

**Mary Sample**  
**Quality Effectiveness**  
**self feedback report**

**Saturday, January 26, 2002**

# Introduction

The following information is provided to help you to navigate the extensive information that is included in this Quality Effectiveness output report.

## 1. Overall summary chart

The summary results chart provides a quick visual representation of your scores in seven categories that make up the Quality Effectiveness profile. Scores upon which to most concentrate are above 3.5, which are considered to be strong and scores below 2.75, which may be in need of further development. Please note that these category scores are averages. Individual question scores can be viewed by clicking on the category label hyperlink.

## 2. Category description pages

This report contains three output pages for each of the seven categories. The first of these three pages explains the category, list average scores and then provides high and low score interpretation notes. The second page provides a graphical representation of individual question scores. The third page in the set provides broadly based improvement actions for those individuals wanting to develop their competencies in the overall category.

## 3. 10/10 Report

The 10/10 Report page provides the raw scores for the top 10 highest scoring questions and the bottom 10 lowest scoring questions out of the 84. It also identifies the categories to which these questions belong.

## 4. Course and Reading suggestions

This output report includes development suggestions for the two lowest scoring categories out of the seven. These suggestions include training courses that may prove helpful, as well as specific books that may provide some useful additional information.

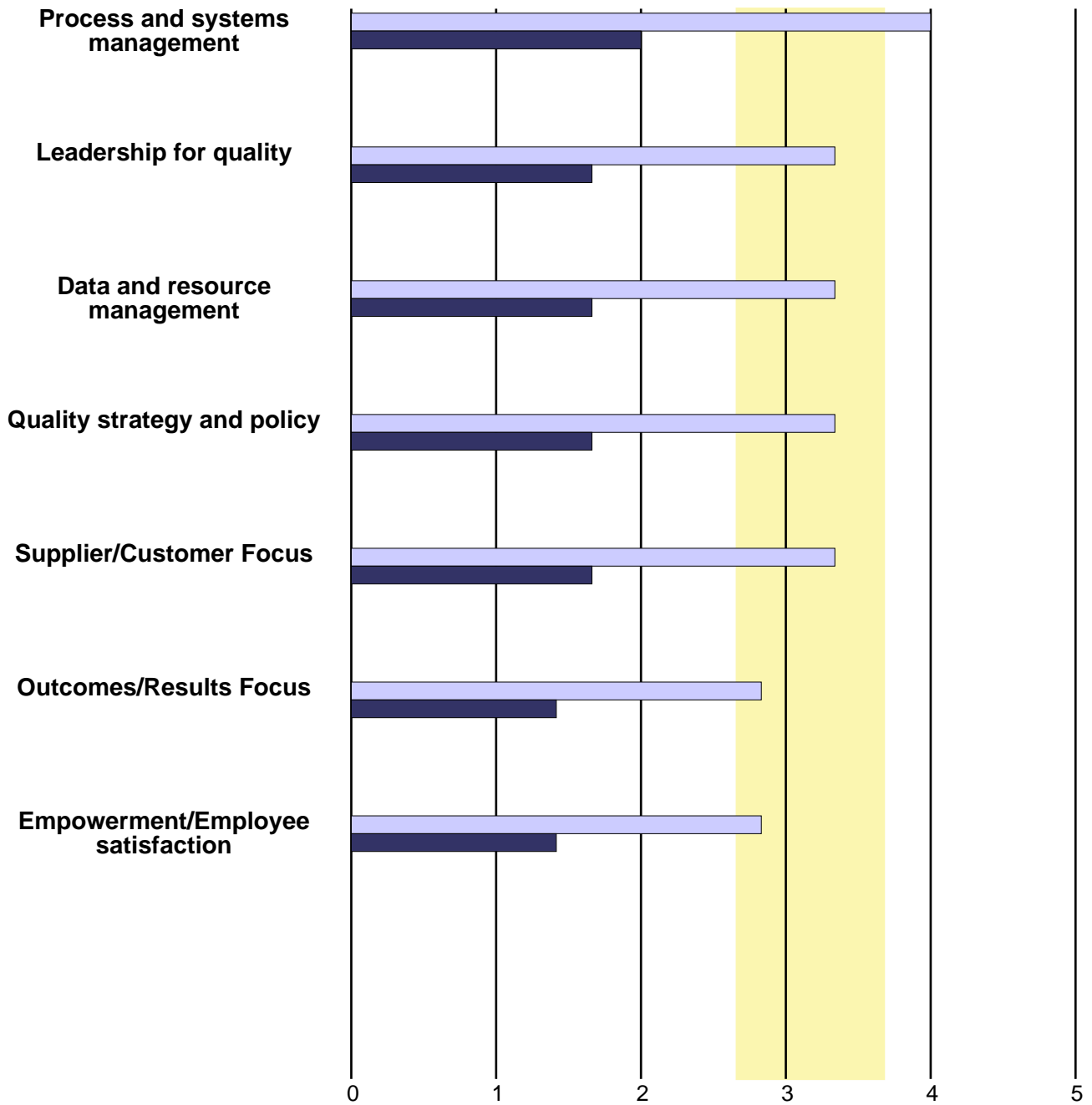
## 5. Development Plan

The development plan takes the five lowest scoring questions on aggregate and puts them into a single page template for individuals to record the specific actions that they plan to take as a result of their feedback during the forthcoming twelve month period. Individuals may draw upon any of the general guidance offered in their feedback report, or perhaps more usefully, draw upon the coaching tips ideas that are also included (see next section)

## 6. Coaching tips

The overall output report includes detailed coaching tips for the five lowest scoring questions on aggregate (consistent with the one page development plan). These coaching tips provide not only elaborative information about the particular questions but provide some specific advice on what individuals might do to improve their skills or learn new behaviors in the future.

## OVERALL SUMMARY



Self Norm

The above chart is sorted in descending order of summary scores.

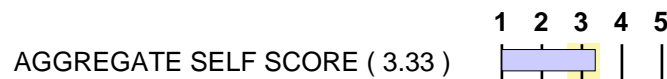
Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Quality Effectiveness Profile

### DATA AND RESOURCE MANAGEMENT

Data & Resource management looks at 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. This category asks the question "How well planned and accessible is organizational information and other necessary resources in order to use it to drive high levels of customer satisfaction?"

1 = almost never, 5 = almost always.



#### Interpretation

##### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that organizational data and resources are not readily available or accessible to this individual or that their knowledge of where to go or what to do in some circumstances needs improvement. They are also unlikely to organize or manage data or resources as systematically as they could, making general problem solving and fact based decision making considerably harder.

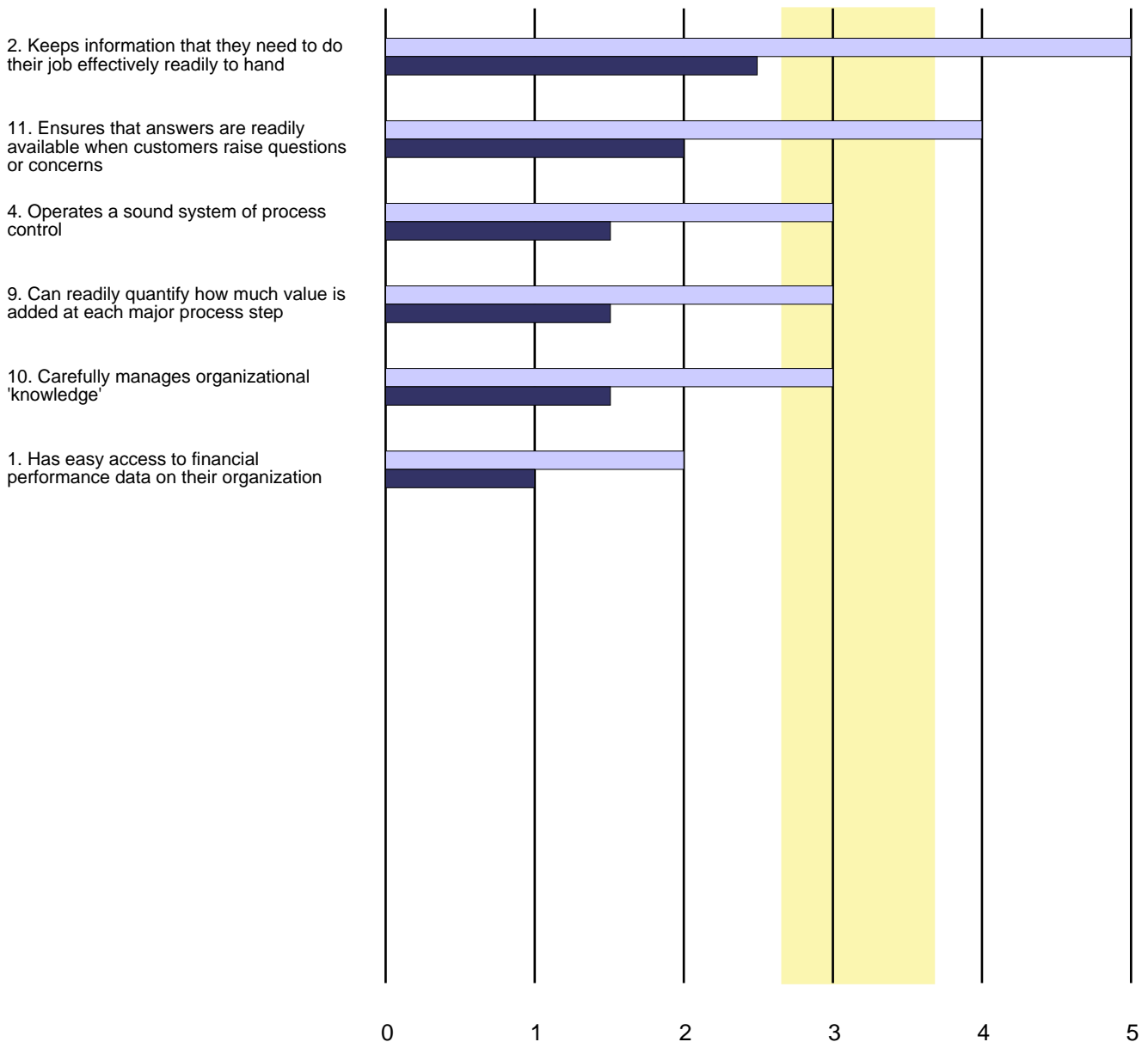
A low score person will be likely to spend much more time than they might in looking for data or chasing resources to achieve their goals and objectives. They will therefore, either face frequent time 'squeezing' in meeting deadlines and/or find that decisions have to be made occasionally based on poorly grounded assumptions or guesswork."

##### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that organizational data and resources are readily available to perform this individual's work efficiently and effectively. In addition, they are likely to spend a considerable amount of time in making sure that they understand where to find facts and general information necessary to do their job successfully and keep people up to date.

A high score person will be likely to seek to carefully organize themselves and the data and resources they need to perform their work roles successfully. They will therefore, network widely with other people inside and outside the organization as necessary and make sure that they have a good personal system to refer to as and when they need it."

## Quality Effectiveness Profile DATA AND RESOURCE MANAGEMENT



Self
  Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Quality Effectiveness Profile

# DATA AND RESOURCE MANAGEMENT

Data & Resource management looks at 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. This category asks the question "How well planned and accessible is organizational information and other necessary resources in order to use it to drive high levels of customer satisfaction?"

### Improvement actions

Low scorers need to ensure that they are fully familiar with organizational data and resources that are available to help them perform their role more effectively and efficiently. In addition, they should ensure that their local 'system' to collate and manage data and resources is well designed, easily accessible and able to help prevent looking for similar information or solutions on an overly repetitive basis.

<b>Data and resource management</b>	<ul style="list-style-type: none"><li>- Systematically review the knowledge, experience, data and resources that exist in the immediate team and the organization around you</li><li>- Discover where data confusion, ambiguity or gaps exist and develop a plan to systematically address it.</li><li>- Use this review to develop an efficient system and approach from which both yourself and others can benefit.</li><li>- Develop a 'knowledge management' strategy to ensure that organizational knowledge is protected and can be leveraged to the greatest possible extent.</li></ul>
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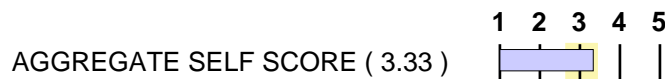
## Quality Effectiveness Profile

### LEADERSHIP FOR QUALITY

"Leadership for Quality looks at the extent to which you understand the importance of total quality and demonstrate your commitment to it openly in your words and actions to provide leadership to others.

This category asks the question "How much time do you spend in thinking and talking about quality and acting as a quality leadership role model for others around you?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual 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 them prioritizing many issues other than quality in their leadership style.

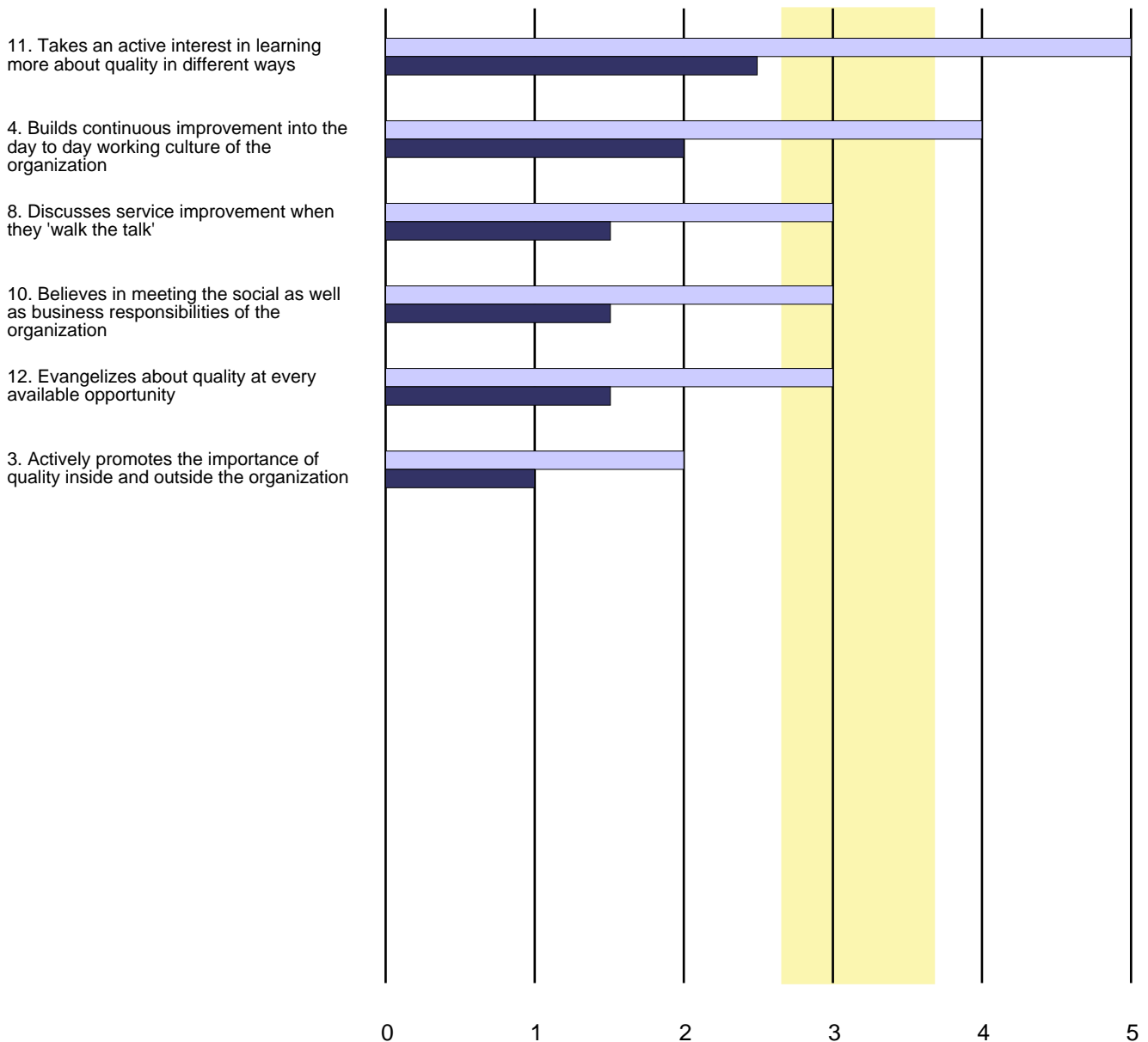
A low score person will be likely to avoid or miss the opportunity to discuss improvement issues or be a role model for quality actions, both inside or outside the organization with suppliers, customers or the community in general. In addition, either through choice or circumstance, they will spend little or no time translating total quality concepts into practical day to day realities in different workplace settings."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual well understands 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.

A high score person will be likely to make sure that quality and continuous improvement of processes is a core part of their leadership objectives, and actively look to spend time in talking about quality concepts or "walking the talk" on a regular basis to help raise awareness or solve quality problems. They will also frequently engage suppliers, customers and other organizational stakeholders in discussion about quality improvement."

## Quality Effectiveness Profile LEADERSHIP FOR QUALITY



Self Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Quality Effectiveness Profile LEADERSHIP FOR QUALITY

"Leadership for Quality looks at the extent to which you understand the importance of total quality and demonstrate your commitment to it openly in your words and actions to provide leadership to others.

This category asks the question "How much time do you spend in thinking and talking about quality and acting as a quality leadership role model for others around you?"

### Improvement actions

Low scorers need to talk more openly and frequently about quality matters at every appropriate opportunity. Discussions should therefore take place inside the organization, at a variety of levels and with external groups such as suppliers, customers and the wider community in general.

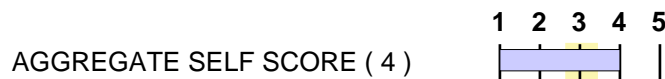
<b>Leadership for quality</b>	<ul style="list-style-type: none"><li>-Look to make formal and informal presentations on quality to groups or teams inside and outside the organisation.</li><li>-Combine this approach with an open encouragement of colleagues or team members to freely bring quality issues or concerns to your attention so that these can be openly discussed and efficiently handled.</li><li>-Regularly ask people what they are tangibly doing to continuously improve or to lift quality</li><li>-Find new or innovative ways to promote the importance of quality to every individual and team in terms that will appeal most to them.</li></ul>
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## Quality Effectiveness Profile

### PROCESS AND SYSTEMS MANAGEMENT

Process and systems management looks at the extent to which you understand the steps or 'flow' of processes or planned sequences of work, and make sure that they deliver their intended outcomes to the customer on a consistent basis. This category asks the question "How effectively do you measure or track key organizational processes to ensure that they conform to expectations as much as possible.

1 = almost never, 5 = almost always.



#### Interpretation

##### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual performs their tasks without spending sufficient time to consider the wider processes or systems of which they are a part. As a result, their capacity to recognize broader quality process issues such as waste, re-work, 'moments of truth' or the cost of poor quality is extremely limited.

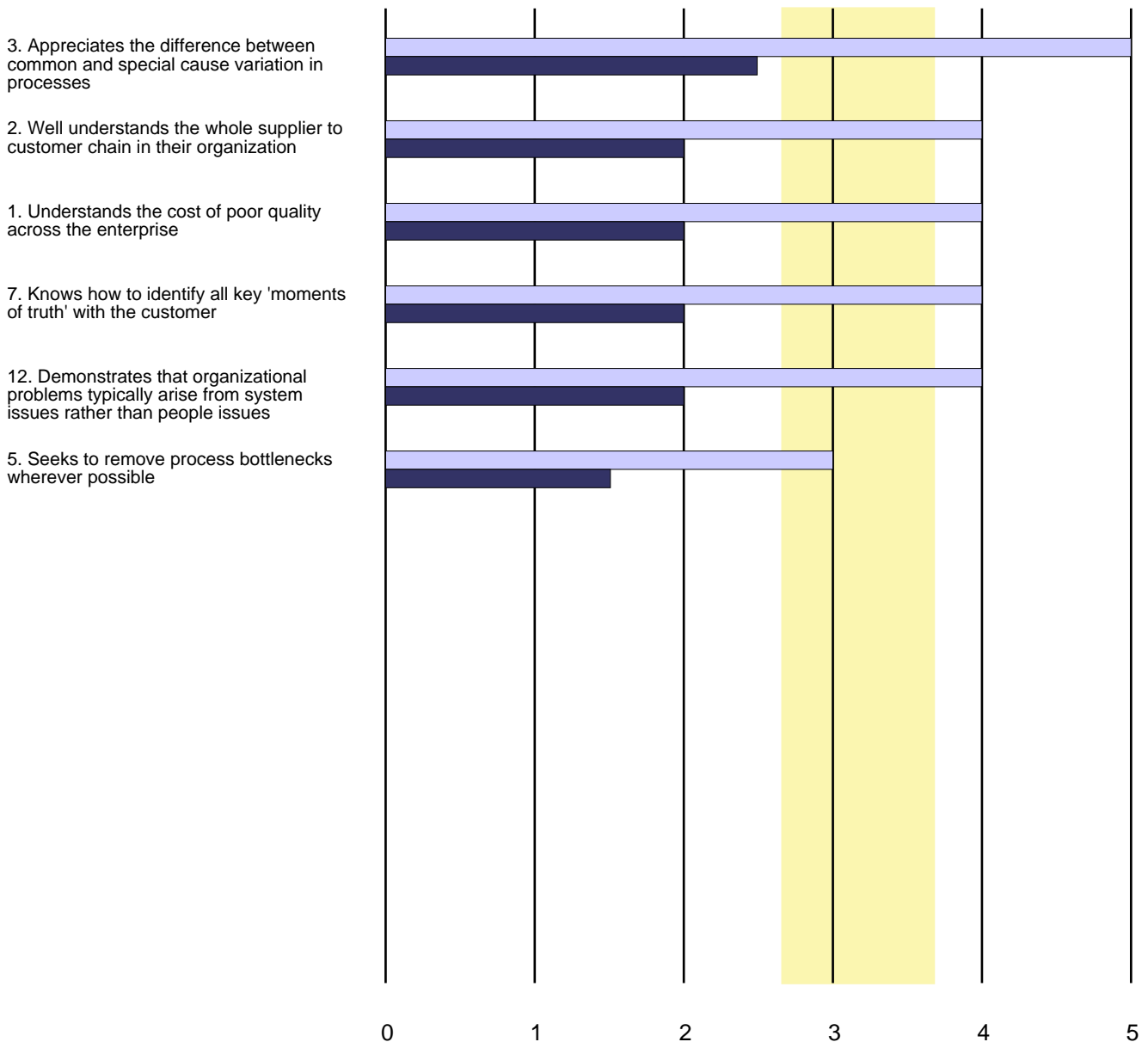
A low score person will be likely to perform little process analysis and therefore seek to fix immediate problems or concerns as 'one off' variation, without reference to their wider context and with little consideration of the 'upstream' or 'downstream' impact in the overall process flow. This affords few opportunities for systematic improvement effort or engagement in proactive quality steps or action to prevent problems from reoccurring."

##### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual has a clear understanding of processes and systems in their work area, or sphere of influence. As such they will know how supplier inputs and resources are converted so as to provide ultimate value for internal and external customers. They will also appreciate where management and control is necessary to ensure that this 'flow' is as smooth as possible across the organization, as much as this is possible.

A high score person will be likely to monitor overall processes and systems and look to distinguish between systematic or on-going 'common cause' versus one-off, 'special cause' variation. This helps to ensure that individual problems, issues and concerns are handled in the wider context and not as isolated 'quick fixes'. "

## Quality Effectiveness Profile PROCESS AND SYSTEMS MANAGEMENT



Self
  Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Quality Effectiveness Profile PROCESS AND SYSTEMS MANAGEMENT

Process and systems management looks at the extent to which you understand the steps or 'flow' of processes or planned sequences of work, and make sure that they deliver their intended outcomes to the customer on a consistent basis. This category asks the question "How effectively do you measure or track key organizational processes to ensure that they conform to expectations as much as possible.

### Improvement actions

Low scorers need to understand all of the processes of which their work is a part, and look to establish tracking, progress monitoring and measurement systems which allow them to better appreciate variation (when it occurs). Information from greater monitoring can then be used to plan for preventative improvement initiatives and help to better respond to 'once off' type issues.

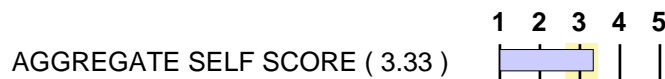
<b>Process and systems management</b>	<ul style="list-style-type: none"><li>-Map the major processes that operate in your work area and evaluate how efficient or effective they seem to be (in cost, administrative difficulty, cycle time etc).</li><li>-Develop an action plan to monitor the most important process steps and to distinguish 'common' versus 'special' cause variation wherever you can.</li><li>-Assess major process waste and re-work and develop plans to tackle it systematically.</li><li>-Accurately calculate the cost of poor quality in the key areas of the enterprise and develop plans to significantly reduce these costs.</li></ul>
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## Quality Effectiveness Profile

### SUPPLIER/CUSTOMER FOCUS

Supplier/Customer focus looks at the extent to which you understand the entire value chain from the supplier of information or resource inputs to practical outcomes or results that are valuable to the customer. This category asks the question "How well do you focus on all of the steps between the supplier and the customer to ensure that ultimate consumer expectations are met or exceeded as much as possible."

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual performs their work without fully recognizing the potential impact that changing supplier performance, or shifting customer expectations can have on your 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."

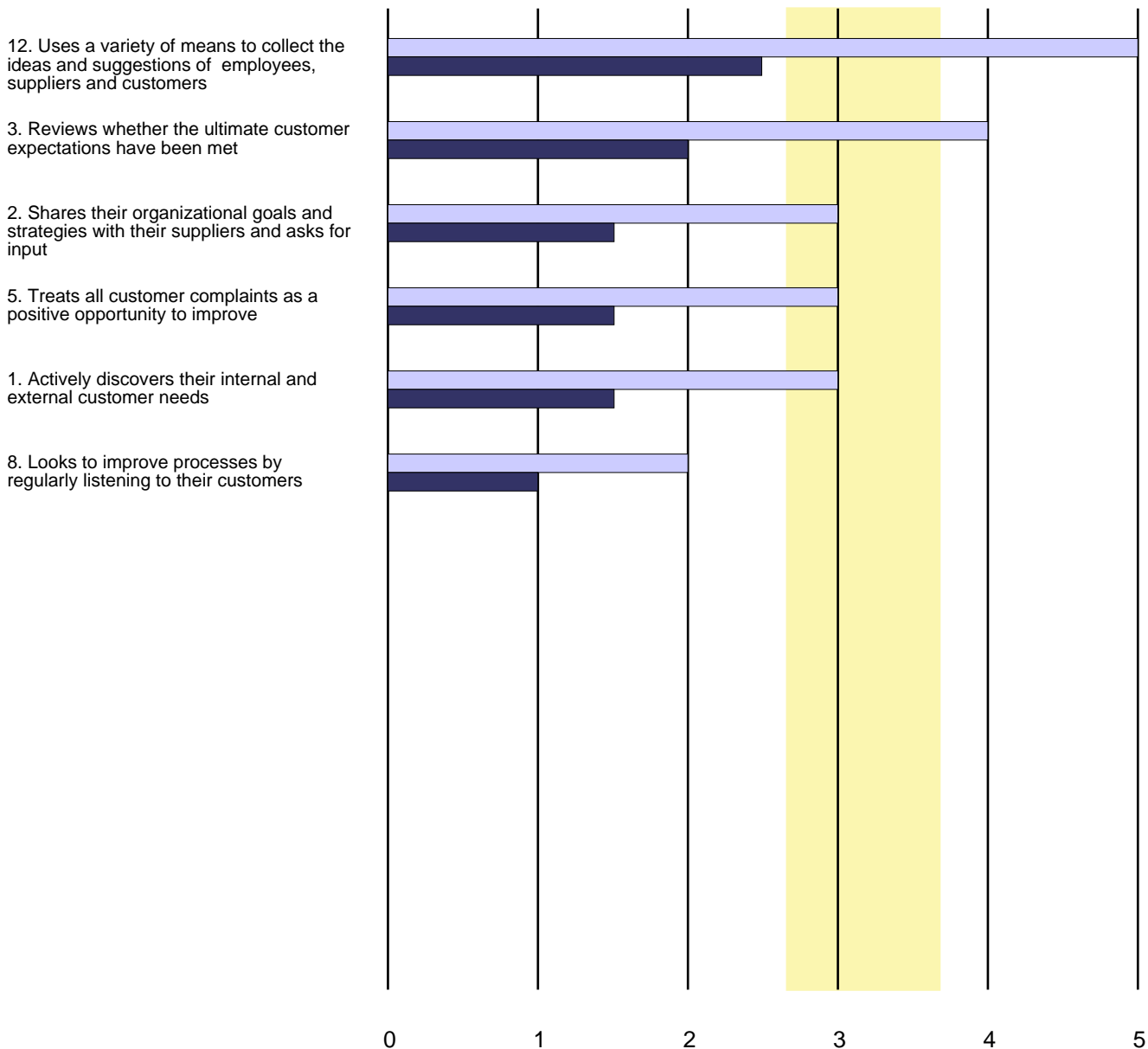
A low score person will be likely to carry out their work with minimal reference to customer specifications for quality or performance in general. In addition, they are unlikely to fully appreciate supplier perspectives on how quality might be improved and processes simplified for the benefit for everyone."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual well understands that quality effectiveness rests heavily upon the smooth operation of the entire value chain, starting with supplier inputs. They therefore maintain a strong relationship between internal and external suppliers and customers in order to ensure that you can better manage your part in the overall process."

A high score person will be likely to actively engage in discussions with both suppliers and customers to discover ideas for better service or more effective overall performance. As a result, high scorers design fluid and open communication channels through which information can quickly and easily pass along the supplier to customer chain."

## Quality Effectiveness Profile SUPPLIER/CUSTOMER FOCUS



Self
  Norm

The above chart is sorted in descending order of summary scores.

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## Quality Effectiveness Profile SUPPLIER/CUSTOMER FOCUS

Supplier/Customer focus looks at the extent to which you understand the entire value chain from the supplier of information or resource inputs to practical outcomes or results that are valuable to the customer. This category asks the question "How well do you focus on all of the steps between the supplier and the customer to ensure that ultimate consumer expectations are met or exceeded as much as possible.

### Improvement actions

Low scorers need to regularly engage in discussions with different suppliers about their ideas for possible improvements in overall service. In addition, they should set up a variety of methods by which customer feedback can be solicited and carefully analyzed in order to make beneficial adjustments. Much closer partnerships can ultimately be built with key suppliers and key customers.

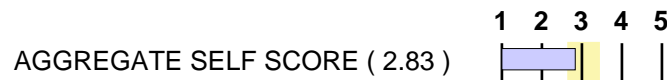
<b>Supplier/Customer Focus</b>	<ul style="list-style-type: none"><li>- Invite your key customers to suggest or feed back how improvements to service could be made (according to their definition of service quality).</li><li>- Share this information as well as your goals as an organization with your key suppliers</li><li>- Invite supplier input on how you could work together more closely to create better customer satisfaction.</li><li>- Build and on-going rigorous process to collect and carefully analyze progressive supplier and customer feedback and opinion.</li></ul>
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## Quality Effectiveness Profile

### EMPOWERMENT/EMPLOYEE SATISFACTION

Empowerment/Employee satisfaction looks at the extent to which every individual in the organization (including yourself) has the freedom and support to offer high levels of service quality to their internal and external customers. This category asks the question "How much room and encouragement is given to individuals at all levels to meet customer expectations flexibly, without having to refer issues or customer concerns to higher authority?"

1 = almost never, 5 = almost always.



#### Interpretation

##### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean either that processes and people operate in a highly structured way in their part of the enterprise, or that they perform their tasks without looking to tailor their actions to better meet customer needs or expectations. This is 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.

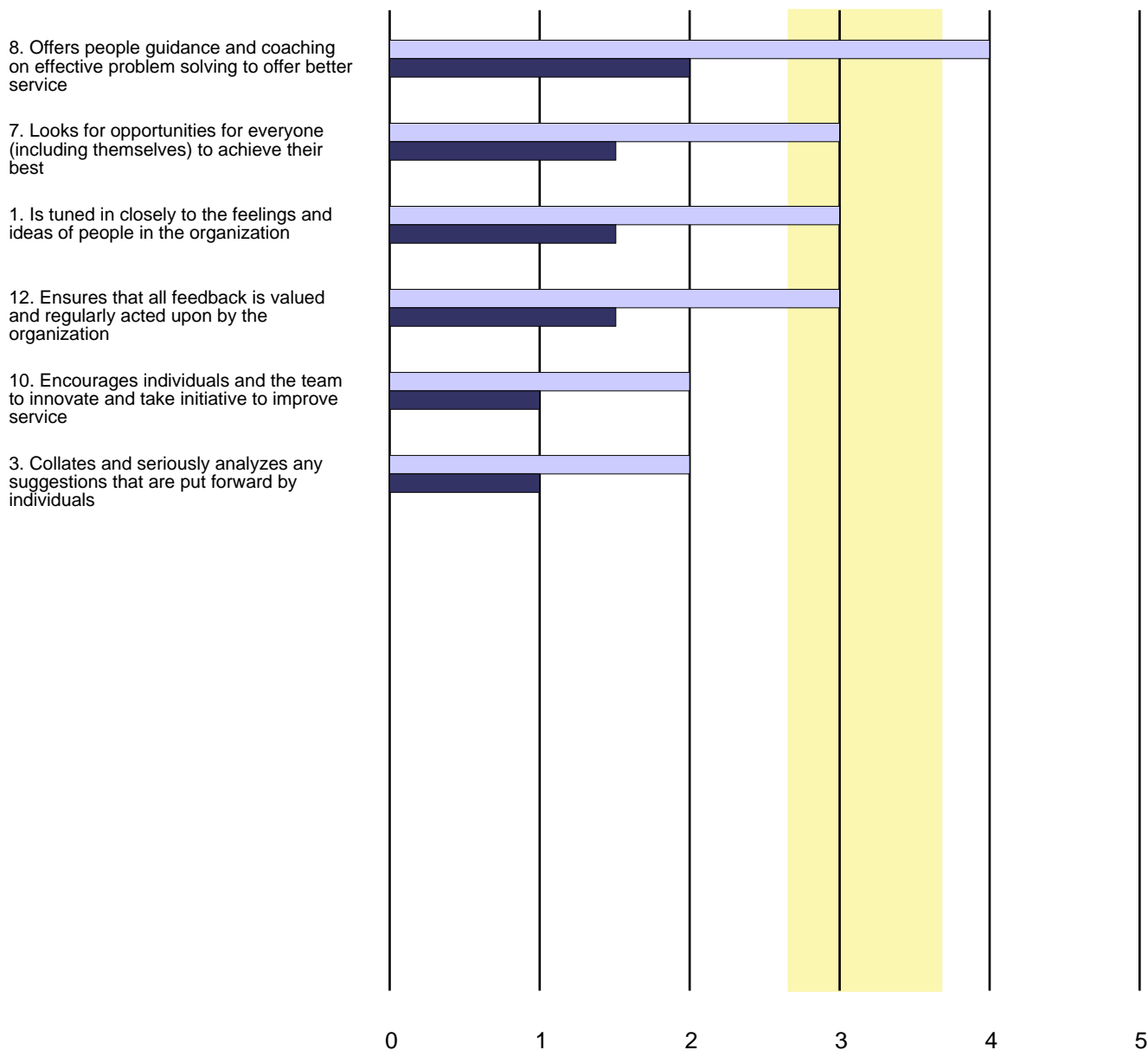
A low score person will be likely to perform their tasks or their role strictly according to real or perceived organizational rules, constraints or boundaries. As a result, they operate in a 'problem centered' rather than 'solution centered' way and spend too little time in looking to collaborate with others to take or give a better results (or to give others the freedom to act in the most effective way possible to obtain a desired outcome)."

##### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual aims to create an environment or 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 themselves and others in the team have the required freedom and motivation to act in the best interests of customers at all times.

A high score person will be likely to be effectively 'tuned in' to the general feelings and ideas, concerns of people in the organization in terms of their relative freedom from constraints in doing the best job possible. Where personal or team 'gaps' are evident they will therefore, look to work together to find the best solutions for the customer and the organization."

## Quality Effectiveness Profile EMPOWERMENT/EMPLOYEE SATISFACTION



Self Norm

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## Quality Effectiveness Profile

### EMPOWERMENT/EMPLOYEE SATISFACTION

Empowerment/Employee satisfaction looks at the extent to which every individual in the organization (including yourself) has the freedom and support to offer high levels of service quality to their internal and external customers. This category asks the question "How much room and encouragement is given to individuals at all levels to meet customer expectations flexibly, without having to refer issues or customer concerns to higher authority?"

#### Improvement actions

Low scorers need to evaluate how much relative freedom to act they require to serve their internal or external customers needs well. Where this freedom is constrained, they should look to discuss issues with challenges and listen carefully to suggestions or ideas that may help to break down unnecessary boundaries or rules.

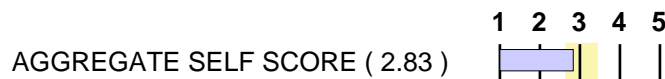
<b>Empowerment/Employee satisfaction</b>	<ul style="list-style-type: none"><li>-Make an effort to discover how 'free' people feel to offer service excellence to their internal and external customers.</li><li>-Having listened and added your own ideas, work with people to look for flexible approaches that will better satisfy customer needs.</li><li>-Help to empower people to take decisions without reference to higher authority.</li><li>-Give people access to the quality coaching and training that they need to offer the best possible service levels.</li><li>-Actively invite individuals to comment on their frustrations or concerns about service or quality and discuss ways in which the situation might be improved</li></ul>
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## Quality Effectiveness Profile

### OUTCOMES/RESULTS FOCUS

Outcomes/Results focus looks at the extent to which you focus your time and effort on making sure that your all of your efforts are quality orientated and customer focused, and yield results that are valuable to the organization. This category asks the question "How well are your overall quality and continuous improvement efforts translating into results that are valuable to your end customers?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that this individual is not necessarily conscious of the fact that a proportion of quality and general work efforts may appear to be intrinsically worthwhile but may have little or no real value in terms of the tangible results for either the end consumer or the organization as a whole over the longer term.

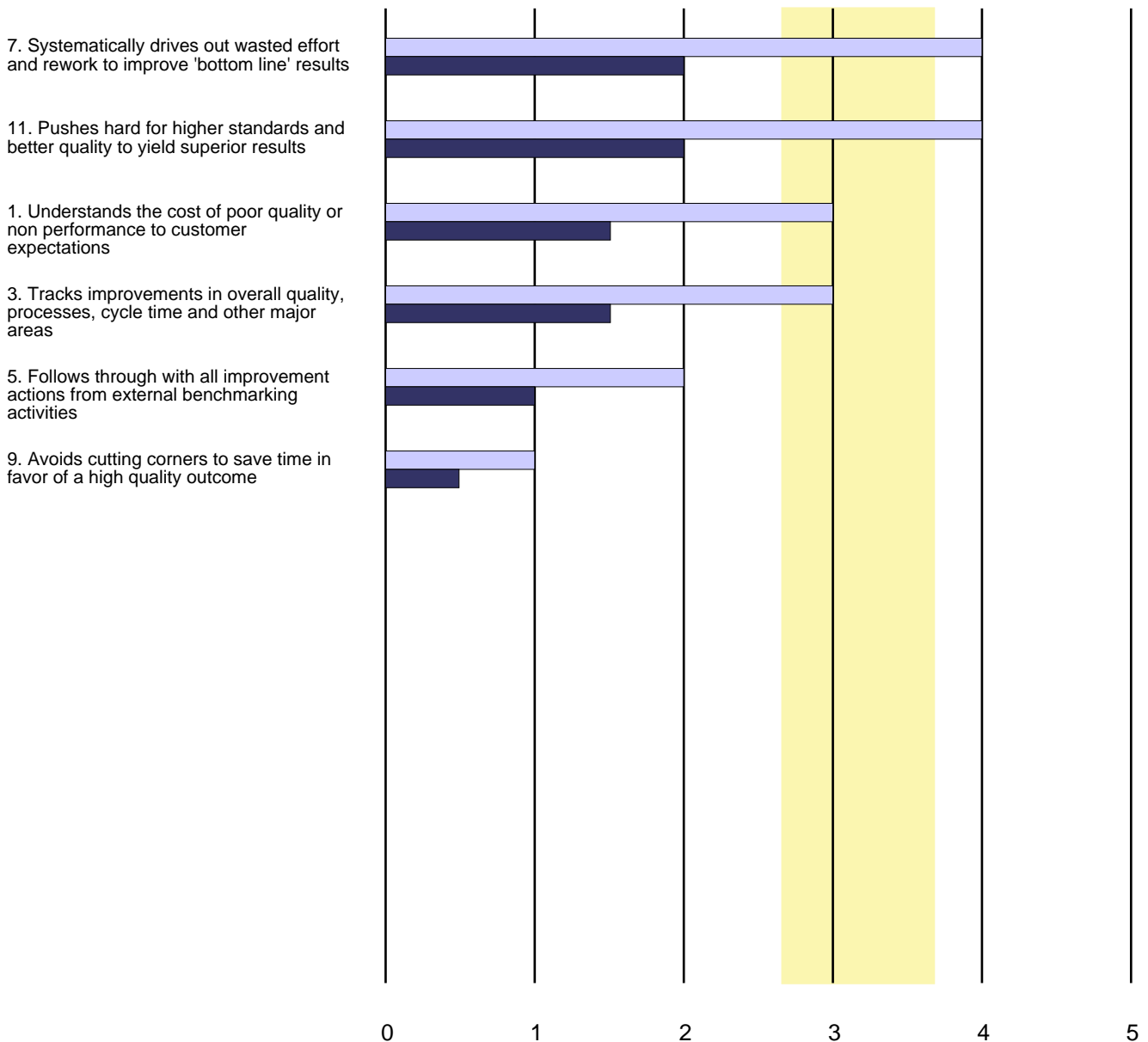
A low score person will be likely to generally tackle work as it 'arrives' and engage randomly in effort to produce results which vary widely in terms of their tangible worth to the ultimate customer and/or the wider organization. Low scorers tend to therefore be more driven by circumstances and spend too little time in measuring where the investment of their effort is likely to pay off most."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual appreciates 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. They typically therefore spend a fair amount of time in tracking and measuring performance to ensure that ultimate results are truly beneficial.

A high score person will be likely to maintain a strong focus on high value added outcomes and then work backwards to determine how to invest their effort in the best possible way. This affords them the opportunity to reduce or eliminate work or tasks of low or no worth or to avoid unnecessary rework and waste. "

## Quality Effectiveness Profile OUTCOMES/RESULTS FOCUS



Self
  Norm

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## Quality Effectiveness Profile OUTCOMES/RESULTS FOCUS

**Outcomes/Results focus looks at the extent to which you focus your time and effort on making sure that your all of your efforts are quality orientated and customer focused, and yield results that are valuable to the organization. This category asks the question "How well are your overall quality and continuous improvement efforts translating into results that are valuable to your end customers?"**

### Improvement actions

Low scorers need to take a little longer to plan their work and to use the time to check that their efforts, actions, and decisions are likely to lead to results that are going to be of long term value (and not just short term 'quick fixes' that may see an issue arise again if corners are cut).

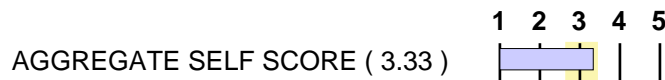
<b>Outcomes/Results Focus</b>	<ul style="list-style-type: none"><li>- Systematically and realistically audit where you are spending your time and effort in your work at the moment</li><li>- Assess whether any proportion of this has little worth or has relative low value in terms of beneficial outcomes for either end consumers or the organization as a whole.</li><li>- Invite customers to give you feedback on your quality shortfalls or on areas in need of improvement.</li><li>- Challenge quality mediocrity in every quarter and encourage people to set higher standards to yield superior quality results.</li></ul>
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## Quality Effectiveness Profile

### QUALITY STRATEGY AND POLICY

Quality strategy and policy looks at the extent to which both you and your organization have a clear, tangible strategy to implement total quality throughout the major activities of your enterprise, and that this strategy is written into policies, procedures and standards. This category asks the question "How well represented are your service and quality goals in the overall strategic plan and policies of the organization, and how widely and well are they understood?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that quality strategy is either hidden from this person's view or that they take little interest in the deployment of quality concepts into the day to day policies and operating practices of the organization. Furthermore, quality policy and standards may often take a low priority in terms of the amount of time that they devote to them.

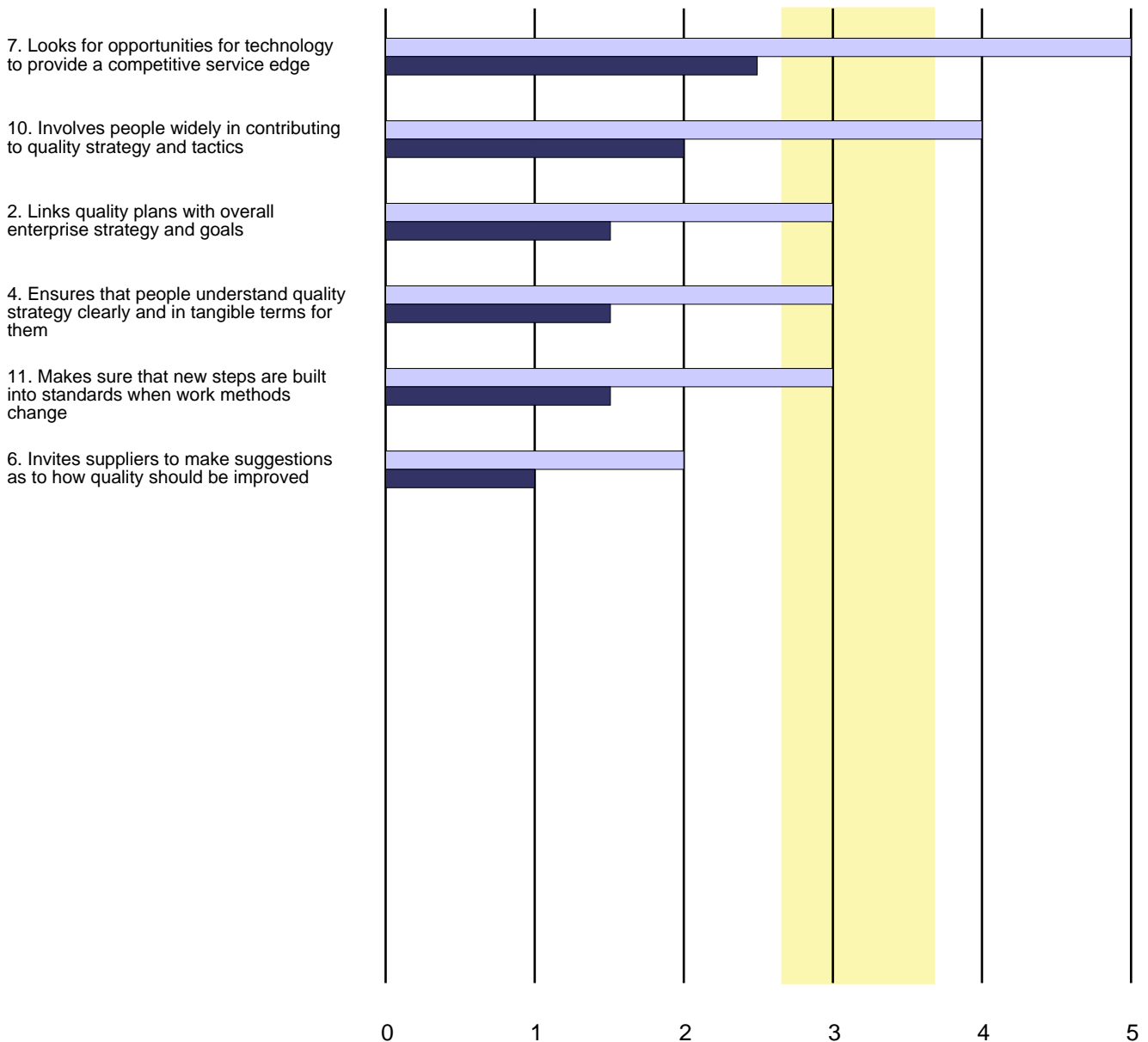
A low score person will be likely to operate without an overall quality strategy or plan, or fail to link their own goals and efforts with any wider quality strategy or policies which may exist. As a result, a low score person will be more inclined to take both an independent and short term view about organizational improvement and not look to develop longer term plans, policies or standards to ensure quality levels are systematically improving."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual well understands 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, they take an active interest 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.

A high score person will be likely to take a longer term perspective about quality improvement and see it best brought about by effective strategy and efficient policy deployment. Quality strategies, polices and standards are therefore typically developed by reference to 'best practice' external organizations as well as reference to internal people and teams who have valuable input to make."

## Quality Effectiveness Profile QUALITY STRATEGY AND POLICY



Self Norm

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## Quality Effectiveness Profile

### QUALITY STRATEGY AND POLICY

Quality strategy and policy looks at the extent to which both you and your organization have a clear, tangible strategy to implement total quality throughout the major activities of your enterprise, and that this strategy is written into policies, procedures and standards. This category asks the question "How well represented are your service and quality goals in the overall strategic plan and policies of the organization, and how widely and well are they understood?"

### Improvement actions

Low scorers need to become familiar with the overall quality goals and strategies of the enterprise, or in their absence help to develop or shape them. To do this, they can engage in external benchmarking to gain an insight on how it is done by others. In addition, they can more openly talk to people internally about how quality can be systematically and smoothly deployed through better policies and standards.

<b>Quality strategy and policy</b>	<ul style="list-style-type: none"><li>- Develop a one, two or three year personal quality plan or strategy to tackle the most significant quality 'gaps' or shortfalls in your part of the organization and discuss this with your colleagues.</li><li>- Jointly develop what policies and/or standards may need to change or be written and deployed for the first time.</li><li>- Invite widespread input from employees, suppliers, customers and others to suggest how quality strategy and tactics should be developed and deployed</li><li>- Look for quality benchmarking partners with which you can work in the long term to improve together.</li></ul>
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# THE '10/10' REPORT

## Top 10 development needs

		scores
Outcomes/Results Focus	9. Avoids cutting corners to save time in favor of a high quality outcome	1.0
Data and resource management	1. Has easy access to financial performance data on their organization	2.0
Empowerment/Employee satisfaction	3. Collates and seriously analyzes any suggestions that are put forward by individuals	2.0
Empowerment/Employee satisfaction	10. Encourages individuals and the team to innovate and take initiative to improve service	2.0
Leadership for quality	3. Actively promotes the importance of quality inside and outside the organization	2.0
Outcomes/Results Focus	5. Follows through with all improvement actions from external benchmarking activities	2.0
Quality strategy and policy	6. Invites suppliers to make suggestions as to how quality should be improved	2.0
Supplier/Customer Focus	8. Looks to improve processes by regularly listening to their customers	2.0
Data and resource management	4. Operates a sound system of process control	3.0
Data and resource management	9. Can readily quantify how much value is added at each major process step	3.0

## Top 10 strengths

Data and resource management	2. Keeps information that they need to do their job effectively readily to hand	5.0
Leadership for quality	11. Takes an active interest in learning more about quality in different ways	5.0
Process and systems management	3. Appreciates the difference between common and special cause variation in processes	5.0
Quality strategy and policy	7. Looks for opportunities for technology to provide a competitive service edge	5.0
Supplier/Customer Focus	12. Uses a variety of means to collect the ideas and suggestions of employees, suppliers and customers	5.0
Leadership for quality	4. Builds continuous improvement into the day to day working culture of the organization	4.0
Data and resource management	11. Ensures that answers are readily available when customers raise questions or concerns	4.0
Empowerment/Employee satisfaction	8. Offers people guidance and coaching on effective problem solving to offer better service	4.0
Outcomes/Results Focus	7. Systematically drives out wasted effort and rework to improve 'bottom line' results	4.0
Outcomes/Results Focus	11. Pushes hard for higher standards and better quality to yield superior results	4.0

## **COURSE AND READING SUGGESTIONS**

The following are general reading and course suggestions that may help you to better understand the two categories in which your scores were the lowest and to assist you in writing your development plan.

### **Empowerment/Employee satisfaction**

**Empowerment/Employee satisfaction looks at the extent to which every individual in the organization (including yourself) has the freedom and support to offer high levels of service quality to their internal and external customers. This category asks the question "How much room and encouragement is given to individuals at all levels to meet customer expectations flexibly, without having to refer issues or customer concerns to higher authority?"**

#### **Course Suggestions**

- Empowering others
- Teambuidling
- Effective coaching
- Building trust
- Developing quality improvement teams

#### **Reading Suggestions**

- The 8 Practices of Exceptional Companies : How Great Organizations Make the Most of Their Human Assets by Jac Fitz-Enz. Hardcover (March 1997)
- Building a Total Quality Culture by Joe D. Batten, Philip Gerould (Editor). Paperback (November 1993)
- Driving Fear Out of the Workplace : Creating the High-Trust, High-Performance Organization (The Jossey-Bass Business & Management Series) by Kathleen Ryan, Daniel K. Oestreich. (April 1998)
- Human Resources Management and the Total Quality Imperative by Carla C. Carter. (January 1994)
- Managing Quality and Human Resources : A Guide to Continuous Improvement by Barrie Dale, et al. Paperback (December 1997)
- Quality Improvement: Teamwork Solutions from The UK and North America by Lesley Munro-Faure(Editor), et al. Paperback (October 1998)
- Quality-Centered/Team-Focused Management by John Hodge-Williams, et al. Paperback (February 1998)
- The Quality-Empowered Business by Robert H. Wilkins. Hardcover (May 1994)

#### **Other Suggestions**

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

## **COURSE AND READING SUGGESTIONS**

### **Outcomes/Results Focus**

**Outcomes/Results focus looks at the extent to which you focus your time and effort on making sure that your all of your efforts are quality orientated and customer focused, and yield results that are valuable to the organization. This category asks the question "How well are your overall quality and continuous improvement efforts translating into results that are valuable to your end customers?"**

### **Course Suggestions**

- Quality goal and strategy setting
- Performance measurement
- Service driven quality
- Value engineering
- Challenging mediocrity

### **Reading Suggestions**

- Achieving Quality Through Continual Improvement by Claude W. Burrill, et al. (July 1998)
- The Baldrige Assessor's Workbook : How to Perform the Examiner's Role for Internal and External Assessments by Kicab Castandeda-Mendez, et al. (August 1997)
- Beyond Tqm : Tools & Techniques for High Performance Improvement by Jack L. Huffman. (July 1997)
- Breakthrough Management : How to Convert Priority Objectives into Results by Giorgio Merli. (June 1995)
- Continuous Improvement Tools : A Practical Guide to Achieve Quality Results (Quality Improvement) by Richard Y. Chang, Matthew E. Niedzwiecki (Contributor). (March 1994)
- Focused Quality : Managing for Results by Harvey K. Brelin(Editor), et al. (October 1995)
- Making Quality Work: A Leadership Guide for the Results-Driven Manager by George Labovitz, et al.
- Quality on Trial : Bringing Bottom-Line Accountability to the Quality Effort by Roger J. Howe, et al. (January 1995)

### **Other Suggestions**

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

## DEVELOPMENT PLAN

Use the space below to write out your personal development plan for the next 12 months based on your results. Draw upon the general improvement actions in relevant areas of the report and ideas that are suggested in the attached coaching tips.

<b>Development Area: Avoids cutting corners to save time in favor of a high quality outcome</b>		1.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Has easy access to financial performance data on their organization</b>		2.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Collates and seriously analyzes any suggestions that are put forward by individuals</b>		2.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Encourages individuals and the team to innovate and take initiative to improve service</b>		2.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Actively promotes the importance of quality inside and outside the organization</b>		2.0	N/A	N/A
Action to Take:	Target Date:			

## Outcomes/Results Focus

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### **Avoids cutting corners to save time in favor of a high quality outcome**

In a world in which customers increasingly seem to want everything as quickly as it can be delivered, the temptation to drop standards or to cut corners is often very high. Although we may 'get away' with this some of the time, in the medium to long term our decisions to cut corners may come back to haunt us. A quality approach should always be seen as a longer term investment. If we take a little extra time to ensure what we are doing is entirely fit for purpose, it will pay much greater dividends in the longer run.

Consider the following steps to help improve your overall effectiveness:

- Take time to reflect upon how you and the team typically work – is the best long-term approach always followed, does everyone aim high, is mediocrity not tolerated, etc?
- Call a meeting of team members and colleagues (where appropriate) and brainstorm where corners may be being cut to the detriment of good quality or better overall service.
- List the major areas of low standards, poor input, overly quick decisions and ineffective control that exist in your team and look to prioritize which items you would look to eliminate first.
- Evaluate the longer term implications of maintaining a corner cutting approach and what the payoffs and benefits might be if positive changes were made (to the organization and your customer(s)).
- Encourage everyone (through coaching and training) to think about high quality in the longer term before they take future corner cutting decisions.



# 4 Data and Resource Management

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## Has easy access to financial performance data on their organization

In order to know where quality improvement is most needed in the organization, performance data needs to be easily accessible and as clear to understand as possible. Although such data can be made available in many areas, it is the financial performance data that is often seen to be of prime importance. This is simply because most enterprises cannot afford to invest their effort in every process that may need it. They therefore need to find ways to prioritize the assignment of their resources to those that can either save money or help to increase revenues the most.

Consider the following steps to help improve your overall effectiveness:

- Look to summarize monthly accounting data into a few key performance indicators that can provide a clear picture of progress.
- Put together one page charts or graphs that can represent trend financial data, and show progress over the longer term.
- Utilize a wide range of interesting and useful ratios of financial data. Measure performance and track changes to these over time.
- Establish open relationships with specific individuals in the organization that can provide financial data verbally, by e-mail or other simple and direct means.
- Keep useful financial information to hand for private use and reference (such as monthly and annual enterprise revenues, expenses, local summary expense budgets, prices, etc).



## Empowerment/Employee Satisfaction

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### **Collates and seriously analyzes any suggestions that are put forward by individuals**

It is a well-known fact that many Japanese organizations (that have pursued quality relentlessly for decades) have 5, 10 and even 50 times the rate of employee suggestions put forward versus other highly developed nations. When this has been analyzed there are two factors that seem to be managed very differently. Firstly, Japanese companies often have a well oiled and systematic processes for both encouraging and accepting suggestions and for making sure that all ideas are researched and followed up no matter how trivial. Secondly, Japanese organizations work hard to create a climate in which suggestions are valued and where the best ideas are recognized and rewarded – thus encouraging more of the same.

Consider the following steps to help improve your overall effectiveness:

- Analyze the way in which ideas or suggestions are invited at the moment – is the climate positive, encouraging and nurturing – if not, what would need to change to ensure that it is?
- Assess how systematically the idea handling process works. In other words is everyone enfranchised, are suggestions logged and collated, do people automatically get responses, is progress communicated, etc. If not, what changes need to be made?
- Consider whether more co-ordination of the suggestion process might not lift the amount and quality of the current input
- Market the value of the suggestion process and publicize a positive system of returns for the effort (including direct rewards, formal recognition and informal recognition – like better career prospects, etc).
- Build in strong safeguards to ensure that everyone that has taken the trouble to suggest an idea is given feedback and feels good about the whole experience.



## 3 Empowerment/Employee Satisfaction

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### **Encourages individuals and the team to innovate and take initiative to improve service or overall quality**

To make significant improvements to service or quality, it is often necessary to engage in new and innovative thinking or action. In order for this to happen, the right kind of climate needs to exist in which people can feel 'safe' to take initiative, or feel that their suggestions are likely to be welcome and acted upon. The quality focussed person therefore, spends as much time as necessary in promoting the need for individual initiatives and then looks to work closely with individuals to help them to free up their thinking and to reflect upon potential service improvement opportunities.

Consider the following steps to help improve your overall effectiveness:

- Research or read about as many creative decision making techniques, approaches, tools or methods as you can from books, articles, the internet, etc, and share useful information with your colleagues.
- Coach individuals and the whole team in the use of creative tools and techniques (such as six hat thinking or mind mapping, etc) to help them to look at service and quality improvement in new and different ways.
- Slow down the pace of work as much as you can and create time for yourself and the team to daydream. Reflect and analyze issues in more innovative ways than usual practice.
- Look to create an overall climate in which people feel safe and comfortable to take risks and to suggest dramatically different ideas.
- Ask colleagues what innovations have been identified or recent initiatives have been taken on a regularly basis as you 'walk the talk'.



# 1 Leadership for Quality

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## **Actively promotes the importance of quality inside and outside the organization**

The relative importance of quality as an area upon which to focus attention will obviously 'wax and wane' in normal organizational life. In other words, other priorities will often compete for time and attention as the number one priority. Sometimes, pressure exists to compromise quality in the interests of fast turnaround times, greater volume throughput or even lower costs. In these circumstances, it is even more critical that the leader actively promotes the importance of quality on a consistent long-term basis. This should be done 'internally' in discussions with other teams when necessary, and 'externally' with both suppliers and customers.

Consider the following steps to help improve your overall effectiveness:

- Read widely about quality management and quality issues in general, and note the more interesting and useful points that you could actively promote as being important to others.
- Review key internal processes and note where quality issues need careful management and control. Use this information to draw people's attention to these areas.
- Spend regular time talking to colleagues and teams other than your own about quality ideas, suggestions and concerns.
- Talk about quality shortfalls to internal and external suppliers, and share what you think might be done differently.
- Take the opportunity to speak about quality at any gathering of people (either formally or informally) inside and outside the organization.
- Ask questions about quality at meetings, presentations, seminars and conferences that you attend, and look for serious answers.

