

Total Quality Management (TQM)

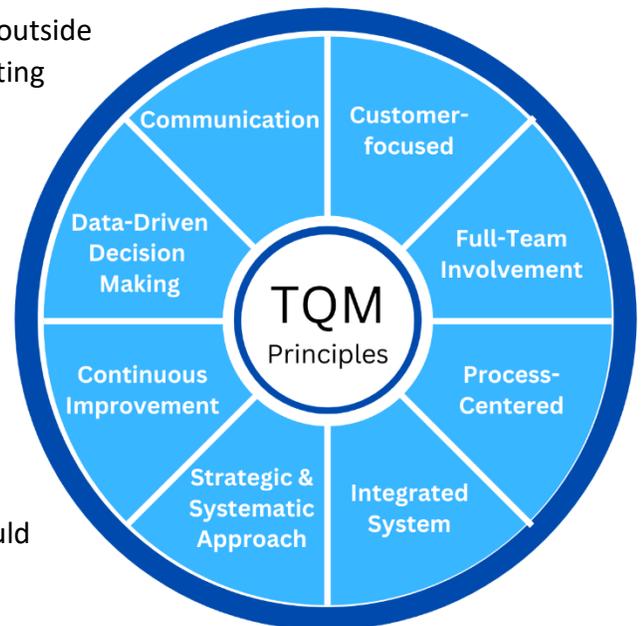


Missouri Association of Manufacturers | September 28, 2022

Total Quality Management (TQM) is a management approach focused on customer satisfaction. For effective TQM implementation, employees at all levels within an organization must participate in improving products, services, processes and the organization's culture.

TQM relies on data to make informed decisions, employees to implement those decisions efficiently and effectively, and constant communication between multiple parts of an organization. There are 8 principles of total quality management:

1. **Customer-focused:** Customers determine the level of quality of products or services. The company's efforts to increase quality is ultimately determined successful (or not) by the customer.
2. **Full-team involvement:** Leadership must have buy-in from all employees, empower them and provide the proper tools and working environment to succeed.
3. **Process-centered:** TQM focuses on processes – taking outside resources, transforming them, and delivering the resulting product or service to the customer. Processes are monitored to detect unexpected variations.
4. **Integrated system:** Many organizations categorize employees in departments based on performed functions. It is important that these departments are all connected in one system so the company can be viewed holistically.
5. **Strategic and systematic approach:** Also called strategic planning or strategic management, this involves formulating a strategic plan all around quality.
6. **Continuous improvement:** Employees at all levels should always be looking for ways to improve efficiency and effectiveness within the organization.
7. **Data-driven decision making:** Organizations should collect and analyze data at various stages of production, review this data, and make recommendations based on the findings. This data can also be used to forecast production efficiency and product quality.
8. **Communication:** Employees must be able to communicate effectively and be empowered to voice their opinions, recommendations and/or concerns.



These elements are considered to be so important in Total Quality Management that many companies adopt or integrate them into their core values or principles for the entire organization.