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Quality and
Performance Excellence
Through Leadership

Malcolm Baldrige
National Quality Award

An abridged history

Two strengths of the Baldrige

- Self-assessment by any organization - regardless of type or size
- Transfer of knowledge from company to company

“Hidden” strength ...

The Quest for Excellence Conference
in Washington, D.C.

The best business conference in America
year after year

Today’s goal ...

To describe two efforts to “do”
leadership-based quality
and performance excellence
in service organizations

Complete Quality Process

CQP approach deployed twice
(1983-1987 and 2000-2005)
with great success

2000-2005 Results

	Ideas	Hard Dollars	Soft Dollars
QY 1	557	\$3,366,450.31	\$2,049,535.81
QY 2	1206	\$4,049,275.45	\$3,482,014.73
QY 3	2709	\$5,465,117.30	\$3,754,972.13
QY 4	3708	\$8,301,155.39	\$9,189,186.41
QY 5	4567	\$4,113,678.14	\$2,173,448.69

Seven Components of CQP

- Top Management Commitment
- Leadership
- 100% Employee Involvement —
with a structure
- Communications
- Training
- Measurement
- Recognition, Gratitude & Celebration

With a structure ...
Don't forget to
ask the critical question.

Is this it?
“Who should we include
in this effort to improve
everything we do?”

Rephrased...
“Who do we have on the payroll
who we think is smart enough
to contribute to our efforts to
improve everything we do?”

Implied ...
“Who do we think is
too stupid to contribute?”

The better question ...
“Who can we afford to exclude from
the effort to improve everything we
do?”

The answer ...
“Nobody”
Welcome to
100% Employee Involvement

CQP at UICI Insurance Center

- Opening discussions - February 2000
- Four half-day classes on leadership, participation, measurement, and "How do we this?" for managers and above - March 2000
- Unanimous vote to proceed - March 2000

CQP at UICI Insurance Center

- Three-day leadership classes for supervisors and above - April-August 2000
- Definition and design of CQP at UICI by Quality Department - April-September 2000
- Official launch of Quality First - September 14, 2000

Leadership

The creation of an environment in which others can self-actualize in the process of doing the job.

17 words

CQP at UICI Insurance Center

Structure for 100% Participation

- Every person on a Quality Team
- Team leaders trained
- A Quality Idea Tracking Program and Database available

CQP at UICI Insurance Center

Pre-launch Communications

- Bi-weekly Quality Newsletter - July 2000
- Regular e-mail updates about Quality First
- References to Quality First at all employee gatherings

More to come...

CQP at UICI Insurance Center

Pre-launch Training

- Quality Team Leader training
- Leadership training
- One-on-one mentoring of Quality Team Leaders by Quality Department

More to come ...

CQP at UICI Insurance Center

Pre-Launch Measurement

- Quality Idea Tracking Program
- Basic statistics

CQP at UICI Insurance Center

Recognition, Gratitude & Celebration

- Recognition linked to certified ideas
- Annual and periodic celebrations

More to come ...

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CQP at UICI Insurance Center

- Hard dollars calculated by monetary savings
- Soft dollars calculated by capacity for work

CQP at UICI Insurance Center

Additional Benefits

- Increased ratio of sales to employees
- Improvement in employee morale
- Lower turnover rate

The bottom line ...

- CQP satisfies the requirements of the Baldrige in a rational, replicable manner.
- It offers a way to convince folks that quality is achievable - as long as there is robust leadership.
