

**Date:** December 17, 2003

**Topic:** Senior Leader Roles and Management Review (Documentation for both together since the answers are interdependent)

**How did you accomplish this topic during your implementation?**

The role of Lucent's senior leaders in the TL 9000 registration as well as the approach to Management Review has been evolving with the change in registration landscape from separate product-specific registrations to a consolidated Lucent registration. Prior to the consolidation, management review was happening at multiple locations across Lucent. Now there is a cascaded-type approach to management review. There will be a bi-annual review with the most senior leaders of the company focusing on the QMS itself and the Lucent-level Balanced Scorecard results. Then there will be more frequent management reviews at various sub-Lucent levels (unit, plant, product general manager, etc.) covering more operational measurements and audit findings in more granular detail. The granularity of detail will increase as the reviews get to additional operational levels. This approach is consistent with Lucent's strategy of the senior leader role in the QMS focused on overall planning, policy and expectation setting, resource allocation, communication and support. The intent is to make the management reviews as valuable to the participant/audience as possible, as well as to use the time of the audience as judiciously as possible. You want to have the most senior leaders focused on the needs of the whole corporation and to use time with these leaders wisely to ensure that any senior-level support, requests, assistance needed is spotlighted.

The role of senior leaders in Lucent includes:

- Ownership of the QMS (Lucent Global Quality Officer)
- Commitment, support, Lucent-level communication
- Quality, QMS and objective setting and planning
- Ensuring that appropriate resources are allocated to enable a successful QMS.

**What resources/tools/vendors were used to accomplish this task?**

Internal Only.

**Was there any benchmarking activity?**

No

**What led you to use this method?**

The original efforts at implementation were stalling and being hindered by the misunderstanding on the senior leader's part as to the full scope of their roles and responsibilities.

**What worked and what didn't work?**

Nothing happens if there is only lip service from senior leaders.

Understanding the rationale behind senior leaders support and commitment (e.g., if this is part of a larger picture the leader has in mind, how does it fit into the overall strategic view of the senior leaders, etc.) and positioning all interaction with the leaders about TL 9000 in that kind of a context goes a long way in cementing real commitment and support.

**What recommendations do you have for others attempting to use your method?**

Ensure upfront, the very first thing that senior leaders really understand, buy-in and are really willing and able to fully and actively participate. Otherwise the implementation will become stalled. When communicating with the most senior levels leaders of especially a large corporation, make sure you are judicious with the time you have allotted and focus totally on what you need from them. Then cascade the more detailed operational-level reviews and participation to lower level more operationally focused people.

**How did you measure the effectiveness of this method?**

Receipt of the registration on time