

QRQC

Quick Response Quality Control

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Agenda

1. What is QRQC?
2. A pragmatic performance improvement mindset
3. Implementation
4. Scope



The status quo

How many times have you heard this in your organization?

- This is the way we've always done things.
- It's the operator's fault, he/she was complacent.
- Let's retrain him/her.
- It's not my fault that the problem recurred, people just don't care enough.

"If you always do what you've always done, you'll always get what you've always got"

"Insanity Is Doing the Same Thing Over and Over Again and Expecting Different Results"



What is QRQC?





Quick Response

Responsiveness:

1. Speed of reaction
2. Speed of communication/elevation
3. Speed of correction



Quality Control

Same tools that we all know very well

- 8D/RCCA mindset... Just faster: Full resolution within 30 days for most complex topics
- Team, Description, Containment, Root Cause, Corrective Action Plan/Implementation

Speed isn't antonymous to rigor

- Commitment of management and leaders to effective problem solving is necessary
- Feedback/challenging of root cause/actions by peers



What is QRQC?

1. A management strategy
2. A mindset, not a meeting
3. A performance-driven, continuous improvement strategy
4. A set of methodologies, tools and rituals
5. A coaching attitude
6. Quick Response Quality Control



History

1978 - Toyota - Taiichi Ohno

1993 - Nissan - Kazuo Kawashima

2000's - Valeo/Faurecia - PPM to PPB

2010's - Safran



What does it look like

1. Daily review of KPIs
2. Different levels, depending on your organization
 - a. Shop floor
 - b. Level 1,2,3...
 - c. Each shift
3. If KPI is red \Rightarrow Action
4. Review of progress of actions/other issues
5. Elevation to and from other QRQCs
6. Presentation of progress of investigations
7. Rinse and repeat





A pragmatic performance improvement mindset

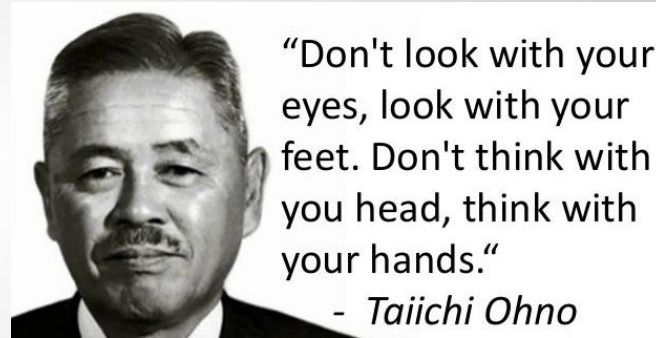




The 3 reals

San Gen Shugi

1. Real place and real time (“gen-ba”)
2. Real part (“gen-butsumi”)
3. Real data/people (“gen-jitsu”)





Standards

What is a problem?

A deviation from a standard

What's a standard?

A KPI

A specification, norm, ...

The normal behavior, the expected performance \Rightarrow Stop at first deviation!

Current performance becomes standard for future performance

A standard is not always written down (best practice)



Implementation





Implementation/Training

1. Get buy-in from upper management
2. Has to come from top, but middle managers will have a huge impact
3. Templates are then needed for:
 - a. KPIs (daily + trend)
 - b. Action trackers
 - c. Problem solving
4. Training is the next and final step of implementation ⇒ Managers, then Operational



Coaching

"Toyota managers should be sufficiently engaged on the factory floor that they have to wash their hands at least **three times a day.**"



Taiichi Ohno

Coaching by managers/leaders is instrumental to the continuous improvement of the teams

- Be problem-forward
- Go to the 3 reals
- Ask what the standards are
- Teach/Coach problem solving
- Help/empower employees
 - to solve their own issues
 - to elevate and ask for help when they can't solve it themselves
- Lead by example...



Scope





Is QRQC just for the shop floor?

Absolutely not! If you have goals & objectives, QRQC can work for you.

For front-office-type work, you might need to adjust the meeting frequency.

All other concepts remain the same:

- React to deviations to your procedures, errors, rework, etc.
- Witness the issue in the 3 Reals (i.e. looking at the person's computer, at her desk)
- The manager as coach/support (also see "Servant Leadership")



Limitations

It's not the end all, be all...

- If upper management doesn't support
- If some middle managers do not comply
- It still requires problem solving skills training
- Communication up/down the ladder needs to be fostered
- It will not solve larger, organizational/managerial problems



QRQC's place within the Quality Toolbox

How big is your problem?

- New process to be put in place ⇒ Design for Six Sigma DMADV - 6 months to 1 year
- Global performance improvement ⇒ DMAIC - 3 to 6 months
- Loss of performance, Common Cause problem ⇒ 8D - 1 to 3 months
- Operational performance issue, deviation from target, from standard, Special Cause problem ⇒ QRQC/QRAP (Quick Response Action Plan) - 2 days to 1 month
- Daily performance tracking ⇒ QRQC - 1 day



Conclusion





Is QRQC right for you?

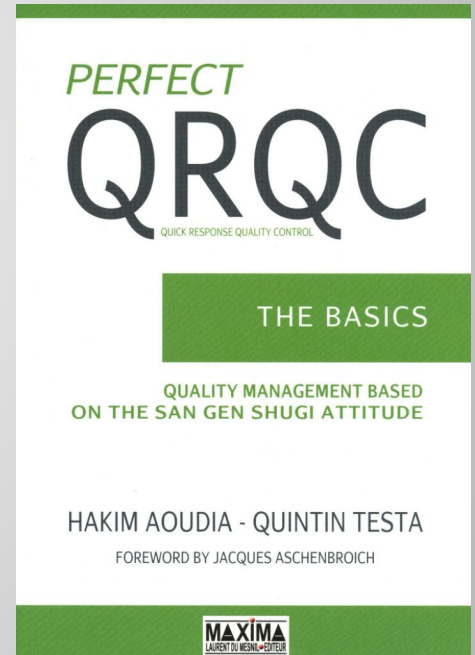
QRQC is a mindset, a management strategy.

It helps solving issues faster, by breaking down communication silos and quickly bringing the support teams where the issue occurred.

It's very empowering for operational team members.

But in the end, it's just a tool... garbage in, garbage out!

Resources: Perfect QRQC - Hakim Aoudia/Quintin Testa ⇒





Q&A





Questions?



Interested in joining the Section Leadership Team?