



Diploma in _____
Managing Quality in Higher Education

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LEADERSHIP, POLICY, AND LAW

Quality programmes fail if leadership is not committed, if the formal policy of the organisation does not foster and integrate those programmes, and if those programmes in any way violate existing law. Educators need to both recognise their importance and include them in their instruction and authorship.

MORAL LEADERSHIP NEEDS

Leadership is the most important function of management. Moral leadership is the most important component of leadership. To err is human. Failures due to inexperience, to experiments that don't work, to environmental change, or to unintentional wrong choices due to the four characteristics of this age – uncertainty, complexity, adversity or novelty – can be forgiven. But intentional immoral or unethical behavior is both unforgivable and a major cause of failure in organisations. Moral leadership is the rock on which ultimate success resides. Immoral leadership is a sure path to failure and a top research need for the Quality Sciences. Moral leadership arises from within the person, what a person is. The moral leader is not one who, by rote, follows a set of behavioural standards. People can be trained to create or implement policy. This is only half the equation. The moral leader is more than a person who is conditioned to follow rules of policies. There is a much more complex matrix that underlies behavior than rules or policy can provide. Moral leadership is what one is. Moral leadership may well be the outward evidence of inner character and, as such, is that which guides and determines attitude and behavior.



A sinister spin-off from immoral or unethical leadership is corruption. Quality pioneer Philip B. Crosby said, two weeks before his death on August 18, 2001, “Quality boils down to one word – Integrity.” It took decades for Crosby’s Zero Defects concept to be taken seriously.

By 2017, too much business and government have failed to prioritise moral leadership, integrity and honesty. The result has been stalled, declining or missing quality. Quality programmes have not stopped corporate corruption, global terrorism, drug cartel criminal actions in Mexico, dishonest personal attacks in the United States political campaigns, corrupt journalism, poverty, unemployment, homelessness, even starvation. Global resources are being consumed by those societal illnesses rather than going to help their victims and those devastated by human or natural disasters. Ten months after the Haiti earthquake on January 12, 2010, one million people remained homeless and in need of healthcare. A cholera epidemic followed and, to add misery to disaster in that small country, tropical storm Tomas caused more than million people to leave Port-au-Prince. But they had nowhere to go. There has been missing quality in Haiti since January 2010.

Creeping corruption is a cancer that, if not stopped, reaches a point of irreversibility. It was a major reason for the failure of the Third Reich and of Communism. It allowed Mexican drug cartels to cripple national governance. Those examples, in 2017, are only representative illustrations of how increasing corruption destroys existing quality. Integrity, morality, ethics and honesty should be the top criteria for advancement to any leadership position. Thus, it is important to create a course in building codes of conduct in schools.

QUALITY POLICYMAKING

It does not require breakthrough thinking on today's problems, in 2017, to reach the conclusion that solutions to global societal issues are increasingly inadequate. Evidence is abundant that Yehezkel Dror's Law #1, published in 1971, remains valid. It reads:

*While the difficulties and dangers of problems tend to increase at a geometric rate, the number of persons qualified to deal with these problems tends to increase at an arithmetic rate.*²⁴²

Why does Dror's Law remain valid? It is because the evolution of governance, knowledge, science and technology has brought earth's civilisation to the point where redesigning governance to guide needed global transformation is essential. While recognising that science and technology have improved the quality of most lives and has the real potential of quantum leap improvements, societal self-destruction is now a possibility that must be dealt with by governance. The universal quality need is to increase the capacity to influence decision making to produce a better future. Quality Sciences leadership is sensitive to this need. The Malcolm Baldrige National Quality Award added "Governance and Social Responsibility" to the leadership criteria in 2006. Much of higher education is also sensitive to the need. Converting that sensitivity to improving the quality of policymaking is a goal recommended for all those in higher education.

LAWMAKING NEEDS

Lawmaking and policymaking are interrelated. Our focus is for lawmaking in democratic societies that respond to the known needs of their citizens. We report here on the work of Dr. David G. Schrunk, founder and chairman of the Quality of Laws Institute.²⁴³ Dr. Schrunk is a medical doctor, an aerospace engineer, a space author, and a member of the American Society for Quality. He and Dr. Bob Krone, co-author of this book, have presented his analysis and prescriptions for law-making to ASQ leadership. We summarise it here and recommend that educators seriously study his theory and prescriptions.

Dr. Schrunk asks the question: “Why can’t lawmaking be more like the Quality, Medical and Engineering sciences? Why can’t it be more like industrial production and the quality services in health care? He has professional experience in all those areas.

His Foundation research has concluded that existing lawmaking:

1. Does not solve social problems;
2. Is devoid of quality;
3. Has no problem or goal definition;
4. Has no cost/benefit methodology;
5. Does not measure its quality performance;
6. Is unreliable and unpredictable;
7. Evolves through politics and ideology;
8. Is inadequate for modern society;
9. Creates hundreds of laws every year that exceed the capability of society to either evaluate or enforce;
10. And would be catastrophic for human space settlement governance.

Since laws of government are essential for the liberty, progress and well-being of people, Dr. Schrunk’s prescriptions are based in the conviction that a Science of Laws be created that utilises the tools of Quality Science and design and standards of engineering. His ideal law would be 100% effective, cost efficient, safe, reliable, non-intrusive and meets the needs of societies. He is fully aware of the political feasibility constraints that impede recommendation and adoption of quality sciences-based law making. We recommend that higher education, as well as schools of law, study the work of Dr. Schrunk’s Foundation. “The End of Chaos” seems to be impossible. Working toward it will be a virtuous goal for teachers and students.

