Quality Culture

Building Blocks

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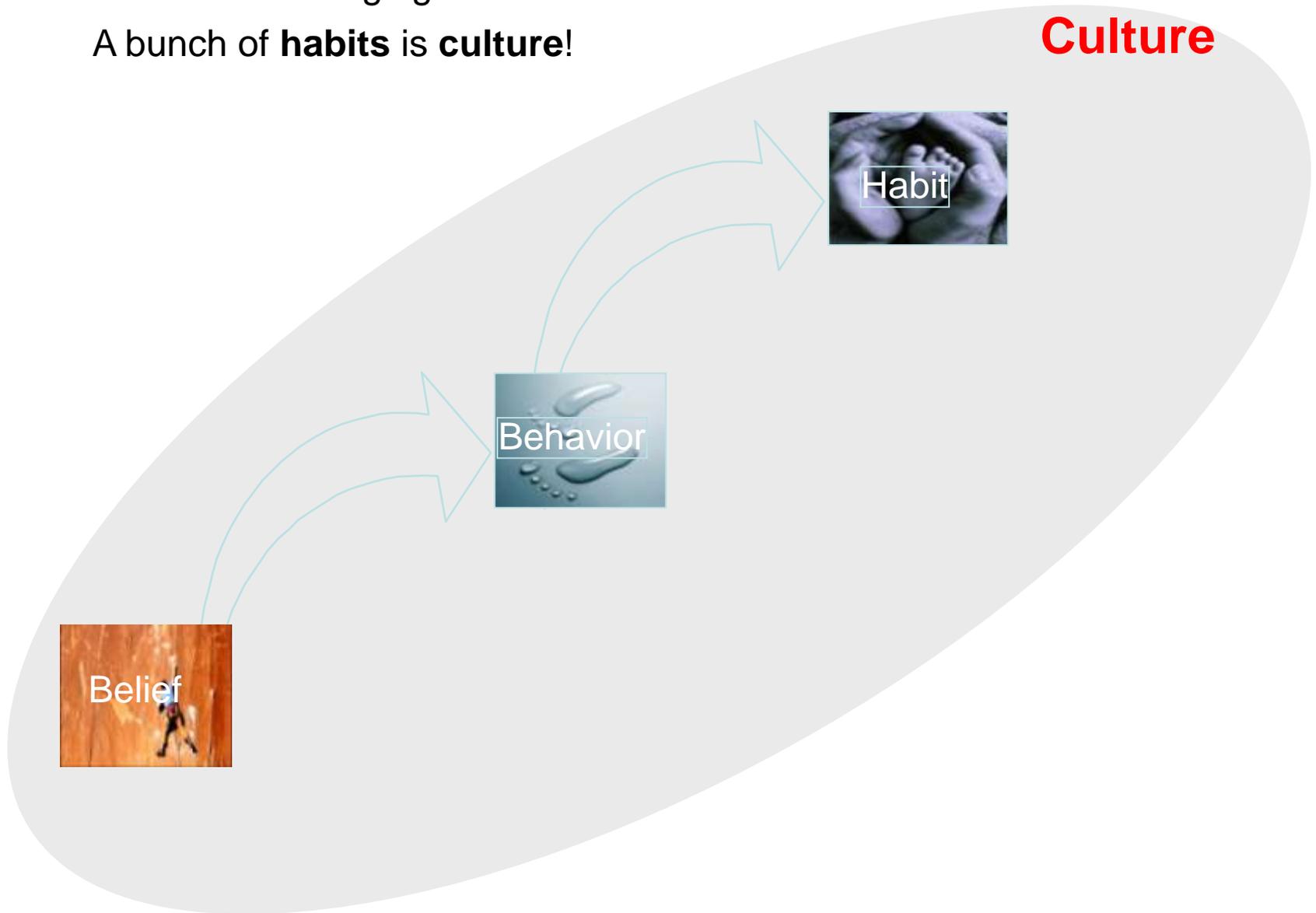
Jayanth Murthy
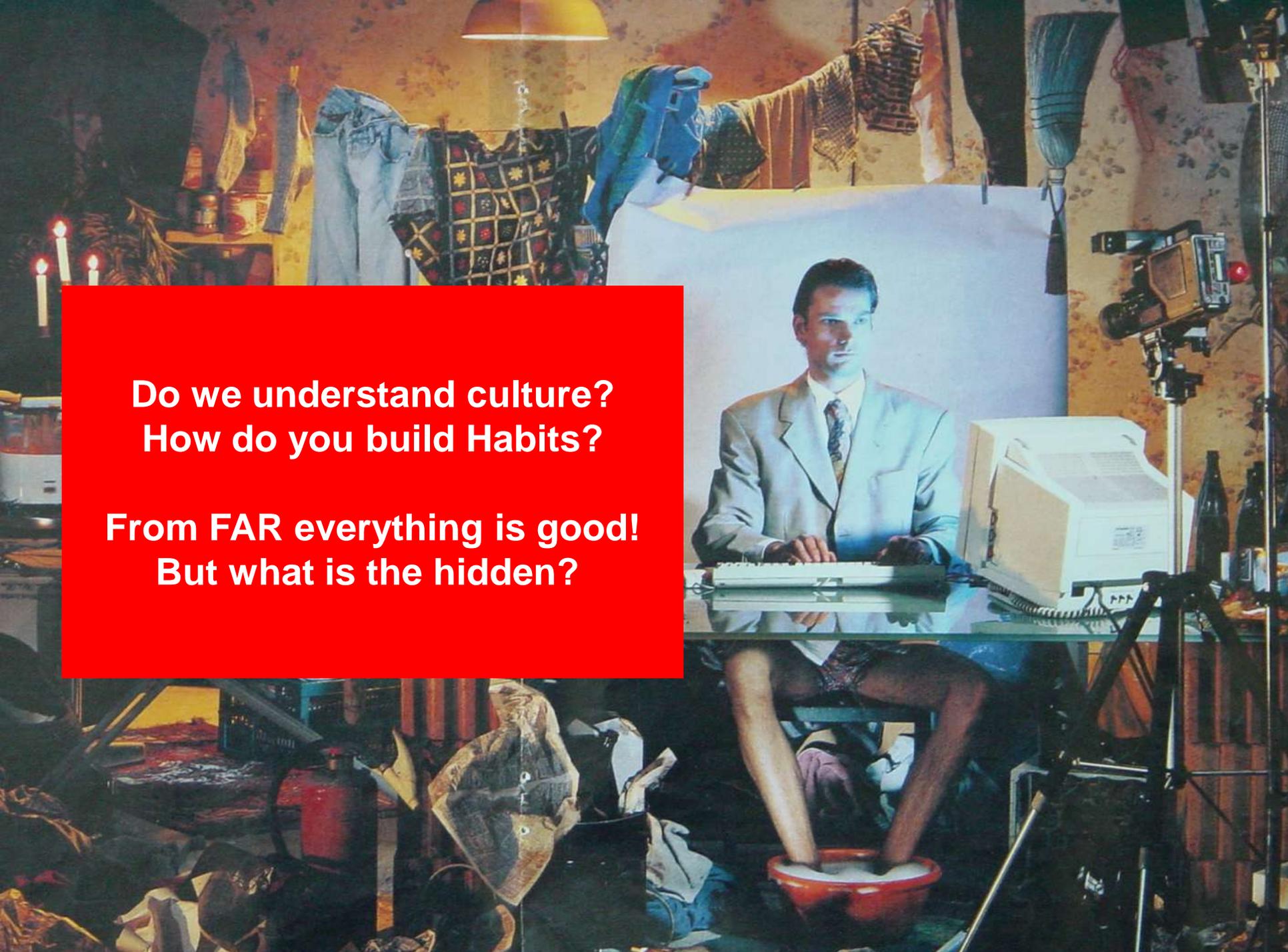Director
jmurthy@kaizen.com

It is about changing **Habits**

A bunch of **habits** is **culture**!

Culture

Habit

Behavior

Belief

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**Do we understand culture?
How do you build Habits?**

**From FAR everything is good!
But what is the hidden?**

What are the square wheels
of a Quality culture?

Source – PMC, USA
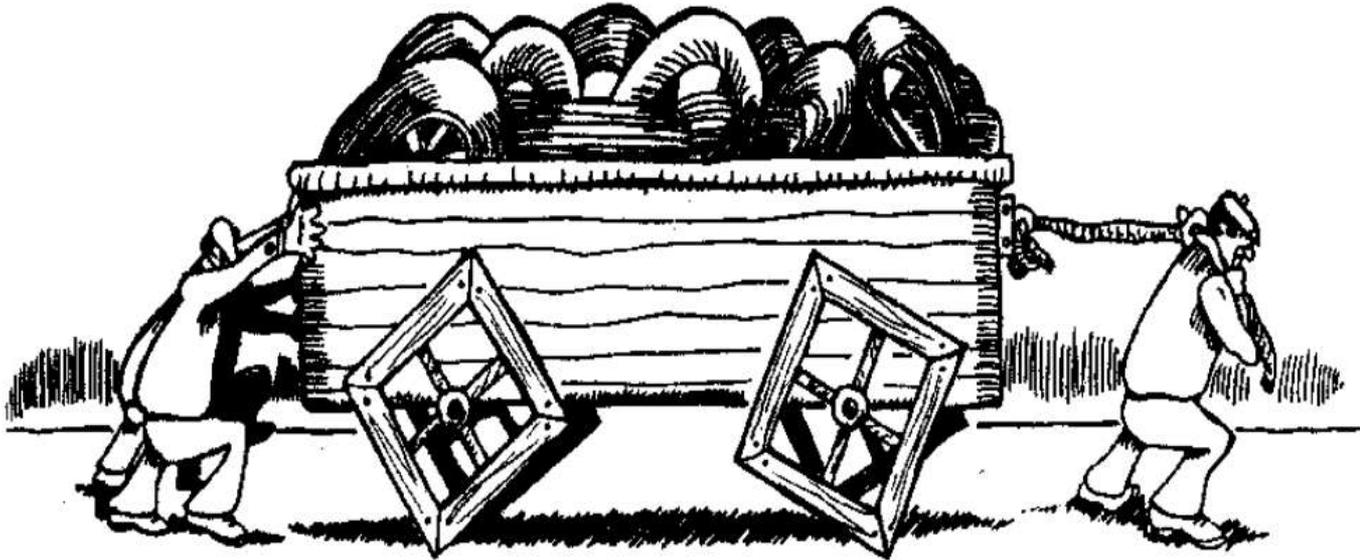
Masaaki Imai
Founder and Chairman
Kaizen Institute

In Mr Imai words 3 bricks of a Quality Culture

Daily Habits

Improvement

Commitment

I will skip

- Commitment…..
- Improvement……

We assume we are committed,

We assume that we know what & how to improve (tools)

Lets me talk of building daily Habits

Nichijo Kanri - 日常 管理 - Daily Management

GKW – DWM (NGK)

GKW   **DWM**
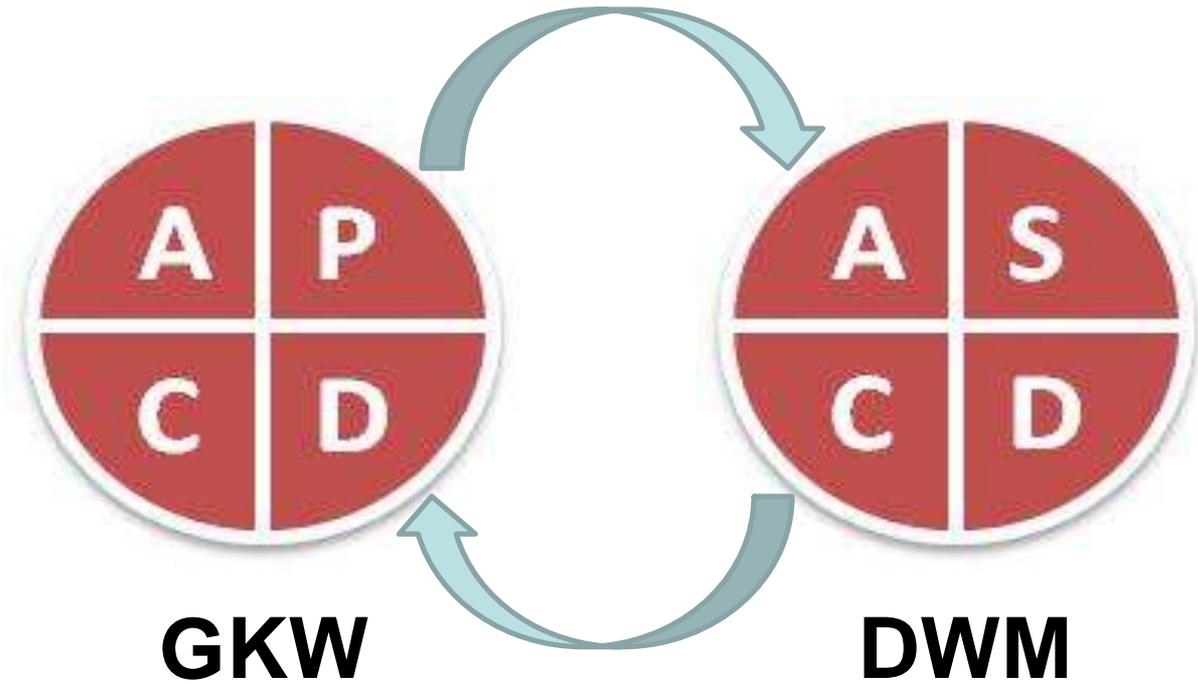
Improvement Projects   **Sustenance Projects**

Elements of Nichijo Gemba Kanri

| Standardize | 4M Standard | Do | Visual Control | Check | Leader Standard Work | Act | Daily Accountability |
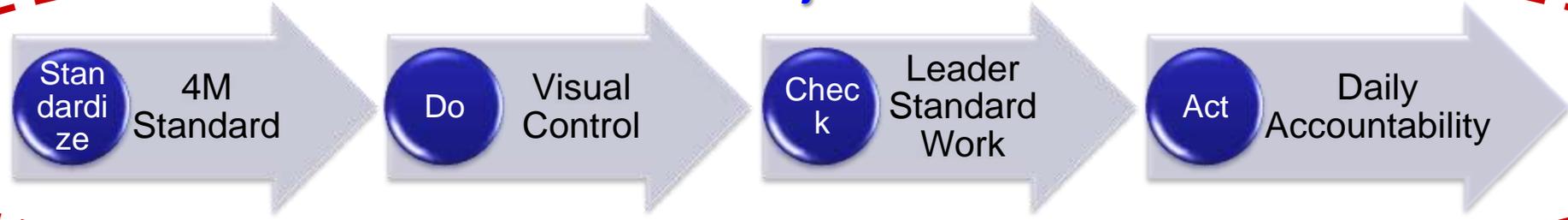
So the challenge is <u>changing habits</u> via <u>daily habits</u>

World Class	In Most Cases	Starting Point
Everyday	**Some days**	**No One**
Everyone	**Some one**	**No Day**
Everywhere	**Some where**	**No Where**

Thank you!

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and

GEMBAKAIZEN®

are
registered trade marks
of
KAIZEN INSTITUTE Ltd.

®

- The 4P Model For Kaizen

4 P of OE

The 4 Ps of Kaizen

- People Involvement
- Physical Workplace Improvement
- Performance Routine
- Process Improvement
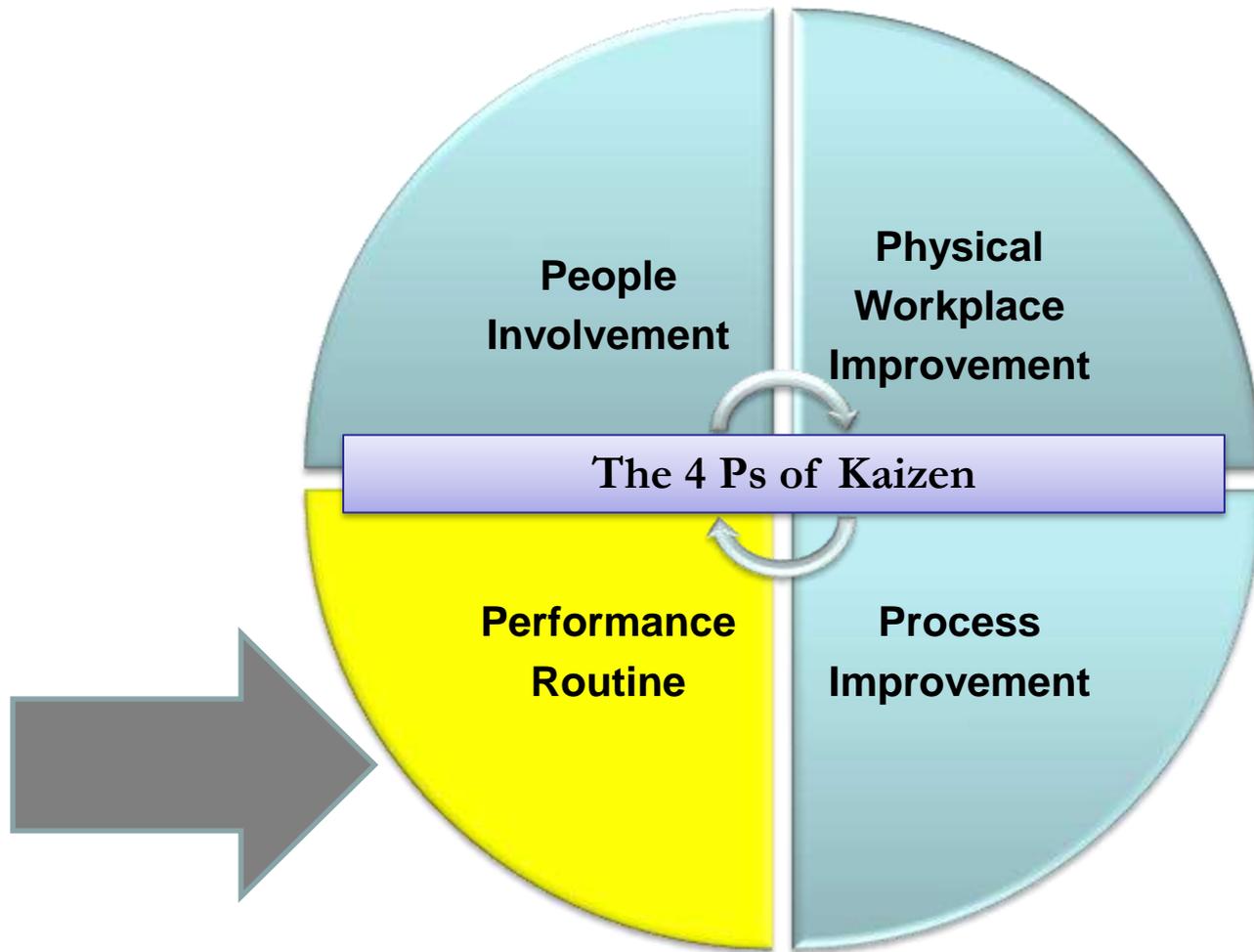
Journey to World Class

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The approach

- **Learning by doing**

- **Focus on implementation**

- **Improvement on the Gemba**

- **Team-oriented problem solving**

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Achievements

- **Improved public service (time to delivery and quality of service)**

- **Improved work flow and service to internal customers**

- **Release of space converted for other purposes**

- **Saving of costly national resources**

- **Better organized workplaces in a number of offices**

- **Most critical – A ENERGIZED PUBLIC SERVANT**

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Also ….

Increased internal efficiencies within your own departments,

thus impacting cost, quality and delivery.

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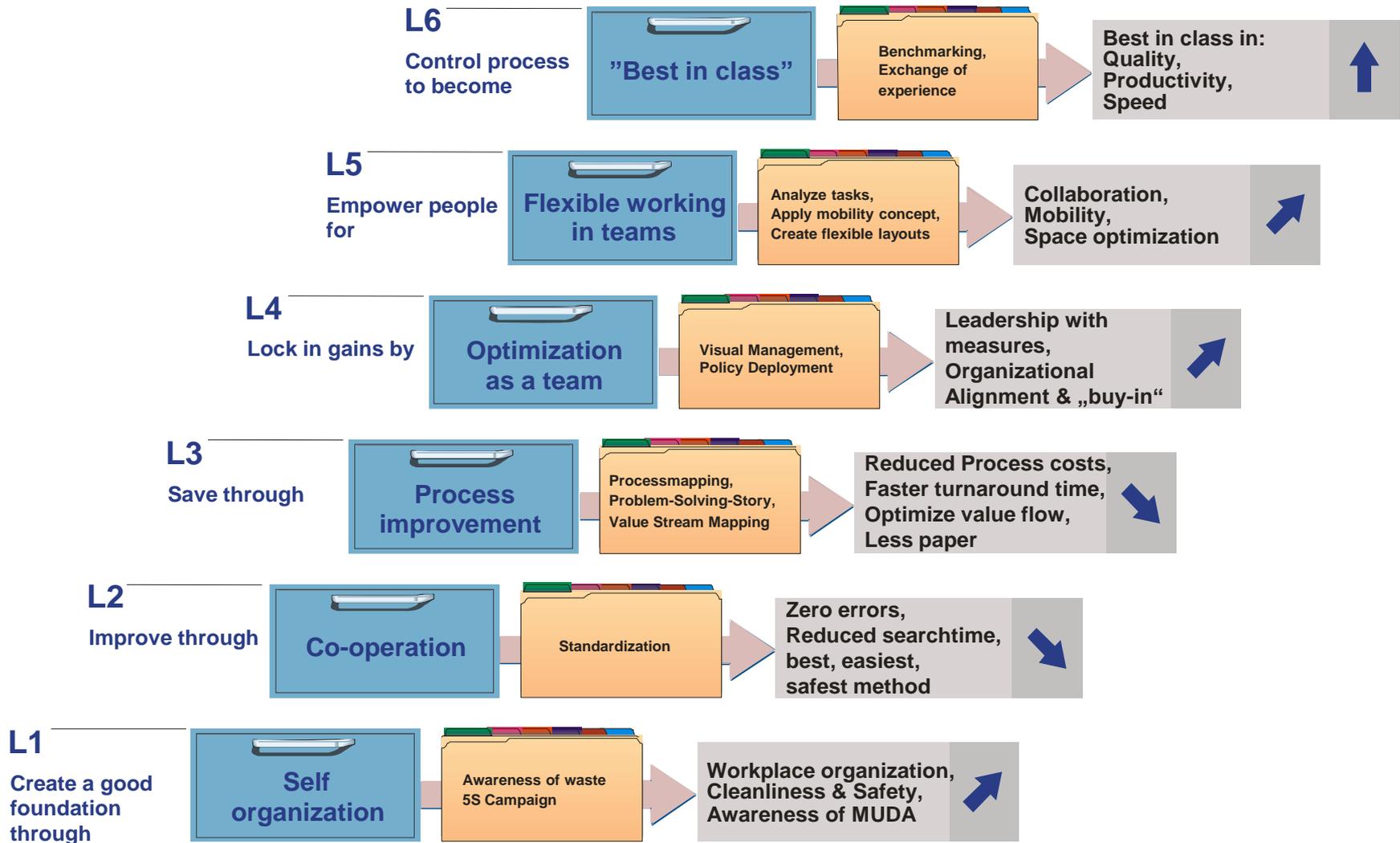
Lessons learnt …

- Fish rots by the head…start from the TOP !
- Initial skepticism overcome by:
  - Improvement of physical environment
  - Learning by doing
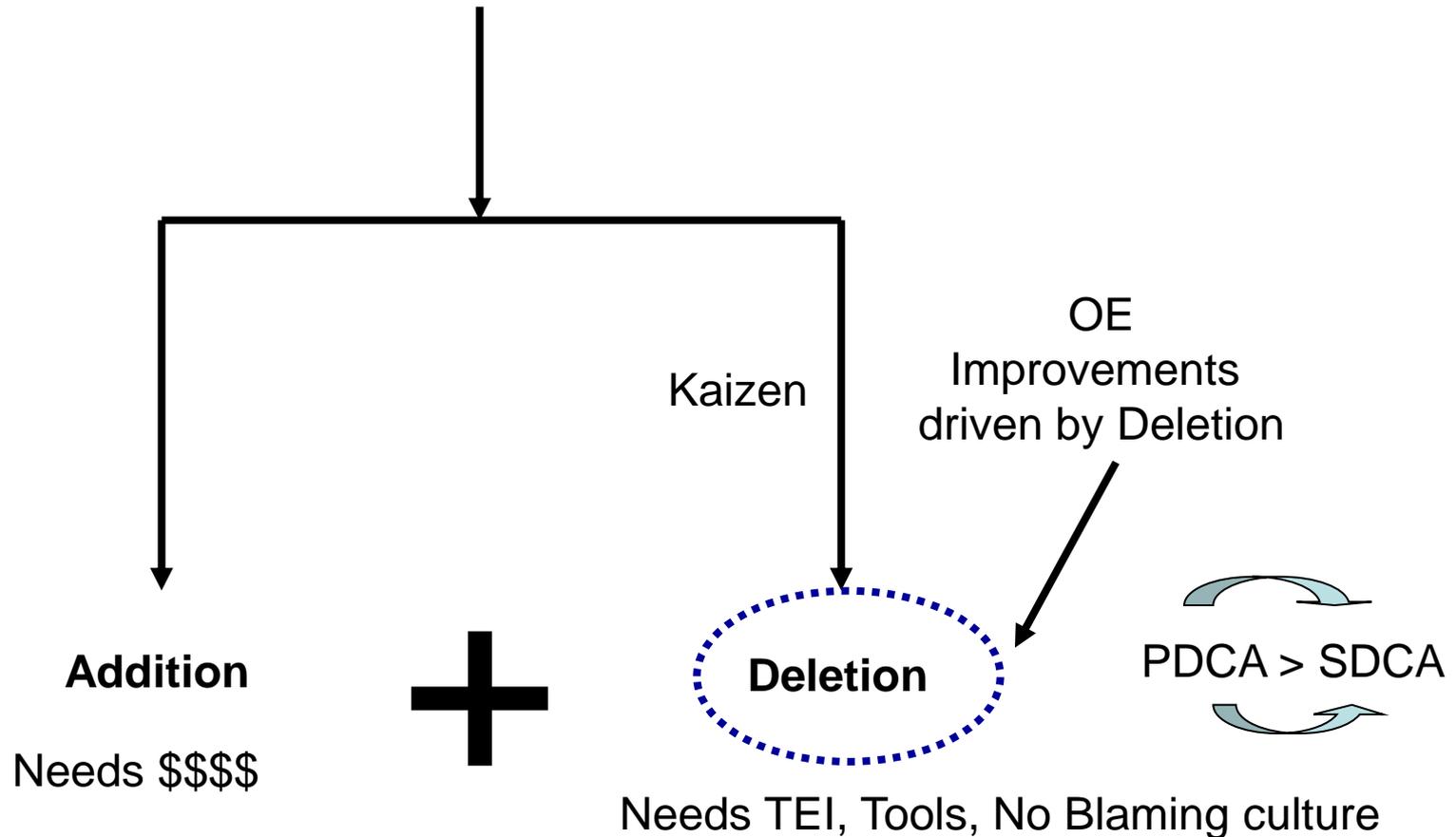- Thinking followed by actions and training
- Sustainability:
  - 5S audit

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Silent Impact

- Muda elimination impacts corruption
(no obstruction, no speed money !!)

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6 Level to Total Service Management

L6
Control process to become
| "Best in class" | Benchmarking, Exchange of experience | Best in class in: Quality, Productivity, Speed |

L5
Empower people for
| Flexible working in teams | Analyze tasks, Apply mobility concept, Create flexible layouts | Collaboration, Mobility, Space optimization |

L4
Lock in gains by
| Optimization as a team | Visual Management, Policy Deployment | Leadership with measures, Organizational Alignment & „buy-in" |

L3
Save through
| Process improvement | Processmapping, Problem-Solving-Story, Value Stream Mapping | Reduced Process costs, Faster turnaround time, Optimize value flow, Less paper |

L2
Improve through
| Co-operation | Standardization | Zero errors, Reduced searchtime, best, easiest, safest method |

L1
Create a good foundation through
| Self organization | Awareness of waste 5S Campaign | Workplace organization, Cleanliness & Safety, Awareness of MUDA |

Two Approaches To Improvements

Kaizen

OE Improvements driven by Deletion

Addition

+

Deletion

PDCA > SDCA

Needs $$$$

Needs TEI, Tools, No Blaming culture

Call it = **OE / Kaizen / WCM / *ME/ TPS***

ZII Approach

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Key Concepts

Kaizen = Continual Improvement

Gemba = Real place – where work happens

Observe = Muda – obstructions to smooth work flow / wasteful activities
        Mura – variability, inconsistent process
        Muri – physical burden – bad layout, too much walking, bad lighting   etc
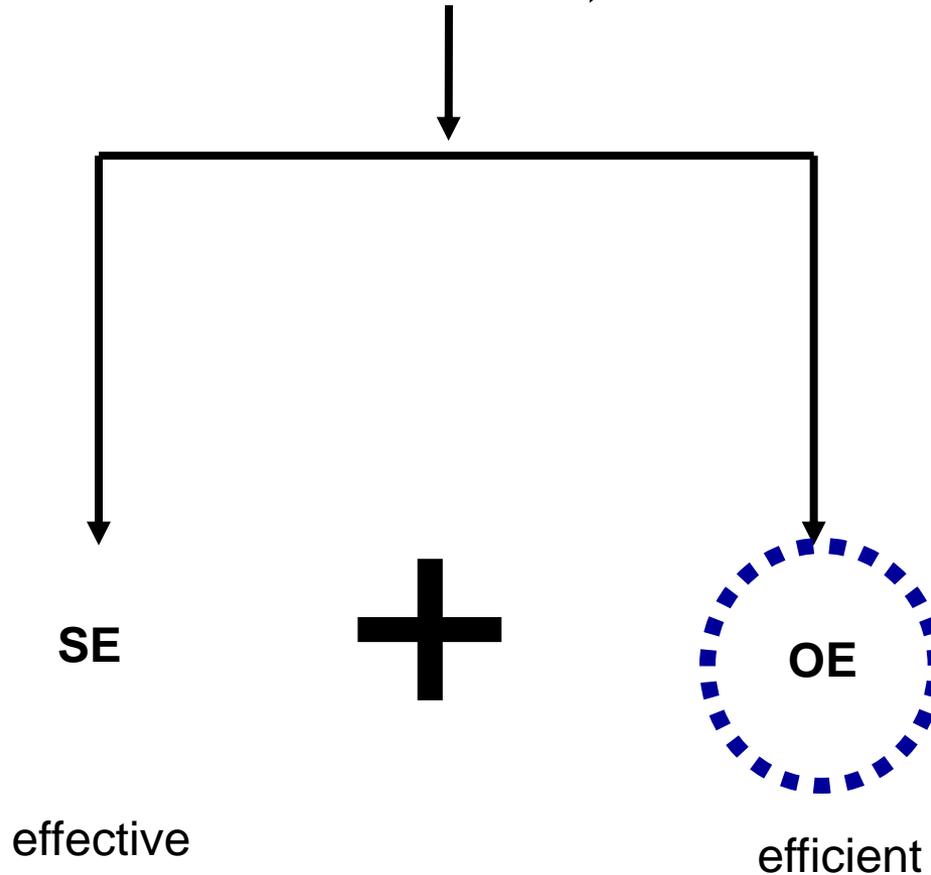
Improve = Form Teams and focus on 4P

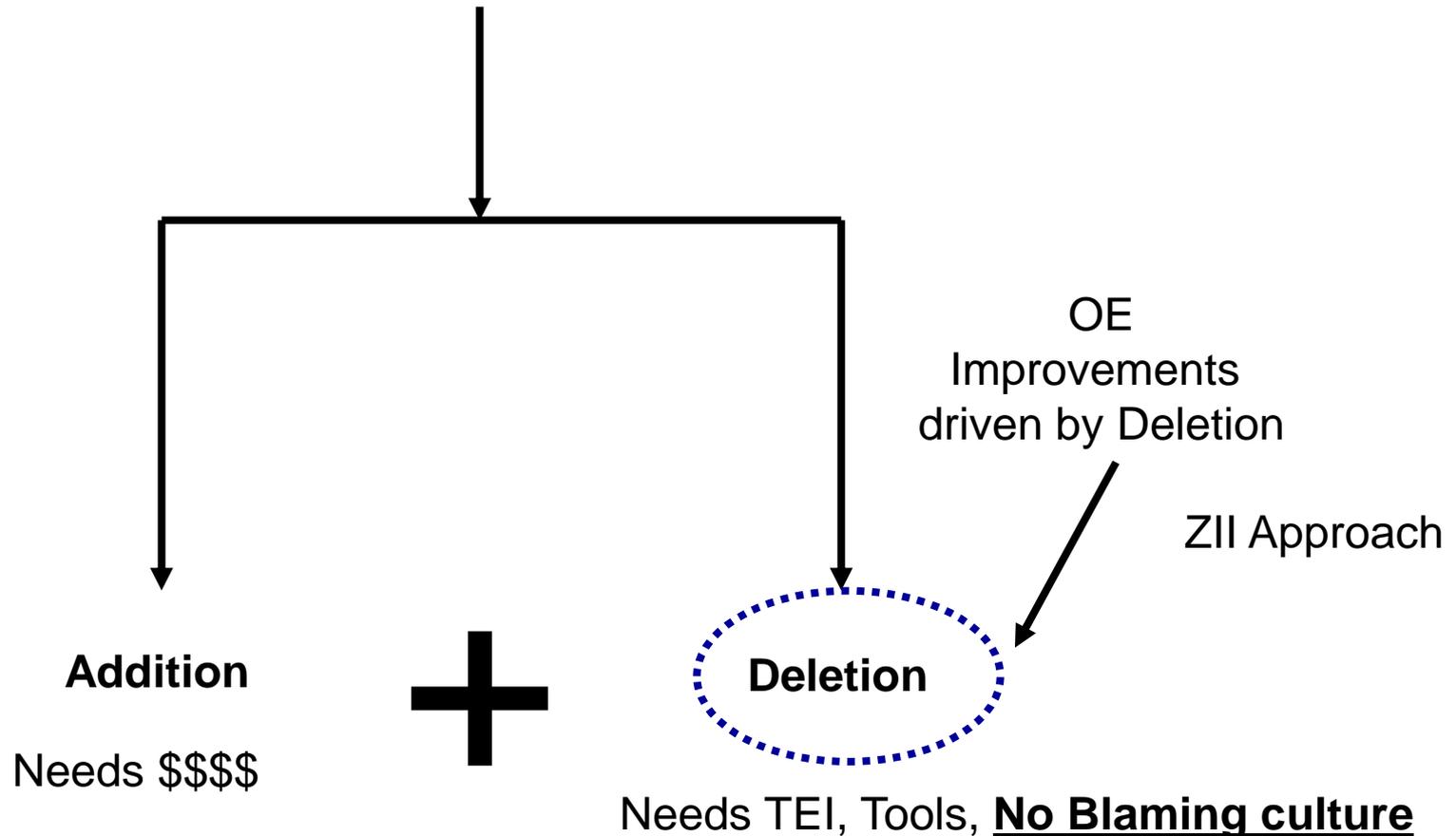FLOW = Remove obstructions – make services FLOW

Sustain = Track and Display measures and improvements, audit and review regularly

BE - Business Excellence...

(sustainable growth, profits, fair to all stake holders)

SE ✚ **OE**

effective   efficient

Two buckets of improvements

Addition

Needs $$$$

+

Deletion

OE Improvements driven by Deletion

ZII Approach

Needs TEI, Tools, **No Blaming culture**

Terms – OE/ PeX/ **Kaizen/ Lean/ WCM /** *ME/ TPS/ Leansigma*

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FAST Forward …

Delete 3Mu

Muda-Mura-Muri

Waste – Variation – Excess Burden

spirit

❖ Gemba

    ❖ Real   Place
    ❖ Real   People
    ❖ Real   Data
    ❖ Real   Situation
    ❖ Real   Solution
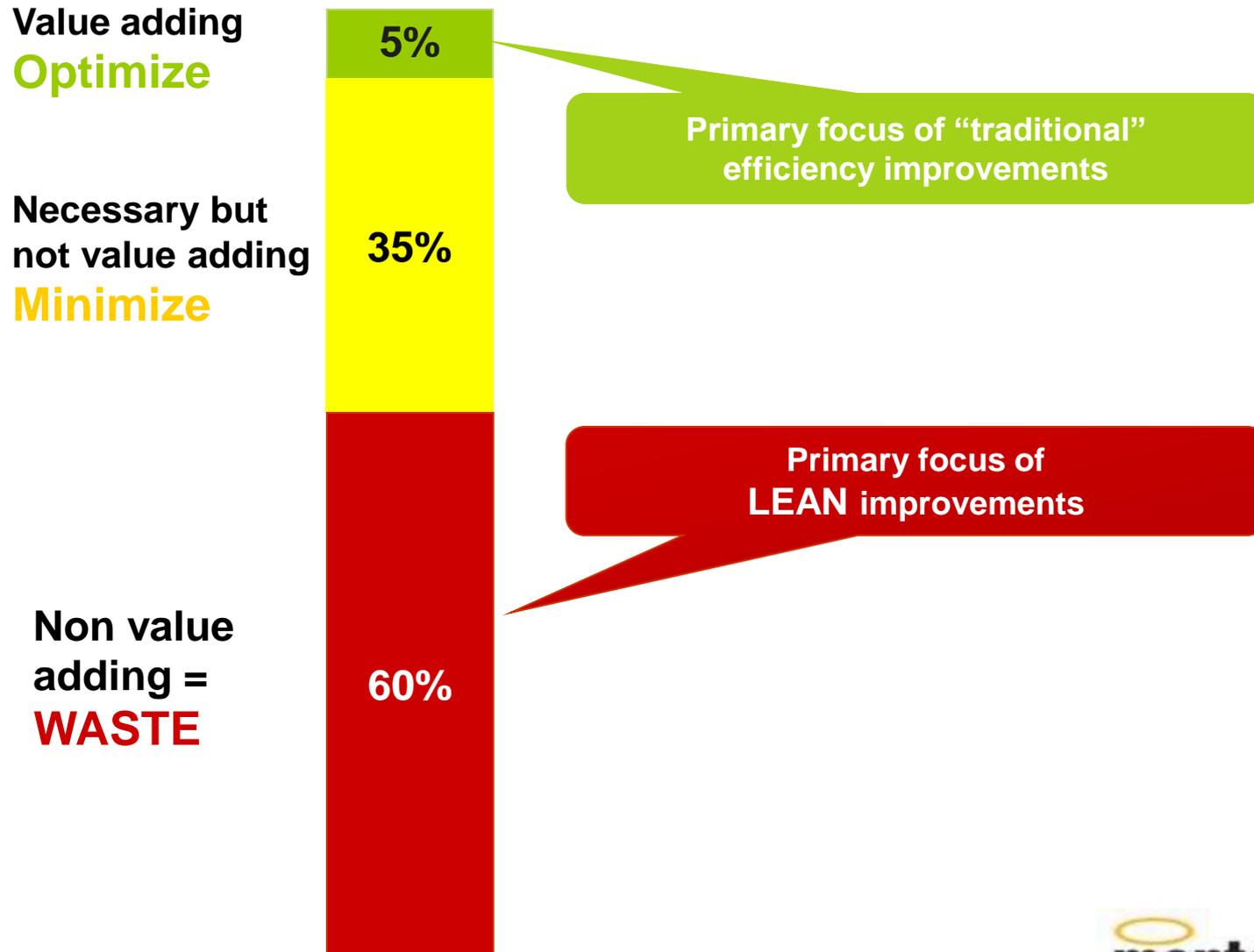   ❖ Real   Hurry

OE/ Kaizen/ Lean is about
FLOW

What's holding us back from further improvement ?

Motion

Inventory

Waiting

WASTE

Transport

Correction/ rework

Over Production

Extra Processing

... would you be prepared to pay for this ?

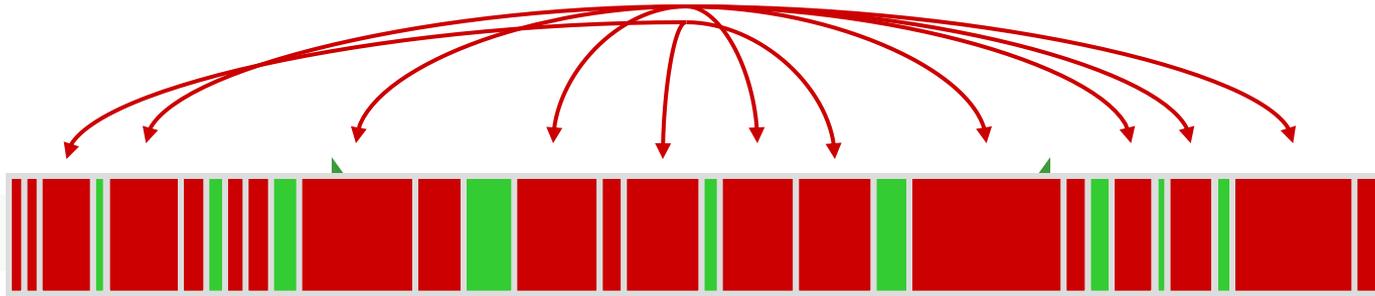# 8 types of MUDA.(obstruction to FLOW) In Service Operations/Offices.

1) **Transportation** – filing of documents / work in progress / movements of papers / files etc;

2) **Motion** – location of printer / photocopier, catalogues, filing cabinets, your own desk !

3) **Waiting** – waiting for post, signatures, prints etc;

4) **Process** – photocopies, draft of every letters, multiple signatures, duplication of efforts, communication etc;

5) **Quality defects** – incorrect data entry – resulting in rework etc;

6) **Overproduction** – multiple copies of forms, drawings, printing job;

7) **Inventory** – excess paper stocks, Catalogues, Files, Printed forms;

8) **Unused creativity** (Untapped Human Potential)

Kaizen at DED by KMI & KI 2005

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Kaizen eliminates non-value added activities

Value adding
Optimize

5%

Primary focus of "traditional" efficiency improvements

Necessary but not value adding
Minimize

35%

Primary focus of LEAN improvements

Non value adding =
WASTE

60%

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Eliminating Waste

Eliminate Non Value Added activities

Suppliers

Value Chain

Consumers

Reduce Lead Time

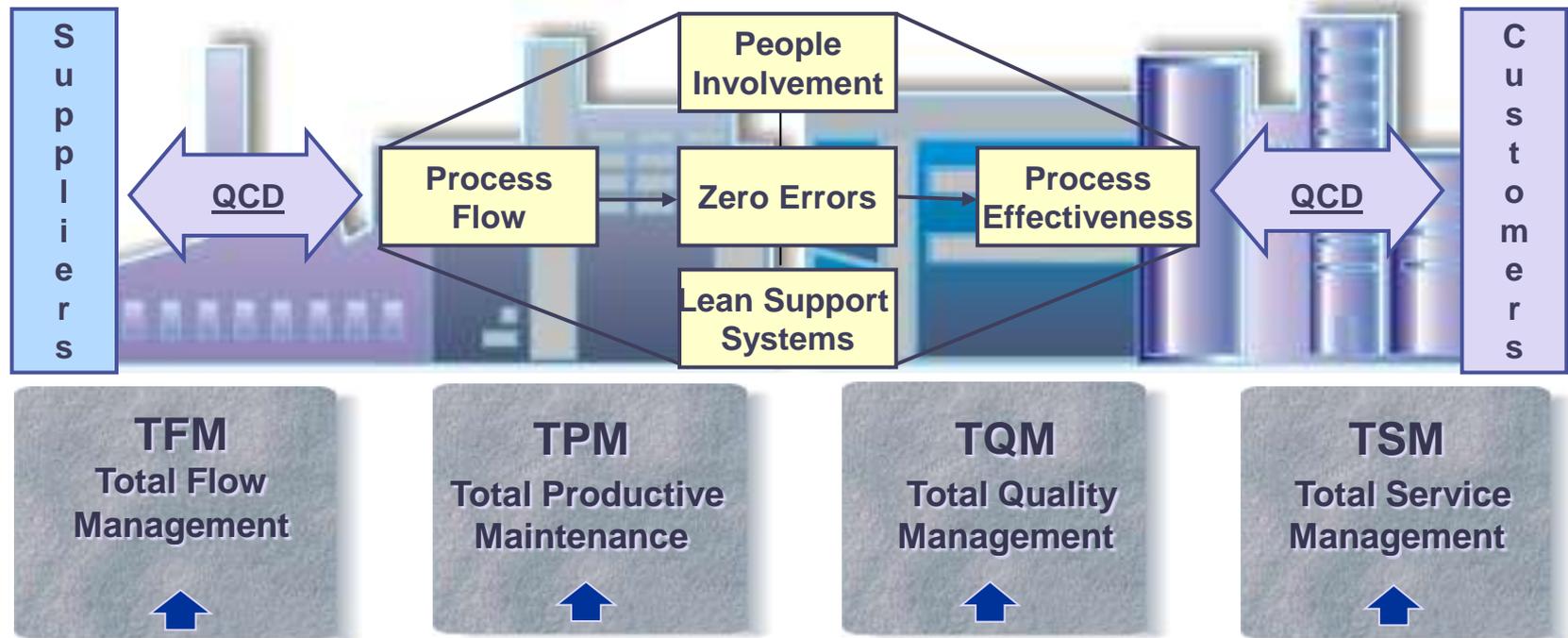| ✓ **Higher flexibility** | ✓ **Less stocks** | ✓ **Better service** | ✓ **Reduced Complexity** | ✓ **Less cost** | ✓ **Improved Freshness** |

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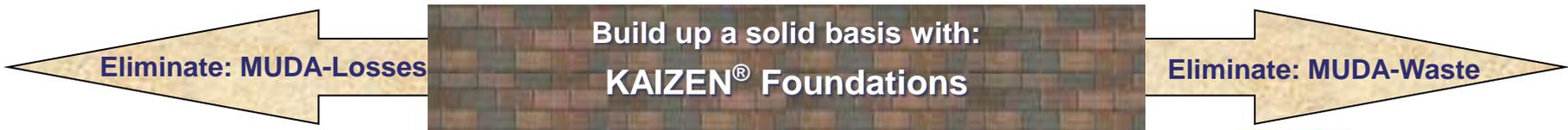**mentorsquare**

Challenge

Take waste out

Solve problems!

Keep waste out

Celebrate problems
(no blame)

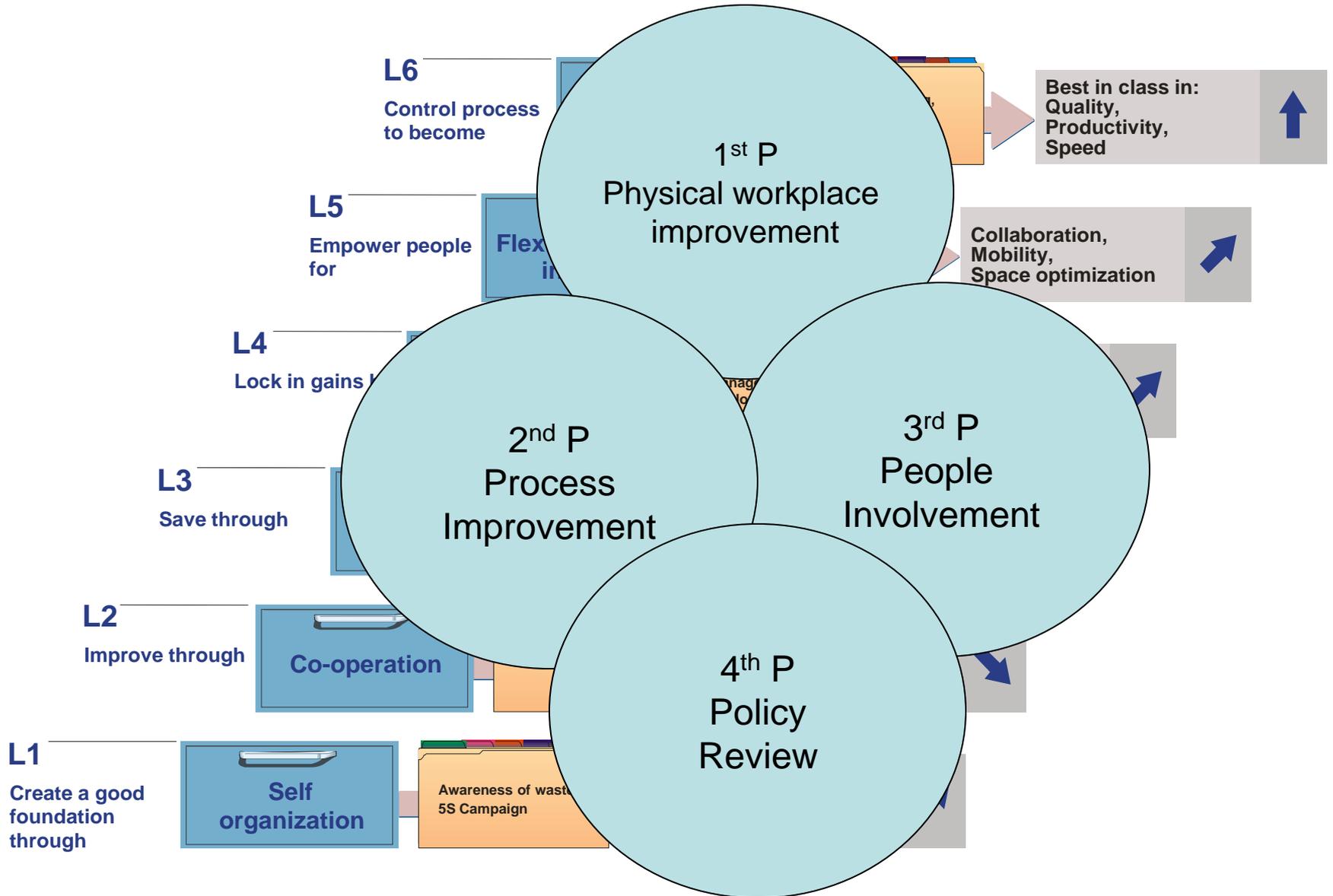# Kaizen Management System for sustainable customer value, profit and growth

World Class Performance

Suppliers ⟷ QCD ⟷

- Process Flow
- People Involvement
- Zero Errors
- Process Effectiveness
- Lean Support Systems

⟷ QCD ⟷ **Customers**

TFM	TPM	TQM	TSM
Total Flow Management	Total Productive Maintenance	Total Quality Management	Total Service Management

TCM – Total Change Management

Eliminate: MUDA-Losses

Build up a solid basis with:
KAIZEN® Foundations

Eliminate: MUDA-Waste

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mentorsquare

6 Level to Total Service Management

L6
Control process to become

L5
Empower people for

L4
Lock in gains

L3
Save through

L2
Improve through
Co-operation

L1
Create a good foundation through
Self organization

Flex...

1st P
Physical workplace improvement

2nd P
Process Improvement

3rd P
People Involvement

4th P
Policy Review

Best in class in:
Quality,
Productivity,
Speed

Collaboration,
Mobility,
Space optimization

Awareness of wast...
5S Campaign

Let us start with some plain SOUL searching questions

- What is a Good / World Class Work Place ?

- What goes on in your mind when you enter a dirty, cluttered & disorganized office / work place ?

- How do you as a visitor feel ? Is there a FLOW? Defined process?

- **Do you think such an office will deliver you results – in time ?**

- Do you think 'high' of the people working in such an office ?

- If you were part of such office, how would you feel ?

- What do think of the leadership's commitment ?

- Can **REFORM** happen in a dirty / not so clean / disorganized office ??

- Where do we begin our reform process ? Will ISO 9000 help? Will IT solve it?

- Do we need 'Italian' furniture, Marble flooring & millions to SHAPE UP our workplace ?

- Last but not the least – do you keep your home dirty ??

Losses in Service Industry

Work System

Environment	Too much printing (excessive use of toners, cartridges), too many paper documents/ copies, noise pollution, no trash segregation concept (e.g. batteries), Less car pool, stand by AC/ lights
Clarity of Information	Missing information, long delayed decisions, many interfaces/ hand-offs, beauraucratic procedures, cheque bounces, unclear responsibilities
Unclear Targets	No policy deployment to the level of each employee, no personal targets, missing or unclear targets, target conflicts
Technology	System error (computer, printer, copier), defective equipment, Inadequate training to use

Business Process

Inventory	Too many varieties of office material, too much qty., obsolete forms, double filing, overloaded in/ out trays & mailboxes
Interfaces	Too many hand-offs, missing standards, unclear responsibilities/ rules, missing continuity, data transfer mistakes
Work Procedure	Too much bureaucracy, missing training & documentation, inadequate delegation, old manual processes computerized, too many approvals
Errors	In master data, part lists, mistake in documents (drawings, calculations, offers), wrong/ obsolete documents

Losses in Service Industry

Work Time

Waiting Time	Waiting for colleagues, decisions, information, material; waiting through IT systems, IT availability; Non reachable colleagues
Search Time	Search for files, documents, information, people, office material, facilities
Interruption	Disruption due to short notice/ unsheduled meetings, unnecessary phone-calls/ emails, disruption through noise
Information Overload	Long meetings, too much paperwork, full tables, full hard disks, archives, binders, mailboxes, incomplete information
Transport	Change in format (print then fax); hand-offs; import & export of files/ material; long distances between people who interface, internal postal system

Employee

Creativity	Unused creativity, missing idea management, no improvement programs; less benchmarking activities/ idea transfer/ exchange
Know How	No skill/ qualification matrix, no formal skill building activity, no regular training/ dev, mentoring activity
Health	Poor ergonomics, high noise, low light, narrow workspaces, work stress, missing active health care

Planning & Scoping	Learning by Doing	Sustain through Audit & Monitoring

Assessment, & Road mapping for each pilot	Pilots	Main Stream

1. 2 pilots – show cases
2. KPO – Steering Committee & KPO manager
3. Champions training
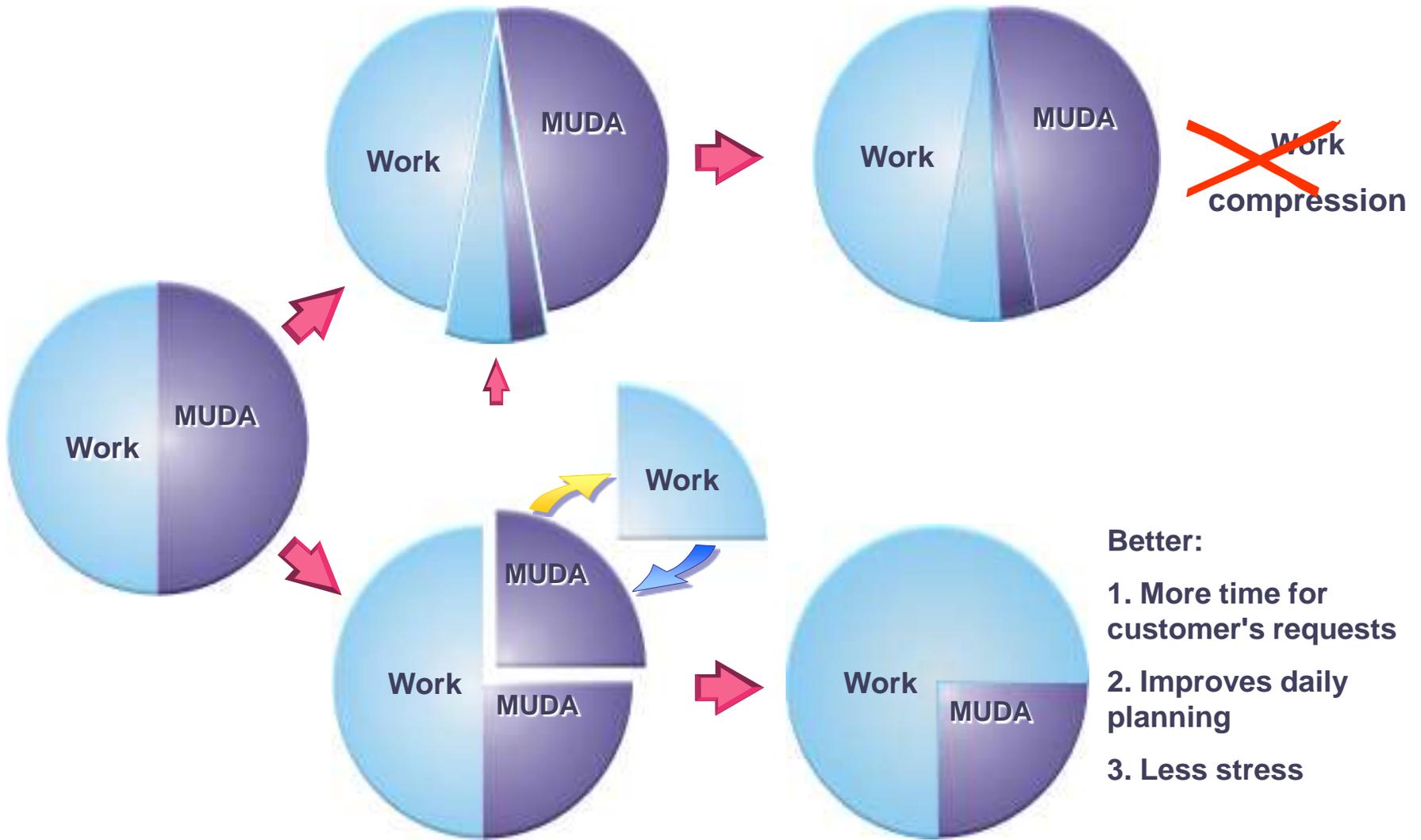4. Road map
5. Roll out
6. Sustain via audits – score board

Why KAIZEN®
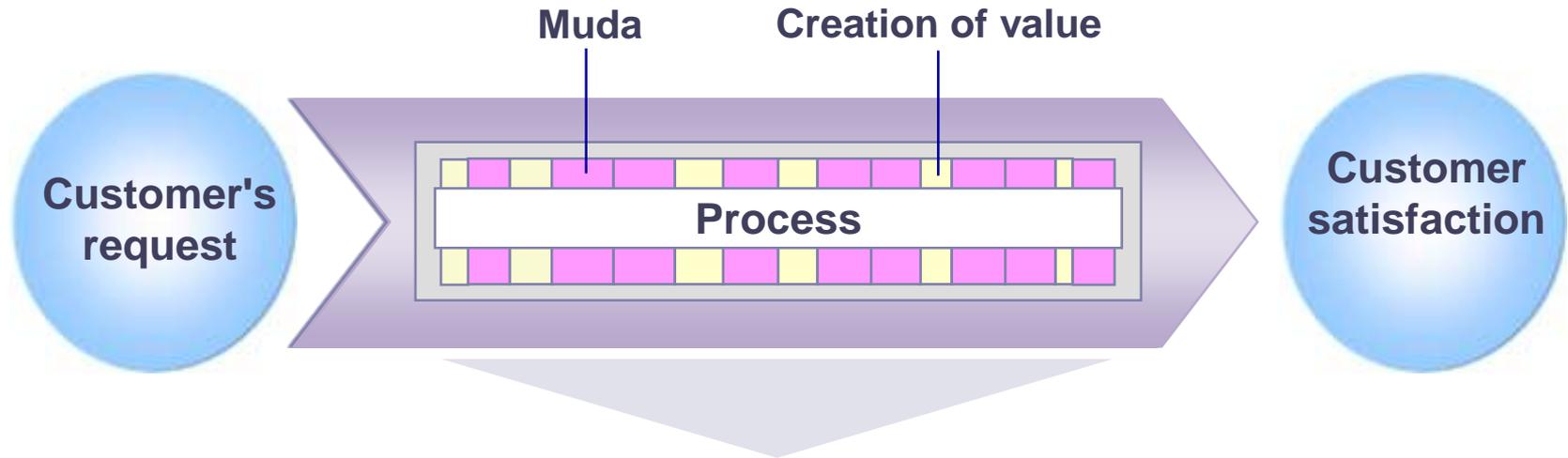in the office?

Goals and Successes

KAIZEN® in the Office

Orientations

6 Levels of
Effective Office
Management

Work

MUDA

Work

MUDA

Work

MUDA

~~Work compression~~

Work

MUDA

Work

MUDA

MUDA

Work

MUDA

Better:

1. More time for customer's requests

2. Improves daily planning

3. Less stress

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Speak with numbers, data, facts

MUDA (waste) is everything the customer is not wiling to pay for

Muda   Creation of value

Customer's
request

Process

Customer
satisfaction

Measurable criteria during the process :

- Ways
- Distances
- Frequency
- no of procedures
- %-distribution

- Disturbances
- Expenditure of time
- Costs
- Process costs
- Turn-around times
- Downtimes

- Search
- Waiting periods
- Space
- Error
- Coworker satisfaction
- Customer satisfaction

Why KAIZEN® in the Office?

Why do customers complain?

% CUSTOMER COMPLAINT

70%

- Wrong date
- Wrong place
- Wrong part
- Miscommunication
- Billing errors
- Poor service in general

- Dimensional errors
- Functional errors
- Visual objections?

30%

Service Quality

Product Quality

Source: DGQ, ASQC

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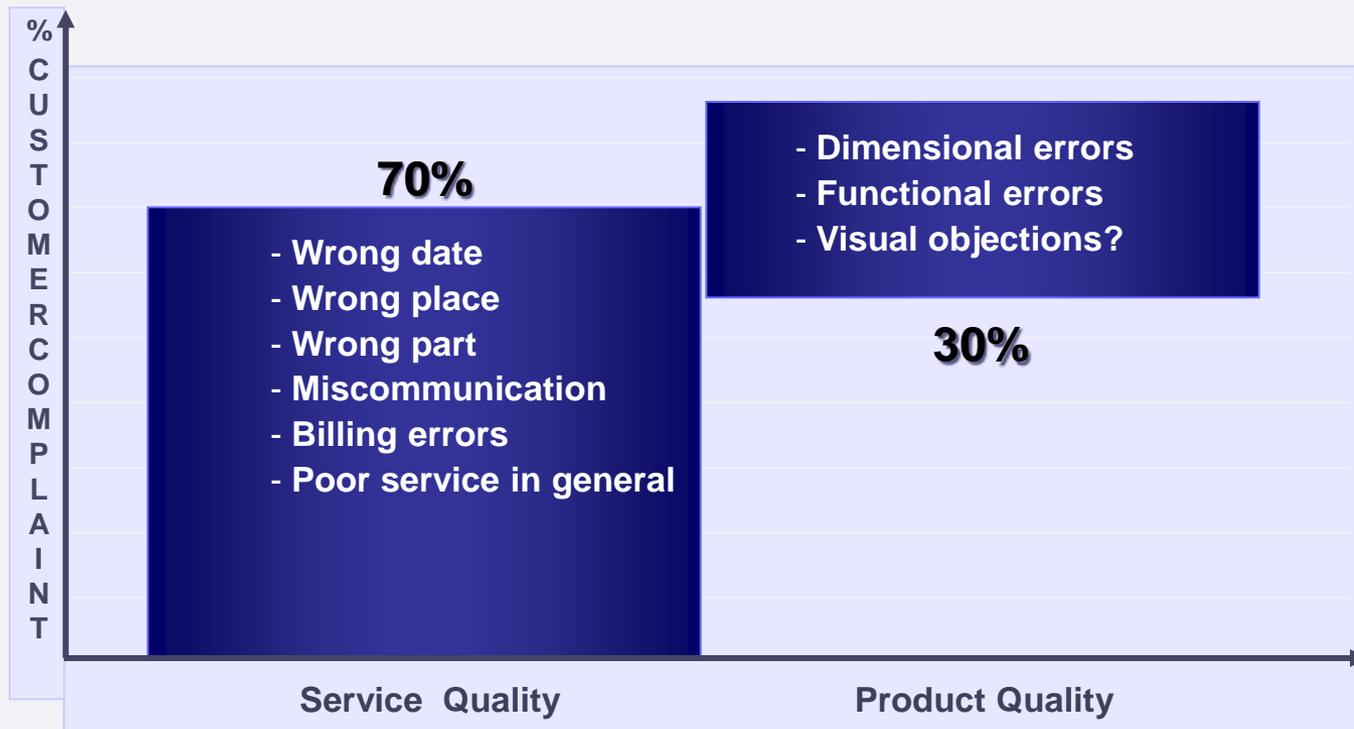
The KAIZEN® - Principle

Go to Gemba   - the place of action, shopfloor

Observe Gembutsu   - the materials, the real things

Search for Muda   - waste

               Mura   - inconsistency

               Muri   - physical strain

Do KAIZEN®   - continual improvements

Orientation

Quality	**Zero defects**
Process	**Zero waste**
People	**Total involvement**
Customer	**Internal and external satisfaction**
Economic Gain	**1 : 3**
Implementation Approach	**Just Do It!**

Goals

Quality	Fewer defects	through:	• Standard • Customer orientation • Process control
Cost	Lower Costs	through:	• improves utilization of space. • higher productivity • lower office material costs
Delivery	Shorter lead times	through:	• simplified processes • fewer interfaces • reduction of bottlenecks • Reducing searching and waiting periods
People	Motivation	through:	• more responsibility • more ideas and measures • more integration • Goal-oriented/process oriented
Flexibility	People	through:	• multiple skills • Flexible work hours
	Space	through:	• mobility

Goals:

- Improve your own work area

- Improve cooperation, teamwork and communication

- Improve process flow, minimise leadtime

- Understand costs and take action

- **Direct teams towards
  the very business mission**

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6 Level to Total Service Management

L6

Control process to become

"Best in class"

Benchmarking, Exchange of experience

Best in class in: Quality, Productivity, Speed

L5

Empower people for

Flexible working in teams

Analyze tasks, Apply mobility concept, Create flexible layouts

Collaboration, Mobility, Space optimization

L4

Lock in gains by

Optimization as a team

Visual Management, Policy Deployment

Leadership with measures, Organizational Alignment & „buy-in"

L3

Save through

Process improvement

Processmapping, Problem-Solving-Story, Value Stream Mapping

Reduced Process costs, Faster turnaround time, Optimize value flow, Less paper

L2

Improve through

Co-operation

Standardization

Zero errors, Reduced searchtime, best, easiest, safest method

L1

Create a good foundation through

Self organization

Awareness of waste 5S Campaign

Workplace organization, Cleanliness & Safety, Awareness of MUDA

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Benefits of KAIZEN®/TPM® in the office

Office material availability	**to 99%**
Reduction of searching time	**to 80%**
Increase in productivity	**50%-100%**
Reduction of the Lead Time	**50%- 80%**
Space gain	**to 30%**
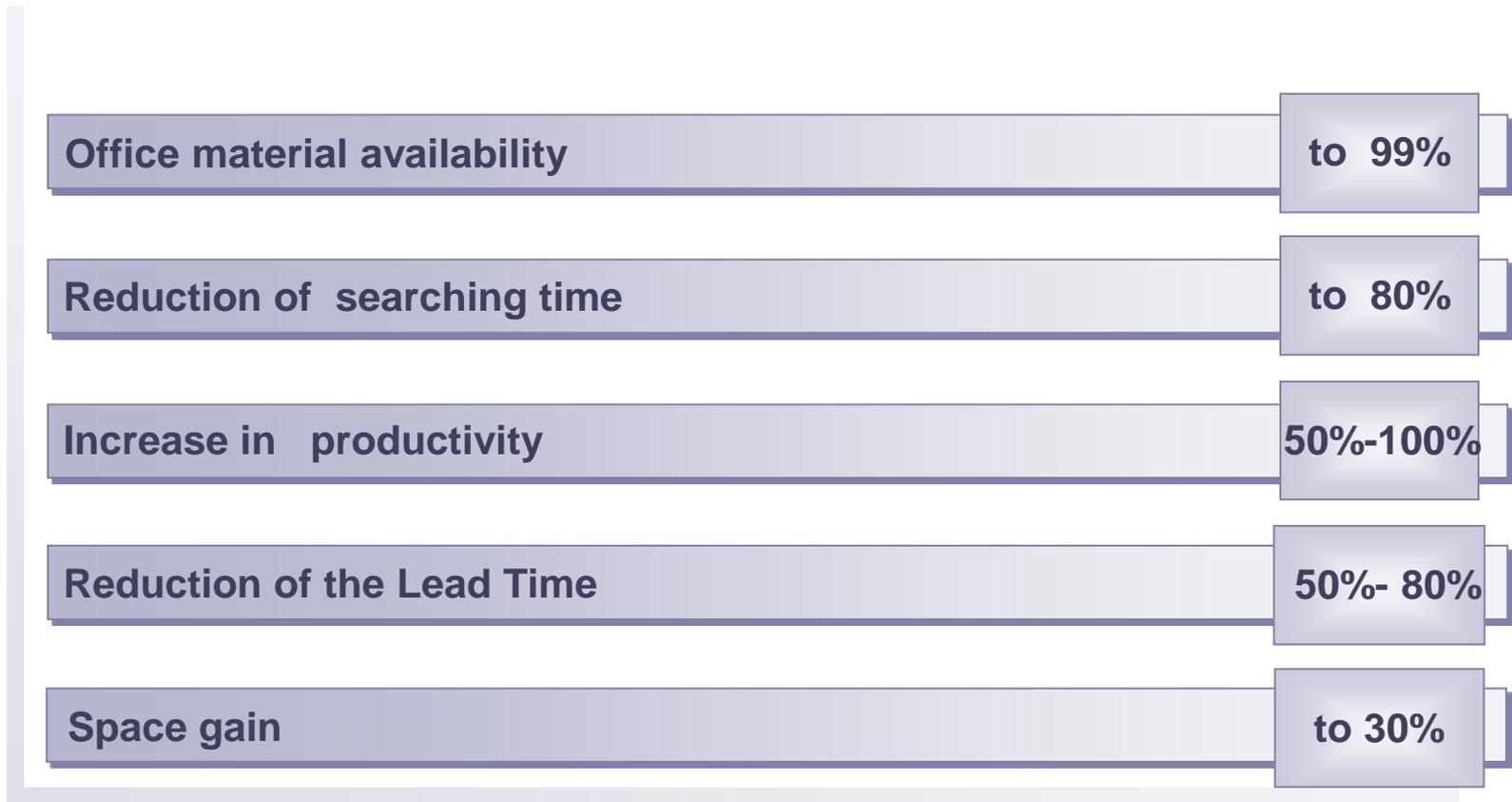
Accomplishments

- **Less Search time**
- **Reduced distances**
- **Increased efficiency**
- **Reduced errors**
- **Saved space**

- **Created more flexibility**
- **Generated motivation**
- **Visualization in office through (OPL)**
- **Commitment to standards improved**
- **Teamwork improved**
- **Increased the pride in our office and in our work**

L2
Improve through

Co-operation

Standardize:
- Procedures and forms
- Office materials
- Communications

No errors or omissions

L1
Create a good foundation through

Self Organization

- Eliminate muda
- Do 5S
- Set goals
- Develop roadmap

Awareness of waste

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Level 1

Level 1 – MUDA Identification

- Within 30 min the 28 team members found more than 200 (Mudas = non-value-adding activities)

METHOD
- **Collect**
- **Cluster**
  - **Now you have a list of potential improvements**
- **Prioritize**
- **Important ones:**
  - **Take action**

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Two calendars

Before

5S

Sort

Documents used about

80% daily → desk

15% 1-2×/week close to desk
up to 1×/month

Rest less → archive

Shine

Set in order

Standardize

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5S
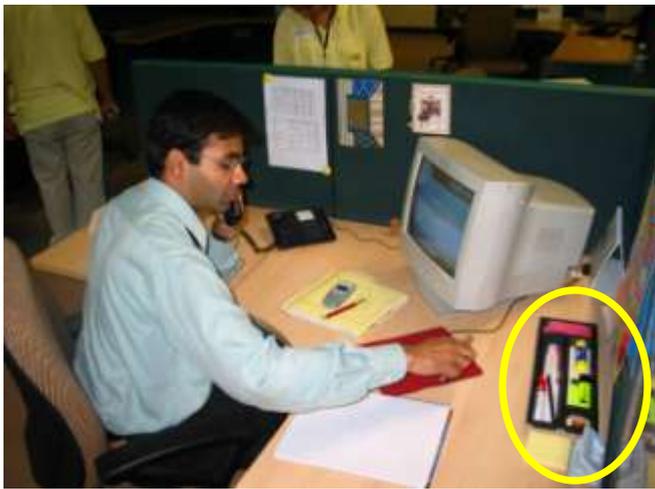
Bookshelf for extra storage on floor

Easy 15 sec access to data – Hanging Folders

Standard for labeling

After

5S

- **Chaotic system of filing and retrieving**

- **Files in bad physical shape**

- **Racks not labeled, dept´s folders were mixed**

- **Many variants of storage systems**

- **Long retrieval time (to be investigated in L3)**

5S– Starting Situation

5S
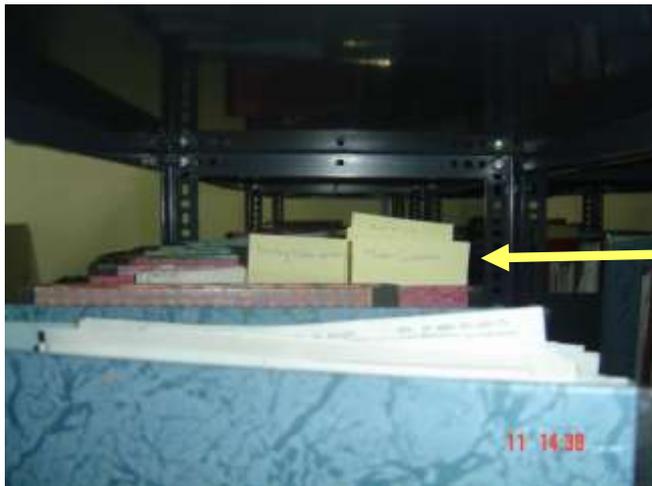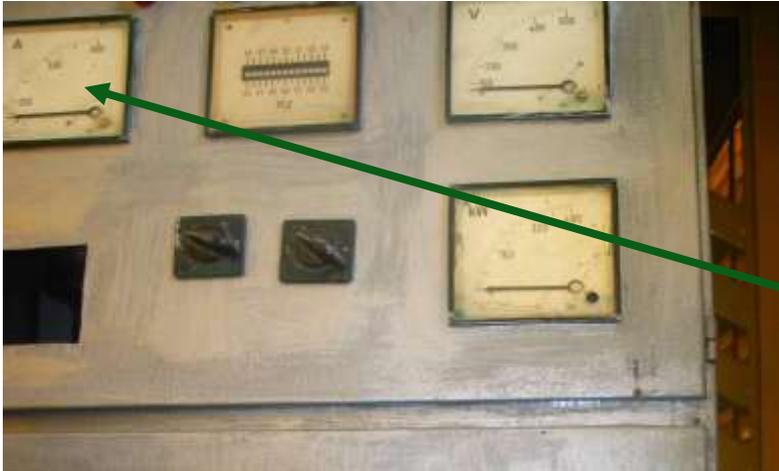
The Team at work

5S

After

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5S

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5S

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5S

Before

After

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Movie Muda Free Mauritius

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L1
Create a good foundation through
Self organization
→ Awareness of waste 5S Campaign
→ Workplace organization, Cleanliness & Safety, Awareness of MUDA

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Level 2 & 4

Goals,KPI's & Teamboard
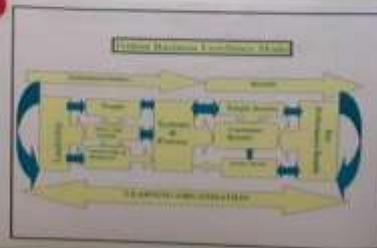
Finance-Goals & KPI

Standardization
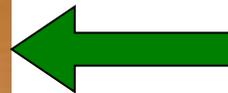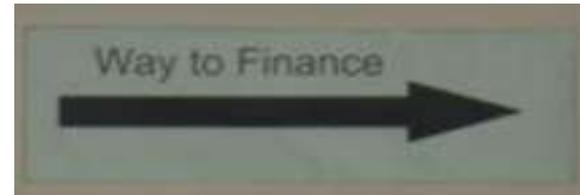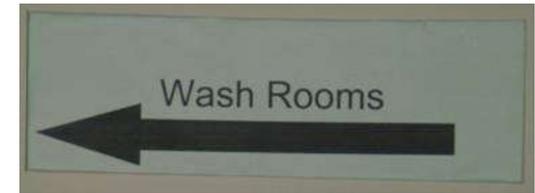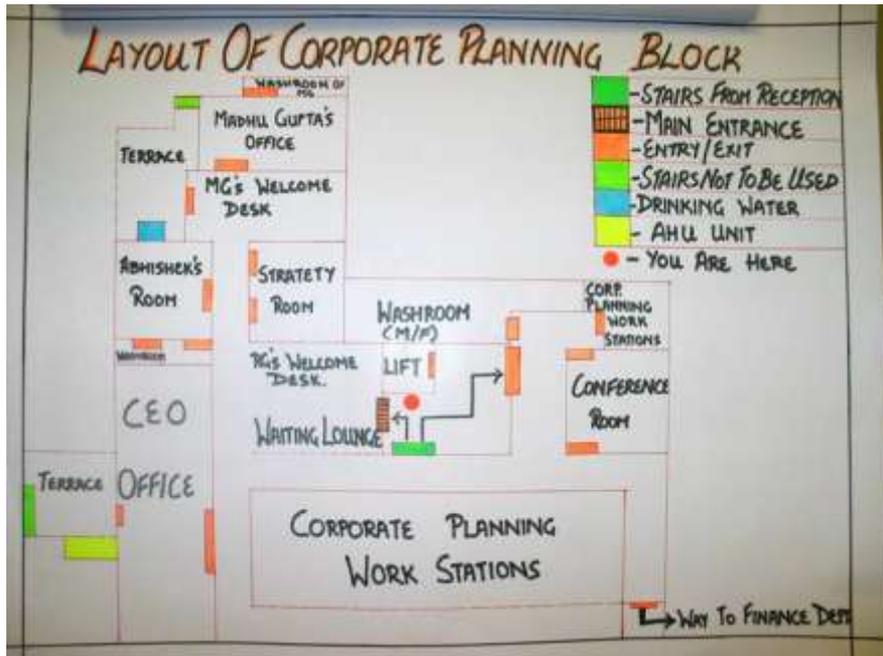
Standardization

Situation now

Standardization
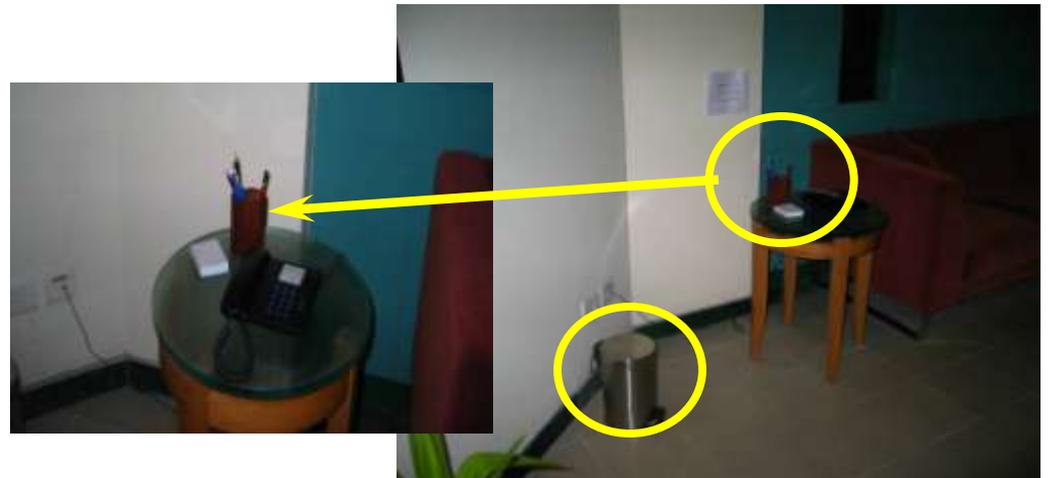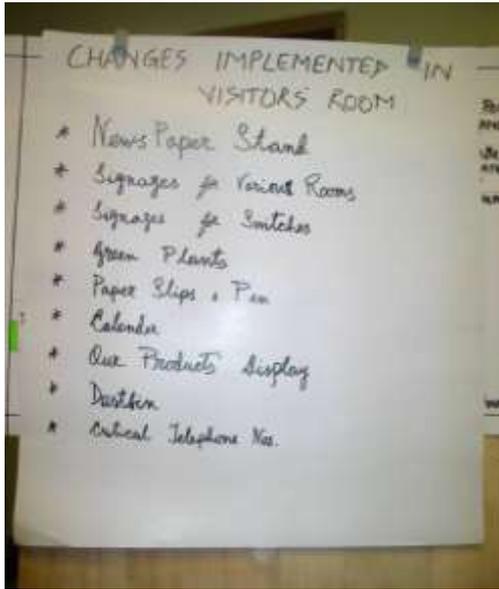
Before

Vision

T-3 AND T-4

VISITOR'S ROOM.

1. Provision of Dustbins.
2. Vision and Mission Statements on the wall
3. Magazine / Newspaper stand.
4. Signages
5. Scribble pad and pen at one corner
6. Green plants for aesthetic view of the room

7. Curtain / Blinds for aesthetic purpose
8. Carpeting of the floor.
9. Music System / T.V / D.V.D
10. Signages on the switch board
11. Phone directory near the phone.
12. Re-arrangement of furniture.
13. Display of product.
14. Photograph of award.
15. Pictorial History of TRIDENT.

Standardization

Folder Management
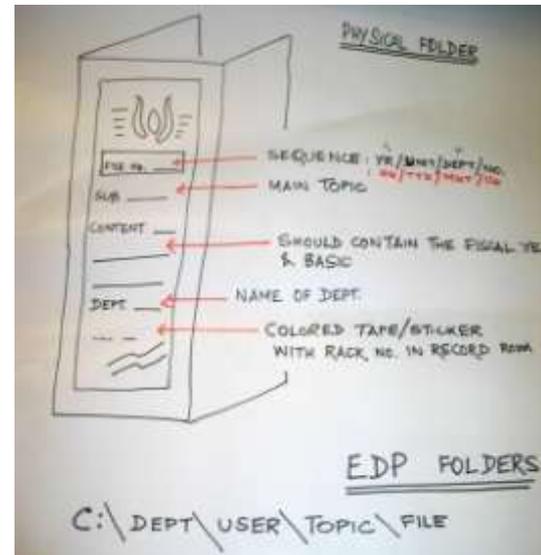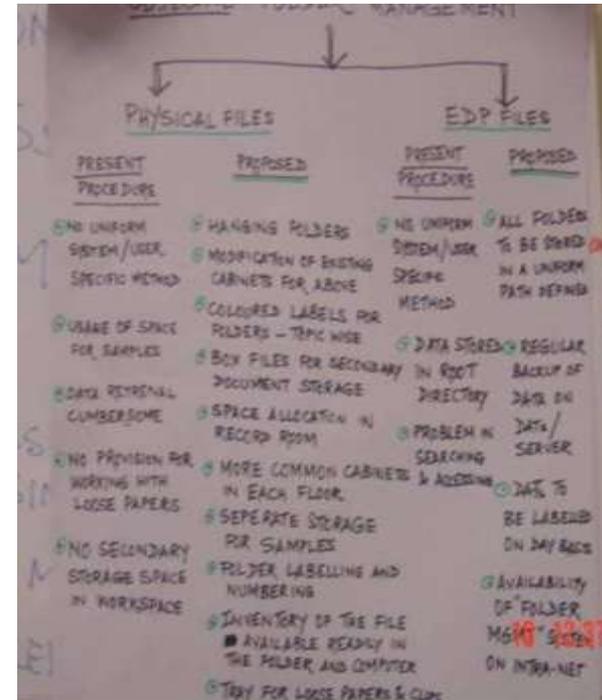
Folder Management

Departmental color code

File No.
Subject
Contents
Department

Standardization – Printer/Fax Room

Starting situation

Standardization – Printer/Fax Room

Vision
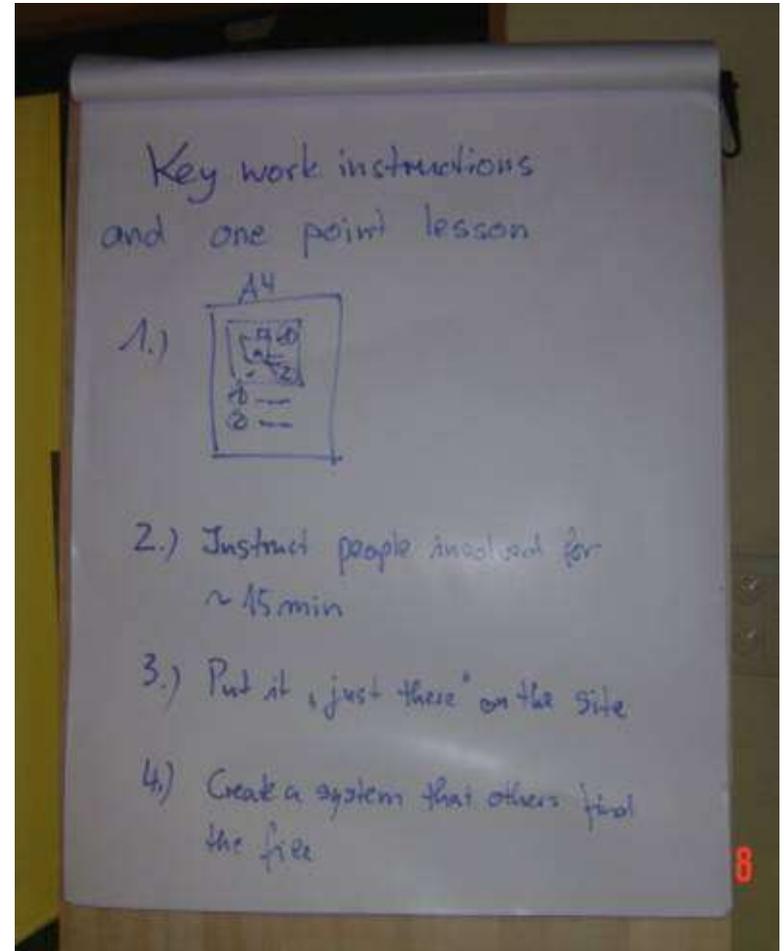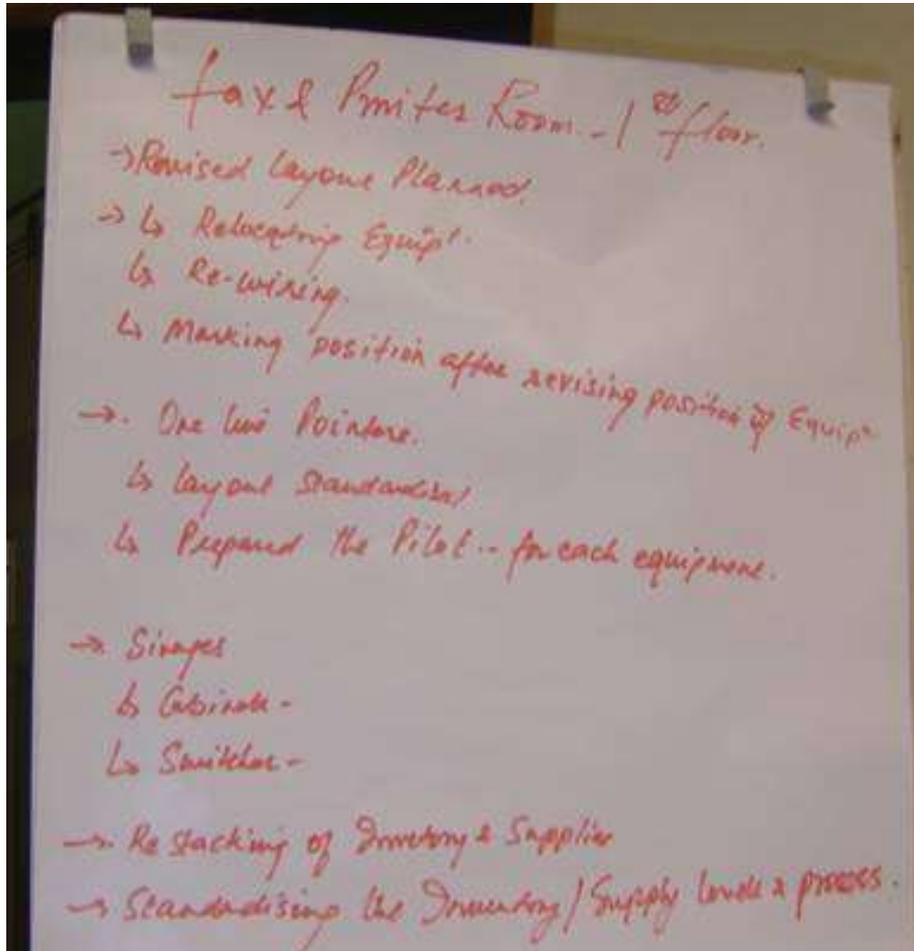
Standardization – Printer/Fax Room

Work in Progress

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Standardization – Printer/Fax Room

Situation now

All wires tagged

All drawers labeled

Footmarks for all equipments

All wires dressed

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Standardization – Printer/Fax Room

Key Instruction Sheet (KIS)

Standard for KIS

Person responsible

KIS for Xerox M/c

KIS for Shredder

KIS for Scanner

KIS for Barcode M/c

KIS for Fax M/c

KIS for Printer

KIS for Inventory & Supplies

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Standardization – Meeting Room

Standardization – Meeting Room

Before
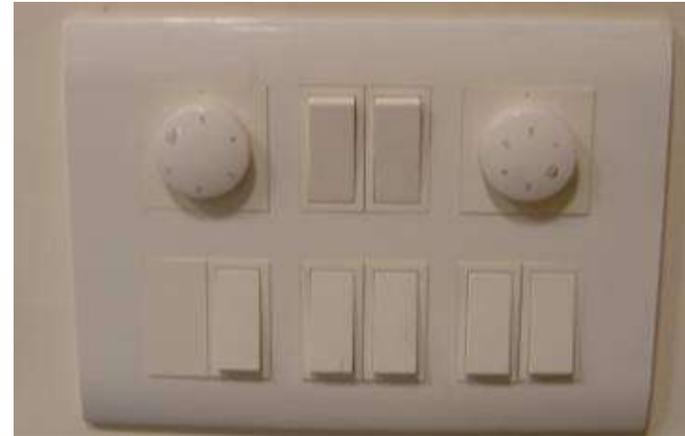
After
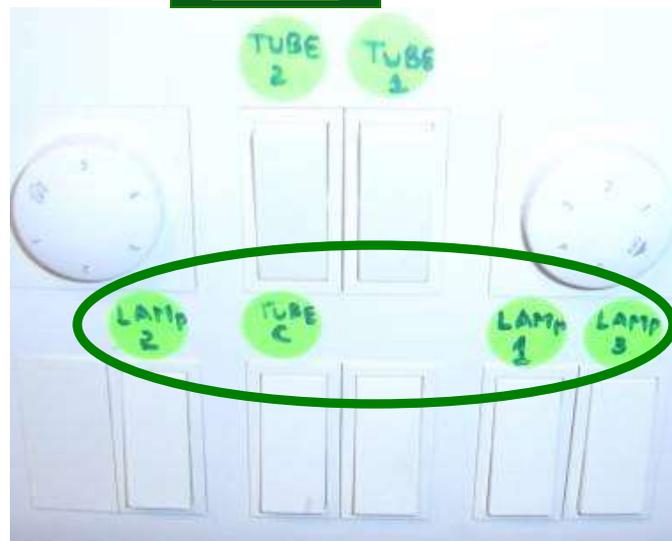
Ports Labeled

Standardization – Meeting Room

Input from VGA (Laptop) cable

Display pointers on Projector Screen

Detecting all VGA inputs

Slide Movement

Lens setting of projector

(3)Input from S video

Power On/OFF

(4) Input from wireless connectivity
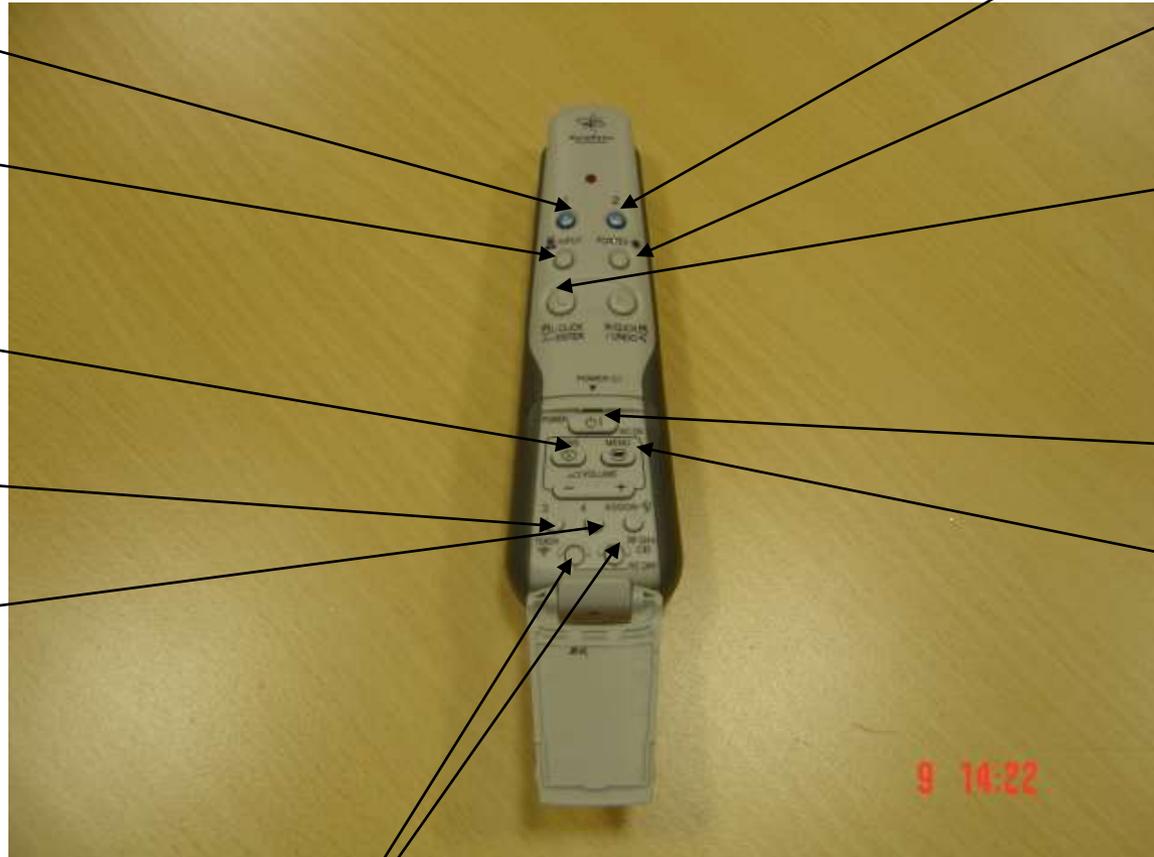
Menu of Projector

Press both buttons together for configuration of projector with remote –use only if remote is not working. (Press Tecah RC button in the projector manually to make it work)

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Standardization – Meeting Room

MEETING STANDARDS MARKETING

Meeting Type	
Morning Meeting	
Emergency Meeting	
Strategy Meeting	
Plant Meeting	
Any other meeting	

Frequecy of meeting
Every Morning from 8:00 - 8:15
As required
Last Friday in the month
Every Saturday 12:00 - 17:00

Place of meeting / Name of meeting room.	
X	
Y	
Z	
Any Other	

Name of Participants		
Name /Dep.	Representative	

Goal / Aim of the meeting

Agenda of the meeting	

To be prepared
Action plan
KPIs updates by ….

Results & Achievements

related files / path on EDP Actionplan
Reports & KPIs

To be prepared

Meeting Room Requirements

Rules
1. All meeting to be to time bound .
2. Advance intimation to be given to the people concerned(ex :Plant meetings -Two days in advance) - Thru lotus notes
3. Meeting details to be recorded in a Matrix as given below: (To be sent to all concerned two days before the meeting)

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6 Level to Total Service Management

L6

Control process to become

"Best in class" → Benchmarking, Exchange of experience → Best in class in: Quality, Productivity, Speed

L5

Empower people for

Flexible working in teams → Analyze tasks, Apply mobility concept, Create flexible layouts → Collaboration, Mobility, Space optimization

L4

Lock in gains by

Optimization as a team → Visual Management, Policy Deployment → Leadership with measures, Organizational Alignment & „buy-in"

L3

Save through

Process improvement → Processmapping, Problem-Solving-Story, Value Stream Mapping → Reduced Process costs, Faster turnaround time, Optimize value flow, Less paper

L2

Improve through

Co-operation → Standardization → Zero errors, Reduced searchtime, best, easiest, safest method

L1

Create a good foundation through

Self organization → Awareness of waste 5S Campaign → Workplace organization, Cleanliness & Safety, Awareness of MUDA

Level 3

Process Mapping - Basics

Process Priority Matrix
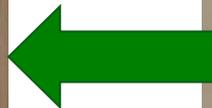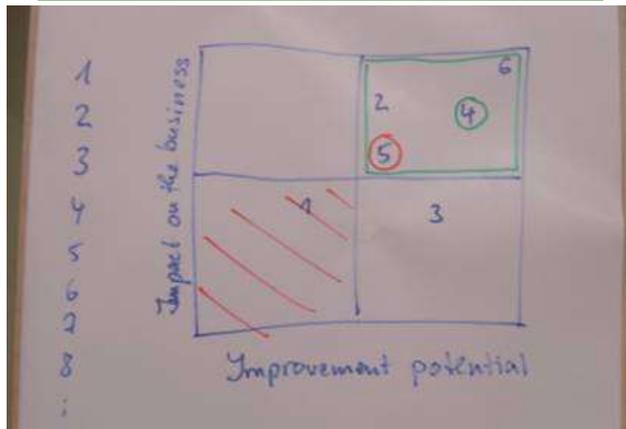
Process Mapping - Example

Recording & Retrieval system in Record Room

Total Lead Time = 173 min
Non Value Added Time = 143 min

Current Process

Process Mapping

Reduction in Non Value added time by 50%

Process Mapping
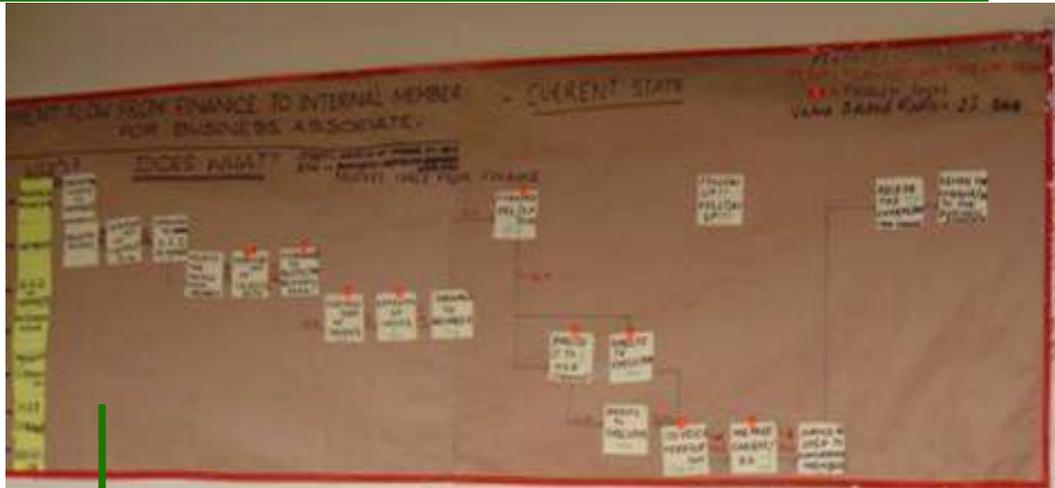
Current Process

Future Process

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Process Mapping - Reception

Process Mapping - Payments

Streamlining Supplier Payment

Current Process
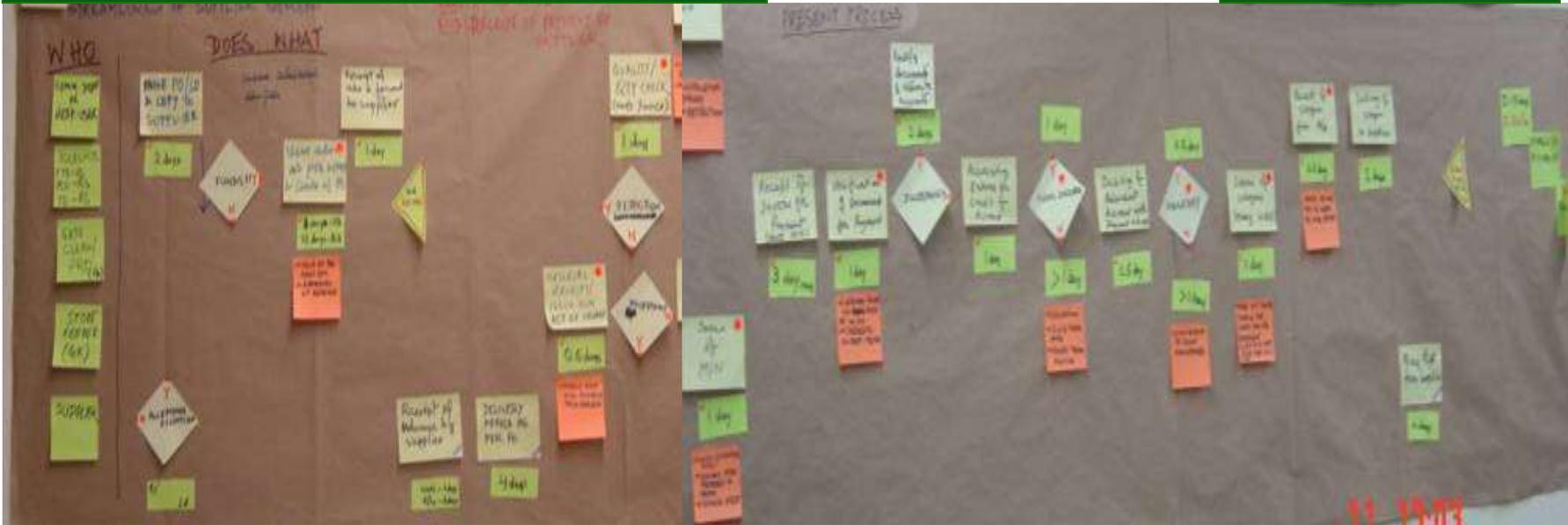
Total Lead Time = 19 Days
Value Added Time = 2 hrs 5 min

Bottlenecks in current process

Process Mapping - Payments

Total Lead Time = Reduction by 50%

Process Mapping

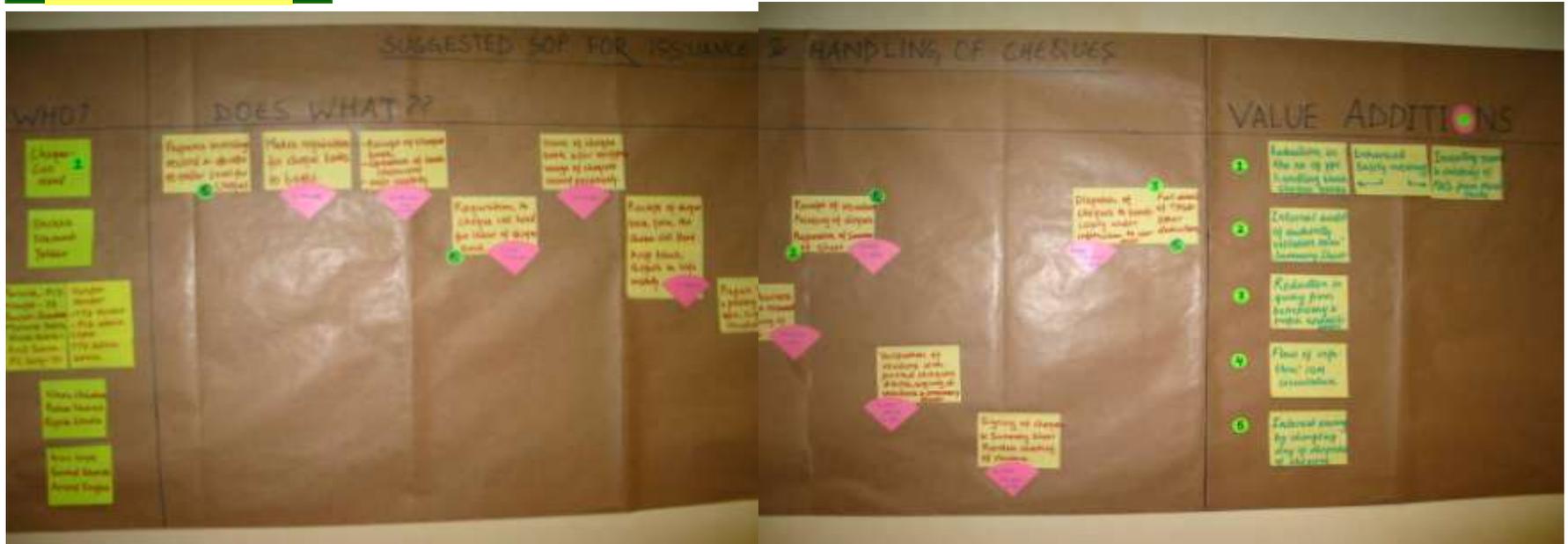**Issuance and Handling of Cheques**
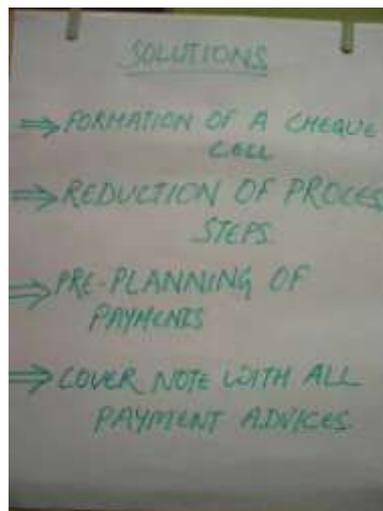
Bottlenecks

Process Mapping

Future State

Probable Solutions

Level 5

Flexi Office

Layouts

CRT

Customer Response Team (CRT)

Vertical Silos
v/s Teams

Boss

S E R V I C E S

Sales

Planning

A/c's

Imports

etc

etc

Customer
The
Big Boss
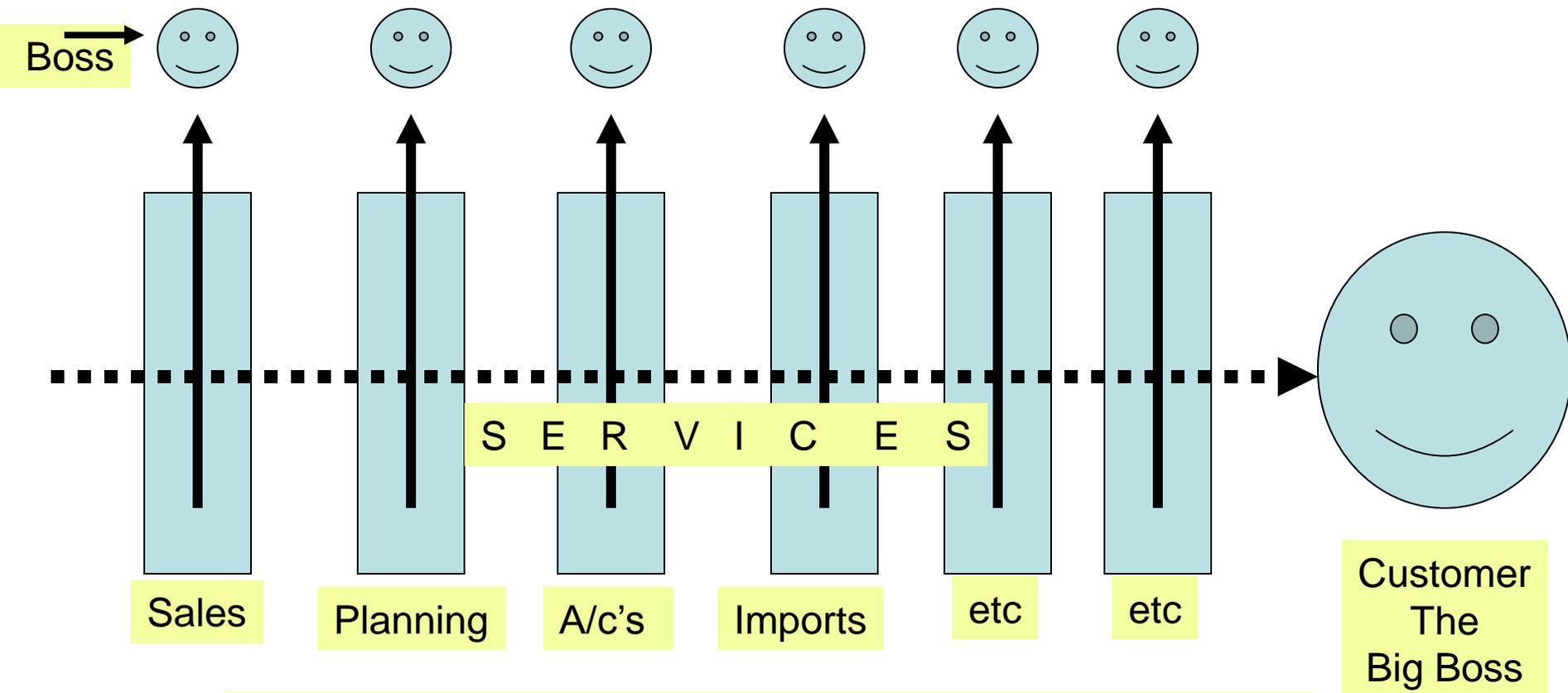
Typical Water Tight Functions / Departments

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The basic flaw !

- We are structured vertically

- We are as Departments are focused ONLY on 'Departmental' activities.

- We are focused on pleasing OUR Departments boss & targets !

 But

- The real Boss is the Customer !

- Services to him come from all departments.

- While we are Vertically focused, service to Customer CUTS across

  these various Departments

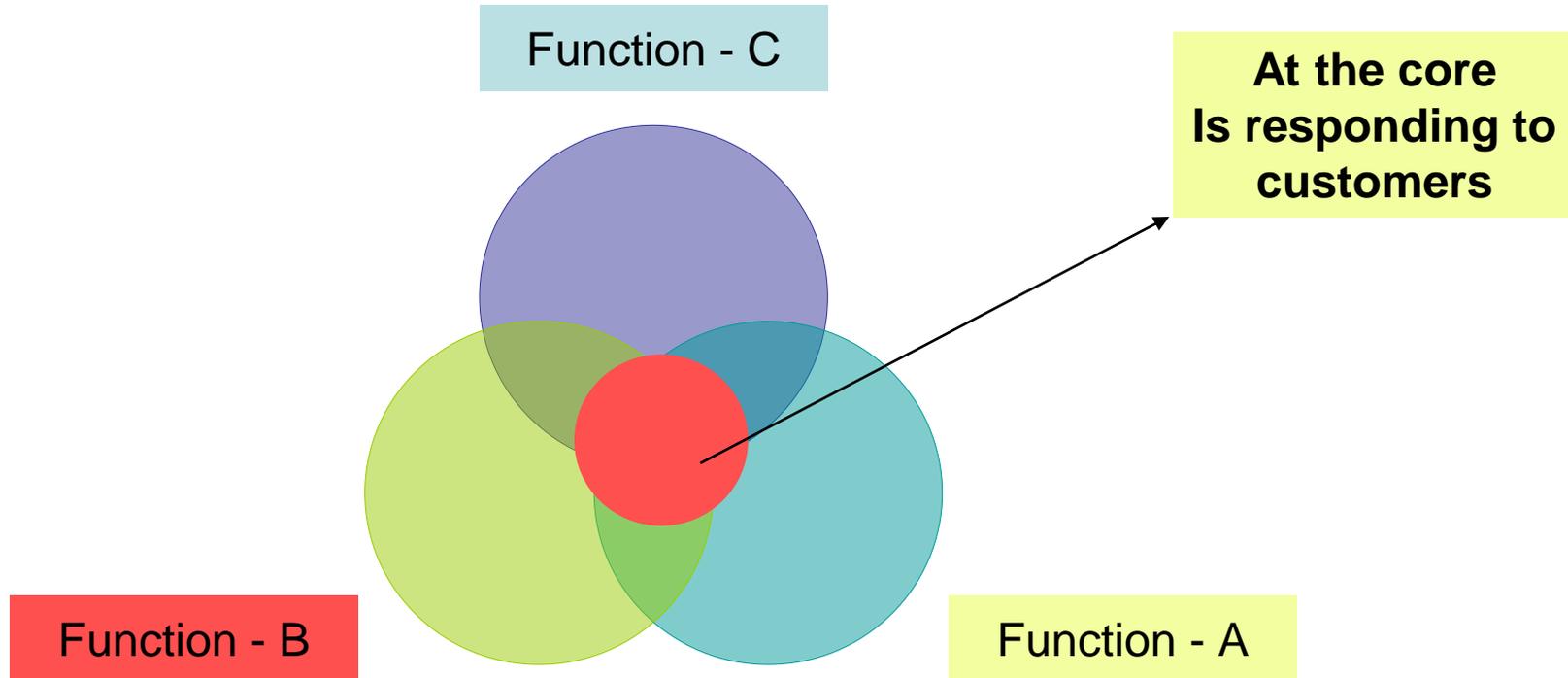# So we need to move…..

From Functional , Water Tight Departments

To

A team based approach to serving our customers called
Customer Response Teams
(CRT in short)

The Core Concept Of A CRT

Function - C

Function - B

Function - A

At the core
Is responding to
customers

Functions overlap & come together to focus on the Core which is Responding To The Customer

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The Key Concepts…

1) Understand customer requirements

2) Understand the key processes that meets customer requirements

3) Make a input – output Matrix

4) Identify all the functions that needs to chip in to respond to customer

5) Balance the load per each functions

6) Form a team & get all functions represented in it
   (as needed by the CRT**)**

7) Have a team leader

8) Co-Locate the Team

9) Make them Co-operate through CRT layout

10) Supported by Level 4

3 types of CRT Structure

1) Geographical Focused CRT

2) Customer Focused CRT

3) Product Focused CRT

Orbit Chemicals Case Study

Typical Departments Existing

Customer Focus is a 'SALES" responsibility

SALES does not have support in terms of Imports, invoicing etc

Thus 'RESPONSE to customer is always SUB-OPTIMAL

New CRT function:
"BASICALLY RESPOND AND PROVIDE GOODS AND
 SERVICES FASTER"

We selected two CRT's

1) CRT – focused on Products (Chemicals)

2) CRT – focused on Customers (Corporate: Large Key Accounts)

The products CRT was created by merging the sales team with the accounts/imports team now all located on the 1st floor. Originally the sales team operated from ground floor. In addition a coordinator/chaser is also part of this team.

Problems prior to the CRT

- Delays in servicing customers
- Delays in procurements
- Communication gap between sales and imports
- Basically MUDA of personnel between sales and accounts/imports and vice versa!!

CRT – Chemicals (Products)

Chemicals sales to non – Key accounts is about 40% of T.O

70% of transactions are from chemical sales to non- key accounts

Structure:	Function	Name	Strength
Team Leader	From sales	- Kishor	1
Member	Accounts	-Justus -Leonard	2
Member	Imports	- Lorna	1
Members	Co-ordination	- Nama	1

Key Functions

	Function	Name	Key Function Or Role
Team Leader	From sales	- Kishor	-transact business
Member	Accounts	-Justus - Leonard	-Invoicing -costing
Member	Imports	- Lorna	- procurement
Members	Co-ordination	- Nama	- Track/Provide logistics support

Also Define For The CRT

- **The TOP customers – volume wise**
- **Top products - sales wise**

Also

- CRT to have a charming environment have potted plants,

   music….

- CRT members names & photo or appear at the entrance

- A large VISUAL board to share CRT related info (update it !)

- Have a morning meeting daily (led by Team Leader)

Define CRT Measures & Measure it !!

Set-up Measures Like

1) Through Put Time (time from start to end of a typical CRT transaction)
2) No of sales enquiries received v/s sale made
3) Time for each transaction
4) Cost per transaction
5) Monitor CRT profits or revenue contribution
6) Explore 'gain Sharing' with all CRT members (bonus)
7) CRT leader to motivate his CRT by having meetings, parties, B'day etc

CRT benefits

- Fast communication inter-department
- **Customer serviced within 20min from original 40min i.e. 100% initial improvement immediately. More expected!**
- Daily informal meetings tracking goods i.e. ETA Mombasa…ETA Nairobi whereby client gets accurate information
- Clear defined lead times from order receipt to goods delivered with each supply country having a time cycle in transit and otherwise
- Re-order management streamlined setting TAKT i.e. rhythm between imports and sales/stock

TYPICAL CRT LAYOUT
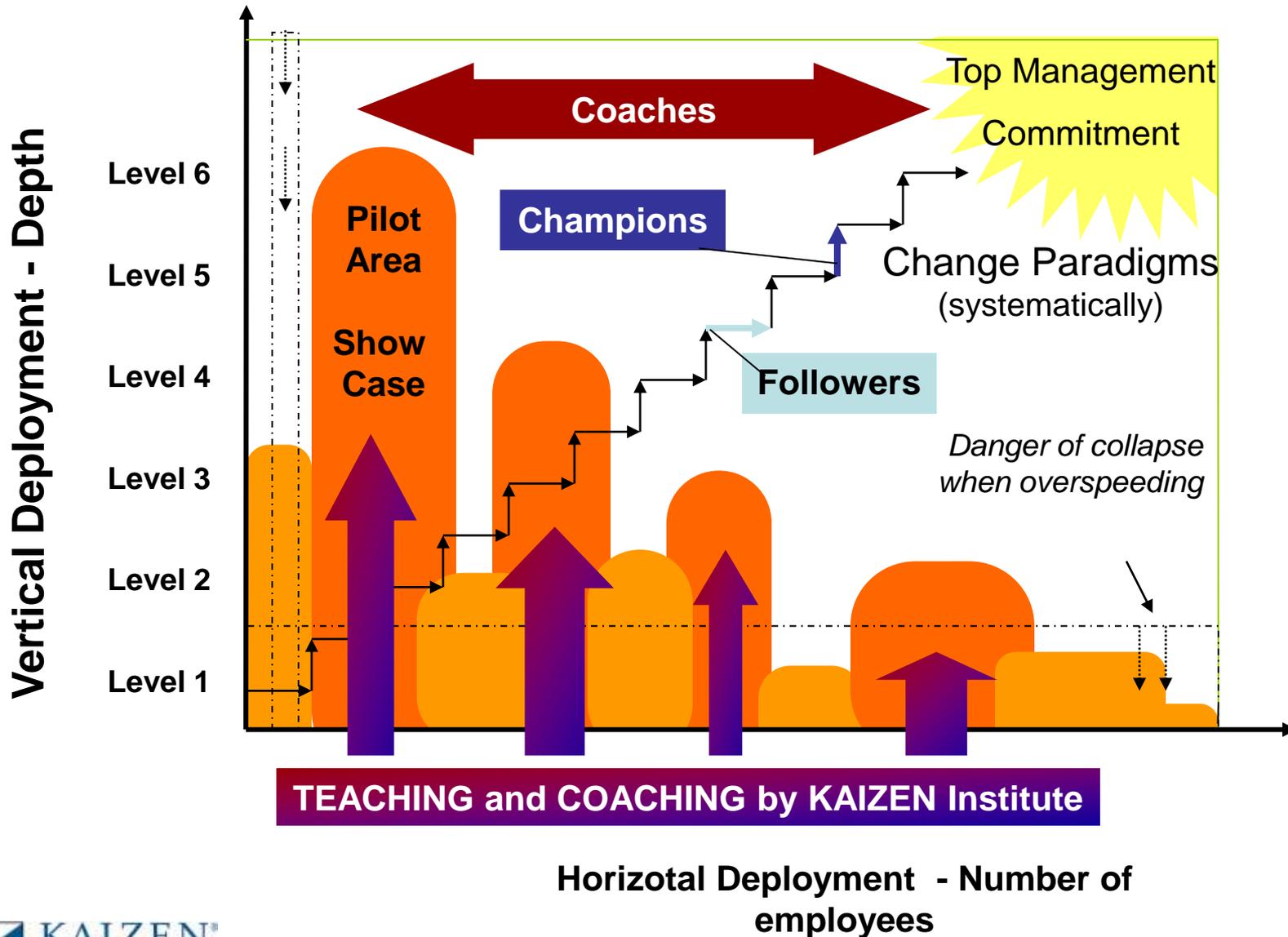## Key point - Co-locate to Co-operate !

CRT benefits…cont

- **Strategy now to deliver goods…RIGHT TIME , TIME EVERY TIME!!!**
- Increased sales i.e. improved top-line
- Minimum inventory
- Faster inventory turns
- Visual information/control
- Happier customers
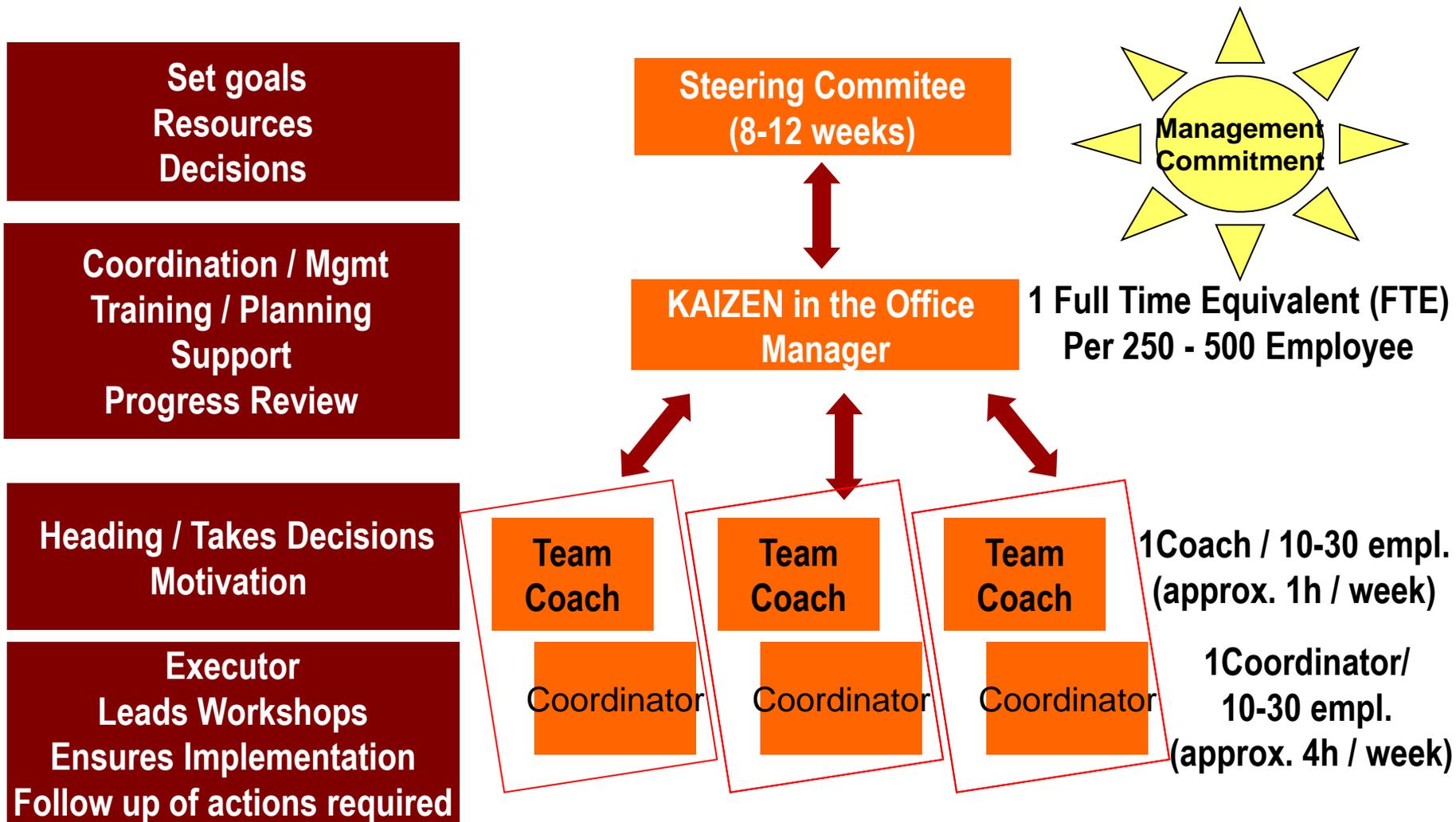- Happier team
- **Healthier bottom-line!!!**

Questions?

Sustenance and Roll Out Plan

KAIZEN in Office: Roll-Out Strategy

KAIZEN Multiplication Strategy – Roles & Responsibilities during Implementation

Set goals
Resources
Decisions

Coordination / Mgmt
Training / Planning
Support
Progress Review

Heading / Takes Decisions
Motivation

Executor
Leads Workshops
Ensures Implementation
Follow up of actions required

Steering Commitee
(8-12 weeks)

Management Commitment

KAIZEN in the Office Manager

1 Full Time Equivalent (FTE)
Per 250 - 500 Employee

Team Coach

Team Coach

Team Coach

Coordinator

Coordinator

Coordinator

1Coach / 10-30 empl.
(approx. 1h / week)

1Coordinator/
10-30 empl.
(approx. 4h / week)

We have To Change Our Skeletal Structure….

Parameter	Yesterday ➡	Tomorrow
Org. Structure	Dept focused, Vertical, Hierarchical	Process Focused, Horizontal, Networked
Work	Individuals supervising activities	Teams supervising Processes
Employees Expectation	Security, Specialization	Growth, Multi-skilled
Quality	Inspected	At source
CEO Focus	Profits	Customers for Profits
Competitive advantage	Costs	Time (& thus cost)
Performance Appraisal	90 degrees	270-360 Degree
Markets	Known	Unknown

Everything can be designed & put in place, but

- **Three Key Requirements:**

- Top Management Commitment

- Top Management Commitment

- Top Management Commitment

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In our view, Reforms is not merely about..

- Setting up committees
- Having seminars
- Making Reports

- It is about actions on the Gemba !!
- Without investments (other than time, human spirit & ideas)

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If not …..

If not here ……where ??

If not now …..when ??

If not you……..who ??

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I have a DREAM!

In 6 months can we make the TRA Gemba where we went a model (showcase) workplace?

together we can do it!
Let us train>plan>**Do**>sustain

Thank you!

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