

## SCRIPT – TOTAL QUALITY MANAGEMENT (TQM)

### Cover Page – Slide 1

I welcome you all to this exciting session on Total Quality Quality.

### Learning Outcomes – Slide 2

At the end of this session, it is my belief that we would have achieved the following Learning Outcomes:

- Discuss the concept of Total Quality Management.
- Explain Deming's 14 Points Philosophy for Total Quality Management.
- Describe how to implement Total Quality Management in your company.

### Concept of Total Quality Management – Slide 3

***Before things like globalization and technological advances became so important, competitive pressures were typically much lower, and companies were usually satisfied with focusing their quality efforts on the production process alone.***

Now, quality is often thought to start and end with the customer, and all points leading to and from the customer must aim for high-quality service and interaction.

***But to be truly successful, quality needs to be built into every level of a company and become part of everything the organization does. From answering the phone to assembling products and serving the end customer, quality is key to organizational success. All these actions can be referred to as Total Quality Management.***

The TQM approach began as a means of repairing the damage Japan suffered post-World War II. W. Edwards Deming worked with Japanese automobile manufacturers to improve the quality of their products in an effort to gain a competitive foot in the industry.

***Total Quality Management is a structured effort by employees to continuously improve the quality of their products and services through proper feedbacks and research. The emphasis is put on fact-based decision making, with the use of performance metrics to monitor progress.***

Total Quality Management (TQM) is indeed a joint effort of management, staff members, workforce, suppliers in order to meet and exceed customer satisfaction level. You can't just blame one person for not adhering to quality measures. The responsibility lies on the shoulder of everyone who is even remotely associated with the organization.

## TQM and a Culture of Quality – Slide 4

***For TQM to work, everyone in the organization has to be involved. It takes a "culture of quality," where people are constantly looking for ways to improve the process and the product.***

The Japanese have a name for this type of approach: kaizen. Kaizen is the idea that people at all levels of the organization are responsible for finding inefficiencies and suggesting improvements.

With a TQM approach, there are three main opportunities to make improvements and increase efficiency:

1. **External customers** – What can you do to make sure your customers are completely satisfied with your product or service?
2. **Internal customers** – How can you make sure your suppliers and staff know what they need to deliver so you can produce a quality product?
3. **Business processes** – How can you improve the processes themselves, decreasing costs and time spent?

TQM is not limited to manufacturing. TQM is a company-wide philosophy that dictates how business is conducted. It can involve recruiting new staff, motivating current staff, deciding which workers go on which team, or deciding how to restructure your organization. TQM is at the core of everything – guiding you toward a more efficient and effective workplace. Quality products and services are built by quality people who work together in a quality environment.

## Benefits of Total Quality Management (TQM) – Slide 5

Total Quality Management benefits and advantages are:

1. Strengthened competitive position.
2. Adaptability to changing or emerging market conditions and to environmental and other government regulations.
3. Higher productivity.
4. Enhanced market image.
5. Elimination of defects and waste.
6. Reduced costs and better cost management.
7. Higher profitability.
8. Improved customer focus and satisfaction.
9. Increased customer loyalty and retention.
10. Increased job security.
11. Improved employee morale, and,
12. Enhanced shareholder and stakeholders.

## **Dr. W. Edwards Deming and Quality– Slide 6**

*Dr. W. Edwards Deming is largely credited with the focus on quality within business to achieve success. A statistician who went to Japan to help with the census after World War II, Deming also taught statistical process control to leaders of prominent Japanese businesses. His message was this: By improving quality, companies will decrease expenses as well as increase productivity and market share.*

*After applying Deming's techniques, Japanese businesses like Toyota, Fuji, and Sony saw great success. Their quality was far superior to that of their global competitors, and their costs were lower. The demand for Japanese products soared – and by the 1970s, many of these companies dominated the global market. American and European companies realized that they could no longer ignore the quality revolution.*

## **Deming's 14 Point Philosophy – Slide 7**

Deming's 14 points philosophy applies to any type and size of business. Service companies need to control quality just as much as manufacturing companies. And the philosophy applies equally to large multinational corporations, different divisions, or departments within a company, or even single-person operations.

### **1. Create a Constant Purpose Toward Improvement**

- Plan for quality in the long term.
- Resist reacting with short-term solutions.
- Don't just do the same things better – find better things to do.
- Predict and prepare for future challenges, and always have the goal of getting better

### **2. Adopt the New Philosophy**

- Embrace quality throughout the organization.
- Put your customers' needs first, rather than react to competitive pressure – and design products and services to meet those needs.
- Be prepared for a major change in the way business is done. It's about leading, not simply managing.
- Create your quality vision and implement it.

### **3. Stop Depending on Inspections**

- Inspections are costly and unreliable – and they don't improve quality, they merely find a lack of quality.
- Build quality into the process from start to finish.
- Don't just find what you did wrong – eliminate the "wrongs"
- altogether.
- Use statistical control methods – not physical inspections alone – to prove that the process is working.

### **4. Use a Single Supplier for Any One Item**

- Quality relies on consistency – the less variation you have in the input, the less variation you'll have in the output.
- Look at suppliers
- as your partners in quality. Encourage them to spend time improving their own quality – they shouldn't compete for your business based on price alone.
- Analyse the total cost to you, not just the initial cost of the product.
- Use quality statistics to ensure that suppliers meet your quality standards.

### **5. Improve Constantly and Forever**

- Continuously improve your systems and processes. Deming promoted the Plan-Do-Check-Act approach to process analysis and improvement.
- Emphasize training and education so everyone can do their jobs better.
- Use Kaizen as a model to reduce waste and to improve productivity, effectiveness, and safety.

### **6. Use Training on the Job**

- Train for consistency to help reduce variation.
- Build a foundation of common knowledge.
- Allow workers to understand their roles in the "big picture."
- Encourage staff to learn from one another and provide a culture and environment for effective teamwork.

## **7. Implement Leadership**

- Expect your supervisors and managers to understand their workers and the processes they use.
- Don't simply supervise – provide support and resources so that each staff member can do their best. Be a coach.
- Find ways to reach full potential, and don't just focus on meeting targets and quotas.

## **8. Eliminate Fear**

- Allow people to perform at their best by ensuring that they're not afraid to express ideas or concerns.
- Let everyone know that the goal is to achieve high quality by doing more things right – and that you're not interested in blaming people
- when mistakes happen.
- Make workers feel valued and encourage them to look for better ways to do things.
- Ensure that leaders are approachable and that they work with teams to act in the company's best interests.
- Use open and honest communication to remove fear from the organization.

## **9. Break Down Barriers Between Departments**

- Build the "internal customer" concept – recognize that each department or function serves other departments that use their output.
- Build a shared vision.
- Use cross-functional teamwork
- to build understanding and reduce adversarial relationships.
- Focus on collaboration and consensus instead of compromise.

## **10. Get Rid of Unclear Slogans**

- Let people know exactly what you want – don't make them guess. "Excellence in service" is short and memorable, but what does it mean? How is it achieved? The message is clearer in a slogan like "Always be striving to be better."
- However, don't let words and nice-sounding phrases replace effective leadership. Outline your expectations, and then praise.
- people face-to-face for doing good work.

## 11. Eliminate Management by Objectives

- Look at how processes are carried out, not just numerical targets. Deming said that production targets can encourage high output but result in low quality.
- Provide support and resources so that both production levels **and** quality are high and achievable.
- Measure the process rather than the people behind the process.

## 12. Remove Barriers to Pride of Workmanship

- Allow everyone to take pride in their work without being rated or compared.
- Treat workers equally, and don't make them compete with colleagues for monetary or other rewards. Over time, the quality system will naturally raise the level of everyone's work to an equally high level.

## 13. Implement Education and Self-Improvement

- Improve the current skills of workers.
- Encourage people to learn
- new skills to prepare for future changes and challenges.
- Build skills to make your workforce more adaptable to change, and better able to find and achieve improvements.

## 14. Make "Transformation" Everyone's Job

- Improve your overall organization by having each person take a step toward quality.
- Analyze each small step and ask yourself how it fits into the bigger picture.
- Use effective change management principles to introduce the new philosophy and ideas in Deming's 14 points.

## How to Implement TQM in your Company – Slide 8

To start building a culture of quality, consider applying these five key management principles within your organization:

1. Use "Plan-Do-Check-Act" (The Deming Cycle).
2. Empower Your Staff.
3. Apply Statistics in Your Decision Making.
4. Continuously Improve, and,
5. Focus on Your Customers.

We would look at these five management principles in details.



## Use "Plan-Do-Check-Act" (The Deming Cycle) – Slide 9

This is a structured problem-solving system based on the scientific method of hypothesize-experiment-evaluate.

- **Plan** – Take the lead in making an improvement. Define and analyze the problem, set a goal, map out a process, collect and analyze data, and identify root causes to address.
- **Do** – Run a pilot of the proposed solution on a small scale.
- **Check** – Review the pilot. Gather data and analyze the results of the proposed solution.
- **Act** – Once you're confident that the pilot has been successful, deploy the solution fully.

## Empower Your Staff – Slide 10

TQM is more likely to work when every member of the team participates in improvement initiatives. Many times, the best solutions and changes come from the people who work with the process on a daily basis.

- Provide adequate training for staff and understand what motivates their performance.
- Set up systems for high staff participation.
- Start a system for staff to make suggestions and communicate their ideas.
- Recognize and reward contributions.
- Aim for team excellence, not individual performance.
- Develop cross-functional teams to improve overall understanding of business goals.

## Apply Statistics in Your Decision Making – Slide 11

TQM is an analytical process. It requires data and results to monitor and evaluate improvement.

- Collect data on what your customers want and need. Don't guess or use secondhand data.
- Survey your staff to better understand the pressures and challenges they face.
- Analyze the inputs and outputs of the process.
- Use statistical process control (SPC). Create control charts that map a process and identify trends that alert you to problems.
- Apply other statistical problem solving and decision-making tools, where appropriate.

## Continuously Improve – Slide 12

Look for improvements everywhere, and follow Kaizen:

- Define, achieve, and maintain standards.
- Continuously measure production and performance.
- Look at long-term improvements rather than short-term gains.
- Understand systems, and realize that a problem may have multiple, interdependent causes.
- Don't just put out fires – work smarter, not harder.
- Build review processes to prevent mistakes from happening in the first place.
- Eliminate waste wherever possible.
- Adopt a zero-defects.
- philosophy – do it right the first time, all the time.

## Focus on Your Customers – Slide 13

Look at your operations from the perspective of your customers – both internal and external.

- Build great supplier relationships – create mutually beneficial arrangements and provide clear instructions and reasonable expectations.
- Take care of internal customers – provide great supervision, a good working environment, and motivation for maximum performance.
- Don't sacrifice quality for other measures of success.
- Define your standards based on customer expectations.
- Continuously scan customers' needs, and make changes as needed.
- Solve problems without blaming anyone or denying your own responsibility.

## Conclusion – Slide 14

Hey, so in the past few minutes, we have been able to look at:

- Concept of Total Quality Management
- Benefits of Total Quality Management
- Deming's 14 points philosophy, and,
- How to implement TQM in your company.

***Following a TQM philosophy can lead your company to deliver high-quality products and services. and create a great working environment to attract and retain staff. But quality doesn't just happen. It takes a large commitment, many hands, and much internal analysis. The end result is a complete organizational system that's constantly improving, growing, and developing.***

***Apply the TQM philosophy and principles in your organization, and watch it become healthier and more productive.***

Thank you and Stay Safe. Bye