

## The Quality and Operational Excellence Leadership Program

*The Quality and Operational Excellence Leadership Program is designed to develop future leaders, including Quality Managers, Directors, and Chief Quality Officers, to address the demands of modern businesses.*

In today's competitive landscape, all organizations rely on intricate, cross-functional processes spanning service planning, development, and operational management. When these processes are overlooked, they can quickly become obsolete, inefficient, and costly, leading to business leadership, customer dissatisfaction, excessive costs, and diminished competitive advantage. To achieve sustainable success, it is imperative to continually assess and improve these processes, as unchanged methods will yield unchanged results.

Our accredited certification is designed to transfer knowledge from a Juran to you, with the result of being capable of leading an organization's Operational Excellence Program. You will work side by side with Dr. Joseph DeFeo, past CEO and successor to Dr. Joseph M. Juran, to apply skills learned throughout the program.

The Juran Quality Professional Program can provide significant business value to your team by:

- ▶ Decreasing the time and cost it takes to conduct many quality and operational excellence tasks.
- ▶ Reducing the cost of developing a globally capable and experienced team in your organization
- ▶ Saving you time and money by using our experience and body of knowledge, assessment tools, and learning programs to minimize the customization or development of your system.
- ▶ Being certified by one of the most recognizable names in Quality Management and Operational Excellence worldwide.

### Our program includes:

- ▶ Essential learning from the Juran, globally validated Body of Knowledge, the most detailed set of methods and tools for planning, controlling, and assuring the performance of quality in any organization and industry. This BOK is continually maintained and researched and published in the Juran Quality Handbook: A Guide to Performance Excellence, 7 editions.
- ▶ A personalized self-assessment and gap closure program that will ensure you learn the leadership skills necessary to perform as a Quality Manager, Director, or Chief Quality Officer.
- ▶ Custom gap closure classroom, online, and on-the-job learning assignments.
- ▶ Certification for all levels of Quality Professionals
- ▶ Training and Coaching from Juran, globally recognized experts



## The Quality and Operational Excellence Leadership Skill Areas

The Juran Institute is one of the few organizations that can state, "We know the body of knowledge for global quality systems and operational excellence." For 45 years, we have been researching and publishing this body of knowledge. Our leadership program covers the following seven skill areas:

### Quality & Operational Excellence Principles & Methods



- ▶ Foundational concepts for quality and continuous improvement, Developing Quality Management Systems linked to the Strategic Plans of an organization
- ▶ Developing a culture of ongoing improvement by identifying inefficiencies, optimizing processes, and fostering innovation across the organization.
- ▶ Understand standards such as AS 9100, ISO 9000 and methods such as Lean, Six Sigma, and KPIs to monitor performance.

### Assessment and Audit Skills



- ▶ Differentiate between process, product, and system audits.
- ▶ Use structured approaches to gather objective evidence through interviews, observations, and document reviews while maintaining professionalism and neutrality.
- ▶ Present findings clearly and concisely communicate results to stakeholders, and track corrective actions to closure, ensuring sustained improvements.

### Statistical Data Analysis and Data Presentation Skills



- ▶ Covers the foundational concepts for statistical data analysis, including probability, basic analysis, and tools to support data analysis.
- ▶ Grasp the basics of probability, random variables, and key statistical distributions (e.g., normal, binomial, Poisson) to model and predict outcomes effectively.
- ▶ Leverage tools like Excel, Minitab, R, or Python for data analysis, enabling efficient computation and visualization of complex datasets.

### Root Cause Analysis Skills



- ▶ Clearly define the special cause problem by gathering data, understanding its scope, and identifying symptoms to ensure alignment on the issue to be resolved.
- ▶ Use structured tools like the 5 Whys, Fishbone Diagram (Ishikawa), or Fault Tree Analysis to systematically identify the root cause(s) of a problem.

- ▶ Execute corrective actions and validate their effectiveness by monitoring results, ensuring the issue is resolved without introducing new problems.

## Process Capability & Control



- ▶ Assess how well a process can produce products or services within specified limits, using metrics like Cp, Cpk, and sigma levels to determine performance.
- ▶ Identify critical quality characteristics and establish measurable criteria to monitor process performance and ensure consistency.
- ▶ Analyze sources of variation in processes, differentiate between common and special causes, and implement strategies to minimize unnecessary variability.

## Leading Teams, Teamwork & Coaching



- ▶ Build a team culture where all members feel valued, respected, and encouraged to contribute ideas and collaborate effectively.
- ▶ Address conflicts promptly with fairness and empathy. Facilitate solutions that strengthen team dynamics and maintain productivity.
- ▶ Actively mentor team members by giving constructive feedback, recognizing achievements, and guiding them toward personal and professional development.

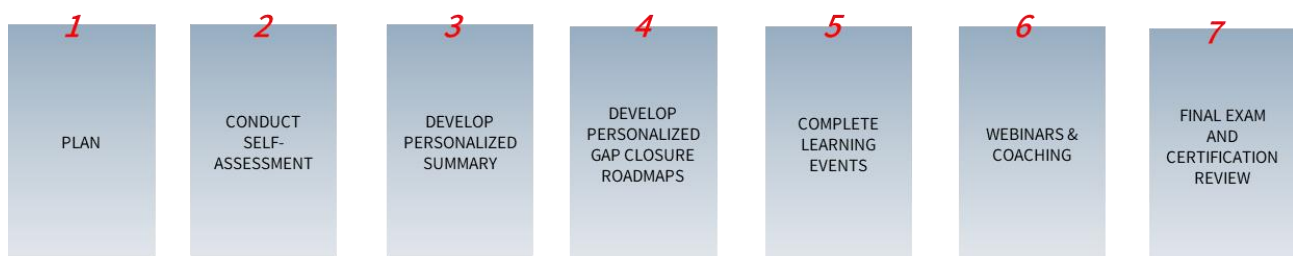
## Critical Thinking Skills



- ▶ Break down complex problems into smaller, manageable parts to identify patterns, relationships, and underlying causes.
- ▶ Assess information and arguments without bias, considering multiple perspectives and relying on evidence rather than assumptions.
- ▶ Develop and evaluate potential solutions by weighing pros and cons, anticipating outcomes, and choosing the most effective approach.

## Program Steps and Deliverables

The Juran support will consist of the following deliverables and activities, each of which is described in more detail below.



## **1. Plan:**

Juran will collaborate with each candidate or organization leader and create a plan for conducting the written and oral skills assessment for quality professionals via online technology.

- ▶ We will determine the levels of assessment needed (by role)
- ▶ Develop a timeline and roadmap for the program

## **2. Conduct Self-Assessment**

- ▶ All individuals will complete an online assessment that includes aptitude criteria in all 7 categories.
- ▶ Each online assessment takes about 90 minutes to complete. Each participant will also have a personal zoom like interview with our team to further examine the skills and to discern each professional's aptitude relative to each area of skill.
- ▶ The personal interview will require 60 minutes per associate and can vary based on the aptitude and experience of the individual being evaluated. This will be conducted over virtual conferences like Zoom or Teams.

## **3. Develop A Personalized Summary**

- ▶ A summary of your results will be tabulated and shared with the participant and appropriate

## **4. Develop a Personalized Gap Closure Roadmap**

- ▶ We will develop a recommended learning roadmap based on the assessment results and the needs of meeting the skills of a Quality Leader.
- ▶ The gap closure and certification requirements include specific outputs such as demonstrating the completion of a process capability study, a completed FMEA, a strategic plan for implementing a QMS, case studies and various assignments.

## **5. Complete Learning Events**

- ▶ Online learning is required for the learning programs.
- ▶ Webinar based training will take place as required to introduce new topics not covered in the online learning program.

## **6. Webinars and Coaching**

- ▶ Juran Coaches will be available for personalized coaching of any participant in the program.
- ▶ Individual coaching and just in time training are required for certification.



## **7. Certification Requirements**

- ▶ Completion of the self-assessment
- ▶ Completion of the 7 skill areas via the on-line learning courses
- ▶ Completion of agreed upon assignments based on publications provided by Juran Coaches.
- ▶ Oral presentation of Quality System Strategic Plan and Deployment method for your organization

## **Fees**

The fees for the Quality Professional Program will vary from \$1,995 to \$5,995 based on your free personal assessment. Once enrolled in the program you will receive the following:

### **Self-paced with Coach and Certification**

- ▶ Free Self-assessment
- ▶ Access to up to 75 self-paced learning sessions.
- ▶ 10 hours of training with a Juran expert such as Dr. Joseph A. DeFeo or Michael Stamp.
- ▶ 10 hours of Coaching
- ▶ Multiple practice exams and one final exam and Capstone Project
- ▶ A two-hour Oral Certification Review
- ▶ A pdf copy of one of three textbooks:
  - The 1200 page Juran Handbook
  - Juran Quality Management & Analysis Text
  - Quality Essentials for Leaders

### **Duration of Program**

The length of time to complete this program varies based on the pace you are able to complete all of the assignments. Typically, this program can be completed in 8-10 months.