

INDEX

- Absolutes of Quality Management, 34–35
 Achieving Process Excellence Teams,
 at AT&T, 223
 acquired needs theory, 403–4
 ACS. *See* American College of
 Surgeons (ACS)
 action plans, 141
 action taking, management and, 32
 ADAC Laboratories, 195–96
 Adamson, Francis, 423
 adaptive learning, 473
The Adventures of a Self-Managing Team
 (Kelly), 223
 aesthetics, in manufactured products, 14
 affinity diagram/KJ method, 302–3
 agency theory, 49–50
 agility
 in automobile industry, 129
 benefits of, 42–43
 competitive advantage and, 127–30
 defined, 42, 249
 design for, 249–50
 developing, 229
 total quality and, 129–30
 Akers, John, 236
 Alcoa, 421, 463
 alignment, in Baldrige criteria, 156
 Allaire, Paul, 213, 442
 Allied Signal, 92, 94, 95, 96, 420
 Amazon.com, 188, 215
 American College of Surgeons (ACS), 19
 American Express, 267
 American industry
 declining quality in, 11
 quality revolution in, 11–12
 American National Standards Institute
 (ANSI), 6, 88
 The American Productivity and Quality
 Center (APQC), 67, 474–75
 American Quality Foundation, 465
 American Society for Quality (ASQ), 6,
 88, 366
 American Supplier Institute, Inc., 294
 Ames Rubber Corporation, 185
 AMP, Inc., 186, 223
 Analog Devices, 367–68
 Anheuser-Bush, 119
 ANSI. *See* American National Standards
 Institute (ANSI)
 Apple Computers, 120, 421
 approach, in evaluation process, 75
 APQC. *See* The American Productivity
 and Quality Center (APQC)
 Argyris, Chris, 401
 Armstrong Building Products Operations
 (BPO), 146
 arrow diagrams, 305–6
 Artzt, Edwin L., 419, 423
Asahi, 25
 Asea Brown Boveri, 425
 ASQ. *See* American Society for
 Quality (ASQ)
 assignable causes, 25
 “A System of Profound Knowledge”, 23
 A team of 30,000, 372–73
 AT&T, 229, 294
 costumer focus at, 183
 creating teams at, 223
 process according to, 214
 quality councils, 227–28
 AT&T Consumer Communications
 Services (CCS), 216, 319
 At & T Network Operations Group, 227–28
 attribute data, 308
 attributes, customer, 294–96
 AT&T Worldwide Intelligent Networks,
 216, 247
 Aune, Asbjorn, 276
 Australian Business Excellence Awards, 86
 automobile industry. *See also* individual
 automobile manufacturers
 agility in, 129
 quality in
 autonomous work groups. *See*
 self-managed teams (SMTs)
 availability, 33
 awards, *See* Malcolm Baldrige National
 Quality Award (MBNQA)
 balanced scorecard, 135–37
 Baldrige Award. *See* Malcolm Baldrige
 National Quality Award (MBNQA)
 The Bama Companies, Inc., 10, 110–12
 Bank One, 184
 banks, 37, 38
 Baptist Hospital Inc., 64–67
 bargaining, integrative, 198–99
 Barrett, Colleen, 174
 Barriers? What Barriers?, 240–41
 Basic Elements of Improvement, 34, 36
 Basil, Thomas, 351
 Bass Bernard, 436
 behavior, in service, 18
 Bell telephone Laboratories, 11
 benchmarking
 in breakthrough improvement, 271–73
 competitive, 272
 generic, 272
 internal, 474
 at Motorola, 272
 process of, 272–73
 Tampopo, 426–27
 Bennis, Warren, 320
 Best Buy, 138
 best practices, 271, 465–67
 Bethune, Gordon, 393
 Big Q, 13
 Binney & Smith, 184
 black belts, in Six-Sigma teams, 352
 Blum, Jonathan, 392
 BMG Music Service, 188
 BMH. *See* Bronson Methodist
 Hospital (BMH)
 Boeing, 95
 benchmarking at, 271
 cultural change at, 477–78
 integrated product teams (IPTs), 223
 real-time information at, 134
 Boeing, Bill, 477
 Boeing Aerospace Support, 12, 208–10, 210
 Boeing Airlift and Tanker (A&T) Programs,
 223, 231–32, 343, 364–65, 438
 boomerang principle, 177
 Bose Corporation, 301
 Bossidy, Larry, 94, 420
 Branch-Smith, Inc., 249
 Branch-Smith Printing Division, 150–53,
 427, 428–30
 Brazil, 13
 breakthrough improvement
 benchmarking and, 271–73
 reengineering and, 274–76
 breakthrough objectives, 271
 British Airways Plc, 322
 Bronson Methodist Hospital (BMH)
 performance excellence profile, 3–5
 plan for excellence at, 147–50
 vision of, 422
 Brookhouse, Robert, 226
 Buck, Richard, 228
 Burger King, 129
 Burke-Litwin model, 479
 business
 American, history of quality in, 10–14
 global competition and, 6, 13
 variation and, 25–26
 Business Excellence Awards, 82–92
 Business Excellence Leadership Team, at
 Texas Nameplate Company, 223
 business processes, 214–15
 business results, in criteria for
 performance excellence, 71–72
 Business Week, 9, 11
 Cadillac, 294
 Canada Toronto Plastics, Ltd., 92
 Canadian Awards for Business
 Excellence, 85

- Cargill, Inc., 230
 Carlson, Terry A., 175
 Carroll, Jane, 421
 The Case of the Missing Reservation, 201–2
 Caterpillar, 95
 cause-and-effect diagrams, 311, 313
 cause-and-effect relationships, 137
 CE. *See* concept engineering (CE)
 Center for Quality of Management, 299
 certification of suppliers, 191–92
 “chain reaction”, 24, 35
 Chalmer, Donald, 161
 champions, in Six-Sigma teams, 352
 change
 cultural, 453–56
 importance of, 451
 Juran’s approach to, 32
 reason for, 451, 482
 source of, 482
 strategic *vs.* process, 451–53
 types of, 482–85
 change models, 479, 481
 Chase, Richard B., 315
 check sheets, 308–9
 Child Focus, Inc., 242–43
 Chinese National Quality Award, 86–87
 Chrysler, 89, 116, 354
 Chugach School District (CSD), 278–80
 Ciampa, Dan, 386, 420
 Citibank, 95, 96
 Clark, Timothy, 313
 Clarke American, 9, 136
 “Clear Lake Plant” organization, 224
 CLEP. *See* Comprehensive Local Education Plan (CLEP)
 Clifton Metal Works case, 161–63
 CNH Capital, Six Sigma at, 98–99
 Coca-Cola Co., 253, 322, 422
 Codman, Ernest, 19
 cognitive style, employee creativity and, 322–23
 commitment, management, 28
 communication, 321, 361, 460–61
 Companywide Quality Control (CWQC), 82
 comparative information, 136–37
 compensation, 397–99
 competition, global, 6, 13
 competitive advantage
 agility and, 127–30
 characteristics of, 113–18
 cost leadership and, 118–19
 defined, 112
 differentiation and, 120
 differentiation strategies and, 122–37
 importance of people to, 120–21
 information and knowledge for, 133–37
 innovation and, 130–31
 product design and, 122–24
 service and, 124–27
 sources of, 118–21
 time and, 131–33
 Competitive benchmarking, 272
 competitive evaluation, 296
 complaint resolution, 126
 Comprehensive Local Education Plan (CLEP), 20
 concept engineering (CE), 299–300
 concept generation, 299–300
 concept selection, 300
 confidence, 321
 conformance
 in manufactured products, 14
 quality of, 33, 34
 to specifications, 15, 33
 conscious competence, 450
 conscious incompetence, 450
 consensus stage, in evaluation process, 76
 consideration, 435–36
 construction companies, competitive, 488–89
 consumers. *See* customers
 Continental Airlines, 393
 continuous improvement. *See also* continuous improvement tools
 at Branch-Smith Printing Division, 429–30
 change and, 451
 as common business practice, 30
 Deming Cycle and, 263–64
 leading, 424–27
 lean production and, 268
 learning and, 40–43
 and learning at KARLEE, 48
 processes, 262–70
 of SSM Health Care, 432–34
 teamwork and, 269
 continuous improvement tools
 Kaizen Blitz, 316–18
 poka-yoke (mistake-proofing), 312–16
 for process analysis, 306–12
 Continuous Problems Solving Process, 21
 continuous quality improvement (CQI), 19
 contracts, long-term, suppliers and establishing, 191
 control
 defined, 252
 lack of, 252–53
 control charts, 312, 313, 326–29
 control system, components of, 253–54
 Convex Computer Corporation, 272
 cooperative relationships, with suppliers, 192–93
 coordination, 361–62
 “coordination mapping”, 220–221
 Coors, Pete, 382
 Coors Brewing, 382, 384
 core processes, 216
 Corning Glass, 389
 vision of, 423
 Corning Telecommunications Products Division (TPD), 249, 343
 corrective action teams. *See* problem-solving teams
 cost leadership, 118–19
 cost of quality, 35
 Covey, Stephen, 223
 CQI. *See* Continuous quality improvement (CQI)
 creativity
 innovation and, 318–20
 organizational systems and, 320–23
 Credit Suisse, 180
 Criteria for Performance Excellence, 68, 71–73
 critical to quality (CTQ), 98, 100
 CRM. *See* customer relationship management (CRM)
 Crosby, Philip B., 22, 34–36, 441
 cross-functional teams, 353–55
 Crownover, Dale, 219
 CSRs. *See* customer-supplier relationships (CSRs)
 CTQ. *See* Critical to quality (CTQ)
 cultural change. *See also* change
 best practices and, 465–67
 cases, 486–89
 examples of, 476–79
 importance of, 460
 managing, 461–62
 mistakes in implementing, 463–64
 in organizations, 453–56
 people roles in, 462–63
 performance excellence elements and, 457–61
 promoting, 461
 for Six Sigma, 478–79
 cultural model, 52
 culture. *See also* cultural change
 defined, 453
 people’s behavior and, 455
 without fear, creating of, 31
 Curtis, Pat, 365
 customer attributes, 294–96
 customer-contact employees, 186
 customer dissatisfaction
 lack of control and, 252–53
 in services, 185–86
 customer-driven firms, 37
 customer-driven quality, 172, 607
 customer-driven quality cycle, 184
 customer errors, 315, 316
 customer expectations, meeting or exceeding, 6
 customer focus, 8, 21
 at KARLEE, 48
 in performance excellence, 71
 quality and, 37–38
 customer information
 collecting, 179–83
 disseminating, 183
 imprint analysis for, 182–83
 using, 184–85

- customer perspective, in balanced scorecard, 135
- customer relationship management (CRM). *See also* customer-supplier relationships (CSRs)
- fostering, 185–87
- technology, 187–88
- customer relationships, building
- personal, 188
- customers. *See also* customer information; customer satisfaction; internal customers
- attributes, 294
- banks and, 38
- building partnership with, 178
- Deming and, 170
- dissatisfied, 172
- external, 216
- gambling for, 185
- importance of, 169, 172–73
- importance of quality to, 8, 9
- needs of, 41
- practices for dealing with, 179–89
- separation of, from employees, 212–13
- voice of, 294
- customer satisfaction, 6
- loyalty and, 172
- organization size and, 229
- in performance measures, 46, 49
- quality and, 6
- service sector and, 185–86
- steering committee and, 346
- in strategic plan, 49
- as TQ focus, 37–38
- customer service, improving, 252
- customer-supplier relationships (CSRs). *See also* customer relationship management (CRM)
- case studies, 201–5
- integrative bargaining and, 198–99
- in organization theory, 195–99
- performance excellence and, 170–75
- principles for, 176–79, 190
- process mapping and, 220
- quality, examples of, 193–94
- resource dependence perspective, 196–98
- custom products, 128, 249
- Custom Research, Inc., 227, 229, 346, 400, 424
- CWQC. *See* Companywide Quality Control (CWQC)
- cycle times, 42, 131, 132–33
- D. J. Inc., 193–94
- Daimler-Chrysler, 175, 254
- David, Colin, 107
- decisional roles, 434, 435
- Deer Valley Resort/ Park City, Utah, 6, 7
- defects
- lack of, 15
- reducing, 9, 12
- defensive routines, 481
- Define, measure, analyze, improve, and control. *See* DMAIC (Define, measure, analyze, improve, and control)
- DeHont, Chuck, 424
- Delco Moraine Division, 190
- delighters/exciters, 41, 133, 179, 318
- Dell, Michael, 42, 120, 258
- Dell Computer Corporation
- improving customer service at, 252
- mass customization at, 249
- process improvement at, 258
- quality at, 42
- Deming, W. Edwards, 11, 12, 80. *See also*
- Deming philosophy
- on customer and suppliers relationships, 170
- on empowerment, 386
- on leadership, 417
- Deming chain reaction, 24, 35
- Deming Cycle, 263–64
- Deming philosophy
- about, 23
- Badridge criteria and, 80–82
- engagement in, 380
- 14 points for management, 28–32
- Hillerich & Bradsby Co. and, 33
- process variation in, 25–26
- psychology in, 27–32
- System of Profound Knowledge in, 23–25
- theory of knowledge in, 26–27
- vs.* Juran philosophy, 33–34
- Deming Prize, 12, 82–84
- departmental problem-solving teams, 346
- deployment, in evaluation process, 76
- design
- of goods, improvements in, 30
- quality of, 33
- design failure mode and effects analysis (DFMEA), 300–302
- design processes, 216
- determination, as element of improvement, 36
- Dexler, Brad, 184
- DFMEA. *See* design failure mode and effects analysis (DFMEA)
- dialog, organizational learning and, 481
- differentiation, 120
- differentiation strategies, 122–33
- dissatisfiers, 41, 179
- dissatisfied customers, 172
- disseminating customer information, 183
- diversity, on teams, 358
- DMAIC (Define, measure, analyze, improve, and control), 97, 98, 100
- DMAIC methodology, 264–67
- Dodge, Harold, 11
- Domino's Pizza, 133, 194, 273, 400
- Donne, John, 356
- Dooley, Kevin, 265
- double-loop learning, 481
- DuPont, 92, 99, 389
- durability, in manufactured products, 14
- DynMcDermott (DM) Petroleum Operations Company, 167–69, 393–94
- Eastman Chemical Company, 262–63, 454–55
- economics of quality, 35
- education. *See also* organizational learning
- as element of improvement, 36
- of employees, 32
- quality improvement in, 20
- quality in, 12–13
- Education Quality Initiative, 12
- Edwards, George, 11
- efficient layout, 269
- EFQM. *See* European Foundation for Quality Management (EFQM)
- EI. *See* employee involvement (EI)
- electronic commerce, 42
- EMC Corporation, 194
- Emerson Electric Company, 93
- employee engagement
- in action, 393–97
- advantages of, 381–82
- benefits of, 379–80
- defined, 379
- in Deming's concept, 380
- employee involvement and, 382–83
- organizational performance and, 380–81
- teamwork and, 43–46
- theories of motivation and, 401–5
- employee involvement (EI), 382, 384
- employees
- in collecting customer information, 180
- compensation for, 397–99
- competitive advantage and, 120–21, 125
- cultural change and, 463
- customer-contact, 186
- education of, 32
- empowerment of, 383
- ensuring capability of, 389–90
- as internal customers, 31, 38
- motivating, 31, 32, 43–45
- providing business information to, 388–89
- recognition for, 399–400
- relations with, 116
- rewards for, 362–63, 364
- separation of, from customers, 212–13
- service quality and, 125
- training, 30
- trust of, 387–88
- work environment and, 400–401
- empowerment
- business information and, 388–89
- cases, 406–8
- defined, 43–44, 48
- employee capability and, 389–90
- employee involvement and, 384
- failed, 396–97
- at KARLEE, 48

- of middle management, 391
- mutual trust and, 387–88
- objective of, 383–84
- performance excellence and, 404
- principles of, 386–87
- reward system and, 391–93
- role of, 384–85
- sincere, 386–87
- theories of motivation and, 401–5
- ENBI Corporation, 260
- Engibous, Tom, 14
- Enterprise Rent-A-Car, 38
- environment of customer, in concept engineering, 299
- Ernst & Young, 465
- European Commission, 84
- European Foundation for Quality Management (EFQM), 84
- European Organization for Quality, 84
- European Quality Award, 84–85
- exciters, 41, 133, 179, 318
- executive leadership, 418–19
- explicit knowledge, 471
- external customers, core processes and, 216
- extrinsic reward, 397
- FAA. *See* U. S. Federal Aviation Administration (FAA)
- fast-food restaurants, 250, 251
- fear, 31
- features, in manufactured products, 14
- FedEx, 12
 - credo, 125
 - customer and employee satisfaction at, 379
 - guiding principles, 140
 - managing change at, 461
 - process design, 249
 - Quality Action teams, 223, 343
 - quality in service, 127
 - recognition at, 400
 - self-managed teams at, 349
 - strategic partnership, 193
 - teamwork at, 348
 - vision of, 421
- feedback report, in evaluation process, 76
- field service quality, 33
- financial perspective, in balanced scorecard, 135
- Fisher-Rosemount Group, Rosemount Measurement Division of, 93
- fitness for use, 6, 33
- 5S's, 268
- flexibility, 42, 127, 129
- Flores, Fernando, 220
- Florida Power and Light (FPL), 12, 83–84, 463
- flowcharts, 307–8
- Ford, Henry, 129, 143, 272
- Ford Motor Company, 12, 89, 191, 294
- Ford Taurus program, empowerment at, 384
- Fortune*, 9
- Fortune* (magazine), 121
- Forum Corporation, 421
- 14 Points of Management, 28–32
- FPL. *See* Florida Power and Light (FPL)
- Froedtert Hospital, 280–81
- The Frustrated Manager, 406–7
- Fujitsu Network Transmission Systems, 6–7
- Fuji-Xerox, 137
- functional structure, 211–14
- function *vs.* process, 39
- Galvin, Bob, 417, 478
- Galvin, Robert, 94
- Gantt, Henry, 121
- GAO study, 116–17
- Garten, Jeffrey E., 8
- Garvin, David, 424
- GE Appliance, 193–94
- General Accounting Office Framework, 115, 117
- General Electric Bayamon, 234
- General Electric (GE)
 - organizational design at, 234
 - process development at, 158–61
 - process management at, 282–83
 - self-managed teams, 349
 - Six Sigma and, 92–93, 94–95, 97, 238
 - Southwest Airlines and, 476
- General Mills, 273
- General Motors (GM), 9, 294
 - ISO 9000, 89
 - quality at, 116
 - suppliers of, 191
- General Systems Company, 114
- generic benchmarking, 272
- Georgia Power Company, 443–44
- Gerber, building trust through quality at, 56–59
- Gilbreth, Frank, 121
- Gilbreth, Lilian, 121
- Gillette Company, 192
- Global Business Communications Systems, 183
- global competition, 6, 13
- GM. *See* General Motors (GM)
- goals, 31
- goal-setting theory, 404–5
- Godfrey, A. Blanton, 215
- Godrej Soaps, 461
- Golden Plaza Hotel, 371
- Gold Star Chili, Inc., 204–5, 216–18
- Goodnight, James, 401
- Gore, Al, 12
- government agencies, quality improvement in, 12, 21
- Graniterock Company, 194, 223, 254, 273, 343
- green belts, in Six-Sigma teams, 352
- group, defined, 368–69
- GTE Directories Corporation, 224–25, 319, 419
- GTE Supply, 189
- guiding principles. *See* values
- Haas, Walter, 453
- Harley-Davidson, 424
- Harrah's Entertainment, 185
- Harrington, H. James, 465, 470
- Harrington, James, 59
- Hartford Hospital, 468
- health care industry
 - quality improvement in, 12, 19–20
 - Six Sigma in, 107
- Heinz/USA, 423
- Hendricks and Singhal, 117
- Hennes & Mauritz (H&M), 250
- Hewlett-Packard, 143, 294, 425
- hierarchy, reducing, 226–27
- high-performance work systems, 229–30
- Hillerich, Jack, 33
- Hillerich & Bradsby Co. (H&B), 33
- histograms, 309
- Hitachi Corporation, 378
- H&M. *See* Hennes & Mauritz (H&M)
- HMO Pharmacy Crisis, 336–37
- Hollywood Casino Resort/Tunica, Mississippi, 6
- Home Depot, 95, 172
- Honda, 116, 123, 179
- "Honda-Yamaha war", 129
- Honeywell, 92, 95
- horizontal teamwork, 44
- hoshin planning, 142, 144–45, 153
- Houghton, Jamie, 423
- House of Quality, 295–99
- HRM. *See* human resource management (HRM)
- Hudiburg, John J., 463
- human interaction, 17, 18
- human resource management (HRM), 362
- human resources
 - in performance excellence, 71
 - strategic importance of, 146–47
 - teamwork and, 363
- Hutchinson, Ron, 424
- IBM, 95, 229, 294
 - customer-supplier relationships, 169
 - drivers of business success, 137
 - job enlargement, 231
 - Market Driven Quality Award, 364, 400
 - quality in service, 127
 - reorganization by, 236
 - vision of, 421
- IBM Credit Corporation, 274
- IHI. *See* Institute for Healthcare Improvement (IHI)
- image, in service, 18
- implementation, as element of improvement, 36
- imprint analysis, 182
- improvement. *See also* improvement processes
 - breakthrough, 271–74
 - continuous, 30, 48, 269
 - Crosby's basic elements of, 36
 - organizational issues in, 277

- improvement processes
Deming Cycle, 263–64
DMAIC methodology, 264–67
at Eastman Chemical, 262–63
lean production, 267–70
- India, 13
- individual implemented improvements, 383
- Industrial Revolution, 10, 121
- information
business, providing to employees, 388–89
customer, Internet monitoring of, 180
management of, 133–37, 471
- informational roles, 434
- information technology, service quality and, 126
- initiating structure, 435–36
- innovation
competitive advantage and, 130–31
creativity and, 318–20
learning perspective and, 135
- In Search of Excellence* (Peters and Waterman), 124
- The insolent Night Clerk, 407
- inspection, 14, 26, 29–30, 269
- inspiration, 425
- in statistical control, 325
- Institute for Healthcare Improvement (IHI), 19
- Institutional theory, 237–38
- integrated management system, 72
- integrated product teams (IPTs), at Boeing, 223
- integrative bargaining, 198–99
- Intel Corporation, 273
- internal benchmarking, 474
- internal customers
creating link between suppliers and, 223
importance of, 188
in manufacturing company, 220
partnering with, 189
recognizing, 219–23
relationships with, 188
support processes and, 216
- internal perspective, in balanced scorecard, 135
- International Organization for Standardization, 87
- International Quality Award Programs
Australian Business Excellence Awards, 86
Baldrige and National Culture, 86
Canadian Awards for Business Excellence, 85
Deming Prize, 82–84
European Quality Award, 84–85
ISO 9000:2000, 87–92
Quality Awards in China, 86–87
- International Quality Study (IQS), 465–66
- International Team Excellence Award, 366
- International Telephone and Telegraph (ITT), 34
- Internet monitoring, in collecting customer information, 180
- interorganizational partnerships, 45–46
- interpersonal roles, 434
- interpersonal skills, 358
- interrelationship digraphs, 303–4
- intrinsic motivation, employee creativity and, 323
- intrinsic reward, 397
- IPTs. *See* integrated product teams (IPTs)
- IQS. *See* International Quality Study (IQS)
- Isdell, Neville, 322
- ISO 9000:2000 standards
benefits of, 92
factors leading to, 89–91
implementation of, 91–92
quality management principles, 90
registration of, 91–92
structure of, 88–89
unusual approaches to, 93
vs. other frameworks, 99–100
- ITT. *See* International Telephone and Telegraph (ITT)
- J. D. Power Gold Plant Quality Award, 120
- Japan
Deming philosophy and, 23
enriched training in, 231
hoshin planning in, 142, 144–45
just-in-time (JIT) production in, 258
kaizen strategy in, 258–62
notion of customer in, 16
quality circles in, 347
statistical quality control in, 11
- JCAHO. *See* Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
- JCT. *See* jobs characteristics theory (JCT)
- Jefferson, Thomas, 10
- Jenks Public Schools (JPS), Oklahoma, 10, 20–21, 245–46
- Jiro, Kawakita, 302
- job enlargement, 231
- job enrichment, 231
- job rotation, 231
- job satisfaction, organization size and, 229
- jobs characteristics theory (JCT), 402–3
- Johnson & Johnson, 229, 401
- Joiner, Brian, 325
- Joint Commission on Accreditation of Healthcare Organizations (JCAHO), 19, 80, 327
- Juran, Joseph M., 8, 22, 80
about relationships with suppliers, 178
on customer and supplier relationship, 193
explanation of problem diagnosis, 360
philosophy of, 32–34
quality trilogy, 33–34, 246–47
statistical quality control, 11
- Juran Institute, 215
- JUSE. *See* Union of Japanese Scientists and Engineers (JUSE)
- just-in-time (JIT), 258
- kaizen, process improvement and, 258–62
- Kaizen Blitz, 316–18
- Kano, Noriaki, 41
- Kaplan, Robert, 135, 136
- KARLEE, total quality at, 48
- Karlee Company, Inc., 341–43
- KBkids.com, 215
- Kearns, David, 441–42
- Kelleher, Herb, 121, 380
- Kelly, Jim, 385
- Kelly, Mark, 223
- Kenneth W. Monfort College of Business, 422
- KFC, 392
- Kmart, 138
- Knorr, Robert, 226
- knowledge assets, 471
- knowledge management, competitive advantage and, 133–37
- Knowlton, Troy, 388
- Kodak, 294
- Korea, 13
- Kotter, John, 438–39
- Kraft Foods, 358
- L. L. Beans, 272, 399
- Lafley, A. G., 186
- lagging measures, 135–36
- LANB. *See* Los Alamos National Bank (LANB)
- Landmark Dining, Inc.
employee engagement and motivation, 407–8
focus on customers, 203–4
organizational environment, 102–5
process management, 287–88
team processes, 373
- Landor & Associates, 253
- layout, efficient, 269
- leaders
roles of, 420–27
values and, 423–24
- leadership. *See also* leadership theory cases, 441–45
commitment and, 28, 29
consideration and, 435–4356
continuous improvement and, 424–27
cost, 118–19
in criteria for performance excellence, 68
Deming and, 417
influence on creativity, 322–23
initiating structure and, 435–36
at KARLEE, 48
management and, 31, 438–39
motivation and, 31
for performance excellence in action, 428–34
perspectives on, 418–20
power of teams, 443–44
situational, 437–38
teams, 345–46
- Transformational Leadership Theory, 436–37
- visionary, 47, 49

- leadership theory, 434–39
 leading by example, 425
 leading measures, 135–36
 lead times, short product, 132
 lean enterprise, 269
 lean production, 267–70
 learning
 continuous, 40–43, 48
 definition and stages of, 43
 double-loop, 481
 measurements, 43
 organizational, 450
 single-loop, 481
 learning organization, defined, 473
 Le Blanc, Honore, 10
 LeBoeuf, Lamb, Greene, & MacRae, LLP, 186
 Lehr, Lewis, 450
 Levi, Strauss, 452
 Levinson, Harry, 424
 Lewin, Kurt, 368
 Lewis, Clarence Irving, 26
 Lexus automobiles, 270
 Likert, Rensis, 401
 Lincoln Electric, 258
 Little Q, 13
 Lockheed, 347, 361
 Los Alamos National Bank (LANB), 395–96
 Loveman, Gary, 185
 Lowell, Francis, 272
- Macy's, 182
 Magnivision, 317–18
 Malcolm Baldrige National Quality Award (MBNQA)
 Baldrige criteria and Deming philosophy, 80–82
 creativity and innovation and, 320
 criteria evolution, 77–78
 criteria for performance excellence, 68, 71–73
 Deming philosophy and, 80–82
 establishment of, 12
 evaluation process, 75–76
 history and purpose of, 67–68
 innovation and, 131
 leadership and, 417, 419
 national culture and, 87
 organizational culture and, 456–57
 quality engines of award winners, 465
 recipients of, 47
 recipients through 2005, 69–71
 Resource Dependence Perspective (RDP) and, 197–98
 Texas Instruments and, 78–79
 using the Baldrige criteria, 78–80
 vs. other frameworks, 99–100
 management. *See also* leaders; leadership;
 middle management; senior management
 basic concepts of TQ, 37–43
 commitment, 28
 control of quality and, 39
 customer focus in, 37–38
 by fact, 46–47, 48
 14 Points for, 28–32
 history of quality in American, 10–14
 leadership and, 31, 438–39
 scientific management and, 11
 strategic orientation of, 47–49
 variation in, 25–26
 Management by Objective (MBO), 29, 31
 management commitment, 28
 “management guru” in quality revolution, 22
 managers, role of, 434–36
 manufacturing
 conformance to specifications in, 15
 quality in, 14–15
 service sector *vs.*, 16–17
 mapping process. *See* process mapping
 market focus, in criteria for performance excellence, 71
 market intelligence, 478
 Marriott, Bill, Jr., 180
 Marriott Fairfield Inn, 118
 Marriott Hotels, 18, 180
 mass customization, 249
 master black belts, in Six-Sigma teams, 352
 matrix data analysis, 304–5
 matrix diagrams, 304
 Matsushita Electric, 258
 Mays & Valentine, 261
 Maytag, 174
 Mazda, 294
 The MBA Candidate, 408
 MBNQA. *See* Malcolm Baldrige National Quality Award (MBNQA)
 MBO. *See* Management by Objective (MBO)
 McConnell, John, 357
 McDonald, Marshall, 83
 McDonald's, 129, 251
 process redesign at, 287
 McDonald's restaurant, 24
 McGregor, Douglas, 402
 McGregor's Theory X model, 43
 McKinsey seven-s model, 479
 McNealy, Scott, 474
 McNery, Jim, 130
 measurement, analysis, and knowledge management, in performance excellence, 71
 measurement(s). *See also* tools
 learning, 43
 performance
 of suppliers performance, 191–92
 mechanistic model, 50
 mechanistic organization structure, 235–37
 Medrad, 399
 Mehne, Patrick, 172
 Mercedes-Benz, 260, 349
 Metropolitan Water Works (MWW), 286–87
 Microsoft, 143, 229
 Microsoft's Trustworthy Computing Initiative, 40
 middle management
 cultural change and, 462
 role of, 391
 Mind and the World (Lewis), 26
 Minnesota quality award, 80
 Mintzberg, Henry, 155
 mission, 140, 150
 Mitsubishi, 294
 Miura, Takeo, 378
 Moen Inc., 132
 Moments of truth, 185–86
 Monaghan, Tom, 133
 Monsanto Company, 400
 motivation
 acquired needs theory of, 403–4
 compensation and, 397–99
 employee, 31
 goal-setting theory of, 404–5
 intrinsic, employee creativity and, 323
 jobs characteristics theory (JCT), 402–3
 productivity and, 321
 recognition as, 399–400
 rewards as, 399–400
 theories of, 401–5
 work environment and, 400–401
 Motorola, 132, 229, 294
 benchmarking at, 272
 empowerment at, 384
 inspiring people at, 425
 process design suggested by, 248
 quality leadership at, 47
 relationship with suppliers, 171
 search conference method, 143
 second generation of Six Sigma at, 480
 Six Sigma at, 93–94, 97
 supplier relationships at, 192
 teams at, 344
 MySQL, virtual teaming at, 351
- Nadler and Tushman's congruence model, 479
 National Cash Register Company (NCR), 130, 258
 National Education Quality Initiative, 12
 National Furniture, 337
 National Institute of Standards and Technology, 68
 National Performance Review, 12
 National Quality Month, 1987, 12
 National Quality Program, 68
 Nationwide Insurance, Trial Division of, 80
 natural work teams, 345, 348
 NCR. *See* National Cash Register Company (NCR)
 NEC Electronics, 23
 Netflix, 248
 New York Life Insurance Company, 353, 354
 Nissan Motor Co. Ltd., 129, 169, 187, 259
 nominal group technique, 368
 Nordstrom, 127
 Norton, David, 135, 136

- not-for-profit organizations, quality in, 22
 Novak, David, 392
 Nucor Corporation, 398
- OD. *See* organizational development (OD)
 Ohio Department of Transportation (ODOT), 21
 Ohson, Kozo, 179
 online retailers, 215
 operationalizing, in concept
 engineering, 299
 operational performance data, 46
 operations, improvements in, 30
 option-oriented products, 128
 Orbitz, customer service processes at, 285–86
 Oregon State University, 222
 organic organization structure, 235–37
 organismic model, 52
 organizational behavior theories, 368–70
 organizational change. *See also* change
 examples of, 476–79
 organizational theory and, 479–85
 for Six-Sigma, 478–79
 total quality and, 482–85
 organizational climate, 456
 organizational culture, 32. *See also*
 cultural change
 organizational design
 agility and, 229
 cases, 239–43
 functional structure of, 211–14
 internal customers and, 219–23
 processes and, 214–18
 for quality, 214–31
 for quality in action, 231–35
 reducing hierarchy in, 226–27
 steering committees and, 227–28
 team-based, 223–26
 theories, 235–38
 of work systems, 229–31
 organizational development (OD), 368
 organizational learning
 dialog and, 481
 knowledge management and, 470–76
 stages of, 450
 at Texas Instruments, 475
 organizational models, total quality and, 50–52
 organizational processes
 breakthrough improvement, 271–78
 cases, 285–88
 improvement processes, 262–70
 process control, 252–56
 process design, 247–52
 process improvement, 256–62
 process management in action, 278–83
 organizational profile, in evaluation
 process, 75
 organizational structure
 of Clear Lake Plant, 224
 effectiveness of, 210–11
 functional structure, 211–14
 organizational support, 362–65
 organizational systems, creativity and, 320–23
 organizations. *See also* service organizations
 importance of quality in, 8–10
 leadership and, 31
 performance measurements in, 134–37
 process orientation in, 39–40
 quality in education, 20
 quality in government agencies, 21
 quality in health care, 19
 quality in manufacturing, 14–15
 redesigning, for performance
 excellence, 214–31
 teamwork and achieving goals of, 31
 organization size, 229
 organization theory (OT)
 customer-supplier relationships in, 195–99
 organizational change, learning and, 479–85
 OT. *See* organization theory (OT)
 out of control, 325
- Palermo, Richard, 213
 “Palermo’s law”, 213–14
 Pal’s Sudden Service, 10, 12, 216, 217, 422
 The parable of the Green Lawn, 487–88
 pareto diagrams, 309–11
 Parker, James F., 388
 Park Place Lexus, 448–50
 Partnering with internal customers, 189
 partnerships
 customer-supplier, 193
 with internal customers, 189
 interorganizational, 45–46
 with suppliers, 30, 152, 175
 Pauli’s Restaurant and Microbrewery, 202–203
 pay-for-skills, 392
 PDPC. *See* process decision program
 chart (PDPC)
 PDSA. *See* Plan, Do, Study, Act (PDSA)
 people, competitive advantage and, 120–21, 125
 Peppers, Don, 169
 PepsiCo, 421
 perceived quality, in manufactured
 products, 14
 performance. *See also* performance
 measurement
 defined, 229
 in manufactured products, 14
 of suppliers, measuring, 191–92
 performance appraisal, 362–63
 Performance Appraisal Review Process, 20
 performance excellence, 7. *See also*
 performance excellence profiles;
 performance excellence tools; total
 quality (TQ)
 changing organizational culture for, 457–61
 elements of culture, 456–57
 empowerment and, 404
 foundations of, 22–36
 leadership theory and, 434–36
 Malcolm Baldrige National Quality
 Award criteria for, 68, 71–73
 redesigning organizations for, 214226
 work motivation and, 402
 performance excellence profiles
 The Bama Companies, Inc., 110–12
 Baptist Hospital Inc., 64–67
 Boeing Aerospace Support, 208–10
 Bronson Methodist Hospital, 3–5
 DynMcDermott Petroleum Operations
 Company, 167–69
 Jenks Public Schools, 245–46
 Park Place Lexus, 448–50
 Saint Luke’s Hospital of Kansas City,
 376–78
 Stoner, Inc., 415–17
 Texas Nameplate Company, Inc.,
 291–92
 performance excellence tools
 cases, 332–37
 for continuous improvement, 306–18
 creativity and motivation, 318–23
 for quality design, 293–302
 for quality planning, 302–6
 statistical process control, 325–29
 statistical thinking, 323–25
 performance measurement
 balanced scorecard, 135–37
 competitive advantage and, 134–37
 cost of quality and, 35
 reasons for need of, 46
 performance standards, 16, 35
 personal customer relationships, at
 Tsutaya Online, 188
 perspective, in balanced scorecard, 135
 Peters, Tom, 124, 382
 Peterson, Donald, 12
 Pfeffer, Jeffrey, 196
 Philip Crosby Associates, 34
 PIMS Associates, Inc., 114
 Pixar Animation Studios, 381
 Plan, Do, Study, Act (PDSA), 20, 142,
 263–264
 poka-yoke (mistake-proofing), 312–16, 317
 policy deployment, 143–44
 Portman Equipment Company, 228, 261
 Pratt & Whitney, 379
 printing industry, 150–53
 problem, quality, 8, 34
 problem diagnosis, 359–60
 problem selection, 359
 problem-solving teams, 345, 346–48
 process analysis tools
 cause-and-effect diagrams, 311, 313
 check sheets, 308–9
 control chart, 312, 313
 flowcharts, 307–8
 histograms, 309
 pareto diagrams, 309–11
 scatter diagrams, 311–12

- process-based organizations, 226
- process control
 - in services, 256
 - statistical process control, 193–94, 254–55
- process decision program chart (PDPC), 305
- process design, 247–52
- process(es). *See also* process management
See also process improvement
 - business, 214–15
 - change, strategic *vs.*, 451–53
 - common business, 214–15
 - core, 216
 - defined, 39, 214
 - focus on, 214–18
 - improvement, 213–14
 - owners, 215
 - prioritizing, 425
 - Six Sigma and, 226
 - software and, 40
 - support, 216–17, 218
 - value-creation, 216
 - vs.* function, 39
- process improvement
 - functional structure and, 213–14
 - kaizen and, 258–62
- process management
 - cases, 285–88
 - concept of, 247
 - in criteria for performance excellence, 71
 - examples of, 278–83
 - improvement of, 271–77
 - improvement processes, 252–62
 - process control, 252–56
 - process design, 247–52
 - process improvement, 256–62
- process mapping, 220, 307–8
- process orientation, 39–40, 48
- process redesign, 273–76
- organizational issues in, 277
- principles of, 276–77
- process thinking, 478
- process variation, 326
- Procter & Gamble, 140, 294
 - continuous improvement, 258
 - customer relationship management, 185–86
 - customer-supplier relationships, 171
 - mission of, 140
 - reengineering at, 274
 - selection processes, 363
 - values of, 423
 - vision of, 422
- product design, quality and, 122–24
- production/delivery processes, 216
- production processes
 - types of, 39
 - variation in, 10
- product lead time, 132
- products
 - custom, 128, 249
 - improving, 41
 - innovative, 130–31
 - option-oriented, 128
 - standard, 128
 - types of, 128–29
- product variety, 127–28
- profitability
 - customer loyalty and, 185
 - quality and, 115
- profit sharing, 392
- Profound Knowledge, 23, 26–27
- project scoping, 264
- project teams, 345, 352–53
- psychology, in Deming philosophy, 27–32
- publicity, 400
- pull production, 269
- purchasing decisions, 9, 30, 190–91
- QC. *See* quality circles (QC)
- QFD. *See* quality function deployment (QFD)
- QID. *See* Quality Improvement Database (QID)
- QStP. *See* Quality Services through Partnership (QStP)
- quality. *See also* quality control; quality improvement; total quality (TQ)
 - Big Q, 13
 - commitment to, 28, 47
 - competitive advantage and, 113–18
 - cost of, 35
 - defined, 6
 - employee engagement and, 380
 - history in American organization, 10–14
 - importance in organizations, 8–10
 - Juran and, 33–34
 - Little Q, 13
 - management and control of, 38
 - in manufacturing, 14–15
 - in non-for-profits, 22
 - in organizations, 14–22
 - profitability and, 115
 - in service sector, 15–19
 - total quality definition of, 51
- Quality Action teams, at FedEx, 223
- quality and performance excellence
 - quality assurance, 214
- Quality Awards in China, 86–87
- quality awareness, 13–14
- quality circles (QC), 346–348
- quality control, 214
 - activity of, 18
 - Deming and, 23
 - elements of, 34
 - inspection and, 29
 - in manufacturing, 15
 - statistical, 11
- Quality Control Handbook (Juran), 32
- quality councils, 227–28, 345–46
- quality design tools
 - concept engineering (CE), 299–300
 - design failure mode and effects analysis (DFMEA), 300–302
 - quality function deployment (QFD), 293–99
 - Quality Digest, 13, 59
 - quality function deployment (QFD), 183, 293–99
 - quality improvement
 - achieving, 34
 - at Oregon State, 222
 - proposal, 364
 - teams, 227–28, 345–46
 - Quality Improvement Council, 21
 - Quality Improvement Database (QID), 430
 - quality initiatives, failure of, 13
 - Quality Is Free* (Crosby), 34, 114, 441
 - “quality of Management”, 13
 - quality-oriented organizations, 236–37
 - quality-oriented visions, 421
 - quality planning, 33–34
 - quality planning tools
 - affinity diagram/KJ method, 302–3
 - arrow diagrams, 305–6
 - interrelationship digraphs, 303–4
 - matrix data analysis, 304–5
 - matrix diagrams, 304
 - process decision program chart (PDPC), 305
 - seven management and planning tools, 302
 - tree diagram, 304
 - quality revolution, 11–12
 - Quality Services through Partnership (QStP), 21–22
 - quality system standards. *See* ISO 9000:2000 standards
 - Quality Trilogy
 - as described by Juran, 33–34, 246–47
 - process control, 252–56
 - process design, 247–52
 - process improvement, 256–62
 - Quinn, Feargal, 177
 - quotas, 31
 - Radius, teamwork at, 350
 - Rath & Strong, 420
 - Raytheon, 95, 424
 - Raytheon Systems Company, 324
 - RBC. *See* Royal Bank of Canada (RBC)
 - RDP. *See* Resource Dependence Perspective (RDP)
 - recognition, 399–400, 426
 - recognition programs, 364
 - reengineering, 273–76
 - Reimann, Curt, 77
 - relationship-oriented role, in teams, 357
 - reliability, in manufactured products, 14
 - Reservation Nightmare, 59–60
 - Residence Hall Check-In Process,
 - coordination map for, 221
 - resistance, 483
 - Resource Dependence Perspective (RDP), 196–98
 - restaurant industry, products in, 129
 - results, in evaluation process, 76

- reward(s)
 continuous reinforcement and, 479
 intrinsic, 397
 intrinsic, 397
 recognition and, 399–400
 systems, 362–64, 391–93
 Reynolds, Beverly, 396
 Ritz-Carlton Hotel Company, L.L.C., 12, 47
 awards, 364, 400
 Baldrige leadership practices at, 74–75
 customer satisfaction and loyalty
 at, 172
 customer service at, 176
 employee engagement at, 395
 employees at, 121
 empowerment at, 390
 focus on differentiation, 118
 process control at, 254, 256
 resolving complaints at, 187
 strategic planning, 141–42
 Robert Wood Johnson University
 Hospital Hamilton, 9–10
 Rogers, Martha, 169
 Rosenbluth, Hal, 381
 Rosenbluth Travel, 381
 Rotary compressors case, 158–61
 Royal Bank of Canada (RBC), 183
- Saint Luke's Hospital of Kansas City,
 376–78
 Samsung Electronics Co. (SEC), Six
 Sigma at, 96
 Samuel, Mark, 462
 San Diego Zoo, 234–35
 SAS Institute, Inc., 401
 satisfaction/dissatisfaction
 information, 37
 satisfiers, 41, 133, 179
 Saturn Corporation, 180
 scatter diagrams, 311–12
 Schlitz Brewing Company, 119
 Schneiderman, Art, 473
 Scholtes, Peter, 27, 356
 Schonberger, Richard, 220
 Schulze, Horst, 74, 395
 Schumlmeyer, Gerhard, 425
 “scientific management”, 11
 “scientific management,” concept of,
 11, 121
 SCM. *See* supply chain management
 (SCM)
 Scott's Fitness Center, 332
 Search Conference method, 143
 second generation of Six Sigma, 480
 self-assessment, 467–69
 following-up after, 469–70
 self-directed teams. *See* self-managed
 teams (SMTs)
 self-esteem, 321
 self-managed teams (SMTs), 345, 349,
 367, 369
 Senge, Peter, 389, 473
- senior management
 cultural change and, 462
 philosophy of, 44
 role of, 32, 47
 Sentara Norfolk General Hospital, 365–67
 serviceability, in manufactured
 products, 14
 service organizations
 application of control charts in, 327
 competitive advantage and, 124–27
 complaint resolution and, 126
 employees and quality of, 125
 information technology and quality
 of, 126
 manufacturing *vs.*, 16–17
 process control in, 256
 quality in, 15–19
 quality movement in, 12–13
 Six-Sigma in, 97–99
 service processes, 250–52
 services
 defined, 15
 improvements in, 30, 41
 quality in, 15–19
 service standards, 186
Seven habits of Highly Effective People
 (Covey), 223
 seven management and planning
 tools, 302
 Sewell, Carl, 172
 Sewell Cadillac, 172
 SFF. *See* Sunny Fresh Foods (SFF)
 Shewhart, Walter, 11, 27, 263, 312, 326
 “Shewhart Cycle”, 263
 Shingo, Shigeo, 260, 312
 short product lead times, 132
 Sierra Semiconductor, 425
 single-loop learning, 481
 single minute exchange of dies
 (SMED), 269
 situational leadership, 437–38
 examples of, 444–45
 Six-Sigma, 8
 concept and origin of, 92–93
 DMAIC methodology, 264–67
 evolution of, 93–96
 at Froedtert Hospital, 280
 General Electric and, 92–93, 94–95,
 97, 420
 in healthcare industry, 107
 lean production and, 269–70
 low-cost leadership and, 119
 Motorola and, 93–94, 97
 organizational change for, 478–79
 project teams, 226, 352–53
 as quality framework, 96–97
 Samsung and, 96
 second generation at Motorola, 480
 in service organizations, 97–99
vs. other frameworks, 99–100
 Skandia, 471
 Slancik, Gerald, 196
- slogans, 31
 SMED. *See* single minute exchange of
 dies (SMED)
 Smith, Aaron, 150
 Smith, Bill, 93
 SMTs. *See* self-managed teams (SMTs)
 sociotechnical systems (STS), 368
 software creation process, 40
 Solar Turbines, Inc., 142, 233–34
 Soletron Corporation
 customer focus, 225–26
 Hoshin planning at, 153
 recognition at, 426
 Sony, 179, 249
 SOPs. *See* standard operating procedures
 (SOPs)
 source inspection, 269
 Southwest Airlines, 120–21, 174, 380,
 388, 476
 Southwest Louisiana Regional Medical
 Center (SLRMC), 107
 Southwest Regional Hospital, 335
 Spain, 13
 SPC. *See* statistical process control (SPC)
 special causes of variation, 25, 27
 specifications, conformance to, 15, 33
 SSM Health Care
 continuous improvement of, 432–34
 continuous quality improvement
 implementation, 19–20
 leadership for performance excellence,
 427–34
 process, requirements, and measures
 used by, 255
 values of, 431–32
 vision of, 430–31
 St. Luke's Hospital, 458–59
 stakeholder focus, 37–38
 standardized work, 269
 standard operating procedures (SOPs), 18
 standard products, 128
 standards
 ISO 9000:2000 standards, 87–92
 service, 18
 Starbucks Coffee, 390
 State Farm Insurance, 422
 State University Experience, 239–40, 286
 statistical process control (SPC), 193–94,
 254–55, 325–29
 statistical quality control, 11
 statistical thinking, 323–25
 Stead, Jerre, 183
 steering committees, 227–28, 345–46
 Stewart, Douglas M., 315
 Stoner, Inc., 415–17
 Stoner Incorporated, 10, 223, 229
 strategic alliances, with suppliers, 192–93
 Strategic Bottleneck case, 161
 strategic change, process *vs.*, 451–53
 strategic content, 156
 strategic management theory, 154–57
 strategic objectives, 136, 141, 146–47, 149

- strategic planning
 at Branch-Smith, Inc., 150–53
 in criteria for performance excellence, 68, 71
 defined, 112
 human resource plans and, 146–47
 at KARLEE, 48
 process, 139
 quality as focus of, 147–50
 quality excellence and, 49
 role of quality in, 138–39
 at Solectron, 153
 strategy development, 140–42
 strategy implementation, 142–45
 total quality and, 138–57
 Strategic Planning Institute, 114
 strategic planning process (SPP), 151
 strategy(ies)
 defined, 112
 development, 140–42
 implementation, 142–45
 in organizations, 141
 stretch goals, 271
 structural contingency theory, 235–37
 STS. *See* sociotechnical systems (STS)
 Sugiura, Hideo, 179
 Sun Microsystems, 92
 Sunny Fresh Foods (SFF), 9, 230
 Superquinn, 177
 supplier certification program, 192
 supplier relationships, at Motorola, 192
 suppliers. *See also* customer-supplier relationships (CSRs)
 building partnerships with, 178
 cooperative relationships with, 192–93
 creating link between internal customers and, 223
 importance of, 173–75
 long-term contracts with, 191
 measuring performance of, 191–92
 as partners, 175
 partnership with, 30
 practices for dealing with, 189–93
 purchasing decisions, 190–91
 purchasing decisions and, 190–91
 questions to ask, 171
 reducing number of, 191
 strategic alliances with, 192–93
 supply chain management (SCM), 30
 support processes, 216–218
 surveys, in collecting customer information, 179, 180–81
 Survival learning, 473
 sustainability, concept of, 77–78
 Sustainable Computing Consortium, 40
 System of Profound Knowledge, 23, 26–27
 Systems, in Deming philosophy, 23–25, 27
- tacit knowledge, 471
 Taco Bell, 273
 Tampopo, 426–27
 tangible errors, 316
- task errors, 315
 task-oriented role, in teams, 357
 Tavistock Institute, 369
 Taylor, Frederick W., 11, 29, 122
 Taylor, Jack, 38
 team-based organization, creating, 223–26
 team-based pay and gainsharing, 399
 team-based system improvements, 383
 team charter, 362
 team members, in Six-Sigma teams, 352–53
 team processes
 communication, 361
 coordination, 361–62
 Landmark Dinning, 373
 organizational support, 362–65
 problem diagnosis, 359–60
 problem selection, 359
 work allocation, 360–61
 teams. *See also* teamwork
 cross-functional, 353–55
 defined, 343, 368
 importance of, 343–45
 leadership, 345–46
 membership on, 356–58
 natural work, 348
 organizational behavior theories, 368–70
 problem-solving, 346–48
 project, 352–53
 quality councils, 227–28
 roles on, 356–58
 sales, 372
 self-managed, 349
 Six Sigma, 226
 steering committees, 227–28, 345–46
 types of, 345
 virtual, 349–51
 teamwork. *See also* customer-supplier relationships (CSRs); empowerment cases, 371–73
 effective, 355–65
 employee engagement and, 43–46
 horizontal, 45
 at KARLEE, 48
 optimizing, 41
 quality, examples of, 365–68
 at Radius, 350
 vertical, 44–45
 technical, political, cultural (TPC) matrix, 479
 technical features, 294–98
 technical support clerk, 59
 TecSmart Electronics, 105–7
 Telecommunications Products Division (TPD), 137
 Tennessee Valley Authority (TVA), 472
 Texas Instruments, 95
 benchmarking at, 272
 collecting customer information at, 182
 internal databases, 476
- measuring suppliers performance at, 191–92
 organizational learning at, 475
 on quality, 14
 vision of, 422
 Texas Instruments Defense Systems and Electronics Group, 78–79, 324, 424, 475
 Texas Nameplate Company (TNC), 9, 219, 229, 291–92
 Business Excellence Leadership Team, 223
 trusting employees at, 388
 vision of, 422
 theory of knowledge, in Deming philosophy, 26–27, 28
 “Theory Y”, 402
 Thiede, Edward, 226
 3M, 95
 collecting customer information at, 179
 continuous improvement, 425
 innovation at, 130
 organizational change, 450
 self-managed teams at, 349
 Tichy’s change framework, 479
 time competitiveness, 131–32
 tools
 affinity Diagram/KJ Method, 302–3
 arrow diagrams, 305–6
 cause-and-effect diagrams, 311, 313
 check sheets, 308–9
 concept engineering (CE), 299–300
 for continuous improvement, 306–18
 control charts, 312, 313, 326–29
 design failure mode and effects analysis (DFMEA), 300–302
 flowcharts, 307–8
 histograms, 309
 interrelationship digraphs, 303–4
 kaizen blitz, 316–18
 matrix data analysis, 304–5
 matrix diagrams, 304
 pareto diagrams, 309–11
 poka-yoke (mistake proofing), 312–16, 317
 process analysis, 303–13
 process decision program chart (PDPC), 305
 for quality design, 299–302
 quality function deployment (QFD), 183, 293–99
 for quality planning, 302–6
 scatter diagrams, 311–12
 statistical process control (SPC), 325–29
 tree diagram maps, 304
 Toshiba, 129, 258
 total productive maintenance, 269
 total quality management (TQM), reasons for failure of, 13
 total quality principles, in organizations, 21, 22

- total quality (TQ). *See also* performance excellence; quality
- agency theory and, 49–50
 - competitive advantage and, 113–18
 - customer and stakeholder focus, 37–38
 - customer-supplier relationships and, 170–75
 - defined, 13, 36
 - differentiation strategies and, 122–33
 - employee engagement and teamwork, 43–46
 - employee relations and, 116
 - at KARLEE, 48
 - in Ohio Department of Transportation, 21
 - organizational change and, 482–85
 - organizational design for, 208–43
 - organizational models and, 50–52
 - philosophy of, 36–37
 - principles of, 36–49
 - process improvement and learning, 40–43
 - process orientation and, 39–40
 - product design and, 122–24
 - profitability and, 115
 - Resource Dependence Perspective (RDP), 196–98
 - role of, in agility, 129–30
 - role of, in innovation, 131
 - role of, in service, 126–27
 - strategic management theory and, 154–57
 - strategic planning and, 138–47
 - strategy development and, 140–42
 - sustaining, 467–76
 - time competitiveness and, 132–33
- Toyota
- conformance quality, 116
 - creativity at, 3–8
 - employee involvement, 382
 - lean production at, 267–268
 - quality function deployment at, 294
 - suppliers partnerships and, 175
 - workforce, 120
- TPC matrix. *See* technical, political, cultural (TPC) matrix
- TPD. *See* Corning Telecommunications Products Division (TPD); Telecommunications Products Division (TPD)
- TQM. *See* Total quality management (TQM)
- training
- of employees, 321
 - in implementing Six Sigma, 479
 - quality and, 30
- transactional Six Sigma, 97
- Transformational Leadership Theory, 436–37
- treatment errors, 315–16
- tree diagram, 304
- Tribus, Myron, 213
- Tricon Global Restaurants, 392
- Trinidad, Dina, 344
- Trist, Eric, 368
- trust
- customer-supplier relationships and, 178
 - mutual, in empowerment, 387
 - in people, 460
- truth, moments of, 185–86
- Tsutaya Online (TOL), 188
- TVA. *See* Tennessee Valley Authority (TVA)
- U. S. Air Force Air Combat Command, 95
- U. S. Federal Aviation Administration (FAA), 174
- U. S. Steel's Gary Works, 348
- Union of Japanese Scientists and Engineers (JUSE), 82, 347
- United States, quality revolution in, 11–12
- UPS, 385
- US Airways, 124, 125
- Usenet discussion groups, in collecting customer information, 180
- VA Hospitals, 232
- value-creation processes, 216–18
- values
- of Branch-Smith Printing Division, 429
 - cultural, 369
 - defined, 115
 - leaders and, 423–24
 - of SSM Health Care, 431–32
 - vision and, 140
- variable data, 308
- variation
- common causes of, 25, 27
 - in Deming philosophy, 25–26, 27–28
 - failure to understand, 27–28
 - process, 326
 - special causes of, 25, 27
- variety, 127–28, 129
- Verizon Information Services, 224
- vertical teamwork, 44–45
- Virgin Atlantic Airways Ltd., 322
- virtual teams, 345, 349–51
- vision
- of Branch-Smith Printing Division, 428–29
 - defined, 421
 - by leaders, 47, 49, 421–23
 - of organizations, 140, 150
 - of SSM Health Care, 430–31
 - values and, 140
- visual controls, 269
- Vogt, Gary, 390
- voice of the customer, 181, 294
- Wainwright
- implemented improvements of, 383
- Wainwright Industries
- continuous improvement, 261
 - creativity at, 319
- cultural change at, 460
- disseminating customer information at, 183
- employee engagement, 382, 383
- management philosophy of, 44
- objectives and customers at, 136
- Walker Auto Sales and Service, 60–61, 241–42
- Wall Street Journal*, 125
- Walt Disney Company, 169, 281–82, 303
- Washington Mutual (WaMu), 38
- waste, reduction of, 276
- Waterman, Bob, 124
- Wegner, Art, 379
- Weisbord's six box model, 479
- Welch, Jack, 94–95, 238, 276, 420, 421
- Welz Business Machines, 332–35
- Wendy, 129, 250–51
- Western Electric, 11, 23, 32
- Westinghouse, 347, 463
- Whitney, Eli, 10
- Wikipedia, 372–73
- William Schiemann & associates, 135
- win-win customers-suppliers relationship, 171, 178
- Woolpert, Bruce, 194
- Woolworth, 138
- work allocation, 360–61
- work environment, 121, 400–401
- Workflow Dynamics, Inc., 220
- workforce. *See* employees
- workmanship, pride in, 31–32
- work-out (process design), 276
- work processes, improvements in, 41–42
- work systems, 229–31
- world-class company, 38
- Xerox, 95, 229, 294
- benchmarking at, 271–72
 - functional organization problems, 213
 - leadership at, 441–42
 - performance review criteria, 363
 - President's Award and Team Excellence award, 400
 - process organization, 226
 - quality at, 451
 - recognition programs, 364
 - Search Conference method, 143
 - suppliers of, 191
- Yahoo!, 215
- The Yellow Brick Road to Quality, 486–87
- Yum Brands Inc., 392
- Zero Defects (ZD), 35
- Zytec, 81