

Total quality management analysis



Aims a long-term success Involvement of any employee is essential QUALITY VALUES IN THE ORGANIZATION Customer are the only reason for being In business and hence they should be delighted Zero defect Is possible to achieve Teamwork results In a win-win situation CEO has to lead the quality movement Proper communication is essential Continuous improvement is needed in processes. Other names to represent TTS Continuous quality improvement Total quality Total business management Organization wide quality management Cost effective quality management Elements of TTS Training Constancy of purpose/long term commitment

Focus on process Quantitative methods continuous process improvement Supplier partnership Customers focus Leadership Total employee Involvement/ team work. Demise's 14 points of top management management should last for 100 years.

It will infuse a constant quest for innovation, improvement of processes, products and services. If the employees understand that the company is interested in long-term success, then the employees will follow suit.

Therefore it is the role of the top management to create constancy of purpose for improvement for products and services, which is essential for TTS.

They have to constantly reiterate their intention to practice TTS and improve products and services. Adapt the new philosophy The new philosophy is to practice the Japanese CSCW, which was renamed as TTS much later. The new philosophy means elimination of wastes, delays and radically changing the work culture.

The new philosophy means Just in time manufacturing is possible with zero defects. Cease dependence on mass inspection Doing things right and doing it right the first time would reduce the dependence on inspection, in fact it would be eliminated.

TTS is aim at eliminating inspection in the Eng run through prevention. End the practice of awarding business on the basis of the price tag alone. This point addresses supplier partnership.

The supplier should be selected on the basis of the following: Quality, price, delivery, service. Therefore price alone should not be the criterion for selection of supplier. Supplier partnership is discussed in section 2.

Constantly improve the system of production and services The processes in the organization need continuous improvement, Kamikaze in Japanese.

TTS is aimed at continuous improvement of processes so that the quality of reduces and services improve continuously.

The very purpose of TTS is the constant improvement of the system for production and services. Institute training The liabilities of employees should be improved and harnessed only through training. “ Management needs training to learn about the organization, all the way from incoming material to the customer” today every Japanese employee receives six weeks of trainings every year. This is the proof of Deeming teaching and the adoption of his concepts by the Japanese.

Adopt and institute leadership Leader Proactive Coaches manager reactive finds fault Understand process doesn't care to understand Moves around

Improves process sits in his chair maintains process Communication
frequently communicates rarely Seeks suggestion questions Drive out fear
Employees should be encouraged to suggest improvements and new ideas,
ask questions about the existing process, etc.

If freedom to express new ideas is curtailed, then the employees will
continue to do what they are doing. This will stunt improvement. Fear is
detrimental to improvement of processes.

Break down barriers between staff areas The various teams in the
organization stop communicating with each other. The teams, over the years
become watertight compartments.

Every team may prove that it quality and productivity exist within the
organization itself. To achieve higher productivity, the system has to be
improved for which, management is responsible. (a) Eliminate numerical
quota for the work force Setting a target for production. This is detrimental
to the organization. Standards for quality workmanship, etc.

Could be prescribed.

Numeric quota is given assuming that the worker may be idling. That is not
the right approach. (b) Eliminate numerical goals for people in management
Setting goals is necessary wherewithal does not work.

Such improvements should arise out of improving processes and not by
passage of time. Remove barriers that rob people of pride of workmanship
The organization should establish the right processes and a proper system
for quality management. This will lead to carrying out Jobs correctly.

Encourage education and self-improvement for every one Take action to accomplish the transformation.

Ten strategies for top management Proactive management Adventurous and bold change management Do it right first time Continuous preventive action Care for little things and accumulate gains Ensure economic performance Practice manage by walking around Measure success Never rest on laurels, continue to improve Build a virtual organization Proactive Management Have to foresee what will happen in the future and take advance action to prevent the occurrence of the problems as prevention is always better than cure.

Proactive Management Needs Proper System .

TTS Calls for Proactive Management Adventurous and Bold Change Management .

Nobody like Change . Change is Essential . Be Adventurous . Be sold . Role of CEO for Adventurous and Bold Management DRIFT-DO it Right First Time Plan the decision-weigh the pros and cons Foresee the impact of the decision on the organization Take opinion of the right people Involve the concerned(employees who will be effective by the decisions) Implement the decision Persist Why People don't do it Right the First Time? Why things are done wrong? The employee does not know what to do clearly, leave alone how to do! If he knows how to do, he is not motivated enough to do it right the first time.

He may not have the right tools to do a good Job. He does not have the necessary education or training to know how to DRIFT Probably is seniors have trained him to do the wrong way. He is not proud of the Job he is doing

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He does not appreciate when he does it right. Problems of not doing it right
In some cases, not doing right the first time may result in not doing it right
ever Leads to unnecessary expenditure Increases the failure costs
Denominates employees Causes hassles to employees and customers Brings
down the reputation of the organization Leads to schedule slippages.

Basic requirements for DRIFT Right the first time and every time Set right
goals Select right personnel Established right processes Choose durable raw
materials Choose right machinery Continuous Preventive action Corrective
action is a post-mortem One shot prevention is not good enough Caring for
small things Communicate with Junior employees Keep on accumulating
Importance of economic performance Quality should increase productivity
also Talk about success in economic performance Stakeholders will
understand economics better Management by walking around (MBA) What
MBA?

By Tom Peters One of the most effective tools management and leadership
for the growth of the organization. But the supervisors have to be convinced
that MBA will not affect their authority.

They will be convinced only when their authority has not eroded in reality.
Their apprehension has to be removed to make MBA successful. Defined as
the unannounced visit of the CEO to the various work spot for getting direct
and first hand information, from the employees, the customers and the
supplier. Random carry out visit in factory floor.

The CEO goes to various work spots and talks to the employees about what
they are doing, how they are doing, what are their problems, what help they

requires and so on. The CEO has to make the employees comfortable to make them speak freely and frankly.

In fact, Tom Peters advocates that the CEO should spend more than 25 % of their time in MBA. What is to be done during MBA? Listening, teaching, and facilitating. The CEO should listen to the problem, and then guide the employees in overcoming the problem.

It may be found that the employees do not have a simple tool or funds for the procurement of some accessory etc. The top management should instantly agree to fulfill such requirements.

As soon as he gets back, he must arrange for providing them after convincing their supervisor. This will keep the middle managers happy. Necessarily also questioning why the activity is being done in a particular manner. It is not just for questioning but also to make them think about the alternate design and development, engineering or manufacturing methodology.

Barrier to practicing MBA The problem mainly occurs because MBA violates the chain of command. The first line supervisor feels agitated about the idea that information directly reaches the Advantages of MBA Help the organization to consolidate the talents, wisdom of all the employees, customers and suppliers.

The process helps the CEO to remain in touch with the people, customers, and suppliers. It also gives the message to the customers, employees and supplier that they are important to the organization.