

*The Quality Advantage<sup>®</sup>*

**ODI**<sup>®</sup>

# C ommitting to Quality

The new CEO wanted to know: How could a company with such technologically advanced and highly regarded products be losing money?

"Our customers provided the answer," he recalls. "They said that our deliveries were chronically slow and that, on any given day, only about half our products were available. Customers also said it was difficult to determine which of our people were accountable for meeting their needs."

Within his company, the CEO saw the other side of the same coin. "Our people were certainly well educated and well trained. They knew how to do their jobs," he says. "But they lacked a sense of shared purpose. We needed to build organization-wide commitment to quality and to focus all our people on the same goal: satisfying customers."

The company's top executives worked with ODI to develop a total quality strategy and implementation plan, then declared year one of the total quality process "Training and Awareness Year." Over the next ten months, all company employees, beginning with the senior executive group, participated in ODI's *The Quality Advantage*, *Quality Management Skills*, and *Quality Action Teams* programs.

"*The Quality Advantage* training was vital," the CEO says. "It made all of us aware of the myriad ways that quality affects our business. We learned how to work *together* to reduce avoidable costs of quality and increase customer satisfaction." He adds that, because ODI certified some of the company's own people to act as facilitators of the training, "we were able to connect the program content directly to our culture and our challenges."

Since implementing total quality, the company has

- Achieved strong internal customer-supplier alignment
- Successfully launched twenty-five quality action teams targeted to key process improvement opportunities
- Increased operating profits to levels above the industry average

*Quality begins with people who care about satisfying customers. But even then, important questions remain.*

*Are all your people guided by the same concept of quality? Have you taught them how to reduce the cost of quality? Do they use customer-based criteria to measure the quality of their own work? Do different parts of your company work together smoothly to meet customer requirements?*

*Only when the answer to such questions is consistently "yes" will your people be ready to translate their good intentions into concrete results.*

## The Quality Advantage®

*The Quality Advantage* prepares people in all functions and at all levels of your company to become effective participants in total quality management (TQM). Specifically, this proven quality awareness program

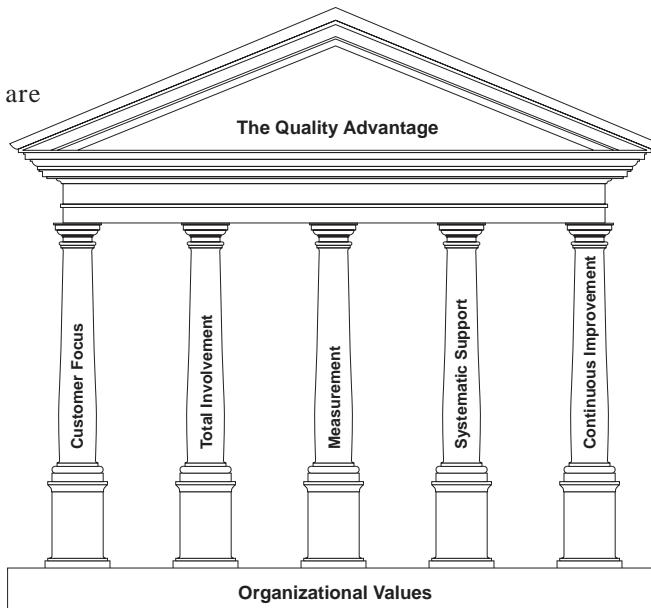
- Teaches fundamental total quality principles and concepts
- Helps your managers, supervisors, and employees understand their roles in meeting customer requirements and expectations
- Introduces customer-based criteria for measuring the quality of work
- Prepares everyone to reduce the cost of quality
- Provides the tools needed to improve work processes and break down functional barriers to quality
- Shows managers how to develop their own quality implementation plans

*The Quality Advantage* teaches your people to view one another as customers and suppliers. Participants learn that every employee is, in fact, part of a chain of internal customers and suppliers that ultimately extends to the external customers served by your company. Therefore, *all* employees can improve quality and increase customer satisfaction by learning to work more effectively with their own customers and suppliers.

### Program Materials and Services

The following training materials and services are available to support your implementation of *The Quality Advantage*:

- Set of four videocassettes
- Guides for Managers and Professionals
- Workbooks for Participants
- Pocket Guides
- Facilitator workshops
- Facilitator Manuals
- On-site implementation consulting
- Senior management, management, and employee workshops



### For Employees

Your employees participate in four video-supported modules of *The Quality Advantage*.

- “The Meaning of Quality”—introduces the essential total quality concepts and describes the five pillars of a total quality organization: customer focus, total involvement, measurement, systematic support, and continuous improvement

- “The Cost of Quality”—helps employees grasp the true cost of not doing quality work, differentiate between necessary and avoidable costs, estimate the cost of quality for their own work, and plan how they will reduce and eliminate their avoidable costs of quality
- “You and Your Customer”—prepares employees to use three simple questions to build positive working relationships with their own customers and suppliers, and to use the PRIDE elements (Product/service, Relationship, Integrity, Delivery, Expense) to guide their customer-supplier interactions
- “Continuous Improvement”—teaches employees how to use contingency diagrams to anticipate and prevent quality problems and how to use the *why* technique to get at the preventable root causes of recurrent problems

### For Managers and Supervisors

Managers and supervisors are vital to the success of total quality in your company. Therefore, your company’s managers and supervisors participate in another version of *The Quality Advantage* that provides, in addition to the materials included in the employee version,

- Guidelines for establishing customer requirements and relevant quality measures
- Presentations on achieving continuous improvement (Kaizen) and breakthrough improvement
- Exercises on flowcharting work and measuring work processes
- Instruction in the use of control charts, prevention planning, benchmarking, and other continuous improvement techniques

Managers and supervisors also participate in a fifth module devoted specifically to management’s role in implementing *The Quality Advantage* program. “Implementation” prepares managers and supervisors to personally lead continuous improvement efforts, develop a kickoff plan for total quality in their own organizations, and collaborate with colleagues across functions to bring about large-scale organizational change.



## Facilitator Certification

ODI will certify individuals from your organization to serve as facilitators of *The Quality Advantage*. Facilitator certification prepares your people to train their colleagues in *The Quality Advantage* concepts and 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 participants find it easier to accept and assimilate new concepts 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 and by providing timely and expert assistance to all your employees. Finally, facilitator certification is often the most cost-effective way to deliver *The Quality Advantage* training.

ODI can provide facilitator training through a four-day public certification workshop or a private on-site certification workshop. Each of your facilitators receives a Facilitator Manual for *The Quality Advantage*, which includes all the program materials provided to employees, managers, or supervisors, supplemented with detailed facilitator notes on conducting and coordinating training sessions.

## Benefits

*The Quality Advantage* ensures that all your people are guided by the same concept of quality and that all parts of your company can work together smoothly to meet customer requirements. The program teaches managers, supervisors, and employees how to reduce avoidable costs of quality and how to use customer-based criteria to measure the quality of their own work. Just as important, *The Quality Advantage* teaches managers and supervisors how to analyze, measure, and continuously improve work processes.

## About Organizational Dynamics, Inc.

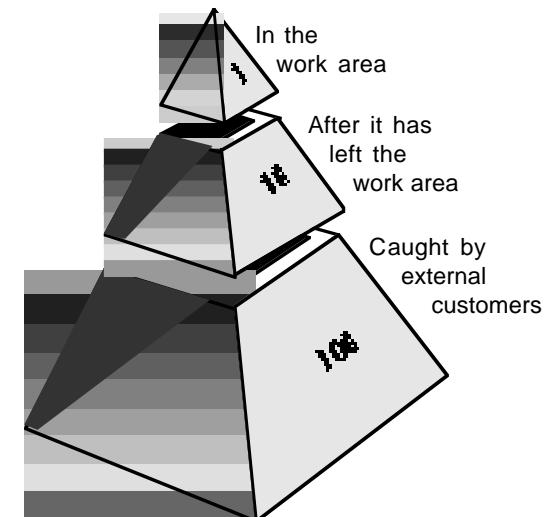
Organizational Dynamics, Inc. (ODI) is a global management consulting, research, and training company that has been helping organizations manage change, improve quality and productivity, and enhance customer satisfaction since 1970. ODI is headquartered in Boston, London, and Singapore, with offices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



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## The 1-10-100 Rule Fix, Prevent, Improve



- It makes a difference when a problem is fixed. The 1-10-100 rule shows that not fixing a problem when it occurs makes it only more costly to fix later, in terms of both time and money.
- Avoiding correction altogether is ideal. Every time you correct your own work, ask yourself "How can I keep this from happening in the first place?"
- Don't wait until you have a problem to improve the way you work.

**ODI®**

Billerica, MA 01821 • 1-800-ODI-INFO  
Outside the U.S. 978-671-5454 • FAX 978-671-5005