

Quality Action Teams[™]

Building Quality into Daily Work

Senior management was clearly committed to total quality. The company's senior vice presidents and divisional managing directors had already participated in *Quality Strategy and Planning* sessions led by ODI. Enthusiasm was running high. Now it was time to bring the quality vision to life.

"Our top priority was to support our line managers," recalls the company's director of quality. "We had to help them build quality into daily work."

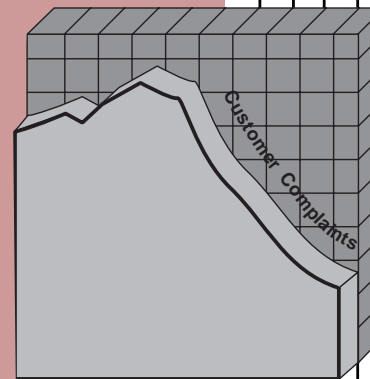
To translate its commitment to quality into measurable results, the company needed a proven team problem-solving system—a consistent, pragmatic approach that would empower 90,000 managers and employees worldwide to continuously improve their own work processes. The company implemented ODI's *Quality Action Teams* program.

Managers, employees, and executives learned how to work together side by side to systematically gather and analyze data on critical work processes, explore new and better ways to get work done, and execute solutions. Within a year, a coordinated network of more than 150 quality action teams took shape throughout the company's twelve divisions.

The results were dramatic. Employees perceived stronger and more systematic support for all kinds of customer-focused innovation. And the expanding network of quality action teams produced a wealth of measurable, lasting improvements in quality and customer satisfaction—concrete results that helped the company win the Malcolm Baldrige National Quality Award.

Managers and employees working in quality action teams

- Reduced the cycle time required to complete key work processes, leading to documented improvements in operating efficiency and more consistent on-time delivery of service to customers
- Developed new standard operating procedures that reduced customer complaints by nearly 200,000 per year
- Eliminated costly and potentially life-threatening safety hazards from transport operations



Empowerment is the decisive component of total quality because empowered employees, managers, and professionals generate the tangible results that make total quality management (TQM) such a sound investment.

But empowerment entails much more than “granting people permission” to improve quality. To really make a difference, your people need

- *Analytical and interpersonal **skills** to solve quality problems and continuously improve work processes*
- *A clear quality team **structure** to pool their ideas and abilities*

Quality Action Teams™

ODI's *Quality Action Teams* (QAT) helps your company meet both of these vital needs—skills and structure. We prepare your people to build quality into daily work within their own function or department and across functions throughout your organization.

At the core of *Quality Action Teams* is a four-step problem-solving and process improvement sequence called FADE.

A remarkably diverse spectrum of service and manufacturing organizations now use the FADE problem-solving approach. Further, people are successfully applying FADE in virtually all functions and at all organizational levels. The reason for the consistent applicability of FADE is clear: All work can be seen as a process, and FADE is a practical approach for improving work processes and solving quality problems.

Further, *Quality Action Teams* teaches your people how to apply more than twenty proven analytical and process improvement tools to reduce cycle time, solve and prevent quality problems, and increase customer satisfaction.

Last, but certainly not least, *Quality Action Teams* teaches your managers and team leaders how to drive and support continuous process improvement. Specifically, your managers and team leaders learn how to

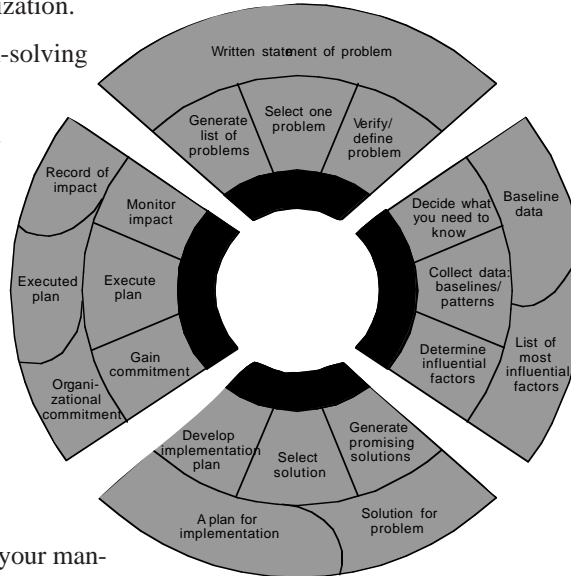
- Form and focus teams on priority improvement opportunities
- Make team meetings and activities highly productive
- Track the progress of teams as they proceed through FADE
- Recognize team achievement and document the impact of continuous improvement activities
- Use the FADE approach to replicate quality advances in all parts of your organization

Your managers and team leaders form the nucleus of an organization-wide support structure that empowers your quality action teams to innovate, eliminate unnecessary costs of quality, and continuously improve quality and customer satisfaction.

Program Materials and Services

The following *Quality Action Teams* training materials and services are available:

- Set of six videocassettes
- Guides for Managers and Team Leaders
- Guides for Team Members
- Facilitator Manuals
- Facilitator workshops
- ODI-led quick-start teams



For Team Members

For team members, *Quality Action Teams* provides video-supported training that introduces and illustrates each phase of the FADE process, reinforces total quality principles and skills, and provides models for applying FADE problem-solving skills and tools.

Team members receive the Guide for Team Members, which includes a Team Member Workbook, a Pocket Guide reference booklet outlining important total quality principles and tools, and a set of convenient Action Cards that summarize important *Quality Action Teams* skills and approaches.

For Managers and Team Leaders

In addition to the training provided to team members, your managers and team leaders participate in video-supported training developed specifically to prepare them for their vital role in implementing *Quality Action Teams*.

The Guide for Managers and Team Leaders includes all the materials received by team members, plus individual development plans for building team leadership skills and readings on total quality leadership. Team leaders also receive a *Quality Action Teams* Project Booklet for tracking the progress of their teams and documenting process improvement outcomes.

	Focus	Analyze	Develop	Execute
Action plan	✓	✓	✓	✓
Basic descriptive charts	✓	✓	✓	✓
Brainstorming	✓	✓	✓	✓
Building individual support	✓	✓	✓	✓
Cost-benefit analysis	✓	✓	✓	✓
Checklist	✓	✓	✓	✓
Checksheet	✓	✓	✓	✓
Data-gathering plan	✓	✓	✓	✓
Fishbone diagram	✓	✓	✓	✓
Flowchart	✓	✓	✓	✓
Force-field analysis	✓	✓	✓	✓
Impact analysis	✓	✓	✓	✓
Innovation transfer	✓	✓	✓	✓
Measuring and monitoring	✓	✓	✓	✓
Multivoicing	✓	✓	✓	✓
Pareto analysis	✓	✓	✓	✓
Presentation	✓	✓	✓	✓
Problem statement	✓	✓	✓	✓
Sampling	✓	✓	✓	✓
Selection grid	✓	✓	✓	✓
Specifications and control limits	✓	✓	✓	✓
Standard operating procedure	✓	✓	✓	✓
Survey	✓	✓	✓	✓



Facilitator Certification

ODI will certify individuals from your organization to serve as facilitators of *Quality Action Teams*. Facilitator certification prepares your people to train their colleagues in *Quality Action Teams* concepts and process improvement skills. We also prepare your in-house facilitators to become active and effective champions of total quality, even after their training duties have been fulfilled.

There are several reasons why your organization may want to consider facilitator certification. Many employees find it easier to accept and assimilate new skills and approaches when they are presented by someone from inside their organization. Your trained facilitators can help sustain total quality commitment over the long term by encouraging involvement in the process and by providing timely and expert assistance to your teams. Finally, facilitator certification is often the most cost-effective way to deliver *Quality Action Teams* training.

ODI can provide facilitator training through a five-day public certification workshop or a private on-site certification workshop. Each of your facilitators receives a *Quality Action Teams* Facilitator Manual, which includes materials from both the Guide for Team Members and the Guide for Managers and Team Leaders, supplemented with detailed facilitator notes on conducting and coordinating training sessions.

Benefits

A proven, systematic approach for building quality into daily work, *Quality Action Teams* empowers managers, employees, and professionals across all your operations to solve quality problems and continuously improve their own work processes. Organizations that have implemented *Quality Action Teams* report consistent ongoing improvements, as well as major breakthroughs, in customer satisfaction. Further, conservative estimates of return on investment in *Quality Action Teams*—resulting from measurable reductions in waste, cycle time, rework, and other unnecessary costs of quality—often exceed 300 percent.

About Organizational Dynamics, Inc.

Organizational Dynamics, Inc. (ODI) is a global management consulting, research, and training company that has been helping organizations manage change, improve quality and productivity, and enhance customer satisfaction since 1970. ODI is headquartered in Boston, London, and Singapore, with offices in major cities throughout the United States and the world.

More than 150 experienced professionals stand behind ODI's consulting services and training programs, which have been used by more than 2,000 organizations and over 250 medical centers and hospitals around the world. ODI works with many of the top 100 Fortune companies and other leading business, government, and healthcare organizations. Our clients include ABB, AirTouch Communications, BellSouth, British Airways, Caltex, CIBA-GEIGY, Columbia HCA, Citizens Utilities, Cox Communications, DOD, Electrolux, EPA, Eveready, Federal Express, General Electric, Gillette, the Hong Leong Group, Hybritech, Lufthansa, NASA, Nestlé, Overlook Hospital, Philips Electronics, Procter & Gamble, Saudi Aramco, SKF, TCI, Union Carbide, UNUM, the U.S. Coast Guard, the United States Postal Service, and Volkswagen.

Quick-Start Teams

Quick-start quality action teams produce concrete results in the short term, thereby demonstrating the value of total quality and the improvement potential of the FADE approach.

ODI leads your quick-start teams—often composed of influential people drawn from key parts of your organization—as they address your most urgent quality and process improvement opportunities. For example, quick-start quality action teams led by ODI

- Developed a new just-in-time inventory system that yielded cost savings of more than \$1.5 million while significantly increasing on-time delivery to customers
- Reduced minimum cycle time on responses to requests for proposals from fifteen days to just five days, allowing more time for development of targeted, responsive, and competitive proposals
- Eliminated 150,000 unnecessary or redundant reports
- Improved personal computer applications to save an estimated seven and one-half hours of work per week for each of 200 employees

