

**Date:** December 31, 2003

**Topic:** Senior Leaders Roles

**Overview:**

Lucent Technologies Poland is a branch of the Global Lucent, which operates in the Polish telecommunication market (app. 500 HC`s). The organization is responsible for marketing, contracting, and providing products (hardware, software, services) to customers or service providers. All business units and departments operating in Poland that deal with Lucent Poland customer contracts create a basis for the Lucent Poland Business Quality Management System (BQMS).

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

The main goal for QMS successful implementation is to get Senior Leaders commitment, agreement and personal involvement. But the problem is how to we get senior leadership involvement effectively?

- Provide an ISO/TL awareness training to the leaders by, for instance, through a Management Representative
- Have a Senior Leader(s) formulate a Quality Policy
- Establish a time frame for Management Review with the topmost Senior Leader(s) (state this in the Quality Manual)
- Have the Senior Leader(s) Sign every edition of Quality manual
- Assign the business unit/department head as a process/procedure owner for their organization
- Assign Corrective & Preventive Actions to business unit/department head (recommend assignment to the Senior Leader)
- Engage the Senior Leader(s) into all audit activities

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

Only internal

**Was there any benchmarking activity?**

No

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

QMS effectiveness in daily operation

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

The best way is to garner the Senior Leader(s) involvement in the QMS is via the official CEO/Top Leader's own participation..

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

Provide quality awareness training for the Senior Leader(s)

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

External and internal audit comments regarding this point were positive.