

# LEADERSHIP IN QUALITY

## ***DABAR***

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# Today's journey



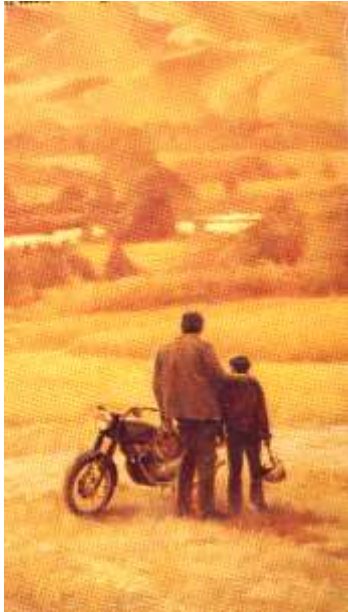


# Content

1. Quality is a vague concept.
2. The PDCA cycle is in trouble
3. What is Leadership ?
4. Trends in Higher Education to 2020
5. Vision and Action



# 1. What is Quality?



R. Pirsig (1974) Zen and the art of motorcycle maintenance

“ *Quality..... you know what it is, yet you don't know what it is. But that's self-contradictory. But some things are better than others, that is, they have more quality. But when you try to say what the quality is, apart from the things that have it, all goes poof (p.163)!*”.....



# 1. What is Quality?

Giertz (2000, p. 7) stated:

The traditional value system is that, as academics, we work within the same framework and share the same values and even though we might not be able to explain to outsiders what quality in higher education is, that constitutes no problem, since *we still know—we know it when we see it.*



# Kemenade et al. (2008)

Do we really work within the same framework????



# Quality is...

You know it when you see it

**Product**

**Production**

**Value for money**

**Customer satisfaction**

**(Garvin, 1983)**



# QUALITY OF WHAT?

“The subject of knowledge cannot be seen apart from the object of knowledge. Seeing means seeing something, hearing is hearing something, being angry means angry about something, hoping is hoping for, thinking is thinking about something”.

So: “Talking about quality is talking about the quality of something”.

VietNameese Buddhist monk Thich Nhât Hanh





# QUALITY OF EDUCATION

Quality can be viewed as:

Exceptional

Perfection

Fitness for purpose

Value for money

Transformation

*Harvey & Green (1993)*



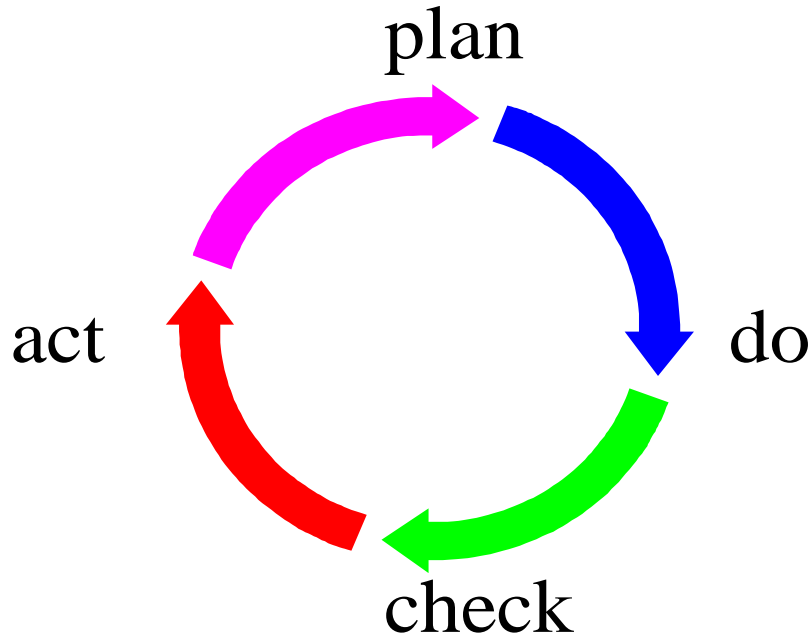
## *A slippery concept say Harvey & Green (1993)*

*“ At best perhaps, we should define as clearly as possible the criteria that each stakeholder uses when judging quality and for these competing views to be taken into account when assessments of quality are undertaken ”. (o.c., p. 28).*

{students, world of work, government, staff, management}



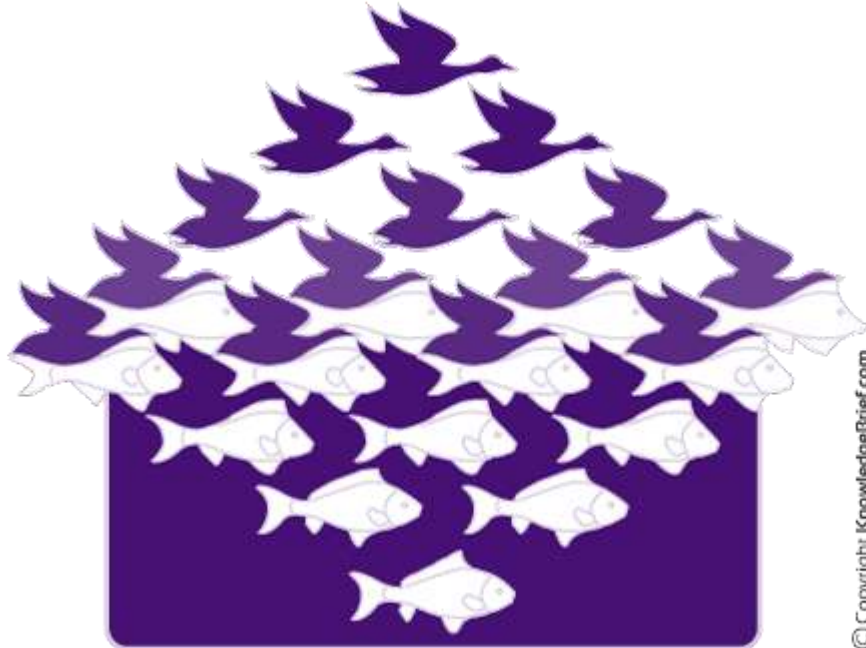
## 2. PDCA





Can we check what is slippery?





**EMERGENT CHANGE**



# Can we really plan?

- Our circumstances change too fast.
- We cannot influence our situation as much as we could in the past.
- SMART goals might force us in a wrong direction. Make objectives vague.  
(Mintzberg, 1994)



3.





# 3. What is Leadership?



Managers assure that ladder is climbed efficiently (processes).

Leaders assure that ladders are placed at the right wall (vision).





# Antoine de Saint-Exupéry



“Quand tu veux construire un bateau, ne commence pas par rassembler du bois, couper des planches et distribuer du travail, mais réveille au sein des hommes le désir de la mer grande et large “ (1).

(1) “If you want to build a ship, don't drum up people to collect and cut wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea”.





# Vision

- From Latin: vidēre, to see, to look out for
- What do we want to be/become?
- The companies vision declares the intention with regards *the future* it desires to create.
- What the company is *striving to achieve*.
- The vision should create a long-term motivational alignment between employees and the organization and generate social goodwill.
- The vision describes “*the end*”, the “desired state”.



# Vision

Three elements (CIA):

**C**harisma: the direction we want to go for  
for the stakeholders

**I**nspiration: clear focus for the employees

**A**mbition: long term objective to strive for.



# Vision Erasmus University Rotterdam

- Our vision is to contribute to the quality of tomorrow's society by enabling students to carry out groundbreaking research. (*charisma*) .....
- **By 2020**, we want everyone to view Erasmus University Rotterdam as a proud, internationally-driven university that develops talent and creates knowledge for local communities and wider society. (*ambition*)
- Our priorities are quality and innovation. (*inspiration*)
- Our focus is **making a major contribution** to resolving national and international social issues. (*ambition*) .....
- Finally, we want our 'open thought' culture to attract critical, responsible world citizens set on joining the march of progress (*ambition*).



# Vision

## Harvard College

Harvard College **will set the standard** for residential liberal arts and sciences education in the twenty-first century (*ambition*). We are **committed to creating and sustaining** the conditions that enable *all Harvard College students (charisma)* to experience an unparalleled educational journey that is intellectually, socially, and personally transformative.



# Vision Oxford University

**Our vision is to be recognised** as delivering world class facilities that support world class research, teaching and learning (*ambition*).

**Many universities lack a good vision!**



Take ten minutes and write

*We strive to become* in 2025

.....





## 4. Trends in Hed towards 2020

- The Boston Consulting Group
- Five Forces Are Reshaping Higher Education (US)
  - Demands are rising for a greater return on investment in higher education.
  - Greater transparency about student outcomes is becoming the norm.



# Trends in Hed towards 2020

- New business and delivery models are gaining traction.
- The globalization of education is accelerating.

<http://www.bcg.com/en-in/expertise/industries/education/five-trends-watch-higher-education.aspx>



HEY BUDDY — YOU GOT A DIME TO SPEND ON  
LEARNING?

**2014**

**Martin Van Der Werf**

**THE FUTURE OF HIGHER EDUCATION**

<http://collegeof2020.com/hey-buddy-you-got-a-dime-to-spend-on-learning>



# Interview

- Ryan Craig, managing director of University Ventures, predicts the most aggressive change. “Higher education in ten years will be making more money from [job] placement than from tuition.”
- A need for retraining existing workers, how to lift low-attaining adults to a higher standard of living may be the most important educational challenge there is.
  - Credit portability
  - Competency based credit



# The learner revolution

- Credit-hour structure
- Accreditation and regulation
  - “Imagine a world where credits are not institution bound, but earned and carried by individual students throughout life. There may be no other educational innovation that would be more empowering for students”.
  - As a workaround, entrepreneurs are beginning to create their own universities or training academies outside the formal higher-education system. By creating their own content and educational platforms, they are hoping to also crack the traditional system’s credit-hour stranglehold.
- Pedagogical innovation (learner coaching, flipped classrooms and use of social media)
- Defining evolving employer needs (students are not equipped to prepare them for the job market).



# Trends in HEd towards 2020

- Observatory on Borderless Higher Education Horizon Scanning report (2013)
  - People, not technology, will drive educational change
    - *The impact of MOOCs on pedagogy and university business models will be profound, but will manifest as an evolutionary shift rather than an avalanche of change.*



# Trends in HEd towards 2020

- [Observatory on Borderless Higher Education Horizon Scanning report \(2013\)](#)
  - Academic provision and accreditation are unbundling
    - *Beyond the reach of elite universities, the 'unbundling' of educational provision from accreditation is set to spread and students will choose courses from different institutions and receive credit toward a degree or non-degree certificate.*



# Trends in HEd towards 2020

- Observatory on Borderless Higher Education Horizon Scanning report (2013)
  - Higher education will continue to globalise – but gradually
    - *Mobility to traditional exporting countries will be challenged by more intra-regional mobility, for example through the Association of Southeast Asian Nations (ASEAN).*

[http://www.obhe.ac.uk/documents/view\\_details?id=934](http://www.obhe.ac.uk/documents/view_details?id=934)





# BRICs and MINTs, move over for the TACTICS

- BRIC
  - Brazil, Russia, India and China
- MINT
  - Mexico, Indonesia, Nigeria and Turkey
- Future stars in HED: TACTICS
  - Thailand, Argentina, Chile, Turkey, Iran, Colombia and Serbia

*Times Higher Education research*



- British Council (2012)
- The shape of things to come: higher education global trends and emerging opportunities to 2020
  - international student mobility flows in the next decade and the demographic and economic factors impacting on them;
  - the emergence of new models of global higher education partnerships – this includes teaching partnerships and provision of degrees off-shore
  - commercial research activities that higher education institutions in different countries engage in as a response to decreased investment in higher education across a growing number of countries.



- For advanced economies, international mobile student population in the long run and a proportion of activity in research, both academic and business, will need to **follow east** if opportunities are to be exploited.

[https://www.britishcouncil.org/sites/default/files/the\\_shape\\_of\\_things\\_to\\_come\\_-\\_higher\\_education\\_global\\_trends\\_and\\_emerging\\_opportunities\\_to\\_2020.pdf](https://www.britishcouncil.org/sites/default/files/the_shape_of_things_to_come_-_higher_education_global_trends_and_emerging_opportunities_to_2020.pdf)



# Leadership Thoughts (1)

1. What are our opportunities to increase productivity and reduce costs?
2. How can we ensure success for the changing (mix of) students?
3. How can we improve outcomes?



## Leadership Thoughts (2)

4. How to involve in new technology ?
5. How do we need to innovate our pedagogy ?
6. How can we cooperate with emerging country rising stars ?



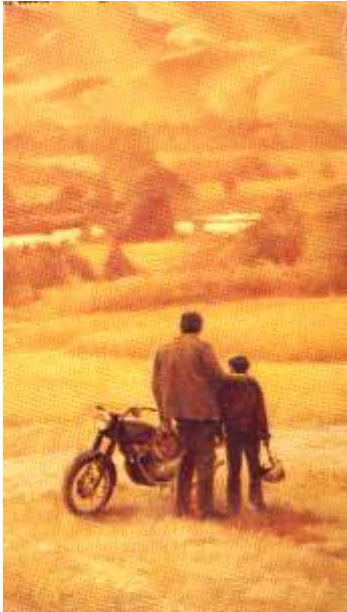
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*We strive to become* in 2025

.....



# Quality is....



Zen  
and  
motorcycle maintenance

R. Pirsig.

***DABAR***



# 5. Action

## 1. Environmental

- Study of the context the university is in (globally, nationally, regionally); TACTIC
- Study needs of employers and possibilities for research
- Conduct portfolio reviews, while identifying opportunities to increase productivity and reduce costs.





# Top 10 skills

## in 2020

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1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

## in 2015

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1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum

<http://www.nztech.org.nz/the-10-job-skills-you-will-need-by-2020/>



# Action

## 2. Unbundling academic provision and accreditation

- In anticipation of worldwide developments focus more on course quality, course certification and marketing
- Credit hour system for life long learning



# Action

## 3. Reflective

- As a leader take time to reflect on your actions, daily, systematically, slow down and think

## 4. Attentive to yourself

- As a leader take care of yourself
- Work-life balance
- Authentic leadership



# Action

## 5. Sustainable

- In limited sense: take care of the continuity, innovate
- In broader sense: be Corporate Social Responsible
  - the competences the world needs
  - Audit Instrument for Sustainability in Higher Education (AISHE)



# Action

## 6. Human

- People not technology will drive educational change, so :
  - Pay attention to the staff and their change-ability
  - Inspire staff
  - “slow down and think”

## 7. Excellent

- Take care of outcomes and return on Investment
- Keep striving for excellence based on a 2025 CIA vision



# Conclusion

## DEFINE PERSONAL VISION

### AND ACT:

**E**nvironment (global and business)

**U**nbundling (certification)

**R**eflection (daily)

**A**ttention to yourself (authenticity, be the example)

**S**ustainability (CSR)

**H**uman (inspire people)

**E**xcellence (outcomes, ROI and vision)



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