

Balancing the Quality System –Part 3 of 3

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**A Balanced
Quality
System**



**Managing
Change**



**Balancing
Risks**



**A Quality
Mindset**



People



Process



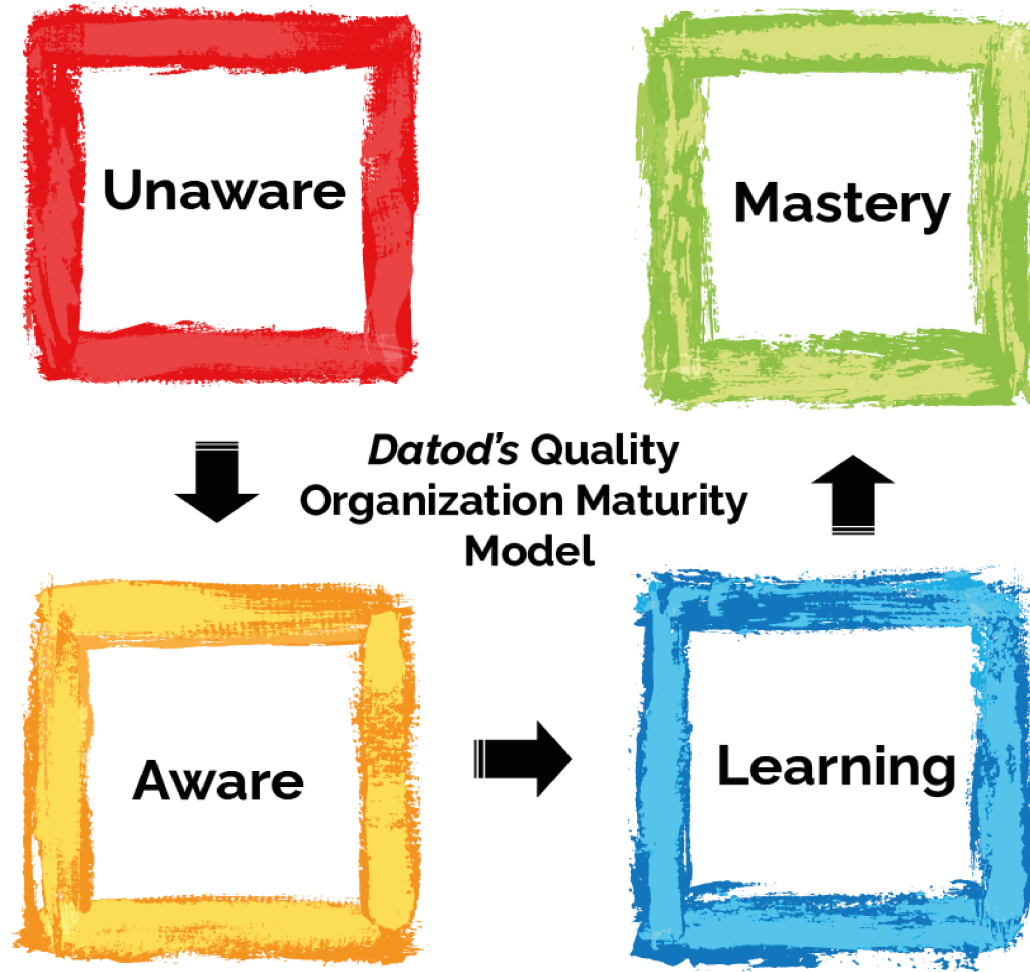
Technology



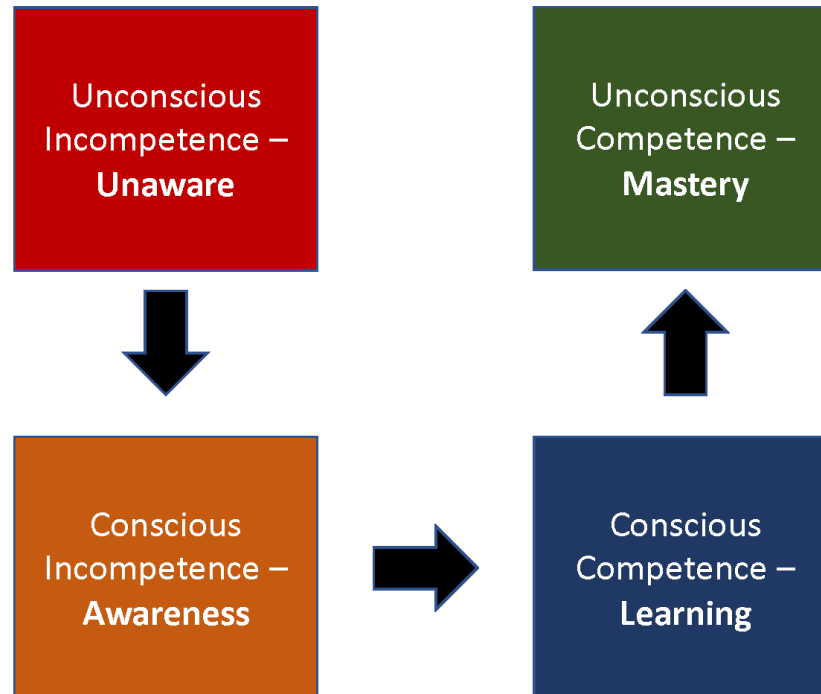
**Making the
QS work
for you**



Let's look at **Balancing the QMS** through the 4 maturity levels.

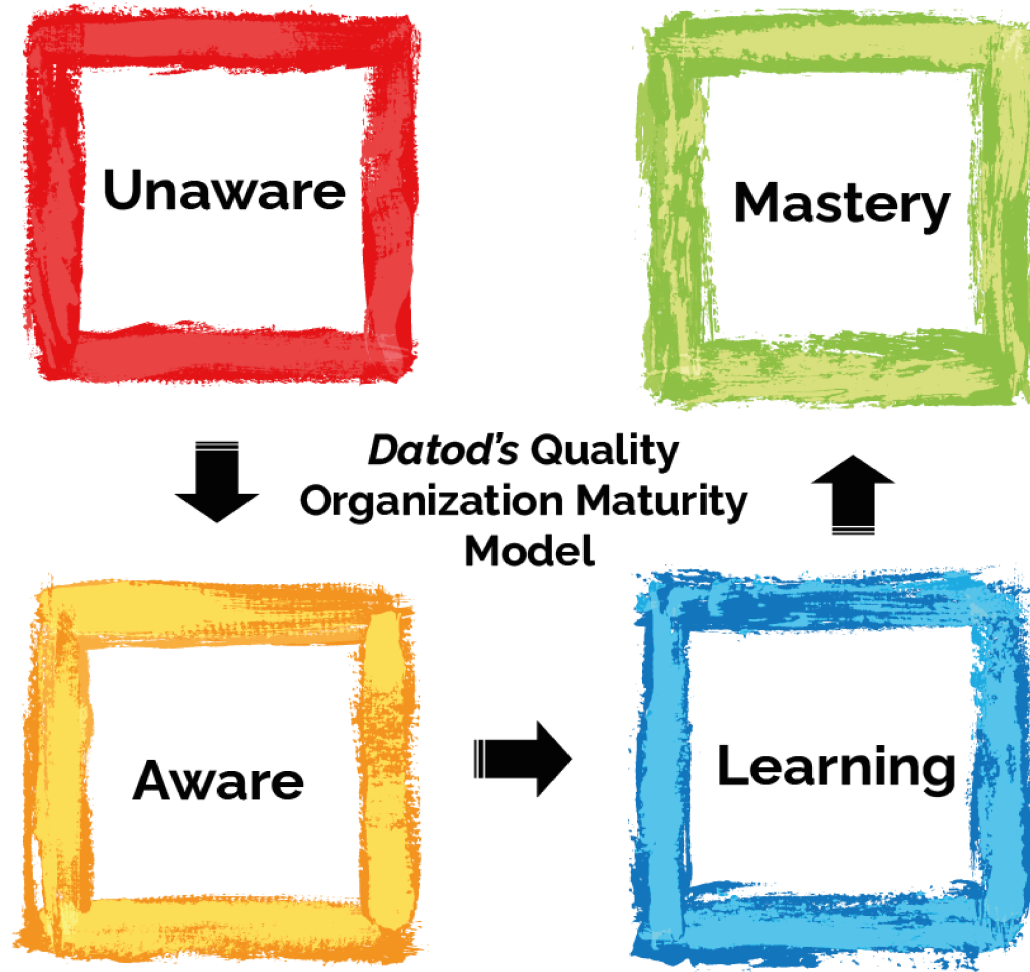


Conscious - Competence theory * of learning a new skill applied to the Quality Management System



* Broadwell, Martin M. (20 February 1969). "Teaching for learning (XVI)". wordsfitylspoken.org. The Gospel Guardian.

The following slides are attributes of a **typical** organization operating at a given level.





Your Quality System is unbalanced. It does not know who its customers are or whether they are being satisfied. The Quality System centres around the Quality organization, with data describing the quality system being mainly transactional and describing the mechanics of the Quality System rather than its output.

Quality System Management Review is viewed as a regulatory box-ticking exercise, disconnected from both the end-customer and the financial needs of the business. Your Quality organization needs to change to meet the expectations of your customers and stakeholders, or risk becoming irrelevant.

To improve your Quality organization, start by identifying your customers and understanding their needs. Then, align your Quality System to meet those needs and establish metrics to track progress.

Finally, ensure that your management review process engages all relevant stakeholders, including end-customers and the wider business functions in order to drive appropriate continuous improvement. By taking these steps, you can begin to close the gap between your Quality organization and your customers, and better position yourself for long-term success.



- Quality organization is unaware of who its customers are or whether their needs are being satisfied.
- The Quality organization is centred around itself.
- The Quality organization is focused on meeting compliance needs rather than the needs of its other customers.

Next Steps:

- ✓ Start viewing the Quality System more holistically with multiple customers that need satisfying:- **Regulatory Compliance**, **Business Health** and **Customer Experience**.
- ✓ Start building an inventory of performance indicators that provide true *Value* for each customer segment.
- ✓ Define which indicators are *Meeting*, *Exceeding* or *Not Meeting* customer expectations.
- ✓ Reposition Quality System Management Review to add value to the whole business with inputs from the wider organization.



Your Quality Organization is still largely unbalanced but you are more aware of this deficiency. It is working to connect better with both the end-customer and the financial needs of the business. Metrics that are used to assess the Quality System are still largely transactional but there is more awareness of the need to measure aspects customers consider important.

Your Quality System Management Review is beginning to involve other stakeholders, but there is still a focus on the perspectives of senior management. Your Quality Organization is still largely disconnected from both the end-customer and the financial needs of the business, but there is self-awareness around this deficiency. With increased involvement from other stakeholders and a focus on customer satisfaction, your Quality organization will be able to better serve the needs of the business.

To improve your Quality organization, continue identifying your customers and better understanding their needs. Then, align your Quality System to meet those needs and establish metrics to track progress.

Importantly continue to refocus your management review process and ensure it engages with all relevant stakeholders in order to drive appropriate continuous improvement. By taking these steps, you can continue to close the gap between your Quality organization and your customers, and better position yourself for success.



- Quality organization is being to become aware of who its customers are or whether they are being satisfied.
- The Quality organization is starting to involve other perspectives.
- The Quality organization is starting to think how true customer satisfaction could be measured.

Next Steps:



- ✓ Continue viewing the Quality System more holistically with multiple customers that need satisfying:-
Regulatory Compliance, Business Health and ***Customer Experience***.
- ✓ Continue building an inventory of performance indicators that provide *Value* for each customer segment.
- ✓ Define which indicators are *Meeting, Exceeding* or *Not Meeting* customer expectations.
- ✓ Broaden Quality System Management Review to start it adding value to the whole business with inputs from the wider business and customers of the Quality System.



Your Quality Organization is more balanced and at Learning. It has an understanding of who its customers are and whether they are being satisfied. No one customer type is dominating.

The Quality organisation is more committed to all its customers. Data describing the Quality System is now includes data that truly begins to measures its output and effectiveness not only transactional data. Quality System Management Review now includes a broader audience and is driving data-driven decisions to improve the Quality System and increase customer satisfaction.

You are putting an increased understanding of customer needs into action. Your next step is to focus on delivering value by reducing waste and streamlining your processes. By making this shift, you will be well on your way to becoming a high-performing organization that provides real value to its customers.



- Quality organization is aware of who its customers are and whether their needs are being satisfied.
- The Quality organization is better at connecting with its customers.
- The Quality organization is implementing ways to improve customer satisfaction.



Next Steps:

- ✓ Continue reinforcing that the Quality System has multiple customers that need satisfying:- **Regulatory Compliance**, **Business Health** and **Customer Experience**.
- ✓ Continue building an inventory of performance indicators that provide *Value* for each customer segment.
- ✓ Apply lean approaches to reduce waste and may the QMS flow.
- ✓ Continue asking whether these indicators are *Meeting*, *Exceeding* or *Not Meeting* customer expectations.
- ✓ Look at creative ways connecting with your customers to understand their needs and ways to satisfy them.
- ✓ Continue using Quality System Management Review as a forum to add value to the business. Use both quantitative and qualitative data for decision making.



Mastery

Your Quality System is well balanced. Your Quality organization has a deep understanding of your customers and their needs. You use data-driven methods to identify areas where the Quality System can be improved to better serve customers based on metrics that are closely linked to customer satisfaction.

Your commitment to your customers is evident in everything you do. You are always looking for ways to make the Quality System more efficient and more effective. Your Quality System Management Review process involves a broad range of stakeholders and uses metrics, both quantitative and qualitative, to drive data-driven decisions.

You strive for actionable intelligence so that you can make continuous improvements to the Quality System to better serve your customers.



- Quality organization has a deep understanding of the needs of customers of the Quality System.
- There is a clear and consistent commitment to fulfilling these needs across the whole of the Quality organization.
- The Quality organization is truly committed to making the Quality System more efficient and effective for its customers.

Next Steps:

- ✓ Continue striving for excellence in understanding the needs of the customers of the Quality System and delivering on them.