

まとめ－受賞組織から学ぶ

デミング賞審査委員会委員長
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Commentary

Learning from the Deming Prize winners

Chairman of the Deming Prize Examination
Committee

Dr. Yasushi NAGATA, Waseda University

デミング賞・デミング賞大賞受賞の3条件(1)

Organizations qualified for receiving the Deming Prize/Deming Grand Prize (1)

A) 経営理念, 業種, 業態, 規模及び経営環境に応じて, 明確な経営の意思のもとに積極的な顧客指向の, さらには組織の社会責任を踏まえた経営目標・戦略が策定されていること. また, その策定において, 首脳部がリーダーシップを発揮していること.

Under clear management policies that reflect its management philosophy, industry, scale and environment, the company has established proactive customer oriented business objectives and strategies based on social responsibility of the organization. And the top management exhibits leadership in their formulation.

デミング賞・デミング賞大賞受賞の3条件(2)

Organizations qualified for receiving the Deming Prize/Deming Grand Prize (2)

B) A)の経営目標・戦略の実現に向けて, TQMが適切に活用され, 実施されていること.

TQM is being suitably utilized and implemented for the realization of business objectives and strategies mentioned under A) above.

C) B)の結果として, A)の経営目標・戦略について効果をあげるとともに, 将来の発展に必要な組織能力が獲得できていること.

As a result of B), along with achieving effect regarding business objectives and strategies of A) above, organizational capability required for future growth has been secured.

デミング賞評価基準:2018年より

Deming Prize evaluation criteria: from 2018

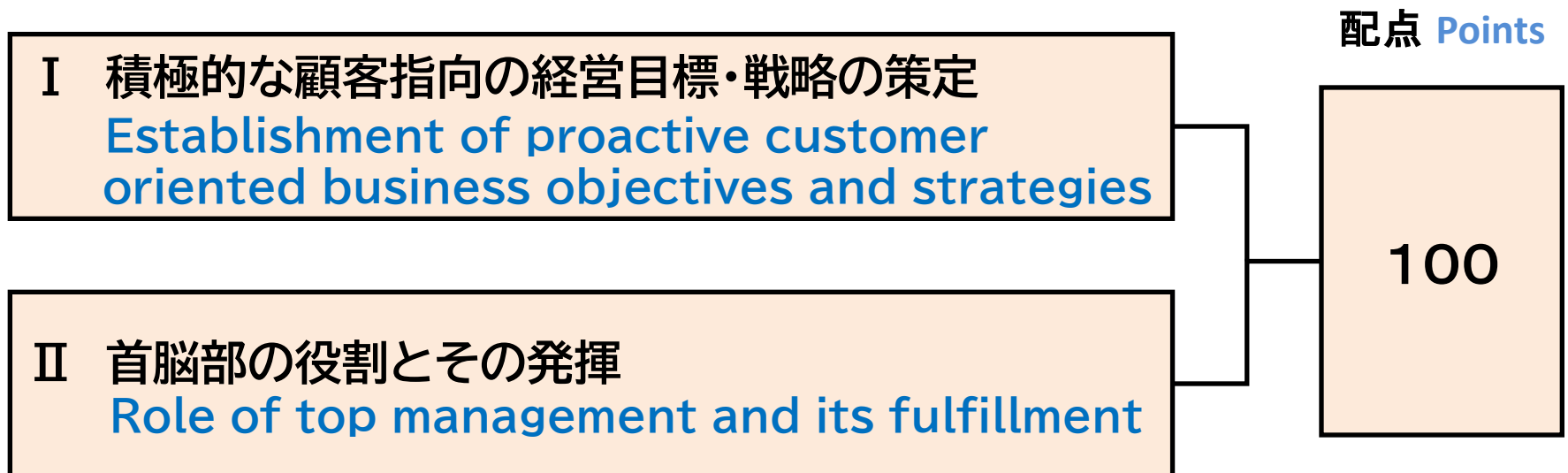
評価項目 Evaluation Criteria	配点 Points	合格判定点 Passing points
A. 経営目標・戦略の策定と首脳部のリーダーシップ Establishment of business objectives and strategies, and top management's leadership	100	70 75
B. TQMの適切な活用・実施 Suitable utilization and implementation of TQM	100	70 75
C. TQMの効果 Effects of TQM	100	70 75

- 合格するためには、上記3項目すべてに対し、合格判定点以上であることが必要

To be successful, the result for all the 3 above A, B and C has to be 70 points or higher

A. 経営目標・戦略の策定と 首脳部のリーダーシップ

Establishment of business
objectives and strategies, and
top management's leadership



B. TQMの適切な活用・実施

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Suitable utilization and implementation of TQM

配点 Points

Ⅲ 経営目標・
戦略の実現
に向けたTQM
の適切な
活用・実施

Suitable
Utilization and
implementation
of TQM for
the realization
of business
objectives
and strategies

1. 経営目標・戦略の組織的な展開

Organizational deployment of business objectives and strategies

15

2. 顧客・社会のニーズの把握と

技術・ビジネスモデルの革新に基づく新たな価値の創造

Creation of new values based on understanding of customer and social needs and innovation of technology and business model

15

3. 製品・サービス及び／又は業務の質の管理と改善

Management and improvement of quality of products and services and/or work process

15

4. サプライチェーンを貫く、品質・量・納期・原価・安全・環境などの
経営要素別管理システムの整備と運用

Establishment and operation of cross-functional management systems
Such as quality, quantity, delivery, cost, safety, environment, etc. across the supply chain

15

5. 情報の収集・分析と知識の蓄積・活用

Collection and analysis of information and accumulation and utilization of knowledge

15

6. 人・組織の能力開発と活性化

Development and active utilization of human resource and organizational capability

15

7. 組織の社会的責任への取り組み

Initiatives for social responsibility of the organization

10

C. TQMの効果

Effects of TQM

IV TQMの活用・実施を通して, 経営目標・戦略について得られた効果

Effects obtained regarding business objectives and strategies through utilization and implementation of TQM

配点 Points

100

V 特徴ある活動と組織能力の獲得

Outstanding TQM activities and acquisition of organizational capabilities

デミング賞
Deming Prize

2組織
2 Organizations

- Global Indian International School, Tokyo
- Tata Autocomp Hendrickson Suspensions Private Limited

特徴あるTQM活動

Global Indian International
School, Tokyo

教育

Outstanding TQM activities
Global Indian International
School, Tokyo
Education

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(1) 教職員・生徒・保護者などを巻き込んだ全員参加の改善活動の実践

Implementation of improvement activities involving all the members, including teachers, students, and parents

- 生徒間チームワークの促進と学校業務の改善への共同責任の醸成

Promotion of teamwork among students and fostering of shared responsibility for improving school operations

- 発達段階に応じてすべての生徒の才能が開花するという認識に基づき社会で必要となる総合的な資質や能力を育成

Based on the recognition that the talents of all the students blossom according to their developmental stage, the aim is to cultivate the comprehensive qualities and abilities needed in the society of the future

(2) ITシステムを活用したTQM活動の推進

Promotion of TQM activities utilizing IT systems

- 教育の質の改善を推進するために必要なデータを収集, 蓄積, 分析する仕組みを構築
A system has been established to collect, store, and analyze data essential for promoting improvements in the quality of education
- ERPシステムを開発し, 生徒・保護者・教員の情報を扱い, タイムリーなコミュニケーションを実現
An ERP system has been developed to manage information on students, parents, and teachers, facilitating timely communication

(3)教育産業におけるTQMの活用

Utilization of TQM in the education sector

- 方針管理を活用した目標の展開, 改善活動を通じた生徒・教職員の人材育成

Development of students, teachers, and staff through the deployment of objectives using policy management and continuous improvement activities

- 教員による教育カリキュラムと職員による支援業務のプロセスの標準化

Standardization of processes for educational curricula by teachers and support operations by staff

- ITシステムを用いた多様なステークホルダーとの情報共有

Sharing information with diverse stakeholders using IT systems

特徴あるTQM活動

Tata Autocomp Hendrickson Suspensions Private Limited

サスペンションシステムの設計開発・製造・供給

Outstanding TQM activities

Tata Autocomp Hendrickson Suspensions Private Limited

Design, Development, Manufacturing and Supply of
Suspension systems

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(1) 変化が激しい事業環境で中長期的な経営目標・戦略に基づくTQMを活用した組織能力の向上

Enhancement of organizational capabilities through Total Quality Management (TQM) based on mid-to-long-term business objectives and strategies in a rapidly changing business environment

- 顧客中心の考え方に立って中期計画を4年ごとに策定, 重点を絞って全社年度方針を策定・展開

Based on a customer-centric approach, formulation of four-year mid-term plans and development and implementation of company-wide annual policies with focused priorities

- 部門横断管理の推進や供給者などとの連携を強化して, 改善活動, 日常管理, 人材育成

Promotion of cross-functional management and strengthening collaboration with suppliers and others to enhance improvement activities, daily management, and human resource development

(2) 日常管理・改善活動を通じた全員参加, 体系的な人材育成への取り組み

Systematic Human Resource Development Initiatives involving everyone through Daily Management and Improvement Activities

- 業務の出来映えを評価するKPIを設定, 異常の原因追究・再発防止の実施

Setting suitable KPIs to evaluate the performance of work processes, investigation of the root causes of abnormalities, and implementation of recurrence prevention measures

- 改善活動を3つのレベルに分けて組織的に推進

Systematic promotion of improvement activities by dividing them into three levels

- コンピテンシーの定義と評価方法, 階層別分野別教育体系を整備, 人材育成の基盤を強化

Strengthening of the foundation for human resource development by defining competencies and establishing evaluation methods, and by developing a hierarchical and domain-specific education system

(3) 市場の動向に基づいた新製品・新規顧客の開拓と 需要を満たす生産能力の向上

Development of new products and acquisition of new customers based on market trends, while enhancing production capacity to meet the demand

- OEM, エンドユーザー, JVパートナーの協力を得て市場分析, 新たな事業領域を見いだし, 新製品を開発

By conducting market analysis with the cooperation of OEMs, end users, and JV partners, identification of new business areas, and development of new products

- 顧客の求める既存製品のバリエーションを特定, 顧客を拡大

Identification of variants for existing products that customers require and expansion of the customer base

本日はご参加ありがとうございました。
皆様の, デミング賞・デミング賞大賞への
挑戦をお待ちしています。

Thank you for joining us today. We
look forward to more companies
challenging the Deming
Prize/Deming Grand Prize.

受賞企業の講演要旨

Summary of the Winners Presentations

日本語

<https://www.juse.or.jp/deming/download/>

English

https://www.juse.or.jp/deming_en/download/

Deming Prize

The Deming Prize is one of the highest awards on TQM (Total Quality Management) in the world. It was established in 1951 in commemoration of the late Dr. William Edwards Deming who contributed greatly to Japan's proliferation of statistical quality control after the World War II. His teachings helped Japan build its foundation by which the level of Japan's product quality has been recognized as the highest in the world.

