Newsletter

Indian Society for Quality

Contents	Page

Dear Readers ,

Wishing you all a very happy , healthy and prosperous 2024 with abundant knowledge, from the Editorial Committee of ISQ Newsletter

Covid scare came alive , once again , thankfully the variants are not so dangerous. Nevertheless, time to be cautious and take necessary precautions!.

The last Quarter has seen huge upside in Industrial Activity , especially Auto sector and the momentum continues into 2024 is a very positive sign of exciting times ahead.

At ISQ, our last quarter was dynamic and engaging, marked by knowledge-sharing sessions during Quality Month, impactful Tops Conventions, and the culmination of our flagship Annual Conference.

This year, our Annual Conference embraced a new format, featuring a groundbreaking plant visit and a pre-Conference seminar—a historic first in our ISQ's history.

You can read more about it in the Newsletter.

I am happy to share that we added Hyderabad Chapter to our existing 5 Chapters.

Aligned with ISQ's Vision and Mission, a pioneering initiative—the "Student Chapter"—was launched by the Bengaluru Chapter in December 2023. This innovative program aims to impart knowledge and raise awareness about the role of Quality, tools, techniques, organizational culture, and more to aspiring engineers poised to enter the industry. Further details are available within.

ISQ is growing from strength to strength in past few years with many initiatives spearheaded by subcommittees.

Readers are requested to volunteer and actively participate in the sub committees of their interest.

I would like to express my gratitude to our readers for the love , affection and feedback to improve our Newsletter.

Looking forward to your continued patronage as well as contribution by sharing knowledge / your insights through articles.

Happy Reading !

Warm regards,

Ved Parkash

ISQ Newsletter team: Ved Parkash – Editor in chief,
Editorial Members: Sarika V. Joshi, B. Sundara Rajan, R. Santoshi

Quality for Prosperity

Vignettes from Ram

Two-handedness

We need to be good at managing pairs of opposites. The fostering of capabilities like resilience, adaptability and innovativeness has to battle the pressures on efficiency. Disruptive innovations may overturn an organization that is excellent in what it has always been doing. And we may rush when slow deliberation is needed and dawdle when urgency is primary. In each case, it is not about choosing one or the other approach – we must master both sides.

Two-handedness may be suspected of being ambiguous, inconsistent. Tired of economists hedging their bets, U.S. President Truman had pleaded: "Give me a one-handed economist. All my economists say, 'on the one hand…', then 'but on the other…'" There is also the fear that 'the right hand may not know what the left hand is doing,' meaning lack of coordination, even mutual cancellation between departments.

But here we are talking about ambidexterity, an ability that is a force multiplier.

Efficiency and Capability-building: Organizations drive relentlessly for cost reduction, for running tight ships. (That hasn't helped as most firms wallow in waste. Toyota may be an exception, demanding that water be squeezed out of a dry towel.)

Efficiency requires the systematic elimination of all fat, anything superfluous. That makes sense for repetitive tasks like production, inspection, selling, collecting, storekeeping, and so on. Effectiveness, however, requires the systematic creation of buffers. Surplus production capacities, for instance, help delivering to peak demands, while efficiency drives the breakeven points down.

As periodic catastrophes have reminded us, an organization must be made resilient. And resilience – which is about withstanding shocks and remaining functional - is founded on the creation of diversity and redundancies. Safety engineers would understand this argument easily. In an organization, resilience means holding substantial surplus cash equivalents (whatever the business schools may advocate to the contrary), building bench strength in people - especially at entry levels, creating a reservoir of markets studied or products close to readiness for launch, backing up of data, and so on.

The concept of adaptability is about anticipating the ways in which the world is evolving and being in readiness for alternative scenarios. For this purpose, a second-level vision – 10 to 20 years long – may be useful to conceive, in addition to the usual 3-5 year vision. Adaptability too needs redundancy and variety, the very antithesis of strict efficiency. Though parallel structures might seem superfluous from a short-term view, they help quick adaptation when the time comes, with relatively small investments.

These days, innovativeness is at a point of being reduced to a buzzword. But innovation can happen only in a patiently constructed ecosystem that facilitates it. To cite a case, innovativeness in the U.S. is not an outcome of separate chance events but of governmental, social, academic and industrial ecosystems designed to let innovations flourish. Within a firm the innovativeness ecosystem requires, as with resilience and adaptability, diversity and surpluses. It also requires flexibility, autonomy, and opportunities for interactions between functions. Innovation also benefits from the 'democratic' involvement of potential users.

Resilience, adaptability and innovativeness together can make for agility, ardently sought by so many companies.

So, high efficiency must be made to coexist with the enduring cultivation of other capabilities.

Continuity and Disruption:

Clayton Christensen (1997) published the concept of sustaining versus disruptive technologies. The latter underperform the mainstream products initially, but their trajectory is steep, and the established technologies could eventually fall by the wayside. "Good management," Christensen warned, "could lead to failure." That is, efficient business-as-usual is doomed in the face of innovations that adopt different paradigms, even if scoffed at initially. Thomas Kuhn (1962) explored scientific revolutions by studying the tortuous paths through which new paradigms traversed before they became mainstream.

Classic examples of disruptive products include film photography displaced by the digital, or landlines substituted by mobile telephony, and cellular handsets transiting to smart touch-phones.

The lesson is that companies need to be ambidextrous - a term popularized by Charles O'Reilly and Michael Tushman (2004) in a string of articles - in simultaneously managing continuity and 'exploratory business.' To have a chance of success, work on explorative technologies must be assigned to teams insulated from the pressures of efficient growth. These teams must listen to those in the peripheries, who tend to make unusual predictions. Andy Grove ((1996) of Intel exhorted CEOs to listen to the Cassandras. Shiba and Walden (2001) made these principles the bedrock of their approach to making breakthroughs.

Fast and Slow:

Behavioral economist Daniel Kahneman (2011) codified two types of thinking, fast and slow. In most situations, we confidently take instantaneous decisions based on intuition, convenience, ease, and the influence of the halo effect of persuasive speakers, consultants and salesmen. Often, these decisions, especially on matters involving data, trends, and technical complexities, turn out to be wrong. Decision-making in organizations is yet to evolve as a well-researched discipline.

Problem-solving teams seem ever eager to press on with solutions, even when the problems themselves haven't been defined sharply. "Slow, slow," I remember calling out to such teams in the 1990s, much to their surprise. Problem-solving requires analysis and reflection, and patient search for alternatives. Barring emergency situations, quick, spot decisions backfire.

The PDCA cycle naturally aids the two-handed approach: front-loading the planning work, taking time, while executing with urgency, thus making for both efficiency and effectiveness. One way to look at it is to move fast when decisions are reversible, otherwise, to slow down and contemplate on possibilities. Thus, day-to-day kaizens by the hundreds can be imbued with speed.

To create a superior organization, embrace two-handedness. Be good with both hands.

About the author:

Mr. N. Ramanathan is a senior counsellor and advisor of TQM. He is a Mechanical Engineer with Masters from IIM, Ahmedabad(1969) with 50 years of experience in industry, and in teaching and counselling. He is the recipient of the Edwards Medal 2021 for outstanding leadership from American Society for Quality (ASQ). Mr. Ram has received the Dronacharya Award in 2018 by ISQ for his contributions to teaching and counselling on quality. He is an Academician in the International Academy for Quality (IAQ) and serves on its Board as Vice President, and as Chair of its Examination Committee. Mr. Ram has been associated with twelve successful Deming Prize challenges, and has taught and advised Ashok Leyland, CEAT, SRF, Indus Towers, JSW, Mahindra group of companies, Tata Quality management Services, Tata Steel, and other organizations.

News

Mr. Janak Kumar Mehta, becomes Honorary Chairperson of Asian Network for Quality.

It is proud moment for all of us that board of Asian Network for Quality (ANQ) has conferred the position of Honorary Chairperson of ANQ on Mr. Janak Kumar Mehta, President – ISQ during the board meeting held on 17th October 2023. It is one of the highest recognition to a Quality professional.
Dr. Noriaki Kano, one of the most prominent leaders in theory and application of quality management around the world; is the other recipient of this recognition.

CEO THROUGH TQM

26~28 October 2023. **Venue:** India Habitat Centre, New Delhi

Creating the Extraordinary Organization through Total Quality Management

5th edition of the popular CEO through TQM was organised with the help of ISQ NCR Chapter. Mr. N. Ramanathan (NR), has been conducting the program since 2019 pro-bono indicating his passion to enhance the Quality mindset in India and continued support to ISQ. The programs from NR are becoming increasingly popular indicated by the high demand. 37 participants could be accommodated for the program.

Another highlight of the program was the presence of Mr. Anant Goenka, Vice Chairman, Ceat Limited & Zensar Technologies who came all the way to share the success story of CEAT's journey through TQM in achieving excellence and the Deming Grand Prize. This practical case study of effective implementation of TQM in the form of QBM was well appreciated by the participants. The speech complimented the learnings from NR. Mr. Ganesh Srinivasan, CEO Tata Power DDL also participated in the program

Coming soon...

The program has been rated high by the participants. Faculty's knowledge, program content, effective communication, study material has been widely appreciated. ISQ will be coming back with 6th edition of the program in Chennai soon.

ISQ News

Quality Month Lectures 2023

Every Saturdays of November 2023

Like every year, ISQ organized a series of four online lectures by top Business leaders, one every Saturday every November for the benefit of its members and quality fraternity. The input by these highly acclaimed leaders were of high value addition to the professionals, academicians, and entrepreneurs in achieving their individual and organizational goals.

November 4th 2023 • 10 30AM – 12:00PM

Dr. Lars Sorqvist
President,
International Academy for Quality (IAQ), President, Sandholm Associates, Sweden

Topic:
Supplier relations and quality-based partnership in a time of deglobalization

November 11th 2023 • 11 00AM – 12:30PM

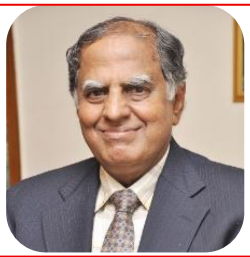
Dr. K N Subramanya
Principal & Professor, RV College of Engineering Bengaluru

Topic:
Quality in Higher Education

November 18th 2023 • 11 00AM – 12:30PM

Mr. P Kaniappan
Managing Director, ZF Commercial Vehicle Control Systems India Ltd

Topic:
LIVING "ZERO DEFECT" QUALITY



November 25th 2023 • 11 00AM – 12:30PM

Mr. S Sandilya
Chairman, Eicher Group

Topic:
Anecdotal Experiences

Note: To view the recording of all the four lectures, visit **ISQ YouTube channel**

Inauguration of Hyderabad Chapter

ISQ is proud to announce formation of Hyderabad Chapter on 23rd November 2023. Details of the chapters will be announced soon.

News

TOPS Convention **2023** – a report

ISQ organize the contest of one-day contest on Team Oriented Problem Solving for executives from OEMs, Tier-1 and Tier-2 manufacturing companies, process industry, academia and service sector to promote scientific approach towards problem solving and teamwork, customer centric approach, technical and soft skills capability enhancement by sharing/learning through some of the best case studies from organisations of repute. Contestants apart from showcasing their projects also learn from each other.

Bengaluru Chapter **Date:** 21st July 2023
Venue: Ramaiah University of Applied Sciences, Bengaluru

Bengaluru chapter hosted TOPS Convention on 21st July 2023 at M S Ramaiah University of Applied Sciences, Peenya, Bengaluru. ISQ expresses its gratitude to Dr. Govind R Kadambi, Pro Vice Chancellor – Research, and Dr. B S Dayanada, Head of Mechanical and Manufacturing Engineering Dept., for sponsoring the venue for TOPS - 2023. Click here to know more.

Pune Chapter **Date:** 5th October 2023
Venue: IICMR MBA Institute, Pune

Pune chapter hosted TOPS Convention on 5th October 2023. The event took place at IICMR MBA Institute, Nigdi, Pune. ISQ expresses its gratitude to Dr. Abhay Kulkarni, Director – IICMR, Head – Centre of Excellence, IICMR for being co-organizer, sponsoring the venue, facilities and outstanding and energetic cooperation by his team of faculties and students. Contd..

NCR Chapter **Date:** 13th October 2023
Venue: Tata Power – DDL Learning Centre, Rohini, Delhi

ISQ expresses its gratitude to Senior Management of Tata Power DDL for their continued support in providing the venue, facilities and outstanding and energetic cooperation by the Business Excellence team of TPDDL. The event was inaugurated by the Guests Mr. Bharat Kumar Bhadwat, Chief (Contracts, EAC & Customer Litigation). ISQ was represented Kunal Pareek, Virendra Atre, Atul Shrivastava and Prabhakar Shettigar. Contd..

Inauguration of ISQ RVCE Student Chapter, Bengaluru– a report

ISQ is happy to announce the inauguration of ISQ RVCE Student chapter on 29th December 2023 in the presence of Principal, Students and Staff of R V College of Engineering, ISQ Bengaluru chapter office bearers and members and guests.
It marked another milestone towards industry institute interaction in promoting Quality and mission of ISQ "Contribute to the thriving of Humanity in the Planet Earth."
54 students enrolled themselves as members of ISQ.
For the detailed report click here

Knowledge sharing sessions – Chennai Chapter

August 2023	Benchmarking by Devraj Chattaraj, GM, Business Excellence
November 2023	Excellence through TQM for Trichy physical meet by B. Sundararajan Transformatory Customer Experience by Ms. Smitha Kumar

Embracing Circular Economy:
Reducing Waste and Promoting Sustainability

By B Raajkumar ● 4 min read

Introduction:

To foster a more sustainable world, the concept of a circular economy has generated enthusiasm among many.

This innovative approach seeks to address the shortcomings of our traditional system, characterized by a linear take-make-dispose model. The essence of the circular economy lies in creating a system where resources are continually reused through recycling and the discovery of new applications. This methodology not only reduces waste but also promotes sustainability, offering our resources a second chance instead of relegating them to disposal.

In a circular economy, we are revolutionizing the way we produce and utilize items to enhance our world. Instead of discarding products, we are exploring innovative ways to reuse them, effectively closing the loop on the life cycle of products.

Typically, when items become old or dysfunctional, they find their way to expansive garbage sites known as landfills. However, in a circular economy, we extract materials from old products, such as smartphones, and repurpose them to create new items. This approach minimizes the consumption of new resources and is more environmentally friendly.

To facilitate this transformation, a paradigm shift in product design thinking is imperative. Companies must manufacture products with longevity, ease of repair, and recyclability in mind. This change in mindset contributes to the creation of products that not only benefit the planet but also align with economic sensibilities.

Designing for Sustainability: A Paradigm Shift

Embracing sustainability in design allows companies to produce products that are environmentally friendly and align with consumer preferences. This shift also encourages alternative business models, such as offering products as services or leasing rather than outright sales. In doing so, companies assume greater responsibility for the end-of-life fate of their products, ensuring environmentally sound disposal practices.

Recycling and Upcycling: Transforming Waste into Value

Efficient waste management is a pivotal aspect of a circular economy, requiring intelligent approaches to dealing with waste. Recycling plays a substantial role in providing materials with a second chance. Equally appealing is upcycling, which involves creatively transforming waste into valuable items, such as fashioning new clothes from old fabric or repurposing used shipping containers into homes.

These practices result in reduced reliance on new materials and diminish the need for expansive waste disposal sites, rendering the economy more sustainable and capable of persisting without detrimental effects on the planet.

Collaboration and Innovation: Paving the Way Forward

Realizing the vision of a circular economy necessitates collaboration among companies, governments, and individuals. Governments can enact regulations that incentivize companies to adopt sustainable practices and can provide support for research and development aimed at discovering improved methodologies. Companies must continually generate novel ideas and collaborate to bring them to fruition.

Consumer Awareness: The Power of Informed Choices

Educating individuals about the principles of the circular economy holds great significance. Enhanced awareness enables individuals to make informed decisions about their choices' environmental impact. Choosing products crafted from recycled materials or supporting companies with a commitment to environmental stewardship sends a potent message—a desire for a world where waste is minimized, resources are conserved, and sustainability takes precedence.

Economic and Environmental Benefits: A Win-Win Proposition

The circular economy extends benefits beyond environmental considerations; it is also economically advantageous. It stimulates job creation, fosters innovation, and propels business growth. Moreover, it provides a means to address substantial challenges like climate change and resource scarcity.

Challenges and Future Outlook

While challenges persist, such as altering ingrained habits and enhancing recycling systems, the future appears promising. Collaborative efforts to embrace a circular economy bring us closer to a world where waste is minimized, resources are preserved, and sustainability becomes a guiding principle for generations to come.

Conclusion:

The circular economy presents hope and opportunity for a brighter future. Through collaboration and innovation, we can cultivate a regenerative and sustainable economy. By minimizing waste, utilizing resources judiciously, and prioritizing sustainability, we establish a harmonious relationship between economic success and environmental well-being. As individuals, businesses, and governments unite for a circular future, we draw nearer to a world where waste is minimal, resources are safeguarded, and sustainability becomes the guiding ethos for generations to come.

About the Author:

B Raajkumar

Senior General Manager – Business Excellence

Tractors and Farm Equipment Ltd. , B.E. Mechanical Engineering

Professional with 24 years of rich experience with merit of delivering transformational change across Manufacturing domain; entailing expertise in Operational & Business Excellence, Quality Management, Process Enhancement, Project Management ,Change Management and Strategy Planning

Certified

Lead Auditor Course of IMS ISO/ TS16949:2009, ISO14001:2004 & 18001 :2007,

Assessor of Business Excellence Assessment by CII
Assessor of India Manufacturing Excellence Assessment by Foster & Sullivan
Internal Auditor for Aerospace Standard AS9100
Six Sigma Master Black Belt
Group Secretary -ISQ Chennai Chapter

News

Annual Conference 2023
a report

30th Nov to 2nd Dec 2023

Jamshedpur

Theme: Making Indian Manufacturing a Hallmark of Quality in the World

The Indian Society for Quality (ISQ) Jamshedpur Chapter proudly organized the prestigious ISQ Annual Conference 2023 at the United Club, Jamshedpur. This flagship event stands as a testament to the city's industrial legacy and marks the first time the conference has convened in Eastern India. This Conference is an effort towards bringing 'Manufacturing Industries' and the Quality thought leaders and practitioners together from various geographies to delve deeper into the subject. To know more click here.

International News

ANQ CONGRESS 2023 – a report

Date: *17-20, October 2023*

Place: *VABIS INTERNATIONAL COLLEGE, Phu My town, Ba Ria Vung Tau province, Vietnam*

Host organisation: *Vietnam Quality Association of Ho Chi Minh City ((VQAH)*

Mode: *Physical*

The first physical ANQ Congress 2023 was organized at Vietnam after the two virtual congresses during Covid 19 affected periods.

17th October was dedicated to ANQ CEC and ANQ board meetings where the members of respective committees joined the meeting.

To read more click here.

IAQ Quality Sustainability Award 2023 – a report

Indian Society for Quality is happy to announce that in the global contest of IAQ Quality Sustainability Award 2023, following project from India was selected as one of the winners. 4 teams from India who were Gold Winners at national level participated in the contest.
IoT enabled, digitally integrated air conservation using predictive analytics from CEAT Limited.

Congratulations to the team from CEAT Limited.

For detailed report click here.

Be a member of ISQ

Download the membership form here

ISQ look forward to you to introduce professionals with passion for quality, align with its objectives willing to contribute; as members of ISQ.

Welcome to the new Life Members

Name	Designation	Organisation
Maninder Singh	Assistant General Manager	India Nippon Electricals Ltd, Hosur
Manik Sharma	Director	Flyboy Consulting Services OPC Pvt Ltd, Gurgaon
M Mustafa Baig	DGM- Business Excellence	Re Sustainability Limited
Prantik Sarkar	Deputy General Manager	Tata Business Excellence Group, Tata Sons Pvt. Ltd, Jamshedpur
Praveen Kumar	Senior DGM - Head of Quality	TTK Prestige Limited HOSUR
D Sekar	Trainer/Consultant/Cousellor	Self employed
Naveen Kumar Sivakumar	Pathologiest	Tata 1MG, Gurugram
Shridhar Rajappanavar	Founder & CEO	Key Sustainability Solutions Pvt Ltd Bengaluru
Shreyas Srivatsan	Dy. General Manager	Tata Business Excellence Group, Pune

Welcome to the new Annual Members

Name	Designation	Organisation
Jitendra Gopal Masarguppi	DGM - TQM	Tata Ficosa Automotive Systems Pvt Ltd, Pune
Ravi Kumar R	Engineer	India Nippon Electricals Limited, Hosur
Arun Kumaraguru M	Deputy Manager	Bosch Ltd, Adugodi, Bangalore
M Velraj	Sr Engineer	India Nippon Electricals Limited, Puducherry
Sandeep N	Asst Professor	M S Ramaiah University of Applied Sciences, Bengaluru
Vijaya Kumar S	Asst Professor	M S Ramaiah University of Applied Sciences, Bengaluru
Balappa BU	Asst. Professor	M S Ramaiah University of Applied Sciences, Bengaluru
Sumit Kumar	Manager	India Nippon Electricals Ltd, Hosur
Prasad R	Sr. ENGINEER	Federal-Mogul TPR India Ltd Bengaluru
K.Iyyappan	Engineer	India Nippon Electricals Limited, Kariyamanickam village, Pondy