



# Facilitating a focus on people in organization's quest for quality management



# Who am I?

- Yuji Yamagami
- Japanese national
- 54 year old, male
- ennovation, inc. (2002 to Present)
- **Management systems consulting**
  
- ISO9001 Lead Auditor (JRCA)
- ISO27001 Auditor (IRCA)
- Certified Clean Language Facilitator
- FailSafe Network Affiliate
- Several books & articles published (Japanese)

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# My current focus



- Documents
  - Certification
- ↓
- Tool development
  - Workshop



# People who influenced me

- Bob Nelms
- James Lawley
- Sharon Small
- Luminant

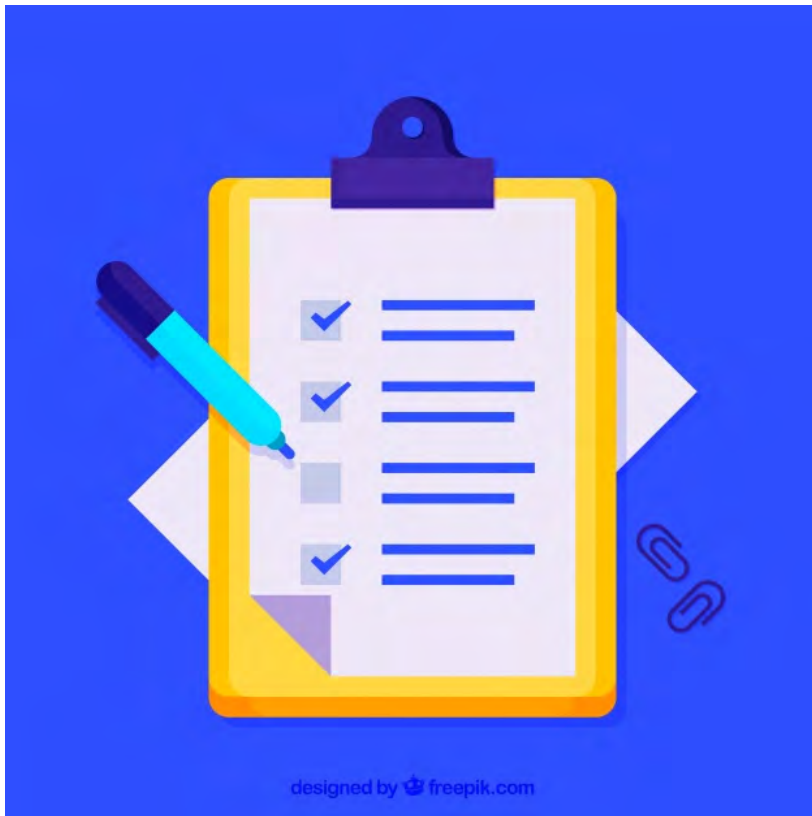




Please bear with my English.



# One day...



- Yuji, a 3<sup>rd</sup> party auditor
- Checking on corrective actions done

# I asked this QA person...



“What changed ?”



“Fixed the parts, and changed our procedure.”

# I asked **AGAIN**



– S L O W L Y –

“And then,

- What changed ?”

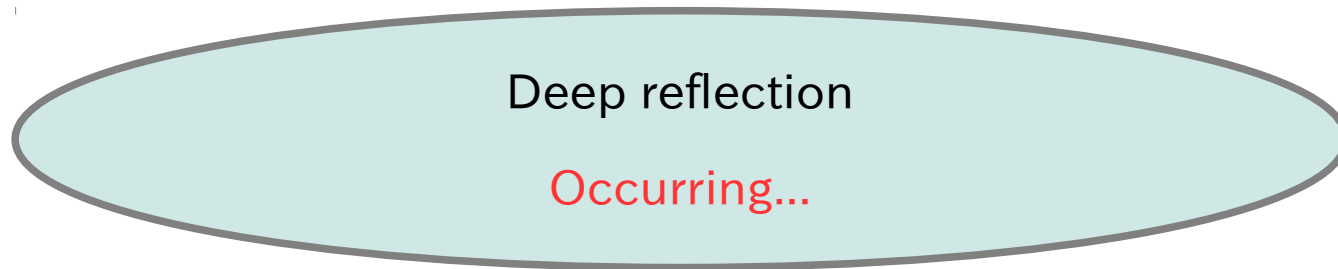


?





“NOTHING CHANGED”

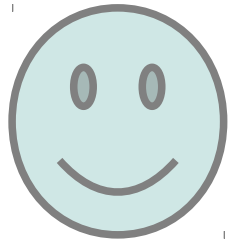




# WHAT JUST HAPPENED?



# Shared this experience with Bob...



Bob read it

Yuji wrote the experience in the article that also mentioned FailSafe



This has relevance to HPRCT !!

Yuji should share his experience at HPRCT

Yuji's similar experiences...



I am here now.



# Yuji's reflecting on what happened...



- Power in question
  - Focus on physics
- ↓
- Shift in perspectives



# Slowing down causes...



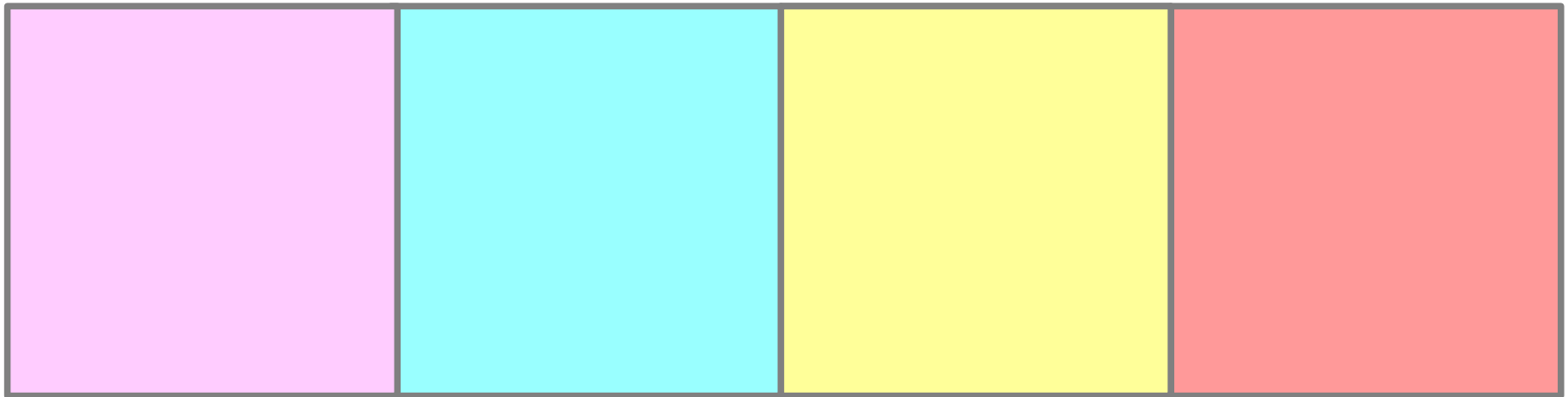
- Reflective
- Widen perspectives
- Searching
- Begin's to notice what he/she did not notice
- Sense of going deeper



Is that all ?

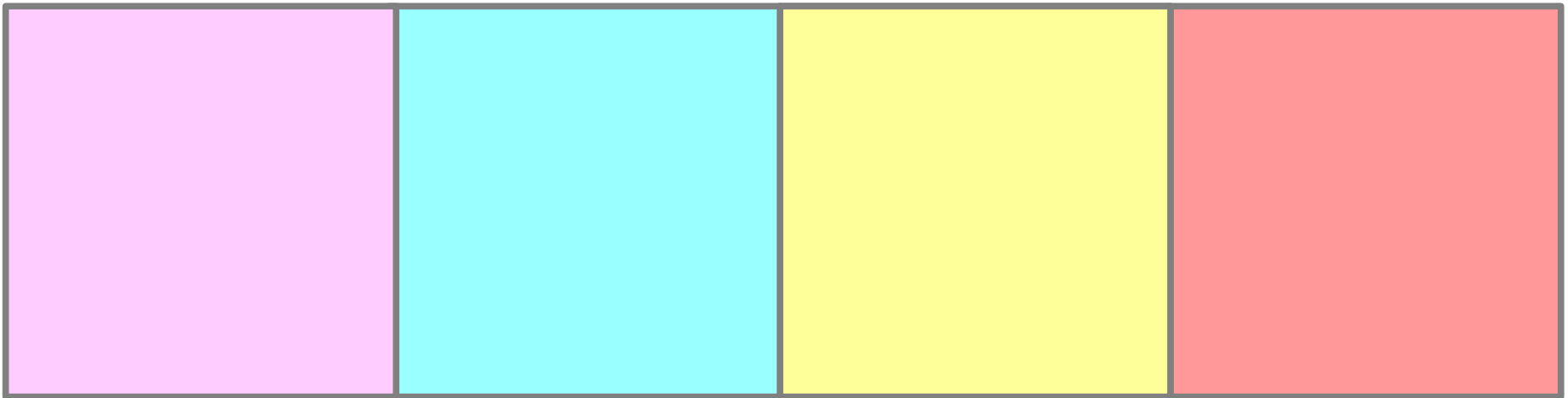


# Where I am paying my attention to...

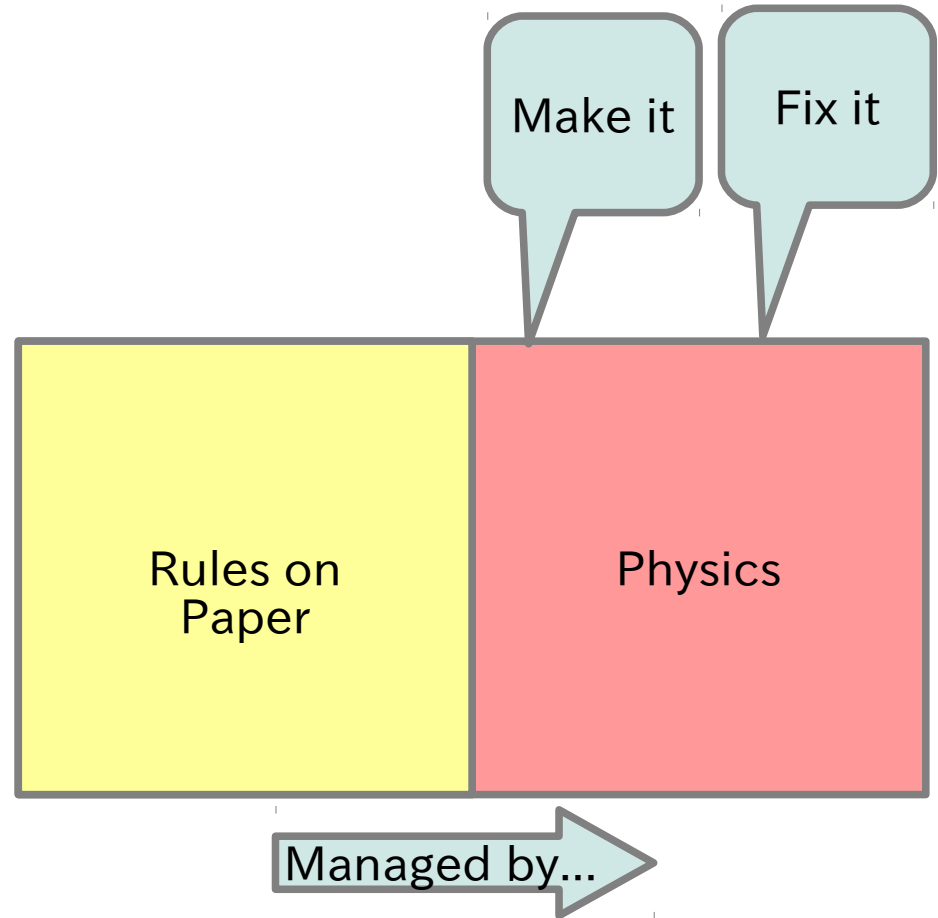




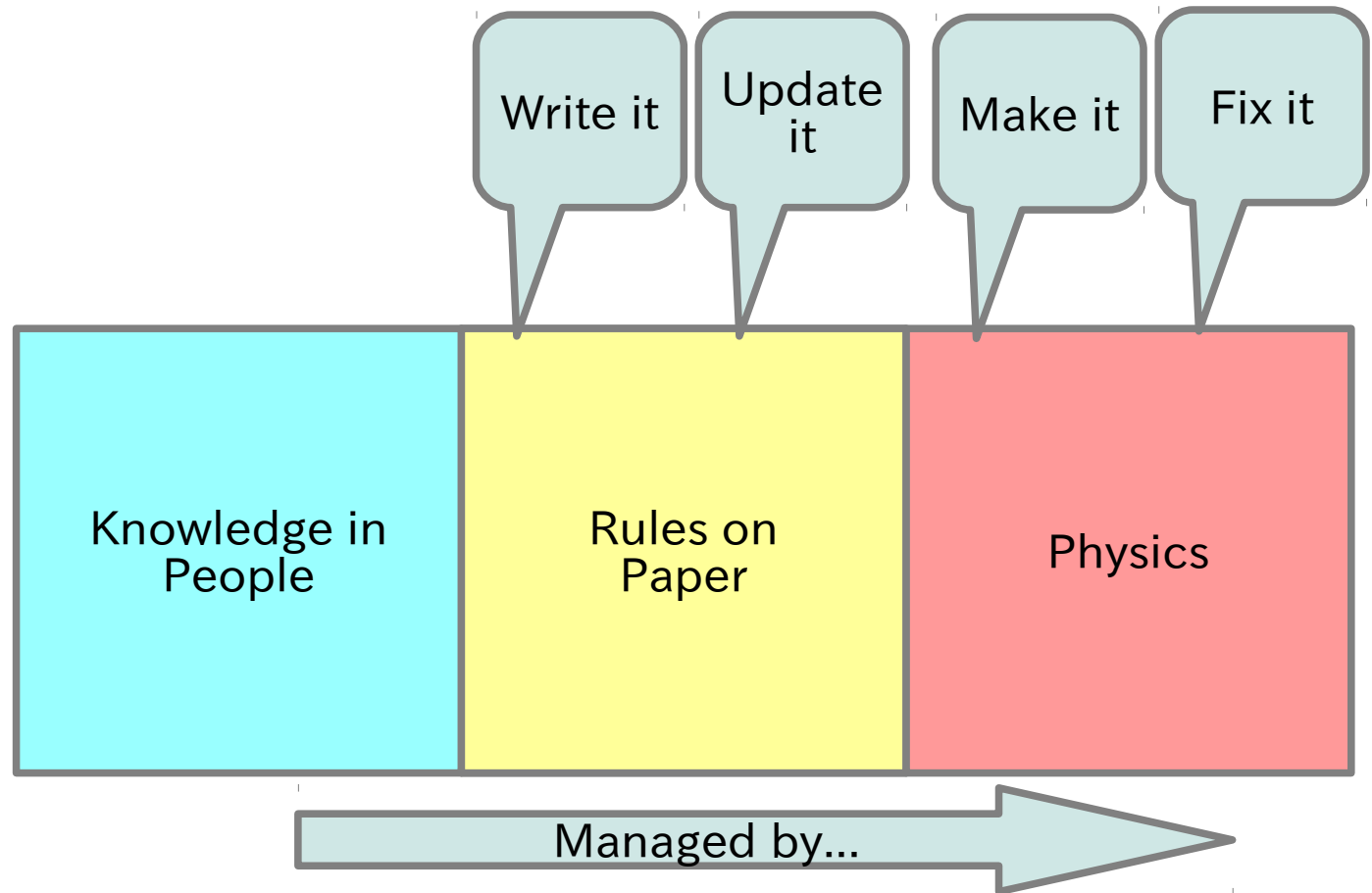
# Scope(aspects) of management...



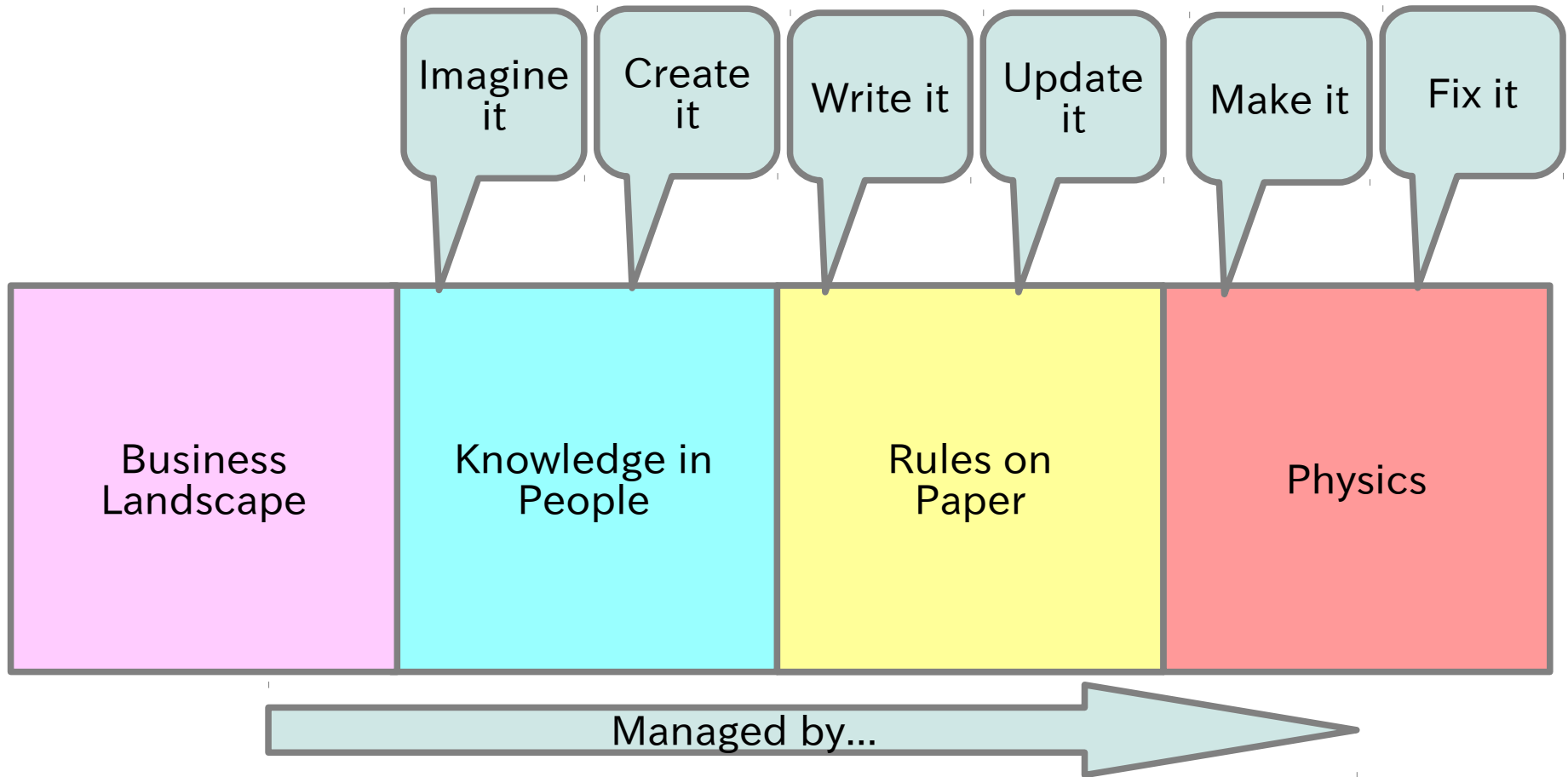
# Physics



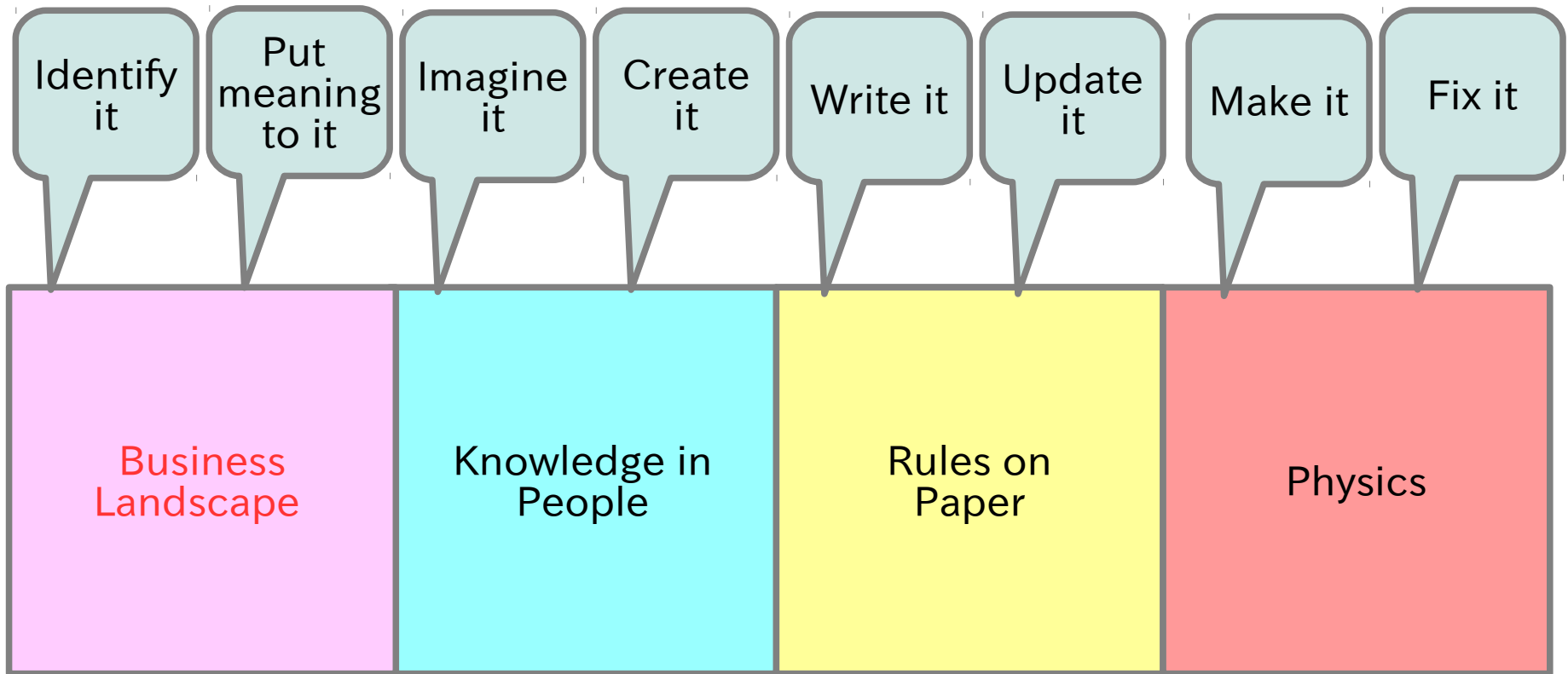
# Rules on paper



# Knowledge in people

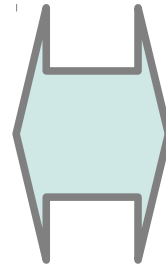


# Business landscape

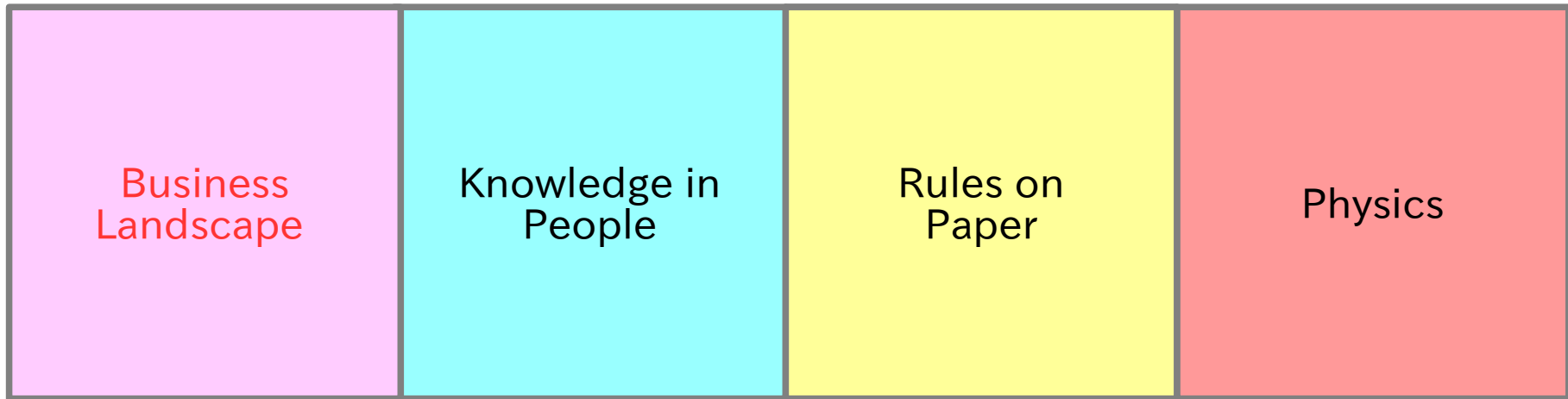


# Business Landscape ?

- Metaphorical
- The way “I” understand...



# Where am I looking at NOW ?





What are they looking at ?





# Identifying ...

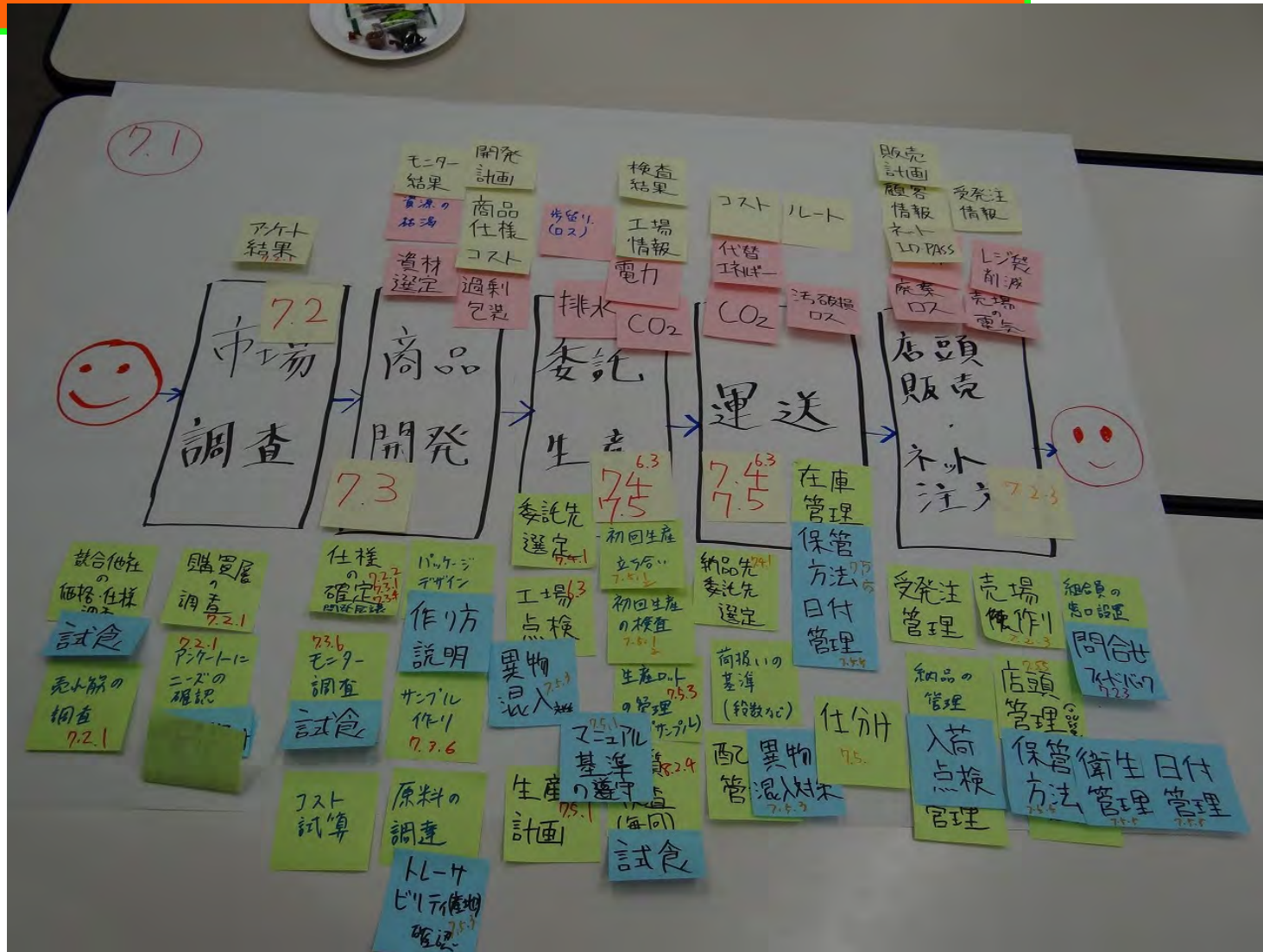


# Reviewing ...



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# Perfecting ...



# Interviewing ...



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# Going Back to the QA person...



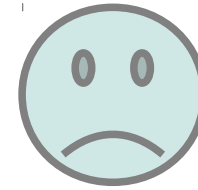
# Re-play

- One day, Yuji visited a QMS certified company as an auditor.
- Noticed one corrective action has been done.
- Yuji asks “What changed ?” → “Changed procedure”
- Yuji asks the same question VERY SLOWLY.....





“NOTHING CHANGED”

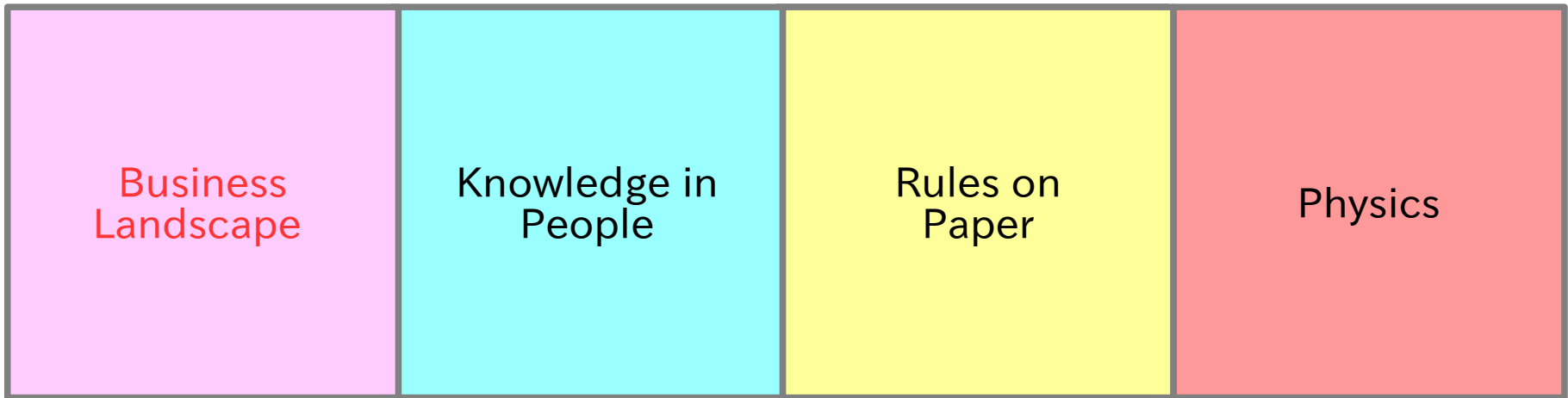
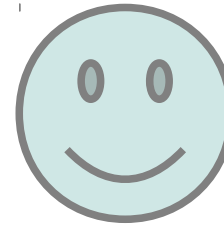


Subtle, but profound change

**occurring** within in him



# Shift in his viewpoint








What enables this kind of shift to occur...





The way questions are delivered  
&  
Metaphorical thinking



# Two types of questions



- What  
Changed...?
- Are you sure?



# Question to deliver



- Open
- Slow
- Gentle
- Without presumptions
- Create “time & space”



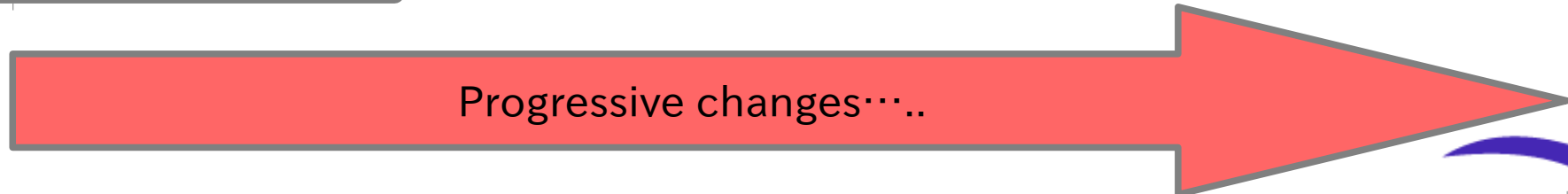
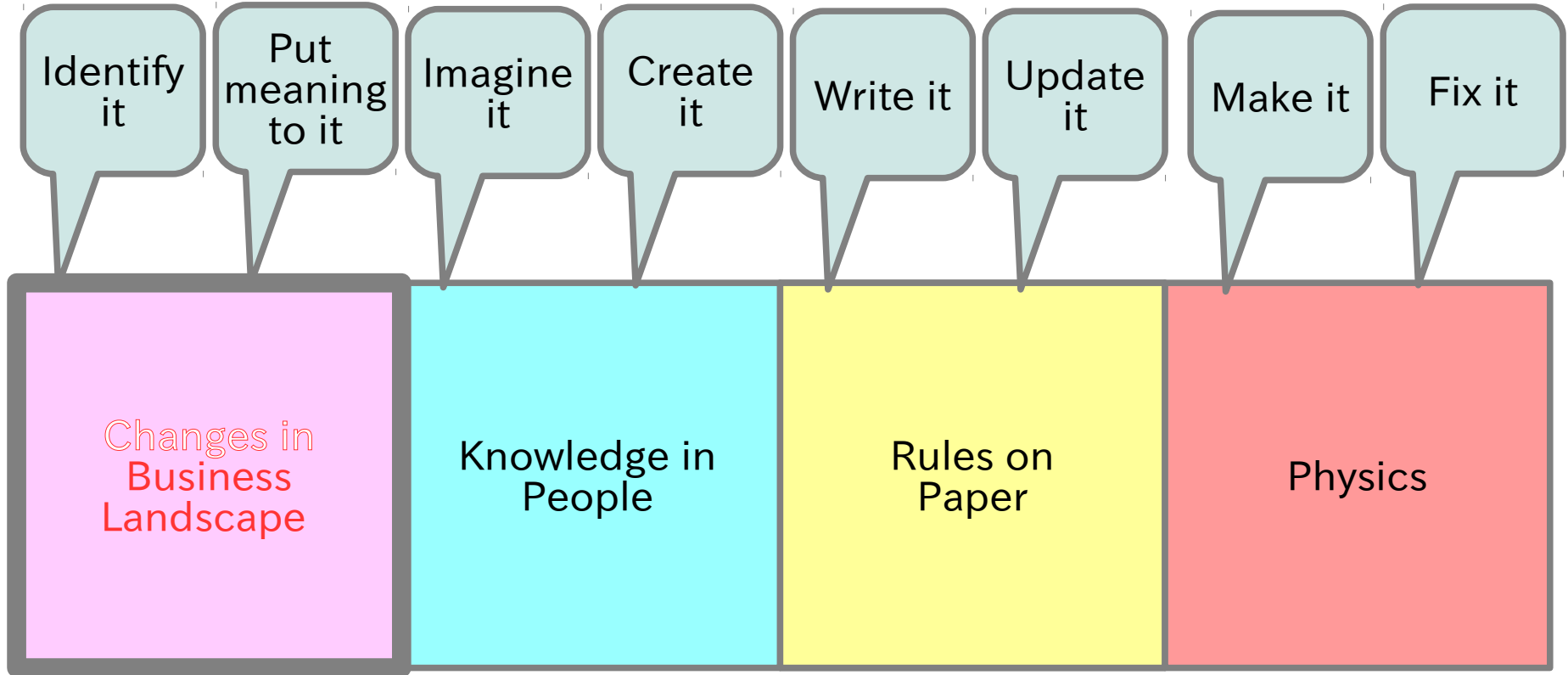
# Metaphorical thinking in questions

- Does not physically exist.
- We treat it as “real”
- “Business landscape” is a metaphor



# Changes begin from...

Gather facts



Progressive changes...

# Clean questions highly recommended



THE CLEAN  
LANGUAGE  
INSTITUTE

- Capture information without any presumptions
- Capture facts and metaphor (what goes on inside his mind)
- A set of clean questions



# Takeaways



- Know where your mind is looking at.
- Get familiar with Clean Questions.
- Real changes begin in changes in the landscape in people.





# Thank you



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