

# Getting Top to Bottom Commitment to Quality



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**COMMITMENT**

Compliance

Possibilities

# GMP Training Systems, Inc.

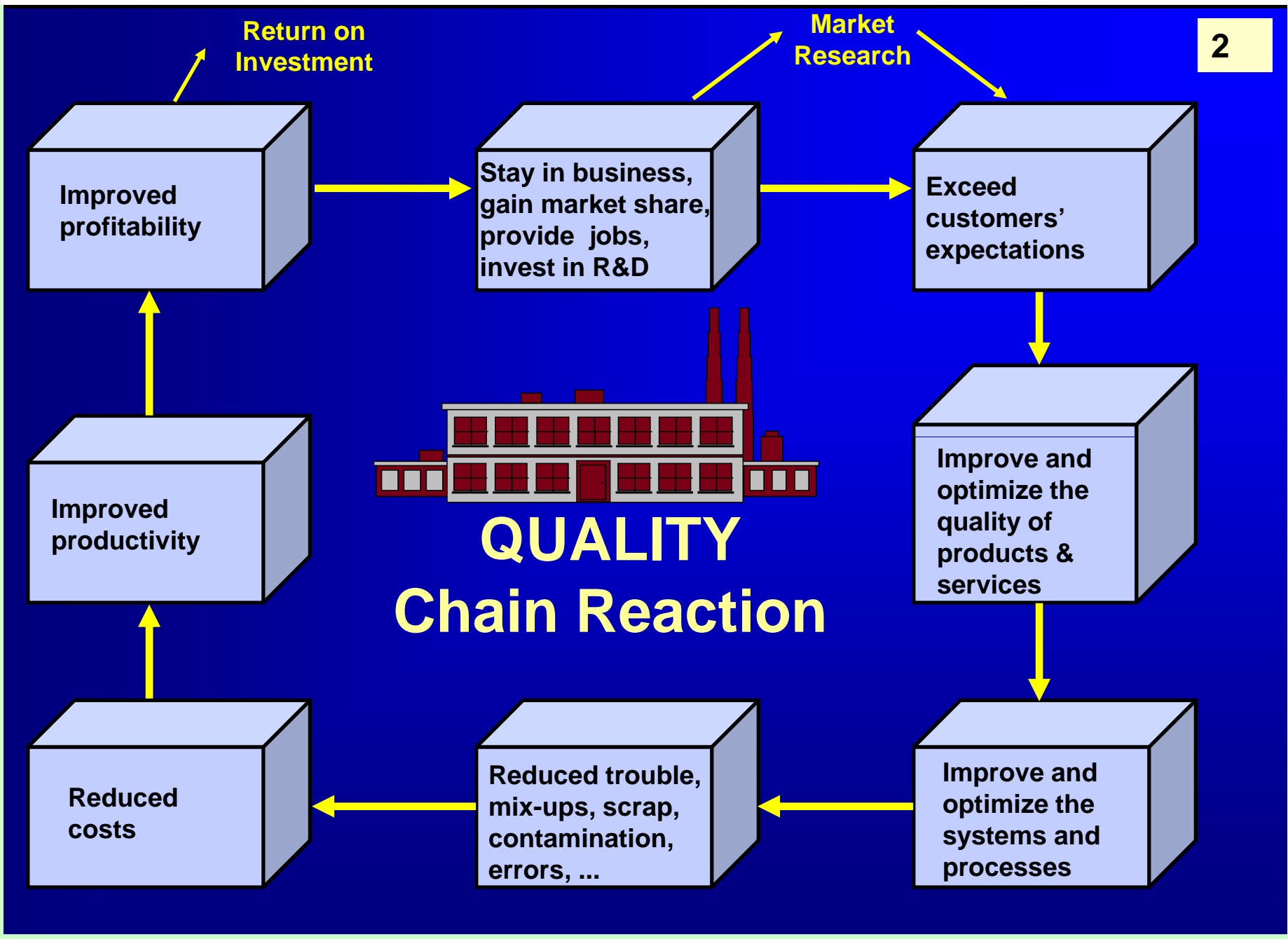
Profits

Opportunities

SYSTEMS

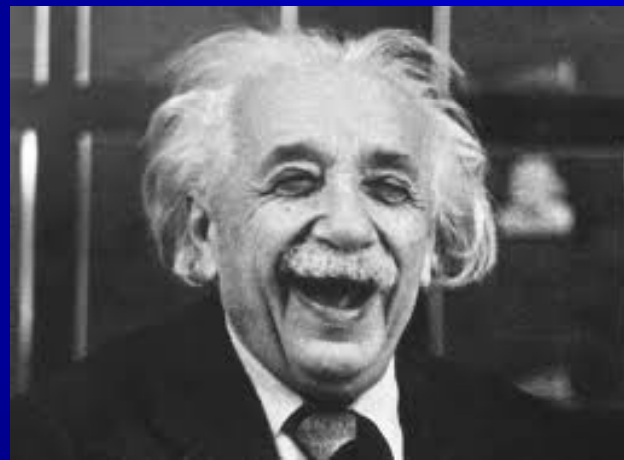
PROCEDURES

If ...  
Breakth  
AHA  
Visio  
WHY  
Revo  
Knowl  
SDOM  
Challe



# Insanity

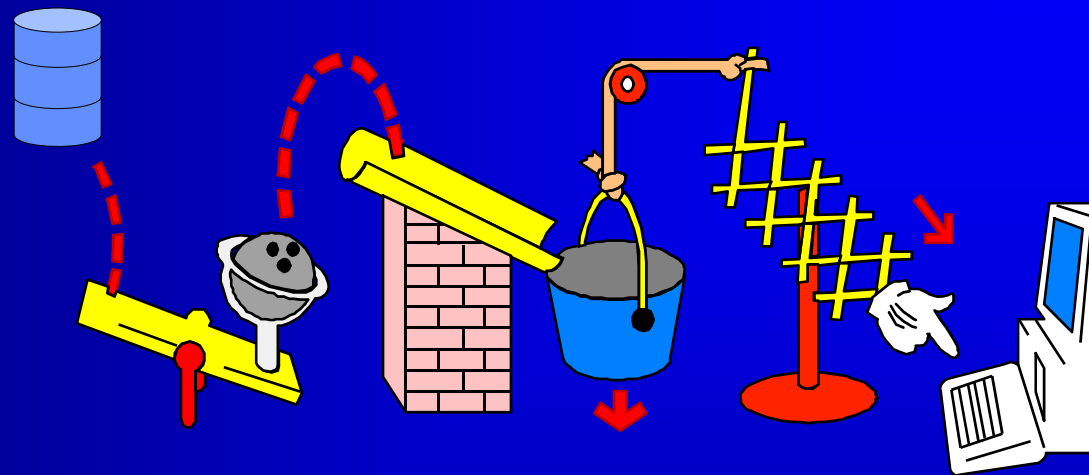
**“Doing the same things over and over again and expecting different results.”**



Albert Einstein

1879 - 1955

# Systems Thinking



**Managing and controlling the interdependencies and the interactions that impact the outcomes**

**“You only get what the system will deliver.”**

**“94% of the problems are with the system.”**



**W. Edwards Deming**  
1900 – 1993

**Changing the system will change  
what people do.**

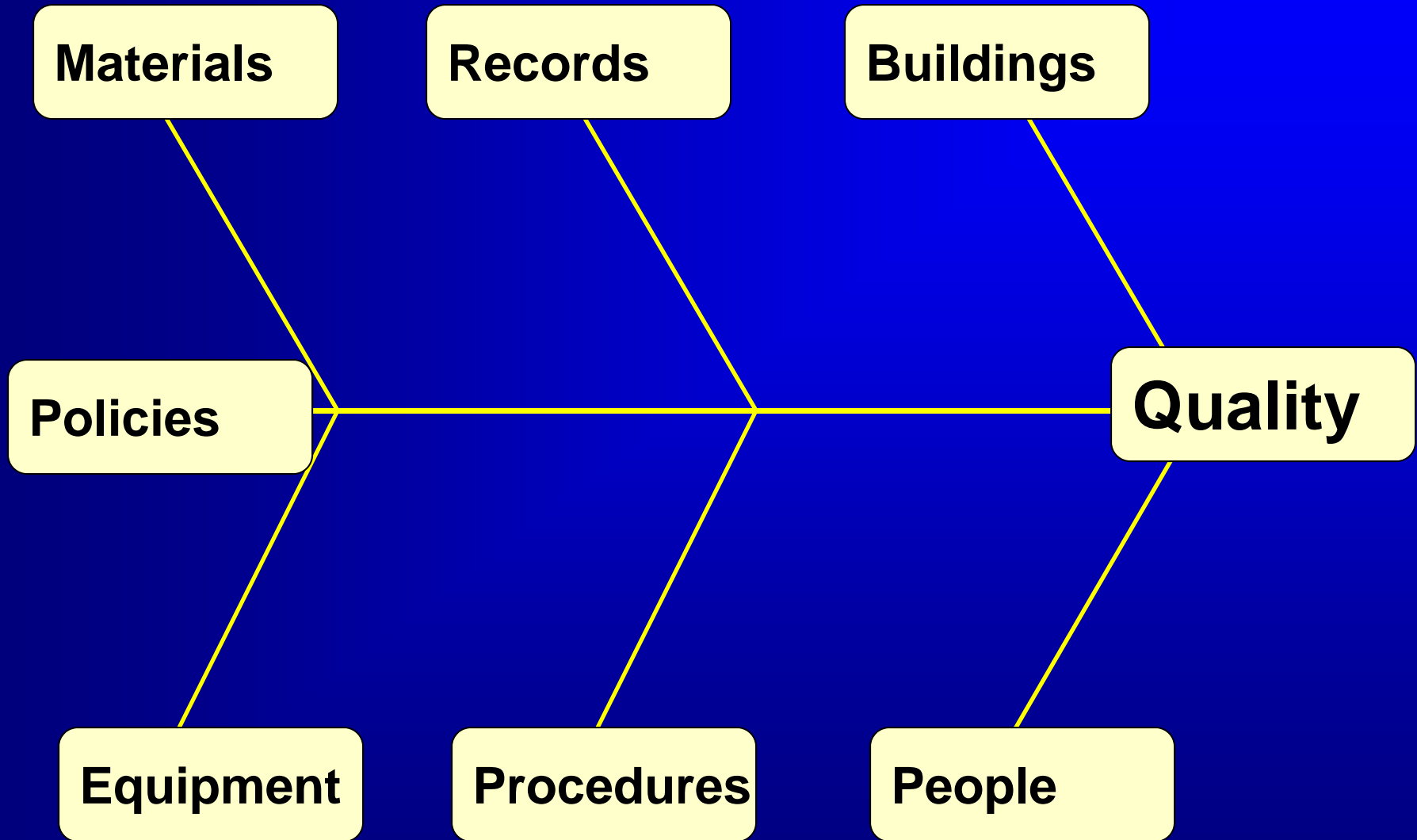
**Changing what people do will not  
change the system.**



**Peter Scholtes 1938 - 2009**  
**Author of The Team Handbook**  
**and The Leader's Handbook**

# Manufacturing System

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# Management's Job

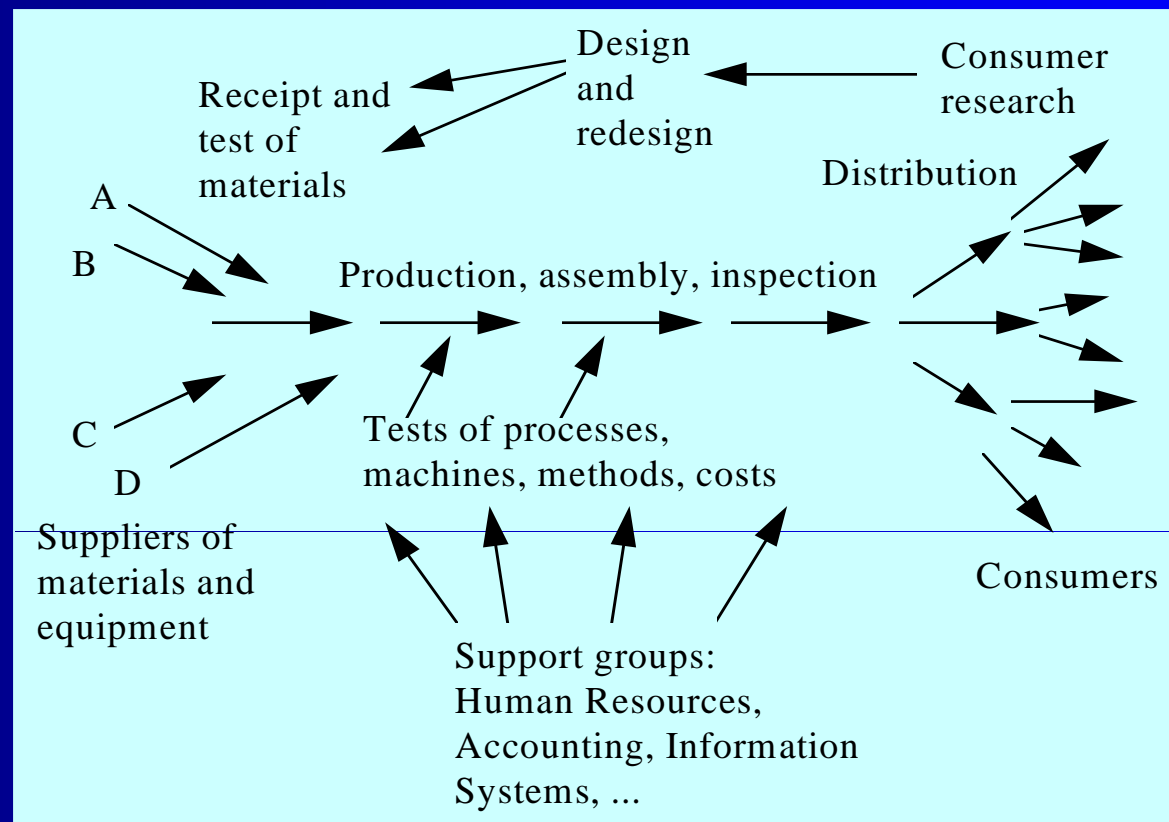
**“To optimize the entire system over time.”**



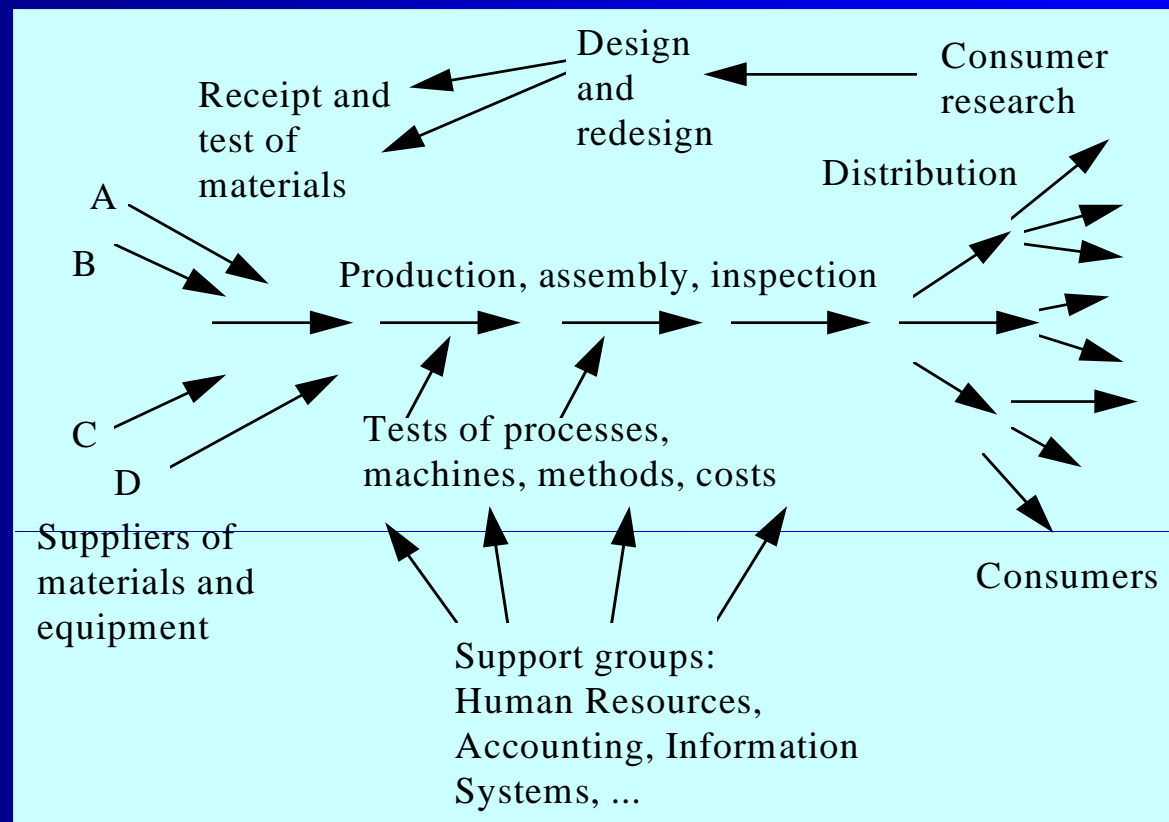
**W. Edwards Deming**

**David Markovitz with Dr. Deming 1987**

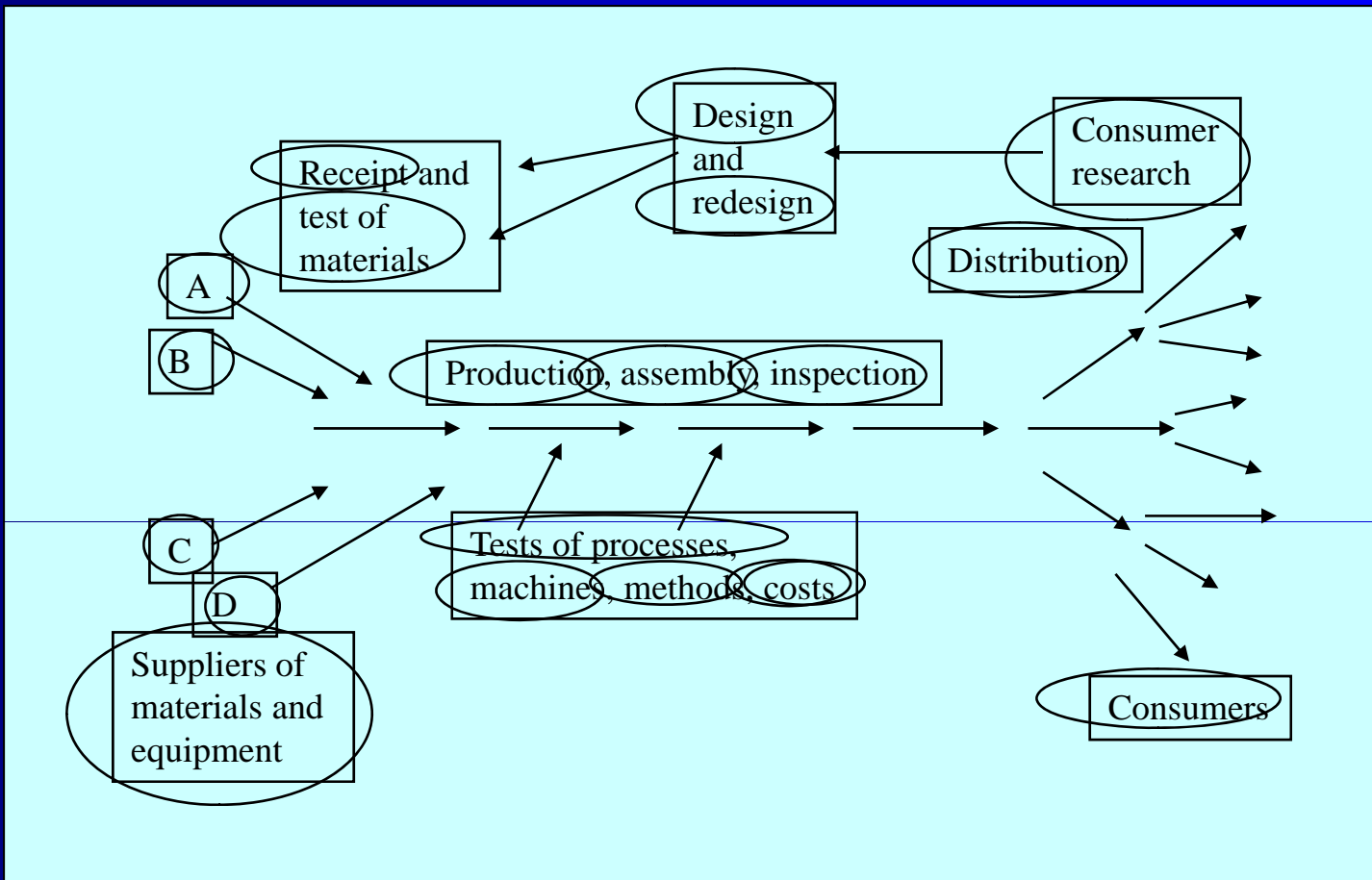




## Flow Diagram – Systems View of a Manufacturing Company



**Systems View helps people  
see where they fit into the BIG  
PICTURE**



# Destruction of a system

# Optimization

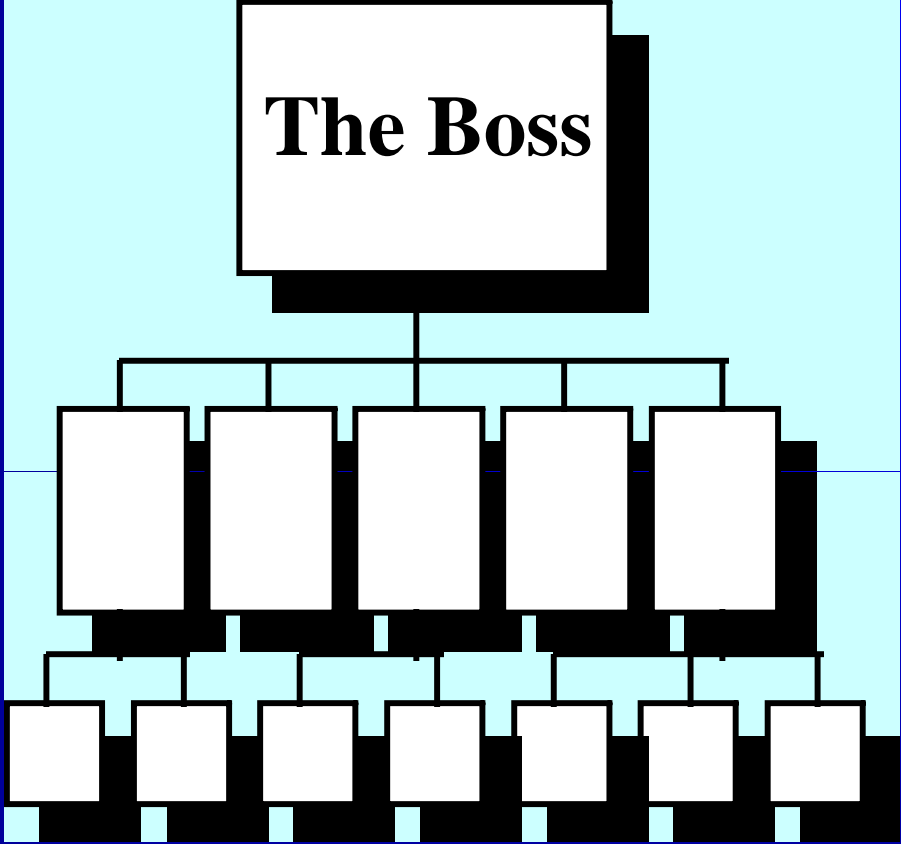
**“A process of orchestrating the efforts of all components toward achievement of the stated aim whereby everyone gains.”**

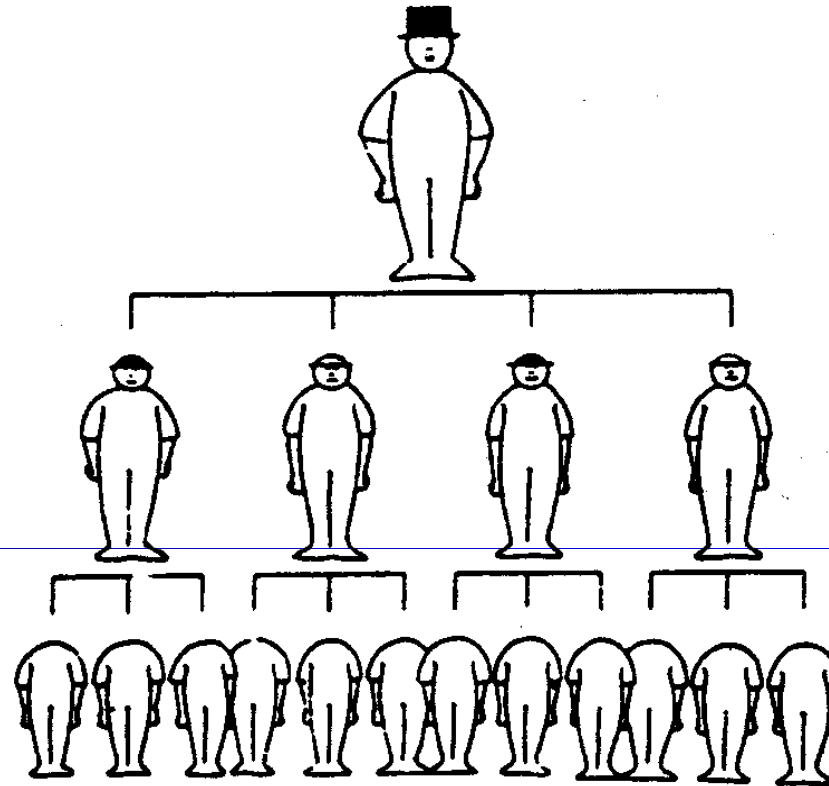


**W. Edwards Deming**

# When people don't use Systems Thinking







*Figure 2. "Old Style Management"*

**Myron Tribus – Creating the Quality Service Company**



## Myron Tribus

1921 – 2016

Director of the Center for  
Advanced Engineering Study  
at MIT



# Owl University

Who?  
Who?  
Who?



Dean - Henry "Hoot" Owl

# Compliance

**You will do because you have to.**

**You will do or else.**

**You will do because I said so.**



# Commitment

**You will do because you understand how and why.**

**You will do because you want to.**

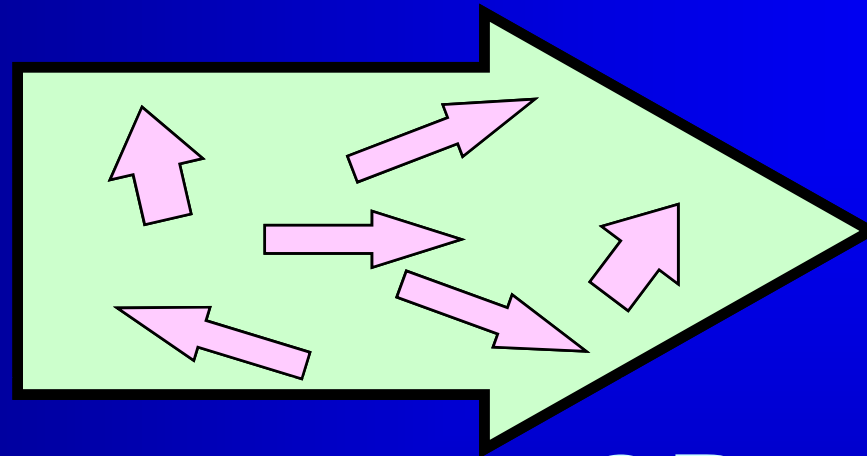
**You will do because it's the right thing to do.**



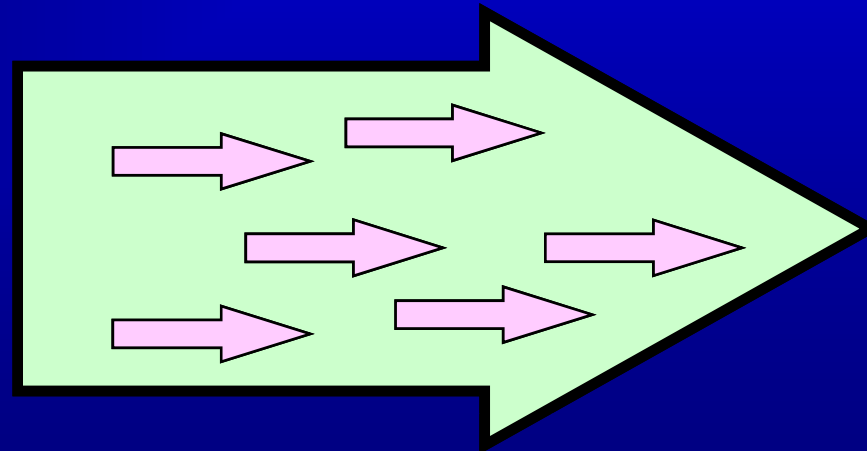
# Steps to Optimization

- Focus on the customers
- **Commit to continual improvement in quality**
- Measure your improvement using some simple statistical tools
- **Recognize that people make it happen**
- Realize that **EVERYTHING YOU DO** you do within a system in which every part affects the whole
- **Top management is responsible for that system**

# Optimization and Alignment



OR

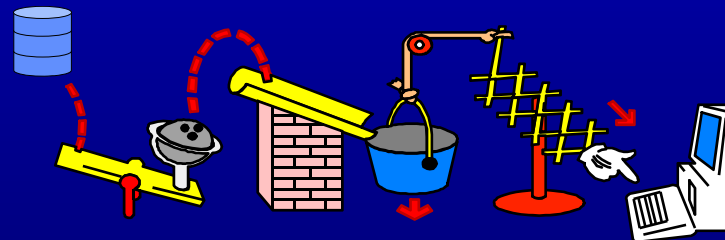


# Appreciation for a system

A system is a network of interdependent components that work together in harmony to accomplish the aim.

Everyone must understand the aim. And actions should be consistent with the aim.

94% of the problems and opportunities for improvement belong to the system.



# Appreciation for a system

- **Need to understand the interdependencies - they are not always obvious. Actions and consequences may be widely separated in time and space.**
- **Systems are management's responsibility - management needs to work on and ahead of an organization's systems (not in them).**
- **Management sets the aim, with input.**
- **Do not blame the people when things go wrong - examine the system. Ask Why? Why? Why?, not Who? Who? Who?**

# Appreciation for a system

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- Management's job is to optimize the entire system over time.
- Over time requires continual improvement and innovation.
- 85% of the impact is in the first 15% of the process.
- Optimization requires cooperation and communication.
- Loyal customers is the focus.

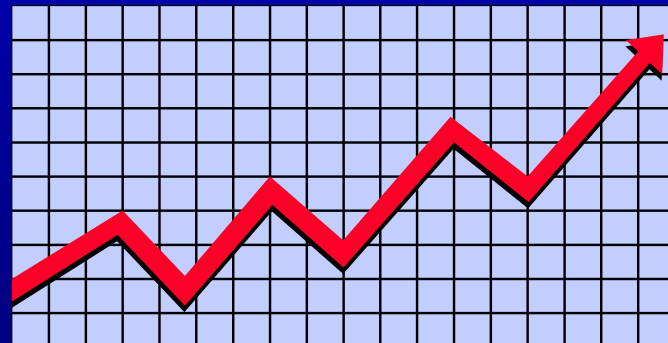


# Appreciation for a system

- When management blames the person(s), it loses sight of the need to fix the system.
- **If you optimize the pieces, you won't optimize the whole.**
- Performance of the whole results from the interaction of the parts, NOT from the sum of the parts.
- **Which is more powerful - working on the first 15%, or chasing outcomes?**

# 3 Ways to Get a Better Figure

1. Distort the figure.
2. Distort the system or process that produced the figure.
3. Improve the system or process that produced the figure.



# Appreciation for a system

*When people don't understand systems:*

- They see events as individual incidents rather than the net result of many interactions and interdependent forces.
- They see the symptoms, or presenting problems, but not the deeply buried causes of problems.

# Appreciation for a system

*When people don't understand systems:*

- They don't understand how an intervention in one part of the organization can cause havoc in another place or at another time.
- They blame individuals for problems even when those individuals have little or no ability to control the events around them.

**“People want the opportunity  
to take pride in their work.”**

- W. Edwards Deming



David Markovitz with Dr. Deming 1987

# Role of a Manager of People

from W. Edwards Deming  
The New Economics

- A manager understands and conveys to his/her people the meaning of a system. He explains the aims of the system. He teaches his people to understand how the work of the group supports these aims.
- A manager helps his/her people to see themselves as components in a system, to work in cooperation with preceding stages and with following stages toward optimization of the efforts of all stages toward achievement of the aim.

# Role of a Manager of People

- **A manager understands that people are different from one another. He tries to create for everybody interest and challenge, and joy in work. He tries to optimize the family background, education, skills, hopes, and abilities of everyone.**
- **A manager is an unceasing learner. He encourages his people to study. He provides, when feasible, seminars and courses for advancement of learning. He encourages continued education in college or university for people that are so inclined.**
- **He is coach and counsel, not a judge.**

# Role of a Manager of People

- **A manager will study results with the aim to improve his performance of a manager of people.**
- **He creates trust. He creates an environment that encourages freedom and innovation.**
- **He does not expect perfection.**



# Role of a Manager of People

- He will try to discover who if anybody is in need of special help. Special help may be only simple rearrangement of work. It might be more complicated.
- He listens and learns without passing judgment on him that he listens to.
- He will hold an informal, unhurried conversation with every one of his people at least once a year, not for judgment, merely to listen. The purpose would be development of understanding of his people, their aims hopes, and fears.

# Role of a Manager of People

**A manager has three sources of power.**

- 1. Authority of office**
- 2. Knowledge**
- 3. Personality and persuasive power; tact**

**A successful manager of people develops Numbers 2 and 3; he does not rely on No. 1.**

**He has nevertheless obligation to use No. 1, as this source of power enables him to change the process – materials, buildings and facilities, equipment, records, procedures and methods, and people – to bring improvement, such as to reduce variation in output.**

# Role of a Manager of People

**A manager has three sources of power.**

1. Authority of office
2. Knowledge
3. Personality and persuasive power; tact

**He in authority, but lacking knowledge or personality (No. 2 or 3), must depend on his formal power (No. 1). He unconsciously fills a void in his qualifications by making it clear to everybody that he is in position of authority. His will be done.**



**I. M. Tyrant  
1975 - Present**

**An effective leader inspires others**

**An effective leader sets the example**

**An effective leader is courageous**

**An effective leader works to overcome obstacles and barriers**

**An effective leader listens to others**

**An effective leader makes decisions**



**Lt. Col. Theodore Roosevelt  
“The Rough Rider”  
brought back to life by  
David Markovitz**

# The Principles of Leadership West Point

1. Know yourself and seek self-improvement
2. **Be technically and tactically proficient**
3. Seek responsibility and take responsibility for your actions
4. **Make sound and timely decisions**
5. Set the example
6. **Know your soldiers and look out for their well being**

## The Principles of Leadership West Point

7. Keep your subordinates informed
8. **Develop a sense of responsibility in your subordinate**
9. Ensure the task is understood, supervised, and accomplished
10. **Build the team**
11. Employ your unit in accordance with its capabilities

**“The questions are more important than the answers.”**

**- W. Edwards Deming**



**What is the number one question that parents ask their children at dinnertime?**





**What is the number one question that managers ask when out and about on the factory floor?**



**If we strive for better quality  
at lower costs and with less  
trouble, we need to ask  
better questions.**



April 2015



## Blue Bell Creameries

New Hampshire

### Listeria contamination of ice cream.

Blue Bell initially recalled a few lots of product. After a couple of weeks, the company initiated a recall of ALL their products worldwide, including ice cream, frozen yogurt, sherbet and frozen snacks.

**Blue Ball CEO and President said “While we initially believed this situation was isolated to one machine in one room, we now know that was wrong,”**

Proof that getting to the actual root cause is hard work - and not getting to the root cause has real consequences.

# Four Ways of Handling a Problem

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## 1. Absolve yourself of it.

“It’s not my problem.”

## 2. Resolve it.

Implement the quick fix. The band-aid.  
Do what was done last time.

## 3. Solve it.

Study and research to find the best possible solution to the problem.

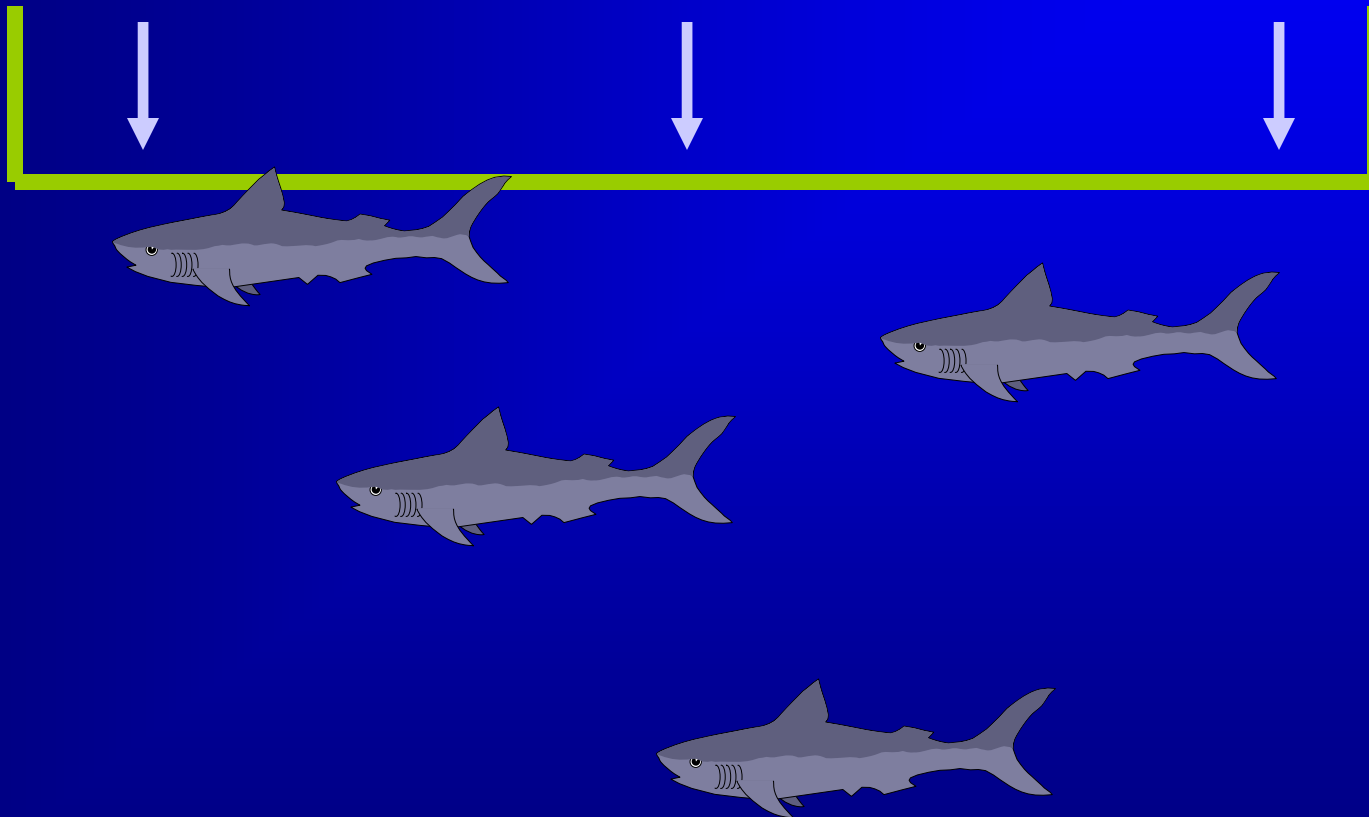
## 4. Dissolve it.

Both solve and prevent its reoccurrence.  
Change the system or process so that the system or process no longer has the problem.

# Dissolving Problems

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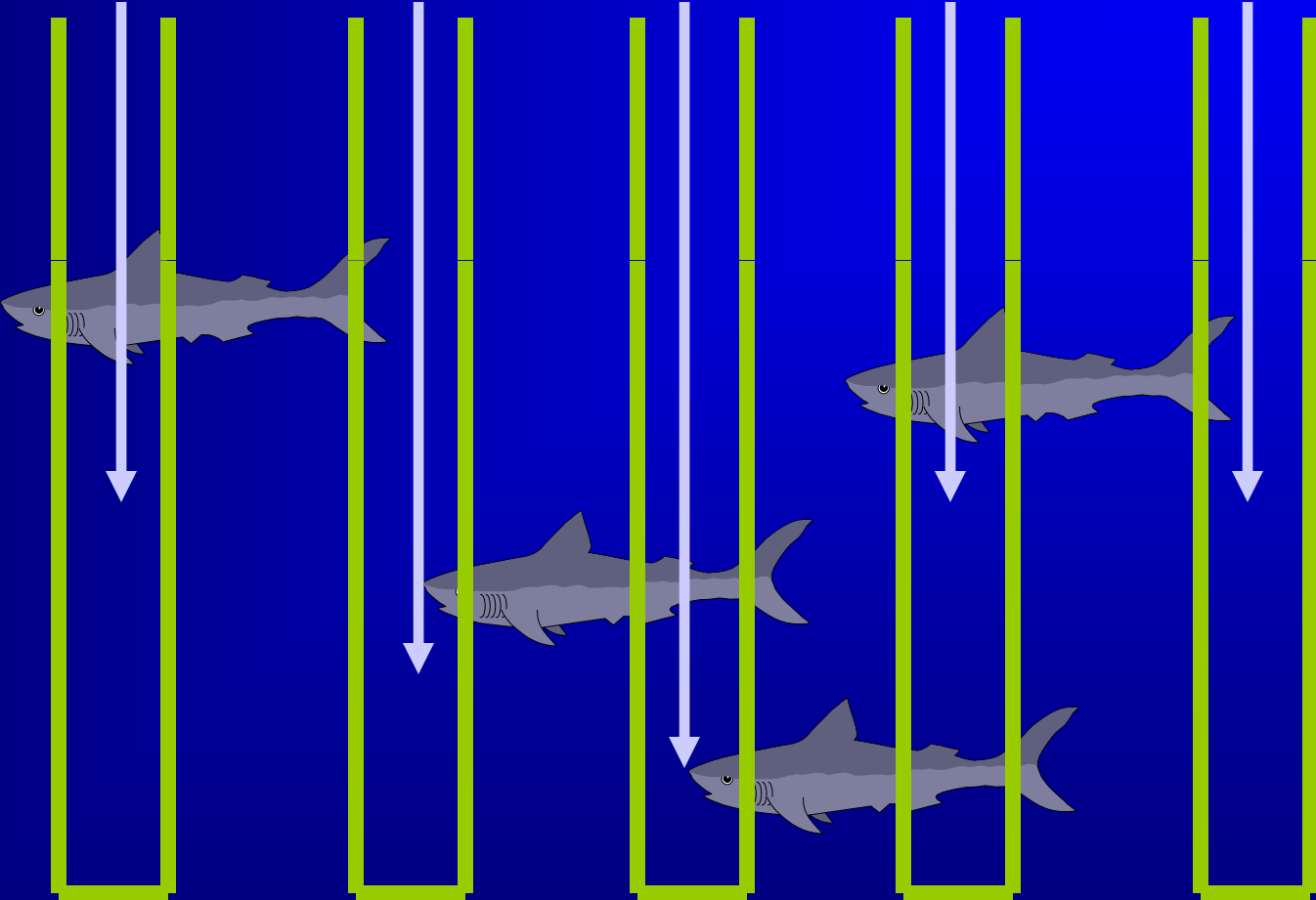
**MILE - WIDE    INCH - DEEP**



# Dissolving Problems

**INCH -WIDE**

**MILE - DEEP**



# Dissolving Problems

## Digging Deep by Asking WHY

### Level of a problem

---

There is a puddle of oil on the floor.

WHY?

Because the machine is leaking oil.

WHY?

Because the gasket is deteriorating.

WHY?

Because we bought gaskets made of inferior material.

WHY?

Because we got a good deal on them.

WHY?

Because the purchasing agent gets evaluated on the basis of savings over normal price tags.

### Corresponding level of improvement

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Clean up the oil.

Replace the gasket.

Buy better gaskets.

Change the policy.

**“My aim has been to stimulate your thinking on Quality and how it can improve and optimize your work and life.”**



*Should you have any questions, comments, thoughts, or just want to chat, please call me at 714-289-1233 Pacific time. Or send me an e-mail at [David@GMPTrainingSystems.com](mailto:David@GMPTrainingSystems.com)*

***My commitment is to your success!***