

The Customer Is Always Dwight

A Guide to Achieving 100% Quality



Booklet and Discussion Leader's Guide

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ABOUT THE VIDEO

'The Customer Is Always Dwight' is about achieving 100% quality in all areas of work; not just production but sales, accounts, distribution, administration — every department or section of the organisation. You may already be familiar with the term 'Quality Control', particularly if you come from a manufacturing environment. In this context, 'Quality Control' is only part of the story. 100% quality means getting things right first time and every time.

The Dwight in the title believes in quality, and in doing things properly. He explains how you can achieve 100% quality by using 'Process Management'. This is simply a way to prevent things going wrong by thinking and working together with everyone else. This should happen at every stage in the process of providing your customers with your goods or services.

Dwight uses three companies to illustrate his messages about quality and Process Management:

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| Supermarvellex Inc. | who believes that quality means having a fast, efficient maintenance team on hand to fix things when they go wrong. |
| Gisco | who believe that quality is the responsibility of the last person in the process line. In this case Ian in Distribution checks for mistakes just before the product or service goes to the customer. |
| Worldwide Nut Company | who believe so passionately in quality that they have a tangled and complex web of quality controls, which lengthens and complicates the work of everyone involved in the process. |

Dwight explains the key steps to achieving 100% quality, and shows how simple and effective they are.

ABOUT THIS GUIDE

This Booklet has been designed for both trainer and learner. The first section contains facts about quality and how to achieve it. This information is for everyone. The second section is for the trainer or manager using 'The Customer Is Always Dwight' as the basis of a training session on quality. It includes general information on preparing for a training session as well as detailed guidelines on running the session.

SECTION ONE

WHAT IS QUALITY?

Here is a simple example. You want to book a holiday abroad; somewhere inexpensive, warm, peaceful and not too far away—and at short notice. You telephone two travel agents with your requirements; let's call them Sunsave and Seaspend. The next day a letter arrives from Sunsave with a list of three holidays to choose from, each one meeting your needs exactly. In the same post is a large package from Seaspend. It is full of beautiful glossy brochures describing every conceivable type of holiday. They are packed with tempting photographs and useful information about all the places you could go. A polite, personalised letter accompanies the brochures assuring you of Seaspend's overwhelming desire to help you select the holiday of your dreams.

Which one, Sunsave or Seaspend, met your needs — in other words provided quality? Quality is not about cost or packaging, it is about giving customers exactly what they need; however simple or complex those needs might be. This makes quality easy to define, not some abstract concept. Quality is measurable and objective — it is what the customer requires. The customer defines quality and the customer judges quality. Once quality has been defined it must be fulfilled 100%; nothing less is acceptable.



“Inspecting’ quality into a product is a needlessly expensive way of achieving quality.”

WHY IS QUALITY SO IMPORTANT?

An organisation depends on its customers to stay in business. If customers are given 100% quality they are satisfied, sometimes even delighted. They become loyal customers and encourage friends, family and colleagues to become customers as well. That adds up to success and a winning position in the market place, ahead of the competition. So quality is clearly important to the organisation.

But what about you personally? Apart from the pride and pleasure in working for a winning organisation, there is pride and pleasure in doing a good job—providing a quality service or creating a quality product. And there are other benefits: for example, better working relationships and a greater feeling of involvement.

There are other very practical benefits for the organisation, too. It costs less to prevent errors than it does to repair the damage later. When everyone is turning out 100% quality (not making errors), productivity increases.



Achieving 100% quality is the responsibility of everyone and every department in an organisation.

WHO'S RESPONSIBLE FOR QUALITY?

Everyone involved in providing customers with goods or services is responsible for achieving 100% quality in their jobs. This means everyone in the organisation. This means you. Whatever you do, and however long you've been doing it, you are responsible for getting it right first time, every time — by discovering your customers' needs and meeting them.

It can seem as if you don't have any customers, because you don't have direct contact with the people who buy or use your products or services. In fact, everyone has customers, inside the organisation as well as outside. All the people and departments who use what you provide in your job are your customers.