

“Towards Total Quality Through Workplace Cooperation”

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QUALITY “GURUS”



Quality “gurus” & the Workplace

- W. E. Deming - believed employers have a responsibility to treat workers with respect, seeking their knowledge and giving them a chance to use it in their jobs.
- J. M. Juran – dealt with human factors in quality management at the workplace- advocated improving communication between labor and management.

Neglecting to listen to workers

“I knew but you never asked”



“Why don't you listen?”



“You never listen anyway!”



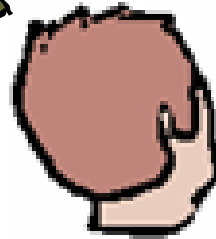
“We could have told you!”



“The process could go smoother if...”



“We see these all the time!”



"Empowerment of employees at all levels is a benefit to the company and should not be considered as cost." Feigenbaum



Quality guru A. Feigenbaum with
May Gatchalian, IAQ Academicians



Ex.: Empowerment can lead to innovation!



Fake insect placed in urinal reduces spillage by 80% -
innovation reportedly introduced by an employee!

Harrington – Change Management “Guru”
& J. Gatchalian, quality disciple, Iran, 2008



Harrington – Leadership & Support

- **Fosters environment of open communications**
- **Opinions/suggestions are encouraged & valued**
- **Visions, plans & priorities are shared company-wide**

- **Provides time, tools & training needed by employees**
- **Enables everyone to contribute their personal best - towards the mission of the organization.**

- **Teamwork is stressed**
- **Decision-making is done at lowest appropriate level.**

- Philip B. Crosby - sought to establish a team-building culture where workers participate with managers - in setting & achieving quality improvement goals.
- Peter Drucker - advocated establishing employee involvement programs, believing that genuine labor involvement is vital to the success of Total Quality Management.

From Advocacy → to Application
How far have we advanced?

“Experts are now preaching a gospel of full worker participation in running companies.”

However, Edward Lawler, University of Southern California business school estimates that more than 80% of FORTUNE's top 1,000 firms have at least token employee participation.

On the recordfew firms have installed such programs on a systematic, company-wide basis!

(From - “The Workplace,” John Greenwald TIME Jan. 27, 1992

QUALITY IS NOW A "GLOCAL" MOVEMENT



The PHILIPPINES

QUALITY PARTNERS COMPANY, Ltd.
"fostering partnerships for quality"

The ASEAN is an emerging economic region - a global manufacturing & trade hub, one of the fastest growing consumer markets in the world. Its combined GDP in 2013 amounted to US\$ 2.4 trillion - making it the world's 7th largest economy.

It accounts for 5% of global manufacturing in value added terms, 95% of which comes from 6 ASEAN countries: Indonesia, Thailand, Singapore, Vietnam and the Philippines.

FROM ...

CONFRONTATION

LABOR



MANAGEMENT

ECONOMY

TO ...

COOPERATION

LABOR



MANAGEMENT

ECONOMY

The stress is on cooperation over conflict.

"To compete in the marketplace, workers and management must collaborate," declares Charles Garfield. "It is in these collaborations that human ingenuity and creativity are best realized."

Such thinking has won converts at Ford, Goodyear & General Electric!

EVOLUTION OF WORK RELATIONS IN THE PHILIPPINES

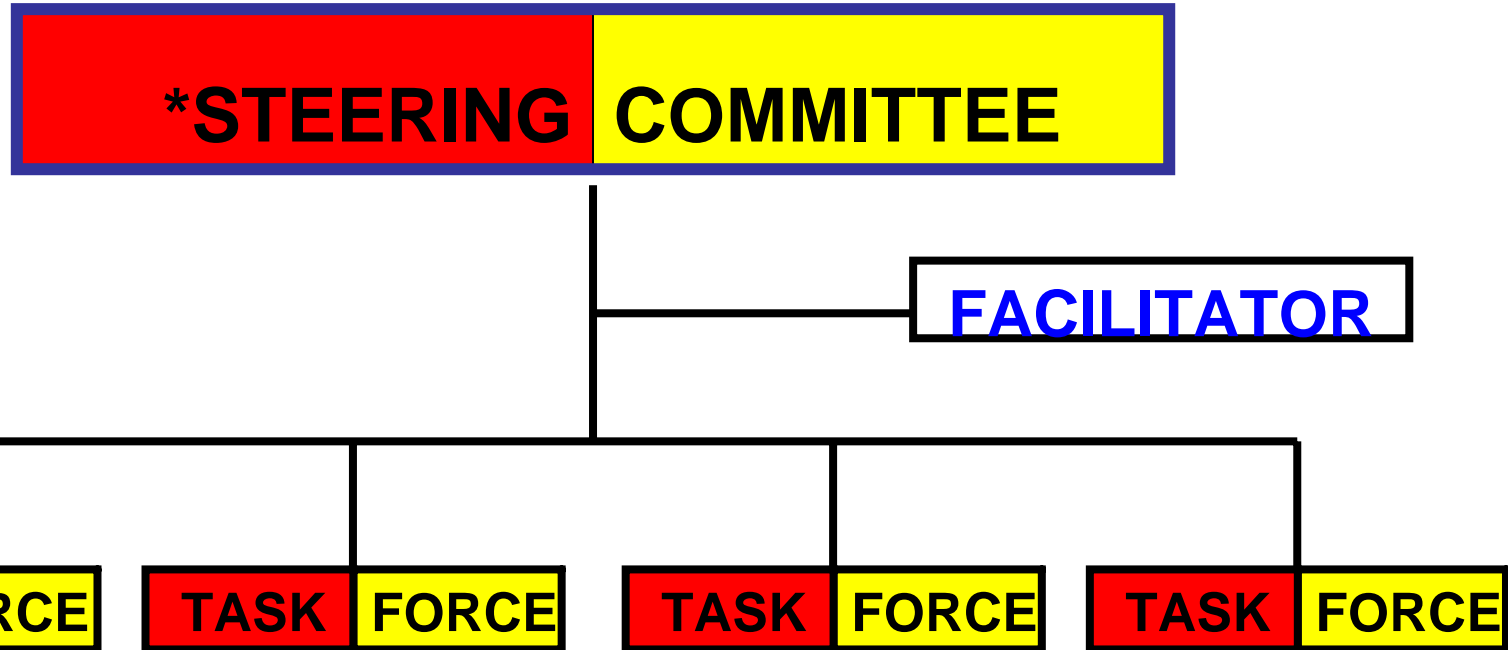


**FROM (1) LABOR-MANAGEMENT CONFRONTATION; TO (2) COOPERATION;
TO (3) PARTNERSHIP & IDEALLY, TO; (4) COMPANYWIDE COOPERATION :**

Introduction to ICTSI



THE CONCEPT OF WPC *(Structure and Process)*



FUNCTIONS (Committee & task force has Staff & Mgmt members):

***Steering Committee** – Focused on problem identification

****Task Forces or Teams** – Focused only on problem solving

QUALITY IMPROVEMENT through JOINT PROBLEM-SOLVING ...

PROBLEM-SOLVING by JOINT LABOR & MANAGEMENT TEAMS
(@International Container Terminal Services, Inc., Philippines)



Fig. 5. Labor Management Cooperation at LGE, Korea

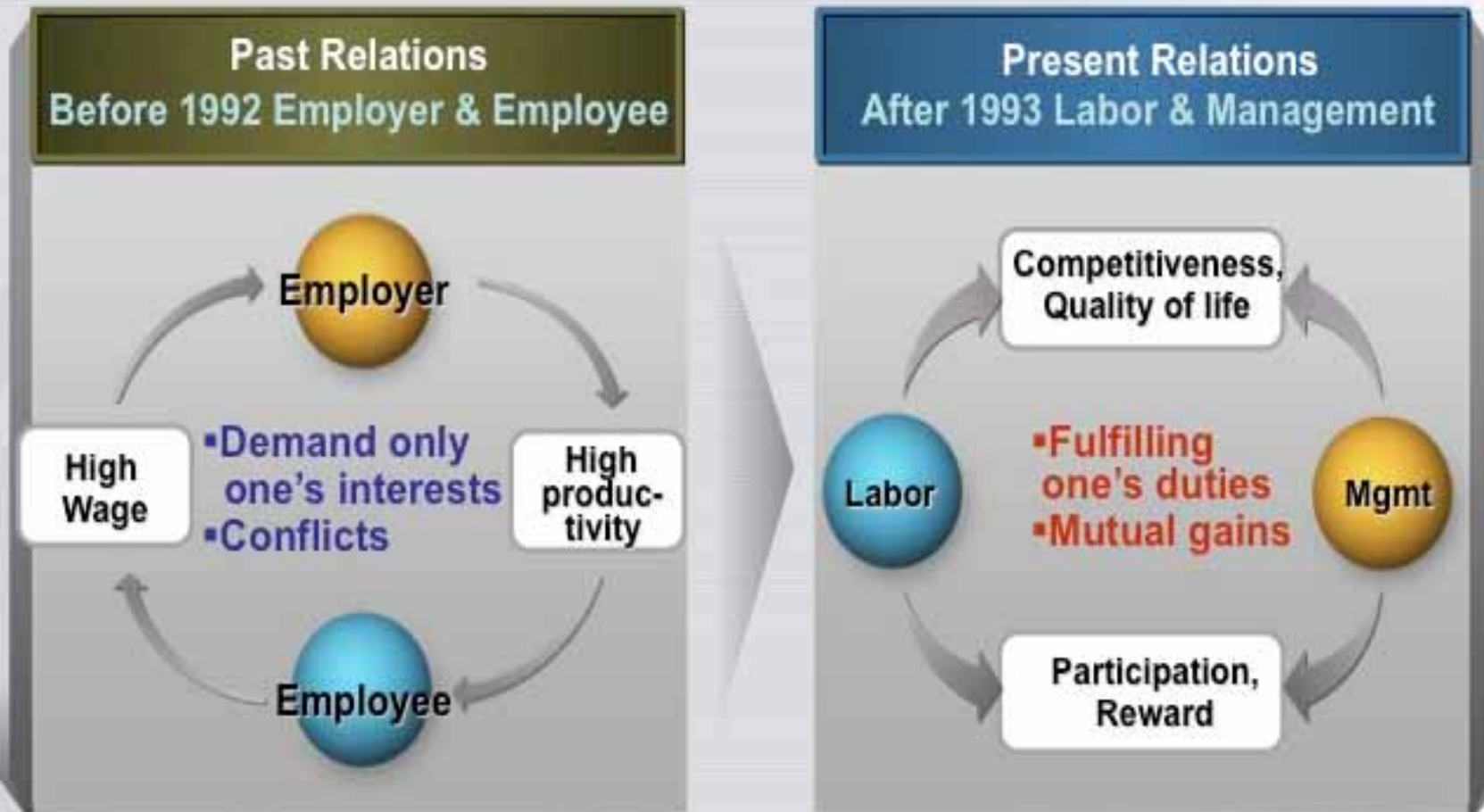


Labor Management Cooperation at LGE

Young-Kee Kim

Executive Vice President
of Human Resources

Fig. 6. Evolution of labor management relations at LGE
Evolution of labor management relations at LGE





LG

Labor Management Cooperation at LGE

Korea



Figure 7. Wake-up Call jointly issued by Management and Labor at the LGE, Korea

Wake-Up Call

- LGE cannot compete without continuous improvements in productivity.
- LGE cannot compete unless it made top quality products for the global market.
- LGE cannot make top quality products and continuously increase productivity
- *unless the Union and management cooperate with each other!*

Fig. 8 PEOPLE ARE THE MAJOR PLAYERS
IN TOTAL QUALITY



Partnership For Competitiveness

QUALITY PARTNERS COMPANY, Ltd.
"Fostering partnerships for quality,..."

Workplace Partnership – meaning and importance:

- **Everyone – employers, managers, employees (and where present, trade unions) – work together for the benefit of the organization and also of the workforce**
- **Partnership encompasses a broad range of workplace actions, behaviors and attitudes that serve to promote change, innovation, productivity and improved quality of work and working life...that delivers mutual gains.”**

Workplace Cooperation - participatory mechanism for workers to have a say in decision-making – on matters that affect their interests and welfare.

- **A channel by which management can get feedback on its programs, policies and their implementation.**
- **By consulting and involving employees in selected areas of mutual concern, they can be given a chance to input useful ideas and suggestions to enhance sustainability of productivity efforts and total quality.**

Objectives of Workplace Cooperation:

- To increase company competitiveness -
by improving quality and productivity
 - To enhance quality of work life
 - To harmonize work relations



Example of a WPC CHARTER

The role of the WPC is to improve communication between managers and workers to insure the future of the company and its employees – thru the promotion of quality and quality of work life.

- Improve and expand working relations between workers and management
- Provide opportunities to solve problems through a joint approach
- Identify material, utility & financial waste.
- Explore and recommend new ideas to improve customer relations
- Improve quality of employees' work life.

Fig. 9 WPC for quality of work, work life & other mutual concerns.



To the invaluable ideas and precepts of the Quality Gurus above, we can add –

“that the quality of work performance and that of the resulting products and services depend largely on the quality of the employees’ work life.”

How workers are empowered and involved in workplace decisions, ... and how their participation in problem-solving activities is enabled - will be very important in today’s competitive world. ###