

GET

GLOBAL EXCELLENCE TEAM



World Quality Day Conference, Tunis **[November 9, 2023]**

Engaging Working People in Continuous Improvement

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Continuous Improvement



The idea for Continuous Improvement is based around having a Quality System which can be built upon, and made to be operable on a continual basis

Continuous Improvement

- It is established that to get quality excellence, we do not just have an improvement once, and leave it there!
- We must have iteration in quality that means continuous improvement for us!

The reality of
KAIZEN



What is a Quality System?

There are various definitions...

Let us just say that it is:
the bringing together of business processes, tools and processes to ensure that the organisation's output is what they say it is



What is a Quality System?

However, let us not forget that:

- 1. People put the system together*
- 2. People will benefit from the Output*
- 3. People will interact internally and externally*

PEOPLE ARE AT THE CENTRE



Continuous Improvement with a Quality System

So, we teach various tools and techniques to selected quality control teams to ensure we are continually making improvements!

We could start from the basic types denoted by the image below and many more associated ones, and progress to the advanced methodologies

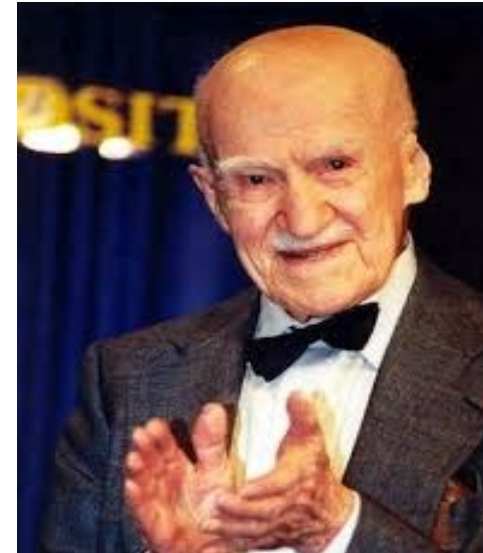
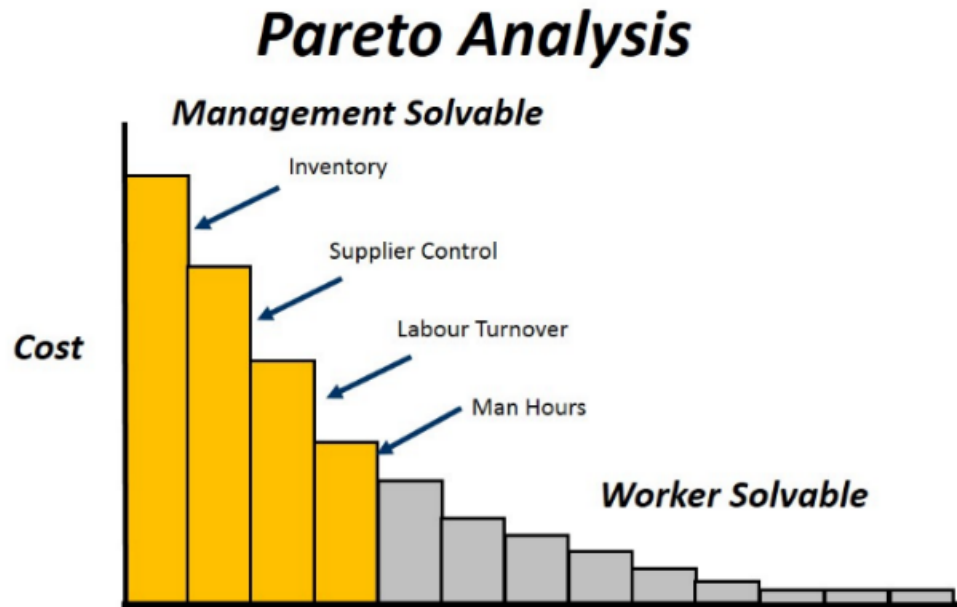


**And we do get
fantastic results!**



BUT HOW
COMPETITIVELY
PLACED ARE WE
REALLY?

Our Competitiveness



Dr Joseph Juran

The above illustration by Dr Joseph Juran shows the Pareto analysis (80% of the problems caused by 20% of the total causes), with responsibility for rectification split between 'management solvable' and 'worker solvable.'

SO, HOW
SHOULD WE GET
OUR WORKERS
INVOLVED?

Firstly, let us get a feel of the ORGANISATIONAL TEMPERATURE!

TEAM CONGRUENCE [Alignment]



BEING: Team Congruence

- What is the state of your work force?
- Are they enthusiastic about the organisation's direction?
 - Do they feel like they are a part of this direction?
 - Do they know this direction and why this direction is pursued?

BEING: Team Congruence

- Are they in alignment with one another?
- Do the various departments relate with one another?
- Is there mutual trust and respect?

BEING: Team Congruence

- Is there competition amongst employees and departments?
- Does this competition make some feel as winners, and others as losers?
- Does your internal reward system feed this competitive spirit?

Relating with Employees

[Maslow's Hierarchy of Needs]

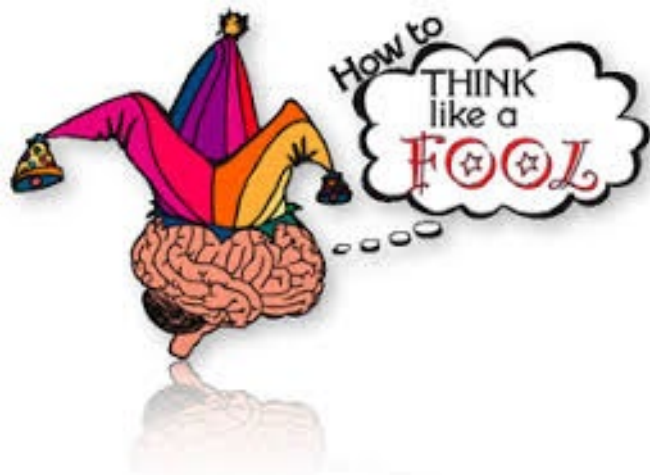


Relating with Employees

- How much do we give any thought to the employee suggestions – is it only to satisfy what we conjured in our brains?
- Do we ever see that our productivity is impacted if we do not help them develop?

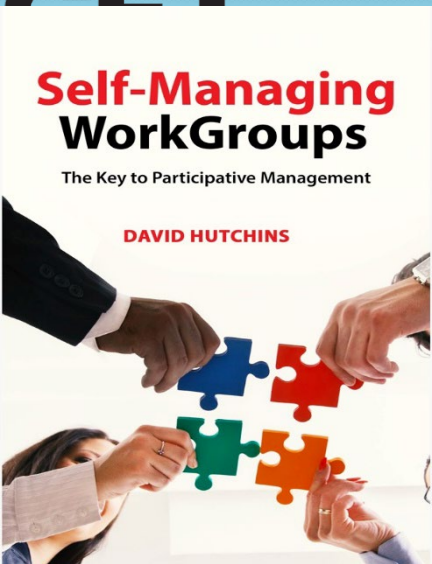


Relating with Employees



Have you noticed that if you make people feel as though they were ‘fools’, they will make no attempt to employ initiative to their tasks?

Would they not almost always wait for you to give the detailed instructions on what you needed them to do?



Quoting from David Hutchins book, a quote from Kaoru Ishikawa



KAORU ISHIKAWA

Our approach to business management (referred to in Japan as Total Quality Management (TQM)) is based on the notion that every individual employee is an expert in their job (from the CEO to the humblest member of the workforce, as long as they have been adequately trained to perform their respective roles), and to use the collective thinking power of all our people to make our organisation the best in its business and to bring out man's (and woman's) infinite capabilities.

Relating with Employees

How do you begin to get your employees involved and establish mutual respect and trust?

1. Ask of their opinion in matters that concern their work, especially
2. Take their suggestions seriously so they feel that management is listening
3. Take a risk at trusting them with certain tasks, and do not make them feel like they have committed the worst blunder when they make mistakes
4. Teach them new things
5. Get them involved with problem-solving from the beginning (for example, with brainstorming)

BRAINSTORMING

Good uses for Brainstorming

1. Identify problems
2. Search for, and find the root causes
3. Identify solutions



A few Points on the Conduct of Brainstorming

1. Use flip charts
2. No discussion of ideas when suggestions are being put forward
3. Do not criticise the ideas of others – no stupid or silly ideas
4. No one should be made to feel bad for what they say
5. You can use 5Ws/1H
– What | When | Where | Why | Who | How

BASIC BRAINSTORMING

The following are basic brainstorming steps that deliver results

1. Gather the relevant group together that understand what needs have arisen for the brainstorming session
– say, between 3 to 12 people
2. Define the topic area to be discussed
3. Take turns (one idea per person) in saying what your idea is, and if you have nothing to say, just say 'Pass' until another iteration
4. Write down all ideas that have been suggested so that everyone can see what is suggested

Once ideas have been collected, then evaluate these together in the same way



BRAINSTORMING
CAN KICK THINGS
OFF, BUT IT IS
ONLY THE START!

Business Management - Approach to Quality

...the American system of the way management manages its people is not relevant to our culture. Our workforce consists largely of people who have transitioned from small agricultural family businesses where their opinions were important. They resent being treated like robots. We cannot revert to the old craftsmanship system because it is uneconomical, but perhaps we can reintroduce craftsmanship to groups of people.



**Kaoru
Ishikawa**

Business Management - Approach to Quality

“...as we came into and through the 1970s, I became increasingly concerned about two major problems in our industrial society, both of which prompted me to take a closer look at **QUALITY CIRCLES**.

1. I formed the belief that Western approaches to Quality Control based entirely on Quality Assurance were fundamentally wrong, and
2. Whilst there has been a widespread awareness of the need for greater worker involvement or participation, we have never been able to find a satisfactory vehicle that is attractive to all levels and groups within an organisation, and to society in general.”

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David Hutchins

Approach to Quality

The Role of Culture

- ❑ The Japanese view
 - Respect for People
- ❑ Western view + colonised territories
 - Managers manage, and People do



What shall we say?

Approach to Quality

*The value of:
‘Tried and Tested’*

- True to self
- True to roots
- Passing the Baton



Quality Circles

This was said in the late 1960s...

“The Quality Control Circle movement is a tremendous one which no other country seems able to imitate.

Through the development of this movement, Japan will be swept to world leadership in Quality.”



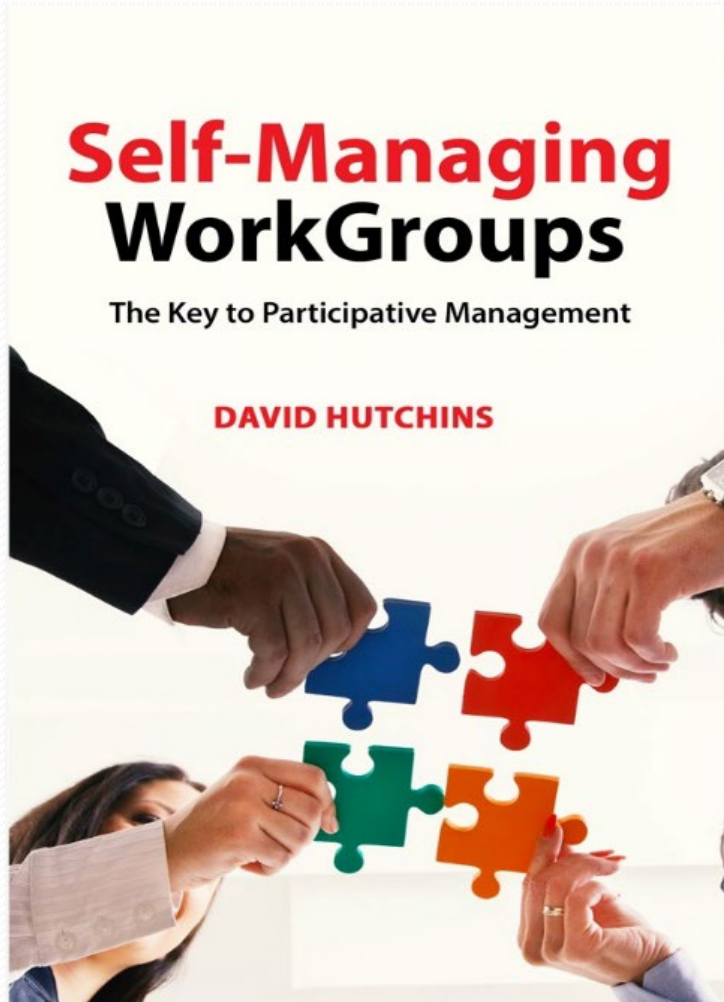
Dr Joseph Juran

Quality Circles – Fundamentals

1. Self-Development
2. Voluntary Activities
3. Group Activities
4. Participation by Everyone
5. Application of QC Techniques
6. QC Circle Activities take Root in the Gemba
7. Activation and Perpetualisation of QC Circle Activities
8. Mutual Development
9. Creativity
10. Quality-Consciousness, Problem-Consciousness, and Improvement-Consciousness

SELF-MANAGING WORKGROUPS

- Best Book on Quality Circles



“My goal in writing this book is trying to make everyone feel good about *work tomorrow*. Not only for you, but also for everyone else; especially those whose enjoyment of life at work is influenced by your management approach!”

DAVID HUTCHINS

JAPAN QUALITY EDUCATION TOUR (May 12-24, 2024)



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on courses at the leading business schools.*

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Comment by CEO of a leading UK Company

<https://www.dhiqc.com/Japan-quality-tour>

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THE DREAM-DRIVER