

Hi,

In 2005, there was a serious train accident in Japan. The driver had been going too fast and the train derailed and ran straight into a residential area. The accident was the worst in more than 40 years, with over 100 dead and over 400 injured.

During the investigation it was found that the transport company had a penalty system whereby train drivers who were late were degraded and humiliated.

OK. So what on earth has this to do with quality awareness and production?

It's like this. What I would call an unsound error culture prevailed in the transport company, which meant it was bad to make a mistake. Mistakes that were discovered were hidden. Mistakes not found do not exist. Mistakes that do not exist cannot be rectified and prevented. But they cost money, often a lot of money and in this case also lives.

Sometimes, I still see this phenomenon in manufacturing - with the exception of the punishment system of course. However, this phenomenon has become increasingly rare over the years.

What is the error culture like in your company?

Regards,

[Michael Nielsen](#)