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*"We engineer the quality of your success"*

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## Quality Communication

Communication is probably the most neglected management skill. At its usual level, poor communication is responsible for countless errors, wasted effort, and poor teamwork. Often, management's communication style is to keep people in the dark or only partially informed. Quality cannot thrive in such an environment.

Communication is much more than telling people what to do: it includes listening and a willingness to hear the unvarnished truth. Communication is the medium for establishing teamwork and moving people to enthusiastic and effective action.

An important element of communication is the concept of ownership, in which people are given the responsibility for achieving goals. A big step toward ownership can be made by making employees part of the planning process. They must be allowed to contribute their ideas about quality goals and ways to get there.

Good working relationships between people in different departments are essential for success. Most chronic problems have many interdependent causes from several departments and no single manager can solve them. Eliminating these chronic quality failures require cooperation between people in several operations.

QA personnel can promote good working relations between departments in at least 3 ways:

- Erase traditional policing image by working with people to achieve their quality goals.
- Form improvement teams with different departments for specific problems or breakthrough projects.
- Promote dialogue between department managers by leading discussions about internal suppliers & customers

Communicating well with external suppliers ensures that consistently high-quality supplies are delivered on time. This involves providing regular quality audit results to suppliers, writing quality clauses into purchase contracts, educating them about quality requirements, and discussing their ability and willingness to satisfy those needs.

## Leaders Are Students For Life

There has been a fundamental shift in the way top-level managers have traditionally approached learning. They see continuous learning as one of their main tasks and seek knowledge from many sources. They promote this value to others by encouraging the development of a learning organization. They also recognize the importance of freely admitting what they do not know.

### Survey:

## How To Reward & Recognize Frontline Employees

Reward and recognition programs are one of the key factors to motivating frontline employees. Researchers asked 14 companies, who are known for their superior customer service, how they motivate their frontline employees. While their motivational programs are not out of the ordinary, the surveyed companies typically have a number of programs going at once. They:

- post customer letters and photos of employees
- run employee-of-the-month programs
- publish kudos in company publications
- give service awards

Top service providers are rewarded with dinners, theater passes, tickets to sports events, trips, cruises, shopping trips, and parties, as well as, are given the opportunity to interact with their customers at sales meetings, trade shows, and customers' sites.

The surveyed companies also noted that:

- non-monetary rewards tend to have a more enduring effect on job satisfaction
- employees typically value the recognition that comes from co-workers and superiors
- those who master new skills or consistently do good work are honored as outstanding performers