



Total Quality Management

What is Total Quality Management ?

In order to describe Total Quality Management (TQM), it is important to first define 'quality'. 'Quality' is most often defined as 'the ability to satisfy or exceed the needs and expectations of the customer'. Derived from that, Total Quality Management can be defined as a management approach to long-term success, through achieving customer satisfaction.

Hence, TQM is not a departmental project or quality campaign, it is a philosophy that the organization adapts and implements throughout the company for both a benefit to the customers and the company.

Organizations implementing TQM understand that customers will only be satisfied if they consistently receive products and services that meet their needs, are delivered when expected and are priced for value. TQM organizations use the techniques of process management to develop cost-controlled processes that are stable and capable of meeting customer expectations. They also understand that exceptional performance today may be unacceptable performance in the future, hence the concepts of process improvement are used to achieve both breakthrough and incremental continuous improvement. Another key element valued by organizations implementing TQM is total participation of all workforce. Excellent leadership is a key success factor here. Top management takes responsibility for implementing, nurturing and refining all TQM activities. They make sure people are properly trained, capable and actively participate in achieving organizational success !

Total Quality Management today

The number of companies today, openly practicing a TQM programme, has declined compared to the past. However, the principles of TQM are as relevant today as they have ever been. Since a TQM programme includes the technical, managerial and behavioural components, it should be considered as a programme incorporating for example lean manufacturing and / or six sigma initiatives. Since its focus on as well the technical, managerial and behavioural components, all needed and necessary items to make any improvement initiative succeed, as there are for example leadership and strategic planning, are present and thus included in the TQM programme.

Whilst some companies may benefit from a fully integrated programme, other companies have realised that there are significant payoffs to be gained from a more tailored approach designed to solve specific problems or achieve defined, targeted improvements. The scope and scale are up to the client company to choose based upon the needs !

How to implement Total Quality Management ?

No two organizations will have the same TQM implementation. There is no standard approach to implementing TQM, however, there are some useful TQM models that organizations can use as a guideline or self assessment for measuring the strengths and areas for improvement across all of its

activities. Examples include the Malcolm Baldrige model and the model of the European Foundation for Quality Management. These are examples of non prescriptive models, providing a broad and coherent set of assumptions about what is required for an excellent organisation and its management. All models basically come down to the fact that excellent results are achieved through leadership which drives policy and strategy, which is delivered through people and processes.

A self assessment or excellence review is most often the start of a TQM implementation. During this self assessment, organisations grade themselves against a set of detailed criteria outlined in the TQM model. Stanwick uses the following criteria whenever conducting a TQM assessment :

- **BEHAVIORAL :**
Teamwork / listening skills / creating & maintaining commitment / learning stops / managing change / internal & external benchmarking / sense of urgency.
- **MANAGERIAL :**
Usage of the TQM self assessment outcome / limited set of clear KPI's / inspiring others / living the company values (do's & dont's) / development & presence of facilitation skills / business unit & plant project portfolio management / process management / performance management / putting the right people in the right spot / talent development.
- **TECHNICAL :**
Order & cleanliness / safety / environment / quality control / quality assurance / sporadic problem solving / chronic problem solving / project management / market orientation / innovation / operational excellence.

The scoring, as outcome of the self assessment, acts as a benchmark and helps organisations identify areas for improvement. It is then possible to develop and implement improvement plans that deliver sustainable growth and enhanced performance for the organisation.

The Role of Stanwick in the implementation of Total Quality Management :

Stanwick has more than 30 years of experience in assisting & coaching companies in different industries in implementing Total Quality Management. Furthermore, Stanwick continuously applies TQM to its own practices, and was honoured as finalist for the EFQM award in 1999.

Stanwick can assist your company in :

- The execution of a TQM self assessment at any point in your organisation's development to identify the potential & priority areas for improvement.
- Defining & detailing your company's improvement initiatives in the way to excellence.
- Guiding & coaching the implementation of the improvement initiatives.
- Providing training, related to the technical, managerial and behavioural TQM components.

What are the results you can expect from the implementation of Total Quality Management ?

Stanwick has supported the implementation of many TQM programmes. Some examples of recently concluded customer project & results illustrate this :

- Increase in process ownership and employee involvement & empowerment through the installation of an employee suggestion system.
- Improved internal customer – supplier relationships through a series of 'voice of the customer' exercises, clarifying mutual expectations in measurable terms.
- A focused, systematic and structured approach to enhancing customer's satisfaction through the application of process improvement methods that eliminate / reduce quality problems.

Some recent client engagements in TQM:

Arcelor, Bekaert, Esso, Borealis, De Post, Umicore.

Stanwick Management Consultants, your partner in organisational & operational excellence.

Stanwick is an independent management consulting firm that supports companies to achieve business excellence by improving their organisational and operational performance. We have offices in Belgium, the Netherlands, France and China.

The aim of our customers, active in industry, as well as in services and public sector, is to excel in bottom-line results, employee satisfaction, customer satisfaction and the impact on society. Stanwick's mission is to help them to achieve these goals through its in-depth expertise, by creating a close partnership and through continuous support to the organisation as a whole.

As a partner on the way to excellence, we develop a tailor-made approach with the appropriate tools together with the customer. We put a lot of emphasis on implementation, leading the process of change and getting sustainable results. We have in-depth knowledge in both organisational and operational excellence.

Our team consists of 35 full-time consultants with very different backgrounds ranging from engineers and psychologists to economists and sociologists.

Contact us to find out how we can support you in your way to excellence.

Please do not hesitate to contact us for discussing how we can help you in your implementation of Total Quality Management. Sample cases and a preview of the TQM self assessment are available upon request for your evaluation.

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