



Communiqué

Network for Quality, Productivity and Competitiveness - Nepal

Number 5 Spring 2008

Creating Alignment to Maximize Performances [Asian CAMP '07]

"If you always do what you've always done, you'll always get what you've always got." Henry Ford, a world-renowned person claimed. This blunt assertion of the importance of looking for new answers to new problems has persuasive power for business owners, managers and societies, regardless of their location and sector seeking to maximize their performances. In this complex, connected and competitive world, the old formulas and techniques may no longer be truly effective. One has to look for new answers to new problems. To find new answers, one needs to enhance creative and innovative ways of thinking, perceiving and intuiting, so that s/he lays the groundwork in which to realize the full potential of his/ her organization and people. Just as one uses only a fraction of one's brain cells, he/ she use only a fraction of the potential that is available in his/ her organizations and in people. Therefore, one needs to create an atmosphere in which change and transformation are possible because it is more and more evident that creativity and innovation are the most important factors for business success in today's fast-paced global environment. Creativity and innovation are needed to enhance our thinking abilities, to help owners, managers and employees push beyond the bounds of the ordinary and break out of their old thought paradigms as they embrace the new.



Recognizing the need, Asia Pacific Quality Organization (APQO), Iranian Society of Quality Managers (ISQM) and Network for Quality, Productivity and Competitiveness-Nepal (NQPCN) organized a five-day Asian Camp '07 in Kathmandu in 4-8 September 2007 to present state-of-the-art theories and experiences to promote and encourage a better understanding of emerging methods, by integrating the sciences of psychology, art, music, communication and other disciplines; and provide an opportunity to explore the emerging field of knowledge ecology facilitated by Leaders (who are practitioners), around the issues of "change, transformation, creativity and innovation", the newly evolving fields of quality. Three eminent resource persons were invited to share their cutting-age knowledge on the theme of the Camp. The camp attracted 30 participants from 11 nations (Australia, Bahrain, India, Iran, Nepal, Netherlands, Philippines, Slovakia, United Arab Emirates, United Kingdom, and Ukraine).



The keynote address by Prof. Mehdi Bahadori Nejad, Honorary Fellow and Vice President, Iranian Academy of Science touched on the rising demand for owners, managers and employees with ethics and articulated ethics required to be successful and ethics as a means to maximize happiness. There were three themed event days each conducted and facilitated by the resource persons. The first thematic area, "Enlightening and enhancing your inner self" was presented by Narelle Stratford, Managing Director of Live Life 2 The Max!, Psychologist and Master Practitioner NLP, Timeline and Hypnosis, from Australia. She spoke on a workable, realistic and creative philosophy for one's lifetime. Steven Unwin, Managing Director of Access to Excellence, an internationally recognized speaker, consultant and recipient of prestigious UK Excellence Award from the United Kingdom, shared his fresh views and thoughts and new approaches on "Transformation through Uncertainty". Hesam Aref Kashfi, President, Iranian Society of Quality Managers (ISQM), a quality management consultant and trainer and recipient of APQO President's Dedicated Award from Iran spoke on "Exploring the Future".

Kathmandu, the capital of Nepal - the rooftop of the world, was chosen as the venue to symbolize the aims of creating an event which have the leverage to change the world. It was called a 'camp' to make the event more intimate and interactive than a conference. Asian CAMP '07 was so much successful in attaining its mission of creating alignment to maximize performance that there was even a discussion to hold the next camp also in Nepal, although no such resolution was made. It was a new, exciting and challenging adventure in the development of Quality in its broadest and truest sense. It gave time for participants to meet, discover and connect with like-minded souls.



This Spring Issue covers an article on 7 C's of Quality by Mr. Pat Townsend, and an internationally acclaimed American expert on quality, innovation and leadership, an interview with Mr. Steven Unwin, one of the resource persons of the Asian Camp '07. The issue also features the activities of NQPCN along with information regarding coming international conferences on quality and excellence. The Network welcomes

This interview of Mr. Steve Unwin, one of the resource persons of the Asia CAMP 2007 (an international seminar organised in Nagarkot in summer 2007), was taken by Mr. Saroj Rai, member of NQPCN a participant of the event.

Interviewer Mr. Unwin, you are an acclaimed innovative thinker, speaker and writer. Working on innovation and creativity at that high level, where you belong, must be lonely. What are the major drivers of your motivation and continuous nourishment to continue the excellent work you do?

Steve I'm not sure that I deserve such a glowing introduction but thank you. This is an interesting question to begin with. I understand why you ask about loneliness. Much of the thinking and writing is done alone, and when you have a new idea, at that moment I suppose that by definition you are in a minority of one. It can feel like you are the single fish swimming in the opposite direction to the shoal, but I think there is a difference between being alone and being lonely. It might appear that a new idea belongs to me, but we are the sum of the connections we've made to people, and the connections they have made with others. The new idea is the product of these connections. It perhaps finds a voice in me, but it belongs to all of us. Part of my work is to share these thoughts and ideas, ideas that in truth we all already know. It's just that in our busy lives we don't find the time to realise that we know.

Interviewer So your motivation is to share?

Steve It's something I love to do. I try not to simply share what I've learned, but to help others have the same joy of learning something new, of having an insight. There's no better feeling than seeing that sparkle in someone's eyes, or hearing from someone who has connected with something I've written.

Interviewer You see that they have changed?

Steve Exactly. My work is about change, and also about life, because life is defined by the presence of change. Though I sit alone to write, at the best moments it is a very emotional experience and I feel totally connected to something important for all of us. At these moments although I'm alone, the feeling is the exact opposite of loneliness.

Interviewer So being alone is not lonely?

Steve Certainly sometimes it isn't, and of course it's also possible to be very lonely even in the middle of a crowd.

Interviewer You do have a lot of strong arguments and powerful presentations about inter-connectedness, which changes things thereby bringing about uncertainty. And as things are uncertain, you argue, it may be futile to plan. For many people, this comes as a shock questioning their conventional wisdom. Can you help them with their uneasiness?

Steve I think that sometimes conventional wisdom is the least questioned, so it is a good idea to question it from time to time.

At the heart of my understanding is a belief in people's abilities and their ability to deal with change. After all we are the culmination, so far at least, of a process that began with little more than a cloud of hydrogen atoms 11 billion years ago. Now that's quite an impressive change process, so I think we should perhaps believe in our abilities a little more than we do.

Interviewer But how does that link with planning?

Steve Well, imagine a house catches fire, and a passer-



Steve Unwin is a Chartered Engineer who has uniquely turned his systems thinking to the challenge of improvement. A recipient of the prestigious UK Excellence Award for business improvement, he has an enviable reputation internationally as an insightful writer and speaker. He has authored a number of books on change and creativity.

by rushes in to save the family inside. He or she becomes a hero and we call this person extraordinary.

Interviewer I guess they are.

Steve **Yes but** imagine our passer-by had set off a little earlier or later, or had taken a different route, and not seen the fire. Would they be any less extraordinary?

You see I think we are all extraordinary, but sadly many of us might live an entire lifetime without ever having the opportunity to find out.

In my presentations I try to illuminate the world as it is. If we see a world of connections that create uncertainty, this is the world speaking of how things are, not me.

It seems that the world describes uncertainty, yet much of what we do denies this.

We simplify things, ignoring connections and

uncertainty to make things easy for people. We often do this with good intent, but when we do we are no longer dealing with the real world. We make things easy because we don't believe how extraordinary everyone is.

Interviewer And planning?

Steve Plans are a great example of this. We ignore the changing world and draw up plans in January of what we will do in December, or make plans on Monday of what we will do on Friday. We then ignore what's really happening in the world and instead follow our plan of what we thought or hoped would happen.

We think of our plan as a set of answers to challenges we will face. We need a new way of understanding planning.

Interviewer But if we have no plans?

Steve Of course it's frightening to think of having no answers, but think of the passer-by seeing the first wisps of smoke. They had no plan of what to do, but they had an ability to create a plan in an instant to deal with change. It is this ability to respond, that we need.

Instead of the mechanistic process and documents of planning, we need the ability to plan, re-plan, re-plan again and again in every instant.

It's a process of evaluation, of reacting to the moment, trying things, stretching and growing. It's how a cloud of gas became you and me.

I call this change-ability, or simply being alive. Too often at work we aren't encouraged to be really alive.

Interviewer So it's a shift from having plans to being able to plan, is that right?

Steve Yes, that's a very good way of putting it. Plans are like footprints in the sand, a path to follow, planning is the ability to take steps, whatever steps are needed now, this instant.

It's the difference between doing and being, doing a plan and being capable of planning.

Paradoxically, the more we rely on having plans, the less we are able to dynamically plan to meet the moment.

After all, no amount of planning by the passer-by would have stopped the house from catching fire. And to deal with the situation they had to throw away all of their plans for what they were going to do at that moment. When we create plans we deny people this ability. We refuse to believe that they are extraordinary, and whilst we think we make life easier for them, we actually deny them the vibrancy of being truly alive.

We shouldn't be setting fire to houses of course, but we should be creating space in which people can be extraordinary, and what most people mean by 'plans' doesn't do this.

Interviewer On one hand, you say asking a right question is very important in our learning and innovation is imperative. On the other, you love to communicate using quotations - sure full of wisdoms, but they are statements, mostly old, and not questions. How do you reconcile this apparent contradiction?

Steve You are right, I use lots of pictures and quotations.

One reason for this is I don't want the audience to be listening to my voice, I really want them to be listening to their own voice, the voice inside them.

Interviewer And the different voices of those quoted help this?

Steve Yes, and of course quotations also remind us that we can connect not just with people around us, but also with people from the past who have travelled this path.

It is true that the quotations don't have question marks, but that doesn't mean that they are not questions. If I might use one of my favourite quotations from the Nobel Prize winning physicist, Niels Bohr.

What he said was "*Every sentence I utter must be understood not as an affirmation, but as a question*"

This is an incredibly powerful message. Niels Bohr was working in the area of quantum physics, but he was speaking of everything. He said in the most elegant way I know, that nothing is certain. Everything we think we know is worthy of being questioned.

Interviewer So we should question everything?

Steve Yes, I think we should put a question mark on everything we hear and everything we see. Not for the sake of argument, but in the spirit of exploration.

For example if I say 'The sky is blue' it has no question mark, but if you choose to hear one, then you may begin to think:-

Yes here on Earth the sky is blue, but on the moon it is black, and on other planets it may be red, green or any other colour depending on the effects of the atmosphere.

Even here on Earth it has not always been blue. It wasn't blue when the Earth was being created and may not always remain blue. Of course the sky isn't blue at night. Perhaps it is blue to humans, but do we know how animals and insects see it. Perhaps they see something different. You see that even the simplest statement about something we might easily take for granted, if seen as a question, opens up a host of avenues to explore, new things to see and new ways of seeing.

Interviewer Yes I see that.

Steve And of course each of these can be seen with a question mark to lead to more and more exploration, and the opportunity to create something new.

In a changing world answers tell us about what was. We need questions to learn about what will be, or as Einstein put it.

"Imagination is more important than knowledge for while knowledge points to all there is, imagination points to all there will be."

And after all, life's is just so much more interesting when seen through questions rather than answers.

Interviewer Mr. Unwin, many thanks for your thoughts and the time.

Steve It's been a pleasure, they were interesting questions and I've certainly learned from answering them. I hope your readers do too.

7 C's of Quality

Patrick L. Townsend

There have always been some people and some organizations, who did their utmost to produce the best possible products or to provide the best possible service – and to then get better. But it usually wasn't absolutely necessary because their customers didn't really have anywhere else to turn.

It is the arrival of competition – on both the local and the international levels – that has made the conscious pursuit of quality a necessity. When customers have choices, producers and providers can no longer take for granted that the people to whom they wish to offer products, services or information will always be there, money in hand.

The evolution of the methodology for the pursuit of continual improvement has taken some interesting twists and turns (and caused some major disappointments) over the last few decades in America, Japan and Europe. Many of the difficulties and detours have been introduced by self-proclaimed experts with narrow views of a rich and diverse field of human endeavor.

Quite simply, single-tool specialists have taken turns proclaiming that theirs is “the way” to become the “quality option” in a particular field. These single tools have included Total Quality Management, Kaizen, ISO, Six Sigma, Lean and various modifications on these well-known approaches. Each has value; each offers important points; no one is enough by itself. Perhaps the best way for organizational leaders to begin a quality journey is to come to an understanding of the basic nature of a quality effort and to then make a decision on whom to involve in any effort to improve.

On the first point, the leaders of an organization need to look at two pairs of words: Simple versus Complex and Easy versus Difficult.

Is “quality” a simple concept or a complex one? Answered most bluntly: The ideas that “We should make things that don't break” or “We should stop doing things that we know annoy our customers” or “We should provide the service that we promise” or even “Let's do things that make our customers smile” are not complex thoughts. Quality is, at its root, a simple concept. But is it easy or difficult?

Defining, implementing, and maintaining a quality process is a real challenge. It requires dedication and perseverance on top of technical knowledge. The tools are important but the will to use them is even more crucial. In short, quality is difficult; there is nothing easy about a task that must be worked at every hour of every day that must itself keep evolving and improving.

Quality, therefore, is simple but difficult. That realization completes the first step. The other philosophical step is to decide which people on the payroll are to be literally involved in the effort. In over 95% of quality efforts, this point has been addressed by asking, effectively, “Who should we involve in this effort to get better?”

It appears to be a logical question, a simple place to use as a beginning. In fact, however, the question leads an organization down a crooked, self-limiting path because implied in the question is, “Who should we not involve?” Traditionally, the “Who should we involve?” question leads to approximately 20% involvement with muttered assurances that, “As we get better, we'll get more folks involved.”

The only logically defensible question with which to begin defining a quality effort is, “Who can we afford to exclude from this effort to improve everything we do?” The obvious answer is, “Nobody.” And the philosophical discussion is over. Quality is a simple

concept that is difficult to do and, if an organization is going to reach its potential, it must involve every person on the payroll in the attempt.

What then? What framework can comfortably reflect these initial decisions and, at the same time, take advantage of the various quality tools that have been developed over the last 20 years?

The answer is the Complete Quality Process (CQP). It is so-called for two reasons: It is complete because it provides a methodology to formally, literally include every person on the payroll in the process and it is complete also because the framework is flexible enough to incorporate the use of every appropriate quality tool.

There are seven components to a Complete Quality Process and none is a particular surprise or innovation. The innovative



Pat Townsend
is an internationally
acclaimed author and
speaker on the topics of
quality, leadership,
innovation and
recognition. He was a
member of the original
team that defined the
Malcolm Bridge National
Quality Award in 1987,
and served as an
examiner for two years.

part is using them all at once and continually evolving. And, too, the speed with which a CQP can be brought to life is innovative. Based on the two times that I have led the definition, implementation and maintenance of CQP efforts in companies of 1000 or more employees, the elapsed time between the day on which the senior management makes the decision to “do quality” and the day on which the Complete Quality Process is functioning and bringing provable savings to the bottom line should be no more than six-to-eight months.

The seven CQP components are:

1. *Top Management Commitment.* Senior managers can not simply give permission for a quality effort to take place; they must be active and obvious in their involvement and support and they must be informed on the topic in general and their own company’s efforts in particular. They need to become ego-involved if the pursuit of quality is to be successful. And they must understand and accept that if the effort fails, it is their fault – and their responsibility.
2. *Leadership.* Management will not suffice any more than its cousin-concept; productivity can adequately take the place of quality. Management is the rational subset of leadership – which is both rational and emotional – just as productivity is the rational subset of quality. In its turn, leadership is a subset of love.
3. *100% Employee Involvement – with a Structure.* The most effective structure for 100% employee involvement is to place every person on the payroll (from the president of the company to the janitor hired yesterday) on a team and to then train the team leaders and empower (definition: authority equal to responsibility) the teams. Those teams will, for the most part, focus on answering, “Are we doing things right?” The other question that drives a quality process – “Are we doing the right things?” – is best addressed by folks at various levels of management, using tools such as Lean and ISO.
4. *Communications.* There are two components to communications: transmission and reception. Transmission is what a person (for example, a senior manager) thinks that he or she said, it is what he or she intended to get across and, most likely, is very sure was said very clearly. Reception is what is heard (for example, by a group of non-management employees). The more important component is reception. People react to what they believe they have heard. It is the responsibility of the person trying

to send the message to insure that folks hear what was intended.

5. *Training.* This will be an investment throughout the life of the organization. It must be noted that quality-specific training – from the mechanics of interacting with the corporate process to Six Sigma techniques – are in addition to leadership and industry- and profession-specific technical training. Fortunately, it is an investment with a proven return. One of the pioneers (they originated Six Sigma, for instance) in the quality efforts in the United States – Motorola – once had an outside firm calculate ROI for their quality-specific training and discovered it was 30-to-1.
6. *Measurement.* Absolutely vital. If you can’t prove where you were and where you are now and which direction you traveled (all determined by measurement), how can you know if you are going in the right direction? It is, however, important to realize that – in the context of quality – there are only two reasons to take measurements. The first is to gather data which can then be used as the source of ideas for improvement. The second is to check your progress against expectations. If progress is not up to expectations, go back to the first reason. The method for gathering data will vary with the specific challenge. At times it will be something as sophisticated as Six Sigma while at other times, the problem may be best handled using various charts and basic statistics.
7. *Recognition, Gratitude and Celebration.* Saying thank you – an act of leadership – is too often given short shrift with a statement such as, “We don’t have to say thank you because they are just doing their jobs.” It’s not true. Last month, they were paid to do what they have now improved – so the less-acceptable way they used to work was “their job.” They have now found a new way to work, a way that was not “their job” quite recently. For making the improvement, for moving from what management agreed was their job to procedures that are provably better, they deserve to be thanked – and then the new way will become “their job” and become subject to further improvement. Thank you is said for two reasons: because the employees have done something beneficial to the company and they deserve the emotional boost that a human feels when he or she feels appreciated and because if they hear senior management say thank you, the odds are very good that they will make further improvements. ■■■

News Clipping

NQPCN is organizing a seminar on May 20 to 21, 2008 with an important theme as “Leading for Quality”. The main resource persons are Mr. Patrick L. Townsend and Mrs. Joan Gebhardt Townsend, American quality and leadership experts.

Activities of NQPCN for the term August 2007 – May 2008:

1. Third Annual General Meeting of NQPCN members was held on 5th August 2007 at Yak Palace, Pulchowk and the AGM unanimously elected following members for various executive positions for the period 2007-2009: Prof. Dr. Sunity Shrestha (President), Mr. G.B. Banjara (Vice President), Mr. Ramesh Man Singh (General Secretary), Mr. Manohar Bahadur Shrestha (Treasurer) and Members Mr. Bipin Raj Bhandari, Mr. Dharmendra Thakur, Mr. Janardan Ghimire, Mr. Kumar Prasad Khanal, Mr. Prakash Poudel, Mr. Uttam Jha and Mr. Bishnu Dass Dongol.
In recognition of his exemplary contribution to the establishment of NQPCN and his dynamic leadership, Prof. Dinesh Chapagain was offered the title "Honorary Chairperson" of NQPCN.
2. The First ASIAN Camp 2007 with the theme "Creating Alignment to Maximize Performance" was organized in collaboration with Iranian Society of Quality Managers under the aegis of Asia Pacific Quality Organization (APQO) at Club Himalaya, Nagarkot, Bhaktapur on 4th to 8th September 2007.
3. Prof. Dinesh Chapagain presented a paper on "Lesson Learnt during Students' Quality Circle Implementation in Nepal" at the 4th Asian Network for Quality (ANQ) Congress and shared his experience on the theme Quality, Prosperity and Sustainability held during October 17th – 18th October 2007 at Incheon, South Korea.
4. The 3rd National Convention on Student Quality Circle was organized in Little Angel's School, Lalitpur, Nepal from 7th to 8th November 2007. NQPCN was the co-organizer.
5. Resource persons of NQPCN conducted the academic course for Masters level students in business studies on Productivity and Quality Management at Shankar Dev Campus (affiliated with Tribhuvan University) in November 2007.
6. Prof. Dinesh Chapagain presented paper on "Students' Quality Circle: An Approach to Prepare Total Quality People" on 7th February 2008 at the Rizal High School, Manila, Philippines
7. Learning and Sharing Sessions:

Date	Name	Topic
October 7, 2007	Mr. Saroj Rai & Mr. Ramesh M. Singh	Creating Alignment for Maximizing Performance – the theme of Asian CAMP 2007 held in Nepal
November 4, 2007	Mr. G.B. Banjara	Value Chain Management – GTZ/PSP's Experience on Promotion of Commodity Value Chains in Nepal
December 2, 2007	Mr. Bipin Rajbhandari	Government Policies and Legislation on Air Quality Monitoring in Nepal
January 1, 2008	Mr. Janardan Ghimire	Hazards Analysis Critical Control Point (HACCP)
February 3, 2008	Mr. Dharmendra Thakur	Organizational Leadership
March 2, 2008	Mr. Uttam Jha	Quality in Advisory Services
April 6, 2008	Mr. Saroj Rai	Climate Change and CDM in Biogas Sector – the BSP Experience
May 4, 2008	Mr. Bishnu Dass Dangol	Option Management

Editorial Board:

Coordinator: Mahesh Gongal **Members:** Manohar B. Shrestha, Janardan Ghimire, Saroj Rai, Ramesh M. Singh
Write for suggestions and comments to the Editorial Board at: ebnqpcn@yahoo.com

Network for Quality, Productivity and Competitiveness Nepal (NQPCN)

(Registered No. 61/62-333, CDO Office, Kathmandu)

GPO.Box No. 23678, Kathmandu, Nepal

e-mail: info@nqpcn.com.np

<http://www.nqpcn.org.np>