

Cultural Transformation in Challenging Times

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Cultural Transformation

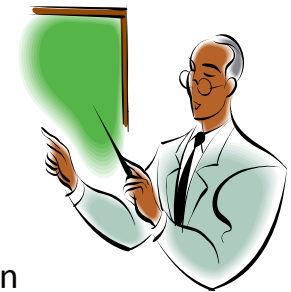
Competence Building

- Education and Training
- Do-Demonstrate- Deploy



Mindset Change

- Awareness
- Training
- Involvement
- Promotion
- Reward and Recognition



Barriers to TQM

Misconceptions about TQM:

- TQM is about Quality Function only and is not related to us
- Additional activity over existing work

Lack of awareness :

- Tools and Techniques
- Business benefits





TQM (Total Quality Management)

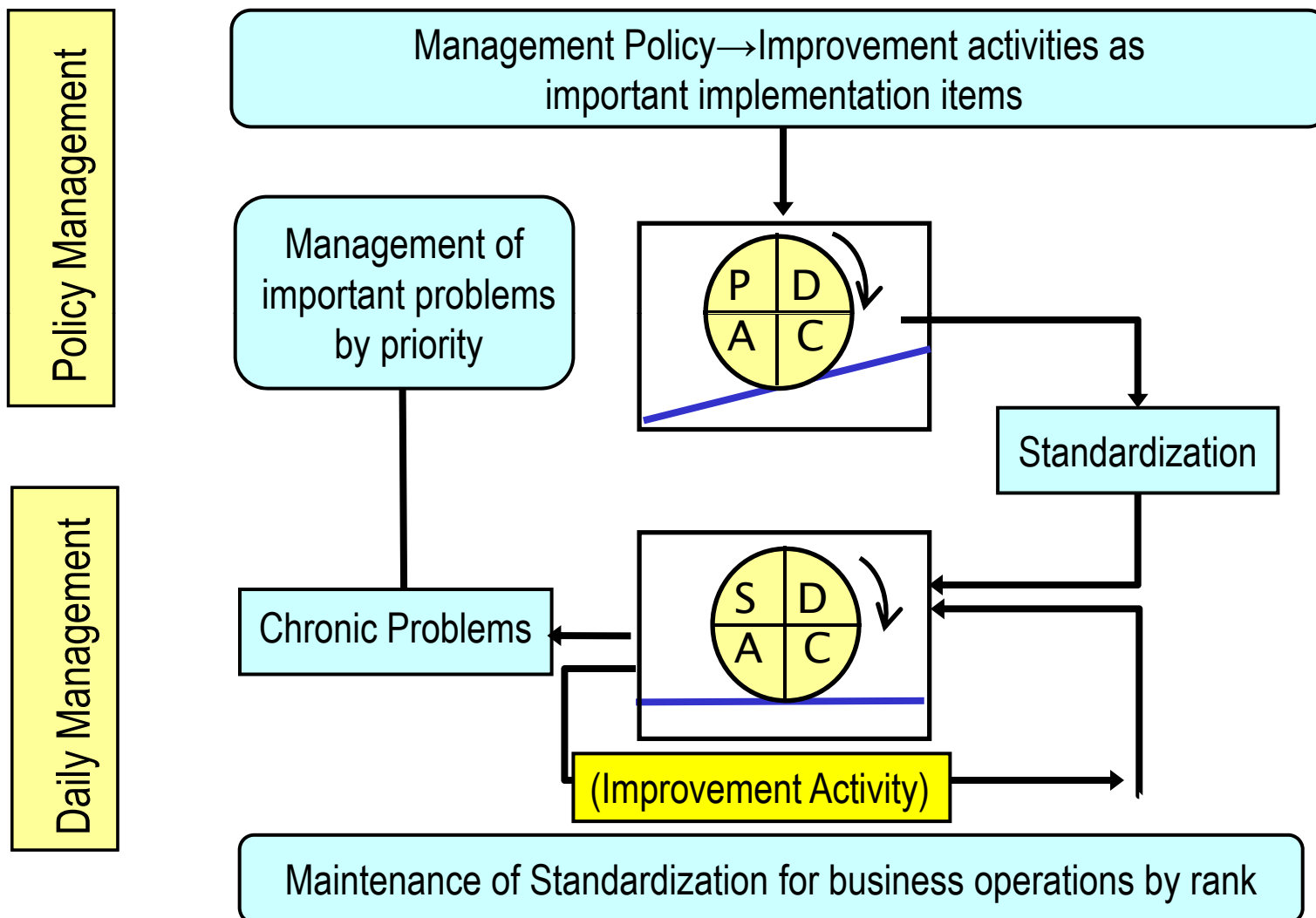
Definition:

- ❖ A set of systematic activities
- ❖ carried out by the entire organization
- ❖ To effectively and efficiently achieve company objectives,
- ❖ so as to provide products and services
- ❖ with the level of quality that satisfies customers at the appropriate time and price

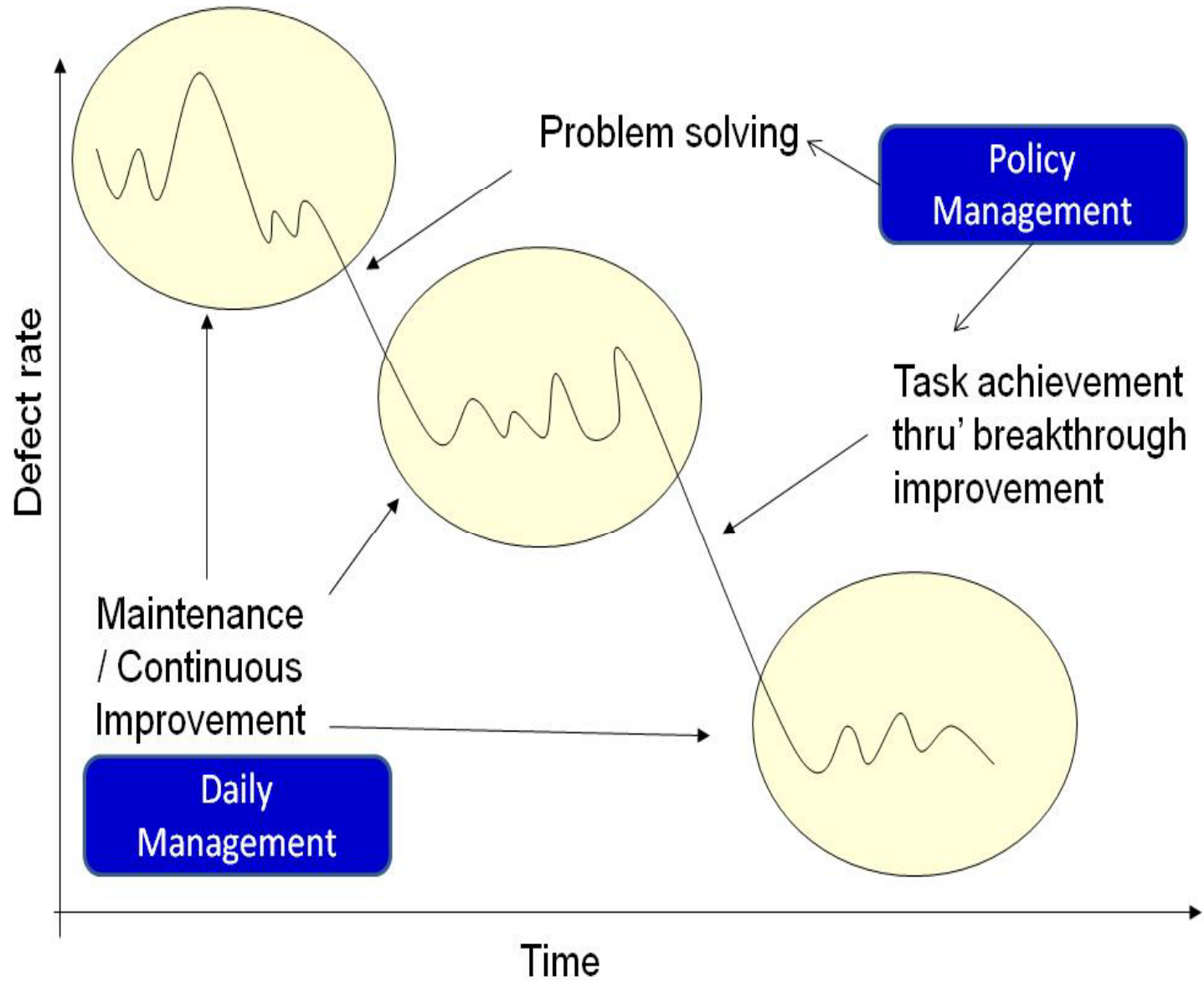
Total	Participation and involvement of each and every employee Every Echelon – Every Function
Quality	Which is customer focused as required and defined by the customer . Customer satisfaction from the view point of time function.
Management	Use of system approach (Policy Management, Daily Management & PDCA) Use of Scientific methods (7 tools), Quality Circles & Kaizens

Awareness of Total Quality Management Philosophy

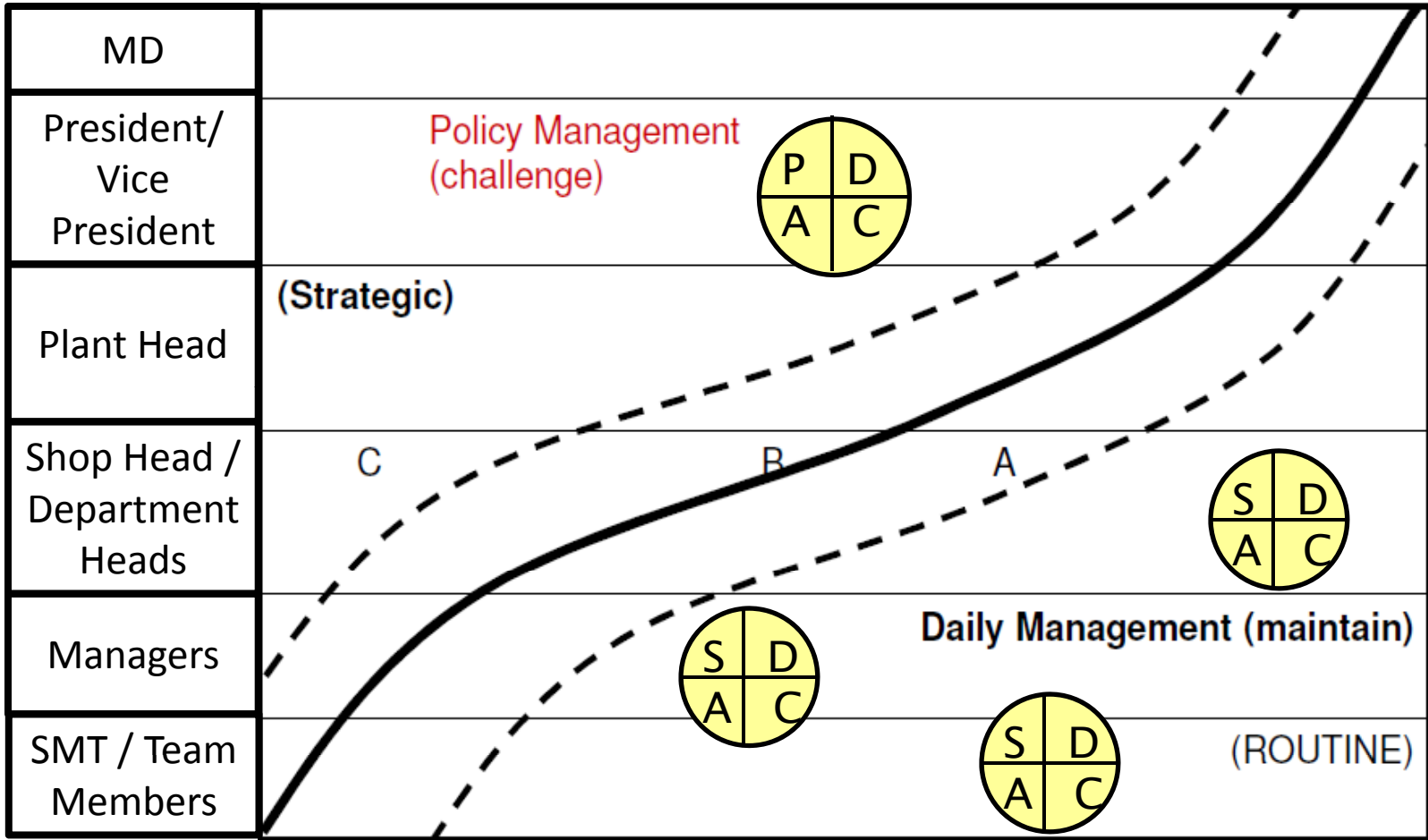
Policy Management and Daily Management



Problem Solving and Task Achieving Approach



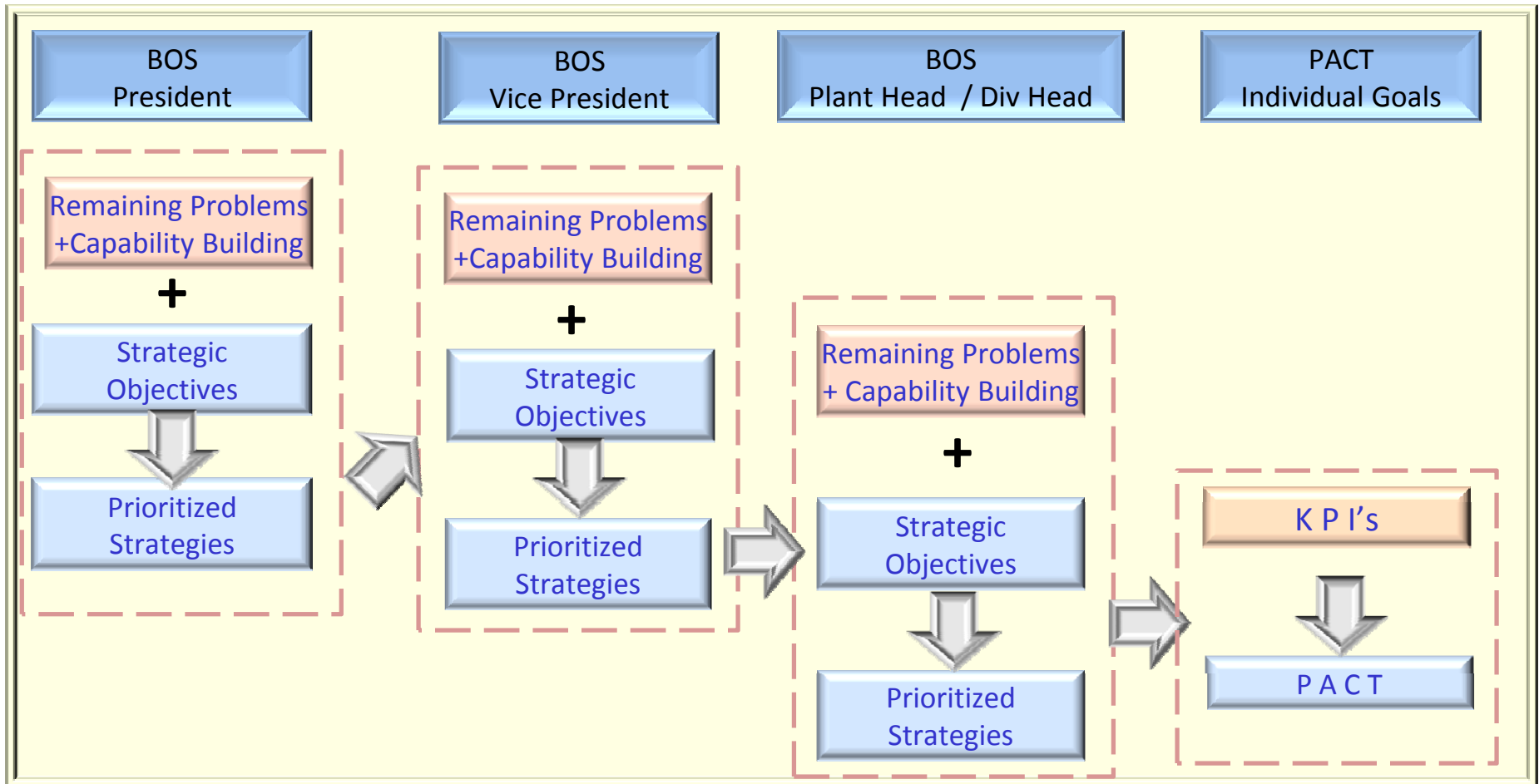
Level Based Roles in TQM



A - Minimum , B - Mean , C - Maximum

1. Top Management to focus on Policy Management for breakthrough achievement.
2. Middle Management to focus on Daily Work Management for sustenance and continuous improvement

Policy Management Cascading



Policy Deployment is integrated set of activities right from top most level to individual



Dr Noriaki Kano



1. Business & TQM
2. Daily Work Management
3. Quality Theory
4. Internal Quality Structure
5. Model Behind Quality Management
6. Quality Assurance
7. Inductive & Deductive Theory

Learning Sessions

Key Learning from Dr N Kano

- Business & TQM; KPI & Process
- Rice Cooking Model
- Multi Level Pareto
- Vertical & Horizontal Evaluation (Bird Eye View, Worm Eye View)
- Chase Few Rabbits,
- Beachhead approach etc

Prof Kazuyuki Suzuki



1. General Principals of Improvement and Prevention of Reliability & Safety Issues in Automobile Systems

Learning Sessions

Key Learning from Prof K Suzuki

- Upstream Management
- Generalization
- Multi-level Ishikawa
- Mileage based Lifetime prediction through Weibull Analysis



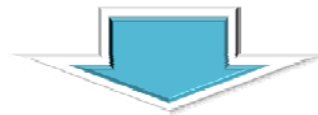
Key Learning

Deployment Approach

Deployment Status

Key Learning from Dr Kano's Visit

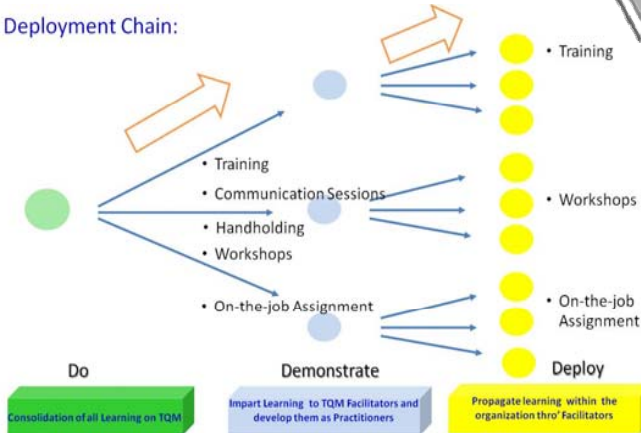
- ❖ Quality Table
- ❖ Vertical Analysis
- ❖ Next Process Is Our Customer
- ❖ Abnormality Management
- ❖ Weibull Analysis etc



Do – Demonstrate – Deploy (3 – D Approach)

- Handholding
- Harnessing TQM Facilitators Potential
- Periodic Progress Reviews
- Horizontal Deployment

Deployment Chain:



Sr	Key Learning from Dr Kano
1	Business & TQM; KPI & Process
2	Past analysis
3	Focus on vital few, Chase Few Rabbits
4	Multi Level Pareto
5	Bird eye view
6	Vertical & Horizontal analysis
7	Worm eye view
8	Detection Strategy
9	Rice cooking model of Ishikawa
10	Management system charts
11	Daily Work Management
12	Quality Table
13	Poka-yoke (Fail Safe, Soft, Proof)
14	Abnormality management
15	Next processes as our customers
16	QCMM
17	4 Student model analysis
18	T Matrix
19	Non-achievement rate
20	Organic analysis of suppliers
22	Interface issues
23	Beachhead Approach
24	Inductive & Deductive way
25	Weibull analysis
26	Ownership of Car after line off
27	No Touch
28	Assumed Conditions-Revisit
29	Generalization
30	Upstream Management

– Sessions to propagate Learning

– TCF Shop
17 June 2013



– Paint Shop
18 June 2013



– Engine Shop
2 July 2013



– Quality Assurance
28 June 2013



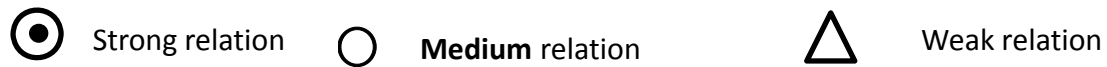


Dr Kano's Learning – Quality Table

Do-Demonstrate-Deploy

Quality Table

Sr No	Customer Requirements	Process Characteristics	Process Description, Characteristics and Specifications																	
			<Process>				<Process>					<Process>			<Process>					
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15			
		Product Characteristics	Process Specification																	
	Customer Requirements / Customer Compliants	Product Characteristics	Product Specifications																	
1																				
2																				
3																				
4																				
5																				
6																				
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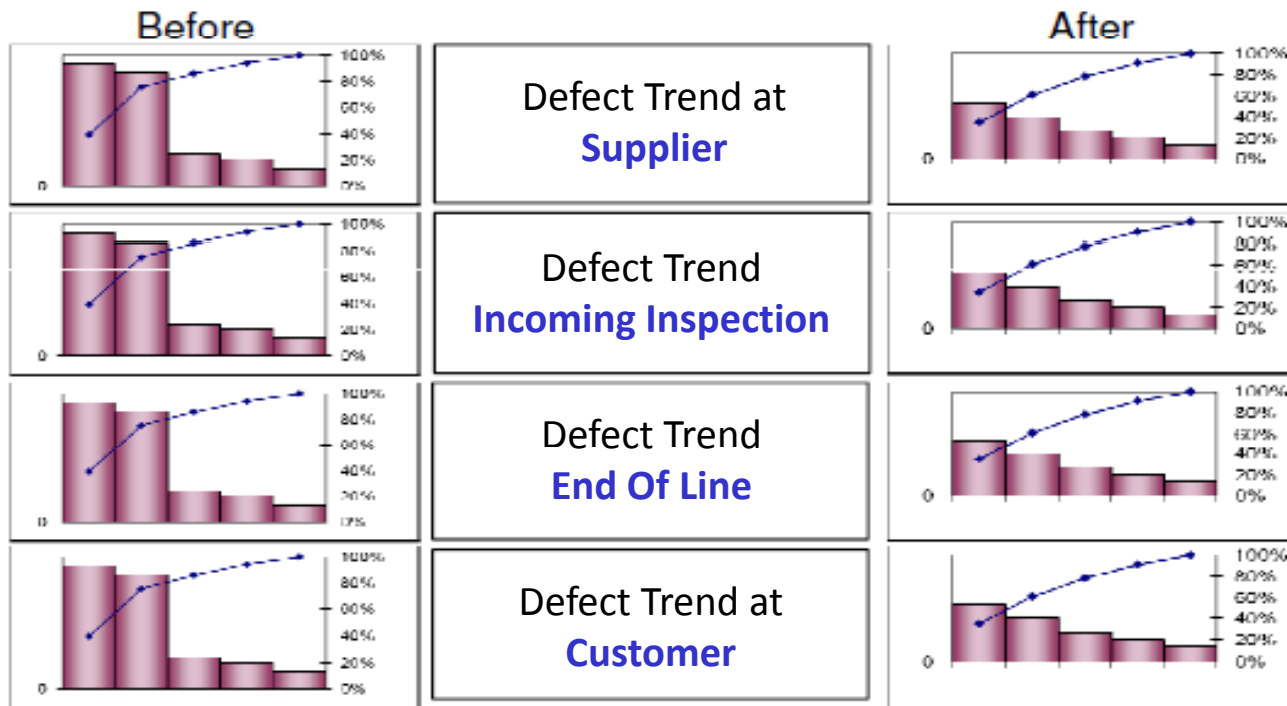


Customer Requirements----->Product Characteristics----->Process Characteristics



Dr Kano's Learning – Vertical Analysis

Vertical Analysis : Bird Eye View, Worm Eye View



Process	Lines		
	Line 1	Line 2	Line 3
Station 1	Defect Trend	Defect Trend	Defect Trend
Station 2	Defect Trend	Defect Trend	Defect Trend
Inspection	Defect Trend	Defect Trend	Defect Trend
Customer	Defect Trend	Defect Trend	Defect Trend

Process	Type of Defect		
	Defect 1	Defect 2	Defect 3
Station 1	Defect Trend	Defect Trend	Defect Trend
Station 2	Defect Trend	Defect Trend	Defect Trend
Inspection	Defect Trend	Defect Trend	Defect Trend
Customer	Defect Trend	Defect Trend	Defect Trend

Annual TQM Reward & Recognition

TQM Reward and Recognition Function

TQM Reward and Recognition Function was organized to recognize the efforts put by employees in TQM Journey of Car Plant Pune. Entire organization took great efforts in achieving Business Objectives through The TQM Way.

Best DWM -C-Rail Engine Shop



Presentation By DWM Board Owners



1st Runner up – Top Coat & Maintenance -Paint Shop



2nd Runner up – Closure X1 & Maintenance X1 -Weld Shop



Leadership thoughts on TQM



Best DWM - BIW Logistics



1st Runner Up – VQA TCF



2nd Runner Up – TS Transaxle



Presentation on PSTA – QC Story Team



QC Story Competition Winners



Highest Number of QC Stories Submission



TPM Coordinators



TQM Cognizance Quiz – Award Distribution





Cross-Location TQM Facilitators' Meeting : Harnessing TQM Facilitators' potential

Harnessing TQM Facilitators' potential

PVBU Level - TQM Facilitators' Meeting





TQM Facilitator Meeting:



Dr Mandaogane, Mr M B Joshi acknowledging TQM Facilitators with Activities to be done in the days to come



TQM Facilitators presenting the department progress



Mr J S Wilson interrogating presenters



Mr A T Jain, Mr Ahin Bhatt, Mr M B Joshi, Ms Satrupa Roy Sarkar reviewing presentations by TQM Facilitators



VP Operations discussing with TQM Facilitators

Team TQM Sanad and Mumbai via Video Conference

Message from VP Operations to TQM Facilitators

- Emphasize on radical improvement in business results by following TQM methodology.
- All facilitators to play role of change agent in this drive and dig deeper into problems.
- Concentrate on remaining problems as well which can be addressed through rotation of PDCA and SDCA.

TQM Facilitators being felicitated for efficient use of TQM methodology





Thanks Transformation Continues