

## Report

A workshop on

### The IFQM Approach to Assessment and Counselling

Dec 23, 2024, at TVS- IQL, Bangalore

**Purpose: To Brainstorm IFQM's Approach for Assessment & Counselling**

#### Participants:

- |                   |                            |                       |
|-------------------|----------------------------|-----------------------|
| 1. Kavita Koushik | 7. Soumitra Bhattacharya   | 13. Sumant Sood       |
| 2. S. Selvamani   | 8. Dinakar                 | 14. Dr V Kovaichelvan |
| 3. P Kannan       | 9. Dr. Pankaj Kumar        | 15. Dr. Ravi          |
| 4. Shoukat Ali    | 10. Chandrasekar Ajgaonkar | 16. Rajeew Lokare     |
| 5. Laxmikant Natu | 11. Nagabhushan            | 17. R. K. Shenoy      |
| 6. M. Jayakumar   | 12. S. Rajendran           | 18. P. Kaniappan      |



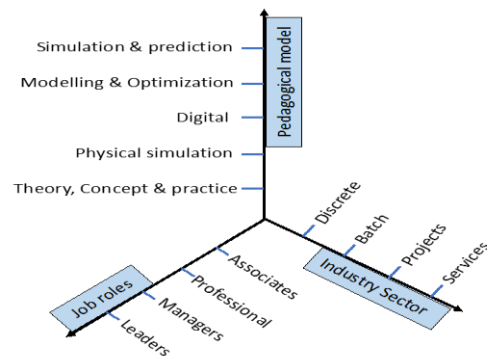
#### Introductions:

As the participants sketched their brief backgrounds, the group realised the richness of this community in knowledge and expertise for leading transformational efforts. Be it strategic steering or operational excellence, the group has proven credentials in uplifting organizational quality, innovation and excellence practices. The members come from a variety of backgrounds – both manufacturing and services, spanning several critical sectors including Auto and Engg. Under their close oversight, several companies have demonstrated sharp improvements in business performance, validated by winning of prestigious awards such as Deming, TPM, EFQM and JRDQV. The members acknowledged the golden opportunity in front of them to work together and contribute to the purposes of IFQM.

#### Proceedings:

The overall context	P Kaniappan introduced the broad IFQM framework, which will eventually evolve into a uniquely <b>Indian Way</b> , to help organizations navigate their journeys to superior quality performance. The framework incorporates the <b>best of TQM principles</b> to deliver world class products and services, <b>intertwined with business processes</b> to benefit from <b>Digital and AI</b> , for generating stakeholder excellence. He highlighted the need to suitably <b>customise the framework to each assignment</b> so that the journey retains relevance to the organization, while supporting <b>systematic pursuit of maturity</b> . He also called for suitable differentiation in our approaches while dealing with large and MSME organizations.
The genesis of IFQM	<p>Jayakumar briefly revisited the rationale for the formation of IFQM and said that we need to <b>find ways to advance rapidly</b>, especially since we do not have the luxury of time, like other countries have had. He highlighted that a trajectory of progress has to necessarily have <b>Quality at its backbone</b>, while describing how other economies have shown. He pitched for <b>positioning National Pride</b> as a primary driver to elicit unprecedented effort for Quality consciousness in everything we do.</p> <p>Soumitra Bhattacharya, while describing many absorbing anecdotes that led to the formation of IFQM, said that it is for the <b>first time</b> that legendary leaders of the Indian industry have come together to <b>catalyse change centred on quality and Innovation</b>. He called upon the group to harmonise the strengths of IFQM founder member companies and shape an <b>architecture of offerings</b> that can uplift the levels of quality in Indian organizations. He stressed upon the importance of <b>working across sectors and domains</b> including the <b>Academia</b>, to evolve an <b>integrated but customisable</b> set of solutions.</p>

<p>Status of Assessment and Counselling</p>	<p>P Kaniappan shared the status of work undertaken so far, which stretches across two large companies - <b>Sun Pharma</b> and <b>Biocon</b>, besides exploring Cluster opportunities with <b>Boeing</b>. He expressed optimism that <b>we are on the right path</b> and said that IFQM should <b>operate at the catalysing layer</b> while inspiring <b>company leadership to drive the execution layer</b>. Only that can keep the momentum running, in our journey to move from <b>Good to Great</b>. Drawing comparisons between MSME in India vs Germany (Mittelstand), Kaniappan stressed the importance of <b>replicating the successes of Auto clusters in other sectors</b>.</p> <p>Selvamani narrated a few highlights from interactions with the Sun Pharma leadership, underscoring how the <b>senior leaders are quick to latch on to the value creating insights</b>, and suggesting that our effort should be centred on what is important to the companies.</p>
<p>Goals for Assessment and Counselling</p>	<p>Talking about the Goals, P Kaniappan said the push is to work towards establishing 100 clusters during 25-26, and 500 in 26-27. Alongside, we aim to make 100 MSMEs export capable in 25-26 and expand it to 500 in 26-27.</p> <p>To accomplish this, we need to set up a flexible and modular network of about 50 Assessors and Counsellors in 25-26, who can take up atleast 25 projects with large companies, besides enriching the cluster program.</p>
<p>IFQM Academy, Capability for Counsellors</p>	<p>Dr. Kovaichelvan introduced the <b>three dimensional approach</b> which can drive IFQM programs such as <b>Pedagogical capabilities, Skilling competencies, Centres of Excellence, Communities of Practices, and Clusters</b>.</p> <p>Dr. Kovai spoke about the five <b>CoEs</b> being installed and their driving principles.</p> <ol style="list-style-type: none"> <li>1. Enterprise Excellence</li> <li>2. Innovation</li> <li>3. Operational Excellence</li> <li>4. Skilling</li> <li>5. Supply Chain</li> </ol> <p>Dr. Kovai mentioned that <b>45 Learning solutions</b> are being curated for roll out spanning the five areas of excellence. Some Examples are: Small q &amp; Big Q, DWM, TEI, QC Story, 7 QC Tools, Facilitation for QCC and TEI, Six Sigma, TRIZ, PLC, QFD, FMEA, APQP, JIT, TPS Principles, Assessment, Policy and Breakthrough management for Operational excellence and Innovation. Besides, IFQM will work with several knowledge centres such as <b>JUSE, AOTS, JIPM, CII-IQ</b>, and <b>TVS IQL</b> (this is an expanding list), to bring to fruition the purposes of IFQM Academy.</p>
<p>Digital Linkages</p>	<p>RK Shenoy, while speaking about the IFQM Digital initiative, underscored that <b>Digital is a horizontal pillar</b> that enables IFQM Agenda. He said it will be pitched as a <b>vehicle to drive the key features</b> of IFQM programs and platforms. Building suitable digital platforms to <b>create interdependence, continuous improvement</b> and <b>enable IIoT</b> will be a key pursuit. Besides, creating a learning database to be able to use <b>AI &amp; Gen-AI for decision making</b> &amp; recommendations are some of the other focus areas. As an example, RK Shenoy introduced the subject of <b>AI enabled Self-Assessment</b> platform which can process assessment inputs, and together with a solution engine developed by experts, can generate first level <b>diagnosis and action plan on a Do-it-Yourself</b> basis. Such a platform can be an important differentiator and can be deployed for impact at scale.</p>



Quality Systems Kavita Koushik presented ideas and possible approaches to **institutionalise the much desired approach to Big Q** in Indian Organizations. This included a **holistic framework** that highlight processes organizations ought to run diligently. These encompass many aspects related to **Quality Culture, Operations and Strategic excellence, Customer orientation, Data maturity, People centricity and Results orientation**.

Kicking off group work, Kavita encouraged members to pool ideas that can help IFQM find answers to the following critical questions:

1. What are the key challenges for transforming Large companies? How can IFQM overcome these and lead the change?
2. How do we Transform the MSME sector and make them Export capable?
3. How can IFQM academy be an enabler to catalase transformations.

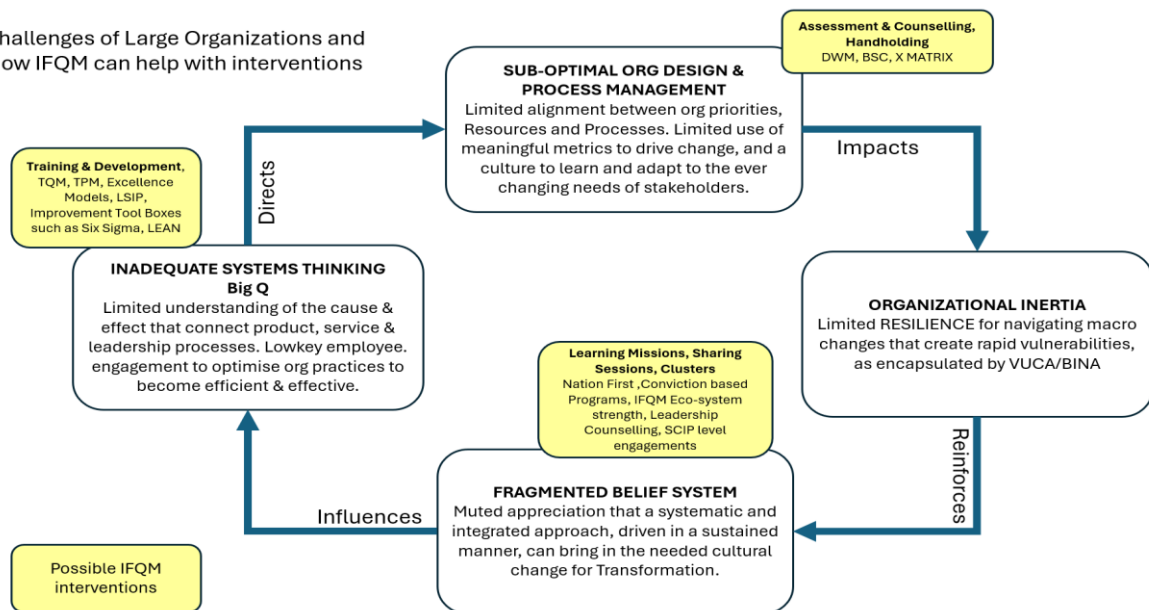
## GROUP WORK OUTCOMES:

### 1. Large Companies - Challenges for Transformation

Large companies, due to complexities in external and internal environments, face significant uncertainties and ambiguities in their paths to progress. The BINA factors (Brittleness, Anxieties, Non-linearity and Incomprehensibility) related to stakeholders' current and emerging needs bring significant challenges to the leadership. Developing a belief system to collectively deal with the situation, by leveraging the benefits of employee engagement, aligned systems that are agile to the ever-changing demands of the marketplace, and installing a continuous improvement regime, are some of the assured means to move forward. IFQM can, by customizing their offerings that recognize these realities, can smoothen their forward journeys.

**Group:** Dr. Pankaj Kumar, Chandrashekar Ajaonkar, Nagabhushan, S. Rajendran, Sumant Sood and P Kaniappan

Challenges of Large Organizations and How IFQM can help with interventions

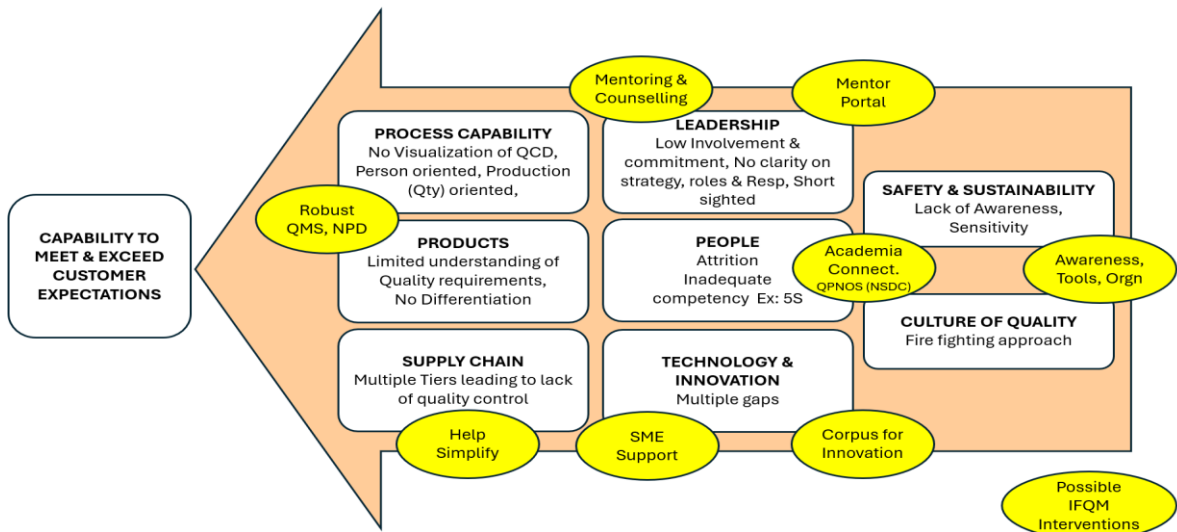


### 2. Making MSMEs Export Capable

MSMEs are in a poor state and need urgent attention to uplift and upgrade to the desired levels of global quality. Challenged by limited scope for value creation in the present state, the MSME leadership faces constant employee churn and eventually become short sighted. Exceptions apart, they have limited vision of the future, unclear strategy and a low desire to rise up to standards beyond what is needed for the current transactions. What follows is limited investments for the future, including technology upgradations and upskilling. The need to optimize cost constantly leads MSMEs to multiply their supply chain, adding to complexities in ensuring quality ingredients. The workforce feels overburdened and have no incentive to upskill and sharpen quality consciousness. There is limited attempt to manage production and services delivery using procee management principles. While there are several Govt sponsored incentive programs, qualifying to avail them becomes another challenge.

IFQM can develop a deeper understanding of MSME challenges, customize its programs to suit the multiplicity in the MSME needs, use Digital means to deliver affordable and effective education centred on global quality standards, and follow up with appropriate assessment, counselling and mentoring efforts to consolidate gains. Use of clusters is an assured way for quick collective progress.

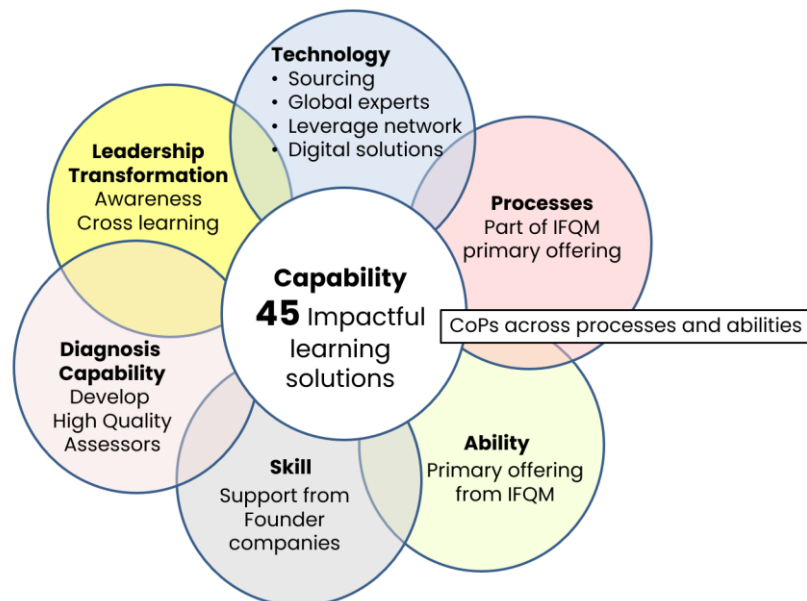
**Group:** S. Selvamani, P Kannan, Shoukat Ali, Laxmikant Natu, M. Jayakumar and Dinakar



### 3. IFQM Academy as an Enabler for Transformation

The upcoming IFQM Academy can seek to provide learning solutions across its five identified Centres of Excellence (Enterprise Excellence, Innovation, Operational Excellence, Skilling & Supply Chain) to enable educational experiences in a unique way. These five centres of excellence, which together constitute a holistic set, are foundational to drive transformations. Emphasis can be on collective and rapid learning of concepts supported by practical accompaniments that reinforce learning. DOJO, Case studies, Best Practices, Simulations, Classroom sessions, Digital Tools and enhancements, sharing challenges & experiences and learning by doing can be some of the features of the IFQM Academy. The programs can be suitably segmented and differentiated to meet the explicit needs of the learning participants and delivered in appropriately tailored hybrid models. Learning can be followed up through progress tracking and counselling, to enhance training effectiveness.

**Group:** Dr V Kovaichelvan, Dr. Ravi, Rajeev Lokare, and R. K. Shenoy



## Summary and Conclusions:

1. The IFQM effort to bring Quality to the centre stage of Indian Organizations is **crucial for India's Global competitiveness**, and deserves contributions from all stakeholders, particularly the Subject Matter Experts who have much to offer, to speed up progress.
2. The IFQM approach of being **inclusive of multiple segments** of the Indian industry including the Health Sector (small and large), and **collaboration with multiple entities such as the Academia, and Quality Establishments** (India and overseas) is both unique and promising.
3. We need to **leverage the strengths of IFQM fraternity**, especially its member companies. They can be in the form of their people skills, ability to cross influence, brand strengths and infrastructure.
4. **Leadership engagement** is the most crucial factor to trigger needed transformations.
5. It is important to **collaborate with current and emerging programs**, both Govt enabled or otherwise, to create a connected eco-system for overall effect. These include ZED – Zero Defect, Zero Effect, Make in India, ISPIRIT, ATAL, and more.
6. The IFQM programs need to be **suitably differentiated** to suit the multiple constituents of its target customers and **tailored to suit the specific contexts** under which organizations create value across manufacturing and service sectors.
7. The emphasis in this journey must be on **cross learning and cross pollination** of quality enabling practices, so that there is rapidity and speed in the impact it creates.
8. **Digital needs to be a key enabler**, and appropriately **tailored and sized** to meet the increasing traction of participating entities.
9. The **priority placed on the MSME is very positive**, given the role they play as well as the room for improvement that exists.
10. **Clusters, Communities of Practices and Learning centres of Excellence** are the most significant components of the IFQM approach to spread the reach far and wide.
11. Assessment and Counselling needs to be **flexible, modular and contextualized** to suit the varying preferences, cultures and styles in management philosophies that exist in the Indian Industry. The pursuit of creating a uniquely Indian Way for accomplishing Global standards of Quality is inspiring, inclusive and practical.
12. This community of Assessors and Counsellors **need to meet more often, at least once in a quarter**, personally or virtually, to take stock of the progress and reshape the approach wherever needed.



Back row, left to right: RK Shenoy, Dinakar, Sumant Sood, Chandrashekhara Ajgaonkar, Jayakumar, Rajendra, Dr. Ravi, Shaikat Ali  
 Front row, left to right: Dr. Pankaj Kumar, Soumitra Bhattacharya, Selvamani, Laxmikant Natu, Dr. Kovaichelvan, Kavita Koushik, P Kaniappan, Rajiv Lokare, P Kannan, Nagabhushan