

As part of the CQI's centenary celebrations, *Quality World* will be looking at the past 100 years, focusing on each decade, to provide readers with an example of a major development that influenced the quality profession.



1980s TOTAL QUALITY MANAGEMENT

In the 1980s, Japan was leading the way in Total Quality Control, which became Total Quality Management (TQM) in the West. The country's organisations were using Deming's teachings to improve their processes and, as a result, they gained competitive advantage through selling high-quality products at low prices. Soon the rest of the world also adopted Deming's teachings, and the focus moved from product inspection to process improvement.

KEY DATES

1980

NBC News broadcast a TV documentary entitled 'If Japan Can... Why Can't We?' in June 1980. This asked why

Japan had higher quality and productivity than the USA, and introduced the work of Dr W Edwards Deming – recognising his contribution to the development of Japanese quality and productivity over the previous 30 years. Deming's phone began to ring, and continued to, as American companies sought his help.



1982



In this year, Deming published his book *Quality, Productivity, and Competitive Position*, in which he first suggested that organisations should understand the importance of good quality products and services for their long-term financial stability. He argued that if top management adhered to such a philosophy, it would transform their businesses, to being healthier and more profitable.



DEMING'S 14 POINTS

1. Constancy of purpose
2. Learn and adopt the new philosophy
3. Cease dependence on mass inspection
4. End lowest tender contracts
5. Constantly improve the system
6. Institute training
7. Institute leadership
8. Drive out fear
9. Break down barriers
10. Eliminate exhortations
11. Eliminate arbitrary numerical targets
12. Permit pride in workmanship
13. Encourage education
14. Top management commitment and action

Deming advocated the use of statistics, so that managers know exactly what their problems are and can act to fix them.



WHAT IS TQM?

Total Quality Management is a framework that helps organisations in all sectors succeed by involving all stakeholders in improving quality beyond customers' basic expectations.

TQM helps organisations to focus on continuous improvement over a long period of time, rather than only considering short-term financial gains.