

“ Quality improvement tools at the service of company management. ”

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Abstract

Winning through Vision

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It is based on Professor Ishikawa's statement that TQM is founded on the philosophy that each person should become the expert in his or her own job and to use the collective thinking power of all employees to make their organisation the best in its business.

It is the philosophy upon which the TPS is founded as is the case with all leading Japanese companies.

In the 1980s and into the early 1990s the Japanese worker participative concept that they called Quality Control Circles (also known simply as ‘Quality Circles’) swept the industrial world globally.

It seemed that we were witnessing a work life revolution on a massive scale everywhere.

Unfortunately, in the West, this revolution was short-lived. There were multiple reasons.

As Quality Circles evolve, they have the potential to transform into self-managing workgroups. This entails an advanced level of autonomy and responsibility, where teams take charge of their decision-making processes and performance management.

Achieving self-managing workgroup status is a gradual process that requires dedication and alignment with organizational goals. While it may take time, the rewards in terms of efficiency, innovation, and employee satisfaction are well worth the effort. In the book “Self Managing Workgroups” by David Hutchins, you will fully understand self-managing workgroups as a key to participative management.