

Newsletter

Indian Society for Quality

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Dear Readers ,

Greetings from ISQ !

Wishing you all a very happy and prosperous 2025 from the Newsletter Editorial team !

Fears of pandemic have multiplied post Covid sufferings, pretty evident from the fact that an already known HMPV, relatively not so lethal as Covid, is causing the jitters in community , industry, society practically everywhere.

Thankfully , with abundant information shared in all type of media has brought the confidence back but a cautious approach is always a better choice. Please take precautions – as they say “ Prevention is Better Than Cure”.

Reflecting back on the journey of our Newsletter, team made subtle changes in the structure and content of the Newsletter, won some appreciations as well. We will continue to explore ideas in 2025 as well to make the contents more enriching, entertaining and serve the main purpose of sharing information about the ISQ activities.



We have started the year with TOPS Convention by Chennai Chapter and upcoming “Symposium on Quality 4.0” by Bengaluru Chapter on 23 rd and 24th Jan, 2025. Registrations are open for the event for you to make use of the opportunity.

We have 2 Book Reviews and Vignette from Mr Ramanathan – very insightful reading.

We successfully concluded our flagship event of Annual Conference , it was unique this tie in the sense that it was jointed hosted by Pune and Bengaluru Chapter, a first in the history of ISQ !

You can find the summary report in this issue.

Quiz continues to elicit interest of readers and we are happy to continue the same.

We have a very big event this year as we are privileged to host the 23rd ANQ (Asia Network for Quality) Congress on Nov 5-7 , 2025 here in Bengaluru. Please block your calendars right away.

We would love your contributions to the Newsletter in the form of articles, case studies, book reviews and of course the feedback.

Happy Reading !

Ved Parkash

**Vignettes
from Ram**

Backslide



In his 2004 book, *Collapse*, author Jared Diamond avers that the “phenomenon of collapses is ... an extreme form of several milder types of decline...” Many a civilization has met its end after slowly degenerating from its peak powers – the prehistoric Polynesian community in Easter Island, for instance.

Business enterprises are prone to the same phenomena. Sudden failures capture attention, but gradual declines are not noticed.

What does it take for an organization to lose its power – say, being No. 1 in the market, or having won a Deming Prize? Unfortunately, it only takes a little inattention, or a little ignorance. Mankind is notorious for taking good things for granted. When leadership is inattentive, the organization weakens gradually rather than suddenly. Thus, there are no wake-up calls.

In this article, we look at one aspect of such a phenomenon – failing to see current reality. There are two parts to organizational reality – internal and external.

Grasping Internal Reality:

One myth that top managers nurse is the belief that they know what is going on in their companies. When rot sets in from the peripheries and from the bottom, they might be engaged in high talk, in the abstract language of business schools and consultants. To prevent such a habit from developing, managers must strive to know what really is happening. There are four paths to understanding the true conditions prevailing.

- 1. Being at the gemba (the real workplace):** Top management is often insulated from the noise and smell of the trenches. Though priding themselves about knowing their plants or markets, managers often see things with their own mental framework and miss what the frontline employees are experiencing. They see their workplaces like a tourist, rather than absorb facts through their senses. They lack observation skills, and do not know that they lack them. Lofty conversations endure in the board room, even when the plant is a dump, and the salesmen feel abandoned.
- 2. Listening to people:** Many managers are anxious to tell their employees about what they want done. They might feel that their employees are not listening, and then they tell more. But knowing reality is about listening, rather than preaching. Many an explosive problem might have been averted by the simple act of listening. When the opinions of workers and managers are divergent, it is doubtful if there would be alignment in the company to its business strategies and objectives.
- 3. Doing management diagnoses:** One of the mechanisms of TQM is the diagnosis of the organization by the President or by the top managers, at least on an annual basis. A diagnosis is distinguished from reviews which are concerned with taking countermeasures on causes of gaps between targeted and actual results. Diagnoses, on the other hand, are meant to tell top managers the truth about their organization and to have non-threatening communications within the company. They help provide early warnings, especially about slow falls. Effective diagnosis requires that a system be established, and then refined over a period.
- 4. Having Truthsayers:** Diagnoses can also be had from expert counsellors (such as Deming examiners, or other top-notch counsellors) who are not afraid of holding a mirror to the management and telling them what they do not want to hear. Truthsayers can also be internal to the organization, but then they must be senior and respected people. It's like having a Taichi Ohno within the company. Once a high-standing counsellor is engaged, the management should have the wisdom to listen and act as per the advice, rather than take a defensive stance.

**Vignettes
from Ram**

Knowing the truth about the happenings within your own company is a powerful safeguard against decline. It also enables continuous improvement, which is an insurance against regression, to happen.

External Reality and Adaptability:

When managers do not listen to their employees, or spread fear that stifles employees, they start to live in denial about external reality. It is not as if people in Kodak didn't know about the oncoming digital disruption. And in Nokia, fear stopped employees from warning management enough about the dangers of missing the touch phone and other revolutions.

There is talk in companies today about both agility and innovation. But the latter is not a technique, rather it is something that can flower forth when the right ecosystem is created. Agility is an outcome, a function of momentum, adaptability and innovativeness. Adaptability in turn is about anticipating multiple scenarios about the future and investing on building readiness for the way the world will evolve, without committing the company to any single future. Does anyone know what the mix of power trains will be in automobiles, shipping and locomotives twenty years from now? The wiser companies are preparing for alternative futures. They are being adaptable, they invest time on knowing the external reality for themselves, beyond what is carried in the media. Adaptability requires that some investments be made, and that some teams work on possible scenarios, without any guarantee. It also means that managers develop the art of the long view, looking 10, 20 years ahead. Curiously, the more things are uncertain in the short run, the more one needs to see at a distance.

Adaptability requires that we be sensitive to what is happening in the world, without colouring it with our biases. For this, Shoji Shiba fashioned the Discovery Process. He promoted the techniques of observation, listening, and language processing, to seek out and achieve breakthroughs, which lift the company up when an existing offering goes past maturity into decline. It is a potent way of capturing external reality, including those that are just evolving.

Collapse:

Slow decline is a prelude to collapse. You cannot count on an efficacious turnaround just when needed. The long view offers some protection against sudden collapses. There are no real alternatives though to being always present to reality.

A little knowledge of the history of failed civilizations may help jolt managers out of their complacency, thus stopping any backsliding.

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 55 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 thirteen 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.

Annual Conference 2024



12th December to 14th December 2024



Dwaraka Auditorium,
M. S. Ramaiah Medical College Campus
M S Ramaiah Nagar, Mathikere, Bengaluru, 560054

Theme: Empowering Excellence: Quality-Driven Strategies for Fostering Economic Wellbeing

Pre-Conference Seminars



Pre-conference seminars, held at the Council Hall of M S Ramaiah Medical College, featured:

- Mr. Anil Sachdev: TQM for New Product Development (10 AM to 1 PM)
- Mr. N. Ramanathan: Making Profits Under TQM (2 PM to 5 30 PM)

These sessions served as mini-workshops. The attendance was more than expected (90 participants). The seminars were well received by the participants with lot of value addition. The topics were covered by the two esteemed faculty going to the depth of the topics making them interesting and interactive.

Annual Conference 2024 (13th full day and 14th half day)



Annual Conference 2024

NEWS



Awards Night 13 12 2024 @ Taj Yeshwantpur, 14 12 2024 – Annual conference



ISQ Governing Council Members elected during the AGM dated 21 12 2024



Janak Kumar Mehta
Chairman
CMD – TQMI Ltd.



Vijay Kalra
President
Former Chief of Mfg Operation,
Mahindra Automotive and
ED & CEO, MVM.



P. Kaniappan
Vice President
MD, ZF Commercial Vehicle
Control Systems India Ltd.



Dr. K. N. Subramanya
Vice President
Principal, R V College of Engineering



Chandra Mouli S.
Hon. Secretary
VP- Quality, Head-India, New Business
SEG Automotive India Pvt Ltd.



Avneesh Gupta
G C member
Advisor Capital Projects to CEO TSN
& CEO TSUK.



Dr. S. Rajkumar
G C member
President, Business Head,
Rane Engine Valves Ltd



Ravikant J.
G C member
Sr. VP and Head - Corporate TQM
SRF Ltd.



Sarika V. Joshi
G C member
Founder, InValue Analytics



Vishal Badshah
G C member
VP – Operations,
Tata Motors CV Division



Prabhakar Shettigar
G C member
Executive Director-ISQ

TOPS Convention 2024 Pune- a report

TOPS Convention, a oneday contest on **Team Oriented Problem Solving** / improvement case studies / projects for executives from OEMs, Tier-1 and Tier-2 manufacturing companies, process industry, academia and service sector.

Venue: IICMR MBA Institute, Pune **Date:** 4th October 2024

Building on the success of the TOPS Conventions in 2022 and 2023, the ISQ Pune Chapter hosted another highly successful event, TOPS 2024, on October 4, 2024. For the third consecutive year, the event was held at the IICMR MBA Institute in Nigdi, Pune. ISQ extends its sincere gratitude to Dr. Abhay Kulkarni, Director of IICMR and Head of the Centre of Excellence, for his role as co-organizer. His generous sponsorship of the venue and facilities, along with the exceptional support from his team of faculty and students, played a pivotal role in the event's success.

For detailed report, please click [here](#).



Quality Month Lectures 2024

ISQ continued its tradition this November by organizing a series of four online lectures, delivered by renowned business leaders, held every Saturday. These insightful sessions provided immense value to professionals, academicians, and entrepreneurs, helping them enhance their expertise and achieve both personal and organizational goals

NOV 2nd 2024



Prof. Prem Motwani

NOV 9th 2024



Kiran Deshmukh

NOV 16th 2024



David Hutchins

NOV 30th 2024



Dr. N. Ravichandran

For more information, please [click here](#)

TOPS Convention 2024 NCR- a report

TOPS Convention NCR was conducted in the Quality Month of November 2024,

Venue: Tata Power – DDL Learning Centre, Rohini, Delhi **Date:** 23rd November 2024

ISQ NCR chapter hosted another successful event, TOPS 2024, at Tata Power – DDL Learning Centre, Rohini, Delhi. ISQ NCR Chapter thanks the seniors of Tata Power DDL for their generous gesture..

For detailed report, please click [here](#).



Online knowledge sharing session organized by Pune chapter

Speaker: Nancy Nouaimeh (Organizational Excellence Consultant)

Topic: Building a Winning Culture for Continuous Improvement



7th December 2024



10 AM to 11 15 AM IST



The online lectures received good response and appreciation from the participants

Upcoming programs – National

Event	Date	Location	Organised by
TOPS Convention 2024 Chennai	04 01 2025	SRM Institute of Science & Technology, Vadapalani Campus, Chennai	ISQ Chennai Chapter (Successfully completed. The report will be published in the next Newsletter)
Symposium on Digital Transformation through QUALITY 4.0	23 ~24, January 2025	R V College of Engineering, Mysore Road, Bengaluru	ISQ Bengaluru Chapter
TPM as a tool for Business Transformation (Best Practices session)	08 02 2025	Juniper Hall, India Habitat Centre, Lodhi Road, New Delhi – 110003	ISQ NCR Chapter
Leading Your Enterprise to Greatness, a one day program for CEOs from Mr. N Ramanathan	20 02 2025	Andaz Delhi by Hyatt Aerocity, New Delhi	ISQ NCR Chapter

International



IAQ Quality Sustainability Award 2024



ISQ is happy to announce that the project of **“Supporting long-term economic growth” (Scaling Up Paint Shop Capacity) while protecting the environment** by **Ashok Leyland Ltd, Pantnagar** was declared as one of the global Winners of IAQ Quality Sustainability Award 2024.

Prior to the global contest, the national round of presentations was held on 19th October 2024 online. 11 teams were shortlisted for the presentation round after the first and second round of assessment by the trained assessors. 5 projects out of 11 were declared as **Gold winners** and were the national finalists eligible to go to the global contest. The remaining 6 projects were declared as the winners of **Silver certificate**.



National Winners of QSA 2024 and eligible to participate in global contest

Ashok Leyland Ltd, Pantnagar, Uttarakhand	“Supporting long-term economic growth” (Scaling Up Paint Shop Capacity) while protecting the environment.
Hero Motocorp Limited, Dharuhera plant	Optimization of Resources by reduction in water consumption by 60000 Liters (60 KL) per day in FY 23-24
L&T Precision Engineering & Systems, Surat, Gujarat.	IoT Enabled Futuristic Welding: Reducing Human Fatigue and Carbon Footprint
Mahindra & Mahindra Ltd., (Swaraj Division Foundry), Mohali (Punjab)	To become water positive plant , Swaraj Division Foundry (Mahindra & Mahindra Ltd. (Majri, Mohali)
SRF Limited – Packaging Films Business (PFB), Indore, Pithampur, MP	Reduce carbon emissions in SEZ Unit by 5% (base year 2022-23)

Upcoming: ANQ CONGRESS 2025

Date: 03-07, November 2025
Place: MS Ramaiah University of Applied Science, Mathikere, Bengaluru
Host: Indian Society for Quality
Mode: Physical

Date	Day	Event Details
3 rd Nov 2025	Monday	CEC Meeting (based on invitation only)
4 th Nov 2025	Tuesday	ANQ Board Meeting (based on invitation only)
5 th , 6 th Nov 2025	Wednesday, Thursday	ANQ Congress – Technical paper presentations
6 th Nov 2025	Thursday	Industry – academia interactions, Gala Dinner
7 th Nov 2025	Friday	Industry visit in Bengaluru (optional)

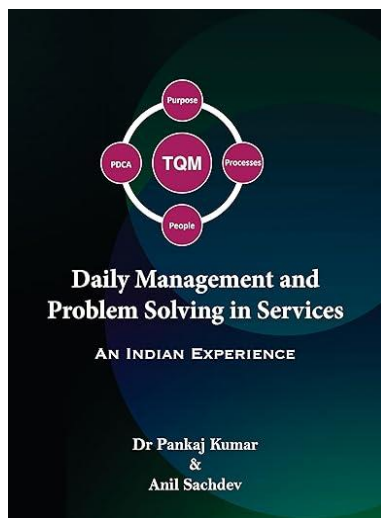
Block your dates now! Get ready with your technical study papers



Book Review

Serving with Quality

Book review by N. Ramanathan



Pankaj Kumar and Anil Sachdev, both active members of ISQ, have collaborated to produce a 2024 book, *Daily Management and Problem Solving in Services*. This is his second book for Kumar, who was coauthor with Yukihiro Ando in the 2011 title *Daily Management the TQM way*, which won the Walter E. Masing Prize of the International Academy for Quality (IAQ). Sachdev has a peer-reviewed paper on quality in services, while Kumar comes with vast experience in Tata Steel. That they have chosen to write on service quality is testimony to the growing importance of the subject and the relative scantiness of books in this area.

The book is vastly illustrated, with as many as 198 diagrams and pictures, not counting the numerous tables.

The first four chapters are devoted to a short account of TQM, with emphasis on the services sector. Along the way, there are also brief descriptions of Lean and Theory of Constraints. This part of the book in particular, and the book as a whole, borrows heavily from the works of Noriaki Kano, with smatterings from Shoji Shiba, Yukihiro Ando, the late Brian Joiner, and others.

Chapters 5 and 6 move on to Daily Management and its implementation in service functions, i.e., marketing and sales, production planning, customer services, quality assurance, procurement, finance and accounts, and so on. The examples are from service functions of manufacturing organizations rather than from the service industry,

From chapter 7 onwards, the book switches to problem solving. Here, it traverses a vast array of tools, with prolific cases from real life – service industry examples are conspicuous. One finds instances from situations involving BPO, invoicing, contact centre, annual maintenance contract, out-patient department, logistics, and so on. Practical use of tests of hypotheses are explained. There is even a DOE case.

Finally, problem solving in service functions – human resources, marketing and sales, supply chain, procurement, and IT – get a chapter each.

The book is written entirely at an operating level with a practical bent and avoids philosophical treatment of the subject. All the examples are from India. As such, it should be recommended for study by middle managers, not only in service industries but also in non-manufacturing functions of all enterprises. There is also an obvious opportunity for the authors to continue with this work as more and better examples emerge. They can also entertain the possibility of adopting their own original ways of explaining the theory and methods of TQM.

The book is published by the experienced Productivity and Quality Publishing, Chennai. Nevertheless, the sharp pen of a skilled editor, more professional formatting, and a subject index would have helped. Hopefully, there will be a second edition.



Book Review

Tough Targets are Meant to be Achieved

Book review by N. Ramanathan

Pankaj Lochan, our own hyperactive quality professional from India, has just published his 10th book. First there was a string of seven TQM books, on diverse aspects. Then came a book of short stories – Sigma, and Lochan had moved to exploring Karmic behaviour, with his wife Piyusha's partnership. The next book of short stories, The Clown, was led by his wife and Lochan played support. These two books present life situations that can be disturbing. They demonstrate no mean a level of story-telling skills. Back to TQM, this time combining an autobiographical part with a no-nonsense account of managing KPIs, the tenth book, The Master of Your KPIs can be seen both as stimulating (the first, the real-life part) and providing guidance at the level of a manual (the second part).

With a foreword by Mr Anil K Jha,
Former Chairman, Coal India



A Comprehensive Guide to
Building, Managing, and
Mastering Your KPIs

PANKAJ LOCHAN

THE MANUFACTURING PRODUCTIVITY SERIES

Lochan's experience in writing fiction comes handy in his autobiographical narration of a year-long ordeal, when both his leadership and his abilities in the methods of TQM were tested sorely. His tribulations came from all sides including from the actions and inactions of his superiors, but he held on to his uncompromising stance that he just must not fail to meet his targets. His Key Performance Indicators are sacrosanct, and he makes his commitment utterly clear to his sceptical teammates. The outcome, of course, was successful, though it took a toll on the author and his family.

There are lessons on the way. All people are good. It is a myth to think that there can be progress without learning. And the advice: Be together, every day.

The second part is a veritable handbook on KPIs. It covers KPIs end to end, with formats, examples galore, and cases, with a few photos as well. The guidance is clear and anticipates every query a beginner might have. Lochan traces the origins of the KPIs to the strategic process and shows how they may be drilled down and measured. On the hard question of setting challenging targets, he is a strong believer in hunting out benchmarks. He passes over the improvement methods that lead to the achievement of targets rather briefly, as that is a topic best covered in its own right.

Then of course, all of the effort can come to nought if the KPIs are not systematically tracked and reviewed. As a Master Black Belt, Lochan has plenty of statistical abilities, and he suggests a few simple ways here. The final, and shortest chapter is on institutionalizing the improvements. As a TQM professional, Lochan naturally turns to the gemba.

So, here we have an interesting and practical book that provides a complete picture of how companies ought to formulate, measure, target, KPIs and achieve the desired outcome and sustain them.

The book has been produced elegantly by Makeway Publishing.



Quiz Quest

by R Santoshi

1. In a Design of Experiments (DOE), what is the primary purpose of interaction effects analysis?

- a) To determine the impact of individual factors.
- b) To identify the combined effects of multiple factors on a response variable.
- c) To assess measurement system errors.
- d) To reduce the complexity of experimentation.

2. In Lean methodology, what does the term "Heijunka" refer to?

- a) Continuous flow in production.
- b) Leveling production to minimize waste and improve efficiency.
- c) Visual controls for monitoring workflow.
- d) Total preventive maintenance for machinery.

3. What is the primary difference between a Type I and Type II error in quality testing?

- a) Type I occurs when a true null hypothesis is rejected, while Type II occurs when a false null hypothesis is accepted.
- b) Type I occurs when a false null hypothesis is accepted, while Type II occurs when a true null hypothesis is rejected.
- c) Type I relates to process shifts, while Type II relates to process stability.
- d) Type I and Type II errors are identical in quality testing.

4. Which of the following is a key component of Juran's Quality Planning Roadmap?

- a) Identifying customers and their needs.
- b) Reducing defects in current processes.
- c) Implementing statistical process control.
- d) Conducting root cause analysis.

5. In the context of Six Sigma, what is the purpose of a Gage R&R study?

- a) To measure process cycle times.
- b) To assess the repeatability and reproducibility of a measurement system.
- c) To evaluate supplier reliability.
- d) To reduce waste in a manufacturing process.

6. What is the primary focus of Shingo's Single Minute Exchange of Dies (SMED)?

- a) Reducing material costs in production.
- b) Minimizing downtime during equipment changeovers.
- c) Eliminating defects in die manufacturing.
- d) Standardizing processes for consistency.

7. In a process capability analysis, what does a Cpk value of less than 1 indicate?

- a) The process is centered and meets specifications.
- b) The process is producing defects outside specification limits.
- c) The process variability exceeds specification limits.
- d) The process is perfectly capable.

To know the answers, please refer page no. 13

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
Anand Prakash Srivastava	Superannuated as General Manager (Quality Assurance) in June 2024	TATA Motors , Lucknow till June 2024
Pavnesh Kumar Sharma	DGM (TQM)	Tata Motors Commercial Vehicle, Pune
Dr. Sajit Jacob	Associate Director, Business Consulting, KPMG-India	KPMG Assurance and Consulting Services, Bangalore
S Suresh	Scientist-F	Indira Gandhi Centre for Atomic Research(IGCAR), Dept of Atomic Energy, Govt of India, Kalpakkam
Devendra Kumar Patodi	Vice President – Plant Operations	Ceat Limited – Nagpur Plant
Sunil Brijlal Gawai	QBM – Manager (Master Coach)	Ceat Limited – Nagpur Plant
Dr. Kalpana Narain	Founder – Managing Partner	Full Spectrum Consulting, Haryana
Atul Venkat Gunale	Founder and Director	SAG Consulting, Pune
Mangesh Vijay Chiddarwar	DGM, Organizational Efficiency	Tata Communications Ltd, Pune
A S Chakravarthy	Vice President – Business	M S Agarwal Foundries, Secuderabad
Prashanth T Seshadri	Group Head – I. E	Golden Seams Industries Pvt Ltd., Bangalore
Tushar Sudhakar Rao Maradwar	Head Operational Excellence	Dr Reddy's Laboratories Ltd, Mandal
Dr. M A Narasimha Murthy	Senior Director and Global Head of Software Quality	Infineon Technologies, Bangalore
Ashish De	AGM Quality (Head of Department)	Motherson Automotive Technology & Engineering
Manish Manek	CVLE	M G Motor India Pvt Ltd, Gujarat
J Jayavel Murugan	General Manager & Business Head	L&T Rubber Processing Machinery, Larsen & Toubro Limited, Kanchipuram
M Chelladurai	Vice President	ZF Commercial Vehicle Control System India Limited, Chennai
R Mohanakrishnan	CEO	Guru Krupa Consultancy Services, Chennai

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Welcome to the new Annual Members

Name	Designation	Organisation
Nammalwar Venkatesh	Senior Manager - QED	Dephi TVS Technologies, Oragadam
M Saravanan	Sr Manager - HRD (Learning and Development)	Delphi TVS Technologies Limited, Oragadam
Krishnananda Mallya. K	General Manager - QA	Suprajit Engineering Limited, Bangalore
Indukuri Sivasankar Reddy	Ex-Additional GM	NTPC Ltd
K S Manoj	Head Business Development	Carl Zeiss India (Bangalore), Bangalore
Rajeev Sharan Bhatnagar	GM (Retd/BEL) Freelancer - Quality & Business Excellence	Delhi
Thummalur Veera Pratap Reddy	Lead - QA	HIL Limited, Hyderabad
T.Chotta Babu	Manager	Delphi TVS Technologies, Oragadam

Answers to the Quiz Quest

1. b) To identify the combined effects of multiple factors on a response variable.	2. b) Leveling production to minimize waste and improve efficiency.	3. a) Type I occurs when a true null hypothesis is rejected, while Type II occurs when a false null hypothesis is accepted.
4. a) Identifying customers and their needs.	5. b) To assess the repeatability and reproducibility of a measurement system.	6. b) Minimizing downtime during equipment changeovers.
7. b) The process is producing defects outside specification limits.		