

TOTAL QUALITY MANAGEMENT

R2E2-Model©workshop

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Content

1. What is Total Quality Management (TQM)?
2. Horizontal: TQM covers four paradigms (Van Kemenade and Hardjono, 2018)
3. Vertical: TQM is about PDSA and EFQM
4. Scoring the matrix
 - Organizational criteria
 - Result criteria (input-impact model)
 - Individual and discussion



1. TQM a definition

*“An ongoing process whereby **top management** takes whatever steps necessary to enable **everyone** in the organization in the course of performing all duties to establish and achieve standards which meet or exceed the needs and expectations of their **customers**, both external and internal”.*

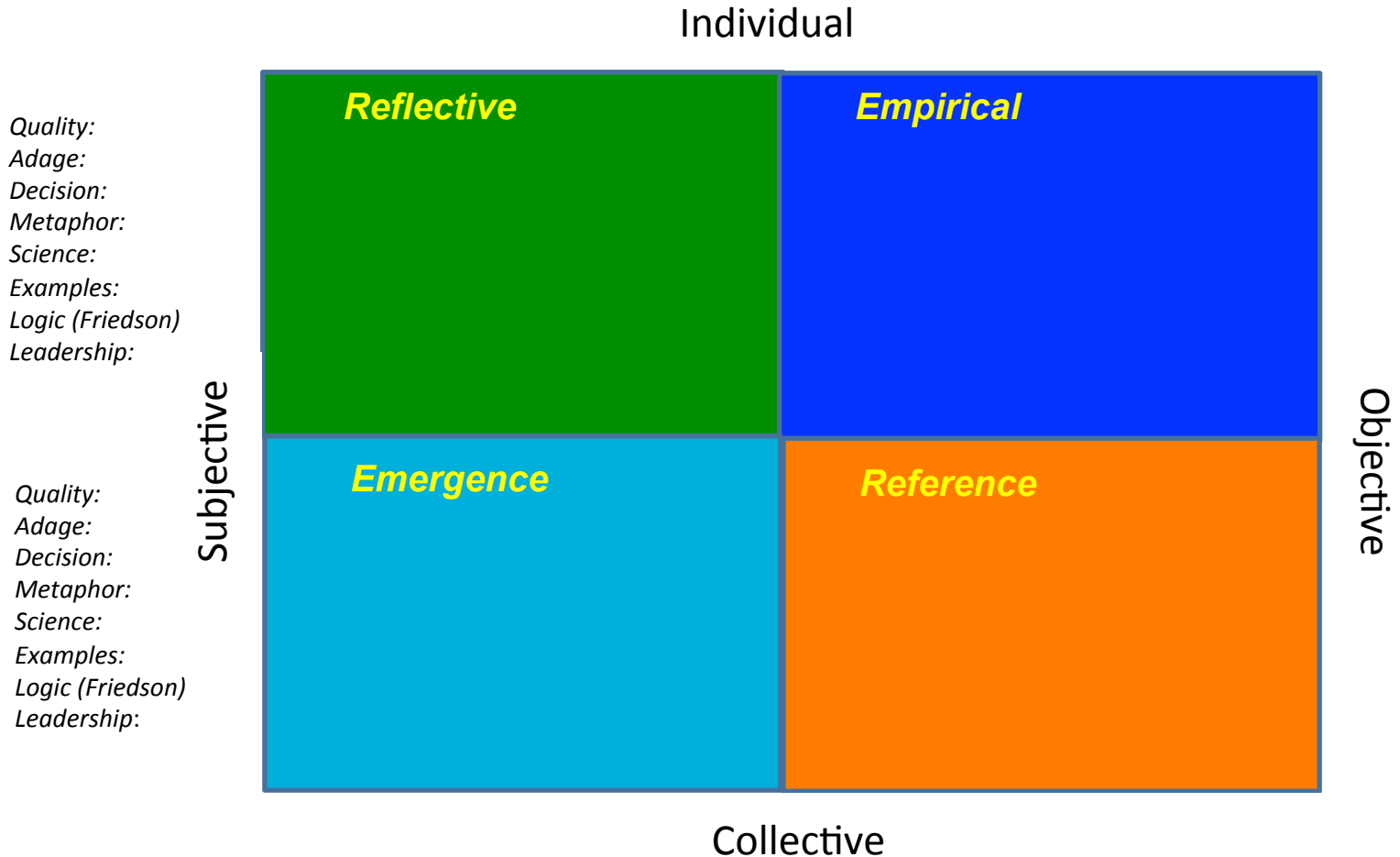
Miller, W.J. (1996) , Working definition of total quality management, *Journal of Quality Management*, Vol 1, NO 2
149-159



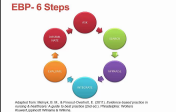
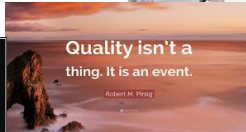
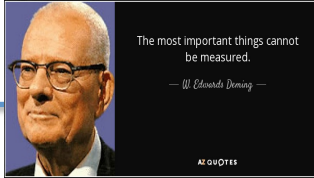
TQM needs a matrix

- Horizontal: four paradigms
- Vertical: PDSA / EFQM model

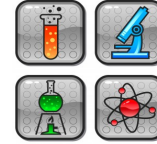
2. Horizontal : FOUR PARADIGMS



REFLECTIVE

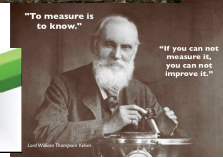


EMPIRICAL

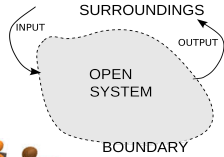
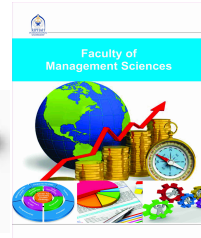


RULES!

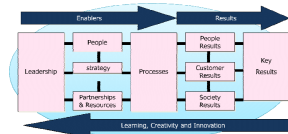
1. You **SHALL!**
2. You **WILL!**
3. You **MUST!**



*quality.
dynamic quality.*



EMERGENCE



REFERENCE

Individual

Reflective

- Quality is an event (Pirsig)
- Professional principles
- You cannot measure everything
- Philosophy
- Peer review, visitation
- The professional
- Le Penseur (Rodin)
- Delegating, generative leader

Empirical

- Q = cfr to requirements (Crosby)
- Rules
- To measure is to know
- Natural sciences, biology
- EBM, protocols, JCIA, PDCA
- The manager
- The Army
- Directive, technical leadership

Emergence

- Quality is dynamic (Pirsig)
- Shared values, virtues
- Coping with change and context
- Systems theory
- Lean, agile, q culture, AI
- All stakeholders
- Jazz improvisation
- Participative, situational and collaborative leadership

Reference

- Quality is fitness for use (Juran)
- Guidelines, models
- Let's continuously improve
- Management sciences, psychology
- PDSA, EFQM, MBQA, internal audit
- The customer
- Robot / Machine
- Achievement-oriented, cooperative leadership

Collective

Quality:
Decision:
Adage:
Science:
Examples:
Logic (Friedson):
Metaphor:
Leadership:

Subjective

Quality:
Decision:
Adage:
Science:
Examples:
Logic (Friedson)
Metaphor:
Leadership:

Objective



TQM means

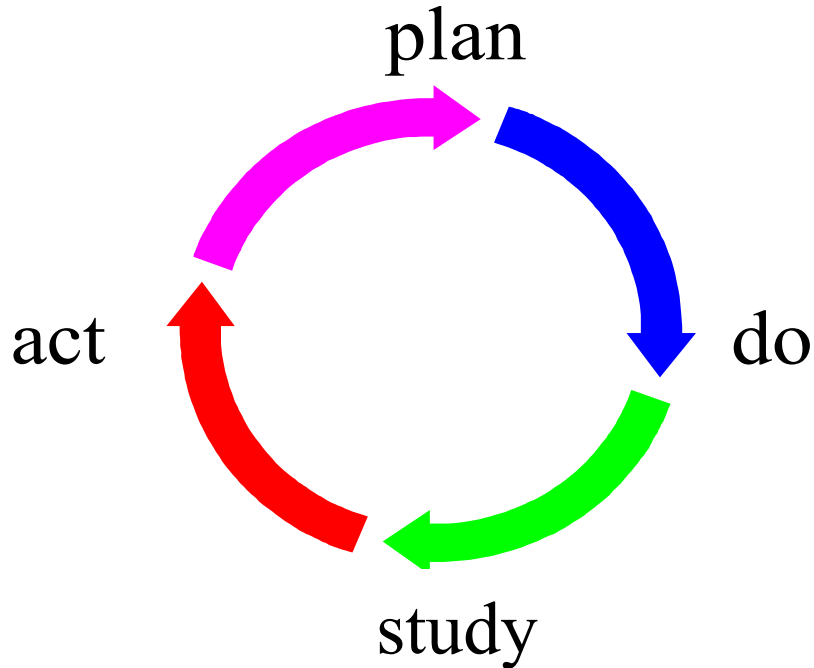
Covering all four paradigms:

- Reflective
- Reference
- Empirical
- Emergence

or R2E2



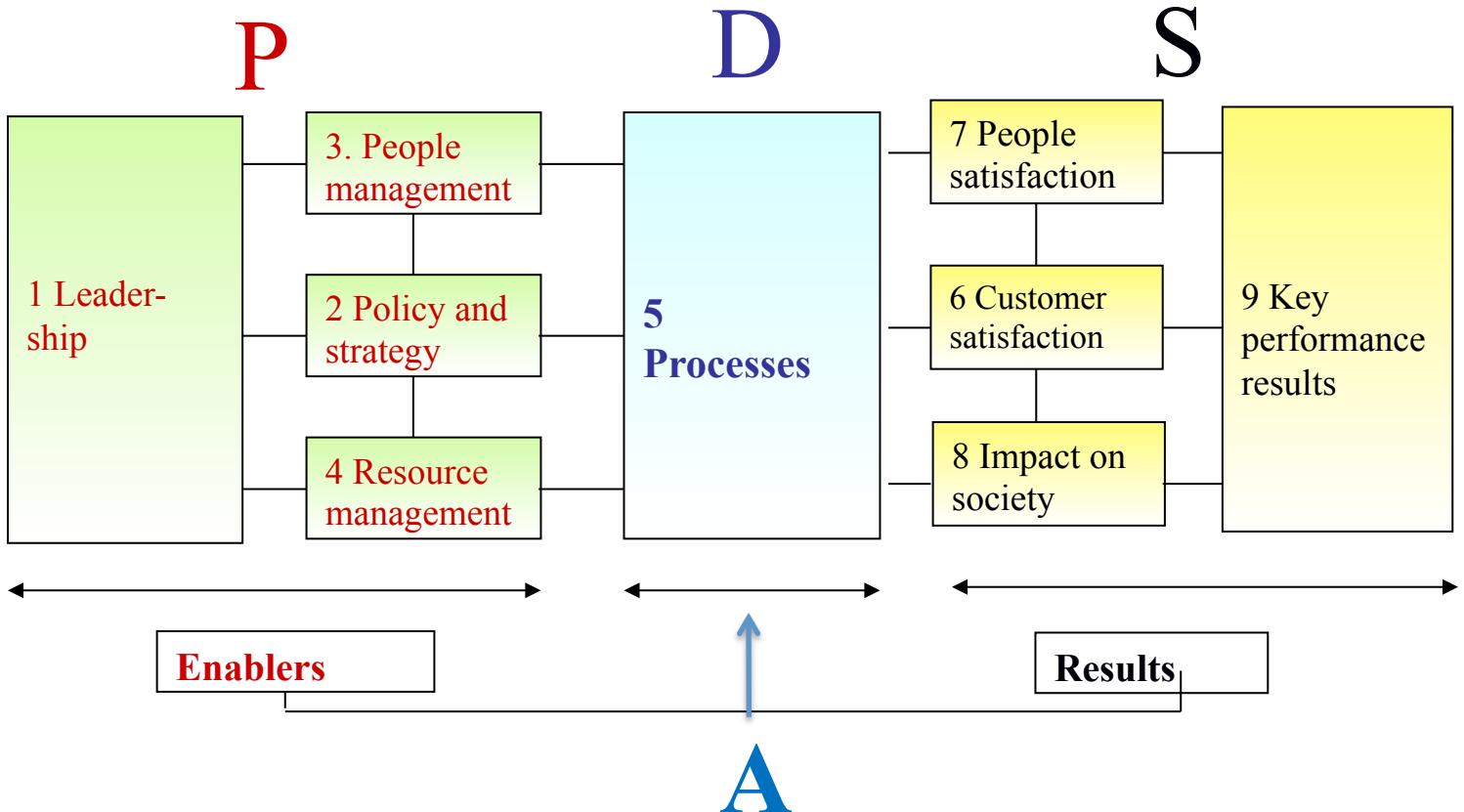
Vertical : PDSA/EFQM



W.E. Deming



THE EXCELLENCE MODEL from the European Foundation for Quality Management





4. Scoring the matrix

- Aim: Strengths and weaknesses
- **IMPROVEMENT!!!!**
- Workshop




R2E2-Model © scoring

- *Organisational*: four different paradigms, score everyone
- *Results*: stages
 - Individual
 - Count scores
 - Group discussion to consensus



Total score on A3

- Write consensus score on A3
- What would you need from others?
- Poster session



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