

Developed India by 2040: A Wholistic Roadmap - "Sampoorn" QUALITY AT ITS BEST - For a Noble Purpose



FOREWORD: This article is an alert for all the leaders / strategists everywhere and is written for the sole purpose of achieving a vision which every true Indian really aspires for. The article is written from actual working experience and hands-on implementation across wide variety of organizations in most organization functions.

Sunil Shrivastava - Head – Centre of Excellence, Quality Circle Forum of India – sunil@qcfi.in

1.0 The Vision

The vision of 'Developed India' is aspired by one and all in the country to achieve much higher per capita income simultaneous to all-round growth, happiness and peace. Everyone cherishes a dream to regain the status of 'Golden Bird' (Sone Ki Chidia) achieving a developed nation status much sooner than planned.

2.0 The Challenge

The challenge is magnanimous. The approaches and recommended solutions are also almost as many as nos. of people in the country. There have been great thinkers and implementers in the country since India's independence in 1947 who contributed towards this 'All-important' vision of wholistic growth! Even after more than seventy-five years since independence, the achievement of this vision remains an uphill task and needs acceptance and efforts by each and every citizen in aligned ways!

There is also a dire need to create **widespread awareness** and sensitize /educate each and every citizen on their **role clarity** to help them gear-up and respond with raising their **achievable productivity by atleast fifty percent every twelve months** without an iota of compromise on their work-life balance and happiness!

There is also a need to evolve a more comprehensive enabling roadmap

encompassing/ addressing all such efforts in large sub-domains of the country's performance-systems to address each and every citizen as well as each and every 'inch' (area) of the country.

The **sustainability of "achieved status"** is also an equally challenging task. It calls for all-pervasive engineered efforts under comprehensive enabling Roadmap to uphold strong performance-fundamentals so that the country's status remains intact as 'constantly improving' GDP. The sustainability of widespread performance systems in the entire spectrum of organizations/entities will face the challenge to keep the variations to minimum addressing all special causes and arresting the performance-slippages. This will need a robust comprehensive roadmap providing common approach to aggressively start turning-around the whole performance everywhere in a sustainable manner.

3.0 Eureka – The countermeasure developed

3.1 The solution evolved steadily, especially in last 40 years, built-up over base period 1945-2002 considering worldwide industrial revolutions. It was evolved by closely observing and questioning everything happening inside and outside the 'formal-organizational-boundaries', across communities from diverse geo-political domains across the globe! The critical inputs for evolving this framework came from extraordinary Indian brains, workers, leaders from all spheres of life, global thinkers, strategists, social dynamics, citizens



of India, and above all, from ultimate rich Indian culture heritage. Since 2002-03, these inputs were gradually synergised into a vibrant roadmap knitting together strengths from most effective interventions/systems and resulting into the gradual evolution of 'Sampoorn' – The wholistic roadmap as solution to achieve the cherished vision.

3.2 A brief connecting background is vital to understand why “Eureka” happened.

3.2.1 Resounding success of the Quality management in Japan proved to many countries that they also should go for it. There were several management concepts and structured improvement systems which were defined for the industries and organizations in eastern and western countries since 1960's targeting wholistic improvements. The word 'Quality' and 'Total Quality' started being perceived as panacea and became the most-wanted interventions for most progressive organizations and helped them to varying extent. The world saw the significant turnaround happening in Japan after “world War – 2”. Japan was proving to be an eye-opener for conservative technocrats who continued to believe that the technical/functional excellence alone can make or mar the business. Japan was actually using “structured problem-solving team-based approaches” under TPM/TQM umbrella, and started revamping its economic growth aggressively leveraging 'people creativity and teamwork' evolving Deming Award. Their nation-wide belief in learning and applying “structured thought process” is often quoted all over the world along with their disciple and values practiced by their citizens. The western world saw emergence of Six Sigma in Mid 1980's and evolution of Malcom Baldrige Awards, EFQM awards and IMEA awards to name a few. India also saw emergence of Quality-Organization Awards like RABNQAs, CII, IMeA etc awards.

3.2.2 Major Roadblocks – Misplaced focus also was visible in abundance in this base period of years 1945-2002. The scene in India was not any different. To mention a few:

I. There continued a technical / functional bias with technocrats that quality approaches are an additional work and hinders their natural analysis, decision making and fast implementation actions. Their bias continues widely still today that their core technical knowledge is sufficient for all business solutions. This bias is still widely prevalent in India and Quality Department is an ornamental entity for various compliances and awards.

II. Trainings and certifications became one of the prime businesses. The trainers' and consultants' world found it a premium business to deliver trainings and certifications only (not followed by facilitation for applying the tools, techniques, methodologies and systems) on these golden concepts everywhere and their mushroom growth happened across the countries.

III. The focus of many trainers and consultants was to market their expertise-areas as per ongoing trends and preferences of organizations and were inadvertently promoting “Quality-trainings as business” instead of 'Quality of business'.

IV. The training and consulting happened for Quality interventions more to cater to organizations preferences as per ongoing trends rather than objective needs-assessment.

V. The quality-jargons were evolved objectively but were practiced inadequately to derive their real benefits.

VI. Organizations also started deriving a pride by being in the 'Trained and certified' category. There was a mad race for 'prestigious awards' by the organizations to



achieve and boast of status of being the best of Quality organizations. In the process, the bigger objectives of Quality-interventions for actual transformation were compromised. **The real benefits from structured approach were not realized** to the desired extent for people orientation, creativity-stretch, workforce happiness, work-life balance etc.

VII. **The force-fitting of ongoing improvements** branding them as Quality interventions started becoming a standard practice and is compromising – rather destroying - the real image and potential-spread of 'quality-approach' in right earnest.

VIII. **The workforce and teams perceive the Quality function as 'Additional Work'** or just an **opportunity to make tours and external visits** for competitions and awards etc.

XI. **Work-life balance took a back seat** and was highly compromised.

X. The expected benefits of quality approaches in **absence of effective trainings with mandatory handholding** at shop floor was highly compromised diluting significance of good quality interventions/systems.

XI. India suffered a big opportunity loss at large especially in past 50 years due to above reasons in absence of an integrating 'Easy-to-understand-and-Do" Quality-solution. India, despite being a rich natural resources country and having best brains in the world, remains an 'Developing Nation'.

4.0 'SAMPOORN' (The 'Whole') FRAMEWORK – The INDIAN 'DIFFERENTIATOR' – An overview

4.1 The essence of word 'Quality' – which is an English imported word – is much more comprehensively represented by the **Indian heritage symbol – SENGOL** – which means as Tamil word “SEMMAI” meaning **RIGHTEOUSNESS**; and Sanskrit word – “SANKU” – SHANKHA – meaning **AUSPICIOUSNESS**.

This Indian perspective of word 'Quality' conveys 'win-win' for all in its true sense upholding the spirit of Indian global concept 'Vasudhaiva kutumbakam' (The whole world is one family) and is fundamental to sustainable collective growth promoting Total People Involvement and wellbeing within and around each and every formal entity (Organization) covering 'all' on earth.

4.2 The Framework SAMPOORN addresses this Indian perspective in true sense and proves as a real differentiator. On one hand, it provides comprehensive implementation roadmap for all necessary noble quality prescriptions including 14 principles by Dr Deming, TPS (Toyota Production System); and on the other hand – it encourages Indian organizations from the entire sectors to participate in our '**Indian Quality Award System**' - **SAMPOORN**, which motivates, improves, recognizes and creates a roadmap for quantum performance jump year-over-year for the entire gamut of industries and organizations by practicing this roadmap termed as “**Business @ Turbo Roadmap**”!

4.3 The Overview of SAMPOORN Framework

4.3.1 Completely aligned to all stakeholders, it is executed to deliver vision, mission, objectives, strategies, long term and short-term goals; addressing people, process, systems and culture in wholistically way expanding the pockets of excellence every day by all involved everywhere in all the 'working' domains of the formal boundaries of organizations across entire Supply-Chain to begin with – And then followed by implementing same in the communities / organizations around!!!

4.3.2 In the Core of it - An IMPROVISED project-based improvement-framework is practiced which is completely aligned and connects directly with / under an overall encompassing TQM framework which is extremely focused.

4.3.2.1 It is executed in most agile ways slicing off redundant traditional quality tools /improving methodologies using innovative Agile Simple tools like 'Agile BSA (Agile Business System Analysis), hybrid brainstorming, TurboAPRM etc.

Few other major differentiating features of 'SAMPOORN' are:

I. This is easily / equally accepted by the leaders and workforce as they are able to easily co-relate these tools and approach with their work to chieve their targets and do not find this 'Quality' initiative a burden or additional work.

II. The business owners and CEOs can clearly see a sharp focus on improvement of business performance numbers simultaneous to people-competence building, processes streamlining, systems and procedures consolidation leading to a vibrant culture of learning and innovations propelling quantum growth on sustainable basis.

III. It creates a much more vibrant learning organizations raising the bar project-by-project every 2-4 months or Kaizen-by-kaizen on daily basis.

IV. The Business System Analysis (BSA) provides vital competency-gaps and strengthens aspects like customer-orientation, Change management, business acumen, entrepreneurship, innovation, etc.

V. The 'SAMPOORN' addresses almost all the issues popped up especially in last five decades in India and practices golden global state-of-the-art management approaches in agile ways without using jargons to keep it simple-to-understand, effective and implementation-oriented.

VI. The SAMPOORN neither excludes the most advanced AI tools, Start-ups, Design for zero defects, Quality 4.0 etc. interventions from its approach nor it loses focus on intrinsic

human values and engagement to make human-growth -thereby not compromising on vital human values/factors of care, respect, trust. Empathy, etc..

VII. The IMPROVED PROJECT MECHANISM has several milestones following evergreen 'PDCA' roadmap and pauses to address critical competency-gaps emerged from BSA for 'core' and 'extended' teams to evolve 'Model Business Area' as 'Pockets of Excellence' leveraging TQP (Total Quality People).

VIII. The project competencies are inculcated amongst the workforce for measurements, data analytics, implementation and sustenance through effective conventional and improvised tools and techniques.

IX. Smooth linkage for project-team members with Advanced teaming concepts, meeting effectiveness, Team Effectiveness, development of internal trainers from Project team-members for Internal transformation' is provided by 'SAMPOORN'.

X. All the functions and departments are facilitated to define projects with clear measurement of performance-matrix.

XI. Leaders and managers do not need to force-fit any easy solutions into different Quality Methodologies nor need to create unnecessary documents and presentations.

XII. This makes the whole intervention exciting for the entire workforce from CEO to doorman and enables them to participate enthusiastically and happily.

XIII. The intervention creates a natural 'pull' across the entire organization and creates 'Happy Hours' at work place very objectively with a sense of purpose. As a result, the managers at all levels do not need to push workforce any longer after the intervention matures in the organization within a year or





two considering its baseline!!!

XIV. SAMPOORN is executed in five comprehensive 'IMPROVISED' steps using commonly prevailing five English verbs viz. Define, Measure, Analyse, Implement and Control. Its execution is led by critical 'potential' Mass of the organization from higher management-levels to make it really Top-down and Bottoms-Up which makes the drive sustainable.

XV. The teams can participate in all prevailing competitions spreading the vital approaches for win-win for all!

XVI. The unified roadmap eliminates the need of multiple drives in the organization which cause confusions/overlapping of efforts / credit-fight and provides real synergy for the wholistic growth!

XVII. The management Dashboards for reviews also are simplified and nos of management-reviews go down drastically consuming much less time on reviews and adding up to innovation-time.

XVIII. A simplified reward and recognition is created for the required momentum alongwith performance driven growth under a unified system – SAMPOORN.

XIX. The system of SAMPOORN provides opportunity to create own benchmarks to achieve better than the best.

XX. New horizons for new businesses / Customers/markets/Communities

are natural opportunities for vertical integration and horizontal replications contributes by design towards taking forward the momentum across the nation.

XXI. The roadmap is available at practically negligible investment from Centre of Excellence, QCFI and can be started at earliest by the organizations.

XXII. The Indian TQM Awards launched by Centre of Excellence in its 3rd TQM Summit on 6th February 2025 is a phenomenal improvement-vehicle to propel the GDP-growth for the Nation in an unprecedented manner.

5.0 The Way Forward:

All the organizations can take full advantage of this Roadmap “SAMPOORN”; and emerge as a contributing entity for collective-transformation-efforts in their respective influencing-domains to spread the culture across the country as a war against inefficiencies and low-per-capita-income to make our country a developed country by 2040 leveraging Total Quality People in a manner which is faster, cheaper and better than the best.

The organizations can feel free to connect and clarify their doubts to remove any hurdle on way to transform India back into golden era of “Sone ki Chidia” (The Golden Bird). Let us work together.

Sunil Shrivastava - Head – Centre of Excellence, Quality Circle Forum of India, Mobile -7894400702



There are four purposes of improvement: easier, better, faster, and cheaper.

- Shigeo Shingo

