

Step	Description
<p>1. Top Manager Leadership</p>	<p>Improvement - positive change - can only result from top-management leadership. In fact the greatest guarantee for success lies with the Managing Director himself, through his personal leadership, commitment and actions.</p> <p>Step 1 will clarify for the Managing Director that personal leadership at the top, transformed into commitment and actions, is a must to obtain the desired success.</p> <p>The purpose of this step is to make sure that the individual leadership, commitment and support is given by the senior executive of the unit being considered. (The "unit" here would most likely be a site or location.)</p>
<p>2. Top Management Team leadership</p>	<p>The improvement process must be carried by the entire management team, from senior management to supervisory level. All levels are important but the involvement of the group that directly reports to the Managing Director is critical. This is the first level where strategy and policy are being transferred into the TQM System for further detailing and implementation at lower levels in the organization.</p> <p>The purpose of this step is to make sure that the individual leadership, commitment and support is given by all members of the Management team. (The "Management team", as meant here, consist of the Managers directly reporting to the senior executive.)</p>
<p>3. Management Improvement Team (MIT)</p>	<p>Co-ordination at the top of the organization provides the high-level power source that is required to set the improvement process on its way to success. The Management team will set the strategy and steer the process. They will lead and support, decide on main actions to be taken, evaluate progress and stimulate the entire organization to the desired level of excellence. Here the Management team can pro-actively identify, evaluate and control tomorrow's problems. An important function of the Management team is also to periodically review the TQM System implementation in relation to the expected results and to stimulate the process of continuous improvement.</p> <p>The purpose of this step is to make sure that leadership and co-ordination for the overall improvement process is structured at senior Management level.</p>
<p>4. Internal Expertise</p>	<p>In-house co-ordination and expertise must be available to assist management in the improvement process. This expertise should preferably consist of several persons, thus allowing continuity. It is necessary in all stages of the process.</p> <p>The purpose of this step is to make sure that in-house expertise is provided to co-ordinate the development and implementation of the TQM System(s) to be set up as part of the improvement process.</p>
<p>5. Written Plan communicated</p>	<p>Leadership needs to be transmitted into demonstrated commitment if it is to "pull and push" the organization in the desired direction. There is no better way than letting everybody in the organization know what the plans are, what activities can be expected to be introduced and when. Leadership becomes tangible when put on paper and shared with everyone involved, from top to bottom. It must be transferred into commitment in order to obtain the desired goal(s).</p> <p>The purpose of this step is to assure demonstrable senior Management leadership and commitment by communicating to everyone in the organization through which process (including the process steps) the improvement will be obtained.</p>
<p>6. Opinion Survey</p>	<p>To further demonstrate the commitment and the desire to make things work, an opinion survey is a worthwhile tool to find out how other people in the organization - at all levels - feel about the related aspects in the plant. Normally such a survey will be carried out at senior (top and middle) management, supervisory and operator level. It is a strong indication that management wants to hear how others think and feel. If it is well done, it helps to "loosen up" the organization, to lessen the resistance to change at a later stage of the process, and to provide further information about areas that may need special attention.</p> <p>The purpose of this step is to collect subjective/objective information about the actual situation/culture as related to the improvement process, and to "loosen" up the organization for the improvement process to come.</p>

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7. Base-line Assessment	<p>No improvement process can really start before an organization determines where it is. This means evaluating the present level of management activity; performing an “audit”. Such an evaluation will give a picture of the management activities taking place. This will provide the management team with a clear view of the strengths and development needs and is a valuable tool to selecting specific activities for the first action plan.</p> <p>The purpose of this step is to obtain a good picture of the present situation as related to the TQM System(s) involved.</p>
8. Selection of Activities	<p>The base-line audit will provide management with a good picture of where they are. The next step is to select specific activities for inclusion into the TQM System. This is “what” needs to be done. These activities will most likely be part of the first action plan.</p> <p>Such activities may include, for example crisis preparedness, continuous improvement, corrective and preventive action, quality audits, communication and customer satisfaction; but also design and development, purchasing and sub-contracting, and human resources.</p> <p>The purpose of this step is to select activities (or system “elements”) to be part of the first action plan (the beginning of the development of the TQM System), based on perceived effectiveness and "visibility" of these elements.</p>
9. Management Introduction Training	<p>At this step the philosophy, concepts, models etc. are conveyed to management and supervisors. These management “introductions” are not intended to generate any specific action, but effective communication of information to all people in leadership positions is vital to the success of the following steps in the program. These sessions are intended also to cascade leadership skills and awareness further through the organization. Such leadership is very much needed at the level of the “point of control manager” (normally the “supervisor”). These sessions are also an excellent vehicle to demonstrate the leadership and commitment through senior management participation, and to eliminate any major concerns at management and supervisor levels.</p> <p>The purpose of this step is to make sure that all Management, supervisors and the relevant staff are aware of the improvement process, know the terminology, models, concepts, etc., to “put the noses in the same direction”. (This introduction is not intended to generate any specific activity. See Step 13.)</p>
10. Element Co-ordination	<p>Once the specific activities have been selected (Step 8), these need to be further detailed to become meaningful for implementation. This would normally take place in an “Element Co-ordination Team (ECT)”, consisting of middle managers who take personal responsibility for the development of one or two elements. As many levels in the organization as possible should be included in assisting the element leader. This will “guarantee” ownership and involvement throughout the organization and facilitate implementation at a later stage. In fact, the detailing of those activities can be accomplished through a “cascading team” set-up, including worker participation where relevant under the co-ordination of a “MIT” (Management Improvement Team) and directed by the MIT.</p> <p>The purpose of this step is to establish development co-ordination of TQM System elements as well as for their implementation. This would preferably include teams rather than individuals.</p>

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<p>11. Training Element Co-ordination</p>	<p>This is vital training for a vital team. This Co-ordination Team will be the authority when it comes to setting up the TQM System that, in turn, will be the reference for the improvement process. If things go wrong here, they go wrong all the way.</p> <p>Good knowledge of what is expected of this team is essential and a lot of unnecessary work can be avoided if these people are properly trained. The team members will learn what is expected of them and what they have to set up and co-ordinate. They will act as focal points in the detailing of the selected activities for which they have been given special responsibility.</p> <p>The purpose of this step is to assure training of the individuals or team(s) involved in element co-ordination (development and successful implementation).</p>
<p>12. System Elements Development</p>	<p>This is where the basis is laid for doing the selected right things in the right way. Clear goal-based performance standards – supported by appropriate guidelines - must be set up for the selected specific activities. For example, how inspections should be done, how to go about task analysis, how to investigate accidents, etc. After answering the “what and why” (Step 6), this details the “how, who and when”.</p> <p>While all steps are important in the overall process, this step is vital as it forms the basis for success, which can only come from doing the right things in the right way. This is where the TQM System gets meaning and will act as a reference for implementation, after the approval of the Management Improvement Team (MIT)</p> <p>The purpose of this step is for the element co-ordination teams to develop the TQM System elements until approval by the Management Improvement Team (MIT) has been obtained.</p>
<p>13. Practical Element Training</p>	<p>After detailed guidelines have been set up for implementation of specific activities (as established during step 8), relevant persons must be provided with the necessary skills training. This would mainly include supervisors, middle managers and specialist staff.</p> <p>The training is essential and should only be given after step 12 has been concluded. This will then create the best position for proper implementation: motivated and knowledgeable people ready to carry out the work that is requested of them through the TQM System.</p> <p>The purpose of this step is to assure proper training for execution of the element activities.</p>
<p>14. Management Briefings</p>	<p>To properly carry out their leadership and support functions, senior management must know what the critical points are in order to evaluate progress. Asking the right questions about planned progress stimulates activity as it shows where management places priority. It focuses attention on result-related factors.</p> <p>The purpose of this step is the briefing of (higher) Management levels on the critical aspects of the management/coaching, etc. of the execution of the TQM System elements concerned. (ref. 8 and 12).</p>
<p>15. Carrying out Element Activities</p>	<p>This is where people go to work in accordance with TQM System standards and guidelines set. This is where it all comes together. Here, and only here, is where practice is turned into success, all the other steps are there to provide the best opportunity for this step to become successful.</p> <p>Here is where policy turns into commitment, ultimately affecting behavior and attitude, creating a new company culture. If it fails here everything else has been futile, but if done properly success is imminent. Here is where leadership by example gets meaning.</p> <p>Evaluation of activities and their results are vital in this part of the process as well as the continuous improvement that comes from that.</p> <p>The purpose of this step is to carry out the activities as intended by the element description (ref. 8 and 12).</p>

Step	Description
16. Repeat Process	<p>No TQM System can be built and made operationally effective through issuing one action plan and no performance can be kept at a high level without periodic evaluation.</p> <p>This is why step 16 includes repeating a number - not all - of the previous steps to bring the performance of the TQM System up to the desired level. Once it is there, periodic evaluations need to take place to secure the continuous improvement of activities already implemented.</p> <p>The purpose of this step is the extension of TQM System to include further elements through relevant steps indicated above.</p>