Chapter 10:
"Brand You" and Professional Growth

Introduction

❖ "Brand you" suggests it is important that each individual takes responsibility for his or her work.

❖ The starting point in any project quality management initiative is individual professionalism.

❖ The three subjects discussed are:

1. Self-assessment
2. Using performance appraisal to get feedback
3. Empowerment

Objectives

The objectives of this chapter is to find answers to the question

❑ "How do I engage in a self-assessment process in the organization so that I can identify the best opportunities for my contribution to serving customer needs and continuous improvement?"

❑ Answers to this question can be obtained from

☞ Questionnaires

☞ Customer interactions

☞ Regular feedback from customers

Problem

❖ Do I do the right thing right the first time?

❖ Do I encourage quality in the way I do my job?

❖ Am I a good model?

➔ In customer-driven project management, many decisions are made that combine in effect to create the quality of the process itself.

➔ It starts with each member of the team and each party to the process feeling responsible and empowered to do the right thing right the first time and to inquire of the next customer down the line if it is not clear what the right thing is.

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◆ As a leader, how do I come across in the organization with respect to serving internal customers, doing it right the first time, and continuously improving myself?

➢ This problem has to do with "the book" on an individual, One can seek out "the book" on one's own performance, but candid feedback, is often difficult to get if one of the issues in "the book" is one's inability to listen and seriously address opportunities to improve service to one's internal customers.

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♦ How do I contribute to gaining consensus in the team, and what is my role in moving the group from its orientation and dissatisfaction stages into resolution and production?

☞ This criterion has to do with whether one is a team player or an individual performer.

☞ We have not been trained to work in teams, rather we have trained to do our "thing" and to pass it on, to hand off "my work" to the next workstation.

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□ What professional development opportunities do I seek in improving my grasp of my job? How about the tools and techniques of project quality management?

➤ The quality movement opens up new ways to learn and grow with the movement toward customer-driven work, but the energy to follow up on these opportunities must start with the individual, not the training or human resources office.

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o   What is my emotional investment in teamwork, and how much effort and energy am I able to bring to the process?

➢   Attitude drives behavior, and training and education guide the effectiveness of behavior in the workplace.

Difference

- <u>Traditional performance management systems</u>: work planning start with discussions with the boss on program objectives, goals, and performance appraisal criteria.

- <u>Customer-driven organization:</u> It begins in a peer-assessment process that never ends, and which is driven by feedback from key colleagues and customers in many areas.

Ability to Work in Teams

◆ Do you spend time working on individual tasks or on team projects?

◆ Are you a team player?

◆ Do you choose to be part of collective and shared effort, or are you a loner?

◆ Do you participate effectively in team meetings?

◆ Can you lead meetings effectively and control their agendas?

Customer Orientation

❖ Do you think about the "user" of your work? Can you put yourself in the shoes of those downstream customers of your work and adjust what you are doing accordingly?

❖ Do you concentrate on "doing it right the first time" so that others will not have to do it over again, or do you tend to assume that if your work is not satisfactory, someone will fix it?

❖ Are you a good customer, in the sense that you are clear about your needs to suppliers upstream from you in the work flows?

Ability to See "Work Flows" and the "Big Picture"

➔ Are you curious about the whole process in which you work and how work flows are designed and created and serve the ultimate customer?

➔ Do you see the "big picture" issues in the organization and your role in the "big picture"?

➔ Do you make suggestions on improvements in the work process?

Ability to Do and Lead Quality Work

- ☐   Do you value doing work well. and right the first time and meeting your own expectations for the work?

- ☐   Are you able to inspire others to develop their own personal themes of quality work?

- ☐   Do you solicit customers' views of what high-quality work is and adjust your standards accordingly?

- ☐   Do you produce work that is thoroughly researched and accurate according to the customer?

Ability to Do a High Quantity of Good Work

➢ Do you produce outputs and work products regularly?

➢ How good is your turn-around, as customers see it?

➢ Do you produce a high volume of work?

Use of Resources and Time

◆ Are you an effective and efficient user of time and resources?

◆ Are you aware of the passing of time and expenditure of money in the work that you do? Are you cost conscious?

◆ Do you use the computer effectively to assist you in managing tasks, time, and resources?

Communications

- Do you speak clearly and make effective presentations to groups, keeping to the point and "reading" the audience?

- Do you prepare good written reports that are clear and concise?

- Do you listen effectively, especially when your customers are talking and giving you feedback?

Interpersonal Relationships

♦ Do you interact successfully with a wide range of people?

♦ Can you focus on the process and not the person in analyzing root causes and optional corrective actions?

♦ Can you maintain control and composure in conflict situations?

Conceptual Skills

- Do you think critically about the issues and look beyond superficial symptoms in order to discover underlying causes?

- Do you have a good model in your mind about how things should go before you pursue a plan of action?

- Do you have a good conceptual grasp of the customer's issues and needs so that you can meet them?

Problem-Solving Skills

➔ How effective are you in identifying the problem and addressing it?

➔ Are you able to simplify problems in order to manage them?

➔ Are you comfortable with plans and programs to resolve problems, and are you able to stay with implementation to see the problems through to resolution?

Job Knowledge

➢ Do you keep current in your area of work?

➢ Can you effectively translate your technical knowledge to guide lines for others?

➢ Are you active in understanding the customer's job and technical expertise?

Organization of Work

❖ Are you good at setting objectives and sticking with them until completed?

❖ Can you handle several tasks at once, or do you need to Prioritize them and handle one at a time?

❖ Do you use the computer to assist you in organizing the work?

Personal Initiative

◆ Do you take the initiative to change processes and procedures that do not work?

◆ Are you willing to take on jobs and tasks that are not part of your job?

◆ Do you communicate your ideas for continuous improvement and quality, even if they suggest more work for you?

Coaching and Mentoring Staff

❑   Do your peers and staff seek out your advice on work-related problems?

❑   Are you interested enough in the growth of those you manage to listen to their issues and to give them guidance?

❑   Do you act as a resource person, and are you accessible when needed?

Technical and Professional Competence

☞ How professionally competent are you in your field, as evidenced by the number of peer inquiries you receive to help others ?

☞ What self-development and professional development activities do you engage in?

☞ What measures do you implicitly use to measure your own effectiveness as a technical member of a project team?

Performance Appraisal

❖ The assumption behind project quality management is that one seeks every possible avenue for feedback, even the often "dreaded" performance-appraisal system, but often the more visible indicators are not there.

❖ Performance appraisal gives everyone in an organization a unique chance to improve personally and professionally.

❖ Continuous improvement is expected in all areas.

Steps in Performance Appraisal

1. <u>Envision personal improvement:</u> Assessing your relationships within the organization and with your internal customers and your internal suppliers provides a fundamental understanding of where you are now.

- you can develop your expectations for your own behavior, and you can begin by creating a personal vision for your improvement.

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2. **Enable personal improvement:** This effort starts with educating yourself about which improvements are considered high priority.

➤ Seek training for yourself in the skills and principles you, your supervisor, your customers, and others see as essential to your effort.

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3. <u>Focus on improvement:</u> You should develop a clear improvement strategy to guide your efforts and ultimately use that strategy to evaluate the success of those efforts.

➔ Making improvement a high personal priority and creating time in your schedule for improvement activities are vital to this effort.

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4. <u>Improve the job:</u> You should establish control over your job by defining your processes and understanding how those processes interrelate and relate to others, including your customers and your suppliers.

➢ make the changes in your job that are necessary to make your life easier and more rewarding.

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5. <u>Improve yourself:</u> establish and adhere to a structured, disciplined approach to improvement that clearly defines your goals and requires steady, consistent improvement in your personal performance.

✓ Facilitate communication between yourself and others.

✓ Remove the barriers you place in your own way.

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6. <u>Help others improve:</u> An essential part of your personal improvement effort should be to help others improve themselves and the organization.

✓   Personally, you can make a substantial contribution to the individual improvement efforts of others

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7.   Evaluate your improvement progress: measure your success in your efforts to improve.

✓   By measuring your performance against your vision and your plan and by documenting your improvement efforts you will benefit the most from your efforts.

Empowerment

❖   Empowerment is first a personal strategy to improve.

❖   We empower ourselves to the extent that we take advantage of the process of ensuring that all employees, and, particularly those close to the customer, have the flexibility and support to meet customer needs and expectations.

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Personal response in a project team environment:

1. Improved quality of work life: Empowerment is intended to allow employees to take more ownership for their jobs and thereby to improve the work experience.

o The assumption is that employees want more flexibility and that change in the direction of more flexibility will make employees happier and more satisfied in their work.

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2. <u>Professional and personal development:</u> Professional and personal development has many angles, but in a customer-driven project environment, professional development typically takes on four basic characteristics:

    i.   Planning and analytic skills

    ii.   Team-building skills

    iii.   Presentation skills

    iv.   Scheduling skills

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3. <u>Rewards and recognition:</u> the team must be able to receive recognition an rewards and to model behaviors for others who aspire to more recognition.

4. <u>New job opportunities:</u> Empowerment brings on new job opportunities because the process widens contacts and relationships in the working environment, thus opening up new career tracks.

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6. **Increased latitude in decision making:** along with the ability to decided comes the accountability to defend the decision in terms of facts and figures.

➢ This adds weight to the argument that empowerment and quality improvement lead to more data collection and documentation needs and thus to more reliance on the computer in such areas as project management and financial management.

Preserving the Wonder in Project Management

❖ A leader can balance the use of tools and techniques with the wisdom of wonder and the appreciation that many of the factors of success lie in the hands of the people doing the work.