



Total Quality Management (TQM) and ISO 9001 Approaches

Total Quality Management (TQM) consists of the most comprehensive and complete approach to performance improvement yet developed. It is the evolutionary result of all the improvement developments that have occurred over the past 200 years. It includes all of the continuous improvement approaches and the breakthrough approaches. The only improvement tools that weren't included are the new product design approaches, with the exception of concurrent engineering, reliability concepts, and designing product based upon understanding the end customer's needs and expectations.

The TQM approaches are the heart of an organization's Strategic Improvement Plan. Due to the number of concepts used in TQM and the magnitude of the changes to the organization's processes and culture, a TQM initiative is often implemented over a 2-5 year period. The TQM concepts include:

- Team building
- Business Process Management
- Statistical Process Control
- Design of Experiments
- Problem Solving
- Organizational Change Management
- Process Qualification
- ISO 9001 and ISO 9004
- Project Management
- Organizational Design
- Supply Chain Management
- Knowledge Management
- Supplier Development
- Balanced Scorecard
- Rewards and Recognition concepts
- Benchmarking
- Lean Management Systems
- External Customer focus
- Quality Management Systems
- Individual excellence
- Creativity and Innovation
- Management and Employee transformation

Harrington Institute has developed many classes that are designed to help an organization and use the TQM tools. Some of them are:

Typical TQM Training

Balanced Score Card
Basic Problem Solving
Benchmarking
Certified Project Management
Corporate Governance
Design of Experiment
Failure Mode
Intro to Project Management
ISO 9000 Lead Auditor
ISO 9000/2000
ISO 9004
ISO 14000
Lean Processes
Organizational Alignment
Supply Chain Management
Team Building
Total Improvement Management
Value Stream Analysis
Process Innovation
Streamlined Process Improvement
Yellow Belt Certification
Green Belt Certification
Black Belt Certification
Master Black Belt Certification
Intro to Six Sigma

For organizations that don't have a well-defined quality system in place, we help them develop and implement the procedures that will put them in compliance with ISO 9001/2000. ISO 9001 is just the starting point in the trip to organizational excellence. It defines the minimum requirements for a workable quality management system. Using this as a starting point, we use ISO 9004 as a guide to define what a quality management system should look like.

In our book, *Total Improvement Management*, we list over 1200 different improvement tools and approaches that are used today. Due to the number of options that are available we have developed a TQM improvement planning methodology that defines the organization's Key Business Drivers, sometimes called "Key Controllable Factors." For each of these Key Business Drivers we work with your management team to develop an AS/IS statement related to how it is applied within the organization. We then work with the stakeholders to develop a vision statement that describes what they would like each of the Key Business Drivers to evolve to over the next 3-5 years. Once we have defined the gap between the present status and the future status, we can then select the best TQM tools to close that gap for each of the Key Business Drivers. In most organization there are usually between 8-12 Key Business Drivers. Once the tools that are required to close the gap on the individual Key Business Drivers are defined for each of the Key Business Drivers, the tools are then combined and prioritized into what makes up the Strategic Improvement Plan for the organization. Harrington Institute then helps the organization implement the Strategic Improvement Plan or trains personnel within the organization so they can implement it.

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