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CHRIS CANTWELL
QUALITY SERVICES

Quality

MANAGER'S ALERT™

The leading one-stop service to keep quality managers up-to-date in a fast-read format, twice a month.

May 17, 2004

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Purpose Statement

Quality Manager's Alert is the leading source of fast-read information to help quality managers ensure their companies provide quality products and services.

Twice a month, QMA keeps quality managers in the know about the latest news, ideas and trends on motivating workers to focus on quality, meeting quality standards, identifying and fixing mistakes, and working with suppliers.

Deeper employee involvement pays big quality dividends

■ 3 ways to improve customer satisfaction and profits

Many companies might have been congratulating themselves over a customer satisfaction rating in the 90% range. Overall, it was higher than the industry benchmark.

But that wasn't good enough for us.

We were determined to improve quality to drive up customer satisfaction even more because we knew when satisfaction soared, so did profits.

But how?

Our solution: We worked to improve our results through better

This real-life success story adapted from presentations by leaders at Caterpillar Financial Services Corp., Nashville, TN, at the Quest for Excellence XVI Conference, March 2004, Washington, DC.

programs to train, motivate and involve employees in process improvements.

The results were a win-win.

Customer satisfaction scores rose as high as 97%, and profits followed with a 54% increase – in large part because employees performed at a higher-quality level.

And overall employee satisfaction shot up from 67% to 89%.

Here's our story:

Skills are only part of the equation

We knew that ho-hum attitudes from our people wouldn't give us a

(Please see Dividends ... on p. 2)

More proof: Lean improves quality

■ But firms had to overcome hurdles of backsliding, manager buy-in

Three-quarters of companies that are using lean principles as part of their quality management system say it's working.

Positive results are seen whether the organization has recently implemented lean (46%), uses it extensively (28%) or incorporates it as part of its company culture (4%).

The biggest hurdle firms had to overcome? Backsliding to old ways of operating, which was cited by 36% of those responding to the survey from the Lean Enterprise Institute.

Others had problems with lack of implementation know-how (25%), inability to show the financial value of lean (22%) and resistance from middle managers.

Educate, build buy-in first

That's why those that successfully implemented lean invested the time to train managers and employees in lean before launching their initiatives.

Info: www.lean.org (click on Community, then Library, then 2004 Survey Results). Free sign up required.

FOODS & YAM

Dividends ...

(continued from p. 1)

boost in customer satisfaction.

So in addition to thoroughly training our people with the technical skills they needed to excel in their jobs, we also created a formal mentoring program to instill the positive attitude we needed.

First we trained all mentors to prepare them to best help their mentee. Then we paired a newer person and a mentor for one year.

Mentors and mentees met on their own a minimum of once a month.

We organized group workshops six times a year where everyone received the same training in

company values and shared culture.

When it came to regular training, we used a database to keep track of who was trained in which skills. Plus, everyone learned the basics of Six Sigma so they could participate in quality-improvement projects.

Multiple levels of rewards

To further emphasize our commitment to our company values, we developed a tiered awards program to recognize various levels of

quality performance.

- **Cat Bucks** are employee-to-employee awards. Each employee is allotted 20 Cat Bucks (named after our firm, Caterpillar) every six months to hand out to fellow employees who they see going above and beyond. The Cat Bucks can be turned in for food and company logo merchandise.

- **Eye-on-Quality Awards** are cash rewards of \$150 and \$1,500 given by managers to employees who demonstrate the company values by improving quality and customer satisfaction.

THE BEST THEY CAN BE

To boost quality and customer satisfaction, Cat Financial put the spotlight on employees with:

- a formal mentoring program
- tiered awards, and
- personal messages from the company president.

- **Team recognition** honors teams that have worked to improve processes using Six Sigma.

The personal touch

We know that when it comes to motivating people to do their best, nothing works like the personal touch.

So our company president sends a birthday card to every employee with a personal note thanking them for their contributions to our success.

As proof our program is working, we were honored as a 2003 Malcolm Baldrige National Quality Award winner.

We owe it to our employees!

Quality MANAGER'S ALERT™

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Sharpen your JUDGMENT

This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.

■ IS THERE A TIME LIMIT FOR LIABILITY ON OLD PRODUCTS?

"So, did you get your plants in the ground?" Sara, the company lawyer, asked Kathy, the green-thumbed quality manager.

"Sure did," Kathy replied. "I'm anxious to see how things turn out. What brings you back?"

We haven't been there in years

"I'm working on a new lawsuit," Sara said. "It deals with a machine from 1953 – one of the first the company ever manufactured."

"The fact it's still around is a testament to our great quality," Kathy said.

"A worker using the machine injured his hand," Sara said. "He wants to sue us. He's claiming there were design and manufacturing flaws."

"That type of machine usually wears out after 15 years," Kathy said. "When was the last time we serviced or did anything with this machine?"

"Our last documented contact was in 1983," Sara said. "Still, the worker feels we should've told his employer to stop using the machine."

"We can't stop anyone from using our product," Kathy said. "All we can do is have a salesman show them our new equipment and hope they'll upgrade."

"This case was different," Sara said. "If there are safety issues, we take care of them. No flags were raised with this machine until the accident. By then, it was out of our hands."

Kathy's company was sued for product liability. Did it win the case?

■ *Make your decision, then please turn to page 4 for the court's ruling.*

Surge in orders puts quality at risk

An increase in orders brings a challenge quality managers haven't dealt with in seven years.

New orders for manufactured durable goods increased by 3.4% in March. It's the second-straight month with an increase of over 3%, according to the Census Bureau.

It's the first time since 1997 orders have risen 3% for two straight months.

Spotlight on quality

As production kicks it up a notch, you need to keep quality in the spotlight.

Remind the powers to be in Production: Nothing will kill orders faster than poor quality.

Ask to hold a three-minute quality pep talk before the start of a shift to put quality at the front of workers' minds.

Bonus: Extra revenue may allow for an increase in your budget for quality improvements or training.

Study: Skimping on praise hurts employee morale

Quality managers know how important morale and buy-in are to getting a high-quality job done. Fellow department managers need to be reminded of this, too.

A recent poll found that 26% of workers weren't satisfied with the way they were managed, according to Maritz research.

Those same people believed their company knew they were doing a good job, but 33% felt they weren't given enough positive feedback.

So keep those "thank yous" coming to help bolster morale.

CPSC trying new program to make imports safer

Your ability to give customers a quality product or superior service often depends on getting higher quality from your suppliers – even if they're located in other countries.

The U.S. Consumer Product Safety Commission (CPSC) is teaming with the People's Republic of China to improve the quality, safety and labeling of imported products. Chinese workers will receive training in how to test and inspect goods.

Working with Chinese manufacturers in the past has brought big improvements in the safety of imported bicycle helmets, consumer fireworks and lighters.

Result: Customers will be more satisfied in the higher quality of thousands of imported goods.

Broken machine left in use; firm pays \$8 mil.

Malfunction started several days before the accident happened

Common sense might tell you that a malfunctioning machine should be fixed before anyone is allowed to use it.

But a health club in Indiana didn't react quickly, and now it's on the hook for more than \$8 million.

Managers ignored the problem

A man was severely injured when the treadmill he was using – the same equipment that had been acting up for several days – stopped abruptly and

he flew off. Managers at the club knew there was a problem, but didn't do anything about it.

A jury determined the club was 90% responsible for the accident (the manufacturer was 10% liable) before handing down a \$9 million verdict.

Taking swift action on quality problems is always the best way to keep customers satisfied, or in this case, safe, too.

Cite: *Berrier v. Reliable Dev. Corp.*, Porter County, IN, verdict 4/23/04.

The consequences of substandard products can go beyond unhappy customers. Some companies wind up on the government's hit list and are forced into recalls. In this feature, we list these and other quality mistakes.

Undeclared ingredients

- **Company:** Bear Creek Stores, Inc., dba, Harry and David, Medford, OR.
- **Affected products:** Raspberry chocolate Up With the Sun breakfast cookies.
- **Reason:** Cookies contain undeclared almonds and pecans.
- **Number recalled:** 7,987 packages.
- **Reason:** People allergic to almonds and pecans run the risk of life-threatening reactions if they eat the product.
- **Agency contact:** Food and Drug Administration, www.fda.gov

Defective parts

- **Company:** DaimlerChrysler Corp., Detroit.
- **Affected products:** Models: Chrysler 300M, Cirrus, Concorde, LHS and Sebring convertible, and Dodge Intrepid, Dodge Stratus, Eagle Vision and Plymouth Breeze.
- **Reason:** Certain vehicles' floor shifter ignition-park interlock may fail, allowing the car to be moved out of park with the key removed. The vehicle can roll unexpectedly.
- **Number recalled:** 2.3 million vehicles.
- **Agency contact:** National Highway Traffic Safety Administration (NHTSA), www.nhtsa.gov

Dangerous instructions

- **Company:** Southern Progress Corp., Birmingham, AL.
- **Affected products:** *Southern Living* magazine.
- **Reason:** Following a recipe for rolls in the April issue could cause a fire.
- **Number recalled:** 2.4 million subscriptions.
- **Note:** A corrected recipe is available on southernliving.com

■ Please turn to page 7

In every issue, QMA presents quick-hitting ideas and insights to boost your firm's quality commitment. The ideas are gathered from other practitioners, organizations and industry conferences.

3 little words to get employees thinking

The next time an employee pipes up with what you may consider a crazy quality-improvement idea, say: "Tell me more."

That will either get them to realize the idea is without merit or show that you were too hasty in rejecting what might work after all.

Spread reading around for double the benefit

You know how e-mail and direct mail promotions are always touting new quality-related books.

You can't read them all, but asking employees interested in quality – whether they're in your department or not – to pick a book and present highlights at a quality meeting has double benefits:

- The employees will be better informed, and
- You'll stay on top of new trends

and theories you wouldn't have time to read about yourself.

Brainstorming trickles to a stop? Press on

Don't give in to the temptation to call it quits when the problem-solving ideas stop flowing during a brainstorming session.

That's often when the most creative ideas will emerge.

So encourage team members to dig a little deeper and then wait. Your patience may be rewarded with the wild suggestion that could lead to a lasting fix.

Asking the right question keeps team on track

Of course, you need to make sure that quality-improvement team members are comfortable with their assignments.

But steer clear of asking: "Do you understand?" Most employees will always answer yes, even if they don't because they're afraid of looking stupid in front of their peers.

Better: "Any ideas on how you'll accomplish that?" or "Are there any resources you need?"

Their answers will alert you if you

need to back up and better explain the task.

Don't let key info walk out the door with retirees

When a seasoned quality team leader is considering retirement, ask him or her to continue working part time for a few months.

Too often knowledge is lost when someone retires.

If the person eases into retirement by working part time, he or she will be a resource for training new people. It also gives you a chance to help others – including customers – adapt to the change.

Bonus: It gives the retiree-to-be time to adjust to a non-working lifestyle, too.

Add open-ended questions for better quality audits

Checklists are a great tool for internal audits, but adding a little flexibility gives your continuous improvement efforts a bigger boost.

Train internal auditors to go beyond the checklist when they're talking to employees.

Open-ended questions will do a better job of pulling out valuable info that could lead to improvement ideas.

Sharpen your judgment...

THE DECISION

(see case on page 2)

Yes. Kathy's company won. The court found that, after so many years, it was no longer responsible for the machine.

When the machine was built in 1953, Kathy's company expected it to have a useful life of 15 years.

Since the customer hadn't asked Kathy's company to service the machine for 20 years, since 1983, it was unreasonable for Kathy's company to be held responsible for a malfunction or accident.

Analysis: Avoid trouble by keeping customer records

While Kathy's company won the case, it still had to spend time and money fighting the suit.

It's not the manufacturer's responsibility to order its

customer to stop using the old equipment.

However, if there's a change to the product for safety reasons, then the manufacturer needs to let the customer know and offer solutions.

When a product is sold, it's always a good idea to clarify with the customer how long it's expected to last. Work with marketing to send a notice to mature customers whose equipment is nearing the end of its useful life expectancy.

Suggest to your sales reps it might be a ripe moment to tell them about new and improved products.

To avoid a lawsuit and keep tabs on those customers not interested in new equipment, your records should include:

- when a product will hit the end of its life expectancy and that you notified the customer at the appropriate time, and
- when a product has been serviced or a manual has been updated and sent to the customer.

Cite: *Saporito v. Cincinnati, Inc.*, Texas Crt. of Appeals, Houston (14th Dist.), No. 14-03-00226-CV, 2/10/04. Dramatized for effect.

Our readers include quality management professionals from a broad range of companies, both large and small. In this regular section, three of them share a success story.

1 Got personal to drive employees to intranet

Our company had made the decision to use an intranet as the depository of all our quality-related documents and reports.

Working with IT and representatives from every department, we did a great job of making the intranet comprehensive and user friendly.

So why weren't more employees tapping into it? Why were they still replying on printed versions of procedures and forms?

We needed to find a way to make our intranet their first choice when they went looking for info on quality.

What are they clicking on?

I started doing a little investigating on my own by observing employees' work habits. I saw they were comfortable accessing info on the computer. They frequently jumped on the Web to do research or make travel arrangements.

That's what made me decide to tweak our intranet site to add the most common Web links employees used.

We added buttons to weather.com, mapquest.com and even Northwest Airlines (since it's the most-used airline for our area). We made info on employees' 401K plans and other benefits only a click away.

It didn't take long before the intranet became the No. 1 way employees looked for info.

And we tracked a huge jump in times quality documents were accessed. That's led to better quality overall.

(Barbara O'Leary, quality director, Henkle Technologies, Madison Heights, MI)

**REAL
PROBLEMS
REAL
SOLUTIONS**

2 Simple fix to shipping and receiving problem

In our industry, providing high quality products and service on time is essential.

If product deliveries are late, all of our efforts for top-notch quality and service is wasted.

Listening to our customers

That's why we jumped into action when clients told us products shipped from our facility weren't reaching the right people.

We often ship to different people at

the same work site.

Example: We sent reports to Processing, our bill to Accounting and our user manual to Marketing.

Our employees called up customer addresses on the computer using a client account number.

If the person doing the shipping didn't change the contact info for that account, the product would be addressed to whatever department had received the most recent shipment from us.

Once the quality team uncovered the

root cause of the problem, it revised the shipping system so individuals could create their own list of

addresses. Individual employees now have their own login and list of clients on our system.

The list is regularly audited and only specific users can change the info.

Now shipments go directly to the proper department at the clients' site. Our clients are happier with our service, and we're happier with the quality of our production.

(Bonnie Messinger, quality manager, ARUP Laboratories, Salt Lake City)

3 English classes helped boost our quality

Our work force is diverse, which was causing some quality problems because of language differences.

People wanted to do the right thing, but sometimes they couldn't ask a specific question or they misunderstood an answer.

We used bilingual co-workers as translators, and that helped. Still, we knew a breakthrough in quality was dependent on overcoming our communication challenges.

Because we valued the diversity, we

addressed the issue head on: We brought in trained teachers to give English as a Second Language courses to anyone who wanted to attend.

At the facility, but off the clock

We hosted the classes at our facility, but scheduled them after work hours.

We made a small investment to pay the teacher, but workers had to invest their own time. And they were happy to do it!

Attendance in the 10-week course was great. Employees were grateful we made the opportunity available

to them.

So while our original goal was to improve quality through better communication, we received a big bonus: Highly motivated employees.

And quality? When we changed our processes, improved English comprehension made it much easier for everyone to learn and understand the new way of operating.

That helped our failure rate drop to less than 1% – the best in our industry.

(Ryan Spabr, quality supervisor, Laser Technologies, Exton, PA)

Fresh ideas that'll help your peers be better coaches for quality

■ *Do the other managers have the necessary skills?*

You've been using coaching to improve quality for a while. Helping your fellow managers bolster their coaching skills will pay off.

Here are a few helpful pointers managers can follow to be better coaches:

Preparation

Start by assessing the workers' skills using objective standards.

Both the manager and employee should agree on the same performance goals and the steps the employee needs to take to reach them.

Positive atmosphere

Employees need to feel comfortable with the coaching they receive.

Managers can ease any tensions by asking workers their concerns.

By sharing personal experiences that relate to a particular skill, managers can talk the workers

through any fears.

Feedback should be constructive and purposeful. If managers criticize everything, workers will label them as nitpickers and ignore all criticism.

Demonstrations

Managers should explain the desired behavior, and break the task down into steps to make learning easier.

Have workers repeat the steps while managers watch. This will show if the workers truly understand the task.

Stay involved

Feedback and praise need to be offered consistently. Investing time in coaching low performers pays off in higher quality and productivity.

Source: *Managing Teams*, Lawrence Holpp, McGraw-Hill, ISBN 0070718652.

■ BENEFITS OF UNDERSTANDING YOUR LEARNING STYLE

Understanding varied learning styles applies not only to your trainees, but also to *you* when you're picking up a new skill or attending a quality conference.

Visual, auditory or tactile?

By identifying which of these learning style categories you fall into, you'll get the most out of the time you spend educating yourself:

- **Visual.** You prefer to look at drawings or charts to understand ideas. Speakers bore you unless they spice things up with slides. Seek out classes that promise examples and illustrations.
- **Auditory.** You need to hear something before it really sinks in. You may want to talk about ideas because saying them out loud better imprints them in your brain. Avoid on-line training that lacks an audio component.
- **Tactile.** You learn best when you touch the equipment or materials. If the info is available only in written form, highlight key passages and write in the margin to introduce action to your learning.

TOOLS YOU CAN USE

Show employees the big picture with tasks chart

At times, and especially when learning a new procedure, workers benefit from seeing how the specific tasks they do fit into the larger picture.

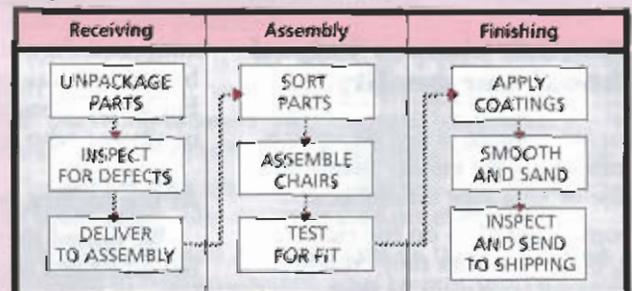
That's the purpose of the Department Tasks Chart. It shows how each job falls into the process flow of producing quality products or services. Seeing the interdependence of departments gives employees a respect for how the quality of their work effects others.

Say, for instance, your company produces wood chairs. A Department Tasks Chart (see illustration at right) would put the three departments involved – Receiving, Assembly and Finishing – across the top.

Under each department, list the tasks it's responsible for. Receiving, for example, must unpack, inspect and deliver parts.

The completed chart clearly shows the entire process and how each department's tasks relate to and impact other departments. It can be a powerful tool to encourage

Department tasks chart



Employees can see how their specific tasks impact other departments, which promotes buy-in.

buy-in and appreciation for keeping quality high from start to finish.

To increase impact, you could make the chart into a poster and post it in a common area.

Quality managers often depend on people to execute quality initiatives. In this regular feature, we present useful ideas to help you build buy-in from your peers, superiors, customers and employees.

Easy way to check if rewards are having desired impact

Do you hand out coffee mugs, certificates or other mementos as rewards for outstanding quality?

Here's a simple way to know if the rewards are effective: Look around your facility. Are the certificates hanging on employees' cubicles? Are they wearing the shirts or hats? Are they using the mugs?

If you don't see the items anywhere, it means people aren't showing off the rewards to others and they're not motivating folks anymore.

Online customer complaints worth keeping an eye on

You may want to periodically check out the handful of Web sites that allow customers to vent their frustrations over what they perceive as poor quality.

Two popular sites are www.ripoffreport.com and www.planetfeedback.com. While they both have areas for compliments, too, the focus is on complaints.

Monitoring the sites could tip you off to growing customer dissatisfaction you might otherwise not know about.

The sites give companies a chance to rebut the complaints.

Scout the buy-in landscape before launching initiative

Create more consistent buy-in to quality initiatives from fellow managers by informally running your ideas by them first.

Gauge who are the most resistant so you can spend time breaking down barriers before you charge full-steam ahead.

Find time to learn what they care about; sit next to them at lunch and chat about quality ideas; and pass along articles that support your plans.

Without other departments on board your wonderful initiative will fall flat, so the time you invest before the launch will pay dividends in the long run.

Questions start conversations better than statements

When you're checking in with a quality-improvement team member, frame your communication as a question to get better feedback.

Instead of saying, "Don't forget we need the data by Tuesday's meeting," try saying, "How's the data collection going? Are you getting the cooperation you need?"

Phone tip: Get info before transferring customer

Say you're on the phone with a customer about a quality issue and need to transfer the call. Before you do, give the caller the name and extension of the person you're about to transfer them to.

If while transferring the call, the customer happens to get disconnected, this will help for two reasons:

- they'll be able to call the person back directly, and
- they'll have the contact info if they need it in the future.

No-cost reward for outstanding quality workers

Here's a no-cost way to reward an employee who comes up with a great quality-improvement idea.

At the next managers' meeting, ask the employee to give a brief – five minutes max – presentation on the idea and how it improved quality.

The hearty round of applause that follows will leave the employee basking in recognition from the key people in the company.

(Continued from pg. 3)

Unsafe component

- **Company:** Murray, Inc., Lawrenceburg, TN.
- **Affected products:** Murray lawn mowers, lawn tractors and garden tractors.
- **Reason:** Plastic components around the blade can crack when objects are thrown from the blade. Objects could fly from the machine and hit the operator or bystanders.
- **Number recalled:** 8,000.
- **Agency contact:** Consumer Product Safety Commission, www.cpsc.gov

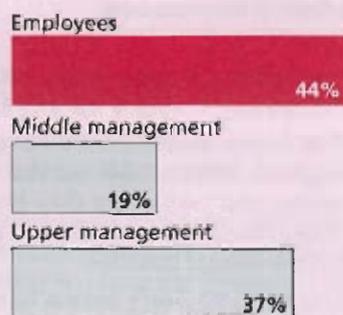
Dangerous part

- **Company:** H&M, New York.
- **Affected products:** Logo water bottles.
- **Reason:** The pull-up, black plastic drinking spout can detach, causing a choking hazard.
- **Number recalled:** 6,300.
- **Agency contact:** CPSC, www.epsc.gov

QUALITY MANAGERS TOLD US

Singing the buy-in blues

Which group is most difficult to get buy-in from?



© 2004 PBP (Survey of 266 quality managers)

The problem that won't go away: getting people to do what they know they should do. Your best bet: Aligning quality incentives from the top to the bottom of the company.

Each issue of QMA contains a survey to give quality managers insight into what their peers nationwide are thinking and doing.

Here's a challenging scenario you could encounter. We've asked three of your peers what they'd do. How would you handle it?

Out-of-date procedures come back to haunt improvement efforts

The Scenario

Jim Hill, the quality manager, was looking out his opened office door, trying to digest the confusing data in front of him.

Joe, the head of inventory, happened to be walking by, so Jim waved him into the office.

"Hey, Jim," Joe said. "Did you review my data yet? It looks like that problem we had two months ago is back."

"I was just reading it. But I'm confused," Jim said. "The new procedures should've fixed the problem."

"I'm at a loss," Joe said. "I'm going to start digging, and I'll get back to you after lunch."

Making sure the problem ends

After lunch, Joe walked into Jim's office - this time with a smile.

"I think I found the problem," Joe said. "It seems Rich was using the old

procedures instead of the new ones we just handed out."

"I thought we told them to throw the old procedures in the trash," Jim said. "Why would he keep outdated procedures around?"

"Apparently, there was a helpful illustration in the old procedures," Joe said. "Rich used the illustration to help with one of his shipping duties."

"That wasn't the problem. That part of the process hasn't changed. However, he forgot to switch back to the new procedures when he was done with that step."

"Maybe we should update the new packet with the old illustrations," Jim said. "It'll help visual learners like Rich. But that only solves the immediate problem."

"I know. We have to make sure this procedure mix-up doesn't happen again," Joe said. "It sounds like a problem for the Quality department to tackle."

If you were Jim, what would you do or say next?

they came up with into a revised manual.

Reason: The workers use the procedures every day. Their feedback would bring up info we might've overlooked. We could make an even better procedure.

3 Laura Williamson, VP of loan delivery, Weichert Financial Services, Morris Plains, NJ

What Laura would do: We incorporate the best of the old procedures when we write new ones. Then we hand out the newest updates, review them and perform tests, reviewing the data at 30 and 60 days.

Reason: We have to ensure that new procedures are being followed and everyone's working together. We need everyone doing the job correctly so we provide our customers the quality service they expect.

The only limit to our realization of tomorrow will be our doubts of today.

Franklin D. Roosevelt

If you have knowledge, let others light their candles at it.

Margaret Fuller

Beware of the man who won't be bothered with details.

William Feather

If you limit your choices only to what seems possible or reasonable, you disconnect yourself from what you truly want, and all that is left is a compromise.

Robert Fritz

Management is nothing more than motivating other people.

Lee Iacocca

LIGHTER SIDE

■ 2 YEAR OLD: WILL THAT BE CASH OR CREDIT?

You know how tough it is to get quality service.

One restaurant owner turned to his 2-year-old son to help him out.

While most toddlers are learning the alphabet and trying to form sentences, this little tyke is helping with day-to-day operations of the eatery.

Ring up totals on the register, operating a credit card machine, taking cash and counting out the correct change are child's play for this Louisiana boy.

When customers walk in, he also knows the number assigned to each table and where to seat them.

Maybe the answer to delivering quality service is to start your employees young.

Reader Responses

1 Laura Knapp, quality leader, NORC, Chicago

What Laura would do: I'd have a meeting with folks to roll out the new procedures and make sure they bring their old procedures with them. This lets you have a formal transfer.

Reason: If you don't have a handout or introduction of the new info, people just never take the book off their desk to read it.

2 Randy Landis, quality assurance manager, Aircraft Instrument & Radio, Wichita, KS

What Randy would do: I'd have our quality review team go over all the info with our employees and make suggestions. I'd incorporate the changes