

Foreword

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It seems hardly a month goes by that yet another management book is trumpeted in the press, dutifully carried aboard aircraft, eruditely quoted for its cliché phrases, and then finally placed in the dustbin that is the manager's bookshelf, never to be opened again. The more I am around, the more it seems there are increasing numbers of those lately: books you get to impress others.

If that sort of book interests you, then put the one in your hands now back on the dealer's shelf and move on.

If you are interested to learn some things, things which endure, and will do you well to heed and apply, then you are in for a treat. If you are looking for a book you will consult time and again, than this one is for you. This is a book you buy to impress yourself.

Suresh Lulla and I have been friends and colleagues for as long as his organization, QIMPRO, has been around. We met back in the late 1980's, when quality management was not yet a current buzzword, just a set of good things to learn and put into practice. QIMPRO and Mr. Lulla are now well known in India and the rest of Asia; the Juran Institute, Inc. is known globally. Frank Tedesco has a friend or two in some exotic places here and there.

In the late 1980's, my first visits to India were shepherded by the Confederation of Engineering Industry. I was mobbed at every venue, running three-day seminars on a fast moving junket of Indian cities. Many times I had little time for breaks as I was beseeched at tea, during lunches, and into dinners. It was exhilarating, to say the least.

Along came Suresh, and we teamed up for lots of seminars and company visits, with more manageable rosters and schedules. We found plenty of time to chat and listen to participants' issues. Everyone learned. The press was always around, bless 'em all. Maybe they learned something too.

We then took up a banner in the 1990's, spearheaded by QIMPRO's "Made in India" theme. We pushed further ahead, as the Malcolm Baldrige National Quality Award criteria became the proven path to business excellence. We led the first-in-India self-assessment to the MBNQA at Tata Steel, during a lovely visit to Jamshedpur. We introduced process management, services quality, facilitator skills, planning by design, and much more. The QIMPRO conventions became a jewel in the crown. In each venue, every organization and its delegates were eager sponges: unprecedented in my experience. The learnings were a two-way street. It was a blast.

I always looked forward to these visits, as I knew I had arrived on welcome soil. Indeed, to this day my wife and I refer to India as "home."

Now, in this unprecedented book, Suresh brings forth the body of knowledge that is World-Class Quality as applied throughout India and well beyond. Contributions from organizations and individuals who have "been there, done that" show the way for the rest. The organizations that undertook to follow the long-proven tenets of best-practice companies have not been led down primrose paths. Oh no, the very ones who populate this book have clear successes you can pattern for yourself. You will see what they did, how they did it, and learn first hand what you can do for your organization. You will journey forward knowing that those who have gone before have succeeded in casting away the line I heard many times in those early years: not doable in our cultures. *Adopting best practices is doable in any culture, and these authors prove it again and again.*

So, get on with it. You are in for a treat. Skip around. Go back to favorite topics. Visit with our friends and colleagues in this book that you will treasure and use throughout your career. Clearly, it was MADE IN INDIA. Welcome home.

Sincerely,

Frank