

ASCEND WEBINAR SERIES

*How BBQ Can Help in a Technologically
Disruptive World*

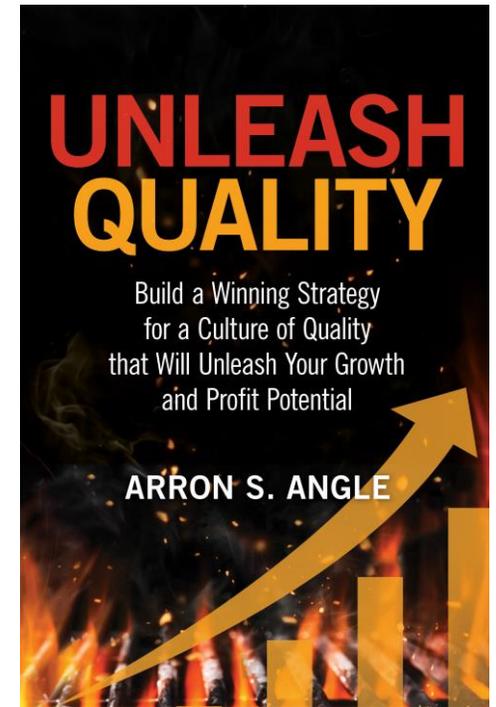
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11:00 A.M. – Noon (CDT)**



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new book on
Behavior-Based
Quality



Arron Angle

Background ranges from high-tech commercial and consumer electronics, network communications equipment, to light and heavy manufacturing in the energy sector.

Experience in mid-level to executive roles including Operations, Supply Chain, Quality, Engineering, and Project Management.

Coaches and mentors cross-functional teams on prevention-based strategic initiatives that achieve sustainable results.

Educational background includes a Bachelor of Science degree in Industrial Technologies and a Master of Science degree in Systems Management from the University of Southern California.

Website: <http://www.qualityunleashed.com/>



Agenda

- Safety Moment
- Disruption and Quality
 - What is a Disruptive Environment?
 - Demystifying Quality and Why Quality Matters
- BBQ and Why Does It Matter?
 - Do You Have a Culture of BBQ?
- CPI, the Core Element of BBQ
- Implementing a Culture of BBQ





Safety Moment

Safety: you just don't forget it when you leave work... Or do you?

- Do you go more than 5 miles over the speed limit in a residential area?
- Do you hold and talk or text on your cell phone while driving?
- Do you “sneak” through the last seconds of an amber stop light as it turns red?
- Do you forget to wear PPE when doing yard work?

If your answer was NO to all of these, then you are likely a practitioner of Behavior-Based Safety.

Safety (like Quality) is how you behave and what you do... when no one is looking!





What is a Disruptive Environment?



Disruption & Quality

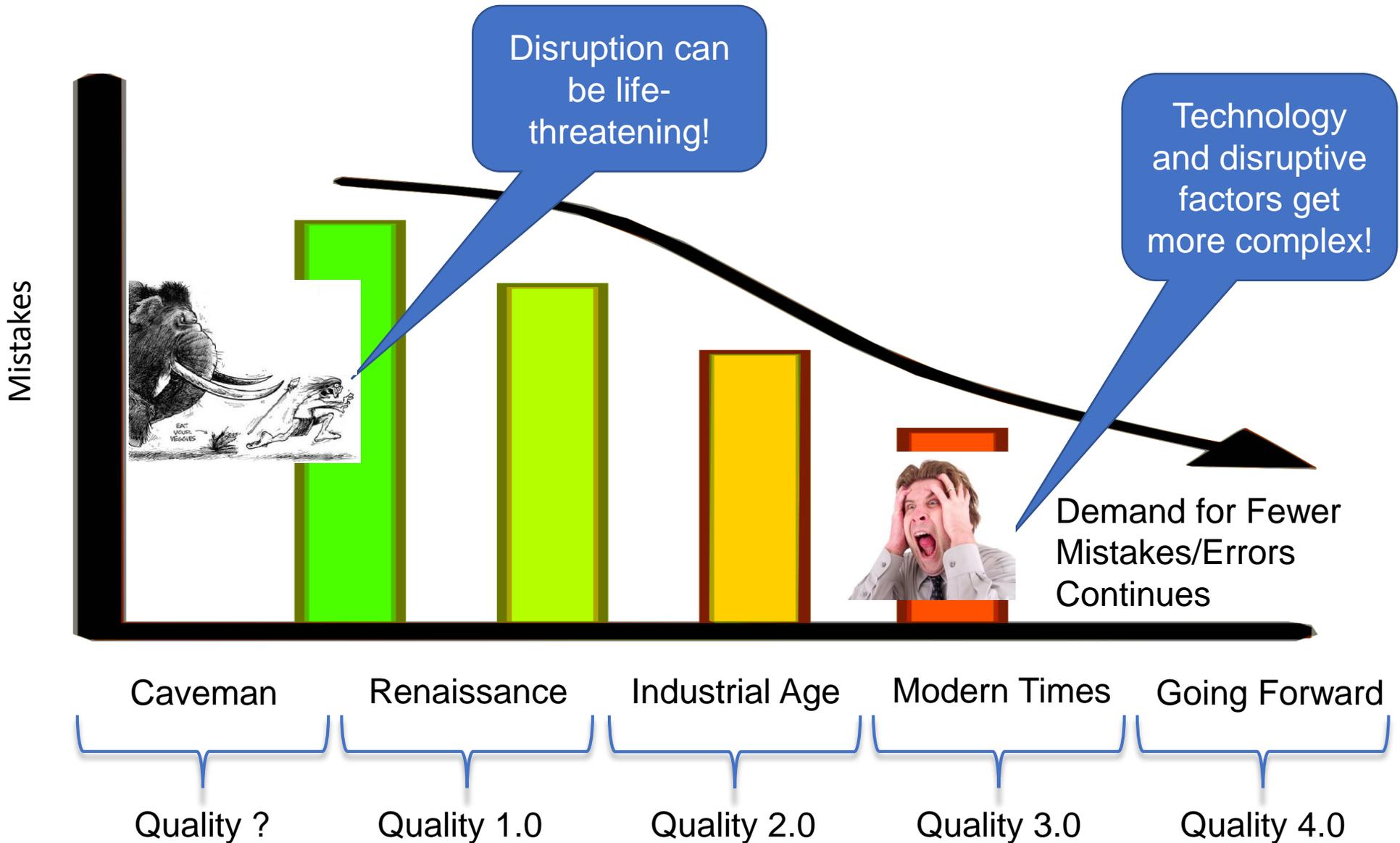
Some Disruptive Factors That May Impact Quality:

- Gap in skills and experience in the workforce.
- Dealing with new products, processes, and technical innovations.
- Initiative flavor of the month (get results now!).
 - The “Amazon Effect” - deliver everything in 2-3 days and it must be perfect!
- Availability and utilization of Quality professionals.
 - Loss of key staff, changes, or reduction in Quality job roles.
- Consistently having to sell Quality up and down management and the supply chain.
- Lean/Six Sigma-zation of Quality (driving \$\$ rather than Q).

**Are AI, Automation, Product, or
Process Technology Factors too?**

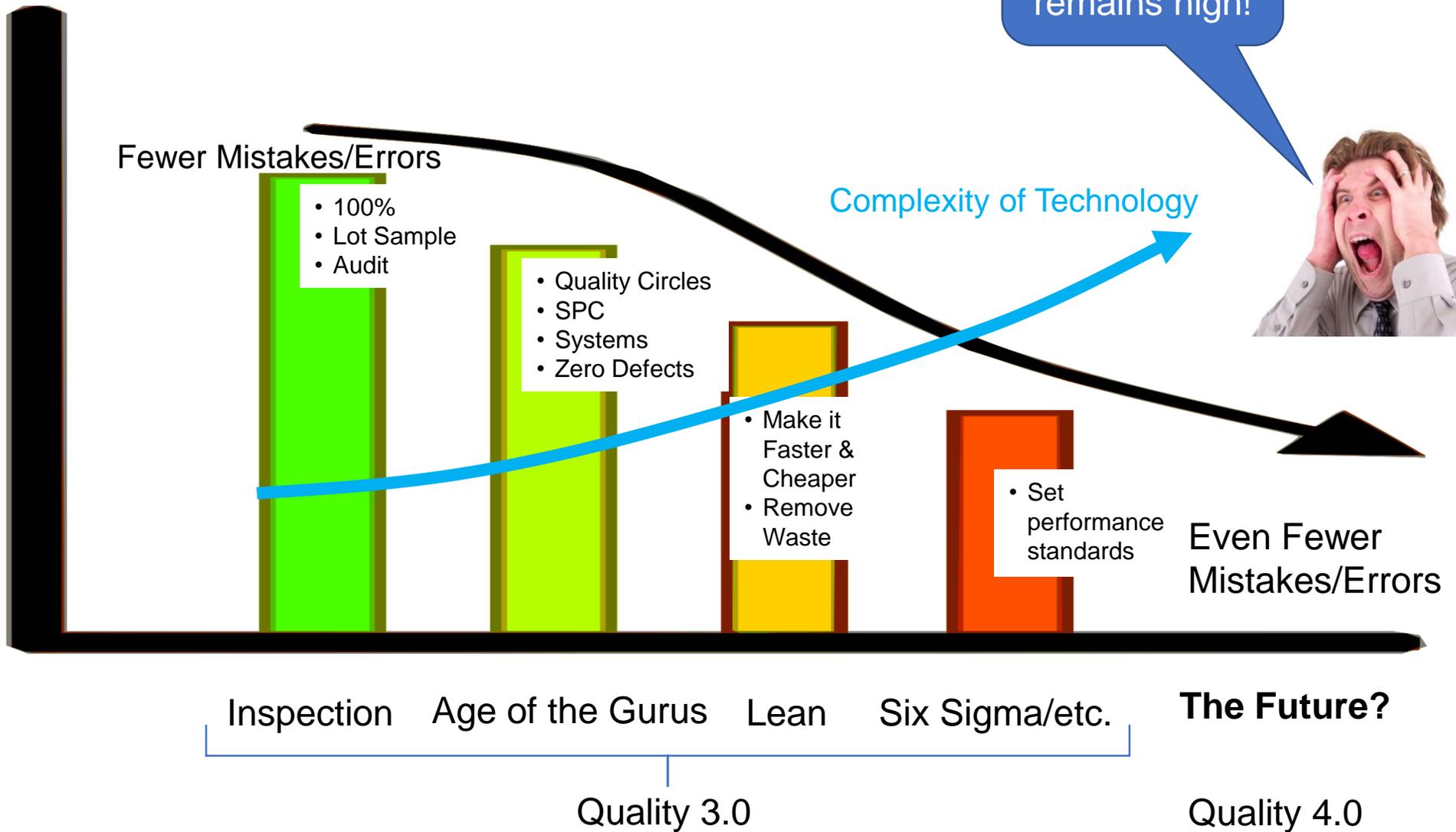


Disruption Is Nothing New!



Disruption Is Nothing New!

Changes During Modern Times





Disruption Versus Quality

Let's get this out of the way right now:

- Is disruption driving Quality?
- Is Quality driving technology?
- Is technology driving disruption?
- Is Quality driving disruption?
- Is innovation driving technology?
- Is technology driving innovation?
- Which came first, the chicken or the egg?

The harsh reality is:

Quality, innovation, technology, and disruption are all part of the same stew. Each has an impact or contribution to the other. So why be afraid of it? Embrace it and make it work for you.



Let's Demystify Quality

Simply put, Quality is the number of successes versus the number of non-successes for a planned and expected outcome.

Could disruption be as simple as the factors that may cause or create unexpected outcomes?

Think of Murphy's Law.

Therefore, unexpected outcomes are a disruption to Quality.

Solution

Adopt BBQ Behaviors of:

- **C**onformance to requirements
- **P**revention and **I**mprovement

So why not plan for and be ready to handle unexpected outcomes?

LIVE AUDIENCE POLL

Where is Quality visible in your organization?

- All employees use Quality in the organization.
- There is a Quality department.
- Certain groups have a Quality representative.





The Good, Bad, and Ugly of Quality Behaviors

Good:

- A company with a positive strong culture of BBQ can weather any storm or disruption.

Bad:

- Quality is often driven from the bottom of the organization up.

Ugly:

- Management often places ownership of company Quality on the Quality organization instead of every department.



What's So Different?

Not so long ago:

- The concept of a “Learning Organization” was the new best thing.
- Flexible organizations were another flavor of the month.

Reality:

- Flavor of the month initiatives are reliant on a holistic culturally based methodology to provide stability to deal with the variability that affects all businesses.

Solution:

- A culture of Behavior-Based Quality (BBQ).

Culturally embrace change as a constant and you will be better prepared to deal with any form of disruption.



Why Does Quality Matter?

- The complexity of global business continues to increase.
- To be successful we must clearly define all customer requirements in order to provide exceptional products and services.
- Customers insist on flawless performance because of the scale of their financial investments renders failure as not optional.
- Quality of products and services will be the key differentiator in any industry.





Defining Behavior-Based Quality



Behavior Based Quality (BBQ)

- BBQ is where all employees work in harmony to improve the number of successes versus the number of non-successes for a set of planned, expected, and measurable outcomes.

Successes

- Increasing Profits
- Zero Defects
- Minimized waste
- Managing change
- NPI requirements met
- Behaviors define a company's culture!

Non-Successes

- Declining profits
- Non-conformances
- Cost overruns
- Change is disruptive
- New product delays and issues

You don't think about it, it just happens... like breathing.



Proposition

If you have an active culture of Behavior-Based Quality (BBQ), then disruptions, technology, and innovation are **strategically planned for**, managed, and handled equally with little to no impact on one another.

LIVE AUDIENCE POLL

What is your organization's attitude toward Quality?

- Your management suggests the revenue is more important than Quality.
- Your organization is reducing the number of inspection points.
- Leaders feel that the quality level is “good enough”.
- None of the above.





How Good is Good Enough?

Some say that Six Sigma is the holy grail of Quality performance that companies should strive for.

- That's 3.4 failures per 1 million opportunities (99.999% good).

Example:

Americans consume over 80 million aspirin a year.

- At a Six Sigma level of Quality performance that would “only” be 272 bad aspirins for Americans each year.

Question:

If this were a heart medication, would Six Sigma be good enough?

Pharmaceutical companies are operating at greater than 12 Sigma today.



How Do We Bring Positive Impact to Quality?

Control

- Inspection
- Sample inspection
- Statistical Process Control

Adds to Cost of Quality

Assurance

- Audits
- Processes and procedures

Hopes to Avoid Cost of Quality

Lean Six Sigma

- Process improvement
- Eliminate waste
- Reduce cost

May Not Reduce Cost of Quality

Appropriate use of LSS tools is the key to sustainability.

LIVE AUDIENCE POLL

What is or has been your organization's motivation for applying lean methodologies to a process?

- Quick fix or error-proofing a process.
- Increased customer satisfaction.
- Greater organizational flexibility and responsiveness.





When To Use Lean Six Sigma Tools?

What is your motivation for applying lean methodologies to a process?

- Quick fix and move on
 - You should ask: Are you implementing Prevention?
- SIPOC / Process Mapping
 - You should ask: Are you setting requirements for each process step?
- Lower cost and increase throughput
 - You should ask: Are you error proofing the processes?



When To Use Lean Six Sigma Tools?

The real questions should be:

- Are YOU happy operating at 90% FPY?
- Do you believe that you have reached the point of diminishing returns to make change?
- Are you satisfied making 10% bad parts faster and cheaper?



Creating Positive Impact to Quality!

What is the problem with tools?

- They are often treated as separate entities with no “interaction”.
- Tools don’t work unless there is intent to use them.
- Tools don’t self-perpetuate or continue on their own.
- Tools by themselves don’t create sustainable improvement.

So what is the solution?

- Tools need a unifying force to align their functions to create sustainable value.

What is the unifying force?

- **People and their Behaviors** are the unifying force that can bring sustainable value driven results to Quality.

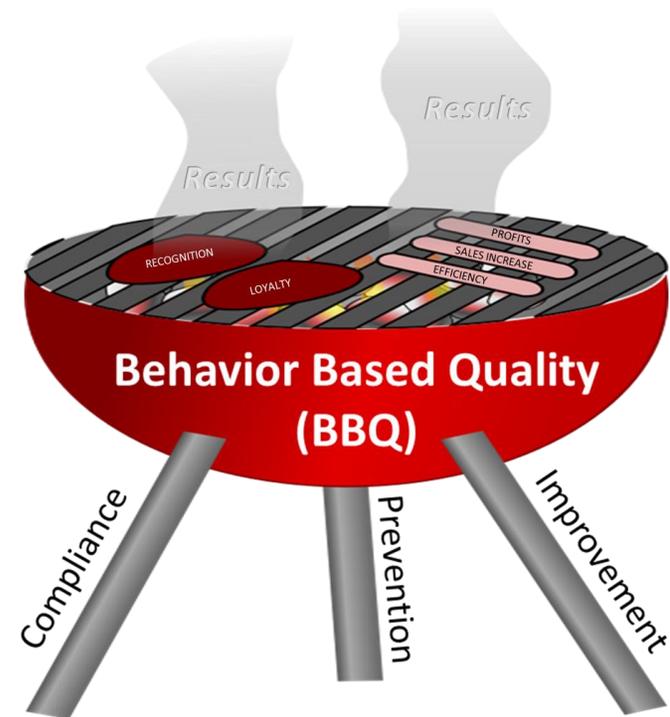


Compliance, Prevention, Improvement



CPI Creates Positive Impact to Quality

- Quality behaviors are built around Compliance, Prevention, and Improvement.
- This power of three provides a stable platform for BBQ behaviors:
 - **C**ompliance
 - **P**revention
 - **I**mprovement



The three tenants of Quality behaviors are titled **CPI**

Conformance to requirements... all requirements!

Engineering

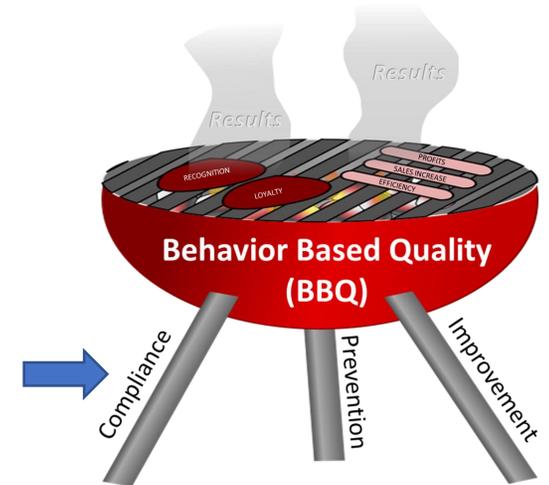
- All customer requirements are achieved in the design specification.

Accounting

- General accounting procedures are followed.

Manufacturing

- Processes are documented and followed.



Every department has requirements to comply with.

Relentlessly seek to understand the cause of errors and mistakes (to requirements) and prevent them from recurring.

Engineering

- Errors found in design reviews are assessed as to root cause and the causes are eliminated.

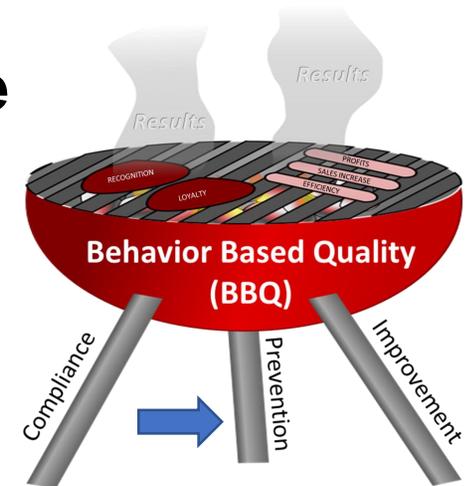
Accounting

- Errors made in journal entries are assessed as to root cause and the causes are eliminated.

Manufacturing

- Errors made in manufacturing are assessed as to root cause and the causes are eliminated.

Root Cause Analysis and Corrective Action is the basis for achieving Zero Defects.





Improvement

AFTER Prevention is implemented, use the plethora of improvement tools available to create change that eliminates waste.

This is where the real sustainable improvement happens.

Engineering

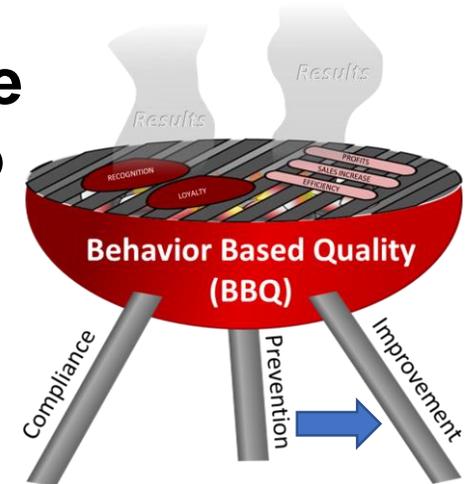
- Assess forms of waste in the design process and reduce or eliminate them.

Accounting

- Assess forms of waste in the monthly closing process and reduce or eliminate them.

Manufacturing

- Assess forms of waste in each manufacturing process and reduce or eliminate them.



Improving is NOT making products with mistakes faster and cheaper!



SMART Metrics

Specific, Measurable, Agreed-upon, Realistic, Time-based



You Need *SMART* Metrics

CPI measurement opportunities exists in every department.

You should ask:

- How are you measuring **C**ompliance?
- What is your measure of **P**revention?
- Where is the focus of **I**mprovement initiatives?

Are people's behavior and use of tools achieving sustainable results?



How Do I Know if My BBQ is Working?

- Every department has a set of CPI metrics.
- Process owners accept accountability for CPI performance.
- Metrics are used as positive reinforcement for change.
- Anyone can stop a shipment for Quality cause with no recrimination.
- Your customers recognize and support the efforts that you are putting into cultural change for Quality.
- Continued learning of improvement tools and methods is taking place.
- Suppliers are asking for help with their Quality programs.
- Executives take time to recognize CPI behaviors and team contribution.



A working BBQ culture is like breathing: it just happens!



Implementing a Culture of Behavior-Based Quality



Change to a BBQ Culture Can Be a Challenge

I'm a Quality professional adrift in a sea of naysayers, what do I do?

- When Quality isn't being driven as a cultural imperative from the top, you have your work cut out for you.
- It's not impossible, but it takes time, patience, and courage.
- If you feel like you are alone in the wilderness, consider the following three-step process as a possible path to success.



Implementing BBQ

- **Step 1 - Start With Your Own Department**
 - Adopt, learn, and deploy the philosophy of CPI behaviors.
- **Step 2 - Evangelize Your Results of Change**
 - Demonstrate improvement opportunity to other department heads.
 - Train other department heads in CPI.
- **Step 3 - Gain Management Engagement**
 - Solicit management to expand CPI in select departments.
 - Gain management support to incorporate CPI in ALL departments.

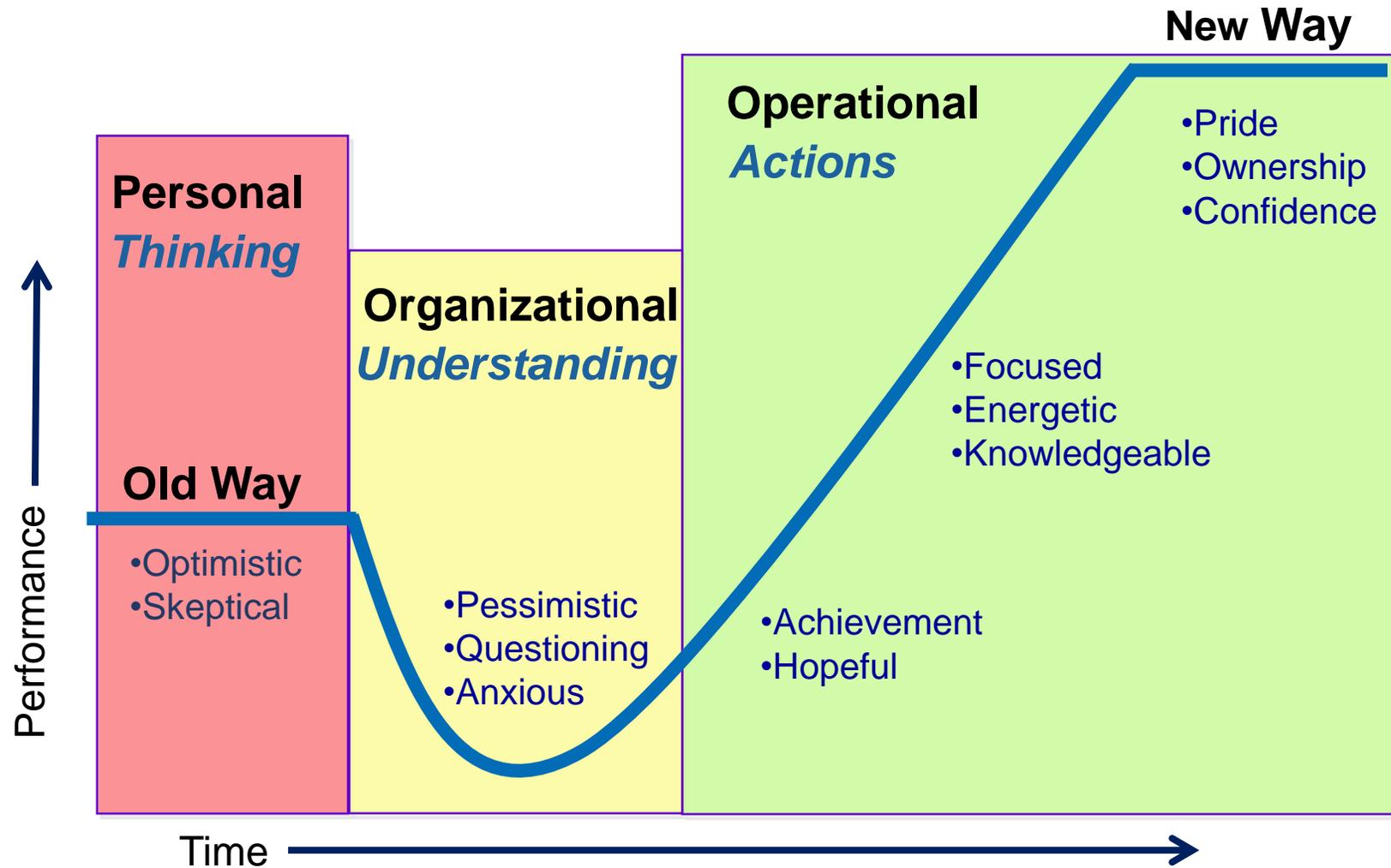
Keys to Success:

- Set accountability for your department heads, leads and employees.
- Measure and document change over time through frequent management reviews.

Use SQDC as the prioritization mechanism for CPI metrics.



Implementing BBQ



Do We Naturally Fight or Embrace the Cultural Change Curve?



Conflict Resolution – Decision Making Principle

<u>Element</u>	<u>Performance Std</u>	<u>Behavior</u>
Safety	Zero incidents	No harm to people or the environment.
Quality	Zero defects	Requirements met the first time.
Delivery	No delays	Work in the fastest way without waivers.
Cost	Meet budget	Always be cost-conscious.

- **SQDC are equally important requirements** - When a conflict arises and all resolution avenues have been exhausted, consider the SQDC priority order to inform your decision.



Key Takeaways

- Thought
 - Discipline & Commitment
 - Measurement
 - Management engagement
 - Support
 - Mentoring
 - Facilitation
 - Coaching
- Most importantly, just **Doing!**



BBQ Will Help You Manage Disruptions When:

- You have a strategy for Quality.
- Company objectives are established and cascaded to each department.
- All cascaded objectives are measured and reviewed by management.
- You take corrective AND preventative actions when targets are not being met.
- You continuously strive to make improvements.
- Disruptions are managed just like other metric performance issues.
- Critical disruptions are assigned task teams from all affected departments to perform RCA and PA.
- Executive management supports and mentors with positive support and recognition while participating in metric reviews.

BBQ will bring sustainable positive results to your company's bottom line.



Conclusion

When Quality behaviors are like breathing (you don't think about it), then the BBQ is working and the impact of disruptions will be minimized!



BBQ will bring sustainable positive results to your company's bottom line.



Questions and Answers



ASQ RESOURCES

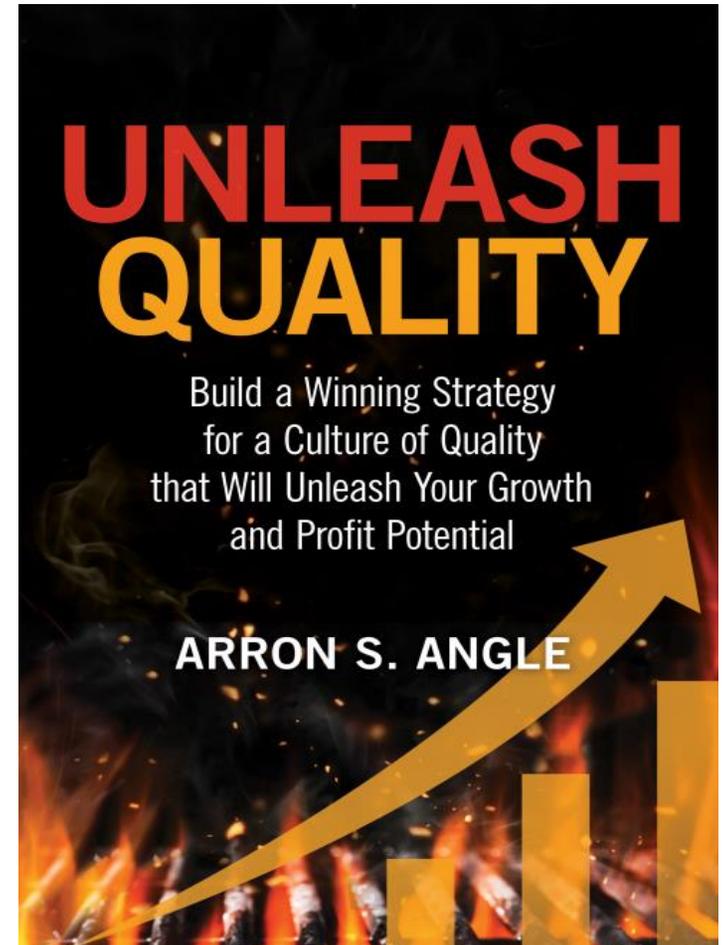
Build a Winning Strategy

Unleash Your Growth and Profit Potential

Unleash Quality by Arron Angle

ASQ Quality Press

<https://asq.org/quality-press/display-item?item=H1559>





ADDITIONAL ASQ RESOURCES

Unleash Quality by Arron Angle available through ASQ Quality Press

<https://asq.org/quality-press/display-item?item=H1559>

ASQ – Culture of Quality Resources

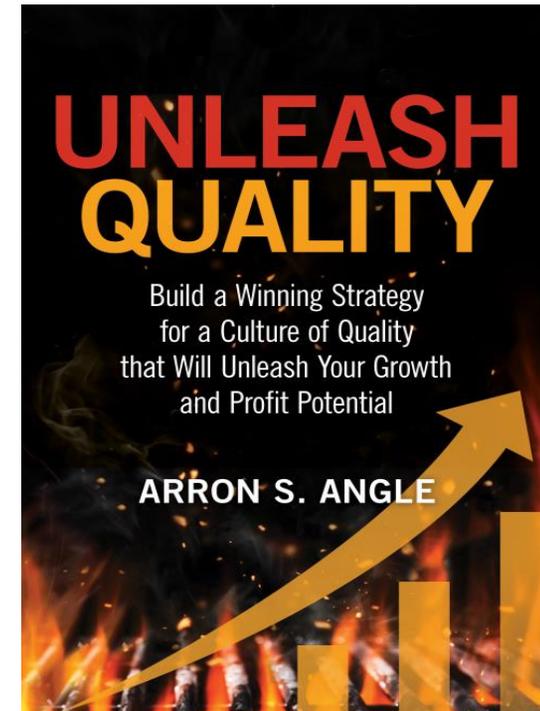
<https://asq.org/quality-resources/culture-of-quality>

A Different Kind of BBQ

<http://asq.org/quality-progress/2018/03/best-practices/a-different-kind-of-bbq.pdf>

Certified Manager of Quality/Organizational Excellence (CMQ/OE)

<https://asq.org/cert/resource/pdf/certification/2019%20CMQOE%20BoK.pdf>





THANK YOU!

Contact Us

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