



# PROCESS QUALITY ASSOCIATES INC.

*"We Engineer the Quality of Your Success"*

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## Conflict Resolution

### **CLIENT's SITUATION**

A small (35 people) service company was in the early stages of an ISO 9002 implementation. The General Manager was becoming increasingly concerned about the effect that the actions of the Owner and the Sales Manager were having on the operations and morale of the company. Both the owner and sales manager were continually not following the largely unwritten, but long-standing procedures that had been established (sometimes by them) and were being followed by the rest of the staff. This often led to customer complaints about incomplete or inconsistent levels of service. In addition, staff were upset that they would get in trouble when they short circuited the procedures, but the owner and sales manager were immune, and could do what ever they wanted without censure.

### **PQA's TASK**

The General manager requested PQA to advise him on how to get the owner and sales manager to follow the procedures.

### **PQA's ACTION**

PQA audited the company's quality system. We discovered that the mostly verbal procedures were not well understood by all parties, and that they were often cumbersome and time consuming. This led to conflicts between departments and individuals. PQA established multi-disciplinary teams to develop/refine the ISO processes. In most cases, a manager was selected as champion of a process development team. In particular, the owner was the champion of the Process Control and Servicing processes. The sales manager was the champion of the order entry and customer complaint processes.

### **CLIENT's RESULTS**

All processes, and in particular those that had generated the most friction, were re-designed to become more streamlined and efficient. The owner and sales manager (along with their staff) resolved the issues that were causing them to short-circuit the system. Now, even the President willingly follows the agreed process because he had had input into its development.