OBTC 2016 at Walsh University
June 8th – 11th, 2016

The Self-Leadership Change Project: Enhanced with Total Quality Tools

1) Title, Abstract & Keywords

*In your abstract, please include a brief session description (not to exceed 100 words),
and three to four keywords. If your proposal is accepted, this description will be printed
in the conference program.*

Title of Proposal:

The Self-Leadership Change Project: Enhanced with Total Quality Tools

Abstract:

The Self-Leadership Change Project (SLCP) has been presented at prior OBTC sessions
and is the subject of ongoing research.

The purpose of the session is to present an enhancement of the SLCP to include use of
the basic tools of Quality Management (QM) and lead the participants in an active
discussion regarding the efficacy of the proposal and methods for use in the
participants' classes.

Also, four consecutive OBTC sessions have presented examples of teaching the various
QM tools, using examples from the students' own experiences. The use of QM tools in a
student's SLCP can provide a powerful synergy.

Keywords:

- Self-leadership
- Personal change
- Quality management
- Quality tools
- Teaching self-change

2) Format

___ Activity or exercise

___ Roundtable discussion (60 minute only)

_**X**_ General discussion session

2a) For activities and exercises only, is yours best suited for

_**X**_ A traditional classroom

___ An online class

___ Either

2b) For activities and exercises only, is yours best suited for

___ Undergraduate students

___ Graduate students

_**X**_ Either

3) Time Requested:

___ 30 Minutes

_**X**_ 60 Minutes (*Roundtables must select 60 minutes*)

___ 90 Minutes

4) Planning Details:

Each room contains a white board with markers, computer (PC) with DVD capability and computer projector. Does your session require any other equipment?

Preferably a large table, or at least a room format conducive to discussions where the participants can face one another for enhanced discussion and sharing of ideas.

5) Teaching Implications:

What is the contribution of your session to management pedagogy/andragogy? Specifically, please include your learning objectives, and describe what management and/or teaching topics are relevant to your session, and why. Also, include theoretical, disciplinary, or theoretical foundations that will help reviewers understand how your ideas fit within the broader field of management.

- Participants will learn what the Self-Leadership Change Project (SLCP) is, and how it has been successful in changing students' lives.
- Participants will receive an overview of the seven basic Total Quality (TQ) tools, with 2-3 examples of use of teaching the tools using examples from a student's own experiences.
- A compilation of ideas from participants as to how they perceive the SLCP with incorporation of QM tools and how the concepts could most effectively be integrated into their classes and curriculum.

> The initial impetus for the **Self-Leadership Change Project** was to help students, in a classroom setting, develop self-leadership skills and prepare them for leadership roles in their careers. Recent scholars and leaders consider self-mastery a prerequisite for a broad range of team and leadership roles that are critical to success in the modern organization (e.g., Lawrence and Lorsch, 1967; Whetten and Cameron, 2011). As important, the self-leadership literature suggests an external benefit of self-leadership change in its positive influence on others.
>
> The foundation of the SLCP is anchored in the self-leadership theory introduced by Charles Manz (1983, 1986), and supported by a stream of research supporting the positive relationship between self-leadership behaviors/strategies and positive outcomes (Stewart, Courtright and Manz, 2011). Self-leadership has been defined as "a self-influence process through which people achieve the self-direction and self-motivation necessary to perform… consist(ing) of specific behavioral and cognitive strategies designed to positively influence personal effectiveness" (Neck and Houghton, 2006). The emphasis on personal responsibility inherent in self-leadership theory and strategies is particularly important to the SLCP experiment. Participants who take ownership of their personal project can be expected to realize stronger commitment to their goals, with the potential to realize lifelong learning and change skills. Participants self-select objectives designed to capitalize on the advantages of intrinsic motivation.
>
> The OBTS Webinar with Joe De Feo, CEO and President of the Juran Institute, November 17, 2010, introduced the field of **Quality Management** to the OBTS community. The session coordinator was Joan Weiner and the moderator was David Fearon. One of the authors of this proposal participated in the webinar.
>
> The Seven QC Tools (Evans and Lindsey, 2011, pp. 541-566) are integral to the field of Quality Management and Six Sigma. These seven tools are: flowcharts, check sheets, histograms, cause-and-effect diagrams, Pareto diagrams, scatter diagrams, and control charts.
>
> *The prior OBTC workshops by one of the authors modeled how an instructor would introduce key tools of Quality to students, by using examples from the students' own experiences.* This method of teaching using such examples common to the students'

own experiences should result in greater learning than if they simply listened to lectures or read about the tools on their own.

6) Session Description and Plan:

What will you actually do in this session? If appropriate, please include a timeline estimating the activities will you facilitate: how long will they take, and how will participants be involved? Please remember that reviewers will be evaluating how well the time request matches the activities you'd like to do, and the extent you can reasonably accomplish the session's goals. Reviewers will also be looking for how you are engaging the participants in the session.

<u>10 minutes</u>. Explanation of the SLCP, its use in classes, and experiences of the authors in use of the method.

<u>10 minutes</u>. Overview of the seven tools of QM, with student-centered examples of two or three, and experiences of the authors in use of the method.

<u>25 minutes</u>. Guided discussion among participants, with an exercise.
   a. Participants will be asked to imagine themselves in the role of a student and think of an example of a problem that they might wish to overcome, or a skill that they may wish to further develop.
   b. Participants will share their ideas with one another. Depending on the size of the audience, the sharing may be done among pairs or groups of three, or as large group if the audience is small.

<u>15 minutes</u>. How can this method be implemented "back home?" Having been through the explanations of the SLCP and QM, and participants' participation in the exercise, conclusions for implementation will be shared. The facilitator will record the ideas, and email them to the participants. An ongoing discussion among those interested in implementing the method will be encouraged.

7) Application to Conference theme:

How does your session fit with the overall OBTC theme of *United in Service*?

When students presented the results and accomplishments of their Self-Leadership Change Projects in the author's Spring 2015 Quality Management class it enhanced the already-existing spirit of community and collaborative learning of the class, due

to the openness with which the projects were shared, some of which were rather personal in nature.

This very morning (that I am submitting this proposal) I asked the students who had first entered the classroom today (the third day of my Quality Management class) to give some thought as to how the 9 students could best be positioned for maximum face-to-face contact during class discussions, given that seating flexibility was severely constrained by the fact that the classroom was arranged with two-person (small) tables arranged three across and six deep. I went to my office to get some papers. When I returned I was amazed to see a rectangle of tables (with a "hole" in the middle), but seats for all 9 students and the instructor facing one another! A climate of service, unity, creativity, and initiative had already emerged in the class!

Thus I strongly believe that participants in the workshop who wish to adopt the SLCP using Quality Management tools will be likewise motivated to engender such a climate of unity and service to one another in their classrooms "back home."

8) Unique Contribution to OBTC:
Have you presented the work in this proposal before? If so, how will it be different? Is this proposal under current review somewhere else? If so, please explain. How will your proposal be different for the OBTC conference?

The SLCP and QM methods have been presented at OBTC sessions before. *The incorporation of QM tools into the SLCP will be a unique contribution.* The proposal is not under review anywhere else. However it should be noted that this proposal was accepted for OBTC 2015, but had to be withdrawn because the presenter's university ran out of travel funds.

REFERENCES

Academy of Management Review, (1994). Total Quality Special Issue, 19(3)

Deming, W. E. (1986). *Out of the crisis,* Cambridge, Mass: MIT Center for Advanced Engineering Study.

Evans, J. R. (2011). *Quality and performance excellence,* South-Western/Cengage: Mason OH

Evans, J. R. & Lindsay, W. M. (2011). *Managing for Quality and Performance Excellence* 8/e, Thomson/South-Western: Mason OH.

OBTS Webinar with Joe De Feo, CEO and President, Juran Institute, November 17, 2010

QP Staff. (2010). Guru Guide, *Quality Progress,* November 2010, 14-21.

Roberts, H. V. (Ed.). (1995). *Academic initiatives in total quality for higher education*. ASQC Quality Press: Milwaukee WI.

XXXXXXXXXXXX (2011). Self-Leadership Change Project, *Advances in Business Research*, 1(2), 71-85.

(XXXXXXXXX authors' names withheld for purposes of anonymity)

A Coach's Guide to the Self-Leadership Change Project (SLCP)
https://docs.google.com/document/d/1Id_uB9XOS_KD2b8rZK7MTB8Zadk0rsCXFynJHLzI3no/edit

Self-Leadership Change Project (SLCP)
https://docs.google.com/document/d/1gbmTPTx0E44rikx5niWlZo5qh9XR7HFhJz6BLbK7Ts8/edit

Daily Personal Success Routines
https://docs.google.com/document/d/1S039lykXOMGkuYbQy0OjZHO72nfbwJjIlD3aoserT4k/edit

Self-Leadership Change Project: An Ongoing Experiential Program (Paper)
https://docs.google.com/file/d/0B44Xw40fNOM1R3V0Y0M0eDVaamc/edit