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PROCESS QUALITY ASSOCIATES INC.

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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

The Four Cornerstones Of Excellence

QUALITY CONTEXT

ATTITUDE:

Quality becomes a way of life. Top management is committed. Emphasis is placed on people

INNOVATION:

Quality is as important as production. Everyone is involved in quality work.

INTEGRITY:

Quality indicators are discussed rather than hidden or ignored.

COMMUNICATION

GOALS & PLANS:

All managers contribute to planning.

RELATIONSHIPS:

The police image of QA is erased. Quality improvement teams are created. Suppliers are cultivated and involved.

DIALOGUE:

Continuous dialogue between & among departments are promoted.

In quality assurance, there needs to be a balance between emphasis on techniques and people, and between formal quality procedures and attitudes toward excellence.

A strong quality function does more than ensure good products. It also lowers failure costs, raises customer satisfaction, lessens management hassle, and helps raise productivity and people's feelings of self-worth. Ultimately it contributes substantially to profit, market share, and job satisfaction.

Success in these endeavours requires that executives understand and act according to the four cornerstones of excellence:

- Develop a quality context that shapes the expression of all work -- its vitality, creativity, and quality
- Empower people with information, resources, and support they need to fully express their capabilities.
- Develop intense and pervasive quality communication about direction, cooperation, problems, and results.
- Constant discovery and elimination of barriers to people's performance.

EMPOWERING PEOPLE

INFORMATION:

All are trained in quality methods. Goals and policies are clear. Results are fed back to the people.

SUPPORT: People are encouraged & accomplishments are recognized.

RESOURCES:

Time is allowed for quality tasks.

ELIMINATING BARRIERS

LONG-TERM VIEW:

Emphasis on prevention, not fire-fighting. Upfront investments for long-term quality improvements.

EMBRACE CHANGE:

All are involved in quality improvement work. QA is a management function that embraces all departments' activities.

NO MYTHS OR EXCUSES:

Cost of managing quality is accepted as a cost of doing business. It is understood that management is accountable for 80% of errors.

A Glimpse Into The Japanese Workplace

Following are observations from Americans working for Japanese companies about their approach to quality:

"They're not apt to let something ride or slide. They want to know all the facts and be absolutely sure."

"They're a little bit slow in their decision-making, but that's because they're exhaustive in their fact-finding."

"They're totally dedicated to the purpose at hand and put in a tremendous amount of time, effort, and energy into it. They have a lot more devotion to a project or a company goal than I think most American workers do, even American management."

"If we're controlling at the parts-per-million level, they want to control at parts per billion."

"They're methodical & don't make mistakes. They don't hurry, don't have accidents, and don't take short cuts."

"They don't judge themselves but are concerned about the judgement of others. They act largely to avoid shame in front of their fellow man, which would result in loss of face. Their sense of self-worth comes from the esteem of their peers and their place within the work group."

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