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Quality Herald
The voice of excellence

STANDARDS, HEALTH & RESILIENCE

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ABOUT THE JOURNAL

The **January 2026** edition of **Quality Herald** spotlights the theme **"Standards, Health & Resilience,"** examining how robust standards and resilient systems are shaping healthier societies in an increasingly complex and uncertain world. This edition explores the critical role of quality frameworks, safety norms, and regulatory benchmarks in strengthening public health, organizational preparedness, and societal well-being.

Through in-depth features, expert insights, and exclusive interviews, this issue delves into how governments, industries, and institutions are adopting and evolving standards to enhance healthcare delivery, workplace safety, environmental sustainability, and crisis preparedness. It highlights the growing emphasis on resilience—across health systems, supply chains, and communities—as a key enabler of long-term stability and sustainable development.

By unpacking these essential themes, the January edition offers readers valuable perspectives on building resilient ecosystems that prioritize health, safety, and quality. It presents a compelling outlook on how strong standards and adaptive strategies are influencing policy, business practices, and everyday life—empowering societies to respond effectively to challenges and move toward a safer, healthier, and more resilient future.

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Aims	The magazine intends to be leading platform for sharing practical insights, innovative ideas and thought leadership in the field of Quality, Sustainability, Operations and Business Excellence. It seeks to inspire professionals, academicians and organisations to adopt and implement the quality driven approaches that leas continuous improvement and societal value.
Scope	A. Management System B. Sustainability and ESG practices C. Operational and Business Excellence D. Women empowerment E. Youth, Education and Future of Quality Leadership F. Industry 4.0 and Artificial Intelligence
Submission Email	info@qgspl.com
Review Policy	All articles will be reviewed for relevance, clarity, and adherence to guidelines. The editorial board may conduct a light review or seek peer feedback where required. Feedback and decision (acceptance, revision, or rejection) will be communicated within 1–2 weeks.
Plagiarism Policy	Strictly zero-tolerance. All submissions must be original and appropriately cited.
Availability	Available online on the publisher's website.
Author Guidelines	Submission Format • Title of the Article • Full Name(s) of Author(s) • Affiliation(s) and Designation(s) • Contact Email(s) • Author Bio (50–100 words) • Declaration of Originality • Main Content (with headings/subheadings) • Conclusion / Key Insights • References • Tables/Figures (if applicable – clearly labeled) Word Count Guidelines 1. Feature Articles / Case Studies: 1500–3000 words 2. Opinion / Technical Notes: 800–1500 words 3. Book Reviews / Interviews / Brief Insights: 500–1000 words 4. Longer manuscripts may be considered based on editorial merit. Formatting Instructions 1. Font: Calibri or Times New Roman, Size 11 or 12 2. Line spacing: 1.15 3. Use clear sub -headings and bullet points 4. All visuals must be referenced in-text 5. No plagiarism and provide appropriate citations

Chief Editor's Note:
Quality Herald – The Voice of Excellence
Volume 3 | Issue 1

A new volume always invites reflection. A new year invites resolve. And a new theme invites responsibility.
As we step into **Volume 3 of Quality Herald,** *we do so with a theme that is both timely and timeless:* **Standards, Health and Resilience.**

In recent years, the world has learned an important lesson. Growth without standards is fragile. Performance without health is unsustainable. And success without resilience is temporary.

Standards are often misunderstood as constraints. In reality, they are enablers. They provide clarity when uncertainty prevails, discipline when systems are stressed, and consistency when decisions must be made under pressure. Whether in quality, safety, healthcare, sustainability, or governance, standards act as silent guardians of trust.

Health, in today's context, extends far beyond the physical. It includes organizational health, mental well-being, system robustness, and process hygiene. Healthy organizations are not those without problems, but those that identify risks early, respond intelligently, and learn continuously.

Resilience is the natural outcome when standards and health coexist. It is the ability to absorb shocks, adapt to change, and emerge stronger. Resilient systems are not built overnight. They are designed deliberately, maintained diligently, and tested repeatedly.
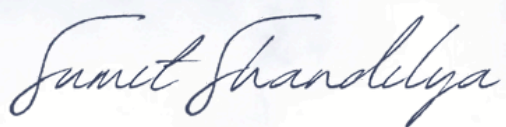
This issue of Quality Herald brings together voices from industry, academia, and practice to explore how standards shape safer systems, how health must be embedded into operations, and how resilience can be engineered rather than hoped for. From compliance to culture, from checklists to capability, the conversations in this issue aim to move beyond theory into relevance.

As we begin Volume 3, our commitment remains unchanged. To curate meaningful dialogue. To bridge theory and practice. To promote excellence that is responsible, inclusive, and sustainable.
I invite our readers to engage deeply with this issue. Reflect on your systems. Question your assumptions. Strengthen your foundations.
Because in an uncertain world, standards provide direction, health ensures continuity, and resilience defines leadership.
Welcome to Volume 3. Welcome to a New Year 2026.

Sumit Shandilya

Chief Editor
Quality Herald – The Voice of Excellence

Editorial Board

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The Power Trio: Standard, Health & Resilience – Building the Blueprint for a Stronger You

Article from the Editor's Desk - Surajit Mukhopadhyay

In life, we often face the ebb and flow of challenges, from physical to mental to emotional. It's no surprise that we all strive to meet certain standards, take care of our health, and develop resilience to weather whatever comes our way. But how do these three elements—Standard, Health, and Resilience—work together to create a balanced, thriving life? Let's break it down and discover why these concepts are the foundation for personal success and well-being.

Standards: Setting the Bar for Success

The idea of standards is often associated with expectations—either set by ourselves or society. They serve as benchmarks for how we define success and the quality of our work, actions, and even how we care for ourselves. Whether in school, sports, or life in general, setting standards helps give us direction.

But here's the catch: standards are not meant to trap you, but to push you to improve. They are the frameworks that encourage growth and give us goals to strive for. However, it's important to remember that standards should be flexible. We're all unique individuals with different capacities, so your personal standards should reflect your own aspirations and not someone else's.

Key Takeaway: High standards encourage self-improvement and excellence, but they must be tailored to your personal growth.

Health: The Foundation for All Things

Health isn't just about physical fitness—it encompasses mental, emotional, and social well-being. Without a strong foundation of health, meeting any standard or being resilient to challenges becomes harder.

Physical health provides the energy to take on your day, the stamina to reach your goals, and the ability to handle stress. Mental health, on the other hand, helps you manage emotions, navigate challenges, and maintain a positive outlook on life. When we nurture both, we build the strength needed to pursue our passions.

Moreover, prioritizing health involves balance. Overworking yourself or neglecting self-care to meet external standards can lead to burnout or worse. So, learning to strike a balance between striving for excellence and taking care of your body and mind is crucial.

Key Takeaway: Health is the bedrock upon which everything else is built. Without it, it's tough to meet any standard or bounce back from difficulties.

Resilience: Bouncing Back Stronger

Resilience is the secret sauce. It's the ability to face setbacks, recover, and come back stronger than before. In many ways, resilience can be seen as the muscle you build through hardship. Life will throw curveballs, but how you respond defines your strength.

What makes resilience particularly powerful is that it doesn't require perfection. You don't have to achieve everything flawlessly to be resilient. In fact, resilience thrives on mistakes, failures, and setbacks. It's the process of learning from those moments and bouncing back with more wisdom.

By building resilience, you develop the mental toughness needed to face challenges and push through adversity. Whether it's bouncing back from a bad grade, a tough personal situation, or a physical injury, resilience allows you to recover, adjust, and keep moving forward.

Key Takeaway: Resilience is about recovery and growth after challenges. It's the skill that lets you get back up and try again, no matter the setback.

Bringing It All Together

When we align standards, health, and resilience, we create a cycle of continuous improvement. High standards motivate us to achieve, health ensures we have the physical and mental energy to pursue them, and resilience provides the strength to overcome challenges and keep pushing forward.

Each of these elements supports the others, creating a harmonious system where we are constantly learning, evolving, and getting stronger. So, next time you face a tough situation or feel like giving up, remember this power trio. Establish strong standards, take care of your health, and build your resilience. The path to success isn't always linear, but with these three elements guiding you, you're bound to come out stronger on the other side.
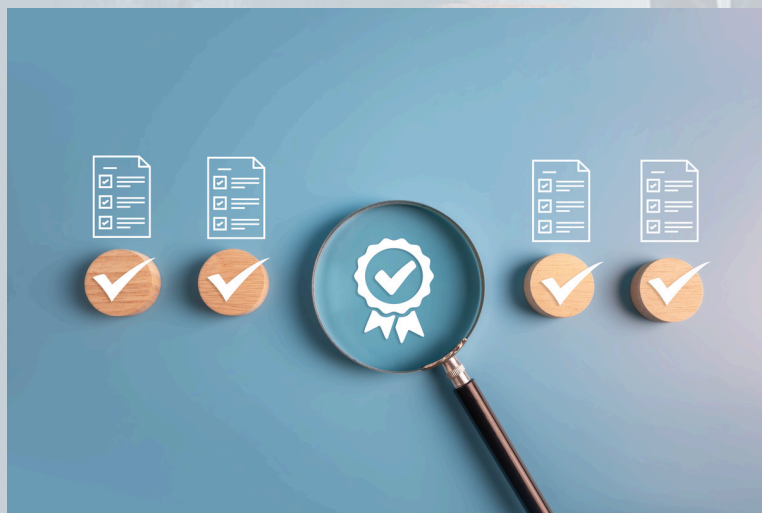
Final Thoughts: Your Blueprint for Success

Life is a journey of growth, and standards, health, and resilience are the essential pillars to guide you along the way. They give you purpose, energy, and the strength to overcome obstacles. By embracing them, you're not just building a life that meets expectations—you're building a life that thrives, no matter what comes your way.

So, how will you set your standards? What will you do to prioritize your health? And when the inevitable obstacles arise, how will you bounce back stronger?

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Beyond Compliance: How Standards and Health Enable Organizational Resilience

Chirag Kundra - Product Manager - ICICI Bank | IIM Sambalpur

Lately, there has been a subtle change in the dialogue about standards, health, and resilience. The conversation that used to be framed in terms of compliance, crisis management, or recovery is now questioning the very basis of how individuals, organizations, and entire societies can really thrive. The discussion is no more about just surviving the disturbances, but rather it is about the development of a lifestyle that will not only support the survival of people and systems but would even help them to prosper when the circumstances are uncertain. This change is indeed very significant as the main characteristic of our time is not one crisis but rather the constant occurrence of unpredictable situations.

At the heart of this theme lies a simple but profound insight. Standards are not merely rules. Health is not merely an outcome. Resilience is not merely endurance. Together, they constitute the configuration found in any successful system, the one that gives vitality, direction, and performance over time.

A well-known situation from the pandemic's beginning comes to our mind. At a certain hospital, the nurses contemplated every new shift without knowing the protocols, the availability of protective equipment, or their power of making decisions. Exhaustion spread quickly, not only because of long hours, but because of uncertainty. In another hospital, staff followed clearly defined infection control standards, escalation pathways, and rest rotations. The workload was equally intense, yet morale and coordination held. The difference was not heroism or resources alone. It was the presence of standards that protected health and, in doing so, enabled resilience. This pattern is not confined to healthcare. It is observable across sectors and geographies.

In organizational practice, standards function as shared agreements about how work is done when pressure is high. From a practitioner's perspective, they remove ambiguity at precisely the moments when human judgment is most vulnerable. Research in organizational psychology consistently shows that cognitive overload increases error rates and emotional exhaustion. Clear standards reduce that load. They free mental capacity for judgment, empathy, and adaptation. This is where theory and practice converge. What behavioral scholars describe as reduced decision fatigue, managers experience as teams that remain calm and effective under stress.

Health, in this context, must be understood expansively. It includes physical safety, mental well-being, social trust, and a sense of meaning. Organizations that still view health narrowly as insurance coverage or sick leave miss its strategic role. A growing body of research demonstrates that sustained performance depends on energy management, not time management. Healthy individuals bring discretionary effort, creativity, and resilience to their roles. Unhealthy systems, even when technically efficient, gradually erode from within.

One global consumer goods company offers a telling illustration. Unilever, long before well-being became a popular corporate theme, embedded health metrics into leadership evaluation. Managers were assessed not only on financial results but also on engagement, burnout indicators, and psychological safety within teams. Over time, this approach reshaped daily managerial behavior. Conversations about workload, flexibility, and recovery became normal rather than exceptional. When disruptions arrived, from supply chain shocks to public health emergencies, teams did not simply cope. They adapted. The organization's resilience was not reactive. It was cultivated.

Resilience, when viewed through this lens, is not toughness or stoicism. It is the capacity to absorb stress without losing coherence. It is the ability to recover without becoming brittle. Resilience, in the view of a system, comes about when health is under protection of standards and health is the one to build the capacity for adapting. The interdependence of these factors is the reason why the organizations that constantly chase and cut down the costs of operation in the name of efficiency usually get to the point of looking robust until they abruptly collapse. They have achieved the maximum output according to their standards but have without notice exhausted the human systems that are responsible for adaptation.

A senior operations leader was very honest regarding this trade-off. His company during aggressive growth made the productivity targets higher every quarter. Employees were absent more often, the rate of quitting was higher, and using informal shortcuts was widespread. Everything seemed pretty normal until a regulatory inspection happened right at the time the company was facing a supply disruption. The company could not respond efficiently because the information was scattered, and the confidence among the employees was at its lowest level. Looking back, the leader accepted that the lack of mandatory standards and recovery practices weakened the organization's resilience long before the crisis brought it to light.

This insight aligns closely with what public health institutions emphasize at a societal level. The World Health Organization consistently frames resilient health systems as those that maintain essential functions while adapting to shocks. Importantly, such systems are built during periods of stability, not during emergencies. This principle applies equally to organizations and communities. Flourishing is not a byproduct of calm conditions. It is the result of deliberate design.

What distinguishes flourishing systems from merely functional ones is intentionality. Standards are designed not only to prevent failure but to enable excellence. Health is safeguarded not as a cost centre but as a strategic resource. Trust and transparency are not slogans but daily practices through which resilience is developed. In these types of systems, people do not use their energy to move through the confusion. They put their energy into progress.

In recent years, this perspective is particularly relevant. Hybrid work, digital acceleration, climate uncertainty, and demographic shifts have altogether changed the boundaries of work and life. The companies and the societies that will be at the forefront are the ones that see flourishing as a common result. In other words, changing the standards to be living frameworks that adapt according to the context instead of inflexible rule books. It also implies making health a part of job design, leadership, and organizational culture. Finally, it implies that resilience is to be measured not just in terms of recovery time, but also in terms of the ability to learn.

There is also a cultural dimension that practitioners increasingly acknowledge. Flourishing is sustained when people feel safe to speak up, experiment, and recover from mistakes. Psychological safety, once considered a soft concept, is now widely recognized as foundational to innovation and resilience. In environments where standards are clear and fair, people are more willing to take responsible risks. Health and resilience reinforce one another in subtle but powerful ways.
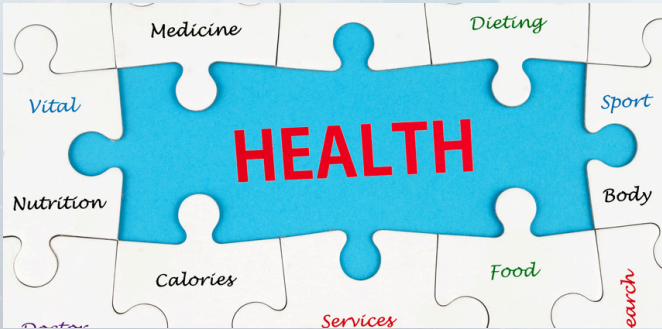
In the end, the theme of standards, health, and resilience opens up a new way of thinking. It invites decision-makers, and everyone else, to think about life design rather than crisis management. Thriving is not a coincidence. It is created through systems that recognize both the limits and the potential of humans. When standards help instead of hinder, when health is treated as a common responsibility, and when resilience is slowly built over time, flourishing not only becomes an aspiration but also a reality that is lived.

In a world that will continue to test limits, the most enduring advantage will belong to those who understand this quiet truth. The future does not belong to the strongest or the fastest. It belongs to those who have learned how to sustain life, work, and purpose together.

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Standards, Health & Resilience: Building Societies That Withstand Shocks

Singam Mohit Reddy - Analyst, Capgemini

During the age of pandemics, climate change, urbanization, and fast-paced technology disruption, standards, health, and resilience have turned out to be one of the most important pillars of sustainable development. The health systems are not isolated anymore; they are integrated in the social, economic and environmental structures. Standards give the template, health is the end product, and the question of whether systems can withstand, adapt and recover after the shock is the resilience. Collectively, the three components define future preparedness of communities in the world.

The Role of Standards in Health Systems

The unseen system in contemporary existence is standards. Everything concerning the hygiene standards of the hospital, the quality of the medications, the privacy of the data, and the emergency readiness is determined in the healthcare sector. In the absence of uniform standards, the entire process of healthcare delivery becomes disjointed, unsafe and inequitable.

The international standards- World Health Organization promoted standards, among others, are used to make disease surveillance, vaccination programs, patient safety, and clinical practices uniform. At the national level, medical education, hospital accreditation, laboratory testing and drug approvals are regulated by standards. These structures minimize the degree of variability in care and protect a patient in a rural clinic under the same general principles as one in a urban hospital.

More importantly, the standards do not stand still. They are further developed in accordance to the advancement of science, the occurrence of new diseases, and the experiences gained during the crises. The COVID-19 pandemic has revealed weaknesses in the areas of infection control, supply chain resilience, and digital health infrastructure, creating new global health standards. It is this dynamic quality that makes standards a living system- a learning system that gets better with time.

Health as a Foundation for Economic and Social Stability

Health does not only mean not being diseased, it is a precondition to productivity, social cohesion and economic growth. A healthy population is more involved in education, employment and civic activities. On the other hand, poor health outcomes drain the government budgets, decrease labor productivity, and increase social disparities.

Good standards form the basis of preventive healthcare, which is a decisive factor in this case. The prevention of illnesses is ensured by clean water regulations, food safety laws, occupational health standards and the vaccination of diseases prior to their occurrence. These interventions are cost effective in nature and give long term benefits that by far surpass the initial costs that are incurred.

Mental health has also become one of the key factors of general well-being. Unified workplace stress management, working hours and psychological safety policies are now seen to be fundamental in supporting the modern economies. Physical and mental health systems are in a better position to meet the modern demands, ranging in burnout to post-traumatic stress post-disaster.

Understanding Resilience in Health Systems

Resilience is the ability of systems to predict, absorb, adapt, and bounce back on a shock. In healthcare, resilience is what dictates whether hospitals will be in a position to manage a sudden influx of patients, whether supply chains would be able to bring in essential medicines during crisis situations, and whether the population could trust the state to stand the test.

Health systems that are resilient are based on flexibility and redundancy. These will involve diversification of supply channels of basic medications, cross-skilled health practitioners, scalable systems, and real-time information systems. Notably, the major issue is that resilience is not only a matter of crisis response, but preparedness and learning.

This concept is necessary to be extended to community resilience. First responders to an emergency are usually local health workers, NGOs and civic organizations. The community health systems that are made consistent with the national standards become the strong drivers of resilience as responses are made timely, culturally aware and localized.

The Interdependence of Standards and Resilience

Resilience and standards are mutually enhancing. Defined rules lower the level of confusion at the time of the emergencies and allow responding faster and more organized. Indicatively, normal triage, emergency communication, and disaster-response exercises enable health workers to intervene in a decisive manner when time is of the essence.

Meanwhile, robust systems enlighten superior norms. The reviews of crisis after the fact usually result in revised guidelines, better safety standards, and greater regulatory control. This process of feedback converts failures to learning experiences and enhances future readiness.

A good example of such synergy can be seen in the digital health standards. Interoperable electronic health record, cybersecurity standards, and data-sharing standards can be used to facilitate continuity of care in cases of disruption and patient privacy. Such systems are essential during the times of pandemics or natural disasters when critical information has to move across the institutions without any interruption.

Health Resilience in the Face of Global Challenges

Climate change is increasingly becoming a menace to the health systems across the globe. The adaptive standards required in the urban planning, water management, and population health surveillance are heatwaves, floods, and alteration of the patterns of diseases. Strong health systems should be resilient to the pressure of the environment and still maintain delivery to the vulnerable groups.

There is another complexity of urbanization. The high-density urban areas demand high standards of sanitation, housing, air quality, and emergency services. With such standards in place, the cities are health resilience engines instead of risk hotspots.

The main focus on resilience is equity. The health standards that overlook the marginalized groups, eventually undermine whole systems. Inclusive policies- access to care by the low-income groups, migrants, and the elderly- contribute to the overall resilience by mitigating the weak spots in the system.

The Path Forward

It takes an intersectoral partnership to create healthy systems that are resilient based on strong standards. To govern, the governments should invest in public health systems, regulators need to be strict and the players in the industry to be innovative and in a responsible manner. Training and education is also important as it will prepare healthcare staff with the skills to work in high pressure and complex settings.

Above all, resilience must be regarded as the investment in the long term, but not as the cost of crisis. Any advancement in standards, be it in infection control, data management, and safety at the workplace, enhances the effectiveness of the health system to resist future shocks.

Conclusion

A healthy society is a strong force characterized by the triad of standards, health and resilience, which characterize the resilience of the society in a fluctuating world. Standards offer order and predictability, health offers human and economic sustainability and resilience offers continuity where there has been disturbance. With the increasing global risks, a combination of the three aspects will not only influence the survival of societies during crisis, but also increase them to be more robust, equitable and sustainable, than they were previously. Speaking of which, I can re-tone this article (more academic, policy-oriented or corporate ESG-focused) or fit it to an Indian or global magazine readership.

THE STANDARDS–HEALTH–RESILIENCE CONNECT
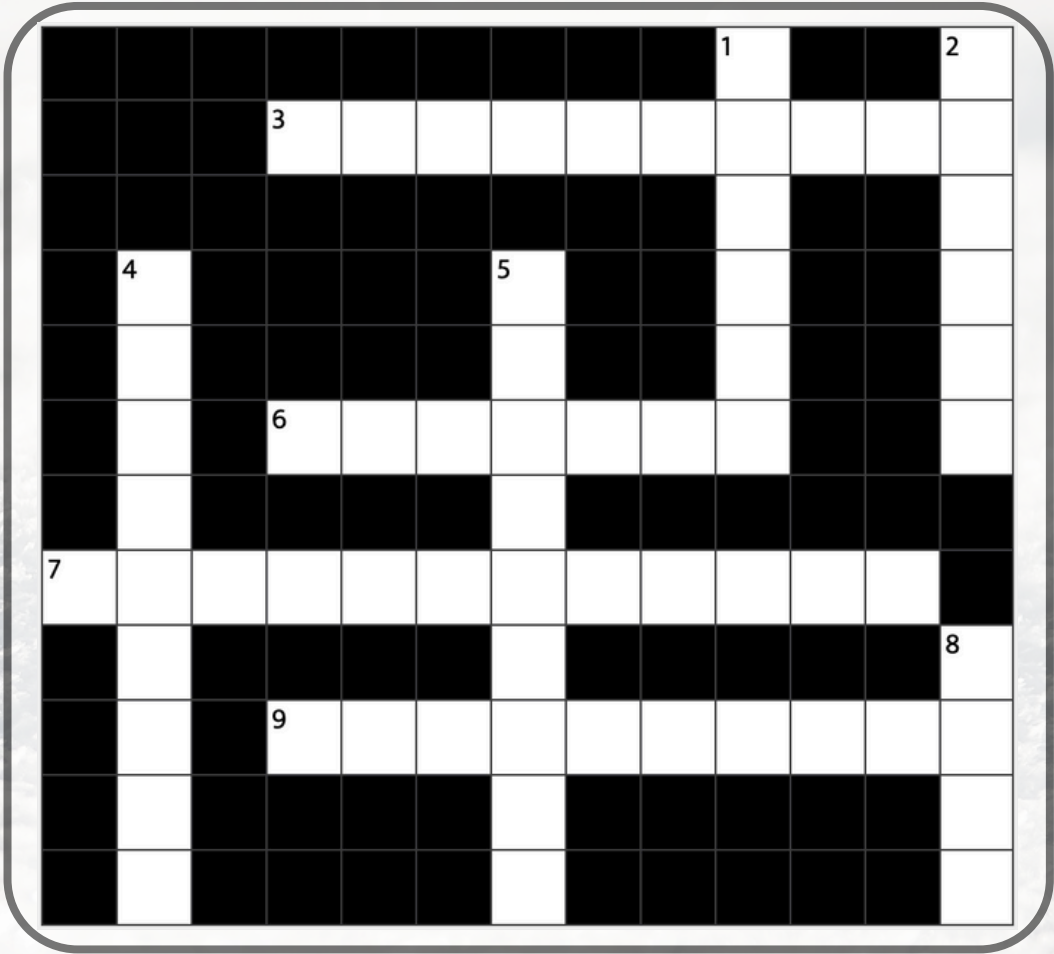
ACROSS

3. Structured framework ensuring compliance with rules and best practices.

6. Systematic processes that reduce errors and improve reliability.

7. Capacity of systems to adapt, withstand, and thrive during challenges.

9. The ability to recover quickly from disruptions or stress.
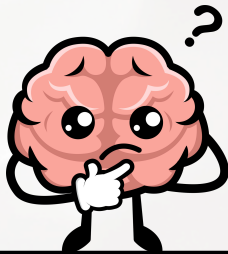
DOWN

1. Preventive actions taken to avoid health risks and workplace hazards.

2. The overall state of physical, mental, and social well-being.

4. Established criteria that ensure consistency, safety, and quality.

5. Balanced condition supporting long-term physical and mental stability.

8. Continuous improvement approach focused on efficiency and waste reduction.

Answers of the Previous edition
Across: 6. Blockchain, 8. Authentication, 9. Biometrics
Down: 1. Anonymity, 2. Consent, 3. Sovereignty, 4. Regulation, 5. Portability, 7. Privacy, 10. Identity

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The Backbone of Health and Organisational Resilience Standard.

N Jithin Kumar - Business Partner, Rrayze business solutions

The ability to adjust to uncertainty: Compliance to Capability in an Uncertain World.

The world has been reminded by hard truths in the recent years over and over again: resilience is not made during a crisis it is brought forth. Since the COVID-19 outbreak and climate shocks have challenged organisations and health systems, as well as cyber-attacks, supply chain failures, etc., organisations and health systems have been assessed on the edge of more challenging risks that are both anticipated and experienced. In this confusion, standards have now become one of the most potent facilitators of health, continuity, and long-term stability. Standards are often mistaken as fixed compliance instruments but nowadays they are very dynamic structures that empower preparedness, safeguard human health, and empower organisations to adapt, recover, and flourish.

Thinking Beyond the Walls of the Hospital.

Health is no longer about clinical performance or safety measures in the workplace. According to the definition of health given by the World Health Organization, health is a physical, mental, and social well-being. This widening concept shifts the blame to not only healthcare providers but to organisations, supply chains, and infrastructure systems and governance mechanisms as well.

Here the standards of management systems are crucial. Standards are technical ways of addressing risks, consistency, and preventive thinking that are important components of health in organisations and society.

An example is the quality, occupational health, information security and business continuity standards that have direct impacts on the welfare of employees, patient safety, data protection and reliability of services. They are collectively an interdependent ecosystem which helps enhance resilience on both micro (organisational) and macro (national) levels.

The pivot of Efficiency to Resilience.

Prior to 2020, efficiency prevailed in the boardroom discussions. Best practices were perceived to be lean operations, cost optimisation, and just-in-time supply chains. Nonetheless, the pandemic revealed the weaknesses of systems that are only optimised based on efficiency with no sufficient buffers.

Reacting to this, organisations around the globe have been moving towards designs of resilience, where standards are applied not only to satisfy regulatory imperatives but also to predict disruption and continue to exist. One of the cases that could be distinguished is ISO 22301 - Business Continuity Management Systems that received a new status during and after the pandemic. Mature organisations using the ISO 22301 frameworks were in better positions to shift to remote working, secure business processes, and faster recovery of disruptions caused by lockdowns.

Case Study: Medical Resilience amidst the COVID-19 pandemic.

A strong example is provided by hospitals which had already implemented the integrated management system in accordance with the international standards before COVID-19. Most of the large healthcare organizations in Asia and Europe had adopted ISO 9001 (Quality Management), ISO 45001 (Occupational Health & Safety) and ISO 22301 in a combined form.

- These hospitals showed during the pandemic:
- Reduced time taken to develop infection control procedures.
- Improved security of frontline healthcare personnel.
- Systematized crisis regulation and decision-making.
- No interruption of essential services in cases of staff shortage.

Mental Health and Standards in the Workplace.

Mental health is another aspect of resilience that is mostly ignored. The effects of long term uncertainty, working at a distance and job insecurity have taken a toll on employees around the world. Standards are now being used by progressive organisations when dealing with psychosocial risks and not only physical.

Hazard identification, consultation and continuous improvement are promoted through occupational health and safety standards which can be applied to stress management, work load planning and employee engagement. Standards that are introduced with purpose create trust, transparency, and psychological safety, all of which are resilient workforce necessities.

Global Current Affairs Alignment.

Resilience has become a policy agenda in the global arena. Governments and international agencies are starting to focus much on preparedness, sustainability and thinking on a systems level. Standards fit perfectly well with these priorities because they can transform the abstract resilience goals into measurable and auditable activities. Within the framework of climate change, digitalisation, and health risks to the population, standards serve as universal languages on an international level. They facilitate cooperation, appreciation, and swift reaction - which is paramount in an interdependent world.

The increased focus on the ESG (Environmental, Social, and Governance) reporting also supports the importance of standards. The frameworks of quality, safety, and continuity have the operational support required to shift ESG commitments beyond the statements to the action.

Between Certification and Culture.

Nonetheless, standards are not about certificates on the wall, but behaviours on the ground. Companies who use standards as checklists will never achieve their resilience potential. However, in contrast, the ones that incorporate standards into the decision-making of leadership, training of employees, and performance measurement develop the ability to be adaptive in the long term.

Strong organisations have similar characteristics:

- Risk-aware leadership
- Formalized and loose processes.
- Empowered employees
- Relentless education about incidents and near-misses.
- Standards give the organization--but culture gives the power.

Conclusion: Standards as Enablers of a Healthier Future.

Standards have transformed in a volatile world where regulation has been changed to strategic facilitators of health and resiliency. They aid in safer working environments, improved health care systems and organisations that can withstand shocks and protect both people and purpose.

Since Quality Herald is still a proponent of quality and standards excellence, we need to redefine the message: standards are not about control, but about capability. He or she does not restrict innovation, he or she enables sustainable innovation.

Standards are not side effects in the quest to have healthier and stronger societies. They are the backbone.

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The Proving Strength of an Age of Permanent Disruption.

Kumar Sarthak - Audit Assistant , JM Associates

Resilience has ascended to the periphery of the strategy to the very core of the strategy. In a world that is defined by pandemics and climate extremes, cyber threats, geopolitical uncertainty, disruption is not an exception, it is a new standard. It is no longer the question of how organisations, governments and institutions should avoid disruption that defines them. but "What is the speed and effectiveness of response, adaptation and recovery? Resilience is not, therefore, just about power. It is the question of flexibility, vision, and education. It is the ability to take a hit and not to lose direction-and to come out of it with more strength.

Between Stability and Shock Preparedness.
Over the decades systems were developed to be stable and efficient. These were rewarded with lean operations, minimisation of costs, and centralised decision-making. Nevertheless, the recent events in the world have demonstrated the instability of the systems focused purely on predictability. The COVID-19 pandemic, disruption of the supply chain, cyberattacks of vital infrastructure, and weather-related disasters have all altered the global risk environment. Systemic risks are increasingly interrelated and spreading at a high rate across sectors and borders according to global risk assessments which are emphasized by the World Economic Forums. Resilience is now a survival skill in this environment and not a competitive one.

Knowledge: Conceptualizing Resilience as a System Property.
The concept of resilience has been confused with personal toughness and the ability to cope with a crisis. As a matter of fact, resilience is a system level capability- embedded in processes, governance, culture and decision-making structures.
Resilient system will normally exhibit:
Situation awareness and early risk detection.

- Decentralised but coordinated decision making.
- Downsizing of essential processes.
- Effective communication in the midst of ambiguity.
- Learning continuously on disruption.

More importantly, resiliency is not constructed in times of crisis. It is constructed in advance of crisis--by preparation, practice and retrospection.

Case Study: the resilience of Japan to the earthquake.
The case of Japan is one of the most educative examples of resilience in the real world. The country lies on the Pacific Ring of Fire and as a result, it is subject to a lot of earthquake and tsunamis. Japan has put resilience into infrastructure, education and government instead of making disasters look like a rare occurrence.
The country became stronger after the 2011 Great East Japan earthquake:

- Standards of earthquake-resistant buildings.
- Early warning systems of disaster.
- Training on community evacuation.
- Industrial business continuity planning.

This led to the occurrence of subsequent seismic events, which, although disruptive, were much less destructive in terms of the loss of life and recovery. The experience of Japan teaches us a very strong lesson that resilience is a cumulative experience. Every interruption is a learning experience as opposed to a system failure.

COVID-19 aftermath: Organisational Resilience.

The pandemic changed the perception of organisations towards risk. The businesses, which still exist, were not always the biggest or most lucrative, but the most flexible.

Companies that had diversified supply chains, were digital-ready, empowered teams and mechanisms to plan a scenario were quicker to convert into remote operations and alternative models of delivery. People who depended on strict hierarchies and dependence on points were having a hard time.

It was also during this time that the relevance of formal resilience frameworks like the ISO 22301 framework which offers guidance on business continuity management was realized. Businesses whose continuity was planned were more suited to safeguard individuals, maintain vital activities and communicate efficiently during pressure. The lesson is self-evident: resilience is not in any way improvisation, but rather regimented practice.

Recovery, the Lost Liaison with Human Resilience.

People are the core of the systems; systems do not operate in isolation. The failure of organisational resilience is in the disregard of employee well-being. A decrease in the strength of decision-making and execution capacity is due to burnout, uncertainty, and long-term stress.

In the recent years, there has been a growing appreciation of the idea that psychological resilience; trust, clarity and emotional safety is as important as operational readiness. Leaders who spoke openly, admitted such uncertainty and placed people first rather than short term measures created stronger and more loyal teams.

This means that resilience is more empathetic than it is an engineering profession.

Every Leadership Mindset- Resilience.

Resilience is primarily a leadership decision. It asks leaders to get out of the immediate game of optimisation and invest in those capabilities that may not be rewarded immediately- but will pay off in the event of disruption.

Resilient leaders:

- Thoughts of scenarios as opposed to unyielding predictions should be encouraged.
- Develop crossfunctional ability and training.
- Use failures as a feedback and not blame.
- Striking efficiency with flexibility.

It is this attitude change (control to adaptability) that makes the difference between a strong organisation and a weak one.

Drawing a Conclusion: Resilience Is the New Measure of Success.

The world we live in today is volatile and the bottom line is resilience has become the most effective measure. It dictates the failure of organisations in pressures or purposeful adaptation. It affects the social confidence, financial stability, and sustainability.

Resilience does not deal with anticipating all the dangers- it is a preparedness to the unknown. It is created with preparation and reinforced with experience and maintained with learning.

The more and more frequent and complicated the disruptions, the more the organisations and societies that will survive are not those that can resist change--but these are designed to respond, recover, and reinvent.

The bottom line is that resilience is not all about surviving the future. It is about shaping it.

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15 January 2026

GLIMPSES

Workshop on Error Proofing and Problem Solving at a Global Two-Wheeler Manufacturer

Participated in a comprehensive workshop on Error Proofing (Poka-Yoke) and structured Problem-Solving methodologies at a global leader in two-wheeler manufacturing. The training emphasized root cause analysis, practical problem-solving tools, and mistake-proofing techniques to minimize defects, improve process robustness, and drive continuous improvement on the shop floor.

Six-Day Lean Six Sigma Green Belt Workshop at a Global Steel Giant

Successfully completed a six-day intensive Lean Six Sigma Green Belt workshop at a leading global steel company in the metals and mining sector. The training covered DMAIC methodology, statistical analysis, process optimization, and waste reduction techniques, equipping participants with practical tools to drive data-driven decision-making and operational excellence.

PFMEA Training at a Japanese Auto Parts Giant

Completed an in-depth training program on Process Failure Mode and Effects Analysis (PFMEA) at a leading Japanese auto parts manufacturer. The program focused on systematic risk identification, evaluation of potential process failures, and implementation of preventive controls to enhance product quality, reliability, and compliance with global automotive standards.

Time Management & Presentation Skills Training with a Japanese Auto Parts Manufacturer (19th Dec '25)

Attended a focused training session on Time Management and Presentation Skills conducted by a Japanese auto parts manufacturer on 19th December 2025. The program enhanced skills in prioritization, effective planning, professional communication, and impactful presentations, supporting improved productivity and confidence in cross-functional and leadership interactions.

Important Dates in January 2026

New Year's Day – 1 January 2026

Marks the beginning of the new calendar year worldwide. Symbolizes fresh starts, goal-setting, and renewed motivation. Widely celebrated across cultures with events, resolutions, and festivities.

Lohri – 13 January 2026

A major North Indian harvest festival. Celebrates the end of winter and the arrival of longer days. Associated with bonfires, folk songs, and community celebrations.

Makar Sankranti – 14 January 2026

Marks the Sun's transition into Capricorn (Makara). Symbolizes harvest, prosperity, and positivity across India. Celebrated as Pongal, Uttarayan, or Magh Bihu in different regions.

Indian Army Day – 15 January 2026

Commemorates the formal establishment of the Indian Army leadership. Honors the bravery, discipline, and sacrifice of soldiers. Observed with parades, tributes, and patriotic content.

International Education Day - 24 January 2026

Recognizes education as a fundamental human right. Emphasizes inclusive, equitable, and quality learning. Relevant for academic institutions, ed-tech, and youth initiatives.

NEWS

Air Pollution Now India's Biggest Health Crisis Since COVID, Warn Doctors

New Delhi – Air pollution in India has become arguably the most serious public health crisis the country has faced since the COVID-19 pandemic, and doctors warn that without urgent action it will continue to worsen year after year. Senior doctors of Indian origin practising in the UK told news agencies that a hidden surge of undiagnosed airway disease is building beneath the surface, and this looming health burden could take a heavy toll on citizens and the healthcare system.

According to these physicians, the rise in cardiovascular and respiratory illnesses seen over the past decade cannot be attributed solely to obesity or lifestyle factors. They flagged increasing exposure to toxic emissions from vehicles, aircraft and urban transport — especially in major Indian cities — as a major driver of disease. Union Transport Minister Nitin Gadkari acknowledged recently that nearly 40 per cent of pollution in Delhi comes from the transport sector, largely due to dependence on fossil fuels. He emphasised the urgent need for cleaner alternatives and urged greater adoption of biofuels.

During the recent winter session of Parliament, government representatives said that there is no conclusive data showing a direct causal link between higher Air Quality Index (AQI) levels and specific lung diseases, although they did acknowledge that pollution is a triggering factor in respiratory conditions.
Consultant pulmonologist Dr. Manish Gautam, based in Liverpool and a former member of India's COVID-19 Advisory Committee, warned that for many living in North India the damage is already done. He said what is being managed today represents only the tip of the iceberg, with a vast number of airway disease cases remaining undiagnosed. Dr. Gautam urged policymakers to prioritise early detection and treatment and to form a rapid lung health task group to address the crisis.

In December, hospitals in Delhi recorded a 20–30 per cent increase in respiratory patients, including many young adults and first-time cases, according to doctors.
Dr. Gautam noted that while controlling pollution remains essential, it is no longer sufficient on its own. He compared the current situation to India's tuberculosis control efforts, saying the country has shown that large-scale public health interventions are possible and that a similar level of urgency and investment is now needed for airway diseases.

According to the 2025 Report of The Lancet Countdown on Health and Climate Change, fine particulate (PM2.5) pollution contributed to more than 1.7 million deaths in India in 2022, with road transport emissions responsible for roughly 269,000 of those deaths.
A global study earlier this year found that policies targeting road transport emissions could save up to 1.9 million lives and prevent 1.4 million new childhood asthma cases worldwide by 2040.
Doctors and public health experts have repeatedly sounded the alarm about the urgency of tackling air pollution and its far-reaching impacts on public health.

Republic Day

26 January 2026
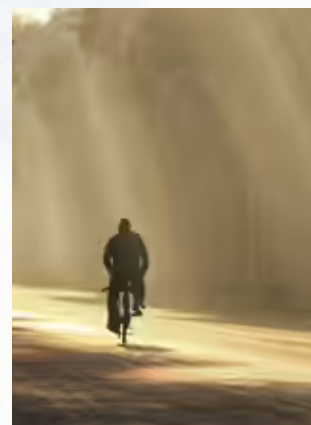
NEWS

FSSAI clarifies only Camellia sinensis products can be called "tea"

The Food Safety and Standards Authority of India (FSSAI) has stated that the use of the word "tea", directly or indirectly, for any plant-based or herbal infusions or blends not derived from Camellia sinensis is misleading and amounts to misbranding under the provisions of the Food Safety and Standards Act.

Dr Satyen Kumar Panda, Executive Director (Compliance Strategy), FSSAI, said it has come to the notice of the authority that some business operators are manufacturing products not derived from Camellia sinensis and marketing them under the name "tea", including products labelled as "rooibos tea", "herbal tea" and "flower tea". The clarification noted that as per standards specified under Regulation 2.10.1 of the Food Safety and Standards (Food Product Standards and Food Additives) Regulations, 2011, tea, including Kangra tea, green tea and instant tea in solid form, shall be exclusively from the plant Camellia sinensis. It also referred to Regulation 5(1) of the Food Safety and Standards (Labelling and Display) Regulations, 2020, which mandates that every food package must carry a name that indicates the true nature of the food on the front of the pack. Accordingly, the use of the word "tea" for any other plant-based or herbal infusions or blends not derived from Camellia sinensis is misleading and amounts to misbranding under the Food Safety and Standards Act, 2006, and related rules and regulations.

FSSAI further stated that such plant-based or herbal infusions or blends do not qualify to be named as tea and may fall under the category of proprietary foods or under the Food Safety and Standards (Approval for Non-Specified Food and Food Ingredients) Regulations, 2017, depending on the ingredients used. It directed all food business operators, including those engaged in e-commerce, to comply with the regulations and refrain from using the term "tea" for products not derived from Camellia sinensis.

The authority added that Commissioners of Food Safety of all states and Union Territories and regional directors of FSSAI have been requested to instruct designated officers and food safety officers to monitor and ensure strict adherence to these provisions. In cases of non-compliance, action will be initiated under the Food Safety and Standards Act, 2006, and the rules and regulations made thereunder.

Reacting to the clarification, Bidyananda Barkakoty, adviser to the North Eastern Tea Association, said the move was a much-needed clarification from the food safety regulator and would help remove ambiguity and confusion among consumers. He added that even the US Food and Drug Administration recognises only tea derived from Camellia sinensis as a healthy beverage, and not herbal infusions.

QUALITY CONTROL(LED) HUMOR

When Work Gets Too Serious

THE STANDARD OPERATING "OPTION" 📘
Auditor: "Is this process as per SOP?"
Employee: "Yes."
Auditor: "Then why is it different today?"
Employee: "Continuous improvement… very continuous."

HEALTH & SAFETY CHECK-IN 🦺
Company: "Your safety is our top priority."
Employee: "Can we fix the flickering light?"
Company: "Please attend the 2-hour safety awareness webinar first."

THE RESILIENCE TRAINING MOMENT 🧠
HR: "This session will build resilience."
Employee: "Against stress?"
HR: "No, against unrealistic deadlines."

THE COMPLIANCE FITNESS TEST 📋
Standard: "Follow all procedures at all times."
Reality: "Finish work before the deadline."
Employee: develops Olympic-level multitasking

NEWS

SEBI to Form Working Group on Exchange Technology to Strengthen Market Resilience

The Securities and Exchange Board of India (SEBI) has announced that it will set up a dedicated working group to examine and guide the future of technology used by stock exchanges in India. SEBI Chairman Tuhin Kanta Pandey revealed this plan during a public event, highlighting the regulator's focus on strengthening the technological backbone of the financial markets amid rapid digital change. The core aim of the working group is to study how exchange technology should evolve over the next five to ten years and to use global best practices to suggest innovative methods for enhancing market systems.

The concept of the "technological frontier" that the group will explore refers to using cutting-edge tools and systems — such as advanced data analytics, automation, and other emerging technologies — to improve market oversight, operational efficiency, and protection for investors. Pandey emphasised that technological robustness is critical for the smooth functioning of capital markets and that SEBI views every exchange-related technical glitch "very seriously." Exchanges and other market infrastructure institutions will need to continually upgrade their systems to keep pace with evolving risks and opportunities

Part of SEBI's approach involves requiring exchanges to perform detailed root-cause analyses whenever technical issues occur. These analyses must be supported by comprehensive standard operating procedures (SOPs) and corrective action plans, which must be submitted to SEBI for review. If disruptions exceed certain predefined thresholds, SEBI has indicated that enforcement actions, including strict penalties, may be imposed to ensure accountability and drive improvements in resilience.

One of the triggers for this move has been recent technical disruptions in exchange systems, such as outages experienced by major platforms, which have affected trading and investor confidence. Pandey noted that, in such cases, SEBI follows a structured process, including imposing penalties when necessary, to manage and rectify the situation. Beyond addressing individual incidents, SEBI is adopting a systemic view of technology issues, analysing common root causes across different exchanges to identify broader vulnerabilities and build more resilient market infrastructure overall.

In essence, SEBI's decision to form this working group reflects a forward-looking strategy to prepare India's capital markets for future technological challenges. By focusing on long-term resilience, risk management, and the adoption of advanced technology frameworks, the regulator aims to ensure that trading systems remain robust, efficient, and capable of supporting a growing and dynamic investor base in the years ahead.

THE TIMES OF INDIA

Upcoming Training Programmes

ISO 9001:2015
Lead Auditor
from January 05-09, 2026

ISO 45001:2018
Lead Auditor
from January 27-31, 2026

Six Sigma Green Belt
from February 03-07, 2026

Six Sigma Black Belt
from February 07th 2026

ISO 14001:2015
Lead Auditor
from February 09-13, 2026

ESG Awareness Session
on February 20-21, 2026

ISO 27001:2022 Lead Auditor
from February 23-27, 2026

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Charles Darwin

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