Imagine your customers are at least satisfied and, in many cases, delighted with your products and services. Imagine your shareholders feel the same about your stock market performance and the dividends they receive. Imagine, too, that your highly trained and skilled workforce feel great about working in your organisation. And you have excellent relationships with your suppliers who feel they have a genuine partnership with you.
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Beeston Productivity Services Limited

Consultants and Trainers in Productivity Achievement

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<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
<th>Price per delegate</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTM1</td>
<td>The foundation of all MTM systems, it is used where work cycle-times are less than one minute in duration.</td>
<td>£1500.00</td>
<td>15 days</td>
</tr>
<tr>
<td>MTM2</td>
<td>A second-generation system used where the work cycle-time exceeds one minute, up to five minutes.</td>
<td>£1000.00</td>
<td>10 days</td>
</tr>
<tr>
<td>UAS 1&amp;2</td>
<td>MTM Universal Analysing System, applicable to small batch production work.</td>
<td>£1100.00</td>
<td>5 days</td>
</tr>
<tr>
<td>POST</td>
<td>Predetermined Office Standards, a clerical improvement and measurement system based on MTM2. The only system designed for analysis of the clerical PC user.</td>
<td>£700.00</td>
<td>5 days</td>
</tr>
<tr>
<td>PRESS</td>
<td>Predetermined Simplified Standards. The new third-generation system, replacing and improving on the previous system of MTM X.</td>
<td>£700.00</td>
<td>5 days</td>
</tr>
</tbody>
</table>

All the above are available as open or in-house courses, and include MTM Association fees of £135.00 per delegate where appropriate.

Open courses are conducted subject to sufficient numbers to fill a course. Compare these prices with our competitors, and judge for yourselves.

We have no connection with any other training or consulting organisation.

past, essentially due to bureaucratic implementation often undertaken by cowboy management consultants. All too often, the exercise was undertaken simply to get ‘the badge.’ The principles, however, were sound. Write down what you do, do what you wrote down, and prove it. The trouble was that in theory what you did, didn’t have to be any good!

The new ISO 9001:2000 calls not only for compliance but for improvement. The Sigma improvement approach fits very comfortably with this since it ‘promotes the adoption of a process approach when developing, implementing and improving the effectiveness of a quality management system (QMS), to enhance customer satisfaction by meeting customer requirements.’

The revised standard is widely regarded as a major step forward from ISO 9001:1994, with stronger emphasis on customer focus and continuous improvement. Having a sound measurement system is essential; the new standard expects it to be prominent and linked to customer requirements. As you can see, ISO 9001:2000 and Six Sigma are clearly based on the same fundamental principles of quality. To quote from FDIS ISO 9001:2000 ‘such a (process) approach emphasises the importance of:

• Understanding and fulfilling requirements;
• The need to consider processes in terms of added value;
• Obtaining results of process performance and effectiveness;
• Continual improvement of processes based on effective measurement.

The process-based QMS model focuses on understanding customer requirements and measuring results to assess whether these requirements have been met. Six Sigma’s improvement philosophy aligns well with this. Both are underpinned by an understanding of the strong connection between what the customer wants and what the process delivers.

The successful aspects of Six Sigma, the Excellence Model and the new ISO converge into ‘Sigma Excellence’, which is increasingly being viewed as the future of quality. It can only be a matter of time before this hybrid becomes the accepted quality methodology, taking the best from the past and revitalising the subject, not just for quality professionals but also for the boardroom.

After all, we all want ‘quality’ in the simplest and deepest meaning of the word, don’t we?

John Morgan is a director of Catalyst Consulting. His many years of experience include operational and management roles for major insurance companies. He is a regular speaker on the conference circuit, and led the BQF workshops ‘Six Sigma and business excellence’. He has co-written SPC in the office - a practical guide to continuous improvement and a range of articles for quality press magazines.

Martin Brenig-Jones is also a director of Catalyst Consulting. Prior to this, he was head of quality at BT and led the BT quality centre (an internal consulting organisation providing quality expertise to businesses). His specialist interest areas are the development of new applications of the EFQM excellence model, management systems, e-business and Six Sigma.

Six sigma

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