

Hi,

The previous newsletter about a [sound error culture](#) elicited a big response from you readers. This is very nice and much appreciated. I read your responses with great interest. ☺

Among other things, one reader writes: "Clearly there is unfortunately often a strong correlation between poor quality and culture/leadership. That is why many companies currently, for example, also reward the number of discovered errors or pulls on the Andon\* cord instead of just rewarding errors/defects that have been fixed."

Another reader points out: "I personally think we should get away from the negative sounding "error". These "errors" contain a whole bunch of opportunities so therefore they should be called opportunities. ... you should get people to start thinking along these lines. Every opportunity is an opportunity to make money, and that's what it's mostly about ☺."

Thought provoking comments.

Look at it this way: If our annual quality defect cost is e.g. USD 1 million, the potential for improvement is also USD 1 million. This is the amount of money we have available to invest in order to get rid of the cost.

How big is your company's improvement potential?

Regards,

[Michael Nielsen](#)

\* Put simply, Andon means that all staff can stop production if they suspect something is wrong. This may seem obvious, but not always - it depends on the prevailing error culture.