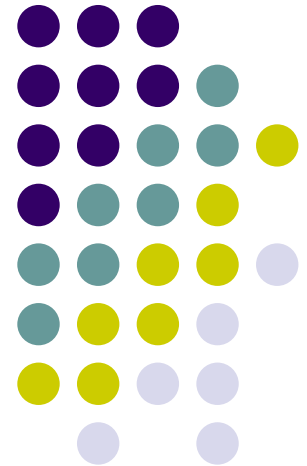


# Construindo o futuro baseado na Ética e na Confiança – dentro do Sistema de Gestão da Qualidade

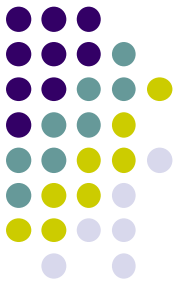
**Nigel H Croft**

São Paulo

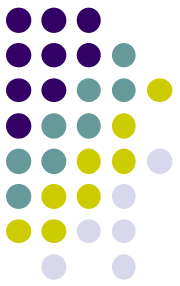
24 de março de 2010



# First some definitions.....

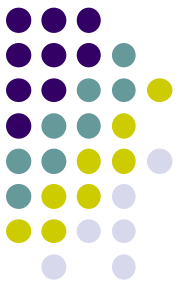


- *Ethics:*
  - *“that branch of philosophy dealing with **values** relating to human conduct, with respect to the rightness and wrongness of certain actions and to the goodness and badness of the motives and ends of such actions”*
- *Confidence:*
  - *“**trust**; belief in the powers, trustworthiness, or reliability of a person or thing”*



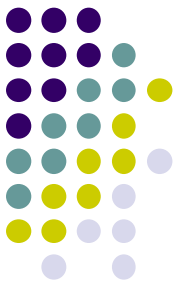
# What are *my* values??

- My personal values revolve around ***“trying to do the right thing”***
- Maintaining the right balance between
  - Self
  - Family
  - Work
  - Friends and neighbours
  - Society



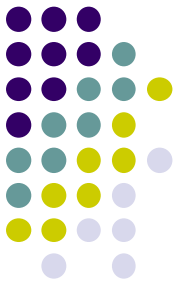
# What are ***YOUR*** values??

- In business, organizational values should be clearly defined and communicated to all interested parties
- Typically this can be done in a Mission, Vision and/or Policy statement
- In my experience successful organizations build the future based on five key components.....



# Five key components.....

- Care
  - **Wanting** to do things right
- Method
  - Clearly establishing **how** to do things right
- Discipline
  - To **continue** to do things right, and take appropriate actions when things go wrong
- Pride
  - In **doing** things right
- Innovation
  - To find ways to do things **better** next time



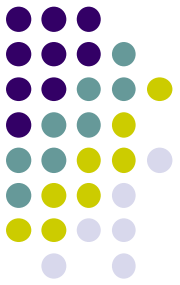
# Dr W Edwards Deming

- Japanese Philosophy
  - Man is essentially “good”
  - Concept of **“The Willing Worker”**
- Management’s job
  - Take someone who is essentially “good” and help to make them “better”
- Leadership
  - To accomplish transformation of the organization to benefit all its stakeholders.
  - A true leader possesses the knowledge, personality and persuasive power to allow him/her to do this.



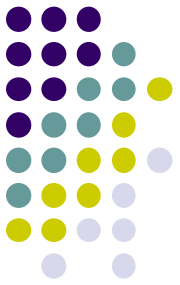
A **“Willing Worker”** (Much younger than today!!)

# Deming 14 points.....



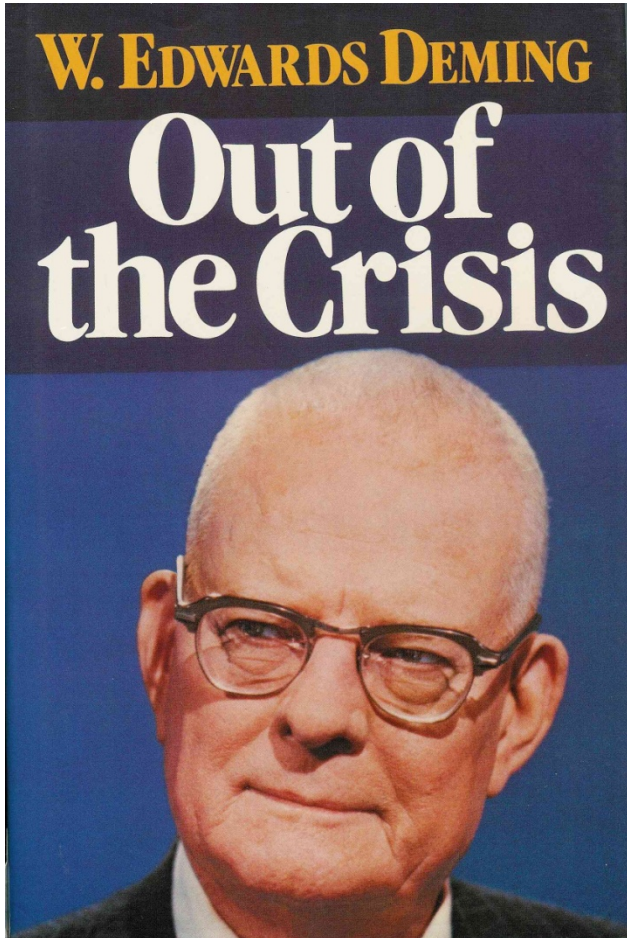
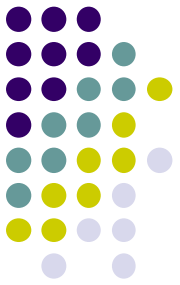
- Create constancy of purpose towards product improvement
- Adopt the “new philosophy”
- Cease dependence on inspection to achieve quality
- End the practice of awarding business on the cheapest price tag
- Improve constantly and forever the system of production and service provision
- Institute on-the-job training
- Institute leadership to help people to do a better job

# Deming 14 points (cont).....



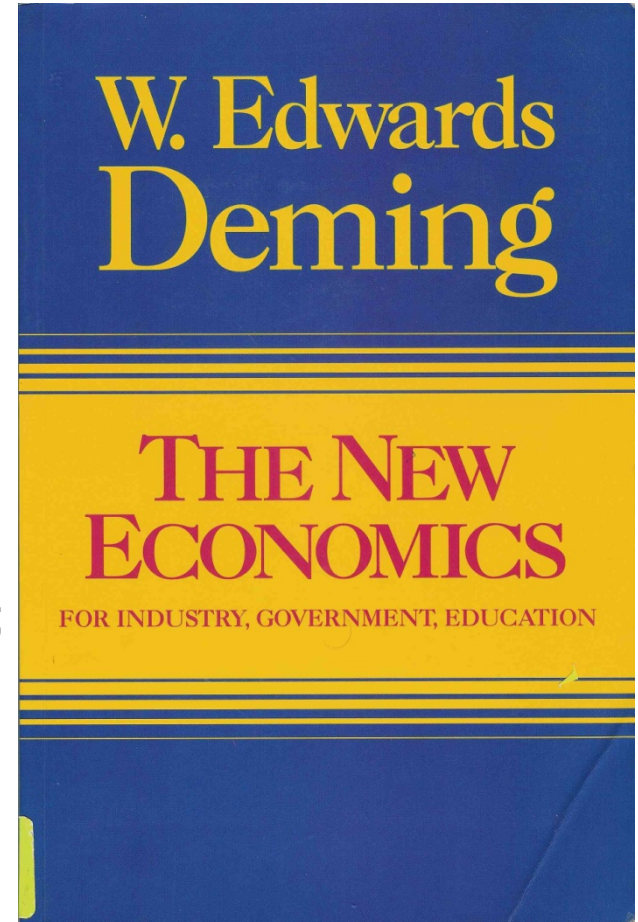
- ***Drive out fear, so that everyone can work effectively***
- ***Break down barriers between departments, so people can work as a team***
- ***Eliminate slogans, exhortations and targets asking for zero defects*** – these are usually beyond the power of the workforce and can generate frustration
- Eliminate work quotas and management by objectives – substitute by good leadership!
- ***Remove barriers that rob people of their right to pride of workmanship***
- Institute a vigorous programme of education and self-improvement
- Involve everybody in making the transformation!

# Essential reading!!

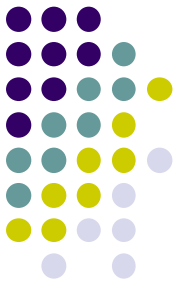


←  
"Heavy"

→  
Lighter;  
easy to read;  
Available  
in Spanish



# What about quality??

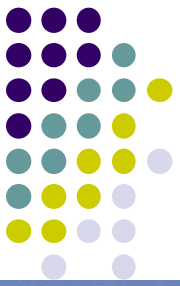


- “Quality” (ISO 9000:2005)
- degree to which a set of inherent **characteristics** fulfils **requirements**

*Distinguishing feature  
(Physical, sensory, behavioural,  
Temporal, ergonomic, functional)*

*Need or expectation that is stated,  
generally implied or obligatory*

**BUT.....**



# Quality.....

- *“In an attempt to analyze it, we belittle its magnitude”*
- *“Impossible to define, but intrinsically and universally understood”*
- *“Pursuit of quality should not be externally imposed, but rather internally desired”*
- *“With QUALITY, life has VALUE”*



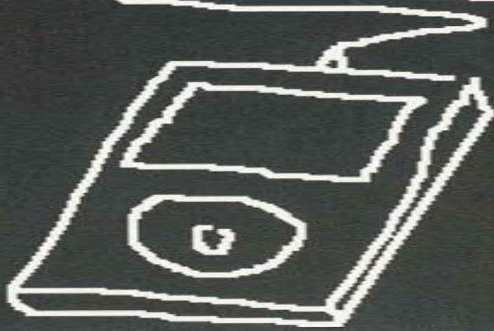
# Work

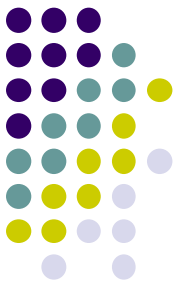
- ***“Quality is no longer just about consistency or reproducibility; nor does it simply equate to fixed standards, convenience, the elimination of defects or even what the customer wants, or thinks they want***
- ***Quality stems from cultures, values and aspirations.***
- ***Quality is about creating the right emotions in our customers, teams and stakeholders.”***



# Innovation

- ***Innovation is fundamental to quality***
- ***If we accept that quality is a continuum towards the ultimate yet unachievable goal of perfection then we require continual improvement to get there***
- ***The minute we achieve something of value then it quickly becomes mundane***
- ***To stop innovating is to say we have achieved the ultimate and that can never be***

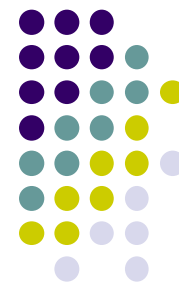




# Innovation

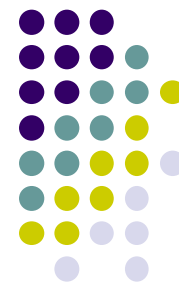
- ***We can always do better. If we fail to challenge ourselves then we will watch our competitors accelerate past us***
- ***We must never stop believing in quality and striving for it***
- ***Every facet of innovation through every aspect of business, from the design or creation of the product or service itself, through to the delivery systems by which it is conceived, measured and presented to market, and even to its advertising and branding is crucial to attaining quality.***





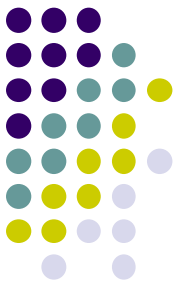
# Care

- ***Care is integral to attaining quality. Quality flows from care***
- ***Not simply care for our customers, but for ourselves, our people, our society and our environment***
- ***Only when we feel committed to the things we are doing can we possibly achieve any level of quality. If we don't then inevitably we will fail***
- ***Yet although as human beings we instinctively aspire to quality, often when we enter the workplace we cast aside these natural tendencies. We become reactive, uninvolved, distracted, from the objective***



# Care

- *As a workforce, in order to care, we need to feel involved. Valued.*
- *We need to have passion and pride in our work and that requires taking ownership of it.*
- *How can we care about our contribution to our customers' experience unless we see how crucial it is to the end product?*
- *It is only when we truly understand how we fit into the process as a whole that we will take care to ensure that our part is done to the best of our ability. We can take pride in contributing to a quality product.*
- *We need to work towards cultural change so that the pursuit of quality is not something which management attempts to impose on its workforce but is something that is desired by all. Only then can it be successfully achieved.*



# Deming (again)

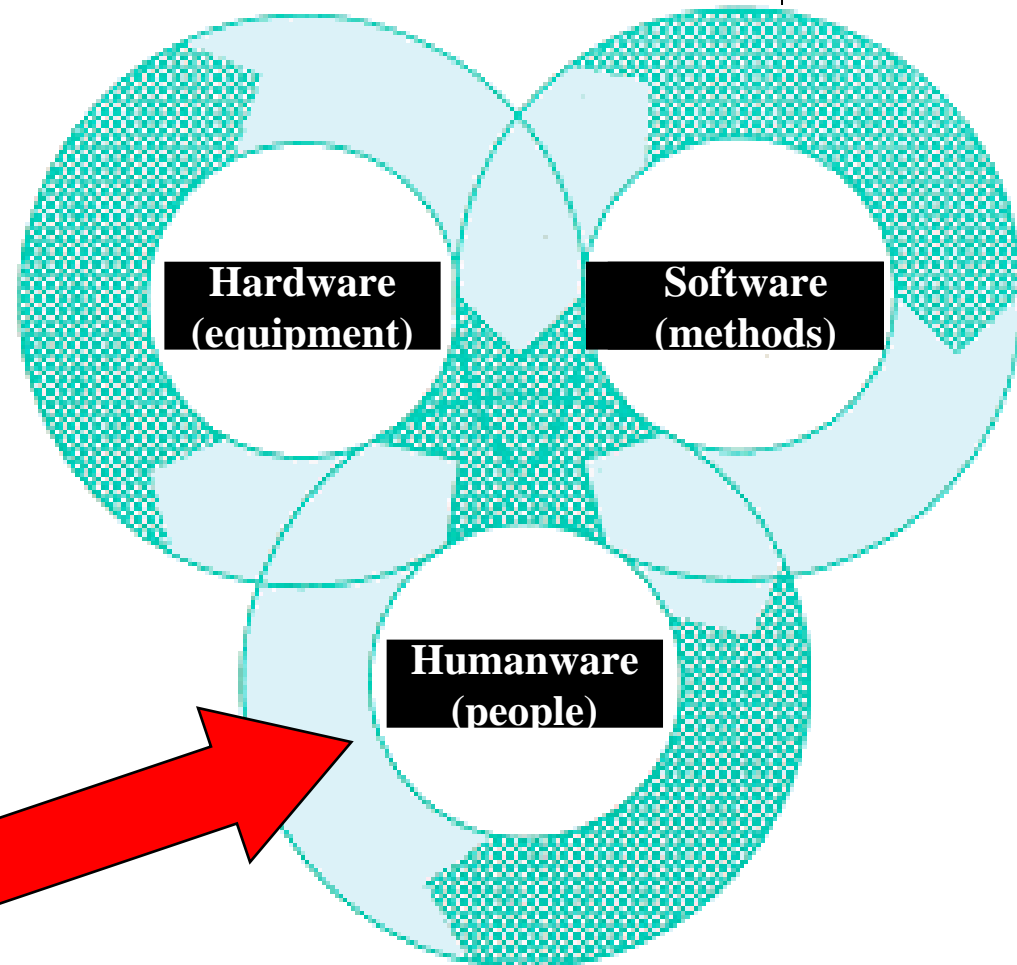
“How could there be life without aims and hopes? Everyone has aims, hopes, plans. But a goal that lies beyond the means of accomplishment will lead to discouragement, frustration, demoralization. In other words, there must be a **method** to achieve an aim.....BY WHAT METHOD??”



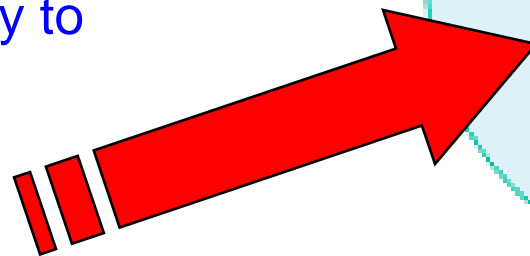
# That's where Management Systems come in!!.....

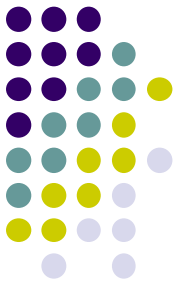


- ISO 9000:2005  
“set of interrelated or interacting elements to **establish policy and objectives** and to **achieve those objectives**”
- Deming  
“network of interdependent components that work together to try to accomplish the aim of the system“  
“The aim is for everybody to gain over the long term”



**Focus on People**





# Basis for ISO 9001

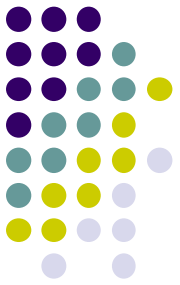
- 8 “Quality Management Principles”
  - Customer Focus
  - Leadership
  - Involvement of people
  - Process approach
  - System approach to management
  - Continual improvement
  - Factual approach to decision making
  - Mutually beneficial supplier relationships



# Quality Management Principles

## *“Leadership”*

***Leaders establish unity of purpose & direction of the organization.*** They should create the internal environment in which people can become fully involved in achieving the organization’s objectives.



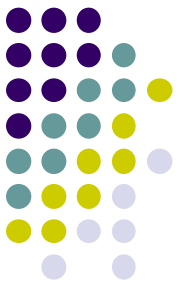
## “Leadership” means:

- Consider needs of all Interested Parties
- Establish clear vision of organization’s future.
- Set challenging objectives
- Create & sustain ***shared values***, fairness & ***ethical role models*** at all levels of organization.

# “Leadership” means:

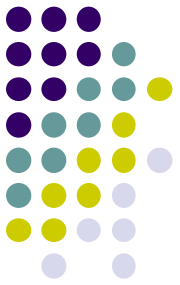
- ***Establish trust & eliminate fear.***
- Provide people with resources, training & freedom to act with responsibility & accountability.
- Inspire, encourage & recognize people's contributions.





# ISO 9001:2000 (Clause 1.1)

- “Provides requirements for organizations to demonstrate their ability to consistently provide conforming products” .....
- “Aims to enhance customer satisfaction by effective application and continual improvement of the system”
- In other words, provides us with the ***discipline*** we need to continue to do ***“the right thing”***



**Customers (ISO 9001)**

*& end users*

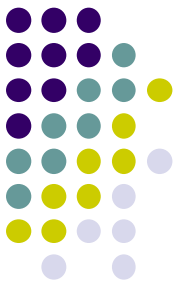
*Suppliers & partners*

*Owners & investors*

# **Interested Parties** **(ISO 9004)**

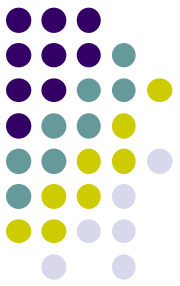
*People* in  
the organization

*Society*  
(community & the public)



# ISO 9004:2009

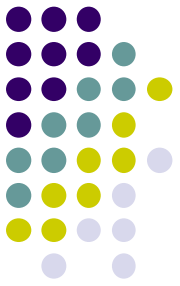
- Goes beyond the requirements given in ISO 9001 in order to promote effectiveness ***and efficiency*** of the QMS
- Focus is to achieve ***sustained success***, as measured by satisfaction of customers and other interested parties over the long term
- Consequence should be ***improvement of the organization's performance.***
- ***In other words, provides us with methodologies to do things better (innovation!)***



# ISO 9004:2009

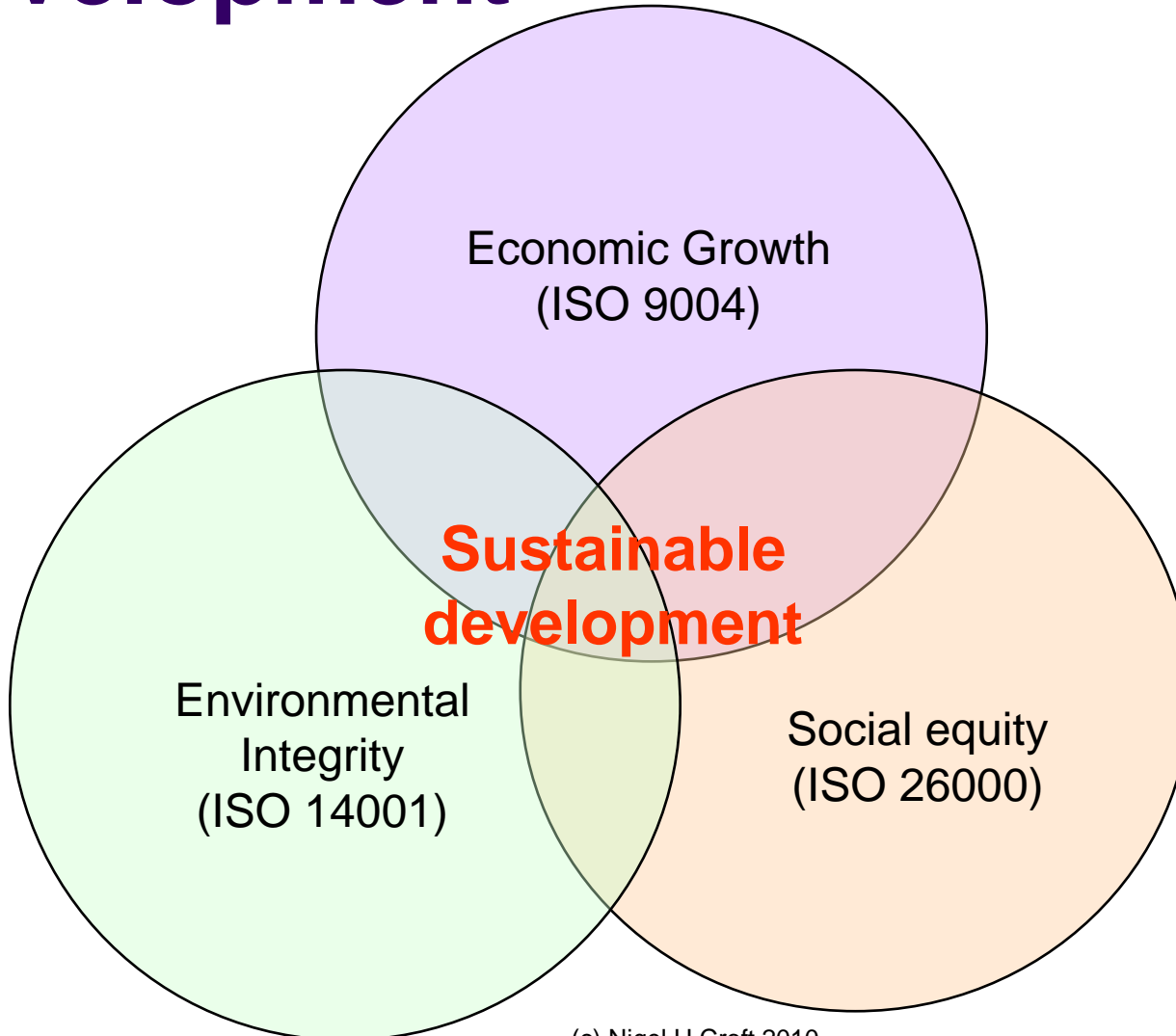
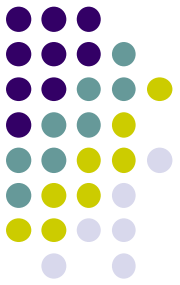
- “Managing for the sustained success of an organization – A quality management approach”
  - Published Nov 15<sup>th</sup> 2009
- Provides guidance to an organization for the creation of a quality management system that:
  - creates value for its customers, via the products it provides
  - creates value for all other interested parties,
  - balances all viewpoints.
- Provide guidance to management on leading their organization towards sustained (long-term) success.

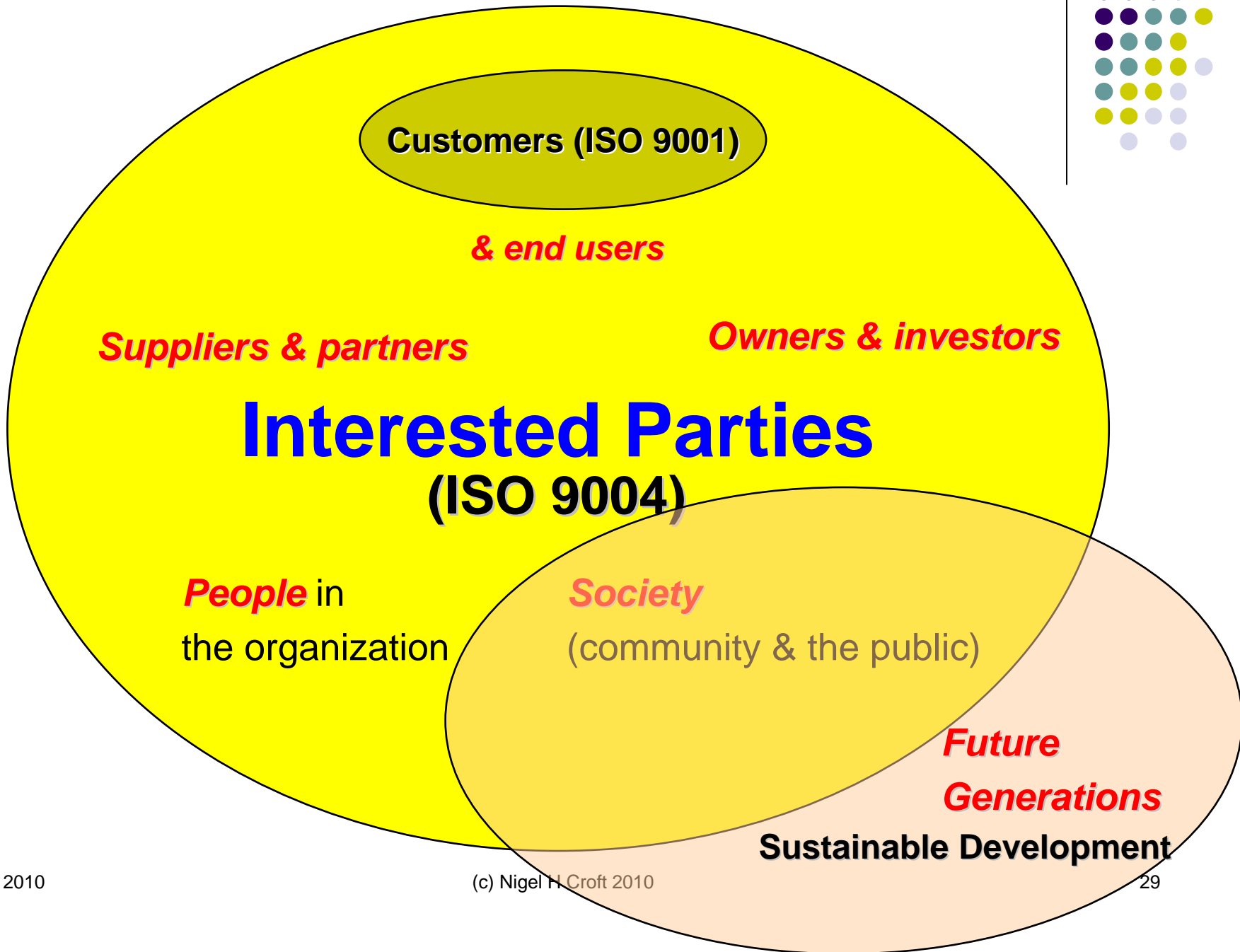
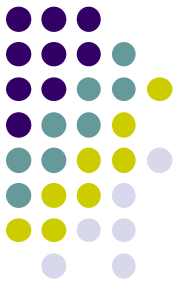
# Let's not forget about our grandchildren!



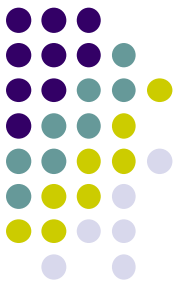
- Concept of Sustainable Development
- ***“Meet the needs of the present without compromising the ability of future generations to meet their own needs”***  
(Brundtland Report)

# 3 Aspects of Sustainable Development

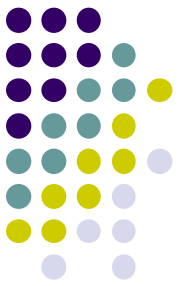




# So why isn't ISO 9000 the answer to all our problems??



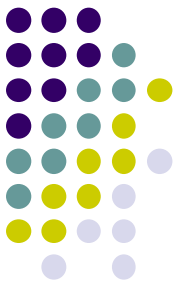
- Because many organizations don't really **care** about quality - they just want "the certificate"
  - To do as little as possible (or try to get away with doing less than they should)
- ISO 9001 and ISO 9004 provide excellent frameworks for organizations to be able to **"do the right thing"** methodically and consistently **if they want to**.
- If you're going to do it, **do it properly** and **DO IT FOR THE RIGHT REASONS!!!**



# “Total Quality”

- It’s about *more than* just “product quality”
- It’s about *more than* “ISO 9001”
- It’s about *more than* “procedures”
- It’s about *more than* “compliance”
- It’s about *more than* “certification”
- It’s about ***EVERYTHING THAT WE DO***

“quality” → “Quality”

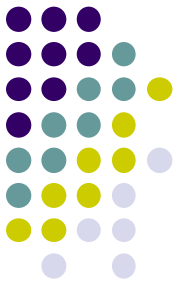


# Summary

- How do we build the future based on ethics and trust??
  - **Care**
  - **Method**
  - **Discipline**
  - **Pride**
  - **Innovation**
- By always striving to “do the right thing”!!
- Leading by example.....

# “Doing the right thing” (Hersey Model\*)

\* Paul Hersey;  
“Organizational Psychology”



# BOA SORTE!!

Muito obrigado!

