

# Designing Quality as an Inclusive Business System



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Quality Management  
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# How will “Managing for Quality” change?

- Session 1 Making Quality-Based Executive Decisions
- Session 2 Leading Transformation – Managing Improvement
- Session 3 Designing Quality as an Inclusive Business System**
- Session 4 Conducting Executive Inquiries and Formulating Strategy
- Session 5 Understanding Japanese-Style Strategy Management
- Session 6 Learning to Lead Change – Triple-Loop Experience
- Session 7 Engineering Management – Designing Future Firms
- Session 8 Understanding the Financial Component of Quality
- Session 9 Reflecting on Strategic Implications of Attractive Quality
- Session 10 Discovering Profound Insights of Operational Excellence
- Session 11 Defining Quality to Apply to Everyone, Everywhere
- Session 12 Managing for Quality Amidst Digital Turbulence

# Summary of Session #3:

A major responsibility of the quality role is to design a system that satisfies company needs for competitive performance. This role is not satisfied by a limited perspective of certifications nor is it satisfied by a kit of methods and tools – it must be grounded in the organization's purpose and drive excellence across the entire organization to achieve its strategic intent.

This webinar describes how to design and deliver an inclusive quality systems architecture that combines: operational, cross-functional, and holistic business level systems. It integrates elements of certification, self-assessment, customer focus, as well as business excellence to achieve long-term, sustainable business leadership with quality as a competitive differentiator.

## QM/OE Focus Areas:

- **Leadership,**
- Strategic planning,
- **Management methods,**
- Quality tools,
- Supply chain,
- Customer focus,
- **Learning and development**

# Abstract of Session #3:

The purpose of this webinar is The purpose of this webinar is to describe how the “Infrastructure of Quality 4.0,” as described in the October 2019 edition of *Quality Progress*, can be applied to develop a comprehensive quality system that is inclusive in terms of meeting all the requirements for quality that are levied by customers, markets, competitors, owners, regulators, and governments – a comprehensive spectrum of requirements for performance. Therefore, it is a major role and responsibility of the senior quality functionary to design a system that satisfies this inclusive set of company needs to achieve competitive performance. This role is not satisfied by a limited perspective quality as certifications or as a kit of methods and tools – it must be grounded in the organizational purpose and support its drive to achieves excellence in its strategic intent. This webinar will describe how to design and deliver a hierarchical quality architecture that combines: operational, cross-functional, and holistic business level systems. It integrates elements of certification, self-assessment, customer focus, and business excellence to gain a long-term position of commercial leadership where quality becomes a competitive differentiator within its industry. This presentation closes by identifying those aspects of quality management that must be challenged and improved in order for quality to remain relevant in this evolving digital age as a crucial contributor to performance excellence.

# Learning Objectives for Session #3:

## **Learning Objective 1: Assessing Quality Management System Design**

Understand the architectural infrastructure for design of a comprehensive approach to quality system design that inclusively engages the whole organization in a system of continuous improvement.

## **Learning Objective 2: Engineering the Design of a Business System**

Discover how the three layers of an organization operate and the set of factors that knit together the organization's energy by aligning and linking work to accomplish its purposeful aim.

## **Learning Objective 3: Integrating Quality System Functions**

Learn how management and leadership activities operate in synergy to deliver excellence in the business and operational domains through this system of quality management.

# Designing Quality as an Inclusive Business System

## Part 1:

### Reviewing Organizational Elements of Quality System Structure


# Two distinct jobs of quality activities:

This IS NOT a job for executives!



**“Little q” Quality**    Emphasis: Operational  
Focus: Managing the Quality Function  
Positioning: **A Quality Strategy**

**“Big Q” Quality**    Emphasis: Strategic  
Focus: Managing for Quality Results  
Positioning: **Quality as Strategy**



This IS a job for the executive function!

# The “language of quality” can unite people:

## Organizations talk using many different languages:



Upper management talks the language of money.

Middle management must become bilingual.

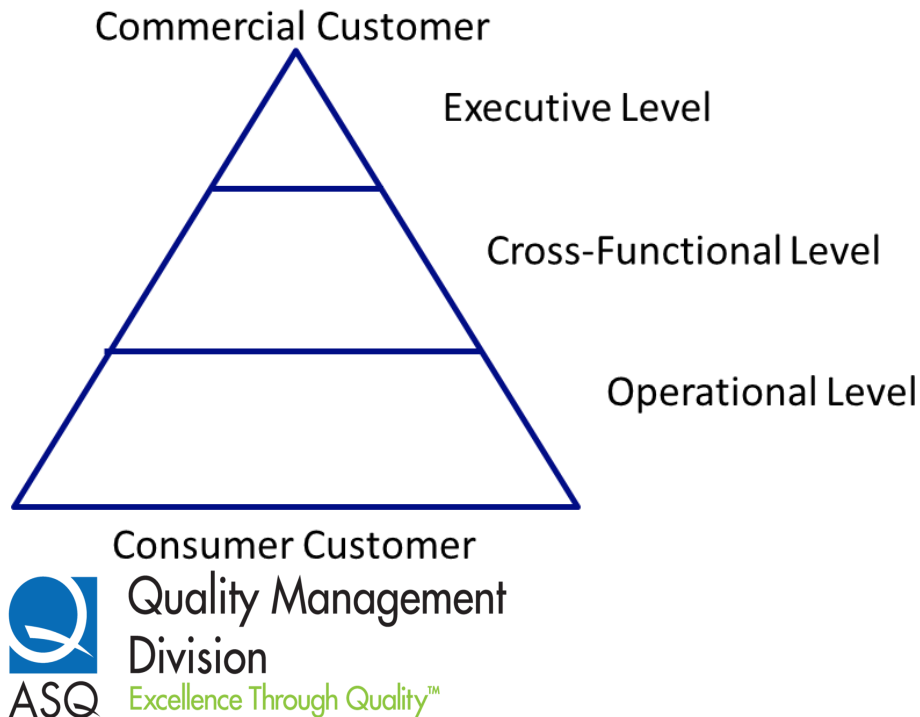
Workers talk the language of products and processes.

Cross-functionally there are also different disciplines (e.g., finance, marketing, operations, research) that possess their own languages and cultures. In order to assure clear communication across all of these vertical and horizontal types of boundaries, organizations must develop a common culture as a way to gain clarity which encourages cooperation and collaboration.



# Organizing to create quality outcomes:

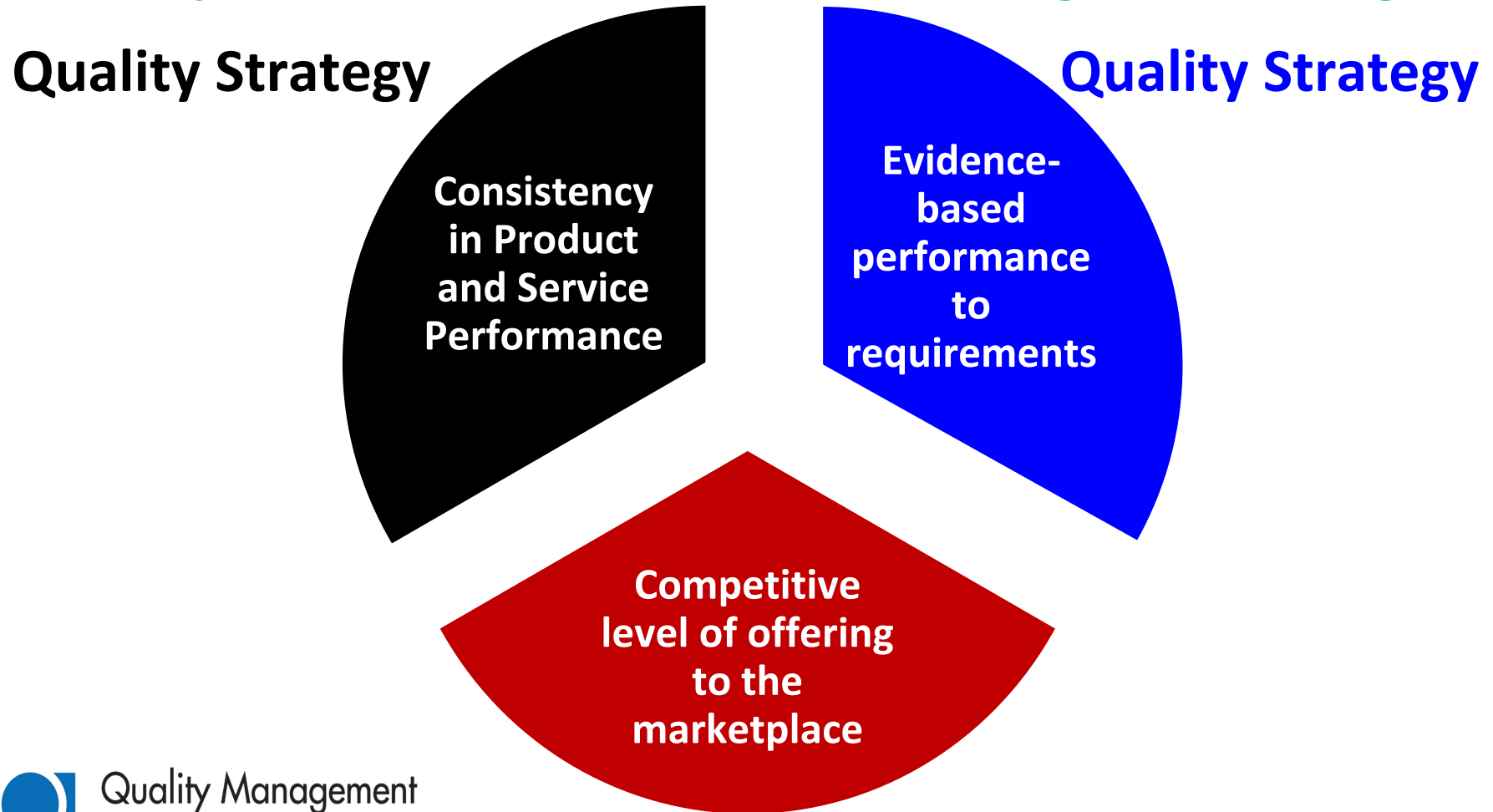
Organizations exist to create purposeful outcomes. This means that **quality intent** is inherent in the existence of organizations. It is an obligation of the executive function to achieve the quality intent that is inherent in the organization's purpose. However, most executives **do not** believe that the pursuit of a **quality strategy** is part of their work as this activity belongs to the operational level. However, the use of **quality as strategy** is in the responsibility domain of their function.



The purpose of the executive function is to direct the activities of an organization to achieve its purpose by engaging all of its people in the effective, efficient and economic use of its resources in a way that satisfies its consumer customers as well as the commercial customers that have provided the resources required to deliver the organization's purposeful outcomes.

# Understanding the metaphysics of quality:

**Develop both short-term results and long-term strength!**



# Understanding the metaphysics of quality:

A comprehensive, “transcendental” definition of the concept of quality:

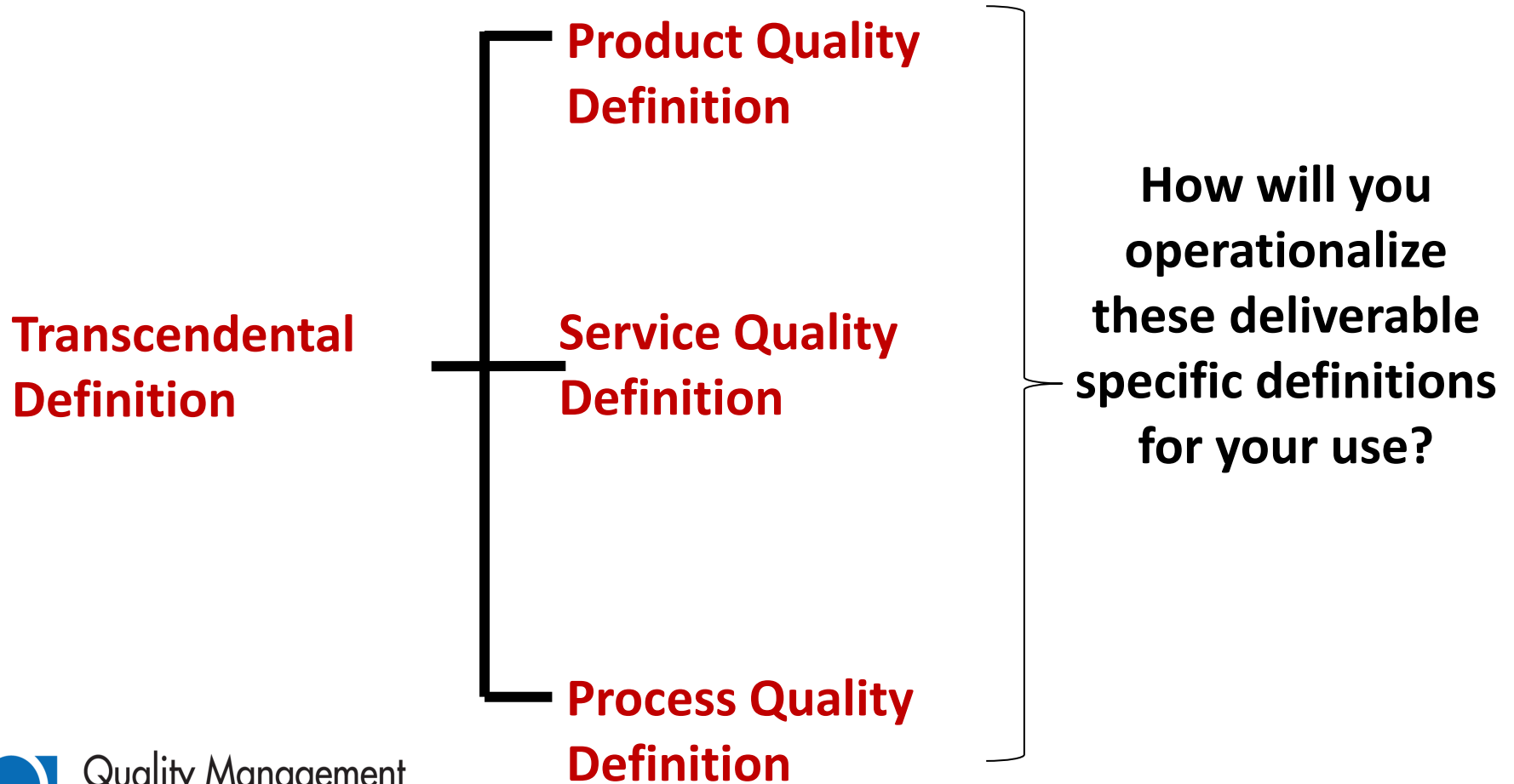
“Quality is the relentless pursuit of goodness coupled tightly with the persistent avoidance of badness.”

~ Gregory H. Watson, 2016

How should we “operationalize” it in a real-world commercial and production environment?

\* Noriaki Kano (1976), “Degrees of Badness,” *SQC Journal*, JUSE, 27:4, p. 70 [In Japanese].

# Decomposing this abstract transcendental definition of quality:



# Operationalizing “product quality” by focusing on the “actual entity” ...

## Product Quality Definition

Fitness for use by the customer in the intended application and the actual environment.

### Actual Entity

- Product Requirements
- Reliable Results
- Customer-Judged
- Fault-free Operation
- Cost-effective Outcome

**How will you change your organization to improve and obtain excellence?**

# Operationalizing “service quality” by focusing on the “actual experience” ...

## Service Quality Definition

Consistent delivery of the desired service level over an extended period of time and across all locations.

## Actual Experience

- Service Requirements
- Reliable Results
- Customer-Judged
- Mistake-free Operation
- Cost-effective Outcome

**How will you change your organization to improve and obtain excellence?**

# Operationalizing “process quality” by focusing on the “actual activity” ...

## Process Quality Definition

Maximizing the level of productivity relative to the customer demand with minimal waste, cost, inefficiency or loss.

### Actual Activity

- Process Requirements
- Reliable Results
- Customer-Judged
- Waste & Loss-free Operation
- Cost-effective Outcome

**How will you change your organization to improve and obtain excellence?**

# Making quality “real” to its benefactors:

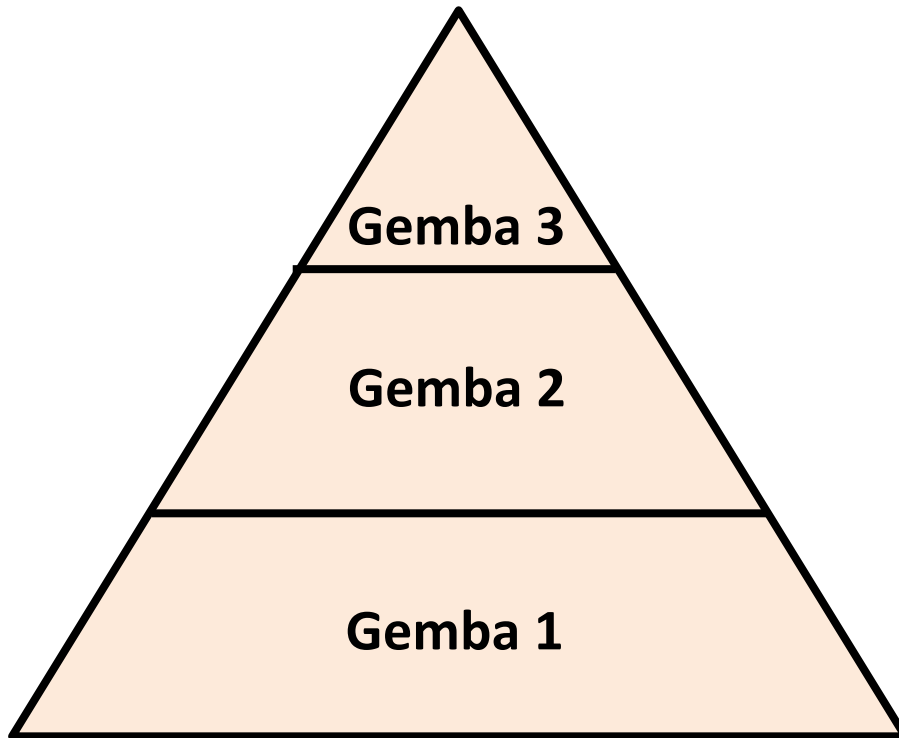
## Decide how to define your quality!

- Operationalizing the definition of quality must be managed carefully so people know what it is that they must pursue and avoid.
- Your definition must be informed by both the transcendental definition as well as the deliverable specific definition that fits your own situation.
- It must also consider industry practices and external constraints and encourage employee commitment motivate their pursuit of quality.



# Structuring comprehensive change programs:

## Creating a pragmatic model for change management:



How does strategic change that creates improvement happen within and across these organizational levels?

Is the internal idea of change the same as the external concept?

Comprehensive change is integrated across the whole organization.

# Develop a structured approach to change:

## Step 1: Understand & document – Are we doing the right things?

- Reduce fear of change and involve employees to develop shared understanding.
- Rationalize and document standard work processes.
- Develop a predictive work process measurement system.

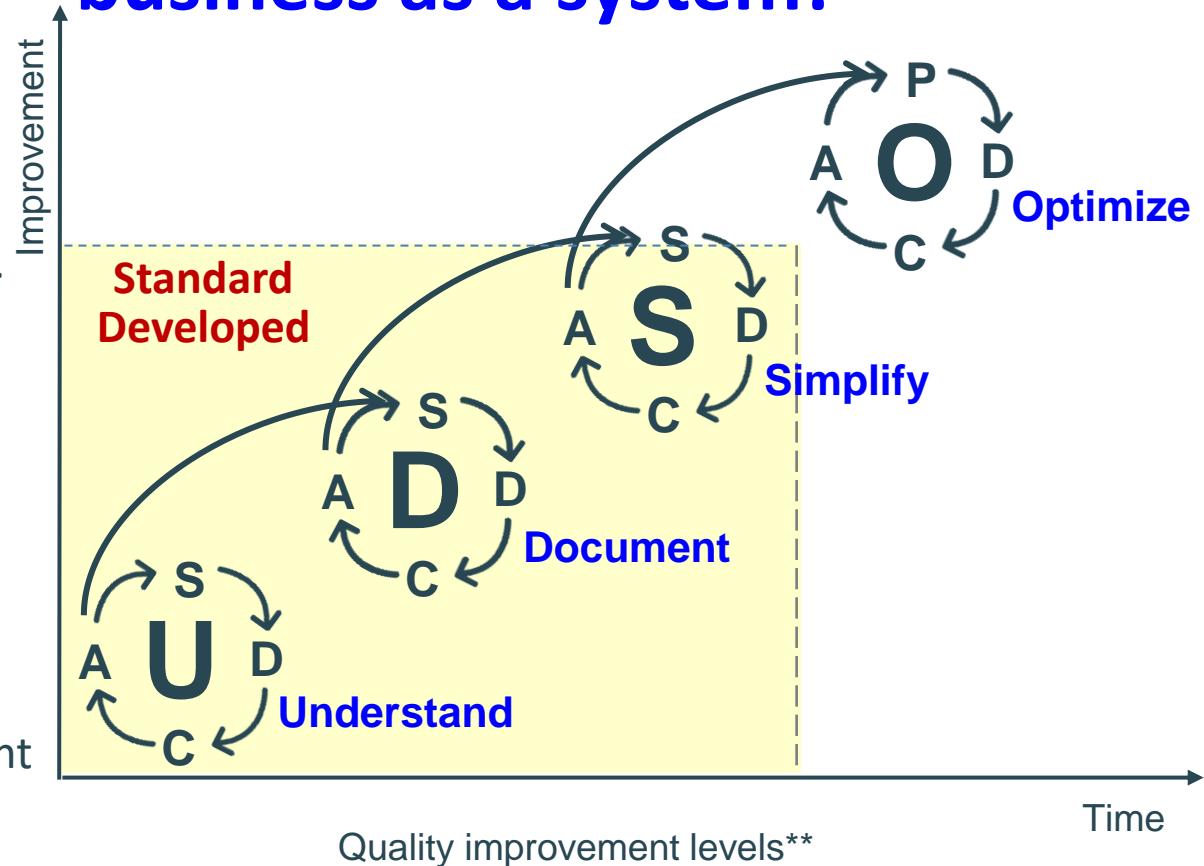
## Step 2: Simplify – Are we doing the right things right?

- Improve processes: reduce defects and cost, eliminate performance variation

## Step 3: Optimize – How do we decide what is right?

- Define purpose, set priorities, and link and align improvement effort.

## Learn to design your business as a system!



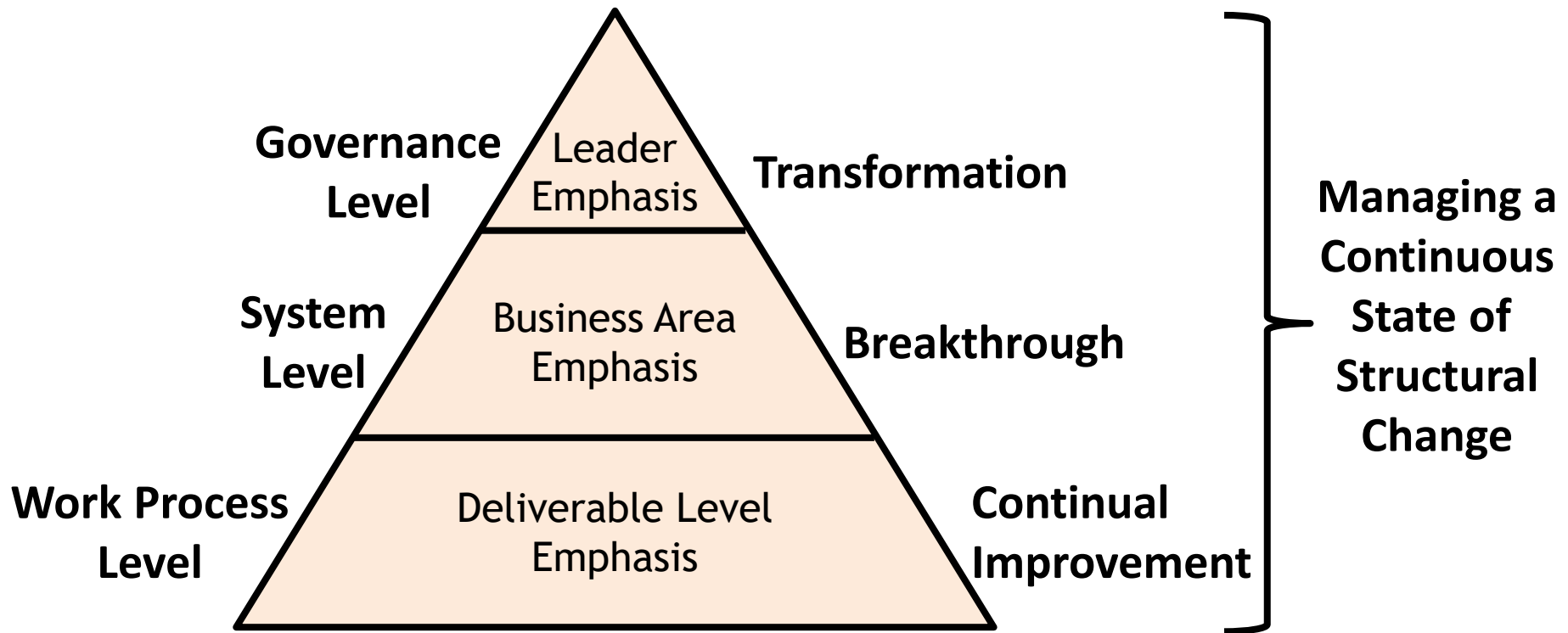
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\* G. H. Watson, Process Management to Enable Growth, 2011

\*\* G. H. Watson, Business Systems Engineering, Wiley, 1994

# Coordinating a Portfolio of Change Projects:

In reality – there exists a **portfolio** of multiple-generation business improvement actions that must be coordinated to drive change.



Managers improve processes ...

... Leaders improve systems!

# Managing Across Organizational Gemba:

The nature and structure of each Gemba changes in both focus and content and must be improved in different ways!

Quality Characteristic	<i>Gemba</i> (現場) #1	<i>Gemba</i> (現場) #2	<i>Gemba</i> (現場) #3
Customer Focus	Workers	Customers	Owners
Work Objectives	Work Productivity	Work Priority	Work Profitability
Dominant Function	Perform/Operate	Supervise/Manage	Command/Control
Performance Focus	Flow Efficiency	Productivity	Resource Efficiency
Performance Approach	Quality/Efficiency	Productivity Growth	Financial Growth
Quality Mindset	Right the First Time	Serve the Customer	Get Business Results
Team Approach	Work Group/Circle	Program/Project	Committee/Council

Together this system of change projects appears,  
from an EXTERNAL customer perspective, as

**Continuous Improvement!**



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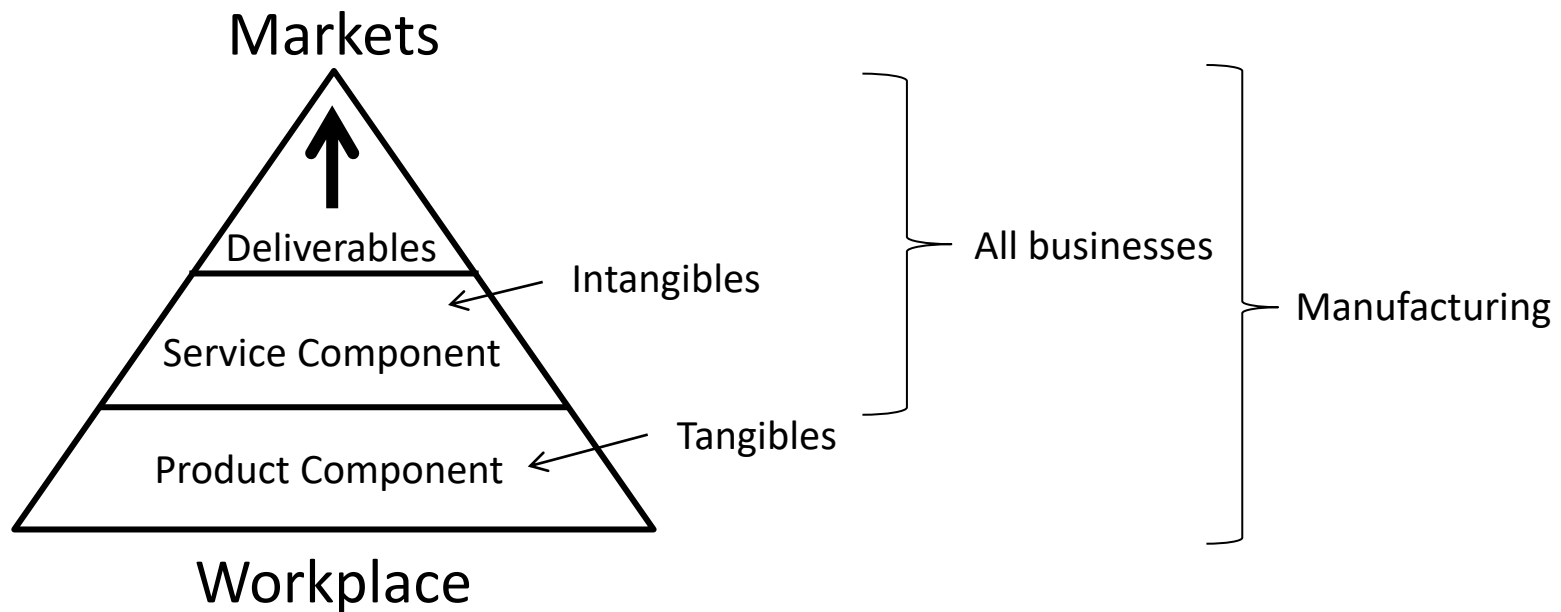
# Designing Quality as an Inclusive Business System

## Part 2:

### Assessing Quality Management System Design

# Commercial focus areas of organizations:

**All businesses contain many of the same ingredients: customers, deliverables to markets and workplace dimensions.**



Manufacturing operations include tangible production operations; however, they also include service and delivery aspects. Thus, all manufacturing businesses operate in similarly to a service business.

# Quality functions of a management system:

- **Quality Assurance (QA)** inhibits performance from decreasing below the intolerance limits of its customers [this action avoids badness].
- **Quality Control (QC)** maintains stable performance in a state of statistical control at a target output level [this assurance of stability and control (which Juran defined as the process of detecting and correcting adverse change) also represents an avoidance of badness].
- **Quality Improvement (QI)** extends performance to its upper limits of potential [an activity that pursues goodness].
- **Quality Planning (QP)** advances performance beyond the capability of the current process design [this activity aims to deliver increased goodness].

# Understanding & deploying quality activities:

## DISSECTING THE QUALITY MINDSET INTO ACTIONABLE COMPONENTS:

### STANDARDS-FOCUSED QUALITY ACTIONS:

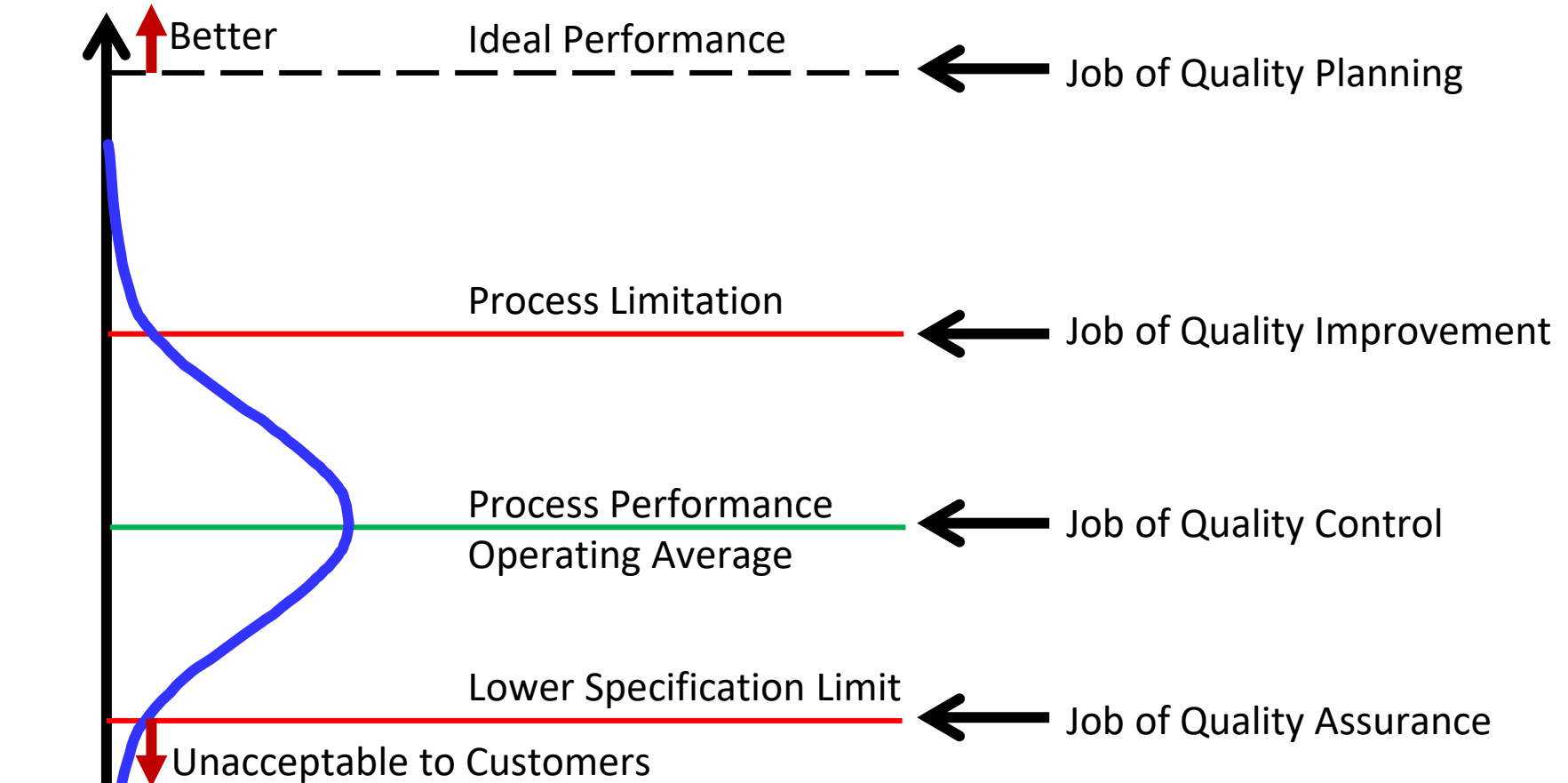
- **QUALITY ASSURANCE:** maintaining minimal acceptable performance
- **QUALITY CONTROL:** assuring targeted performance

### IMPROVEMENT-ORIENTED QUALITY ACTIONS:

- **QUALITY IMPROVEMENT:** stretching toward known performance limits
- **QUALITY PLANNING:** creating new possibilities and going beyond



# Kaoru Ishikawa's quality system breakdown:



**Define the acceptable minimum and target limits of quality performance. Then seek improvement and control.**

# Defining “Quality Management” ...

Taking a systems approach to quality management:

**Quality Assurance +**

**Quality Control +**

**Quality Improvement =**

**Quality Management**

# Defining “Quality Development” ...

Forging a pathway toward the future of quality:

Quality Planning +

Breakthrough Improvement +

Quality by Design =

**Quality Development**

# Defining “Leadership through Quality” ...

**Managerial engineering of business as a system:**

**How will quality continue to mature in the future?**

**Quality Management +**

**Quality Development +**

**Quality Culture =**

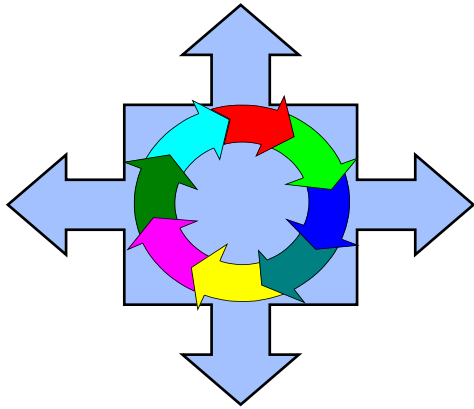
**Leadership through Quality**

# Designing Quality as an Inclusive Business System

## Part 3:

### Engineering the Design of a Business System

# Integrating the components of quality:



All organizations tend to operate at three unique levels of knowing and learning where they exercise leadership and management. Each of these organization levels has its own set of business objectives, different set of customers, different decision process and a different kit of analysis tools.



- **Enterprise**: the viewpoint of the entire set of business areas and operations, e.g., the business group.
- **Business**: the viewpoint of a specific product line or service area, e.g., unit division or product category.
- **Operations**: the viewpoint of a discrete business organizational structure, e.g., an R&D Center, Manufacturing Center, Distribution Center, Sales Office, or Service Operation.

# Organizational levels have distinct challenges:



- **Senior Management:** Emphasizes achieving organization's mission in the short-term and preparing resources to gain possess strength and achieve its long-term vision.
- **Middle Management:** Focuses upon coordination of resources and collaboration with others to achieve the short-term objectives of the organization and completes special projects that will assure its long-term vision.
- **Operational Management:** Manages an organization's daily routine and identify opportunities for continual improvement of efficiency to obtain targeted levels of effectiveness.

# Each level has its own focus:

## Enterprise

Focus: management plans strategy using financial decisions for corporate planning horizon by applying judgment to determine architectural frameworks and strategic focus, in response to its primary customer - the shareholder.

## Business

Focus: management serves its customer-markets making business decisions within its annual business cycle by prioritizing investments of organizational energy and resources in response to its trade and consumer base of targeted customers.

## Operations

Focus: management executes work processes with an emphasis on improving the quality of its daily activities based on facts that describe business operations and answers to its primary internal “customer” -- the next person in their work process flow.



# Each level has its own objectives:

## Enterprise

The objectives of the enterprise level are to establish the direction for the business and to choose where it will make its contribution by choosing the lines of business that the company will develop.

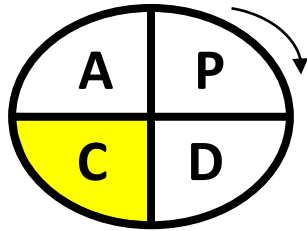
## Business

The objectives of the business level are to define the business area and to choose how to best develop this particular business.

## Operations

The set of objectives for the operations level are very straight-forward: conduct business operations with due diligence for managing effective, economic, and efficient work processes.

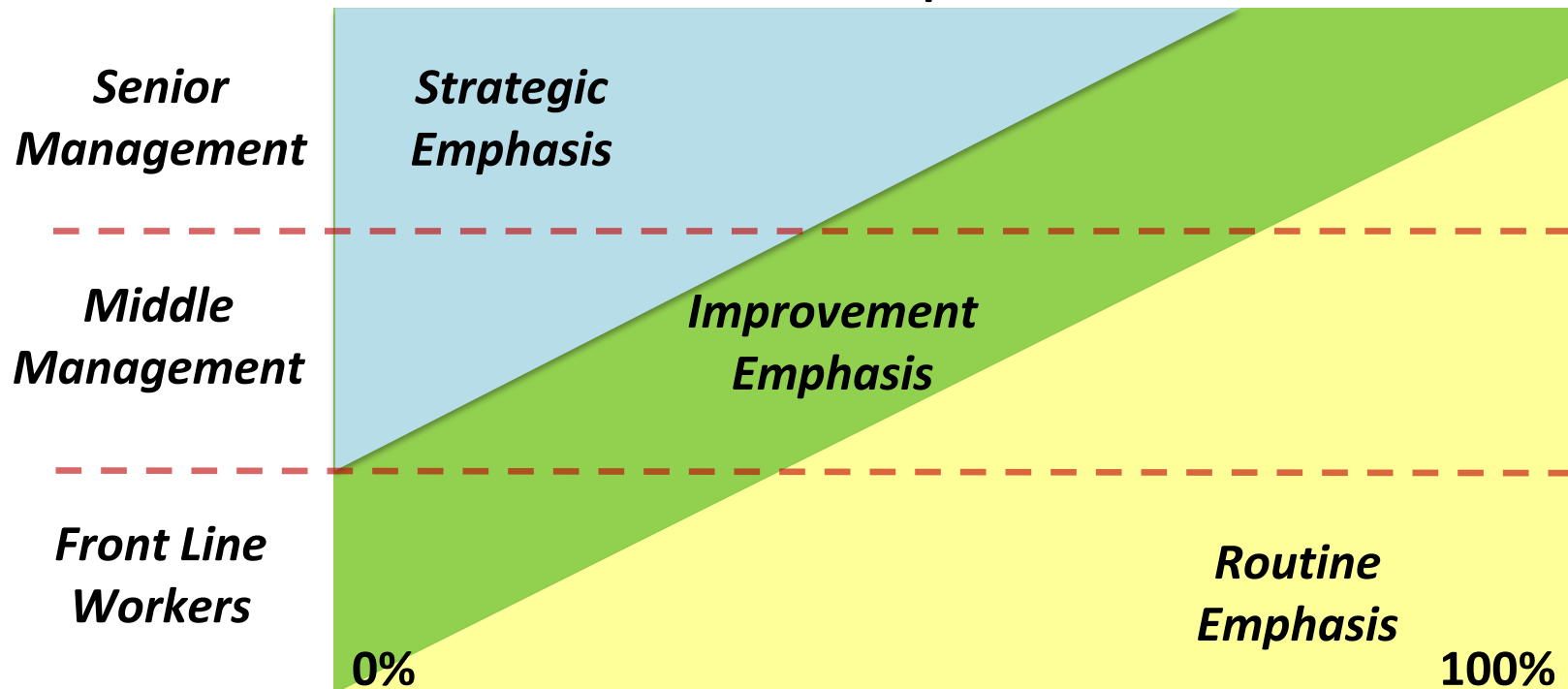
# Time spent indicates perceived importance:



Who is responsible for quality?

*management*

How Do You Spend Your Time?



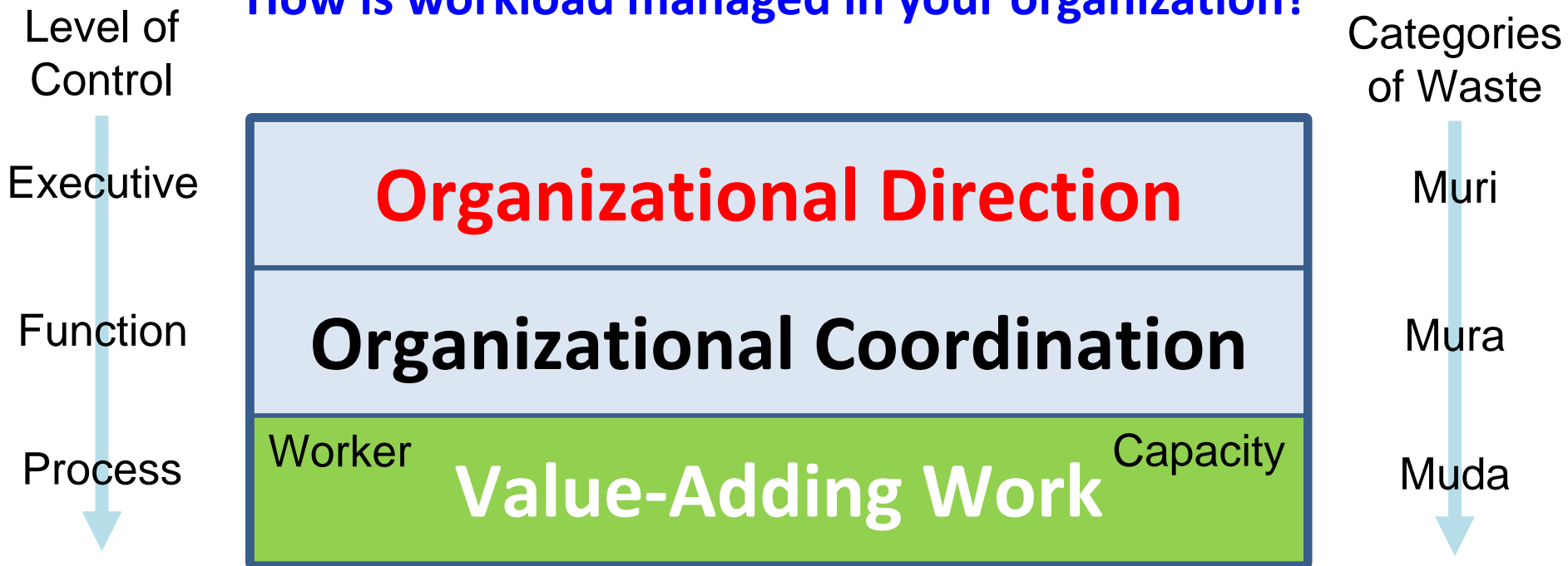
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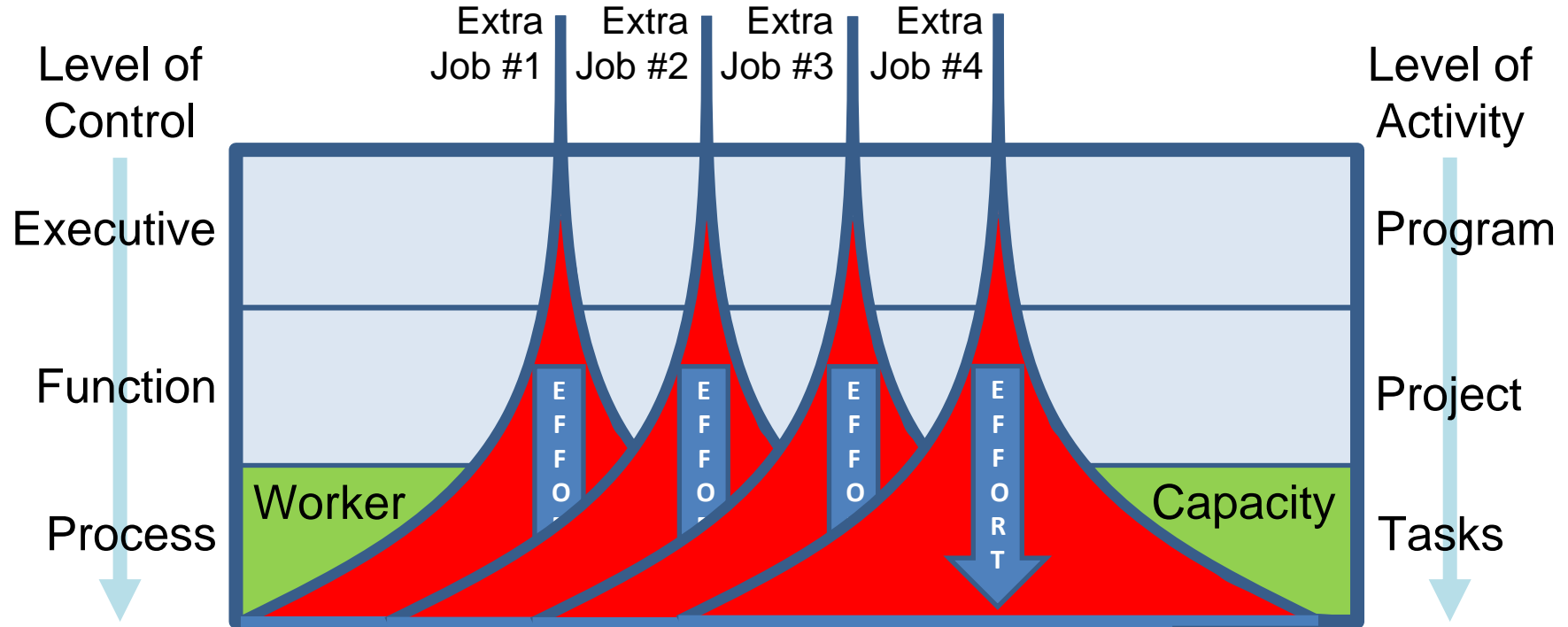
# How do organizations deliver value?

*The primary focus of a lean enterprise is to identify and eliminate waste in all areas of its work – **whose job is it to eliminate which waste?***

## How is workload managed in your organization?



# Managing change to drive productive growth:



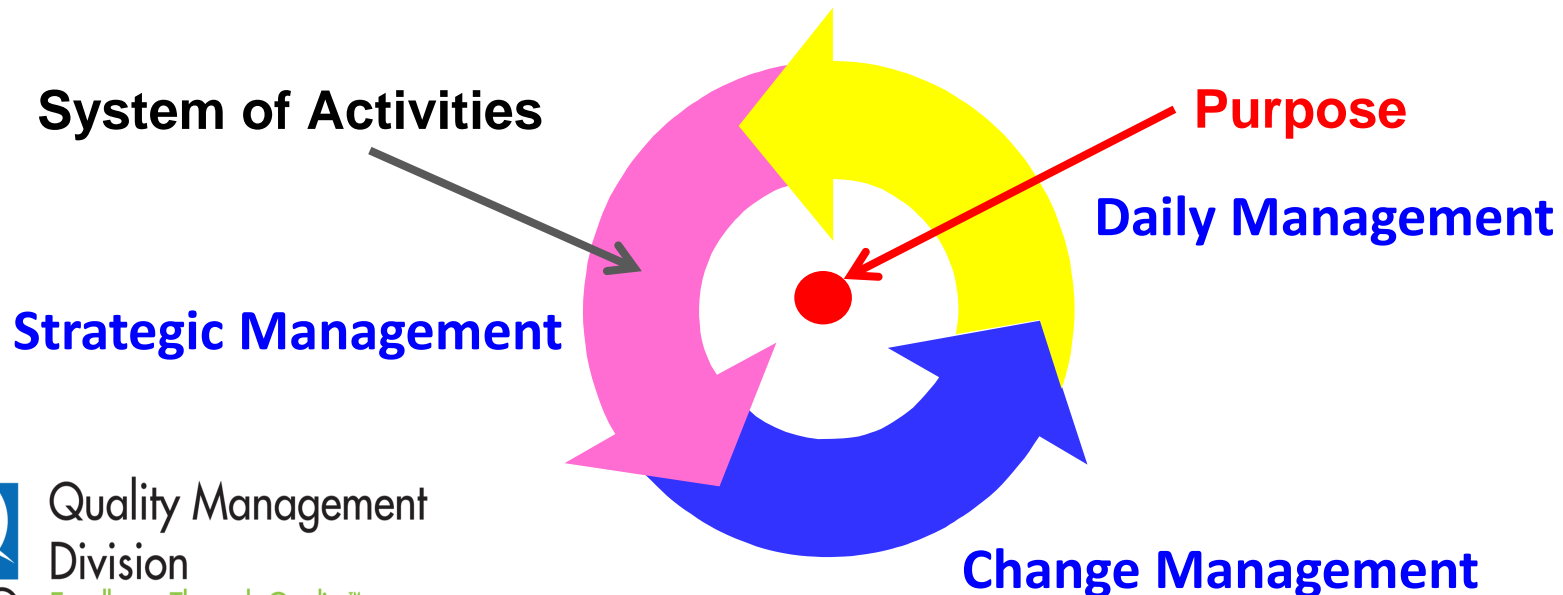
**RESULT:** Assigning mandatory work of low value displaces substantive work of high value and create lags, leaks and friction that lead to inefficiency and loss while overloading workers, decreasing productive capacity and creating personal frustration, thereby reducing productivity.

# Linking and aligning all change activities:

## How does quality address the reasons for organizing?

Organizations are composed of a series of work activities that have been designed to fulfil a purpose. The fulfillment of that purpose gives meaning to the organization and this allows it to operate in relationship to other organizations.

This implies that work conforms to laws of physics so that work is defined as purposeful movement – a transfer of energy from one body to another.



# Improving the core capability of a firm:

## OVERCOMING INERTIA IN WORKING SYSTEMS:

- Harvard business professor Dorothy A. Leonard described a circumstance whereby **traditional sources of the core capabilities of a firm** (e.g., **technical systems**, **personnel skills and competence**, and **management systems**) result in the creation of a dysfunctional state, called “core rigidity,” where the organization’s innovation becomes restricted by a state of “inertia.”
- To overcome this situation, a fourth dimension of capability must be considered: **organizational values and norms**. Behavioral factors can enhance new product development to create distinct core capability that responds to markets in more flexible ways to link psychological factors with the need for dynamics in organizational response to the changing market dynamics from technical and business risks.

\* Leonard-Barton, D. A. (1992), “Core Capabilities and Core Rigidities,” *Strategic Management Journal*, 13, pp. 111-125.

# Avoiding rigidity and embracing flexibility:

**How much flexibility is designed into your business system?**

## **Core Rigidity Characteristics**

- Inhibitive
- Mechanistic
- Mindless
- Static
- Risk-avoiding
- Closed
- Collusive
- Opaque

## **Core Flexibility Characteristics**

- Innovative
- Adaptive
- Mindful
- Dynamic
- Risk-embracing
- Open
- Accountable
- Transparent

# Probing questions drive strategic inquiry:

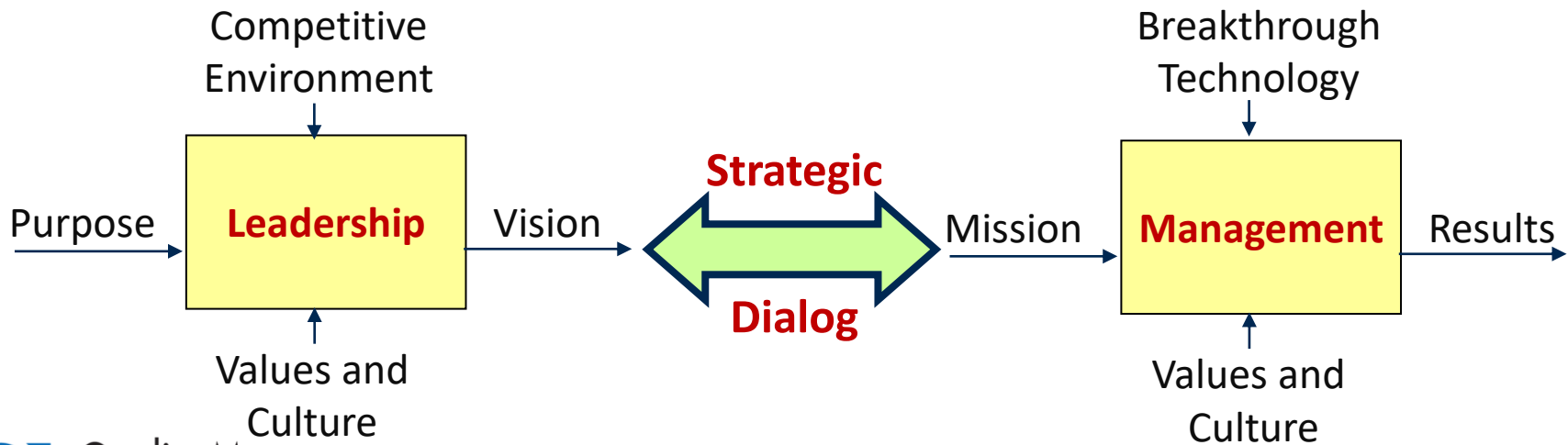
*What are the questions that you should be asking to achieve the results that are desired for your current objectives?*





# Inclusive dialog creates strategic direction:

**Strategic Dialog:** While **vision** provides motivating encouragement that will set long-term intent to achieve performance excellence; the **mission** describes the purpose or objective for which an organization exists. While vision is motivated by competitive environmental factors as well as internal values and culture, mission is enabled by breakthrough technologies in a context of values and culture. Coupled together – they produce results.



# Mental model of Leadership through Quality:

## Elements of a “Big Q” strategic quality system:

- Purpose, mission, vision, environment & values
- Management guiding principles & assumptions
- Top-level structural design & accountability
- Business system, core processes & ownership
- Business measures, benchmarks & targets
- Compensation structure
- Communication and education

**‘BIG Q’  
PROCESS OF  
MANAGING  
FOR  
QUALITY**

- Deploying strategy, objectives, and strategic projects
- Development of Products and Markets
- Strategic resource allocation and alignment

**STRATEGIC  
CONTENT**

**Collectively these activities can be called “*Strategic Quality*.”**

# Integrating the components of quality:

*Strategic quality introduces change into the system for daily management which is the operational quality system.*

- Implementation plan for strategic projects
- Project portfolios and team structures
- Systematic monitoring, measuring & review
- Meeting structure & annual business cycle
- Organizational self-assessment & review
- Detailed organization design & responsibilities
- Process structural design & ownership
- Competence awareness & development

**Gemba 2/3 – Business Leadership System**

*Business Excellence  
Enablers of execution*

*Responsibility of the  
senior leadership team*

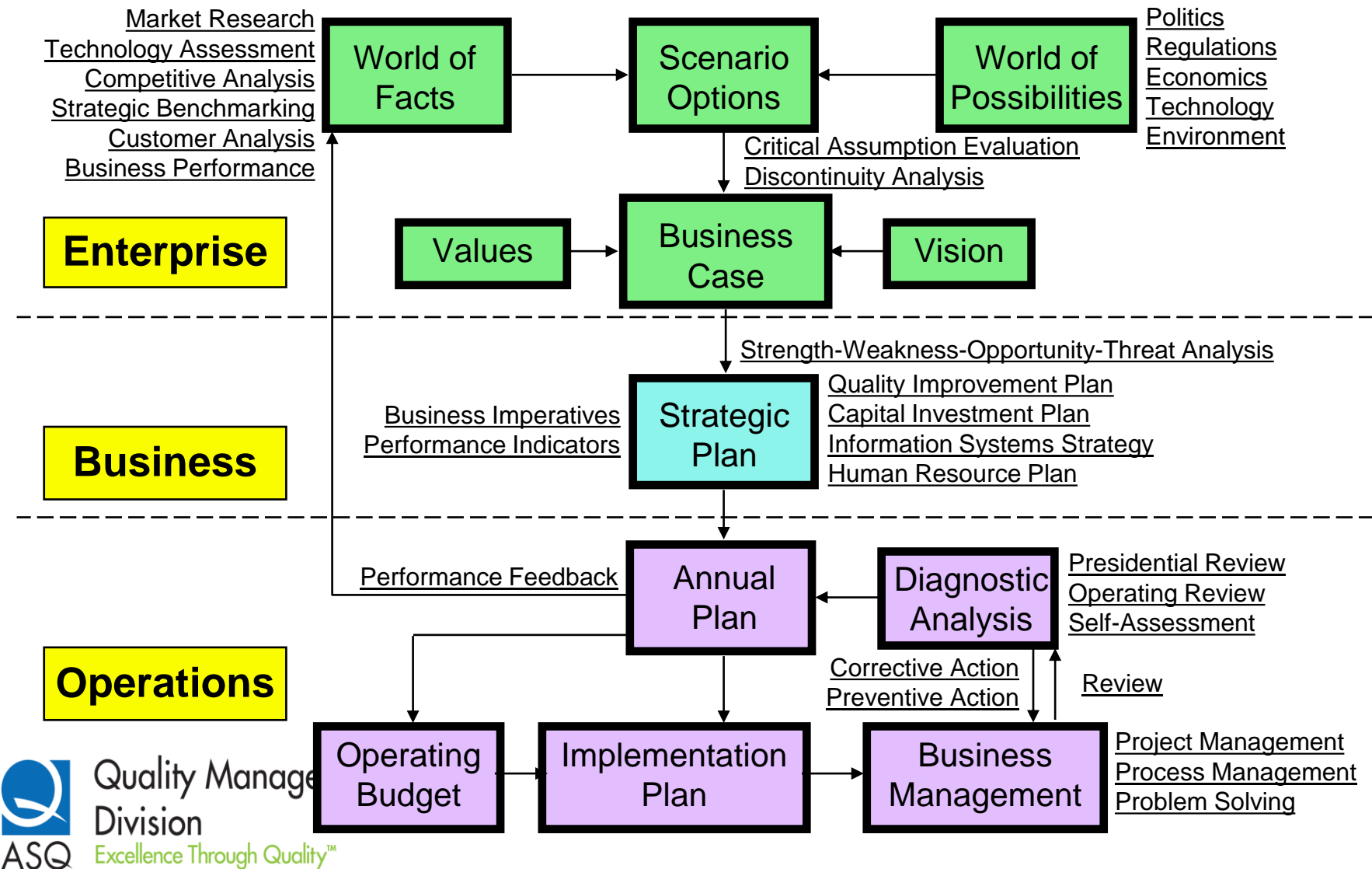
**Strategic  
Dialog**

**Gemba 1 – Daily Management System**

*Execution Using  
ISO9000:2015*

*Responsibility of the  
unit management teams*

# Business system to manage performance:



# Management factors that link and align:

*What the management system ingredients will create a “linked and aligned” organization?*

- ✓ Shared Vision of the Strategic Direction
- ✓ Integrated Performance Management System
- ✓ Standardized Risk Management System
- ✓ Common Approach to Process Management
- ✓ Unified Objectives Management Process
- ✓ Collective Core Cultural Foundation
- ✓ Consistent Approach to Continual Improvement

# Designing Quality as an Inclusive Business System

## Part 4:

### Integrating Quality System Functions

# 1987 – Transition to integrated quality systems:

## **Market-Driven Quality:**

Bradley Gale – The Profit Impact of Market Strategy (PIMS) Principles

## **Operational Excellence – Standard Foundation:**

ISO9000:1987

## **Operational Excellence – Lean Improvement Activities:**

Taiichi Ohno – Workplace Management

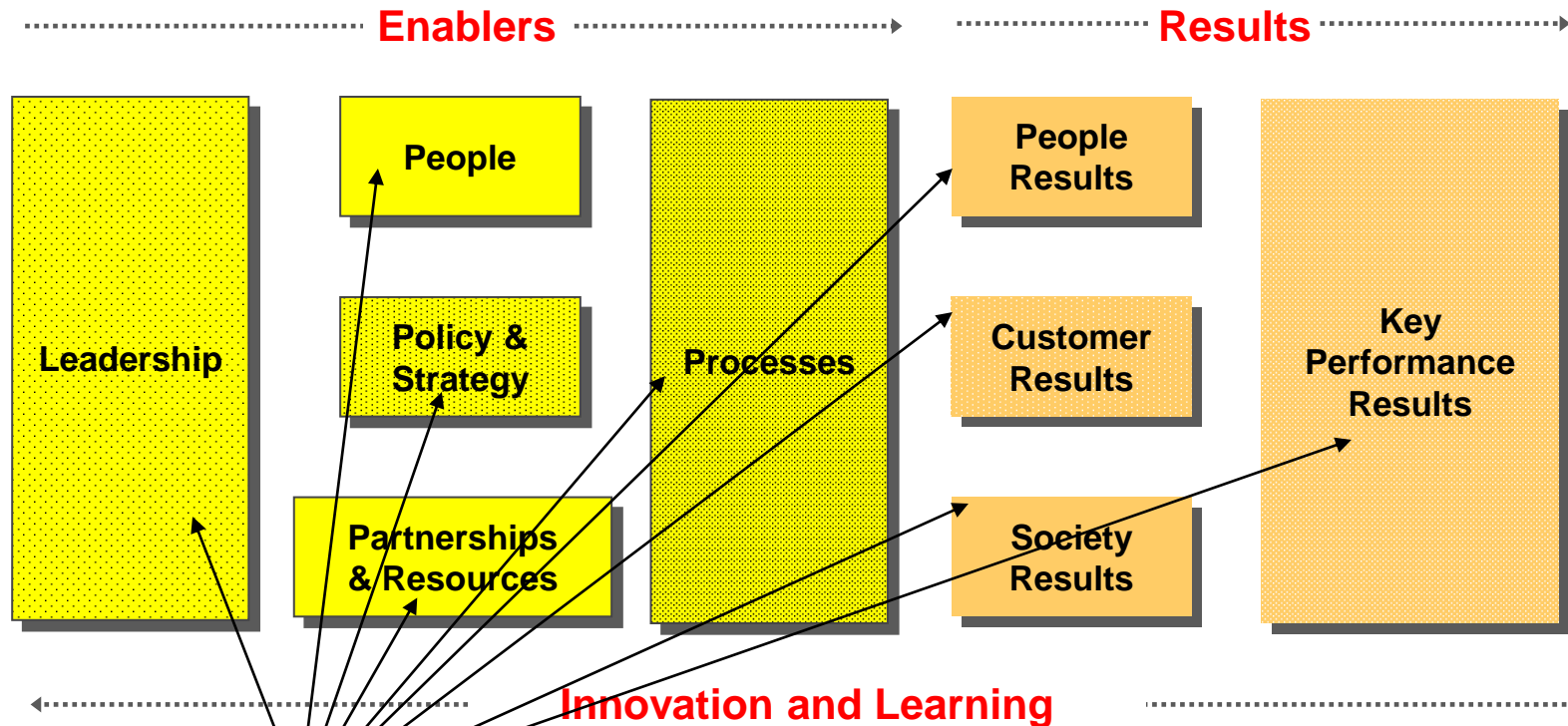
## **Operational Excellence – Structured Problem-Solving:**

Motorola – Six Sigma Project Management

## **Business Excellence – Executive Emphasis on Achieving Excellence:**

Malcolm Baldrige National Quality Award Criteria

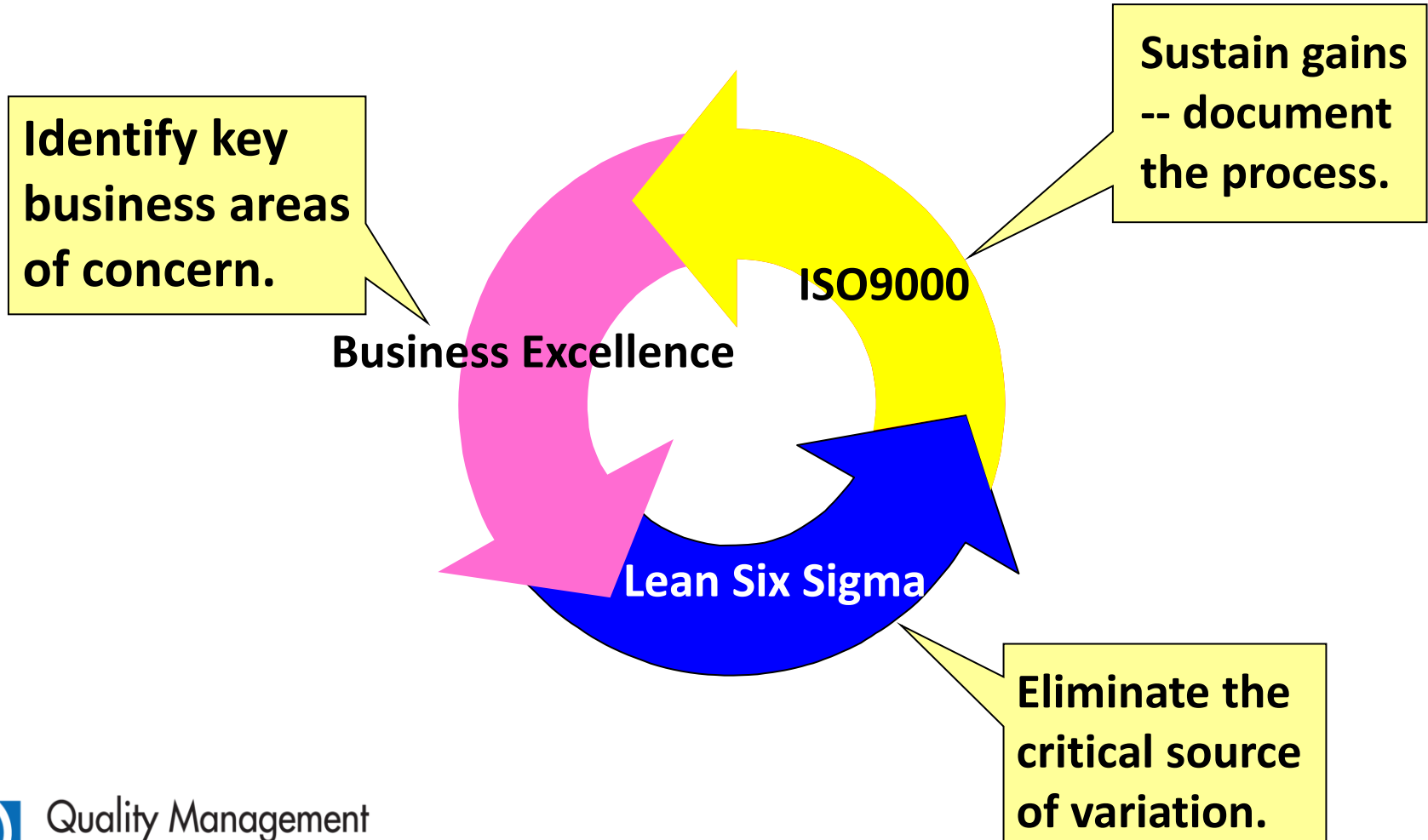
# Business excellence approach to change:



Six Sigma influence depends on projects that management chooses and can affect the entire spectrum of the award criteria.



# Unified theory of the quality field:



# Implementing an integrated approach:

**Strategic linkage** → **Business Excellence**

Aspiration Level

Planning Process

Benchmarking → Self-Assessment

**Six Sigma Projects**

Benchmarking → Self-Assessment

Benchmarking → Self-Assessment

Compliance Level

**Quality System** ← **Operational linkage**



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# Methods and tools of quality management:

## ISO9000 Standard



## Lean Six Sigma Method



## Business Excellence

- Customer Management
- Commercial Requirements
- Work Standards
- Process Mapping
- Work Documentation
- Control Plans
- Documentation Control
- Management Review
- Work process Audit
- Managing by Fact
- PDCA Problem Solving
- Basic Quality Toolkit
- Basic Statistics
- Corrective action
- Preventive action
- Continuous improvement

- Exploratory Data Analysis
- Variation Reduction Process
- DMAIC Problem-Solving
- Risk Analysis
- Hypothesis Testing
- Measurement System Analysis
- Pull System Workflow
- Cycle Time Reduction
- Constraint/Bottleneck Relief
- Waste Elimination
- Mistake-Proofing
- Just-in-Time/Kanban flow line
- ANOVA/Regression
- Design of Experiments
- Statistical Process Control
- Visual Factory

- Leadership and Governance
- Strategic Linkage
- Strategic Plans and Projects
- Ethics and Social Responsibility
- Organizational Assessment
- RADAR Methodology
  - Review
  - Approach
  - Deployment
  - Assessment
  - Results
- Performance Measurement
  - Business Results
  - Operational Indicators
  - Comparative Benchmarks
- Knowledge Management

# Everyone has a unique quality responsibility:

## Each person responsible for improving in their own way:

- **Workers are responsible for improving the quality of their own work.**
- Supervisors are responsible for improving the quality of end-to-end work flows across their process.
- **Functional managers are responsible for cross-functional integration of a collaborative work environment.**
- Executives are responsible for assuring resources have been allocated properly for improvement.
- **The executive in charge must have an unrelenting intent to pursue improvements of all kinds.**

# Business Excellence vs. Operational Excellence:

Big Q – Strategic Quality	Little Q – Operational Quality
<b>Culture (Company)</b> Vision, Mission and Values Policy and Philosophy <b>Competition (Business Learning)</b> Innovation Leverage Benchmarking <b>Change (Renewal)</b> Strategic Operational <b>Cascade (Alignment)</b> Improvement Projects Objectives and Targets Measures <b>Communication (Awareness)</b> Message Media	<b>Competence (People)</b> Individual and team development Training/development program <b>Capability (Process)</b> Daily process management Data bases and analytic software <b>Compliance (Product)</b> Quality management system Performance agreements <b>Certification (Standardization)</b> System certifications/standards Functional certifications/standards Industry certifications/standards <b>Conformity (Learning)</b> Business and operational reviews <b>Correction (Repair &amp; Improvement)</b> Corrective / Preventive Actions



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# Other “BIG” and “little” dimensions:

**“BIG”**

**vs.**

**“little”**

<b>R</b>	<b>RESOURCES</b>	<b>r – operating expenses</b>
<b>S</b>	<b>STANDARDS</b>	<b>s – work standards</b>
<b>E</b>	<b>EFFICIENCY</b>	<b>e – cycle time efficiency</b>
<b>T</b>	<b>TEAMWORK</b>	<b>t – work teams</b>
<b>C</b>	<b>CULTURE</b>	<b>c – local culture</b>

# BIG vs. little – Resources:

## Distinguishing between the “BIG” and “little” concepts:

### “BIG R” Resources:

- Asset management
- Plant, building & equipment
- Warehouse & distribution
- Mergers & Acquisitions
- Joint ventures
- Intellectual Property
- Software procurement
- Brand and goodwill

### “little r” Resources:

- Expense management
- Maintenance costs
- Third-party contracting
- Employee training
- Employee travel
- Leased equipment
- Software leases

# BIG vs. little – Standards:

## Distinguishing between the “BIG” and “little” concepts:

### “BIG S” Standards

- External global standards
- Certification for compliance
- Third-party audits
- ISO9001
- ISO14001
- ISO22000
- Financial audits

### “little s” Standards

- Work process standards
- Daily management system
- Work instructions
- Standard operating procedures
- Self-audits for assurance
- Safety walks
- Gemba walks



# BIG vs. little – Efficiency:

## Distinguishing between the “BIG” and “little” concepts:

### “BIG E” Efficiency:

- Organizational structure
- Collaborative work
- Communication clarity
- Strategic alignment
- Business linkages
- Measurement system
- Command & control

### “little e” Efficiency:

- Process-specific flow
- Cycle time efficiency
- Work safety procedures
- Waste, loss, and abuse
- Employee career management
- Cross-training of workers
- Service & total maintenance

# BIG vs. little – Teamwork:

## Distinguishing between the “BIG” and “little” concepts:

### “BIG T” Teamwork:

- Cross-functional teams
- Executive councils
- Steering committees
- Major account teams
- Strategy planning team
- Breakthrough change teams
- Asset management team

### “little t” Teamwork:

- Work-group level teams
- Project management teams
- Quality improvement teams
- Fire-fighting quality teams
- Quality circle teams
- Kaizen event teams
- Software implementation teams

# BIG vs. little – Culture:

## Distinguishing between the “BIG” and “little” concepts:

### “BIG C” Culture:

- Organizational work culture
- Company-wide value system
- Company-wide procedures
- Cultural guidance
- Company style & templates
- Standard procedures across operating units

### “little c” Culture:

- Local work culture
- Local cultural value system
- Local adaptation of company-wide procedures
- Interpersonal relationships
- Local adaptations of SOP within operating units.

# Quality Management System Design Take-away Lessons Learned



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# Characteristics to develop a quality mindset:

*What practices should a person follow to develop a quality mindset?*

## Elements of a supportive humanistic quality culture:

- Customer sensitivity
- Respect for humanity
- Teamwork and consensus-based decisions
- Responsibility management
- Process-orientation
- Doing what makes sense
- Standard work
- Statistical thinking

# Elements of a quality system design:

**Take personal responsibility to deliver customers quality results!**

Embedding a “quality improvement mindset” into everyone who participates in an organization requires the active engagement and involvement of everyone:

- **Leaders:** Develop an organizational culture where everyone is actively engaged in the assurance of quality for customers.
- **Managers:** Delegate responsibility for quality through a set of consistent actions that encourage workers to take personal responsibility for the quality of their work.
- **Workers:** Accept personal responsibility for achieving quality outcomes and take ownership of their standard work process that achieves this result consistently.



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Thank you

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# Future QMD Webinars – 6:00 PM ET

(unless noted otherwise)

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

- No. 4: "Strategy Inquiry, Formulation, and Deployment" April 28, 2020
- No. 5: "Understanding Japanese-style Strategy Management" May 19, 2020
- No. 6: "Organizational Learning – Triple-loop Experience" June 16, 2020
- No. 7: "Managerial Engineering – Designing Future Firms" July 21, 2020
- No. 8: "Understanding the Financial Component of Quality" August 18, 2020
- No. 9: "Strategic Reflections on Kano's Attractive Quality" September 15, 2020
- No. 10: "Insights into the Essence of Operational Excellence" September 29, 2020
- No. 11: "Defining Quality to Apply to Everyone, Everywhere" October 14, 2020
- No. 12: "Managing for Quality Amidst Digital Turbulence" November 17, 2020

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