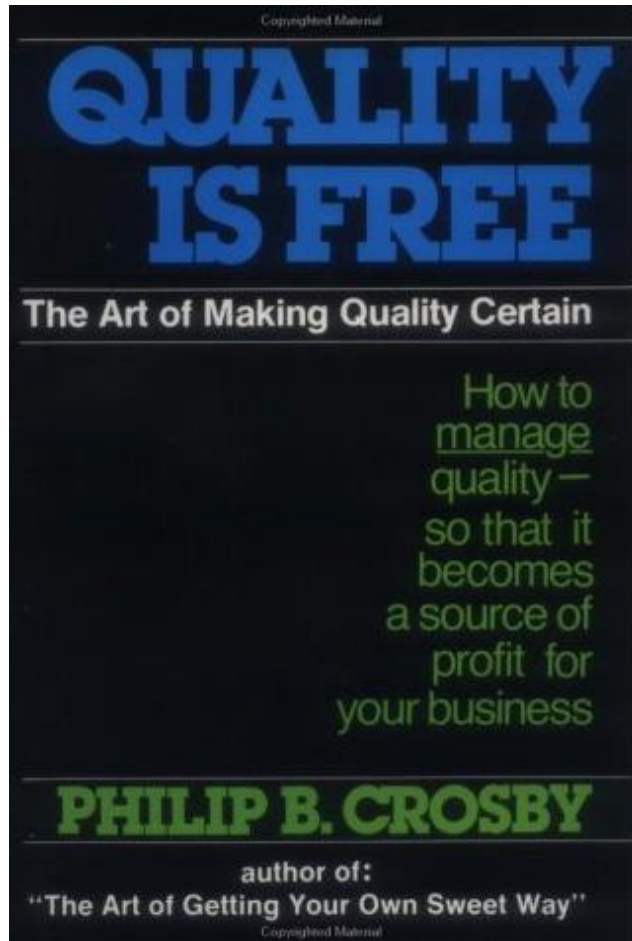

TOTAL QUALITY MANAGEMENT

An Overview Based on Crosby's Zero
Defects Programme

QUALITY MANAGEMENT MATURITY GRID - Philip Crosby (1979)



STAGES

- Stage I: Uncertainty
- Stage II: Awakening
- Stage III: Enlightenment
- Stage IV: Wisdom
- Stage V: Certainty



MEASUREMENT CATEGORIES

- Management understanding and attitude
- Quality organisation status
- Problem handling
- ...

MEASUREMENT CATEGORIES

- Cost of quality as % of sales
- Quality improvement actions
- Summation of company quality posture

■ Stage I: Uncertainty

- “Quality problems” fault of Q dept.
- Q not seen as management tool

■ Stage II: Awakening

- Recognise value of Q management, but no money or time to make it happen

■ Stage III: Enlightenment

- Learning about and supporting Q improvement programme

■ Stage IV: Wisdom

- Participating, understanding.
Recognises personal role in
continuing emphasis

- Stage V: Certainty
 - Q management is essential part of system

- Stage I: Uncertainty
 - Fire-fighting, inadequate definition, yelling and accusations

- Stage II: Awakening
 - Teams to attack short-term issues

- Stage III: Enlightenment
 - Corrective action communication.
 - Open and orderly resolutions of problems

- Stage IV: Wisdom
 - Early identification.
 - All functions open to suggestion and improvement

- Stage V: Certainty
 - Problems almost always prevented

■ Stage I: Uncertainty

- “We don’t know why we have problems with Q”

- Stage II: Awakening
 - “Are Q problems really necessary?”

- Stage III: Enlightenment
 - “Management commitment and Q improvement help us identify and resolve problems”

- Stage IV: Wisdom
 - “Defect prevention is routine part of our operation”

- Stage V: Certainty
 - “We know why we do not have problems with Q”

QUALITY IMPROVEMENT PROGRAMME

- How do we get there?
- Easier said than done?
- Ideas?

QUALITY IMPROVEMENT PROGRAMME

Crosby recommends:

The Fourteen Steps

Step 1: Management Commitment

- Action:

- Communication over “motivation”
- Quality improvement



Profit improvement

- Accomplishment

- Raises visibility

Step 2: Quality Improvement Team

□ Action

- Representatives from each department

□ Accomplishment

- Tools for the job in one team

Step 3: Quality Measurement

□ Action

- Establish measurements for each activity

□ Accomplishment

- Establishes foundation for the programme

Step 4: Cost of Quality Evaluation

□ Action

- Work towards accurate numbers

□ Accomplishment

- Removes bias and ties in with performance measurements

Step 5: Quality Awareness

□ Action

- Share results of the cost of non-quality with all employees, through supervisors

□ Accomplishment

- Encourages talking positively about quality
- Prepares ground for corrective action

Step 6: Corrective Action

□ Action

- Identify opportunities for improvement
- Process resolution of issues

□ Accomplishment

- Visible results
- Habit of identifying and correcting

Step 7: Committee for Zero Defects Programme

□ Action

- Small group of team members
- Investigate ways to implement as company culture *not* just as motivation

□ Accomplishment

- Lays out the steps
 - Clear goals
-

Step 8: Supervisor Training

□ Action

- Formal orientation of all management levels
- Proof of understanding = ability to explain

□ Accomplishment

- Concentrates action on the programme

Step 9: Zero Defects Day

□ Action

- Event to emphasise performance standard
- Establish “new attitude”

□ Accomplishment

- Long-term commitment to Zero Defects

Step 10: Goal Setting

□ Action

- Establish 30-, 60- and 90-day goals
- SMART goals

□ Accomplishment

- Learning to aim for specific goals and tasks



Step 11: Error Cause Removal

□ Action

- Gather information on problems
- Respond within 24 hours

□ Accomplishment

- Shows that problems are heard and answered

Step 12: Recognition

□ Action

- Award programmes to recognise achievements
- Non-financial

□ Accomplishment

- People appreciate recognition of performance

Step 13: Quality Councils

□ Action

- Quality professionals and team leaders
- Determine upgrades and improvements to programme

□ Accomplishment

- Champions keep communication and ideas moving

Step 14: Do It Over Again

□ Action

- Renew teams after initial 12-18 months
- Celebrate achievements

□ Accomplishment

- Quality ingrained in the organisation

