring protection of minority rights by the elected majority.

Five Principles of Democracy Ensure Protected Rights of Citizens:

1. **Rule of Law:** Sets boundaries through laws and regulations to secure and protect liberties.
2. **Individual Rights:** "All people are created equal" and possess natural rights which should never be diminished or taken away.
3. **Consent of the Governed:** Everyone agrees to abide by the laws of the land but also has a voice in the government which exists for the people, not the other way around.
4. **Representative Government:** Citizens vote for officials to represent them. If citizens are not represented justly, then government officials can distort democracy by working to their own agenda.
5. **System of Checks and Balances:** Three government branches prevent governance from acting unjustly or corruptly by assuring accountability.

"We are now forming a republican government. Real liberty is never found in despotism or the extremes of democracy, but in moderate governments."   ~ Alexander Hamilton

"As I would not be a slave, so I would not be a master. This expresses my idea of democracy."
~ Abraham Lincoln

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Democracy Must be the Target for Society:

"Give me your tired, your poor, your huddled masses yearning to breathe free."

~ Emma Lazarus, New Colossus

Policy Orders how Societies Deal with Change:

Policy is a definitive decision about the intentions and course for implementation to guide present and future actions. It focuses on how to best serve a nation or organization it represents.

Categories of Government Policies:

1. **Foreign Policy:** Defines the nature and type of relationships between sovereign states or collections of states.
2. **Economic Policy:** Rules that define trade and monetary policy to establish how the economy of a nation operates.
3. **Criminal Justice Policy:** Rules that define what social behavior is considered unacceptable and punishment for these actions.
4. **Do Nothing Policy:** The policy of inaction where a government ignores a situation and circumstances and does not respond.

Laws define long-term policies while regulations enact a specific set of implementing conditions for the laws.

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"There is no such thing as a fixed policy, because policy, like all organic entities, is always in the making."
~ Robert Gascoyne-Cecil, Marquis of Salisbury

What cultural shifts are affecting people?

TBWA\The Disruption© Company –identified over 40 cultural shifts affecting the way people live and work today as a means to recognize how their future is developing.

"Edges are rooted in human values, recognizable through consumer behaviors, and lead to clear business implications." ~ TBWA

Technoshifts Stimulate Cultural Shifts:

TBWA\ defined Edges that are shifting in society:

CHAOS

Anxiety Index…..7
Wealth Warfare…..8
Body Debates…..9
Home HQ…..10
Doom Comedy…..11
Kinder Cult…..12
Guide Us…..13

PRESERVATION

Survivalism…..15
Zero Out…..16
Mood Geisting…..17
Roots Revival…..18
Fruga-licious…..19
Modern Makeshift…..20
Sterile Society…..21

ADVANCEMENT

Platform Politics…..23
Data Rush…..24
Helicopter Tech…..25
AI-ify…..26
Optimized Anatomy…..27
Stability Pursuit…..28
Stealth Mode…..29

IDENTITY

Vaporized…..31
Gender Rules…..32
Work-Life Boundaries…..33
Relationship Rebellion…..34
Activist Awakening…..35
New School…..36

LIBERATION

Counter Cancel…..38
Unglossed…..39
Conscious Convenience…..40
Money Out Loud…..41
Death Undone…..42
Health Hedonism…..43

REBIRTH

Inclusive By Design…..45
Fempowerment…..46
Play It Forward…..47
Climate Credit…..48
Travel Right…..49
Fluid Spaces…..50
Rewild Resilience…..51

"Edges are cultural changes that have scale and longevity. They must have sustained relevance globally and they must continue to matter in the foreseeable future." ~ **TBWA\, Edges 2001**

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"Life can only be understood backwards; but it must be lived forwards." ~ **Søren Kierkegaard**

Preservation of our lifestyle and culture:

"The transition from the old to new world is looking more like a marathon than a sprint. And in our efforts to fight another day, we're closing in and closing down. The new decade will require wiser conservation of our mental energy and physical resources, deeper knowledge of our past, and agile innovation. It's time to hope for the best but prepare for the worst. When preservation is a priority, brands can step in to help us shelter, build resilience, and secure the essentials." ~ **TBWA**

Political parties are like multi-faceted brands which embrace a variety of people with different cultural leanings and values. The "platform" of a political party is its statement of policy intent – how it will deliver the future value to society. However, platforms must appeal an assortment of widely divergent constituencies that exist within the party. There is room for ambiguity, disambiguation, and vague, obtuse statements.

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"We judge ourselves by our intentions, and others by their actions." ~ **Stephen R. Covey**

Preserving equity – disturbing the inequity:

What are the foundational principles to establish "good" policy?

Defining policy is a result of an organization's executive function. It is the role of the legislative function of government to establish laws for implementing policy while the executive function defines regulations to implement these laws. The judicial branch ensures that laws and regulations provide fairness and equity in the social context of the nation.

Characteristics of Effective Policy:

1. **Focused on a specific situation that greatly concerns society.**
2. **Policy is clearly stated so it is understood by everyone as this enables it to be enforced without ambiguity.**
3. **Policy is structured concisely so it is readily accessible.**
4. **Policy is consistent so it applies to all citizens equally.**

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"Any health care funding plan that is just, equitable, civilized and human must – must redistribute wealth from the richer among us to the poorer and the less fortunate. Excellent healthcare is, by definition, re-distributional." ~ Donald M. Berwick, M.D.

Quality as a Political Policy

Part 2:

Learn how Hoshin Kanri methods can be applied to global planning.

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Policies for Society: Industry & Infrastructure
It's about what we do and how we work!

Elements of National Infrastructure:

- **Roads and Bridges**
- **Electrical Power Grid**
- **Communication Networks**
- **Public Educational Systems**
- **National Healthcare System**

Systematic underinvestment in these infrastructure elements has a crippling, limiting effect on the way that an economy is able to grow and diversify.

"Building infrastructure is building opportunities."
~ Senator Elizabeth A. Warren

Underinvestment in infrastructure is a necessary consequence of other decisions that undermine economic future as this oversight disables both industrial and commercial growth.

"Infrastructure is the core ingredient in building a stronger, more robust future."
~ Senator Elizabeth A. Warren

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Elizabeth Warren on Debt Crisis, Fair Taxation - YouTube
Elizabeth Warren on American Job Creation and Infrastructure - YouTube

Policies for Society: People & Prosperity – Additionally, it is also about who we are!

Elements of Human Infrastructure:

- **Early Childhood Care**
- **Affordable Access to Healthcare**
- **Disability and Unemployment**
- **Food Security and Job Support**
- **Job Transition and Reskilling**

Development of a nation's citizenry is both renewable and sustainable – resource that contributes to circular economy by innovation.

Since 1990 the lowest 70% of the American population has seen a 0% increase in income – all the income increase experienced in a boom economy benefited those in the top 30% of society.

"It is not great wealth in a few individuals that proves a country is prosperous, but great general wealth evenly distributed among the people . . . It is the struggling masses who are the foundation [of this country]; and if the foundation be rotten or insecure, the rest of the structure must eventually crumble."

~ Victoria Woodhull, 1872, First Female Candidate for the U.S. Presidency

Is it time for mutual prosperity for humanity?

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Establishing a Global Perspective for Humanity:

Hoshin Kanri provides an organization-wide strategy to achieve its long-term vision for the future. A 1993 Government Performance Results Act (GPRA) established a form of Hoshin Kanri applicable to federal agencies – the law exists; but does the practice follow?

"I predict future happiness for Americans, if they can prevent the government from wasting the labors of the people under the pretense of taking care of them."   ~ Thomas Jefferson

Governmental budgeting is a "pay-as-you-go" system confusing a capital investment with an operating expense. An infrastructure investment is paid with current tax revenues, not with bonds. It is backward to how corporations fund their capital investments.
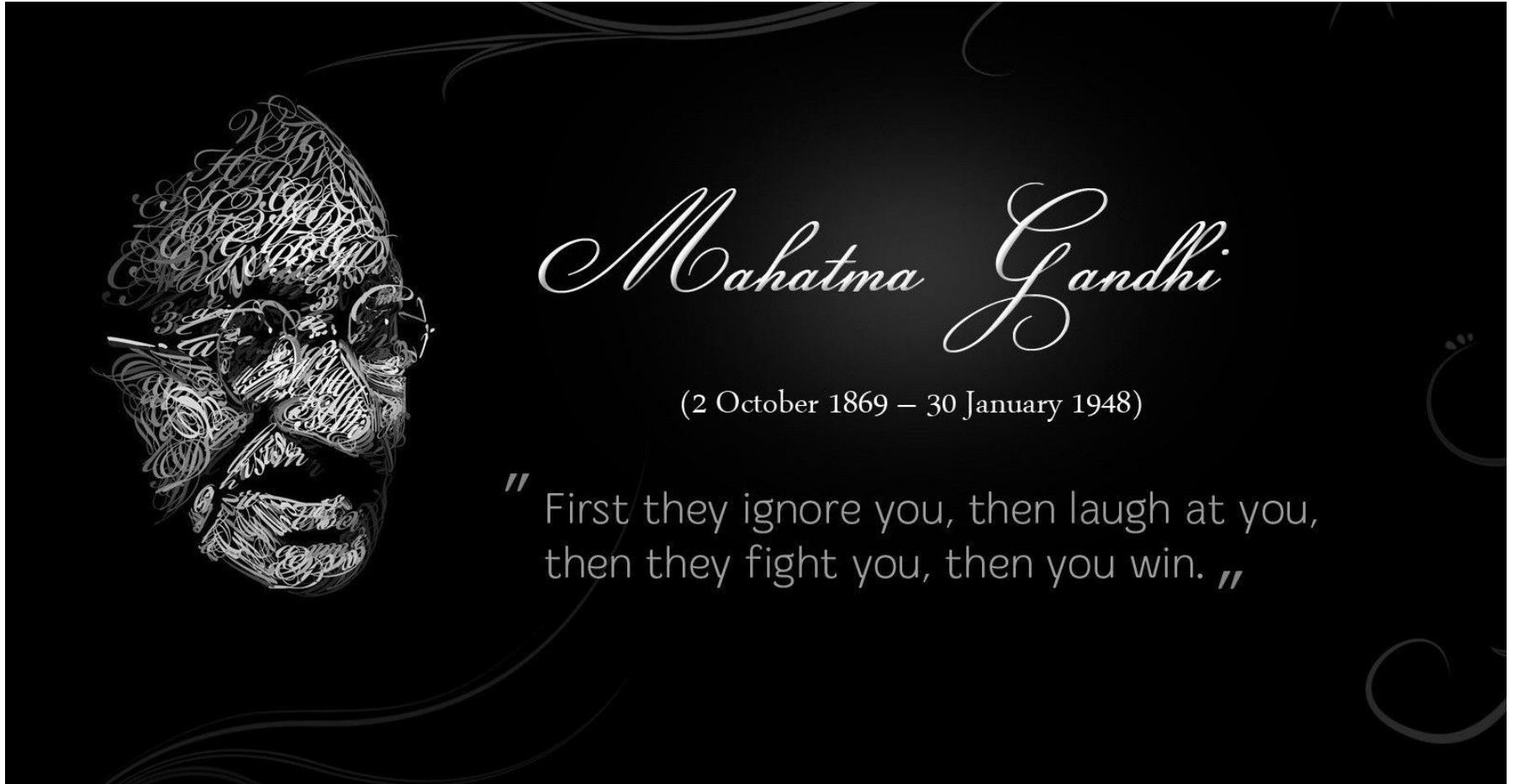
"Finding the future" requires gaining agreement on policies or the intended future aims or purposes and goals or targets – a political conflict of interest when the parties oppose each other!

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"Bad men need nothing more to compass their ends than that good men should look on and do nothing."   ~ John Stuart Mill (1967)

One issue requires agreement on one message!

Mahatma Gandhi

(2 October 1869 – 30 January 1948)

" First they ignore you, then laugh at you, then they fight you, then you win. "

Strategy is the persistence of a vision!
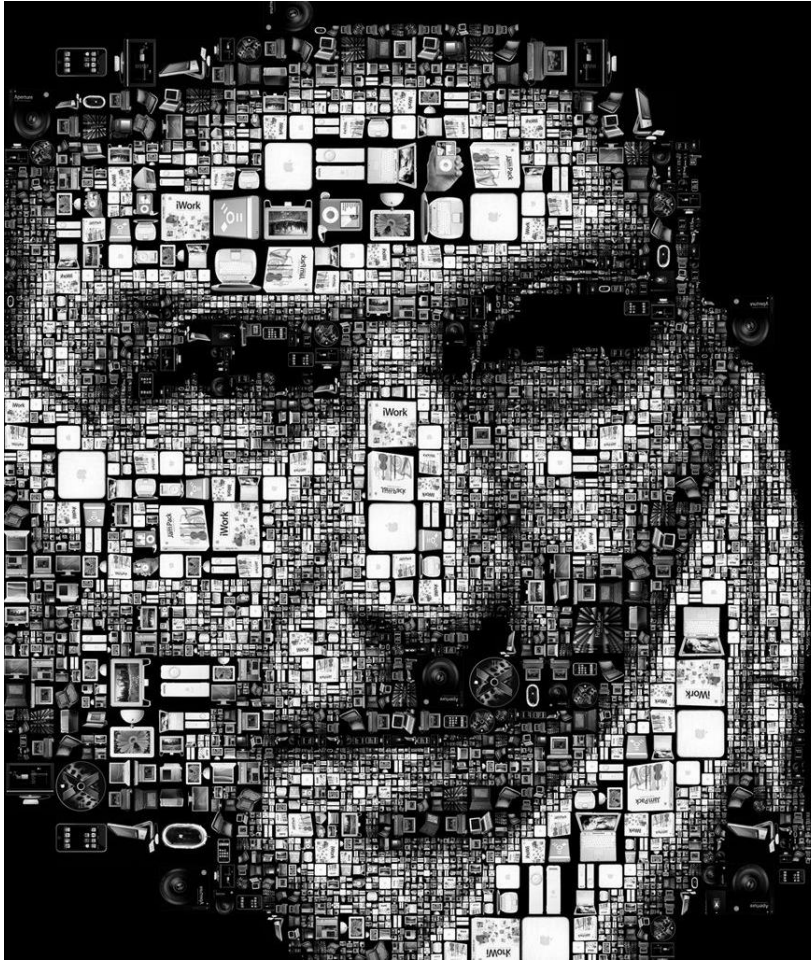
Setting Priorities for the National Agenda:

How to raise an constituency's issue to the national agenda? This depends on six factors to gain attention as a national priority:

1. How many citizens affected and their electoral voting activity.
2. The degree to which these constituents are organized.
3. The resources available for funding political action.
4. The presence of supportive congressional representation.
5. The intensity and tenacity by which they promote their issue.
6. The skill and communication savvy for promoting their cause.

"I sincerely believe banking establishments are more dangerous than standing armies, and that a principle of spending money to be paid by posterity, under the name of funding, is but swindling futurity on a large scale."   ~ Thomas Jefferson

Influencing national priorities is almost impossible for individual citizens, they must find a way to create a collaborative process.

"A minority is powerless while it conforms to the majority."   ~ Henry David Thoreau

Together people create momentum for change!

«My model for business is The Beatles. They were four guys who kept each other's kind of negative tendencies in check. They balanced each other and the total was greater than the sum of the parts. That's how I see business: great things in business are never done by one person, they're done by a team of people.»

STEVE JOBS (1955—2011)

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Hoshin "catchball" requires strategic dialog within and across all affected people.

Quality as a Political Policy

Part 3:

Understand how quality thinking can integrate political agendas to achieve mutual benefit for global citizens.

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Assure "No One is Left Behind" in Anything:

What did we learn from our "Managing for Quality" webinars that applies to the political sphere of our world?

Deming taught us to seek "profound knowledge" as our purpose in managing:
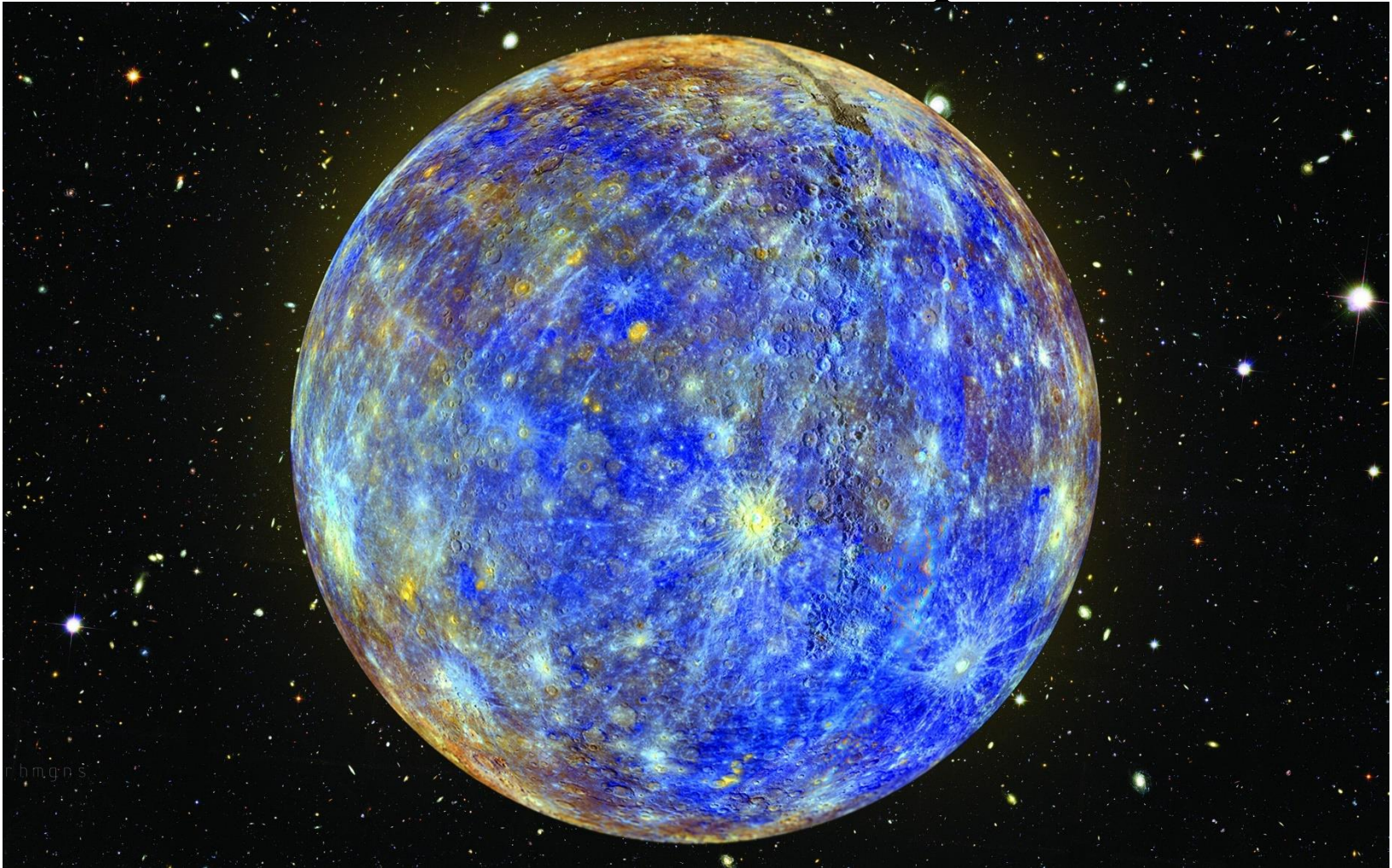
1. Appreciation of the System: **Everything is interconnected.**
2. Variation in Performance: **Variation exists in everything.**
3. Theory of Knowledge: **We must understand how systems work.**
4. Psychological Understanding: **Collaboration requires trust.**

Juran taught us to combine breakthrough with continuing efforts to standardize, improve, control, and plan a better future:

1. Quality Control: **We must develop stability using standards.**
2. Quality Improvement: **Constant attention to change is needed.**
3. Quality Planning: **Futures must be planned to achieve goals.**

Taguchi taught us that the greatest loss from bad quality occurs to the entire society, not to a corporation that delivered goods or services.

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Serve Mutual Interests – NOT Special Interests:

One shared vision for a common world!
Mutual prosperity = inclusive happiness.

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Quality Must Be Apolitical – Unconstrained and Preserving Constancy of Purpose for Humanity!

"A system is a network of interdependent components that work together to try to accomplish the aim of the system. The system must have an aim. Without an aim, there is no system. The aim of the system must be clear to everyone in the system. The aim must include future plans for the future. The aim is a value judgment."

"We must preserve the power of intrinsic motivation, dignity, cooperation, curiosity, joy in learning, that people are born with."

~ W. Edwards Deming

"Let us not seek the Republican answer or the Democratic answer, but the right answer. Let us not seek to fix the blame on the past. Let us accept our own responsibility for the future."

~ John F. Kennedy

"The secret of success is constancy of purpose."

~ Benjamin Disraeli

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Quality Without Boundaries:

"For, in the final analysis, our most basic common link is that we all inhabit this small planet. We all breathe the same air. We all cherish our children's future. And we are all mortal."

~ John F. Kennedy

"We think too much. We feel too little. More than machines, we need humanity."
~ Charlie Chaplin, *The Great Dictator*, 1941

Take-away Lessons Learned

"But in some great souls, who consider themselves as citizens of the world, and forcing the imaginary barriers that separate people from people..."

"In truth, laws are always useful to those with possessions and harmful to those who have nothing; from which it follows that the social state is advantageous to men only when all possess something and none has too much."

~ Jean-Jacques Rousseau
The Origins of Inequality (1754)
The Social Contract (1762)

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Critical take-away observations:

How should people work together to address the needs humanity for a sustainable future for all of mankind?

Summary statement:

It could be said that "politics is war by other means." It can be a form of class warfare between the 'haves' who are intent on the preservation of their status and the 'have-nots" who are merely intent on their survival.

This webinar addressed the following learning objectives to help you discover the challenges your career will face in the future:

- How humanity can organize to create a shared change agenda.
- How Hoshin thinking can be applied to global planning.
- How quality can integrate political agendas of national parties and achieve mutual benefits for all global citizens.

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Mandate: Macro-Quality delivers moral principles to serve for a democratic advancement of human dignity and sustainability of life on Earth.

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Thank you

Gregory H. Watson, PhD.

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ASQ LED "Managing for Efficiency" Webinars:
Gregory H. Watson, PhD., EUR. Ing.

- **Turning the SDCA Cycle for Daily Management**
  Webinar #2: April 29, 2021, 1500 CST

- **Exercising Management Roles of Front-Line Leadership**
  Webinar #3: May 27, 2021, 1500 CST

- **Elevating Individual Responsibility through Motivation**
  Webinar #4: June 24, 2021, 1500 CST

- **Building Cross-Functional Links to Align Objectives**
  Webinar #5: July 29, 2021, 1500 CST

- **Designing an Executive's Quality Management System**
  Webinar #6: August 25, 2021, 1500 CST

Register at: the Lean Enterprise Division MyASQ Website!

Future QMD Webinars:

Managing for Quality ASQ QMD Webinar Series by Dr Gregory H. Watson:

- No. 18: "Quality as our Manifest Destiny" May 6, 2021; 1500 ET

ASQ Joint Webinar Healthcare Division and QMD: (1700 ET)

- "Assess and Improve your Healthcare QMS with these tools" May 20, 2021 by Pierce Story and Grace Duffy

Vital Questions ASQ QMD Webinar Series by Ann-Marie Flinn: (1700 ET)

- No. 1: "Where are you putting your focus? Shifting problems to outcomes" June 2, 2021
- No. 2: "How are you relating? Shifting drama to empowerment" June 16, 2021
- No. 3: "What actions are you taking? Shifting from reacting to creating" July 21, 2021

Other events: (1700 ET)

- "8 Steps To A Successful Virtual Training Strategy" by Grace Duffy August 26, 2021
- "People before Process" by Jeff Griffiths November 3, 2021
- "Quality System Effectiveness in Consulting Engineering" by Marg Latham November 17, 2021

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