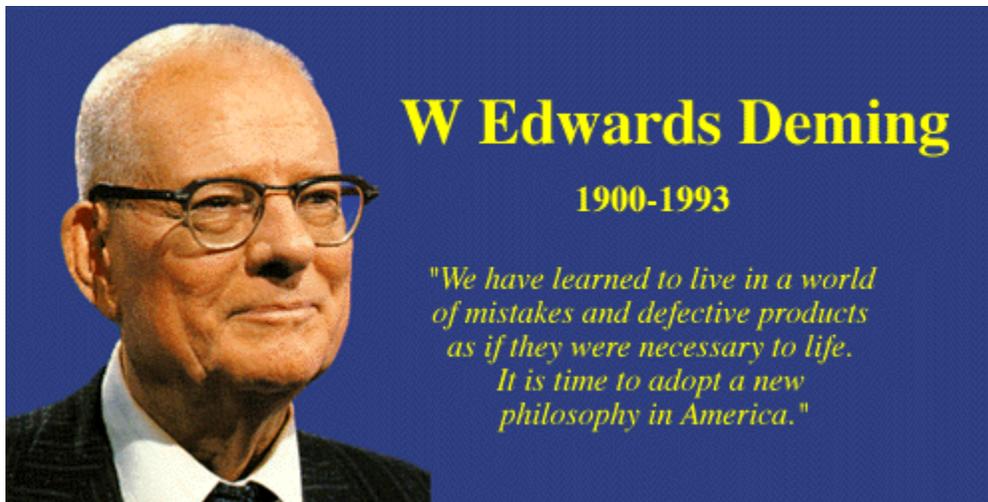


“World Without Quality”

*Real Life Stories
of
Loss of Lives, Livelihood, Millions \$ & Fun*



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Living In a World of Mistakes & Defective Products

“We have learned to live in a world of mistakes and defective products as if they were necessary to life” – one of my favorite quote by Dr. W. Edwards Deming. Most of us have experienced this in our day to day life during our routine interactions with providers of products, services, information etc. Inspired by Dr. Deming’s quote and my passion and commitment to raise the Global Voice of Quality, I started collecting interesting real life stories appearing in media and reports. Some are outright funny, some are tragic and some are depressing. The common thread linking all of them is that all such incidents could have been prevented. It is the failure of Leadership for Quality & Values in the organizations responsible for these incidents and experiences.

I have deliberately not listed big failure stories such as “Millions of cars recalled by Toyota, Bhopal gas tragedy killing thousands, 586 train accidents in last 5 years in India - 53% due to derailments, BP oil spill disaster in Gulf of Mexico, Apollo 13 mission failure, Volkswagen’s Dieseldgate costs of about \$30 billion etc. as they are very well known and widely covered in media.

Let’s begin.

1. **Countries waste on average about 1/3 of their infrastructure spending due to inefficiencies – Analysis by International Monetary Fund (IMF).** The loss can surpass a staggering 50 percent in low-income countries. The good news is that efficiency losses and wasteful spending in infrastructure are not inevitable. Our estimates show that over half of these losses could be made up through better infrastructure governance. (Source: How Strong Infrastructure Governance Can End Waste in Public Investment, by Gerd Schwartz, Manal Fouad, Torben Hansen, and Geneviève Verdier, IMFBlog, Sept. 2020).

Road to nowhere

Countries waste anywhere from 30 up to 50 percent of the money they spend on infrastructure.
(percentage deviation from full efficiency)



Source: G. Schwartz, M. Fouad, T. Hansen, and G. Verdier, "Well spent, How Strong Infrastructure Governance Can End Waste in Public Investment."

2. **How About Withdrawing Money From Your Bank Account Without Depositing Anything?** Sounds weird but a bank customer continued doing the same thing for well over two years. Barwal branch of Central Bank of India, West Champaran district, Bihar, India had issued the same bank account number (3456426904) to two customers with the same name of Sumitra Devi. Subsequently, the first customer, wife of Shiv Shankar Yadav, continued depositing her money. She deposited a total of Rs 442,500 over two years. On the other hand, another woman customer with the same name, Sumitra Devi, wife of Vinod Chaurasia, was pleased to find that her bank account was getting plenty of cash and continued withdrawing at regular intervals. She thought the cash may have been credited by the government as part of its various running development schemes or it was the maturity amount of insurance policies, and hence she didn’t find the cash in her bank account unusual. (Nov., 2019, India)

3. **100 Fall Sick in Jail after Getting Wrong Medicine.** The Pharmacist, instead of Cetirizine (used to relieve allergy symptoms like watery eyes, running nose), gave the inmates Haloperidol, an antipsychotic medication that is used in the treatment of schizophrenia. (12th August 2020, Lucknow, India)

4. **Global Waste to Grow by 70 Percent by 2050 Unless Urgent Action is Taken:**

World Bank Report: What a Waste 2.0 report stresses that solid waste management is critical for sustainable, healthy, and inclusive cities and communities, yet it is often overlooked, particularly in low-income countries. *We Will Litterally Be Living in Waste if Nothing is Done.*

“Mismanagement of waste is harming human health and local environments while adding to the climate challenge,” said Laura Tuck, Vice President for Sustainable Development, World Bank. (Source: What a Waste 2.0 World Bank Report, 2020)



5. **Sydney Puts On Dazzling 2019 Fireworks, But Gets The Year Wrong:** More than 1.5 million people packed the harbour front of Australia's largest city to watch the extravaganza, spectacular fireworks show on Sydney's harbour that rang in 2019 was picture perfect, except for one element - it got the year wrong. One Twitter user quipped “According to Sydney, it's still 2018, so I'm going back to bed,” (1st January 2019, Australia)

6. **Woman Dies After ‘200% Safe’ Operation - Heart Valve “Fell” Into the Heart** during the Procedure: Hinduja Hospital, India has landed themselves in a hot soup after a 56-year-old housewife lost her life after heart valve surgery. In what is seen as a case of medical negligence, Times of India reports say that the heart valve, which was specially ordered for the surgery, “fell” into the heart during the procedure, which was stated as the cause of death. The hospital had assured the family that the surgery was completely safe and that the patient would be back home in just five days. But following the surgery, Manju went into a coma for 60 days and passed away on 19th December 2017. (January 2018, India)

7. **FDA recalls locally-made COVID-19 test kits for minor defects:** According to National Institute of Health (UP-NIH), Manila, Philippines, the Food and Drug Administration (FDA). Some ‘minor defects’ have been seen in the test kits made by the University of the Philippines prompting the agency to order the recall of all locally-made COVID-19 test kits and stop its use in medical facilities until the problem is resolved. Evidence of contamination was traced in the reagents that were used in the test kits of UP-NIH. (May 2020, Philippines)

8. **Steve Harvey Names Wrong Miss Universe Contestant as the Winner in Embarrassing 'Mistake' :** During the moment everyone had been waiting for, after a three-hour show, Harvey announced that the new Miss Universe was Miss Colombia, Ariadna Gutierrez.



The 21-year-old beauty couldn't contain herself as the coveted crown was placed on her head, but then everything got really strange, really fast. Gutierrez was left standing awkwardly on stage as producers scrambled behind the scenes, and soon an embarrassed Harvey walked back to admit that he made a mistake -- actually the winner was Miss Philippines Pia Wurtzbach! In one of the most uncomfortable moments in recent live TV memory, the crown was removed from Gutierrez' head and placed on the head of an astonished 26-year-old Wurtzbach -- who, after the mix-up, in fact became the real new Miss Universe. (Dec. 2015, USA).

9. **Quality Control at Deloitte 'Severely Inadequate, Ineffective': NFRA:** The National Financial Reporting Authority (NFRA) on Thursday issued the audit quality review (AQR) report of the statutory audit of IL&FS Financial Services (IFIN) for FY18, stating that the quality control system of the auditor, Deloitte Haskins and Sells (DHS), was inadequate and inefficient. (13th Dec. 2019, India)

10. **Government Productivity: Unlocking The \$3.5 Trillion Opportunity:** As per global study on government productivity conducted by the McKinsey Center for Government (MCG). Quoting from



report "Several countries have achieved dramatic productivity improvements in recent years— for example, by improving health, public safety, and education outcomes while maintaining or even reducing spending per capita or per student in those sectors. If other countries were to match the improvements already demonstrated in these pockets of excellence, the world's governments could potentially save as much as \$3.5 trillion a year by 2021— equivalent to the entire global fiscal gap.

11. **About 105 Children Die in Hospital in span of one month. No Warming Trays for Newborns,** in the J.K. Lon Hospital, Kota, India as it lacks standard facilities any hospital should have. As per the Committee formed by the Rajasthan government, "infants died due to hypothermia, a medical emergency that occurs when the body temperature falls below 35C. Report said that 22 nebulizers out of 28 were dysfunctional, 81 infusion pumps out of 111 were not working and the same was the story with para monitors and pulse oxymeters. Surprisingly, the ICU was not fumigated for months, the report said. Also, the hospital staff continued with the whitewash in wards where infants suffering from pneumonia were admitted for oxygen. (January 2020, India).

12. **Pentagon Wastes \$ 28 Million On Afghan Uniforms With the Wrong Camouflage.** : The U.S. reportedly purchased the uniforms in consultation with the Afghan National Security Forces who requested "forest" camouflage despite the fact that it is only 2.1% of the country's total land area. SIGAR head John Sopko lamented the decision, saying "We wasted \$28 million of taxpayers' money in the name of fashion, because the defense minister thought that that pattern was pretty. (21st June 2017, USA).

13. **Takata Pleads Guilty in Air Bag Scheme, Failures caused by Design, Chemistry, and Climate:** Japanese auto parts maker Takata Corp. agreed to pay \$1 billion for concealing a defect in

millions of its air bag inflators. Defective manufacturing practices, an unstable chemical, manipulated test data and flawed quality control processes are among the problems that plague Takata. Premature rupturing of Takata airbags has thus far caused 10 deaths, including nine in the U.S., and more than 100 injuries worldwide (Year 2016 & 2017).

14. **Noisy Windshield Wipers:** General Manager of Car Wiper Motor Manufacturing Company (Name changed to protect identity) was handed over a full truck load of wiper motors by one of its major car manufacturing company. Motors did not meet buyer specification on noise and resulted in customer complaints. Enjoy the “root cause” analysis done by this company:

Technician tests the sound from the newly made motors against the template provided in a fully enclosed air conditioned sound proof cabin. Company appointed a new Manager who had to be provided with an Air Conditioner. So the AC from sound proof test cabin was removed since Technician, junior than the Manager should not be entitled to “enjoy” AC cooling where as his senior the Manager) has to bear the heat & humidity. Technician was provided with a pedestal fan which created a huge noise inside the cabin wherein the motor noise testing was being performed. Instead of identifying the root cause of the noise, it was okay for this company to produce defective products and continue accepting returns from customer, adding to the cost of poor quality, making customer unhappy. (Contribution: Mr. Jacob Cherian, CEO, IBIS Management Systems, India)

Concluding Thoughts – Quality Needs Leadership

By effectively using quality and safety management strategies and techniques, all of the above incidents could have been prevented and lives saved. Some of incidents are sheer examples of callousness with total disregard to human life. Also focusing on quality, productivity, performance improvement techniques, billions of dollars of scare resources could have been saved. There are important lessons to be learnt from these real life experiences so that we can prevent such incidents from happening again, use scare resources wisely. And save lives and livelihoods & Leave No One Behind as UNSDGs mission.

We in society are paying a huge price for some people not doing their job right. It is failure of Leadership for Quality.

I share these stories with the hope that organizations, leaders, managers and other professionals will learn important lessons behind each of stories and prevent from making such mistakes, commit to Quality and help raise the Global Voice of Quality.

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Mr. Sunil Thawani is an Author & Fellow, American Society for Quality (ASQ) and International Consultant, Quality & Excellence, United Nations and champions UN SDGs. He currently serves as Member, Board of Directors, Dubai Quality Group. He is recipient of prestigious ASQ Lancaster medal. Sunil lives in Dubai, U.A.E. and can be reached at contact@qualityindeed.com.