



Understanding Quality

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Moving from Good to Excellent



Agenda

- ◆ **Definition of Quality**
- ◆ **Gurus and History of Quality**
- ◆ **Baldrige versus ISO**



What is Quality?

◆ How do you define Quality?



Definition of Quality

**Good, luxury, expensive, nice to have,
the best**

Versus

**Continuous improvement, focus on the
customer, valuing employees**



How we define Quality

- ◆ Meeting or exceeding our customers' expectations
- ◆ Delivering high performing, safe, and most reliable products and solutions in our industry



Management Models

Old Model

- Internal focus
- Manage by fear
- Win – lose
- Short term
- Functionally oriented
- Micro- manage
- Inspecting based
- Employees hired hands

New Model

- Customer obsessed
- Managers lead
- Manage by coaching
- Win – win
- Long term approach
- Team oriented
- Empowerment principles
- Prevention focus
- Continuous improvement
- Employee involvement



History of Quality

- ◆ '50's Inspection and QC
- ◆ '60's Statistical Quality Control
- ◆ '70's Quality Assurance – QA
- ◆ '80's Total Quality Management
- ◆ '90's Strategic Leadership
- ◆ '00's Values Process



Gurus of Quality

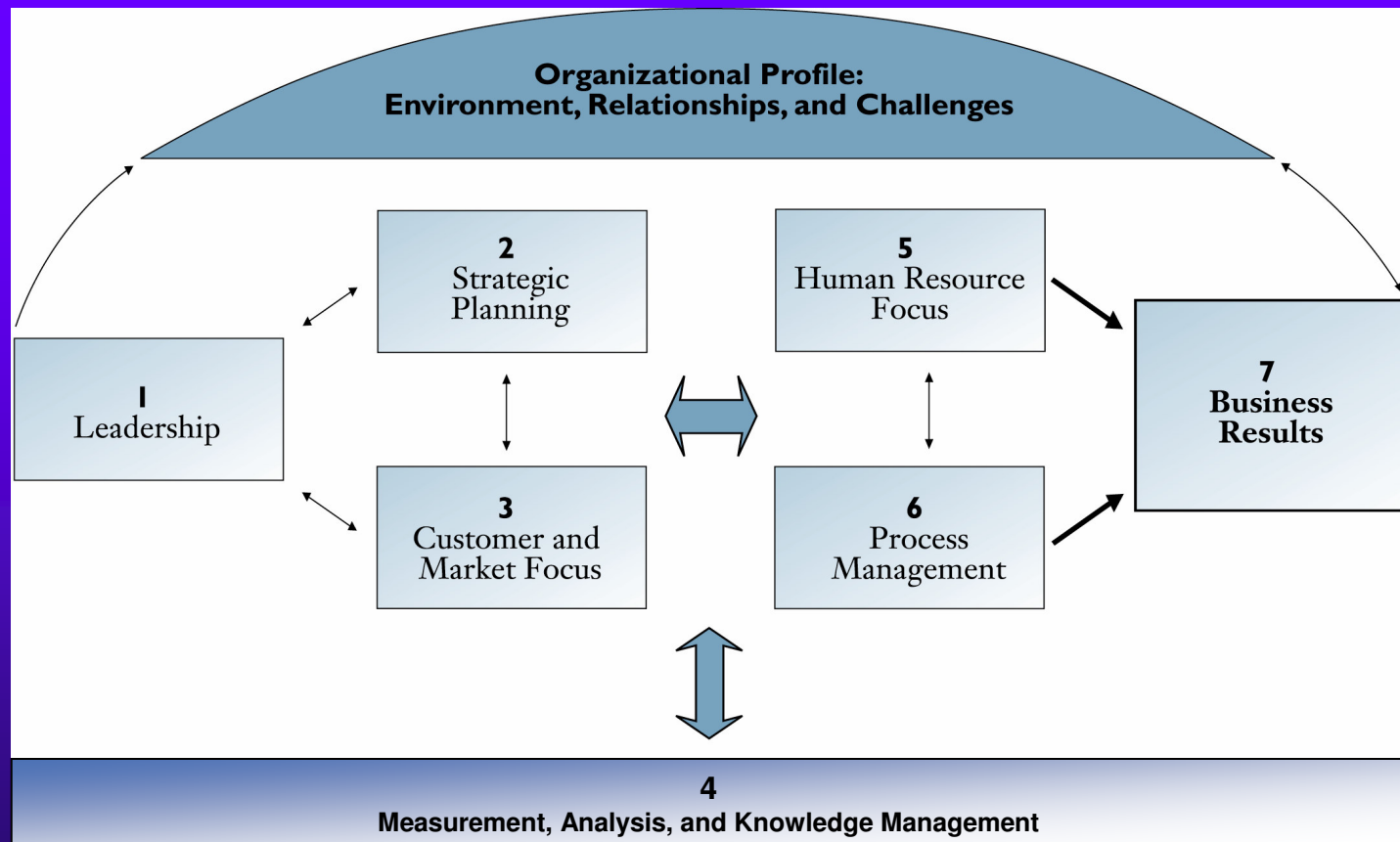
- ◆ Frederick Taylor - mechanical
- ◆ Walter Shewhart - statistical
- ◆ Juran & Deming - business model
- ◆ Crosby - people
- ◆ Senge & Wheatley– systems

Malcolm Baldrige National Quality Award



- ◆ Created in 1987 to help the US compete internationally
- ◆ Named for Malcolm Baldrige Secretary of Commerce
- ◆ Based on quality principles
- ◆ Washington State Quality Award founded in 1994 – state level Baldrige.

Baldrige Systems Model



Baldrige Purpose & Goals

- ◆ Create management model
- ◆ Stimulate global competitiveness
- ◆ Encourage sharing
- ◆ Establish criteria for excellence
- ◆ Recognition for performance





Why Baldrige?

- ◆ **Excellent standard for managing overall effectiveness**
- ◆ **Excellent vehicle for company benchmarking**
- ◆ **Communicates our philosophy to all stakeholders**
- ◆ **Enhances our position in the market place**



Baldrige

- ◆ **Management System**
- ◆ **Continuous improvement**
- ◆ **Customer focus**
- ◆ **Focused on results**

Business Advantage:

- ◆ **Greater success**
- ◆ **Total company quality**



ISO

- ◆ **Documented processes**
- ◆ **Improvement to recognized standard**
- ◆ **External audits**
- ◆ **Reduces liability**

Business Advantage:

- ◆ **Improved processes**
- ◆ **Required for EU**



Why is Quality Important?

- ◆ Customers expect it
- ◆ We need to get better to compete
- ◆ Need to be able to measure our progress



Focus on the Customer

◆ Definition:

Understanding who your customer is and what they want with a focus on delighting customers, building loyalty, meeting their expectations and their key requirements



Teamwork

◆ Definition

- Working together to reach goals and solve problems



Continuous Improvement

◆ Definition

Continuously seek to find ways to do the job better, easier, faster, and improve our products and services



Measuring Success

◆ Definition

- Using data to make decision, determine priorities and track our progress

◆ Our goal is to

- Select meaningful measures
- Display data to show progress
- Monitor organizational success measures