



# Design & Implementation of TQM

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# Presentation Outline



❖ History



❖ TQM Defined

❖ TQM Objective



❖ Principles of TQM

❖ The Concept of Continuous Improvement by TQM

❖ Implementation Principles and Processes



❖ Steps in Managing the Transition

❖ Conclusion



# History



- ❖ TQM is an approach that originated in the 1950's and has steadily become more popular since the early 1980's.
- ❖ It is a description of the culture, attitude and organization of a company that strives to provide customers with products and services that satisfy their needs.
- ❖ The culture requires quality in all aspects of the company's operations, with processes being done right the first time and defects and waste eradicated from operations.



# History...



- ❖ TQM, is a method by which management and employees can become involved in the continuous improvement of the production of goods and services.



# TQM Defined



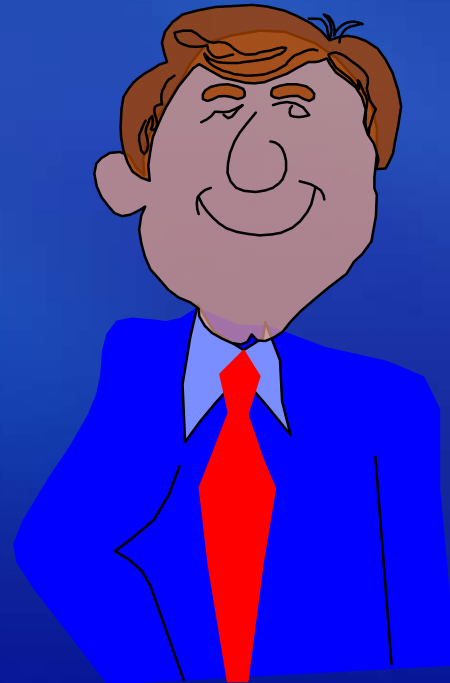
- ❖ TQM is a management philosophy that seeks to integrate all organizational functions to focus on meeting customer needs and organizational objectives.



# TQM Objective



- ❖ “Do the right things, right the first time, every time”.



# TQM is the foundation for activities

- **Examples:**
  - Commitment by senior management and all employees



# TQM is the foundation for activities



- **Examples .....**

- Meeting customer requirements
- Reducing development cycle times
- Employee involvement and empowerment



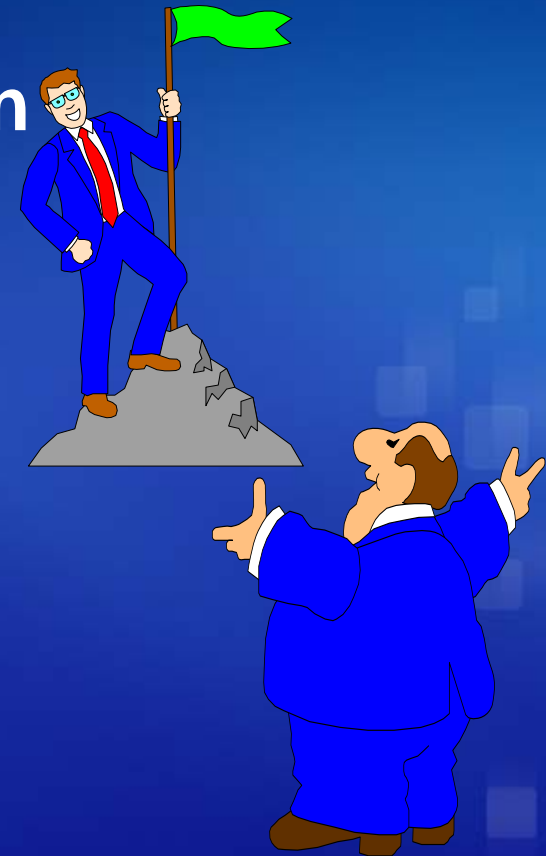


# TQM is the foundation for activities



- **Examples .....**

Recognition and celebration



# TQM is the foundation for activities



- **Examples.....**
- Challenging quantified goals and benchmarking



# TQM is the foundation for activities



This shows that TQM must be practiced in all activities, by all personnel, ex. Manufacturing, Marketing, Engineering, R&D, HR....



# Principles of TQM



## - Management Commitment

✦ Plan

✦ Do

✦ Check

✦ Act



# Principles of TQM.....



- **Fact Based Decision Making**
  - ✦ Using statistical tools
  - ✦ Statistical process control



# Principles of TQM.....



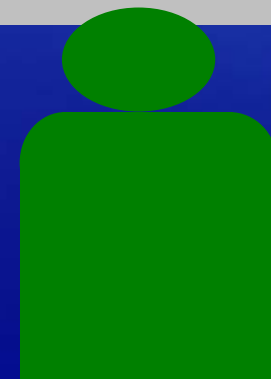
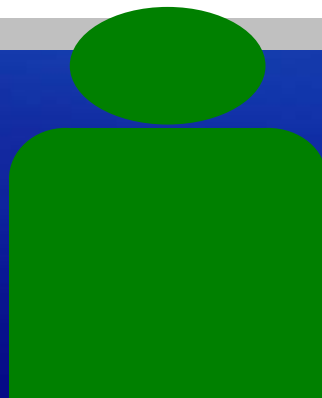
**Employee Empowerment**

**Training**

**Suggestion scheme**

**Measurement and recognition**

**Excellence teams**

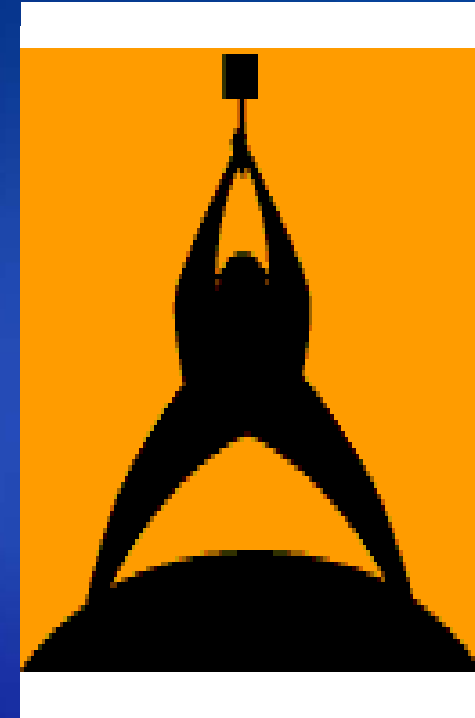


# Principles of TQM .....



## - Continuous Improvement

- ✦ Systematic measurement
- ✦ Excellence teams
- ✦ Cross-functional process management
- ✦ Attain, maintain, improve standards



# Principles of TQM .....



## - Customer Focus



- ✦ Supplier partnership
- ✦ Service relationship with internal customers
- ✦ Never compromise quality
- ✦ Customer driven standards





# The Concept of CI by TQM

## ❖ The five major areas of focus for capability improvement are

1. Demand Generation,
2. Supply Generation,
3. Technology,
4. Operations
5. People capability.

So, root cause of such mistakes can be identified and eliminated.



# The Concept of CI by TQM.....

- ❖ **There are three major mechanisms of prevention:**

- ❖ Preventing mistakes (defects) from occurring.
- ❖ Inspection at source or by the next operation.
- ❖ Where mistakes recur, stopping production until the process can be corrected, to prevent the production of more defects. (Stop in time).



# Implementation Principles and Processes

- ❖ A preliminary step in TQM implementation is to evaluate the organization's current reality.
- ❖ If the current reality does not include important preconditions, TQM implementation should be delayed until the organization is in a state in which TQM is likely to succeed:
  - ❖ Organization's History.
  - ❖ Current Needs
  - ❖ Existing Quality of Work
- ❖ TQM will be easier to implement, If an organization has a track record of effective responsiveness to the environment, and if it has been able to successfully change the way it operates when needed,



# Implementation Principles and Processes

- ❖ An organization should be basically healthy before beginning TQM. Otherwise, TQM would not be appropriate.



# Steps in Managing the Transition

- ❖ The Basic Steps in Managing a Transition to a new system such as TQM:
- ❖ Identifying Tasks to be Done,
- ❖ Creating Necessary Management Structures,
- ❖ Developing Strategies for Building Commitment,
- ❖ Designing Mechanisms to Communicate the Change,
- ❖ and Assigning Resources.



# Conclusion

- ❖ First assess preconditions and the current state of the organization to make sure the need for change is clear and that TQM is an appropriate strategy.
- ❖ Leadership styles and organizational culture must be harmonious with TQM. If they are not, this should be worked on or TQM implementation should be avoided or delayed until favorable conditions exist.
- ❖ TQM encourages participation amongst shop floor workers and managers. There is no single theoretical formalization of total quality. Organizations need both Quality systems & culture.



# Questions

