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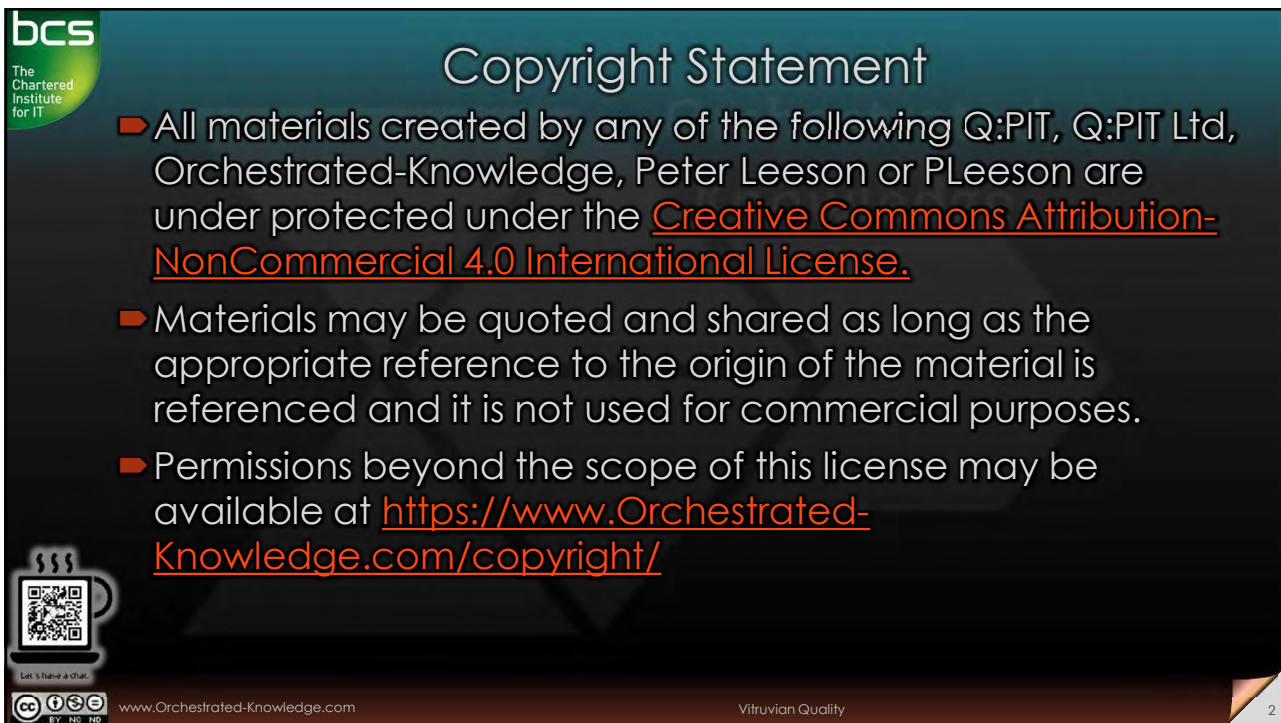
Let's have a chat.

# Vitruvian Quality

Establishing a Culture of Quality  
Peter Leeson, CQP  
Culture and Transformation Coach

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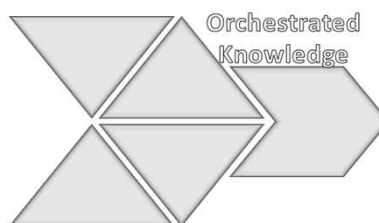
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# Evolving Work Practices

The Basics of Engineering

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# The Mature Approach

5. Improve ← Variance 4. Measure

Metrics Variance Status

2. Plan Project → 3. Work Delivery

Goals Risk Uncertainty

1. Envision Opportunity 6. Discover Unexpected

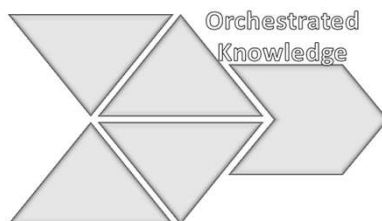
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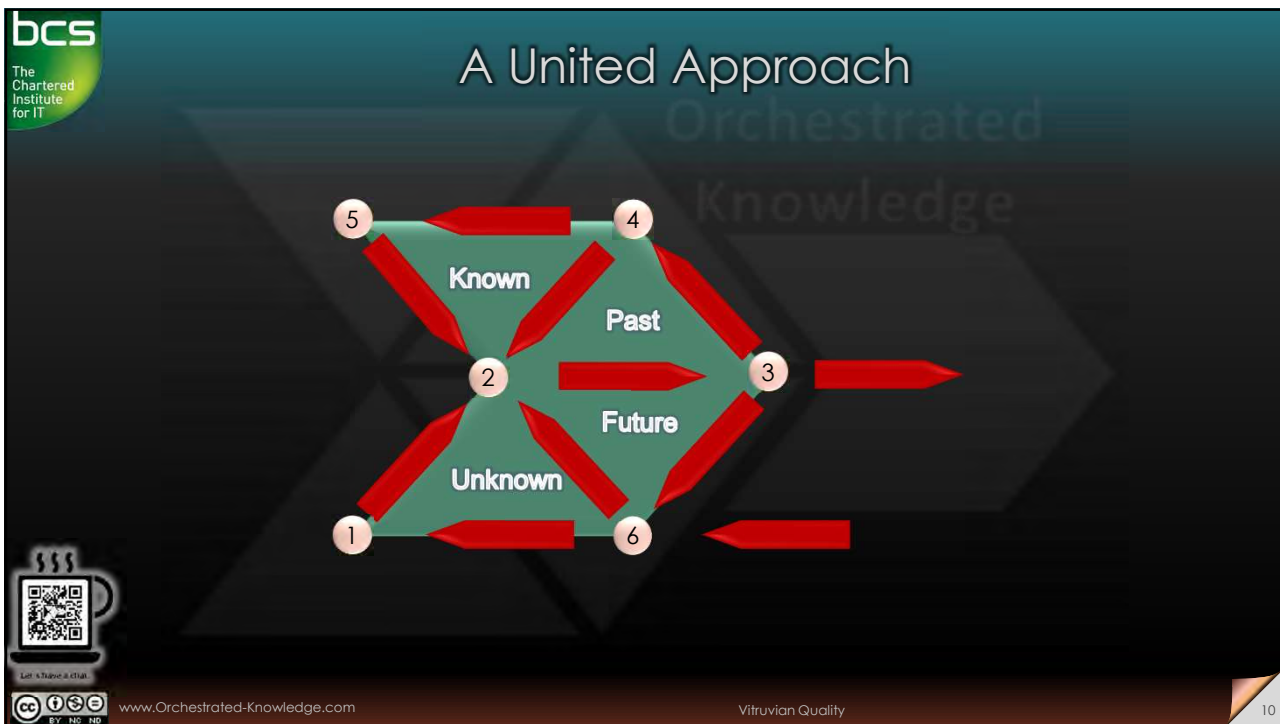
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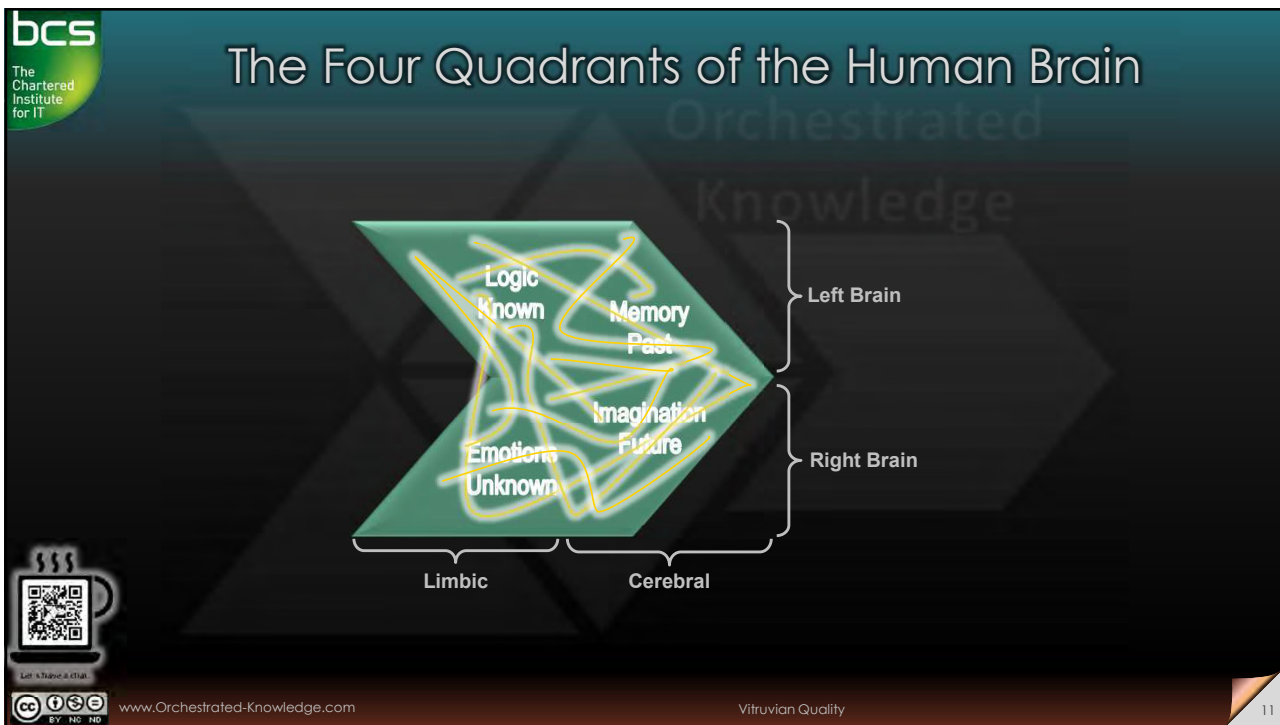
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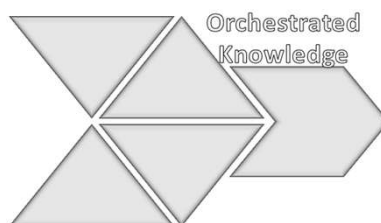




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## Using Intelligence

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Me  
Ego  
Spirit  
Soul  
Self

Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.  
Viktor E Frankl "Man's Search for Meaning"

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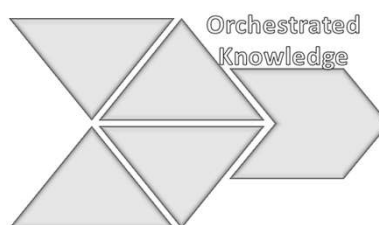
## Motivating

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Acceptance	Ability	Rational
Aspiration	Attitude	Responsive
Reflective	Reactive	

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## The Manager's Role

- ▶ Your role is not to manage
- ▶ Your role is certainly not to bully
- ▶ Your role is not to dictate how to do things
- ▶ Your role is not even to motivate
- ▶ **Your Role is to satisfy the innate desire people have to take pride in the value of their work !**



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**Business Management**  
A fishy story about success

**Management Principles**  
Principles, Styles, Failures

**Vitruvian Quality**  
Establishing a Coherent Vision

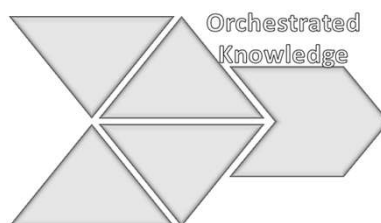
**Conclusions**

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# Business Management

A fishy story about success

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YouTube Film Extracts: "Anchovies Swimming" and "Amazing Fish Form Giant Ball to Scare Predators" (BBC Blue Planet)

# The Anchovy Business

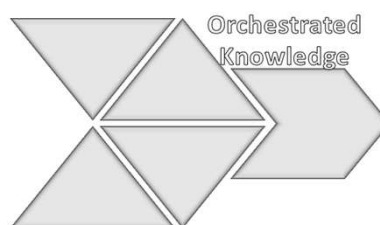
- ▶ The Anchovy is small, fast and agile
- ▶ It can swim fast, do its own thing, change directions extremely rapidly
- ▶ It can decide to be independent or join a school
- ▶ They must group into schools for protection against predators if they want to survive

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Anchovy, Shark and Octopus

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YouTube Film Extracts: "Diving with the Great White Shark"

## The Shark Business

- Sharks are large and powerful
- Feared ruler of their kingdom
- They are slow and inflexible
- They must continue moving forward 24/7 to survive
- Usually solitary, only one type of shark hunts as a group



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Anchovy, Shark and Octopus


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YouTube Film Extracts: "Black Tip Shark vs 10 million Anchovies"

## The Black-Tip Shark



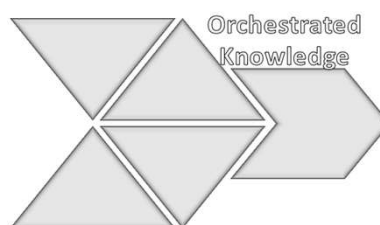
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Anchovy, Shark and Octopus

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YouTube Film Extracts: "The Insane Biology of the Octopus"

# The Octopus



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Anchorovy, Shark and Octopus

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## Management Principles

Principles, Styles, Failures



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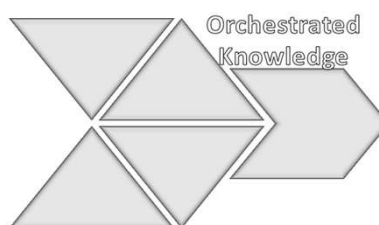
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### Most Organizations End Up As...

People doing what the client wants

People controlling others

You are here

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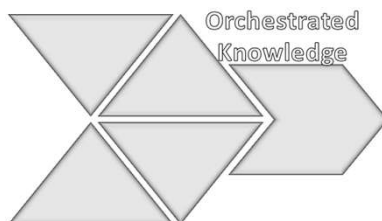
### It's Time to Change That!

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## Why?

- ▶ Promotion replaces performance as the measure of personal success
- ▶ Valuable engineers are promoted to inefficient managers
- ▶ People learn to obey the rules instead of implementing the needs of the business
- ▶ The effort to reduce the cost of development is countered by the cost of the overhead
- ▶ Compliance to average is important; trying something new to improve is discouraged



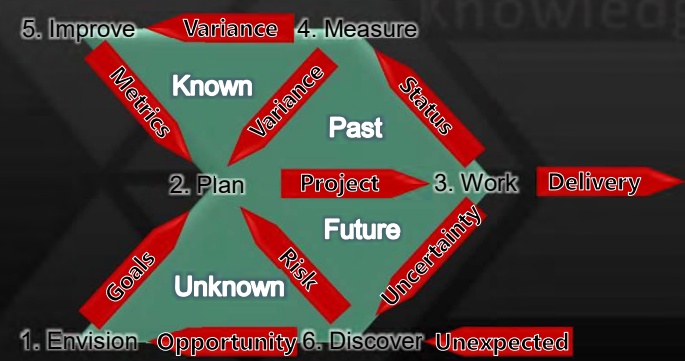
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## Whole Brain Engineering and Management



5. Improve Variance 4. Measure


Known Past

2. Plan Project 3. Work Delivery

Unknown Future

1. Envision Opportunity 6. Discover Unexpected

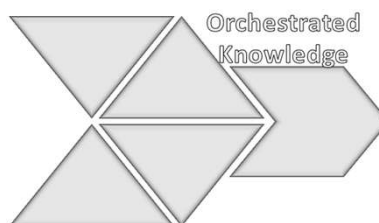
Metrics Variance Status Risk Uncertainty

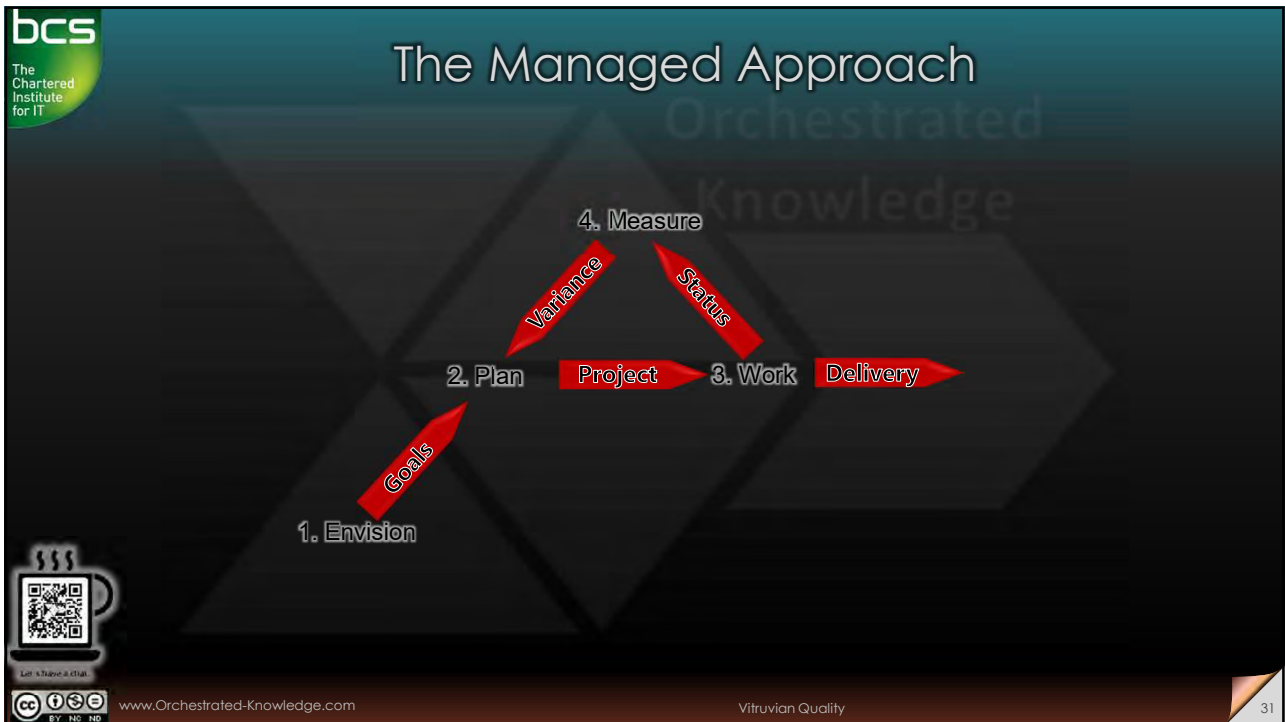


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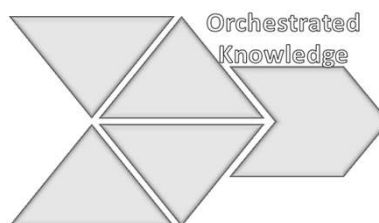
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**Measure**

- ▶ What to Measure, how to measure?
- ▶ Taylor's "Scientific Management" stresses the need to measure
- ▶ Management focus on easy to measure:
  - ▶ Time
  - ▶ Cost
- ▶ Ignores the things that are difficult to measure:
  - ▶ Quality
  - ▶ Innovation
  - ▶ Improvement

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### Compliance Rules Supreme

Taylorism Mgt by Numbers Process focus Standards Six-Sigma Lean Agile

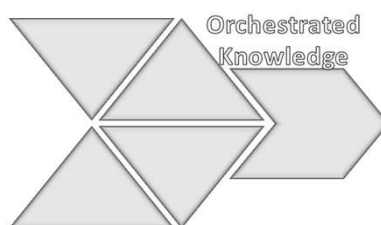
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### Using Control Charts

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## The Bell-Curve Tyranny

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Very Bad Bad Quite Bad OK Good Good OK Quite Bad Bad Very Bad

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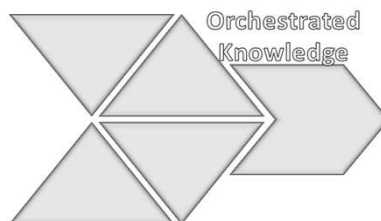
## Procedural Death by Compliance

- ▶ If you do every step as told, you will deliver what was requested
- ▶ You were hired because you were intelligent, you are not paid to be intelligent

Don't think  
Don't change anything  
Follow every step to the letter  
Stay in the bell-curve

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<http://lovegamereviews.blogspot.com/2013/05/resident-evil-revelations-tips-and.html>

## Zombingineers

- No inner life
- No empathy
- No understanding of life



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<https://aipracticitioner.com/wp-content/uploads/2017/08/Teambuilding-Dialogue.jpg>

## Systemic Approach to Management

- Flat structures
- Shifting boundaries: the organization is a living system
- People are considered as assets rather than resources
- Deal with complexity, uncertainty and ambiguity
- Does not rely on formalized structures
  - Organizational structures coalesce for specific projects
  - Symbiotic relationships



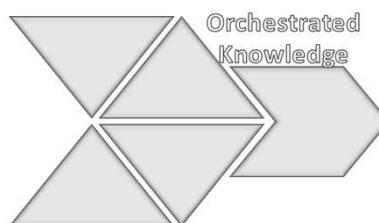
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<https://3kcz333h8win3px3th3vhfv3-wpengine.netdna-ssl.com/wp-content/uploads/2018/09/1ameday-team-collaboration-800x533-1.jpg>

## That Means Empowering Teams

**So, give them the power to be empowered!**

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## Cell-Based Organization

Conflict Transformation

Support

Recruitment

Office Management

Planning and Resources

Coaching

Strategy and Finance

QA and Improvement

New Business Development

Project Support

Service Cells

Innovation

Key Customer Cell

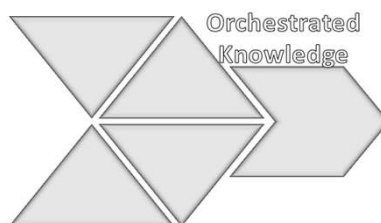
Project Cells

Showroom

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## What is a Cell?

- A team of people working together
- Meeting on an ongoing basis
- Solving their own problems
- Making their own decisions
- Membership based on interest
- Rotating membership
- Focus on solving issues and organizing work

*A Self-Governing, Focused Team!*

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## People and Teams

- Roles
- Responsibilities
- Authority
- Career Plan
- Training
- Objectives

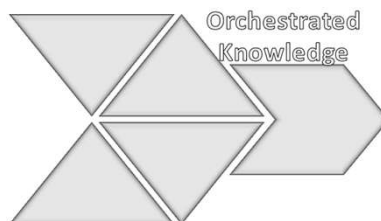
**Strategy and Finance**

**SFIA**  
The common language integrating these processes

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# Vitruvian Quality

Establishing a Coherent Vision

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## Introducing Marcus Vitruvius Pollio (maybe)

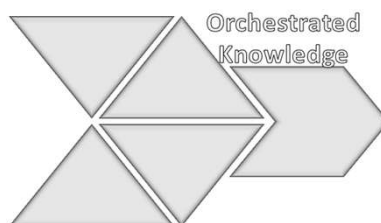
- ▶ Born about 70 or 80 BCE; died after 15 CE?
- ▶ Maybe not called Pollio
  - ▶ Perhaps actually called Lucius Vitruvius Cordo
  - ▶ Or just Mamurra
- ▶ Possibly looked something like this picture (probably not)
- ▶ Considered the father of architecture, but only one known building: the basilica at Fano (destroyed without a trace)

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## The Ideal Proportions



- “Architecture is an imitation of nature. As birds and bees built their nests, so humans constructed housing from natural materials, that gave them shelter against the elements”
- Vitruvius described the human figure as being the principal source of proportion:
  - “Just so the parts of Temples should correspond with each other, and with the whole. The navel is naturally placed in the centre of the human body, and, if in a man lying with his face upward, and his hands and feet extended, from his navel as the centre, a circle be described, it will touch his fingers and toes. It is not alone by a circle, that the human body is thus circumscribed, as may be seen by placing it within a square. For measuring from the feet to the crown of the head, and then across the arms fully extended, we find the latter measure equal to the former; so that lines at right angles to each other, enclosing the figure, will form a square”

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## 3 Key Principles

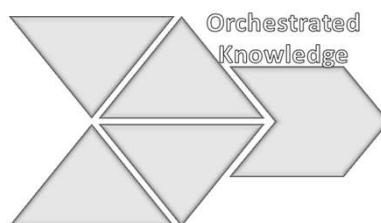
- Every structure needs to respect 3 key principles

<p><b>Firmitatis</b> Stability</p> <p>Your product, your structure needs to be stable, resist winds and rain and not fall over when bad times come</p>	<p><b>Utilitatis</b> Usefulness</p> <p>Your product, your structure needs to be useful, provide value to the people who will be using it</p>	<p><b>Venustatis</b> Beauty</p> <p>Your product, your structure needs to be attractive, desirable, admirable</p>
--	--	--

- Too frequently, we forget that the Quality of your product, your structure must **always** be a combination of these three principles

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## De Architectura


- Text influenced deeply from the Early Renaissance onwards artists, thinkers, and architects, including
  - Leon Battista Alberti (1404–1472)
  - Leonardo da Vinci (1452–1519)
  - Michelangelo (1475–1564)



Leon Battista Alberti: Basilica of Sant'Andrea, Mantua (Italy)



Michelangelo: St Peter's Basilica, Vatican City (Vatican)



Leonardo da Vinci: Notebook

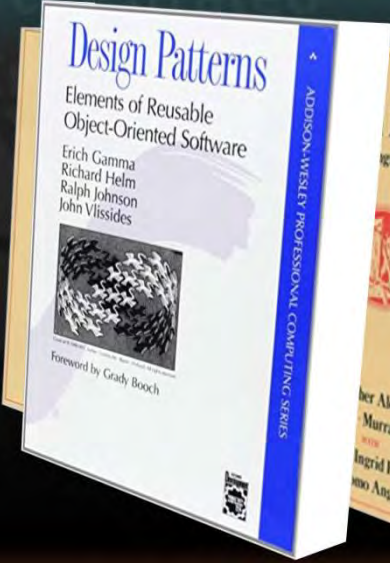

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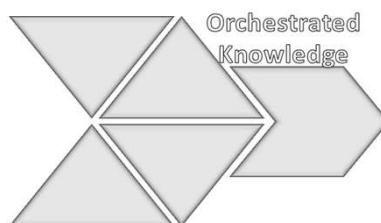
## Modern Influence

- Patterns originated as an architectural concept by Christopher Alexander (1977/78)
- "A Pattern Language" is said to have inspired "Design Patterns: Elements of Reusable Object-Oriented Software" published in 1994 by the so-called "Gang of Four"

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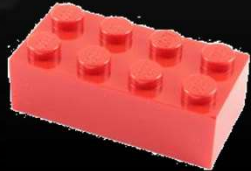
## Use of Patterns


**Purpose**

- Make it easier to make complex products
  - Repeatedly
  - Predictability
  - Reliably

**Concepts**

- Reusable
- Simple
- Building blocks
- Decomposition of complex products





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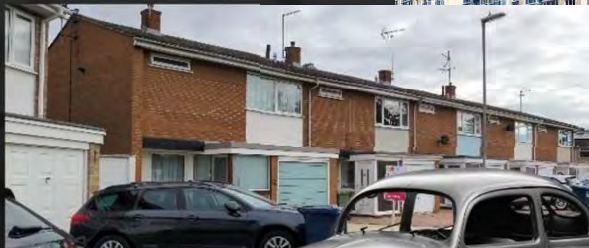

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## Sample Patterns

- IT Patterns
  - Layered
  - Client-Server
  - Master-Slave
  - Pipe-filter
  - Broker
  - Peer-to-Peer
  - Event-Bus
  - Model-View-Controller
  - Blackboard
  - Interpreter



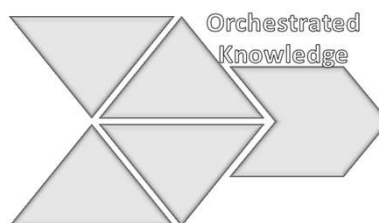
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# Sample Patterns

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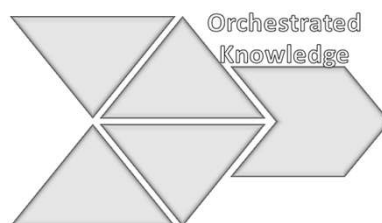
# A Management Pattern

- Business Quality and Structure are a complex series of communications
- These need to be kept aligned
- These need to manage the business from long-term vision to daily tasks
- The high-level concept of quality needs to be structured at a human level:
  - You need to understand how your task adds quality to your client's life

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## Vitruvian Quality

- Squaring the circle of Quality
- The square represents basic management concepts
- The circle represents the cultural concepts

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## FOCUS

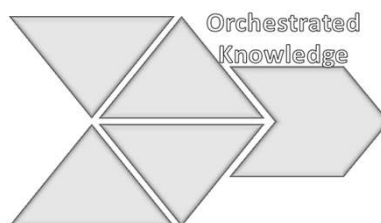
- Because your mission statement needs to be
  - Clear
  - Coherent
  - Consistent
  - Continuous
  - Communicated

Get your docs in a row!

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## Vitruvian Quality

- Dimensions regulate the general scale of the work, so that the parts may all tell and be effective *(Vitruvius)*
- Make your vision something that people understand in practical terms of cost and results

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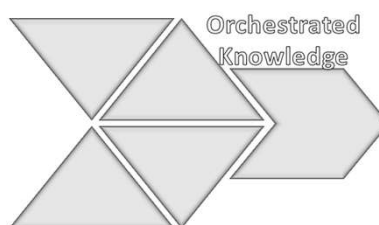
## Mission


- Start by making sure you understand the purpose of your organisation
- It's not just to please clients
- It's not just to make money
- You are trying to make a difference in the world: define that difference

*What is your reason for existing?*


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## Vision






Vision

- ▶ Typically an organisation needs two vision statements
  - ▶ The commercial vision statement establishes the reason for the business and sets out why you would want to visit us rather than our competitors
  - ▶ The internal vision statement is probably more important and establishes why staff would want to work here and stay here in the future


*Why would someone want to work with you in 5, 10, 20 years?*




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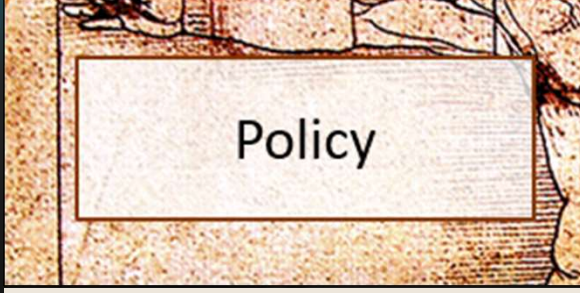
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## Policy






Policy

- ▶ The policy defines why something needs to be done
- ▶ The policy is applicable to everyone in the organisation including senior management; it comes from the top and is respected at every level
- ▶ Policies are in place for many years
- ▶ The policy does not define how things are done but establish basic cultural expectations:
  - ▶ Work ethics
  - ▶ Dress codes
  - ▶ Absences and holiday
  - ▶ Environmental rules
  - ▶ Etc.
- ▶ The company policy is not attached to projects, products or people
- ▶ Policies may be implemented in teams, they complete and respect the top policy

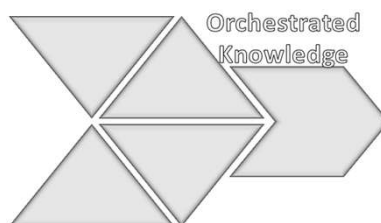
*Establish the not-negotiable*




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## Strategy






*What are you going to do?*

*What are you not going to do?*


- ▶ The strategy translates the vision and policy into tangible results: if the vision was to become reality, what would be noticed by the people impacted, what benefit would come from achieving the vision
- ▶ The strategy determines the priorities for implementing the vision and overcoming the risks and issues




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## Technology





*Using technology to facilitate effectiveness*

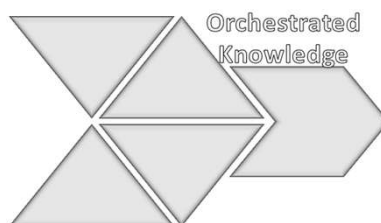
- ▶ Technology is the combination of tools, including hardware and templates used
- ▶ Technology works with the process to support the people
- ▶ Technologies are only purchased or implemented after
  - ▶ Analysis and study
  - ▶ A detailed understanding of
    - ▶ how they fit into the organisation
    - ▶ the role they are supposed to fulfil
  - ▶ Needed professional assistance in setting them up efficiently




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## Process






Process

- Processes implement the policies
- Processes are there to support the people doing the work
- The processes establish
  - Clear measurable objectives and outcomes
  - High-level flows of data and information
- A process is defined in such a way that a change in technology or training does not impact it
- The process defines what needs to be done


*What needs to be done*




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## Training






Training

- Training is at the centre of gravity of the business
- Training is needed to stay fresh, learn new techniques, understand new possibilities
- Without training, you may be applying techniques and solutions that are out of date and inefficient
- The purpose is to instruct people on
  - how to use technology
  - apply procedures
  - use a tool efficiently
- It involves showing the usage and the results so that they can rapidly get into standard working practices

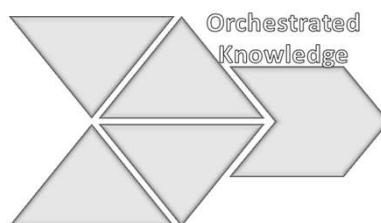
*Using the tools correctly*



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## Continual Improvement



**Continual Improvement**

*Find out what is going wrong*

- Continual Improvement is the basis that allows future efficiency
- Ensuring that the previous elements are in place allows employees to identify more effective approaches to using the technology and processes to achieve the vision

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## Roles and Responsibilities



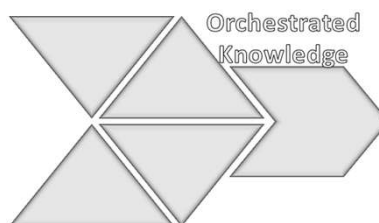
**Roles and Responsibilities**

*The right person for the right job*

- Roles and responsibilities are frequently forgotten
- Identify, define and communicate each individual's
  - Role
  - Responsibility
  - Authority
  - Career path
  - Skills progression
- It is critical for people to understand how they fit into the organisation

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## Feedback

- Feedback is critical for quality improvement
- Feedback needs to be
  - Justified
  - Quick
  - Frequent
  - Positive
  - Constructive
- Yearly performance reviews are confrontational, demotivating and counter-productive

*Quick, honest, useful*

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## Culture

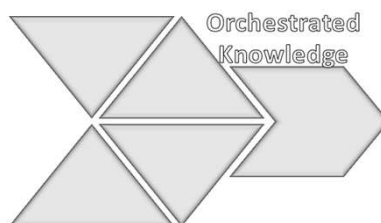
- The culture is the attitude staff display when no one is around, it covers what staff believe to be "natural", "normal" and "obvious"
- A culture review is when an independent (objective) person to conduct a confidential review
- Culture and culture change can be tested through an "astonishment report" by recent joiners
- Organisation values are critically linked to the culture

*Beliefs, values, relationships*

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# Communication



## Communication

*Listen, hear, think, speak*

- Free-flow of communication needs to be facilitated and structured
- Bottom-up: employees can contact top management when necessary, but will prefer to respect the "chain of commandment"
- Top-down: employees are informed and understand management's objectives, trust in the state of the business
- Sideways: no one is overwhelmed with pointless communications, but knows what, when and where to find the data they need



Let's have a chat


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# Education



## Education

*Give the means for people to think for themselves*

- Training is learning to follow steps, education is learning why steps are necessary and where they are leading
- Education means that everyone understands what is really critical and focuses on that
  - Client satisfaction
  - Keeping costs down
  - Developing new products
  - ...



Let's have a chat

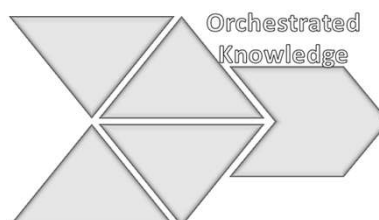
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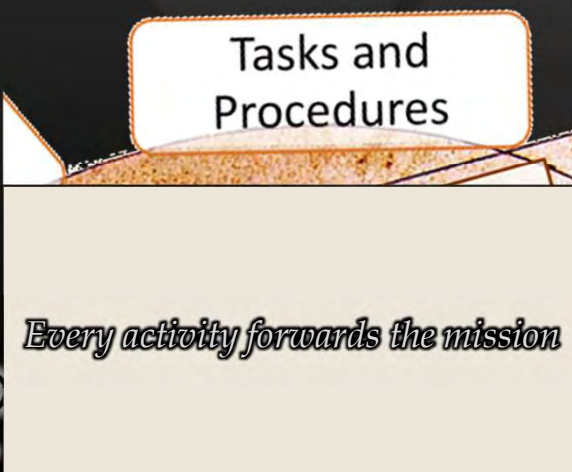
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## Tasks and Procedures



*Every activity forwards the mission*

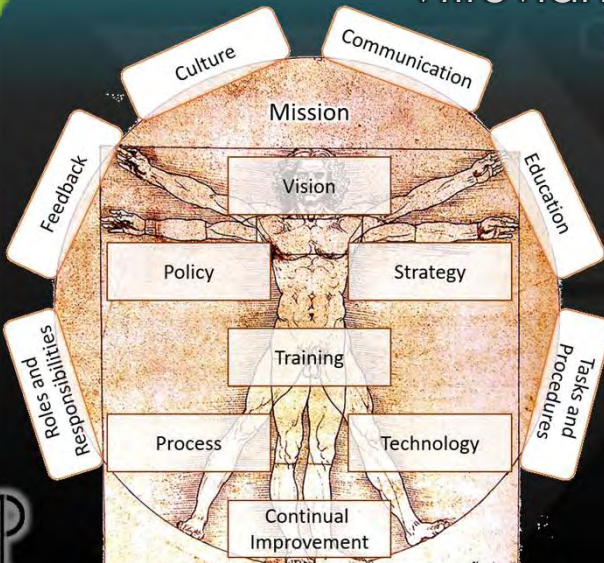
- Everyone understands how the tasks they are doing, the procedures they must follow fit into the overall picture
- Tasks and procedures are understood in their relative importance to the overall business

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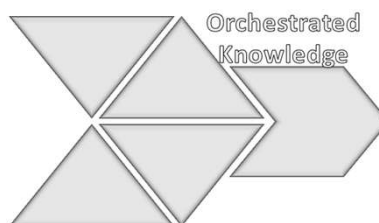
## Vitruvian Quality



- Dimensions regulate the **general scale** of the work, so that the parts may **all** tell and be effective  
*(Vitruvius)*

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## Fractal Management

Every component is dependent on the whole

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## Strange Loops

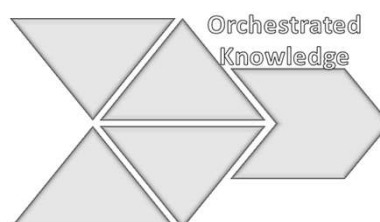
- ▶ Combining a Vitruvian Quality Structure with Fractal Processes creates a solid environment in which people will deliver quality most efficiently
- ▶ Every activity should be the reflection of a complete project:
  - ▶ Analyse what you are required to do
  - ▶ Determine the best approach
  - ▶ Plan what resources you need
  - ▶ Estimate how long it will take
  - ▶ Do the work
  - ▶ Monitor progress
  - ▶ Record the time it took

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**Conclusions**

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**Be a Full-Brain Organisation**

5. Improve Variance 4. Measure

Stimuli

Past

2. Plan Project 3. Work

Future

Unknown

1. Envision Opportunity 6. Discover Unexpected

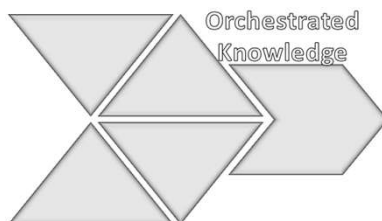
Goals Risk Influence

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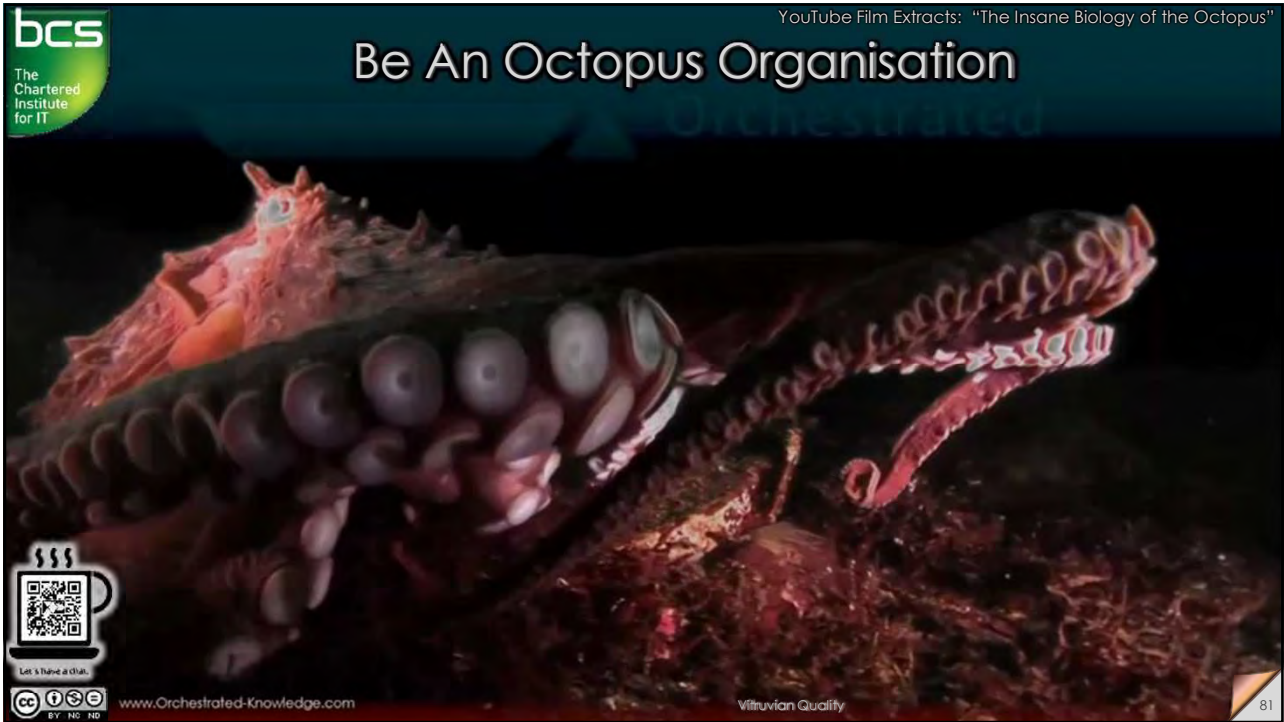
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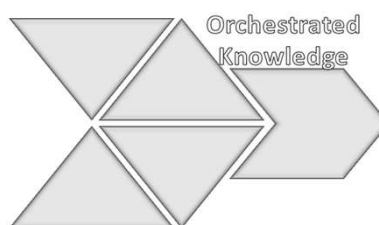




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## Be A Proud Organisation

- Satisfy the innate desire people have to take pride in the value of their work



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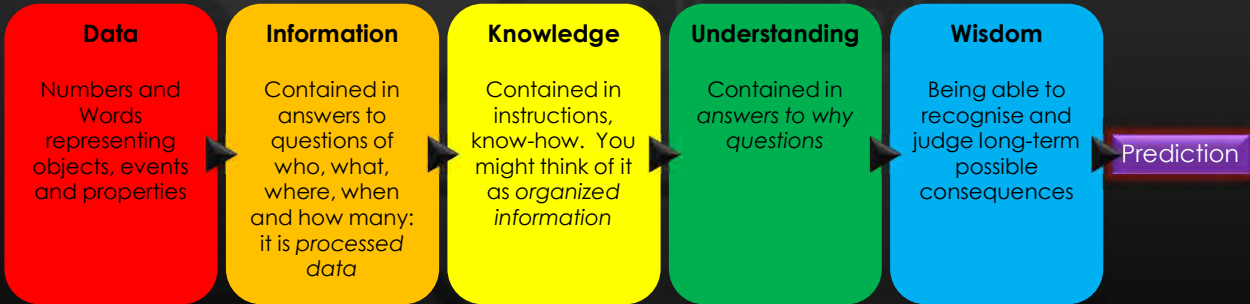
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## Be A Wise Organisation

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**Data**  
Numbers and Words representing objects, events and properties

**Information**  
Contained in answers to questions of who, what, where, when and how many: it is *processed data*

**Knowledge**  
Contained in instructions, know-how. You might think of it as *organized information*

**Understanding**  
Contained in answers to *why questions*

**Wisdom**  
Being able to recognise and judge long-term possible consequences

**Prediction**

According to Ackoff, Russell L. (1999)  
*Re-Creating the Corporation: A Design of Organizations for the 21st Century.*  
Oxford: Oxford University Press

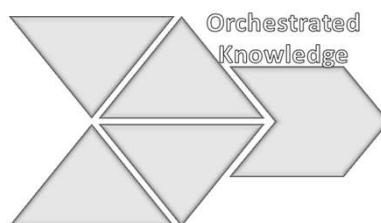
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Anchovy, Shark and Octopus

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## Be A Coherent Organisation

- ▶ Every worker needs to believe in your organizational mission
- ▶ Every worker needs to believe that their daily activities forward the organizational mission
- ▶ Every worker needs to take pride in their work and the results of your organization

Get your docs in a row!

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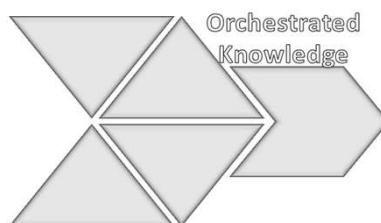
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## Additional Reading

<https://www.isbns.net/isbn/9781473613911/>

**YOU ARE NOT A GADGET**  
by JARON LANIER

<https://www.isbns.net/isbn/9780307269645/>

<https://www.isbns.net/isbn/9780262535946/>

**REBEL IDEAS**  
THE POWER OF DIVERSE THINKING  
by MATTHEW SYED

**NO RULES RULES**  
Netflix and the Culture of Reinvention  
by REED HASTINGS and ERIN MEYER

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<https://www.isbns.net/isbn/9780753553633/>

**SOCIAL PHYSICS**  
HOW GOOD IDEAS SPREAD—THE LESSONS FROM A NEW SCIENCE  
by ALEX PENTLAND

**OUT OF THE CRISIS**  
by W. EDWARDS DEMING

**Managing to Learn**  
Using the AS management process to solve problems, gain agreement, mentor, and lead  
by John Shook

<https://www.isbns.net/isbn/9781934109205/>

**THE TYRANNY OF METRICS**  
by JERRY Z. MULLER

<https://www.isbns.net/isbn/9780691191911/>

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## More Additional Reading

**Introduction to ISO 14001**  
Peter Leeson  
A Pragmatic Approach to Environmental Responsibility

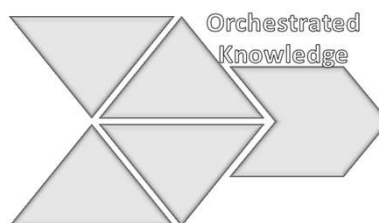
**Health and Safety Without Going Mad**  
Peter Leeson  
A pragmatic introduction to ISO 45001:2018

**Orchestrated Knowledge**  
Peter Leeson  
Rethinking the organization based on knowledge and for quality

**Bookshop**


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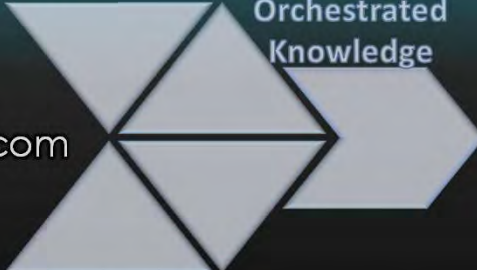


## Let's Talk...

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  - ▶ <https://bit.ly/OK-LetsTalk>
  - ▶ [www.Orchestrated-Knowledge.com](http://www.Orchestrated-Knowledge.com)



Let's have a chat.



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