

Total Quality Management Philosophies

“Theories and Philosophies of Famous Management Gurus”

Dr. W. Edwards Deming

Father of Modern Quality



"It is not enough to just do your best or work hard.
You must know what to work on."

Deming: On Achieving Quality

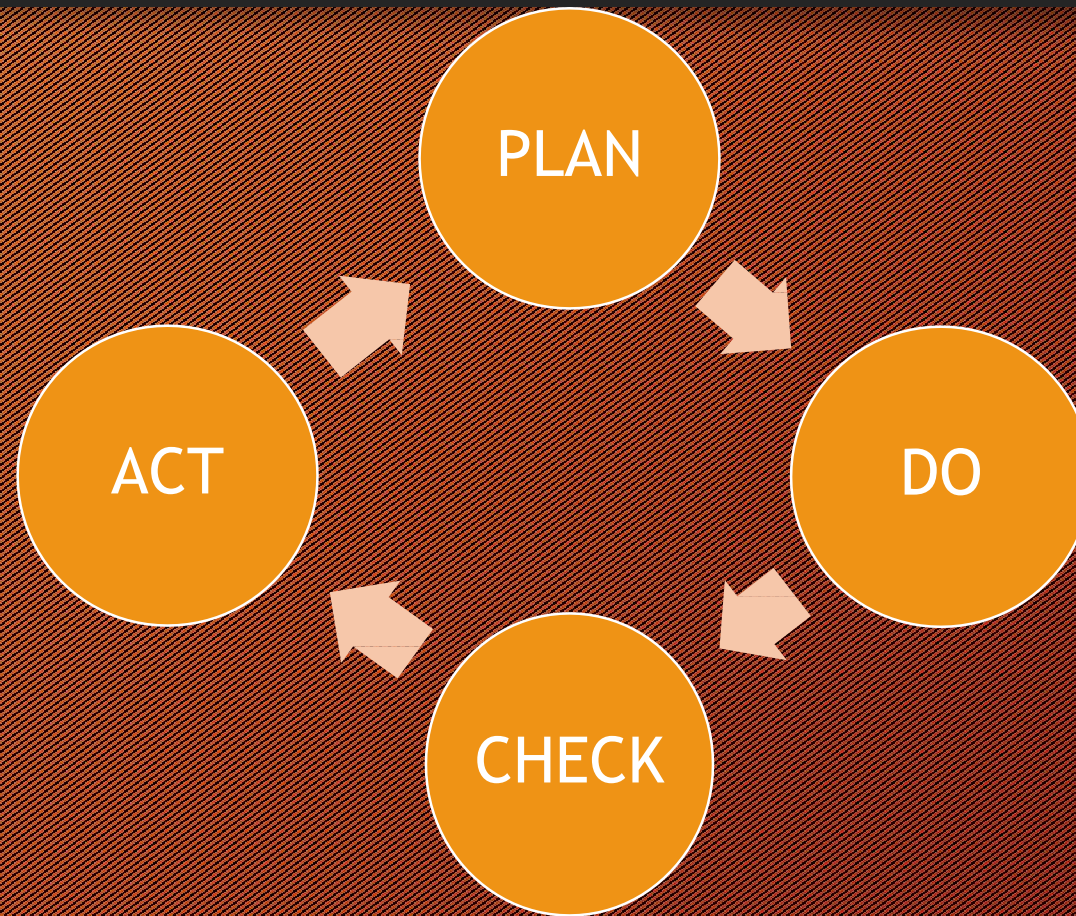
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- Companies should direct efforts towards:
 - Innovation of products
 - Innovation of processes
 - Improvement of existing products
 - Improvement of existing processes

Deming's Advocacy

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PDCA Cycle



Deming's 14-point Management Philosophy

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1. Create constancy of purpose for continual improvement of systems, products and services
 - To become excellent, satisfy customers, and provide jobs.
 - To reduce **defects** and **cost** of development.

Deming's 14-point Management Philosophy

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2. Adopt a commitment to seek continual improvements
 - Constantly and forever improve the system development processes,
 - To improve quality and productivity
 - To constantly decrease the time and cost of systems.

“Improving quality is not a one time effort”

Deming's 14-point Management Philosophy

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3. Switch from defect detection to defect prevention
 - Cease dependence on unending oversight of everything your employees do.
 - Reduce the need for inspection on a mass basis by building quality into the system in the first place.
 - Inspection is not the answer. It is too late and unreliable – it does not produce quality.

Deming's 14-point Management Philosophy

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4. End the practice of assuming the cheapest way is the best way.
 - End the practice of awarding business on price.
 - Move towards quality of product, reliability of delivery and willingness to cooperate and improve. Build partnerships.
 - Establish loyal ties with **suppliers of quality equipment**.
 - Be warned **against** this scenario: - the purchasing department consistently patronizes those vendors who offer the lowest prices.

Deming's 14-point Management Philosophy

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5. Continuously improve the system of production and service.
 - Product should be monitored by the workers, **throughout the assembly process**, to meet a series of quality standards.
 - Companies must develop a consistent, active plan that involves **its entire labor force** in the drive toward total quality.

Deming's 14-point Management Philosophy

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6. Institute training on the job.

- Everyone must be trained, as knowledge is essential for improvement.

7. Institute leadership to improve all job functions

- Supervision must change from chasing, to coaching and support.
- It is a manager's job to help their people and their systems do a better job.

Deming's 14-point Management Philosophy

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8. Drive out fear and encourage two-way communication.
 - Drive out fear, so that everyone may work effectively.
 - Management should be held responsible for the faults of the organization and environment.

Deming's 14-point Management Philosophy

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9. Remove barriers between departments
 - Break down barriers between areas. People must work as a team. They must foresee and prevent problems during systems development and use.

Deming's 14-point Management Philosophy

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10. Eliminate slogans, exhortation, and targets for the work force; instead, focus on the system and morale.

- Slogans from executives never helped anybody do a good job. Let people put up their own slogans if they want to.
- The responsibility of project managers must change from schedules to quality.
- Alternatively, learn the capabilities of processes, and how to improve them.

Deming's 14-point Management Philosophy

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11. Strive to eliminate *unnecessary* numerical quotas.

- Eliminate work standards (quotas) on the factory floor. Substitute with leadership.
- Set realistic targets.
- Eliminate MBO. Avoid numerical goals.
- **Instead substitute with leadership.**

Deming's 14-point Management Philosophy

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12. Remove barriers of pride to workmanship

- Remove barriers that rob people in management and in engineering of their right to pride of workmanship.
- People are eager to do a good job and are distressed when they can't.
- Remove defective equipment, misguided supervisors, and indifferent workers interfere with the quality work

Deming's 14-point Management Philosophy

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13. Institute a vigorous program of education and self-improvement for everyone

- There must be a continuing commitment to training and educating managers and professional staff.

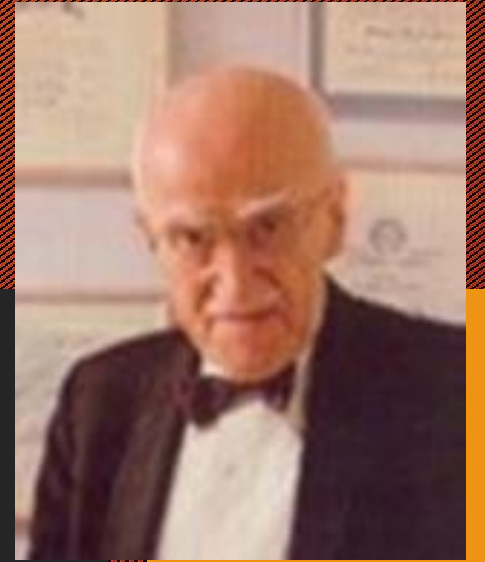
"Massive training is required to instill the courage to break with tradition. Every activity and every job is a part of the process."

Deming's 14-point Management Philosophy

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14. Take action to affect the transformation
 - Publish top management's permanent commitment to continuous improvement of quality and productivity
 - Put everybody in the company to work to accomplish the transformation.
 - The transformation is everybody's job.

Dr. Joseph Juran



“Architect of Quality”

Concept: Managing Business Process Quality

Dr. Joseph Juran

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- Introduced the management dimensions of **planning, organizing, and controlling** and focused on the responsibility of management to achieve quality and the need for setting goals.
- Defines quality as fitness for use in terms of design, conformance, availability, safety, and field use
- Relies on systems and problem-solving techniques.
- Unlike Deming, he focuses on top-down management and technical methods rather than worker pride and satisfaction.

Dr. Joseph Juran's Trilogy

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An approach to cross-functional management, which is composed of three managerial processes:

1. Quality Planning,
 2. Quality Control, and
 3. Quality Improvement.
- Without change, there will be a constant waste
 - During change, there will be increased costs, but
 - After the improvement, margins will be higher and the increased costs get recouped.

Juran's 10-point Program

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1. Build awareness of opportunity to improve; identify customers
2. Set-goals for improvement;
3. Organize to reach goals.
4. Provide training
5. Carryout projects to solve problems.

Juran's 10-point Program

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6. Report progress.
7. Give recognition.
8. Communicate results.
9. Keep score.
10. Maintain momentum by making annual improvement as part of the regular systems and processes of the company.

Crosby's Philosophy

Quality means conformance to requirements not elegance.

There is no such thing as a quality problem There is no such thing as the economics of quality.

It is always cheaper to do the job right the first time.

The only performance measure is the cost of quality.

The only performance standard is zero defects.