

Quality & Rightness

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- About me:
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 - Author, 'Quality'

- What do we mean by quality?
- Why is it important?
- Does it really matter?
- What does it mean in the service context?

- What do we mean by quality?

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- Typically:
 - Consistency:
 - Control of Inputs & Processes
 - Standard Setting
 - Measurement (of 'hard' things)
 - Repeatability & Regularity
 - Verification and Testing
 - Adoption of a 'model'
 - ISO9000, Business Excellence Model, Lean Production

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 - In practice:
 - Mediocrity NOT Excellence
 - NOT the ‘best that we can do’
 - BUT ‘good enough’

- What do we mean by quality?
- ‘Rightness’
 - Everything we do
 - Everything we say
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- What do we mean by quality?
- Rightness
 - Everything we do is the best that we can do
 - Everything we say is the best that we can say
 - 'Fitting' – degree of 'fit' between producer and consumer
- Rightness:
 - Design
 - Production
 - Delivery
 - Consumption

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- ‘Good enough’ IS NOT good enough
- ‘Good enough’ is an aspiration to mediocrity

Importance

- Why is it important?

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- Three Imperatives:

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- Three Imperatives:
 - Economic
 - Sustainability of the Business
 - Social
 - Sustainability of Society
 - Environmental
 - Sustainability of the Environment

- Does it REALLY matter?

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- Economic
 - Quality implies
 - Minimising migration of production in pursuit of low costs
 - ‘Cheap’ Labour, Lower Material costs
 - » Absolute AND volume dependent
 - Reduced Error Rates
 - Reduced Failure Rates
 - Practical Examples:
 - Ship Building
 - Motor Manufacturing
 - Increasingly ‘services’

- Does it REALLY matter?
- Social
 - Quality implies:
 - Appreciating and Valuing the Social Contribution of Work
 - Cohesion, Belongingness
 - » Marx, Engels, Ackoff
 - Work generates pride, a sense of value & purpose
 - Work is ‘honourable’
 - » 1984 (Orwell)
 - Practical Examples:
 - Destruction of communities with loss of ‘traditional industries’
 - 3rd generation unemployed?

- Does it REALLY matter?
- Environmental
 - Quality implies:
 - Minimising damage to the environment
 - Working within the limits of sustainability
 - Minimising resource use
 - ‘Farming’
 - » Making decisions for the long term

- Does it REALLY matter?
- Yes!

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- Yes!
- And it implies:
 - Investment in the future
 - Constant re-invention
 - Continuous striving for improvement
 - Continuous re-definition of ‘rightness’!

Importance

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- Morality: The Fourth Quality Imperative

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- Morality: The Fourth Quality Imperative
 - Quality is a requirement in ABSOLUTE terms NOT just relative to other requirements
 - » Legitimacy of Expectation
 - » Honesty, Integrity
 - » Performance

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 - Services are produced and consumed in an instant, they cannot be:
 - Tested, Verified, Repeated, Regularised
 - ‘However long we make the procedure chart, we never quite reach the customer’
 - Measurement of ‘Service Quality’ is:
 - Measurement of ‘perception of the outcome’ achieved
 - Does NOT reflect what ‘actually’ happened – but how individuals ‘experienced’ what happened!

- How do we achieve quality in services?

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 - Service Quality is ‘capability’ or ‘skill-based’ NOT procedure based
 - STOP refining processes!
 - A function of the ability to manage an experience to a ‘quality outcome’
 - Rooted in ‘relationships’
 - NOT transactional
 - NOT procedural

- How do we achieve quality in services?
 - Develop interpersonal skills NOT processes
 - Understand that ‘mistakes will happen’ AND build in ‘corrective’ loops
 - Develop ‘learning’ individuals and organisations
 - Craft Guilds
 - Apprenticeship, Tradesman, Journeyman, Craftsman
 - Accept that ‘cheap’ and ‘cost-effective’ are NOT the same thing!

- How do we achieve quality in services?
 - Manage for Outcomes NOT Inputs
 - Honesty
 - Integrity
 - Openness/Transparency

- A meaning of quality
- The importance of quality
- Four Imperatives
- The Service context