THE MANAGEMENT REFORMATION PROGRAM: The Total Quality of Indonesian Management

Wakhid Slamet Ciptono

Krisis ekonomi dan moneter yang melanda kawasan Asia telah menyusupkan semburan bunga, alih perlahan pelaksanaan program reformatasi secara terpadu di sepih kacang. Bagi bangsa Indonesia, krisis ini merupakan sebuah peringatan bahwa suatu proyek pembangunan berkelaikan harus menyertakan empat pendekatan kuantitatif dan kualitatif. Proyek dan hasil pembangunan yang tidak dihitung untuk mencapai target kuantitatif (seperti tingkat pertumbuhan 7%, inflasi di bawah 10 persen, GNP perkapita di atas US $1000 untuk menyerapkan ekspor) serta pendekatan secara kualitatif (dalam kemiskinan dan kekerasan) merupakan bagian penting dari terwujudnya nilai-nilai dan prinsip reformasi global.

Krisis ini bagi bangsa Indonesia membuka kembali nasib pembangunan nasional secara kualitatif (berkelaikan masyarakat) dan inovasi baru. Yang penting perlu pembangunan yang mengintegrasikan (reformasi); yang memanfaatkan potensi, yang mengembangkan nilai-nilai visi reformasi, dan eksklusif melaksanakan (tahap aksi). Seharusnya program reformasi secara terpadu. Program reformasi ekonomi dan keuangan (IMF Plus) yang sedang dilaksanakan oleh pemerintah Indonesia terusinya perlu menekankan dua pendekatan kuantitatif dan kualitatif. Salah satu perwujudan dari perhitungan segi kualitatif (Science) dan segi kualitatif (Arts) yang berakar-dentang ini akan membawa reformasi manajemen Indonesia untuk mendukung reformatasi ekonomi dan keuangan.

Artikel ini adalah cuplikan untuk membuka ide pengembangan dari manajemen gaya Indonesia (berasal dari kepala ke-bawah-kangkalikam budaya Indonesia) dan sejaknya melaksanakan benchmarking study dalam rangka memahami diversitas manajemen global.

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This article is an initial proposal for rethinking the P.K. Population.
Introduction

Today's organizations (both public and private) are more competitive and have more global links than organizations of twenty years ago. As competition becomes more and more globalized, it is almost imperative for all countries to join in liberalized international operations and trade by the 21st century. Economic experts have predicted that the 21st century will be the Asia-Pacific century. Forecasts suggest that by 2020, the total trade volume among the 11 countries (Japan, Korea, China, Taiwan, Hong Kong, Singapore, Thailand, Malaysia, Indonesia, the Philippines, and Vietnam) could be $15 trillion. This is almost 70 percent of the world's GNP, and it will be circulating in the Asia-Pacific region.

According to President Soeharto in an interview concerning the APEC meeting in Osaka, Japan (1996), "If we cannot use the opportunity that lies ahead of us in 2009, we will be left behind and become a mere observer of the globalized world. We must become a market for other countries." Indonesia needs to have organizations that can meet the challenge of intense competition and rapid technological changes.

The ever-changing environment in today's competitive world calls for anticipatory-adaptive (fast response) organizations, which are capable of giving real-time responses to rapid environmental changes.
changes: organizations that can translate vision into action. According to Noori and Rafford (1995), these Fast-Response Organizations must actively embody the philosophy of TQM/TQEM (Total Quality Management/Total Quality Environmental Management). Successful implementation of TQM/TQEM will mean a fast-response organization. The many failures concerning the implementation of TQM usually occur when organizations fail to recognize TQM as a new paradigm underlying the conduct of the whole organization.

As a new paradigm, TQM will not be successfully accepted within an organization if it does not relate to the values and paradigms that already exist in the country's culture. This explains why as many as 70 percent of US companies fail to implement long-term TQM, because the required Kaizen philosophy based on Japanese culture are implemented without prior adaptation in the US. In order to create a successful fast-response organization, TQM must be viewed as a new paradigm of running the organization. In order to make a new paradigm acceptable to a society, it has to be adapted to and sought out from the cultural roots of the society.

In preparation for the era of the WTO (World Trade Organization), some Pacific countries have already come up with their own version of fast-responsive organizations, based on their core competences (unique strengths), history, and rooted paradigms. Japan has acted as the springboard of Asian awakening with its Z Theory of Management, creating the philosophies of Kaizen and Dontrata (to be the best of the best). Following the Japanese success, other Asia-Pacific countries started to adapt the TQM or Kaizen philosophy to their own cultures. South Korea has adapted the TQM philosophy to its culture, formulating the W Theory, or the SUPXX (Super Excellence) philosophy. New Zealand soon followed with its R Theory (Kiwi Management) for management excellence, and Taiwan came up with their Go South Program. Also, we cannot forget Singapore's success with its TQP (Total Quality Process) that embeds the Good, Clean, and Capable (Trustee and Guardian) philosophy of government. Singapore's success is closely linked to the leadership role of Prime Minister Goh Chok Tong, who embodied the principle of Good, Clean, and Capable Management in all international operations. Thus, we can conclude that in order to establish a fast-response organization or nation, strong leadership is necessary. The role of the leader entails making a great deal of change, and the leadership role (Total Quality Leadership/TQL) is becoming a more and more important determinant of organizational success.

As a member of APEC, Indonesia has realized that great opportunities presented by the WTO era will backfire if Indonesian organizations cannot compete with their counterparts. In order to compete on fair ground, Indonesia needs its own fast-response organization. According to Prof. Dr. Gudrun Bauer (1980), Indonesia's economic system and management have to balance between revitalization policies, PEST (Political Economic Seeking Transfer) — how to get the bigger portion of the development cake, and SFERT (Political Economic Resources Transaction) — how to allocate the portion of the development cake. Through fast-response organization that is based on Total Quality of Indonesian Management (TQM), Indonesia will have influence on microeconomic and macroeconomic aspects of national development in its Long-Term Development Program (LTD) in order to achieve the national...
Figure 1. Global Quality Evolution and Threats

Manufacturing Revolution
- Operator
- Foreman
- Inspector

US vs. Japan: quality revolution
- SPC
- SQC
- TQC
- QCC

US vs. USSR: Project/Program Management
- Star Wars: Apollo vs. Soyuz (1960-1991)

EUROPEAN UNION
- Benchmarking
- Core Competence
- First Things First
- Real Time
- Strategy, PCT
- Quality Management
- Agreements

ISO 9000
- Excellence in Management

ISO 14000
- An Excellent Company: An Excellent Achiever: speed, simplicity, self-confidence

TQM and Its Derivatives: Continuous Improvement
- Kaizen
- Dantosu

The 21st Century Organization: A Leader-Worker Relationship
- Reengineering Management (1995)
- Reengineering (1996)
- Reengineering the Corporation (1993)

A Century of Excellence & ISO
- Green Management Revolutions
- APTA 2000, WTO/IMF 2000

Globalization
- Borderless, Stateless

Total Quality Management
- The Total Quality Management Program

Reengineering the Company: Rearchitecting Strategies
- Awakening

* The explanation of the term above can be seen on page 49
goal of a fair and prosperous society (the balance between PERT and PEIST). Thus, in order to create successful fast-response organizations, Indonesia needs a TQM philosophy that has evolved from its own culture, and is rooted in its own history.

This paper presents the TQM-based philosophy of Red and White Management. The name itself reflects the national spirit of Indonesia, since it makes use of the colors of our flag: the Red symbolizes bravery and courage and acts to promote the good, while the White symbolizes honesty and integrity to prevent the bad. The next section discusses current Indonesian management practices, and how these must change to answer global challenges: "Good Management is the art of making difficult things simple, not simple things difficult."
employing the Strategic Improvising (Realistic) Strategy in Indonesian development management.

A View of Indonesian Management

As the President has stated, to achieve a win-win solution in the midst of the WTO era, we have to use our resources and opportunities to become a key player, and not merely an object for other countries’ well-being. The opportunities ahead of us are enormous in the three pillars of APEC Action Programs, which are: Liberalization, Facilitation, Economic and Technical Cooperation. Thus, in order to translate our vision/misision into action, we need competent people to run these programs. In order words, a reformation program is needed to produce the management excellence required to implement a program of economic and financial reforms.

The first step in formulating strategy requires learning about our position by carrying out a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. In conducting this analysis, we must be honest with ourselves about ourselves: to create management excellence, we must take a look at the reality of the organization management at both macro and micro levels.

The benefits of Indonesian newspapers continue to report many disappointing examples of Indonesian management practices, particularly as regards solving the current economic and monetary crisis. These include: high-cost economy; lack of development funds; corruption; civilization manipulation; export frauds; the disappearance of essential products, such as cement and the nine basic necessities, from the market as a result of the monetary and price monitoring crisis; inequality in income distribution; unemployment; inter-city issues; carats and monogamists (percentage business); vacuum leadership issues; and many instances of inefficiency. All of these issues force us to question ourselves: “Why are these things happening?”, and, “What is the solution?” My concern with these issues underlies my belief that, in order to survive successfully in the APTA-AFTA era, Indonesian organizations will need to be re-aligned towards Total Quality of Indonesian Management as a Program of Management Reform.

The term ‘re-alignment’ or reformation is appropriate here, because by looking back into our history many examples of management excellence are evident. For instance, our ancestors from the Majapahit Kingdom in the thirteenth century—King Hayam Wuruk and Prime Minister Gadjah Mada—showed great management skills in leading the kingdom to the glorious era. Another example of management excellence occurred during the initial stages of the National Awakening in 1908–1928. This was the precursor for Indonesian independence, proclaimed on August 17, 1945. The National Awakening allowed the Indonesian people to develop their national spirit (the Red and White spirit) toward their national goal of an independent society.

The History of Indonesian Management

An organization’s ability to meet its challenges are affected by the leader’s ability to inspire the challenges and to manage the organization. The oldest documented civilization in Indonesia dates back to the 4th century, after which many downfall and glories were experienced. We
need a better understanding of the integrated philosophies of our history, in order to draw its essence as the basis of Total Quality Management.

Since the Majapahit era in the 12th century, Indonesians have been known as courageous and honest entrepeneurs. Their entrepreneurial skills have been supported by foreign trade alliances. Prime Minister Gadjah Mada’s ‘Palapa Yawor’ successfully united the ancient regions of Indonesian. His efforts to unite Nusantara (ancient Indonesia) were recognized by Kublai Khan in Mongolia.

After the Majapahit Kingdom, the management of Indonesia was taken over by the Dutch colonial administration. Other colonial administrations in the history of Indonesia were Portuguese, Spanish, British, and Japanese. The Dutch administration applied a strategy of divide et imperare (divide and rule) to destroy Indonesia’s national pride and unity. During the first three centuries of Dutch colonial rule, Indonesian fought the enemy by way of localized and regionalistic combat. Despite the presence of great Indonesian leaders at that time, local and regional force could not bring Indonesia towards its goal of independence. Indonesia was also hampered by a culture that de-emphasizes competitiveness.

The national struggle toward independence started to change orientation with the flourishing of intellectual organizations in 1908. The establishment of intellectual organizations were the starting point for the first phase of national awakening or Indonesian management. From this point on, Indonesian patriotic movements also used intellectual strategies to win battles. Indonesian nationalism grew stronger twenty years later (in 1928), when youth movements made the vow of Sumpah Pemuda. This view confirms the unity of Indonesia as one nation, with one nationality, and one language—Indonesian. In the midst of our physical and intellectual struggle toward independence, the national flag, the Red and White became the our spiritual support. The Red and White color embodied our spirit in this struggle, brave and courageous, and honest and honorable.

Indonesian independence in 1945 was the first step in Indonesian engineering for increased national ground for Indonesia to develop in line with its own needs. During this time, Indonesian paradigm of cooperative, creativity and flexibility emerged in the many conferences organized to gain international recognition of our independence. They between 1945 and 1946, Indonesia faced a decline in management because of the trial and error management practices of the first government. But the first government determined that the 1945 Constitution would be final. Despite the chaos it caused, this trial and error management brought us to better understandings about what form of trial and success management is best suited for management practices in Indonesia.

The years between 1960 and 1969 were marked as a period of transition for the New Order government in Indonesia. The New Order Government came into being with the handing over of leadership from Sukarno to Suharto, at set forth in the March Eleventh Mandate (Super-semaru-Surat Perintah Sekalas Maret). This radical change, could be said to be marking our second phase of engineering as an independent country, during which, under the leadership of Suharto, Indonesia set new goals for developing open economic and political systems and practices. The momentum of the New Order was the springboard for formulation of the first Long-Term Development Program.
ience and networking are required. To achieve this, every individual (as a part of the organization's team-work) in the organ- 
ization has to contribute to the next process.

Bearing in mind Indonesia's previous failures in the use of trial and error management practices, management excellence or trial and success management is intended to respond to global challenges, and also to choose the appropriate way to handle foreign exchange, be it via a Currency Board System (CBS), fixed rate or others. To achieve this management excellence, Indonesian organizations need a third phase of management reengineering: Management Reformation Program as an integral part of the National Reformation Program. Only this time we do not need a New-New Order or physical conflict. What we need today, in the WTO era and L. TDP II, is reengineering of management to accompany Monetary and Eco-

The Theory of Red and White Management (The RW Theory) and the Total Quality of Indonesian Management

In order to compete in liberalized international trade, Indonesia needs a fast-response organizations. In order to create successful fast-response organizations, Indonesia needs a philosoph- 
e of TQM (and its derivatives) evolved from its own culture, and rooted in its own history. With a better understanding of Indonesian management now and then, we can learn from the past and apply it to the future. A brighter future for Indonesian management can be achieved if Indo- 

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The Theory of Red and White Management (The RW Theory) and the Total Quality of Indonesian Management

In order to compete in liberalized international trade on fair ground, Indonesia needs a fast-response organizations. In order to create successful fast-response organizations, Indonesia needs a philosoph- 
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cept of Total Quality of Indonesian Management, which embodies the philosophy of Red and White Management.

The Red and White management motto is "manage with honesty and courage in facing global challenges". After studying practices of management excellence in Indonesian organizations and looking at cultural philosophies, I propose the Red and White Management Theory, comprising the Ten Philosophies of Red and White Management:

The Ten Philosophies of the Red and White Management:
1. Bravery and honesty in every action—guided by the virtues of Pancasila: (The Five Basic Principles, which are: Belief in One God; Fair and Civilized Society; Indonesian Unity-Democracy based on Discussion and Deliberation; and Social Justice for all Indonesian People).
2. Humanizing the human being.
3. Aiming towards a balance between materialism and spirituality.
4. Working with a sense of belonging towards the goal of equitable income distribution.
5. Self-efficacy toward national independence, national dynamics, and international, global interdependency.
6. Leading, coaching, and nurturing styles of leadership, management, and entrepreneurship: Ing Nyoman Sutradasa (Teacher), Ing. Muhammad Mada (Tribal Leader), and Ing. Haji Dwi (Entrepreneur).
7. Improving the Thinking (brain creativity), the Feeling (soul power and team spirit), and the Doing (responsibility based on real action).
8. Democracy: from, by, and for the people to achieve a fair and prosperous society.
9. Humanism, creativity, and national unity as a basis for the 21st century: Promote the good and prevent the bad.
10. Proactive, Cooperative, and Flexible (the 4Cs of the Global Challenges: collegial, cooperative, consensus, consult).

Proper implementation of the Total Quality of Indonesian Management will result in national competitiveness in global competition. This will include:
1. Proactive rather than reactive strategies
2. Interdependency and close relationships
3. Synergy (win-win solution)
4. Good, clean, and capable (trustee and guardian) governance
5. Ethics (social sensibility, moral reasoning, moral conduct, and moral leadership)
6. A fair and prosperous society.

The Four Steps to Achieving Total Quality of Indonesian Management

To properly implement Total Quality in Indonesian Management, Indonesian organizations need to take the following four steps:

1. Develop the concept of Indonesian Uniqueness which is mirrored in the philosophy of Bhinneka Tunggal Iba (Unity in Diversity)

As mentioned in the previous section, Indonesians understand very well that it is our national unity that makes it possible for us to achieve our goals as a country. Indonesia consists of 370 different ethnic groups that have 67 traditional languages. Despite our ethnic differences, Indonesia has maintained its identity as one nation. The success in managing such diversity stems from our national motto: "Unity in Diversity" (Bhinneka Tunggal Iba).

Globalization will create a world without boundaries with a culturally diverse
Flexible alliances: men, women... Total commitment is in the global arena: strategies interlink site and resource allocation

Quality in the New Era: Indonesia's STDP II needs a TEAM concept (Together Everyone Achieves More) for organizational operations. The TEAM concept is in fact embedded in the Indonesian motto of "Unity in Diversity" (Bhinneka Tunggal Ika), which instills in Indonesian society our uniqueness as a nation. The value in diversity philosophy (TEAM concept) will make it easier for Indonesia to manage diversity in the global workforce. With further development of our national uniqueness, we will be able to assimilate into the culturally diversified workforce.

2. Conduct a SWOT analysis as a bridge between vision, mission, goals and output, strategies, programs, and evaluation

The previous section analyzed the operations of Indonesian organizations. SWOT analysis shows that Indonesia faces great opportunities in the 21st century, but that there are weaknesses in our management practices. According to John A. Pearce II and Robinson, Jr. (1993), we need a turnaround-oriented strategy to deal with our weaknesses. As discussed previously, the kind of turnaround strategy needed in the WTO era is the third phase of Indonesian engineering (and the second stage of our National Awakening), which concerns management of its organizations.

3. Listens to the Voice of the Global Society and Address Global Customer Demands and Satisfaction

Product and service quality is the key success factor in the intense competition of the global business. According to Stephen George (1994), product and service quality is the ability of products and services to consistently conform with the global customer requirements. Therefore, the starting point of company's operation is to address consumer requirements. By focusing on consumer requirements, the company must design quality standards that convert consumer requirements into an operational measurement. Thus, companies should start enunciating operations in line with international quality standards, environmental standards, quality of work life standards (ISO 9000, ISO 14000, and ISO 18000).

In 1972, Japan developed the Quality Function Deployment (QFD) technique, applicable in designing quality standards in line with consumer requirements. QFD is a system for translating consumer requirements into appropriate company operations at every stage, from research, through product design and development, to manufacturing, distribution, installation, and sales and services. This is achieved by developing a House of Quality/RIQ model.

Application of QFD in the service sector, including measures of management quality, assesses five dimensions of service quality (SERVQUAL), which are: reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman, 1994).

4. Use Strategic Improvising to Meet the Challenges of Today's Global Economy

Stott and Smallwood (1993) stated that strategic improvising (real-time strategy) is designed to meet the challenges of today's global economy. Strategic improvising is a way to match the social responsibilities and opportunities by developing synchronized guidance systems for strategic objectives and for action, in a way which uses the human energy and capabilities (resources) optimally. Strategic improvising assumes that strategic responsibility must be widely distributed through
out organizations. It emphasizes putting strategic focus in the hands of self-directed teams and strategic improvement promotes team-based action and learning that will support strategic objectives.

Strategic improvement is always necessary in the customer and technology-driven world of business. With strategic improvement, organizations should always communicate with their customer's voice (social responsibility) to provide quality products and services. In manufacturing, quality should be measured through new product development and ISO conformance. In the service sector, it is measured by SERVQUAL and ISO. In a project, quality is measured by its time, its specification, and budget ISO. By always conforming with customer requirements by providing quality, society as a whole will be in a win-win situation.

Conclusion

The 1990s promises to be a decade of quality and services. Entering into the 21st century, in order to succeed—not just survive—organizations need to focus more response toward customer requirements and global challenges (including crises). Successful reformulation of management in the next 100 years requires an ongoing effort to define, refine, and maintain important skills and competencies. Rapid change means rapid obsolescence of one's skills and competencies, which means diligence is needed to update and maintain them.

Indonesia, at one of the high performing Asian Economies (before the Rupiah Crisis), must recognize the power of management excellence to solve crises and put the nation on a fast footing in the WTO era. One way to maintain the competitiveness of organizations is by improving service management and maintaining organizational performance, thereby providing the global consumer with high-quality goods and services. The only way to become competitive is by implementing the concept of Total Quality Management (TQM).

To do so, we have first to accept TQM as a new paradigm for both private and public management. Not merely in operational procedures, TQM accepts a new paradigm. The TQM philosophy must be able to assimilate the ingrained culture of the society. Thus, the first step is in implementation to adopt TQM philosophy, plus to the norms and values of the society from Suharto to Megawati.

Following the Japanese success with its Kaizen - Dairyu (philosophy, many Asian-Pacific countries have created their own versions of the TQM, which have been adapted to and are rooted in their own cultures. Indonesia, too, realizes that its greatest opportunity may turn tail if Indonesian organizations continue at the same level as their counterparts.

Considering the many failures of Indonesian management, a well-adapted TQM philosophy for organizational operations is what Indonesia needs. This is what we call Total Quality of Indonesian Management.

The TQM philosophy is adapted to the Total Quality of Indonesian Management by searching back to the Islam's inquiry to seek the one identity of management excellence the Indonesian way. My research in this matter has produced the concept of Red and White Management, with its motto of. Managing with honesty and courage in facing up to global challenges (a virtue the good and prevent the evil philosophy). It also supports old proverb that mirror the ingrained philosophies in the society, that are closely related to the TQM philosophy. The ten
philosophies of the Red and White Management stem from this search. Philosophy will remain silent if there is no action to make it real. To translate the Red and White Management Philosophy into Total Quality of Indonesian Management, four steps are needed:

1. Develop the concept of Indonesian Uniqueness concept which is mirrored in the philosophy of Unity is Divinity, as the National Vision in entering into the era of global competition by considering two comparisons between today and yesterday (Table 1).

2. Conduct a SWOT analysis of today’s management practices as a bridge between the vision, mission, goals and outputs, strategy, programs, and evaluation.

3. Listen to the voice of the customer in order to address to the global customers’ requirements to create long-term international trust and close relationships.

4. Employ strategy: improvising (real-time strategy) to meet the challenges of today’s global economy. This is characterized by flexibility, responsiveness, quality, dependability, service (effectiveness-based competition); and cost (efficiency-based competition) and so forth.

Successful implementation of the Total Quality of Indonesian Management will mean national competitiveness in global competition. This embodies proactive strategy; interdependence; synergism (win-win solution); good, clean, and capable (trusted/guardian) governance; and ethics. All in the interests of achieving Indonesia’s national goal of a fair and prosperous society.

Table 1. Ten Comparison of Yesterday and Today
(The Time Benchmarking: Yesterday vs Today)

<table>
<thead>
<tr>
<th>Yesterday</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural resources defined power</td>
<td>Knowledge is power</td>
</tr>
<tr>
<td>Hierarchy was the model</td>
<td>Synergy is the mandate</td>
</tr>
<tr>
<td>Leaders commanded and controlled</td>
<td>Leaders empower and coach</td>
</tr>
<tr>
<td>Shareholders came first</td>
<td>Customers come first</td>
</tr>
<tr>
<td>Employees took orders</td>
<td>Teams make decisions</td>
</tr>
<tr>
<td>Seniority signaled status</td>
<td>Creativity drives status</td>
</tr>
<tr>
<td>Production determined availability</td>
<td>Quality determines demand</td>
</tr>
<tr>
<td>Value was extra</td>
<td>Value is everything</td>
</tr>
<tr>
<td>Everyone was a competitor (Cut-throat competition)</td>
<td>Everyone is a customer (Competition = Competition + Cooperation = 4C: Collegial, Cooperation, Consensus, Consistency)</td>
</tr>
<tr>
<td>Profits were earned through expediency</td>
<td>Profits are earned with integrity (TEAM: Together Everyone Achieves More)</td>
</tr>
</tbody>
</table>

Source: Walley, 1995

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In order to support the Economy and Monetary reform program successfully, the Red and White Management should develop proactively (coasted our destiny or someone else will) the following action programs:

1. Developing the integrated and participative management styles rather than
   non-structured and bureaucratic styles
   (refraining and reorganizing action programs)
   based on the red and white management.

2. Assuring the consistency of efficiency and effectiveness efforts with corpo-
   rate philosophy, vision and mission
   statements, strategic goals, and objec-
   tive by launching the creed of Manag-
   ing with honesty and courage in facing
   the global challenges
   (Productivity Action Program based on the red and white creed).

3. Embedding the Red and White Manage-
   ment into the on-going management
   system (public and private businesses)
   organizations to ensure continuous ef-
   fort, improvement, and innovation for
   both quantitative and qualitative ap-
   proach (Continuous Quality Improvement
   based on TQM).

4. Combining the top-down leadership and
   bottoms-up commitment to empower the
   society; the changing process should
   come from the top (top management
   committed).

5. Acting as the Champion (self-confi-
   dence and sense of belonging as a na-
   tion) for the society improvement and
   empowerment in order to build the so-
   ciety awareness of the need for change/
   reform, the visioning process, and
   the action of the creative and inte-
   grated reforming program.

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