

Newsletter

Indian Society for Quality

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Dear Readers,

Greetings!

Hope you are safe along with your family and friends.

Here we are with the 3rdQuarter 2020 edition of the ISQ Newsletter.

It's still an infant but we have cherished lots of encouragement and love from our readers during this one year. As they say, "A 1000-mile journey begins with a single step", and that step is already taken. Our endeavor will be to continue this journey and make it more informative and meaningful to ISQ community as well as Quality professionals in all fields and geographies.

With the Covid 19 pandemic still raging in the country, people have accepted the reality that it is not going away all that soon and are getting back to their routines with a cautious approach. Scientists across the globe are racing against time to find a vaccine with little success so far even though some trials have been very encouraging and on the verge of being commercialized.

Quality professional are finding innovative solutions to deal with the situation, one among them gaining much traction is remote audit / remote inspection. Many organizations are making effective use of technology to evaluate and discuss inspection reports, PPAPs, routine audits, special audits in virtual mode. My personal experience has been fairly satisfying on remote auditing.

We are thankful to all the experts who responded to ISQ initiative of online training sessions during this period. This was received with huge enthusiasm and we had to take measures to limit the number of participants for the reasons of maintain a manageable batch size. We intend to continue the training and information sharing initiative going forward albeit it may not be as frequent as in lockdown period.

As you know November is celebrated as "Quality Month" all over the world; ISQ has plans for enriching the Quality knowhow of its members – watch out for announcement, visit the website frequently so that you do not miss out any of the valuable inputs.

I am pleased to bring you the news that ISQ has gone ahead in standardizing the structure of Chapters and activities thereof for uniformity and consistency aligning with ISQ mission and vision. All efforts being made to make it an organization of the standing it deserves in Quality fraternity.

We added a feature in the Newsletter in our last edition viz Member's Corner. Members can share their updates on job change, role change, publications, awards and recognitions. Please keep sharing information on any status changes, important milestones in your career or professional achievements.

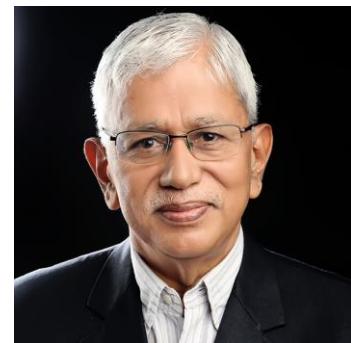
Follow Covid safety protocol to stay safe and enjoy reading!

Ved Parkash

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'Vignettes from Ram'

FOREVER SERVING THE CUSTOMER



I sometimes wonder why no one asks me: "Is not customer orientation old hat? Aren't you just repackaging it?" Then I could have come up with a riposte. For now, I am going to assume that someone had asked me these questions and that I am answering them good-naturedly.

The term 'marketing concept' got popularized in the 1960s. Philip Kotler, a marketing Guru for long, defined it as "a management orientation that holds that the key task of the organization is to determine the needs, wants and values of a target market and to (deliver) the desired satisfactions..." His underlying premise was that the organization's mission would be conceived as satisfying customers.

Such a message does sound lofty, until Kotler reveals his method – he promotes active marketing research and wants "all customer impinging activities placed under integrated marketing control." In short, he advocates the supremacy of the marketing function as the solution. He also sees customer satisfaction as "the key to satisfying organizational goals" (profits?) and not as an aim by itself. Further, he worries that the interests of society could be at conflict with satisfying consumers. What is more, for the rest of his tome, Kotler reverts to the conventions of his days, focusing on costs and profits.

Alongside, the term marketing orientation gained currency, distinguishing itself from selling orientation, though it remained absorbed with the company's own needs. It never was the equivalent of the 'Market-in, not product-out' principle of Japanese TQM. And it was light years away from the tenet of 'Quality first, not short-term profits.'

Customer orientation fared rather better outside of business school textbooks, and many respected scholars encouraged it. In 1925, the management thinker Mary Parker Follett called for business to be thought of as service. In 1926, Henry Ford exhorted businesses to start out "to render a certain amount of service - and let the profit take care of itself." In the 1950s, Peter Drucker, ever the management Guru, defined business purpose as creating a satisfied customer. But these thoughts rarely seemed to have entered the mainstream of management thought or practice.

It was TQM that made the centrality of satisfying customer needs unambiguous and uncompromisable. So much so, one can declare that the fundamental thought revolution in TQM is that:

Forever serving the needs of customers takes precedence over every other objective of the company.

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This principle constitutes a radical reorientation. Sometimes, I get asked: "Shouldn't you substitute 'customers' with 'all stakeholders'? The answer is an emphatic 'no'. Diluting the principle to cover everyone knocks out its single-mindedness.

This statement makes business leaders worry - about what would happen to their profits. A top manager once asked me: "What do we tell our shareholders then?" My answer was: "Tell them that your company has satisfied its customers well. So they are paying us more than our products and services cost us, and here are the profits."

The point is that when profits are the priority, every other objective of the company is compromised. When customers take precedence, every other result including profits can be realized naturally.

It is simple now to extend this principle to government agencies, health care and educational institutions and NGOs. Government agencies have the duty to serve citizens; hospitals their patients; schools and colleges their students; and NGOs their beneficiaries. Once this is understood, any type of organization can begin its transformational journey.

As with any discipline, as one gets into the depth of it, finer points would emerge. Who are our customers? For businesses, customers would include those making the purchase and then processors, users and those who work on the product (such as repairmen). Hospitals must attend to relatives and care givers. Educationists should relate to the needs of parents and guardians. Then again, society can be smoothly integrated, at least in the sense of minimizing harm. Such expansions are natural and do not weaken the principle.

Here I would like to quote one industrialist who has taken his company through the TQM route. Anant Goenka, Managing Director of Ceat, wrote: "*Over time, we have transformed from a short-term, cost-focused organization to a long-term, customer centric, purposeful organization. Quality, safety and society have got precedence over near term profitability.*"

Imagine a hundred Indian businessmen and leaders in government, health care and education thinking likewise. How would you visualize the future of such an India?

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Excellence in everything we do, with sincerity and fairness

Interview of S. Sandilya, Chairman Eicher Group

(Interviewed by N. Ramanathan)

S. Sandilya is presently Chairman, Eicher Group. His professional career spans 51 years.

Sandilya started his career in 1969 with DCM group of companies in the Finance function followed by five years in Union Carbide in Systems as well as Finance and Accounts. He joined Eicher in 1975.



Sandilya has been a part of the growth journey of the Eicher Group and has held various positions in different business units. He was the Managing Director of Eicher Motors Limited, the Commercial Vehicles Manufacturing business unit of the Group till 1998 before moving to the Group Office to take responsibility for Group Finance and Strategic Planning in addition to being the MD of Eicher Motors. He was appointed Group Chairman and CEO in April 2000. The group's portfolio at that time included Agricultural tractors, Commercial vehicles, Motorcycles, Engineering Components, Engineering Solutions, Garments, Leather Products and Business Consulting Services. He has been Non-Executive Chairman from 2006.

He is Chairman and Independent Director of Mastek Limited, an IT Services company, and in addition a member on the Board of Directors of a few reputed companies in the auto components, engineering, and infrastructure sectors.

Sandilya was also the President (Non-Executive) of SOS Children's Villages of India (SOS India) from 2007 to 2019. SOS India is a Not-for-Profit organisation which provides care, compassion, and career to disadvantaged children. SOS India is the largest single country operation of SOS Kinderdorf International headquartered in Innsbruck Austria which is present in 134 countries.

Sandilya is Chairman of Lean Management Institute of India. He is the past president of the Society of Indian Automobile Manufacturers (SIAM) and has been a member of National Council of the Confederation of Indian Industries (CII) for many years.

Sandilya is a past Member of the Board of Lean Global Network, USA and past President, International Motorcycle Manufacturers Association, Geneva.

Sandilya holds an MBA degree from the Indian Institute of Management, Ahmedabad.

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N. Ramanathan: The two of us go back a long way. Thank you for agreeing to be interviewed for the ISQ Newsletter. I would like to start by asking you to take us through some high spots in your career.

S. Sandilya: I started my career in 1969. Out of the 51 years of corporate life, 45 years have been with Eicher Group where I rose to the position of Chairman. Of these, 11 years were in Eicher Motors Limited, the then Commercial Vehicle arm of the Group. Talking of high spots there are three things that strike me. The first is that though we were the last company in the country to enter the commercial vehicles business among the four companies that were in this segment with Japanese collaborations, we were the fastest to indigenize 100 percent, without sacrificing the quality of the vehicle. We delivered quality levels almost comparable to the Japanese vehicle. We had a tough time doing that. For example, we had almost three years of discussions with MICO-Bosch to develop a fuel injection pump comparable to the one which was in the Japanese vehicle. It involved a lot of trials and experiments because we didn't want to sacrifice quality and the experience of the customer while driving the vehicle. But many other simple components could be indigenized faster. The benefit of faster localization was that we could make a profit at a volume of just 5000 vehicles per annum.

People from Benz visited us once when they were on their visits to various commercial vehicle manufacturers in India. They were surprised to see the compactness of our operations. Their reaction was: "You make 5000 vehicles per annum and you make profits, while we normally talk about a volume of hundred thousand per annum as the economic volume to make profits". I said: "We do make a profit; our focus is to get the right price for the product as our vehicle is more fuel efficient than our competitors and we manage our costs well." We convinced our customers on our value proposition. This I would say is one of the highlights of my career.

The second highlight I would say is that we got technology for a 6-Tonne GVW vehicle from our Japanese collaborator Mitsubishi Motors Corporation, but we started product development of commercial vehicles within our company almost from scratch. We developed products starting from 5 tonne to 40 tonne vehicles indigenously. Even though we got support from other agencies/people, the majority of the work was done by our engineers focusing on what the customers wanted. We understood the requirements from our end-customers who were using our vehicles and developed a different range of vehicles and built-up applications catering to their needs.

Enhancement of the product range and creating our own product development team focusing on what the customer wants is what I would say is the second highlight.

The third thing was developing the '16-Ton GVW and above' range which is the Heavy Commercial Vehicle (HCV) segment, at the lowest possible project cost. We had skeptics from within our Group, but we were very determined to enter the HCV segment to survive in the business and got the approval to move ahead. We developed the entire 6-Cylinder engine ourselves. The whole project was handled in those days, I am talking about late 90's, at a cost of ₹ 120 crores including the manufacturing facilities for the new product – which is mind-bogglingly low and an industry benchmark. We achieved this feat by adopting very innovative ways, with a passionate team.

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With all this product range and variety, now we are a company to reckon with in the CV business.

Apart from these three, the other thing which I would like to mention as a highlight in my career is that when I took over as the Group Chairman & Chief Executive at Eicher, it had the highest ever losses in the history of the Group. A matter of pride for the entire team which worked with me is that in a matter of two and a half years we started turning around into profitability and in the third year we had the highest ever profits in the Group.

As a company our approach has been meeting the expectations of all the stakeholders in whatever we do, and the foundation of the company is our value system and the focus on delivering what the customer wants.

NR: That's a great answer and in the process, you also defined what quality means to you. To take this forward, in all these years of leading the company with quality at the forefront what has been the deeper meaning of quality to you?

Sandilya: My outlook towards quality has been to attempt to have excellence in everything that we do with a tremendous amount of sincerity and fairness. In other words, try and meet or even exceed the expectations of every stakeholder that you come across to the best extent possible. My definition of customer is very broad based – Any person that you come in contact with is your customer and not necessarily limited to the person who buys your products and/or services.

NR: How do you see the meaning of quality would change in the future?

Sandilya: Very difficult to predict. While the entire meaning of Quality may go through a transformation, the basics will not change, the basics of how you satisfy your customer's requirement/expectations to the best extent possible will remain. The methodologies, the processes, the systems may change but the basic purpose is to provide the products or services required by the customer meeting or exceeding their expectations and that will never change.

NR: So, you say the heart of the matter is same. What do your customers say about your company, and your products and services?

Sandilya: I used to interact with all our stakeholders regularly. During such interactions, most of them used to tell me that they love dealing with Eicher, because the Group is fair. That they can trust the company and when the company promises something it will deliver. This has been my personal philosophy and I have been instilling this in all my colleagues, that we should always "under-promise and over-deliver." If we over-promise and can't deliver it gives rise to dissatisfaction. Even if suppose our vehicle is 15 percent more fuel efficient than comparable vehicles in the market, we would say it is 10 % or 12% more fuel efficient. If the vehicle gives 12% more, then the customers are happy. But if you promise 15% and even if the vehicle gives 14% more benefits comparatively, the customers will be unhappy.

The expectation of a CV customer is that the vehicle should be running for ever without any stoppages as there are commitments of loan repayments to be met in addition to making a profit. Therefore, we go out of the way to ensure that the vehicle is on the road for maximum amount of time without any interruptions.

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Overall, the customers say that this company is a dependable and fair company. If they promise they will deliver, if I buy their product, they will back me up, and if a vehicle is under breakdown, they will ensure that the vehicle is put back on road through their service network at the earliest.

NR: In what you are saying you are coming across as an ethical company. Is there an ethical component to what you are saying?

Sandilya: In this context, by ethics I mean fairness. Fairness means being fair and appearing to be fair at the same time. Yet don't get taken for a ride.

I have gone out of the way against my own team members at times to settle customers' or dealers' claims if I was convinced that they were justified in their claim. Be objective and balanced in dealing with issues especially when there are conflicts.

At the same time, we don't get taken for a ride and don't entertain unreasonable claims. I have had examples where the customer's demand was unreasonable or false and under such circumstances, we should be firm and not buckle. That is the way I define fairness.

NR: You have been a high-level leader for a very long time and have built top level teams. What is involved in building a top-level team that would absorb your thoughts as a leader and realize the vision that you are pursuing for the company?

Sandilya: It starts from the promoters. Our promoters have had the highest level of ethics and value systems. Fairness and ethics are not something you practice only when everything is going well but sticking to the principles even when you are cornered on some issue. This I have seen in our promoters right from the initial years of joining the company and that gave me the foundation to carry it forward.

When we recruit people, we give a lot of emphasis to attitude. Skills and domain knowledge can be learnt. We select a person who has the right attitude, an inclination to learn new things and is not arrogant.

In a team we will have people with different levels of skills/abilities. I think as leaders we need to take the best of their strengths and support them in areas where they need improvements.

Working with them in a balanced manner rather than expecting them to be perfect in all aspects can build successful teams.

We normally say that we can have brilliant people with broken processes producing bad products and services but if we have average people with the right kind of attitude and brilliant processes, the company can produce excellent products and services.

In the end, I would say we need people with right attitude to build a great team and company.

NR: Turning away from the corporate world to the social sector, you passionately led SOS Children's Villages of India. What is the difference in leadership between heading SOS Villages, and running a company?

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Sandilya: I don't see any difference between a corporate organization and a social organization. The purpose is different. The purpose of a corporate is, of course, making profits while balancing the interests of all stakeholders and the purpose of a social organization like SOS Children's Villages is taking care of children, but the same concept of quality applies to social organizations as well.

In SOS Villages, the concept of quality is: Are we giving quality care to the children? Are we ensuring the right kind of employment opportunity to every youth under our care? Have they been given the right kind of value system while growing up? Have they been trained on alternate skills? At the end of the day is it providing an environment for the children under our care in such a way that they grow up as good citizens?

The approach to quality is the same. Are we giving the people whom we are taking care the right quality of service? And at the governance level, are we having processes to ensure proper usage of funds received, giving the right kind information and feedback to the donors, and maintaining transparency? In other words, are we delivering on our promises of providing appropriate care for the children under our care meeting their expectations/aspirations?

Governance standards are the same, approach to quality is the same, attitude is the same and value systems are the same, only the purpose is different as it is a social cause.

N.R: Finally, how do we as professionals help shape the future of India?

Sandilya: I firmly believe that the power centers in the country, starting from government, the bureaucrats, banks, and institutions - everyone should start working towards satisfying their customers to the best extent possible.

When I go to a bank, I expect a fair service delivered to me, treating me as a normal customer and not as the head of a company.

It should start with our school education; we should have teachers who are trained in teaching ethics and values to the children and make children think and understand what is being taught. Then the children will spread the message and start questioning and contribute to bringing the change. We have seen that in Delhi, where the children have told their parents 'let's not burn crackers because that causes pollution'. With the children brought up with right attitude, we can hopefully have a country with right kind of approach to quality of living, quality of dealing with people in the future.

We also need passionate young people who commit themselves to the overall welfare of the society.

I can quote the example of a young person who passed out of IIM Ahmedabad in 2012, who has co-founded a social enterprise called "Saajha" along with a friend. Instead of settling for a job where he can earn in millions, he has transformed thousands of government schools by interacting with parents and teachers. Teachers are sensitized about the expectations of the parents and parents are also guided on the kind of value system that they need to build in their children. We need such young people in thousands to bring about a positive change in our country.

In our own sphere of influence each one of us as professionals should spread the message of quality. Small drops make an ocean and let us hope for a brighter future for India for generations to come.

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TQM for the Millennial generation (Part 1 of 2)



B. SUNDARA RAJAN

Principal Consultant,
BSR's Peepal Tree Consulting,

Sneak Peek :

Millennials (Gen Y) are possibly the most predominant generation at the workplaces today. With their higher presence in the Organisations including Senior positions quite often, every management system and practice has to be adapted to the Millennial mind set. This is not an option. It's a Must do. TQM is certainly no exception. In the effort to keep relevance and interest, the key challenge in front of the TQM Promotion Champions including Top Management & external consultants , is to understand and implement such changes in a focused manner. This article touches upon some recommendations, for the core TQM systems viz PM, DWM, CI, CFM and L&D aspects for HR.

Understanding the Millennials:



The collage on top is an excellent representation of the Gen Ys are looked at. Many of the self- appointed "guardians" of the old school have simply branded the Millennials as "disloyal, highly self-interested and sometimes just plain lazy ". In short as an "anti-thesis" of all the

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goodness that they had built in their organization. If you assume the same it's only to your peril. But it's very important to understand and recognize that they are different. Research data validates this, as 90% of Managers clearly carry this conviction.

The average Millennial , undoubtedly , has a different set of Values and Motivations , that they bring to the workplace. These have been created by several environmental factors in which they have been born and grown up in – impact of technology , surge of the unit family system , “Tiger parents” willing to cover for their child anywhere , higher comfort levels during growth and so on. These have driven their values and in turn what they expect from their employers and the systems .

The table below gives one such comparison has how generations have differed in their values and hence behaviours .

Workplace Characteristic	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Work Ethic	Respect authority, Hard work, Age = seniority, Company first	Workaholics, desire quality, question authority	Eliminate the task, Self-reliant Want structure and direction, Skeptical	What's next, Multitasking, Tenacity, Entrepreneurial
Work is...	An obligation	An exciting adventure	A difficult challenge, A contract	A means to an end
Leadership Style	Directive, Command and control	Quality	Everyone is the same, Challenge others, Ask why	Remains to be seen
Communication	Formal Memo	In person	Direct, Immediate	Email, Voice mail
Rewards & Feedback	No news is good news Satisfaction in a job well done	Money, Title Recognition Give me something to put on the wall	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
Motivated By	Being respected	Being valued and needed	Freedom and removal of rules	Working with other bright people
Work/Life Balance	Keep them separate	No balance "Live to work"	Balance "Work to live"	Balance – it's 5pm – I've got another gig
Technology is...	Hoover dam	The microwave	What you can hold in your hand: PDA, cell	Ethereal - intangible

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As a TQM Consultant I have the happy opportunity to interact with the Youngistan (Millenials) . During the training / consulting sessions It's quite common to find them distracted and presumably disinterested , confirming my doubts that I was losing the connect . I did interact with quite a few of them later to understand , and generally it was not the "What " was being implemented but mostly the "How" of the implementation that was out of sync Impact of the mindset :

The first step is to connect the Millenial Mindset and which sub system of TQM it impacts . The L matrix below gives an overview, as I perceive:

Workplace Characteristic	Mind set	PM	DWM	CFM	CI	L&D
Work Ethic	<i>What's next, Multitasking , Tenacity , Entreprenurial</i>	H	H	L	H	L
Work is	<i>Means to an end</i>	H	H	H	H	L
Leadership style	<i>Remains to be seen</i>	NA	NA	NA	NA	NA
Communication	<i>E mail / voice mail</i>	M	H	L	H	H
Rewards and Feedback	<i>Whenever I want it.At the push of a button , meaningful work</i>	M	M	M	H	M
Motivation	<i>Working with other bright people</i>	H	M	H	H	H
Work life balance	<i>Must be balanced</i>	M	H	M	H	H
Technology	<i>Is ethereal , intangible</i>	M	H	M	H	H

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Using this relationships, definitely changes have to be made in the way we train , implement and review the Millennials practicing the respective system .

In the next part of this article I will outline possibilities , some of which I have already been implemented in a few companies to a good effect.

Till then Adios and happy reading

About the Author:



B. SUNDARA RAJAN
Principal Consultant,
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- Has guided more than 30 clients in the Medium and Large scale in the implementation of any one or a synergistic framework of the major business excellence systems viz TQM/TPM or TFM(Lean)
- Clients sector span includes Automotive, Component Manufacturing , Consumer Goods, Chemical Process & Service Sectors and are spread across India.
- Been an associate consultant with Senior Japanese & Indian Counselors and facilitated 5 Companies in the successful challenge of Deming Prize or Deming Grand Prize.
- Has conducted more than 250 Training sessions on TQM and nearly 60 sessions on Systematic problem Solving & Improvement.
- Is a regular trainer with CII on Open House programs across a span of locations. Is a regular Jury Panel member for various Kaizen Competitions held by CII- Southern Region.
- Has been associated with ILO in their SCORE program to build capability at MSME level.

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FIVE GOLDEN QUESTIONS – A Self Assessment Tool

By B. Purushothama

Need for Assessment:

We are all engaged in number of activities with an intention to achieve our objectives and to sustain them. We desire to be successful and work hard for the same. How can we say that we are performing well? We feel what we did is correct. We decided and designed the system according to our best knowledge and experience in order to achieve our objectives. However, unless we verify, we cannot have confidence.

Whatever may be the activity and actions taken, unless it is assessed, we can not say whether the action was fruitful or not. The assessment needs to be done against the objectives and to determine the extent to which it was achieved. There is no second opinion about this and we need assessments. It is needed to ensure that we are on the correct path. The Quality Management Systems, therefore, insist on periodic assessment.

Self Assessment and External Assessment:

We can get our activities assessed by any one, either by self, from the people within our organization or from outsiders. This is known as “Auditing” in Quality Management Systems. The audits can be internal or external. The internal audits are done by the people within the organization, but from different sections; whereas external audits are done by experts from outside.

No matter who the auditor is, the auditee will have some anxiety and tension at the time of audit. It is normal that one will try his level best to avoid non conformities being identified in his work area. Therefore, he might try to hide some files and activities on which he has no confidence or feels is not correct or incomplete. This happens even in the internal audits, although the auditors are own people and acquainted, because they are from different section. No one wants a second person to point his lapses in systems. Therefore, internal audits cannot be called as self assessment in true sense. For self assessment, people within the section are preferred. It is best if the person performing does the assessment of own activities.

Self assessment is done by people from inside an organization in order to understand the real gaps in systems or the level of preparedness for facing an external assessment. This can be done for the individuals also to assess his/her preparedness for taking up an activity or to analyse the reasons for success or failure. In case of self assessment, there is no fear of a second- or third-person raising nonconformity against us, but we ourselves will be ascertaining our performance. There will be no hiding. The assessment will be impartial when there is an intention of improving self. Importance will be given to the values we respect and the goal we would like to achieve. We need to satisfy ourselves that what we are doing is correct. Self Assessment is therefore strongly recommended.

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Five Golden Questions:

To become a winner, we should always be competitive and performing. Whatever may be the activity being managed, we need to understand the basic purpose for which we are working, how we can achieve, what results are expected and how likely we are to fare in the competitive environment. A number of Quality Management Systems are developed with an intention of making the company / person stronger and competitive. Each system has its own policy and methodology. The promoters of those systems claim their systems as the best. The implementers, when study different systems are in a fix, as all seem good, and how to integrate them is not clear. There is a need for simple concept, which can help everyone. It should help in self assessment, so that one can understand the reality and work for achieving. The following five basic questions named as **Golden Questions**, if answered promptly, can help in achieving the targets. These questions are developed considering the PDCA concepts developed by Dr. Edward Deming, Approach, Deployment and Result concepts adopted in Malcolm Baldrige Criteria and the Benchmarking concepts together.

1. Whether we have a procedure?

The first question is, "do we have a procedure?" For doing any work, there should be a procedure, i.e. a defined method of working that is established. The procedure may or may not be documented, but should be in practice. Everyone should be working in that style without fail all the time. Sometimes we see a documented procedure in place, where as the people are not following it. Each one is doing the work in his/her way. In such a case it is considered as "No Procedure". The procedures should be established by judicial studies and logical thinking and not just by someone's ideas. The procedure should be tried, proved and established before declaring and documenting it as a procedure. Then only we can say that we have a procedure. First verify whether there is an established procedure for the work you intend to do or for the work you are already doing. If procedure is not there, your first work should be establishing a procedure.

In Ancient Indian Culture, term '*Shastra*' was used which explained various procedures, or in simple words the 'Manual of related Procedures', and people used to enquire, before doing any work, 'In which *Shastra* is this method explained?' In the *Shastra*, the '*Vidhi*' and '*Vidhana*' were explained. *Vidhi* is the rules to be followed and *Vidhana*, the method of doing the work. The one who was well versed with *Shastra* was respected as '*Shastrya*'. It indicates that the concept of having a procedure for doing the work and following it religiously is not a new one.

2. How do we ensure it as the best?

We may have a procedure, but only having is not adequate. It should be appropriate for the situation and suitable for the activity in hand. The procedure should be clear. It should guide in each step of the activity and address the objectives. It should be suitable to achieve the objective in time with least expenses or efforts. Hence there is a need to periodically review the procedures to ensure their suitability considering the changing situation and environment. The procedures should be tailor made for the situation and not to be copied from others. People sometimes copy procedures from others because those were doing well or had some reputation. By this one cannot guarantee the results as it is not clear whether that procedure is appropriate for the culture, technology, infrastructure, environment and the expectations of the customers. There might be different ways and means to do a work or to achieve the objectives.

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We need to understand our culture, competency, facilities, capability, resources, time, etc., to verify the suitability of the procedure to environment. We need to have a procedure best suited for our environment. There should be a system of periodic review and assessment of procedure to ensure its continued suitability considering the changing environment.

3. How are we implementing it?

Writing a procedure is very easy comparing to implementation. It is more complicated when it has to be implemented organization wide. Normally implementation means organisation wide implementation without any excuse. One can make use of linking exercises to study the effect of implementation at one place on the activities at other places. [Ref: Linking Exercises – Quality Update – August 2007].

In ancient Indian culture, maximum respect was given to those who practiced what they preached and were called "Acharyas". [Acharana means implementation]. It requires willingness, determination and dedication to do the work. Acharya is a role model by implementing what he preached. Education and training is very important for implementation so that one can understand and do the work effectively. People should have confidence and belief in the system to follow without hesitation and interruption. The main reason for the failures in system is the disbelief among the implementers. A whole hearted implementation demands hard work and discipline. There is no substitute for it. The implementation means doing the activity as per the agreed procedure and reviewing them on-line and correcting as and when a deviation occurs.

Determination and dedication is very important in the implementation. In Indian rituals, any activity is started with *Sankalpa*, i.e. determination, where the *Kartru* the one doing the rituals spells out clearly the purpose and prays god to help him complete the job without any obstacles. He takes *deeksha*, an oath that he shall not divert from the work, shall concentrate and complete.

4. Did we get the results as anticipated?

Any procedure as stated earlier should address the objectives. If the procedure is evaluated and proved as the best to achieve the objectives, and if we were able to implement it in real sense, then we must get the results as anticipated. If the results are not obtained, it means, either our procedure was not suitable or we did not implement as required. A careful analysis of the situation can reveal the actual reason for not achieving the required goal.

Monitoring and measuring the activity is very important in order to achieve the results. We need to learn measuring everything, and then only we will be able to say whether we got the result as anticipated. If we do not know how to measure, then we will not be able to monitor it.

5. How do we compare with our competitors?

We might achieve the results as anticipated or committed. It does not mean that we are effective and efficient. Our success in a competitive environment depends mainly

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on the performance of our competitors. In a running race, in order to become a winner, the speed at which I am running is less important than the distance I am keeping ahead of my nearest competitor. Although we achieve the results as anticipated, we cannot be happy for that. If our competitors are doing a better job, we are certainly going to lose. Therefore, it is always necessary to keep a watch on the competition and develop our systems to achieve better results. We need to benchmark the best in each criterion, and work towards meeting and overtaking. We need to compare ourselves with those who are stronger in various fields.

People normally try to keep a safer target so that they can be motivated with the success and get confidence. Very few embrace a stretch target aiming at excellence. If the target is much smaller than the capability, is achieved easily leading to complacency, which in turn leads to inefficiency and laziness.

In business, people have a practice of projecting their best results and claim them as the best. This is needed to attract the customers but cannot help in keeping the customers. The customers will be judging us by the consistency in the quality of product and services offered by us. An advertisement can help in bringing a new customer, but not for satisfying and retaining. An advertisement can boost the morale of employees; however, there is a need to explain the reality to ensure that complacency is not built up. Our people should know the areas where our competitors are better. We need to develop methods and technology to overtake the competitors. Re-engineering the systems is essential depending on the situation. An improved PDCA cycle can be drawn by using the Five Golden Questions.

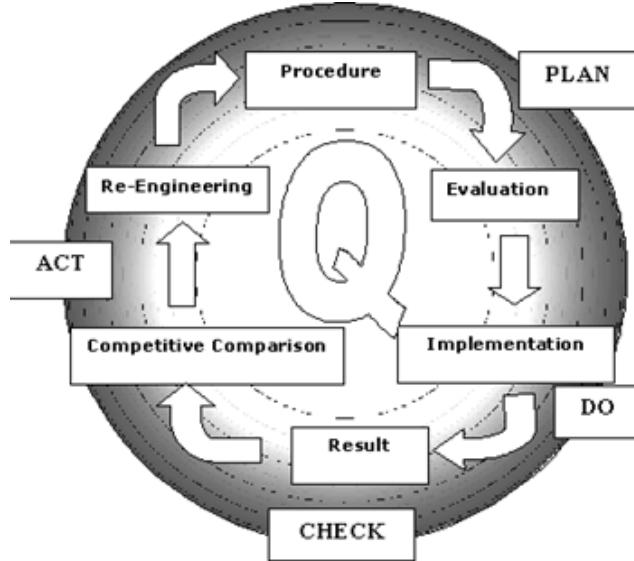


Fig – Improved PDCA cycle by using Five Golden Questions

These questions are universal and can be applied by all in any situation and for any of the activity. This, as explained earlier, is an extension of PDCA concepts developed by Dr. Deming and incorporation of competitive comparison and Benchmarking. The Procedure and Evaluation of procedure is a part of 'PLAN' and Implementation

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represents 'DO' in Deming's wheel. Results and competitive comparison is the process of 'CHECK' and Re-engineering is the process of 'ACT'. This can be illustrated as a cycle as shown in figure.

If we are clear about the activity and the results, we can emerge as Winners. The above questions are simple and self explanatory. Anyone can make use of these questions. Here we need to answer ourselves, and there is no need for a third party audit or certifications. We should be sincere with ourselves. If we are convinced and satisfied as winners, what is the use of certificate from others? There is no need of any manipulation of records and documents. We should win by our deeds.

The Five Golden Questions is a very useful Self Assessment Tool.

The concept of Five Golden Question was developed in 1995-96 when the author was working for Forbes Gokak. An article was published by ISQ in their Quality Update in No 2007.

About the Author

B. Purushothama B. Sc (Textiles), M. Sc (Tech), PGDBA, CAQ, FTA, FIE, Lead Auditor ISO 9000, Facilitator TQM

Mr. B. Purushothama acquired his B.Sc in textiles, and M.Sc technology. During the tenure of his career, he has handled immense responsibilities in number of firms. Considerable of all these are Gokak Mills where he served for 16 Years, Madhavnagar Cotton Mills for 9 Years and Marathe Textile Mills for 5 Years. After having such a vast experience; currently he is working as a consultant in QMS and Textiles.



Mr. Purushothama has submitted manifold thesis and research work, and has authored several books. He has also presented many articles in seminars. His versatile knowledge is honored by many awards including Senior examiner of TBEM (Tata Business Excellency Model), and Fellow of Textile Association. He has guided four units of Shahi Exports Pvt Ltd for getting ISO 9000 successfully. Writing books, poems, novels, and imparting his knowledge and experience in guiding the students for project works and examinations are his areas of interest.

Publications/ Books/ Papers

He has many publications on his credit.

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News:

Block your dates; for the following programs.



Thank you members & quality professionals for the overwhelming response to TOPS Convention 2020, a contest of team oriented problem solving projects / improvement case studies from manufacturing and IT services. ISQ is happy to announce conduct of two TOPS Conventions as given below to encourage good work done by the participants. Visit www.isqnet/ for details.

TOPS CONVENTION 2020



October 9, 10
2020



Through Webinar



January 8, 9
2021

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QUALITY MONTH CELEBRATIONS – 2020

- ✓ Let us celebrate Quality Month – November 2020 by learning together and resolving to pursue our quality initiatives with vigour.
- ✓ ISQ is pleased to announce series of four online lectures by top Quality leaders, one every Saturday this November. Each lecture will be an hour long with Q & A time. Expect high value adding sessions.
- ✓ **Join us in our efforts.** Let us learn from the experts and make quality happen.

Watch this space or visit www.isqnet.org for further details.

Block your dates now. (7, 14, 21 and 28 - November 2020)

Watch this space or visit www.isqnet.org for further details.

17th Annual Conference 2020

Date: 11th and 12th December, 2020 through Webinar

For updates visit www.isqnet.org and www.isqconference.org

Theme: Quality for Sustainable Development
(Social, economic and environmental)



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eLearning Programs

Free eLearning Programs were continued to the benefit of members in the 3rd quarter of 2020. However number of programs were reduced since the initial objective of it to keep the members engaged and in touch with quality during lockdown was no more relevant and most of members joining back to work. Following are the program conducted in the 3rd quarter of 2020 free for members.

SI No	Date	eLearning Program Details	Faculty
01	04-07-2020	Basic concepts of TPS, Tools and Methods	Mr C. Y. Ajgaonkar
02	11-07-2020	Awareness session on MSA	Mr. Hemanth Kumar L.
03	18-07-2020	Leveraging Principles of Process Excellence in Software Context	Mr. Hemanta Chandra Bhatt
04	25-07-2020	VDA 6 part 3 – Process Audit	Mr. S. R.Ithal
05	01-08-2020	Metallurgy for the Non-Metallurgist	Mr. Pandu Ranga B.
06	08-08-2020	Metallurgy for the Non-Metallurgist II	Mr. Pandu Ranga B.
07	12-09-2020	Overview of Quality Function Deployment	Ms. Joohi Chaturvedi

Chapters and its activities

All the chapters are representing in the planning and execution of ISQ programs TOPS Convention, 17th annual conference. Apart from support to central programs, chapters promote region-wise activities as mentioned below. Covid-19 situation continues to affect progress of activities. However, thanks to motivated members of the chapters continue to drive various initiatives to counter and progress further.

Support to SMEs:

Pune chapter is spearheading the activity and is in the final stages of planning to support SMEs for internalising the Quality Management principles and get benefitted. Both Bengaluru and NCR Chapter are in the process of joining the initiative.

Industry Institute connect:

Bengaluru chapter is pursuing its plan to include Quality Management principles in Engineering curriculum to make industry ready students.

International News:

IAQ Quality Sustainability Award

The Excellence Summit of the Swedish Institute of Quality (SIQ) conducted a 2-hour free online conference on 10th September 2020. The focus of this conference is on sustainability. During the conference a new award that combines quality and sustainability is announced for the best case studies on the subject. Happy to inform that Mr. N. Ramanathan, Former President and Life member of ISQ is instrumental in conceptualising this award.

Interested Indian companies may wish to challenge this award in its year of inception.

Visit <http://www.iaqaward.com/>

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International News:

ANQ Congress 2020

18th ANQ Congress 2020 (annual event of Asian Network for Quality) is being held through webinar on 22-23, October 2020 by Korean Society for Quality Management (KSQM) from Korea Chamber of Commerce and Industry, Seoul, Korea. ISQ, board member of ANQ, invited papers for the presentation during the conference. Glad to receive good response from participants in India. A team of expert members from ISQ, after evaluation selected 45 abstracts to be sent to the Congress. The registration process is on after approval of the papers.



Quality Innovation Award

As a national partner to the coveted international Quality innovation award, ISQ has called for applications for the Quality Innovation Award from India. The last date for submission of papers was 25th September 2020.

For updates visit <http://www.qualityinnovation.org>

Good to see many innovations are getting registered for the award. ISQ will be processing the applications based on well laid process which goes through the identified team of evaluators, expert opinion and Jury. ISQ will be selecting the best papers in the different categories of innovation. The selected final papers will be sent to international level. Final international award ceremony will be held on 4th February 2021 at Belgrade Serbia.

The 18th ANQ Congress 2020 Online

New Quality & New Trust: Measuring and Sharing of QTI

Visit <https://anq2020.org> for updates.

ISQ hosted the board meeting to review the progress on the congress about on the above on 19th August 2020 through web based meeting where Quality leaders from member countries participated from Asia including Prof. Kano.



The Flemish Institute of Quality (VCK) from Belgium is organizing its first 100% digital conference, the VCK Quality Day 2020 – on Thursday 19 November. Please visit the website at <https://www.vck.be/quality-day-2020-international> for more details.

You will have the opportunity to

- Listen to over a dozen international speakers from all over the world,
- Follow short, 30 minutes, super sessions with time for you questions
- Join various discussion during the Digital Round Tables on various quality topics
- Connect and network with attendees from various sectors, with diverse profiles

We are happy to announce that **Mr. N. Ramanathan**, founder member, former President of ISQ, renowned senior counsellor of TQM, well known to all of us; is one of the speakers.

The registration fees are Euro 250 plus VAT, but they are offering us a discounted rate of Euro 150 plus VAT. The process of availing the discount will be known bit later.

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Quality News:

Institute of Quality, CII will be conducting their 28th Quality Summit on 27-28 November 2020 Online. Visit www.ciiqualitysummit.in for more details.

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. Those whose membership has ended in March 2020, it is time to renew the same.



Networking
(share & learn)



Volunteer/lead
Activities/events



Concessional fee
for conference, seminars
training, contests



Get Newsletters
Articles, update from experts
Enhance writing skills



Annual Conference

A flagship event of ISQ with Eminent invited speakers,
Best of case studies/ papers



Local chapters

Organise events, Knowledge sharing sessions,
Bench mark factory visits, as member of local chapters



Showcase your talent

through case studies, papers, project presentations at member
concessions in Annual Conference, Symposium,
Contests and Asian Congress



Network with international community

like Asian Network for Quality,
Quality innovation award etc.

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Welcome to the new Life Members

Mr. Deepak Singhal	Comviva Technologies Pvt. Ltd, Gurugram	Dy. General Manager
Mr. M Thulaseedhara Kurup	Ashok Leyland Ltd, Guindy, Chennai	General Manager, Corp TQM
Dr. Gijo E V	Indian Statistical Institute, Bengaluru	Professor
Mr. Rajendra Deshpande	Ashok Leyland Ltd, Hosur TN	Dy. G M, Central Quality
Mr. S. Sandilya	Eicher Group	Chairman
Mr. Shrikant Sarda	Accenture Technology, Pune	Managing Director
Mr. B. N. S. Prakash Rao	J S W Steel Ltd, Salem	Sr. V P, Plant Head

Welcome to the new Annual Members(Validity: upto March 2021)

Mr. Pradeep Chandrasekaran	Force Motors Ltd, Akurdi, Pune	General Manager R&D
Mr. Kumar R	Bosch Limited	Sr. General Manager
Mr. Chetan Saxena	Deki Electronics Lts, Noida	General Manager
Mr. Prasad A Parchure	Tata Motors Ltd, Pune	DGM - Supplier Quality
Mr. Sangmeshwar Murgaiyya Hiremath	IAC International India Pvt Ltd	Production Engineer DGM-QA & Product Stewardship
Mr. Yogesh Kulkarni	Garware Bestretch Ltd, C2 MIDC, WAI, Satara	Asst. Manager
Mr. Prasanna D.	Toyota Kirloskar Auto Part Pvt. Ltd, Bengaluru	Dy. Manager
Mr. Anil Kumar M	Toyota Kirloskar Auto Part Pvt. Ltd, Bengaluru	DEPUTY MANAGER
Mr. Sridhar AchithaA	Toyota Kirloskar Auto Part Pvt. Ltd, Bengaluru	ASSISTANT MANAGER
Mr. Chidambar V. Dixit	Toyota Kirloskar Auto Part Pvt. Ltd, Bengaluru	Manufacturing Quality, QMS and Excellence Leader – India ABO
Dr. Joydeep Chatterjee	CUMMINS INDIA LIMITED, Balewadi, Pune	ASSISTANT MANAGER
Mr. S.Kumar	Toyota Kirloskar Auto Part Pvt. Ltd, Bengaluru	ASSISTANT MANAGER
Mr. Nagaraja B	Toyota Kirloskar Auto Part Pvt. Ltd, Bengaluru	
Mr. Sudheendra G	Toyota Kirloskar Auto Part Pvt. Ltd, Bengaluru	
Mr. Shivaraju C. G.	Rajamane Industries Pvt Ltd, Whitefield Road, Mahadevapura post, Bangalore	Quality Manager
Mr. Hemanth Kumar L	SEG Automotive India Pvt Ltd	Manager
Krishna Prasad	Bosch Limited	Sr. General Manager
B Sundara Rajan	BSR's Peepal Tree Consulting, CHENNAI	Partner & Principal Consultant