

Strategic Planning Breakthrough for Quality

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April 13, 2010

2ND CLASS TICKET

FROM: HERE

DESTINATION: NOWHERE

□ It is not the strongest that survive,
nor the most intelligent, but the one
most responsive to change.

- Charles Darwin

Problem:

- Top Executives don't speak the 'Quality' language
 - We want to explain 'Quality helps the Company'
 - Is Quality doing what it should to help the Company?
-

Problem:

- Top Executives don't speak the 'Quality' language
- Want to explain 'Quality helps the Company'
- Is Quality doing what it should to help the Company?

Possible Solutions:

- Hire Translation Services
 - Prepare a 15-second "elevator" speech
 - Align Quality activities with Company Objectives
-

Aligning Quality Activities with Company Objectives

Company Objectives

- Increase Sales Revenue
- Increase Operating Profit

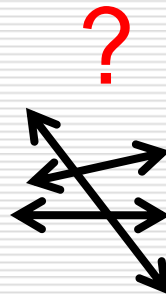
Quality Activities

- Control of Defectives
 - Process Control
 - Problem Solving
 - Continuous Improvement
-

Aligning Quality Activities with Company Objectives

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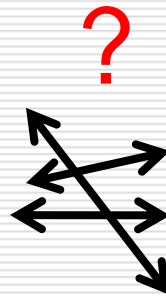
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Quality Activities

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Proposed Solution:

- X-Matrix
-

X-Matrix

- Variant of the Matrix Diagram
 - Tool in Quality Toolbox
 - Compares 2 pairs of lists
-

X-Matrix

□ Variant of the Matrix Diagram

- Tool in Quality Toolbox
- Compares 2 pairs of lists

□ Often Referred to Hoshin X-Matrix

- Commonly used in Hoshin Kanri, or Hoshin Planning
 - Based on Plan-Do-Check-Act Cycle
 - Displays relationships between cascading levels of objectives
-

X-Matrix Tool




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Search

Search the ASQ Sites

This form searches pages within the ASQ sites.

Search Site

- Learn About Quality**
- ▶ Basic Concepts
 - ▶ Quality Tools
 - ▶ Organization-Wide Approaches
 - ▶ People Create Quality
 - ▶ Using Data
 - ▶ Specific Applications

- Areas of Use**
- ▶ Education
 - ▶ Government
 - ▶ Healthcare
 - ▶ Manufacturing
 - ▶ Service

About ASQ
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Article Key: Public Article [Log-In to View](#)

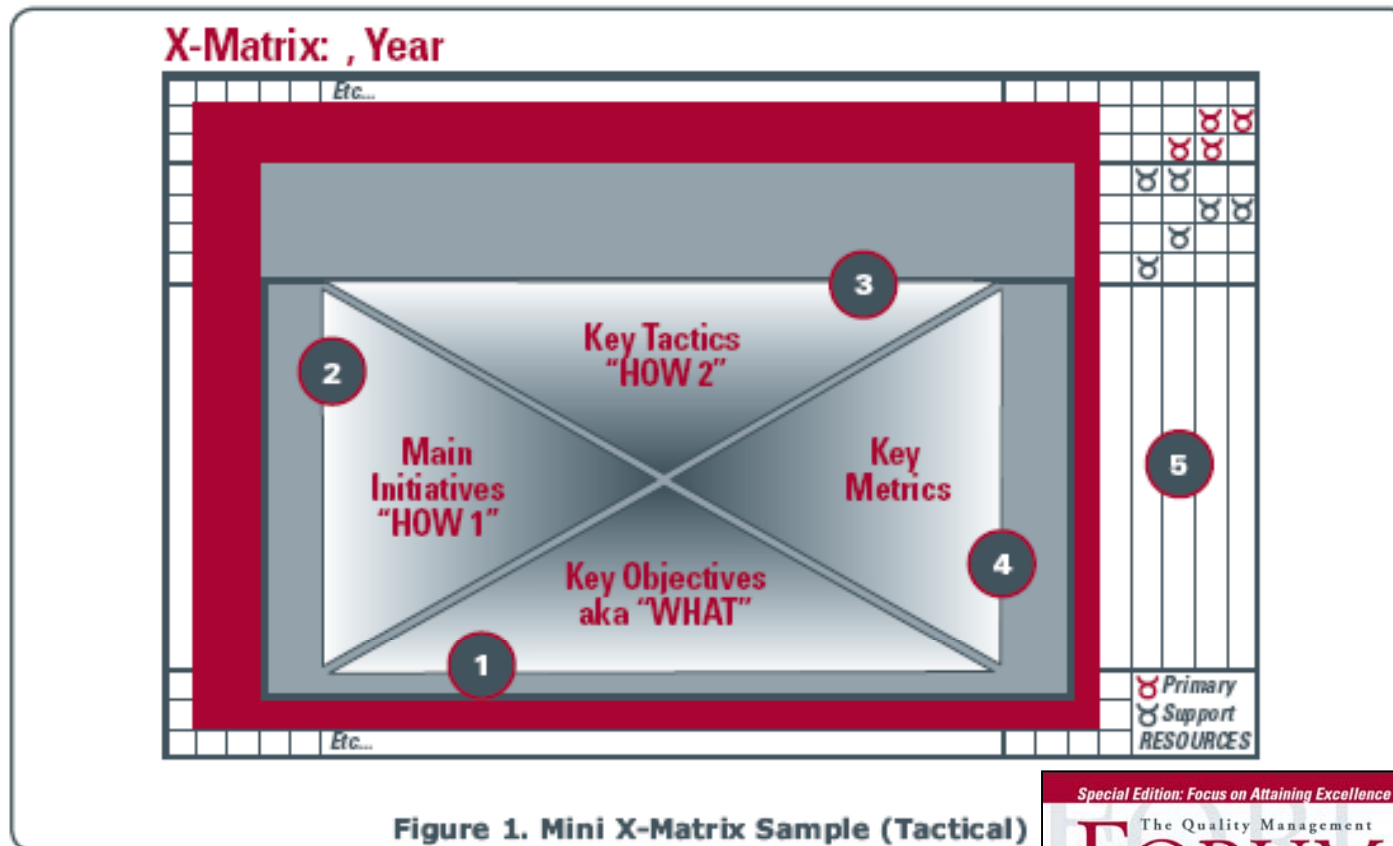
[Advanced Search](#) [Search Tips](#) [Not sure what quality term to search on?](#) [Names Assistant](#)

Use quotes, e.g. "Total Quality" if you are searching for an exact phrase.

Searched for **X-Matrix**. Results 1 - 10 of about 23. Search took 0.11 seconds.

- Access: members
 [PDF] [Paper: Preventive Process Control and the Learning ...](#)
 ... matrices. We are saying that performing the tasks of the M matrix guarantees control over the conditions of the X matrix and will lead to fault free operation. ...
www.asq.org/members/news/aqc/56_2002/18150.pdf
- Access: members
 [PDF] [Analyzing Complicated Data Sets by PCA and PLS](#)
 ... This gives the same type of results (but slightly different numerical values) for the X-matrix, and also a model of the Y-matrix, and of the relation between ...
www.asq.org/members/news/aqc/52_1998/10664.pdf
- Access: (membership or paid subscription)
 [PDF] [Igen205618.17..27](#)

X-Matrix for Strategic Planning



Special Edition: Focus on Attaining Excellence

The Quality Management

FORUM

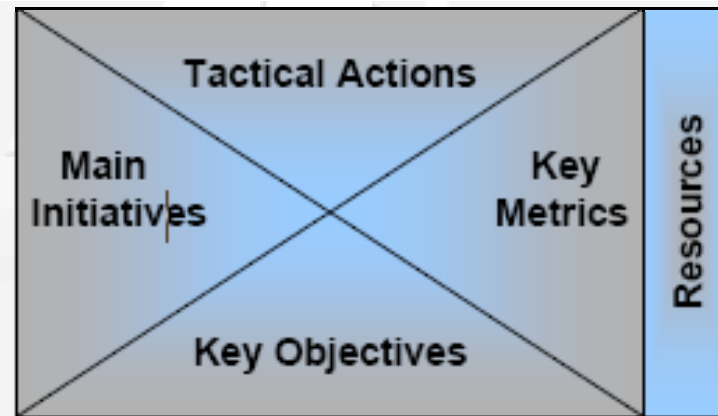
Fall 2007
Volume 33, Number 4

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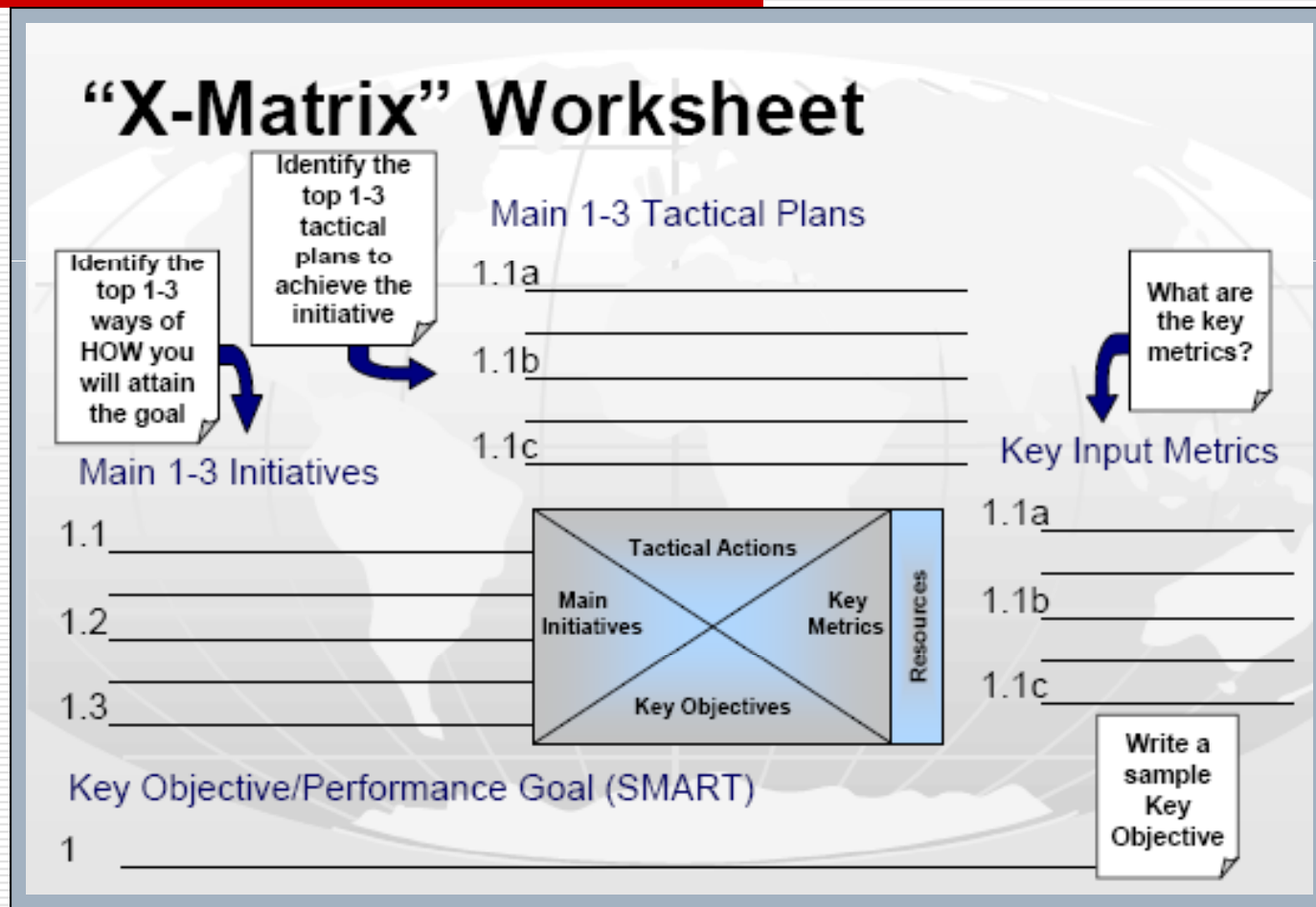
Source: Jd Marhevko, ASQ Quality Management Forum, Fall 2007

X-Matrix Format for Planning



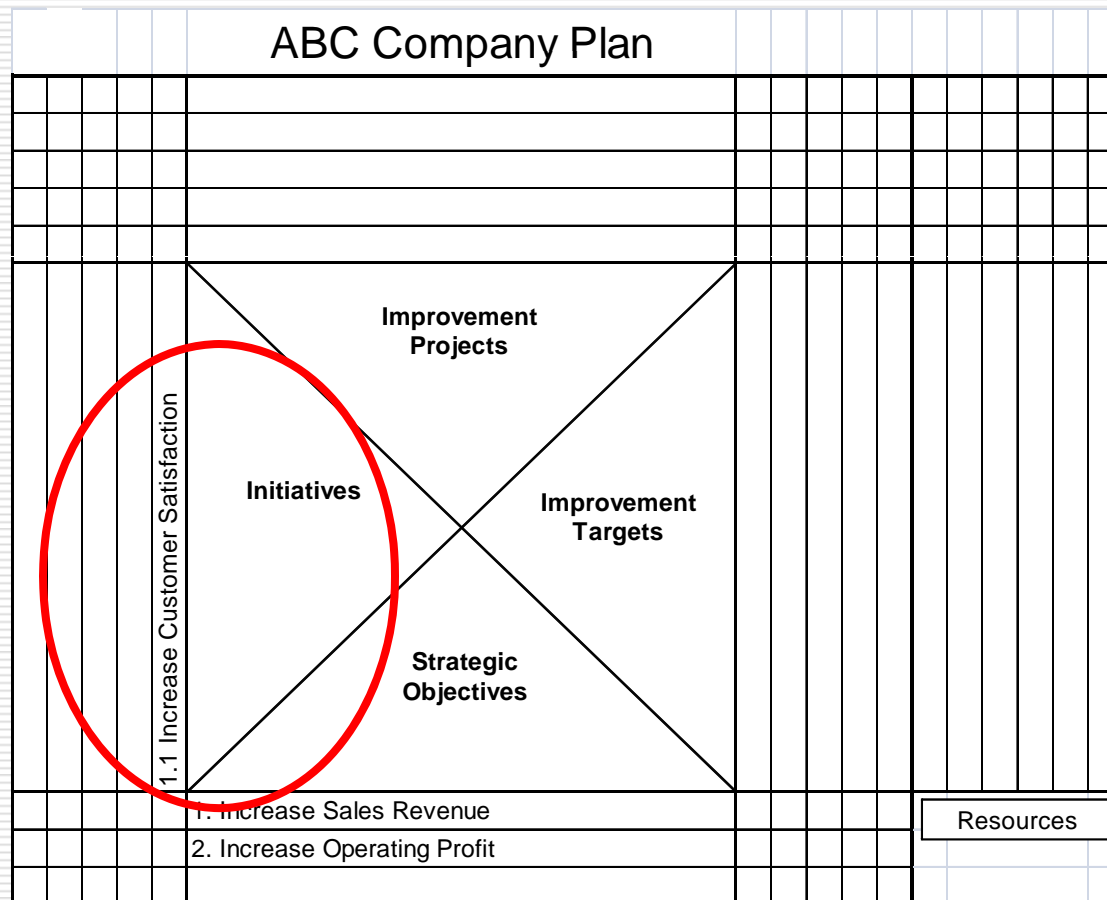
Bottom: Key objectives. Use a “SMART” format
Left: Initiatives on HOW to achieve the objectives
Top: TACTICAL actions to execute the initiatives
Right: Key METRICS used to monitor results
Far Right: WHO has responsibility for the item

X-Matrix Summary



Source: Jd Marhevko, *ASQ World Conference on Quality and Improvement*, May 5-7, 2008

Define Initiatives



Other Initiative(s)

| ABC Company Plan | | | | | | | | | | | |
|------------------|--|--|------------------------------------|--|---|---|---|---|-----------------|---|---|
| | | | | | | | | | | | |
| | | | X | 1.2a Market Quality Leadership | | | | X | | | X |
| | | | X | 1.1b Customer Complaint FMEA | | X | X | | | X | X |
| | | | X | 1.1a Satisfaction Survey with all deliveries | X | X | X | | X | X | X |
| | | | | <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Improvement Projects</p> </div> <div style="text-align: center;"> <p>Initiatives</p> </div> <div style="text-align: center;"> <p>Improvement Targets</p> </div> <div style="text-align: center;"> <p>Strategic Objectives</p> </div> </div> | | | | | | | |
| | | | 1.2 Initiate New Marketing Plan | | | | | | | | |
| | | | 1.1 Increase Customer Satisfaction | | | | | | | | |
| | | | | | 1.1a 90% Top Block Survey Results | | | | | | |
| | | | | | 1.1b C/A for 75% of complaints within 30 days | | | | | | |
| | | | | | 1. 20% Sales Revenue Growth | | | | | | |
| | | | | | | | | | Cindy Worth | | |
| | | | | | | | | | Charlie Charles | | |
| | | | | | | | | | Bobbie Pan | | |
| | | | | | | | | | Rick Wright | | |
| | | | | | | | | | Joseph B. Goode | | |
| | | | X | 1. Increase Sales Revenue | X | X | X | | Resources | | |
| | | | | 2. Increase Operating Profit | | | | | | | |

Complete Plan

| ABC Company Plan | | | | | | | | | | | | | |
|------------------|---|---|---|---|--|---|---|---|---|---|------------------|---|--|
| | X | X | | | 2.2a Green Belts on High Hitters | | | | X | X | X | X | |
| | | | X | | 2.1a Green Belt on Top Rework Costs | | | | X | X | | X | |
| | | | X | | 1.2a Market Quality Leadership | | | X | | | | X | |
| | | | X | | 1.1b Customer Complaint FMEA | | X | X | | | X | X | |
| | | | X | | 1.1a Satisfaction Survey with all deliveries | X | X | X | | | X | X | |
| | | | | | <div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>Improvement Projects</p> <p>Initiatives</p> <p>Improvement Targets</p> <p>Strategic Objectives</p> </div> | | | | | | | | |
| | | | | | | 1.1a 90% Top Block Survey Results | | | | | | | |
| | | | | | | 1.1b C/A for 75% of complaints within 30 days | | | | | | | |
| | | | | | | 1. 20% Sales Revenue Growth | | | | | | | |
| | | | | | | 2. Reduce Rework Costs by 25% | | | | | | | |
| | | | | | 2. 10% Increase in Operating Profit | | | | | | | | |
| | | | | | | | | | | | Cindy Worth | | |
| | | | | | | | | | | | Charlie Charles | | |
| | | | | | | | | | | | Bobbie Pan | | |
| | | | | | | | | | | | Rick Wright | | |
| | | | | | | | | | | | Joseph B. Goode | | |
| | | | | | | | | | | | John Q. Engineer | | |
| | | | X | X | 1. Increase Sales Revenue | X | X | X | | | Resources | | |
| | X | X | | | 2. Increase Operating Profit | | | | X | X | | | |

X-Matrix

Benefits and Limitations

□ Benefits

- Helps organizations focus on shared goals
 - Communicates goals
 - Communicates plans to achieve goals
 - Helps obtain commitment and accountability
-

X-Matrix

Benefits and Limitations

□ Benefits

- Helps organizations focus on shared goals
- Communicates goals
- Communicates plans to achieve goals
- Helps obtain commitment and accountability

□ Limitations

- Can be large & complex
 - Less valuable if delivered from 'above'
 - Garbage in, Garbage out
-

Questions

