

WEEK 11

IMPLEMENTATION OF TQM

EDUCATION BEYOND BORDERS

AND

CHANGE PROCESS

# Implementing TQM:

## 1. The mission statement

- The first step is for the organization to state clearly its benefits and objectives. The mission statement is the means of expressing them. It should:
  - a. Define the business of organization and its role;
  - b. Show commitment, leadership, market terms;
  - c. State future plans, and compare and monitor customer needs.

## 2. Strategies and plans

- The organization must create strategies to gain its objectives and secure its position in the market place, and then it must develop plans to realize its strategies.
- Commitment to TQM will be higher if employees could help senior management in the planning process.

### **3. Critical Success factors and key process (CSF)**

- It will be necessary to identify the critical success factors – the most important sub-goals of the organization.
- CSF are the details of what must be accomplished to achieve the mission.
- Followed by the key processes the activities that need to be done particularly well to ensure success.

## **4. Reviewing the management structure**

- CSF and key processes - it may be necessary to review the structure of the organization to make the new plans work.
- Managerial responsibility may have to be redefined and new producer implemented.
- Include an organization-wide establishment.

## **5. Empowerment and participation**

- Management of the empowerment of employees subdivided into managing communication, attitudes, abilities and participation.



# Barriers of implementing TQM: Rank in order

1. Top management commitment
2. Too narrow an understanding of quality
3. Horizontal boundaries: functions and specialist
4. Vested interests
5. Organizational politics
6. Cynicism
7. Organizational structure
8. Customer expectations



## **Failures which will affect TQM:**

1. The initiative is not introduced and implemented effectively.
2. After the initiatives have been introduced successfully, its effectiveness fades over time.

## **Factors influencing success of TQM:**

- 1. A quality strategy**
  - It is necessary to provide the goals and guidelines which help to keep the TQM program heading in a direction which is appropriate for the organization's other strategic aims.

- Quality strategy should have something to say about:
  - a. The competitive priorities of the organization
  - b. The roles and responsibility
  - c. Resources available.



## **2. Top management support**

- It's the priorities for the whole organization
- It's only understandable the others will ask why they should do so.

### **3. A steering group**

- To plan the implementation of the TQM;
- Role demises over the time;
- Planning the overall direction of the program;
- Monitoring and establishing.



### **4. Group based improvement**

- Operation often the ones who know the best;
- Informal;
- Staffs cannot pool experiences from others.

## **5. Success is recognized**

- Need to consider how it should respond to the efforts of the improvement teams;
- If quality is important then success should be marked in;
- Formally stresses the importance of the quality;
- Participating in development process.



## 6. Training as the heart of quality improvement

- No coincidence that so many successful programs have a training manager as one of their prime movers;
- At least attitudinal change, so the development task is fundamental to it;
- Techniques for staff to learn to eliminate errors.

# Summary

- It is difficult to implanting TQM into organization process but by using the six basic factors it may help to smoothen the techniques of adopting TQM.