

## Revitalise Corporate DNA through TQM

**Rajiv Juneja<sup>1</sup> & Dr. S.K.Aggarwal<sup>2</sup> (Professor Emeritus)**

1. Co-Founder and Director Projects of Reliable Business Management Support Systems working on Business Excellence for Private and Govt. Sector organizations.

2. Former Prof. and Head, Mechanical Engg. Dept., Punjab Engg. College and Director Technical Education, Chandigarh Administration, Chandigarh and Former Director Academic Punjab State Board of Technical Education, Chandigarh, Former Member of the National Committee of Bureau of Indian Standards IS:2825-Unfired Pressure Vessels.

### INTRODUCTION:

Understanding Competitiveness in the post pandemic environment is a tedious job, specially coupled with ever changing competitive demands from 20<sup>th</sup> to 21<sup>st</sup> Century; it's very tough to decipher the complexities of business environment. Still the way Indian economy has bounced back, the persons behind the scene deserve compliments. The Indian economy has been put on the path of reconstruction from the dreadful days of fiscal instability and the unprecedented crisis of balance of payment in the year 1991, when the coffers of RBI had foreign exchange reserve of less than \$ 1 billion (current value being \$579.346 billion approximately) and we had to mortgage gold reserves to tide over the situation. Indian industry is not only facing competition from within but also from imports, the competition is not necessarily in terms of price but also in terms of quality. In order that our industry is able to reposition itself in the world, there has to be awareness about global unprotected, deregulated, competitive environment necessitating revitalizing Corporate DNA through TQM.

**DNA** (Deoxyribonucleic acid) is perhaps the most important molecules in cell biology, responsible for the storage and reading of genetic information that underpins all life. DNA is a molecule composed of two polynucleotide chains that coil around each other to form a double helix carrying genetic instructions for the development, functioning, growth and reproduction of all known organisms and many viruses. Similarly, the DNAs of personnel involved with organizational success are difficult to decipher and modify however, still we can use Total Quality Management as a tool.

Einstein once said, "As far as laws of mathematics refer to reality, they are not certain and as far as they are certain, they do not refer to reality". The problem is synonymous in the corporate world. The traditional manager tries to solve the plethora of industrial problems on the general principle of "**fish bowl economics**" considering them as a ball rolling in a fish bowl which will eventually come to tidy equilibrium at the bottom. This "**instant coffee management approach**" is squarely at odds in these days of economic slowdown due to COVID 19 pandemic since a typical manager never seems to face the same problem twice.

**CASE STUDY:** In a case study CMD of a company enters the board room for the customary year end meeting. Present in the room is his team of Directors, VPs, and Functional Heads. CMD gives a special nod to his GM Quality. CMD is aware that year end results are good thus everybody present is expecting this to be about recognition of results achieved and quick next year growth plans. However, the CMD has different idea for the said meeting, "I am very happy by our performance this year but feel we are not ready for the future." This is how CMD started, "To take on the real challenges we need to completely change the DNA of our organization. By this I mean we must look at all aspects of our business processes, customer satisfaction, product portfolio, market leadership, quality, and employee attitude. I want the team here to spend next 2 hours brainstorming about how we can effect this change and how we should prepare to win in the market place".

As 2 hrs were nearing end, CMD summed up various ideas and solutions suggested by the team. What was there on the flip chart was more or else what he had expected. CMD knew his team well. "Thanks everyone for a very engaging last 2 hrs. Your passion and commitment is evident but not enough. While we have various ideas but I think what we

are missing is that one thing that not only connects a lot of these ideas but also ensuring they work. For this I will request GM Quality to come up and share with you something that he shared with me last week.” “Friends I propose to bring about this DNA change of the company by the use of Total Quality Management (TQM) Concepts. Most of you would have heard about TQM but my focus is on how it can transform the organization.”

#### **TOTAL QUALITY MANAGEMENT:**

**TQM** is a philosophy that seeks to instill in all employees of the organization a collective responsibility for maintaining impeccable quality standards in respect of the product supplied by the firm and the attention paid to the customer services and requirements. Today's manufacturer will have to produce not for mere necessities of consumers but for their tastes, interests and even impulses necessitating a thorough market survey and feedback. TQM is a description of the culture, attitude and organization of a company that aims continuously to provide its customers with products and services that satisfy their needs. This comprises of a set of management practices geared to ensure that the organization consistently meets or exceeds customer requirements. There is a strong focus on process measurement and controls as means of continuous improvement. Surveys by consulting firms show that companies that have undertaken TQM have achieved either significant or tangible improvements in quality, productivity, competitiveness or financial return. If we need to change the organizational configurations we will need to understand our present situation. The first challenge to success is developing quality mindset in people. For this we have to mutate the genetic code of people. What has been experienced is that if quality is not in-built in people then we can't manufacture quality in our products and services. The outward quality is a shadow of inward quality. The "Total" emphasis is on people's attitude to quality. While our processes may seem perfect, there still exist gaps in our so called perfect processes and there is a possibility of improvement in an imperfect process. If we aim to achieve vision of our future, we cannot focus on the organization that can't handle TQM, but need to look at the successful companies that have adopted it.

The most effective way of implementation of a TQM culture in the organization is by challenging and training the top management, teams involved in new product development and employees who have direct or indirect customer interface. The HR heads will agree that change and strategy is always effective when it's driven from the Top and effective execution follows a bottom up approach. We all understand that customer always comes first and not our internal bottlenecks and constraints. As we struggle to overcome external market forces, our internal forces need to be our strength. All processes should be such that they emerge from the concept of handling internal customers with the same sensitivity and responsiveness similar to the way we deal with external customers. At the core of any quality management is continuous improvement. Idea is not to look at the process and say it's working well, but to challenge the "Status Quo" and work towards making it more efficient and effective. To achieve this kind of improvement we need to give freedom to employees to taking risk. Without risk taking ability, improvement is difficult to envisage.

#### **TOTAL QUALITY PEOPLE:**

**TQP:** For rolling out TQP in an organization it's advisable as a part of TQM we spend some time during the start and focus on TQP Total Quality People. The hypothesis of quality keeps on changing with time and need. With globalization of Indian economy and signing of GATT and WTO treaties, the international competition has become fierce. There is a growing demand for better products of better quality and design at competitive rates. The modern quality slogan should be, "**even the best can be improved**". TQM concept will sharpen its cutting edge if it lays stress on the management of people and their quality who actually have to deliver the goods. As such no industrial establishment can take the global challenge head on unless the most precious assets of their own people are visualized and used. This new emerging concept of TQP is fast gaining protuberance and is the road to successful enterprise, which can be achieved by creating the following core faculties:

1. The corporate managers should have sustained commitment and strategic rather than operational approach.
2. The employees should be held in high esteem which is a recipe for creating profitable business.
3. The people are motivated to have a sense of patriotism for their organization as much as they have for their own family.
4. Every individual is gifted with one or more of the special core faculties (frugal skills) like skills of vision, leadership and performance etc. The success lies in examination of human capability considerations at an early stage of acquisition in new production system.
5. Certain minimum budget be spent on the development of individual's core faculties for his optimum use. The industry must function as a laboratory for learning.
6. Benchmarking of competitor products from the point of view of users performance, design and cost (market-focused philosophy).
7. The importance of observation, listening, learning, registration and to act constantly must be felt.
8. To learn the art of challenging the status quo, plan and implement change.
9. Provide know how to acquire and apply new knowledge.
10. Quest to learn continuously by using data books, standards, product literature and patents etc.
11. The extensive blend of industrial with academic rigor is a must.
12. Applications of methods and motion study.
13. Perseverance to achieve goals.
14. Without risk-taking and initiative no tangible improvements can be done.
15. Making superior teamwork norms for organizational behavior is a must.
16. Proper lines of communication both oral and written bring the required efficiency in decision making. A dialogue can heighten the quality of communication.
17. Use case studies to illustrate best and worst practices.

Should the Indian corporate adopt the above cited scientific principles of improvement which are imbibed in the TQM approach, the key to success is already in their hands? Companies who innovate via TQM route can dominate markets-a sure way to awaken the corporate sleeping giants, in contrast to the “*Chalta hai* or *Casual*” attitude. India's economic growth scenario is projected to be Bullish or Healthy if we are not complacent and the targets of globalization of government policies are achieved sincerely and international competition is taken head on. We can survive as a nation only if we become export surplus by exploiting the vast potentials of cheap natural resources, indigenous technical manpower and open economy contributing a strategic role in banking, transport and other sectors.

#### **CONCLUSION:**

Changing an organization fundamental “DNA” is a challenging task and requires more than just a vision. In order to win, culture change needs to be rigorously implemented all the while being inspiring, and one of the better initiatives to achieve this is TQM. Leadership today is not only about delivering success but also sustaining it. This is the direction that we need to follow. Willingness to embrace TQM is the right beginning for the challenges going forward. The corporate sector has to ensure that the concept of TQM percolates down to the grass root level instead of merely confining itself to the top management. This needs the knowledge of International Quality Standards and strict compliance of their various provisions including design, development, production, installation and servicing for customer satisfaction for which strong corporate R and D network is required besides a change in outlook of the decision makers.

#### **REFERENCES:**

1. Rajiv Juneja, Change of DNA through TQM, Economic Times, and (Auto Expo Supplement) dated 10.01.2008.
2. S.K.Aggarwal, TQM an Economic Tonic, The Tribune dated 14.10.1994.

3. S.K.Aggarwal, TQP Road to Booming Enterprise, The Tribune dated 05.02.1996.
4. S.K.Aggarwal, Quality dynamism to sustain exports growth, The Tribune dated 11.08.1997.
5. S.K.Aggarwal, Quality and norms: a double edged sword, The Tribune dated 10.12.2000.