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"We engineer the quality of your success"

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Commitment To Customers

A company committed to customer satisfaction exhibits these types of characteristics:

- Several methods are used to determine customers' needs and expectations.
- Specific surveys are conducted to determine customers' satisfaction with the company's products or services.
- The company performs better than the competition in terms of accuracy and financial measurements.
- The company has a customer inquiry center with a toll-free telephone number.
- Survey results are used to initiate and implement positive changes.
- Formal processes exist to improve customer satisfaction.
- Customer-relationship management is highly visible.
- Employees who are in direct contact with customers are empowered to solve customers' problems promptly.
- Employees are involved in developing service quality standards.
- Audits, including mystery shoppers, are used to monitor service performance.
- Customer satisfaction standards are well-defined and objectively measurable.
- Complaint logs are used to analyze trends and develop quality improvement plans.
- Satisfaction data are correlated with increases in financial gains.
- The company surveys customers who close their accounts to determine the causes of their dissatisfaction. Plans are then implemented to correct the situations that caused the customers' dissatisfaction.
- The company is recognized for outstanding quality by other organizations

Manage On Facts

Customer relationship management must be based on facts, not anecdotal evidence.

It is not enough to say that customers are satisfied because they are still purchasing a product or service, or because the company has not received any complaints.

Objective data on customer satisfaction must be obtained from a variety of sources, including published surveys, third-party consultation, & customer satisfaction surveys.

If a company asks the right questions, it will get the right answers.

Principles Of Quality Leadership

- Believe in, foster, and support teamwork.
- Be committed to the problem-solving process; use it and let data, not emotions, drive decisions.
- Believe that the best way to improve the quality of work or service is to ask and listen to employees who are doing the work.
- Strive to develop mutual respect and trust among employees.
- Have a customer-orientation toward employees.
- Manage on the behaviour of 95% of employees and not on the 5% who cause problems. Deal with the 5% promptly and fairly.
- Improve systems and examine processes before blaming people.
- Avoid top-down, power-oriented decision making whenever possible.
- Encourage creativity through risk taking and be tolerant of honest mistakes.
- Be a facilitator and coach. Develop an open atmosphere that encourages providing & accepting feedback.
- With employees, develop agreed-upon goals and a plan to achieve them.

Treat the implementation of a quality program as you would any other cultural change.

Implementing a quality program usually requires a cultural change, and a cultural change requires employees to alter their behaviour. If you want to change employees' behaviours, you must change the environment that influences them. To infuse quality concepts, make sure the company's -

- performance appraisal systems (e.g., merit compensation and performance planning and review);
 - communication processes (e.g., training and management direction);
 - enablement and empowerment processes (e.g., clear roles and supportive peer groups); and
 - motivational systems (e.g., leadership and recognition)
- support the quality concepts.

All too often, companies embark on a quality program, provide training for everyone, and then do little else. Training by itself causes little behavioural change. Training supported by an environment in which all company processes and systems are aligned with the quality concepts, however will facilitate the desired behavioural change.