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DEPARTMENT OF AEROSPACE ENGINEERING

19MEE304 Total Quality Management

Topic: Leadership - Strategic quality planning

Introduction to Leadership in Quality Management

- **Definition:** Leadership in quality management refers to **guiding and influencing an organization** to achieve high-quality standards and continuous improvement.
- **Role of Leaders in Quality Management:**
 - Establish a **quality-driven culture**.
 - Promote **Total Quality Management (TQM)** principles.
 - Encourage **continuous improvement (Kaizen, Six Sigma, Lean)**.

Leadership Styles in Quality Management

A. Transformational Leadership

- Inspires employees to exceed expectations.
- Focuses on **innovation, vision, and motivation**.
- **Example:** Elon Musk (Tesla) driving innovation in electric vehicles.

B. Servant Leadership

- Leaders serve employees to help them perform better.
- Focuses on **teamwork and ethical leadership**.
- **Example:** Satya Nadella (Microsoft) fostering a growth mindset.

C. Participative Leadership (Democratic Style)

- Encourages employee involvement in decision-making.
- Increases engagement and accountability.
- **Example:** Toyota's **Quality Circles** for process improvements.

D. Transactional Leadership

- Focuses on **rules, policies, and performance-based rewards**.
- Best suited for **structured environments like manufacturing**.
- **Example:** Military and aviation quality control systems.

Strategic Quality Planning (SQP)

A. What is Strategic Quality Planning?

- A **long-term approach** to integrating quality management into business strategy.
- Aligns **organizational goals with quality improvement efforts**.
- Ensures **competitive advantage and customer satisfaction**.

B. Key Components of Strategic Quality Planning

1. **Vision & Mission for Quality:** Defining long-term quality objectives.
2. **Customer-Centric Approach:** Using **Voice of the Customer (VoC)** to shape quality initiatives.
3. **Benchmarking:** Learning from industry leaders to improve processes.
4. **Process Standardization:** Implementing ISO 9001, Six Sigma, and TQM.
5. **Continuous Improvement:** Regularly evaluating and refining quality plans.

The Role of Leadership in Strategic Quality Planning

1. **Setting Clear Quality Goals** – Leaders define objectives aligned with business strategy.
2. **Empowering Employees** – Encouraging innovation and accountability.
3. **Resource Allocation** – Ensuring sufficient investment in quality initiatives.
4. **Monitoring & Evaluation** – Using KPIs like **Defect Rates, Process Efficiency, and Customer Satisfaction Scores**.
5. **Fostering a Culture of Excellence** – Promoting teamwork and continuous learning.

Case Study: Toyota's Strategic Quality Leadership

- **Lean Manufacturing & Kaizen** – Continuous improvement at all levels.
- **Just-in-Time (JIT) Production** – Minimizing waste while maintaining high quality.
- **Employee Involvement in Quality Circles** – Encouraging problem-solving.
- **Outcome:** Toyota consistently delivers **high-quality, defect-free vehicles**.

Tools & Techniques in Strategic Quality Planning

1. **Hoshin Kanri (Policy Deployment):** Aligning strategic goals with daily activities.
2. **Balanced Scorecard (BSC):** Measuring quality performance through key metrics.
3. **Quality Function Deployment (QFD):** Translating customer needs into product specifications.
4. **Total Productive Maintenance (TPM):** Ensuring operational excellence.

Conclusion

- **Effective leadership is crucial for successful strategic quality planning.**
- **TQM, Six Sigma, and Lean principles drive long-term success.**
- **Organizations that prioritize leadership in quality gain a competitive edge.**

