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PROCESS QUALITY ASSOCIATES INC.

690 King St., Suite 2, London, Ontario N5W-2X3 Phone (519)-667-1720 1-800-837-7046 Fax (519)-667-1722

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Functions Of A Successful Leader

In today's competitive marketplace, good leadership is a must for any business to succeed. A dynamic and effective leader must be able to:

- analyze market data; assess industry trends; evaluate risk and opportunities; develop a vision; set strategies;
- establish goals; hold others accountable; organize and enable work; evaluate people and performance
- lead and coach teams; motivate and channel work; translate strategy into action; train & develop employees
- work on the frontline; know customers; deliver products and services; receive feedback from customers;

How To Give Positive Reinforcement

Continuous quality improvement depends on interpersonal feedback. With it, quality efforts will flourish; without it, they will wither.

Not giving feedback communicates not caring, not noticing, and unimportance. Positive reinforcement, on the other hand, can strengthen the behaviours needed to make continuous quality improvements. It builds commitment, teamwork, and motivation.

Following are five principles of positive reinforcement that will enhance your quality efforts:

- **PROVIDE REINFORCEMENT IMMEDIATELY.**
- **MAKE THE REINFORCEMENT SPECIFIC.** Lets employees know exactly what they are doing well and how their actions contribute to the quality effort.
- **REINFORCE PROGRESS** because whatever gets reinforced, gets repeated.
- **MAKE THE REINFORCEMENT PERSONAL.** Face-to-face, telephone call, or a hand-written note.
- **DON'T CONFUSE REINFORCEMENT WITH EXPECTATIONS.** Positive expectations occur before behaviour. Positive reinforcement occurs after behaviour.

We will elaborate on each of these points in future issues of *Process Quality News*. Stay Tuned!

Companies that satisfy their customers not only survive, but thrive.

Companies that disappoint their customers, dwindle and fail.

Survey:

U.S. - CANADIAN COMPARISONS

In comparing U.S.-based companies with those in Canada, a study found that Canadian companies tend to be less progressive in satisfying their customers.

U.S.	CANADA	COMPANIES THAT:
70	60	were successful in improving customer satisfaction
45	33	conducted process benchmarking
54	45	surveyed their performance relative to competitors
54	40	surveyed their customers on effectiveness of complaint handling
75	59	survey their customers on customer satisfaction
45	43	surveyed their customers on conformance to standards
61	51	surveyed their customers on customer needs
47	40	surveyed their customers on new product ideas
54	45	surveyed their customers on performance relative to competition

Among respondents in both countries who had achieved improved customer satisfaction:

- most responded to customer complaints, on average within 24 hours (57%) or within 48 hours (22%).
- the average expenditure on customer research amounted to 2.5% of the annual operation budget

The study concluded that in order to achieve improved performance, companies must address both:

- the major contributors to success, such as continuous customer contact, ongoing senior management support, and employee participation; as well as
- factors limiting potential, such as insufficient budget allowance, lack of recognition, and insufficient senior management support.

Talk To Dissatisfied Customers

Companies need to talk to dissatisfied customers as well as seek out customers that stopped doing business with them. They will provide very valuable information and companies may have the opportunity to get them back by being willing to engage in a dialogue with them. When companies find out what happened and why it happened, they will be able to use this information to improve their product or service, and to ensure it doesn't happen again.