

Issue
FEB 2007

Consultants' CORNER

NCRCL™

NCR Consultants Limited

The strength of a chain is its weakest link....

Who is dear to God ?

Chapter-12, Bhagavad Gita

The Person, who neither rejoices nor hates, nor grieves, nor desires, and who renounces both good and evil actions and is full of devotion, is dear to God.

(Verse-17)

The person who deals equally with friend and foe, and is the same in honour and ignominy, who is alike in heat and cold, pleasure and pain and other contrary experiences, and is free from attachment, who takes praise and reproach alike, and is given to contemplation and is contented with any means of subsistence available, entertaining no sense of ownership and attachment in respect of his dwelling-place and is full of devotion to God, that person is dear to God.

(Verse-18-19)

Do it now!

Do it now! Can effect every phase of your life. It can help you do the things you should do but don't feel like doing. It can keep you from procrastinating when an unpleasant duty faces you. But it can also help you do those things that you want to do. It helps you seize those precious moments that, if lost, may never be retrieved.

Napoleon Hill

Inside this issue:

What am I (MIS)sing...???	2
Six Sigma	3
Improving reading habit	4
Its all happening at NCRCL	4
Seven Cardinal Principles to Achieve Success	4

Where are we heading?

R.S. Murali

Every single day of ours goes on with so many activities, of which some are planned many unplanned, some successful others not....are you satisfied with what is happening?

I am not sure whether you got my question right... are you feeling comfortable with the day to day events that are taking place in your life? Comfort implies satisfaction here. Or are you not looking back at every day's progress and evaluating as to what is happening or not? In case you are not looking back, there is something wrong You need to get certain things right.

Most of the people, I understand from my discussions and observations, are leading the life without watching themselves: they are not sure as to what is to be done every day (planning), they also do not understand what is very critical – whether important personally or officially – to be complete during the day (priority), they do not bother as to how the day has gone by and as to whether various activities were executed so that the objectives behind those activities have been achieved or not (evaluation).

Is any one of the above three points familiar to you and taking place in your life? If yes, then you really do not know where you are heading. This is the truth.

This attitude of not being 'aware' of our day to day happening comes out of either ignorance or indifference. Ignorance is out of laziness and indifference is out of carelessness. Both need immediate attention.

Kindly note that getting up unduly late, procrastinating, feeling lazy to plan or put down daily priorities on paper, not following up meticulously on what needs to be done, keeping your shelf at home and desk at office in a shabby manner, not updating yourself in areas of your interest or work, putting on weight, feeling not comfortable with physical activities, etc. are samples of attitudes that arise out of ignorance or indifference.

In case of both these, you need to take control and manage....otherwise you will not know where you are heading.

Kalam on Project Management

India's first Satellite Launch Vehicle (SLV-3) took off on the morning of 18th July 1980. This marked the culmination of over a decade long committed effort of a large number of scientists led by Dr. A.P.J Abdul Kalam. The project involved co-ordination between 300 different industries, about 250 sub-assemblies, 44 major subsystems, team of more than 250 engineers and scientists. An excerpt from Dr. Kalam's autobiography – 'Wings of Fire' is given below:

"Having taken up the leadership of executing the SLV-3 project, I faced urgent and conflicting demands on my time for committee work, material procurement, correspondence, reviews, briefings and for the need to be informed on a wide range of subjects.

My day would start with a stroll of about 2 km around the lodge I was living in. I used to prepare a general schedule during my morning walk, and emphasize two or three things I would definitely like to accomplish during the day including at least one thing that would help **achieve long term goals.**

Once in the office, I would **clean the table** first. Within the next ten minutes, I would scan all the papers and would quickly divide them into different categories: those that required immediate action, low priority ones, ones that could be kept pending, and reading material. Then I would put the high priority papers in front of me and everything else out of sight."

Ashok Rao

What am I (MIS)ing.....???

{Recap: A new CEO in a company on his first day, confused completely by seeing all the present scenarios, came to know about NCRCL through his friend and finally got some hope, and at last got an idea of having a MIS in his company.

NCRCL laid out a complete bird's eye view report for CEO. First it discussed about the major areas of responsibility and complete organization structure)

The picture shown below limelights the major areas of responsibility of a CEO. The areas of responsibility are bifurcated into two categories:

1. Internal
2. External

Internal areas are

1. Board of Directors
2. Marketing
3. Production
4. Purchase
5. Human resource
6. Accounts and Finance
7. Research and Development
8. Systems and Networks

External areas are

1. Government
2. Shareholders
3. Lenders
4. Legal authorities
5. Clients/Customers/Creditors
6. Environment

Complete hierarchy of the organization is given in brief .

Hierarchy

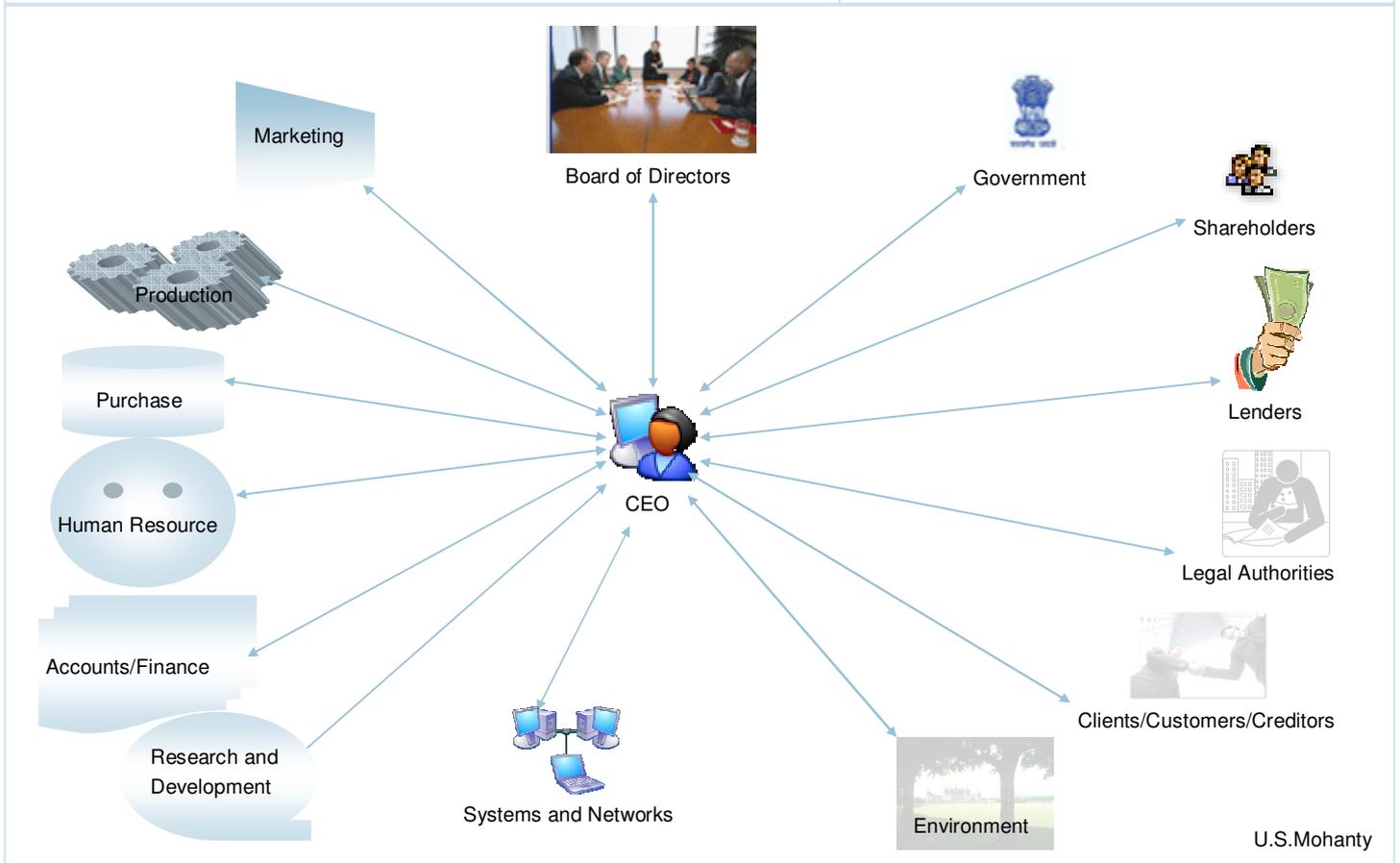
- Chairman
- Board of Directors headed by Managing Director
- CEO

In Various Departments

- President
- Vice-President
- CFO,CMO,CAO.....etc
- General Manager
- Deputy General Manager
- Assistant General Manager
- Senior Manager
- Manager
- Deputy Manager
- Assistant Manager
- Junior Manager
- Senior Officer
- Officer
- Junior Officer
- Staffs

In Production Floor

- Foreman
- Supervisors
- Highly Skilled workers
- Skilled Workers
- Semi-skilled workers
- Unskilled workers



U.S.Mohanty

Six Sigma

What is Six Sigma?

Six Sigma simply means a **measure of quality that strives for near perfection**. Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects (driving towards six standard deviations between the mean and the nearest specification limit) in any process -- from manufacturing to transactional and from product to service.

The statistical representation of Six Sigma describes quantitatively how a process is performing. To achieve Six Sigma, a process must **not produce more than 3.4 'Defects Per Million Opportunities' (DPMO)**. A Six Sigma defect is defined as anything outside of customer specifications. A Six Sigma opportunity is then the total quantity of chances for a defect. Process sigma can easily be calculated using a Six Sigma calculator.

Six Sigma Methodology

The fundamental objective of the Six Sigma methodology is the implementation of a measurement-based strategy that focuses on process improvement and variation reduction through the application of Six Sigma improvement projects. This is accomplished through the use of two Six Sigma sub-methodologies: **DMAIC** and **DMADV**. The Six Sigma **DMAIC process** (define, measure, analyze, improve, control) is an improvement system for existing processes falling below specification and looking for incremental improvement. The Six Sigma **DMADV process** (define, measure, analyze, design, verify) is an improvement system used to develop new processes or products at Six Sigma quality levels. It can also be employed if a current process requires more than just incremental improvement. Both Six Sigma processes are executed by Six Sigma Green Belts and Six Sigma Black Belts, and are overseen by Six Sigma Master Black Belts.

Benefits of Six Sigma

According to the Six Sigma Academy, Black Belts save companies approximately \$230,000 per project and can complete four to 6 projects per year. General Electric, one of the most successful companies implementing Six Sigma, has estimated benefits on the order of \$10 billion during the first five years of implementation. GE first began Six Sigma in 1995 after Motorola and Allied Signal blazed the Six Sigma trail. Since then, thousands of companies around the world have discovered the far reaching benefits of Six Sigma.

Many frameworks exist for implementing the Six Sigma methodology. Six Sigma Consultants all over the world have developed proprietary methodologies for implementing Six Sigma quality, based on the similar change management philosophies and applications of tools.

Black Belts (Master Black Belts and Green Belts)

Perhaps the most striking feature of the Six Sigma companies is that they have among their employees a high profile group known as Black Belts. (Most of the companies also have Master Black Belts and Green Belts). The term Six Sigma Black Belt was first introduced by the Motorola Corporation to describe employees who are trained and experienced in applying statistical techniques to business processes and procedures so that they can make major positive contributions to the bottom line.

A Black Belt devotes much, if not all, of his/her time to the important task of leading process improvement projects. Black Belts are high potential employees who have received extensive training in statistics, interpersonal skills, problem solving, project management, etc. Black Belt trained employees are used to assist in measuring how well their present business strategies are meeting company objectives, as well as developing strategies to reduce costs, cycle times and defects while increasing profitability and competitive advantage.

Typically, the Black Belt training has duration of four weeks: it may consist of 2 two-week courses, or 4 one-week courses, or a succession of shorter courses. In many cases, the Black Belt does not become qualified until he/she has completed the training and also led one or two projects to a successful conclusion. Training to become a Black Belt includes a rigorous learning schedule of different statistical techniques, as well as the practice of applying these tools in real-life business situations.

Allied to these criteria, before being awarded Black Belt status, the person must demonstrate problem-solving, project management and team leadership skills. The systematic training approach followed typically involves the five (sometimes only the last four are mentioned) problem solving-steps of: define, measure, analyze, improve and control.

Black Belts use the five-step approach to initiate cost-saving projects as follows:

1. definition of problem,
2. measurement of characteristics that are critical-to-quality (CTQ),
3. analysis using benchmarking and gap studies,
4. improvement
5. control.

As with the introduction of TQM and other projects involving major change, the way in which Six Sigma Black Belts are trained and utilized has important repercussions for the success or otherwise of the initiative.

Black Belt projects often last for four to eight months, with each Black Belt having two or more projects running in parallel. Many Black Belts appear to enjoy high job satisfaction and high status within their company. But it does not last forever. It may well be company policy that a certified Black Belt should move on after two years. A small number would become Master Black Belts, but many would return to line management with enhanced prospects of promotion.

Consequently, the most noticeable features of the Six Sigma companies are the company-wide discussion of process capability and the existence of Black Belts who are charged with the responsibility for improving the processes. If these were the only characteristics shared by these successful companies, anybody would wonder if Six Sigma was the root cause of this success. However, a closer examination of the less visible features reveals, in every case, a company culture that strongly supports the work of the Black Belts and their project team members.

Deepak S
....to be cntd

Improving reading habit

- ❖ Start with News Paper and Magazines. Read for 5 minutes a day. **You can start with one article initially.**
- ❖ Once you start reading your reading speed will increase. How?
- ❖ Actually your reading speed will be the same. But the processing speed of your brain would have been enhanced. How? Lets see an example:
- ❖ When we start reading we will read the whole word say "type writer". But after a point of time, your brain starts expecting & anticipating the words. Say typing & type writer, when the alphabet "l" comes after "p" your brain makes a conclusion that it the word "Typing" & when "l" does not come then it goes for other possibilities. Thus the speed increases as your brain is familiar with patterns & can read i.e. process faster.
- ❖ Once you attain a reasonable speed, try with small books say books with less than 100 pages and try reading the whole book in a week. i.e. 35 mins.(5 mins of reading daily).
- ❖ Read some 6-8 books in 2 months. Let the book be thin ones & of any topic. Then increase the size of the book & in 6 months your reading (processing) speed would be increased for sure.

-Kalyani .A

Its all happening at NCRCL !!!

KBC at NCRCL

Starting 27th January 2007, the Saturday sessions at NCRCL Bangalore have taken a new shape with the launch of a quiz contest called **"KAUN BANEGA CHAMPION of NCRCL?"**. The contest has been conceptualized & is being hosted by (sorry folks not by Big B, not by SRK) but our very own USM (Uma Shankar Mohanty) with support from Mr. Subba Rao.

The contest is very soon expected to give sleepless nights to Star Plus with its popularity growing from week to week. The entire show is being managed using a spreadsheet based QMS (Quiz Management System) developed inhouse.

Anybody getting more than 5 questions correct out of 10 walks away with a pen. The grand winner gets to win a **Parker pen.**

Readers are free to send in interesting questions to USM at the Bangalore office email to be included in the question bank. Please send the question with four alternatives (*and Pleeezz, don't forget to mark the right answer*)



KBC READERS' QUESTION OF THE WEEK

What was the nickname given to TATA Steel during the initial negotiations for acquiring CORUS ?

Send in your answers to the editor at bangalore@ncrcl.com

ANSWER IN THE NEXT ISSUE OF CC

Wait for the next KBC update



NCR Consultants Limited

Regd Office:

#12, Karpagambal Nagar Main Road,

Mylapore, Chennai 600 004

Ph: +91 44 2466 0955

Fax: +91 44 4218 5593

email: chennai@ncrcl.com

Bangalore Office:

147, 1st Floor, 11 C Cross, Behind G.D.Naidu Hall,

Mahalakshmpuram, WCR II Stage,

Bangalore 560 086

Ph: +91 80 65737503

Fax: +91 80 23190143

email: bangalore@ncrcl.com

Website: www.ncrcl.com

Happy Birthday

Many Happy Returns of the Day!!

NCRCL team wishes the February born

Illavarasam S **Vinayak Dutt**

1st Feb

1st Feb

Mahesh

Lokesh SD

3rd Feb

24th Feb

Seven Cardinal Principles to Achieve Success

- ❖ You use only 1/10th of your brain, in your work and original thoughts. If you harness your potential you will be amazed at your results.
- ❖ If you persevere hard, push on, hang-on long enough, you will wear down the opposition.
- ❖ Now decide what your dreams are, reach out for your dreams, they are closer than you think.
- ❖ Search for ideas and projects, which fulfill the needs of the market. The more the others benefits, it benefits you too. The more you do good to others, you land up doing good to yourself.
- ❖ You seldom accomplish alone by yourself. Try to take assistance of others-so delegate.
- ❖ If you want to achieve success, it requires tremendous and considerable efforts. So avoid distractions.
- ❖ Conduct your affairs as if you expect tomorrow to be your last. Start your life neat and uncluttered the next day.

P B Jeevan Rao