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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.

June 14, 2004

WHAT'S INSIDE

- 2 Sharpen Your Judgment**
Was the design defective or was the machine altered?
- 3 News & Standards Update**
Is high quality worth more money?
- 5 What's Working for Other Quality Managers**
Faster responses fueled new idea campaign.
- 6 Motivating Employees**
Easy idea to help you spread around more praise.
- 7 People Side of Quality**
Boosting customer feedback.
- 8 What Would You Do?**
How should Jim react when a veteran worker's morale starts to slip?

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.

Avoiding mistakes 77% of companies make with quality

■ New report: Measures can hurt, not help, efforts

Finally! The business world is waking up to the idea that nonfinancial measures – such as quality and customer satisfaction – are the secret to success.

But unfortunately, 77% of companies that do use nonfinancial measures are making mistakes that end up hurting the business, instead of helping it, according to a survey in the *Harvard Business Review*.

Learn from the winners

As you know, done right, measures help your organization eliminate waste, reduce errors and improve customer satisfaction – which in turn

leads to higher quality and profitability.

That's why firms must institute effective measures to prove their superior quality to win the Malcolm Baldrige National Quality Award.

Here are a couple of creative nonfinancial measures from two 2003 winners:

Measuring customer relationships

The people at Boeing Aerospace Support didn't feel it was good enough to see if customers were happy with the service they received.

With an eye toward improving

(Please see *Mistakes ...* on p. 2)

Improved quality trumps lawsuit

■ Company can't be blamed when new products surpass the old

You know continuous quality improvement is an important part of a quality manager's job.

So how would you feel if you were Ford Motor Co., which was recently taken to court because of quality improvements it made.

Old version is fine, new is better

Customers thought a well-working older version of an existing vehicle should have been recalled and upgraded with new technology.

They sued for product liability

saying Ford had access to new safeguards, but failed to install them on older models.

Ford argued that, at the time the existing vehicle was made, it wasn't economically or technically possible to implement the new, safer system. The jury agreed and dismissed the suit.

Bottom line: Continue to strive for improved quality. Don't let the threat of lawsuits prevent you from introducing an improved product.

Cite: *Valdez v. Alaniz and Ford Motor Co.*, Duval County, TX, verdict 3/1/04.

Mistakes ...

(continued from p. 1)

customer loyalty – a key benefit of high quality – Boeing wanted to measure how satisfied customers were with the business relationship, as well as performance.

It attacked the issue with a two-pronged approach:

First, it added a couple of questions to the annual customer satisfaction survey that specifically focused on the relationship.

Boeing asked if it communicated often enough or too often, and if its representatives consistently answered questions and shared key info.

Second, it had all employees score each meeting with customers as either:

- green (productive, good exchange of information)
- yellow (some tension, limited discussion), or
- red (hostile, noncommunicative or other clear problems).

Tracking both components alerted

Boeing to problem relationships so it could work to repair things before the customer took its business elsewhere.

The benefit: higher overall satisfaction scores and less customer defection.

Measuring training effectiveness

Medrad, Inc., targeted training sales reps on the specifics of new products as a key to overall quality.

Why? Because, with highly sophisticated customers, a misunderstanding could kill the sale.

It's strategy? Test the reps before training and after training.

That allowed the company to determine if the rep had added to his or her base of knowledge and therefore could successfully explain new features and quality improvements.

It also had the reps rate their satisfaction with the training.

Those combined measures led to improved training, which resulted ultimately in consistent sales growth.

Source: "Coming Up Short on Nonfinancial Performance Measurement," by Christopher Ittner and David Larcker, *Harvard Business Review*, 11/03, www.hbr.org

DON'T DO THIS!

Here are the typical mistakes firms make with nonfinancial measures:

- Failing to link the measure to a business strategy.
- Measuring things that don't matter much or measuring too many things.
- Using unreliable methods to gather data, and
- Failing to use the measures in decision making.

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.

■ WAS DESIGN DEFECTIVE, OR WAS MACHINE ALTERED?

"Bob, you look beat," Kathy, the quality manager, said to the chief engineer. "Kids keeping you up?"

"Actually, my inquisitive son had his bicycle in pieces when I got home last night," Bob said. "That's what I get for letting him watch me in the garage. It took hours to fix it."

"At least you get paid to pull our machines apart, test them and put them back together," Kathy said. "It seems a customer likes pulling our stuff apart, too."

What could they do differently?

"Are you talking about that memo from earlier today?" Bob asked. "I can't believe that guy's suing us. That should be an open-and-shut case."

"Nothing's easy," Kathy said. "He claims our machine had defects in the design, manufacturing and assembly. He's blaming his injury on us."

"But someone at his company removed the kill switch," Bob said. "I inspected our machine after his accident."

"I know," Kathy said. "But he's saying our design made it too easy for someone to remove the switch. Also, he says we didn't properly label the machine warning people not to tamper with it."

"You know these guys," Bob said. "They were trying to speed up production. Taking the switch out let them do their jobs a little faster."

"Another example of people being in a hurry and not worrying about quality or safety," Kathy said.

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.*



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Is high quality worth more money?

Added another study into the controversial mix of whether cash incentives really boost quality.

More health insurance companies are turning to pay-for-performance programs that reimburse doctors and hospitals at a higher rate if they're deemed to offer high-quality services.

Measuring quality is tricky

But a study by the Center for Studying Health System Change questions whether the programs do much to improve quality.

Here's what makes things tricky:

- Available bonuses are typically only 1% to 5% of total compensation, and might not be high enough to change care-givers' behavior.
- Patient satisfaction and preventive care use, the two most widely used measures, are limited, and
- There's no proven link between better healthcare quality and lower costs – a critical goal for insurers.

It's just another lesson in the complexity of quality bonuses.

Info: <http://snipurl.com/healthstudy>

New rules on the way

The feds are making changes they say will improve the quality

Lack of testing costs company \$45 million

■ *Product's hidden, harmful traits should have been discovered*

The company thought its quality was great. The product's performance exceeded expectations. Customers were happy.

So why did the company settle a lawsuit for a whopping \$45 million?

The product – a pesticide for use in rice fields – had unexpected consequences that triggered numerous complaints from crayfish farmers who raise crayfish in the same ponds where rice is grown.

The pesticide manufacturer didn't

of one industry.

The Food and Drug Administration announced it's revamping, updating and improving the good manufacturing practices (GMPs) used for foods.

Since the GMPs were last updated in 1986, there've been advances in technology and manufacturing that raised levels of productivity and safety.

You can bring your comments on the proposed changes to one of two public meetings: July 2 in Monterey, CA, and July 21 in Chicago.

Truth behind comparing quality firms vs. S&P 500

Does quality pay off in bottom-line benefits?

It depends on the firms involved.

For the second straight year, public companies that have won the Malcolm Baldrige National Quality Award saw their stock prices lag companies in the S&P 500. Baldrige winners had surpassed the S&P from 1993-2001.

But another stock comparison, the Quality-100, shows its companies' returns outperforming the S&P 29% to 11% since it started in 1998. Q-100 firms were picked by Robinson Capital Management for their use of quality principles and techniques.

properly test the effect of the chemical on crawfish.

Once the pesticide was used on the rice, crawfish yields dropped 55%.

Going beyond the obvious

Problems can arise when products are tested in a limited setting, without taking the larger environment into consideration. Failing to consider the impact on related injuries sunk this firm.

Source: *The Advertiser*, Lafayette, LA, 5/18/04.

MISTAKES THAT HURT

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.

Contaminated product

- **Company:** Paramount Farms, Los Angeles.
- **Affected products:** Raw almonds.
- **Reason:** At least 20 reports of the illness salmonella enteritidis are possibly linked to the almonds.
- **Amount recalled:** 13 million pounds.
- **Note:** A number of companies are recalling almonds right now: Pacific Seasoning, Metropolitan Market, National Bulk Food Distributors, GKI Foods, Koeze Co., Kar Nut Products Co., Hammons Pantry and St. Laurent Brothers.
- **Agency contact:** Food and Drug Administration, www.fda.gov

Substandard materials

- **Company:** DaimlerChrysler, Detroit.
- **Affected products:** 2002-2003 Dodge Durango and 2002-2004 Dakota pickup.
- **Reason:** The front windshield wiper units are susceptible to water intrusion, corrosion and eventual failure.
- **Number recalled:** 320,188.
- **Agency contact:** National Highway Traffic Safety Administration, www.nhtsa.dot.gov

Unsafe product

- **Company:** Front Porch Classics, Seattle.
- **Affected products:** Dread Pirate coffee table game.
- **Reason:** The surface coating and metal in the game pieces contains lead and poses a risk of lead poisoning. Lead can be ingested by swallowing a piece of the game or by mouthing the pieces.
- **Number recalled:** 2,000.
- **Agency contact:** Consumer Product Safety Commission, www.cpsc.gov

■ 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.

Acknowledge bad news in front of everybody

When a brave employee steps up to point out a quality problem, you can encourage similar frankness by thanking the employee publicly.

If people see you welcome some not-so-pleasant news, they'll be more likely to open up, too.

That will alert you to problems so you can get busy finding a fix sooner rather than later.

Help others understand how good Six Sigma is

Explaining how the Six Sigma system improves quality to customers and employees can be a challenge.

Here's a way to get the concept of the error reduction levels across in simpler terms, especially for golfers:

- Two Sigma – Six missed putts per round of golf.
- Three Sigma – One missed putt per round.

- Four Sigma – One missed putt per nine rounds.
- Five Sigma – One missed putt per 2.33 years.
- Six Sigma – One missed putt per 163 years.

Source: University of Michigan exhibit at ASQ's Annual Quality Congress, Toronto, May 2004.

Change is coming: Did you think of everything?

Since every successful quality improvement requires change, a thorough checklist can be the difference between success and failure.

The folks at the Change Management Learning Center offer a comprehensive checklist for free on their Web site.

It has ideas for the preparation, implementation and reinforcement stages of the initiative.

Click <http://snipurl.com/changelist> to check it out.

Jump start creativity with non-work related fact

Start a problem-solving meeting by asking team members to give the group one non-work-related fact, piece of trivia or crazy idea.

It'll open their minds to the unexpected, which will pay dividends at brainstorming time.

Are they listening? An easy, fast way to find out

To get a handle on how well your quality message is sinking in, hand out slips of paper that say: "Quality is [blank]" at your next training session.

Have everyone fill in the blank and return the slips to you.

Reviewing the answers will give you a quick way to gauge if you've struck a chord with employees or whether you need to double your efforts to get your main points across.

Restating problem: A key step in finding a solution

Of course, you begin a quality problem-solving project by stating the problem.

But it's also crucial to formally restate the problem once the team has gathered data and dug for the root cause.

It's not unusual for the real problem to be something different from what the team initially set out to tackle. The restatement puts the team on the right path to finding a fix.

Sharpen your judgment...

THE DECISION

(see case on page 2)

Yes, **Kathy's** company won. The court ruled the removal of the kill switch – so the machine would operate faster – made the machine dangerous and caused the accident.

The machine was designed, manufactured and assembled without defects and wasn't dangerous.

Kathy's company couldn't be held responsible when the customer decided to alter the machine so it could boost productivity.

This wasn't the first time the injured man used the machine without the kill switch.

In fact, he was present when the machine was altered. In court, he was able to explain the purpose of a kill switch and what effect pulling it out would have on the machine.

There was no reason to believe the man didn't understand the risk of using the altered machine.

Analysis: Understand customer's intended use:

Sometimes, manufacturers have to balance competing interests: customer demands and safety.

Quality can be the vital link between what the customer wants and safety requirements.

Here are a few things to keep in mind when quality, safety and customer demands are all paramount:

- Clarify limitation of equipment in sales materials and operating manuals to manage unrealistic expectations.
- Schedule on-going communication with customers to review quality and safety issues, and
- Highlight potential dangers of altering products.

Cite: *Seibel v. JLG Industries, Inc., and Builders Sales & Service Co.*, U.S. Circuit Ct. 8, No. 13-1693, 4/1/04. 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 **Fast response fueled new idea campaign**

For our continuous improvement program to produce the results we wanted, I needed to get employees fired up about generating ideas.

Instead, ideas trickled in.

I went out and mingled with employees, asking them why they were stingy with their ideas.

Their answer surprised me.

They told me they used to give their supervisors a lot of suggestions, but nothing ever happened to them.

Supervisors were so caught up in their day-to-day tasks, they rarely got around to acting on the ideas.

So naturally, the employees gave up. They figured no one cared.

I had to change that way of thinking in a hurry.

Started the 24/72 rule

I pulled all the supervisors and managers together, and we created what we call the 24/72 rule.

Under the 24/72 rule, every single employee idea was acknowledged

within 24 hours and acted on within 72 hours.

Employees who contributed ideas leading to quality improvements were recognized at a companywide ceremony.

Once workers saw we were serious about listening to them, the trickle of ideas became a flood.

Now, we average more than one suggestion per employee *per week*. Our vigorous continuous improvement program pushes our quality ever higher.

(Tom Malone, executive vice chairman, Milliken & Co., Spartanburg, SC)

**REAL
PROBLEMS
REAL
SOLUTIONS**

2 **Halted turnover to boost quality service**

In our business, veteran employees play a large role in our ability to offer quality to our customers.

That meant turnover really hurt us. When we started losing experienced people, it had a negative impact on our quality. We knew it because customer satisfaction dropped.

We realized if we concentrated on *employee* satisfaction, we'd improve customer satisfaction.

Our plan: Learn what the workers wanted out of their jobs and then do

our best to provide it.

We turned to our quality improvement team to help us find the answer.

Empowerment pays off

The answer from our team: Employees didn't feel they had enough control over their jobs.

Of course, quality standards dictated a lot of tasks. So we looked to other areas.

Examples: We set up flexible scheduling and gave employees decision-making power involving the

office furniture, equipment and uniforms.

Morale skyrocketed, and it didn't cost us anything. In fact, the employee-driven decisions often saved us money.

Managers were glad to be relieved of what they considered routine decisions, and employees felt empowered by making them.

The biggest benefit was a drastic decrease in turnover and a big boost in customer satisfaction.

(Barbara Moulinier, director, Beebe Medical Center, Lewes, DE)

3 **Overcame part-time quality manager blues**

Our company was a stickler for quality for a couple of reasons: Our customers demanded it, and it made good business sense.

But upper management wasn't at a point where it felt it was ready for a full-time person devoted to quality. So I split my time between Quality and other responsibilities.

That made it tough on me when we decided to go for our ISO certificate. There was a lot to do and learn. It was going to be a long haul.

I did some calculations and found what going it alone was going to cost us in lost business because of the delay in getting certified.

That helped me convince higher ups to hire a consultant. I did my homework and found someone who'd guide us through the ISO process and then stay in touch to keep us on track. The key: He knew our industry.

Expert advice

The consultant spelled out step by step what we needed to do to get certified. That way we didn't waste any time on non-essential tasks.

After we were certified, the consultant continued to visit once a month. He oversaw internal audits and identified little glitches before they became big quality problems.

Since we've been using this system, we've chopped our product returns by more than 80% and created a vendor scorecard that trimmed our waste.

One of these days, we'll have a full-time quality manager. But until then, finding the right consultant and keeping him around for on-going advice works for us.

(Jeff Corbran, engineering manager, Medcraft, Inc., Elmwood Park, NJ)

Quick lists: Big help for spreading around praise for quality efforts

■ *Easy method for giving everyone the recognition they deserve*

If dishing out praise sometimes gets lost in the shuffle, here's a simple strategy you can use.

Make a list of people you could potentially thank for their contributions to your organization's quality.

Then review it once a week to remind yourself to acknowledge those who've given quality a boost.

Who to list?

You might list co-managers, people in the quality department, line workers, even the top brass.

As you scan the list weekly, it'll aid your recall of little and big things people have done to advance quality.

Did the production manager facilitate a change in procedures? Did an employee point out a defect? Did the CEO approve special training?

If nothing pops into your mind,

don't force the issue. Handing out insincere praise makes you look like a phony and diminishes the deserved thanks-yous.

How to thank 'em

When there is something to praise, take a couple of minutes to make a phone call or write a personal, short note thanking the person specifically for his or her effort.

If you normally see the person in the course of your day, deliver the thanks in person (preferably within ear-shot of other employees).

Letting people know you appreciate their efforts does two things:

- It keeps quality on their minds, and
- It makes them feel great they had a role in making quality better, and that'll motivate them to keep it up.

Source: Bob Nelson, www.nelson-motivation.com

■ A PICTURE'S WORTH 1,000 WORDS, AND NOW IT'S EASY

Sometimes, despite your best efforts, relying on words alone to describe a new procedure makes it hard for trainees to grasp.

Easy-to-follow charts, diagrams and pictures showing employees exactly what you want them to do should change that.

Today's digital technology has made creating your own illustrations a piece of cake. You can take pictures of the process you want to teach the group.

Showing vs. telling

Using illustrations to show a step-by-step process will produce better results than just using words by themselves.

Clearly number and label each illustration so there's no confusion. This shows employees the order in which things need to be completed.

Bonus: You can cheaply make copies of the illustrations for everyone to take back to their desks or workstations for reference. They'll be more likely to get the jobs done right on the first try.

TOOLS YOU CAN USE

Combining tools gives you twice the quality bang

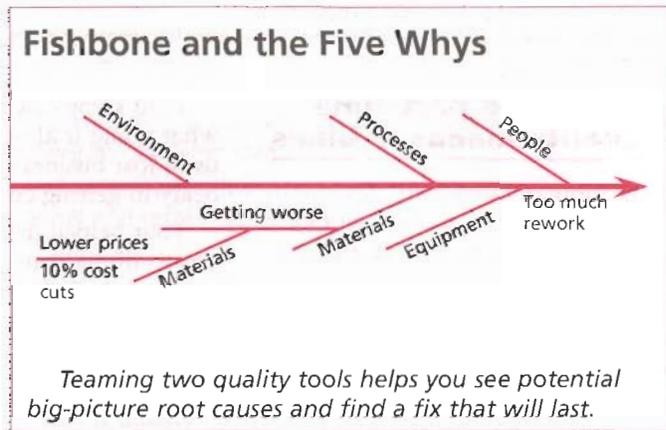
Two of a quality manager's most trusted tools – the Fishbone Diagram and the Five Whys – can be combined into a dynamic problem-solving tool. It'll direct your team to the root cause even faster.

Start with your basic fishbone (see illustration at right), placing the problem – too much rework – at the far right.

Typical starting points for your fishbones are people, processes, environment, equipment and materials. Then ask the team to identify potential causes for the problem under each "bone" by using the Five Whys.

In our example, we've analyzed materials. Why are they a problem? Because their quality is getting worse? Why is it getting worse? Because we changed suppliers. Why did we change suppliers? Because they offered lower costs. Why were we attracted to lower costs? Because top managers dictated 10% cost reductions across the board.

In some circumstances, you may discover the underlying cause for several areas is the same. Perhaps, people's



mistakes are a problem because training time was cut. Why? Because the budget was cut. Why? The 10% mandate.

The Five Whys complement the Fishbone Diagram to uncover the root cause so you find the ultimate solution.

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.

Boost customer feedback with donation offer

Pump up the responses to your customer satisfaction surveys by offering to donate \$1 for each completed survey.

As the last question, give customers three or four choices of charities for their \$1 donation. Pick a variety of causes (nothing controversial or political) so people can find a good fit.

When the response rate is high, the feedback is more reliable, giving focus to your quality-improvement efforts.

Mentoring works best when mentee has a choice

Improve the success rate of your mentoring program by giving mentees a say in who their mentor will be.

Ask the mentees to describe their ideal mentor. Then give them each a choice of two or three potential people.

While you may not be able to accommodate everyone's first choice, you'll get the program off to a positive start by listening to their input.

Mentors can have a lasting impact on a new employees' attitudes and understanding of what it takes to do a quality job.

Spreading the quality message company-wide

Here's a novel way to influence the spread of quality initiatives to all departments: Physically locate your workspace in a different area each month.

That's what Blue Cross Blue Shield CEO Bob Greczyn did, with great success.

He learned that he understood each function, its problems and potential

solutions better when he was in the midst of it.

Motivational technique: Give employee a standing O

One totally free, but effective motivational tool is to start a Standing Ovation award.

Solicit nominations from employees and pick one person a week who's done a little something extra to help improve quality.

At the appointed time, gather workers around the selected employee, give a one-sentence reason for his or her recognition and let the rousing standing O begin.

Exit interviews can point out areas needing improvement

Employees who are leaving your organization can be a candid source of how well the importance of quality has been instilled in their minds.

Work with HR to develop quality-specific questions such as:

- Did you understand the company's quality standards and were you given resources to meet them?
- Was there a way to contribute ideas to improve quality?
- Did you feel efforts to improve quality were properly recognized and rewarded?

You may decide to tweak your quality training, idea program or recognition efforts if you note a pattern of dissatisfaction.

To get biggest bang for your bonus buck: Don't wait

Distribute bonuses for exceeding quality goals as close to the end of the measurement period as possible.

That maximizes the link between the bonus and the behavior.

You may want to go to smaller quarterly or monthly bonus timeframes – as opposed to annual awards – to drive home the point even more.

(Continued from pg. 3)

Faulty design

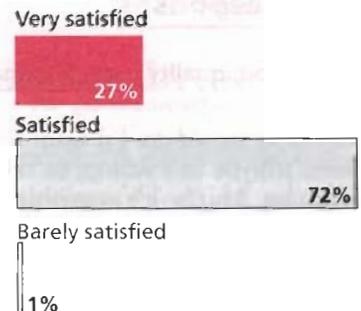
- **Company:** Casio, Inc., Dover, NJ.
- **Affected products:** Piano bench.
- **Reason:** The screws and brackets which attach the legs to the bench can weaken and detach. The bench can collapse during normal use.
- **Number recalled:** 18,000.
- **Agency contact:** Consumer Product Safety Commission, www.cpsc.gov

Dangerous parts

- **Company:** Mattel, Inc., El Segundo, CA.
- **Affected products:** Batman Batmobile toy car.
- **Reason:** The rear tail wings of the car are made of rigid plastic and come to a point. The sharp edge can puncture or cause lacerations to young children.
- **Number recalled:** 314,000.
- **Note:** The car is 20-inches long with a detachable motorcycle.
- **Agency contact:** www.cpsc.gov

Super suppliers?

How would you rate your overall satisfaction with the quality of your suppliers?



© 2004 PBP (Survey of 761 quality managers)

If your company fills the role of supplier, there's more you can do to please 73% of your customers. A survey will indicate the areas ripe for improvement.

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?

A veteran worker's morale is slipping: What can Jim do to change his mood?

The Scenario

"Hello, Renee," Jim, the quality manager, said to the production manager as he walked past her desk. "How are things in Production land?"

Jim made a point to see how people throughout the building were doing each day.

"Well, today didn't start with 'Once upon a time,'" Renee said with a look of frustration. "It's Reggie, the team leader."

"Is there a problem?" Jim asked.

Getting to the root of the problem

"The quality of his work has been fine lately. It's just his attitude," Renee said. "He hasn't been talking. He comes in, does his job and leaves."

"Believe me. There are a few people who I'd be very happy with if they did that, but not Reggie. He's a leader for me."

"Has there been a change in the

department?" Jim asked. "Any new people? Anything happen that would bruise his ego?"

"No, nothing," Renee said. "He used to be a great role model. Now he's setting a bad example, and the others are noticing."

"You said his work is OK, but a bad attitude can hurt morale," Jim said. "Would it help if I called a meeting and explained how important communication is to keeping quality high?"

"Maybe that'll strike a chord with him," Renee said. "I've tried talking to him. He says everything's OK."

"I trust your instincts that there's a problem," Jim said. "Maybe it's time we tried other options."

"That'd be great," Renee said.

Just then Reggie walked up. He asked Jim if they could talk in his office.

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

Reader Responses

1 Kelly Wood, quality control manager, Busch, Inc., Virginia Beach, VA

What Kelly would do: I'd want to talk with him. Maybe he's willing to talk to someone else. Maybe it's something personal. If he still says nothing's wrong, I have to go with that. People change.

Reason: Reggie is employed to do a job. If he's doing the job, people need to give him space. It could be his new personality. The situation should be treated like he's a new hire.

2 Jean Busboom, chemist/quality control manager, UNIVAR, Omaha, NE

What Jean would do: Some workers can't talk to authority figures. We have an assistance program where they can talk with someone outside the company about

anything that's bothering them.

Reason: Renee may be too close to Reggie to see the real problem. Jim can be a buffer and offer to listen. If that doesn't work, then I'd make Reggie aware of the outside option for help.

3 Ron Louderback, quality and service manager, U.S. Filters Control Systems, Saint Paul, MN

What Ron would do: I'd try to involve the human resource manager. Maybe the problem is with Renee. A third party from within the company might get him talking.

Reason: It's possible Reggie's change in behavior is a result of his relationship with Renee. Maybe that's why he's not being up front with her. Getting someone not directly involved with the situation might help.

The ancestor of every action is a thought.

Ralph Waldo Emerson

Assume you'll have problems, assume you'll have errors, and build in the ability to deal with them and keep working.

Bill Pulleyblank

To repeat what others have said requires education; to challenge it requires brains.

Mary Pettibone Poole

The wisest mind has something yet to learn.

George Santayana

It is easier to do a job right than to explain why you didn't.

Martin Van Buren

LIGHTER SIDE

■ ONE MAN'S TRASH IS ANOTHER'S ... MULCH

It's a quality managers dream: More coffee, less waste.

Starbucks Corp., the world's largest coffee shop chain, recently unveiled its "Grounds For Your Garden," campaign.

The innovative program hands out five-pound bags of spent grounds to gardeners to use as a nitrogen-rich mulch for flower beds.

Coffee grounds make up to 17% of Starbucks' store waste – 40% by weight. Now people pay for their coffee and take the trash with them.

Environmentalists love it; Starbucks loves it; and worms, they love it, too.

A study showed worms can be irritable and less attractive to fish before they have their two or three cups of grounds.