



Implementing Technology Based Quality Solutions

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Organizational Challenges Discussion Points

- Leadership/Ownership
- Know Your Customers
- Goals and Objectives
- Human Infrastructure
- Data Integrity
- Data Storage
- Data Access
- Data Mining
- Data Usage
- Measure
- Manage
- Commitment



Leadership/Ownership

- **Assign a Leader!**
 - The “Ultimate” Responsibility resides here in this person to make the tough calls and keep the time line and metrics.
 - Make sure he/she is up to the challenge - weakness breeds failure at this level
- **Establish Ownership!**
 - Who owns what and why.
 - Establish ownership that “Makes Sense”.
 - Make sure the right people own the right things.
 - Don’t set them up to fail - if they don’t have what’s needed, don’t give them the responsibility.
 - Make sure that every owner knows “exactly” what they own - the full picture.

Know Your Customers

- **Map it out - food chain, value stream!**
 - Understand each and every step from supplier to end customer.
- **Internal vs External**
 - Each is distinct and different but the internal should be working towards satisfying the external at all levels.
- **What does your internal/external customer need/want?**
 - Understand the need vs the want and “realistically” assess what can be achieved.
- **Do you have a feedback mechanism?**
 - How can your customer let you know where you need to improve/change the way you do business or provide a product or service?
- **How do you address customer concerns?**
 - When your customer tells you, how do you react, how do you measure?



Goals and Objectives

- **Understanding the want and the need, define the goals and objectives**
 - Each objective should address a need first, a want second.
- **Be realistic and honest**
 - Can we realistically accomplish X by Y?
 - Understand your resource limitations and do not go beyond those limits.
- **Align with financial and physical limitations**
 - Set financial limitations and or goals.
 - Make sure you understand all you need to do and budget accordingly.
 - Model your objectives within those goals.
 - Don't take short cuts - pay me now or pay me later.
- **Balance**
 - Balance your cost vs time and make sure they align.

Human Infrastructure

- **Vision**
 - Choose your people wisely - they must understand and agree to the vision.
- **Skills**
 - Your resources must include people with the required skills.
 - Not all need to have in depth skills.
 - Basic skills are absolutely essential - in depth skills can be grown.
 - Train, Train, Train - never stop the growth!
- **Dedication**
 - The people must be dedicated to executing the vision - each and every individual
- **Numbers**
 - Don't short cut the resources - make sure you have the people to support the goal structure.

Data Integrity

- **What to Measure**
 - Determine early on what needs to be measured and how often.
 - Make sure it directly relates to a quality goal or a concern and is sustainable.
- **How to Measure**
 - What is the best way to measure and to gather the data - manual vs electronic?
 - Is it machine driven or operator driven?
- **Where to Measure**
 - Where is the best place to measure, geographic?
- **Monitor**
 - Constantly monitor the data collection and audit the process.
- **Improve**
 - Make improvements when and where it is required.

Data Storage

- **Volume**
 - Establish what your requirements are for today and predict what that might grow to be.
 - Provide for growth and scalability.
- **Means**
 - What is the best way to store the data?
 - Determine hardware and software requirements - standardize and develop partnerships with suppliers.
- **Where**
 - Where should the hardware be? On site, off site, central? What makes sense and works for you?
- **Who**
 - Who owns the data? Do they understand the importance of the data in running the business?
 - Are they connected with the vision?



Data Access

- **Who**
 - Who are all the people that need access to the data?
- **What**
 - What part(s) do they need to access and in what format?
- **Where**
 - Where do they need to access it from, their desk top, a kiosk, printed report, visual display board?
- **When**
 - How often do they need to access it, what time(s) of the day, week, month, year?
- **How**
 - How will each person access the data they need to see, web, paper etc?
- **Why**
 - What is their reason for accessing the data? Executive level report, Engineering, manufacturing, statistical analysis?



Data Mining

- **Data Integration**
 - How does the data need to be tied together and with what other sources?
- **Correlation**
 - What factors are we to consider when looking for correlation?
 - Have we considered all possibilities?
 - Have we left any gaps and how would we recognize them?
- **Customer Concerns**
 - How do we model our data to determine what our customer concerns are?
 - Does the data tell us what those concerns might be?
 - Can we look for real life influences in the data?
 - How do we feed the results into a continuous improvement mechanism?



Data Usage

- **Who**
 - Who will be using the data?
- **What**
 - What will they be using in what format?
- **Where**
 - Where will they be using it? Shop floor, off line audit, customer site?
- **When**
 - When will they be using it? Frequency, time of day, week, month, year?
- **How**
 - How will each person use the data? To drive change, improve quality, cost, delivery, safety, morale?
- **Why**
 - Why is the data used how it is, can we improve how it gets used?



Measure

- **Results**
 - The information from the data should tell you what your results are to your goal structure and vision. Are we measuring the right things?
 - Do we know if we have improved today vs yesterday from what we are measuring?
 - Has our plan made a difference?
- **Costs/Savings**
 - Are the costs of the solution outweighed by the savings?
- **Delivery**
 - Do I get my product to the customer faster, with higher quality and with more profits?
- **Customer Satisfaction**
 - Is my customer more satisfied today than yesterday and how do I know that?
 - Have the improvements convinced my customer to buy again?



Manage

- **Data vs Emotion**
 - Use data to drive and manage the business instead of emotion - data is not influenced by someone having a bad day or a gut feel, it's factual!
- **Level playing field**
 - Information from data levels the field - no one gets handicapped by factual information. Use data generated information to manage your business.
- **Balance Score Card**
 - Consistent measurement practices.
 - What is measured today will be measured the same or better tomorrow.
 - Use data driven metrics to understand how to improve and where.
 - Continuous improvement becomes built in and a way of doing business!