

A QUALITY APPROACH TO PROJECTS

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The three Quality Gurus of Dr. Edwards Deming, Philip Crosby and Dr. Joseph Juran agree

1. Quality improvement requires a shift in management philosophy.
2. True improvement results from a focus on the quality of the work process – not just product quality.
3. A culture conducive to continuous improvement is required.
4. Management is responsible as it has control of the variables in the work process. Management must be involved – they must work on the system, not the worker.
5. All functions and departments must be included.
6. The attitude is one of prevention.
7. Training is critically important.
8. Measurement is required to track progress.
9. Recognition of achievements is necessary.
10. Improving quality leads to improved productivity.
11. The person doing the job is generally the most knowledgeable about that job.
12. People want to be involved and to do their jobs well.
13. More can be accomplished working together to improve the system than having individual contributors working around the system.
14. A structured problem-solving process using graphical techniques produces better solutions than an unstructured process.
15. The adversarial relationship between labour and management is counter-productive and outmoded.
16. Every organization can benefit from soliciting the participation of the people who work there in improving the way things are done.

