

Total Quality Management

W. Edwards Deming — **Total Quality Management**

Quality
"anything that enhances the satisfaction of the product/service from the point of view of the customer."

Continuous Improvement

MBO (Manage by Objectives) — **TQM**

Quality → productivity
Quality → profits

Quality in everyone's job

Special & common causes
6% 94%

Top management has more power to modify the system.

Profound Knowledge of Human Nature

- + Variation
- + Psychology - Not Skinner
- + Eliminate FEAR
- + Support cooperation
- + 14 Points - ASQ org.
- + Intrinsic Motivation
- + Pride in work
- + Aligns with

COMPLEXITY

Manage by Objectives - Peter Drucker.
Goals CONTROL HIERARCHY COMPETITION.

Graph: Y-axis labeled 'Q', X-axis labeled 'TIME'. Shows a fluctuating line representing quality over time.