



SNS COLLEGE OF TECHNOLOGY

Coimbatore-35

An Autonomous Institution

Accredited by NBA – AICTE and Accredited by NAAC – UGC with 'A+' Grade

Approved by AICTE, New Delhi & Affiliated to Anna University, Chennai



DEPARTMENT OF MECHANICAL ENGINEERING

19MEE 304 – TOTAL QUALITY MANAGEMENT

III YEAR - V SEM

UNIT 2 – TQM PRINCIPLES

TOPIC – Leadership & Strategic quality planning



Leadership

Leadership plays a critical role in the sponsorship of TQM within organizations and sets the culture necessary for TQM to flourish. ...

The intention is to demonstrate that TQM without the right leadership cannot fully succeed and that the principles of effective leadership can be learned and practiced.

Leadership Importance (11 Points)

- 1. Be proactive and lead through example** rather than dictating – true leaders lead in a way that is active in implementing and following through on actions, rather than simply dictating actions without leading by example.
- 2. Understand and react to fluctuations in the external environment** – the external environment is every bit as important as the internal environment, which is why leaders need to fully comprehend and correctly react to various changes within this environment.
- 3. Consider the wants of ALL stake holders**, from customers to owners, employees, suppliers, local communities and the general public – these stake holders form a vital part of the quality management process, and can greatly affect the organisation's success if there is no relationship and understanding from a leadership point of view.

Leadership Importance

4. Establish a clear view of the organisation's prospects – a clear view of the organisation's future is essential in order to accurately plan ahead, by continuously changing goals and milestones in the future.

5. Establish common values and ethical role models throughout the organisation – leaders instil a sense of values and ethics that are entrenched in the organisation's mission statement, acting as role models to inspire employees to be a part of quality management initiatives based on these common values.

6. Develop trust and eradicate fear – a good company relies on effective leadership to develop trust across internal and external environments, without the need to use fear as a motivating factor.

Leadership Importance

- 7. Equip employees with the needed resources and freedom to strive for duty and accountability** – with a well-developed range of strategies that include all levels within the organisation, along with resources that equip employees to meet the organisation's goals, the entire organisation can be involved in improving quality across the board.
- 8. Inspire, motivate and recognise contributions** from all levels of employees – the ability to inspire and motivate staff across all levels allows employees to be actively involved and invested in quality management initiatives.
- 9. Foster open and honest communication** – communication is essential in order for all levels within the organisation to work together to implement improvement strategies, and as leader, the role is to foster open communication from all employees.

Leadership Importance

10. Teach, train and coach employees – through learning and coaching on various improvement strategies and other initiatives, employees are able to gain a better understanding not only on what they are doing, but why they are performing their tasks.

11. Develop challenging objectives and targets – through goal setting, leaders are able to foster constant growth and development across the organisation, by continually improving the standards of goals within each department.

Quality Council

The quality council includes CEO and Senior managers of the functional areas -research, manufacturing, finance, sales, marketing etc., and one coordinator and a union representative.

Quality Statements

Quality Strategic Planning

Quality statements

Vision statement

A short declaration of what the organization hopes to be tomorrow.

Mission statement

A statement of purpose, who we are, who are our customers, what we do, and how we do it?

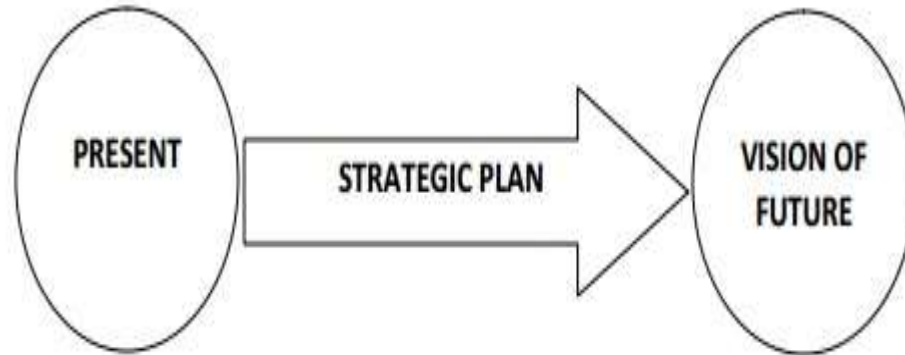
Quality policy

Is a guide for everyone in the organization, how they should provide products and services to the customers.



Strategic Quality Planning

Strategic quality planning is a systematic approach to **quality** assurance and improvement plans at the top levels of an organization and linking them with business strategy

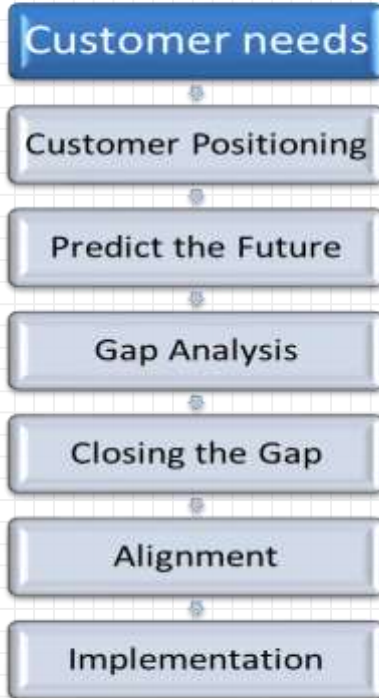


Strategic Quality Planning - Goals

Improve customer satisfaction, employee satisfaction and process,

- ∅ Be based on statistical evidence
- ∅ Be measurable
- ∅ Have a plan or method for its achievement
- ∅ Have a time frame for achieving the goal
- ∅ Finally, it should be challenging yet achievable

SEVEN STEPS TO STRATEGIC QUALITY PLANNING



Step 1. Customer Needs

The basic step is the identification of customers and their wants and needs. An organization must seek its customers' requirements, expectations and assess future trends before developing a strategic plan.

SEVEN STEPS TO STRATEGIC QUALITY PLANNING

Step 2. Customer Position

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The Planners determine where organization wants to be in relation to the customers. Do they want to retain, reduce or expand the customer base.

SEVEN STEPS TO STRATEGIC QUALITY PLANNING

Step 3. Predict the Future

Next, the planners must predict future conditions that will affect their product or service: To help predicting the future, the tools such as demographics, economic forecasts, and technical assessments or projections may be used.

Step 4. Gap Analysis

In this step, the planners must identify the gaps between the current state and the future state of the organization. This concept is also known as value stream mapping. For identifying the gaps, an analysis of the core values and concepts and other techniques may be used.

SEVEN STEPS TO STRATEGIC QUALITY PLANNING

Step 5. Closing the Gaps

Now the planners should develop a specific plan to close the gaps. This process is also termed as Process improvement. By assessing the relative importance and relative difficulty of each gap, planners can close the gaps.

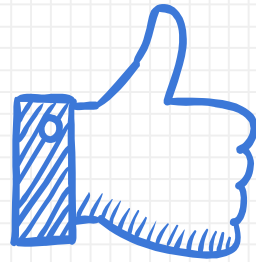
Step 6. Alignment

Now the revised plan should be aligned with the mission, vision, and core values and concepts of the organization. Organization should embrace quality as an essential ingredient in their vision, mission, and objectives.

SEVEN STEPS TO STRATEGIC QUALITY PLANNING

Step 7. Implementation

In order to implement the action plan, resources must be allocated to collecting data, designing changes, and overcoming resistance to change. Also the planners should monitor and assess the result of the strategic plan.



THANKS!