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President's Message | Santosh Khadagade



Amid the hope of the pandemic ending towards end of July, the tremors of the 3rd wave is already being felt by experts. Our resolve to be resilient has to be stronger but remember, we have to be not only dangerously optimistic but chronic optimists.

The World Environment Day on 5th June was largely unnoticed however climate change continues to be the No. 1 challenge for humanity. A strong political will at the global level is necessary to reverse environment damage. The UN Framework Convention on Climate Change (UNFCCC) -1992 was a good start point, but subsequent progress has been far from satisfactory. On the occasion of World Environment Day on June 5, the UN Secretary General has announced this decade as **UN Decade on Eco System Restoration**. This without any doubt is our final chance to restore the environment.

NCQM has announced registration to the revised diploma programs in Total Quality Management. The diploma program was launched almost 30 years ago and has undergone several changes during these years. The current changes have been introduced considering the salient features of the New National Education Policy (NNEP) 2020. The NNEP has identified Computational Thinking, Maths Thinking, **Problem Solving** and India Specific Knowledge e.g. Yoga, Ayurveda etc. as the most important skills for taking India to Global Leadership position.

The current revision has two versions, Diploma in TQM with four modules and Post Graduate Diploma in TQM with additional two modules. Problem Solving tools and techniques has been a major ingredient of the syllabus. There will be on-line contact session for each module.

All the training and advisory services are being delivered through digital platforms. Visits to the client premises are kept at the minimum in view of the pandemic. NCQM continues to work on its vision, i.e. support organisations to achieve excellence through quality.

We wish to thank all the members for their continued association and support. Membership renewal invoices have been sent for the year 2021-22 and we have received extremely good response.

For any queries, feedback or requirements, please feel free to contact me at president@ncqm.com.

BREAKING NEWS!!

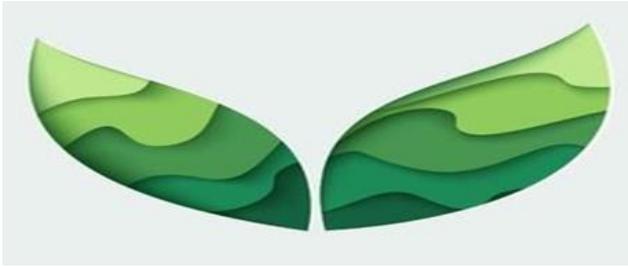
Indian Quality Professional
Mr N Ramanathan

is

2021
ASQ Edwards Medal
Recipient!!!

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Environment - Biggest Challenge before Humanity!



The biggest concern today without any doubt is the deteriorating environment.

At the beginning of industrial revolution around 1750 BC, the CO₂ level in atmosphere was 180ppm. Today it is 410 plus and is increasing @ 2ppm per year. At this rate, it will take only five years to reach the critical level of 420 ppm which would result in serious diseases, allergies, skin cancer, etc. As per Experts, the top two reasons for the pollution are vehicular exhaust and air conditioning systems - both anthropogenic (manmade).

India is among top three polluted countries, 1. Bangladesh, 2. Pakistan followed by India at number 3. Also our country is among top three highest CO₂ emission nations. 1. China, 2. USA followed by India at number 3. Twenty-two of the world's 30 most polluted cities are in India, with Delhi being ranked as the most polluted capital city globally. Most of these are in north India.

Green House Gases are destroying the Ozone layer that reflects the ultraviolet rays causing serious health issues. The CO₂, N₂O, CFCs (Chlorofluorocarbons), HFCs (Hydrofluorocarbons) are increasing at alarming rates. The ice covers at Antarctic and Arctic are melting. Also, the 3rd largest reserves of ice in the Himalayas are fast melting liberating the entrapped methane in the process. Due to reduced ice, ability of the Himalayas to reflect heat waves from sun is declining!

Added to these are the deteriorating water resources due to blatant release of untreated chemicals from factories and even farms. The

soil is getting contaminated and losing its fertility. Large scale use of fertilizers, pesticides and plastic landfills are adding to it. Forests are cut on a large scale, thanks to wide scale use of paper products specially tissue paper, the O₂ factory of earth, the Amazon Forests is fast declining.

Lack of responsibility at all levels including government and public is the cause of these problems. Look at the pathetic track record of the lack of seriousness of the governments across the globe. In 1992, the United Nations Conference in Rio de Janeiro resulted in the UN Framework Convention on Climate Change (UNFCCC). However, the subsequent developments are far from satisfactory.

1995 – Berlin the 1st Conference to outline specific targets on emissions had no outcome.

1997 – Kyoto Protocol agreement - merely emissions targets were formalised.

2004 – Russia and Canada ratified the Kyoto Protocol bringing the treaty into effect from 2005. Took seven long years!

2012 – On 31 December 2012, the first commitment period under the Protocol expired!

There has been no serious development after this at the government levels.

Copenhagen conference in 2009, made significant progress under the leadership of Barak Obama who announced Copenhagen Accord which provides commitments to limit the global warming to maximum 2 degrees with an understanding that the developed countries would finance the initiatives.

Targets for reducing the emissions were also proposed. Several conferences subsequently took place without any conclusion and currently it's in cold storage.

On the other hand, public has shown its usual apathy to the problem. Use of plastic, cutting of trees, throwing waste in rivers, electricity wastage, etc. are happening at large scale. Ultimately nature will take its call.

The first indication came when ships crossing

the Arctic in 2013 indicated no ice there. Glaciers in Antarctic are floating like bread pieces in a pot of hot soup. Frequent instances of sliding of glaciers in Himalayas, frequent cloud fall on mainland due to inability of the sea to cool the powerful heat waves has become very normal.

Let's hope for some better sense at all levels. Let's be extreme optimists. Let's do our bit!

(Compiled by Santosh Khadagade)



Speech of United Nations Secretary General, António Guterres on the World Environment Day on 5th June 2021

We are rapidly reaching the point of no return for the planet. We face a triple environmental emergency, bio diversity loss , climate disruption and escalating pollution. For too long, humanity has cut down the earths forests, polluted its rivers and oceans, and plots its grasslands into oblivion.

We are ravaging the very eco systems that underpin our societies. In doing so, we are depriving ourselves of the food and water resources we need to survive. Degradation of the natural world is already undermining the well-being of 3.2 billion people or 40% of humanity. Luckily the earth is resilient, but she needs our help.

We still have time to reverse the damage we have done, that is why on this World Environment Day, we are launching United Nations decade on eco system restoration.

This global movement will bring together Governments, businesses and civil society and private citizens, in an unprecedented effort to heal the earth.

By restoring the eco systems, we can drive transformation that will contribute to the achievement of all the sustainable development goals.

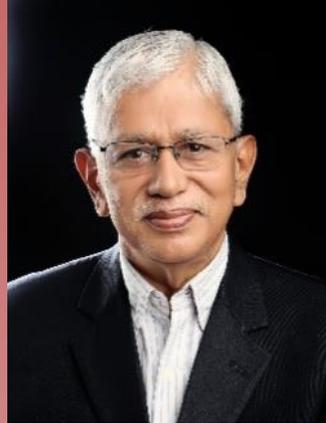
The task is monumental. We need to replant and protect our forests. We need to clean our rivers and seas and we need to green out cities. Accomplishing these things will not only safeguard the planets resources, it will create millions of new jobs by 2030, generate returns of over 7 trillion US dollars every year to eliminate poverty and hunger.

United Nations decade on eco system restoration is a global call to action. It will draw together political support, scientific research and financial muscle to massively scale up restoration. And every one can contribute. Science tells us these next ten years are our final chance to avert the climate catastrophe, turn back the deadly pollution and species loss.

Today, let's start a new decade, one in which we finally make peace with nature and secure a better future for all.

Quality Achievement

N Ramanathan is 2021 ASQ Edwards Medal Winner



© International Academy for Quality

The American Society for Quality (ASQ) presented the 2021 Edwards Medal to Mr. N Ramanathan of SRF Limited, Gurugram. The ASQ Edwards Medal is presented to an individual who has demonstrated the most outstanding leadership in the application of modern quality control methods, especially through the organization and administration of such work. The citation for Mr. Ramanathan reads, ***“For decades of faithfully serving as a counsellor and advisor on quality matters; for exceptional advancement of quality in India and beyond; and for farsighted thought leadership in challenging the global quality community to expand its horizons by the inclusion of sustainability and egalitarianism in its considerations to deliver quality-based management that benefits humanity.”***

N. (Ram) Ramanathan, known as Ram to friends, is ranked Academician in the International Academy for Quality (IAQ) and serves on its Board, while also chairing its Think Tank on Quality in Planet Earth Concerns. He has been a founder member and past President of Indian Society for Quality (ISQ), and has been on the Board of Asian Network for Quality (ANQ). He has been involved in several leadership roles in promoting quality in India. Ram has an industrial background having worked in diverse functions and having headed for six years the joint venture company SRF Nipponenso, near Delhi. He has been in the quality field for over 27 years now, and has counselled and taught companies for the past 14 years. He has been associated with twelve successful Deming Prize challenges to date including two for his parent company, SRF, where he continues as adviser.

NCQM congratulates Mr. Ramanathan on this commendable achievement! He has significantly raised the stature of India within the global quality community.

Source: asq.org and iaqaward.com

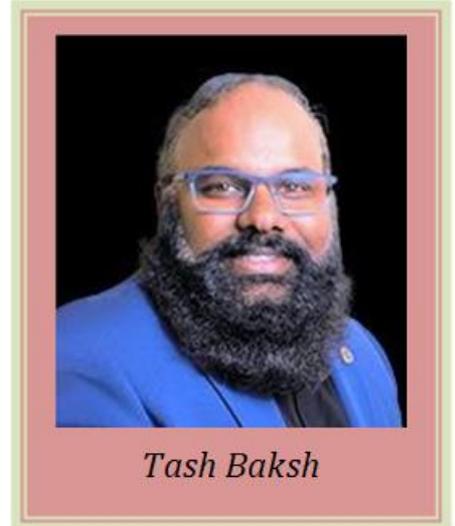
Facing Change

The best way to approach change is together

Our natural human tendency is: *If it ain't broke, why fix it!* However, as quality professionals, we know change is inevitable; things will change, and we help make the changes. With 2021 zooming by, we have already adapted activities to face these changes. Many of us have already mitigated deficiencies found in our change control process.

As an example of management system change, the document and drawing process includes assessments of changes before implementation to ensure the extent of the change, the impact, and the consequences are known. Another change example is when an unexpected incident creates a process upset during a key production

activity, and the situation needs to be mitigated. While evaluating operational hazards, these instances should have been mitigated in our process risk assessments, with developed action plans containing specific steps to take, which would be improved by periodic drills, and the continuous feedback loop to ensure we are better prepared for change when and if the situation occurs¹.



Tash Baksh

Our Attitude Toward Change

A number of years ago Jim Collins, Stanford University School of Business, published "Built to Last." The intent was to analyze and demonstrate how great organizations sustain and manage change over time. In analyzing the data, Collins and his team came up with the idea that there were certain universal characteristics of truly great organizations.² Collins' follow-up was "Good to Great," one of the best-selling business books of all time. The book provides insight into the intrinsic attitude and habits great companies employ to sustain greatness and explains these behaviors for leaders to emulate. What is particularly interesting for the quality professional is that Collins indicated that leaders in these good to great organizations are cut from the same cloth, which he termed "Level 5 leaders." Collins wrote, "Level 5 leaders are a study in duality: modest and willful, humble and fearless." Collins indicated that they were "seemingly ordinary people quietly producing extraordinary results."³ Collins and his team observed that a Level 5 leader builds enduring greatness through the paradoxical blend of personal humility and professional will. Essentially, a Level 5 leader lives out life's greatest paradox, which positions him or her to be adaptable to change. Tim Keller made a similar observation when he stated, "The humble are kind and gentle but also brave and fearless. If you are to be humble, you cannot have one without the other."⁴

The point alluded to here is that change can come at any time, whether we are prepared or not, from likely as well as unlikely places. Our attitude of humility can help us be prepared for the times when they come. **Collins and his team found that the strongest are the humblest.** When personal changes come, we want to have the inner strength and fortitude that we will make the right decisions, take the right steps, and not be consumed by people pleasing and impressing our colleagues.

Key Tools for Handling Change

A key tool that has proven useful in handling change is the SWOT (strength, weakness, opportunity, and threats) analysis, as this can help when faced with a difficult scenario⁵.

A change may begin as a threat and become an opportunity for an improvement. An identified weakness may present the opportunity to leverage a partner.

- Strengths: Identify the advantages your scenario has over others.
- Weaknesses: Be honest about the weaknesses in your actions.
- Opportunities: Identify the trends you can take advantage of.
- Threats: Assess the conditions that may be obstacles and have a negative impact on actions.

Another key is the PESTLE analysis, which is used to analyze the external factors to evaluate the pros and cons of major decisions.⁶

- Political: Determine how the current direction of the political changes may influence business development and growth.
- Economic: Examine the effects of interest rates, taxes, the stock market changes, consumer confidence, and other economic metrics.
- Social: Acknowledge the changes in lifestyles, advertising targets, ethics, demographics, social media, and culture.
- Technology: Evaluate your organizations' current technology and gaps.
- Legal: Anticipate any new laws and regulations that can impact your operations.
- Environment: Identify the environmental factors that should be considered.

Using the two analyses together:

- Brings together various skills with a common goal
- Identifies potential threats to the organization and helps to reduce the impact

- Encourages people to adopt a strategic thinking mindset
- Creates a method to find and exploit new opportunities
- Evaluates the impact of various decisions before implementation.

SWOT and PESTLE analyses evaluate the pros and cons of decisions. They may be applied to large or small activities such as reorganizations, production changes, marketing campaigns, and new product launches. The analysis process is intended to bring together the views of colleagues and personnel and can result in a better understanding, acceptance, and successful implementation of change. The best way to approach change is together.

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[We would like to thank the ASQ Inspection Division for granting us permission to reprint this article.]

QUALITY MINUTE®

A great way to set the stage

QUALITY MINUTE® - FOLDING TOWELS

Extracted from The Juran Institute Quality Minute® Video

The Ritz Carlton Hotels take all possible measures to delight their customers. No opportunity to delight is overlooked and no detail is too small. In every bathroom, towels are perfectly folded and arranged so that all the logos align with precision. To get it this perfect, takes time and money. According to a quality improvement team in Ritz Carlton, Naples, Florida, it took too much of both!

Towels folded by machine in the laundry always had to be refolded by hand to centre the logo. To solve the problem, the hotel was ready to purchase a new machine. But a quality improvement team asked, “Why wasn't this machine folding towels correctly?” “Was it one of the machine operators?” It wasn't.

Maybe the machine did make mistakes. The team tested the machine and found it to be absolutely consistent. So the team asked again, “Why did every towel have to be refolded by hand?”

“One day I noticed that the logo was stitched off centre, so I measured it.”, said the Laundry Manager. Upon further investigation, the manager found that 75% of the logos were embroidered off centre. So the team modified the logo design and created precise standards for the towel supplier such that all the towels could be machine folded.

An improvement that saved the hotel nearly \$30,000 in rework. The quality improvement team learnt an important lesson - keep asking why and never throw in the towel!

© Juran Institute

What is a Quality Minute® ?

The Quality Minute® is a one-minute video containing a story about quality problem solving. The stories come from different industry sectors and focus on different problem areas such as customer experience, process management, quality errors, waste, etc. The objective of the Quality Minute® is to help communicate a success story and emphasize the benefits of structured problem solving and root cause analysis.

The best use of a Quality Minute® is to “set the stage” for a quality improvement or problem solving meeting. It immediately gets everyone aligned to the task at hand and provides confidence to the team that any kind of problem can be solved using a structured approach and quality tools.

Juran Institute has released these one-minute video stories on You Tube. The Quality Minute® on “Folding Towels” can be accessed along with many others at https://www.youtube.com/watch?v=c9FJJG3R1ug&list=PLiZdP6VtM9YctW_1PmEebz5jfpoqBv0XH&index=11.

Familiarise yourself with each one of them and use them in your next quality improvement team meeting to “set the stage”.

- Ashok Kurup



Quality : The only Strategy

ANNOUNCEMENT

DIPLOMA PROGRAMS IN TOTAL QUALITY MANAGEMENT

Admissions are open for July 2021 Batch!

Last Date: July 15, 2021

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※ Two batches admitted each year in January and July ※

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PROGRAM DETAILS 

Diploma in TQM

- Total Quality Management (TQM)
- Statistical Process Control Techniques with Applications
- Quality and other Management Systems
- Additional Quality Improvement Techniques for Organizational Excellence

Post Graduate Diploma in TQM- Additional Modules

- Advanced TQM Tools and Techniques
- Total Quality Management Applications



Admissions are open for July 2021 Batch!

Last Date : 15th July 2021

Please read the Program Details carefully
Keep your Fee Payment details NEFT/IMPS/RTGS Tx No. ready before starting to register online

REGISTER 

PGD-TQM / D-TQM COURSE COVERAGE

I : Total Quality Management (TQM)- 100 Marks

- Evolution of TQM, TQM as envisaged by Deming
- Quality Management principles of ISO 9000 series
- Kano model – A different perspective in assessment of customer satisfaction
- Cost of quality (COQ) and Cost of poor quality (COPQ)
- Quality function deployment – A case example
- Bench marking – Issues, various types, case examples and challenges
- Sustainability through use of MP/CP, DWM, coupled with PDCA cycles and structured reviews
- Overview on National and International Business Excellence Models

II : Statistical Process Control (SPC) Techniques with Applications- 100 Marks

- Data collection, Analysis, Measures of Location & Dispersion and presentation of results
- Seven basic QC tools: Stratification, Check sheet, Pareto analysis, Cause and effect analysis, Histogram, Basic Process Control charts, Scatter diagram and their applications
- Set theory and theory of probability
- Binominal, Poisson, Hypergeometric, Normal, Negative Exponential distributions and their applications
- Advanced Control charts including gauge R & R
- Process capability analysis – Short term capability indices (Cp & Cpk) and long term performance indices (Pp & Ppk)
- Acceptance sampling plans by Attributes
- Simple Correction and Regression analysis

III : Quality and other Management Systems - 100 Marks

- Evolution of Quality Management Systems (ISO 9000 Series of Standards from 1987 to 2015)
- ISO 14001:2015 Standard on EMS
- ISO 45001:2018 Standard on OH&SMS
- Integration of QMS, EMS and OH&SMS as IMS
- ISO 19011:2018 Guidelines for auditing Management System
- SA 8000:2014 & ISO 26000:2010 Standards on Social Accountability
- Overview on other Industry Specific Management System Standards

IV : Additional Quality Improvement Tools & Techniques for Organizational Excellence- 100 Marks

- Overview of Quality Improvement methodology
- Basic Root Cause Analysis Techniques
- Total Productive Maintenance (TPM) and its Eight Pillars

- 5S, Visual Management
- Ten Elements of GMP (Good Manufacturing Practices)
- Safety, Health and Environment (SHE)
- Jishu Hozen (Autonomous Maintenance)- Concept, Computation and Interpretation of OEE
- Ten Themes of TPM and ways & means of achieving them
- SMED towards reduction of set up times
- JIT (Just in Time), Kanban, TPS (Toyota Production System), Kaizen, Poka yoke
- Lean Manufacturing System – Eight types of Muda (waste) in Lean and their major causes & remedies
- SGIA (Small Group Improvement Activity)
- Overview on Lean Six Sigma

V : Advanced TQM Tools and Techniques and their applications- 100 Marks

- Decision making under Certainty, under Risk and under Uncertainty.
- Seven New QC Tools: Affinity Diagram, Interrelationship Diagram, Decision Tree Diagram, Prioritization Matrix, Matrix Diagram, Process Decision Program Chart, Activity Network Diagram
- Advance Root Cause Analysis techniques
- Acceptance Sampling by Variables
- MSA, Measurement Uncertainty,
- Basics of Reliability Engineering
- Multiple Correlation and Regression Analysis with two independent variables.
- Chi-Square, Student's t and F distributions, ANOVA, Tests of Hypotheses and their applications
- Basics of Design of Experiments (DOE): CRD, RBD, LSD, GLSD, 2n Factorial Designs.
- Applications of all the above tools & techniques in Industry, Business, Administration and Marketing of Manufacturing as well as Service Sectors

VI : Total Quality Management Applications - 100 Marks

- Stake holders` needs and expectations
- Value Creation and Support Processes
- Functional objectives- Development of measures, goals and targets on them
- Work Force Focus, Approaches to Relationship Management
- TQM in Supply Chain Management, Basics of Finance and Accounts
- Market and Customer Segmentation
- Customer Satisfaction, Development and implementation of Customer Complaint Management System
- Development and Execution of Quality Plan and Quality Planning
- Quality in Service Systems
- TQM Application in Service Sectors

Book Summary

The Professional - Subroto Bagchi

We all present ourselves as professionals in different walks of life. The generally assumed meaning of “Professional” is someone who pursues a vocation or profession. However, the professional means much more.

Subroto Bagchi, Founder of Mindtree, wrote a book, “The Professional - Defining the New Standard of Excellence at Work” in 2009. This book provides a good and exhaustive definition of the personal and professional attributes of a professional in today’s world. Here is a summary of the personal attributes of a professional extracted from the book.

Profession

- following an occupation for a livelihood or game (dictionary.com)

- a paid occupation especially one that involves prolonged training and a formal qualification (Oxford dictionary)

Professional - relating to or belonging to a profession.

According to Subroto, the two qualities which differentiate a professional from someone who is simply professionally qualified are –

- ability to work unsupervised
- ability to certify the completion of one’s work.

In most work environments, people who produce anything of economic value usually need supervision. **A person who needs supervision is no professional.**

Core Attribute

Integrity is the core attribute of any professional. A professional should always display the highest standards of ethical behaviour. Integrity precedes professional competence. Every profession has some explicit and some implicit code of conduct. Understanding it is the boundary that separates a professionally qualified person from a professional. Subroto goes onto say that without integrity a professionally qualified individual is a danger to society!

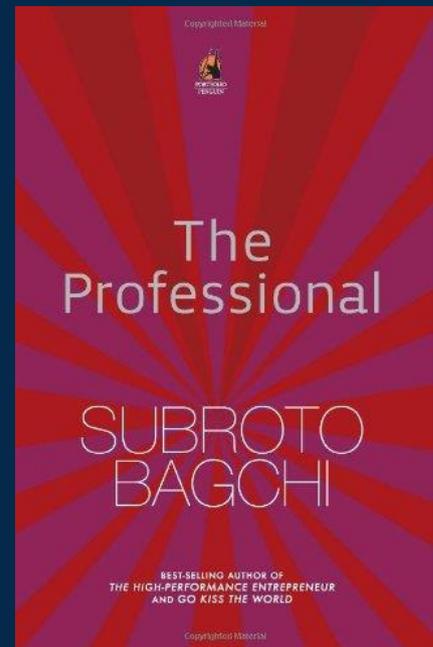
Integrity in professional context means -

1. we follow the rules
2. where rules do not exist, we use fair judgement (voice of conscience)



Subroto Bagchi,
Founder, Mindtree

(Image: Mallikarjun Katkol for Forbes India)



(Image: amazon.com)

3. when in doubt we do not go ahead and do what suits us we seek counsel.
4. Finally faced with a dilemma we ask ourselves, can my act stand public scrutiny without causing embarrassment to me and my family?

In the December 2012, at a race held at Spain's Burlada, Kenya's champion Abel Kiprop Mutai was in the lead and certain of winning the event. But mistakenly thinking that he had crossed the finish line, Mutai pulled up nearly 10 metres before the finish. Spanish runner Ivan Fernandez Anaya, instead of grabbing the opportunity to win the gold, caught up with Mutai and guided him into the first place. "I didn't deserve to win it," said 24-year-old Fernández Anaya. "I did what I had to do. He was the rightful winner. He created a gap that I could not have closed if he hadn't made a mistake. As soon as I saw he was stopping, I knew I wasn't going to pass him." Anaya preferred honesty to victory and became a world hero. (*courtesy: HuffPost Jan 18, 2013*). At the end of the day it is a personal choice people make and for some integrity is a way of life.

Our education system fails to provide an understanding of the idea of professionalism. There is little content on the concept of professional ethics as part of technical or professional curricula. If a child has been witness to integrity being compromised then he/she is already a cynic about benefits of integrity and will discount an organisation's values.

For organizations, professional behaviour goes one step further. They have to investigate integrity breaches and brace itself to absorb the consequences once the investigation is complete. Subroto says, "***The most critical aspect of dealing with issues of integrity is the price management is willing to pay to ensure integrity in the workplace. Once people figure that out, compliance does not require constant policing.***"

Other Personal Attributes

Self-Awareness – Subroto asks professionals to always remain aware of where they have come from. Knowing your roots and being rooted is a key requirement for carrying success on your shoulders without being burdened by it. The self-aware understand what their true strengths and weaknesses are. They know exactly how much of their success is attributed to their inherent strengths and how much is situational. Self-aware take both success and failure with the same equanimity.

Authenticity - Being authentic is better than the ignominy of being unmasked because we live in a small world where everything is connected, and our truth will eventually be revealed!

Being Comfortable - A professional does not need to hog the limelight or monopolise airtime all the time. He/She is not expected to be an expert in all matters. Subroto says that sometimes stating our ignorance can be the simplest solution.

Seeking Help - There is no shame in seeking help on matters of work or mental and physical well-being. It is not a sign of weakness. A professional should be able to seek help at the right time from a peer, a mentor, supervisor or even a junior.

Not Suffering False Comparisons - Comparisons cause unnecessary pain since they are based on superficial knowledge and certainly have no understanding of the other person's journey to reach that position.

Future View - Building a view of the future and knowing where you are headed requires acknowledgement of ground reality, an idea of overall direction and sometimes a clear destination or purpose. Psychologist Victor Frankel says ***that the sense of destination gives people something to look forward to.*** Hence, a view of the future is energising and gives hope.

Looking Beyond Money – Subroto says that a professional who sees his/her work primarily

as a means of earning money runs out of meaning very soon. There is no sustenance bigger than the power to build an intellectual and emotional inheritance. Subroto suggests that professionals should do small things on a sustained basis for their own profession and not worry about changing the world!

Deeply Observant – A professional should be self-observant. This is different from being self-aware. Being self-aware is to know your roots while being self-observant is to literally watch yourself think, work and interact with others. They can then use this observation to identify areas of improvement.

Controlling Reactions - A true professional should have sound control over his/her reaction in any given situation. Being reactive to any situation results in loss of control over one's emotions and actions that cause perpetual regret.

Welcoming Feedback - Most feedback, by its very nature, feels uncomfortable because it is packaged or perceived as personal criticism. Subroto says that a good professional has the ability to freely seek feedback, accept feedback and act on it. It is something that can be learned over time and requires constant effort to master.

Resisting False Temptations – Subroto says that flirting with false attractions make professionals lose affection for what is on hand e.g., temptation of a new job opportunity with double the current salary within 3 months of having joined an organization!

Retain Basic Ability - As we professionally advance in our organisations, we lose touch with real world. Subroto says that a professional should not let go of the basic ability to work because it is like losing your fingers! There are somethings they must continue to do at any stage of their careers. In addition, as far as life is concerned, doing the small things (e.g. walking, driving, making your own slides, writing your own speeches, etc.) in life yourself is very important.

Being Proactive – We have heard about this from Steven Covey's famed "**Seven Habits of Highly Effective People**". However, Subroto provides a different connotation to proactiveness.

A proactive individual is genuinely interested in the wellbeing and welfare of the other person. Proactive behaviour is being first. Another critical side to proactive behaviour is the ability convey bad news, when discovered, voluntarily ahead of time to all stakeholders who could be affected by it.

Taking Charge – Subroto believes that power is never seized, it is always generated within. Developing the confidence to take charge in the most difficult and dangerous situations is the hallmark of a true professional.

Courtesy and Humility - Humility is critical to enduring success. When we are humble, we can listen to others, and when we do, we remind ourselves of our weaknesses. In Indian culture, respect for senior people comes rather naturally. Subroto says that a professional does not take it for granted but actively cultivates respect and understanding for people who are way below him.

The Big Picture - As we look at data, we must also look at the big picture. **Only the big picture, the context in which we live and work, makes the facts relevant.** The ability to understand the big picture while working with details is critical for a professional's success.

These are the critical personal attributes for being a professional in today's world. However, these attributes need to complemented with professional qualities for achieving success and admiration which is the second half of the book.

Reference:

1. *The Professional* - Subroto Bagchi, Penguin Books Limited, 2009.

- Ashok Kurup

Top 10 Attributes of A Professional

- Integrity
- Commitment and ownership
- Action orientation and goal seeking
- Continuous learning
- Professional knowledge or skills
- Communication
- Planning, organising and punctuality
- Quality of work
- Positive attitude, approach ability, responsiveness
- Thought Leadership.

The Unprofessional Top 10 Markers

- Missing a deadline
- Non escalation of issues on time
- Non disclosure of conflict of interest
- Not respecting privacy of information
- Not respecting need to know
- Plagiarism
- Passing on the blame
- Overstating qualifications and experience
- Mindless job hopping
- Unsuitable appearance.

(Source: *The Professional*, Subroto Bagchi, Penguin Books Limited, 2009)

K R Singhal's new book published

NCQM Member, Mr. Keshav Ram Singhal has published his new book, **Training Handbook on ISO 9001:2015 QMS Awareness**. After reading the contents of this training handbook, the reader will be able to understand KEY POINTS that affect their organization and their quality management system implementation, including the following –

- Structure and terminology
- Context of the organization
- Risk-based thinking
- Organizational knowledge
- Role of top management
- Management representative's role
- Documentation impact and requirements for documented information
- Understanding ISO 9001:2015 QMS requirements including internal audit requirements
- Implementation guidance
- Quality management principles
- Change management
- Adding value to the audit.

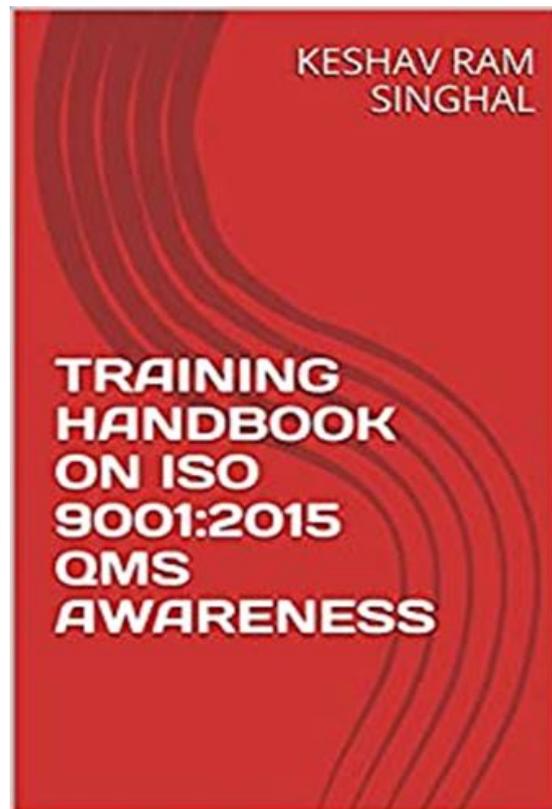


Image © Amazon

The book can be purchased from Amazon at

https://www.amazon.in/TRAINING-HANDBOOK-ISO-9001-AWARENESS-ebook/dp/B093YFFY7Z/ref=sr_1_1?dchild=1&keywords=Keshav+Ram+Singhal&qid=1620269654&sr=8-1

EFQM partners with FutureLearn to offer online learning

EFQM announced that they have entered into a partnership with FutureLearn, one of the UK's leading online learning services providers. FutureLearn offers a more flexible, online self-paced approach to learning, and EFQM is excited about this partnership since it extends the reach of their learning services.

The first course available is a short introductory module that helps organisations **Drive Business Improvement with the EFQM Model** – this is exclusively available on the FutureLearn platform from 31 May 2021. **EFQM Foundation** course will be available from June and **Build a Leading Innovation strategy** course from July. Enrolment for all these courses is open now.

Russell Longmuir, CEO of EFQM, said: *“The partnership with FutureLearn will act as a fantastic complementary service to our current in-house training courses and allows EFQM to educate a broader and more diverse audience about the benefits of using the EFQM Model.”*

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TRAINING CALENDAR: July-August 2021 on Zoom App

Schedule & Fee*	Program Title	Objective	Contents	Who Should Attend
July 24th, 2021 Rs. 2500 Plus GST	Certificate Course: Problem Solving and Root Cause Analysis (RCA)	<ul style="list-style-type: none"> Identify problems at work place that hinder functioning of the organization and affect product / service quality Master structured approach to problem solving Gain expertise on Root Cause Analysis tools and techniques 	<ul style="list-style-type: none"> Problem definition & approach to Problem Solving. Importance of data & its type. Use of Basic Quality tools: Histogram, Pareto Chart, Brain Storming, CE Diagram and Control Charts RCA Techniques: Why-Why Analysis, Why-Verify Why-Analysis 	<ul style="list-style-type: none"> Managers, Executives, Sr. Supervisors from all functions
July 30-31, 2021 Rs. 3500 Plus GST	IMS Awareness Training (9001:2015/14001:2015/45001:2018)	<ul style="list-style-type: none"> To provide in-depth insight to understand the requirements and enable you to implement, maintain and improve the more challenging technical aspects of an Integrated Management System (IMS) 	<ul style="list-style-type: none"> Evolution of IMS Standards, Principles, PDCA Cycle, Process Approach & Risk Based Thinking Requirements & Major changes in IMS Standards Requirements of the three standards with special emphasis on the technical aspects under clause 8. 	<ul style="list-style-type: none"> Functional Managers/ Executives/ Supervisors Internal Auditors for IMS
Aug. 13-14, 2021 Rs. 3500 Plus GST	Statistical Process Control Workshop	<ul style="list-style-type: none"> To learn the power of SPC to truly understand the process behaviour that enables an Organisation to plan and manage processes effectively Participants would get a hands-on experience on implementation of SPC in their environment. 	<ul style="list-style-type: none"> Basics of Statistics Data Analysis, Concept of variation, Central Tendency and Dispersion Process variation, Process Capability, Cp, Cpk Process Control Charts: Variables & Attributes: \bar{x}-R, I-MR, p, np, c and u charts Acceptance Sampling SPC Implementation sharing of experiences 	<ul style="list-style-type: none"> Managers, Executives and Sr. Supervisors Six Sigma Team Leaders and Members
Aug. 28, 2021 Rs. 2500 Plus GST	Certificate Course : Certified "5S": Effective Management of Workplace	<ul style="list-style-type: none"> Prepare the participants for proper understanding of the Principles of 5S Workplace Management 	<ul style="list-style-type: none"> Understanding of "5S" principles- of Seiri (整理), Seiton (整頓), Seisō (清掃), Seiketsu (清潔), and Shitsuke (躰) Visual control for better management of problems 5S Audits Case studies from industry 	<ul style="list-style-type: none"> Managers, Executives and Supervisors 5S Implementation Team Leaders and Team Members

* ** Certificate Courses have examination at the end

* 10% Member discount applicable, Additional Group discount of 10% for 3 or more participants.

* Payment can be made through Cheque/DD in favour of **National Centre for Quality Management** or Net banking (NEFT, RTGS, and IMPS)- please send email request or call for Bank Account details.

Timings: Registration at 9.30 am

Session Timings: 10.00 am to. 5.30 pm