This first-of-its-kind global study offers actionable insight into how a quality-driven culture can accelerate business performance.

Since the launch of our Quality Driven Management program in 2008 ... we have been able to achieve hundreds of millions of dollars of cost savings.

–FedEx

The melding of these factors is what creates an organizational culture of quality.

Demographics:

1,010 senior executives
1,281 quality professionals

A Global Perspective
Current State

59% of all respondents say their organization exhibits a culture of quality.

20% of senior executives rate their quality programs as world class, but only 5% of quality professionals do the same.

58.5% of quality professionals rate their quality programs as average or below average.

CEOs and the C-suite tend to receive filtered, big-picture material that has been prettied up for management.

– Liz Keim, Integrated Quality Resources
Vision, Values, and Leadership

Only 60% of respondents say their quality vision is clearly stated and only 32% say it’s compelling.

Only 61% say their quality values are clearly stated and 50% say it’s understood throughout the organization.

Only 60% say their management supports the quality vision and values unequivocally.

(Culture of quality) must include the participation of … those in the middle and at the top.

– Aditya Birla
Customers Define Quality

COMMITMENT TO CUSTOMER

Only **28%** of all respondents say their organization’s most visible metrics focus on customer needs.

Only **24%** of all respondents say their organization is highly effective in identifying customer needs and expectations.

**48%** of all respondents say customer needs are a key driver of quality programs.

Quality ... is the language that translates the voice of the customer into long-term organizational performance.

– Bharat Wakhlu, Tata Services
TOP 6 KEY CHALLENGES in adapting quality programs to meet the needs of a global workforce

1. Lack of uniform quality standards: 35% of all respondents
2. Use of technology to ensure quality: 34%
3. Lack of specialized training: 32%
4. Workers vary by region in the ability to take initiative: 32%
5. Use of technology for metrics: 28%
6. Importance attached to quality by various cultures/regions: 27%

It’s not as simple as identifying clear vision and values, having engaged leaders, and involving the customers. Other challenges exist.
53% of all respondents say their organization is planning to increase quality-focused investment over the next 18 months.

17% of those say the investment likely will be substantial.

Self-described world-class* organizations are more apt to increase investment in quality, with 66% of those organizations planning to increase investment in quality programs in the next 18 months.

35% of those say the investment likely will be substantial.

*Respondents believe their company’s quality programs are among the strongest and most advanced in the world.
Warning Signs of a Weak Culture of Quality

The company lacks **formal mechanisms** for collecting and analyzing customer feedback.

The organization experiences frequent, though often minor, **setbacks** because of inconsistent quality.

**Metrics** used for performance evaluation feature little to no mention of quality goals.

**Training and development** do not emphasize quality.

**Managers** throughout the organization either fail to consistently emphasize quality or are resistant to quality initiatives.

You need to define what quality means, define quality goals, measure group and individual performance, and then reward those who are making it happen.

– Jeffrey Ray
Boeing Defense Space and Security
Enhance Your Culture of Quality

How much more effective could your organization become if it were to take steps to enhance its culture of quality?

**EDUCATE**—Download the white paper

**ASSESS**—Take the online self-assessment (available in November)

**ACT**—Get started with customized solutions

Get started at cultureofquality.org.