

LET'S TALK QUALITY  
VOLUME IV

TAPE TWO  
SIDE ONE  
QUESTIONS

10 1. WHAT ADVICE, IN ADDITION TO WHAT HAS ALREADY BEEN GIVEN, COULD YOU OFFER TO SOMEONE WHO'S HAVING DIFFICULTY IN GETTING THE PROCESS ACCEPTED AND REALLY IMPLEMENTED BY A FIELD SALES ORGANIZATION?

11 2. DO YOU THINK THERE'S A REASON WHY THERE AREN'T MORE FOOD BUSINESSES IN THE QUALITY PROCESS?

12 3. IN ONE OF OUR SAFETY PROGRAMS, WE RELATED SAFETY EQUAL TO PROFIT, PRODUCTIVITY, MORALE AND SUCH AS THIS. THE SPEAKER A WHILE AGO SAID THAT QUALITY WAS FIRST AMONG EQUALS. THIS IS PROBABLY A CRAZY QUESTION, BUT WHERE DO YOU PUT QUALITY?

13 4. WE HAD A LOT OF DISCUSSION IN OUR CLASS THIS MORNING ON THE IMPLEMENTATION OF THIS STEP, THE TIMING OF THE IMPLEMENTATION OF THE VARIOUS STEPS AND IN PARTICULAR, ZD DAY AND ERROR CAUSE REMOVAL. I WAS JUST WANDERING ABOUT YOUR COMMENTS ON THE TIMING OF IMPLEMENTING THE QIP STEPS.

14 5. MY QUESTION HAS TO DO WITH HOW YOU FEEL WE'RE GOING TO DO MAYBE FIVE TEN YEARS FROM NOW VERSUS THE JAPANESE. YOU GET AN OPPORTUNITY TO VISIT WITH SOME OF THE TOP EXECUTIVES OF AMERICA AND DO YOU SEE THAT THIS CONCEPT OF QUALITY IS CATCHING ON FAST ENOUGH THAT WE'LL BE ABLE TO CATCH THE JAPANESE?

15 6. CAN YOU SHARE WITH US WHAT YOUR EXPERIENCE HAS BEEN WHEN AN ORGANIZATION IMPLEMENTS THE PROGRAM OR THE PROCESS IN ONLY CERTAIN PARTS OF ITS OPERATIONS?

csd  
ques/vol4/1

Compliments

(2)

LET'S TALK QUALITY  
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(4) Attitude  
changes from  
want success

TAPE TWO  
SIDE TWO  
QUESTIONS

6 7. PHIL, YOU'VE BEEN QUOTED AS SAYING THAT IN THE PAST FIVE YEARS YOU HAVE LEARNED MORE ABOUT THE QUALITY PROCESS THAN YOU HAVE IN THE PREVIOUS 25 YEARS. I WONDER IF YOU COULD GIVE US THE HIGHLIGHTS OF SAY THE TOP FIVE THINGS THAT HAVE BEEN THE MOST DRAMATIC CHANGES THAT YOU HAVE KNOWN IN THE PAST FIVE YEARS?

17 8. PHIL, I'M INTERESTED TO KNOW THAT SENIOR PEOPLE YOU GET A CHANCE TO TALK TO AND WHEN YOU START TO EXPLAIN TO THEM ABOUT THE FOUR ABSOLUTES OF THE PROCESS, HOW MANY OF THEM AT THAT POINT IN TIME SAY, "WE DON'T FEEL THIS IS OUR VISION. AND THESE ARE THE VALUES WHICH OUR ORGANIZATION HAS," AND THEN START TO BEGIN TO TEST WHAT YOU'RE SAYING AGAINST THEIR VALUES. I'D BE INTERESTED IN WHAT PERCENTAGE OF THOSE PEOPLE HAVE A VISION AND VALUES AND THEN WHAT PERCENTAGE OF THE PEOPLE REALLY RECOGNIZE THAT REALLY WHAT YOU'RE TRYING TO ESTABLISH IS A VALUE AND A PROCESS BY WHICH YOU ARE SAYING THAT YOU WANT PEOPLE TO CONDUCT THEMSELVES AND GO ABOUT ACCOMPLISHING THE MISSION AND, IN A WAY, IT'S AS IMPORTANT AS ACCOMPLISHING THE MISSION IN ITSELF.

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