

# ***FROM VISION TO ACTION: TAKING POLICY MANAGEMENT TO THE WORK GROUP LEVEL***

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## ***INTRODUCTION***

Each year companies spend hundreds, if not thousands, of hours and dollars in the preparation of their short- and long-range business plans. Unfortunately, many of the documents created during this process are then ignored — left on top of shelves to gather dust rather than being used to manage organizations. Often this is because the plans have been based on arbitrary goals, misinterpreted data, short-term thinking, and strategies that are not linked to better meeting customers' needs and requirements.

What can organizations do to overcome these issues? How can they develop short- and long-range business plans that move them toward, or help them maintain, a sustainable competitive advantage in their marketplace? Policy management, also commonly referred to as strategic quality management and management by policy, is a system for moving an organization from stating to realizing its vision. In Japan it is called hoshin kanri. A rough translation of "ho" is "direction" while "shin" means "needle." Joined together, "ho" and "shin" have been compared to a compass needle showing the direction to take or the policy to adopt. "Kanri" is a combination of management or administration and deployment. Thus, hoshin kanri is translated by Americans to mean policy deployment.<sup>1</sup> Policy management is defined in this paper as a system which integrates an organization's ongoing internal and external environmental assessments with its mission and vision; and the setting, aligning, deployment, and achievement of short- and long-term targets in order to move the organization toward its mission and vision.

This paper will outline the underlying assumptions and systems necessary to move from vision to action. It will include a discussion of the prerequisites of a policy management

system; a framework for policy management; benefits of policy management over management by objectives, and the concepts used in policy, cross-functional, and daily management systems.

### ***PREREQUISITES FOR BUILDING A POLICY MANAGEMENT SYSTEM***

Organizations interested in implementing policy management need to be grounded in the concepts, tools, and methods associated with total quality management. These include:

- viewing work activities/duties as a series of work processes;
- empowering those closest to the work (and the external customers) with the authority to make decisions related to their work;
- alignment of all employees around organizational goals and priorities;
- belief that people are naturally "good" and want to do a good job;
- continual improvement of products, services, and work processes;
- the regular use of quality improvement tools and methods; and
- recognition of the interdependency among people and functions that necessitate a team approach to work and problem solving.<sup>2</sup>

In addition to these concepts, tools, and methods there are two management systems that are fundamental to a successful policy management system, namely daily and cross-functional management systems. A discussion of the specific concepts that are used in daily, cross-functional, and policy management systems are discussed in Appendix 1. Elements of organizational planning that are common to successful daily, cross-functional, and policy management systems are:

1. the identification of the organization's values/key quality concepts and definition of quality;
2. an assessment of the organization's internal and external environment; and
3. the development of a mission statement and vision statement based on an analysis of the organization's internal and external environment.

Values are those acts or customs the organization desires to uphold in all its efforts (see Appendix 2). Often, key concepts derived from the organization's quality philosophy become values (e.g., "the customer is the focus of all that we do"). These values can be used to define acceptable and appropriate behaviors that will assist an organization in its success. In addition, it is important that the organization agree on a definition of quality in order to clearly focus employee and group attitudes and efforts. In this paper quality is defined as "meeting customers' requirements."

The analysis of internal and external environmental information is key to the development and ongoing review of an organization's mission and vision statements and its overall strategy.

Internal data includes organizational capabilities related to employees, equipment, resources, work processes, and suppliers as well as resource requirements and cultural characteristics and issues. External data includes information on customers, competitors, societal issues and industry trends. Through the study and analysis of this information, the organization will be able to develop its mission and vision and will also be able to define its overall organizational strategy through the identification of its strengths, weaknesses, opportunities and threats (SWOT). In addition, the SWOT analysis will also allow the identification of critical success factors. Understanding these factors guides the development of an organizational position which is unique in customers' minds.

To elaborate, a mission statement is defined as "a broadly defined but enduring statement of purpose that distinguishes a business from other firms of its type and identifies the scope of its operations in product and market terms."<sup>3</sup> A mission statement defines the organization's business; it contains no evaluative terms (see Appendix 2). A vision statement, on the other hand, is defined as "... a mental image of a possible and desirable future state of the organization...(which) articulates a view of a realistic, credible, attractive future for the organization, a condition that is better in some important ways than what now exists" (see Appendix 2).<sup>4</sup>

Both vision and mission statements are required in planning and organizational management processes but they have different purposes within these processes.<sup>5</sup> A mission statement is more closely related to short-term planning while a vision statement is more closely linked to long-term planning.<sup>6</sup> Over time, the vision and mission may change based on environmental information. However, a vision statement will be more enduring than the mission statement. To align all employees around an organization's mission and vision, it is recommended that individual departments do not develop separate mission or vision statements.

The use of critical success factors is only common to daily and cross-functional management systems. This is because the organization's mission drives these two management systems. Critical success factors are those few things an organization must have to achieve its mission (see Appendix 2). It is suggested that an organization identify no more than six to eight critical success factors. Ideally, critical success factors are derived from the mission in conjunction with the organization's internal and external environmental assessments. Many organizations, however, tend to brainstorm these items based on their organizational expertise. Critical success factors, by definition, are not directly manageable. They can, however, be used in each in-function work group to prioritize task-level work processes in need of standardization or improvement.

## ***Daily Management System***

Daily management is the identification and monitoring of work processes that move the organization toward its vision and mission; and the overall coordination of standardization, continual improvement, and problem-solving efforts within these work processes. Infunction work groups (i.e., the first-line supervisor and his/her direct reports) are primarily responsible for the day-to-day work of daily management. The six elements of a daily management system include<sup>7</sup>:

- the identification of task-level work processes based on the organization's mission that are the primary responsibility of a particular in-function work group. The work processes are identified from the subject matter expertise of the members of the work group through the use of participatory methods such as brainstorming and the seven management and planning tools;
- as required, the development of task-level work processes that currently do not exist; or the repair of products, services, and work processes that have been deemed "broken" which are necessary to move the organization toward its vision;
- the ongoing standardization and continual improvement of these work processes (and their associated product and service outputs). Standardization is the definition and maintenance of the "best" method (i.e., standard) for doing a particular work process. Continual improvement is the action(s) taken to optimize a specific characteristic or set of characteristics even though performance of the characteristic(s) might be acceptable to the customer<sup>8</sup>;
- solving problems which occur within these work processes or as a result of work process output. Problem solving is the action(s) taken to get rid of an existing, specific, undesirable effect(s). There are generally two types of problems: too much of something with a need to decrease or eliminate; or too little of something and a need to increase<sup>8</sup>;
- communication to management, cross-functional teams (also known as quality or process improvement teams), other in-function work groups, and external customers and suppliers; and
- the creation of a work environment that allows for, recognizes, and rewards full participation and involvement.

Once each in-function work group in the organization has identified its task-level work processes, management will want to study this information. One purpose for doing this is to identify organization-wide work processes (i.e., macro-level work processes) related to the organization's products and services. This will assist the organization in understanding overall work flow, how each in-function work group contributes to this, and where improvements

need to be made based on customer feedback. Another reason for doing this is to identify cross-functional work processes not dependent on a specific product or service that need to be managed through the cross-functional management system. Approximately 10-15 macro-level work processes are usually identified in those organizations that have taken this step.

### ***Cross-Functional Management System***

Cross-functional management is the second system that needs to be operational before a policy management system can effectively work. Cross-functional management is the improvement of the overall system in matters that span across the entire organization such as quality (of a product or service), cost, delivery, safety, and morale. This system builds on the elements of a daily management system as well as the other prerequisites mentioned in the previous section. Cross-functional management teams are primarily responsible for the ongoing monitoring of cross-functional work processes. The elements of a cross-functional management system include:

- the identification of those cross-functional work processes that are critical to the ongoing management of the organization's mission and vision. As mentioned earlier, these can be identified through a study by management of all task-level work processes in the organization. Once these work processes are identified an ongoing cross-functional management team made up of supervisors and managers representative of various functions across the organization is assigned to manage this work process.;
- the ongoing management and tracking of cross-functional work processes and issues. One aspect of the management of a cross-functional work process is a regularly held discussion of the dynamics of daily management work throughout the organization that impact the performance of the cross-functional work process. In addition, cross-functional management teams use the tools and methods of daily management to organize and track their own work. It is important to remember that some of the most important cross-functional work processes (e.g., communications, employee satisfaction, or getting better knowledge of the customer) cannot be measured with traditional product/service-type measures and do not show themselves in traditional financial measures. In these cases, the development of meaningful measures is part of cross-functional management work.;
- solving problems related to cross-functional work processes using quality improvement teams (i.e., teams of employees of cross-functional and multilevel representation); and
- using quality function deployment (QFD) as a way to integrate the voice of the customer into the design, improvement, or innovation of brand or business unit-specific products and/or services.

## ***POLICY MANAGEMENT***

As defined earlier, policy management is a system which integrates an organization's ongoing internal and external environmental assessments with its mission and vision; and the setting, aligning, deployment, and achievement of short- and long-term targets in order to move the organization toward its mission and vision. There are four elements to a policy management system. These are:

- establishment of long-term policy;
- establishment and deployment of an annual policy;
- implementation of the annual policy; and
- check/study of the long-term policy and annual policy with action taken as necessary.

It is important that the concepts identified in Appendix 1 become the tools and methods by which each of these elements is carried out.

### ***Establishment of Long-Term Policy***

The organization now uses its overall organizational strategy and its internal and external environmental assessments to identify no more than three critical areas to focus on over a period of five or more years in order to move toward its vision. These critical areas can be determined through the use of tools and methods such as analysis of strengths, weaknesses, opportunities, and threats (SWOT), scenario planning, the use of the Pareto Principle, and the seven management and planning tools.

Defined by the authors as strategic thrusts, these critical areas must be linked to meeting and/or exceeding customers' current and future needs and requirements (see Appendix 2). Strategic thrusts are similar to critical success factors in that they are not directly manageable. For each strategic thrust, the organization needs to assess whether or not the work processes, products, and/or services that are currently in place need only to be improved or whether or not new work processes, products, and services have to be developed through innovation.

First, the proposed targets (i.e., aim; see Appendix 1) for the overall long-term policy and the first year (or future year if its not the first year of the long-term policy) of the annual policy need to be defined for each strategic thrust. These targets should be based on facts of life (see Appendix 1), the organization's mission and vision, and the overall purpose of each strategic thrust.

The organization will then lay out an overall proposed game plan for each strategic thrust. based on theory and possible methods for achieving each target. For each year of the long-term policy this game plan will outline which currently existing or to be developed through innovation macro-level work processes, products, and/or services will be worked on and the best method(s).for the achievement of the proposed targets. This proposed game plan and its associated targets, along with the ongoing external environmental assessment and the

identification of strategic thrusts, are the "plan" step of the long-term policy Plan-Do-Check (Study)-Act Cycle. Senior management is primarily responsible for the establishment of long-term policy.

Along with the development of this proposed game plan and its associated targets, the organization will also need to develop related long-term financial, manpower, and resource plans. Initially, this information will be necessary to determine whether or not the proposed long-term targets and game plans are realistic and within the organization's capabilities. In the long run, this information will be monitored through both the policy and cross-functional management systems.

### ***Establishment and Deployment of an Annual Policy***

The "do" step in the long-term policy Plan-Do-Check (Study)-Act Cycle is the deployment and implementation of the long-term policy's proposed targets and game plan. However, the way in which this proposed game plan is taken to the work group level is through the establishment and deployment of an annual policy. Not all groups and individuals will be affected by this annual policy since not all products, services, and task-level work processes will be impacted by a particular year's annual policy.

The annual policy has its own Plan-Do-Check (Study)-Act Cycle. This cycle is completely embodied in the "do" step of the long-term policy's Plan-Do-Check (Study)-Act Cycle. Since daily and cross functional management systems will already be operational, the organization can use customer feedback and data collected from process and outcome measures to enter the annual plan cycle at its associated "check" step. This data is compared to the "proposed" targets and game plan for the annual policy, and "catchball" is played until all levels/groups within the organization consent on both the targets and methods by which the targets will be pursued.

This is why daily management and cross-functional management systems must be in place before the organization can effectively proceed with its policy management system. The daily and cross-functional management systems provide most of the data by which the organization can decide whether or not overall systems (i.e., macro-level work processes) are "broken" and need to be fixed. In addition, external environmental data will help the organization assess its product and service offerings in the marketplace.

Some organizations use the "flag" system, developed by Komatsu in 1965, for deploying targets, and matrices for deploying methods. In addition, a target-means (methods) relation matrix chart which combines target deployment charts and means deployment charts may be necessary to optimize both.<sup>10</sup>

As previously described in the establishment of long-term policy, plans related to financial, manpower, and other critical resource needs should be developed during this step.

### ***Implementation of the Annual Policy***

The annual policy will impact both daily management and cross-functional management activities. For those products, services, and work processes that are broken and are in need of repair, standardization, process control problem solving and continual improvement activities will need to occur at the in-function work group level in addition to normal daily management activities (see Appendix 2). At the cross-functional level, there is a two-fold impact. These are:

1. innovation of products, services, and/or work processes through the use of quality improvement teams, and
2. the monitoring of cross-functional work processes across policy management-related activities. For example, there will be costs associated with the deployment and implementation of the annual policy that need to be monitored in addition to the costs associated with ongoing daily management and cross-functional activities that are being driven from the "mission" side of the business.

### ***Check/Study of the Long-Term Policy and Annual Policy With Action Taken As Necessary***

Both the deployment and implementation of annual and long-term policies need to be studied on a regular basis. Regular may mean daily, weekly, monthly, or quarterly depending on the level and purpose of the study. Through the use of process and outcome measures, each in-function work group that is impacted by a current year's annual policy will be able to monitor its targets and methods and make appropriate changes as necessary. The cross-functional management teams that are responsible for monitoring cross-functional work processes (i.e., quality, cost, delivery, safety, and morale) will need to provide feedback to senior management and in-function work groups on these areas. Quality improvement teams that are formed to innovate in specific product, service, and/or work process areas will also need to develop measures by which they can study their work. And the organization will need to continuously monitor its external customer needs and requirements and feed this information back into the organization.

Presidential reviews are, in essence, high level "systems" checks to evaluate not only the overall impact of the annual policy but the annual policy's impact on the long-term policy. Integrity of the measurement system as well as the results of the organization's efforts are studied at the beginning of the year. At mid-year, the annual policy's effectiveness and control are studied as input to the next year's annual policy planning cycle.

### ***BENEFITS OF POLICY MANAGEMENT***

Both policy management and management by objectives (MBO) are two methods aimed at the creation of long- and short-term business plans. While long- and short-term business plans

created through the use of MBO are often ignored, business plans created through the system of policy management, as described in this paper, help increase and sustain the organization's competitive advantage in its marketplace for the following reasons.

- Policy management does more than set targets for in-function work groups to achieve. It aligns the organization's mission and vision with all products, services and work processes. MBO, on the other hand, downplays the relationship between work groups and work processes, often putting them in competition against each other, resulting in suboptimization of the organization as a whole.
- Policy management is driven by customers' needs and requirements. This focus is critical if the organization is to innovate and capture new markets for its products and services. MBO's customer focus is often limited to reduction of defects in products and services.
- Policy management gains its advantage over MBO by defining the unique contribution of each in-function work group to the quality of products, services and cross-functional work processes. This focus has the additional advantage of allowing each person in the organization to understand his/her role in advancing the organization toward its mission and vision.
- Policy management emphasizes the method in setting and achieving targets, providing greater consistency and understanding in the implementation of the annual plan.
- Policy management encourages continual improvement of short- and long-term policies. In MBO as practiced, most organizations completely re-do their short and long terms plans ignoring any link to what was done the previous year.

## ***SUMMARY***

The relationship between policy, cross-functional, and daily management is complex, dynamic, and somewhat unique to each organization. The elements of a policy management system build upon and influence cross-functional and daily management activities. Although most of the task-level processes managed by in-function work groups in daily management are driven by the organization's mission, some work groups will have to manage task-level work processes that assist the organization in meeting its vision. By their very nature, activities aimed at helping the organization meet its vision impact its key cross-functional work processes (i.e., quality, cost, delivery, safety, and morale). In addition, daily management activities influence cross-functional management activities and vice versa. Cross-functional and daily management (i.e., within function) targets need to be aligned so that the work done at the in-function work group level propels the organization toward its vision instead of diverting it according to old plans.

Taking an organization from vision to action is not a simple task. It requires both daily management and cross-functional management systems to be fully operational before policy management can truly be effective. Since no one organization has discovered the perfect answer, it is up to each organization to develop its own approach based on its quality philosophy.

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## ***APPENDIX 1***

### ***Concepts used in Daily, Cross-Functional, and Policy Management Systems***

Not only must an organization be aware of the balance and dynamics of the development of policy, cross-functional, and daily management systems, it must also actively use quality concepts, tools, and methods in all stages of systems development. For this paper the approach of Dr. W. Edwards Deming has been used since the definition of these concepts, tools, and methods differs from organization to organization. A complete coverage of these items is beyond the scope of this paper. However, the list that follows will provide a brief comment on, and further reference to, several of the more widely used quality concepts, tools, and methods.

- The Plan-Do-Study-Act Cycle (also known as the PDCA — Plan-Do-Check-Act — Cycle). This is the basic blueprint for continuous, never-ending, improvement. The PDCA Cycle may be entered at one of two points, either the planning or the check cycle. In order to establish its long-term policy, an organization will need to begin with the planning cycle. Thereafter, the cycle is entered through the "check" or "study" phase whereby there is continual study of the company's current status relative to customer requirements and process and outcome measures.
- Cause and effect relationships. The time lapse between an event (cause) and its effect is often unknown and sometimes extremely long. Long-range effects must be considered in all measurement activities. In some cases the relationship of cause to effect may be impossible without the use of advanced statistical tools such as experimental design.
- Focus on the Pareto Principle. This is sometimes called the 80/20 rule. It suggests that 80 percent of the process problems come from 20 percent of the process/service variables. Therefore, it is recommended that process improvement work focus on the vital few (20%) of the process/service variables, avoiding the trivial many (80%).
- Customer-supplier relationships. Both internal and external customer/supplier relationships must be managed. However, the external customer's requirements must be the driving force for optimization of internal customer-supplier relationships.
- Fact-of-Life vs. Numerical Goal vs. Aim and Method. The approach used in target-setting greatly impacts the successful deployment of policy. Distinguishing between these three approaches is especially important to the development of understandable, rational targets.
  1. A fact-of-life approach results in a target that reflects a business reality that cannot be changed. The target may or may not be desirable or achievable but it is real. If a fact-of-life is ignored, the organization will go out of business (e.g., an organization that needs

to make one million dollars in profit to be able to pay its bills). Sometimes a numerical goal is misclassified as a fact-of-life.

2. A numerical goal usually results in a target that is tied to a financial or yield metric. The goal is often arbitrary and is usually considered "motivational." In some cases the goal is purposely unachievable to encourage personnel to "stretch," resulting instead in frustration and cynical attitudes toward management. The method for achieving the goal is not considered important. In fact, a numerical goal is often characterized by "Do it. I don't care how you do it. Just do it." The method is simply ignored. For example, the demand to "Reduce scrap by 20%" can be answered simply by redefining scrap so there is less scrap without changing anything else. Another favorite numerical goal, "The person with the most sales wins the bonus" is often achieved by sabotaging a co-worker.
3. The target/method approach to target setting is the preferred approach. Each corporate target should be expressed as an aim connected to a method for achievement. An aim does not have to be a number; in practice it can be compared to a purpose or focus. And, an aim must not be separated from its method. Since any particular aim may be reached by many methods, not all of which are appropriate, the focus on method in aim setting is extremely critical. In fact, it is much more pertinent than the aim itself. The question that must always be asked and answered when setting an aim is "By what method?" (e.g., improve sales by entering new markets or increase productivity, decrease defects, and increase pride of workmanship by the use of daily management systems.)
  - Alignment. All parts of the organization need to be positioned in such a way as to optimize outcomes to the external customer and the organization. This allows all groups and individuals in the organization to begin to work in concert toward the attainment of its mission and vision.
  - Catchball. Communication is essential to the development of realistic targets and the methods to reach those targets. Catchball involves communicating back and forth among the participants several times, throughout the organization, both vertically and horizontally.
  - Deployment. Both the targets and the methods to reach those targets must be communicated and understood by everyone in the organization.
  - Analytic vs. Enumerative Studies. It is critical to understand the limitations and strengths of the data that has been gathered so that one does not overextend the conclusions drawn from it. If, for example, the target is the description of a large or small amount of material at hand (e.g., the number of mistakes on current engineering

blueprints), then enumerative studies and traditional statistical methods (e.g., confidence intervals, t tests) will allow for inferences from a small sample to the unsampled material at hand. It is incorrect to use these statistical inferences to describe material not yet produced. If the target is to predict future events (e.g., predict the blueprint error rate in the future or determine if critical process variables will give "good" results next week, next month, next year) traditional statistics are no help. Instead, a combination of subject matter expertise, experiments repeated over time, and graphical analysis of the data at hand must suffice. Over the short term, a stable process measure may also be used to predict performance.<sup>9</sup>

## ***APPENDIX 2***

### ***Partners for Quality***

#### Values/ Key Quality Concepts

- Act with integrity and respect toward others and the environment
- Customers are the focus of all that we do
- Contribute to the overall good of society
- Provide leadership through teamwork
- Continuous improvement and innovation in products, services, and work processes are key to business success

#### Definition of Quality

Meet customers' changing requirements

#### Vision Statement

Help organizations become the most sought-after enterprise in their marketplace.

#### Mission Statement

Help organizations throughout the world achieve a sustainable competitive advantage through the use of quality concepts, tools, and methods grounded in the philosophy of W. Edwards Deming and the systems of Japanese Total Quality Control.

#### Critical Success Factors

1. Customized consulting services
2. Excellent suppliers
3. User-friendly products
4. Skilled, knowledgeable employees
5. Competitive costs
6. Satisfied customers
7. Pragmatic model for change

#### Market Strategy

Work with organizations of less than 2000 employees in size to implement an organization-wide, fully customized, total quality management approach

#### Macro-level Work Processes

1. Provide employee training and education

2. Implement human resources policies/guidelines
3. Administer office support
4. Manage finances
5. Purchase materials and services
6. Manage supplier partnerships
7. Develop total quality management approach to change
8. Provide consulting and training services
9. Develop products to support total quality management approach to change
10. Manage business planning
11. Develop new business opportunities
12. Sell products and services

#### Strategic Thrusts

1. Integrate ISO 9000 concepts and requirements into our total quality management approach
2. Develop partnering relationships with other consultants and/or firms to provide needed customer products and services
3. Increase customer satisfaction

Deployment of Strategic Thrust #1: Integrate ISO 9000 concepts and requirements into our total quality management approach

Year 1: Learn about ISO 9000 and integrate concepts into our TQM approach

Year 2: Work with clients and their chosen ISO 9000 vendors

Year 3: Develop consulting services and products that link our TQM approach to ISO 9000

Year 4: Refine consulting services and products related to ISO 9000

Deployment of Strategic Thrust #2: Develop partnering relationships with other consultants and/or firms to provide needed customer products and services.

Year 1: Identify and contact consultants and/or firms that appear to mesh with our approach

Year 2: Develop model for partnering and pilot with two consultants/ firms

Year 3: Refine partnering model and continue to pilot it

Year 4: Continue to improve partnering model and use as needed

Deployment of strategic thrust #3: Increase customer satisfaction.

Year 1: Increase customer satisfaction on delivery

Year 2: Increase customer satisfaction on product quality and cost

Year 3: Increase customer input into product development

Year 4: Increase customer satisfaction by improving on gains in years 1-3.

***Example: Annual Policy—Year 1: Increase customer satisfaction on delivery\****

Consulting Group

1. Reduce voice mail/fax response time  
Measure of improvement
  - a. Average response time stable? (Control Chart)
  - b. Average response time reduced? (Control Chart)
2. Decrease time to develop trip reports so client receives it sooner  
Measure of improvement
  - a. Trip report response time stable? (Control Chart)
  - b. Trip report response time reduced? (Control Chart)
  - c. Trip reports helpful to customer? (Discussion with customers)

Product Development Group:

1. Decrease time for course customization  
Measure of improvement
  - a. Outline course customization process (Integrated Flowchart)
  - b. Identify customer requirements (Data Collection Sheet)
  - c. Course customization time stable? (Control Chart)
  - d. Course customization time reduced? (Control Chart)

Administrative Group

1. Streamline invoicing process  
Measure of improvement
  - a. Elimination of unnecessary steps (Integrated Flowchart and discussions with customers and suppliers))
  - b. Reduction of paperwork (Input-Output Flowchart)
  - c. Invoice error rate stable? (Control Chart)
  - d. Invoice rework rate reduced? (Control Chart)
2. Decrease response time to new inquiries for information  
Measure of improvement
  - a. Outline new inquiry response process (Integrated Flowchart and discussions with customers and suppliers)
  - b. Identify customer requirements (Data Collection Sheet)
  - c. Response time stable? (Control Chart)
  - d. Response time reduced? (Control Chart)

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\*This example is not related to Partners for Quality. It is only an example.