
Quality Success Handbook

“The Missing Chapter: Trust”

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ASQ[®]
The Global Voice of Quality™

In the Beginning.....

- Started quality career in 1976
- Almost 40 years
- Large Tier 1 companies to Automotive, Aerospace and Defense
- Started out as inspector..supervisor...manager...director...



Before Quality



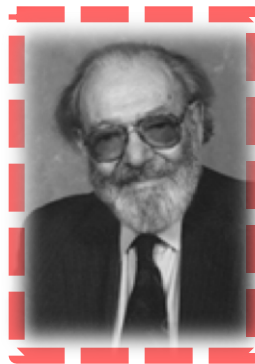
After Quality




The “Legends”



Each are ASQ Honorary Members



ASQ Body of Knowledge...



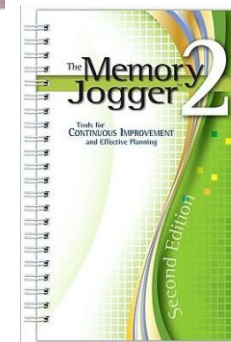
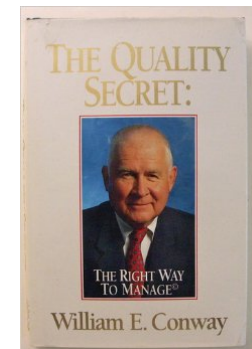
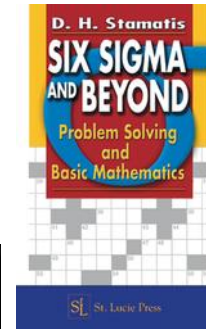
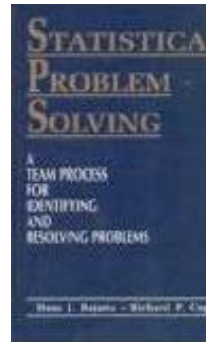
ASQ is a global community of people passionate about quality, who use the tools, their ideas and expertise to make our world work better.
ASQ: The Global Voice of Quality.

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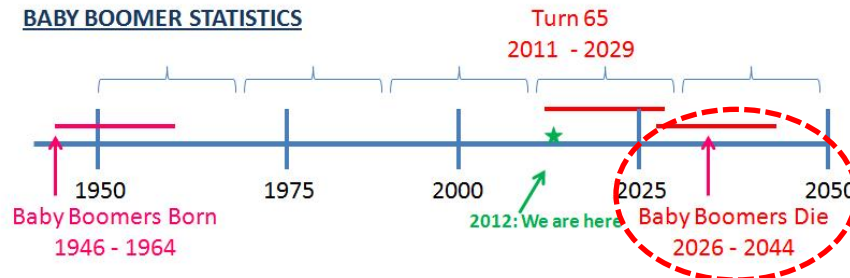
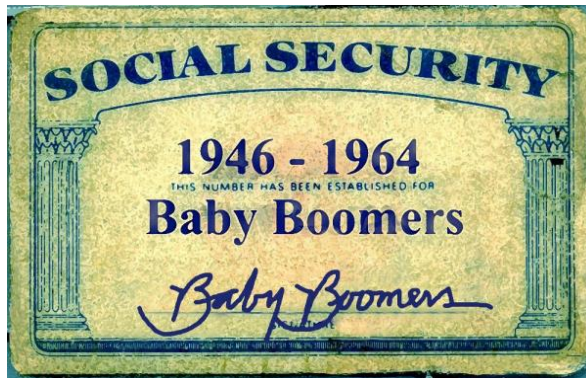
“There is no reason not to “know”



Who are the “quality folks”...

How many of you actually “planned” your career in Quality?

1. Less than 5% of the major colleges and universities
2. 25% of the schools cancelled programs
3. Baby boomers 60-65% of today’s quality managers and engineers
4. Every day, 17,500 baby boomers turn 65 years old



Based on life expectancy predicted to rise. Per <http://www.cdc.gov>
current US Life Expectancy = 77.9. In 2030 = 80

Baby Boomer statistics from: <http://www.babyboomer-magazine.com>



Who is next in line.....

- Many companies eliminated succession planning...head count
- Lean, Lean, Lean, Lean.....
- Lower budgets for training and development
- **THEY TALK FUNNY!**



US



THEM



So...what is wrong with quality- Circa 1970

- Culture of yelling and threatening.. “in your face” not “face to face”
- Experts on containment, problem solving and “turning the other cheek”
- Fire the quality manager.....
- Too many different customer requirements
- **NO TRUST**
 - OEMs did not trust suppliers
 - Suppliers did not trust OEMs
 - OEMs did not trust each other
 - Suppliers did not trust each other
 - Nobody trusted the government



What customer's wanted..



(At one time in the late 70s- over 30 different manuals)

Then...



(A little bit better.....)



Actually working together.....

RAM DODGE CHRYSLER Jeep MOPAR FIAT

Supplier Advisory Council
SCM Sub-Committee Meeting

June 4th, 2012

CHRYSLER SCM
supply chain management

Chrysler Group LLC

Introductions

RAM DODGE CHRYSLER Jeep MOPAR
CHRYSLER GROUP LLC

FLEXIN|GATE GENTEX CORPORATION BorgWarner

Uss United States Steel Corporation DENSO

MAGNA. LEAR CORPORATION YAZAKI
Vehicle power and data solutions
All Systems Go

IAC International Automotive Components TI Automotive Continental

DELPHI CSA COOPER STANDARD™ AUTOMOTIVE Metalsa
Quality as a way of life

Chrysler SAC team for Supply Chain Management



What happened...what changed....



Ever Notice.....

Competitors announce their “own” less newsworthy recalls

How the competitors beef up the marketing and run more commercials to “help the other guy out with the sudden lack of available vehicles



And then.....



Is there anybody in this room that does not know about GM ignition switches?



Other interesting side effects.....

- NBC, ABC, CBS, CNN, BBC, Facebook, Pinterest, etc...FEEDING FRENZY
- **Lawyers** are getting rich
- **Politicians** on the bandwagon
- Fingers start pointing...now we have **NAMES**
- New rules, processes, more paperwork, more audits
- People are suspicious, angry..lost the **trust**...again



The company I work for makes fuel systems and brake lines

**What is going to happen when we submit our next
request for change at General Motors?**

Any other OEM?



Global trust....



“Intellectual property” means if you are smart enough to use it; then it is “yours”.

So...



Customers do not trust suppliers.....

- More “customer specific” rules and paperwork
- Tighter standards, tighter tolerances, more critical and significant characteristics
- They do not trust how we manage our suppliers (now helping us with this)
- Decisions are based on “time” not data
- More audits, visits and meetings



2014 Customer requirements.....



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VDA Quality Management in the Automobile Industry Part 2

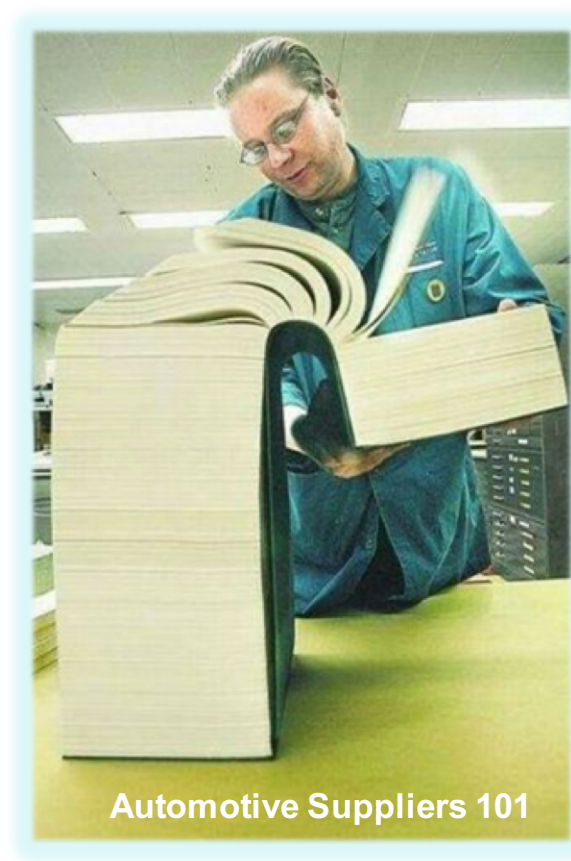
Ford Motor Company Customer-Specific Requirements For Use With ISO/TS 16949

CHRYSLER Chrysler Group LLC Customer-Specific Requirements for use with ISO/TS 16949:2009 and ISO 14001:2004

AUTOMOTIVE CERTIFICATION SCHEME FOR ISO/TS 16949:2002

General Motors Global Purchasing and Supply Chain Global Supplier Quality

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Suppliers do not trust customers...

- Customers are only looking for **money** (warranty, design cost, tooling, etc.)
- Customers once again **changing** the “rules”
- Some customer specific requirement documents have **more pages** than the standard
- Some customers think they “**own**” the supplier’s **intellectual property**



Sometimes suppliers do not trust the people **lead**



Marchionne: "I am envious of some of the margins that I see coming out of our suppliers."



Competitors.....

- Competitors are in the most part “competitors” again.



So...what is wrong with quality- Circa 2014

Which of the problems identified in the 1970s & 1980s do you think are still here?

- Too many different customer requirements
- NO TRUST

Which one do you think is most problematic?



Trust is a two way....

Do you trust everyone you have a relationship with?

“An example of trust...”



Trust is the key....

Trust is the key to any strong partnership and in most case; you have to **EARN** it from each other.

Once you have it, do **whatever it takes** to keep it.

I believe the “**secret**” to maintaining trust in any relationship comes down to three simple principles.

1. You must be HONEST
2. You must be OPEN
3. Keep it SIMPLE



Slogans, rules, only as effective..

Which of the following has “real” value without TRUST?

1. Data
2. Contracts/Agreements
3. Commitments
4. Results/Reports
5. Promises
6. Expectations

What kind of relationship will you have without trust in any of them?



Thank you very much

What is Trust?

Trust is like the feeling a child Has, when you throw her up In the air and catch her. And she really enjoys it...



Shoot the messenger...

Questions?

