



26th Annual ASQ Audit Conference
Blueprint for a Successful Audit

October 9 - 11, 2017 • Pre-conference Courses
October 12 - 13, 2017 • Conference

ASQ

The Global Voice of Quality™ The InterContinental Hotel | Dallas, Texas



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Division

The Global Voice of Quality™

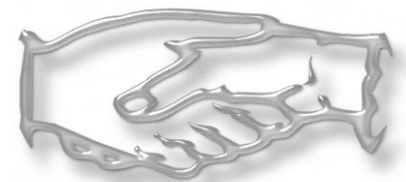
Reaching Waaay Across the Table

Monica Peters
12 October 2017

Achieving Buy-In

Not as Complicated as you may think – but many layers to consider

- I. Listen for Struggle Points
- II. Change Struggles into Gains
- III. Show Benefits of Change
- IV. Develop a Vision of a Positive Outcome
- V. Develop Solid Steps of Implementation

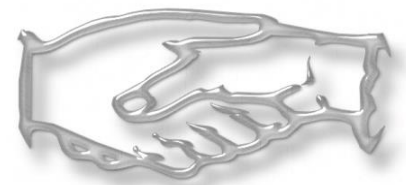


Achieving Buy-in

BUY IN!

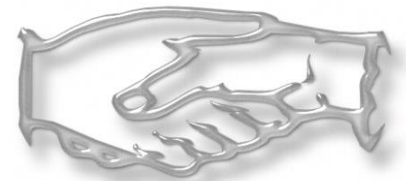
Definition:

Willingness to support an action or decision
Believing in the Change



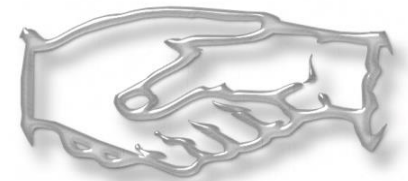
I. Listen for struggle points

- It's all about them, not you
- Understand the struggles the other person is having
- Struggles today might be better than the struggles they “think” they will have with your change
- Show the change will improve their current situation Not Make it worse



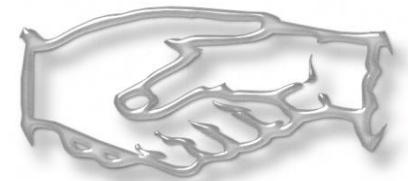
II. Change Struggles into Gains

- Convert their issue into a gain
- Less Work
- Less Paperwork
- More Time (work/personal)



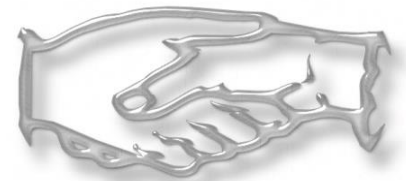
III. Show Benefits of Change

- Less Tired when going home
- Less chance of a finding from an audit
- Potential Advancement
- Easier Work, makes work more enjoyable



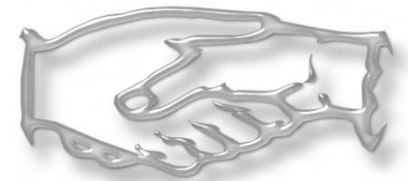
IV. Develop a Vision of a Positive Outcome

- Understanding your Audience
- Common path to positive future and benefits for them and you
- Walk in their shoes
- Truly understanding them first, is key



V. Develop Solid Steps

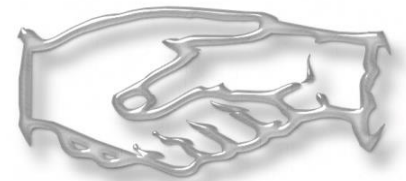
- Develop Real Steps
- Timeline
- Targets
- Checklist
- Procedures
- Knowing Audience
- Training



Reaching across the Table

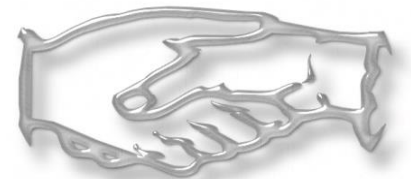
“If you want to do something, you’ll find a way, if you don’t, you’ll find an excuse!”

(Jim Rohn)



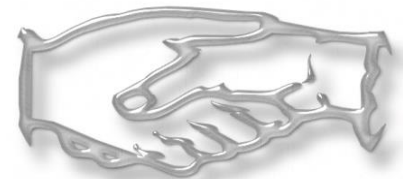
I. Listen for Struggle Points (Extended)

- It's all about them, not you
 - It takes time. In some cases a lot of time
 - Be patient
- Understand the struggles the other person is having
 - You might think they would be grateful – it doesn't work that way, people don't know your idea will work
 - Buy-In requires us to know our audience incredibly well, we have to communicate the message the way the audience wants to receive it



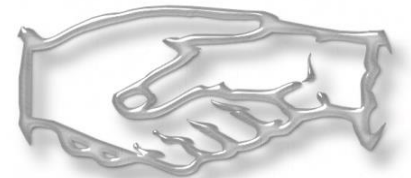
I. Listen for Struggle points- cont'd

- Struggles today might be better than the struggles they “think” they will have with your change
 - Address concerns face-to-face
 - Go to the point, find out what their struggles are
- Show how change will improve their current situation NOT make it worse
 - Ask for feedback
 - Be ready for some criticism



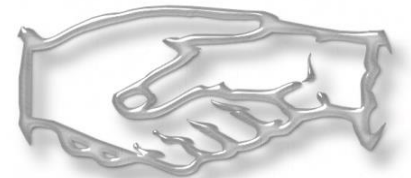
II. Change Struggles into Gains (Extended)

- Convert their issues into gains
 - Showing how the change will be good
- Less Work
 - Change could improve Quality outflow
 - Less Repairs/rework
 - Less containments
 - Less Warranty Claims/ customer complaints
- Less Paperwork
 - Less Documentation of loss containments
 - Repair documentation
 - No counter-measure Activity



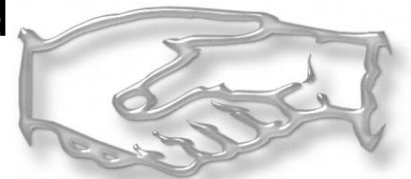
II. Change Struggles into Gains – Cont'd

- More Time
 - Removing the struggle could improve wasted time
 - More time to make improvements



III. Show Benefits of Change (Extended)

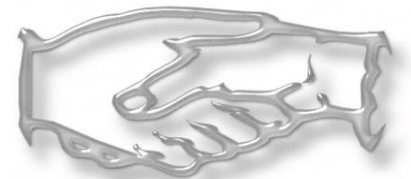
- Not as tired when going home
 - More energy for family activities
 - Hobbies/Sports
- Less Chance of a Finding in an Audit
 - Less chance of making mistakes if less stressed
- Potential for Advancement
 - Secure future for Family
 - Better Vacations
 - College Education for kids
- Easier work makes work more enjoyable
 - Actually enjoy coming to work-less stressed



IV. Develop a Vision of a Positive Outcome

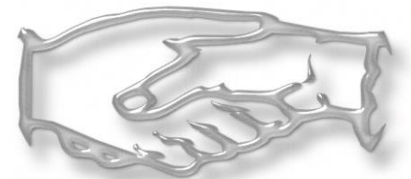
(Extended)

- Understanding your Audience
 - What is their background
- Common path to positive future and benefits for them
 - Show Risk if change isn't implemented
- Walk in their shoes
 - Understanding their struggles will be how you prepare a positive outcome
- Truly understanding them first is key
 - What really drives them, their motivation
 - Face time



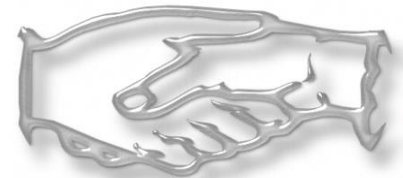
V. Develop Solid Steps (extended)

- Develop Real Steps
 - Have a plan ready, know your material
 - Details of the steps it will take to achieve the change
- Timeline
 - How much time do you project this will take- be realistic
- Targets
 - How do you know you achieved your goal
- Checklist
 - Helps to ensure you haven't overlooked something



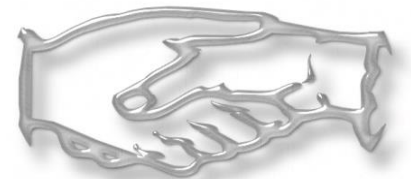
V. Develop Solid Steps- cont'd

- Procedures
 - Ensure your procedures are written in a way intent is clear and easy to understand
 - Standard Requirements are included in a way it's easy to execute



V. Develop Solid Steps (Extended)

- Audience
 - Knowing and understanding your audience
 - Level of understanding
 - Experts or new
 - Communication Style
 - Direct or need a little nudging
 - Position in Company
 - Upper management, middle, floor supervisor
 - Work Experience
 - New or been in industry for years
 - Generations
 - Baby Boomers, GenXers, Millennials



Audience cont'd

Five Generations in the Workplace (2016)

	Matures (Before 1945)	Boomers (1946-1964)	Gen Xers (1965-1980)	Millennials (1981 - 2001)	Gen-Z or i-Gen (After 2001)
Age Today	71+	52-70	36-51	15-35	Under 15
% of Adult Population	14%	30%	26%	30%	
% Internet-using Adults	8%	33%	21%	35%	
Communication Media Preferences	Letter	Telephone, e-mail	E-mail, text message	Text, social media	Handheld or wearable smartphones
Career Attitudes	Job for life. Loyal to 1 employer.	Large organizations provide whole careers. Face time in office preferred. Live to work.	Loyal to a profession, not an employer. Emergence of the "knowledge worker." Work to live.	1 st digital career. Work with not for organizations. Work my way, not your way. Desire meaningful work with instant feedback.	Mobile worker, moving with knowledge to where knowledge valued most. Will want change, stimulation, faster promotions.
Work Incentives	Consistent rules, regular schedules, and respectful annual evals with salary increases.	Titles, retirement plans, cash incentives.	Family-flexible schedules, health insurance, fair and equal pay	Flexible time-off, cool perks, travel opportunities, fair and equal pay, mentors not managers	
Formative Life Experiences	Great Depression, WWII and rationing, nuclear families that stay together, gender roles	Cold War, Vietnam, Moon landing, Woodstock, communal living	Fall of Berlin Wall, introduction of the PC and video games, rising levels of divorce	Play stations and games move play indoors, social media begins, internet advances information gathering and communication	9/11, economic downturns, school shootings, global warming, Google, Wiki-leaks, Reality TV

(Steve Wood)

Addison

Audience cont'd

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Formative Life Experiences	Great Depression, WWII and rationing, nuclear families that stay together, gender roles	Cold War, Vietnam, Moon landing, Woodstock, communal living	Play stations and games move play indoors, social media begins, internet advances information gathering and communication	9/11, economic downturns, school shootings, global warming, Google, Wiki-leaks, Reality TV

Large orgs. Provide whole careers. Face time in office preferred. LIVE TO WORK

Large organizations provide whole careers. Face time in office preferred. Live to work.

Titles, retirement plans, cash incentives.

Cold War, Vietnam, Moon landing, Woodstock, communal living

Titles, retirement plans, cash incentives

Audience - cont'd

Five Generations in the Workplace			
	Matures (Before 1945)	Boomers (1946-1964)	Gen Xers (1965-1980)
Age Today	71+	52-70	36-51
% of Adult Population	12%	26%	26%
% Internet-Using Adults	12%	26%	21%
Communication Media Preferences	Television, radio, newspaper	Television, radio, newspaper, e-mail	E-mail, text message
Career Attitudes	Loyal to an employer, long-term career, preferred work	Loyal to a profession, not an employer. Emergence of the "knowledge worker." Work to live.	Loyal to a profession, not an employer. Emergence of the "knowledge worker." Work to live.
Work Incentives	Consistent rules, regular schedules, retirement	Titles, retirement plans, cash incentives	Family-flexible schedules, health insurance, fair and equal pay
Formative Experiences	World War II, Moon landing, stock market crash, suburban living	Space exploration, Vietnam War, environmental movement	Fall of Berlin Wall, introduction of the PC and video games, rising levels of divorce
			Gen-Z or i-Gen (After 2001)
			Under 15
			Handheld or wearable smartphones
			Mobile worker, moving with knowledge to where knowledge valued most. Will want change, stimulation, faster promotions.
			9/11, economic downturns, school shootings, global warming, Google, Wiki-leaks, Reality TV

Loyal to a profession, not an employer. Emergence of the "knowledge worker." WORK TO LIVE.

Family-flexible schedules, health insurance, fair and equal pay.

Loyal to a profession, not an employer. Emergence of the "knowledge worker." Work to live.

Family-flexible schedules, health insurance, fair and equal pay.



Audience – cont'd

Five Generations in the Workplace				Millennials (1981 - 2001)	Boomer i-Gen (2001)
	Mat (Before	Gen Xers 1965-1980)	36-51	15-35	er 15
Age Today	7	26%	21%	30%	2001)
% of Adult Population	14			35%	er 15
% Internet-using Adults	8			Text, social media	
Communication Media Preferences	Let	mail, text page		1 st digital career. Work with not for organizations. Work my way, not your way. Desire meaningful work with instant feedback.	ield or able phones
Career Attitudes	Job for l to 1 em	provide whole- careers. Face time	Employer. Emergence of knowledge "Work e.	Flexible time-off, cool perks, travel opportunities, fair and equal pay, mentors not managers	worker, g with edge to knowledge lost. Will change, on, faster ations.
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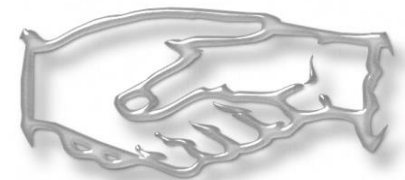
First digital career. Work with, not for orgs. WORK MY WAY, NOT YOUR WAY. Desire meaningful work with instant feedback.

Flexible time-off, cool perks, travel opportunities, fair and equal pay. Mentor not managers

1st digital career. Work with not for organizations. Work my way, not your way. Desire meaningful work with instant feedback. Flexible time-off, cool perks, travel opportunities, fair and equal pay, mentors not managers. Play stations and games move play indoors, social media begins. Internet advances information gathering and communication

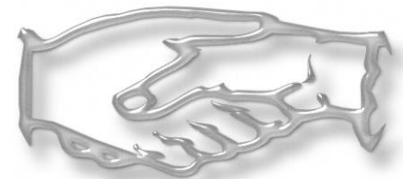
How hard is it if you don't know your Audience?

- Trained Auditors
 - High Level of Understanding
 - Very Accomplished to the standards
- QMS Rep
 - Experience
 - New/ Veteran
- Quality People
 - Understand Purpose
 - Do they Know Standard
- Varies Age Groups
 - Boomers
 - GenXers
 - Millennials
- Educational Level
 - College Educated
 - School of Hard Knocks



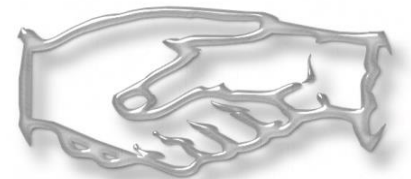
V. Develop Steps- Training cont'd

- Training
 - Understand the other person's communication Style
 - Are they direct or do they need a little coaxing
 - You need to clearly understand the change
 - Make sure you know your own material
 - Prepare for Questions
 - Have answers prepared



V. Develop Steps- Training cont'd

- Determine how to handle feedback
 - Be willing to take criticism
- Talk about Risk if not doing
 - What could happen if this change doesn't happen
 - Lose contracts, lose certificate, risk of non-conformity
 - Can improvements be made
- Follow up/Feedback – ensure your training is effective
 - Maybe more improvements can be made

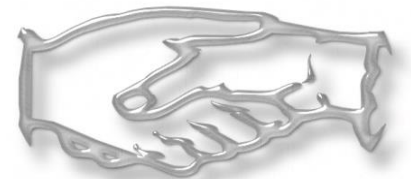


V. Develop Steps- Training cont'd

- Quality Checks
 - Effectiveness- is intent clear
 - Ensure critical processes are verified
 - Guarantee checks are doable
 - Requirements

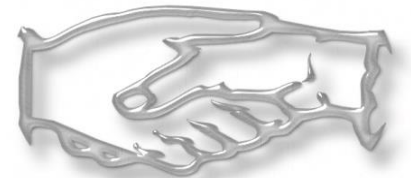
Lessons Learned from Change

- Was the change effective and clear
 - Did everyone understand reason for change
- Were Steps missed
 - Was anything overlooked
- How was the change received
 - Did you have to convince everyone or were they willing
- Ask, Was it hard?
- Was the change implemented on time?
- If not, Why?



Review:

- I. Listen for Struggle Points
- II. Change Struggles into GAINS
- III. Show Benefits of Change
- IV. Develop a Vision of a Positive Outcome
- V. Develop Solid Steps for Implementation
 - I. Know Your Audience
 - II. Training



Questions?