

# ENTERPRISE PULSE



**Quality Survey  
Quality focus-2003  
Complete report**

**Total Number of respondents: 30**

**Wednesday, February 05, 2003**



## Introduction

This summary report presents the organization's aggregated results of the Enterprise Pulse™ - Quality survey. Your organization's results are presented graphically in a number of ways, which reveal whether the responses were net positive or net negative on an overall basis.

This summary report also details the aggregated feedback results for each of the ten categories measured in Enterprise Pulse™ - Quality survey, and each of the individual questions that comprise the survey instrument (80 in total).

When looking at your organization's results, it is important to understand that people may have opinions or views that are relatively positive and opinions and views that are relatively negative. Both provide opportunities for better organizational performance by taking the data seriously and by acting firmly and quickly on the results.

### **In broad terms, this Summary Report contains the following:**

- An introduction to the importance of rigorously and systematically gathering people's opinions on quality matters and acting on the results (whatever they may be).
- Your organization's graphic profiles plus supporting statistical summary
- A category by category report that summarizes your organization's results in ten major quality areas (two for each of the five key success factors).
- A report that summarizes results at individual question level
- Brief action intervention suggestions to provide ideas on what you may like to consider in action planning terms for each of the five key factors involved in lifting overall quality performance and creating and sustaining organizational success.

We hope that this report will be a powerful tool in your action-planning process. Thank you for participating in the Enterprise Pulse™- Quality survey.

# The importance of gathering and acting upon Employee Opinions and Feedback

Every organization, however large or small it may be, will have a range of underlying opinions, attitudes, beliefs and values held by the members of the enterprise. These informal and often underlying or invisible views form what is generally seen to be the quality culture of the organization.

Some aspects of organizational quality culture, such as individual behavior or group behavior norms, are easily visible, or open for all to see. This might be seen in the relative formality of the organization in terms of the need to follow strict organizational rules and procedures or in the specific visible actions of organizational leaders on a day to day basis. Other aspects of culture are harder to spot, since they represent the hidden or private assumptions, values and core beliefs that people hold. Examples of this less visible level of culture might be seen in beliefs about how to get up to date information (from the 'normal' communication channels or the 'grapevine') or what kind of behavior it takes to gain promotion or achieve career advancement in the enterprise.

Whether they are in the open or not, the more people's opinions or attitudes can be understood, the more the organization can take account of its employee feedback, the better. After all, highly contented, quality focused, cooperative and empowered employees are likely to achieve better results than those employees who are clearly discontent, lacking in teamwork and morale and who are generally dispirited. Of course, the key is to be able to measure the extent to which either of these extremes may apply (and why) and to diagnose in which particular topics or subject areas about the organization, most satisfaction or dissatisfaction may exist.

The importance of careful and incisive diagnosis cannot be emphasized enough. Doctors routinely make diagnostic judgements prior to prescribing a course of treatment. As the situation changes, they also recognize that the treatment may need to change also. In order to carry out their diagnosis task accurately, doctors have to use a systematic, ordered, rational and fully repeatable process (taking the temperature, feeling the pulse, listening to the heart etc). In exactly the same way, an organization needs a systematic, ordered, rational and fully repeatable process to take the organizational 'temperature', feel the organizational 'pulse', and listen to the organizational 'heart'. Then, and only then, can we prescribe the course of treatment to deal with any ailments and optimize future performance.

The Enterprise Pulse™ - Quality Survey is a highly systematic diagnostic process, based on over four years of research in over 50 organizations in Australia, the United Kingdom, the United States and. It uses 80 questions to focus on five key factors that are seen to be critical to effective organizational performance and success. The survey measures each of these five key factors in two sub categories per factor (making ten sub categories in total). These five key factors and the ten sub categories are detailed overleaf.

# The Quality survey sub category definitions

Many years of progressive research have indicated that high organizational performance and success in terms of quality are significantly based on five key factors. These are that:

- The organization's overall strategy and leadership should be clear and constant around quality issues.
- The customer is the final arbiter of quality and the organization is therefore wise to take customer feedback very seriously.
- The organization can only develop its full potential if people are given the opportunity to adopt a quality-oriented approach.
- Aligned processes and systems ultimately drive quality performance.
- All activities within the organization should demonstrably add value.

# The Quality survey sub category definitions

The five key factors are shown in the circular diagram below, together with the two individual sub-categories that comprise each factor. The Enterprise Pulse™ -Quality survey asks questions in each of these ten sub-categories to create a rich and meaningful analysis and output report.



The Enterprise Pulse™ -Quality survey assumes that an effective or high performance quality focused culture should be looking to create high levels of efficiency and effectiveness in all five key factors (and therefore all ten sub-categories). This means ensuring that people rate the organization positively by rating team and enterprise performance as near to the outer layers of the above wheel as possible. We therefore need to understand these ten sub categories in greater detail.

## Strategy (leadership grip)

**Clear and purposeful strategy for quality is in place and leaders have a firm grip on what needs to be done to continuously improve on a systematic basis.**

The two sub categories of Quality Strategy are:

### **Leadership for Quality**

*The extent to which the importance of total quality is understood and commitment is demonstrated openly in the words and actions of organizational leaders and individuals in general.*

### **Quality strategy and policy**

*The extent to which a clear and tangible strategy exists to implement total quality throughout the major activities of the enterprise, and the extent to which this strategy is written into policies, procedures and standards.*

## Customer (service focus)

**The organization constantly listens to the voice of the customer and focuses individual's efforts on activities, which lead, to positive outcomes.**

The two sub categories of Customer quality are:

### **Supplier/Customer focus**

*The extent to which the entire value chain is understood from the supplier of information or resource inputs to practical outcomes or results that are valuable to the customer.*

### **Outcomes/Results focus**

*The extent to which time and effort is focused on making sure that all individual activities are quality orientated and customer focused, and yield results that are valuable to the enterprise.*

## People (empowerment)

**A climate of openness, trust and empowerment is constantly sought in order to encourage every individual to offer quality in everything that they do.**

The two sub categories of People quality are:

### **Empowerment/Employee satisfaction**

*The extent to which every individual in the organization has the freedom, encouragement and support to offer high levels of service quality to their internal and external customers.*

### **Communication systems**

*The extent to which individuals at all levels communicate with appropriate speed, economy and clarity to ensure that information is passed efficiently and effectively up, down and across the enterprise.*

## Process (alignment)

**Processes and systems are regularly 'mapped' and adjusted where necessary to ensure that they are as efficient and effective as possible.**

The two sub categories of People quality are:

### **Process and systems management**

*The extent to which the steps or 'flow' of processes or planned sequences of work are understood, and that systems are in place to deliver their intended outcomes to the customer on a consistent basis.*

### **Operational management**

*The extent to which individuals work together efficiently and effectively in operational terms to ensure that all key enterprise processes and systems flow as smoothly as possible.*

## Value (measurable outcomes)

**Sound measurement systems are in place to encourage fact based data gathering and decision-making, helping to ensure that as much value as possible is added for the enterprise.**

The two sub categories of Value quality are:

### **Data and Resource management**

*The extent to which important data and other resources are easily available to ensure that customer needs and expectations can be met in a timely and efficient way.*

### **Measurement systems**

*The extent to which measurement systems are designed and applied appropriately to quality goals and tasks, and logical 'staging points', are identified where necessary.*

*It should always be remembered that no one key factor or one sub-category is more important than any of the others. In a high performance organization, the enterprise will seek to work on any and every appropriate area. This means building on the strengths and addressing the negatives views or weaknesses that are perceived by employees.*

*The next section of this summary report details the specific survey results of your organization in graphical form. Following this, the report ends with some suggested interventions that you may like to consider as part of your future action planning.*

## OVERALL SUMMARY

	Mean	Overall Score	Strongly Negative	Negative	Positive	Strongly Positive
<b>1. Leadership for Quality</b> The extent to which the importance of total quality is understood and commitment is demonstrated openly in the words and actions of organizational leaders and individuals in general.	3.04	+75.3%	4.2	16.7	50.0	29.2
<b>2. Data and Resource management</b> The extent to which important data and other resources are easily available to ensure that customer needs and expectations can be met in a timely and efficient way.	2.88	+73.9%	4.2	16.7	66.7	12.5
<b>3. Process and systems management</b> The extent to which the steps or 'flow' of processes or planned sequences of work are understood, and that systems are in place to deliver their intended outcomes to the customer on a consistent basis.	2.75	+51.5%	8.3	29.2	41.7	20.8
<b>4. Communication systems</b> The extent to which individuals at all levels communicate with appropriate speed, economy and clarity to ensure that information is passed efficiently and effectively up, down and across the enterprise.	2.79	+49.3%	4.2	33.3	41.7	20.8
<b>5. Measurement systems</b> The extent to which measurement systems are designed and applied appropriately to Quality goals and tasks, and logical 'staging points', are identified where necessary.	2.79	+58.2%	8.3	25.0	45.8	20.8
<b>6. Quality strategy and policy</b> The extent to which a clear and tangible strategy exists to implement total quality throughout the major activities of the enterprise, and the extent to which this strategy is written into policies, procedures and	2.79	+61.2%	4.2	25.0	58.3	12.5
<b>7. Empowerment/Employee satisfaction</b> The extent to which every individual in the organization has the freedom, encouragement and support to offer high levels of service quality to their internal and external customers.	2.92	+82.9%	8.3	8.3	66.7	16.7
<b>8. Supplier/Customer focus</b> The extent to which the entire value chain is understood from the supplier of information or resource inputs to practical outcomes or results that are valuable to the customer.	3.00	+69.4%	4.2	20.8	45.8	29.2
<b>9. Operational management</b> The extent to which individuals work together efficiently and effectively in operational terms to ensure that all key enterprise processes and systems flow as smoothly as possible.	3.04	+80.8%	4.2	12.5	58.3	25.0
<b>10. Outcomes/Results focus</b> The extent to which time and effort is focused on making sure that all individual activities are quality orientated and customer focused, and yield results that are valuable to the enterprise.	3.17	+84.2%	0.0	12.5	58.3	29.2

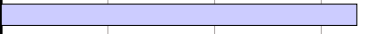

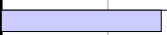
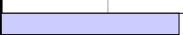
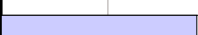
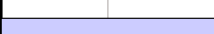




# Quality Survey Quality focus-2003 graph for All responses



February 2003  
Survey Population= 30

## OVERALL SUMMARY

Negative Positive  
 -37.5% -25% -12.5% 12.5% 25% 37.5%

<b>1. Leadership for Quality</b> The extent to which the importance of total quality is understood and commitment is demonstrated openly in the words and actions of organizational leaders and individuals in general.						
<b>2. Data and Resource management</b> The extent to which important data and other resources are easily available to ensure that customer needs and expectations can be met in a timely and efficient way.						
<b>3. Process and systems management</b> The extent to which the steps or 'flow' of processes or planned sequences of work are understood, and that systems are in place to deliver their intended outcomes to the customer on a consistent basis.						
<b>4. Communication systems</b> The extent to which individuals at all levels communicate with appropriate speed, economy and clarity to ensure that information is passed efficiently and effectively up, down and across the enterprise.						
<b>5. Measurement systems</b> The extent to which measurement systems are designed and applied appropriately to Quality goals and tasks, and logical 'staging points', are identified where necessary.						
<b>6. Quality strategy and policy</b> The extent to which a clear and tangible strategy exists to implement total quality throughout the major activities of the enterprise, and the extent to which this strategy is written into policies, procedures and standards.						
<b>7. Empowerment/Employee satisfaction</b> The extent to which every individual in the organization has the freedom, encouragement and support to offer high levels of service quality to their internal and external customers.						
<b>8. Supplier/Customer focus</b> The extent to which the entire value chain is understood from the supplier of information or resource inputs to practical outcomes or results that are valuable to the customer.						
<b>9. Operational management</b> The extent to which individuals work together efficiently and effectively in operational terms to ensure that all key enterprise processes and systems flow as smoothly as possible.						
<b>10. Outcomes/Results focus</b> The extent to which time and effort is focused on making sure that all individual activities are quality orientated and customer focused, and yield results that are valuable to the enterprise.						

All responses

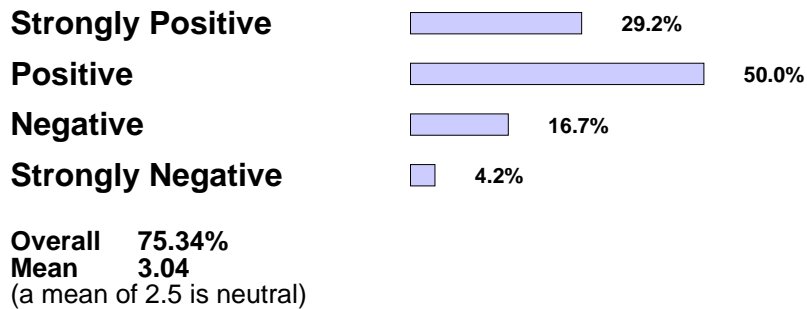
## Leadership for Quality

The extent to which the importance of total quality is understood and commitment is demonstrated openly in the words and actions of organizational leaders and individuals in general.

The questions that make up this category:

1. Makes sure that quality objectives are widely understood by people
2. Openly demonstrates their commitment to total quality in their actions
3. Sees leaders actively promoting the importance of quality inside and outside the organization
4. Regularly raises quality issues at meetings
5. Ensures that all people around them understand the broad quality vision of the enterprise
6. Frequently discusses service improvement when they 'walk the talk'
7. Regularly gets leaders involved in external public/community activities on behalf of the organization
8. Evangelizes about quality at every available opportunity

### Average score:



### Interpretive notes

#### Net Positive

The organization's leadership is likely to well understand the philosophy of total quality and demonstrates their commitment to it in many and varied ways, and on a regular basis. They will also engage other people in talking about quality and process improvement in order to raise the profile and importance of the topic.

#### Net Negative

The organization's leadership is likely to spends little time thinking or talking about quality and process improvement, or applying any of the core concepts into their day to day actions. As a result, people around them will see many leaders prioritizing many issues other than quality in their behavior.

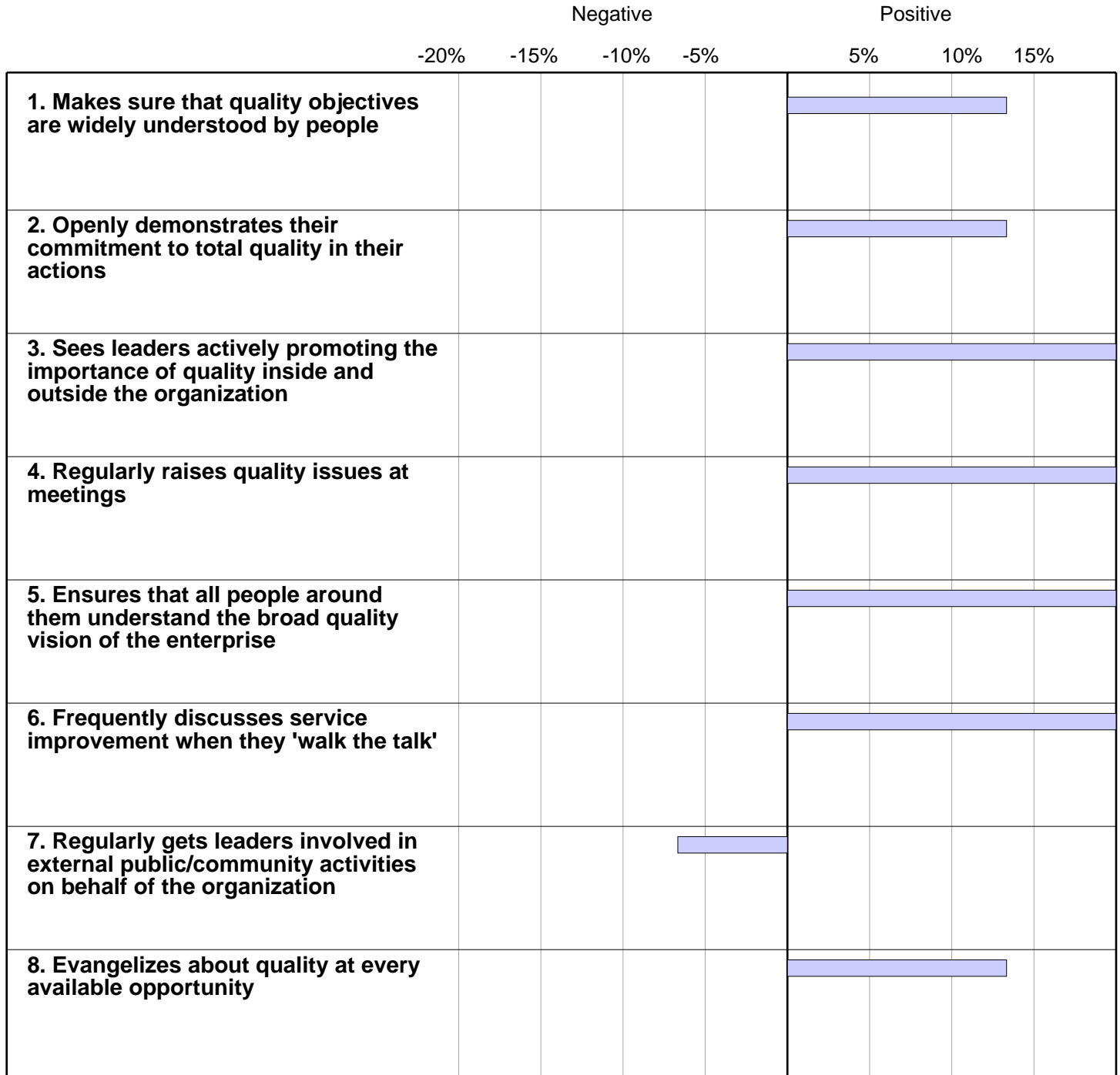
 All responses

## Individual question analysis

# Leadership for Quality

The extent to which the importance of total quality is understood and commitment is demonstrated openly in the words and actions of organizational leaders and individuals in general.

Overall score for this category= 75.34%



■ All responses

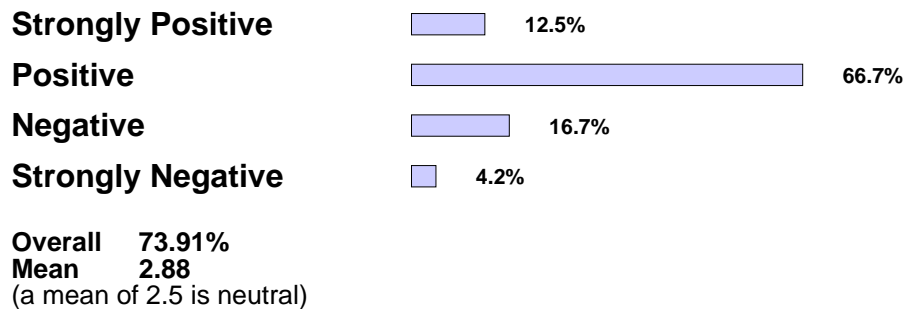
## Data and Resource management

The extent to which important data and other resources are easily available to ensure that customer needs and expectations can be met in a timely and efficient way.

The questions that make up this category:

1. Has easy access to financial performance data
2. Quickly knows where to find things or who to talk to when things don't go to plan
3. Operates a sound system of process control
4. Knows how to find data or harness resources quickly to meet customer needs
5. Makes decisions based on facts as much as possible
6. Understands and uses statistical analysis for process control wherever necessary
7. Can readily quantify how much value is added at each major process step
8. Carefully manages organizational 'knowledge'

### Average score:



### Interpretive notes

#### Net Positive

The organization is likely to ensure that useful data and resources are readily available to perform individual and team work efficiently and effectively. In addition, the organization is likely to spend a considerable amount of time in making sure that is widely understood where to find facts and general information necessary to do a job successfully and keep people up to date.

#### Net Negative

Data and resources are not readily available or accessible to individuals or there is only limited knowledge about where to go or what to do in some circumstances. The organization is also likely to spend insufficient time in managing data or resources as systematically as they could, making general problem solving and fact based decision making considerably harder.

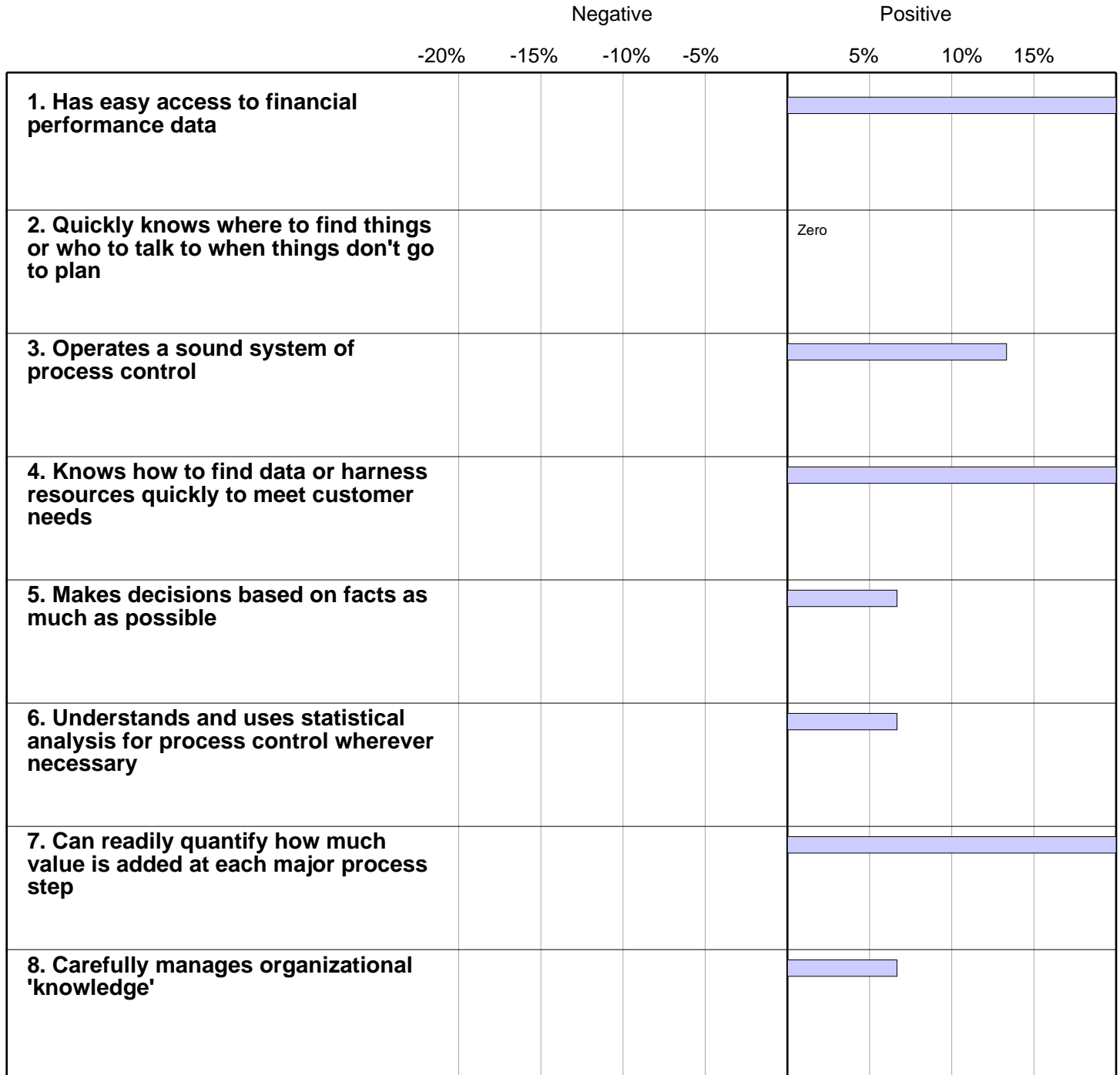
 All responses

## Individual question analysis

# Data and Resource management

The extent to which important data and other resources are easily available to ensure that customer needs and expectations can be met in a timely and efficient way.

Overall score for this category= 73.91%



All responses

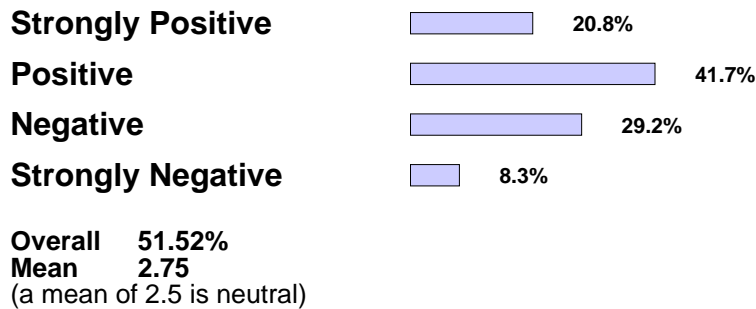
## Process and systems management

The extent to which the steps or 'flow' of processes or planned sequences of work are understood, and that systems are in place to deliver their intended outcomes to the customer on a consistent basis.

The questions that make up this category:

1. Well understands the whole supplier to customer chain in their organization
2. Appreciates the difference between common and special cause variation in processes
3. Systematically measures organizational waste and rework
4. Seeks to remove process bottlenecks wherever possible
5. Encourages people to go beyond their purely functional organizational boundaries
6. Knows how to identify all key 'moments of truth' with the customer
7. Implements process changes in a careful and controlled way
8. Takes a constant interest in major process variation

### Average score:



### Interpretive notes

#### Net Positive

The organization is likely to have a clear understanding of the key processes and systems in the enterprise. As such they will know how supplier inputs and resources are converted so as to provide ultimate value for internal and external customers. The organization is also likely to appreciate where management and control is necessary to ensure that this 'flow' is as smooth as possible across the enterprise, as much as this is possible.

#### Net Negative

The organization is likely to perform its specific tasks without spending sufficient time in considering the wider processes or systems of which they are a part. As a result, the organization's capacity to recognize broader quality process issues such as waste, re-work, 'moments of truth' or the cost of poor quality is extremely limited.

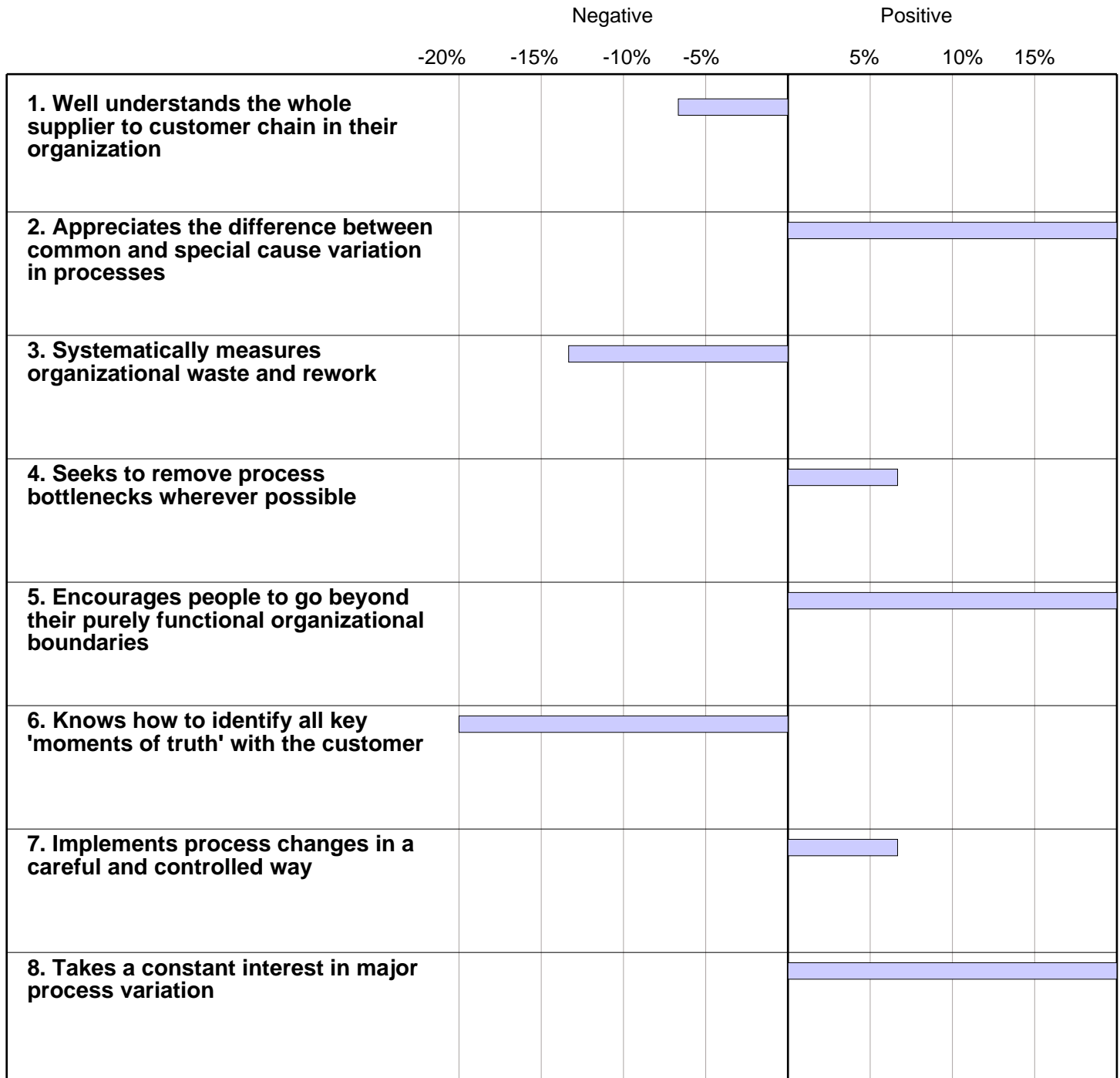
 All responses

## Individual question analysis

# Process and systems management

The extent to which the steps or 'flow' of processes or planned sequences of work are understood, and that systems are in place to deliver their intended outcomes to the customer on a consistent basis.

Overall score for this category= 51.52%



■ All responses

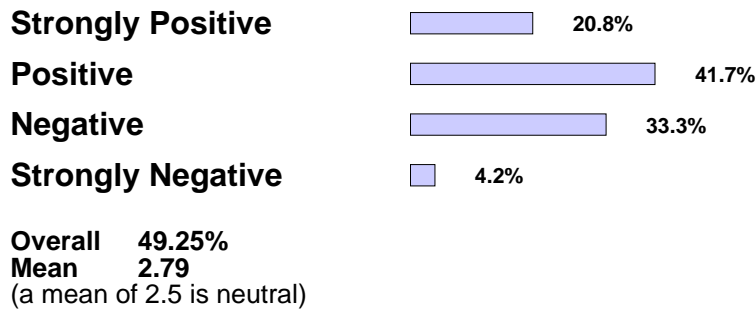
## Communication systems

The extent to which individuals at all levels communicate with appropriate speed, economy and clarity to ensure that information is passed efficiently and effectively up, down and across the enterprise.

The questions that make up this category:

1. Uses multiple channels to get messages across to people
2. Encourages a climate of openness and trust to talk about any under-performance that may occur
3. Is able to get complicated ideas across clearly
4. Communicates excitement about future quality possibilities
5. Makes sure that deeds match words
6. Encourages people to speak their minds openly and to share their quality thoughts and concerns
7. Ensures that important information flows efficiently and effectively at all levels and across all teams
8. Keeps people informed and up to date

### Average score:



### Interpretive notes

#### Net Positive

Communication channels generally operate in a smooth and efficient way in carrying information up, down and across the organization, keeping individuals up-to-date without having to rely on the 'grapevine' for the latest news. All communication also occurs frequently and is seen to be a strong on-going need to help the 'wheels' of the enterprise to turn smoothly and quality standards to remain high.

#### Net Negative

Communication at all levels of the organization is often a 'hit or miss' affair, with individuals either not receiving important information that is important to maintain quality standards. Some individuals may even feel relatively 'in the dark' and may have to rely more on the informal 'grapevine' than on their organizational supervisor or the formal communication system in the enterprise.

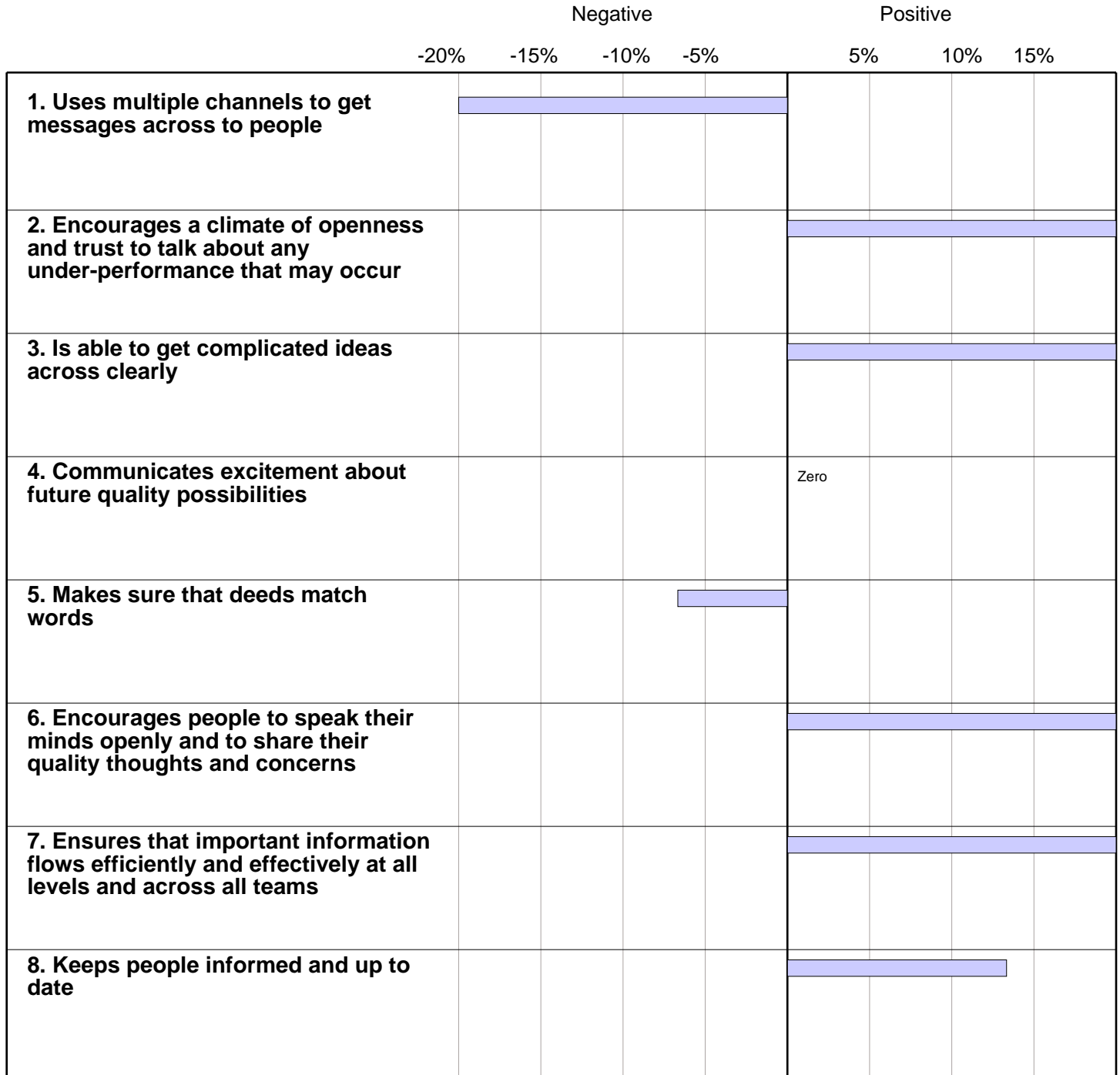
All responses

## Individual question analysis

# Communication systems

The extent to which individuals at all levels communicate with appropriate speed, economy and clarity to ensure that information is passed efficiently and effectively up, down and across the enterprise.

Overall score for this category= 49.25%



 All responses

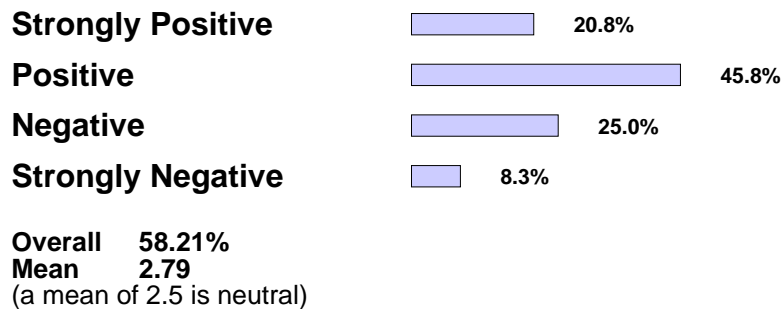
## Measurement systems

The extent to which measurement systems are designed and applied appropriately to Quality goals and tasks, and logical 'staging points', are identified where necessary.

The questions that make up this category:

1. Avoids setting goals or objectives that cannot be measured
2. Breaks quality goals into sub-goals or manageable parts
3. Estimates where appropriate milestones should be set to check they are on target
4. Applies the measures of quantity, quality, cost and time to all major goals and strategies
5. Identifies the key performance indicators that matter the most
6. Writes objectives to be specifically time bound and deadline driven
7. Finds appropriate external 'benchmarks' to which performance can be compared
8. Invites people to set standards and targets that represent improved performance over the previous efforts

### Average score:



### Interpretive notes

#### Net Positive

The organization is likely to generally take the view that it can only properly manage what it can measure. As such, active effort is expended to ensure that all goals or objectives are measurable and assigned appropriate time frames and milestones to be achieved. This means that the organization will frequently look for the most applicable performance indicators to goals and sub-goals, including comparison to internal or external benchmarks where possible.

#### Net Negative

The organization is likely to set objectives without worrying much about how they will be measured or progress will be tracked. When setting goals and targets, staging posts for each objective are therefore rarely identified logically and arbitrary measures of goal success may be assigned (or even no performance indicators at all).

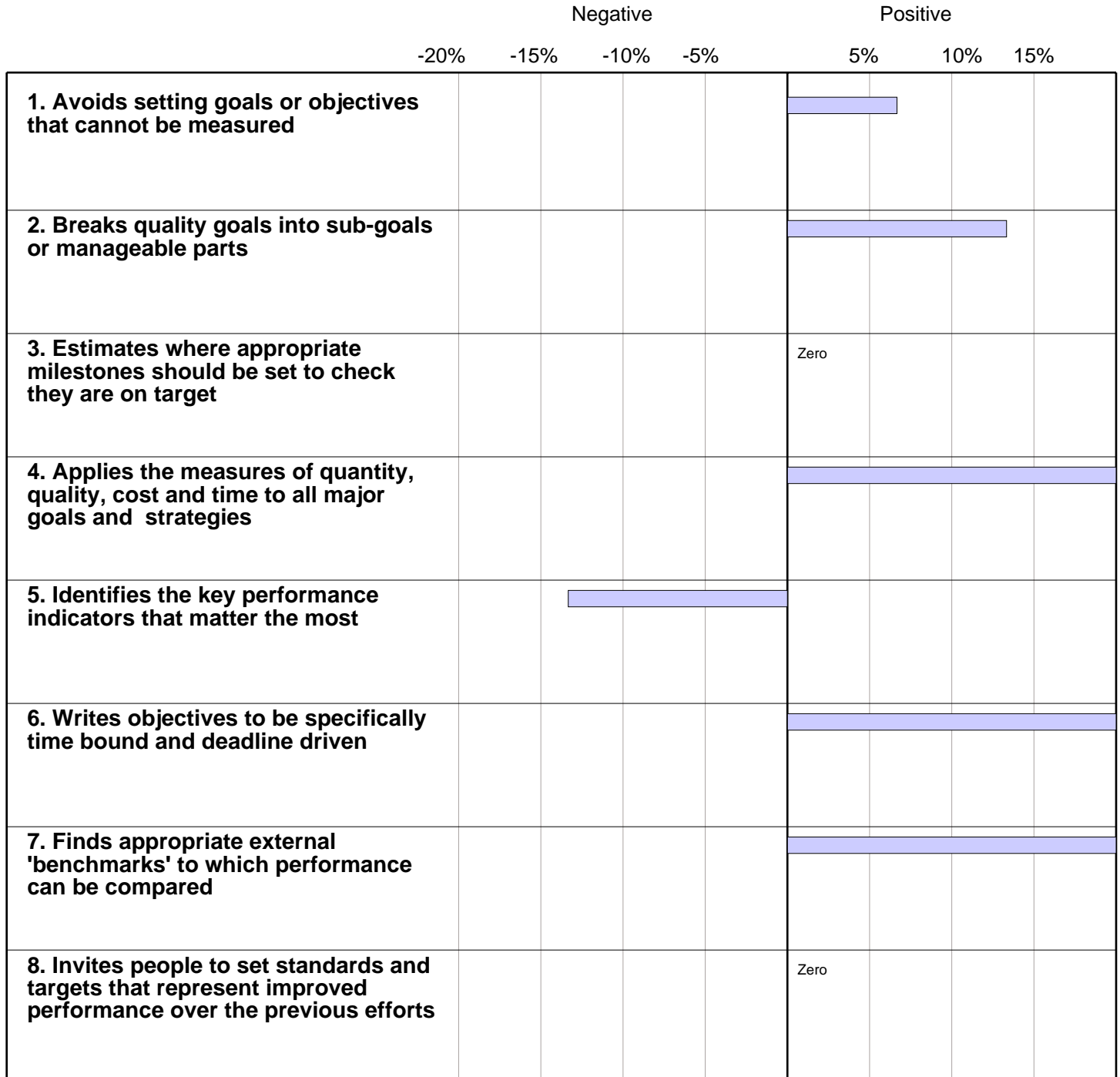
 All responses

## Individual question analysis

# Measurement systems

The extent to which measurement systems are designed and applied appropriately to Quality goals and tasks, and logical 'staging points', are identified where necessary.

Overall score for this category= 58.21%



■ All responses

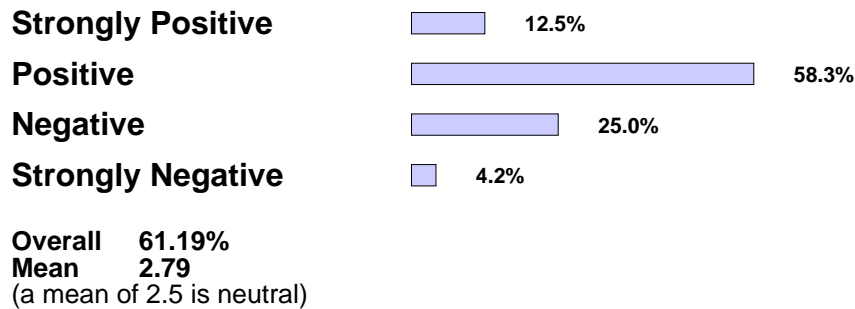
## Quality strategy and policy

The extent to which a clear and tangible strategy exists to implement total quality throughout the major activities of the enterprise, and the extent to which this strategy is written into policies, procedures and standards.

The questions that make up this category:

1. Links quality plans with overall enterprise strategy and goals
2. Looks for outstanding organizations that could become 'benchmark' partners
3. Makes sure that individuals understand the major quality policies of the organization
4. Participates fully in the forward planning processes of the organization
5. Takes an active interest in looking at how other organizations develop quality strategy
6. Involves people widely in contributing to quality strategy and tactics
7. Makes sure that any new steps are built into standards when work methods change
8. Checks local procedures and work instructions to make sure that they reflect an effective quality approach

### Average score:



### Interpretive notes

#### Net Positive

The organization is likely to well understand quality strategy at the enterprise wide level and translate these major goals into tactical plans, policy, procedures and standards that can apply successfully at the local workplace level. In addition, an active interest is likely to be taken in making sure that strategy and policy is 'best practice', by looking outside the organization to see how well others are building quality into their strategy.

#### Net Negative

The organization is likely to operate without an overall quality strategy or plan. In an overall sense, quality strategy is either hidden from view or with little or no interest in the deployment of quality concepts into the day to day policies and operating practices of the organization. Quality policy and standards may often take a lower priority in terms of the amount of time that is devoted to them.

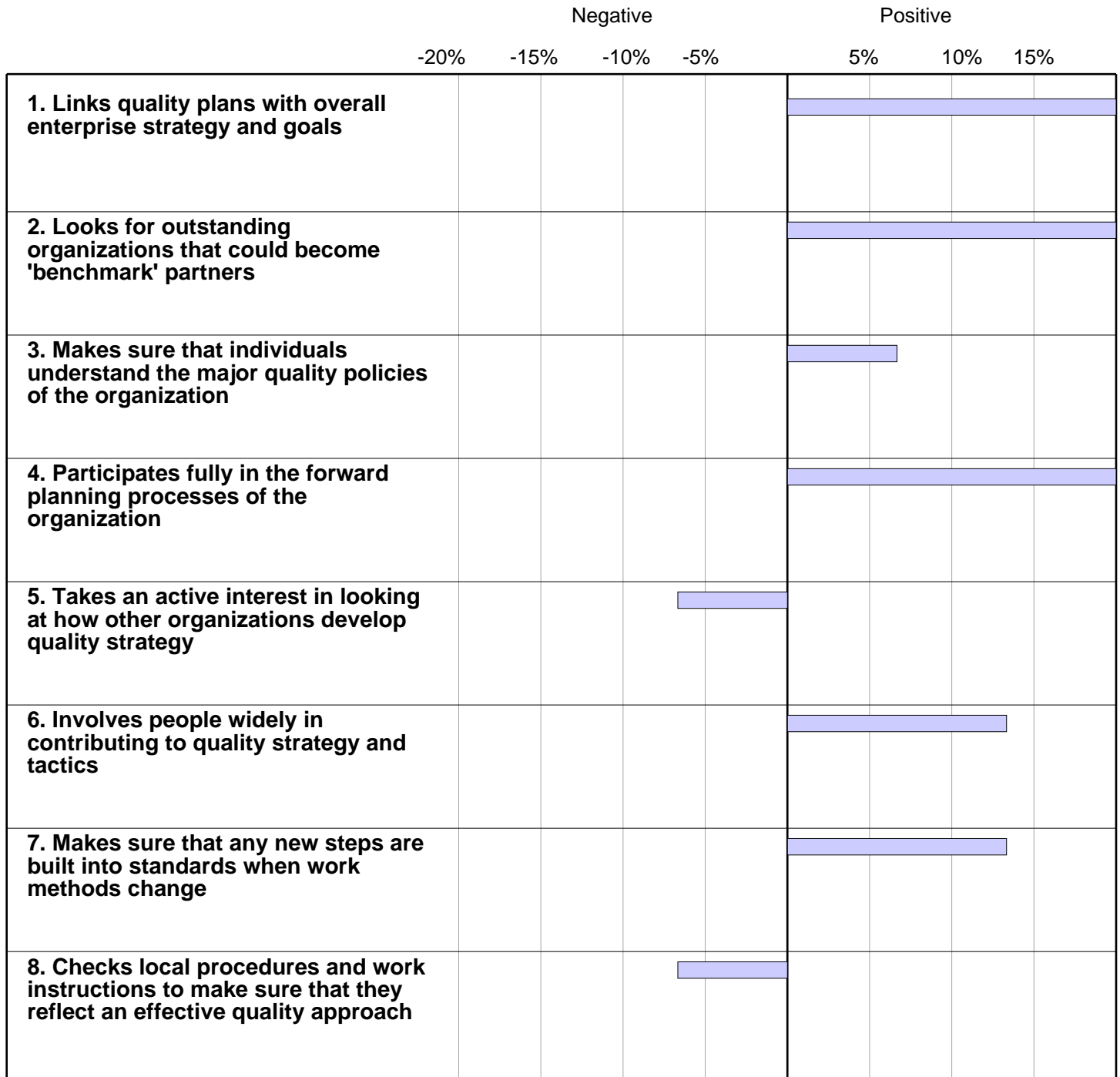
All responses

## Individual question analysis

# Quality strategy and policy

The extent to which a clear and tangible strategy exists to implement total quality throughout the major activities of the enterprise, and the extent to which this strategy is written into policies, procedures and standards.

Overall score for this category= 61.19%



All responses

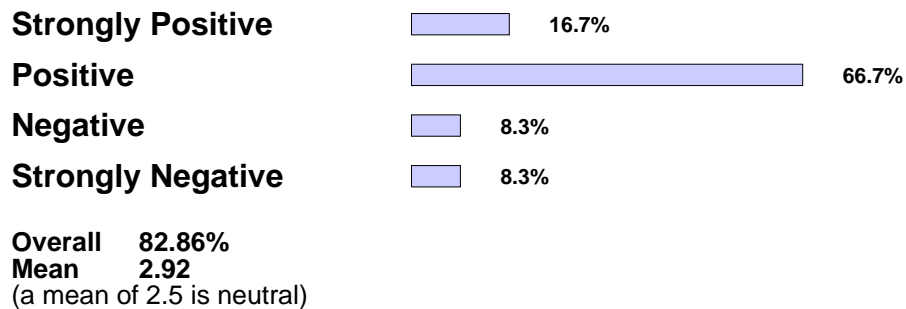
## Empowerment/Employee satisfaction

The extent to which every individual in the organization has the freedom, encouragement and support to offer high levels of service quality to their internal and external customers.

The questions that make up this category:

1. Sets clear learning objectives to constantly improve the skills and performance of people
2. Collates and seriously analyzes any suggestions that are put forward by individuals
3. Ensure that people have the skills and training to offer the best service
4. Invites input and suggestions on how processes or cycle times might be improved
5. Creates as much reasonable freedom to act as possible
6. Looks for opportunities for everyone to achieve their best
7. Encourages individuals and the team to innovate and take initiative to improve service
8. Creates access to and participates in quality management training and education

### Average score:



### Interpretive notes

#### Net Positive

The organization is likely to invest considerable effort in creating a positive and open climate in which people can work together openly and flexibly to achieve the best possible results with the minimum amount of frustration, wastage and rework. This will typically involve making sure that all individuals have the required freedom and motivation to act in the best interests of customers at all times.

#### Net Negative

The organization is likely to stress that people and processes operate in a highly structured way or that people perform their tasks without looking to tailor their actions to better meet customer needs or expectations. This is also likely to mean that work is typically performed or enacted in a highly procedural way with little variation unless permission to vary or change it is given.

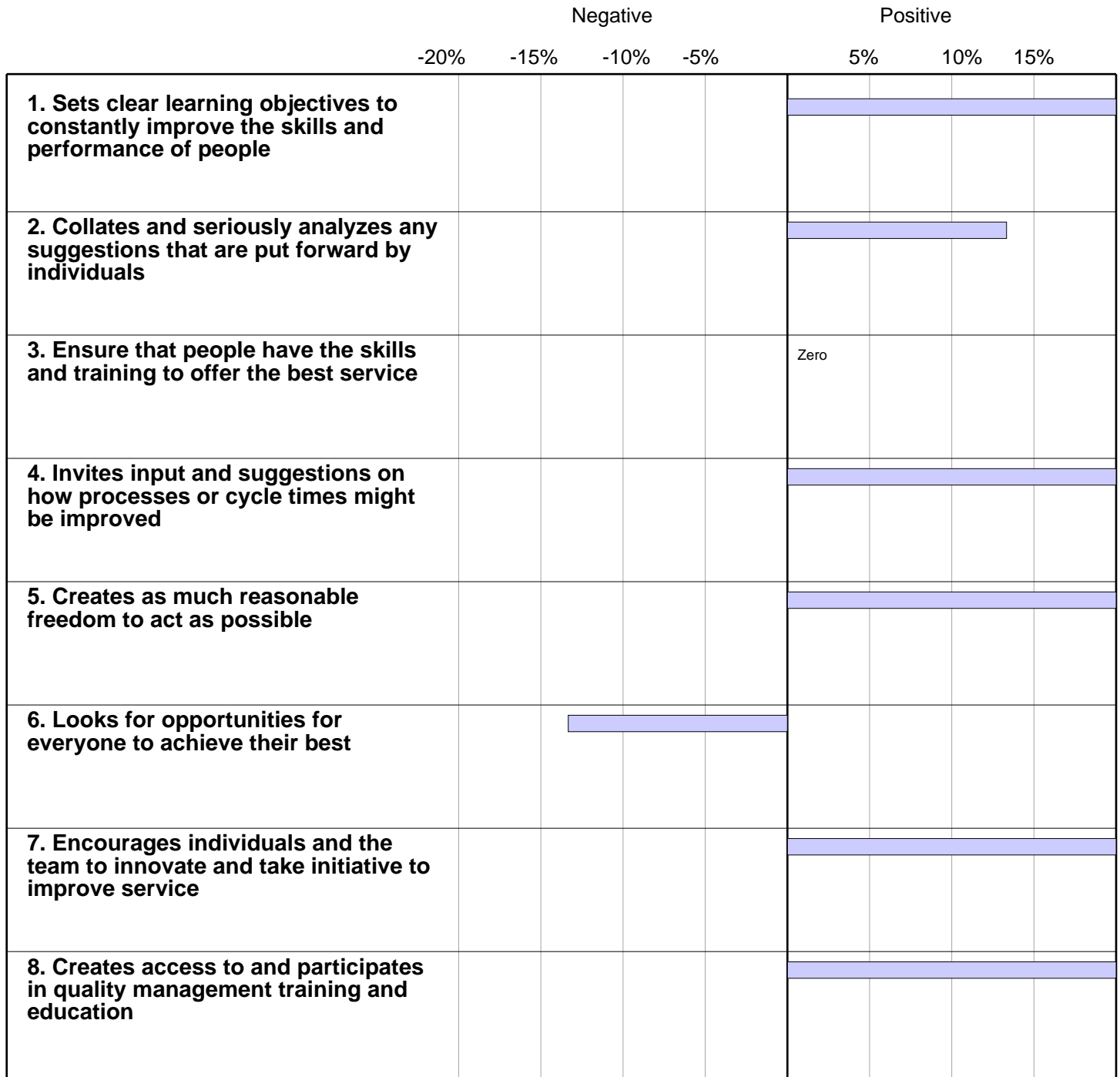
 All responses

## Individual question analysis

# Empowerment/Employee satisfaction

The extent to which every individual in the organization has the freedom, encouragement and support to offer high levels of service quality to their internal and external customers.

Overall score for this category= 82.86%



All responses

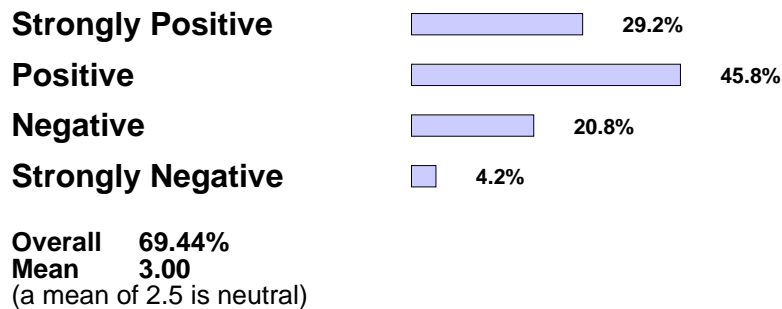
## Supplier/Customer focus

The extent to which the entire value chain is understood from the supplier of information or resource inputs to practical outcomes or results that are valuable to the customer.

The questions that make up this category:

1. Actively discovers internal and external customer needs
2. Shares their organizational goals and strategies with their suppliers and asks for input
3. Ensures that customers understand the quality service standards they can expect
4. Treats all customer complaints as a positive opportunity to improve
5. Measures customer satisfaction in different ways
6. Looks to improve processes by regularly listening to their customers
7. Uses a variety of means to collect the ideas and suggestions of employees, suppliers and customers
8. Looks for opportunities for technology to provide a competitive service edge

### Average score:



### Interpretive notes

#### Net Positive

The organization is likely to well understand that quality effectiveness rests heavily upon the smooth operation of the entire value chain, starting with supplier inputs. The enterprise is also therefore likely to maintain a strong relationship between internal and external suppliers and customers in order to ensure that as much alignment as possible can occur.

#### Net Negative

The organization is likely to perform much of its work without fully recognizing the potential impact that changing supplier performance, or shifting customer expectations can have on overall performance. Input from both suppliers and customers is therefore limited or non existent and consequently cannot be acted upon quickly or systematically to improve overall results.

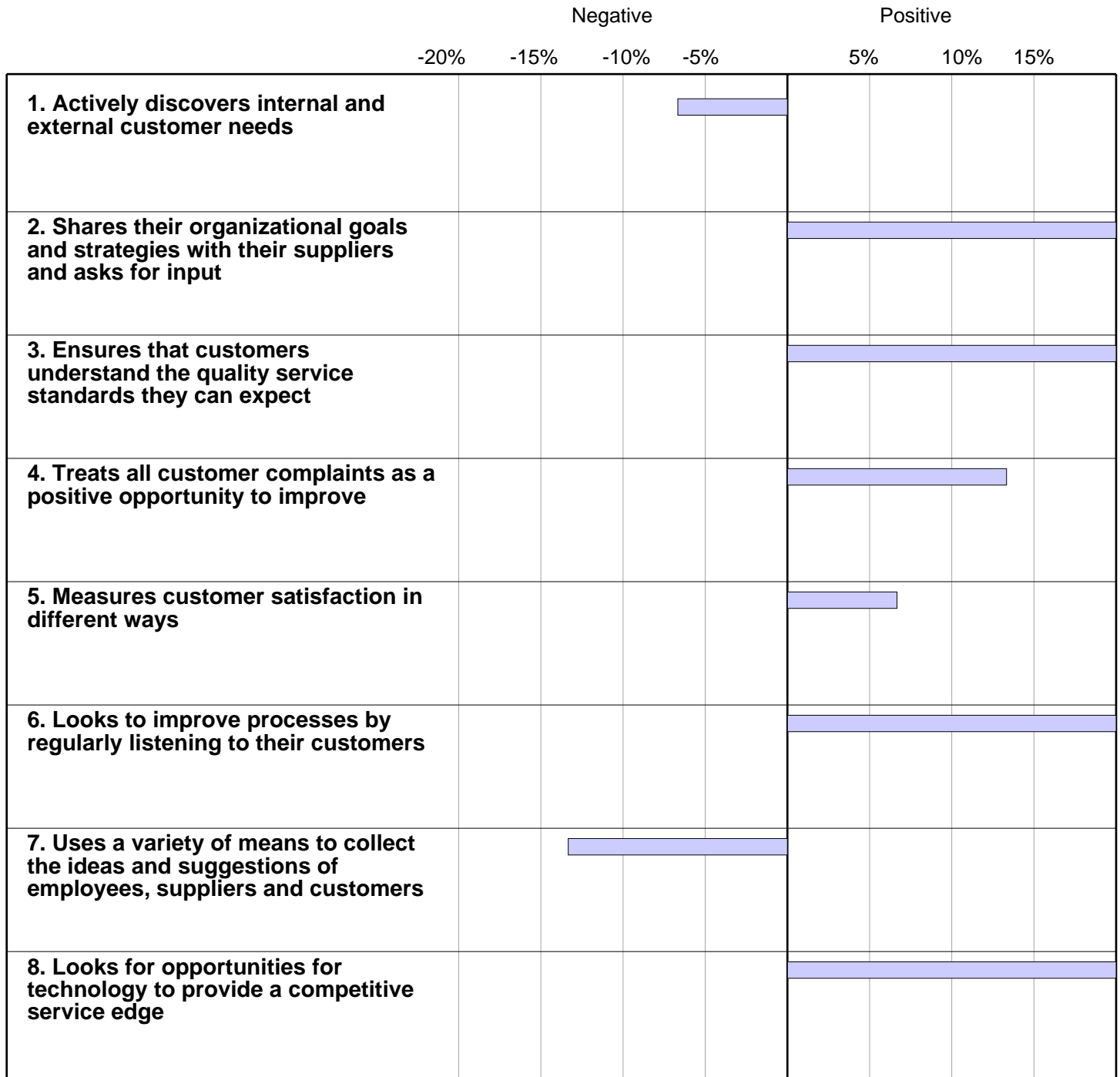
 All responses

## Individual question analysis

# Supplier/Customer focus

The extent to which the entire value chain is understood from the supplier of information or resource inputs to practical outcomes or results that are valuable to the customer.

Overall score for this category= 69.44%



All responses

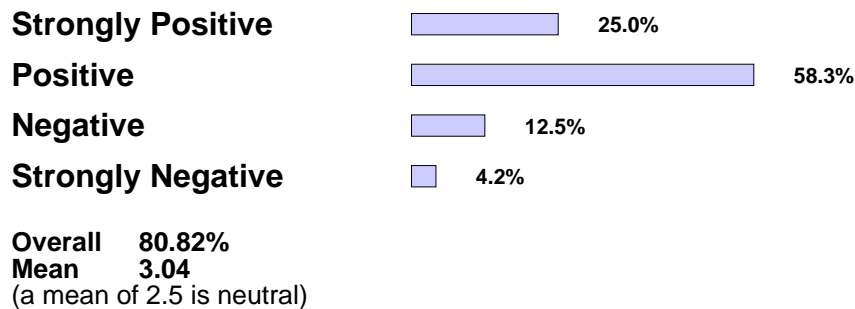
## Operational management

The extent to which individuals work together efficiently and effectively in operational terms to ensure that all key enterprise processes and systems flow as smoothly as possible.

The questions that make up this category:

1. Encourages individuals to be creative or innovative in their work to improve processes
2. Appreciates what customers may need beyond what the team can control or provide
3. Takes an interest in what happens in processes when they pass beyond the team
4. Actively discusses what 'early warning' processes need to be in place to avoid surprises
5. Makes sure that the team is well prepared to handle the unexpected
6. Knows where to go to get help when unusual problems or threats arise
7. Looks for ways to collaborate and partner with other teams or groups
8. Networks actively outside their team to understand the wider organizational processes

### Average score:



### Interpretive notes

#### Net Positive

The organization is likely to have established strong and efficient operational systems around all major processes and also actively encourages individuals and teams to work together as creatively and flexibly as possible to meet and even exceed customer needs as often as possible.

#### Net Negative

The organization is likely to spend insufficient time in planning and setting up sound operational systems to deliver consistent service and value to its customers. As such, people and teams may work independently of one another or even 'pull' in opposite directions some of the time.

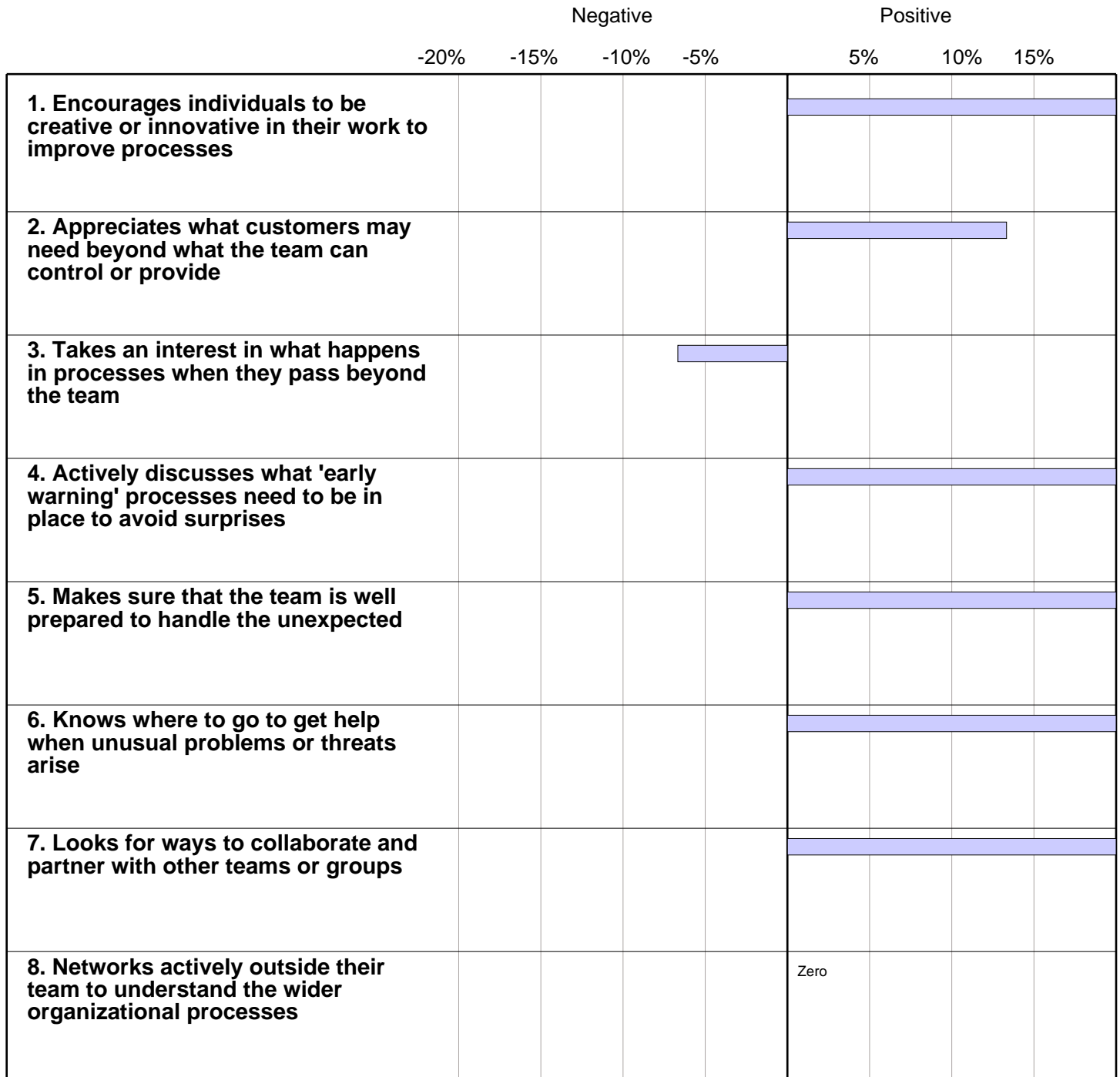
All responses

## Individual question analysis

# Operational management

The extent to which individuals work together efficiently and effectively in operational terms to ensure that all key enterprise processes and systems flow as smoothly as possible.

Overall score for this category= 80.82%



■ All responses

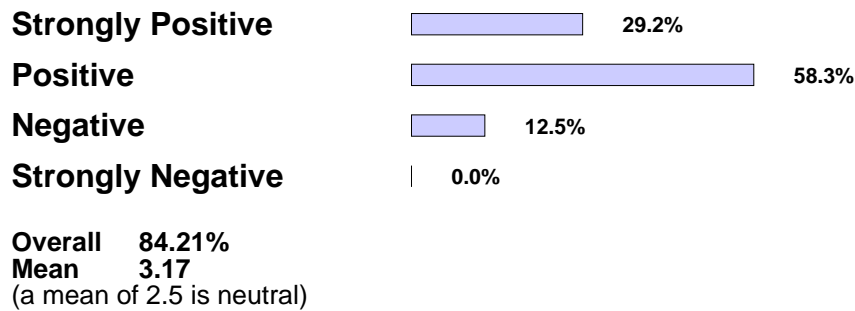
## Outcomes/Results focus

The extent to which time and effort is focused on making sure that all individual activities are quality orientated and customer focused, and yield results that are valuable to the enterprise.

The questions that make up this category:

1. Sets clear targets for all major tasks and projects
2. Quickly recognizes when effort or activity is unlikely to yield quality results
3. Often works backwards from desired future outcomes in order to identify what needs to be done now
4. Keeps individuals clearly focused on overall end targets not just the short-term steps in the journey.
5. Focuses people's efforts on tangible and measurable success
6. Openly celebrates good results and successes whenever they occur
7. Regularly invites internal and/or external customer opinions on the relative value of organizational efforts
8. Rewards individuals and groups for measurable success not just activity

Average score:



### Interpretive notes

#### Net Positive

The organization is likely to appreciate the fact that all of their quality and general work efforts need to lead to results that are real, tangible and valuable in the eyes of the customer. The enterprise typically therefore spends a fair amount of time in tracking and measuring performance to ensure that ultimate results are truly beneficial with considerable effort to reduce or eliminate work or tasks of low or no worth or to avoid unnecessary rework and waste.

#### Net Negative

The organization is likely to be broadly unconscious of the fact that a proportion of people's general work efforts may appear to be intrinsically worthwhile but in fact may have little or no real value in terms of the tangible results for either the end consumer or the enterprise as a whole over the longer term.

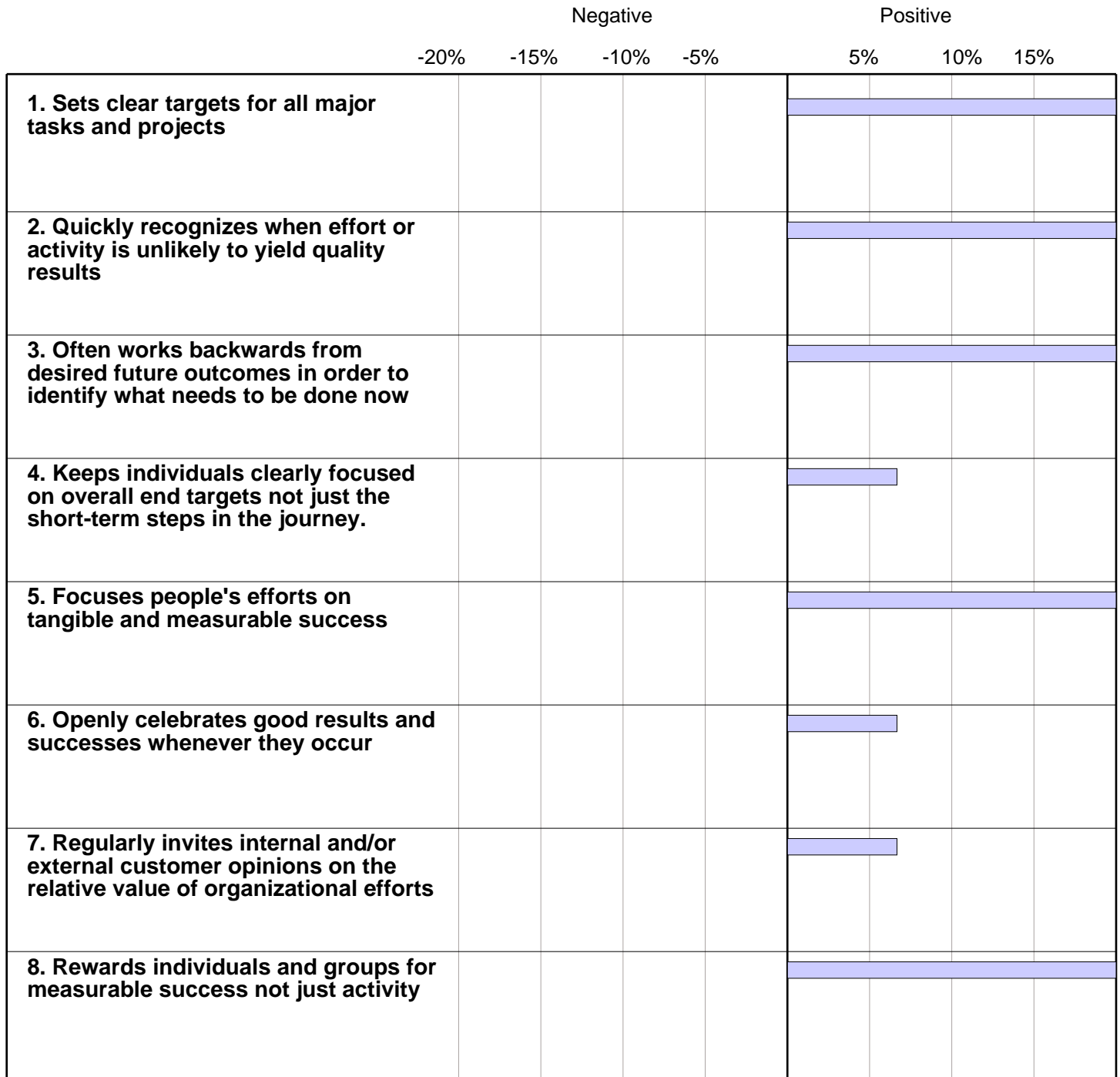
All responses

## Individual question analysis

# Outcomes/Results focus

The extent to which time and effort is focused on making sure that all individual activities are quality orientated and customer focused, and yield results that are valuable to the enterprise.

Overall score for this category= 84.21%



All responses

## Free form comments

### KEEP (or continue to do well)

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Putting quality at the top of meeting agendas

Talking to customers about their quality concerns

Keep training people in quality management techniques

## Free form comments

### STOP (or do less of)

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Wasting so much time in talk and no action

PLying silly 'turf' games in the organisation

Forming teams top look at key issues-the real work needs to get done too

## Free form comments

### START (or do completely differently to their current practice)

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Think about forming quality teams

Use customer complaints to work on quality improvement projects

Tracking quality problems



## Intervention suggestions

As we indicated at the outset, the first step in a process designed to take serious account of employee opinions and attitudes as they relate to quality in particular, is accurately diagnosing the prevailing quality culture and perceived practices, and then translating the feedback we gather into firm action to improve. To assist in this process, a set of intervention suggestions has been created for each of the five key factors (Strategy, Customer, Process, People and Value).

Because it is impossible to apply a broad set of ideas or suggestions across every enterprise, careful analysis of individual results needs to be carried out. However, the following pages of suggested interventions (one for each factor) are offered as possible strategies that may be drawn upon (in their entirety or in part) where they are deemed to be appropriate or useful.

## Strategy (leadership grip)

**Clear and purposeful strategy for quality is in place and leaders have a firm grip on what needs to be done to continuously improve on a systematic basis.**

### Low performance

- *Quality objectives are not widely understood by people*
- *Leaders do not generally demonstrate high commitment to total quality in their actions*
- *Leaders spend little time in actively promoting the importance of quality inside and outside the organization*
- *Leaders do not evangelize about quality on a regular basis*
- *Quality plans are not linked with overall enterprise strategy and goals*
- *No active interest exists in looking at how other organizations develop quality strategy*
- *There is little involvement of people in contributing to quality strategy and tactics*
- *Local procedures and work instructions are not checked to make sure that they reflect an effective quality approach*

### Suggested interventions

- Develop a one, three or even five year quality strategy to tackle the most significant quality 'gaps' or shortfalls in your part of the organization.
- Plan to make more formal and informal presentations on quality and the quality strategy for the future to groups or teams inside and outside the organization.
- Encourage individuals to freely bring quality issues or concerns to the attention of organizational leaders so that these can be openly discussed and efficiently addressed.
- Create a climate in which it is accepted practice for leaders to constructively ask any individual what they are tangibly doing to continuously improve or to lift quality.
- Develop new or innovative ways to promote the importance of quality to every individual and team in terms that will appeal most to them.
- Encourage people to work collaboratively to address the policies and/or standards that may need to change or to be written and deployed for the first time.
- Invite widespread input from employees, suppliers, customers and other enterprise stakeholders to suggest how quality strategy and tactics should be developed and deployed.
- Look for quality benchmarking partners with whom you can work in the long term to develop strategy and to improve together.
- Invite individuals and teams to explain quality strategies and goals in their own terms to ensure that full understanding exists.
- Hold all leaders accountable for talking about quality at every opportunity and regularly 'walking-the-talk'.

## Customer (service focus)

**The organization constantly listens to the voice of the customer and focuses individual's efforts on activities that lead to positive outcomes.**

### Low performance

- *Internal and external customer needs are not well understood*
- *Little or no sharing with suppliers exists and input from suppliers to organizational goals and strategies is very limited*
- *Customer complaints are treated as a burden to be managed*
- *There are little or no active listening mechanisms to systematically collect customer feedback*
- *Service improvement ideas and suggestions of employees, suppliers and customers are not collected*
- *People's efforts are rarely focused on tangible and measurable success from the customer's point of view*
- *Good service results and successes are rarely celebrated*
- *Internal and/or external customer opinions are not regularly invited on the relative value of the efforts made by the organization*

### Suggested interventions

- Invite key customers to suggest or feed back how improvements to service could be made (according to their definition (not your own) of service quality).
- Make efforts to openly share the overall service strategy of the enterprise as well as your goals as an organization with your key suppliers.
- Invite supplier input on how you could work together more closely to create better customer satisfaction.
- Build an on-going rigorous process to collect and carefully analyze progressive supplier and customer feedback and opinion.
- Systematically and realistically audit where the team or the organization are spending time and effort in major work activities at the moment (in order to make any necessary future adjustments).
- Assess whether any proportion of major work activity has little worth or has relative low value in terms of beneficial outcomes for either end consumers or the organization as a whole.
- Invite customers to offer feedback on the organization's quality shortfalls or on areas they see to be in need of improvement.
- Challenge quality mediocrity in every quarter and encourage people to set higher standards to yield superior quality results.
- Review the whole system for handling customer queries and complaints to ensure that systematic problems are identified and quickly remedied.
- Establish a formal process for collecting the service improvement ideas of employees, suppliers and customers (and resource it fully).

## People (empowerment)

**A climate of openness, trust and empowerment is constantly sought in order to encourage every individual to offer quality in everything that they do.**

### Low performance

- *Individual suggestions are rarely seriously considered and analyzed*
- *People have insufficient skills and training to offer the best service*
- *People do not have enough reasonable freedom to act in order to offer good service to the customer*
- *Individuals and teams are not actively encouraged to innovate and take initiative to improve service*
- *Communications in the organization are often complicated and confusing*
- *Organizational deeds often do not match words*
- *People are discouraged from speaking their minds openly and to share their quality thoughts and concerns*
- *Important information does not flow efficiently and effectively at all levels and across all teams*

### Suggested interventions

- Invest effort into discovering how 'free' people feel to offer service excellence to their internal and external customers (and make adjustments accordingly).
- Having listened carefully to customers and added your own ideas, work with people to look for flexible approaches that will better satisfy customer needs.
- Identify specific opportunities to help to empower people to take decisions without reference to higher authority.
- Give people access to the quality coaching and training that they need to offer the best possible service levels.
- Actively invite individuals to comment on their frustrations or concerns about service or quality and discuss ways in which the situation might be improved.
- Use the information gathered from employees to carefully plan what is said and how it is said in the future, so that important information or messages are well received and positively acted upon.
- Experiment with different communication methods or channels to appeal to a wider range of people.
- Keep a log or a diary to record performance feedback or comments and make a point of encouraging leaders to talk to individuals in as direct a way as possible on a one-to-one basis.
- Conduct regular and rigorous needs analysis exercises to identify service training gaps or shortfalls.
- Consider setting up a formal suggestion scheme to invite service or quality improvement ideas from people at all levels.

## Process (alignment)

Processes and systems are regularly 'mapped' and adjusted where necessary to ensure that they are as efficient and effective as possible.

### Low performance

- *The whole supplier to customer chain in their organization is not well understood*
- *Organizational waste and rework is not systematically measured*
- *Key 'moments of truth' with the customer are not identified*
- *Interest in major process variation is low*
- *'Early warning' systems are not set up to help avoid process surprises*
- *Teams are not well prepared to handle the unexpected*
- *Ways to collaborate and partner with other teams or groups are rarely sought*
- *Little active networking outside their team is undertaken in order to understand the wider organizational processes*

### Suggested interventions

- Map the major processes that operate in key work areas and evaluate how efficient or effective they seem to be (in cost, administrative difficulty, cycle time etc).
- Develop an action plan to monitor the most important organizational process steps and to distinguish 'common' versus 'special' cause process variation, wherever possible.
- Assess major process waste and re-work in the organization and develop plans to tackle it systematically.
- Accurately calculate the cost of poor quality in the key areas of the enterprise and develop plans to significantly reduce these costs.
- Develop an active and open interest in talking to other people in teams both inside and organization (to better understand how processes to deliver products and services flow across the enterprise).
- Carefully note where potential system problems or bottlenecks can occur (that might have an impact on the performance of individual teams and therefore need to be more carefully managed).
- Talk regularly to people that supply individuals and teams with information or materials to help it to do its job, and use the information to plan improvements.
- Regularly invite the customers to comment on the performance they are getting
- Review the performance of major processes, and build contingency plans to handle future problems that could arise.
- Invite people to identify all the major 'moments of truth' that exist (when there is a direct interaction with the customer) and review whether processes are optimal for each of these moments.

## Value (measurable outcomes)

**Sound measurement systems are in place to encourage fact based data gathering and decision-making, helping to ensure that as much value as possible is added for the enterprise.**

### Low performance

- *Access to financial performance data concerning the enterprise is difficult and confusing*
- *Sound systems of process control are not in place*
- *Finding data or harnessing resources quickly to meet customer needs is overly complex*
- *Organizational decisions are rarely based on facts*
- *Organizational 'knowledge' is not properly managed*
- *Quality goals are rarely broken into sub-goals or manageable parts*
- *Measures of quantity, quality, cost and time are not properly applied to all major goals and strategies*
- *key performance indicators are not widely applied*

### Suggested interventions

- Develop a 'knowledge management' strategy to ensure that team and organizational knowledge is protected and can be leveraged to the greatest possible extent.
- Formally audit whether every individual and team has easy access to performance data (including financial performance) to do their job well (and make changes where this is not the case).
- Consider setting up formal processes to create or maintain effective key performance indicators for every major organizational process.
- Actively seek to discover where data confusion, ambiguity or gaps in quality knowledge exist and develop a plan to systematically address it.
- Work with suppliers and customers to develop better and more accurate information gathering and analysis processes from which everyone in the chain can benefit.
- Seek to train every individual in better fact based decision-making techniques and methods.
- Review written quality goals and targets to ensure that they have appropriate staging posts and specific performance indicators.
- Systematically review the knowledge, experience, data and resources that exist in teams and the across the entire organization (and determine how it is to be protected).
- Ensure that overall quality and other goals are relevant and capable of being influenced by people's direct efforts.
- Encourage individuals to identify 'best practice' competitive benchmarks ensure that they set targets that are stretching.