

Ho Man Kai's fourteen tips for implementing improvement into Chinese organizations!

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1. Realize that you are compressing 40-50 years of growth and change in the Western World into 1-2 years in Chinese organizations, a formidable challenge.
2. Research, understand and apply the Chinese culture-This will work wonders!
3. Become actively involved in the improvement process- The Chinese expect this.
4. Select on site support personnel wisely-Technical competence is not the only factor. Others can be more important.
5. Encourage and assist your Chinese partners in supplier development activities.
6. Tailor the application of improvement techniques to fit the Chinese culture.
7. Understand that the word "NO" is considered hostile/disrespectful. Do not expect to hear it.
8. Realize that "Yes" may not mean agreement. It may mean:
 - a. Understanding
 - b. That message was heard
9. Perform a comprehensive evaluation of facilities/systems with a Westerner who is experienced in working with and developing Chinese Organizations.
10. Realize that ISO 9000 registration may not mean that the organization has an acceptable Quality Management system. Perform your own survey!
11. Actively become a part of the process when selecting local training. Engage someone with actual application experience. Proficient and experienced personnel may be hard to find in China.
12. Work towards retaining the key Chinese personnel that you have developed. Understand and address their cultural, social and developmental needs.
13. Encourage your Chinese counterparts to ask questions and challenge you. This will take some effort and skill.
14. Learn and apply "Mianzi", "Guanxi", and "Kegi".

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Mark Hehl's career spans over 30 years and includes leadership roles in international operations, technology transfer, quality, reliability, cost reduction, supply chain improvement, ISO 9001 implementation and lead time reduction in many industries in North America, Europe, Asia and Latin America. As a past executive for the Timex Corporation, Mark implemented Six Sigma at major suppliers in China and at other worldwide corporate facilities. In recognition of his contributions, these Chinese suppliers honored him with the award of the Chinese name 何文楷 "Ho Man Kai", which is Cantonese for "good and knowledgeable".

Mark was a Delegate and featured presenter at the II CONGRESO INTERNACIONAL DE CALIDAD (Second International Quality Congress) in Quito, Ecuador and at the Third China-American Quality Symposium held in Shanghai, China. He has also authored over 15 technical papers on various Business Process Improvement & International Business Development subjects and is writing a book titled Improving Your Operations in Emerging Countries.

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