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Daily to Breakthrough Management – a Competitiveness Panacea

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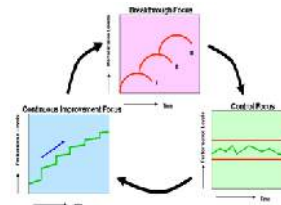
Daily to Breakthrough Mgt

- Introduction - Daily to Breakthrough Management (BT)
- Daily to Breakthrough Management Current Scenario In Pakistan
- Daily Mgt Awareness in Pakistan
- Steps for Daily Management
- Stages of Daily Management
- Daily to Breakthrough Change Mgt Cycle
- System for Daily to Breakthrough Mgt Implementation
- Daily to Breakthrough management Vital few
- Future Recommendations

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Breakthrough (BT) Introduction:

- Key Note Session by Prof. Dr. Shoji Shiba
- Theory Z by Prof. Shoji Shiba
- Leaders should see their businesses with three eyes i.e. the parallel eyes of past and the present with the eye for future on the top as shown in figure



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Daily to Breakthrough Mgt Introduction;

- Daily to Breakthrough Management Scenario In Pakistan
 - Present Perspective of Most Organizations;
 - Organization are Producing Products or delivering services keeping main focus on their old/exiting capabilities to deliver the same to market, with little or no focus on **CHANGE** in the WAY they are doing traditional business.

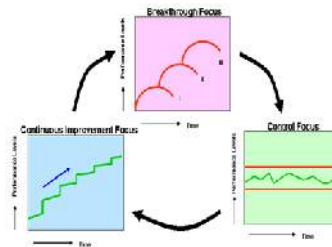


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Eras of Business Quality Change ;

- Pakistan is going through all three mentioned Eras of Business Quality Change Mgt.

- Daily Management
- Continual Improvement
- Breakthrough Management



Most of the times above are managed in a non-scientific way



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Why to Go for - Daily to Breakthrough Management

- Quality problems and incidents increase - New workers employed
- Work/Process performance - Noticeably different from shift to shift etc.
- Planned process changes/product changes - do not go smoothly
- Different operators run the same equipment differently
- The same work rules, methods, and conditions existed for a long time BUT things are not getting better
- Process performance deteriorates - age of equipment /device
- Different departments /individual - different goals and objectives

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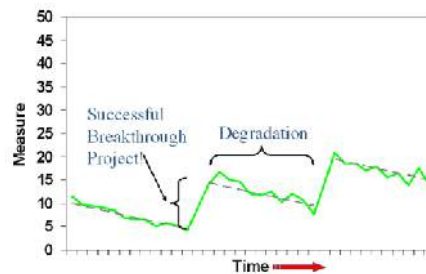
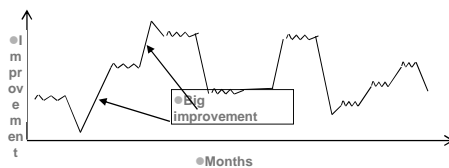
Why to Go for - Daily to Breakthrough Management

- Problems in key performance areas - Solved numerous times only to return after a short while
- Processes run to the best of the officers' /operator's ability adjustments and changes - based on judgment (as opposed to data)
- When "seasoned" employees change jobs /retire, problems spring up
- Process performance modification and control is not documented empirically
- Many problems of quality, traceability, and accountability are traced to between work transfer

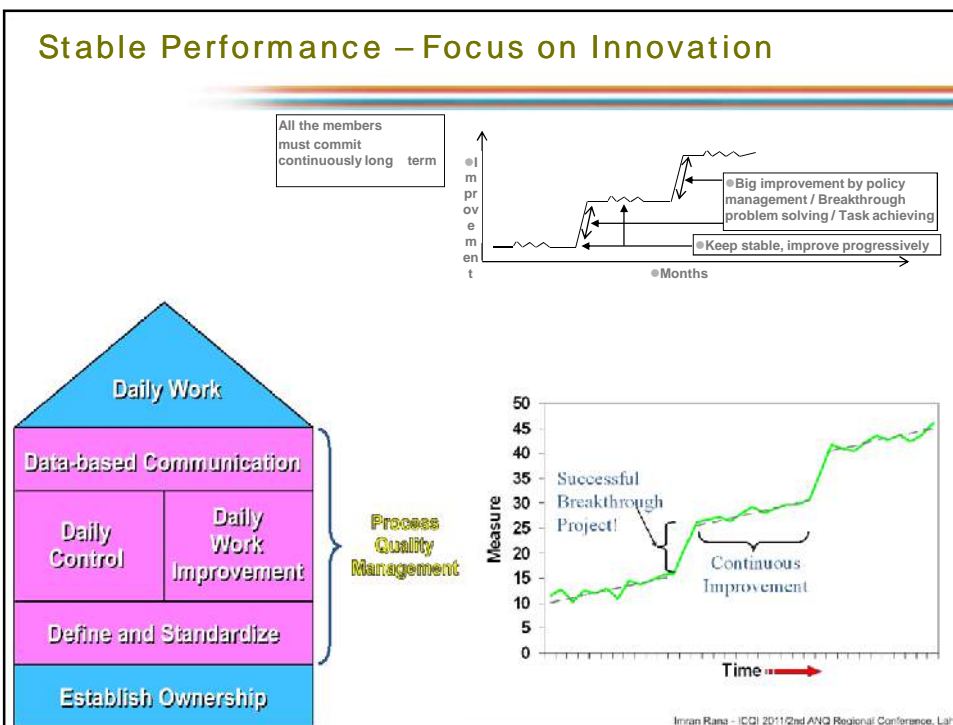
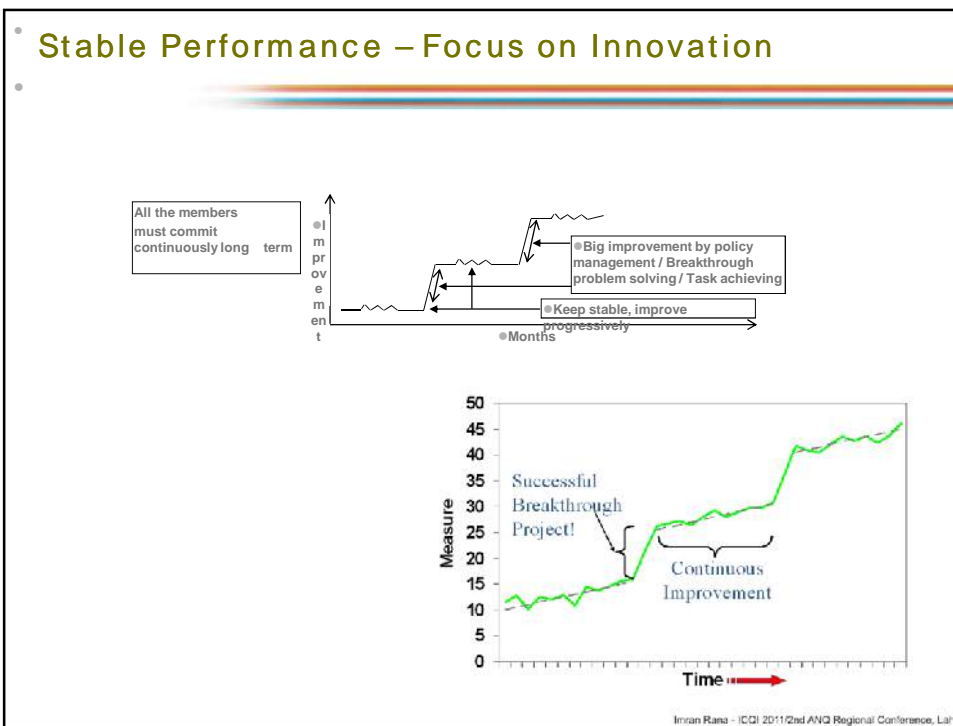
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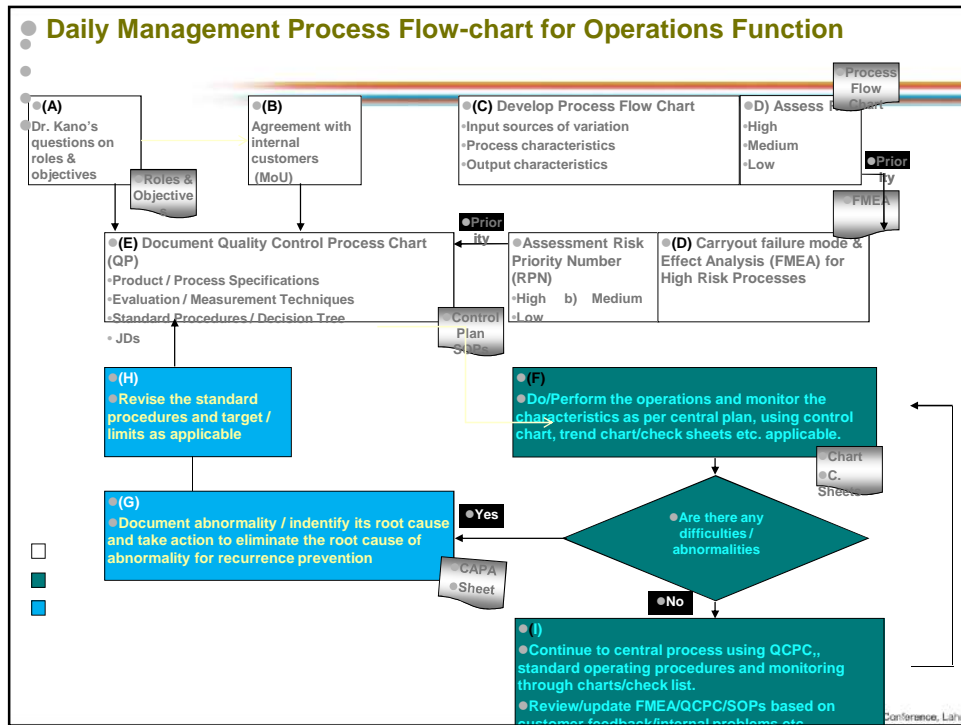
Instability of Performance – Focus on fire fighting

- "Our improvement, innovation efforts in the scenario will be gone with the wind"



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Dr. KANO's Questions on Daily Management (modified for Pakistan Reference)

- P-1: What are the roles, responsibilities, or objectives for the job of the group/team?
- P-2: What are performance indicators to evaluate the status of P-1?
- P-3: Have the standards prepared for the job?
- P-4: Do a system exist to check the status ?
- P-5: What is the communication pattern for each level?
- D-1: Is Job done according to the job standards in P2?
- D2: Is the job being monitored at appropriate frequency using control points?
- C-1: Is the current status of the job evaluated in comparison with specifications?
- C-2: Are abnormalities found in appropriate frequency?
- A-1: Are immediate actions on problems/Non-Conformities taken ?
- A-2: Are timely corrective and preventive actions being taken on abnormalities ? Are standards, Control Points and Control limits being revised??

Internal Customer Agreement – Lacking in our Management Systems

**Memorandum of understanding with customer
for the year 2009-2010**

Doc. # _____
Rev.# _____

Customer Dept. : Manufacturing Supplier Dept.: Maintenance

Requirements related to products / Services

	S.#	MOU parameters	UOM	Base level (08-09)	Target (09-10)	Review frequency
Production/quality delivery parameters	1	Preventive maintenance	% of total maintenance	40%	60 %	monthly
Service parameters	2	Time taken to procure items	Days	20	15	Each PR

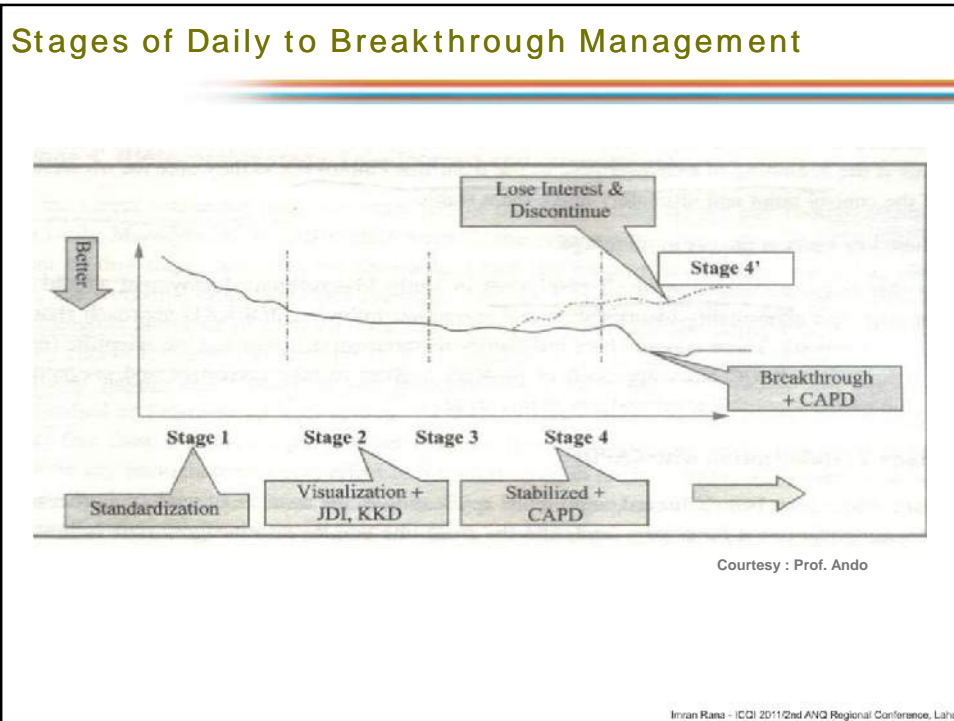
	Supplier dept	Customer dept.
Signature:		
Name:		
Designation:		

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Daily to Breakthrough Management - Path in Organizations

How to start improvement in organization -

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Stages of Daily to Breakthrough Management

Stage-1: Standardization :

- Systematic deployment of daily management ;
- Specify - roles, objectives of the department & Employees
- Communication
- Specify Basic education & Training.
- Managers need to pay the attention to the jobs through MBWA
- Effective communication standards between managers and frontline staff
- To acquire engagement of all, provision of sufficient training,
- Visualizing the effects on DM, creating a pool of members who have benefitted are essential.

Stages of Daily to Breakthrough Management

Stage 2: Visualization and improvement through JDI:

- Data analysis - directly by operation staff to ensure self control
- A first step toward empowerment to frontline employees - take ownership of the KPIs and make them stable.
- This does not require systematic applications to solve problems

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Daily to Breakthrough Management Stages

- Stage 3: Stabilization with CAPD:
- On achieving stabilized processes
- There will be a need to start using CAPD (check, analyze, plan, do).
- To sustain Improvement - attention and involvement required
- CAPD should be gradually made part of each job.
- Chronic and repetitive problems using QC story approach ,
- Overall improvement results need to be visualized and demonstrated across the organizations.

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Stages of Daily to Breakthrough Management

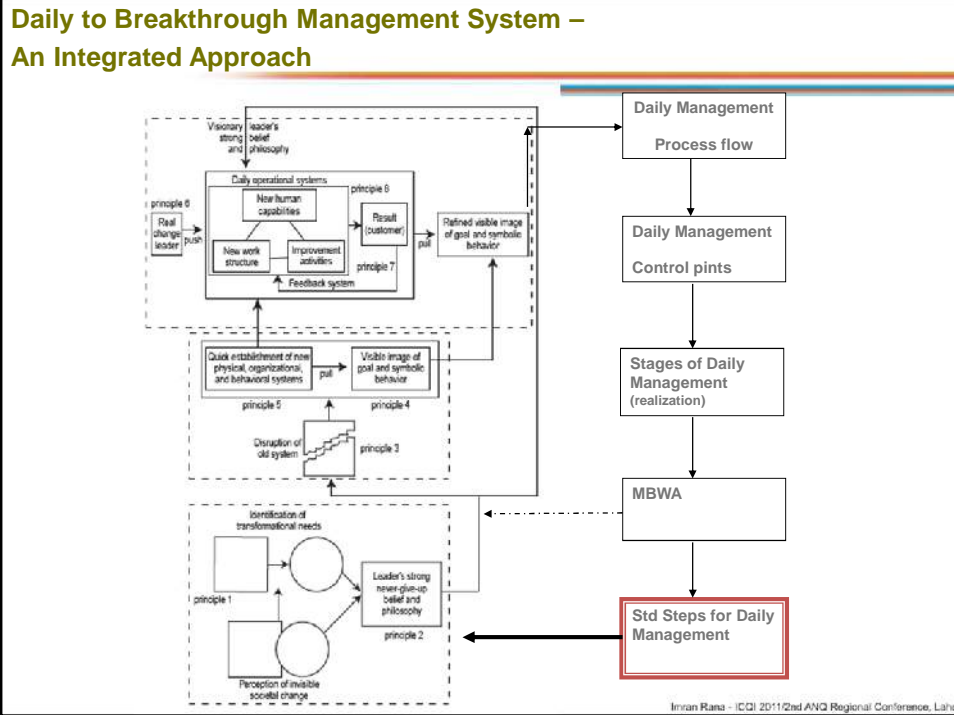
- Stage 4' : Loose interest and discontinue:
- The trend for the stage 4" is rising in Country.
- Implementation of established tools is started but not sustained
- Reason being weak or immature Daily Systems
- Decreasing Management Commitment
- Lack of Motivation
- DM Systems not built as on a Hierarch like "Maslow' s"

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Stages of Daily to Breakthrough Management

- Stage 4: Breakthrough improvement:
- After abnormalities studied , counter measures taken
"big improvement" result in"
- Change management becomes easier with involvement.
- Introduction and application of Prof. Shoji Shiba' s
BT principles strengthen the Innovation Efforts

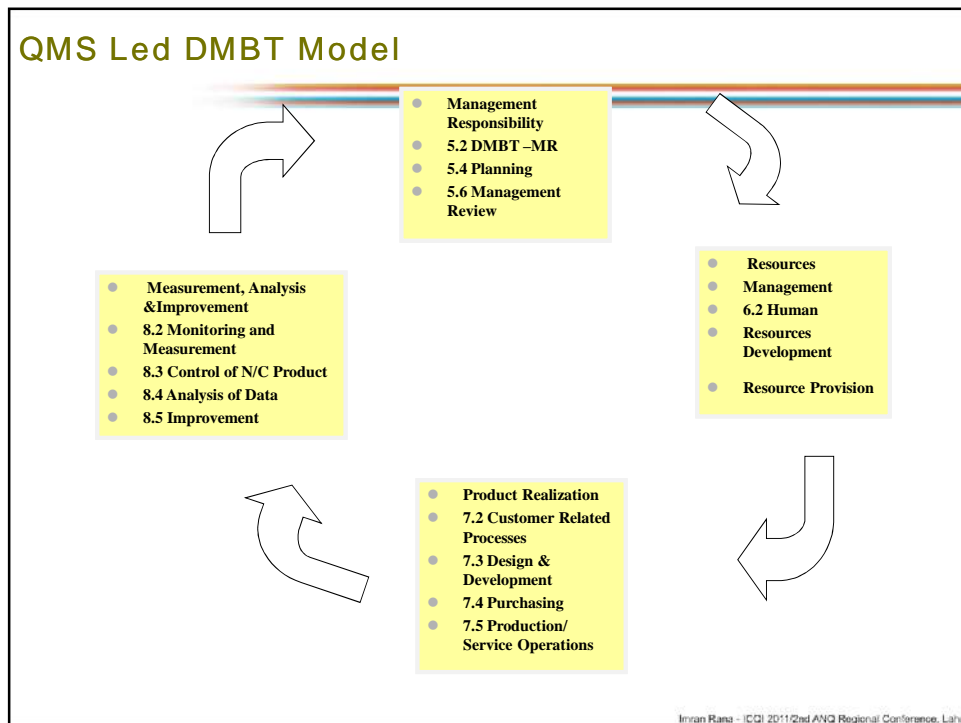
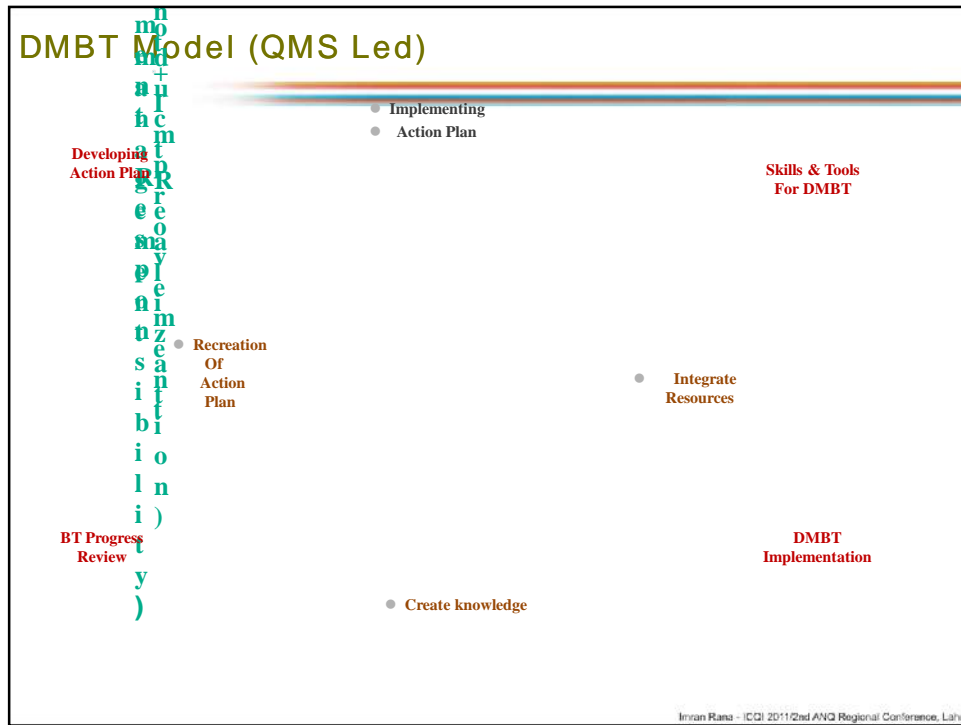
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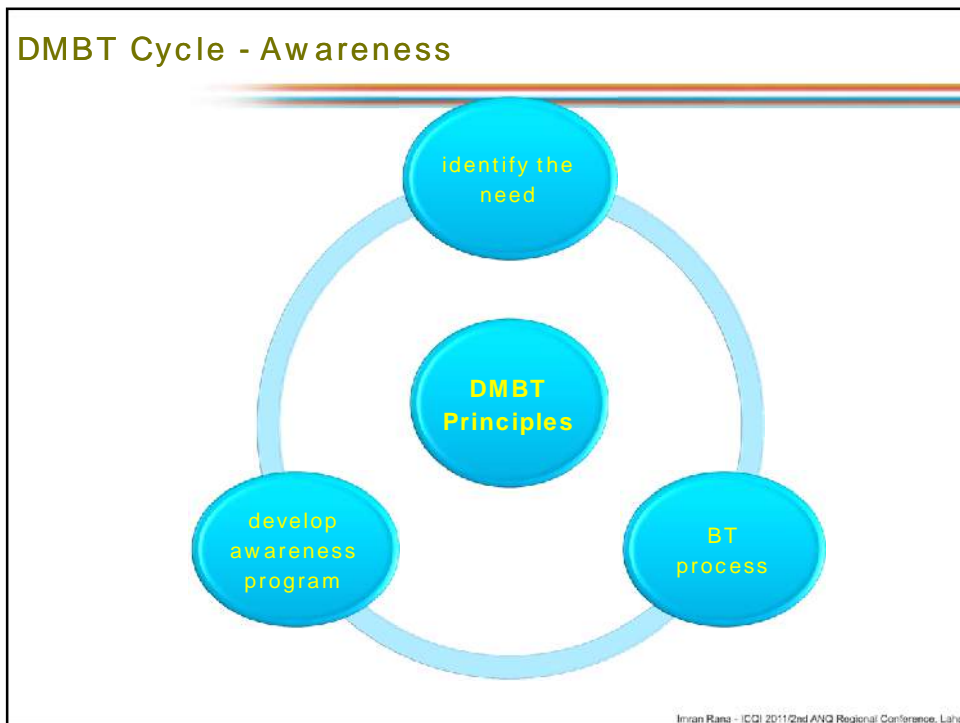
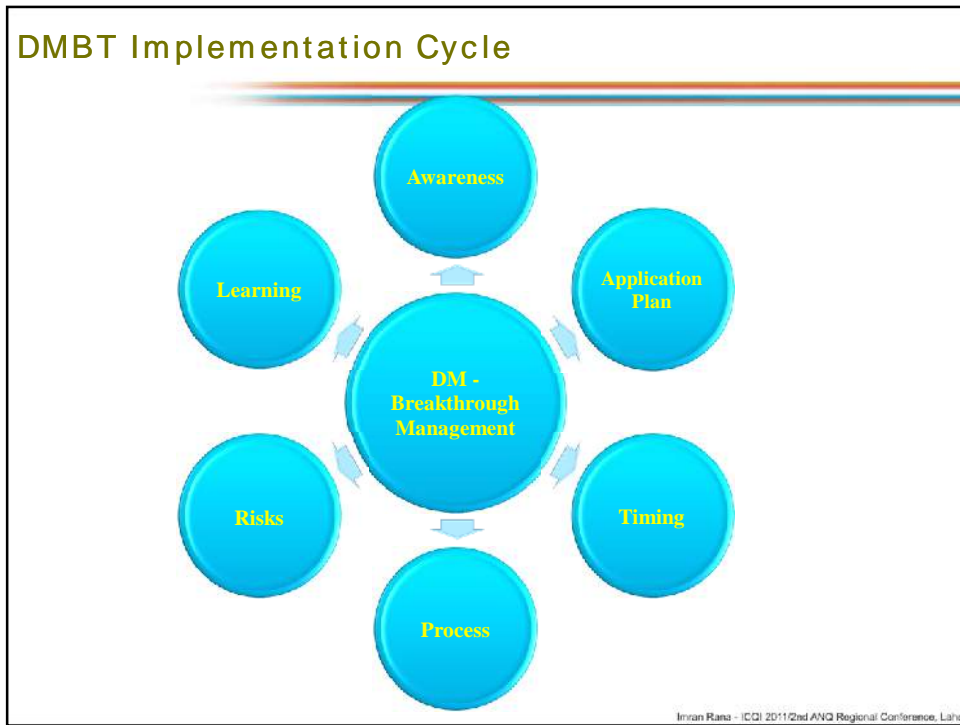


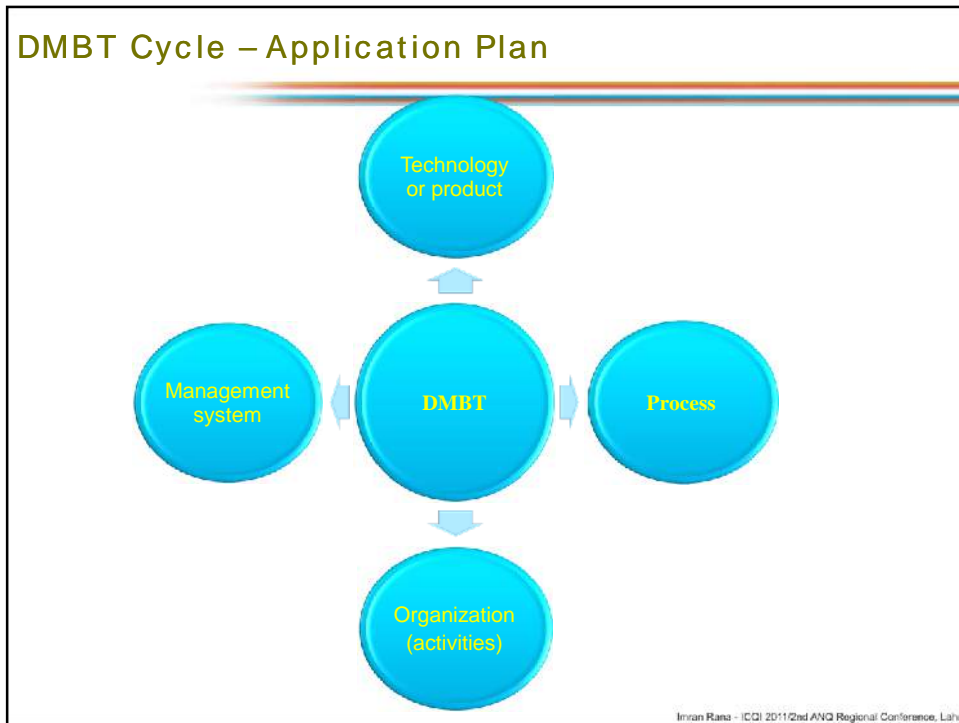
Management System for DMBT Implementation:

Most of the organizations are certified to ISO 9001:2008 so, use of QMS Standard to build the DMBT Building is recommended;

- Identify the opportunity (8.2.1, 8.3)
- Connect to potential solutions /Experts (8.4, 8.5)
- Selecting the preferred path (5.6)
- Developing a unique solution (Model) (5.4, 7.3, 7.4, 8.2.2)
- Deliver the solution to the customer/Market (7.5, 7.2)





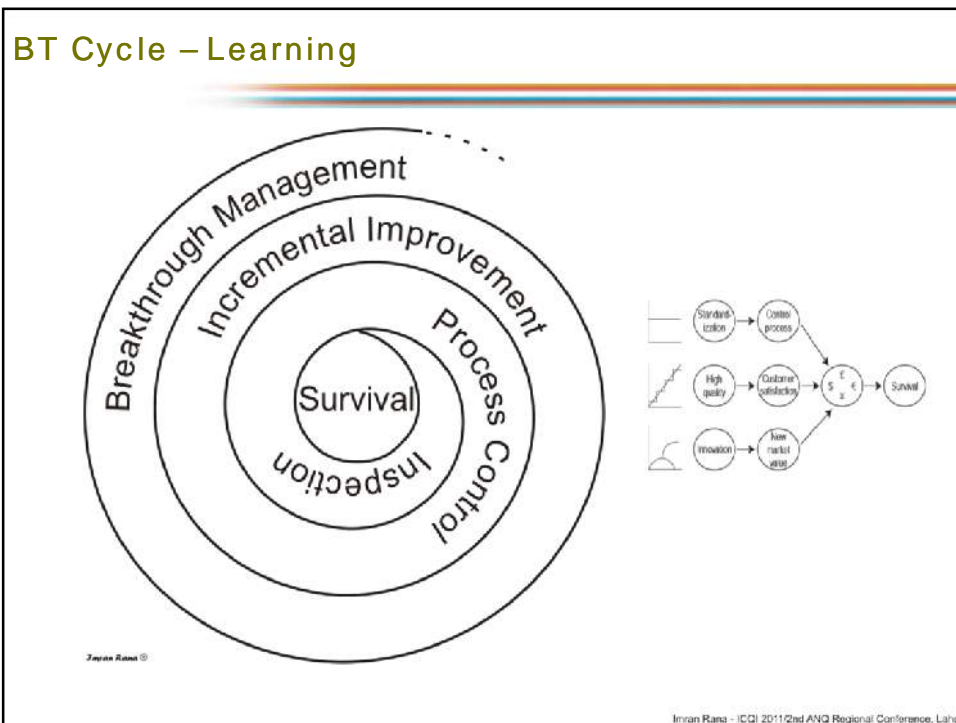
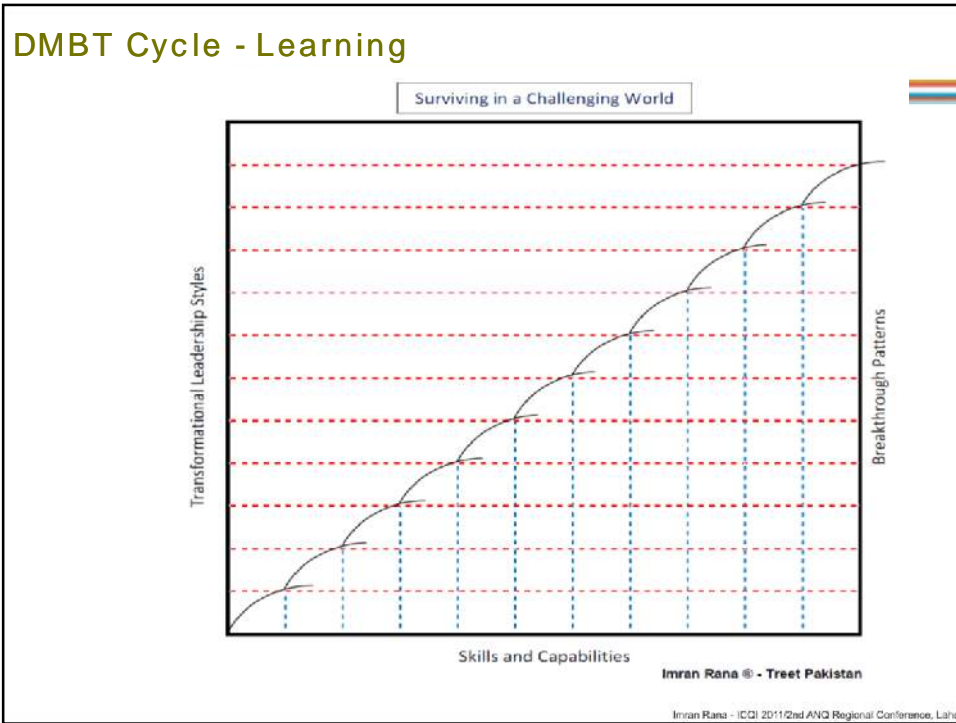


DMBT Cycle – Learning

- - The organization's values,
 - Supporting Learning Initiatives
 - Stimulate Networking, connectivity, and interactivity and sharing of knowledge,
 - Maintaining systems for learning and sharing of knowledge,
 - Recognizing & Rewarding the improvement in people's competence
 - Appreciation of creativity, Encouraging diversity of the opinions of different people in the organization.

The graph, titled "Surviving in a Challenging World", shows a curve representing the relationship between "Skills and Capabilities" (x-axis) and "Transformation of people into Sales" (y-axis). The curve starts at the origin and rises steeply, then levels off. The y-axis is also labeled "Breakthrough Patterns".

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BT – Vital few for Pakistan

- Domestic Economy (healthy competition through rejuvenating the industry clusters , associations, Learning Communities)
- Internationalization of the Economy (more focus on Exports)
- Government (Policies , rules, regulation for corporate sector)
- Finance (interest rate, Financial schemes for business growth)
- Infrastructure
- Management / Leadership style (visionary Leaders)
- Science and Technology (focus of the National Educational system)
- Quality of People (coordinated changes in human resource development)

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Future Recommendations

The paper has reviewed & suggested improvements to ;

- The current routine management that led to breakthrough in Pakistan
- with a focus on organizational and employee development needs
- Required change management practices with a special reference to the country was discussed.
- A brief discussion - on the key elements of a management system that can successfully initiate and maintain concepts and methods of Daily to breakthrough management.
- Future breakthrough researchers, professionals and academicians are requested to focus on the discussed Management System - results gained (after 2-3 years) & comparative Study of variety of methodologies deployed to implement DMBT principles and concepts.
- A research on Daily breakthrough management implementation and its results in the India, Western Europe and China can help the study group to chalk out a real success program for Pakistan.

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THANKS

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