

Presented by Carol Dekkers at QAI's 27th Annual Quality Congress Orlando April 19, 2007



Unleash the *POWER* of Quality

Presented by

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Agenda

- What is “Quality”
- Quality models of yesterday and today
- The *POWER* of quality
- Effect of global politics, economics, power on spreading the quality message
- Outsourcing and North American jobs
- Impact of Asia and the new world order
- Future and quality: positive or negative?

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Quality models of yesterday and today

- Philip Crosby
- W. Edwards Deming
- Armand Feigenbaum
- Kaoru Ishikawa
- Joseph Juran
- Robert Pirsig
- Walter Shewhart
- Genichi Taguchi
- Six sigma



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Philip Crosby
Quality is Free (1979)

Quality is used to signify the relative worth of things in such phrases as "good quality", "bad quality" and that brave new statement "quality of life."
... we must define quality as

"conformance to requirements"

if we are to manage it.



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Deming
Out of the Crisis, MIT Study (1988)

Quality must be defined in terms of

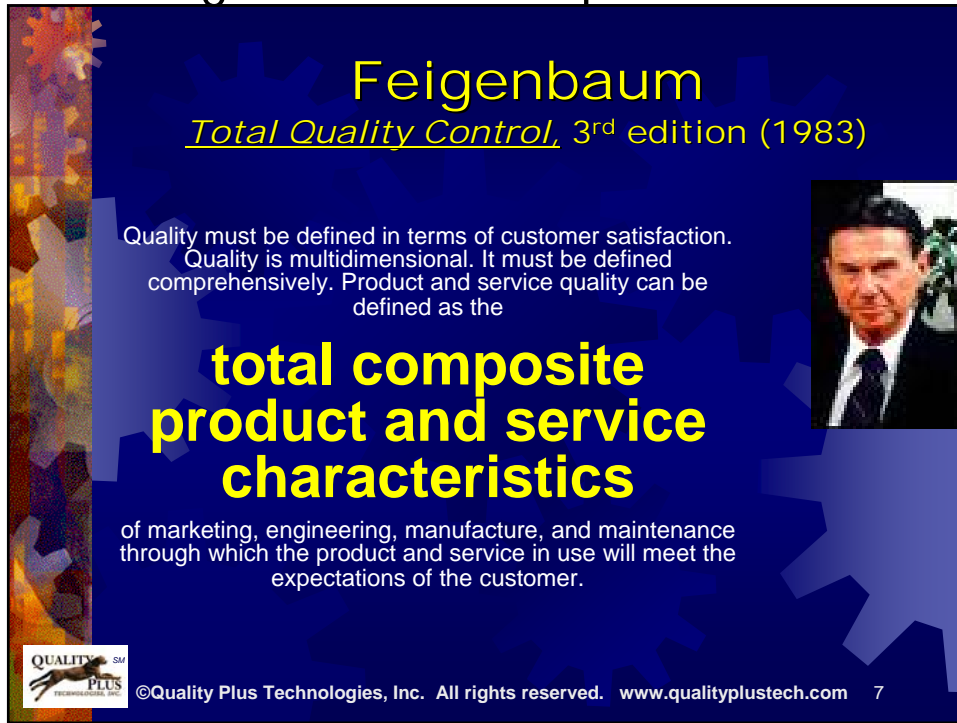
customer satisfaction

Quality is multidimensional. It is virtually impossible to define the quality of a product or service in terms of a single characteristic or agent. There are definitely different degrees of quality.



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Feigenbaum


Total Quality Control, 3rd edition (1983)

Quality must be defined in terms of customer satisfaction. Quality is multidimensional. It must be defined comprehensively. Product and service quality can be defined as the



total composite product and service characteristics

of marketing, engineering, manufacture, and maintenance through which the product and service in use will meet the expectations of the customer.



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Ishikawa

What is Total Quality Control?
The Japanese Way (1985)

Quality is equivalent to consumer satisfaction. Quality must be defined comprehensively. The definition of quality is



ever changing because customers' needs and requirements change



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Juran


Juran's Quality Control Handbook (1988)

A practical definition of quality is probably not possible. Two of the meanings of quality dominate the use of the word:

- Quality consists of those product features which meet the needs of customers and thereby provide product satisfaction
- Quality consists of freedom from deficiencies

It is most convenient to standardize on "quality" ...as

"fitness for use"



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Pirsig

Zen and the Art of Motorcycle Maintenance (1974)

It is not possible to define quality; in other words we are "stupid about quality". If you cannot define a concept accurately, it is impossible for you to know that it exists.



Quality is like modern art... we recognize when we see it




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Shewhart

Economic Control of Quality of Manufactured Product (1931)



There are two sides to quality: subjective (what the customer wants) and objective (properties of the product, independent of what the customer wants).

An important dimension of quality is value received for the price paid: four kinds of value: 1. Use, 2. Cost, 3. Esteem, 4. Exchange. Quality standards must be expressed in terms of

physical, quantitatively measurable product characteristics



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Taguchi

Introduction to Offline Quality Control (1979)



Quality is the

loss a product causes to society after being shipped...

other than any losses caused by its intrinsic function.



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Six sigma forum definition of quality

Quality: A subjective term for which each person has his or her own definition. In technical usage, quality can have two meanings:

- 1. the characteristics of a product or service that bear on its **ability to satisfy stated or implied needs**
- 2. a **product or service free of deficiencies**



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The **POWER** Ingredients

Predisposition
Outlook
Wherewithal
Evaluation
Resources



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The **POWER** Ingredients

P
O
W
E
R

Resources → the TOOLS

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Hang on, Carol, get real !

***Everyone here already knows this stuff
about quality:
the theories, models, metrics, KPI's, test
plans, black boxes, white boxes, pizza
boxes, ... you name it, they've seen it.***

***With your latest travel and experiences,
can't you tell us something new
about quality ?***

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It's a new world



The image displays four book covers arranged on a dark blue background with gear patterns. From left to right: 'The World Is Flat: A Brief History of the Twenty-First Century' by Thomas L. Friedman; 'Finding Our Way: Leadership for an Uncertain Time' by Margaret J. Wheatley; 'Change Ahead: Working in a Post-9/11 World' by Dr. Paul White; and 'American Backlash: The Untold Story of Social Change in the United States' by Michael Adams. A vertical strip of colorful gears is on the left side.

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The world went "flat"¹²



Four aspects of the flat world:
time, distance, geography, language

Every aspect of every job that can be outsourced will be...
with the exception of imagination and communication

While 39 percent of hospital patients **listed doctor communication skills as a top concern**, just seven percent cited pain management. Source: Medicare Consumer Focus Groups. Cited in Readers Digest Feb 2007

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The world went "flat"



Western world challenge:
How do we get more people **moving**
towards positive imagination?

View 2005 Friedman MIT lecture video at <http://mitworld.mit.edu>



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Things are not so certain_{1/2}



"I find it delightful to note that two great management thinkers, Edward Deming, the great voice for quality in organizations, and Robert Greenleaf, the prophet of servant leadership, both focused on the human spirit in their final writings. Deming concluded his long years of work by stating simply that **quality was about the human spirit. As we grew to understand that spirit, we would create organizations of quality.** ...They arrived at the same centering place"



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Things are not so certain



Margaret J. Wheatley
Finding Our Way
Leadership for an Uncertain Future

Treating people as machines leads to more process and more attempts to control

People are not machines. Our spirit needs to express itself,
-- and that is a good thing.



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The world is different since 9/11₁₂



CHANGE AHEAD
Working in a Post-9/11 World
Dr. Paul Wilton

What's in (for individuals):

- Since you know you accept change and need to change – let management know
- Evaluate yourself against the trends
- Ask for feedback all the time
- Risk is a good thing. Stupid risk isn't



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The world is different since 9/11



More... what's in (for individuals):

The ability to work on a team and collaborate is the most important skill you need now

...Realize diversity is in ideas, thoughts, perspectives, and a host of areas *beyond race and gender*

Reach out & connect with people you never thought of connecting with



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Changes in our own backyard_{1/2}

Increasing acceptance of violence
Increased cocooning
Increased fear

Rear view mirror management
Attempt to (regain) control:
NAFTA vs Mexico / Canada passports




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Changes in our own backyard

Two major groups
– with increasing divergence:

**Those who vote
vs
those who do not vote**



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Technology – a **communication** enabler?

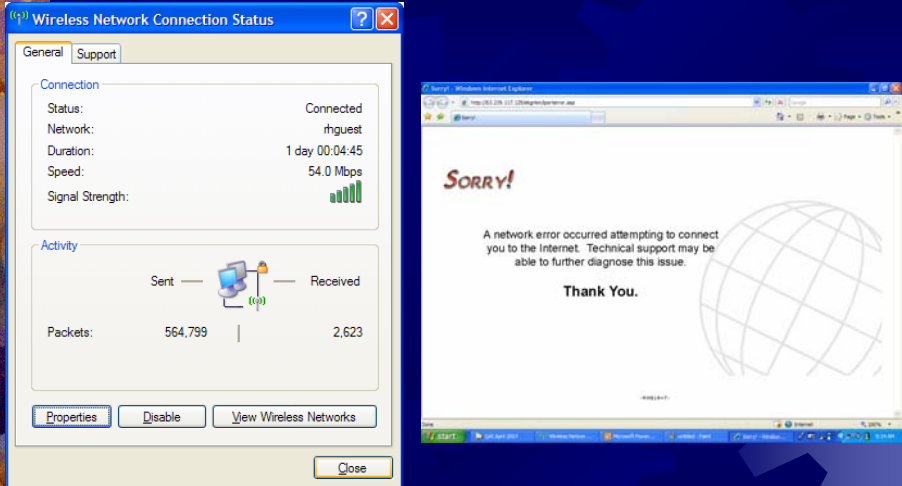
Edward R. Murrow:
“The newest computer can merely compound, at speed, the oldest problem in the relations between human beings, and
in the end the communicator will be confronted with the old problem, of what to say and how to say it.”
Nightingale.com, 09Mar2007




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The image shows two screenshots from a Windows XP desktop. On the left is the 'Wireless Network Connection Status' window, which displays connection details for the 'rhguest' network, including a duration of 1 day 00:04:45 and a speed of 54.0 Mbps. On the right is a 'Sorry!' network error message in a browser window, stating 'A network error occurred attempting to connect you to the Internet. Technical support may be able to further diagnose this issue. Thank You.' The background of the slide features a blue gear pattern.

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Technology – a communication enabler?

- 1995: 88% of adults identify self as shy (up from 80% in 1980s) - technology is a factor - *Stanford University, per Susan RoAne (How to Work a Room)*
- 2000: #1 social fear: A party with strangers (#2: public speaking in public.) – *NY Times, per Susan RoAne (How to Work a Room)*
- “Face-to-face contact with bosses, employees, customers will become newly important.” - *The 4th Turning: An American Prophecy in the 21st Century*



The slide features a blue background with a gear pattern. A photograph on the right shows three people (two men and one woman) looking at a laptop screen. The Quality Plus Technologies logo is in the bottom left corner.

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So... where does that leave quality?

Every conflict known to man involved quality of communication

"Quality starts between the ears"
Claus E. Heinrich, SAP AG
Waldorf Germany. SAP 2007 Quality Day

Quality is not accidental, and -- it involves pride

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Where does that leave us?

- ☀ Exercise...
- ☀ Focus on quality of communication
- ☀ Treat people as people
- ☀ The answers are between our ears

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About quality

- ☀ Quality is real
- ☀ Quality is about people
- ☀ Quality is “sense”-ative sight, sound, smell, touch, taste

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Future

Branding will become more about **reputation** on a global scale

Quality organizations live quality:
Bill and Melinda Gates – Africa
Bill and Cindy Perry
– **Perry Pavilion at Sand Lake Hospital**


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2007 and beyond

- *Newsweek Feb 25, 2007:* In 2002 Korea University gave less than 10 percent of its classes in English, but the share has hit 35 percent and is expected to rise to **60 percent**
- *Fall 2006: Financial Times:* One Chinese university mandate: **Golf = a core curriculum subject.** (The dean recognizes golf as an essential business skill in working with the western world)



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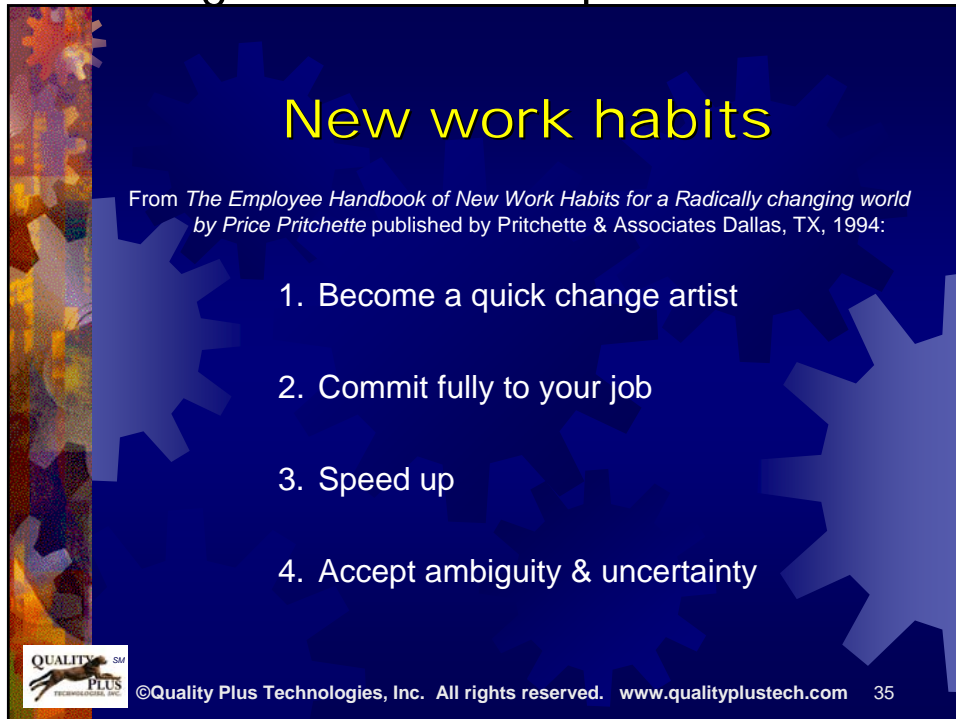
2007 and beyond

- *USAirwaysmag.com, Feb 2007:* In the corporate culture, a little **kindness won't hurt you**
- **MIT open university:**
<http://mitworld.mit.edu>
- **qa_ corner yahoo!group moderators:**
Saefer Ibrahim (safy_ikka@yahoo.com)
Meme Parnell (msquoia@comcast.net)
Visit www.groups.yahoo.com/group/qa_corner to become a member



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New work habits

From *The Employee Handbook of New Work Habits for a Radically changing world* by Price Pritchette published by Pritchette & Associates Dallas, TX, 1994:

1. Become a quick change artist
2. Commit fully to your job
3. Speed up
4. Accept ambiguity & uncertainty


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New work habits

From *The Employee Handbook of New Work Habits for a Radically changing world* by Price Pritchette published by Pritchette & Associates Dallas, TX, 1994:

5. Behave like you're in business for yourself
6. Stay in school
7. Accountable for outcomes
8. Add value


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New work habits

From *The Employee Handbook of New Work Habits for a Radically changing world* by Price Pritchette published by Pritchette & Associates Dallas, TX, 1994:

- 9. See yourself as a service center
- 10. Manage your own morale
- 11. Practice kaizen
- 12. Be a fixer not a finger-pointer

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New work habits

13. Alter your expectations.



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It's a new world
And
it's ours.
Live it
in collaboration and quality

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Quality Plus Measurement
Forum:
www.groups.yahoo.com/group/quality_plus_measurement_forum

THANK YOU

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