



Quality Management (QM)

- **Ninja Services**
- **Quality Management**
- **Questions & Answers**

Ninja Services

What is it?



Interdisciplinary Business Excellence.
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Objectives of this presentation

- **Understand** what quality management (QM) is and why it is relevant
- **Recognize** which principles underpin QM
- **Explain** why CIP (Continuous Improvement Process) is the core of QM
- **Gain an overview** of key methods & tools
- **Understand** how ISO serves as a guideline
- **Recognize** how QM specifically creates value
- **Develop awareness** of challenges & trends
- **Key takeaway:** Why QM is a strategic success factor



QM

Introduction & Classification

- **What is quality management (QM)?**
- **Why is quality management relevant?**
- **Classification of the topic (TQM, QM, QMS, QA)**

QM → Introduction & Classification



What is quality management (QM)?

- (QM) is the overarching management and control task for planning, ensuring, and improving quality in an organization.
- It is strategically and proactively oriented and ensures that quality is managed systematically.
- The goal is to ensure stable processes, reliable results, and the fulfillment of customer requirements.

Why is quality management relevant?

- Increasing complexity and dynamism in markets and supply chains
- The need for reproducible, efficient, and robust processes
- Quality as a differentiating factor and basis for trust
- Direct impact on costs, risks and competitiveness

Classification of the topic

- QM translates the quality principles of TQM into concrete leadership, objectives, and control mechanisms. QM is implemented operationally through QMS and QA
- Solution methods support practical application and problem solving
- ISO standards define the requirements for an effective, documented and auditable QMS according to PDCA

TQM → QM → QMS → QA

TQM Attitude, principles, CIP

↓

QM Leadership, objectives, control

↓

QMS System, processes, roles

↓

QA Operational assurance & testing

Solution methods

- Methods and tools for practical implementation & problem solving

ISO standards

- Requirements for an effective, documented, auditable QMS according to PDCA

QM → Introduction & Classification



Expression	Level	Character	Typical question	Focus / Purpose	Definition	Typical contents
Total Quality Management (TQM)	Culture	<ul style="list-style-type: none"> Holistic Proactive 	How do we live quality everywhere?	<ul style="list-style-type: none"> Quality as a corporate principle Culture, employee participation, long-term excellence 	A holistic, cultural approach to quality for the entire company	<ul style="list-style-type: none"> Quality principles (CIP as a basic attitude: KAIZEN as a principle with PDCA as a method) Customer focus Empowerment Zero-defect principle Quality culture
Quality Management (QM)	Management	<ul style="list-style-type: none"> Strategically Proactive 	How do we manage quality?	<ul style="list-style-type: none"> Planning & controlling quality Strategic, proactive, management responsibility 	Overarching management and control task for planning, ensuring and improving quality	<ul style="list-style-type: none"> Quality policy / objectives Roles & Responsibilities Process design Risk & Opportunity Management Improvement programs (e.g., PDCA or Six Sigma as methods)
Quality Management System (QMS)	System	<ul style="list-style-type: none"> Formalized Proactive 	How do we implement quality management?	<ul style="list-style-type: none"> Structure, processes, evidence 	Formalized, documented system for implementing QM → Auditable (e.g., ISO 9001, based on PDCA)	<ul style="list-style-type: none"> Documented processes Procedural instructions Audit program KPI system Management review Corrective measures
Quality Assurance (QA)	Operational	<ul style="list-style-type: none"> Reactive 	Does the product meet the requirements?	<ul style="list-style-type: none"> Check, measure, control 	Operational and testing activities to ensure product / service conformity	<ul style="list-style-type: none"> Goods receipt inspection In- process controls Final exams Measuring equipment management Test plans Releases / Restrictions

QM

Basic Principles

- **Customer focus**
- **Leadership & Employee engagement**
- **Process orientation**
- **Fact-based decisions**
- **Relationship management**
- **Continuous Improvement (CIP)**

QM → Basic Principles



Customer focus

- Quality is defined by the expectations and requirements of the customer.
- Focus on benefits, reliability and experience
- Decisions and improvements are aligned with customer value.

Leadership & Employee engagement

- Leadership sets direction, priorities, and framework conditions.
- Employees contribute to quality in their daily actions
- Quality arises from responsibility, competence and participation

Process orientation

- Quality arises from processes, not from final inspections.
- Clear processes, roles, and interfaces reduce errors.
- Stability and reproducibility are key objectives.

Fact-based decisions

- Decisions are based on data, analysis, and measurable results.
- Transparency regarding performance, deviations and causes
- Basis for effective improvements

Relationship management

- Quality arises from the interaction with suppliers, partners and internal stakeholders.
- Clear expectations, cooperation, and trust ensure stability.
- Focus on long-term, high-performing relationships

Continuous Improvement (CIP)

- Improvement is an ongoing process, not a project.
- Small, steady steps create a lasting impact
- Continuous Improvement (CIP) is a mindset and an integral part of daily work.

QM
CIP as Core

- **CIP as a basic attitude**
- **KAIZEN as a principle**
- **PDCA as a methodological framework**
- **Role of CIP in QM**

QM → CIP as Core



Continuous Improvement as a basic attitude

- Improvement (CIP) is an **ongoing process** , not a one-off project.
- Goal: Gradual optimization of processes, quality and efficiency
- Improvements arise from daily work, not from special initiatives

KAIZEN as a principle

- Focus on small, steady changes
- Participation of all employees
- Errors and deviations are seen as **potential for improvement**

PDCA as a methodological framework

- **Plan:** Understand the problem, define the goal, analyze the cause
- **Do:** Test the solution
- **Check:** Test the effect
- **Act:** Standardize or readjust

PDCA creates structure and repeatability in the improvement process

Role of CIP in QM

- CIP operationalizes the basic principles of quality management.
- Connects data, processes, and employees
- Makes quality measurable, controllable and sustainable

KAIZEN and **PDCA** are examined in greater depth in these presentations



- **Lean Management**

(Framework & Philosophy)

- **KAIZEN (Lean principle of CIP)**

(Methodological implementation: PDCA)

- **Tools for analysis, improvement and stabilization**

- **Process mapping & visualization**
- **Ishikawa diagram / Cause-and-effect diagram**
- **SPC** (Statistical Process Control) / **Control Charts**
- **5S** (Sort, Set in Order, Shine, Standardize, Sustain)
- **Value stream analysis**

- **Six Sigma / Lean Six Sigma**

- **Complementary data-driven approach**

QM → Methods & Tools



Lean Management (Framework & Philosophy)

- Focus on value creation, flow, and waste elimination
- Goal: Stable, efficient, robust processes
- Lean defines the basic mindset and the organizational framework

KAIZEN (Lean principle of CIP)

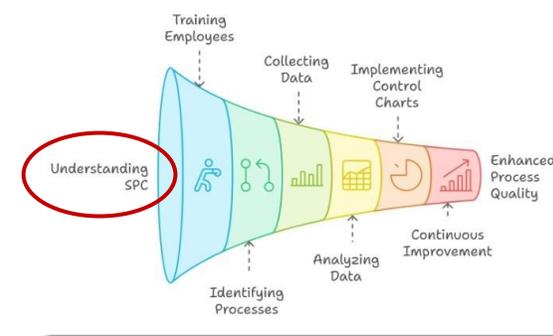
→ *Methodological implementation with PDCA*

- Small, steady improvements in daily work
- Participation of all employees
- Kaizen operationalizes Lean in everyday life

Six Sigma / Lean Six Sigma

→ *Complementary data-based approach*

- Focus: Reduce variation, increase process capability
- Lean is complemented by statistical depth
- Procedure for *existing*: **DMAIC** (Define Measure–Analyze–Improve–Control)
- Procedure for *new*: **DMADV** (Define Measure–Analyze–Design–Verify)



Tools for analysis, improvement and stabilization

→ *These tools are used in Lean, Kaizen and PDCA*

Process mapping & visualization

- Making processes, interfaces and responsibilities visible
- Basis for improvements and standardization

Ishikawa diagram / cause-and-effect diagram

- Structured root cause analysis
- Identification of influencing factors

SPC (Statistical Process Control) / Control Charts

- Monitor process stability
- Detect deviations early

5S (Sort, Set in Order, Shine, Standardize, Sustain)

- Order, cleanliness, stability
- Basis for process discipline and standards

Value stream analysis

- Understanding the holistic process flow
- Identify bottlenecks, waste, and potential

QM(S)

ISO as a Guideline

- **ISO as a QMS reference framework**
- **Relevance for QM**
- **Relationship to Lean, KAIZEN, PDCA and Six Sigma**
- **Benefits of ISO orientation**

QM(S) → ISO as a Guideline



ISO as a QMS reference framework

- ISO standards provide a **structured basis** for systematically managing quality
- They define **requirements**, but not methods
- ISO serves as a **guideline**, not as a replacement for QM principles or CIP

Relevance for QM

- ISO creates **transparency, comparability** and **reliability**
- Supports organizations in **minimizing risk, ensuring process stability** and **providing traceability**
- Promotes **standardization** and **continuous improvement**

Relationship to Lean, KAIZEN, PDCA and Six Sigma

- ISO provides the **framework**, Lean / KAIZEN / Six Sigma provide the **methods**
- ISO requires continuous improvement and Lean / KAIZEN operationalizes it
- In an ISO system, PDCA is the **mechanism** for making deviations visible and implementing improvements in a binding way
- Six Sigma complements ISO through **data-driven process capability**

Benefits of ISO orientation

- Clear structure for processes, roles and responsibilities
- Basis for audits, compliance and certifications
- Strengthens trust with customers, partners and stakeholders

ISO, QMS, KAIZEN and PDCA are examined in greater depth in these presentations



QM
*Application & Value
Creation*

- **Operational application**
- **Strategic application**
- **Value creation**
- **Key benefits**

QM → Application & Value Creation



Operational application

- CIP as daily problem solving (KAIZEN + PDCA)
- Standard work as a basis for stability
- Process mapping to identify bottlenecks and waste
- SPC for monitoring process capability and trends

Strategic application

- Lean for optimizing value streams
- KAIZEN for anchoring a learning organization
- Six Sigma for reducing variation and error costs
- ISO / QMS for structured control, traceability and risk minimization

Value creation

- **Stability:** Reproducible results, fewer errors, less rework
- **Efficiency:** Shorter lead times, lower costs, better resource utilization
- **Transparency:** Clear processes, measurable performance, fact-based decisions
- **Risk minimization:** Robust processes, early deviation detection
- **Customer benefits:** Increased reliability, trust, better market position

Key benefits

- QM creates value by reducing variation, improving flow and institutionalizing learning

QM

Challenges & Future Trends

- **Complexity & Speed**
- **Data quality & Transparency**
- **Skills shortage & Skills development**
- **Digitalization & Automation**
- **Culture & Willingness to change**
- **Integration of Lean, KAIZEN, Six Sigma & ISO**
- **Why QM initiatives fail**
 - **The consequences for companies**
 - **The resulting need**

QM → Challenges & Future Trends



Complexity & Speed

- Markets, technologies and supply chains are changing faster than classic QM systems can react
- Increasing demands on agility, adaptability, and decision-making quality

Data quality & transparency

- Increasing reliance on data for decision-making
- Poor data quality leads to mismanagement, incorrect measures, and inefficient continuous improvement.

Skills shortage & skills development

- Quality management requires problem-solving skills, process understanding, and methodological knowledge
- Organizations are struggling with loss of know-how, lack of training and overload

Digitalization & Automation

- *Opportunities:* Real-time data, process monitoring, predictive quality
- *Risks:* More complex systems, dependence on IT, new sources of error

Culture & willingness to change

- CIP rarely fail due to methods, but rather due to behavior
- Resistance, silos, and a lack of leadership clarity hinder improvements

Integration of Lean, KAIZEN, Six Sigma & ISO

- *Challenge:* To meaningfully combine a variety of methods
- *Trend:* Integrated, pragmatic QM systems instead of a zoo of methods

QM → Challenges & Future Trends



Why QM initiatives fail (and what the real reasons are)

- Methods are **introduced** but not **integrated systemically**
- Standards are **documented** but not **managed**
- Improvements are **being initiated** , but not yet **stabilized**
- The ISO standard is **met** but not **effectively implemented**
- Lean is **implemented** but not **anchored in leadership**

QM rarely fails due to a lack of knowledge, but rather due to a lack of integration into structures, leadership and daily life.

→ **QM is a leadership and structural issue**

The consequences for companies

- Methods fizzle out without effect
- Standards remain on paper
- Improvements are collapsing again
- Leadership loses controllability
- Systems are not delivering results

The resulting need

- Companies need support where they are really struggling:
 - In the effective anchoring, stabilization and management of QM systems

QM

Conclusion & Key Message

- **QM is leadership work**
- **CIP is the operational engine**
- **Lean, KAIZEN, Six Sigma & ISO work together**
- **Value is created through implementation**
- **Key message**

QM → Conclusion & Key Message



QM is leadership work

- Quality arises from decisions, behavior and consequences.
- Leadership sets direction, priorities and standards → the cost of errors is not a quality problem, but a management problem.

CIP is the operational engine

- KAIZEN + PDCA = Daily problem solving instead of firefighting
- Small, continuous steps create a lasting impact

Lean, KAIZEN, Six Sigma & ISO work together

- Lean / KAIZEN: Culture, flow, eliminating waste
- Six Sigma: Reduce variation, increase process capability
- ISO / QMS: Structure, stability, traceability
- Interaction = Integrated, effective QM

Value is created through implementation

- Tools are only as good as their application.
- Standards are only as strong as their adherence to
- Improvements only count if they are visible in the process.

Key message

- QM is not a document, not a project
→ **QM is the behavior of all involved**
- Systems support
- structuring methods
- People create quality

"Quality is not created by systems, but by the behavior of the people who use them."

QM *Communication*

- **Communication**
 - **Conflict Management**



Communication → Conflict Management



Conflicts are part of further development

Change creates friction. Where transparency increases or working methods change, tensions arise. A professional approach to conflict management is therefore crucial for implementing improvements / transformations in a stable and sustainable way.

Typical forms of conflict

Type of Conflict	Description
Conflicting goals	Conflicting goals hinder cooperation
Evaluation conflict	Differing opinions, values, and norms lead to disagreement.
Distribution conflict	Dispute over resources such as time, money, tasks
Relationship conflict	Personal hurt, misunderstandings, lack of appreciation
Role conflict	Unclear responsibilities, hidden power struggles
Power struggle	Competitive behavior towards superiors or colleagues
Value conflict	No common ground for viewpoints, moral tensions

Why are conflicts so difficult?

- Emotional tensions often operate beneath the surface.
- Objective solutions are ineffective when dealing with personal injuries.
- Lack of communication exacerbates the dynamics

Dealing with conflicts

- Recognize and name conflicts early on
- Treat the causes, not the symptoms.
- Clarify roles and responsibilities
- Use moderation or external support

Communication Share	Description	Influence
Body language	Gestures, mimics, breathing, clothing	> 50%
Voice	Quiet, loud, listless	> 30%
Factual statement	Message content	< 20%
Gestures and facial expressions significantly influence the effect of feedback! → Nonverbal communication = 80%		



« *It's the tone that makes the music* »
« *What goes around comes around* »



Questions and Answers

