



# TQM vs. Total Management

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**T**his paper looks at the Total Quality Management (TQM) movement by Deming and Juran in the decades after the Second World War, noting their positive impacts on production, especially of automobiles. TQM, a process spurned in the U.S., its own country of origin, became a success after 20 years in Japan to lift that country to a world-leading level. It is from that hidden perspective that Total Quality Management might be seen to draw a parallel to the CCCC Total Management, an integrated management solution designed in Canada.

Born in 1900, W. Edwards Deming, an American statistician began to espouse a systematic approach to producing quality goods during manufacture. In 1982 he published “*Out of the Crisis*” which identified a 14-point program for quality management in manufacturing, reinforcing his concept of Total Quality Management (TQM). It led to an intensive quality approach in manufacturing in America and around the world. The 14 points embraced continual improvement, quality management, life cycle quality, choosing quality suppliers, training, leadership, two-way communications, the concept of ‘internal customers’, avoiding blame, eliminating top-down targets, creating worker satisfaction, education for workers, etc. Today the W. Edwards Deming Institute awards prizes for individuals and organizations who are most effective in utilizing the Total Quality Management approach.

American, Joseph Juran, a Romanian native, and a contemporary of Deming, produced his magnum opus, the *Quality Control Handbook* earlier than Deming, namely in 1951. In 1954, after an invitation to Japan, he presented his ideas about quality to ten leading Japanese manufacturers. His training of top management in the quality process found resistance in Amer-

ica, but not in Japan. By the 1970’s Japan’s products became leaders in quality worldwide, creating a crisis in United State in the 1980’s (addressed to some extend by Deming). Juran’s quality approach helped propel Japan to the second largest GDP in the world today. Notably, Juran discovered the work of Vifredo Pareto expanding on his 80/20 principle, sometimes described as “the vital few and the trivial many”. What he did that was different in the quality domain was to add the human dimension to quality management vs. the purely mechanical. He dealt with human-relations problems, especially the resistance to change. Juran offered that his approach worked beyond manufacturing into other endeavours, such as sales. That his passion for quality was embraced by Japanese manufacturers, especially the auto-makers is earmarked at this date, 2009, with Toyota exceeding General Motors in size and profitability. Such results speak for themselves.

If there is to be a difference described between Deming and Juran, it was that Deming focused on numbers – statistical quality control, whereas Juran focused on managing for quality. However this may be viewed as splitting hairs as Deming’s 14-point program did involve management



in many of its aspects. While both were involved in the Japanese success, Juran was more notably focused on Japan.

### Drawing Some Parallels with CCCC

While modesty forbids predicting great success for CCCC, we can look at what appear to be some parallels.

1. When one reviews the companies assisted by Deming and Juran, a who's who of manufacturing at the time, it is interesting to note that at least half of them no longer exist. That is, a significant quality change was not enough. This indeed is one of CCCC's points: that an entire company operation must be integrated, not just one aspect of it. Important as quality is, alone it is not enough.
2. A key to getting a foot in the door of companies' minds between the 1950's and 1980's was the seminal publication of *Out of Crisis* by Deming and *Quality Control Handbook* by Juran. CCCC is just completing publishing of its *The Respect Revolution*, a 12-volume, 2,700 page handbook of total management. Noteworthy is that it took 20 years for Juran's work to show its mark. Will CCCC take as long? Our current prediction is that it will take 50 years.
3. If one looks at the *W. Edwards Deming Institute*, a parallel is that CCCC founded the *Academy of CCCC* in the year 2000, which awards three pyramid levels of individual awards for competency in using, applying, and achieving success with, the CCCC Approach. Presently there are two dozen recipients of the CCCC awards in three countries. CCCC also presents awards to companies at its regular *Discovery Conference*.
4. Because the CCCC Approach is based on fundamentals of human behaviour, it always works if followed, since fundamentals do not change. As a result CCCC reports 700 successes and zero failures in assisting profit and non-profit

organizations deal with issues.

5. The novel logic that Juran introduced in the 1950's was ignored in its own country, United States but embraced outside, namely in Japan. CCCC senses the same resistive response to its efforts in Canada as CCCC attempts to introduce its total management approach. However keenness in Mexico, Russia and India may lead the way to wide-scale adoption without.
6. Just as Juran offered that his approach could apply to sales as well as manufacturing, CCCC suggests that while its approach is directed principally at companies, it is applicable to all human endeavours. That is because the CCCC Approach is about optimizing cooperation among people. Therefore it can be utilized by non-profits, arts groups and governments. It requires only the will to explore what is new.

Good luck to you on your path to increased corporate cooperation.

Bill Caswell

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