



Move from Adversary to Ambassador

Get buy in to increase productivity

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REBECCA BRADSHAW

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WHY

As a quality manager, do you often feel as though they are not being valued? I remember being told by a CEO "You are trying to turn us into MacDonald's". At the time I was indignant, systemisation and consistency were my mantra, Macdonald's systems were to be aspired too. Over time I have come to see that what was really at fault was the way I was communicating quality across the organisation, my **compliance and systems** approach wasn't in line with the CEO's **person-centred approach**.

It wasn't done on purpose, I just honestly **didn't know what I was doing**.

Sometimes quality managers can find themselves in the role 'by accident'. I have worked with many people in a quality role who find themselves responsible for quality because they are in the right (or wrong) place at the right time. They may oversee a program which needs to be **certified** and are given responsibility for **"getting us through the audit"**. This can leave people feeling completely **overwhelmed**, unable to understand the work that needs to be done and getting no support from management.

The tasks that people in a quality role are asked to do can sometimes feel immense. Being asked to write policy and procedure and develop systems for the organisation can feel like a big responsibility. You may not be confident about your writing style, don't know about funding and legislation requirements, or just don't know where to begin. Have you been guilty of **googling** another organisations procedures and trying to make them fit your organisation?

People often worry that there will be negative consequences if they get a policy and procedure wrong and fear can be a big demotivator for getting the work done.

Most people procrastinate because they don't know what to do so they **do nothing**.

As Abraham Lincoln says

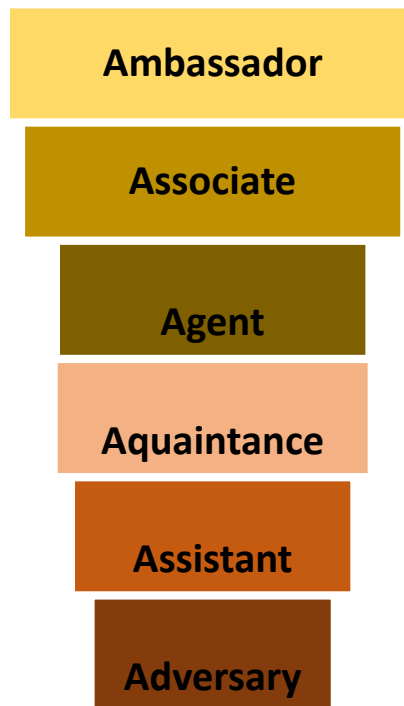
"You can't escape the responsibility of tomorrow by evading it today."

Eventually the **work just needs to be done**.

Delegation can be another big issue for people working in a quality role. The reasons people find it hard to delegate can be varied but commonly I see there are three main reasons:

- Your role is positioned within the organisation so that you report to the executive rather than work alongside them. This hierarchy can be a huge barrier to effective delegation.
- You simply don't know what needs to be done. Your work is reactive, fixing issues as they arise. It's easier to just do it yourself, muddling through and hoping for the best rather than trying to explain it and being found lacking.
- People see no importance in what you do. *"Quality is compliance, and that's your job..... go do it."*

The life of a quality manager can be an uphill struggle. It's like climbing a ladder, moving upwards from Adversary to Ambassador.



Ambassador

Associate

Agent

Aquaintance

Assistant

Adversary

You could enter the ladder at any point depending on several factors:

- The maturity of the organisations systems
- The organisation understanding of and commitment to quality
- Your own knowledge and experience
- Your communication style
- The legacy of the previous Quality Manager

Where are you on the ladder?

Let's assume you start at the bottom of the ladder

Adversary

You start as an **ADVESARY**. Quality managers who are perceived as an adversary often find themselves operating in the role of **ANTAGONIST**. In this role you find yourself reporting to a manager who doesn't understand what you do. You may not understand what is expected of you, may not even have a position description, and there is no one in the organisation to guide you. You are stuck in a place of 'not knowing what you don't know'. When you try to affect change your lack of knowledge (of the organisation and of systems) are barriers to productivity.

Assistant

As you move up the ladder you become an **ASSISITANT**. People are more open to your suggestions however they still feel that it is your responsibility to 'get it done'. This can cause an enormous amount

of frustration especially if quality is only part of your role or you are part time. Getting everything done is just not possible without buy in.

Acquaintance

Overtime you become an **ACQUAINTANCE**, your communication skills are effective, your knowledge of quality is evident and people listen to your advice. Quality managers as acquaintances can feel the frustration decreasing, get traction and feel that their work is being valued. There is a risk you are still expected to **do the work**, there is still no true buy in from the team and delegation can still be a challenge.

Agent

Getting across the line to **AGENT** status means that you are really starting to get traction. As an agent you are **“authorised to act on another’s behalf”**. People see that you understand the organisation, their needs and the work that needs to be done. People start to trust you and give you more room and autonomy. If you aren’t ready for this stage it can be overwhelming as the responsibility weighs heavily and you can find yourself slipping down the ladder to associate hoping to be **directed** in your work.

Assistant

Moving up the ladder to **ASSISTANT** you become a person who can **‘give aid’**. People realise they need your skills, can count on you for solutions and help them with the **work that they need to do**. You are a delegator and people are responsive to your requests. The workload is shared and the pressure eases allowing you more time to begin broader, strategic thinking.

Ambassador

Being as Ambassador is like your children coming to you as adults and thanking you for everything you did for them. You are recognised as the **‘authorised representative’** of quality systems within the organisation. The management need to streamline a process, they come to you, productivity needs to be increased, they come to you. You might find at this point you are given autonomy to design projects, rather than just putting out fires and reacting to cries of **‘the auditors are coming’**. You have sustainable systems in place and have time to further develop systems and achieve positive outcomes.

WHERE

If you are in the bottom three rungs of the ladder, **Adversary, Assistant or Acquaintance** chances are you are constantly being delegated to. If the organisation is at a level of compliance rather than commitment to quality you will find yourself doing all the work, maybe feeling like you are **making it up as you go along**.

Moving to the upper level of the ladder as an **Agent or Associate** you can effectively delegate. If the organisation is focused on compliance you may still find you are telling people what to do and constantly checking that they have done it. Once you become an **Ambassador** you can shift the organisation from compliance to commitment, developing systems where responsibilities are defined and understood and your role becomes **monitor rather than checker**.

Move from Adversary to Ambassador

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Ambassador	Leading	100
Associate	Partnering	75
Agent	Connecting	50
Acquaintance	Communicating	30
Assistant	Directing	20
Adversary	Antagonist	10

If you are interested in moving up this ladder than this opportunity is for you. During this 12 month program you will

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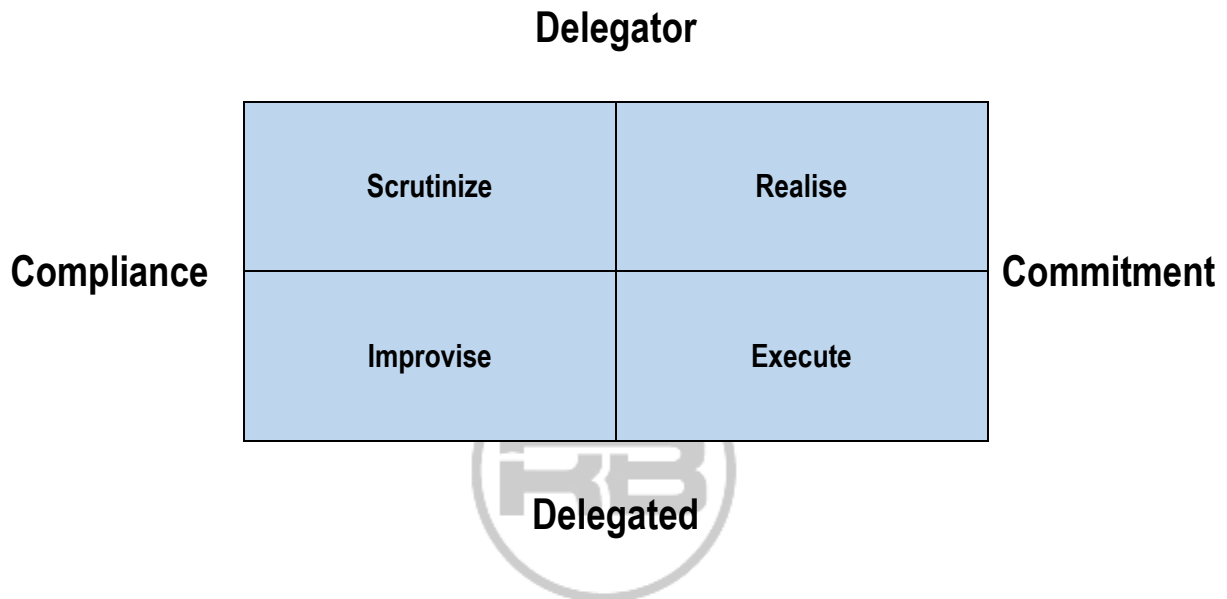
Join a tribe

Build you knowledge and skills

HOW

The key thing to remember is that contrary to popular belief most people do not believe that ***'quality is everyone's business'***. This is okay, once people see you as the expert, the Ambassador. they will follow where you lead and the work will get done. You are the expert, and you should be using your skills to move from delegated to delegator, moving the organisation from compliance to commitment.

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This 12-month mentoring program is for people working in a quality role seeking ongoing support to develop their skills around quality systems and increasing team productivity.

The 12-month program includes:

4 x group skill building sessions eg internal audit, procedure development, getting buy in.

2 x one on one remote coaching sessions with Rebecca

Copy of Simon Dowling's book "work with me How to Get People to Buy into Your Ideas."

Closed LinkedIn group for ongoing support

Access to Rebecca's policy and procedure templates

An opportunity to build a tribe of experts, build your network and get support from people who understand your challenges.

REBECCA BRADSHAW

Formally a nurse in the UK Rebecca moved to Australia in 2001 to start a new life with her husband. Working as the Director of Nursing of a day procedure hospital in Melbourne Rebecca discovered her love of systems and processes as a way to manage organisation risk.

Rebecca has worked as an Auditor, Consultant, Trainer and Mentor for over 10 years, helping organisations across Australia to identify risk, develop systems to manage those risk, improve productivity and give business leaders peace of mind that people are doing the 'right thing'.

Her years of experience auditing and working with organisations led Rebecca to develop programs to support organisations to build a value based culture, training and coaching staff and leaders to internalise the organisation values, reduce incidents, increase customer satisfaction and allow leaders to sleep at night.

Some of Rebecca's clients include: Youth projects, Benetas Home Care, City of Melbourne, City of Yarra, Moonee Valley City Council, Absolute Care and Health, Wathaurong Aboriginal Cooperative and Queen Elizabeth Centre.

Rebecca works with organisations who share her passion of embedding organisational values. Supporting Quality managers and raising the professional profile of those in a quality role is important in creating systems to ensure great outcomes.

To learn more about Rebecca or to make contact visit:

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WHAT PEOPLE SAY

Melissa Eastwood Coordinator - Family Services at Yarra City Council

Rebecca is a great communicator, teacher and project manager.

Tull Roseby Owner / Founder – Absolute Care & Health

No matter what questions we had, Rebecca has always had the ability to answer them and her value to our business has been exceptional. I would certainly use her services again.