

The Quality Brilliance Thru' Brilliant People

Prof P. Thareja
Punjab Engineering College
Chandigarh - 160 012.
Email : pthareja@yahoo.com

Er Mannu Thareja
Wipro Technologies Ltd
Reading, UK
Email: mannu.thareja@wipro.com

Prologue

The Quality of output is invariably directly dependent upon that of the participating constituents, some of which are sustainably and effectively controlled, and others which are as complex as a possible interaction between the Head and Heart of people. So, while 'People' remain a critical and yet inevitable input in even a fully automated process, yet they are as ubiquitous in control as TQM (Total Quality Management) could be. Hence it may be understandable as to why higher sophistication of automated processes renders more difficulty in to managing people too, while industrial sophistication is proportional to the complexity of the people who must govern those processes. When one agrees with the trend of first part of the industrial development, the second requirement of improving the Quality of people tends to overtake the first imperative. Truly, the requirements regarding their improving peoples' excellence takes a front seat today vis-a-vis the recent attempts on merely improving the also important Competency and/or Quality attributes. It is because the People are the basic growth paths and/or the communicating channels of the organization. The people are the resources whose combined 'Aura' causes a brilliance which has big a potential of Brilliance as the very sun. Though the sun is there at limited hours, yet people are ever there, Omnipresent, to contribute to improvements; continually.

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Excellent People and the People

Through our mythological stories we have learnt that whenever sin (darkness) becomes predominant, some goodness (repairing force) must take charge to restore brightness. In material terms as the population of bad quality products dominated the shelves of shops, the messiah of human salvation consequently took charge to control the cause of human neglect (happened through provisioning of unsafe, unhealthy, unethical, nature-unfriendly stuff). Well, Krishna for Kans (Kaurava's), Ram for Ravana are just parables (comparisons) to separate sin from (good) soul, but the saga of fighting of sin will always continue to be remembered, sung and overjoyed by the good followers, and the bad society of suckers will always be relegated to back seat. Call it a religion or a Quality journey; call it human resource development or societal rejuvenation, but as per the convention of launching a repairing impetus, the new need to restore human revival has once again surfaced alive. This time it is for creating total quality people - of the kind of 'little angels' - the specialized admixes of Gods and their representative - attributes driven in - in a lean way. The Christ's, Gautama's and Nanaka's all must radiate divine brilliance through our trained people, our common people, and the excellent people (we believe that God is omnipresent, even within each one of us. If yes, please let Him have the pleasure of radiating His divine brilliance through each one of us). But wait - before that, let all common people be turned excellent. In an assured way! (Can one create this aura, mechanically- by painting a common man with a

fluorescent paint, or placing a source field generator, implanting a device with in his/ her body by a medical operation?). The artificial technique is akin to having imported a Quality management system over an organization, which really does not effect a sustaining pro-Quality effort. On the other hand the task of inducing a holistic development/ purification is wholly satisfying. It is naturally poised and real. Not synthetic. Because the onerous way to a 'Quality world' is through effecting real transformations in the Quality hearts of common people.

How common people are different from the special people is sketched by the author through a verse on Total Quality People. Titled as "People! The domain of Quality People?" in (Exhibit I), it cites the rudiments for a revival to Total Quality. From merely being a pseudo 'Apple of the eye' the people can actually graduate to be the 'Jewel of the society' causing a fruitful nucleus (fulcrum) over which societal transformation will be initiated. Presence of a potent jewel can only stand to rescue the movement from the fluctuations or from resistance to the rotational motion of the pendulum as in a watch, so as to obviate any instances of the loss of time. To let a watch qualify for a 6- sigma status it is an imperative to watch the performance over long time duly ensuring that it looses no more than a second in a week's spell. The gross Time period is of the order of $7 \times 24 \times 60 \times 60$ seconds in a week. It equals 604800 seconds in all. That makes it 1.65344 seconds (defects/ PPMO (parts per million opportunities). It is better than maximum of 3.4 PPMO defects mandated in a 6 sigma language. Do we, as individuals, maintain such good standards in making ourselves available for our work? If not, the effort necessitated to correct a maximum of 604800 seconds is likely to be demanded in a year's spell; assuming we have been delayed by more than a week in a spell of one year?

Exhibit I : **Total Quality people**

People! The domain of Quality People?

People. There are two kinds of people:
One, who radiate exuberance: like committed People,
Rest, dry out resources, so called consuming people!
Until, sucking period is growing time for 'young' people,
Their sucking is as nefarious as from a misplaced nipple.
bearing tendencies to leave part of society embrittled?

Some People. The not so very brilliant people!
Though they may 'live in eyes as an apple',
But actually they act contrary to their Chattels,;
The high brand they nurse is rather Fickle,
That is not the doings of any good people.

In routine work they yield products simple.
Though, their inputs may have been ample,
Yet, results are no bigger than a dimple,
So these, remain only gratuitous people!

Yet, People. Some very ordinary people!
Contrary to the class above (who saddle)
Ordinarily, succeed to create market ripples,
In limited opportunities, which barely twinkle?

And create niche areas where they act nimble;

These people, the focused lot of people,
Synergise their heads, and hunt for double!
And, as and when, they unidirectionally couple,
Can potentially team up energies to quadruple.

However, some people, those very serious people,
Who believe in Juran's Trilogical principle,
Are really noble, graceful and professional,
Albeit they may be scientific and predictable,
Yet they are God's gratefully adored individuals.

So, they display attitudes never so Critical,
Effectively controlling reigns when saddled,
They direct processes as done in a participle.
And work for breakthroughs as Juran's disciple.

So, People. All of these able soul-ed people!
Who clamor to improve; bad habits to nibble
they learn-n-civilize even when they chuckle
while preserving the good gains as to a pickle,
are like umbrellas of 'Quality-fidelity' maples.

Such people are motivated, smartly scrabbled
they use Hand, Head and Heart to do marvels,
Can break-out Holy light, even from a marble,
Or, an organizational advance, the conducting people.

Such People; a few of the very (un)usual people!
trust in 'Personal Quality' like a Deming's pupil
they adapt to tile with other Quality personnel!
And in routine work pursue processes, a way simple,

The Training assures products for outputs ample.
Their focus and reliability must now defects belittle!
So! Adores them the world: these dependable people!
They are unmistakably our Total Quality People!

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The shortfall in the fulfillment of journey to excellence is initially in the awareness and intention to identify faults, followed by the actions to remove them. The use of metrics to govern the process / product is advocated. They should be so designed such that chosen metrics are mere measurables which document the coveted progress chart to ensure sustenance of the Motivation to achieve excellence.

It is well understood that the un-common (great) people are not very common. To make them special either let them be born or be cleverly trained. Let them be equipped with the tools so that they understand and are able to apply the coveted tools for a superior and expedient success. Such tools are the likes of 7 QC tools and 7 PC tools (where Q and P represent Quality and Process). We have in the category of trained uncommon people the likes of Mahatma Gandhi, Guru Gobind Singh ji, (who himself proclaimed as being a common man) and many more who may adore the place of worship while being remembered for their good teachings and their sacrifice. They thus demonstrate a mighty influence on the society because of the good they practiced. When the Quality of this good (work) outshines and breaks the common hearts, it transforms into a more penetrating and dissipating- God- easily transformed from common 'Good'.

How will the Good God create a long lasting and heart felt impact is exemplified when one looks at the common pictures of some uncommon people. It is seen that Shri Guru Nanak Dev exhibited an Aura of 350 kms, while Jesus Christ could have his presence felt within a circle of influence, making a diameter of 900 kms, which is about 33 % larger than that of Shri Guru Nanak Dev. This aura is a measure of one's quality strengths, and Indian systems prescribe plethora of effective and sure shot ways of increasing holistic quality of an individual. Such methodologies pass through meditation, yoga and piouness. As an input to the system it has to be a sacrifice, pasted over individuals quality and purity, with a bond of love for humans and mankind, and so on. The output is divine harmony, whose metric is the radius (or diameter) of an Aura. When the aura of excellent people intersperses, a harmonious argumentation is always a desired condiment. When it is disparate in righteousness the aura's tend to repel each other, and both the sources feel to have been caught over in an uncomfortable zone. Like a good person does never feel safe in the company of bad people, and bad people don't feel happy in a company of good people. One can try making the break into the coveted aura of another person by coming closer and closer, and feel that the interference effects tend to get noticed. The severity and tolerance of the effects of interference are governed by the basic quality of individual reactants. Evidently both have got to be of acceptable tolerance-quality It thereby requires that the imperative of Quality improvement is holistic and not in bits and pieces.

Let us understand what does this strength of Aura mean to the common people. Say the Aura of about 350 Kms of Shri Guru Nanak Dev implied that his physical presence could be measured with in this distance, as say a magnetic or electrostatic field is measured. So, larger the diameter of influence, probably higher and most intently would be the masses impacted by it. He (the Lord) must have requisite powers necessary to cause purification, which must diffuse through a more emotionally involved devotee population. In a way defined by a situation in which the brand name of an organization is nursed by the strength of superior product or process quality, and when the brand name facilitates a full organizational growth spreading further and farther, the aura too spreads in a similar way.

While the excellence is intrinsic in both cases (Organisation and the individuals) and is duly maintained, the competition is duly felt by both. However a coherent and homogenous competition, being of same polarity becomes additive, as and when the goodies are benchmarked, emulated and reciprocated. The improvements, people and values get shared, colours blend and remain soothing. Counter situations lead to more in-homogeneity, impurity and so on. The evil (i.e. impurity in the matrix which generally acts as a stress raiser in conventional situations/ materials), generally disgraced in society and as it increases in frequency and strength, the severity and intolerance also increases. There is hence a case of promoting goodness al-around. The emphasis of present work is limited to the improvement of Human Quality.

The Improvement of Common People

Common people are a common part of the House of Commons. They help underline the people of interest, equip them with power and/or dissolve themselves into oblivion if the interaction can not be transformed to productiveness. However the common people have a right to be brought back into main stream. One continually provides them opportunities for the recuperation and arrange Sunday churches, religious discourses, training programmes and so on, so that the extinguishing aura is supported by an external stimulus and protected from the destructive forces. As a benefit of this external stimuli the common people have a chance for upgradation to become special, and the consummation of this large potential has time and again been demonstrated in the past when ever there appeared a strong realigning force and strategic deployment of resources (# 3, Exhibit II). Interestingly the Quality of People who controls the House of Commons can never become good if the quality of people comprising the House of Commons were no good. The transformation process must happen through a strategic and focused acts, following the coveted process approach employing end-to-end PDCA (Plan, Do, Check Act) improvements. This transformation process should necessarily form an organized group of related activities that can together create a customer value. Because it is necessary that the improvement is made sustainable. So one has to search more creative and enhanced ways of doing things such that improvement is tangible

The activities that create a customer value, are at the root of Quality Brilliance. The focus in a process is not on individual units of work, which by themselves accomplish nothing for a customer, but rather on an entire group of activities that, when effectively brought together, create a niche that customers value. A customer does not care that we have allocated inventory or planned a delivery; the customer only cares that he receives the goods he has ordered. The difference, therefore, between process and task is the difference between whole and part, or, between ends and means. All people performing a process must share a common purpose and work towards a common goal. When the end objectives are same, the acceptability and interactions of their thoughts and that of the heart will be synergistic- producing a situation where the outcome of the process will be more than the mere sum of parts. By way of an Indian idiom of one + one make eleven, it has the outcome of not a reaction of 1+1. It is rather a sharing of the aura of two singles contributing from their respective positions, to demonstrate a burgeoning success.

The two key words in the definition of process are ‘together’ and ‘organized’. As euphorically and productively as 1 + 1 could be. The stimulus of the Change however is drawn by a strategic training of people. (Thareja 2006). The organization must deploy all resources, continually and unconditionally to effect the coveted Change; to align the people for a possible synergy. An attempt is made to document the ‘Guiding Principles to Qualify Change Efforts’ in Exhibit II (Thareja and Thareja, 2007). These principles spell out the criteria for success while the business process is followed from end-to-end process game. Any shortfall is a subject for cause and effect analysis or a case of input to the PDCA rejuvenation programme. There is thence a need to update the total excellence of masses. Only implementing a ‘creating a culture of change in people’ programme can help achieving a sustainable ‘Total Quality upgradation Programme’.

Exhibit II: Guiding Principles to Qualify Change Efforts

Following are the Four principles to Qualify Change for inducing Brilliance in People:

- 1. Making good change requires a focus around Quality objectives*

Without the support and enthusiastic involvement in *Quality*, not much transformation is likely to occur. To effect this *change*, innovative techniques must be applied. However the innovations applied must really promise outcomes and benefits that match the needed realities, concerns and

desires of the common people.

Common people see improvement actions come and go. They are appropriately skeptical about untested, expensive changes that seem peripheral rather than central to their purpose. They want to be demonstrated how the innovative ventures will improve people's performance.

2. Making good change demands the cultivation of the common people with uncommon teachings:

The decision to deploy training is usually done from the board room. This is not always fair. Failure to involve common staff in the development of the learning program, the design and placement of the *cultivation* resources and a robust 3-4 year term CPD (continual professional development) program is courting disaster.

3. Making good change involves a strategic and balanced deployment of resources.

Organisations tend to un-strategically optimize use of funds by moving resources around to where they think that will do the most good. They also define resources broadly to provide a balance between the human and technical aspects of the initiative, allocating 25 per cent or more of their budget to CPD. However until the change makes a total dent and penetrates deeply through coveted transformation, achieving long lasting impacts are likely to be distant and incomplete

4. Making good change necessitates time away from the "daily press" of routine work.

The daily press is a major obstacle to making changes for improvement, as the drive to maintain forward progress often precludes an investment in sideways explorations and innovation. If the organisations expect to see broad-based adoption of new technologies and innovations, then they must provide for high quality training inputs to govern, learn and to reinvent improvement efforts.

For inculcating excellence in common people, fortunately the rules of improvement remain the same as that of conventional Quality Management. Americans predominantly follow the popular Six Sigma route, Japanese follow an approach of Theory Z and also practice CQI (Continual Quality improvement); Britishers go for a European EFQM model and so on. The objective is to ensure a Quality success. Various people have followed varied philosophies. Our Lord Krishna was 16 Kala Sampann (He possessed 16 Superior traits (all 100%) on the coveted metrics). 14 Kala Sampann Lord Rama is better remembered as a Maryada Purushottam Ram. The morale is that it is always great to motivate people to deploy their energies fruitfully so as to exhibit all-round excellence and achieve 100 % Quality expeditiously. To illustrate, a limerick by the author as in Exhibit III is aptly used to point out the disparation of practices for management of human resource.

Exhibit III: A limerick

Human Resource Training styles World over are real swell!
English people deplore their workers as if to push them into Hell,
Americans though criticize them to their brim, but much in private,
Japanese however never consider them for accusation or any ill-fate,
But, in Indian systems there are no positives, I can distinguish and tell!

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Let us reconsider the role the common people exercise in applying either tool of Total Quality Management (TQM) or through Six Sigma. While former is a piously Aura-oriented approach of

involving people into excellence, the latter approach of getting people involved in defect reduction of sorts is primarily inducted towards making more material gains. Defect reduction in human conduct is typically complex. Evidently upbringing excellence is only an aid to a Total Quality Organisation. Larger the number of initiation points (or people) better is the resulting mass. That is why there is a plethora of Gurus. The Guru's who achieve a certain measurable level as metrics (towards salvation) or Kalas (Qualities). The goal of all of them is (were) to build a superior mass, subject to one's domain of influence, and to ensure that the sin (bad quality) were always well intercepted and not transmitted – and never at all being hindered. Both categories of Quality Guru's like Edward Deming and Joseph Juran; and religious ones: like Jesus Christ and Bhagwan Ram proclaimed defect reduction.

As we all understand the incidence of defect reduction is dependent upon the openness of specifications, and any acceptable material can be thrown out of specifications merely with the stroke of a pen. However whether the lot of a zero defect material can seldom/ever be termed as a 'Total Quality' material may be any body's guess? It is customary to decorate the organizations as 4 or 5 or 6 or 7 sigma organization (or process), but there is certainly no play in a 'Total Quality' metric. Some argue that many of the tools Six Sigma uses are not new. Same could be said for Total Quality. However, while Six Sigma/ TQM use conventional methods, their applications are anything but conventional. Instead it stresses the importance of searching for a new way of thinking and doing things. Applied to oneself it provides the ground-map to improve one's Quality. The styles may be different but goals remain the same. A commensurate cardinal of a Six step Journey to improving people's Quality is illustrated in Exhibit IV. Being synonymous with the Six sigma methodology, it spells alignment with organisation's total people development.

Exhibit IV. Improving People's Quality through Six Sigma :

The cardinals of a Six step Journey to improve people's Quality:

1. Leadership Commitment : It is not enough that Top management initiates a TQM program or a Six Sigma deployment, it should further play an active role in the whole deployment cycle. Six Sigma starts by providing senior leadership with training in the principles and tools it needs to direct the development of a management infrastructure to support Six Sigma. This involves reducing the levels of organizational hierarchy and removing procedural barriers to experimentation and change. The Guru's need one to one correspondence for effecting a total change.
2. Customer Focus : Systems are developed for establishing close communications with "external customers" (direct customers, end-users, suppliers, regulatory bodies etc), and with "internal" customers (employees). From upstream suppliers to ultimate endusers. Win-Win approach of Stephen Covey (One of Seven good habits of highly effective people) and Mutually beneficial customer supplier relationship (One of the Eight Quality Management Principles) also advocate similar briefing.
3. Strategic Deployment : Six Sigma targets a small number of high financial leveraged items. It focuses the company's resources: right support, right people, right project, and right tools, on identifying and improving performance metrics that relate to bottomline success. It pertains to the vitality of providing a high concentration of excellent people to ensure all around motivation for excellence.
4. Integrated Infrastructure : The Leadership Team defines and reviews project progress. In six sigma the hierarchy is divided in categories like green belt, Black Belt, Master Black Belt, and the Champion in elevating order. The Champion acts as a political leader and removes the barriers for the Human revival project team. The Master Black Belt acts as a technical coach and provides in-depth knowledge of quality tools. The Black Belt

controls the Human Quality Improvement project while the Green Belts supports the Black Belt – together they form the Six Sigma Project Teams. A recognition systems is used to motivate the teams working for Human Quality Improvement to achieve the excellence goals.

5. Disciplined Framework : Six Sigma projects are Implemented using the DMAIC (Define, Measure, Analyze, Improve and Control) disciplined road map. This MAIC discipline sets up a clear protocol to facilitate internal communication. In addition, from a business perspective, Six Sigma is also a framework for continuous business improvement.

6. Education and Training: Six Sigma believes that true commitment is driven by true understanding. The Human Quality Improvement should be planned for a through analysis and effects. As a fact based methodology, it intensively utilizes quality and Statistical tools to transform a practical problem to a practical solution. Thus, a top-to-bottom training is conducted in Six Sigma philosophy and system improvement techniques for all levels.

Synergising Excellence with Commonality

Ironing out detour towards commonality and excellence in people is the foremost duty of top managements, and they can all be accomplished by the efforts of concerned people using due problem solving abilities. Both the aspects are present in individuals: namely the angel;s part and the devil’s influence. The role of Quality Improvement Effort is to suppress the former and promote or explore the latter. Since good and the bad invariably coexist, one has to set up subsystems to envelop the devil so that it is never even intentionally or unintentionally explored, and made dormant. For instance, in medical vaccination strategy, using a virus duly encapsulated as an inoculant is quite effectively exploited to protect any human being. In mythological *Sagar Manthan* (churning of sea) too the bad elements which emerged at a precedence were duly encapsuled and segregated by Lord Shiva, who allowed that poison to be downed into his throat and blocked therein. Had the poison been able to descend down under, possibly the life of Lord Shiva would have been in dire danger? Any way acting as a saviour of humanity, He sacrificed his physical spotlessness to give rise to a poisson blue lump in His throat for ever, paving the way for all goodies to follow to be consummated for human benefit. Evidently good things are relegated by bad stuff and devil always must appear much more fiercely, though sinned not to prevail for long. It is therefore the sacred duty for the angels (read excellent people) to volunteer and take charge of the bad devil-ous agents and protect the feebler angels (common people) from any possible threats.

How can people change ‘bad situations in right systems’ to ‘good Quality environments and excellent situations’, akin to the epic of *Sagar manthan*. All this must happen by transforming learning people. Materializing a ‘Change of usual mediocre people’ into superior ‘special people with significant excellence’. However to accomplish a change, suitable environment is essential. Akin to the proverb ‘a man is known by the company he keeps’, change can happen to common people if the company is excellence oriented. The truth of a ‘company one keeps’ is demonstrated akin to what Pilkington discovered; while accidentally evolving the technology of floating a Plain sheet of glass.

The phenomenon that when glass accidentally got poured over a molten bath of Tin metal, the resulting layer of solidified glass (glass gets solidified at a melting + superheat temperature of Tin) as a perfect 7 mm thick plate is in perfect harmony. The necessary condition, however, was to keep the Tin in unoxidised state, which can be effected by atmosphere control. The resulting

quality of glass is superior to the plate glass produced by pulling the glass through rolls. The difference is in the waviness, and especially when the glass is meant for ophthalmic purposes or for say our 'Alice' in wonderland (who would wish to know who's the most beautiful girl in the world), there would be no second option? A superior quality of Tin makes glass a better product, thanks to the superior company.

To epilogue this conceptual analysis of Peoples brilliance; Five attributes may therefore be sketched.. In the author's opinion the identifiers of Excellent People are proposed as:

1. Excellent people need not be at the top. Essentially being at the epicenter of hard core activity, they can balance or damp the noise (bad signals, devil-ous actions, poisson or dreaded wastes as a byproduct of processes), in such a way that they must impact the environment effectively.
2. Change though is bound to happen, Excellent people will be able to provide the due Leadership, thereby spearheading the Change, rather than following it.
3. Earthly people generally revolve around Change development, on the other hand Excellent people induce others to spin around their excellence. The followers in that process of reengineering tend to re-align around the sound nucleus created by excellent ones and in the process the former (common mass) may shed their defects into oblivion, and become Lean. While the excellent people tend to make available support for enlarged excellence-to-be!
4. Excellent people radiate exuberance. The inspiration of excellence is long lasting, and cannot be demeaned by diffusion or radiation.
5. Excellent people by that radiation don't lose or diminish in their excellence. They rather enjoy polishing their virtues further by challenging their asperities or weaknesses, if any.

CONCLUSIONS

1. Excellence is difficult to find and hard to nurse. However it remains extremely vital. Hence each small opportunity to quality improvement must be encashed, even if the cost of implementing such an impetus is higher than the gains to be expected. This however may be considered philanthropy by six sigma professions, but it would certainly pay off during the journey to TQM.
2. The basic human Quality improvement problem is to strike the optimum balance between the restoration of peace while interfacing excellent people with common ones and vice versa for avoiding generation of disturbances and noise when there is lack of compatability between individual parts of states of hi-devil and hi-angel states.
3. By indulging in strategic training, the common people can be made to show directed improvements towards journey to excellence.
4. The opportunities for any synergy between many common people, facilitated by available excellent people must be prompted and encashed for improving the ultimate quality of life. That is the basic paradigm Human Quality Improvement endeavours target to achieve. It also is a vital part of the journey to Total Quality Management.

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