
The 2001 ASQ Certified Quality Manager

by
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Body of Knowledge

- I. Leadership**
- II. Strategy Development and Deployment**
- III. Quality Management Tools**
- IV. Customer-Focused Organizations**
- V. Supplier Performance**
- VI. Management**
- VII. Training and Development**

Constructed Response BOK

- A. Contribute to the Strategic Planning and Deployment Process**
- B. Develop and Maintain a Customer Focus (Internal and External Customers)**
- C. Manage the Quality Organization/Department**
- D. Assess Performance Information**
- E. Develop Systems for Managing Supplier Performance**

Reallocation of BOK

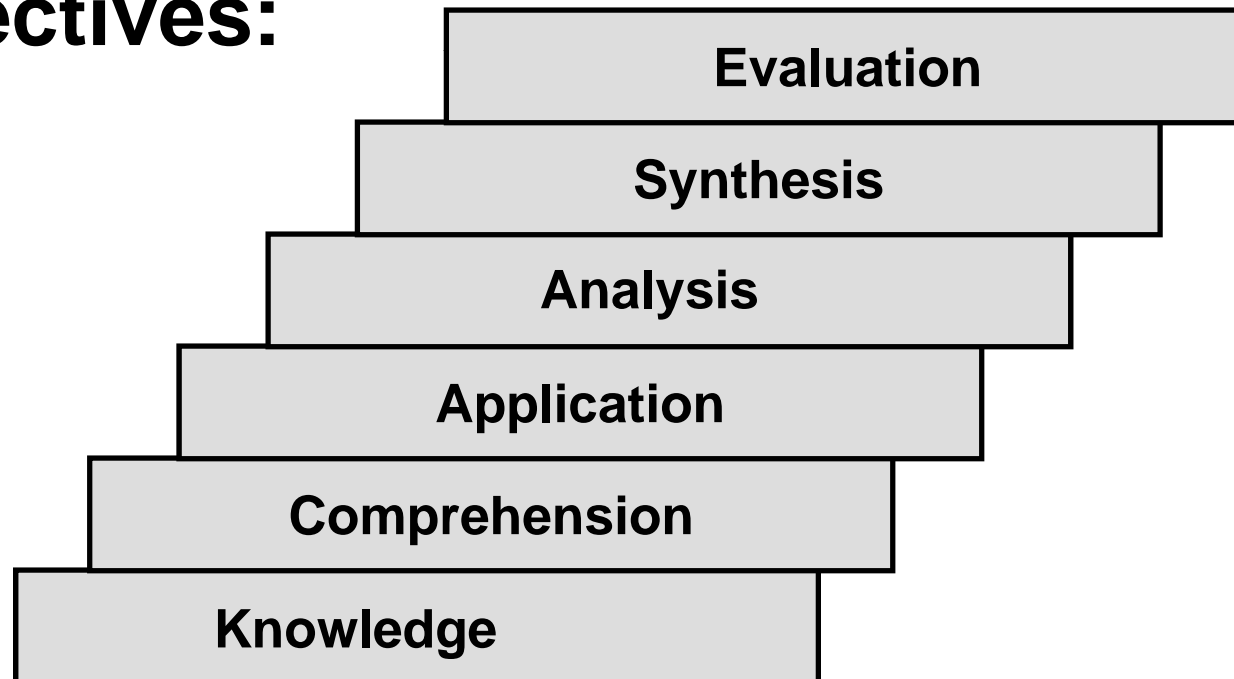
1995		2001		
Topic	%	Topic	%	Net
Quality	5	Leadership	20	+2
Organizations	8	Strategy	20	+8
Strategy	12	Tools	13	-2
Customers	20	Customers	13	-7
Projects	20	Suppliers	7	+6
Improvement	15	Management	20	-4
HR	10	Training	7	-3
Training	10			

New Sub-topics in BOK

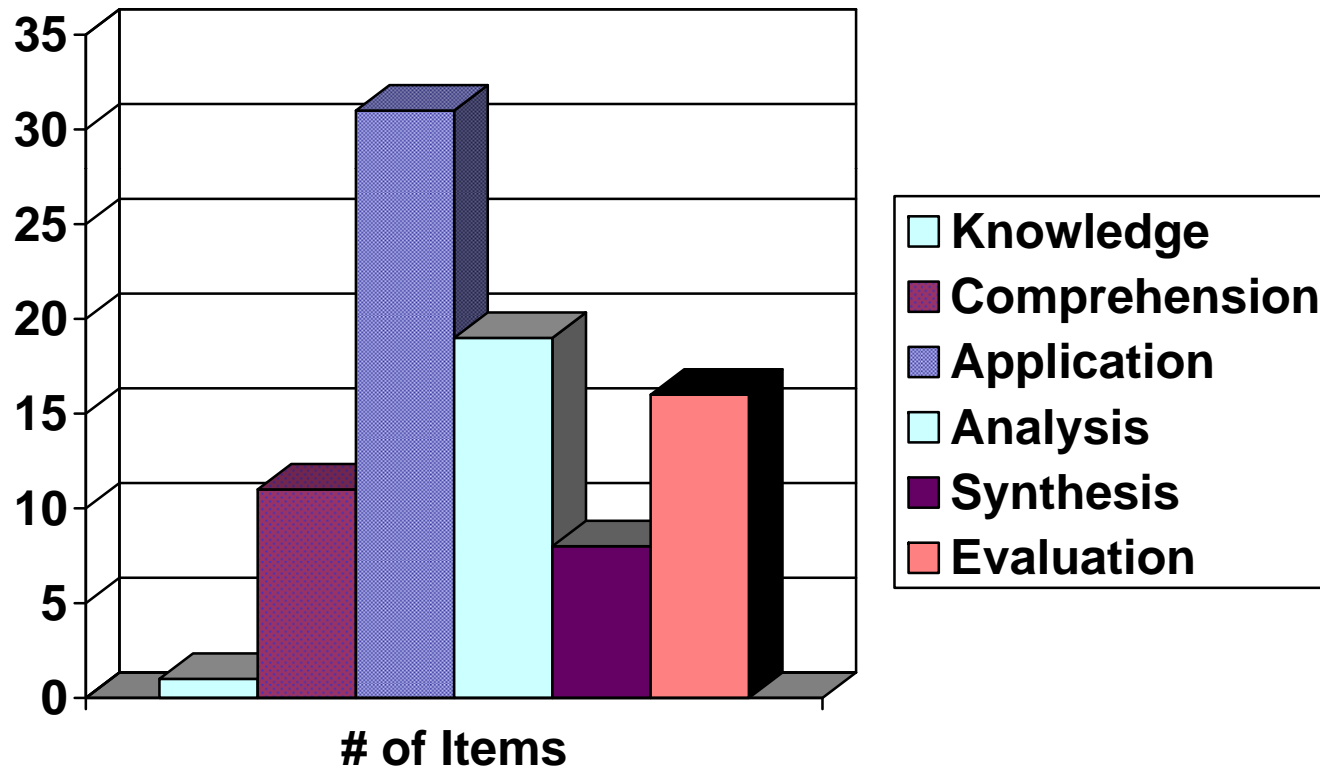
- **Theory of Constraints**
- **Creativity Tools**
- **Supply Chain Management**
- **Information Systems**
- **Knowledge Management**

Changes in the Exam

Bloom's taxonomy of cognitive objectives:



Allocation of BOK to Bloom



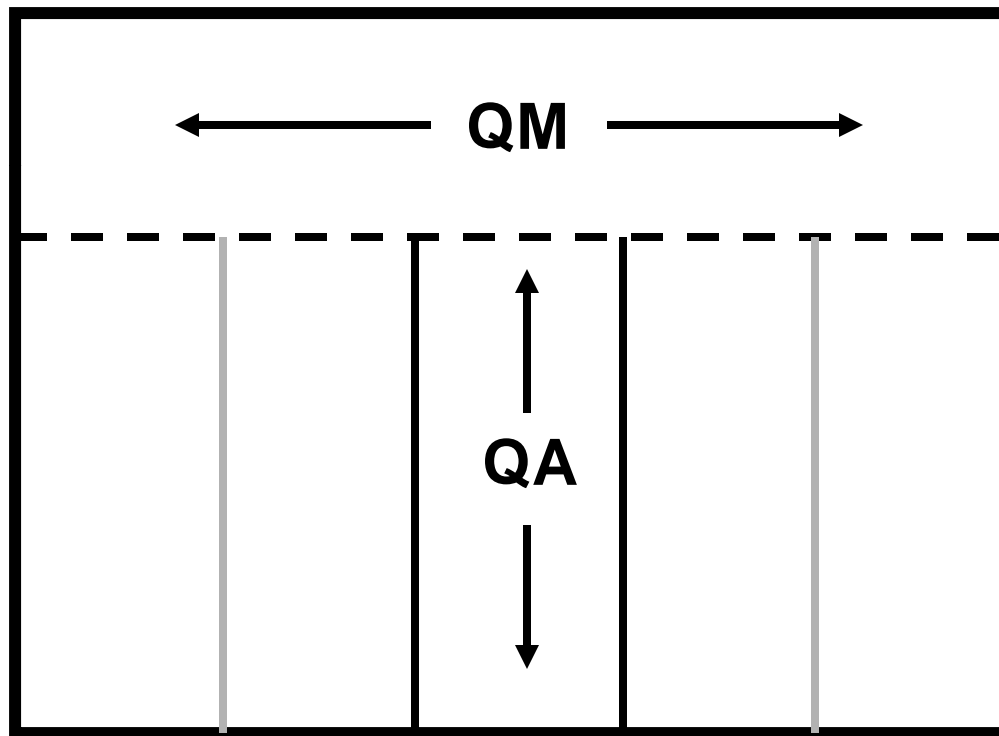
Fit to “Future of Quality Manager” Research

- **There is a future for quality managers, but it involves a choice -- technical QA or strategic QM?**
- **Both are necessary, but skills needed and business impact are significantly different**

Skills Needed for a Quality Strategist

- **Finance**
- **Strategy**
- **Innovation**
- **Systems thinking**
- **Consulting, coaching, facilitating**
Able to work with values & assumptions to improve individual and organizational cognition and performance

The Duality



Other Mindset Issues

- **Personal work experience may be different than application of theoretical QM**
- **Need to think process (e.g., PDCA)**

Value to ASQ and the Quality Profession

- **Demonstrates professional stature**
- **Sets forth standards for guiding the profession**
- **Provides source of revenues**
- **Creates incentive for increasing knowledge**

Value to the Individual

- **Validates knowledge gained through experience (versus academia)**
- **Provides peer recognition (Maslow's hierarchy)**
- **Increases self-confidence**
- **Creates an incentive to continually develop professionally**
- **Increases value in the marketplace**

ASQ Salary Survey and Quality Manager Certification

Year	Without	With	Value
1996	\$55k	\$63k	\$ 8k
1997	\$56k	\$64k	\$ 8k
1998	\$58k	\$69k	\$11k
1999	\$60k	\$67k	\$ 7k
2000	\$61k	\$70k	\$ 9k

Value to Society

- **Provides a screening mechanism**
- **Sets expectations for performance**
- **Creates a common language**
- **Facilitates technology transfer**