

# Why TQM Fails

- **Lack of commitment by top management**
- **Focusing on specific techniques rather than on the system**
- **Not obtaining employee buy-in and participation**
- **Program stops with training**
- **Expecting immediate results rather than long-term payoff**
- **Forcing the organization to adopt methods that aren't productive or compatible with its production system and personnel**

from Martinich, Production and Operations Management