

TOTAL QUALITY TRANSFORMATION

FOUNDATIONS

FOR LEADERS

FOR EDUCATION (K-12)

TQT® is a family of products based on our current understanding of the theory, process, and tools of continuous improvement. The *TQT* product line will grow, expand, and improve as we continue to learn.

Products currently available are:

*Foundations for Leaders**
Alignment Guide with Foundation Principles
Improvement Guide with Foundation Principles
*Improvement Tools**
Team Skills

Products under development at this time are:

Strategic Quality Planning Guide
Design Guide

*Educational version available.

Foundations for Leaders for Education (K-12), © QIP, Inc. and PQ Systems, Inc., first printing, version one, October 1994.

Production notes: Creative design by Visual Marketing Associates, Inc., Dayton, OH
Printing by The Merten Company, Cincinnati, OH
Design generated on Macintosh IIcx using Aldus *PageMaker*™
and *FreeHand*™ and Prescience *Expressionist*™.

Transformation of American Industry is a registered trademark of QIP, Inc. and PQ Systems, Inc.
Total Quality Transformation materials are copyrighted by QIP, Inc. and PQ Systems, Inc.
Total Quality Transformation and *TQT* are registered trademarks of QIP, Inc. and PQ Systems, Inc.

All rights reserved.

TOTAL QUALITY TRANSFORMATION (TQT)[®]



WHAT IS TQT?

Total Quality Transformation (TQT) is a system comprised of theory, processes, and related tools to help any organization:

- plan for total quality
- design or redesign systems
- improve systems
- align and standardize systems

The training components that support the use of *TQT* are:

- | | |
|--|---|
| - <i>Foundations for Leaders:</i> | an introduction to theory and practice |
| - Foundation Principles: | an introduction to theory and practice |
| - <i>Improvement Guide:</i> | a step-by-step process for system improvement |
| - <i>Alignment Guide:</i> | a step-by-step process for system standardization |
| - <i>Strategic Quality Planning Guide:</i> | a step-by-step process for planning and implementing change |
| - <i>Design Guide:</i> | a step-by-step process for system design |
| - <i>Improvement Tools:</i> | an organized set of statistical and problem-solving tools |
| - <i>Team Skills:</i> | an organized set of behavioral tools |

TQT training employs a “just-in-time” approach. That is, the use of each tool is taught only if and when it is appropriate for the work at hand. The training is interactive, and people learn by doing. *TQT* can be used in organizations of any size or type. Its elements should be used by trained facilitators who help leaders, teams, and individuals learn and apply its content and methods.



WHAT IS *FOUNDATIONS FOR LEADERS*?

Foundations for Leaders is both a manual and a workshop. *Foundations for Leaders*, the workshop, is the initial TQT training for leaders of organizations pursuing total quality. The training will help managers begin to lead that effort in their organizations, preparing them to use the TQT theory, processes, and tools. *Foundation for Leaders*, the manual, provides the theory that supports the use of the rest of the TQT system.

PURPOSE OF *FOUNDATIONS FOR LEADERS*:

The purpose of *Foundations for Leaders* is to enhance leaders' ability to make decisions about the total quality transition of their organizations. Transformation of an organization is a long-term endeavor. Consider the following definition of the word "transform:"

To change a thing into a different thing...transform implies a major change in form, nature, or structure. (Webster's Ninth New Collegiate Dictionary)

DR. W. EDWARDS DEMING HAS THIS TO SAY ABOUT TRANSFORMATION:

"Transformation of American style of management is not a job of reconstruction, nor is it revision. It requires a whole new structure, from the foundation upward. *Mutation* might be the word, except that *mutation* implies unordered spontaneity. Transformation must take place with directed effort."¹

¹W. Edwards Deming, *Out of the Crisis*, (Cambridge, MA: Massachusetts Institute of Technology, 1988), pg. ix.

OUTPUTS OF *FOUNDATIONS FOR LEADERS*:

There are two main outputs of *Foundations for Leaders*: a ***knowledge and skills*** base that enables leaders to begin to bring about the transformation in their organizations, and a ***plan*** for first steps to do so.

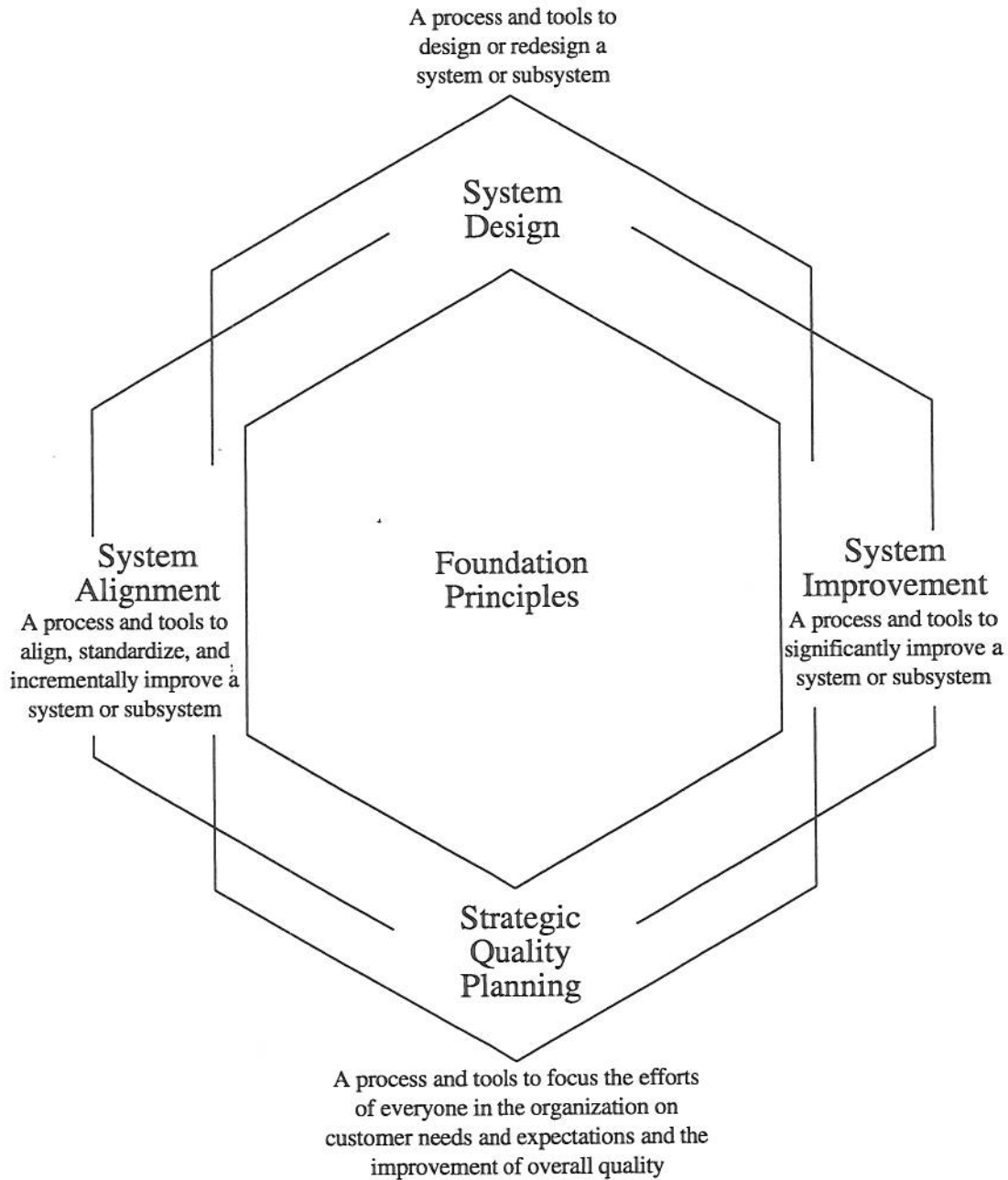
The knowledge and skills help establish:

- A common language regarding the organization's transformation;
- A theoretical framework to guide total quality efforts;
- Skills in self-study and planning.

The second main output of *Foundations for Leaders* is a plan for leading the transformation. The elements of this plan, listed below, represent the first application of TQT theory at the organization level:

- Documented customer needs
- Organization systems map
- Key quality measures and initial analysis
- First steps toward optimizing the organization as a whole system through the establishment and coordination of strategic quality planning and a new approach to the design, improvement, and standardization of systems
- Actions for continuing learning for the entire organization

BASIC ELEMENTS OF TOTAL QUALITY TRANSFORMATION



INTRODUCTION TO THE FOUNDATION PRINCIPLES

The Foundation Principles are . . .

a synthesis of the principles found in the teachings of the leading quality theorists, including Deming's theory of profound knowledge;

a system of thought to guide people and organizations in their own total quality transformations. While the principles do not stand alone, each of them represents a body of knowledge for further study;

essential for everyone in the improving organization to understand;

introduced here, but fuller understanding will only come through application in your organization.

