

CLSSYB

Certified Lean Six Sigma Yellow Belt

1.1.3 Quality Gurus

"The Lean Six Sigma Program for Sustainable Supply Chain Professionals"

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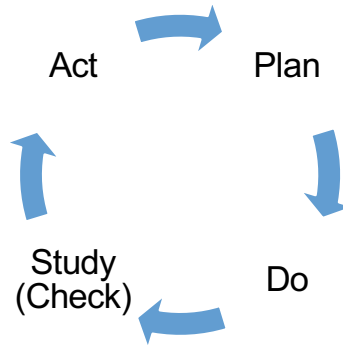
Philip B. Crosby

- Senior management involvement
- 4 Absolutes of Quality
- Quality is defined as conformance to customers' requirements
- The system for improving quality is prevention
- The performance standard is zero defects
- The measurement of quality is the price of nonconformance
- Cost of Quality Measurement
- Quality as a Core

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W. Edwards Deming

- Plan-do-study-act
- Top management involvement
- System Improvement
- Constancy of purpose



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Feigenbaum and Ishikawa

- Armand Feigenbaum
 - Total quality control/management
 - Top Management Involvement
- Kaoru Ishikawa
 - 4M or cause effect diagram
 - Fishbone Diagram (Man, Machine, Methods, Material)
 - Company Wide Quality control
 - Next operator as customer

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Joseph M. Juran

- Top Management involvement
- Quality Trilogy (Planning, Control, Improvement)
- Quality Cost Measurement (Financial)
- Illustrates a parallel between his quality sequence and financial management processes
- Pareto Analysis (80/20) Rule
- Project-by-Project Improvement
- Juran teaches that improvement in organizations is accomplished on a project-by-project basis "and in no other way."
- The project-to-project approach advocated by Juran is a planning-based approach to quality improvement.
- Managers must prioritize which project will be undertaken first based on financial return.
- This means that analysts must use the language of management, that is, money, in order to help determine which projects should be undertaken.

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Shewhart and Taguchi

- Walter A. Shewhart
 - Assignable cause vs. chance cause
 - Control Charts
 - Plan-do-check-act
 - Use of statistics for improvement
- Genichi Taguchi
 - Loss function concepts
 - Signal to noise ratio
 - Experimental Design methods
 - Concept of Design Robustness

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Peter Drucker on Knowing the Customer

"What people in business think they know about customers and markets is more likely to be wrong than right. **There is only one person who knows: the customer.**

Only by asking the customers, watching them, by trying to understand their behaviors, can one find out who they are, what they do, how they buy, how they use what they buy, and what they expect....

The customer rarely buys what the business thinks it sells...."

Peter Drucker, *Managing for Results: Economic Tasks and Risk-Taking Decisions* (1986)

Balanced Scorecard

- A strategic planning and management system that is used to align business activities in to vision and strategy of an organization.

