



HARRIS ASSOCIATES

Total Quality Management or Continuous Improvement (CI) Strategies

Selection of the Implementation Approach

“Working at it alone” compared with using Harris Associates as an external provider

Benefits of “Working at it alone”:

- Approach is inherently customised - from start to finish.
- Schedule and pace are set entirely at the organisation’s convenience. It may even be felt beneficial if “the pace can be more relaxed” - but in fact this often leads to failure.
- Provides an opportunity (or indeed the reason) to hire a full-time experienced improvement specialist to reinforce the management team.
- Larger organisations feel that they have management expertise and capacity (e.g. in the training function) which should be applied to an improvement strategy.
- Saves the external provider’s fee.

Benefits of using Harris Associates as an External Provider:

- Uses a structured approach that is well proven over thousands of successful implementations - ensures the avoidance of dozens of possible implementation pitfalls which the client would otherwise have to learn about the hard way.
- Uses concepts that are logical, consistent and easily understood - providing the best basis for gaining people’s acceptance of the principles behind the techniques.
- Uses techniques that are easily learnt, practical and effective in bringing about change.
- Senior management are professionally and rapidly trained in a wide range of techniques (saving their time in having to devise them), and how to plan for their application in a company-wide strategy. The external provider’s experience enables management to establish quickly their own best implementation plan of action.

HARRIS ASSOCIATES

- Directly brings to bear Bill Harris' long experience in successfully planning and implementing CI strategies - the client does not have to re-invent any wheels.
- Indirectly brings to bear Crosby Associates' experience and that of their clients - over thousands of successful implementations.
- It takes about six months to produce measurable improvement - compared with two or three (or even more) years when working at it alone.
- Planned and structured approach gains an implementation momentum of its own, so that early improvement is driven through. Working at it alone can take so long that some people (and perhaps the whole organisation) will become disillusioned with the approach and fall by the wayside.
- Management is supported (and disciplined!) in keeping to a plan of action for improvement and to producing the results from it.
- The organisation gains a number of in-house experts in improvement techniques, as a result of the development of CI facilitators. This ensures that at work-group level the improvement process is seen as the client's own. The facilitators also provide the internal strength to keep the process going after the external provider has completed the education phase.
- The selection of the facilitators is an excellent opportunity to develop potential future management. Trained and enthusiastic facilitators of CI will grow immensely in management style and value to the organisation.
- The thorough and cascaded training approach leads to work-groups becoming more self-starting on improvement activities - giving management more time to think and plan at strategic level.
- Specific company-wide problems are addressed in a structured way, using proven tools, progressively resolving some of the long-standing inter-departmental problem processes.
- The Crosby course materials are recognised as the best in the world as an educational package. These are also the only materials expressly designed to meet the special needs of small- to medium-sized enterprises (SMEs). HARRIS ASSOCIATES are the only organisation which is qualified and approved to deliver these materials in the UK.
- After leading Continuous Improvement implementations in International Corporate Enterprises for over twenty years, Bill Harris has now successfully delivered these CI strategies to SME clients for over three years. His availability and support passes on all of this experience to provide the client with the best prospect of keeping on course and gaining the desired results.

please contact Bill Harris, of HARRIS ASSOCIATES,
www.harris-associates-uk.com email: info@harris-associates-uk.com tel/fax: +44 (0) 1983 521345

REF: Benefits comparison/Dec/1995

© HARRIS ASSOCIATES 1995