



Global Quality Management: Collaboration Fuels Innovation

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ICQCC Beijing

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Quality and ASQ

- **60-year-old organization**
- **ASQ's mission has broadened from factories to all segments of society**
- **Learn from the vast body of quality-related knowledge**

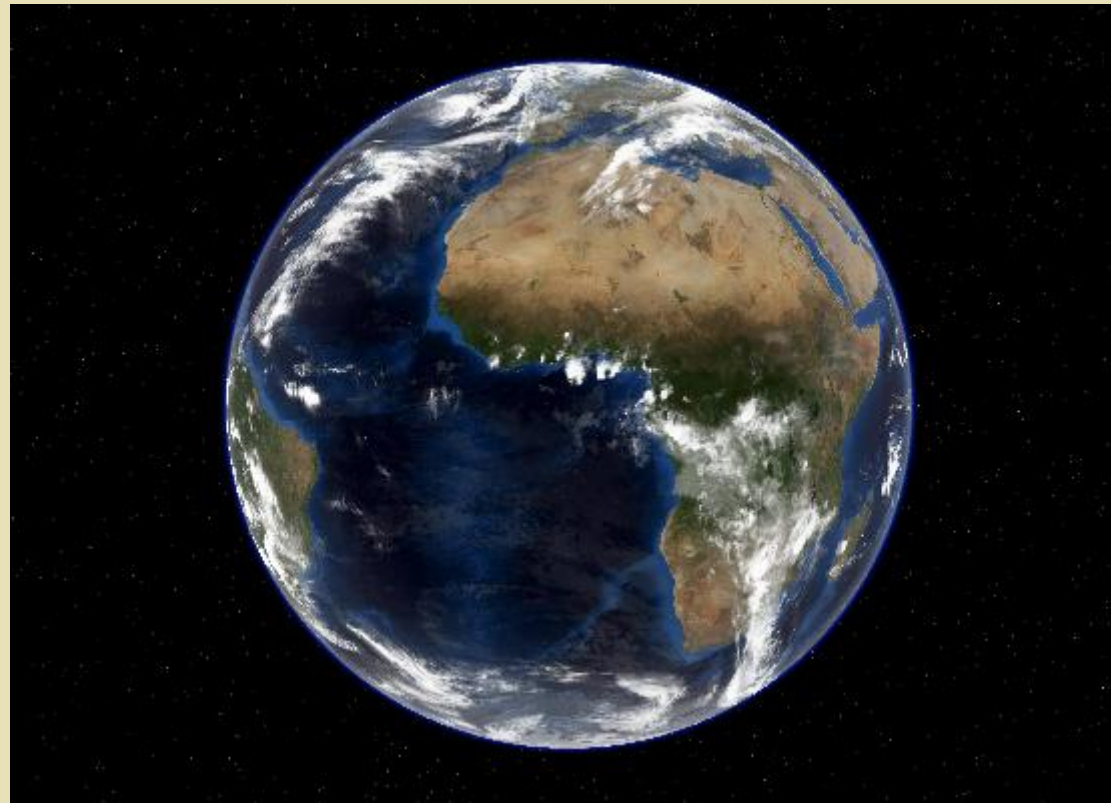


ASQ's Vision

- Make quality a global priority
- Make quality an organizational imperative
- Make quality a personal ethic
- Become the community for everyone who seeks quality

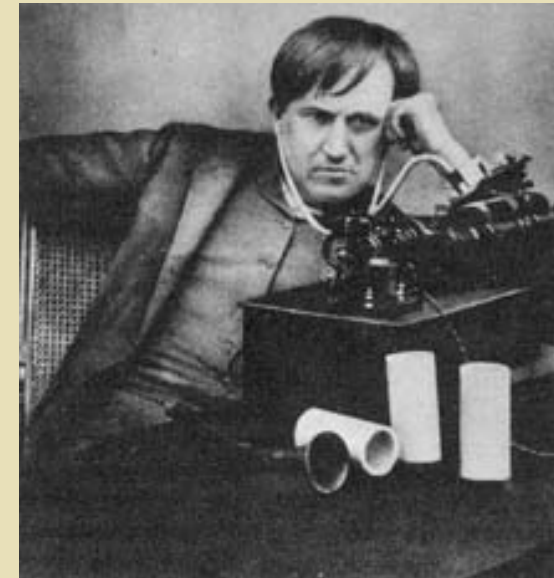


Strategic Alliances



Innovation: The Myth

“Most companies assume that innovation comes from an individual genius or small, sequestered teams.”



-- "Together We Innovate," by Rob Cross, et al.
MIT Sloan Management Review/Wall Street Journal

Innovation: The Reality

“Most innovations are created through networks—groups of people working in concert.”



-- “Together We Innovate,” by Rob Cross, et al.
MIT Sloan Management Review/Wall Street Journal



$$2 + 2 > 4$$

“If you can draw on the collective intelligence of the organization ... it becomes an incredibly powerful phenomenon. If you don’t have that openness in a company or the ability to collaborate with peers across multiple functions, it is very hard to drive an innovation, especially through a bigger company.”

-- Marthin DeBeer, senior vice-president of the emerging-markets technology group
at Cisco Systems



Boston Consulting Group

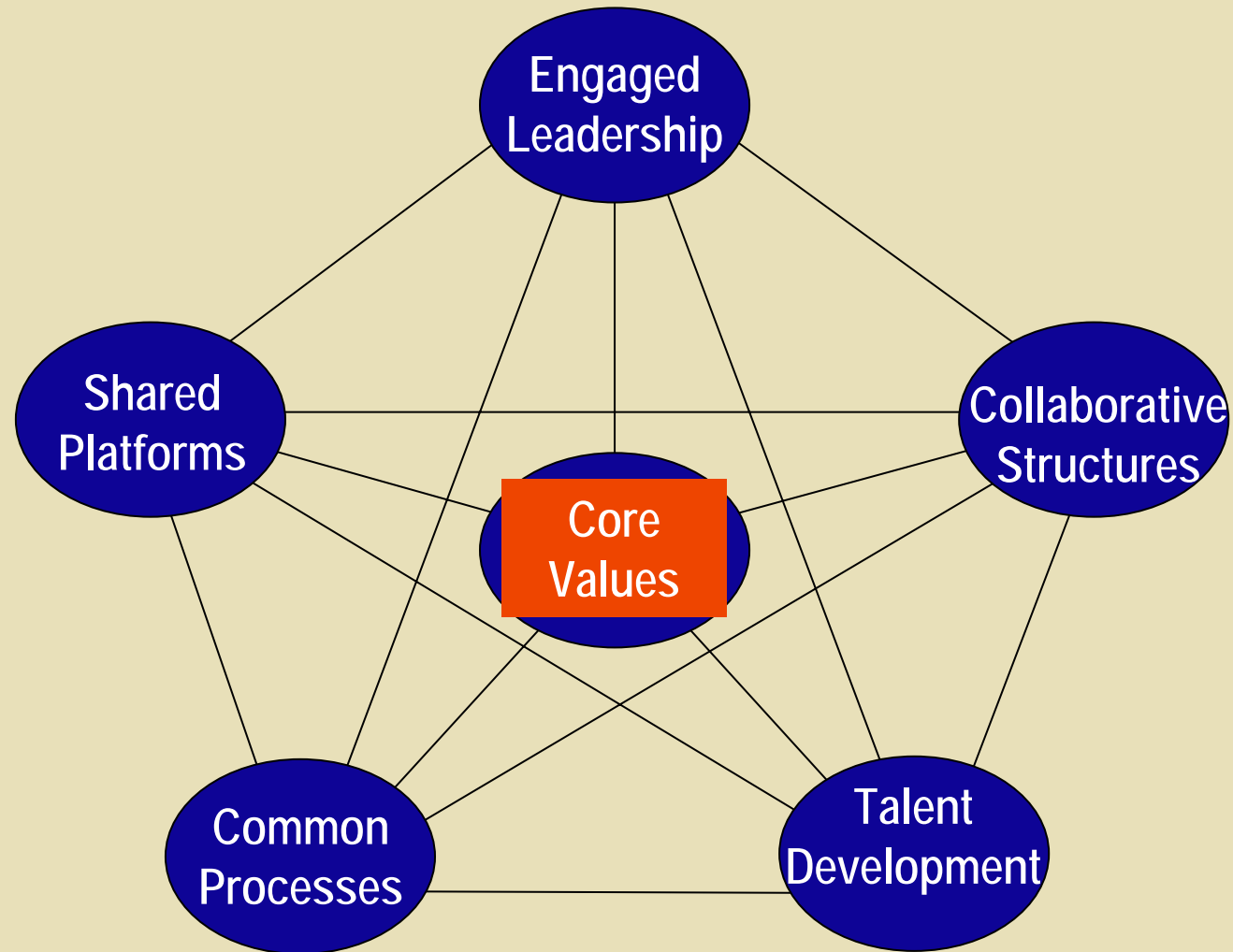
March 2006 Report...

Organizing for Global Advantage
in China, India, and Other Rapidly
Developing Economies

www.bcg.com



Organizational Framework for Global Advantage



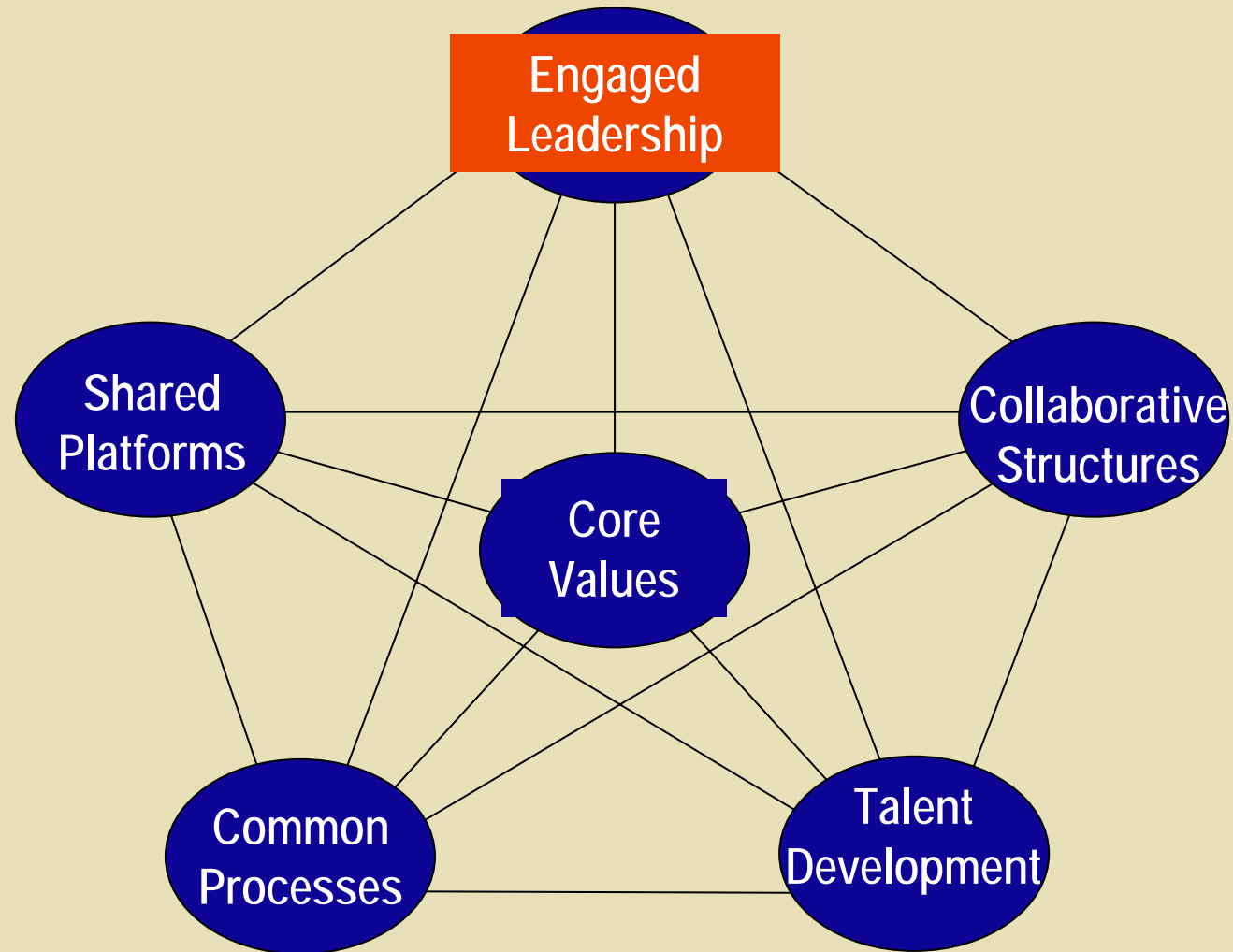
Source: Boston Consulting Group



Core Values

- Quality and ethics
- Very important when you are far away from headquarters
- How to inspire local organizations to adopt corporate values?
- Continuous communication about core values is critical

Organizational Framework for Global Advantage



Source: Boston Consulting Group

Engaged Leadership

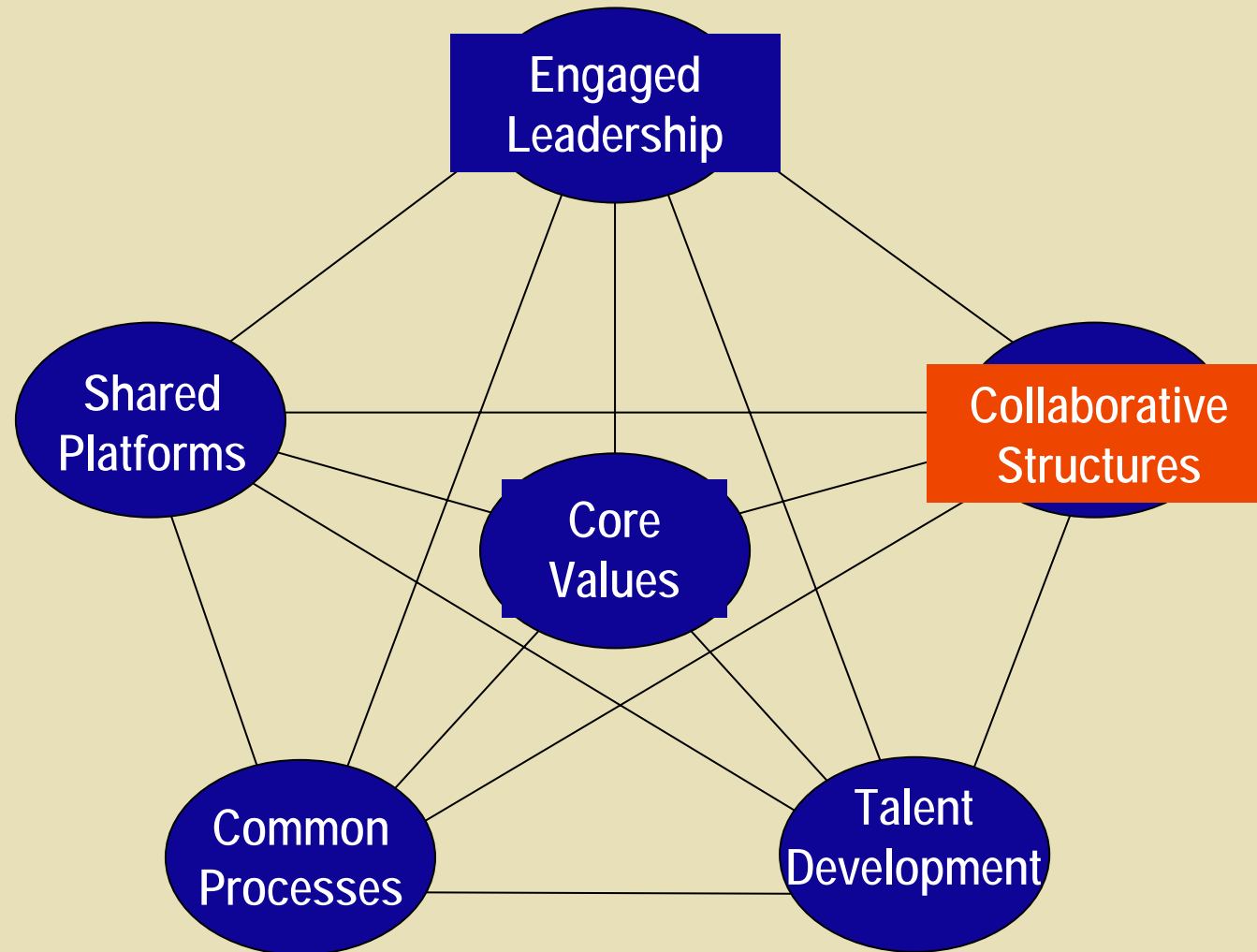
Four specific roles:

- Setting bold goals
- Ensuring senior-level sponsorship
- Orchestrating resources
- Overcoming barriers





Organizational Framework for Global Advantage



Source: Boston Consulting Group

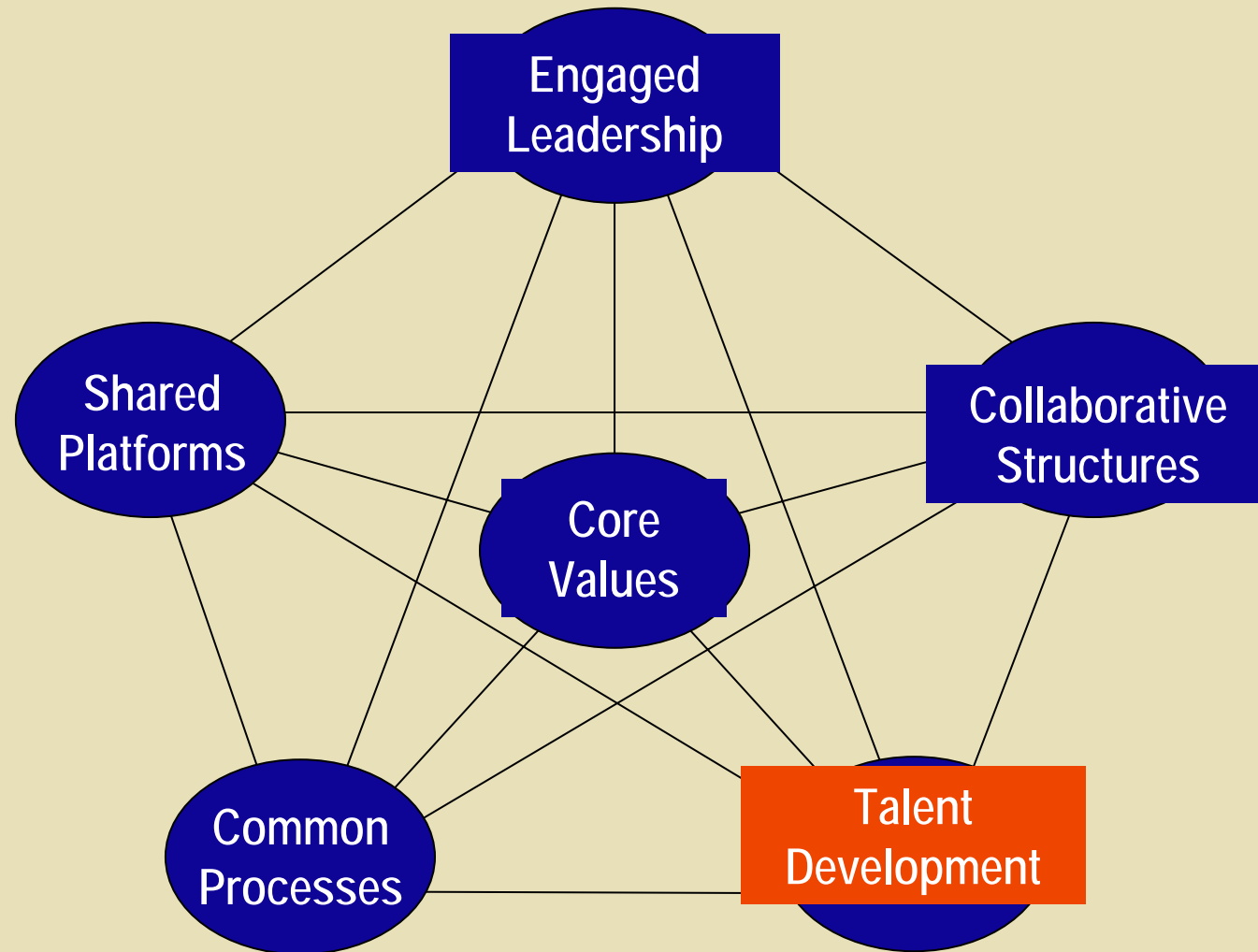


Collaborative Structures

- Optimizing global/local tradeoffs
- Managing the inherent tensions between business units and country management
- Making the matrix work
- Enabling collaboration



Organizational Framework for Global Advantage



Source: Boston Consulting Group

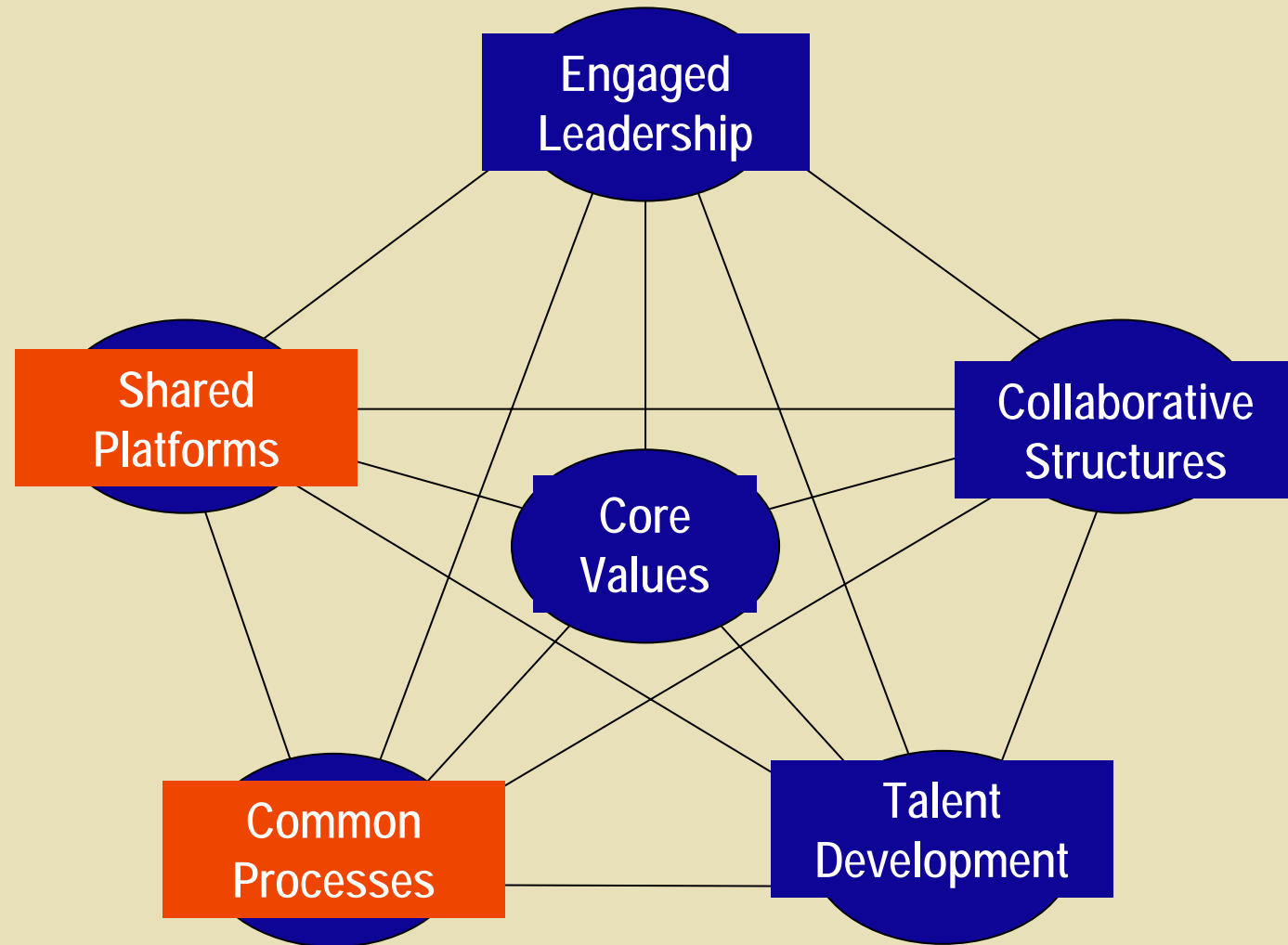


Continuous Talent Development

- Establish a network of globally capable local managers
- Keep this network up to date
- Identify and groom high-potential local talent
- Develop leaders with global perspectives



Organizational Framework for Global Advantage



Source: Boston Consulting Group



Shared Platforms

- **Many forms:**
 - Assets
 - Processes
 - Knowledge
 - People & relationships
- **Many advantages:**
 - Reduced costs
 - Improved effectiveness
 - Reduced risk
 - Better ability to work across boundaries



Common Processes

- Communication
- Collaboration
- Companywide learning
- Sharing of best practices
- Manage inherent tension between global and local interests
- Create transparency and trust

UNIVERSAL CONCEPT: QUALITY



International Team Excellence Awards

- **Recognize outstanding teams from around the world**
- **Criteria-based competition**
- **Encourage individuals, teams and organizations to excel in quality through participation practices**



International Team Excellence Awards

- **Real people**
- **Doing real jobs in the workplace**
- **Using quality tools**
- **Accomplishing great things together**

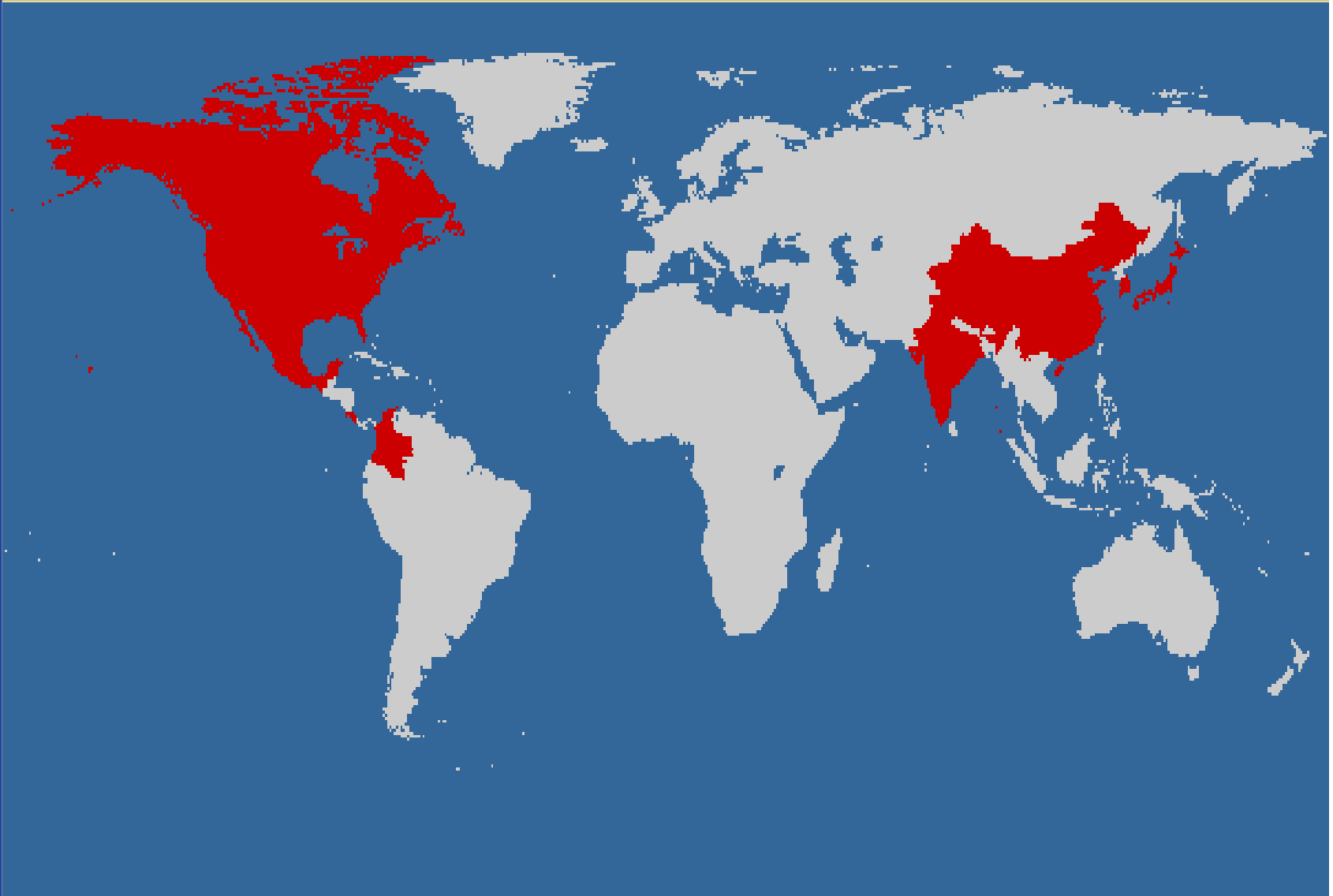


International Team Excellence Awards

- **More than 800 teams have participated**



Participating Countries



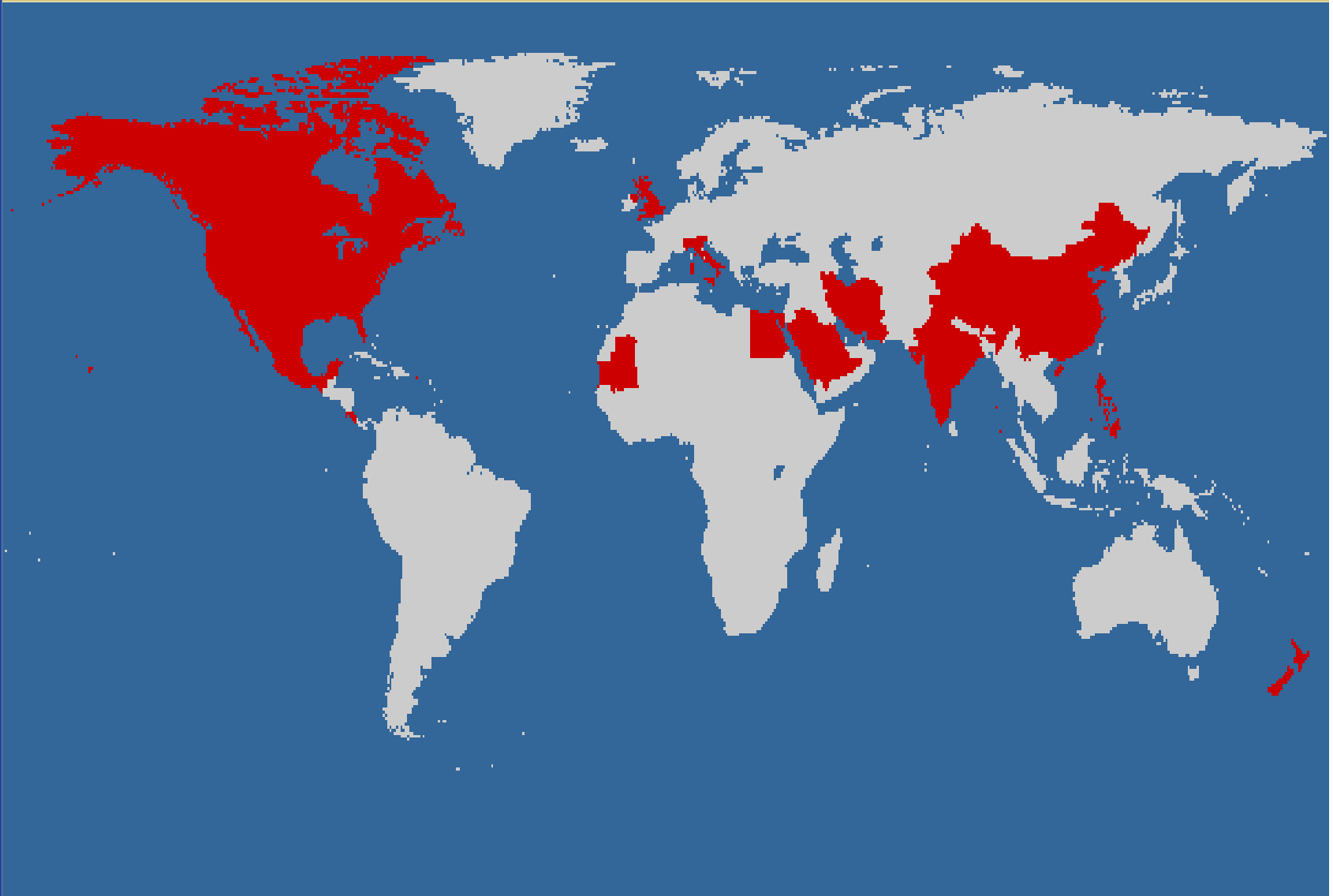


International Team Excellence Awards

- **More than 800 teams have participated**
- **320 judge applications**



Judges Come From Around the Globe





International Team Excellence Awards

- More than 800 teams have participated
- 320 judge applications
- **2007 teams saved \$100 million**



Boeing C17 Stuffed Tailcone Team



- Team type: Improvement
- Used problem-solving tools to alleviate safety concerns raised by factory personnel
- 40% reduction in man-hours per aircraft
- Savings: >\$900,000
- Two-day reduction in time span
- ROI more than 4.5 to 1
- Improved employee morale and greater customer satisfaction



Singapore Housing & Development Board



- Team type: Improvement
- Used creative tools to minimize staining to door frames
 - Lotus Blossom, Assumption Breaking, Serendipity and Random Word Techniques
- Reaped significant manpower savings
- Enhanced agency's image
- Improved team cohesion



Florida Dept. of Children & Families



- Team type: Quality Innovation & Improvement
- Developed electronic imaging system for public assistance case paperwork
- First-year savings \$297,000
- Ongoing savings \$310,000 annually
- Improves accessibility to information, eliminates rework, and enhances process capability



Korea Electric Power Corporation



- Team type: Improvement
- Achieved trouble-free performance of switchgear in electric power substations
- Cost savings: \$2.5 million per year



CSX Locomotive Fuel Process Team



- Team Type: Process Improvement/Six Sigma
- Reduced fuel consumption across the company by increasing shutdown time of idling locomotives
- Used Six Sigma DMAIC process and accountability model
- Saved more than 14 million gallons of fuel worth \$28 million



Reliance Industries Ltd Hazira Unit, India



- Cost reduction team for polyester fibrefill production
- Reduced raw material costs 10%
- Increased waste recycling 15%
- Reduced chemical and catalyst cost 20%
- Total savings in excess of \$4 million per year
- Intangible benefits: Greater awareness of stakeholder businesses; boost in employee morale; improved economic prospects for low-paid group of laborers



For more information...

- <http://wcqi.asq.org/team-competition/>
- http://www.asq.com.cn/asq_about.asp?id=29



关于 ASQ

概述

ASQ 的历史

ASQ 道德准则

ASQ 领导层

包德里奇国家质量奖

世界质量改进大会

ASQ大事记

团队竞赛

参加ASQ的国际卓越团队竞赛。它是美国唯一的国际性团队流程评价类别的赛事。自1985年起，已有来自美国、加拿大、中国、哥伦比亚、哥斯达黎加、印度、日本、墨西哥、新加坡和韩国的800多个团队参与了该竞赛！入围决赛的团队将参加在ASQ世界质量改进大会上进行的现场陈述。时间地点为2008年5月5-7日，美国德克萨斯州休斯顿市。

部分资料已译成中文，供大家参考：

[08年卓越团队评选时间表.doc](#)

[参赛条件.doc](#)

[参与者受益.doc](#)

[评分指导.doc](#)

[评分标准及标准解释.doc](#)

更多详情可电邮联系Rachel Lin - rlin@asq.com.cn; info@asq.com.cn; 或电话联系美国质量学会中国办公室010-85910330。也可直接登录英文网站：<http://wcqi.asq.org/team-competition/index.html>

创新竞赛

欢迎参加ASQ国际卓越团队竞赛！

www.ASQ.org



Concluding Thoughts

- Quality is universal
- Bringing people together in quality-focused teams is a most effective way of assuring high performance and innovative behavior in organizations operating globally



ASQ

Making good great

Thank you!