

TQM MODELS

MUHAMMAD ASIF

TQM

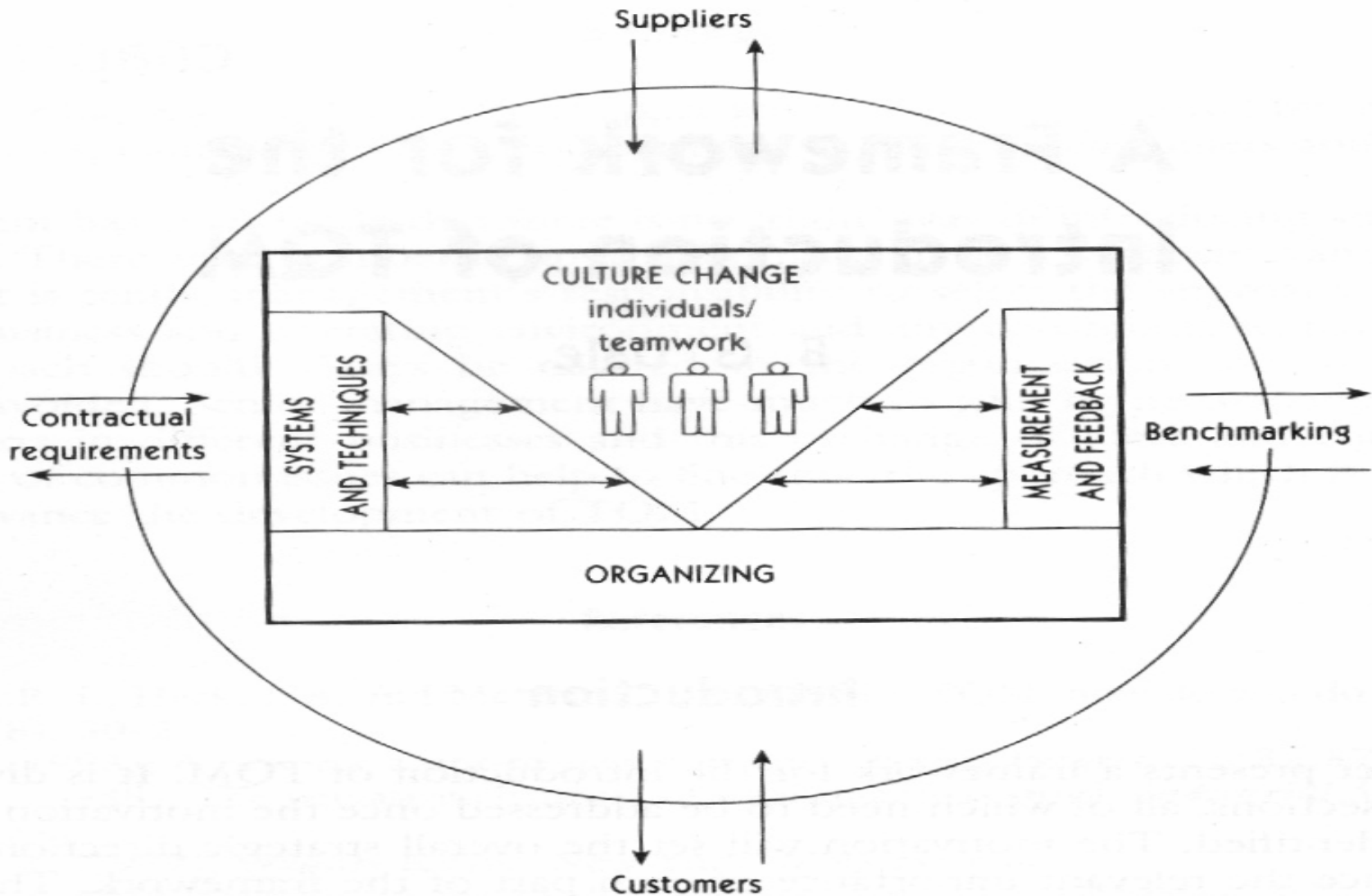
- It is the process of individual & organizational development the purpose of which is to increase the level of satisfaction of all the stakeholders

PIKE, R J BARNES

Why TQM?

Because it is for benefit of all stakeholders

TQM FRAMEWORK (DALE & BOADEN)



TQM MODEL (OAKLAND)



AMERICAN AND EUROPEAN APPROACHES TO TQM

- In USA & Europe Senior mngmnt. has a morbid fascination with share prices.
- They feel pressure to meet short term six monthly targets of interim and annual reports, which are widely publicized and scrutinized.
- Every time a report or statement is made, they must show healthy results.
- Share prices concern hangs like a sword over heads
- The tendency is to look for instant results and quick fixes. If results are not readily apparent then move to next solution (Fad).

- The Japanese, however, know that success is rarely an overnight phenomenon
- TQM implementation requires a total change in the thinking and a major change in culture
- Takes years to internalize.
- With some organizations, because results, are not instant, TQM has lost favor
- Even where some positive results become apparent in short time, they don't seem to be major

USE OF THE FRAMEWORK

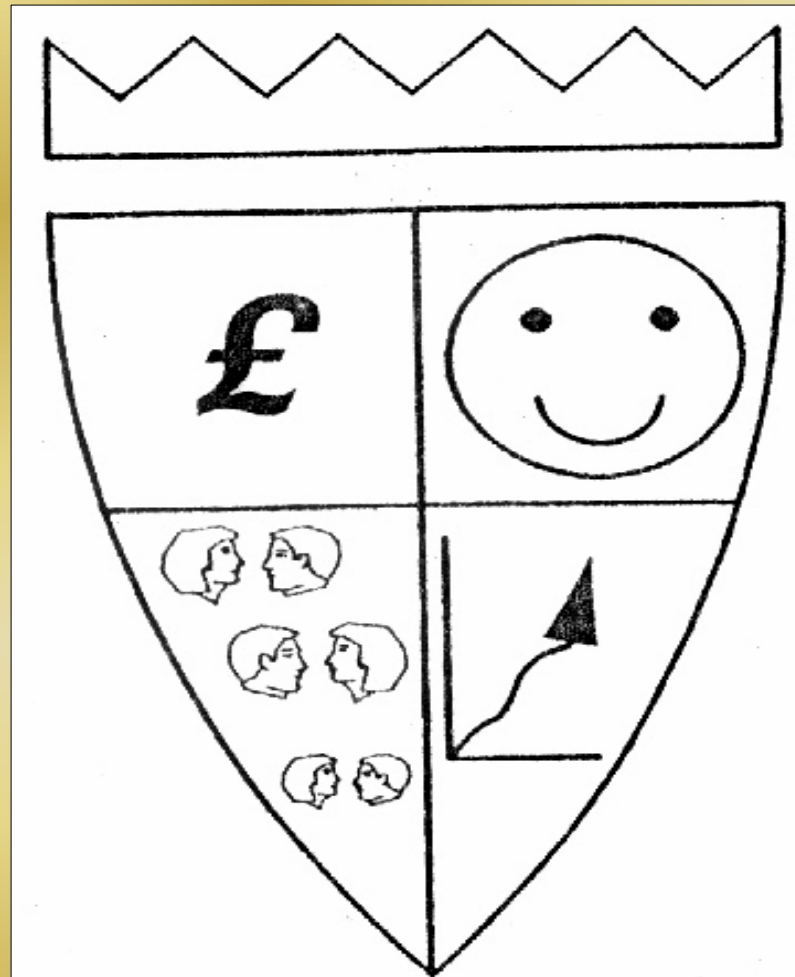
1. Review the organizations adoption of TQM to date
2. Customize the framework to suit to individual organization
3. Present & debate the customized framework
4. Assess which features of framework are already in place

USE OF THE FRAMEWORK (Cont.)

5. Prioritize the features which are not already in place
6. Communicate the details of framework and plans derived from it through out the organization
7. Identify potential problems in putting the plan developed at stage 6

TQM FRAMEWORK

(ROVER GROUP)



QUALITY AWARDS



QUALITY AWARDS

- The Malcolm Baldrige National Quality Award (USA, since 1987)
- The Deming Prize (Japan, since 1951)
- European Quality Award (EQA)

SECTORS COVERED BY MBNQA

Awards are given annually in

- ❖ Manufacturing
- ❖ Services
- ❖ Small business
- ❖ Education and
- ❖ Health care sectors

Criteria for Performance Excellence - 2006



● <i>Leadership</i>	<i>120 points</i>
● <i>Strategic Planning</i>	<i>85 points</i>
● <i>Customer and Market Focus</i>	<i>85 points</i>
● <i>Meas. analysis & knowledge mngmnt</i>	<i>90 points</i>
● <i>Human Resource Focus</i>	<i>85 points</i>
● <i>Process Management</i>	<i>85 points</i>
● <i>Business Results</i>	<i>450 points</i>

- **Leadership**—Leadership system, values, expectations, and public responsibilities
- **Strategic Planning**—The effectiveness of strategic and business planning and deployment of plans, focusing on performance requirements
- **Customer and Market Focus**—How the company determines customer and market requirements and achieves customers satisfaction
- **Information and Analysis**—The effectiveness of information systems to support customer driven performance excellence and marketplace success
- **Human Resource Focus**—The success of efforts to realize the full potential of the work force to create a high-performance organization
- **Process Management**—The effectiveness of systems and processes for assuring the quality of products and services
- **Business Results**—Performance results and competitive benchmarking in customer satisfaction, financials, human resources, suppliers, and operations



The Deming Prize

- Awarded by the JUSE (Japanese Union of Scientist & Engineers)
- Recognizes companies that have demonstrated successful quality improvement programs
- All (not just Japanese) firms are eligible

Deming Prize Criteria

- Policies and objectives
- Operation of the organization
- Education
- Information Management
- Analysis
- Standardization
- Control
- Quality assurance
- Results
- Future plans