12th WORLD CONGRESS
FOR TOTAL QUALITY MANAGEMENT

“Developing Competence to Improve Business Performance for Rapid Change in the 21st Century”

27th & 28th September 2007
www.tqmworldcongress.com

Murrayfield Stadium Conference Centre:
EDINBURGH U.K

supported by the International Association for Quality (IAQ)
About the World Congress for TQM

The World Congress for Total Quality Management (WCTQM) has been established since 1996 by Prof Gopal K Kanji, Professor of Applied Statistics at Sheffield Hallam University and now the director of Kanji Quality Culture Ltd, Emeritus Professor at Sheffield Hallam University and Visiting Professor at Leicester University, UK.

The WCTQM has been the premier research, educational and training event for quality and business professionals working in the field of quality enhancement, academics and researchers focusing on improving business performance. The Congress, the first time in Scotland, will provide delegates with leading edge insights, practical skills and knowledge on what it takes to become a successful organisation in today’s competitive business world. The Congress is a unique opportunity for business leaders and quality practitioners to share insights and learn from leading scholars, academics, researchers, consultants and peers at the forefront of leading on quality worldwide.

Key Objectives:

- How to improve leadership, management capability and people strategy that can impact on business
- How to improve and sustain high levels of business performance
- How to develop and apply practical ideas and best practices in areas of Quality Management.

The Congress will provide ample opportunity to share good practice, experiences and insights through paper presentations and workshops on themes including:

- Business Excellence • Leadership • Performance Measurement • Innovation • Process Management & Improvement • Six-Sigma • Benchmarking for Quality • Developing Competence for Quality • People Development and Organisational Capability • Lean and Rapid delivery approaches • Effective Customer Care and relationships • Systems approach to management strategies • Performance measurement in Health Care • Performance Measurement in Local Government • Leadership in Corporate Governance
# Programme & Schedule

## Day 1

**27TH September**

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<tr>
<td>8.30 – 9.00</td>
<td>Registration and Coffee</td>
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<tr>
<td>9.00 – 9.30</td>
<td>Welcome Address by Prof. Gopal Kanji: Chair of the World Congress and Opening Address by Dr. Steve Graham: Director of the Scottish Manufacturing Advisory Services</td>
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<tr>
<td>9.30 – 10.15</td>
<td>Developing Systems thinking related Competencies to enhance organisation’s Fitness for Purpose: Prof Tito Conti: Chair: Prof Gopal Kanji</td>
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<tr>
<td>10.15 – 10.45</td>
<td>Coffee Break</td>
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<td>10.45 – 12.15</td>
<td>PARALLEL SESSIONS [4 STREAMS]</td>
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<tr>
<td>12.15 – 13.00</td>
<td>Quality and Operational Excellence: Turning Improvement into Reality in the 21st Century: Prof John Oakland: Chair Prof Gopal Kanji</td>
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<tr>
<td>13.00 – 13.30</td>
<td>Lunch Break</td>
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<tr>
<td>13.30 – 14.15</td>
<td>The future on Six Sigma: Prof Jiju Anthony: Chair Dr Kai Kristensen</td>
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<tr>
<td>14.15 – 15.45</td>
<td>PARALLEL SESSIONS [4 STREAMS]</td>
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<tr>
<td>15.45 – 16.15</td>
<td>Tea</td>
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<td>16.15 – 18.00</td>
<td>A new paradigm of change and how to manage it: Steve Unwin: Chair: Prof Kostas Dervitsiosis</td>
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<td>18.00 – 18.30</td>
<td>Networking</td>
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<td>18.30 – 19.00</td>
<td>Drinks Reception</td>
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<td>19.30 – 10.00</td>
<td>Conference Dinner</td>
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## Day 2

**28TH September**

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<th>Time</th>
<th>Event</th>
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<tr>
<td>9.00 – 9.45</td>
<td>Cultivating “Deep Quality” for Sustainable Excellence in Performance: Prof Kostas Dervitsiosis: Chair Prof John Oakland</td>
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<tr>
<td>9.45 – 10.45</td>
<td>PARALLEL STREAMS [3 STREAMS]</td>
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<tr>
<td>10.45 – 11.15</td>
<td>Coffee</td>
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<tr>
<td>11.15 – 12.00</td>
<td>MANAGING THE VALUE CHAIN Dr. Kai Kristensen: Chair: Prof. John Oakland</td>
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<tr>
<td>12.00 – 13.00</td>
<td>WORKSHOPS [A &amp; C]</td>
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<tr>
<td>13.00 – 13.45</td>
<td>LUNCH</td>
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<tr>
<td>13.45 – 15.30</td>
<td>WORKSHOPS [B &amp; D] &amp; PARALLEL STREAM [3 STREAMS]</td>
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<tr>
<td>15.30 – 16.00</td>
<td>Tea</td>
</tr>
<tr>
<td>16.00 – 16.45</td>
<td>PERFORMANCE MEASUREMENT: THE PATH TO EXCELLENCE; Closing Remarks and Congress 2008: Prof. Gopal K Kanji: Chair Prof Kostas Dervitsiosis</td>
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Paper Presentations

Stream 1 | 27TH September  | AM [10.45-12.15]
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- Difficulties, benefits and key Factors of Self Assessment in HEIs: Juan Jose Tari and Susana de Juanaa-Espinosa: Dept of Business Management; University of Alicante, Spain
- Business Excellence in Kazakh Higher Education Institutions. 
  Hatice Camgoz Akdag: KIMEP, Almaty,Kazakhstan
- Investigating Best Practice Models in University Commercialisation? A Scottish case study: Elizabeth Hutchinson, Paul Gardiner and Bill Keogh: Dept of Management: Herriot-Watt University; Edinburgh
- The Exploration of a student satisfaction index: Yu Che Wang: Dept of Business Adminstration: Chung Hua University: Taiwan

Stream 2 | 27TH September  | AM [10.45-12.15]
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- A Road Map to becoming a High Performance Organisation 
  Graeme Cocks; Melbourne Business School; Victoria Australia
- Leadership for Excellence in Services
  Claudio Baccarani: University of Verona, Italy
- Polish versus Danish Companies in Business Excellence Initiatives
  Rafal Haifer: Faculty of Economic Sciences and Management Torun, Poland and Kai Kristensen; Department of Information Science, Aarhus Denmark.

Stream 3 | 27TH September  | AM [10.45-12.15]
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- Case Study Evidence on Managing Service Quality
  Ebrahim Soltani; Kent Business School, Canterbury Kent and Pei-Chun Lai: School of Tourism Ming Chaun University, Taoyuan County. Taiwan
- Quality in Goods and Services
  Chris Burns: The Open Polytechnic of New Zealand; Greater Wellington New Zealand
  Ozalp Vayvay and Evren Satici: Dept of Engineering Management, Marmara University, Turkey
- TQM Implementation and Organisational Performance: An empirical study of architectural design in India from the Employee’s perspective.
  PB Sakthivel: Chennai Tamil Nadu, India
Stream 4 | 27TH September | AM [10.45-12.15]

- The adoption of the Business Excellence Model by a Third Sector Organisation: Graham Manville: Bournemouth University, Poole and Sarah Barnard; Bournemouth Churches Housing Association.
- Customer focus in the municipality of Pombal; a study based on the perceptions of citizens and frontline employees. Patricia Moura ESA Faculty of Economics, University of Coimbra and Olivia Sintra: Local Govt Dept, Municipality of Pombal; Portugal
- Integrating Six Sigma to TQM Efforts; A case study study in non-profit governmental organisation Engyn Buker: Department of Management Science, Turkish Naval Academy, Istanbul, Turkey
- The Empirical Study of the Effects of Service Quality and Organisational Performance in Malaysian Local Authorities. Daud bin Talib: National Productivity Corporation, Malaysia

Stream 5 | 27TH September | PM [14.15-15.45]

- Process Management-Applications in Brazilian Public Service: Fabio Henrique Machado e Silva
- The Effective Quality Manager; Exploratory Research Paper Alla Garad: Collge of Graduate Studies; University of Wollongong in Dubai, UAE
- Perceived Effectiveness of Food Safety Assurance Systems Jos van Iwaarden, Lusine Aramyn and Ton van der Wiele; all at RSM Erasmus University; Rotterdam Netherlands
- Models and Dimensions of Service Quality in the Food Industry. Arash Shahin and Ali Mohamed Mosadegh Rad; Dept of Management, University of Isfahan, Iran

Stream 6 | 27TH September | PM [14.15-15.45]

- Performance Measurement in Health Care Anna Rosiek: Quality Management Dept., The University of Lodz.
- Coping with organisational change: comparing the profile of healthcare managers and entrepreneurs: Eva Cools; Vanden Broeck Herman; Sionckke Gratiene; Vlerick Leuven Gent Management School, Leuven Belgium.
- The Impact of Key Learning and Development Initiatives on Organisational Learning within NHS Acute Trust Hospitals: Shahida Choudhary; John Davies and John. M Sharp Research Centre for Organisational Excellence (CorE) University of Salford; UK
- Development of a National Radiology Data Set for Scotland Liz Robertson, Aberdeen Royal Infirmary, NHS Grampian; Scotland; Lorna Ramsay NHS National Services Scotland; Edinburgh, Scotland and Leigh Brown, NHS National Services Scotland, Paisley, Scotland
Stream 7 | 27TH September | PM [14.15-15.45]

- Liberalizations of the service for gas supply: not neglecting quality for clients: Federico Testa: Dept of Business Economics; University of Verona and Vania Vigolo: University of Bergamo; Italy
- World Class Six Sigma Implementation-Transactional Processes Rick Watson: Linde BOC Process Plants, Tulsa Oklahoma, USA
- The role of knowledge management in improvement of a management system Maciej Urbaniak; Quality Management Dept University of Lodz, Poland

Stream 8 | 27TH September | PM [14.15-15.45]

- Qualifications in Quality Development of the Graduate Diploma in Quality Systems at Massey University: Dr Nigel Grigg and Nicky Campbell: Institute of Technology and Engineering; Palmerston North: New Zealand
- A Continuous Process Improvement Model for the Financial Department of the Melbourne Metropolitan Fire Brigade Giovanni Di Stefano: Carlton, Australia
- Improving the Effectiveness of QMS Certification Process Girdhar J Gyani: Quality Council of India; New Delhi

Stream 9 | 28TH September | AM [9.45-10.45]

- Customer Intelligence Gathering: Self Completion Questionnaires or Critical Incident Technique: Liverpool Business School Jackie Douglas: Liverpool Business School; Liverpool John Moores University
- Strategic Planning for the Public Sector Jose Ailton Baptista da Silva: Vitoria; Brazil
- Evaluating the Customer Experience at Tourist Attractions Alex Douglas; Reader in Service Quality Management Liverpool Business School; Liverpool John Moores University; UK
Stream 10 | 28TH September | AM [9.45-10.45]

- Quality Management Practices in Logistics Function: Results of an Empirical Survey: Katerina Gotzamani: Dept of Business Administration; University of Macedonia; Greece
- Practices in Workplace Reward: Findings from a New Zealand Study: Nicky Campbell -Allen: Inst of Technology and Engineering; Massey University, New Zealand
- Critical Success Factors from Workplace Reward & Recognition Programmes: Findings from a New Zealand Study : Nicky Campbell -Allen: Inst of Technology and Engineering; Massey University, New Zealand

Stream 11 | 28TH September | AM [9.45-10.45]

- Evolution of Japanese Program 5S to Brazilian Program 10 S: Jose Ailton Baptista da Silva; Vitoria: Brazil
- Tailor made Solutions for the Voluntary Sector: Moving Beyond Loose and Baggy Monsters :Tila Morris; Catch the Light: Glasgow Scotland and Susan M.Ogden Glasgow Caledonian University;Glasgow Scotland
- National Quality and Business Excellence Awards in a developing Country: The Algerian National Quality Award: Abdelkrim Yahia Berrouiguet and Sidi Mohamed Sehal: Faculty of Economics and Management: University of Tlemcen, Algeria
- Customer Satisfaction and customer loyalty as predictors of future business potential: Jacob Eskildsen & Kai Kristensen: Department of Marketing and Statistics & Centre for Corporate Performance: School of Business University of Arhus, Denmark

Stream 12 | 28TH September | PM [13.45-15.30]

- Why TQM Does Not work: Ali M. Mosadegh Rad: School of Management, Royal Holloway University of London, Egham UK
- A study on the Profitability of Improvement Teams
- Antoni Robert I Gadea: Alstom Transporte and Xavier Tort-Martorell; Technical University of Catalonia; Spain.
- Promoting Awareness of Business Excellence Models: Findings from an International Study. Dr Nigel Grigg: and Dr Robin Mann: Centre for Organisational Excellence Research, Massey University, New Zealand.
Stream 13 | 28TH September | PM [13.45-15.30]

- Performance Measurement Systems: A Literature Review and Research Agenda
  Cory Searcy: Assistant Professor: Dept of Engineering Management and Systems Engineering; Norfolk, VA; USA

- Main Challenges facing Spanish Public Administration and principal quality management instruments of modernisation.
  Juan Ignacio-Martin Castilla: Universidad Autonoma de Madrid; Spain

- A Business Excellence Model for the Hotel Sector: Implementation to Four and Five Star Greek Hotels
  Yannis Politis, Evangelos Grigoroudis and Charalambos Litos, Technical University of Crete, Dept of Production Engineering and Management, University Campus, 73100 Chania, Greece; Vassilis Moustakis: Institute of Computer Science, Foundation for Research and Technology-Hellas (FORTH), Science and Technology Park of Crete, 71110 Heraklion, Greece

- Corporate Responsibility in the EFQM Excellence Model:
  Juan Ignacio-Martin Castilla: Universidad Autonoma de Madrid; Spain

Stream 14 | 28TH September | PM [13.45-15.30]

- Six Sigma Adoption in Ireland
  Ton van der Wiele and Jos van Iwaarden: RSM Erasmus University; Rotterdam, The Netherlands

- 5S: Contextual Factors and Impact on Performance
  Javier Merino Diaz de Cerio; Alberto Bayo- Moriones and Alejandro Bello-Pintado
  Dep. de Gestion de Empresas, Universidad Pública de Navarra

- Pre-merger Service Quality Audit and the Due Diligence Process: Case of Apollo & Pan Africa Insurance Companies.
  Simmy Marwa: European Centre for Total Quality Management (ECTQM) University of Bradford, UK

- Enhancing organisational practices through HRM implementations: an empirical study from the Russian Steel Sector
  Vladislav Yarovoy and Andrew Robson: Newcastle Business School; University of Northumbria, UK
Thriving with Uncertainty: Keynote & Workshop

It is perhaps natural for us to seek what we know and avoid the uncertain. However in a rapidly changing world, all of our knowledge is of a world that just ceased to exist. Rapid change calls for a different mindset, not one trained in being best at what worked in the past, but one tuned into the opportunities and challenges of the moment.

In this interactive presentation Steve will invite us to expand our thinking, question what we believe and begin to see the paradigm shift required in our approach to change.

Using the metaphor of a journey, we will explore the type of traveller we need to be to succeed in rapidly changing and uncertain times.

Steve Unwin

Steve Unwin has built an enviable international reputation as an engaging and insightful speaker and facilitator. Recent conference venues include Tehran, Khartoum, Antwerp, Dubai, Abu Dhabi and most recently facilitation of Asian Camp 07 in Nepal, an innovative conference designed to stimulate new thinking.

His background is as a Chartered Electronic Engineer to which he has added over 15 years of organisational and business improvement experience. This includes receiving the prestigious UK Excellence Award in recognition of the dramatic turn-around of the BAE Systems aerospace business. Steve’s passion is the creation of real change by sharing understanding of the realities of the challenge change presents.

His presentations are recognised for their ability to engage an audience with ideas presented in an innovative style. He was for example voted the most inspirational speaker at the 7th ICQM conference in Tehran by an audience of 4500 delegates. In addition to conference appearances Steve writes articles and papers and is the author of three books on the topic of change and creativity, with more in preparation.

Workshop A | GOALS OF QUALITY PROCESS

This first of two interactive workshop classes will begin the exploration of the state of the quality revolution in the world today – and why CEOs worldwide “want” quality yet fail to vigorously pursue it. Approaches for winning the commitment of CEOs to the definition and implementation of wide-ranging performance excellence processes will be presented, expanded upon, and discussed. Concepts such as capacity for work, 100% employee involvement, and the crucial role of leadership will be examined with an eye toward pragmatic impact. Throughout, the discussion will be focused on the pragmatic goals of a quality process: increased profits, lower turnover, higher customer satisfaction, and higher morale and productivity. This discussion is intended to prepare the participants to – on Day Two – define and refine the components of a Complete Quality Process.

Workshop B | BUILDING COMPLETE QUALITY PROCESS

This second of two interactive classes will take the basic structure of a Complete Quality Process and, through a discussion that refines each CQP component, produce an approach to quality that every participant will be able to take home and present as a viable alternative/goal. Beginning building blocks for a Complete Quality Process will include 100% employee involvement; senior management commitment and ownership; an energetic program of teaching leadership; incorporation of major quality tools such as Six Sigma, ISO and Lean; and a generous program of recognition, gratitude and celebration. How to actually accomplish these idealistic-sounding objectives will be the focus of both days’ discussions. A detailed case study will be available as a resource.

Workshop | PRESENTER FOR WORKSHOPS A&B

Pat Townsend is President of Townsend Gebhardt. An internationally acclaimed author and speaker on the topics of leadership, continual improvement' and recognition. He has succeeded in leading the implementation of a Complete Quality Process (CQP), his unique - and uniquely successful - approach insuring that an organization's quality effort reaches every aspect of the company and benefits from the knowledge, ability, and enthusiasm of every person on the payroll. The CQP he introduced at UICI began within eight months of his arrival and immediately began showing impressive bottom-line results.
Tutorial | BENCHMARKING FOR BEST PRACTISES

A demonstration of the website that aspires to be "the world's leading internet-based business information service for improvement-focused individuals and organisations".

Objectives:
• Demonstration of the Business Performance Improvement Resource. BPIR Includes:
  - Self-assessments (from time management to business excellence self-assessments)
  - Performance measures and benchmarks (1,000's)
  - Best practices and business improvement tools and techniques (1,000's)
• Demonstration of a new website service called "Journey to Excellence" - designed to specifically assist companies in integrating "quality" into their business plans and operations.
• Shares the findings from a survey of Quality Scotland members on how they are utilising the BPIR.com.

About the Tutorial
Most business leaders acknowledge that to be successful in the long-term they need to improve the performance of their organisation's people, processes, and products at a faster rate than the competition. The most obvious proven technique to do this is benchmarking - a systematic process for identifying and implementing best or better practices.

A demonstration will be given of the BPIR.com - a web-based resource that has been specifically designed to reduce the effort required in benchmarking and organisational learning. The BPIR.com provides access to a range of benchmarking and business improvement information, including quality tools, measures, benchmarks, and best practice case studies from 1,000's of organisations. The resource has many interesting design features - one of which is the ability to search information through business excellence models such as the Baldrige and EFQM Excellence Model. This enables organisations having undertaken a business excellence self-assessment to use the BPIR to identify ideas or best practices to address their opportunities for improvement. The BPIR has over 6,000 members worldwide.

Workshop | BUSINESS EXCELLENCE AND BENCHMARKING RESEARCH

An interactive workshop that explores the research currently being undertaken in benchmarking and business excellence and identifies the research gaps and how these can be addressed.

Objectives:
• To provide a forum for discussing the research currently being undertaken in benchmarking and business excellence worldwide
• To discuss the findings from current and/or recent research projects
• To identify opportunities for research collaboration

About the Workshop
At the previous World Congress for TQM, held in New Zealand, one of the most stimulating sessions focused upon business excellence. The session was scheduled at the end of the day and once the last presentation had finished there was much spontaneous and lively discussion between attendees about issues arising from the session. The discussion, lasting thirty minutes, served as an ideal vehicle for sharing knowledge. This workshop aims to try and reproduce this atmosphere and provide a stimulating idea for learning from each other.

The Workshop host Dr Robin Mann will take the liberty of setting the topic for discussion - benchmarking and business excellence (however issues other than these can be discussed!). Robin will provide a brief overview of his perceptions of current trends and thinking in these areas, and then identify the areas of future research that he believes are of importance.

After Robin's presentation he will ask all attendees to form groups and:
- introduce themselves (and briefly describe their work for their company or research if working in a research institution)
- discuss the current state of business excellence and benchmarking (can be expanded to the wider field of quality management)
- identify the key research issues that they would like, ideally, to be investigated in the areas of business excellence and benchmarking (can be expanded to the wider quality management field)
Key Note Speakers

Dr Tito Conti is a Consultant on organisational quality, in particular organizational diagnosis for performance improvement. He is a member of the formal Assessment Task Forces of the two largest Italian Universities, La Sapienza in Rome and Francesco II in Naples. He is Visiting Lecturer at several Italian and foreign Universities. He is President of the International Academy for Quality and Fellow of the American Society of Quality (ASQ). He is a member of the World Tourism Forum for Peace and Sustainable Development (Brazil) and Honorary Member of the China Quality Association. He is a Past President of the Italian Association for Quality and the European Organisation for Quality, of which he is now Honorary Member. In 2004, he received the Lancaster Medal of the ASQ for his contributions to the study of TQM models, self-assessment and organisational improvement. He is the author, co-author or editor of numerous papers on organisation management and TQM. His book "Organizational Self Assessment" was published in 10 languages. He is on the editorial boards of 3 journals, was the main inspirer of Excellence Model of the European Quality Award. Dr Conti was educated at the University of Bologna and has worked for many years in the electronic and IT fields. In the 1980s, he was the CEO of an electronic company and was VP in charge of corporate quality at the Olivetti Group.

Prof. John Oakland is Executive Chairman of Oakland Consulting plc and head of its Research and Education Division, The European Centre for Business Excellence. He is Emeritus Professor in Business Excellence and Quality Management at Leeds University Business School. Over the last 25 years he has researched and consulted in all aspects of quality management and business improvement in thousands of organisations. He is the author of several best selling books including Total Organisational Excellence; Total Quality Management; Oakland on Quality Management; Statistical Process Control and Production and hundreds of papers, articles and reports on various topics on these and related subjects. He is a Fellow of the Institute of Directors, Institute of Quality Assurance and Royal Statistical Society.

Prof. Kostas Derviotsios holds a PhD degree (1968) in Industrial Engineering from Oregon State University, USA. He has held a number of academic posts as full professor at the University of Piraeus (1985-2000) and Portland State University (1967-1980). He was the founder and Director of the European Masters in TQM (1994-2000), ex-chairman of its European Academic Board and member of its EFQM Advisory Council. He served as the Chairman of the Department of Business Administration (1991-1995) and has been Research Associate and Visiting Professor and Scholar in Universities in Europe (Denmark, France, Spain) and the U.S. Professor Derviotsios is a member of the IAQ (2004), a member of the World Academy of Productivity Science (1986). He is the recipient of various awards for teaching excellence (Best Educators in America), research (IBM) and publications. He has published numerous articles and refereed papers on quality management and competitive analysis and is the author of 9 books including the award winning "Organizational Excellence: Becoming Competitive with TQM" and "Operations Management".

Dr. Kai Kristensen is co-founder of the Danish Quality Award (Den Danske Kvalitets Pris), a member of the board of the Scandinavian Academy of Management, a member of a large number of international professional organizations as well as a large number of company boards. He is the author of more than 100 scientific articles and several books. He is active within the European Foundation for Quality Management, and is one of the founding fathers of the European Master in Total Quality Management (the EMTQM-programme). He is Chairman of the Technical Committee behind the European Customer Satisfaction Index and is one of the founders of the International Foundation for Customer Focus (IFCF) and director of research of this institution. Presently Dr. Kristensen is one of the managers of the Center for Corporate Performance, a research initiative involving several large Danish companies.

Prof. Jiju Antony is Director of the Centre for Research in Six Sigma and Process Improvement (CRISSPI), has published more than 150 refereed papers and 4 textbooks focusing on TQM and Six Sigma and his latest book "World Class Applications of Six Sigma" was published in September 2006 by Elsevier Science. The recent work of the Prof. Antony includes collaborations with a wide range of organisations including Scottish Power, Rolls-Royce, Tata Motors, Bosch, Nokia, GE Domestic Appliances, Scottish Widow, 3M, Land Rover, GE Power Systems, Royal Bank of Scotland, Resolution Asset Management, etc. He is on the Editorial Board of over 8 International Journals and has recently been invited to the Scottish Parliament to deliver a talk on “Process and Quality Thinking for Creating World Class Business Leaders in Scotland by 2020”.

Prof. Gopal K Kanji is the Director of Kanji Quality Culture and Emeritus Professor of Applied Statistics at Sheffield Hallam University. He is the founder editor of two international journals namely, Journal of Applied Statistics and Total Quality Management & Business Excellence. He has published over 90 research papers and 15 books on Statistics and Quality, is an active member of ASQ, is President of the European Society for Organisational Excellence, Vice President of the International Foundation for Customer Focus and Vice President of the IAQ. In 2002, the ASQ awarded Prof Kanji the prestigious Grant Medal for his contribution to Quality.
Masterclasses Series

• Appreciative Inquiry
  A masterclass and 2 Day Skills Development Programme led by David Cooperrider
  October 2007

• Strategies for Effective Professional Service Firms
  A masterclass with David Maister
  November 2007

• World Congress, 2008
  Kuala Lumpur, Malaysia
  November 2008

About Aeneas

Aeneas is a knowledge transfer company, established to promote and support the spread of good practice in the public and private sectors through publications [monographs, handbooks, texts and proceedings] and educational activities [expert seminars and masterclasses].

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