

Appendix A

Food for thought

1. Without a set of principles, achieving a common understanding in the field of quality management would be impossible.
2. In supplying products or services there are three fundamental parameters that determine their saleability – price, quality and delivery.
3. Organizations exist because of their ability to satisfy their customers and other stakeholders.
4. It is quite possible for an organization to satisfy its customers and fail to satisfy the needs of the other stakeholders.
5. The needs of all parties have to be satisfied in order for *quality* to be achieved.
6. Products or services that do not possess the right features and characteristics either by design or by construction are products of poor quality.
7. A gold-plated mousetrap that does not fail is not a success if no one needs a gold-plated mousetrap!
8. The more prescription we have the more we get immersed in the detail and lose sight of our objectives.
9. Customer focus means putting your energy into satisfying customers and understanding that profitability or avoidance of loss comes from satisfying customers.
10. People naturally concentrate on what they are measured – it is therefore vital that leaders measure the right things.
11. Processes are dynamic – they cause things to happen.
12. The behaviour of any part of a system has some effect on the behaviour of the system as a whole.
13. Everyone in the organization should be continually questioning its performance and seeking ways to reduce variation, improve their methods and seeking better ways of doing things.
14. The factual approach leads us to control activities based on fact rather than opinion or emotion.
15. Organizations depend on their suppliers as much as they depend on their customers.
16. Does ISO 9000 mean different things to different people?

17. If ISO 9000 is perceived rightly or wrongly, as a badge on the wall, a system, a label, a goal or a set of documents, is that what it is?
18. If any set of rules, rituals, requirements, quantities, targets or behaviours that have been agreed by a group of people could be deemed to be a standard – is ISO 9000 a standard?
19. Do managers think of the organization as a system? – if so how come they don't manage the organization as a system?
20. Was ISO 9001:1994 simply a matter of documenting what you do and doing what you document?
21. Do quality systems only exist to assure customers that product meets requirements?
22. Do you believe that if it's not documented it doesn't exist and that's why your quality system is a set of documents?
23. Do you believe that you can write instructions that don't rely on the user being trained?
24. Can a faulty product delivered on time, within budget and with a smile be anything other than a faulty product?
25. If your organization chooses not to pursue ISO 9001 certification or not to retain the certificate, will it make any difference to the way the organization is managed?
26. Did *you* cheat to get the ISO 9001 certificate?
27. Did your application of ISO 9000 prevent you from producing nonconforming product or did it simply prevent you from producing product?
28. Is your organization one of those that coerced its suppliers into seeking ISO 9000 certification because it was believed that the standard required it?
29. Did you establish a quality system to ensure that product met your customer's requirements or did you simply use it to ensure you met your own requirements?
30. If you were to take away the ISO 9001 certification would there be a business need for all the procedures?
31. Did your third party auditor establish your organization's readiness for the audit by the closeness with which the quality manual addressed the requirements of the standard?
32. Did you focus on the things the auditor looked for and not on the things that mattered?
33. Were your management more interested in surviving the ISO 9000 audit than improving performance?
34. Were those producing the documentation focusing on meeting ISO 9000 or achieving quality?
35. Did your management believe the system was effective if it conformed to the standard?
36. Do you believe there are real benefits from managing organizations as a set of interconnected processes focused on achieving objectives that have been derived from an understanding of the needs of all stakeholders?