

Exploiting an 8D initiative to transform your company's quality culture

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A Disciplined Approach

D0: Plan

- Estimate resources
- Time
- People

D1: Create a Team

- Cross functional

D2: Define the Problem

- The real problem
- Scope the project

D3: Contain the Problem

- Protect the customer

D4: Determine root causes

- Use the tools
- 5 why/ Cause map

Pruitt (2019)

A Disciplined Approach

D5: Choose
corrective
actions

- Is D0-D4 complete!

D6: Implement
corrective
actions

- Validate with Data

D7: Take
preventive
measures

- Look across the business

D8:
Congratulate
you team

- Buy Food
- Key to future success

Pruitt (2019)

The Change:



People's behaviors

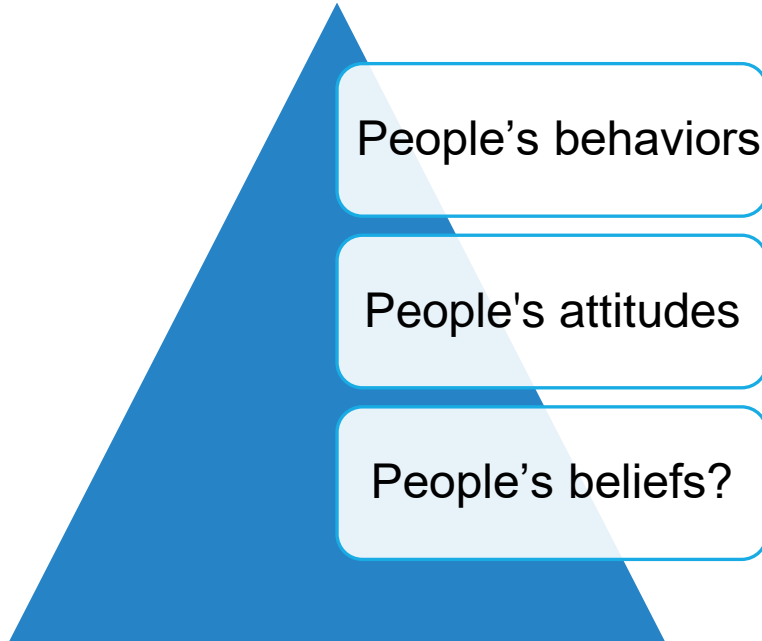
People's attitudes

People's beliefs?

The changes since the 8D

- People came to meeting, and
- Actively participated
- People were positive, and
- Interested in learning
- Did they believe in a Quality tools?

The Change: Quality Culture



'... the set of attitudes, values, beliefs, and behaviors shared by a group of people, but different for each individual, communicated from one generation to the next.'

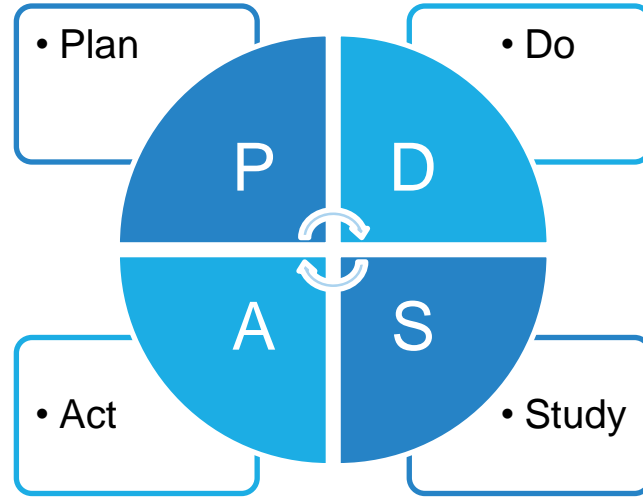
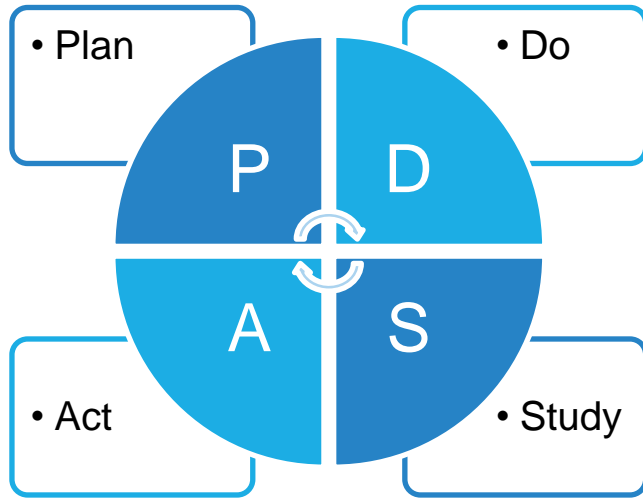
MATSUMOTO (1996): 16

'Employees in an organization have opinion, beliefs, traditions, and practices concerning quality. We will call this company quality culture.'

JURAN AND GRYNA (1993)

Can I do better?

How can I do better?



adapted Deming(1993)

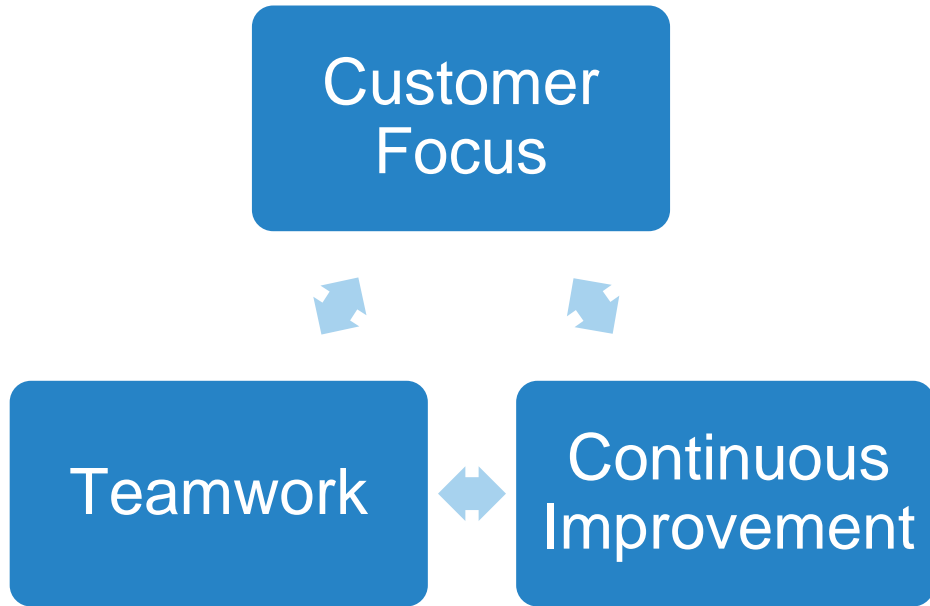
Building a Quality Culture



Building a Quality Culture



Elements of Quality Culture



Dean and Evans (2014)

MAYS &
VALENTINE

Customer Focus

Teamwork



MOTOROLA

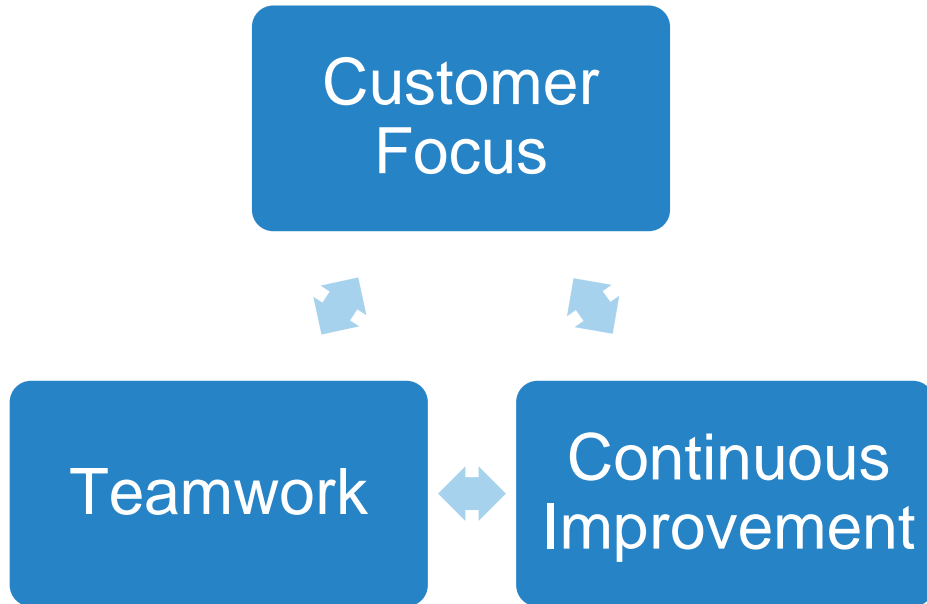
Motorola.com

Continuous Improvement



levistrauss.com

Elements of Quality Culture



Dean and Evans (2014)

- Beliefs not tools
- Choose elements
- Let each element build on the others

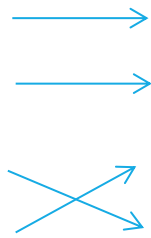
Building a Quality Culture



Promotion of Quality Culture

2014 STUDY OF 850+ PEOPLE IN 60+ MULTINATIONAL

1. Leadership Emphasis
2. Message credibility
3. Peer Involvement, and
4. Empower Ownership



JURAN'S BOOK QUALITY PLANNING AND ANALYSIS

1. Awareness of Quality
2. Evidence of Upper Management Leadership
3. Self-development and empowerment
4. Participation, and
5. Recognition and rewards

Srinivasan and Kurey (2014)

Juran and Gryna (1970, 1980, 1993)

Leadership Emphasis



up.com`



Godrej.com

Message Credibility

Peer Involvement



ge.com



TEXAS NAMEPLATE COMPANY

nameplate.com

Employee Ownership

Promotion of Quality Culture

PARTS OF PROMOTION

1. Leadership Emphasis
2. Message credibility
3. Peer Involvement, and
4. Empower Ownership

Promote initiative from top

Prove commitment

Train inside leaders

Use the power of ownership

D0: Plan

- Estimate resources
- Time
- People
- **Visible/Vocal Leadership**

D1: Create a Team

- Cross functional
- **Team building**
- **Key roles for future leaders**

D2: Define the Problem

- The real problem
- Scope the project
- **Identify customers**

D3: Contain the Problem

- Protect the customer

D4: Determine root causes

- Use the tools
- 5 why/ Cause map
- **Teach statistical thinking and CI**

D5: Choose corrective actions

- Is D0-D4 complete!
- **Don't undermine ownership**

D6: Implement corrective actions

- Validate with Data

D7: Take preventive measures

- Look across the business

D8: Congratulate you team

- Buy Food
- Key to future success
- **Follow through with decisions**

Change your Quality Culture

