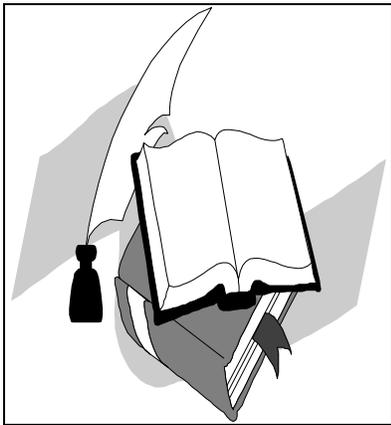


**Implementing
Total Quality Leadership**

Phase One

Process Management



Course Overview

Welcome to the Department of the Navy (DON) Course *Implementing TQL, Phase One -- Process Management*. This five day course has been designed specifically for the Total Quality Leadership (TQL) coordinator within a unit or command. The course presents information on the direction the DON has set for the future, guidelines for

making the journey, and how TQL coordinators can help their top leaders achieve organizational transformation by implementing TQL. The DON has determined that the best path for units endeavoring to implement TQL is to follow a two part implementation process.

- **Phase One -- Process Management**

This phase contains the start-up activities designed to assist the organization in setting the foundations of an enduring TQL system. During this phase the organization's top leader commits to the principles of TQL, begins educating members to form the critical mass, and takes actions to implement specific mission performance improvements. Those specific actions are the subject of this course. Roles, responsibilities, and actions required to implement phase-one are described in detail.

- **Phase Two -- Strategic Management**

The second phase activities address long-term issues such as transforming entire work systems. They result in innovation and design of new systems or processes aimed at the strategic business issues of the future. The specific actions required to support implementation of phase-two activities will be discussed in the *Implementing TQL Phase Two - Strategic Management* course (in development).

Implementing TQL Course Objectives

Upon completion of this course the TQL coordinator will be able to:

- **Describe the DON two-phased approach to implementing TQL.**
- **Demonstrate the ability to analyze existing organizational practices and recommend appropriate improvement actions that are based on the DON recommended process management concept and the Deming philosophy.**
- **Describe the actions required of TQL coordinators to assist their organizations during Phase One -- Process Management.**

Purposes of the Implementing TQL Student Guide

This manual was designed to serve several purposes:

- **Learning guide**

This is a workbook for the DON Implementing TQL course. It should be used as a learning tool during training and as a reference source for training, actions, and decisions after training. The facilitators will lead the course using this guide as your textbook. **Please follow along in your book**, using the viewgraph titles, bullets, illustrations, and charts as reference points. Please refrain from a detailed reading of the guide during class. It is yours to take with you and read in depth at a later date. You are encouraged to actively participate in class discussions and activities, network with your classmates, and take notes.

- **Reference source**

This manual serves as a reference source and guidebook for the TQL coordinator. It should be used upon return to your organization as a guide to TQL implementation, but since this manual is comprehensive, you should exercise flexibility in its use.

- **Teaching aid**

This manual also serves as a teaching aid. Lessons or sections of lessons can be used in conjunction with the viewgraphs to teach your top leaders or other organizational members. This material is specifically provided for training in support of your efforts to advise and assist your organization's leaders with TQL implementation. Exercises, applications, checksheets, case studies, and ideas for discussions can be found throughout the manual.

- **Readings**

After hours reading assignments will be made as deemed appropriate by the instructors. It is beneficial to ensure you accomplish the reading assignments. The assigned lessons will be discussed in class, and pre-reading will enhance your understanding. The provided materials are to assist you in your work with the ESC.

- **Glossary**

The Department Of the Navy Glossary is included to ensure terms used in conjunction with your training are well defined and understandable. Use it at your discretion.

- **Deming Management at Work**

You have received a copy of ***Deming Management at Work*** by Mary Walton, as a tool for you to increase your understanding. You will receive assignments from your course facilitator to augment class training.