

utilize and implement continuous improvement techniques and methodologies.

As chair of the ASQ Quality Management Division, I feel it is an honor to have members with such knowledge and expertise as John Bauer, Grace Duffy, and Russ Westcott, from whose handbook the bulk of the material in this new offering originates. They donate much of their time to advancing the understanding of quality improvement, and this book provides a well-written practical guide to it. I anticipate this will quickly become the most referenced book in my personal library.

— Milton Krivokuca DBA
ASQ-QMD 2012-2013 Chair



Introduction

This pocket guide is designed to be a quick, on-the-job reference for anyone interested in making their workplace more effective and efficient. It will provide a solid initial overview of what “quality” is and how it could impact you and your organization. Use it to compare how you and your organization are doing things, and to see whether what’s described in the guide might be useful.

One of this guide’s goals is to pique your interest and convince you why and how this quality stuff works. As a quick start on that goal, take a look at some of the world-class organizations from a broad range of industries that proudly use and promote quality: 3M, Abbott, Alcoa, American Express, Barclays PLC, Baxter International, Boeing, Booz Allen Hamilton, Caterpillar Inc., Cisco, The Coca-Cola Company, Corning, Deere & Company, Dow Chemical, DuPont, FedEx, Ford Motor Company, General Electric, General Motors, Hewlett-Packard, Honeywell International, Intel Corporation, Kraft, Lockheed Martin, Mattel, MEDRAD, Mayo Clinic, Nestlé

Purina PetCare, Northrop Grumman, Raytheon, Research in Motion, Ritz-Carlton Hotel, TATA Group, Xerox.

These organizations and others didn't get to where they are solely via quality practices, but they certainly wouldn't have had even a chance to get there without them. They began their quality journeys with at least some (and probably most!) of the ideas and tools discussed in this guide.

As you make your way through this material, you may recognize things you are *already* somewhat doing but don't refer to as "quality" practices. You should. For others, much of it may feel like basic, common-sense stuff that you could be doing with just a little more effort. You could.

That said, we would be remiss in not emphasizing the even larger effects that quality can have (and has had) when used organization-wide and in much greater depth. You'll see this in the "Quality Models and Systems" section, and you can go into much greater depth via the resources listed there for each model/system.

One of the most important ways to achieve improvement is through the use of effective teams. Every organization already has some teams doing certain projects that they hope will solve a problem or result in improvements, whether they call this "quality" work or not. Although the creation and execution of those teams is obviously an important issue, it is too large in scope for this condensed guide. Thus we have purposely excluded such discussion. If you don't believe your teams are as effective as they could be, refer to the "Additional Reading" section for resources.

The tools of quality described herein are universal. People across the world need to find better, more effective ways to improve the creation and performance of products and services. Since organizational and process improvement is increasingly integrated into all areas of an organization, everyone must understand the basic principles of process control and process improvement. This succinct and concentrated guide can help.