

How to Sell quality to upper Management

ASQ Sec 626 April 18, 2018 Panel Discussion Meeting Notes

1. What quality tools have you found to be most beneficial in selling quality to upper management?
(*process improvement teams, reduce scrap, LEAN*)
 - **Quality Managers**
 - Process Maps
 - Identify waste, defect loops and throughput
 - Value stream maps
 - FMEA (failure mode effect analysis)
 - Process and design
 - Assign \$ where possible
 - Cost of Quality
 - **Leadership**
 - Results
 - Explain how it can grow the business
 - Reduce costs
 - Show the return
 - WIIFM (what's in it for me)
 - Communication
2. We're often asked to present the financial impact; what methods do you and your teams use to explain effects to the bottom line?
(*crush competition, improve margins, regression analysis, ROI, know your market, cost avoidance, costs of poor quality*)
 - **Presenting Impact**
 - It's not always financial
 - Manpower
 - Growth
 - Market share
 - Customer service
3. What approaches do you use to continue driving quality and passing down institutional knowledge with ever-changing personnel?
 - Break "That is the way we've always done it."
 - Show/teach – "put the mirror up"
 - Show learning cycles – feedback loop
 - Facilitate and cross collaboration with other depts.
 - Visualization and face-to-face contact
4. What advice can you give to quality leaders for selling quality to management?
 - Quality Management System (QMS) should match the business
 - Importance of customer service and service level
5. Additional Topics:
 - How can we work to build relationship between new Quality Managers?
 - Learn your audience
 - Emphasize the "soft skills" – communication is critical
 - Make it relatable
 - Gemba walks ("the real place") – talk with those who do the job