

# State of Quality: India Some Experiences

ISQ

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# India – a Land of Contrasts



- India is a land of contrasts
- Is there an ‘India Way’?

Abysmal healthcare	World class healthcare at Indian prices
Abysmal education	Indian Institutes of Technology ++
Ignorance, superstitions	Bright scientific minds
Short on high level skills	High-level skills emigrate
High illiteracy	Free press

# Status by Activity

Activity	Rating
Research	C
Publications	C
Certification	C
University Courses	C/B?
Training Programs	B/A?
Conventions	B/A?
Accreditation	B
Networking	B
National Promotion	C/B?
Counselling	B
Prizes/Awards	C/B

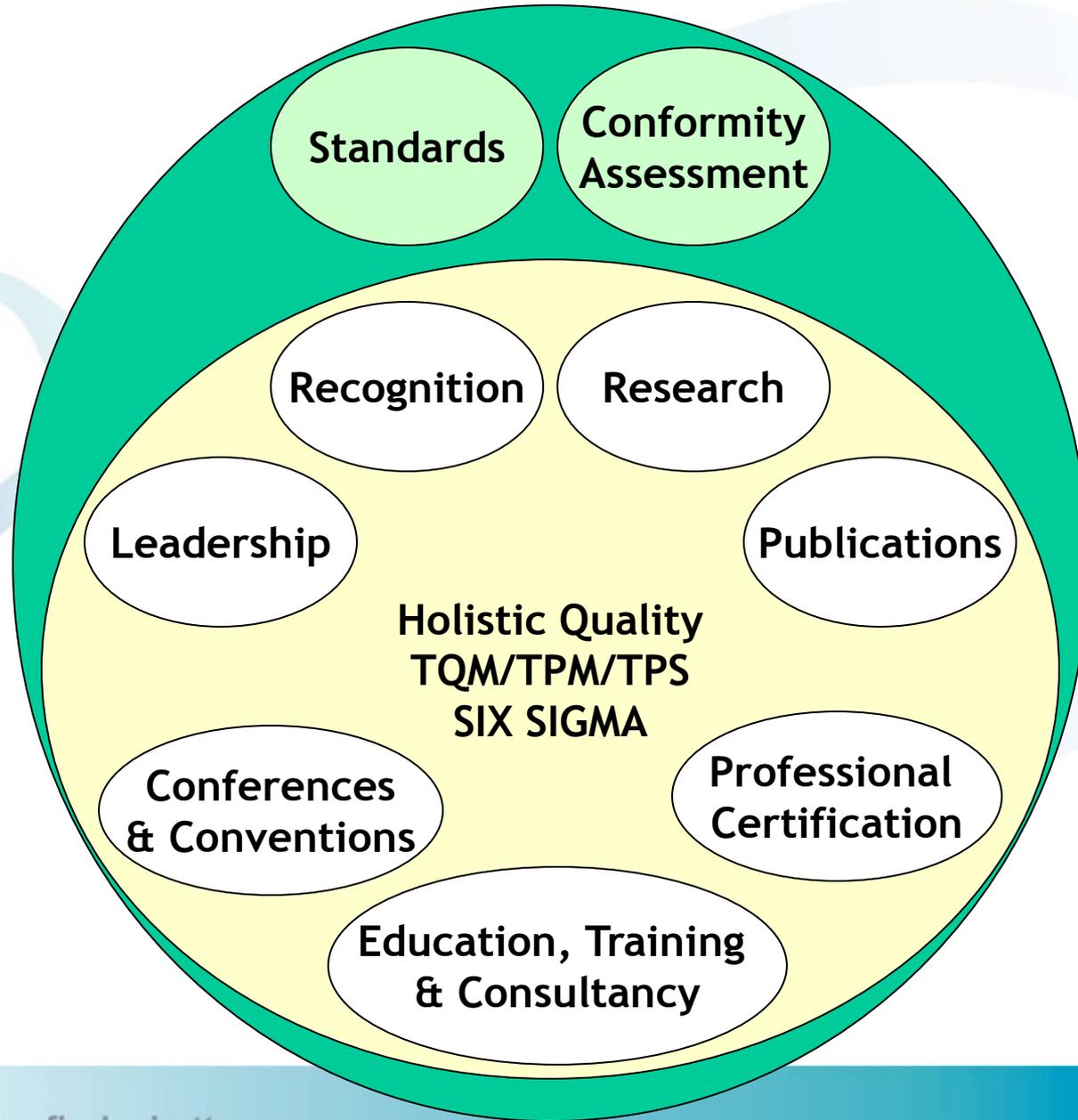
# Status by Sectors

Sector	Rating
Manufacturing	B/A?
Food Processing	C/B?
Financial Services	C/B?
Software	B
BPO	C/B?
Hospitality	C/B?
Transportation	C
Communication	C/B?
Energy	C
Environment Control	C
Education	C
Healthcare	C
Government	C
Citizen Sector	C/B

# India – Multiple Institutions

Standards Bodies	<ol style="list-style-type: none"><li>1. Bureau of Indian Standards</li><li>2. Quality Council of India (Accreditation)</li></ol>
Industry Quality Bodies	<ol style="list-style-type: none"><li>1. CII Institute of Quality</li><li>2. FICCI Quality Forum</li><li>3. IMC Quality Cell</li><li>4. NASSCOM Quality Forum (Software)</li></ol>
Academic Institutions	<ol style="list-style-type: none"><li>1. Indian Statistical Institute</li><li>2. Indian Institute of Quality Management</li><li>3. Mahindra Institute of Quality</li><li>4. University TQM programs</li></ol>
Societies	<ol style="list-style-type: none"><li>1. Quality Circle Forum of India</li><li>2. National Centre for Quality Management</li><li>3. National Institution for Quality and Reliability</li><li>4. Indian Society for Quality</li><li>5. American Society for Quality (Indian Chapter!)</li></ol>

# Nation Wide Holistic Quality Management



# Some National Quality Tasks - 1

The Quality related Institutions are doing a good job. They should continue to do so.

But there are more tasks in hand!

1. **Inform:** Make periodic report cards to the nation on the status of quality, and operate a national citizen and customer satisfaction index.
2. **Provide advice to Government:** Inform and advise parliament and government on quality related matters.
3. **Represent India** with a unified face in international forums and take a leading role.
4. **Lead in creating new roles for quality** – the eco-restoration of the earth, for example

# Some National Quality Tasks - 2

5. **New Institutions:** Form new institutions to promote quality in government, healthcare, education and social sector
6. **Research and Academics:** Enable research as well as academic courses on quality.
7. **Publish** magazines, journals and books.
8. **Certification:** Run a wholly Indian program for certification of individual professionals.
9. **Campaigns:** Promote awareness of quality in all spheres throughout the country through media campaigns
10. **Awards:** Develop uniquely Indian awards for outstanding individuals and organizations for quality related practice or research in all sectors

# Unity?

**National Quality Body  
of India**  
**(Will we ever have one?)**

...our nation is totally lacking in organization. It is the one drawback which produces all sorts of evil. We are altogether averse to making a common cause for anything.

- *Swami Vivekananda, from Letter to Swami Akhandananda, 1895, Letter No. LXXII, Page 321, The Complete Works of Swami Vivekananda, Volume 6*

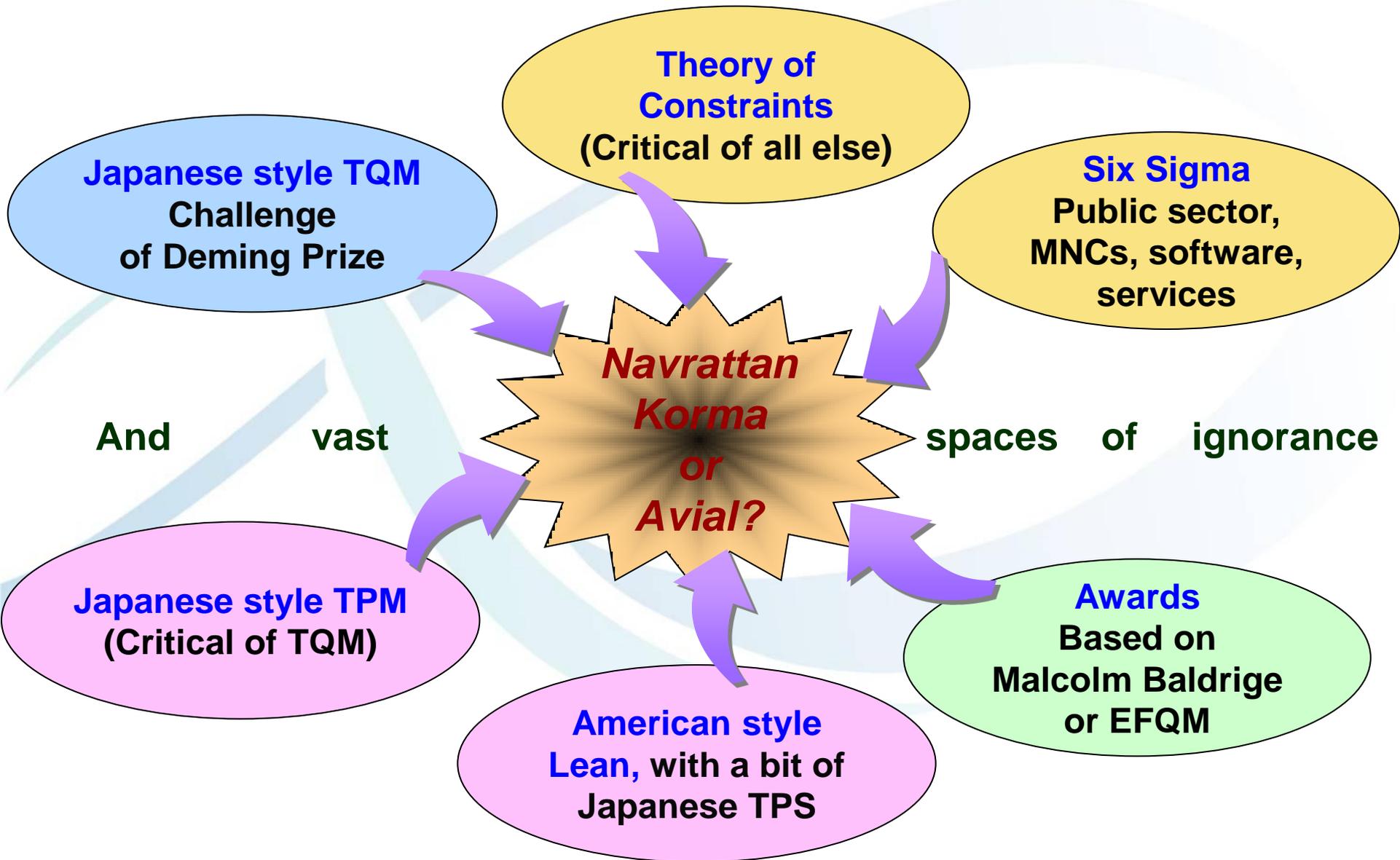


Making our nation proud

A large, decorative graphic consisting of several thick, light blue wavy lines that flow across the page, framing the central text.

# Some Experiences

# How 'Quality' Gets Defined in India



# Sources of Unintended Consequences\*



\*First person to use these phrases

1. Ignorance of true conditions prevailing
2. Error in inference
3. The primacy of immediate interests
4. The imperative of one's ideology
5. Self-fulfilling prophecy\*

-Robert Merton, 1936

# Errors We Make – Top Level



- Manage by PowerPoint, not by *gemba*
- Rush a project with tough deadlines, solve 'teething' problems ever after
- Drive utilization of machines, increase rejections and breakdowns, overproduce, lay off workers when there is too much stock
- Order Balanced Score Card, with weightages for each goal and arithmetic-based appraisal, live with mediocre and sometimes irrelevant targets
- Assert that people work for money, create incentives which result in ceilings on production, seek to evade these problems by putting up new plants

# Errors We Make – Top Level - 2



- When sales are down, cut entry level recruitment, training, postpone maintenance
- Buy the cheapest, whether equipment or tooling; Ask for reverse auction buying even of technical parts and materials
- Launch activities that chew up management time – trivial awards, superficial training programs, uncontrolled meetings..
- Take lateral recruits at all levels, put them on the jobs without training them on standards (There may not be any standards in place)
- Recruit contract labour to save costs, suffer poor quality and high breakdowns

# Errors We Make – More



- Set goals but without means
- Accept problems as solved or improvements as made, without a methodology, or data, or document
- Use MNC consultancies to develop job descriptions for the purpose of 'job evaluation' but let roles and accountabilities remain unclear at all levels
- Spend most of the effort on current, downstream problems, though profits are made or destroyed upstream at development or project stage
- Don't set long term quality objectives or strategic plans based on quality advantage – show by actions that actually numbers alone count

# Why this Kola-veri...



Globalization has led to high volatility in prices of commodities, exchange rates, interest rates, business cycles, fluctuating threats and opportunities of unfair imports and exports, and so on.

The impact on profits and losses of these conditions are so large that they mask the real effect of management actions on profits or losses.

Managements easily lose sight of the connection between sensible management and profits

# Impact of International Consultancies

- International consulting firms are so strong in India that high-grade individual counselling has not quite been a feature of TQM promotion. When TQM was launched in India in the 1980s, there were no MNC consultancies in India
- Japanese counsellors have been and remain very popular, mainly in manufacturing
- In non-manufacturing areas, Six Sigma, promoted by consulting firms dominates

# The Same Old Obstacles

- **Crisis of leadership:** Severe in Government, serious enough in industry
- **Short-term Thinking:** Pre-existing tendencies strengthened by the Financial Market System
- **Business School Education:** What is taught is the very antithesis of TQM, all of it comes from the US
- **HR practices:** Based entirely on the Anglo-Saxon way of thinking
- **Employment Laws:** Anachronistic, hurts all, but Government sticks to them
- **Globalized Volatility:** Causes unpredictable fluctuations in profits

# We haven't scratched the surface of TQM

If you can run  
Business, Healthcare, Education and Government  
without proper principles and methods to

**Satisfy**

*Customers*

*Patients*

*Children*

*Citizens*

**Then you can say TQM is not needed!**



**Let us never ever  
give up!**