

Global Quality minds meet in Tehran

August 23 – 25th 2008 was the occasion of the 14th Asia Pacific Quality International Conference and the 9th International Conference of Quality Managers which took place in the impressive International Conference Centre in Tehran, Iran.

This was the latest in a succession of very successful and well attended International conferences to have been held in Iran. Participants and speakers came from all corners of the globe including the USA, Eastern and Western Europe, Australasia and the Indian Sub Continent.

The more than 1000 participants were presented with a broad spectrum of high quality papers covering the complex range of topics now included in the quality sciences and disciplines.



Some key speakers at the conference

Distinguished Keynote speakers included Dr Charles Aubrey (APQO Chairman) Dr James Harrington, (APQO Official Advisor), Dr Gregory Watson (International Academy for Quality President), all from the USA/Finland, Dr Milflora Gatchalian (APQO Secretary General Emeritus) from the Philippines, Professor Bo Bergman (Sweden), Professor Pal Molnar (Hungary), Jean-Claude Savard (Canada), David Hutchins (UK), Dr Robin Man (New Zealand), Steven Unwin (UK), Dr Jose Gatchalian (Philippines), Dr R.H.G.Rau (India), Paul Steel (USA), Shan Ruprai (Australia), Feredrico Concepcion (Philippines), Abdul Khader Shaik (India), Mahshid Yazdanpanah, Vafa Ghaffarian, Abbas Shaary, Moghaddam and Hesam Aref Kashfi (Iran).

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Perhaps the most emotionally charged feature of the event was the tribute to Dr JM Juran. This included a short 25 minute presentation on his outstanding life and tireless work in the quality field during his incredible life of 103 years.

More on following pages >>>

Read David Hutchins new book:

Hoshin Kanri – The Strategic Approach to Continuous Improvement – details on page 7 and on our web site

International Quality Conference

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Plenary session in the main Hall – photo by courtesy of Paul Steel



Jim Harrington delivering the Keynote opening address



Key speakers pictured with Ministers from the Iranian Government

One feature of the conference was the fact that it had received support from 54 Quality Organisations from 46 countries which is the broadest network of Quality Organisations in the World who follow the same general objectives. As was stated by Mr Hesam Kashfi the conference organiser, 'It is really exciting and highly encouraging that Quality is unifying the world in which societies are suffering from many economical, social and political problems and discrepancies. It is sure that quality professionals can influence these unfavourable conditions by enhancing and expanding their role and with more effective collaboration in future.'



Sister Flavian of the Carmel Convent receiving an award presented by Dr Aubrey and Dr Rau in tribute to the outstanding quality work that they are doing to help some of the poorest children in India. – photo by courtesy of Paul Steel



David Hutchins and Paul Steel during the conference – photo by courtesy of Paul Steel

Among the many highlights of the conference was the presentation by Gregory Watson who described how Benchmarking may be blended into the analysis approach of Six Sigma and how it supplements the management oversight process of directing a change management portfolio of projects. Indeed Benchmarking received considerable welcome exposure at the conference with another on the subject by Robin Mann from New Zealand. He demonstrated how Benchmarking should be integrated with business excellence to maximise benefits and the different types of Benchmarking and how they should be used.

Those who are familiar with the style of Jim Harrington will be pleased to know that he has lost none of the fire in his belly when it comes to expounding the ideas that he feels passionate about. His paper entitled ‘what comes after Six Sigma?’ provided much food for thought and was voted to be one of the most interesting of the event.

Paul Steel who very kindly allowed us to use some of the photos that he took at the event provided a very lucid presentation of his global experiences with the application of the Baldrige Award and it was interesting to note just how far the award criteria have been used around the world largely because of the benevolence of the USA in allowing it to be freely available. This is in contrast to the use of the European Award which can result in some quite high fees due to the more commercial approach of its advocates. More food for thought?

“Benchmarking”

2 Day Public Course

This course, normally presented as an in-house course, is now to be made public.

The programme is aimed at business executives at Board level who are normally concerned with long-range planning, visioning and strategy development.

Organisations that achieve “World Class” status are engaged continuously in Benchmarking their products, processes and results against the best in their group, amongst the competition and from other industry sectors.

This course provides delegates with the knowledge and skills necessary to plan and execute effective benchmarking to achieve best-in-class levels of performance.

4th 5th November 2008 at a venue just north of Bristol

Contact Margaret@hutchins.co.uk for more information.

Hoshin Kanri

What it is and how it works

**Spend one day with the author of
Hoshin Kanri – The Strategic Approach to Continuous Improvement**

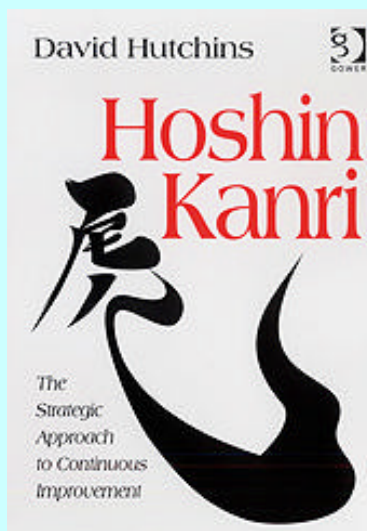
Hoshin Kanri is proven to be the most devastatingly successful management concept to have emerged since World War 2. Companies have experimented with Six Sigma, TQM, Quality Circles, Benchmarking, Lean Manufacture but all with mediocre results – why? Because none of them stands alone. All of them are an intrinsic part of Hoshin Kanri.

David Hutchins will carefully explain how all of these fit together, how they can be organised and how your organisation can benefit from this powerful concept without the need for expensive management consultants which by itself can save literally millions for a large organisation.

If you can send your whole management team it would be far more beneficial to run the event in house. In this case we can actually assist you to begin the process of implementation during the event.

It will take place at a number of venues around the country during the winter months of 2008/9. Please contact us to find the dates and a venue local to you.

Fee: £280 plus VAT including refreshments, lunch and a free copy of David's book – see below



The public event will include a free copy of David Hutchins latest book. Hoshin Kanri – The Strategic Approach to Continuous Improvement – Cover price - £75.00 see also special offer on page 7

Continuous Professional Development

By David Hutchins – Editor

As many of our readers will be aware, what was the 'Institute of Quality Assurance' is now the 'Chartered Quality Institute'. This is not simply a marketing led name change, it represents a very profound change in the legal status of the membership. It brings some rights but it also brings obligations. The principle obligation is be and remain at the leading edge of the subject.

It is likely that many readers of this newsletter, like me, regard themselves as being 'Quality Professionals'.

Like me we all like to think that we know what we are talking about and that we have a valid opinion on anything concerned with quality. We also like to think that where this opinion is at variance with the opinions of others that they must be wrong and we are without question 'right'.

Well perhaps and hopefully some times we are, but should we not always preface everything that we say that might be disputable with the words 'in my opinion'? It is actually very arrogant not to include such a prefix however convinced we might be and our audience will have far less respect for our opinions if it is missing. Everyone knows that nobody is ever completely in the right so we must leave some room for doubt. Equally nobody likes an apparent know all.

Also we should as 'professionals', always seek not only to confirm our opinions but keep an open mind to the opinion of others, they might just have a point.

This leads me to the question of CPDs. Continuous Professional Development.

There is a tendency in our society to cut off all attempts to learn new tricks as soon as we are officially qualified. We make the assumption that we 'know all that we need to know' whether it is true or not and the books and notes go up in the attic. But is that a good idea?

For example, who would want to have an open heart operation conducted by an ageing consultant who had not even read a book on his subject or attended any courses or other events to keep his knowledge up to date since he was first qualified? On the same basis, would we use a Lawyer or any other professional who was equally behind the times in his subject field?

Then why should so called Quality Professionals be any different?

The world is moving on and at an ever increasing pace.

This is never more true than in our own field. Years ago, the highest ranking so called 'Quality Professional' was the Chief Inspector. Under this label the skills were wide ranging from at one extreme, the skills required to be a controller of sophisticated Metrology processes in high precision environments. At the other, something much simpler such as the visual inspection of the quality of fruit and vegetables at goods inwards in a grocery store. In all such cases, the training and education needs of the individual were easily defined and competence easily determined.

Today it is very different. Quality as a science has changed in almost every respect since those early days. We now talk about the 'Quality of the way in which we manage our business'. This embraces a wide range of quality related concepts each of which can be regarded as a science in its own right. At this level the professional is a management scientist and scientists by definition do not stay still. Those at the forefront of our profession are developing new quality related concepts and expanding the scope of the existing ones even as I write this short article.

The lesson is that unless we all attempt to keep abreast of these developments we will simply be left behind. In such instances we should therefore no longer be regarded as professionals. Of course we at DHI would recommend our own courses as a means to achieve this and it is also incumbent on us to make sure that we are up to date as well but we accept that challenge. However, whether you choose to use our services or not, we would be the first to admit that there are others out there who are also good. Not to appear too partial we recommend a look at the courses of the CQI!

International Quality College

Benchmarking

During this event, managers will learn how and when to use Benchmarking techniques to bring their Strategic Business Plan into focus. Through group work and case study material, participants will learn the steps involved, addressing why, what, when, where and how to Benchmark. Using Hoshin Management Principles participants will understand how to Deploy strategy and policy throughout the Organisation.

**2 days £450 Non residential
£520 Residential**

Just in Time

Just in Time provides a philosophy that if applied properly could revolutionise industry. The concept - making nothing until needed and then producing to the highest level of quality - sounds simple, but it can cut a company costs by up to 60% of sales revenue.

The presenter draws on his experience of those organisations already working Just in Time, particularly in Japan.

JITs can only be achieved by company wide dedication to improve the predictability of processes and to achieve dramatic cycle time reduction.

1 day £220

Hoshin Kanri

In an age where both customers and competitor knowledge and information is freely available, even small differences in approach can make big differences to business performance.

One technique being used by leading organisations is Hoshin Kanri. This is particularly the case with those organisations apply Six Sigma management and developing knowledge Based Management Systems.

Today, it is vital to be able to deploy clear goals down through the organisation in quantifiable form. All too frequently in the past, these non financial measures have been deployed in qualitative rather than quantitative form.

The Hoshin Kanri Scorecards provide effective solutions to this problem by providing managers at all levels through to front line supervision with clear quantified non financial goals for each of the relevant parameters.

1 day £280

Hoshin Kanri Lead Auditor course

This course which was originally based on ISO 9001:2000 has been extensively revised to meet the requirements of Hoshin Kanri. All of the case material and exercises will relate to real world situations.

**5 days £750 Non residential
£1030 Residential**

Quality Function Deployment and it's Metatools

Quality Function Deployment (QFD) had long been used in design and development to ensure that Customer's requirements are paramount, understood and pursued throughout the design process. The versatility of this tool enables it to be used beyond design into every aspect of an organisation for planning and implementing focused change.

What QFD is used with its "metatools", it becomes a major technique for all aspects of Business Performance Improvement and Planning.

The "metatools" used are adaptations of:
Design of Experiments
Mistake proofing
Value analysis
FMEA (Failure modes and effects analysis)

This course is designed to give delegates practical guidance and training to enable them to apply this technique in their workplace.

1 day £220

Next month

Along with our regular features, LET'S HEAR FROM YOU. We will print appropriate e-mails or letters about:

Your views on Quality.

Your views about us.

Quality of Supplies and Suppliers

2 day intensive workshop/seminar

The dramatic changes that are taking place in Supply Chain Management are resulting in a major rethink about business policy by both suppliers and their customers alike.

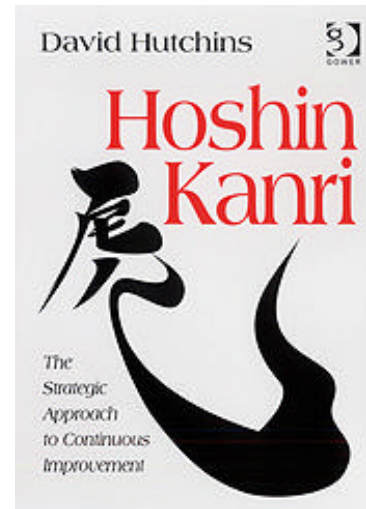
The seminar considers the impact of Hoshin Kanri, e-Supply Chain Management (e-SCM), QS 9000, ISO 9001:2000, Six Sigma and SPC, Vendor rating and Vendor Appraisal, the use and limitations of Sampling inspection.

2 Days £550 plus VAT.

Hoshin Kanri

The Strategic Approach to Continuous Improvement

- **Imprint:** Gower
- **Published:** September 2008
- **Format:** 244 x 172 mm
- **Extent:** 308 pages
- **Binding:** Hardback
- **ISBN:** 978-0-566-08740-0
- **Price :** £75.00 » **Online: £67.50 or as a member of our data base quote G8ALC35 for a 35% reduction in the full price**
- **BL Reference:** 658.4'013
- **LoC Control No:** 2007051242



•David Hutchins

•The results of the quality revolution have been mixed. Global competition has elevated the most successful companies, in terms of providing goods and services, but even then initiatives such as total quality, business process re-engineering and Six Sigma have been heralded as the solution, only to have been replaced with the next 'big thing' when it came along. Hoshin Kanri is not the next big thing in quality, it is a strategic approach to continuous improvement that provides a context for all of the individual elements such as Six Sigma or Lean Manufacturing.

David Hutchins' Hoshin Kanri shows you how to develop a dynamic vision for continuous improvement; to implement effective policies to support it; to link key performance indicators to Six Sigma, Lean Manufacturing and Kaizen and to sustain a strategy-led programme for improving business performance.

•**Contents:** Preface; Hoshin Kanri an overview; Creating the vision; Strategy and tactics; Driver policies, becoming fit, fast, lean and hungry!; Driver measures to KPIs; Benchmarking; Prioritizing KPIs and cost of poor quality; Risk management; The loose brick; Hoshin policy deployment and control; The voice of the customer; Supply chain management; Six Sigma; Lean manufacturing; Process analysis and process re-engineering; The principles of continual improvement; Quality circles; Business management systems; Quality function deployment; Education; Suggestions for performance indicators; Implementation plan; Index.

•**About the Author:** David Hutchins has a Masters Degree in Quality and Reliability from Birmingham University UK. He is a Chartered Mechanical and Electrical Engineer, Fellow of the Chartered Quality Institute (CQI), Senior Member of the American Society for Quality and author of several books and many articles. In David's early career he was Chief Production/Industrial Engineer in the Automotive Components Industry before becoming Works Manager followed by 10 years teaching and consulting in Business Management prior to founding David Hutchins International. David Hutchins has over forty years of continuous experience in all aspects of the Quality-related sciences on a world-wide basis. He co-presented with the unchallenged World leading expert, Dr Juran, who died in 2008, on all his annual courses in the UK from 1983 until Dr Juran's retirement from international travel in 1992. He was a personal friend of the late Professor Ishikawa and was the only European to be invited to contribute material for the book which commemorated his life. He has been a key note speaker at conferences all over the world including many seminars organised by the Union of Japanese Scientists and Engineers (JUSE) in Japan and to this day works with the well known specialist in Concept Engineering, Dr Kano.

•Extracts from this title are available to view:

Full contents list and list of figures

http://www.gowerpublishing.com/pdf/SamplePages/Hoshin_Kanri_Cont.pdf

•Preface

http://www.gowerpublishing.com/pdf/SamplePages/Hoshin_Kanri_Preface.pdf

•Chapter 1 - Hoshin Kanri - an overview

http://www.gowerpublishing.com/pdf/SamplePages/Hoshin_Kanri_Ch1.pdf

What is coming up in the November edition?

Lead Article

How to become Fit, Fast, Lean and hungry!

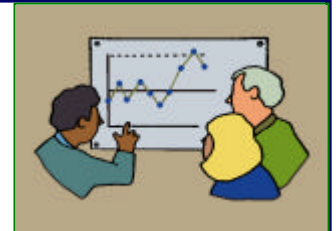
Quality and Olympic Gold Medals

Britain did rather well in the Beijing Olympics as a team, (especially the cyclists) and hopes to do even better in the 2012 Games.

What can we in the Quality Sciences and Disciplines learn from this and what can our sportsmen learn from us?

Quality Tools and Techniques

A return to our popular series of articles on Quality Tools and techniques.



We had hoped to begin this in this edition but time was the enemy.

About Touchstone

Touchstone was first created by DHI in the late 1980s but was the latest in a series of Newsletters published by us since 1979 when we originated Quality Circles News.

Of course we are advertising ourselves, it would be churlish to suggest otherwise but this is not our only objective.

David Hutchins formed the original company (David Hutchins Associates) in 1979 because of a passion for changing the whole culture of work. The driving force behind that passion is dealt with in the preface to David Hutchins latest book Hoshin Kanri – The Strategic Approach to Continuous Improvement where he talks about his own background and how so many people go through life with unrecognised talent that even they may be unaware of. David believes that Quality Circles are means by which this untapped resource can be used both for the benefit of society in general, the work organisation and for the wellbeing of each individual.

This newsletter is intended in some measure as a means to help others to achieve a similar breakthrough and to make work itself one of the most creative and satisfying parts of each of our lives.

If you like Touchstone and would like to help us in our work, please email this on to others and please ask them to send us their email addresses for notification of future editions. It is our policy not to divulge our data base to anybody.

Registration Form

Course Title:	<input type="text"/>
<input type="text"/>	
Title:	<input type="text"/>
Forename:	<input type="text"/>
Surname:	<input type="text"/>
Position:	<input type="text"/>
Company:	<input type="text"/>
Address:	<input type="text"/>
<input type="text"/>	
<input type="text"/>	
<input type="text"/>	
Tel:	<input type="text"/>
Fax:	<input type="text"/>
Email:	<input type="text"/>
VAT No:	<input type="text"/>
No of Delegates:	<input type="text"/>
Names:	<input type="text"/>
<input type="text"/>	
<input type="text"/>	
<input type="text"/>	
Course Price	£ <input type="text"/>
10% Group discount (3 or more people)	£ <input type="text"/>
VAT @ 17.5%	£ <input type="text"/>
Total	£ <input type="text"/>

Booking details

The course fees are plus VAT at 17.5%, which includes all documentation, refreshments and luncheon.

Group bookings

There will be a discount of 10% on bookings of 3 or more people from the same company. Payments must be made at the same time.

Payment

Payment may be made by Sterling Cheque (made payable to DAVID HUTCHINS INTERNATIONAL LTD) To ensure admission payment must be received prior to workshop.

How to Register

Please complete and return the attached booking form to: David Hutchins International Ltd, Orchard House, Hillway, Charlton Mackrell, Somerton, Somerset TA11 6AN
Tel: + 44 (0) 01458 224040 Fax: + 44 (0) 01458 224050
email: excel@hutchins.co.uk

Cancellations

If you cannot attend, a substitute delegate may attend in your place but it is regretted that refunds, in respect of any cancellation, cannot be made unless notice is received in writing 10 working days before the date of the event. Cancellations prior to this will be refunded less an administrative charge of £50.

Enquiries

Enquiries, telephone bookings, and changes to delegate information should be made to: Margaret Jarvis
Tel: + 44 (0) 1458 224040

Special Meals

Special dietary requirements can normally be catered for but please inform us no later than 3 days prior to the event.