



Applications of The Deming's 14 Principles

PRESENTED BY
 SACHIN KHANDELWAL 21
 MEHUL LUDBE 22
 SANDEEP PANDIT 27
 ABHAY PEDNEKAR 34
 AMIT SHAH 46

Who was Dr. W. Edwards Deming?

Dr. W. E. Deming was one of the world's leaders of Quality management.

Had great impact on American and Japanese industries.

Based ideas on continuous improvement
1900 - 1994

Deming's Principles

Concentrates on :

- Policy
- Organization and operations
- Collection and use of information
- Analysis
- Planning for future
- Education and training
- Quality assurance
- Quality effects
- Standardization
- Control

W. Edwards Deming's 14 Points

- 1) Create constancy of purpose towards improvement of product and services.
- 2) Adopt the new philosophy. We can no longer live with commonly accepted levels of delays, mistakes, defective workmanship.
- 3) Cease dependence on mass inspection. Require, instead, statistical evidence that quality is built in.
- 4) End the practice of awarding business on the basis of price tag.

W. Edwards Deming's 14 Points

- 5) Find problems. It is management's job to work continually on the system.
- 6) Institute modern methods of training on the job.
- 7) Institute modern methods of supervision of production workers. The responsibility of foremen must be changed from numbers to quality.
- 8) Drive out fear that everyone may work effectively for the company.

W. Edwards Deming's 14 Points

- 9) Break down barriers between departments.
- 10) Eliminate numerical goals, posters and slogans for the workforce asking for new levels of productivity without providing methods.
- 11) Eliminate work standards that prescribe numerical quotas.
- 12) Remove barriers that stand between the hourly worker and his right to pride of workmanship.

W. Edwards Deming's 14 Points

13) Institute a vigorous programme of education and retraining.

14) Create a structure in top management that will push everyday on the above 13 points.

DEMING PRINCIPLE

JBTL – INDUSTRY APPLICATION

(1) Top Management Leadership, Vision, Strategies

- Top management leadership
- Organizational vision and strategies

DEMING PRINCIPLE APPLICATION

(2) TQM Frameworks

- Organizational structure and its operations
- Daily Management
- Policy Management
- Relationship to ISO 9000 and ISO 14000
- Relationship to the other management improvement programs
- TQM promotion and operation

DEMING PRINCIPLE APPLICATION

(3) Quality Assurance System

- Quality assurance system
- New product and new technology development
- Process control
- Test, quality evaluation, and quality audits
- Activities covering the whole life cycle
- Purchasing, subcontracting, and distribution management

DEMING PRINCIPLE APPLICATION

(4) Mgmt Systems for Business Elements

- Cross-functional management and its operations
- Quantity/Delivery Management
- Cost Management
- Environmental Management
- Safety, Hygiene, and Work Environment Management

DEMING PRINCIPLE APPLICATION

(5) Human Resources Development

- Positioning of "people" in management
- Education and training
- Respect for people's dignity

(6) Effective Utilization of Information

- Positioning of "information" in management
- Information systems
- Support for analysis and decision-making
- Standardization and configuration management

DEMING PRINCIPLE APPLICATION

(7) TQM Concepts and Values

- Quality
- Maintenance and improvement
- Respect for humanity

(8) Scientific Methods

- Understanding and utilization of methods
- Understanding and utilization of problem-solving methods

DEMING PRINCIPLE APPLICATION

(9) Organizational Powers

- Core technology
- Speed
- Vitality

DEMING PRIZE CRITERIA

(10) Contribution to Realization of Corporate Objectives

- Customer relations
- Employee relations
- Social Relations
- Supplier relations
- Shareholder relations
- Realization of corporate mission
- Continuously securing profits

DEMING PRINCIPLE APPLICATION

For Senior Executives

- (1) TQM Understanding and Enthusiasm
- (2) Top Management Leadership, Vision, Strategies, and Policies
- (3) Organizational Powers (Core Technology, Speed, Vitality)
- (4) Human Resources Development
- (5) Corporate Social Responsibilities

*The Roadmap to successful
Total Quality Management in
JBTL*

Step 1: The Strategic Issues

1. Pursuing Excellence
 - ❖ Quality is about attitude
 - ❖ Gradual Process
 - ❖ Requires commitment to constant innovation
 - ❖ Reject Stereotyped beliefs
 - ❖ Having the answer- but doing nothing.

Step 1: The Strategic Issues

2. Total Quality
- ❖ Produce the best product and service possible- through constant innovation
 - ❖ Focus on maintaining the competitive edge
 - ❖ Organization wide commitment to Quality
 - ❖ Systematic use and application of QA, SPC and QC
 - ❖ Tailoring quality drives to the organization
 - ❖ Doing it right first time, every time
 - ❖ Includes Customer Care, JIT, etc.
- TQM is a never ending process.***

Step 1: The Strategic Issues

3. Costing Quality
- ❖ Measuring and understanding nothing
 - ❖ Assess the Cost of Quality in non-manufacturing like rework, cost of inspection, cost of prevention
 - ❖ The impact of total Quality
 - ❖ Making the Quality Manager redundant
 - ❖ Moving from rework to prevention
 - ❖ TQM is not cost-cutting
- Establish the linkage between Strategic Goals and TOTAL QUALITY***

Step 2: Managing the Transition to TQM

4. TQM is Behavioral Change
- ❖ Being Self critical
 - ❖ Encourage Preventive and if required Corrective Action
 - ❖ Remember words and workshops change nobody
 - ❖ Resistance to total quality
 - ❖ Be patient.
 - ❖ Assess the readiness through organizational values and culture

Step 2: Managing the Transition to TQM

5. Managing Cultural Change
- ❖ Choose your culture and create it through Leading by Example
 - ❖ Make your culture people-oriented
 - ❖ Challenge outmoded systems & procedures
 - ❖ Imbibe new values
 - ❖ Make the transition comfortable
- Change everything we do.***

Step 2: Managing the Transition to TQM

6. Total Quality Leadership: Leading by Example
- ❖ Top Management Commitment- MUST and it should be reflected down the line
 - ❖ Model the way you want others to behave
 - ❖ Lead and achieve through people
 - ❖ Inspire, Visualize, Enable, Encourage People to achieve results
 - ❖ Celebrate, Recognize and Share Success

Step 2: Managing the Transition to TQM

7. How to Avoid The Pitfalls
- ❖ Define the role of an internal change agent
 - ❖ Accountability to change the culture is at the TOP
 - ❖ Ownership for implementation must be shared between internal people and outsiders
 - ❖ Effectively utilize transformational leaders
 - ❖ *Treat Suppliers as Partners*
- Focus on External as well as Internal Customers***

Step 3: Features of TQM Drives

8. Meeting Customer Requirements
 - ❖ Workout the Customer/Supplier Relationship within and outside the organization
 - ❖ Identify Customers Requirements
 - ❖ Strengthen the relationship between Customers and Suppliers (External as well as Internal)

Step 3: Features of TQM Drives

9. Error Prevention
 - ❖ Right first time is a standard of performance- Error free work
 - ❖ Fool proofing
 - ❖ Implement improvement- don't kill them with talking
 - ❖ Everybody is his own inspector

Step 3: Features of TQM Drives

10. Taking Preventive Action
 - ❖ As an alternative to fixing things
 - ❖ Remember that most problems are predictable and many are recurring
 - ❖ Develop a long-term solution
 - ❖ Focus on process than structure
 - ❖ Adopt Logical as well as Creative approach to problem solving
 - ❖ Taking action
 - ❖ Communication and information

Step 3: Features of TQM Drives

11. Team Building and Participation
 - ❖ Achieving results through others
 - ❖ Employee involvement through Theory Y Leaders
 - ❖ Move from Telling Culture to Listening Culture
 - ❖ Reject the 'us and them' attitude
 - ❖ *Remember that the person operating the machine knows best about the machine.*
 - ❖ Institutionalize career development for employees – Promote, Value and Reward Horizontal as well as Vertical Career Progression

Step 3: Features of TQM Drives

12. You can't let them loose until you have given them the best Training you can.....
 - ❖ First learn how people learn, then develop training initiatives
 - ❖ Training should also include addressing training attitudes
 - ❖ Manage the learning environment
 - ❖ Line managers should reinforce TQM Behavior in day-to-day working
 - ❖ Design your own program and ensure it meets your requirement

Step 4: Continuous Improvement

13. Readiness for Change
 - ❖ Tailor made the TQM program
 - ❖ Conduct feasibility study, Quality audits, and Departmental purpose analysis
 - ❖ Equal devotion from manufacturing as well as non-manufacturing areas
 - ❖ Encourage being Self-critical
 - ❖ Encourage suggestions
 - ❖ Publicize the effort
 - ❖ Integrate TQM with other organizational systems

Step 4: Continuous Improvement

14. Implementation Change and Review

- ❖ Define criteria for review
- ❖ Monitor the progress
- ❖ Learn from failures
- ❖ Share success and information

Summarizing the Deming's Philosophy

Do's

- ❖ Education and training
- ❖ Fool proofing
- ❖ Quality Circles
- ❖ Communication
- ❖ Automation
- ❖ Measure and Display
- ❖ Quality in all areas
- ❖ Long-term planning

Moving Towards the Philosophy

Focus on

- ❖ Organization Structure
- ❖ Horizontal Management
- ❖ Loving your people
- ❖ Cultural Change
- ❖ Quality of Working Life
- ❖ Developing Partnerships
- ❖ Leadership
- ❖ Change Management
- ❖ Customer led strategies, rather than Products

Thank you !!