

- ▶ hypothesis – experiment – evaluation
- ▶ plan – do – check
- ▶ specification – production – inspection
- ▶ define – measure – analyze – improve – control

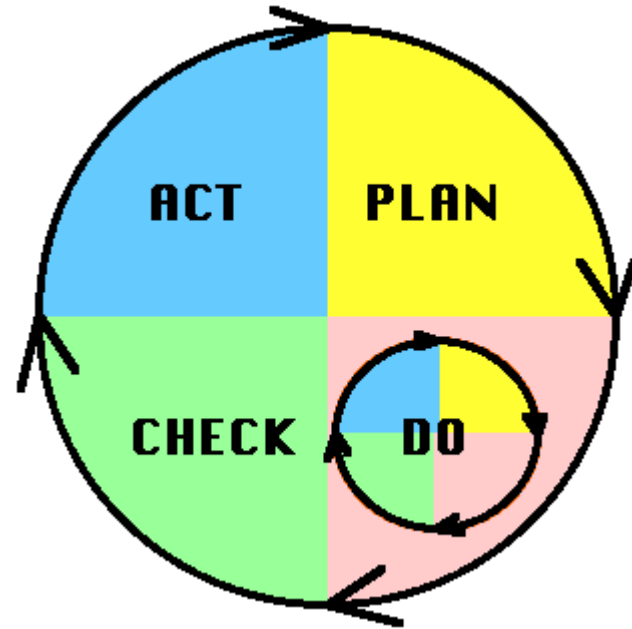
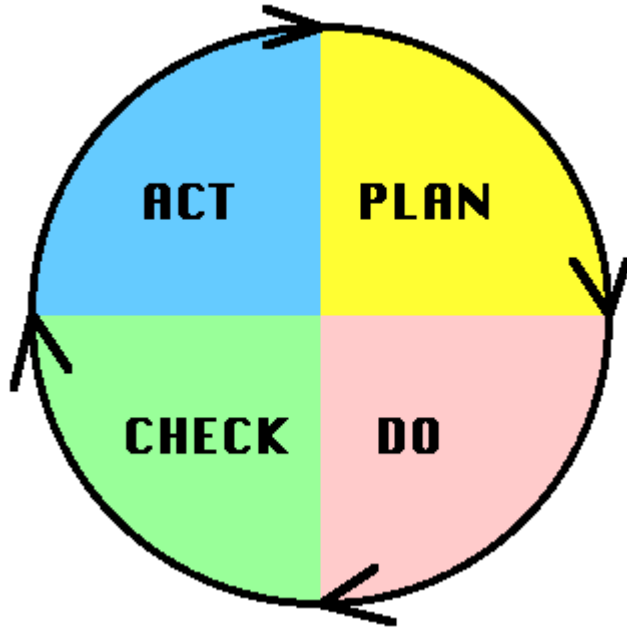


Walter A. Shewhart



W. Edwards Deming

Shewart–Deming Cycle

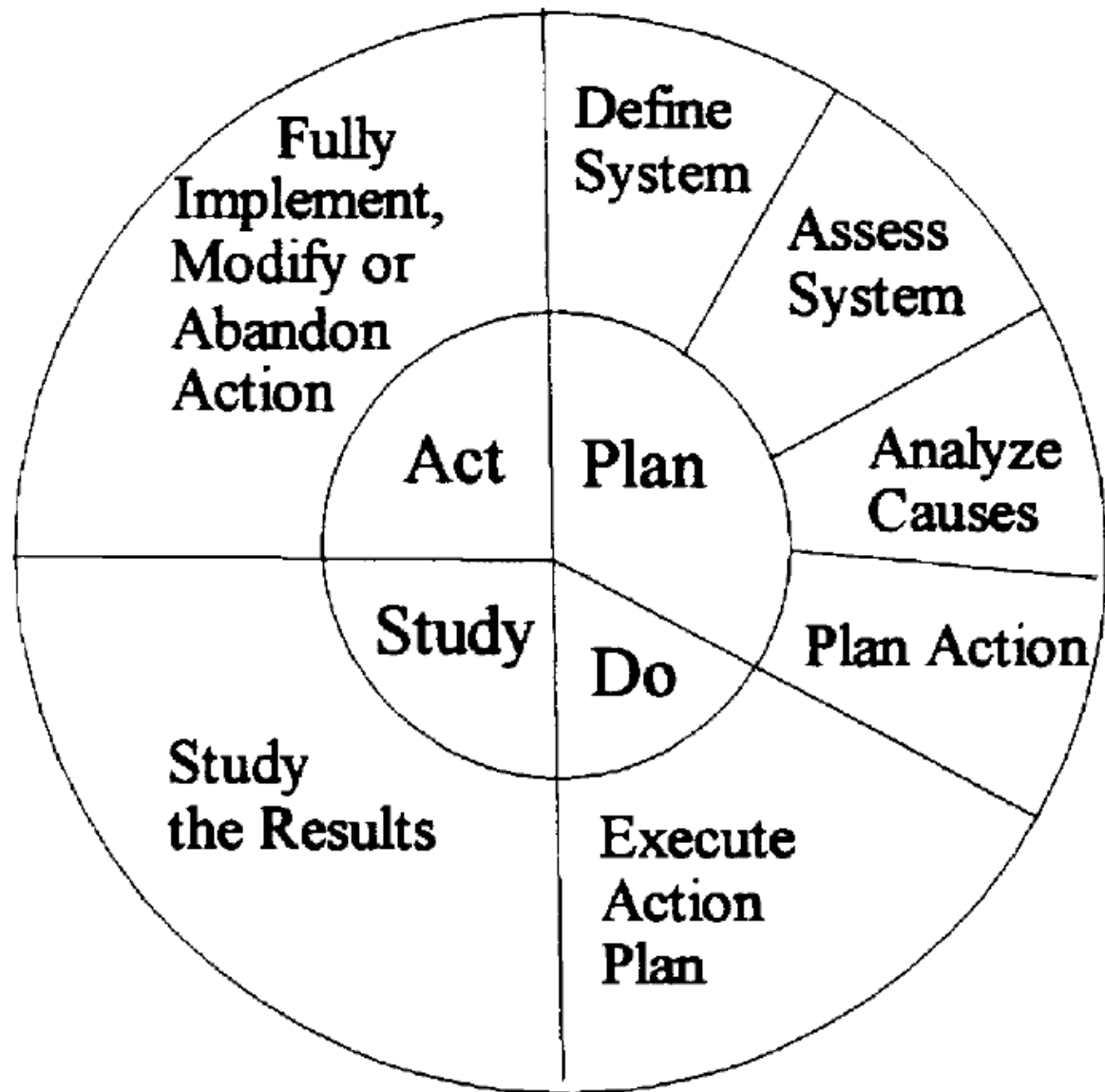


PLAN: Design or revise business process components to improve results

DO: Implement the plan and measure its performance

CHECK/STUDY: Assess the measurements and report the results to decision makers

ACT: Decide on changes needed to improve the process



Click to **LOOK INSIDE!**

W. Edwards Deming

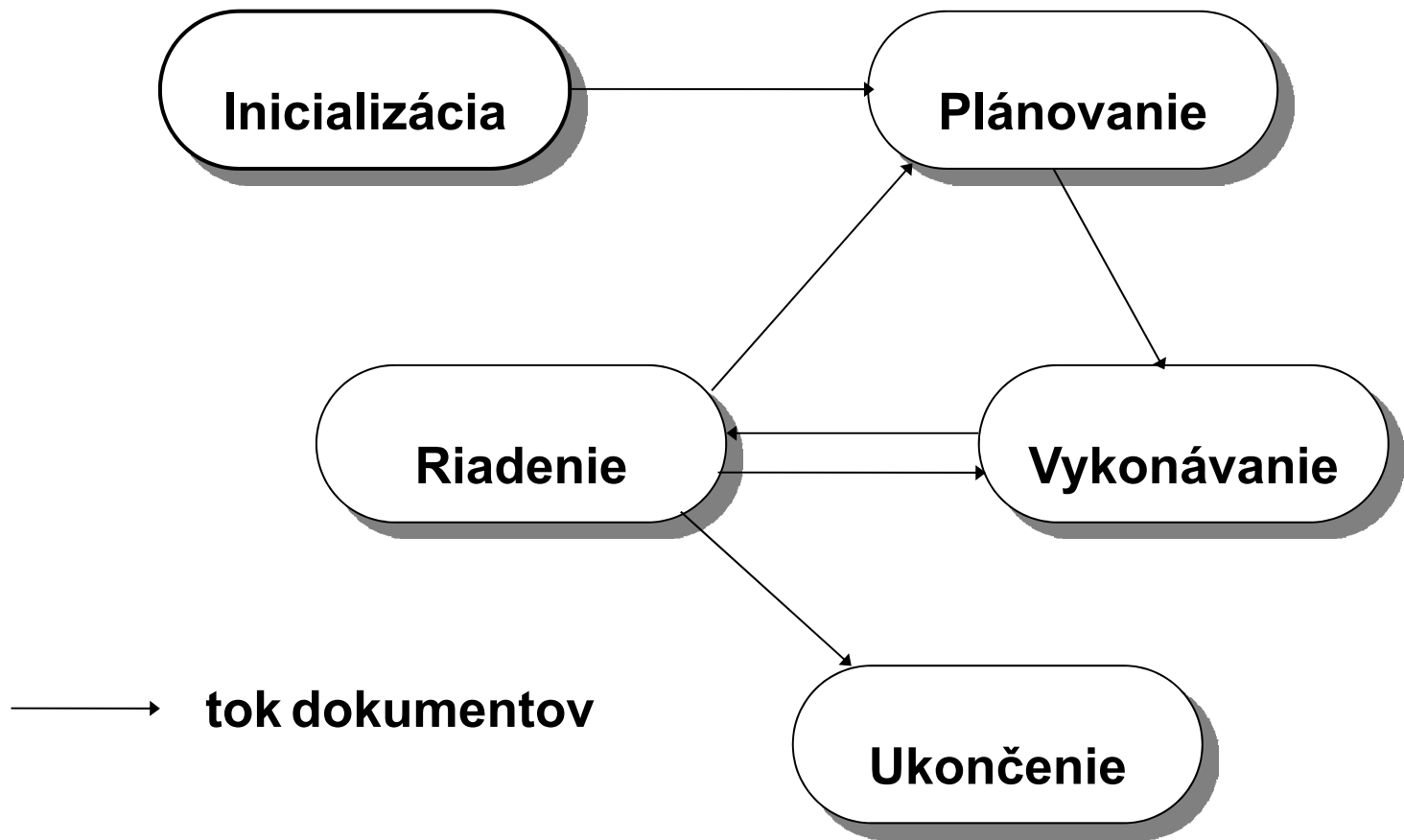


THE NEW ECONOMICS

FOR INDUSTRY, GOVERNMENT, EDUCATION

Second Edition

Inicializácia



TQM vs. Traditional Organization

- ▶ Customer driven
- ▶ Long-term oriented
- ▶ Data driven
- ▶ Elimination of waste
- ▶ Continuous improvement
- ▶ Prevention
- ▶ Employee participation
- ▶ Problem solving
- ▶ Leadership

Company driven
Short-term oriented
Opinion driven
Tolerance of waste
Optimization
Inspection
Top-down hierarchy
Blame imposing
Management