O my Lord!

Open for me my chest (grant me self-confidence, contentment and boldness)

And ease my task for me

And loosen the knot from my tongue

That they understand my speech

S Taha (20):25 to 28

Nadeem Mustafa Khan
Regional CEO, Health Services, Asia
Aga Khan University

Leadership for Quality : Does it make a difference?

Agenda

- Definitions and Background
- How is Leadership provided in Quality initiatives
- What is required of Leadership
- The Supreme Role-Model : Muhammad (SAW)
- Conclusions

Definitions and Background

QUALITY is **"fitness for use"** – where the

product or service displays what the

customer always gets what he expects

and wants.

Definitions and Background

- **FITNESS FOR USE** is achieved through two components:

  - **Product features** such as reliability, timeliness, serviceability, etc. It is **QUALITY** of **DESIGN**.

  - **Freedom from Deficiencies** which is at the point of sale, during the service. It is **QUALITY of CONFORMANCE**.

Definitions and Background

The outcome of "fitness for use" is dramatic for the company – in its bottom-line and reputation.
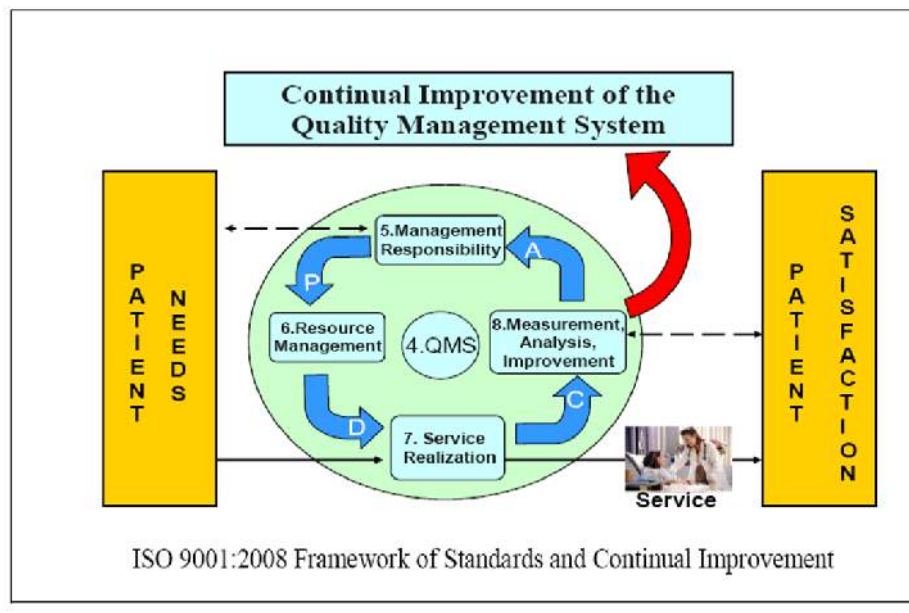
Definitions and Background

Quality management is achieved through focus on the processes, focus on the customers, using data and people-centered approach to achieve useful outcomes.

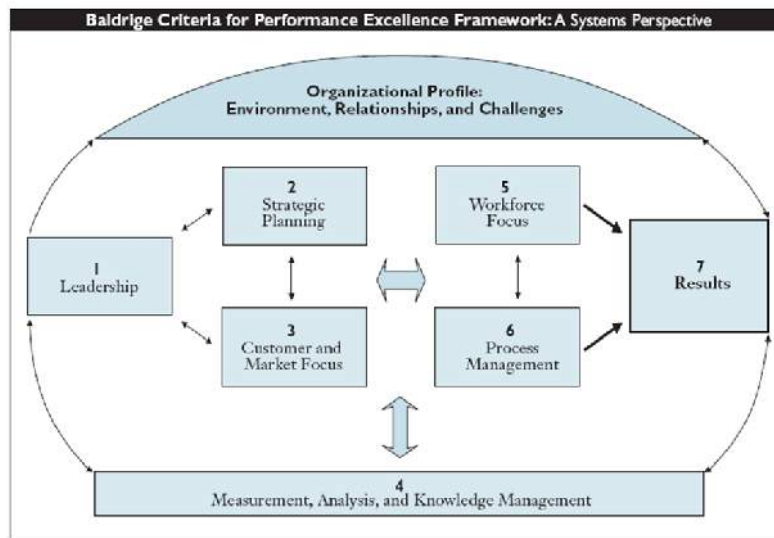## How is Leadership Provided in Quality Initiatives

Leadership for quality comes from how leadership sets the stage in :

- Defining the organization's mission and values
- Setting the direction for the future
- How close the leadership is to customers, employees and suppliers
- How leadership sees the role of the company as a member of society – in health and safety, environmental protection and corporate citizenship.

How is Leadership Provided in Quality Initiatives

ISO 9001:2008 Framework of Standards and Continual Improvement

How is Leadership Provided in Quality Initiatives

Baldrige Criteria for Performance Excellence Framework: A Systems Perspective

Organizational Profile:
Environment, Relationships, and Challenges

1 Leadership

2 Strategic Planning

5 Workforce Focus

3 Customer and Market Focus

6 Process Management

7 Results

4 Measurement, Analysis, and Knowledge Management

How is Leadership Provided in Quality Initiatives

I call this a leadership initiative

"CREATING AND INFLUENCING THE CULTURE"

A Culture of **values, direction, focus, human development, results** – indeed **EXCELLENCE**

How is Leadership Provided in Quality Initiatives

And this Creation of Culture requires

CHANGE

How is Leadership Provided in Quality Initiatives

ثبات ایک تغیّر کو ہے زمانے میں

سکوں محال ہے قدرت کے کارخانے میں

(اقبال)

Change remains the only constant

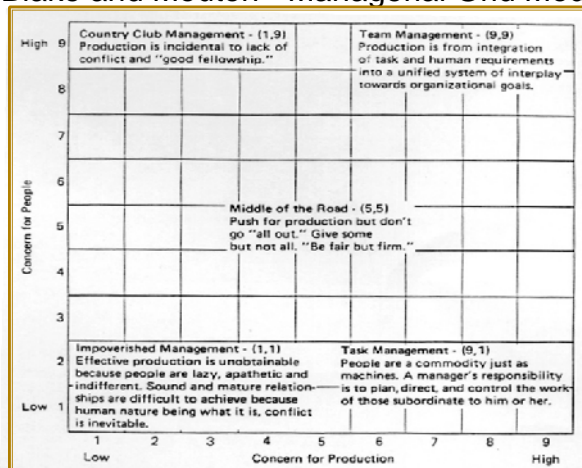**Peace and tranquility is difficult in Nature**

What is required of Leadership

For effective leadership (which is an ability to influence the action of others), 4 simple things ought to be known:

- Leaders must have **followers**. Without followers, there can be no leaders.
- An effective leader is not someone who is loved or admired. Popularity is not leadership. **Results** are
- Leaders are highly visible. They, therefore, set **examples**.
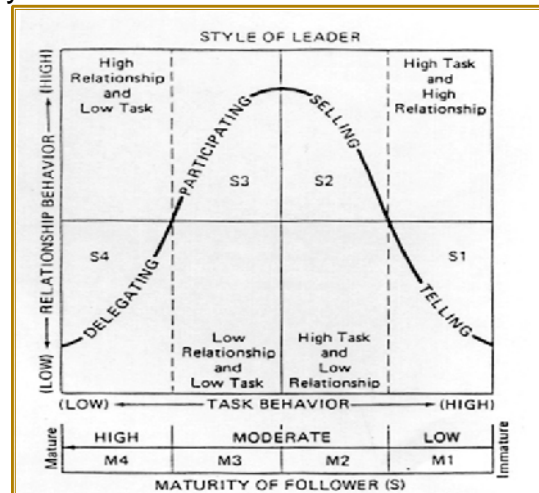- Leadership is not rank, privileges, titles or money. It is **responsibility**.

What is required of Leadership

Blake and Mouton - Managerial Grid Model

What is required of Leadership

Hersey and Blanchard's Situational Leadership Model

What is required of Leadership

Leadership Scale

		Points	%
1	Integrity	300	30.0
2	Competence	200	20.0
3	Example	150	15.0
4	Initiative	75	7.5
5	Conflict Management	75	7.5
6	Articulation	40	4.0
7	Energy	40	4.0
8	Perseverance	40	4.0
9	Tact	40	4.0
10	Common-sense	40	4.0
		1000	100.0

Source : Muhammad Asad

The Supreme Role-Model : Muhammad (SAW)

"Indeed in the Messenger of Allah (Muhammad SAW) you have a good example to follow for him who hopes in (the Meeting with) Allah and the Last Day and remembers Allah much".

33 :21

The Supreme Role-Model : Muhammad (SAW)

What are the keys here:

- All knowledge comes from Allah – thru' His Book (Al-Quran) and His Prophet (SAW) and his teachings and deeds (Hadith).

- A Culture of Islamic Values

The Supreme Role-Model : Muhammad (SAW)

The culture of an organization must be based on Islamic Values:

- Tawhid (Oneness of Allah)
  - Sincerity of intention
  - Work honestly
  - Ultimate trust
- Belief in Hereafter and reward and punishment
- Responsibility and Accountability
- Consultation – "shura"

The Supreme Role-Model : Muhammad (SAW)

As an example : **Responsibility and Accountability**

Prophet (SAW) said :

"Behold! Each one of you is a guardian, and each one of you will be asked about his subjects. A leader is a guardian over the people and he will be asked about his subjects: a man is a guardian over the members of his household and he will be asked about his subjects; a woman is a guardian over the members of the household of the husband and of his children … Behold! each one of you is a guardian and each one of you will be asked about his subjects.

(Bukhari)

The Supreme Role-Model : Muhammad (SAW)

- Justice
- Dignity and respect for others
- Trustworthiness
- Caring and sharing with all
- Moderate spending
- Value of time
- Eagerness to learn

The Supreme Role-Model : Muhammad (SAW)

As an example : **Justice**

Prophet (SAW) said : "I will be against three persons on the Day of Resurrection: One who makes a covenant in my name but he proves treacherous, One who sells a free person as a slave and eats his price, and one who employs a labourer and gets the full work done by him, but does not pay him his wage". (Bukhari)

The Supreme Role-Model : Muhammad (SAW)

As an example : **Value of Time**

Prophet (SAW) said : "Man will be asked about this life : how he spent it, his youth : how he used it, and his money : how he earned it and how he spent it" (Tirmidhi)

The Supreme Role-Model : Muhammad (SAW)
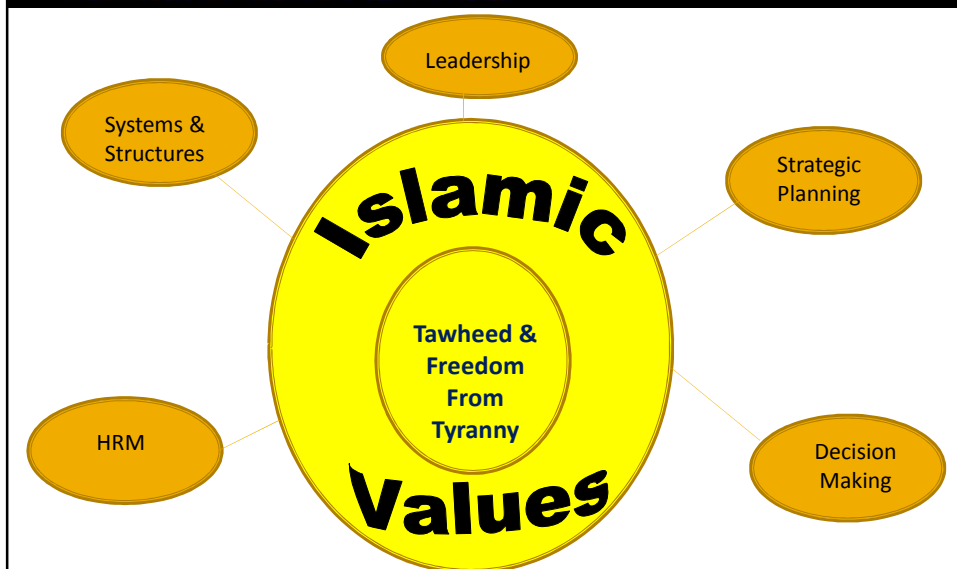
The Supreme Role-Model : Muhammad (SAW)

Some simple home-truths:

1. "Whenever Allah's Messenger was given the opportunity to choose between two affairs, he would always choose the easiest and the most convenient." (Muslim)

The Supreme Role-Model : Muhammad (SAW)

2. Aisha (RAH) said that he himself used to repair his shoes, sew or mend his dress and do what ordinary men did in their houses. After all, he was a human being like others. He used to check his own clothing. Milking the sheep and catering for himself were some of his normal jobs" (Mishkat)

The Supreme Role-Model : Muhammad (SAW)

3. Once he was travelling with his Companions and when it was time to have food prepared, he asked them to slaughter a sheep. A man said : "I will slaughter it," another said: "I will skin it out": a third one said: "I will cook it." So Allah's Messenger said: "I will collect wood for fire.: they said "No. We will do that work". "I know that you can do it for me, but I hate to be privileged. Allah hates to see a servant of His privileged to others." So he went and collected firewood. (Khulasatus-Siyar)

The Supreme Role-Model : Muhammad (SAW)

4. He kept himself away from three habits: hypocrisy, excessiveness, and what was none of his concern. People did not fear him in three areas: he neither degraded or blamed them nor did he seek the defects or shortages of others. He only said things whose reward was Divinely desirable.

(The Sealed Nectar)

The Supreme Role-Model : Muhammad (SAW)

5. Taif – the worst day in the Prophet (SAW)'s life. Inspite of stones, the Prophet (SAW) when asked by Jibreel (AS) that Allah had sent the angel of the mountains who waited his command, he replied "I hope that Allah would create among their offspring those who will worship Him and associate none with Him".

(The Sealed Nectar)

The Supreme Role-Model : Muhammad (SAW)

کی محمدؐ سے وفا تو نے تو ہم تیرے ہیں

یہ جہاں چیز ہے کیا لوح و قلم تیرے ہیں

علامہ اقبالؔ

The Supreme Role-Model : Muhammad (SAW)

"O Allah! Send Your blessings (and the Magnificent Words of Yours) upon Muhammad and the family of Muhammad, as You have send blessings upon Ibrahim and the family of Ibrahim. You are Worthy of all praise. All-Glorious".

"O Allah! Bless Muhammad (SAW) and the family of Muhammad (SAW) as You have already blessed Ibrahim and the family of Ibrahim. You are Worthy of all praise, All-Glorious."

Conclusions

1. Leadership is the Decisive Factor between average and outstanding performance.
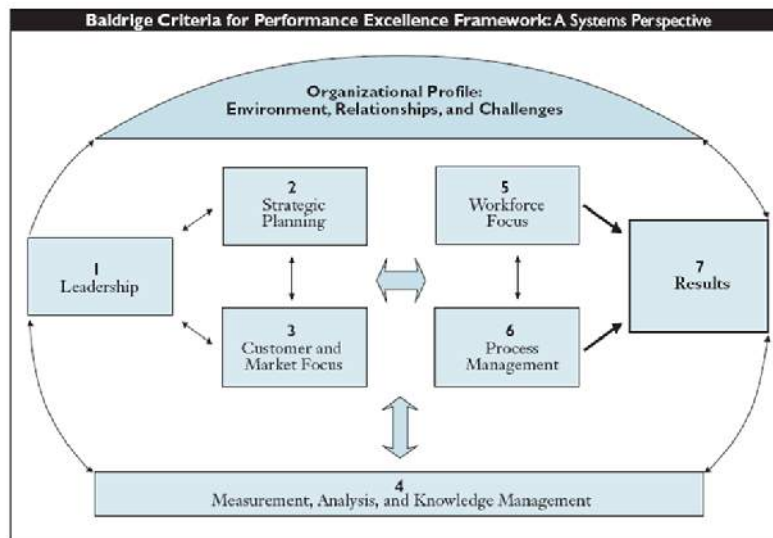
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2. Quality is fitness for use – using product features and freedom from deficiencies.

Conclusions

3. Leadership for quality comes from how leadership creates and influences the culture of an organization through Change.

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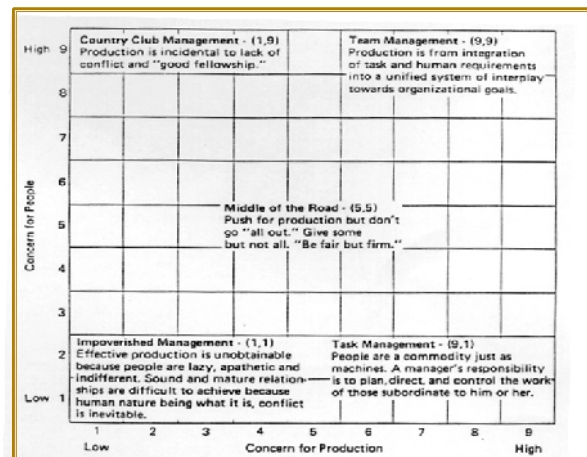I call this a leadership initiative

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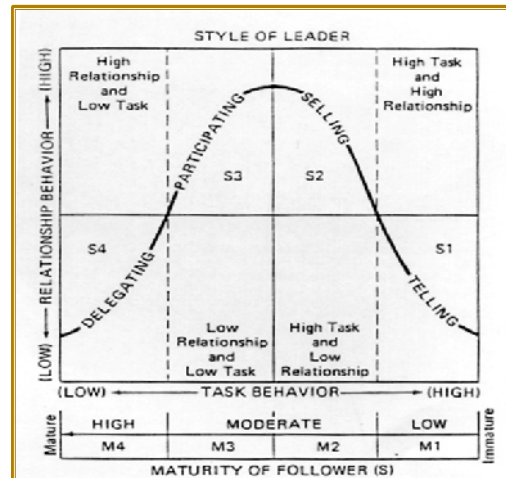4. Leadership requires a mix of "task vs people" balance and certain key traits.

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Conclusions

5. Muhammad (SAW) presents the right role-model to emulate – follow him thru' in creating an Islamic culture within each organization.

Conclusions

6. The Islamic Culture is based on certain key principles that Muslims follow.

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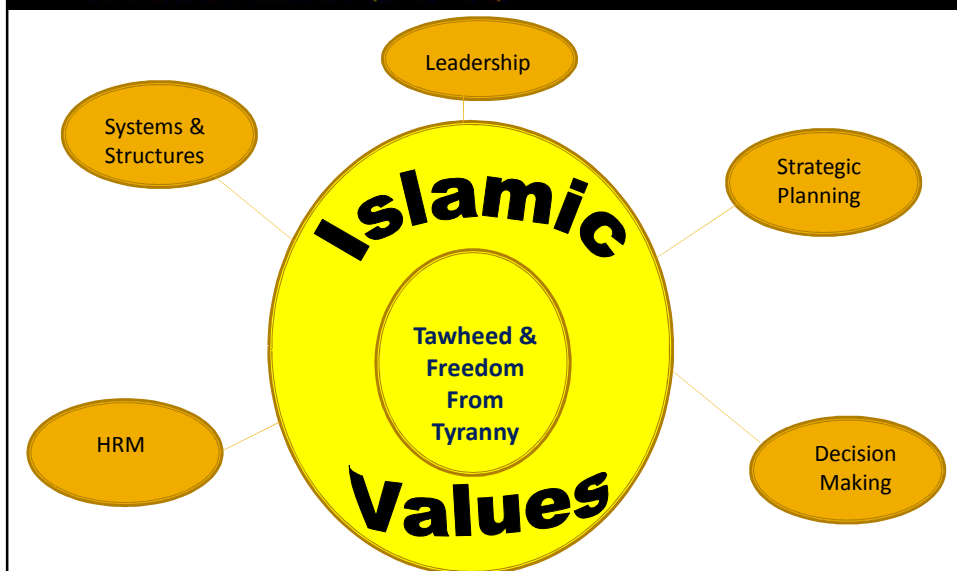- Responsibility and Accountability
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- Eagerness to learn

Conclusions

7. Creating an Islamic Model for Quality Management.

The Supreme Role-Model : Muhammad (SAW)

Conclusions

8. Always aim for the best.

Conclusions

Sources:
1. The Noble Quran, Darul Salaam
2. The Sealed Nectar by Mubarakpuri, Darul Salam
3. Islam and Management by Jabnoun, International Islamic Publishing House
4. The Life of Prophet Muhammad (SAW) by Ibn Kathir, Darul Ishaat
5. World Class Quality by Lulla, Tata McGraw Hill

Conclusions

1. Leadership is the Decisive Factor between average and outstanding performance.
2. Quality is fitness for use – using product features and freedom from deficiencies.
3. Leadership for quality comes from how leadership creates and influences the culture of an organization through Change.
4. Leadership requires a mix of "task vs people" balance and certain key traits.

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Thank you