

## **Quality resource, by Andrew Gibbons**

Much more at [www.andrewgibbons.co.uk](http://www.andrewgibbons.co.uk)

### **Two views on errors**

Most errors go unreported and unresolved because they are either felt to be insignificant or for fear of blame and retribution  
Very few people care enough about their own or another's organisation to report correctable errors

### **Two journeys to quality**

From symptom to cause - the diagnostic journey  
From cause to remedy - the remedial journey

### **Three brave questions for customers**

What are we doing that you like?  
What should we do that we are not yet?  
What are we doing that needs to be done better?

Denton

### **Three issues on quality and customers**

Nine out of ten dissatisfied customers don't complain, they just go elsewhere  
Over three quarters of customers will pay more for a quality service  
Attracting new customers can cost up to four times as much as retaining them

### **Three key quality issues**

The bitterness of poor quality remains long after the sweetness of low price is forgotten  
Quality is the art of getting people to buy your product or service more than once  
The cost of quality is the expense of doing things wrong

### **Three elements of quality costs**

Costs of errors  
Inspection costs  
Prevention costs

### **The 4 'C's of the Best Value Quality model**

Challenge purpose  
Compare performance  
Consult the community  
Compete with others

### **Four quality essentials**

Costs go down as we reduce variation in what we produce or deliver  
Concern for meeting customer needs will show in what we do, not just what we say  
To improve a process we need to know what causes its variation  
A climate in which we feel unthreatened when reporting bad news is an absolute must

Andrew Gibbons

### **Four absolutes of quality management**

Conformance to requirements  
Prevention not appraisal  
Zero defects  
Measuring the cost of non-conformance

Philip Crosby

### **Four specific quality costs**

Prevention costs: including quality planning  
Appraisal costs: including inspection  
Internal failure costs: including scrap and rework  
External failure costs: including warranty and complaints

Feigenbaum

### **Four steps to quality control**

Setting quality standards  
Appraising conformance to the standards  
Acting when standards are exceeded  
Planning improvements in the standards

Feigenbaum

### **Four thoughts on quality**

Quality cannot be inspected in, it can only be created by design  
Most organisations are unaware of the true costs of getting things wrong  
Up to 85% of quality problems are created by people who never touch the product or provide the service  
The price of poor quality can amount to 20-40% of turnover

### **Five steps to root causes of poor quality**

What goes wrong?  
What are the symptoms?  
What are the effects?  
What are the real causes?  
What will resolve the problem?

### **Five elements of the EPDCA quality cycle**

E valuate  
P lan  
D o  
C heck  
A mend

### **Seven signs of poor quality**

Complaints  
Wasted time  
Frustration  
Hassle  
Confusion  
Overload  
Underload

Steve Smith

### **Eight key quality issues**

Quality leads to lower costs and inspection is too late  
The Boardroom has ultimate responsibility for quality  
Most defects are caused by the system  
No process is optimised, it can always be improved  
Fear degrades processes – provide job security  
Managers must do more than respond to system failure  
Build long term relationships with trusted suppliers  
Prevention of variation and failure is the key

W E Deming

### **Eight dimensions of quality**

Performance  
Features  
Reliability  
Conformance  
Durability  
Serviceability  
Aesthetics  
Perceived quality

### **Eight poor management styles for real quality**

Emphasis on short term profitability  
Clamping down on cost but tolerating high waste levels  
A 'take it or leave it' attitude towards customers  
Treating employees as productive robots  
Competing on price not sufficiently on quality  
Buying at the lowest price  
Anti - change but changing arbitrarily when forced  
Macho management – the crisis manager

UK Dept of Trade and Industry

### **Nine parts to Juran's 'Quality route map'**

Identify who are our customers  
Determine the specific needs of those customers  
Translate those needs into our language  
Develop products that respond to those needs  
Optimise product features to meet our needs too  
Develop processes able to produce the products  
Fine tune and optimise the process  
Improve the process under operating conditions  
Transfer the process to operations

Joseph Juran

## **The nine elements of the Business Excellence model**

Five enablers:

Leadership

People

Policy and strategy

Partnership and resources

Processes

Four results:

People

Customers

Society

Key performance indicators

"The cost of quality is the expense of doing things wrong"

UK Department of Trade and Industry

What does the word quality mean to you?