

Contents

Chapter 1 – Success stories	1
Rank Xerox 2	
Jaguar Cars 7	
ITT Hancock Industries 9	
Electrolux 11	
The Hartford Insurance Group 13	
Chapter 2 – The task	17
The meaning of quality 19	
The objective of Total Quality 22	
Just-in-time 23	
Manufacturing variance 24	
Chapter 3 – The problem of variance	29
Who is the customer? 29	
The customer's perception of quality 30	
Specification as the basis of quality 32	
Dealing with variations 33	
Distinguishing between variations 34	
Statistical control of random variations 35	
Quality as a network of relationships 38	

PEOPLE

Chapter 4 – The motivation for quality	45
Factors producing job satisfaction 46	
Choosing the right structure for quality 50	

Chapter 5 – Responsibility for quality	53
Apportioning responsibility 54	
Setting quality targets 54	
Personal responsibility for quality 58	
Quality improvement groups 60	
Chapter 6 – Teaching Total Quality	69
The learning process 71	
Quality improvement techniques 75	
The scope of quality improvement groups 81	

STRUCTURE

Chapter 7 – The quality management system	85
Quality standards 86	
Developing a system for quality 88	
The role of the quality manager 92	
Chapter 8 – Quality costs	95
Determining quality costs 96	
Quality cost allocation 100	
Resolving grey areas in quality 103	
The Taguchi view of quality costs 106	
Chapter 9 – Working with suppliers	111
Achieving collaboration 112	
Single-source purchasing 115	

TECHNOLOGY

Chapter 10 – Metrology	121
Implications of the calibration chain 124	
How to control calibration 130	
Chapter 11 – The role of statistics	135
Principal elements of SPC 136	
SPC and quality control 142	
Control of non-measurable attributes 147	
Advantages and potential pitfalls of SPC 149	

Chapter 12 – Advanced methods of quality control	153
Variation research technique	154
Multi-vari analysis	155
Taguchi methods	162

IMPLEMENTATION

Chapter 13 – The implementation process	173
Understanding	174
Top management commitment	176
Company-wide awareness	177
Planning	178
Implementation	179
Review	180
Further reading	183