

*Proven, practical
management techniques
you can use now to develop
your own plan for total
quality improvement.*

*This workshop is based
on the powerful approach
developed by Chuck Harwood
and Gerry Pieters, who as
president and vice president
of a \$700 million company
installed and managed a
quality improvement effort
that saved \$35 million
in four years.*

How to manage quality improvement

**A workshop different from
anything you have previously
experienced in the management
of quality improvement**

**January 16–18 Pittsburgh
February 12–14 San Francisco
March 20–22 Pittsburgh
April 24–26 San Francisco**

**Seven more workshops
to be held during 1990.**

The Quality Improvement Company

20370 Town Center Lane, Suite 252, Cupertino, California 95014

Powerful

Our powerful approach

Our approach, different in powerful ways from others, accomplishes the following:

- Focuses on building ways of operating that treat quality the way you treat other most important tasks.
- Guides the design of your plan for quality improvement within a framework to fit the unique style and culture of your organization.
- Stresses the importance of assessing where your organization is and developing a clear picture of where it can be. This provides the impetus to get started and the energy to sustain the quality improvement effort.
- Explains why everyone in your organization must participate in relentless daily improvement—why involvement cannot be optional or voluntary and be successful.
- Focuses management attention on establishing clear direction and objectives.

"Our initial efforts with lectures on quality and statistical process control training didn't get us very far. We didn't make giant strides until our management team implemented a formal effort using the system and materials provided by The Quality Improvement Company." – Jim Springgate, President, Monsanto Electronic Materials Company

- Establishes quality improvement accountability and control mechanisms.
- Provides critical "how to" tips for success.
- Identifies pitfalls and potential problem areas to avoid.
- Supplies a management reference manual that supports both your short- and long-term efforts, and is filled with ideas from successful quality improvement processes.
- Makes use of your existing structure as the vehicle for managing quality improvement.
- Gets managers and supervisors to lead the effort at every level.
- Builds on sound principles for managing organization change and establishes mechanisms that protect the new quality improvement effort from the overpowering pressures of the day-to-day operation.
- Develops quality improvement as a continuing and self-sustaining process.
- Presents and shares insights critical to success from the perspective of a CEO and other senior executives who have made quality happen in their own organizations.
- Incorporates existing quality efforts into a comprehensive new approach.
- Gets spectacular results when fully applied in ways that fit your organization and environment.

Achieving success

Successful quality improvement is dependent on the following:

- A clear assessment of why change is needed.
- A clear understanding and vision of where the organization is going.
- An understanding of the areas where change is needed to attain the future vision.
- A change process uniquely tailored to the organization's style and culture.
- Active involvement of senior management in managing the change process.
- Ways to involve everyone in relentless daily improvement.
- Mechanisms that permanently embed the process in the organization's ways of operating.
- Early results that reinforce the effort.

We offer the Quality Improvement System to help you achieve these outcomes. The System is a framework around which you build your quality improvement effort. The Quality Improvement System has three principal parts:

1. Core Concepts – a set of ideas that everyone applies to his or her own work and the way they operate.
2. Cycle of Quality Improvement – a process used to identify and eliminate defects and errors.
3. Managing Elements – areas management must address to install and manage a successful quality improvement effort.

What you will learn

Some of the important information you will take away from this workshop:

- How to move beyond quality awareness to action.
- How to guarantee you will get results.
- What your organization needs to be able to change the way quality is managed.
- How to apply quality management techniques to administrative, technical, and service functions.
- Simple methods and forms for communicating and tracking quality improvement status.
- How to build on, improve, and coordinate existing quality efforts in your organization.

Unique

- How to avoid the most common pitfalls of quality improvement.
- How to make quality a number-one priority in your organization.
- How to use your existing organizational structure for quality improvement.
- How to create cooperative customer-supplier relationships in your organization.
- How to collect quality improvement results from all parts of your organization—quickly and painlessly.
- How to establish accountability for specific quality results.
- How to effectively recognize and reward quality achievement.
- How to prevent your quality improvement effort from becoming just another short-lived “program.”
- How to use the quality improvement process to get results.
- Insights from senior managers who have successfully implemented quality improvement.
- Leaders who interact with you in the learning process, presenting relevant ideas and examples—not lecturing, preaching, or prescribing what’s right for you.
- A short, real-life video of people celebrating success and describing what their involvement in quality improvement has meant to them and to their organization.

Who attends

As a senior-level manager, you should attend this workshop if you are:

- Responsible for installing and managing quality improvement.
- Seeking ideas to enhance your current quality improvement effort.
- Evaluating available options to begin quality improvement.
- Consulting and supporting management groups engaged in quality improvement.
- A new member of a management team already involved in quality improvement.

Additional benefit is obtained when a management team attends as a group and builds a plan together.

This workshop is unique

Compare these features with other quality workshops:

- A comprehensive 256-page reference manual available only to workshop attendees including:
 - 49 cautions and pitfalls you may encounter and can avoid.
 - 44 suggested actions in areas you must address for successful quality improvement.
 - 51 outcome scales you can use to assess progress.

“I’ve never looked in the manual for an answer and not found what I needed—either an example that fits or a strategy that applies.” – Juan Sanchez, Puerto Rico Plant Manager, Raychem Corporation

- A *Quality Improvement System Plans Booklet* for capturing and prioritizing initial actions for quality improvement.
- One-on-one consultation with workshop leaders who have installed and managed successful quality improvement efforts.
- The opportunity to share your concerns and test your ideas with colleagues in small group discussions.
- High intensity focus and support for applying workshop materials and learnings to your specific organization.
- The importance of accepting management responsibility for defects.
- How the lack of clear direction and goals from management can stagnate improvement efforts.
- How to avoid the self-fulfilling expectation that a long-term quality improvement effort means the absence of rapid, meaningful results.
- The importance of making quality improvement a line-management role rather than a staff-support function.
- How to build ownership at all levels without abdicating management’s role in setting specific direction.
- The importance of aligning quality responsibility with other key management responsibilities.
- How to make quality improvement activities legitimate and ongoing.

Agenda

Day One

- Introduction and overview (8:00).
- Identifying forces helping and hindering your quality improvement effort.
- Issues motivating change.
- What results are possible?
- A framework for managing quality improvement.
- Six Core Concepts for effective quality improvement.
- Defining quality requirements for everyone.
- Recognizing defects.
- Understanding your customers' cost of ownership.
- Identifying internal customers.
- Differences between internal and external customers.
- Internal impact of quality.
- Key components of the cost of quality.
- How quality costs may be buried and accepted in your organization.
- What are your probable quality costs today? What's possible?
- Key features of the quality improvement process.
- The role of inspection and prevention in quality improvement.
- How different improvement strategies vary in cost and results.
- Establishing responsibility for quality.
- 15 reasons why people act as if they are not responsible for quality.
- Management's responsibility for where things are today.
- Why everyone must be part of quality improvement.
- Break for lunch (12:00 – 1:30).
- Establishing a realistic and non-punitive performance standard.
- What is good enough?
- Avoiding negative messages about quality.
- What management and others should expect when a performance standard is set.
- Two critical conditions for progress.
- Four steps to eliminating defects and quality problems.
- A flowchart to guide systematic problem solving.
- A model for establishing quality requirements.
- Management's role in solving quality problems.
- The problem-solving process at work in administrative areas.

- What your organization's formal systems say about the relative importance of quality.
- How cultural and environmental messages can convey mixed signals about quality.
- What is needed to make quality a #1 priority.
- Eight areas for management focus and change.

Reception and Social (5:00–6:30)

Your opportunity to meet informally with your workshop leaders and other participants to discuss your situation. Complimentary drinks and hors d'oeuvres.

Evening Assignment

Working individually, you will be asked to complete a short reading assignment and an analysis of one of the key Elements related to the management of quality improvement.

"Compared to the other consultants we looked at, the comprehensive materials and training provided by The Quality Improvement Company are far more useful to our managers." – Al Castilow, Quality Improvement Manager, Mobay Corporation

Day Two

- Review Day 1/Overview Day 2 (8:00).
- What does commitment to quality mean?
- Six steps for establishing management commitment.
- Sustaining commitment in your organization.
- Why a quality assessment is critical.
- Assessing the status of quality in your organization.
- Testing management's Apparent Interest Index for quality.
- Actions that reinforce commitment to quality.
- What it takes for people to believe in management's commitment.
- Making effective use of a quality policy.
- Building quality awareness in every employee.
- Bringing others into quality improvement.
- The importance of educating everyone in your organization.
- Selecting training for the major roles in quality improvement.
- Developing internal resources to support your management team.
- Communications that support your quality effort.
- How to keep people informed of status and progress.

Agenda

- Communicating to customers—what and when.
- Break for lunch (12:00 – 1:30).
- Expecting and getting early results in quality improvement.
- Creating focus and expectations for results at all levels.
- Focusing for results—picking the top five areas.
- Managing for results versus doing it all yourself.
- Tracking your defect reductions and savings.
- Organizing your management quality team.
- Assigning specific roles to team members.
- Using your current organization to get 100% involvement.
- Selecting a quality improvement manager to support your effort.
- Setting up problem-solving groups.
- Establishing guidelines for participation.
- Using your professional quality organization most effectively.
- Reception and Social (5:00–6:30).
- Evening assignment.
- Self-tracking and reporting devices to maximize accountability.
- Recognizing quality performance and contributions.
- Four major pitfalls of effective recognition.
- Multiple sources for recognizing achievement.
- Creating conditions for real-time recognition.
- Linking quality performance to formal organizational rewards.
- Self-renewing approaches to quality improvement.
- Using critique to strengthen your quality improvement process.
- How celebration helps sustain your quality effort.
- Conveying serious messages through the fun and excitement of celebration.
- Making your quality improvement effort a continuous process, not just another quality “program.”
- Break for lunch (12:00 – 1:30).
- Addressing celebration as part of your quality improvement effort.
- Celebration in action—a video tape of how one organization celebrated success.
- Putting your implementation plan together.

This workshop addresses the quality management practices that will allow you to more effectively compete for the Malcolm Baldrige National Quality Award and meet the Total Quality Management requirements for the U.S. Department of Defense.

- Using your *Quality Improvement System Plans Booklet*.
- Where to begin? Deciding how to start.
- Insights and ideas you will use immediately.
- Reviewing individual plans.

Day Three

- Review Day 2/Overview Day 3 (8:00).
- Planning for implementation.
- Making your plan viable and avoiding rigidity.
- Setting a realistic time frame for implementation.
- Making the plan fit your organization.
- Managing to achieve your plan.
- Communicating management plans.
- Establishing accountability for improvement.
- Accountability—the role of goals, plans, and requirements.
- Top management accountability.
- Weighting quality as a key factor in performance evaluation.
- A simple method for tracking and reporting results.
- Creating accountability—the importance of formal reviews.
- Communicating individual plans to your management team.
- What's next? Continuing the learning process.
- Recognition of individual achievement.
- Workshop summary and evaluation.
- Workshop Close (3:00).

You leave with...

At the conclusion of the workshop, you will leave with the following:

- A preliminary plan for how you can build a quality improvement process into your organization or improve your existing one.
- A list of specific actions relating to your initial objectives for attending this workshop.
- A reference manual that provides the answers to most every question you will have about managing quality improvement.

Workshop leaders

The Quality Improvement Company consults with client organizations in a broad range of industries including chemical, garment, defense, white goods, transportation, utility, steel, paper, plastics, electronics and pharmaceutical.

One of The Quality Improvement Company founders, Chuck Harwood or Gerry Pieters, co-leads each workshop with another experienced professional from The Quality Improvement Company.

Charles C. Harwood, founding partner. Chuck is the former 15-year president of Signetics Corporation, a \$700 million integrated circuits manufacturer. Prior to that, he was a vice president at Corning Glassworks. He is an internationally experienced workshop leader and has served as a keynote or featured speaker at numerous quality conferences and industry associations. He has co-authored articles and monthly columns on quality improvement. Chuck holds an M.B.A. from Harvard University.

Gerald R. Pieters, founding partner. Gerry is the former vice president of management and organization development at Signetics Corporation. He is the primary architect of the Quality Improvement System and brings over 20 years' industry experience to the practice of managing quality improvement. Gerry has consulted internationally with a broad range of clients on strategies for organization change and improvement. He has a Ph.D. in Organizational Behavior from Southern Illinois University.

Thomas A. McLaughlin, partner. Tom is a former quality director at Cooper Tire & Rubber Company and at National Steel. He has an additional six years of quality consulting experience as a vice president at Philip Crosby Associates and as president of the LEADS Corporation. Tom holds a B.S. in Engineering and an M.S. in Management Science. He heads our Pittsburgh office.

Don Prentice, senior consultant. Don has over 25 years' experience in management team building, seminar leadership, program development and strategic planning. He has worked with Saga, NCR, IBM, RCA, Prudential and other corporations in senior-level communications and planning functions. He holds degrees in philosophy and mathematics from Hope College, Michigan, and San Jose State.

Terry L. Neri, associate. Terry has over eight years' consulting and training experience in the fields of quality improvement, performance management, and organization change. An experienced workshop leader, she has trained managers to lead in-house quality improvement workshops throughout the United States and Europe. Terry holds a B.A. in Psychology and an M.P.A. in Management.

The Quality Improvement Company

The Quality Improvement Company was founded by Gerry Pieters and Chuck Harwood to help manufacturing and service organizations improve quality, reduce waste, and increase customer satisfaction by employing an aggressive quality improvement process—the Quality Improvement System.

The Quality Improvement System was developed from firsthand experience in senior management at Signetics Corporation, a \$700 million electronics company, where Chuck Harwood was president and Gerry Pieters was vice president of organization development. In 1979, Chuck implemented a quality improvement effort, based on the teachings of the leaders in the quality field. After struggling for a couple of years—and achieving little success—Gerry designed and developed a new quality improvement process for Signetics. This process got results: \$7 was saved for every \$1 they invested. In four years, they saved \$35 million.

The Quality Improvement System grew out of this work at Signetics, and it has continued to evolve through systematic learning and a relentless pursuit of a practical, "how to" approach to quality improvement. The result is a System that is effective in both product and service organizations and is widely recognized as the most highly developed and up-to-date quality management process.

The Quality Improvement Company supports clients with in-house workshops, detailed reference manuals, sophisticated training materials, and consulting. The Quality Improvement Company has offices in Cupertino, California and Pittsburgh, Pennsylvania—and supports client organizations worldwide.

Other products and services

We provide the following superior products and services for our customers:

- Consulting support to senior management teams as they explore their organization's needs and strategic direction in quality improvement, prepare plans, and manage the installation of their quality improvement process.
- In-house training for the start-up and support of management teams installing their own quality improvement effort.
- Quality Improvement Workshops for people who will apply the Cycle of Quality Improvement to their ongoing work.
- Trainer Certification Programs to develop internal trainers and quality improvement resources.

Registration

How to register

To Register: Due to the interactive nature of the workshop, enrollment is limited. Phone The Quality Improvement Company at 408/257-9800, or complete and mail the form below. Written confirmation and pre-workshop material will be sent upon receipt of registration. Substitutions may be made at any time.

Fees: \$995 per person.

Fees Include: Tuition, all workshop materials, detailed reference manual, advance reading and prework material, continental breakfast each day, morning and afternoon coffee breaks, and social hours on the first and second days. Lunch is not provided.

Schedule: The workshop begins each day at 8:00 a.m. and ends at 5:00 p.m., except on the third day when the workshop closes at 3:00 p.m. Lunch break is from 12:00-1:30 p.m. The evening receptions/socials are from 5:00-6:30 p.m. on the first and second days.

Hotel Accommodations: A block of rooms is reserved at each of the workshop locations. You may make your reservations directly with the hotel. Identifying yourself as a participant in The Quality Improvement Company

workshop assures you will receive preferential rates. In San Francisco, the workshop is conducted at the Embassy Suites Hotel, South San Francisco, (415) 589-3400. In Pittsburgh, the location is the Sheraton Hotel, Station Square, (412) 261-2000. Shuttle or limo service is available from each airport to the hotel.

Join over 19,000 others

A partial list of participating companies includes: Alliant Computer, Alza, AMD, American President Lines, Anderson Company, Arrow, ASC Communications, American Television & Communications, Bayer USA, Black & Decker, British Aerospace, Brunswick, Colonial Rubber, Delco, Dialog Information Services, Fel-Pro, Ferranti Defense Systems, Fisher, Flo-Con, GE, Hanover Shoe, Hussey, IBM, Infomag, Intel, ISC Defense, James River, Kaiser Hospitals, KLA Instruments, Leach, Levi Strauss, Matthews, MCI, Measurex, Mellon Bank, Microsource, Miles, Mobay, Monsanto, Motorola, Northrop, Orcon, PML Microbiologicals, Press Democrat, Raychem, Roadway, Shell Oil, Sola/Barnes-Hind, Syntex, TRW, Ultratech Stepper, UTMC, Varian, VLSI, Watkins Motor Lines, Whirlpool, Westinghouse, and Wolverine.

Mail to: The Quality Improvement Company

20370 Town Center Lane, Suite 252, Cupertino, CA 95014
Cupertino - 408/257-9800; Pittsburgh - 412/443-4066

Registration/Order Form

Name _____ Mail Label Code _____
Title _____ Organization _____
Address _____
City _____ State _____ Zip _____
Telephone () _____ FAX _____

I'd like to register for the following workshop (please check one):

- Jan 16-18, 1990 Pittsburgh - Sheraton Station Square
- Feb 12-14, 1990 South San Francisco - Embassy Suites Hotel
- Mar 20-22, 1990 Pittsburgh - Sheraton Station Square
- April 24-26, 1990 South San Francisco - Embassy Suites Hotel

Please check one:

- Check enclosed (payable to The Quality Improvement Company)
- Bill company: PO # _____

I cannot attend one of the above workshops, but please send me free of charge:

- Your article reprint "Monsanto Quality Turnaround"
- Your 14-page guide "Managing Quality Improvement"
- Information about in-house workshops offered by The Quality Improvement Company

- Keep me on your mailing list and send me your next workshop brochure at the address listed above.

How to manage quality improvement

January 16-18 Pittsburgh
February 12-14 San Francisco
March 20-22 Pittsburgh
April 24-26 San Francisco

Seven more workshops
to be held during 1990.

This unique workshop
supports those interested
in competing for the
**Malcolm Baldrige
National Quality Award**
or striving to meet
requirements of the
**U.S. Department of Defense
Total Quality Management.**
(See inside)

What others say about this workshop and the Quality Improvement System

"We realized savings at an annual rate of \$20 million in our first two years."—President

"This course is an excellent starting point for developing a quality improvement process."—Corporate Quality Director

"We achieved zero defects in our operation for 32 consecutive weeks."—Payroll Manager

"We completed over 150 quality improvement projects in the first 18 months."—General Manager

*"I learned how to move our quality improvement process from two years of planning to results by the end of this year—I wish I had attended this workshop when we started our implementation."
—Quality Manager*

"I have learned more about managing quality in these three days than I have previously by reading the books by today's quality gurus."—Director

"This is a well-thought-out system."—Training Manager

"We reduced customer returns by 50% in the first year—and 50% in the second."—Customer Service Director

Making Quality Happen™

The Quality Improvement Company
20370 Town Center Lane, Suite 252
Cupertino, CA 95014

Bulk Rate
U.S. Postage
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Attention Mailroom: If undeliverable to addressee, please reroute this dated announcement to your organization's Quality Director.

Quality Workshop 40

Executive Overview Workshop

This is a four-hour workshop that introduces the basic themes of quality improvement.

Purpose of the Workshop

- To have top managers begin to examine their own costs of having defects and errors.
- To envision what it would be like if these errors were eliminated.
- To be introduced to a systematic method of quality improvement.
- To begin to understand the top management role in improving quality.

For Whom

Top and upper management, usually the top 3% to 5% of the people in the organization.

It is most effective when the top person and all people reporting directly to him or her attend at once.

How Many Attend

An optimum workshop size is up to 12 managers. However, up to 20 managers can be accommodated.

Where

At a site of the client's choosing. It is preferable to have a site where interruptions are not possible and there can be an informal environment.

Workshop Methodology

Short presentations and focused discussions around specific issues. Top managers apply their own data, knowledge, and experience to new concepts in quality improvement. In discussions with their associates they develop their own learning. This moves them towards the decision of making the changes necessary for permanent quality improvement.

Workshop Leaders

A partner or senior consultant of The Quality Improvement Company.

Support Material

A copy of the presentation material is provided to each participant.

Roles and Actions Expected After the Workshop

Top management meets to decide the next steps.

(over)

Quality Workshop 40

Executive Overview Workshop

1. Introduction

- What is the problem?
- What are the benefits?
- What are other organizations doing about quality?

2. Exploring the client's situation

- A discussion of the client's cost of having defects and errors
- A vision of what it would be like if these errors were fixed

3. The Quality Improvement System

The Core Concepts

Definition of Quality - Meeting Requirements

Customer Impact - Cost of Ownership

Operating Impact - Cost of Quality

Improvement Process - Defect Prevention

Responsibility for Quality - Each Employee

Performance Standard - Zero Defects

4. The Cycle of Quality Improvement

- The method
- The kinds of problems attacked
- Additional learning opportunities

5. The Managing Elements

Commitment

- The process needed to establish management commitment

Awareness

- How to educate people
- Methods of communicating progress

Results

- The importance of setting specific goals

Organization

- How to organize so everyone is involved

Planning

- The plans to install and maintain a quality improvement effort

Accountability

- The method to establish reviews of progress and results

Recognition

- Methods to recognize performance and involvement

Renewal

- Effective use of critique to continually enhance the effort

6. Quality Improvement Success

- Brief presentations of what others have accomplished

7. Next Steps

- Top management meets to decide on the next steps towards installing a first-class quality improvement effort

Nobody said quality improvement was easy...

... but we guarantee that you'll learn how to do it effectively, without wasting time and valuable resources, using the Quality Improvement System as taught to you in our three-day public workshop, "HOW TO MANAGE QUALITY IMPROVEMENT."

May 8-10 Pittsburgh

June 5-7 San Francisco

July 24-26 Pittsburgh

September 11-13 San Francisco

October 16-18 Pittsburgh

The Quality Improvement Company
20370 Town Center Lane, Suite 252
Cupertino, CA 95014

Why Attend This Workshop?

If you're going to attend a seminar on quality improvement, choose this one. It will change the way you look at what you're currently doing, and it will show you how to achieve the results you're looking for. You'll also get the benefit of working with the people who actually developed the system and who share many of the same experiences and concerns about quality improvement that you have.

Our Approach Benefits All Levels Of Management

Whether you're already involved in quality improvement or just considering what to do, this workshop benefits various levels of senior management responsible for installing and managing quality improvement, as well as those supporting and consulting management groups engaged in quality improvement.

This unique workshop supports those interested in competing for The Malcolm Baldrige National Quality Award or striving to meet requirements of the U.S. Department of Defense Total Quality Management.

We Bring Hands-On Experience To The Workshops

Others talk about quality improvement; we've actually done it. And, the workshop introducing you to the Quality Improvement System is based on the powerful approach developed by Chuck Harwood and Gerry Pieters, who as president and vice president of a \$700 million company installed and managed a quality improvement effort that saved \$35 million in just four years. The Quality Improvement System is currently working for a variety of companies around the world, and it can work for you and your company, as well.



Our System Can Benefit Your Organization... Now

The Quality Improvement System is unique in that it is a system that recognizes quality improvement as part of a cultural change for organizations. It uses your current organization's structure, and it holds everyone in the company accountable for quality. We offer no gimmicks or special programs—just a method that will allow you to involve everyone in your company, efficiently and with results that are permanent.

Public Workshops • Consulting • In-H

Compare These Features With Other Quality Workshops

- A comprehensive 256-page reference manual which includes 49 cautions and pitfalls to avoid, 44 suggested action areas to address and 51 outcome scales you can use to assess progress.
- A Quality Improvement System Plans Booklet for capturing and prioritizing initial actions for quality improvement.
- Leaders who interact with you in the learning process. You'll actually receive one-on-one consultation with workshop leaders who have installed and managed successful quality improvement efforts.
- The opportunity to interact with colleagues in small group discussions.
- Time to apply what you're learning to your specific organization. You'll actually leave with a plan that you can use in your new or on-going quality improvement effort.
- A real-life video of people celebrating success and describing what their involvement in quality improvement has meant to them and to their organization. It's proof that the Quality Improvement System works!

Join over 21,000 others

A partial list of participating companies: Alliant Computer, Alza, AMD, American President Lines, Anderson Company, Arrow, ASC Communications, American Television & Communications, Avanteck, Bayer USA, Black & Decker, British Aerospace, Brunswick, Colonial Rubber, Delco, Dialog Information Services, Fel-Pro, Ferranti Defense Systems, Fisher, Flo-Con, GE, Hanover Shoe, Hussey, IBM, Infomag, Intel, ISC Defense, James River, Kaiser Hospitals, KLA Instruments, LSI Logic, Leach, Levi Strauss, Matthews, MCI, Measurex, Mellon Bank, Microsource, Miles, Mobay, Monsanto, Motorola, Northrop, Orcon, PML Microbiologicals, Press Democrat, Raychem, Raytheon Semiconductor, Roadway, Shell Oil, Sola/Barnes-Hind, Southern Pacific, Syntex, TRW, Ultratech Stepper, UTMIC, Varian, VLSI, Watkins Motor Lines, Whirlpool, Westinghouse, and Wolverine.



How To Manage Quality

Workshop Content

"Our quality effort has been in place for five years, but we're always looking for ways to improve it. Maybe I'll learn some new things here...."

Day One

You'll be introduced to the Quality Improvement System, given an overview of how it can be adapted to any organization and look at what might hinder your effort. We'll analyze how different improvement strategies vary in cost and results. You'll learn how to make quality a #1 priority in your company. You'll see what results are possible, study a practical flowchart to guide systematic problem solving, and use a model for establishing quality requirements. By working in groups and on your own plan each day, you'll learn just how practical the Quality Improvement System is.

"I really don't know much about how to do quality improvement; all I know is that we really need it...."

"You know, I think there are some really good ideas here, and we don't have to scrap what we're doing already. I like the idea that this system fits our current organizational structure...."

Day Two

We'll discuss steps for establishing and sustaining management commitment to quality improvement, assessing the status of quality in your organization and reinforcing the commitment to quality. You'll learn how to build quality awareness in every employee, develop internal resources and communications programs to keep people informed of achievements and progress, focus on results, organize your management quality team, use your professional quality organization most effectively, and involve your current organization to get 100% participation.

"I didn't know that we could use our own organizational structure; I thought we had to set up special groups who were responsible for quality and that they led us...."

"This really blows me away. We've been trying to do things outside the normal way we do business, and that's not going to work over the long-term. I can see how this system will work no matter who's here to direct it. It drives itself."

Day Three

This is the day you'll complete an initial plan specifically designed to fit your company's organization and culture. You'll look at accountability in your organization, develop a simple method for tracking and reporting results, learn how to communicate plans and results of your quality improvement effort to management, and develop self-renewing approaches to quality improvement through recognition and rewards. Finally, you'll view a video tape of how one organization celebrated its success. Above all, you will learn how to make your quality improvement effort a continuous process, not just another quality "program."

"I didn't know I'd go home with a plan for setting up our quality improvement effort; this workshop is much more practical than I ever thought, and, you know, I think I really understand how my company can implement its quality improvement effort now, not six months from now."

In quality improvement you eliminate errors and raise performance. What you get is higher customer satisfaction, increased market share, lower costs, better communication, better employee morale and managers who have more time to manage.

Workshop leaders

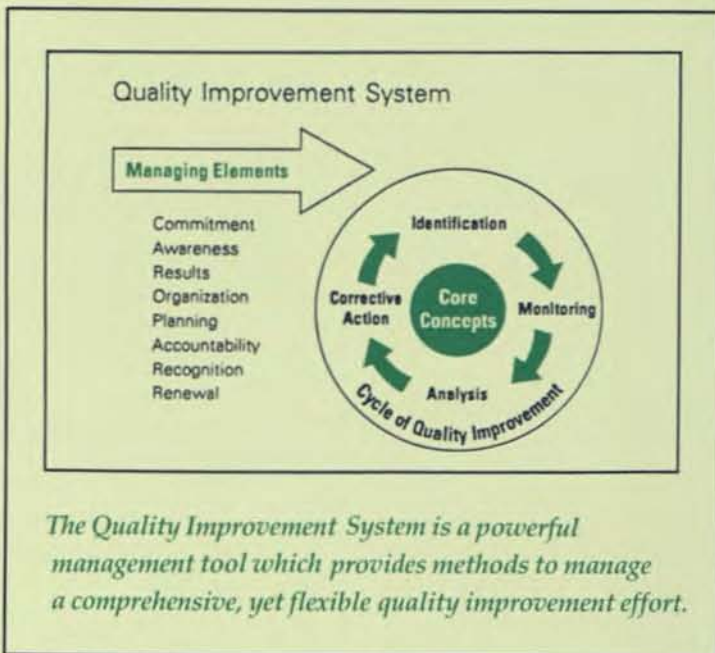
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Registration/Order Form

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- May 8-10, 1990 Pittsburgh-Sheraton Station Square
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 September 11-13 South San Francisco Embassy Suites Hotel
 October 16-18 Pittsburgh-Sheraton Station Square

Please check one:

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I cannot attend the above workshops, but please send me free of charge:

- An in-depth outline of your Public Workshop
 Your *Electronics Purchasing* article reprint "Monsanto's Quality Turnaround"
 Your *Quality Progress* article "How To Manage Quality Improvement"
 Information about in-house workshops offered by The Quality Improvement Company
 Keep me on your mailing list and send your next workshop brochure to me at the address listed here.

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Making Quality Happen™

The Quality Improvement Company

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*In three days you will
learn how to manage
quality improvement,
and you'll leave with a
preliminary plan that
will help you solve
quality problems in
your company, now.*

Bulk Rate
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Nobody said quality improvement was easy...

...but we guarantee that you'll learn how to do it effectively, without wasting time and valuable resources, using the Quality Improvement System as taught to you in our three-day public workshop, "HOW TO MANAGE QUALITY IMPROVEMENT."

March 20-22 Pittsburgh
April 24-26 San Francisco
May 8-10 Pittsburgh
June 5-7 San Francisco
July 24-26 Pittsburgh

The Quality Improvement Company
203700 Town Center Lane, Suite 252
Cupertino, CA 95014

Why Attend This Workshop?

If you're going to attend a seminar on quality improvement, choose this one. It will change the way you look at what you're currently doing, and it will show you how to achieve the results you're looking for. You'll also get the benefit of working with the people who actually developed the system and who share many of the same experiences and concerns about quality improvement that you have.

Our Approach Benefits All Levels Of Management

Whether you're already involved in quality improvement or just considering what to do, this workshop benefits various levels of senior management responsible for installing and managing quality improvement, as well as those supporting and consulting management groups engaged in quality improvement.

This unique workshop supports those interested in competing for The Malcolm Baldrige National Quality Award or striving to meet requirements of the U.S. Department of Defense Total Quality Management.

We Bring Hands-On Experience To The Workshops

Others talk about quality improvement; we've actually done it. And, the workshop introducing you to the Quality Improvement System is based on the powerful approach developed by Chuck Harwood and Gerry Pieters, who as president and vice president of a \$700 million company installed and managed a quality improvement effort that saved \$35 million in just four years. The Quality Improvement System is currently working for a variety of companies around the world, and it can work for you and your company, as well.



Our System Can Benefit Your Organization... Now

The Quality Improvement System is unique in that it is a system that recognizes quality improvement as part of a cultural change for organizations. It uses your current organization's structure, and it holds everyone in the company accountable for quality. We offer no gimmicks or special programs—just a method that will allow you to involve everyone in your company, efficiently and with results that are permanent.

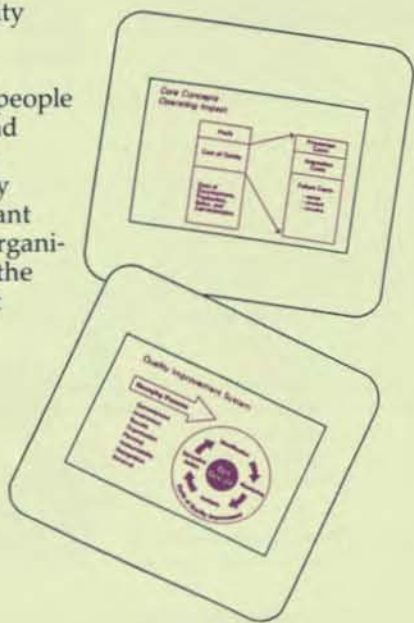
Public Workshops • Consulting • In-H

Compare These Features With Other Quality Workshops

- A comprehensive 256-page reference manual which includes 49 cautions and pitfalls to avoid, 44 suggested action areas to address and 51 outcome scales you can use to assess progress.
- A Quality Improvement System Plans Booklet for capturing and prioritizing initial actions for quality improvement.
- Leaders who interact with you in the learning process. You'll actually receive one-on-one consultation with workshop leaders who have installed and managed successful quality improvement efforts.
- The opportunity to interact with colleagues in small group discussions.
- Time to apply what you're learning to your specific organization. You'll actually leave with a plan that you can use in your new or on-going quality improvement effort.
- A real-life video of people celebrating success and describing what their involvement in quality improvement has meant to them and to their organization. It's proof that the Quality Improvement System works!

Join over 19,000 others

A partial list of participating companies: Alliant Computer, Alza, AMD, American President Lines, Anderson Company, Arrow, ASC Communications, American Television & Communications, Bayer USA, Black & Decker, British Aerospace, Brunswick, Colonial Rubber, Delco, Dialog Information Services, Fel-Pro, Ferranti Defense Systems, Fisher, Flo-Con, GE, Hanover Shoe, Hussey, IBM, Infomag, Intel, ISC Defense, James River, Kaiser Hospitals, KLA Instruments, Leach, Levi Strauss, Matthews, MCI, Measurex, Mellon Bank, Microsource, Miles, Mobay, Monsanto, Motorola, Northrop, Orcon, PML Microbiologicals, Press Democrat, Raychem, Roadway, Shell Oil, Sola/Barnes-Hind, Syntex, TRW, Ultratech Stepper, UTMC, Varian, VLSI, Watkins Motor Lines, Whirlpool, Westinghouse, and Wolverine.



How To Manage Quality

Workshop Content

"Our quality effort has been in place for five years, but we're always looking for ways to improve it. Maybe I'll learn some new things here...."

Day One

You'll be introduced to the Quality Improvement System, given an overview of how it can be adapted to any organization and look at what might hinder your effort. We'll analyze how different improvement strategies vary in cost and results. You'll learn how to make quality a #1 priority in your company. You'll see what results are possible, study a practical flowchart to guide systematic problem solving, and use a model for establishing quality requirements. By working in groups and on your own plan each day, you'll learn just how practical the Quality Improvement System is.

"I really don't know much about how to do quality improvement; all I know is that we really need it...."

"You know, I think there are some really good ideas here, and we don't have to scrap what we're doing already. I like the idea that this system fits our current organizational structure...."

Day Two

We'll discuss steps for establishing and sustaining management commitment to quality improvement, assessing the status of quality in your organization and reinforcing the commitment to quality. You'll learn how to build quality awareness in every employee, develop internal resources and communications programs to keep people informed of achievements and progress, focus on results, organize your management quality team, use your professional quality organization most effectively, and involve your current organization to get 100% participation.

"I didn't know that we could use our own organizational structure; I thought we had to set up special groups who were responsible for quality and that they led us...."

"This really blows me away. We've been trying to do things outside the normal way we do business, and that's not going to work over the long-term. I can see how this system will work no matter who's here to direct it. It drives itself."

Day Three

This is the day you'll complete an initial plan specifically designed to fit your company's organization and culture. You'll look at accountability in your organization, develop a simple method for tracking and reporting results, learn how to communicate plans and results of your quality improvement effort to management, and develop self-renewing approaches to quality improvement through recognition and rewards. Finally, you'll view a video tape of how one organization celebrated its success. Above all, you will learn how to make your quality improvement effort a continuous process, not just another quality "program."

"I didn't know I'd go home with a plan for setting up our quality improvement effort; this workshop is much more practical than I ever thought, and, you know, I think I really understand how my company can implement its quality improvement effort now, not six months from now."

In quality improvement you eliminate errors and raise performance.

What you get is higher customer satisfaction, increased market share, lower costs, better communication, better employee morale and managers who have more time to manage.

Workshop leaders

One of The Quality Improvement Company founders, Chuck Harwood or Gerry Pieters, co-leads each workshop with another experienced professional from The Quality Improvement Company.

Charles C. Harwood, founding partner. Chuck is the former 15-year president of Signetics Corporation, a \$700 million manufacturer of integrated circuits. Prior to that, he was a vice president at Corning Glassworks. He is an internationally experienced workshop leader and has served as a keynote or featured speaker at numerous quality conferences and industry associations.

Gerald R. Pieters, founding partner. Gerry is the former vice president of management and organization development at Signetics Corporation. He is the primary architect of the Quality Improvement System and brings over 20 years' industry experience to the practice of managing quality improvement.

Thomas A. McLaughlin, partner. Tom is a former quality director at Cooper Tire & Rubber Company and at National Steel. He has an additional six years of quality consulting experience as a vice president at Philip Crosby Associates and as president of the LEADS Corporation.

Don Prentice, partner. Don has over 25 years' experience in management team building, seminar leadership, program development and strategic planning. He has worked with the Saga Corporation, NCR, IBM, National Semiconductor, RCA, Prudential and other corporations in senior level communications and planning functions and as a consultant.



The Quality Improvement System is a powerful management tool which provides methods to manage a comprehensive, yet flexible quality improvement effort.

Terry L. Neri, associate. Terry has over eight years' consulting and training experience in the fields of quality improvement, performance management, and organization change. An experienced workshop leader, she has trained managers to lead in-house quality improvement workshops throughout the United States and Europe.

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Bulk Rate
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Making Quality Happen™

The Quality Improvement Company

The Quality Improvement System

The Quality Improvement System

The **Quality Improvement System** is a powerful management tool that can virtually eliminate costly errors and defects in your organization. By using the Quality Improvement System you will lower costs, do things faster, and improve your market share through more satisfied customers. It's management's most effective strategic tool for **making quality happen**. The Quality Improvement System provides the technique, the "how to" of actually managing a comprehensive but flexible quality improvement effort. It guides everyone in the organization in the relentless task of finding and permanently fixing defects and errors.

The Quality Improvement System is made up of three parts: **Core Concepts, Cycle of Quality Improvement, and Managing Elements**. Here's an overview.

Core Concepts

The Quality Improvement System is like a powerful wheel that drives the quality improvement effort forward. At the hub of the wheel are the **Core Concepts**, the center of the Quality Improvement System. The Core Concepts are basic beliefs, principles, and definitions that give an exciting sense of purpose to the effort. They are used by everyone in the organization in the drive for quality improvement results.

Definition Of Quality – Meeting The Requirements

The definition of quality is *Meeting the Requirements* of the customer or the internal person who receives your work. This definition allows you to **measure your quality performance exactly**.

Customer Impact – The Cost Of Ownership

When you don't meet customer's requirements, they incur the added costs of finding and then dealing with the defects and errors in your product or service. In today's marketplace, people and organizations are calculating this often substantial *Cost of Ownership* and using it as a **basis for buying from you**.



Operating Impact – The Cost Of Quality

Your operation incurs the costs of doing things wrong (failure costs), the costs of finding defects and errors (inspection costs), and the costs of taking actions to eliminate defect causes (prevention costs). This *Cost of Quality* typically runs from 20% to 35% of sales in manufacturing companies, from 25% to 40% of operating costs in service organizations, and **adds absolutely no value to your product or service.**

Improvement Process – Defect Prevention

Defects and errors are only prevented when **the root causes are found and eliminated.** With the Quality Improvement System, everyone in the organization is charged with identifying and permanently correcting the basic causes of defects and errors.

Responsibility For Quality – Each Employee

No one likes to make mistakes and people relish the opportunity to do things right the first time. When organizations require and enable everyone to be responsible for the quality of their own work, **tremendous amounts of untapped energy become available for quality improvement.**

Performance Standard – Zero Defects

No one wants defects and errors. Yet, all too often, they are tolerated or accepted as inevitable. **With Zero Defects, management establishes an objective, reliable standard against which to measure performance and allows no deviations from requirements.** Efforts to improve continually drive toward *Zero Defects.*

Cycle Of Quality Improvement

Most of the people in your concern focus their attention on the Cycle of Quality Improvement. They are involved in finding and correcting specific defects and errors encountered on a daily basis. In addition, up-front clarification of requirements prevents defects so the right things get done right the first time. This **Cycle of Quality Improvement** is a continuous process that operates as follows:

Identification

First, *Identification* is undertaken as each work unit clarifies requirements with customers, **recognizes errors and defects, and selects problems to address.**

Monitoring

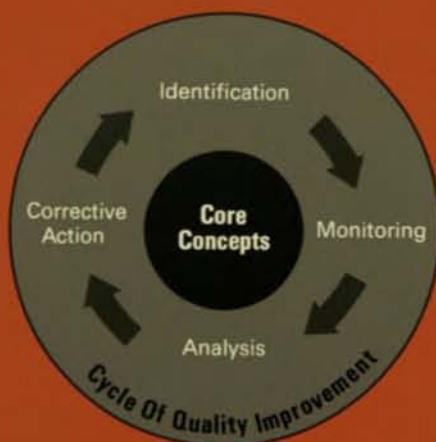
Then, through *Monitoring*, **error and defect data is observed and collected.**

Analysis

The next step, *Analysis*, uses diagnostic processes where the **root causes of problems are identified and reviewed.**

Corrective Action

Finally, through *Corrective Action*, **specific improvement plans are developed and executed.**



Then the cycle repeats as further causes are found and eliminated, or new quality problems are identified and solved in the relentless pursuit of quality improvement and zero defects.

We recommend that people meet with their supervisors for one hour each week to work on permanently fixing defects and errors.

Managing Elements

The **Managing Elements** constitute the third part of the Quality Improvement System. Upper management's job is to drive the quality improvement process forward and to create conditions for the Cycle of Quality Improvement to get results quickly and effectively. Management does this by implementing these Elements.

Managing Elements

- Commitment
- Awareness
- Results
- Organization
- Planning
- Accountability
- Recognition
- Renewal

Managing Elements are the critical areas where changes are needed to make quality improvement a top priority issue. **The Quality Improvement System cannot operate successfully and at peak efficiency unless all of these Elements are addressed in ways that make quality as important as other key tasks of the organization.**

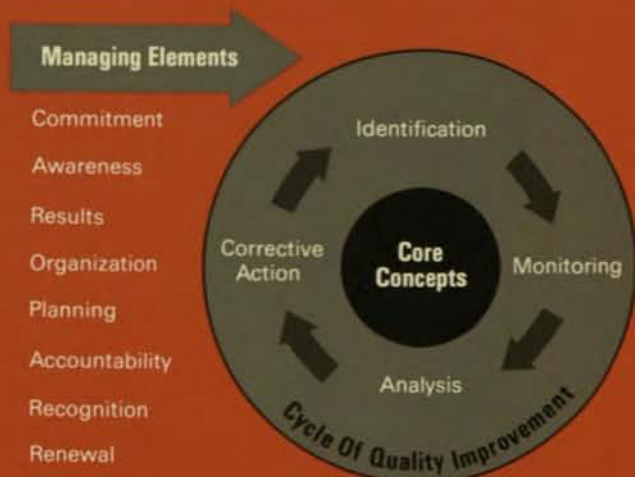
Commitment

For *Commitment*, management establishes a committed position on quality and communicates that position to the rest of the organization. They must work diligently to make their actions consistent with that commitment.

Nothing will impede quality improvement efforts more than employees' perceptions that management puts quality below other important issues in the drive for success.

Awareness

Employee *Awareness* is developed. Through a series of Quality Improvement Workshops at all levels in your organization, **everyone develops a high degree of knowledge of quality improvement.** Management develops ways for keeping everyone informed through talks, bulletin boards, newsletters, and meetings.



Results

Key areas for *Results* are identified that **allow the organization to understand the expectations of management.**

Management, at each level, selects about five major quality problems they want fixed. They set specific quality improvement objectives with completion dates.

Organization

Each *Organization* unit (supervisor and direct reports) holds **regularly scheduled quality improvement meetings.**

Roles and responsibilities are determined and the ways that individuals and units attack quality improvement are set. Some ad hoc groups are formed to manage the reduction of defects in work that involves three or more departments.

Planning

Units *Plan* how they will **install, manage, and track their quality improvement activities.**

Accountability

Properly structuring the effort also requires the important element of *Accountability*. **Each organizational unit and each individual is held accountable for the development of, and performance to, quality plans and objectives.**

Recognition

Recognition is the element that gives reinforcement to individuals and groups for quality contributions and achievements. Success and **recognition breed more success.**

Renewal

The *Renewal* element insures learning from your experience that will revitalize the quality improvement process with excitement and energy year after year. **This is accomplished in part by critique and in part by the members of your organization celebrating the quality achievements they have reached together.**

And the process goes on and on.

Design Of The Quality Improvement System

The Quality Improvement System is designed with flexibility so that it can be **molded by each organization to its own style and culture**. The system presents a battery of specific and detailed actions which each client organization may select from and shape to satisfy its own unique quality needs. The ideas and the specifically recommended actions are sophisticated, but straightforward and easy to use by either service or manufacturing organizations.

Delivery Of The Quality Improvement System

The management techniques that make up the Quality Improvement System are acquired through **a practical workshop structure, easy-to-use support materials, and applicable consulting assistance**.

The Workshops

Through a series of short, one-time **Quality Improvement Workshops**, your managers and employees work together to examine their own quality problems and develop specific strategies for driving the quality improvement process forward. At the top and mid-management levels, the Workshops emphasize the "how to" of managing your company-wide quality improvement efforts. Below the management level, the emphasis is on finding and permanently fixing defects and errors.

Quality Improvement: A Continuous Course Of Action

The Support Material

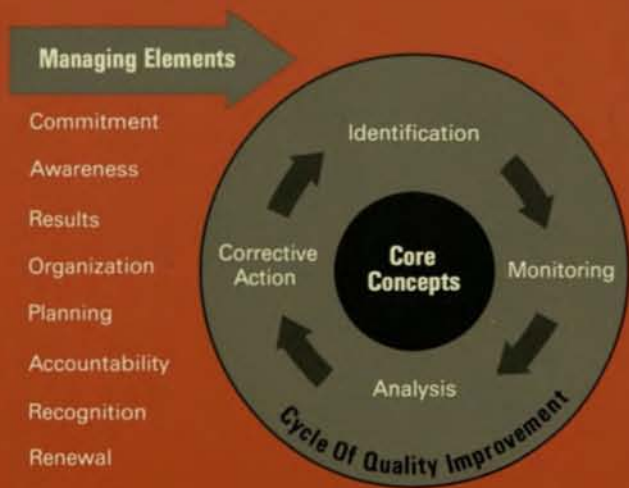
The **Quality Improvement Manuals** answer virtually any questions you may have about your quality improvement effort. The Manuals are complete reference texts, not merely outlines or summaries of lectures or slide presentations. They provide all the information you need to get the quality job done.

The Consulting Assistance

All quality improvement efforts encounter occasional rough spots. We're dedicated to providing **Consulting Assistance** and not leaving our clients on their own or without support. We help assess progress and we bring our ongoing learning and new experiences to clients whose efforts are already underway. Our support is built on the recognition that your success is vital to our success.

The Quality Improvement System is designed to create an ongoing, long-term quality improvement effort. And like other processes such as budgeting, performance appraisal, product development, etc., **the Quality Improvement System is shaped to accommodate your unique quality problems and opportunities.** Once the system is implemented, your management will continually monitor, evaluate, reshape, and improve the way it functions so that **quality improvement becomes a way of life for everyone in your organization.**

The Quality Improvement System: **making quality happen.**



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