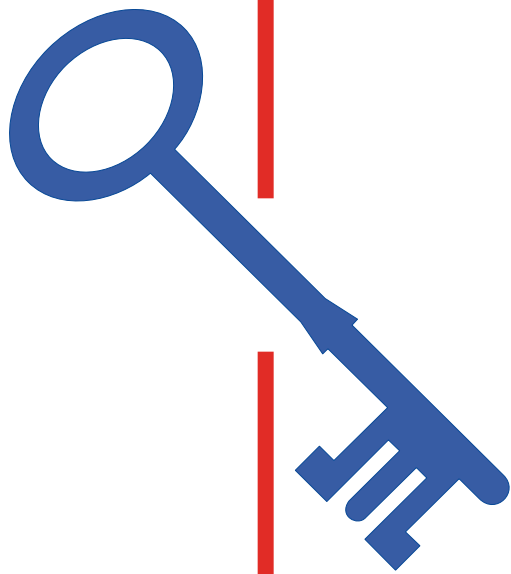




STRATEGIC MANAGEMENT FOR SENIOR LEADERS:

A HANDBOOK FOR IMPLEMENTATION

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DEPARTMENT OF THE NAVY TOTAL QUALITY LEADERSHIP OFFICE

About the TQL Office

The mission of the Total Quality Leadership (TQL) Office, Office of the Under Secretary of the Navy, is to assist the Department of the Navy (DON) leaders in their quality-focused improvement efforts. The TQL Office also provides technical advice to a number of organizations inside and outside government.

The TQL Office has responsibilities in six key areas:

INFORMATION AND COMMUNICATION

The TQL Office educates the DON about TQL policies and initiatives through the *TQL* Leader and through articles, reports, and presentations at conferences and meetings. It has developed a computer-based quality information network to facilitate communication with DON organizations.

ASSESSMENT

Systems are needed to assess and enhance TQL implementation in the DON. The TQL Office designs and develops feedback mechanisms in support of mission accomplishment. It also develops new approaches to improving organizational effectiveness.

CONSULTANT SERVICES

TQL Office members provide technical advice to the Under Secretary of the Navy and other senior DON leaders on the application of TQL principles and methods within the DON and on strategic planning. Advice may also take the form of recommendations on implementing new laws, such as the Government Performance and Results Act, as well as on related initiatives.

EDUCATION AND TRAINING

The TQL Office is responsible for ensuring the technical accuracy of the DON TQL curriculum. Having overseen the design and development of the courses, the staff now advises on the integration of TQL material into training pipelines. The TQL Office continues to publish handbooks and other publications on all aspects of organizational change and to design new courses.

NETWORKING AND LIAISON

The TQL Office has much to share with other organizations, both government and private, and much to learn from them. Staff members participate in TQL-related networks and professional organizations.

NEW TECHNOLOGIES

Technology can provide critical support to DON quality improvement efforts. The job of the TQL Office is to assess new technologies related to organizational change and process improvement and translate them into applications for the DON.