



## **Our TQM Approach**

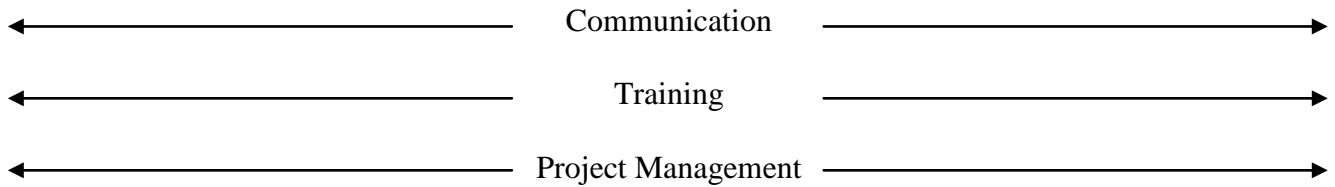
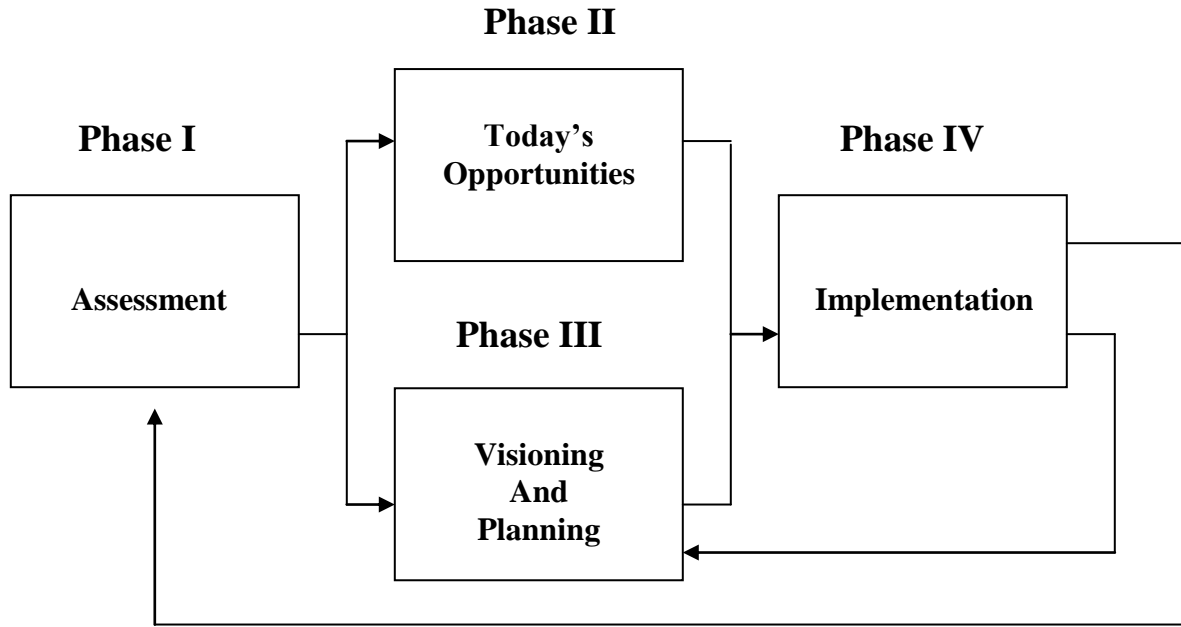
Our quality practice is led by consultants who have managed and implemented successful TQM processes in many different organizations. We recognize that there is no one right process for all organizations, but that an effective TQM approach needs to be designed to meet an organization's specific needs and build on its strengths and accomplishments. To assist organizations in developing the right approach, we use a four-phase Implementation Framework.

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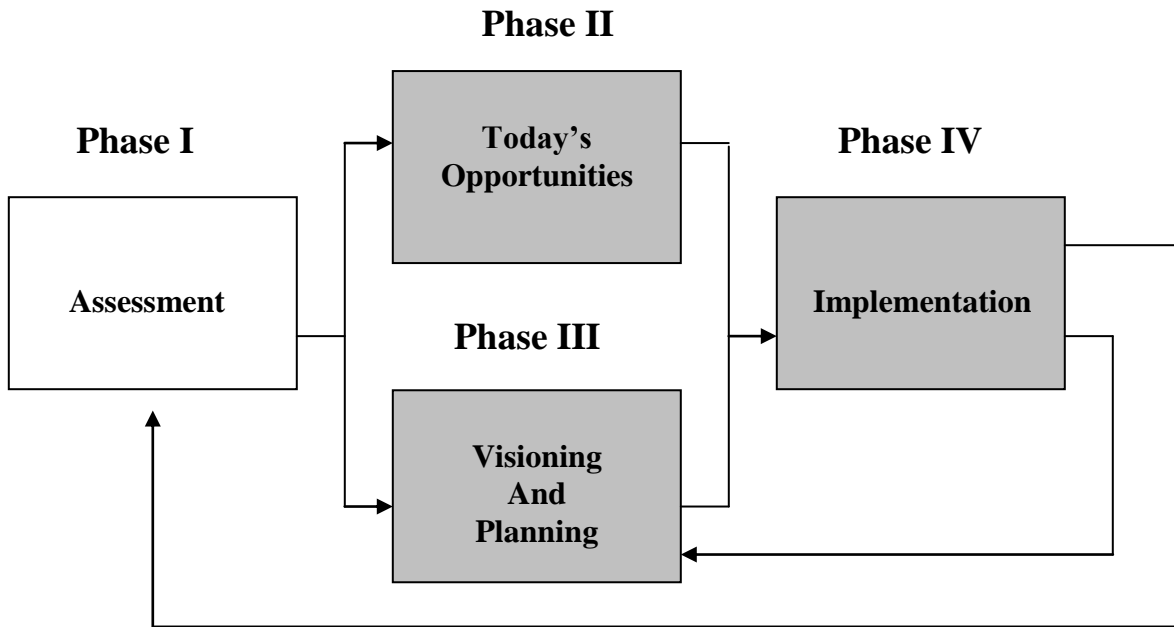
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# Harrington Institute Implementation Framework



Senior Management Awareness	Vision/Strategic Direction	Training and Education
Senior Management Leadership	Senior Management Education	Communication
Assessment of	Quality Goals	Customer Needs
- Organization Culture	Gap Analysis	Assessment
- Customer Satisfaction	TQM Implementation Plan	Process Improvement
- Supplier Relationships	90-Day Implementation Plan	Organization and Work
- Quality/Systems and Practices	Select Pilots/Test	Redesign
- Identify Opportunities	Identify Immediate Actions	Measurement
	Continue Pilots and Team Rollout	Benchmarking
		Rewards and Recognition
		Quality Management
		Systems

## Phase I - Assessment



All organizations have a unique culture and specific strengths and weaknesses. Many organizations have already begun the improvement process. Harrington Institute, Inc., believes an effective TQM process builds on the organization's past activities to continue the work already begun, rather than starting over. To build on your organization's accomplishments, we encourage an assessment of your operations early in the TQM process. This provides an independent view of your quality activities and provides us the understanding needed to help the organization develop a TQM plan. Typical types of assessments conducted are:

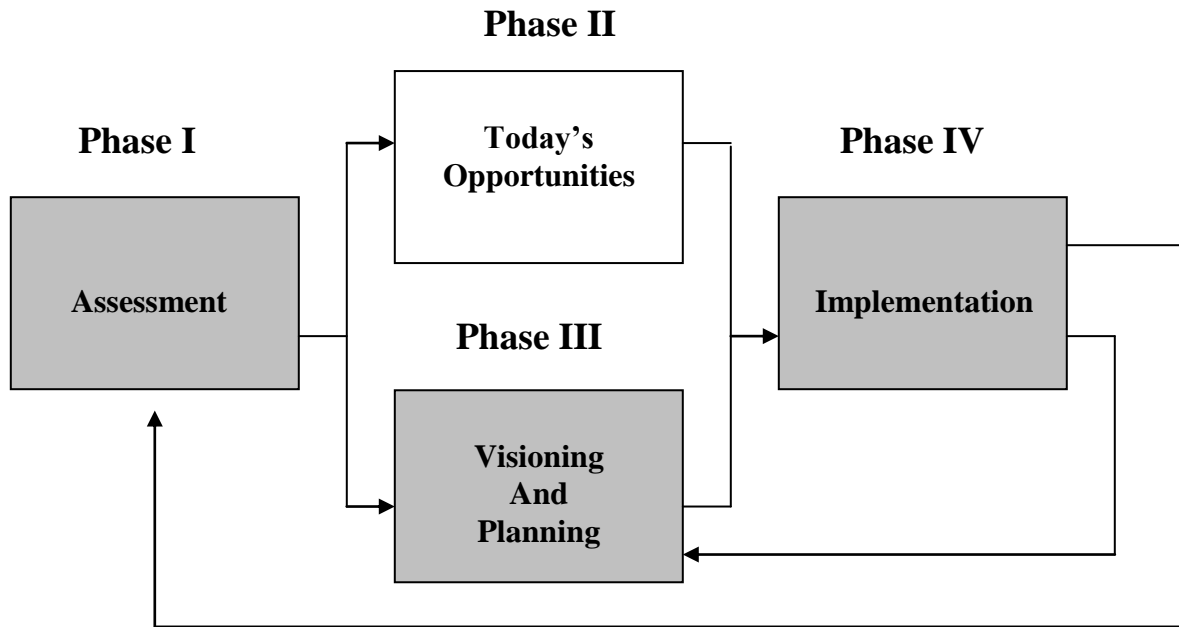
- Improvement Review and Analysis
- National Quality Award
- As-is/Should-be Assessments
- Maturing Grid of Key Business Drivers
- ISO 9000/14000
- Historical Change Analysis

To assist in conducting the assessment, we utilize proven organization, customer and employee surveys. Formal assessment reports are provided that summarize our findings, identify opportunities for improvement, provide for an improvement index, and recommend actions to be taken.

A key aspect of the assessment, planning and design phases is the development and attainments of executive management leadership. A successful TQM process must be led by executive management. At the beginning of the TQM process, we will work with your executives and link the TQM process to their strategies. Our one-day Senior Management Awareness Workshop is useful in increasing senior managers' understanding of TQM concepts and the improvement process.

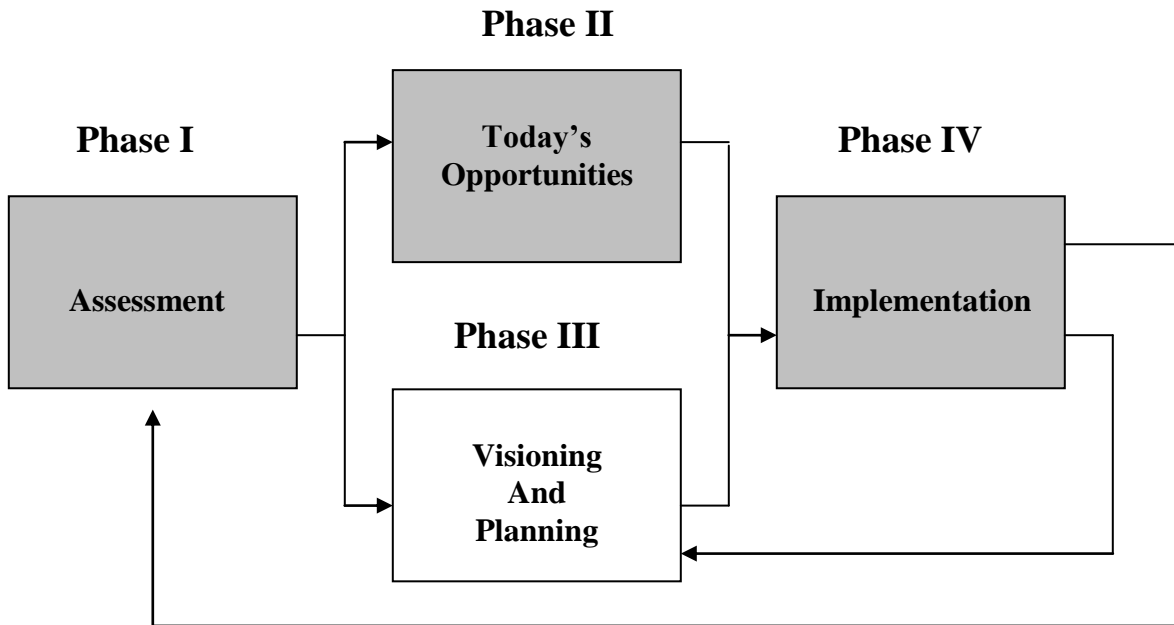
Throughout the TQM process, we work with your executives on leadership. Also during the initial phase of the process, we encourage the formation of an Executive Improvement Team to guide the TQM process.

## Phase II – Today’s Opportunities



This phase is designed to implement action to take advantage of the short-range improvement opportunities that were identified during the assessment. In reality, this is a phase where “we pick the low hanging fruit”, i.e., the opportunities that are readily available to make quick improvements. Often the savings resulting from this phase cover the total cost of the improvement process. Typical tools that are deployed during this phase are Area Activity Analysis, Fast Action Solution Teams, Upgrading Measurement Systems, Quick and Easy Kaizen, and Reward and Recognition Systems Upgrading.

## Phase III - Visioning and Planning



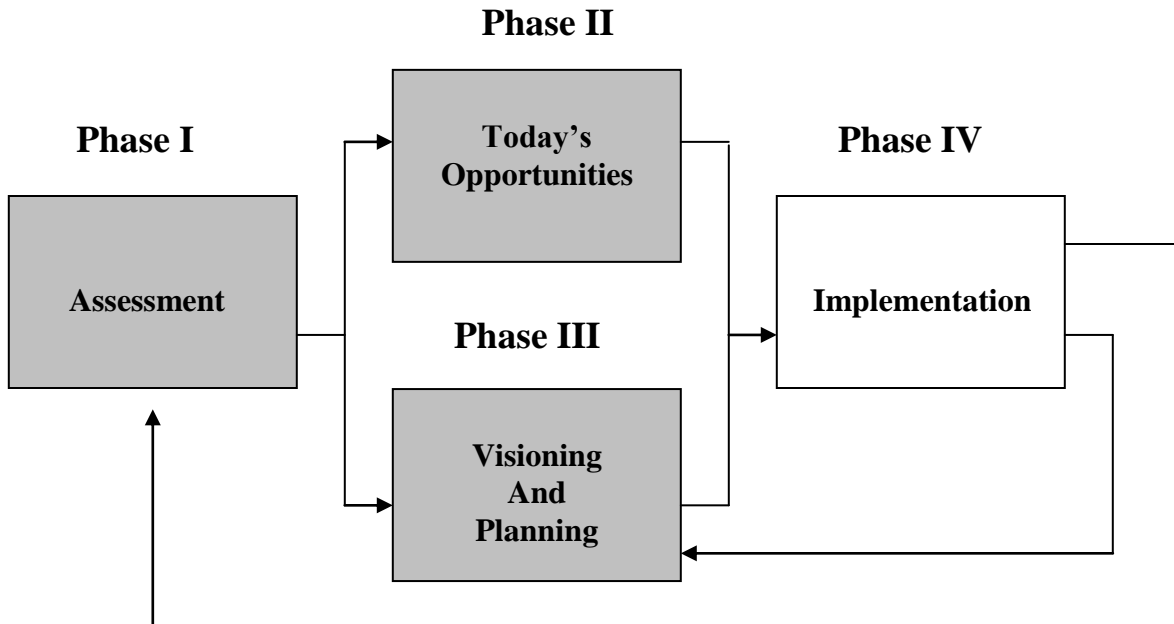
The Visioning and Planning Phase starts by establishing a set of three to five-year vision statements for five to ten key business drivers' focus areas, such as:

- ❑ Management support and leadership
- ❑ Customer/consumer partnership
- ❑ Knowledge Management
- ❑ Supplier partnerships
- ❑ Business processes
- ❑ Training/Education

An off-site workshop will be held with the Executive Team to discuss the results of the assessment and to develop a preliminary set of vision statements covering the business drivers. After reviewing the preliminary vision statements and receiving feedback from groups of employees and managers, a second off-site retreat is held to finalize the vision statements and develop a three-year improvement plan.

The three-year improvement plan helps your organization plan and implement actions needed to reach your visions within three to five years. This plan is built around the needs, requirements, and recommendations identified during the assessment and visions/planning phases. The plan will include education, training, and measurements, as well as implementation strategies and plans. We will also assist in determining who should be trained in what areas accordingly.

## Phase IV – Implementation



The fourth and final phase of our approach is the Implementation Phase. A 90-day implementation plan is established. This plan helps get the process started and keeps it going. It identifies in detail the next steps, the milestones, the targets, and who is responsible for each task. Pilot projects are identified and started, processes are identified and brought under control, measurements are established, and organization-wide continuous improvement begins.

The Harrington Institute has experienced consultants who can help in the implementation activities. Typical classes we can provide training in are:

- ❑ Leadership Methods
- ❑ Team Activities
- ❑ Problem-Solving Techniques
- ❑ Statistical Process Control
- ❑ Business Process Improvement
- ❑ Design of Experiments
- ❑ Quality Function Deployment
- ❑ Capacity Building

We work side-by-side with your team in the implementation of:

- ❑ Process Qualification
- ❑ Customer Surveys
- ❑ Simultaneous Engineering
- ❑ Zero Stock Programs
- ❑ Supplier Surveys/Qualification
- ❑ Continuous Flow Manufacturing
- ❑ Process Redesign
- ❑ Process Reengineering
- ❑ Kaizen
- ❑ Area Activity Analysis
- ❑ Strategic Planning

Our combination of technical skills, management knowledge, and depth of practical experience, makes us extremely effective at helping you during the implementation phase. Our goal is to make it as easy as possible to institutionalize the improvement process and to help your organization realize the maximum return on its improvement investment.

## **Technology Solutions Division**

We have found that information technology approaches are very effective at improving quality and customer satisfaction. The Harrington Institute Technology Solutions Division helps to assess, design, debug, evaluate and implement the following information technology solutions either within the Harrington Institute technology laboratories or at the client site.

- Automated Testing
- Business to Business (B2B)
- Business to Consumer (B2C)
- Business to Employee (B2E)
- Customer Relationship Management
- DBMS (Oracle, etc)
- E-Commerce
- ERP
- Environmental Management
- Information Architecture Design
- Knowledge Management
- M-business
- MRP II
- On-line Computer-aided Training
- Problem Management
- Project Management
- Quality Reporting Systems
- SAP
- Simulation Modeling
- Supply Chain Management

The Technology Solutions Division also sells or has access to a number of software packages that they can install and implement at client's sites. Typical products are:

### **Software Products**

- Audit Master
- Benchmarking
- C/A 5 – Corrective Action
- Calibration Recall
- Cost of Quality
- Document Control System
- Maintenance Log Pro
- Personal Action Manager
- PMOffice (Project Management
- Quality Manual
- Quality Planning System
- Self-Assessment Utility
- Simprocess
- Simulation Modeling
- Supplier Rating Manager
- Total Improvement Management Screen Saver
- Training Manager

## **Management Solutions Division**

### **Ongoing Leadership and Culture Change:**

Leadership and culture change is key throughout the TQM process. To help senior and middle management lead the TQM process, we offer a one-day workshop entitled "Managing and Leading TQM" that covers areas such as leadership, team management, participative management, and managing change. A one-day Senior Management TQM Overview is also available.

## **Quality and Improvement with Individuals and Teams:**

An effective TQM implementation involves the application of quality principles both on an individual basis and in teams. Continually assessing customer needs and improving processes are the focus of these efforts. Key techniques that we have found to be effective in bringing about improvement include:

- ❑ *Customer Needs Assessment* – Assessing internal and external customer needs through interviews, surveys or techniques such as Quality Function Deployment and Area Activity Analysis is critical. With this information, product/service value analysis can be utilized to compare the customer needs and expectations to current costs and performance levels. It is then possible to determine the product/service levels that provide the most value to the internal and external customer.
- ❑ *Business Process Improvement* – Business Process Improvement refers to a methodology and series of tools that focus on improving the functional and cross-functional business processes that produce products and services. Improvement is achieved either by redesigning or re-engineering the process.
- ❑ *Problem Solving and Statistical Thinking* – Problem-solving and statistical tools, such as Statistical Process Control and Design of Experiments, are systematic ways of evaluating processes or problems. Problem-solving tools include the “Basic Seven” tools, plus many new problem-solving and statistical tools.
- ❑ *Measurement* – An integral aspect of improvement is the development and analysis of measures that evaluate customer, cost and performance levels for products/services and processes.
- ❑ *Benchmarking* – Benchmarking is the process of evaluating best-in-class performance, both in your line of business and outside your business area, to find ways to improve.
- ❑ *Teams* – Natural work teams called “Department Improvement Teams” (DIT) are the workhorses of our improvement process. They systematically build in the internal supplier/customer relationships and quality and productivity measurement systems. These measurement systems insure the DIT’s focus their problem-solving efforts on meaningful business-related issues. The DIT’s are supplemented by cross-functional teams called “Process Improvement Teams” (PIT). This minimizes suboptimization of the critical process that the organization depends upon. The PIT’s focus on making the total process efficient, effective and adaptable.
- ❑ *Poor Quality Costs, Quality Assurance and Supplier Partnerships* – These and other techniques and approaches are also utilized in the quality improvement process.

### **Rewards, Recognition and Other Human Resource Systems:**

The organization's human resource systems should be focused on supporting quality improvement. We often help clients develop/improve rewards, recognition and other human resource systems.

### **Quality Management Systems:**

To ensure that the quality improvement becomes part of the planning, budgeting and reporting process and systems, quality principles, especially the customer focus, must be driven into all of the organization's management systems. We often help clients design and implement a Quality Management System (QMS) that specifically meets their needs. A key aspect of the QMS is the ongoing reporting of product/service costs and performance measures both functionally and cross-functionally. The focus on products and services ensures that planning, budgeting and reporting are focused on what customers require (products and services), not on internally-driven criteria or cost-plus-additions to budgets.

### **Communication:**

Effective communication is important to the TQM process. Specific communication plans are developed, implemented and closely monitored.

### **Project Management:**

A strong focus on project management ties together the interrelationships between all four phases and assures successful, cost-effective implementation.

### **Other Technical Assistance:**

There are several other areas where we often provide assistance. These include Quality Function Deployment, Time-Based Management, Design of Experiments, Just-in-Time, Supplier Partnerships, Benchmarking, Market Research, and Management Information Systems.

The overall focus of the implementation is on CONTINUOUS and BREAKTHROUGH IMPROVEMENT. This occurs as the organization recycles itself through the phases and continually looks for ways to improve quality in everything it does.

## **The Harrington Academy**

The Harrington Academy is the training and education division of the Harrington Institute, providing both conventional and on-line training. **E-learning/distance learning** is an important part of our offerings. The class curriculum is developed based upon past experiences and best practices. A variety of customized training classes and education workshops are provided depending upon the unique needs of your organization.

The Harrington Academy is also the home of the Harrington Institute Knowledge Management Warehouse. The Academy is very active in research projects and knowledge-capturing activities.

Typical classes that are offered by the Harrington Academy:

- Business Process Improvement
- Capacity Building
- Change Management
- Design of Experiments
- E-business Project Management
- Knowledge Management
- Leadership Development
- Lean Manufacturing
- Poor-Quality Cost
- Project Management
- Rewards and Recognition
- Six Sigma Black Belts
- Supply Chain Management
- Team Building
- Time Management
- Total Improvement Management
- Visioning and Planning
- Over 40 others