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, 首脳部がリーダシップを発揮していること.

Under clear management intent, taking into account its management philosophy, industry, business type, scale, and operating environment, the company has formulated proactive, customer-oriented business objectives and strategies that reflect its social responsibilities. Top management demonstrates 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 appropriately utilized and implemented to achieve the 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 capabilities required for future growth have 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 Allocated Points	合格判定点 Passing Score
A. 経営目標・戦略の策定と首脳部のリーダーシップ Formulation 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 qualify, a score of 70 points or higher must be achieved in each of the three items (A), (B), and (C) above.

A. 経営目標・戦略の策定と首脳部のリーダーシップ

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

	配点 Allocated Points
Ⅰ　積極的な顧客指向の経営目標・戦略の策定 Formulation of proactive customer oriented business objectives and strategies	100
Ⅱ　首脳部の役割とその発揮 Role of top management and fulfillment of its responsibilities	

B. TQMの適切な活用・実施

Suitable utilization and implementation of TQM

		配点 Allocated 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 through understanding customer and socialal 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 the 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 capabilities	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 achieved in business objectives and strategies through the application and implementation of TQM

Ⅴ 特徴ある活動と組織能力の獲得

Outstanding TQM activities and acquisition of organizational capabilities

配点 Points

100

デミング賞
Deming Prize

4組織
4 Organizations

- PT. Cataler Indonesia
- 独立行政法人国立病院機構 仙台医療センター
- SONA BLW Precision Forgings Limited Driveline Division
- Tata Toyo Radiator Limited

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特徴あるTQM活動

PT. Cataler Indonesia

自動車・二輪車用触媒の製造

Outstanding TQM activities

PT. Cataler Indonesia

Manufacture of catalysts for automobiles and motorcycles

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（1）Gotong Royong（相互扶助，共同作業）の精神を活かした全社的な多能工化と相互補完型人材育成

Company-wide development of multiskilled employees and mutually complementary human resources, leveraging the spirit of Gotong Royong (mutual assistance and collaborative work).

●業務リストと必要能力を明確化，多能工化を全社的に推進

Clarification of task lists and required competencies, and promotion of multiskilling throughout the organization.

●OJT，各種訓練，内部トレーナーの育成等を組み合わせ，限られた人員でも相互に業務を補完できる組織づくり

Building an organization where employees can mutually complement one another's work, even with limited staffing, by combining OJT, various training programmes, and the development of internal trainers.

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（2）QCサークルFramework（進め方ガイド）を活用した問題解決人材の計画的育成

Systematic development of problem-solving personnel using the QC Circle Framework (Implementation Guide).

●Key Personを定めて活動途中にレビューとフィードバック

Designate key persons and conduct reviews and provide feedback during the course of activities.

●問題解決スキル，コミュニケーション，チームワーク等を評価，その結果を教育やサークル支援へ反映する人材育成のPDCAを実践

Implement the PDCA cycle for human resource development by evaluating problem-solving skills, communication, teamwork, and other competencies, and reflecting the evaluation results in training and QC Circle support.

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（3）部門横断的な知識の活用による小規模組織の経営能力向上

Enhancing the Management Capabilities of Small Organizations Through the Utilization of Cross-Functional Knowledge.

●各部門の専門知識や経験を他部門の業務改善や人材育成へ活用，経理部門の分析を関連部門の在庫管理改善へ展開

Leverage the expertise and experience of each department to improve work process improvement and develop personnel in other departments. For example, apply analyses conducted by the Finance Department to improve inventory management in related departments.

●過去のトラブルとその原因・対策をKakotoraとして蓄積，問題解決や類似問題の未然防止，人材育成へ活用

Accumulate past problems, their causes, and countermeasures in a Kakotora database, and utilize this knowledge for problem-solving, prevention of similar problems, and human resource development.

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特徴あるTQM活動
独立行政法人国立病院機構
仙台医療センター

医業

Outstanding TQM activities
National Hospital Organization Sendai Medical Center

Medical Practice

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(1)登録医からのニーズを把握した上で構築された紹介・逆紹介の仕組み

A referral and counter-referral system developed based on an understanding of the needs of registered physicians.

●医療連携委託業者を配置, 登録医を直接訪問, 従来の医師による訪問では把握しにくかった率直な意見や要望を収集

Assign medical liaison personnel to visit registered physicians directly and gather candid feedback and requests that would be difficult to obtain through conventional visits by doctors.

●月平均紹介患者数は増加, 地域に必要とされる病院のあり方を顧客の声から明確にして, 改善と成果

The average monthly number of referred patients increased. Customer feedback was used to clarify the role of the hospital in meeting community needs, leading to improvements and tangible results.

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（2）内部監査の仕組みを活用した継続的改善

Continuous Improvement Through the Effective Use of the Internal Audit System.

●ルールへの適合状況の確認，日常業務に潜在する問題を発見，医療の質向上につなげる内部監査を継続

Conduct internal audits on an ongoing basis to verify compliance with established rules, identify problems hidden in daily operations, and improve the quality of medical care.

●監査員を計画的に育成，改善力の向上と人材育成，組織の問題解決能力の向上

Systematically develop internal auditors to strengthen improvement capabilities, foster human resource development, and enhance the organization’s problem-solving capabilities.

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（3）強固なTQM推進組織

A Robust TQM Promotion Structure.

●TQM推進室は，ビジョン，基本方針，重点課題の体系化，方針管理の整備と運営，日常管理，人材育成，継続的質改善活動までを一体的に担当

The TQM Promotion Office takes integrated responsibility for structuring the vision, basic policies, and priority issues; establishing and managing policy management; and overseeing daily management, human resource development, and continuous quality improvement activities.

●複数部門が分担する機能をTQM推進室に集約，経営課題と改善活動を直接結び付けている

Functions previously distributed across multiple departments have been consolidated within the TQM Promotion Office, directly linking management issues with improvement activities.

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特徴あるTQM活動

SONA BLW Precision Forgings Limited, Driveline Division

自動車部品製造, 販売

Outstanding TQM activities

SONA BLW Precision Forgings Limited, Driveline Division

Manufacture and sale of automotive components

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(1)ビジョン 中長期経営目標 年度計画に展開する一連のプロセスを構築

Establish a systematic process for deploying the vision into medium- and long-term management objectives and annual plans.

●年次会議を通じて将来の市場や製品について継続的に検討し，毎年開発する製品を選定・投入

Continuously review future markets and products through an annual meeting, and select and launch new products for development each year.

●年度計画を策定，各部門のManaging PointとChecking Pointへ展開して実行・レビューする仕組みの明確化

Formulate annual plan and establish a clear system for cascading them to each department's Managing Points and Checking Points, followed by implementation and review.

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（2）将来の事業拡大を見据え，必要な人材を明確にして計画的に育成・活用

Identify the human resources required for future business expansion and systematically develop and utilize them.

●将来の事業や製品ロードマップに基づきBusiness Core CompetenciesとSkill Setsを明確化，製品・技術ごとに必要なスキルとの対応関係を整理

Based on future business and product roadmaps, define the Business Core Competencies and Skill Sets, and map the required skills to each product and technology.

●対象者を選定，スキルギャップを把握，育成計画を策定，新製品・新技術開発に必要な人材を事前に育成する仕組みを構築

Establish a system to select target personnel, identify skill gaps, formulate development plans, and proactively develop the human resources required for new product and technology development.

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（3）良品を安定的に供給するための日常管理の徹底

Thorough Implementation of Daily Management to Ensure a Stable Supply of Good-Quality Products.

●変化点を4M Change Management Matrixで定義, 状況を現場の日常管理板に掲示, 変化点管理を徹底

Define change points using a 4M Change Management Matrix, display their status on daily management boards at the workplace, and rigorously implement change-point management.

●異常処置ミスによる不適合品流出防止のため, Red Rabbit Trainingと呼ばれる独自の異常処置訓練を実施

Conduct an indigenously developed abnormality-handling training programme called “Red Rabbit Training” to prevent nonconforming products from escaping due to errors in abnormality response.

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特徴あるTQM活動
Tata Toyo Radiator Limited

自動車用熱交換システムの製造

Outstanding TQM activities
Tata Toyo Radiator Limited

Manufacture of automotive heat exchange systems

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(1)新製品開発力の構築

Building New Product Development Capabilities.

●既存市場の顧客要求と2027年度以降の成長市場を結びつけ, QFD, T-Matrix等を活用して新製品開発

Develop new products by linking customer requirements in existing markets with growth markets from FY2027 onward, using tools such as QFD and the T-Matrix.

●商用車の長期保証を実現, 市場要求の探索から技術開発, 量産化までを一貫して実行する組織能力を構築

Achieve long-term warranties for commercial vehicles by building the organizational capability to manage the entire process, from identifying market needs and developing technologies to start of mass production.

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(2)全員参加型TQMを成立させる独自の仕組みを構築

Establish a unique system that enables TEI (Total Employee Involvement) in TQM.

●改善活動ごとにスタッフと作業者の役割を段階化，各部門にTQMチャンピオンと運営委員会を設置，現場内部で推進人材を育成

Define progressive roles for staff and shop-floor workers in each improvement activity, establish TQM champions and steering committees in every department, and develop internal facilitators to drive TQM activities at the workplace.

●新拠点立ち上げでは必要人員の60%を社内登用で充足するなど，全員参加を支える組織能力を形成

Build organizational capabilities that support total employee involvement, for example, by filling 60% of the staffing requirements for new-site start-ups through internal appointments.

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（3）組織能力の意識的な把握と全社共有

Systematic Assessment of Organizational Capabilities and Company-Wide Sharing.

●各活動を通じて獲得した成功事例, 開発技術, 問題解決のノウハウを組織能力として明示的に把握

Explicitly identify and document the organizational capabilities acquired through various activities, including successful case studies, developed technologies, and problem-solving know-how.

●全社で共有・活用する仕組みを整備, 継続的な組織能力を向上

Establish a system for sharing and utilizing these capabilities throughout the organization to continuously enhance organizational capabilities.

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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.

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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.

