

TOTAL QUALITY MANAGEMENT (TQM)

Total Quality Management is defined as a customer-oriented process and aims for continuous improvement of business operations. It ensures that all works are toward the common goals of improving product quality.

According to ISO, TQM is defined as: "A management approach of an organisation centred on quality, based on the participation of all its members and aiming at long term success through customer satisfaction and benefits to all members of the organisation and society."

ACTIVITIES IN TQM

TQM is the foundation for activities, which include:

- Commitment by senior management and all employees
- Meeting customer requirements
- Reducing development cycle times
- Just in time/demand flow manufacturing
- Improvement teams
- Reducing product and service costs
- Systems to facilitate improvement
- Line management ownership
- Employee involvement and empowerment
- Recognition and celebration
- Challenging quantified goals and benchmarking
- Focus on processes / improvement plans
- Specific incorporation in strategic planning

ELEMENTS & PHILOSOPHIES OF TQM

TQM can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization.

Customer-focused:

The customer determines the quality level of the products and services.

Customer input is highly valued because it allows a company to better understand the needs and requirements in the manufacturing process.

Customer surveys may reveal insufficient durability of goods.

This input is then fed back into TQM systems to implement better raw material sourcing, manufacturing processes, and quality control procedures.

Process- centered:

A process is a series of steps that take inputs from suppliers and transforms them into outputs that are delivered to customers.

The steps required to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation.

TQM's systematic approach relies heavily on process flowcharts, TQM diagrams, visual action plans, and documented workflows.

Every employee who takes part in the process should be properly educated in their contributions, ensuring the right steps are taken at the right time.

Total employee involvement:

All employees must participate in the processes and system.

A company adopting TQM principles must be willing to train employees and give them sufficient resources to complete tasks successfully and on time.

This includes clearly communicating across departments and leaders what goals, expectations, needs, and constraints are in place.

Integrated system:

Integrated systems convey potentially useful data across departments, enabling everyone to be on the same page.

Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes of the organization.

An integrated system connects business improvement elements in an attempt to continually improve and exceed the expectations of customers, employees, and other stakeholders.

Strategic and systematic approach:

A company's processes and procedures should be a direct reflection of the organization's vision, mission, and long-term plan.

TQM calls for a system approach to decision making that requires that a company dedicate itself to integrating quality as its core component and making the appropriate financial investments to make that happen.

Continual improvement:

A company should gradually evolve and strive for incremental, small improvements as it learns more about its customers, processes, and competition.

This concept of continuous improvement helps a company adapt to changing market expectations. It allows for greater adaptability to different products, markets, customers, or regions.

Continuous improvement also drives and widens the competitive advantage that a company has built over related companies.

Data Utilization:

In order to know how well an organization is performing, data on performance measures are necessary.

The systematic approach of TQM only works if feedback and input is given to evaluate how the process flow is moving.

Management must continually rely on production, turnover, efficiency, and employee metrics to correlate the anticipated outcomes with the actual results.

TQM relies heavily on documentation and planning, and only by utilizing and analyzing data can management understand if those plans are being met.

Communications:

Data may transfer between departments freely, but there is a human element to coordinating processes and making sure an entire production line is operating efficiently.

Effective communication plays a large part in TQM to motivate employees, educate members along a process, and avoid process errors whether it is normal day-to-day operations or large organizational changes.

Communication between teams with information such as strategies, methodologies or timeliness is essential to improving operations.

Control:

Ensure monitoring and control checks for any deviation from the intended course of implementation.

- Plan
- Do
- Check
- Act

This is also referred to as the PDCA cycle.

Planning phase:

This phase is the most crucial phase of total quality management. Under this phase, employees have to come up with their respective queries and problems which need to be

addressed. The employees apprise the management of different challenges which they are facing in their day to day operations and also analyze the root cause of the problem. They need to do the required research and collect significant data which would help them find solutions to all the problems.

Doing phase:

In this phase, a solution for the identified problems in the planning phase is developed by the employees. Strategies are devised and implemented to crack down the challenges faced by employees. The efficiency and effectiveness of solutions and strategies are also evaluated in this stage.

Checking phase:

Under this phase, a comparison analysis of before and after is done in order to assess the effectiveness of the processes and measure the results.

Acting phase:

This is the last phase of the cycle, in this phase employees document their results and prepare themselves to address other problems