

# Quality Management

“It’s not just for products anymore”

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Presented to the San Fernando Valley Section of ASQ

by

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# Quality Management – what is it?

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## People

Theory X  
Theory Y  
Theory Z  
TQM  
Team Building  
Training

## Process

Little 'q'  
Policies / Procedures  
Product/Service compliance  
Customer/Supplier Audits  
Metrics  
Cost of Quality

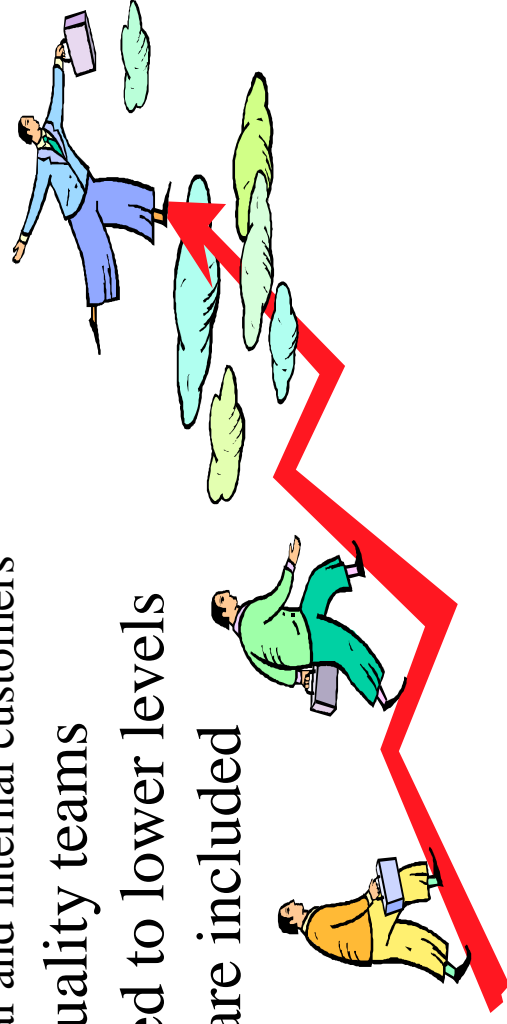
## Performance

Corrective/Preventive Action  
Project Management  
Lean/Six Sigma  
Strategic Planning  
Big 'Q'

# Trends in the US (80s, 90s and today)

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- Focused attention on how products and services meet technical specifications.
  - Businesses establish quality-control department
- Quality management tasks assigned to functional departments rather than specific quality departments
- Scope of quality management was broadened from
  - Operations only (little Q) to all activities (big Q)
  - External customers to external and internal customers
- Expansion in the use of quality teams
- Decision making delegated to lower levels
- Suppliers and customers are included in quality activities





## Results of trends in quality management

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- Flatter organizations
- Increase in X-functional teams
- Participation in planning by front line teams
- Changing organizational boundaries
- Decrease in size / increase in output
- Shift to group reward system

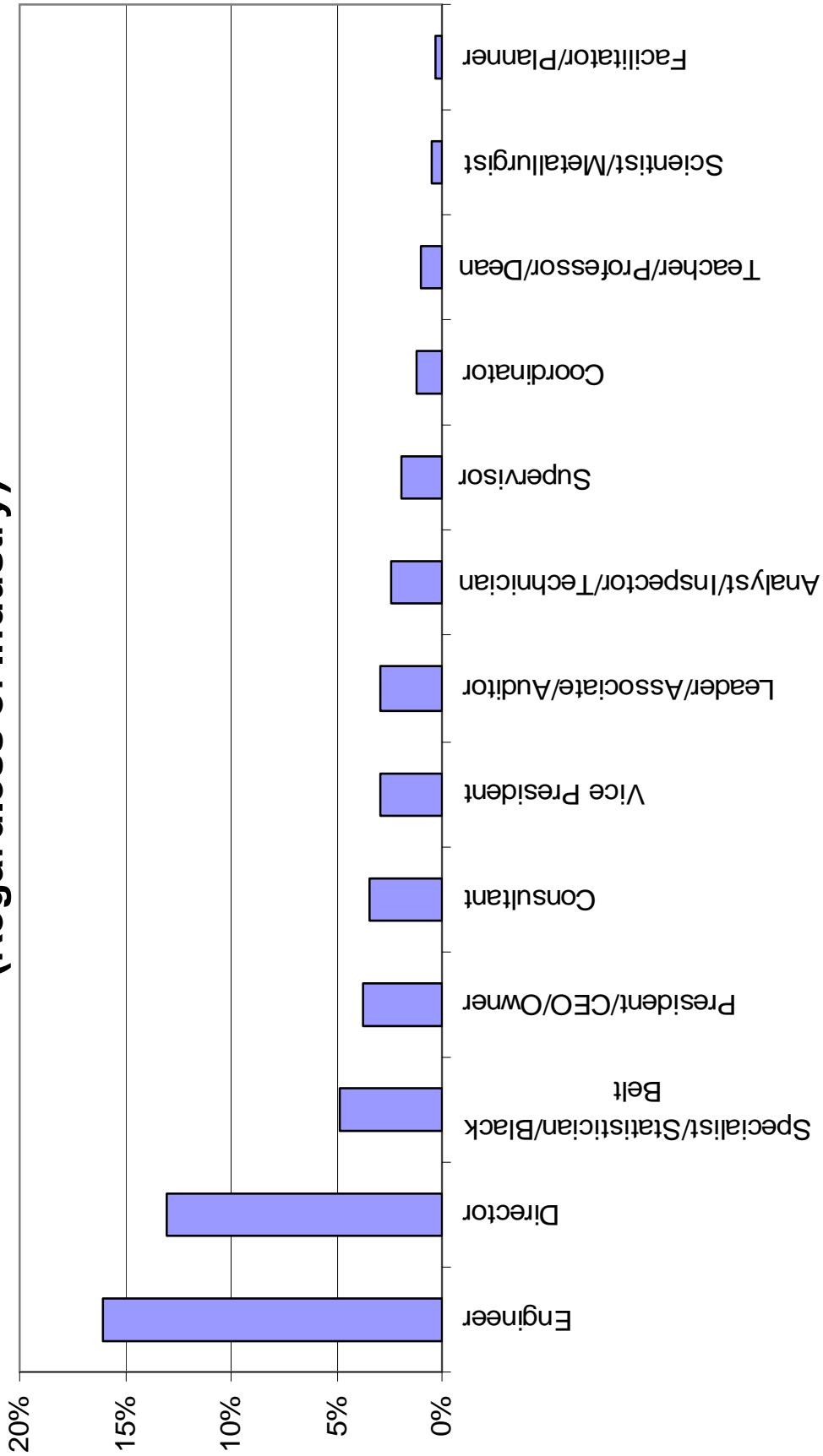


# What is Quality Management today?

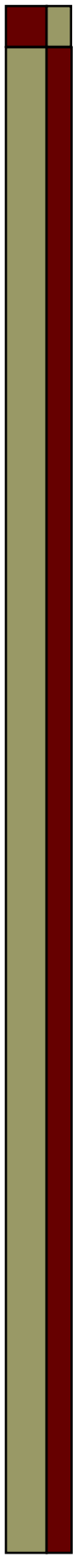
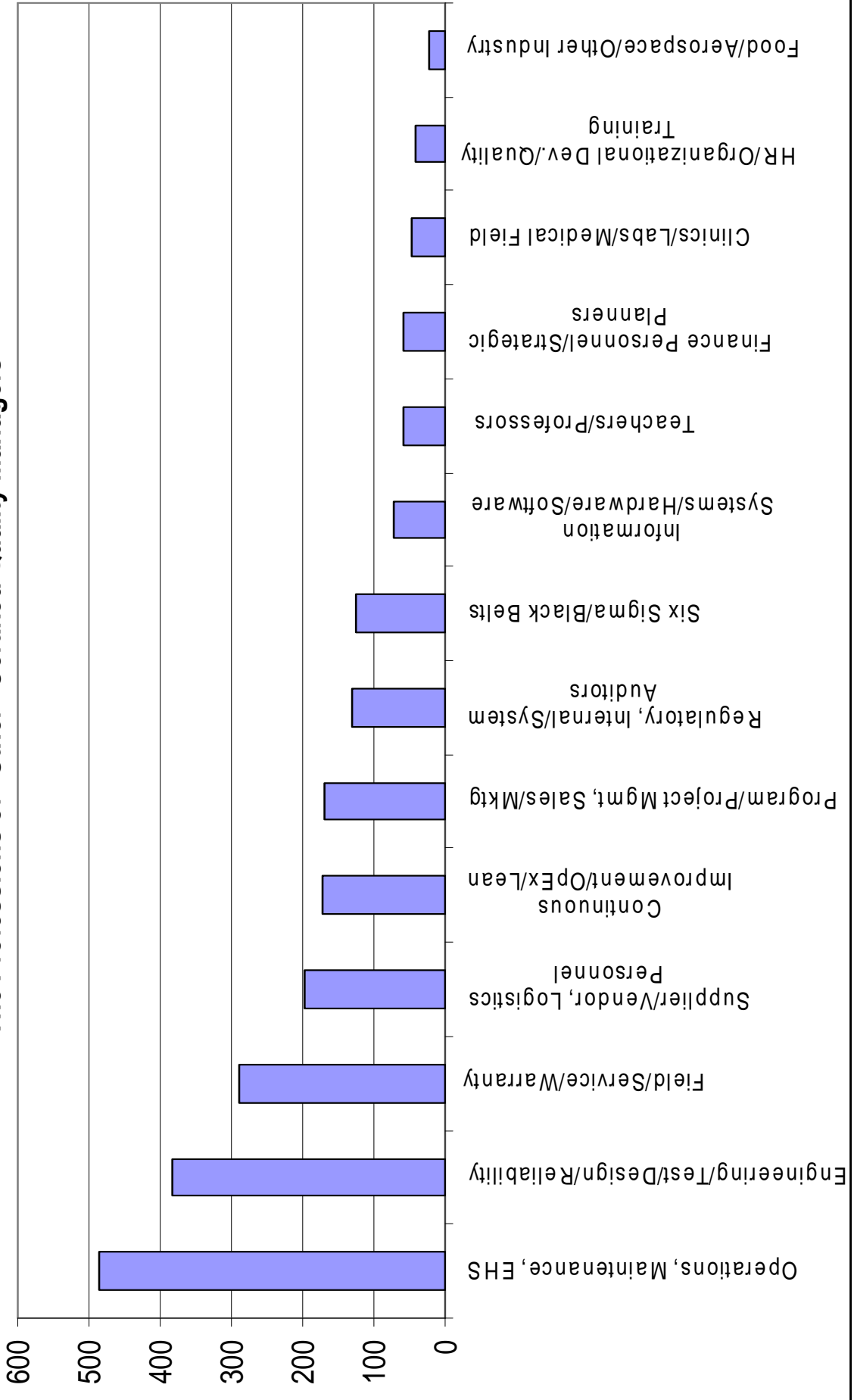
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- The role of quality professionals is evolving at all levels – Quality Management is no different
- The Quality Management Division surveyed current Certified Quality Managers
- The ASQ Certification Board approved the new Certified Manager of Quality/Organizational Excellence (CMQ/OE), effective with the March 2006 administration.

## Certified "Managers" by Title (Regardless of Industry)



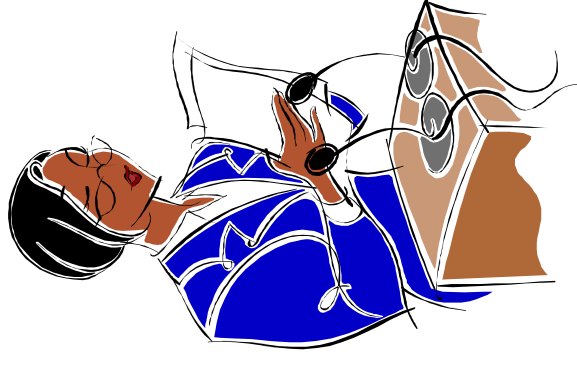
## The Professions of "Other" Certified Quality Managers



# Today's Quality Professional

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- ❑ Leads and champions process-improvement initiatives
- ❑ Facilitates, coaches, and mentors
- ❑ Motivates
- ❑ Manages projects and human resources
- ❑ Analyzes financial situations
- ❑ Determines and evaluates risk
- ❑ Employs knowledge management tools and techniques



Certified  
Manager of Quality /  
Organizational Excellence  

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**(CMQ/OE)**



# Body of Knowledge

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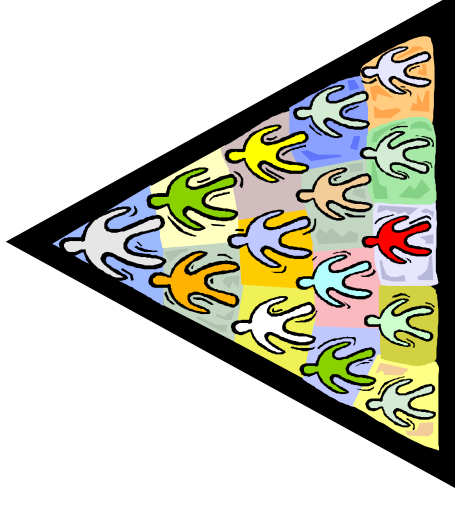
- ❑ Leadership
- ❑ Strategic Plan Development and Deployment
- ❑ Management elements and methods
- ❑ Quality Management Tools
- ❑ Customer-Focused Organizations
- ❑ Supply Chain Management
- ❑ Training and Development



## Leadership: Organizational Structures & Culture

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- Basic organizational designs: matrix, flat, parallel, etc.
- Management hierarchy and its influence in an organization.
- *Characteristics of an organization that determine or underlie its culture.*




# Leadership: Challenges

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- *Roles and responsibilities of leaders*
- *Roles and responsibilities of managers*
- Change management
- Motivating, influencing, negotiating, resolving
- Empowerment





# Leadership: Teams and Team Processes

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- Types of teams
- Stages of team development
- Team-building techniques
- Team roles and responsibilities
- *Team performance and evaluation*

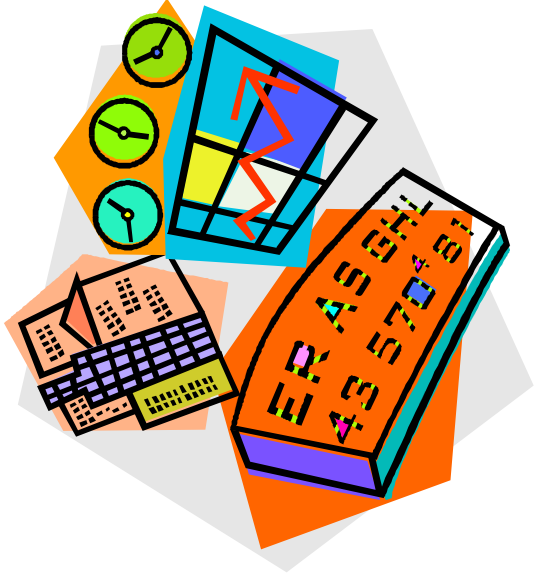


# Strategic Plan Development & Deployment:

## Strategic Planning Models

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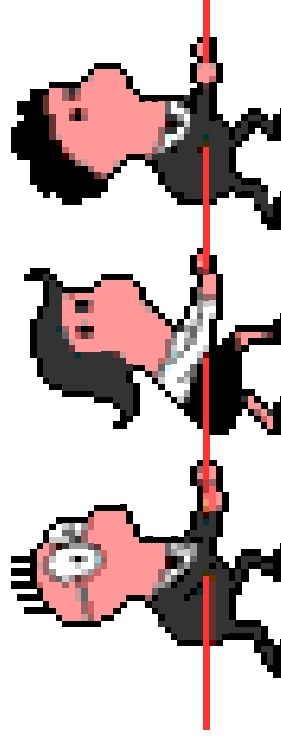
- *Basic elements of systematic strategic planning models*
- Business Environment Analysis
- Market forces
- *Stakeholder analysis*
- Technology
- *Internal capability analysis*
- Legal and regulatory factors



# Strategic Plan Development and Deployment

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- ❑ Strategic Plan Deployment
- ❑ Resource allocation and deployment
- ❑ Organizational performance measurement
- ❑ *Quality function in strategic deployment*





# Management Elements & Methods: Management Skills & Abilities

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- Principles of management
- Management theories, styles, and tools
- *Interdependence of functional areas*
- Human resources (HR) management
- *Financial management*
- *Risk management*
- Knowledge management



# Management Elements & Methods: Communication Skills & Abilities

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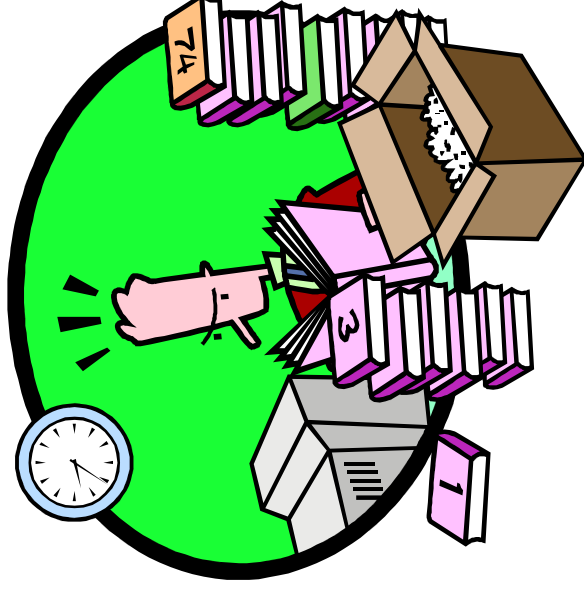
- Communication Basics
- *Communication in a global economy*
- Communications and technology



# Management Elements & Methods: Project Management

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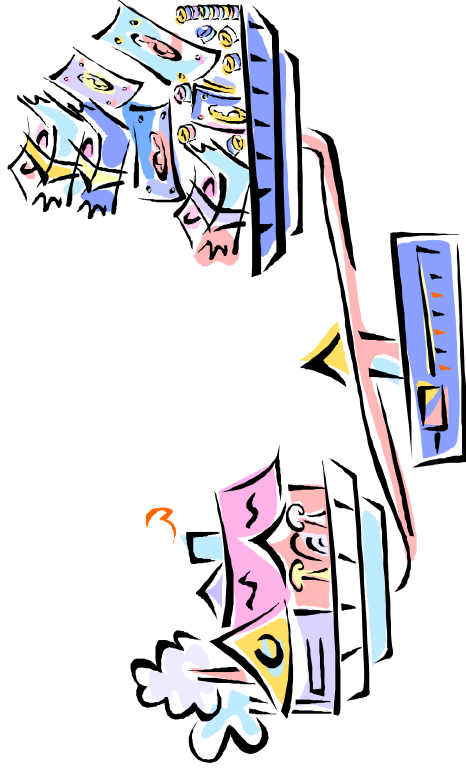
- *Project Management Tools*
- Project Planning and estimation tools
- Measure and monitor project activity
- Project Documentation



# Management Elements & Methods: Quality System

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- Quality Mission and Policy
- Quality Planning, deployment, and documentation
- *Quality System effectiveness*

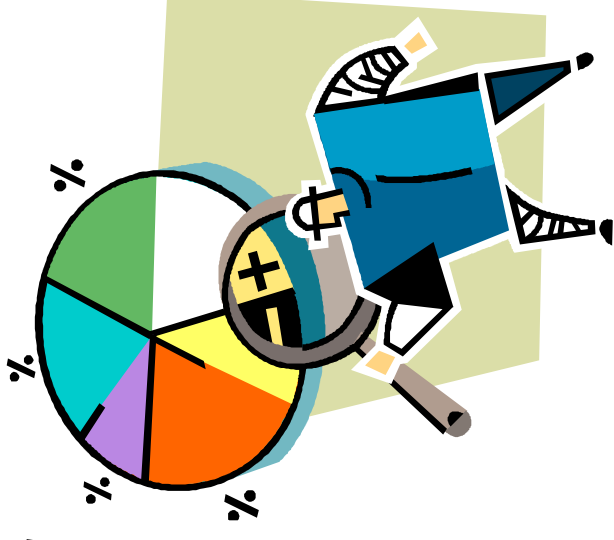


# Management Elements & Methods:

## Quality Models & Theories

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- MBNQA Criteria for Performance Excellence
- ISO and other third-party standards
- *Other quality methodologies*
- Quality philosophies



# Quality Management Tools: Problem-Solving Tools

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- ❑ The seven classic quality tools
- ❑ Basic management and planning tools
- ❑ Process improvement tools
- ❑ *Innovation and creativity tools*
- ❑ Cost of quality (COQ)

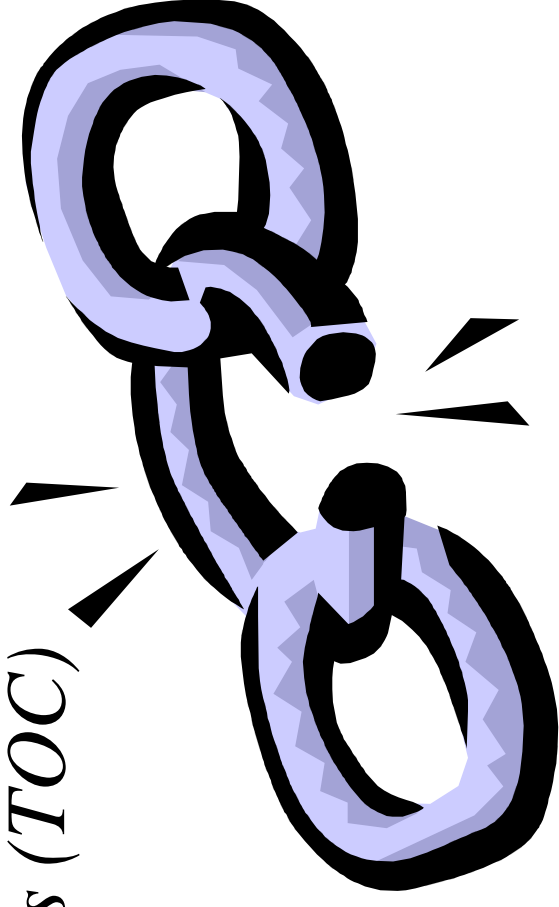




# Quality Management tools: Process Management

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- ❑ Process Goals
- ❑ Process Analysis
- ❑ Lean tools
- ❑ *Theory of constraints (TOC)*

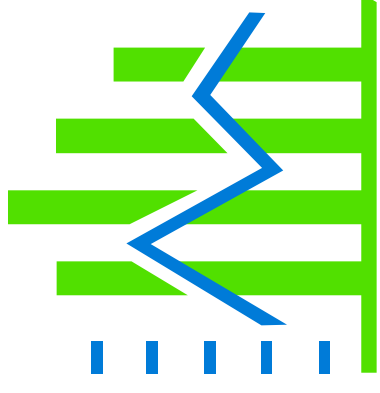


# Quality Management tools:

## Measurement: Assessment & Metrics

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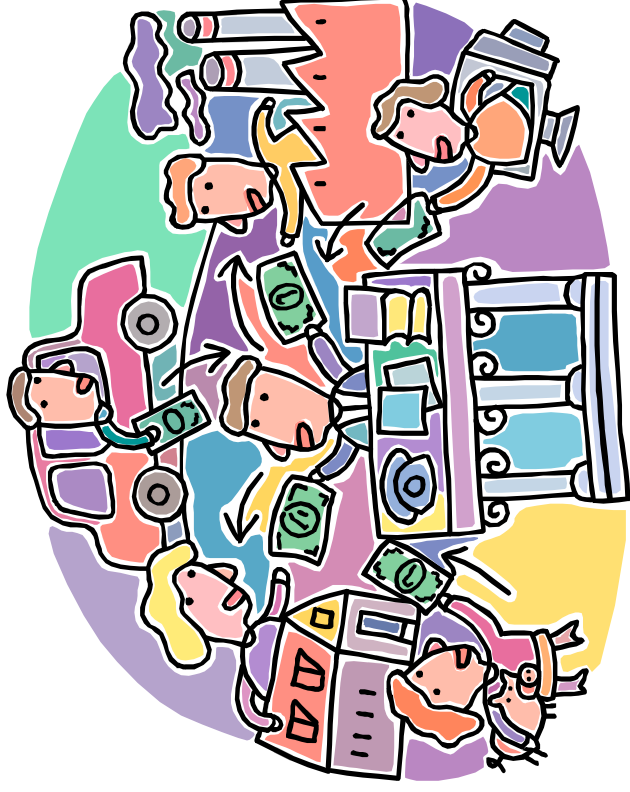
- *Basic statistical use*
- Sampling
- Statistical analysis
- Trend and pattern analysis
- Theory of variation
- Process capability
- Reliability and validity
- *Qualitative assessment*
- Survey analysis and use



# Customer-Focused Organization

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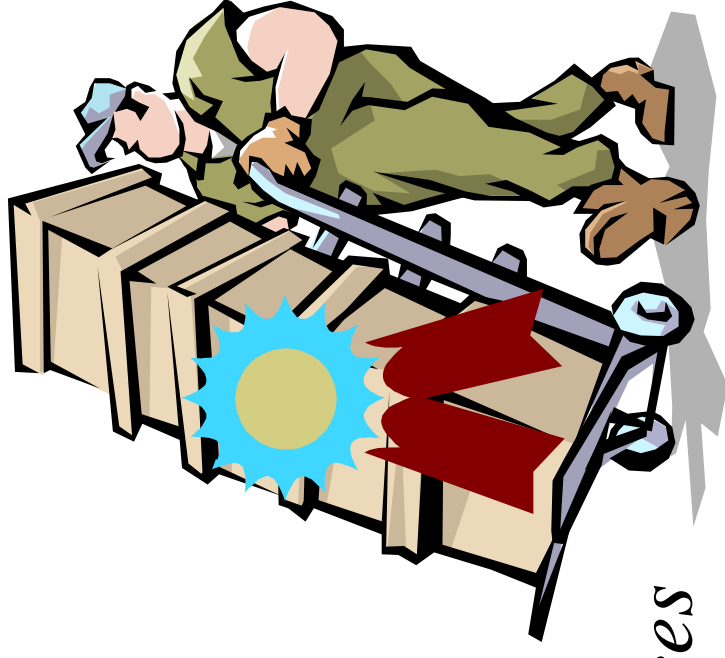
- Customer Identification & Segmentation
- *Customer Relationship Management*



# Supply Chain Management

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- ❑ Supplier Selection
- ❑ Supplier Communications
- ❑ Supplier Performance
- ❑ Supplier Improvement
- ❑ *Supplier Certification, Partnerships, and Alliances*
- ❑ Supplier Logistics



# Training and Development

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- Training Plans
- Needs Analysis
- *Training Materials/Curriculum*  
*Development and Delivery*
- Training Effectiveness  
and Evaluation



# Quality Management is not just a title

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- ❑ Integrated into leadership training
- ❑ Integrated into collegiate curricula
- ❑ Transcends functions
- ❑ Transcends level of management
- ❑ Transcends industries



# Quality Management: A foundation for excellence

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## **MALCOM**

### **BALDRIGE AWARD**

1. Leadership
2. Strategic Planning
3. Customer & Market Focus
4. Information & Analysis
5. Human Resource Focus
6. Process Management
7. Business Results

## **CANADIAN AWARD**

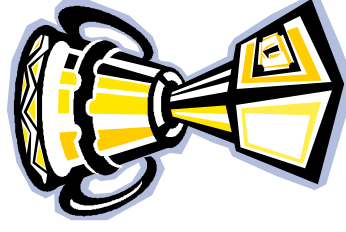
### **FOR EXCELLENCE**

1. Leadership
2. Planning
3. Customer Focus
4. People Focus
5. Process Management
6. Supplier/Partner Focus
7. Overall Business Performance

## **EUROPEAN**

### **QUALITY AWARD**

1. Leadership
2. Policy & Strategy
3. People
4. Partnership & Resources
5. Processes
6. Customer Results
7. People Results
8. Society Results
9. Key Performance Results





# Managing Quality in a global economy

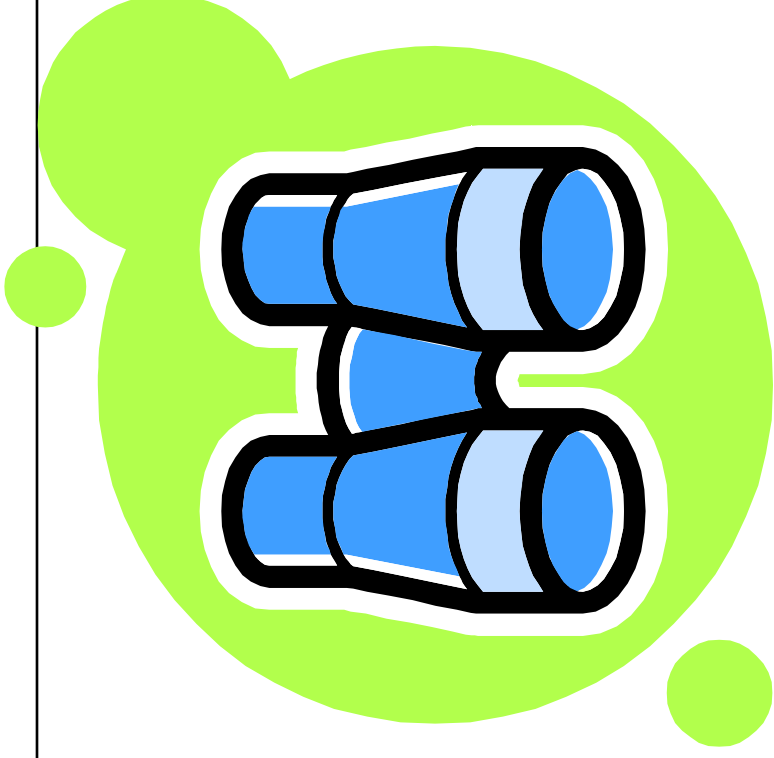
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- ASQ has 25 member-led groups
  - Functional forums/divisions
    - Audit, Customer/Supplier, Quality Management, Inspection, Lean Enterprise, Reliability
  - Industry specific
    - Automotive, Aviation Space & Defense, Biomedical, Education, Construction, Human Development & Leadership, Service Quality



People + Process + Performance

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Quality Management professional



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