

# Leading through Conflict

by Carolann Wolfgang, PhD and  
Marilyn Monda, MA, MBB

**Connecting, Collaborating and  
Innovating**



Human Development &  
Leadership Division





Human Development  
& Leadership Division  
The Global Voice of Quality™

# **Leading through Conflict**

## **Connecting, Collaborating, and Innovating**

**Carolann Wolfgang, PhD**

**Marilyn Monda, MA, MBB**

# *Leading through Conflict for the Quality Professional*

## **Introduction**

### Why should a Quality Professional care about Leading through Conflict?

Here at the Human Development and Leadership Division (HD&L), our Body of Knowledge (BoK) lists nine topics a leader must understand and practice to be effective. These include (in no specific order)

1. Visioning
2. Communication
3. Motivation
4. Appreciate a System
5. Strategic planning
6. Change Management
7. Conflict Management
8. Coaching/Mentoring
9. Theories of leadership
10. Wellness

This Primer addresses the concept of Conflict Management. As quality professionals, every day at work may bring the experience of conflict-laden situations. Every day we have a choice of how to handle these situations. With one choice, conflict becomes a detriment to our productivity, engagement and our personal wellness. How many of you have had the following reactions to conflict?

- Swirl of emotions
- Increased stress, anxiety
- Less productivity
- Health issues
- Loss of perspective

- Less of a feeling of support/community
- Greater errors, accidents, poorer decisions
- Helplessness

When experiencing these reactions, conflict can easily turn into a downward spiral. But there is another choice; a conflict can also be an opportunity that offers positive personal insight, greater collaboration, and faster innovation. We call this second choice Leading through Conflict (LtC). In this primer, we present a roadmap with actionable steps to guide you through conflicts as quality professionals. Mastery of this topic may take years. But with a little practice and the use of the roadmap's guiding principles to lead through a conflict can quickly make a difference to your professional and personal life.

Leading through Conflict offers a path to gain self-leadership insights, increase empowerment in dealing with conflicts, and create real connections with others in your workplace.

### Defining Leading Through Conflict

There are important reasons why we call this approach Leading through Conflict as opposed to conflict resolution. Conflict resolution implies that the end value lies with resolving the conflict and we recognize that it certainly may be of great value to do so. However, we also believe that value comes from a focus on the exploration of conflict.

Implicit to Leading through Conflict is the human development of the leader and the application of quality principles such as the cycle of continuous improvement. When one leads through a conflict, it means

- Learning how to use tools and skills to defuse an issue or stereotype so that both parties can find a path together to maintain or advance their interests

- Helping yourself and others through complexity in the workplace, even when the complexity doesn't present itself as an obvious or debilitating conflict at first
- Gaining flexibility and experience to participate in increasingly complex problem solving in the future

Leading through conflict should be a positive and life-affirming experience for you and others around you. It means that you choose how much to engage with people in the conflict, based on how meaningful your relationship with them, how complex the issues are and your ability to handle them.

### Engaging as Quality Professionals by Leading Through Conflict

In our society and workplaces there are various ways to tackle conflict. One option is to not engage at all in a conflict. This is different than stewing over a conflict – it is a choice to deliberately decide to let it go. For example, take someone who is yelling loudly and gesticulating at everyone violently as they pass on the street and acting outside the bounds of normal behavior. You will probably decide not to actively engage in a conflict with them. You decide to just let it go.

If you decide to engage, consider that there are different degrees of engagement. Figure 1, Alternative Dispute Resolution (ADR) Continuum [1], illustrates a continuum from less to more legal engagement

Figure 1. ADR Continuum



An example of getting to an agreement with less personal engagement is going to small claims court. In this option, parties engage by showing up in the courtroom and discussing the case; but this option requires someone else to make the final decisions and resolutions for the parties involved. While the decision of the court is designed to be fair and objective, many times, parties are not satisfied, even when they 'win'. They tend to be much more satisfied with agreements from negotiation/mediation.

In Interest-based negotiation, engagement is high because both parties are actively working through the conflict, making many decisions together as they explore the conflict and come to whatever resolution is appropriate. Generally, it is more satisfying to engage in coming to terms with a conflict and finding a way through it, making your own decisions and learning from the process.

A key tenet of the Leading through Conflict approach is that negotiation be interest based. The interest-based approach has the following characteristics.

- There is no fixed pie, there is not a zero-sum game, i.e., for me to win, you don't have to lose and vice versa
- All parties' interests are important and should be brought to the table. Discovering all parties' interests is an important part of leading through the conflict

Interests are often different than you may initially believe and are often not the same as positions you take. For example, you may want compensation for your colleague losing your box of favorite office supplies; you want \$200. You've estimated the approximate costs to replace and that is your position. Your interests, however, may be different than that position. What really interests you may be that you want to be able to trust your colleague with your equipment, and have one or two things replaced (especially some of the hard-to-find special pencils you use a lot).

Conflicts don't have to be earthshattering to be devastating to productivity and morale. Let's take a minute and look at a video of a conflict that happened just the other day....

<https://www.youtube.com/watch?v=HmSOh2rjROc&t=8s>

In this video, project manager Jackie and team member Jill had a minor conflict. Because Jill had personal stressors going on the conflict appeared to be intractable and a no-win situation. Because Jill was stressed, she lost perspective – a critical feature she needed to make a good decision. How might she act differently to regain perspective?

Jackie also had a choice. Instead of venting and escalating emotion, she could decide to lead through the conflict by choosing to engage deliberately on the issues and challenges they face together. This ratchets up the positive connection in their relationship. How different is this version of their encounter?

[https://www.youtube.com/watch?v=xgK-JRF\\_HmU&feature=youtu.be](https://www.youtube.com/watch?v=xgK-JRF_HmU&feature=youtu.be)

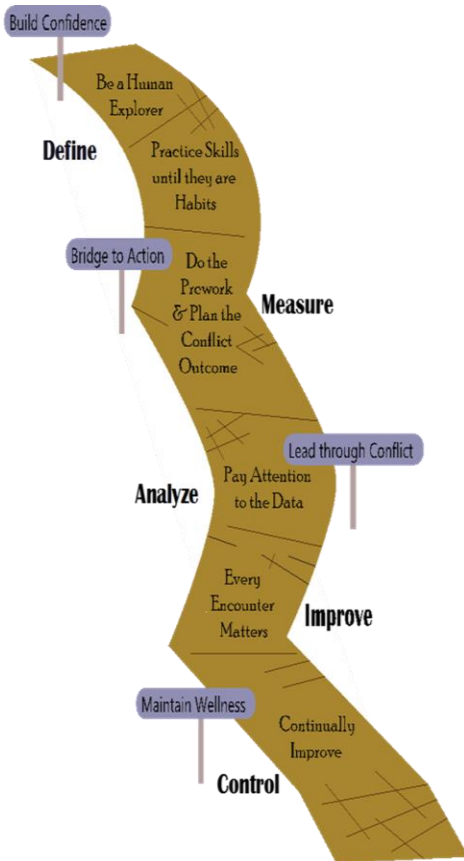
Utilizing the tenets of interest-based engagement will help you as a quality professional in a myriad of situations such as

- Auditing a site that has employees unhappy with the current procedures
- Facilitating a kaizen event
- Assisting with change management discussions
- Choosing or implementing process improvements
- Leading a project team
- Negotiating with project sponsors



## Leading through Conflict is a Process

Think of Leading through Conflict (LtC) as a process or a roadmap that you follow through a conflict just as DMAIC (Define, Measure, Analyze, Improve and Control) is a process that leads you through a project.

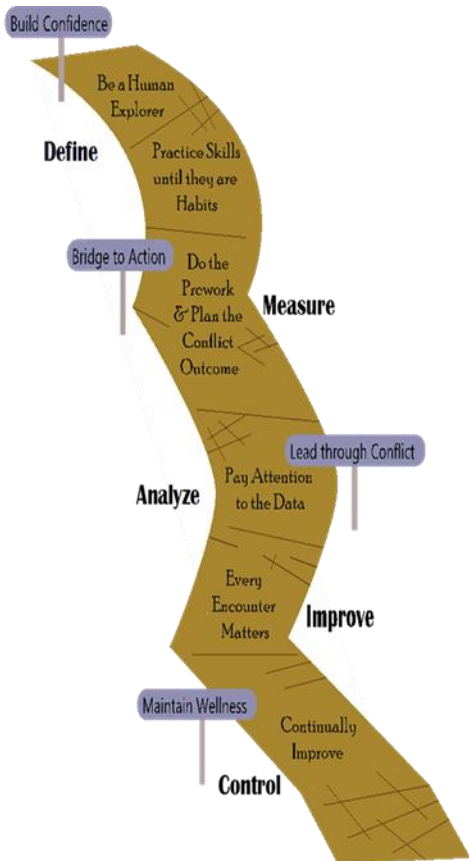


There are 4 stages in the LtC roadmap. They are Build Confidence, Bridge to Action, Lead through Conflict and Maintain Wellness. There are also 6 Guiding principles within the roadmap stages. Like DMAIC you move through the roadmap one stage at a time. And like DMAIC, the LtC process leads to a good outcome because it is thorough, systematic, and builds on the work done in the previous step.

Let's next review the LtC Roadmap to see how it relates to the *DMAIC* process. Later we will go through each guiding principle of the roadmap in more detail with a focus on the how-to. (The Roadmap for Leading through Conflict is illustrated on the left).

The LtC roadmap begins by **Building Confidence**. At this stage of the process, it is essential to self-assessing your own skills by being curious about your own negotiation strengths, development needs and biases. Outlining the scope and issues of the conflict in

front of you is like the charter work in the DEFINE Stage of *DMAIC*. Being clear about goals to be achieved and understanding which tools to apply is just as important to the conflict outcome as it is to the project outcome.



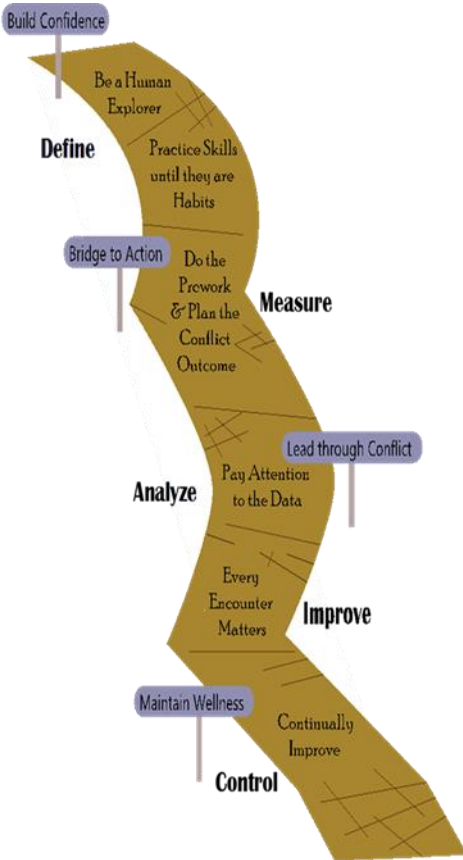
Next, we cross the **Bridge to Action**. In this second stage the focus is on prework - doing due diligence, thinking more deeply about the dynamics of the conflict and exploring ideas for how to address it.

As in the MEASURE stage of *DMAIC* we build a baseline and explore what brought the parties to the conflict. Curiosity also applies in this stage of the roadmap as consideration is given to what would be a good outcome for the conflict. Being curious about what is really happening in the conflict

also gives a broader perspective into the dynamics of the conflict.

After the prework is complete, it is time to begin the third stage of the roadmap, **Lead through Conflict**. Like the ANALYZE stage in *DMAIC*, this is where the rubber meets the road. We utilize conflict skills and tools to collect data and explore the interests of the parties involved in the conflict. Using the conflict skills such as looking for common ground, we continue to be curious about what the parties and other data tell us. This data analysis is the

foundation for the path to developing an agreement that will move the parties beyond the conflict.



Just like in DMAIC, the data analyzed as we lead through the conflict will be both quantitative and qualitative in nature.

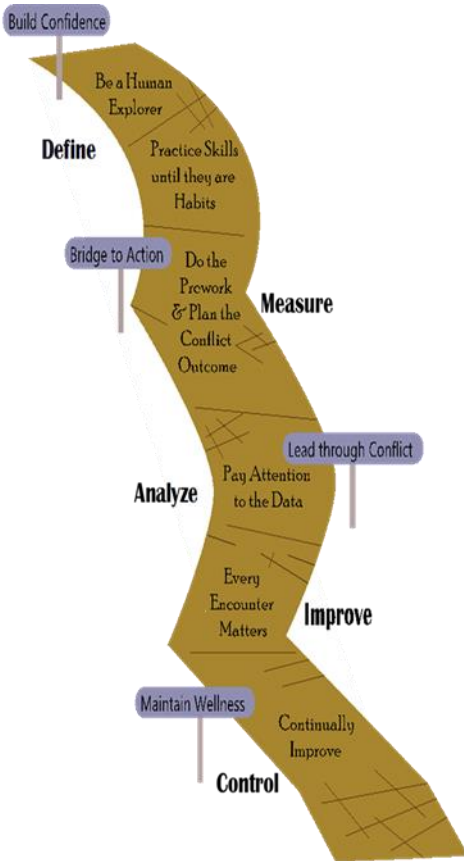
Of course, it is important to collect quantitative data – the numbers and facts that the parties bring to the conflict. But just as important is the qualitative data that comes from what each party is saying and not saying.

Does the one party look nervous? Does another speak with a harsh tone or avoid a topic? Paying attention to how the parties interact is critical

for understanding how to move a potential solution forward.

In the **IMPROVE** stage of *DMAIC* a quality professional evaluates and implements process improvement solutions. As we continue to **Lead through Conflict** by being curious, modeling openness and collecting data about the conflict, the parameters of conflict solutions (called agreements) rise to the surface. The agreement parameters can be simple, creative and/or innovative. Building an agreement is an iterative process and requires the trust built through the process to be effective.

This brings us to the fourth and final stage of the LtC Roadmap,



**Maintain Wellness.** The final stage of the DMAIC process is CONTROL where the intent is to put in place control plans, training and risk analysis methods to hold and continually improve on the gains the project has proposed.

Similarly, in the **Maintain Wellness** stage, an agreement is created that outlines the parties' final thoughts on how to resolve the conflict. The agreement can also include opportunities to maintain the wellness of the participants into the future.

The stages of the LtC Roadmap (like DMAIC) is a lot like the Plan-Do-Study-Act (PDSA) cycle of continual improvement. Using curiosity, data, open discussions and a commitment to understand the issues behind the conflict can produce a better working relationship between the parties that leads to a lower probability of the conflict reoccurring in the future. None of this happens without leadership and a commitment for improvement and self-learning.

## The Roadmap Guiding Principles

### 1. Be a Human Explorer (DEFINE)

In DMAIC, the project charter marks the beginning of the project. It outlines the goals of the project. Similarly, the start of the

roadmap is to explore your own goals and motivations for becoming involved in leading through this particular conflict. Once you begin to better understand yourself, your conflict style and your triggers, you are in a better position to evaluate if you are ready to engage in leading through it. Some questions to start you on this journey might include:

---

#### *Roadmap Digest*

---

#### **Be a Human Explorer**

##### **Focus**

Self Awareness

##### **Activities**

- ID Unspoken Assumptions
- ID your Conflict Style
- Think about the scope of the conflict
- Trigger Identification

##### **Outcomes**

Learn more about yourself so you can be present and proactive

- What is your Conflict style? (If you are curious about your conflict style, try taking the TKI Inventory[2]).
- What are your emotional triggers – the things that take you into an emotional state quickly?
- Who are the stakeholders in the conflict and your relationship to them?
- What do you bring to the table in the conflict?

- What are your assumptions about the conflict and the people involved in it? Are they positive? Negative? Proven?
- Think about a recent conflict: How did you feel about being in that conflict? Did you try to resolve it? Did you ignore it? Did you take responsibility for your own part in the conflict or did you spend more time blaming?
- Do you avoid certain people because they made you mad or wronged you?

- What is your physiological response to conflict?

## 2. Practice Skills Until They Are Habits (DEFINE)

It all seems easy until you must do it! The conflict skills and tools listed in the activities section of the Roadmap Digest may already be familiar to you. Many references are available to guide you if you are new to these conflict skills (see the references section at the end of the primer). The conflict skills are not complicated to use, but they require practice and awareness and some courage to use in a conflict setting.

---

---

### *Roadmap Digest*

---

---

#### **Practice Skills until they are Habits**

##### **Focus**

Learn and practice conflict management tools and skills

##### **Activities**

- Common Ground
- Active Listening
- Powerful Questions
- Repeat/Reflect
- Reframe

##### **Outcomes**

Feel comfortable using the tools in a strategic manner

Being engaged in a conflict is a stressful situation for most people. It is easy to lose perspective and naturally revert to a fight or flight instinct. That is why conflict skills and tools are often forgotten in the immediacy of the conflict. If we want them to become a more natural response, we must practice them.

The self-awareness gained in the first step of the roadmap is a good start in helping you to be more present in a

conflict. Choosing curiosity over the fight or flight instinct and practicing the conflict skills and tools so you feel comfortable employing them during heightened emotions sets the stage to implement Leading through Conflict strategies when you need them.

Another reason to practice is to learn the value of what the tools bring. Do you remember the first time you used an analytic tool in a project that gave you a result that you didn't expect? As an example: A project where everyone was certain the answer to inventory shortages was a poorly designed ordering process and back-ordered parts. When the project team looked at the forecast data, the forecasting algorithms checked out, yet critical parts needed for repairs were still often out-of-stock.

While continuing to collect data during an inventory process flowcharting exercise, the team was asked a series of powerful questions about whether the ordering process might need to be changed. During a spirited discussion of why the forecasting process continually under-performed, one team member rather sheepishly suggested that one reason for the shortfalls could be that he was putting aside some parts to ensure he could make critical repairs when needed. The other team members began to laugh and admitted they did the same! When all the "emergency use" parts were put back into inventory and the ordering system could work as designed, the part shortages disappeared!

Using conflict skills is a powerful way to exercise curiosity, to see another side of a conflict or to explore something that is counter-intuitive.

Mastery of the conflict skills take time. But when you practice, eventually you move from remembering them too late (you think of what you *could of/should of* have said after you get home from the office) to feeling confident that you can go into a conflict with them to use as you choose at the onset.

To get started on building your conflict skills ask yourself

- Which of the conflict skills have I used before?
- What training/reading/mentoring might I need to use them in the workplace?

- Where can I get a chance to practice them in a non-judgmental (i.e., safe) setting?
- How can I apply these tools to my own work?

### 3. Do the Pework and Plan the Conflict Outcome (MEASURE)

In the MEASURE stage of a DMAIC project we develop a baseline and define how to identify and measure the outcome the customer wants to achieve.

#### *Roadmap Digest*

##### **Do the Pre-Work**

###### **Focus**

Explore the Conflict  
Evolution and Dynamic

###### **Activities**

- Understand the depth of conflict
- Decide how you want to engage
- Do you need a mediator or more formal intervention?

###### **Outcomes**

A plan for how to lead  
through the conflict

Constructing a baseline in a conflict means doing the prework necessary to understanding the depth and complexity of the conflict and the interests of all parties involved.

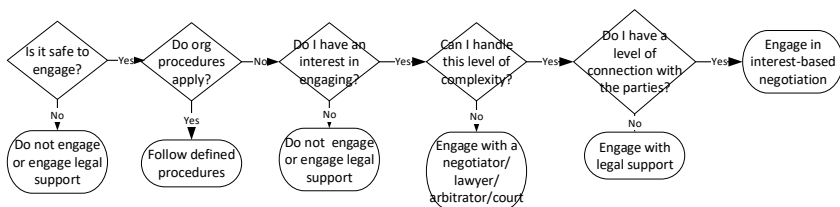
First and foremost, the #1 prework issue is safety. If you feel safe in the room with the parties, then it's ok to deal with the conflict. If it is not safe - i.e., abusive or potential danger to any person involved, DO NOT engage. Secondly if you cannot be neutral, if the contact hits close to home or if it is a personal trigger, DO NOT engage in the conflict negotiation.

In addition, most companies clearly identify conflicts that are serious enough to require a formal intervention process. For example, some conflicts, like sexual harassment, require notification of supervisors and specific documentation. It is important to understand your own company's regulations in these cases and follow them.



When a workplace conflict can be addressed in a more informal manner there are more engagement options available. To determine how you want to engage, you could follow the logic in the flowchart in Figure 2.

Figure 2. Conflict Engagement Flowchart



#### 4. Pay Attention to the Data (ANALYZE)

In DMAIC, before recommending solutions, we look at, organize, graph and test data. When leading through conflict, we think about conflict data from the very first step we take as a human explorer. Like DMAIC, conflict data is both qualitative and quantitative, but success in leading through conflict may come from paying closer attention to qualitative information.

##### *Roadmap Digest*

#### **Pay Attention to the Data**

##### **Focus**

Explore the Conflict Evolution and Dynamic

##### **Activities**

- Stay curious
- Qualitative analysis
- Employ conflict skills and tools

##### **Outcomes**

Increased options and confidence in the path forward

Use of the conflict toolbox enables the surfacing of opinions, values and beliefs, and desires and assumptions that are critical to uncovering options for positive outcomes. As you collect more data, you may find that planning needs to be adjusted or that new goals may arise or jump to a higher priority. This is a zone of ambiguity and can be quite

uncomfortable. It is also a high leverage position to be in as a quality professional.

While employing the toolbox, ask yourself

- What are the parties saying now that is the same/different? Are you encouraged by a new concept revealing itself?
- How are the parties behaving (body language, tone of message and wording)? Can you use these observations to ask a powerful question?
- How are you reacting to the data? Can you expand your views?
- What have you heard that gives you a new, creative, innovative option for a positive outcome?

## 5. Every Encounter Matters (IMPROVE)

In DMAIC, IMPROVE is where we implement process

improvements to see if they make the process work better in the current environment.

---

### *Roadmap Digest*

---

#### **Every Encounter Matters**

##### **Focus**

Continual testing of assumptions and opportunities

##### **Activities**

- Be a practitioner
- Explore the conflict
- Continue to gather data

##### **Outcomes**

Consistent use of the toolbox to the benefit of the participants

When leading through conflict, we put our self-growth, assumptions, skills, and commitment to the test in every encounter with the parties. Each encounter provides a new set of circumstances, interests and an opportunity to add to the knowledge of the conflict conditions and solutions.

Making every encounter matter is about embracing the entire roadmap. Practicing curiosity, use of the conflict toolbox, paying attention to the people around you - even before a conflict emerges – leads to finding

your own style for leading through conflict. Any encounter with a colleague is an opportunity to practice curiosity and leadership. When you start to look for them, you will notice these opportunities are available many times, every day we work.

Through practice the process evolves to become your own and therefore you call up the guiding principles with less effort and more enjoyment. Instead of conflict leading to the downward spiral mentioned in the beginning of the primer, you are in a positive upward spiral.

To see if you are making progress integrating the Leading through Conflict guiding principles, ask yourself:

- Do you have more flexibility in seeing another side?
- Do you have more patience?
- Do you express empathy easier?
- Are you more comfortable with ambiguity?
- Has practicing the conflict tools helped you progress in other areas of leadership?
- Do you find it easier to stand back and keep perspective in tough situations?
- Do you maintain a level of curiosity in your day to day activities?
- Do you feel a deeper connection with people?
- Are you thinking more proactively?
- Do you have more confidence to deal with difficult situations in teams and work groups?
- Do you feel more empowerment and less stress?
- Have your communication skills improved – have others noted that you have changed your communication style?
- Do you remain willing to grow in this area of leadership and learn from others?
- Has learning these skills contributed to your overall well-being?

## 6. Continually Improve – CONTROL

In DMAIC, the CONTROL stage is focused on how to move the

### *Roadmap Digest*

#### **Continually Improve**

##### **Focus**

Hold the connections and decisions between the participants

##### **Activities**

- Document a solution that reflects the participant's interests

##### **Outcomes**

Documented agreements  
Improved confidence in interacting with others

improved process into the mainstream and ensure that we don't slip back into the old way of doing things.

When leading through conflict, we want to define an agreement that supports the parties going forward so the conflict will not reoccur.

Continual improvement should mean both a decrease in the swirl of stress (anxiety, less productivity, health issues, helplessness etc.) and an increase in confidence in yourself and ability to lead through conflicts in the future.

The mutual agreement between the parties who were in conflict is based on all the interests that you and the parties have discovered and brainstormed together. It is designed to help the parties move beyond conflict and to increase the possibility that future interactions are smoother.

The mutual agreement can be written or informal. Some questions to ask about the agreement include

- Were the participant's interests adequately addressed?
- Is the solution practical?
- Are assumptions the same for everyone?
- Are timeframes reasonable and achievable?
- Is there a commitment to abide by the agreement?

- Is there a need for an ongoing measure of success; a follow up action to revisit an agreement after a set period like 6 months or one year?
- Do you have a reasonable feeling of resolution, comfort or confidence that there is movement forward on the issue?

## **Summary**

Marilyn and Carolann want to inspire you to a new way to define conflict, to explore and appreciate the value that comes from conflict, and to see the potential that constructive dialogues can offer you in the workplace, in the community and to your family.

We believe that consistent use of the roadmap presented here will help you as a quality professional by increasing your engagement and connection with those around you and with your work. Practicing the skills may be awkward at first. Jumping in and beginning to use the tools shows your commitment to the journey and yourself.

## **References**

[1.] Moore, Christopher W. 2003. The Mediation Process, Practical Strategies for Resolving Conflict. John Wiley & Sons, Inc., San Francisco, CA, USA

[2] Thomas-Kilmann Instrument, retrieved March 2017, from <http://www.kilmanndiagnostics.com/catalog/thomas-kilmann-conflict-mode-instrument>

## **Bibliography (Recommended Reading)**

Bush Robert A. Baruch and Joseph P. Folger 2005. The Promise of Mediation. The Transformative Approach to Conflict. New and Revised Edition. John Wiley & Sons, San Francisco, CA, USA.

Cloke, Kenneth 2001. *Mediating Dangerously, The Frontiers of Conflict Resolution*, Jossey-Bass, San Francisco, CA, USA

Doherty, Nora and Marcelas Guyler 2008. *the essential Guide to Workplace Mediation and Conflict Resolution, Rebuilding Working Relationships*.

Kogan Dressler, Larry 2006. *Consensus through Conversation*, Berrett-Koehler Publishers, Inc, California, USA Page Limited, Great Britain and the United States

Fisher, Roger and Danny Ertel 1995. *Getting Ready to Negotiate, The Getting to Yes Workbook*, Penguin Books, USA, Inc.

Mayer, Bernard 2000. *The Dynamics of Conflict Resolution A Practitioner's Guide*, Jossey-Bass, San Francisco, California, USA Workbook, Penguin Books, USA, Inc.

Neville, Mary Grace 2015. *Opening the Flood Gates of Curiosity. How Dialogue Can Increase the Flow of Relational Space*, The Journal of Quality & Participation, pp. 24 – 27, 31, July 2015.

Schirch, Lisa and David Campt 2007. *The Little Book of Dialogue for Difficult Subjects*. Good Books, Intercourse, PA.

Slaikue, Karl A. and Ralph H. Sasson 1998. *Controlling the Costs of Conflict: How to Design a System for your Organization*, Jossey-Bass, California, USA.

Stone, Douglas, Bruce Patton and Sheila Heen 1999. *Difficult Conversations How to Discuss What Matters Most*, Penguin books.

Susskind, Lawrence and Jeffrey Cruikshank 1987. *Breaking the Impasse Consensual Approaches to Resolving Public Disputes*, Basic Books, USA

Tannen, Deborah 1995. *Power of Talk: Who Gets Heard and Why*, Harvard Business Review, Sep-Oct 1995. Pps. 138-148

## ABOUT THE AUTHORS



Carolann has a BA (honors) in Geology from the University of Pennsylvania and a PhD in Natural Resource Management from The Australian National University. She began her conflict exploration journey dealing with water resources conflicts during her PhD. Since then she has worked internationally in the Caribbean, Australia, and Europe with a variety of organizations.

Carolann's passion is her long-standing work as an organizational coach and advisor. As a cross-disciplinary practitioner she guides organizations into a more integrated approach to their operational programs and strategic planning efforts; saving money, time and increasing the benefits. Expert in mediation, coaching and meeting facilitation, her style is collaborative and proactive while implementing change and continual improvement. Her strong values for self-development guide her commitment to individuals who strive to become better leaders. She can be reached at [carolwolfgang@gmail.com](mailto:carolwolfgang@gmail.com)



Marilyn has an MA in Behavioral Statistics (triple major in Psychology, Statistics and Computer Science) from Baylor University. The CEO of Monda Consulting LLC, Marilyn is a Certified Master Black Belt (GE) and a Certified Change Agent Level 2 (Conner Partners). She is a frequent speaker at quality conferences focusing on topics of Lean Six Sigma, intrinsic motivation, leadership, the role of the quality professional as business partner, and creativity.

As a Quality Professional for over 30 years and a psychologist and statistician by training Marilyn has spent her career fostering quality improvements in both the public and private sectors and in a variety of industries. Her practice focuses on achieving process improvements through project work and Rapid Result Kaizens. Facilitating innovative solutions to thorny problems has resulted in millions in savings and increased productivity for her clients. Marilyn's passion for learning and fun at work is central to her philosophy of life. She also enjoys working with and training quality professionals in process improvement skills, such as Green Belt, Black Belt, Conflict Management, Rapid Results Kaizens and the teachings of W. E. Deming. She can be reached at [mmonda@mondaconsulting.net](mailto:mmonda@mondaconsulting.net)

## ABOUT THE PRIMER

This primer is brought to you by ASQ's Human Development & Leadership Division. Our mission is 'To enrich the personal and professional lives of our membership, and the global community, to triumph over current and future challenges. '

We serve the community by providing publications like this, education, webinars, conferences and other resources for personal and professional growth and for leadership skills development.



To learn more about us, and to see our entire library of primers and webinars you can visit us at <http://asqhdandl.org/>

If you would like to learn more about **Leading through Conflict**, please go to the HD&L website to sign up for the two day seminar, Leading through Conflict for the Quality Professional. <http://asqhdandl.org/ltc.html>

Please contact me at [wsturm2@att.net](mailto:wsturm2@att.net) if you need more information or are interested in working with our team as a member leader!

**Wanda Sturm, Chair, HD&L Division, ASQ**



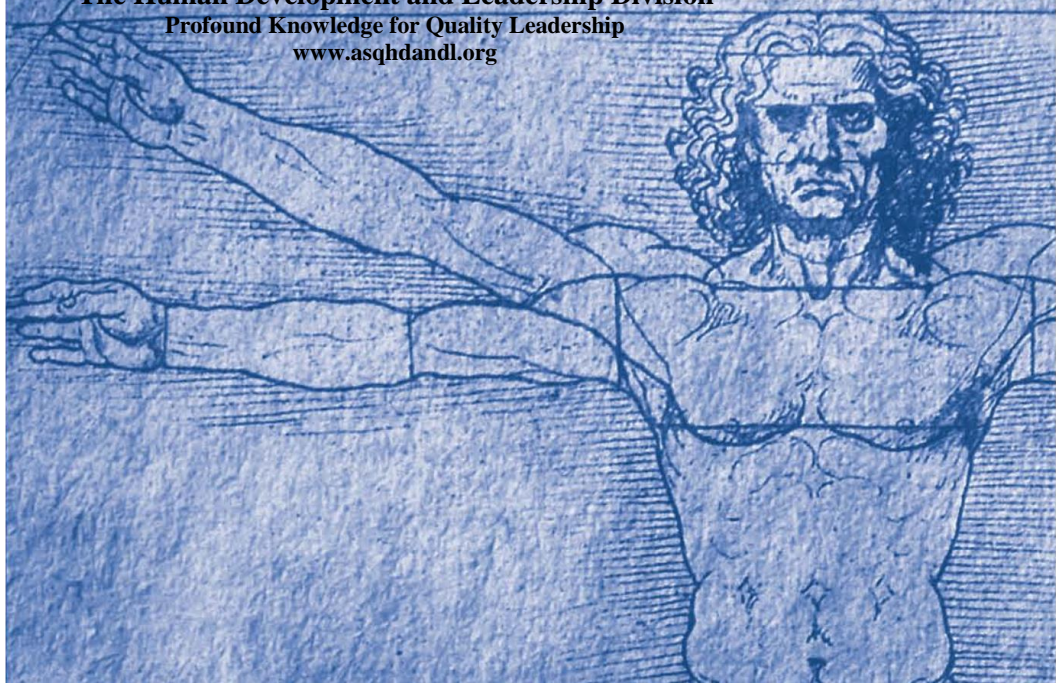


Handwritten text in a cursive script, likely a manuscript, visible at the top of the page. The text is partially obscured by the image of the Vitruvian Man.

## **The Human Development and Leadership Division**

**Profound Knowledge for Quality Leadership**

**[www.asqhdandl.org](http://www.asqhdandl.org)**



600 N. Plankinton Ave.  
Milwaukee, WI 53201-3005 USA  
USA and Canada: 800-248-1946  
Mexico: 001-800-514-1564  
International: +1-414-272-8575  
Fax: +1-414-272-1734  
[www.asq.org](http://www.asq.org)