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"We engineer the quality of your success"

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Circulated to people interested in improving their products and processes

Benefits Of Protecting The Environment

- **Improved market share** is almost guaranteed where products go a long way to solving customers' environmental problems. In a U.S. Gallup poll, 88% were willing to pay more for environmentally safer products. Many customers are now asking: "Does this furniture company have a purchasing policy to ensure its wood suppliers use sound forest management techniques?" "How much recycled fiber is in this paper?" "Is this salad bowl made from rain forest timber?" Note that "environmentally safer" refers to all aspects of the product's life cycle, including the extraction of raw resources, the manufacture of the product, its packaging, and its disposal.
 - **Immediate cost savings without large investment, and avoidance of future costs.** Any company that can reduce the amount of waste it produces will save money. Costs are also saved because of the enormous costs of environmental mishaps and waste disposal. The total direct cost of an environmental incident that results in a fine is 10 to 15 times the amount of the fine. One chemical producer near Sarnia, Ontario paid almost \$750,000 in legal fees and remediation costs for an offence for which it was fined \$50,000.
 - **Improved employee morale.** Employee morale and commitment can be affected by employers' environmental performance. Many children ask their parents poignant questions about what their companies are doing to protect the environment. Nobody wants to answer "nothing." You can't be proud of your workmanship if it's harming the environment.
 - **Ease of obtaining approvals.** Increasingly, companies need government environmental approvals to operate. In Ontario, the government can shut down your operations and strip you of your profits if you breach environmental regulations and permits. If you have a good track record, it can be easier to get approvals. If you don't, the government can make life tough for you.
- ???? **Profiting from early learning curves.** If you learn how to integrate environmental protection into your management systems today, you can sell your knowledge tomorrow and gain a competitive advantage if you expand your operations into countries that are slowly catching up.

6 Tips For Organizational Change

Following are six actions that can be taken to improve the odds of success when implementing Total Quality Management (TQM) or similar change programs.

- Have realistic expectations and set realistic objectives.
- Take a cost-benefit orientation from the start. Decide how much to spend on achieving objectives, and the time frame for the change to take place. If a company doesn't get results within a reasonable time period, then either it is doing something wrong or the resources and skills are inadequate to make the change happen.
- Recognize that it is easier to change systems and processes than it is to change people. People are difficult to change. But if systems and processes are modified, people will often change to accommodate new task demands.
- Start slowly with small projects. Don't attempt to change the entire organization all at once. Before expecting success with widespread change, the company must learn how to change. The best way is through small, manageable projects that will lessen the risks associated with learning to change.
- Set objectives but do not dictate how they must be achieved. Change occurs more easily when management tells employees what is expected and then gives them considerable say in how to achieve those objectives. This approach is a good strategy for introducing the tools of TQM, such as process action teams, process analysis methods, etc. Rather than mandating employees to use these tools, let them discover they need them to meet performance objectives. Once they decide the tools are helpful, they'll ask for training in how to use them properly if they don't already know.
- Understand your organization. Recognize that a one-size-fits-all approach probably won't work. Canned TQM programs will prove to be a waste of time and resources because different types of organizations respond differently to change initiatives. Change programs must be tailored for the organizational culture in which they will be implemented. Culture is powerful and should never be discounted as a factor in successful organizational change.