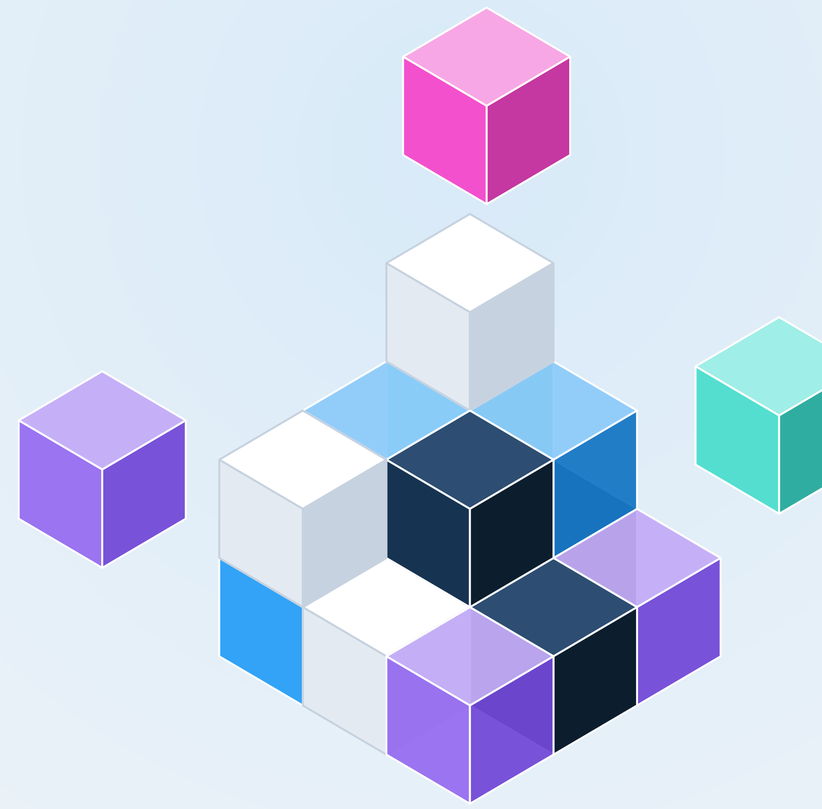
QUALITY MANAGEMENT

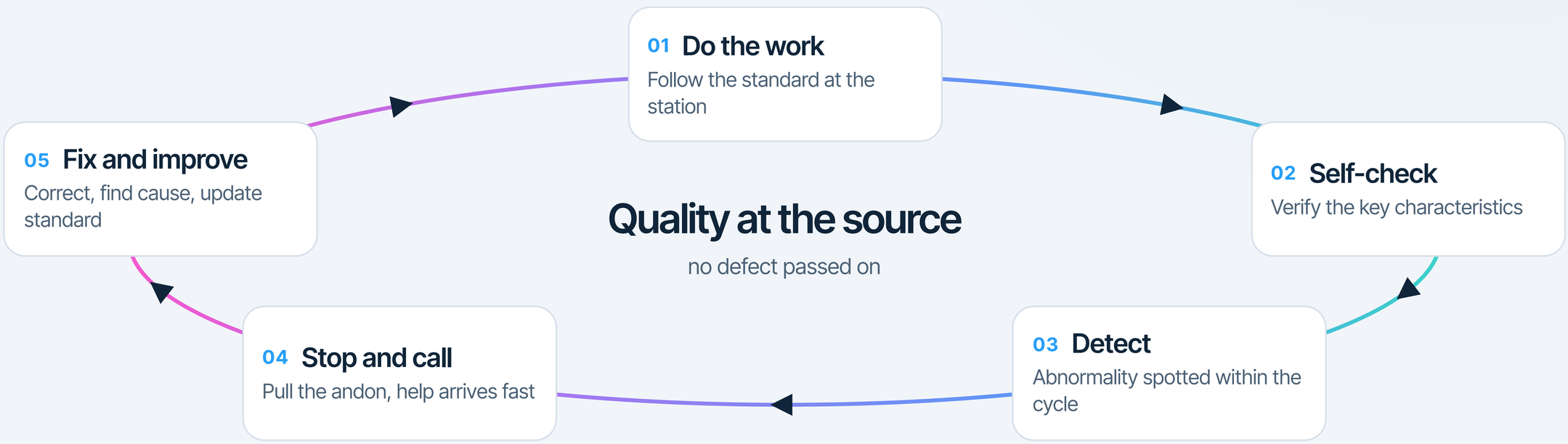
Quality at the Source



Quality at the source means each person checks their own work and stops to fix any abnormality before passing it on, so defects are never sent downstream.

01 THE CORE MODEL

POINT-OF-WORK LOOP · OWN IT, CHECK IT, STOP IT



Self-check

The operator verifies key characteristics before passing the part on.

Andon

A signal to call help and, if needed, stop the line at an abnormality.

Response time

How fast help arrives; it decides whether people keep using the andon.

02 WHERE QUALITY IS MADE

Inspection sorts quality; only the process can create it.

INSPECT AT END — BUILD IN QUALITY

END-OF-LINE INSPECTION

- Defects found long after they were made
- Feedback too late to find the cause
- Inspectors own quality, not operators

QUALITY AT THE SOURCE

+ Problems found within one cycle
+ The cause is still visible and fresh
+ Each station owns its output

03 WORKED EXAMPLE

WIRE HARNESS LINE · STOPPING AT AN ABNORMALITY

SELF-CHECK
Pin not seated
found by the operator

→

ANDON
Line stopped
team leader arrives fast

→

FIX
Crimp tool reset
part corrected at once

→

IMPROVE
Pull test added
to the standard

04 MANAGEMENT TAKEAWAYS

01
Give the authority to stop
Operators must be allowed, and expected, to stop for problems.

02
Respond fast and say thanks
The response to an andon call decides whether people use it again.

03
Build checks into the standard
Make the key self-checks part of standard work.

05 COMMON MISTAKE

LIMITATION
Stopping without support
An andon that rings without help arriving teaches people to stay silent.