

BOB KRONE's QUALITY ESSAYS*

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"Quality for the World"

Nov 2010 first World Quality Month..to increase the visibility and the world's understanding of the impact quality techniques, tools and systems have, everyday, everywhere..ASQ Quality for Life Story

JUSE Union of Japanese Scientists and Engineers, Chile Calidad, Nepal Network of Competitivene3ss, Ecuador Corporacion #D Calidad, Brazil PGQP, UK Chartered Quality Institute, Quality and Productivity Society of Pakistan, Dubai Quality Group, Saudi Arabia National Quality Conference "Quality Road to Globalization. Flemish Quality Management Center-Belgium

Global Quality Mgt – Mexico paper with Yacoub?

Leadership of the American Society for Quality (ASQ) has announced the first paradigm shift strategy change in the Society's six decades. Quality improvement will explode from America to the world. This formal vision statement comes in 2011 after a decade of incremental international moves by the Society. Many nations in every Continent have applied quality tools to their own processes for products and services. Some have adopted the Baldrige National Quality Award Guidelines almost verbatim. But we now have an ASQ official goal of helping to harness quality for work throughout our Earth.

Exponential increases of many societal changes in the world over the past three decades are requiring breakthrough thinking for solutions. But that requirement is not being met satisfactorily. The gap between serious problems and leadership qualified to solve those problems continues to grow. Resulting destructive organizational, societal and environmental events have had local to global impacts varying from costly to catastrophic. Major transformations must occur in some areas. Without improved quality there will be increasingly serious global problems.

Time is not on global humanity's side without reversal of many trends. History does not reveal evidence that needed improvements will happen autonomously. The assumption that evolution must be for good is a myth. Acceleration and expansion of the scope of quality is not an option for local, national or international entities. It's a necessity. Failure will cause huge human and material costs. ASQ Quality professionals have accepted the moral responsibility to take quality concepts and tools globally.

Quality Thinking Classics

BREAKTHROUGH THINKING = Visioning of a desired difficult achievement. Assume initially that there are no barriers. Involve cross cultural and cross disciplinary people. Keep all ideas - no matter how "crazy". Tolerate ambiguity. Use a systems, or full spectrum, approach and ask "*What are all the involved qualitative and quantitative variables?*" Capture both explicit knowledge (from learning) and tacit knowledge (from living). Define preferred future values.

- 1) **Moral, Ethical and Inspirational Leadership.** Without doubt this is the most important need. Without inspirational leadership motivation cannot be sustained. But it, too, will fail if moral and ethical leadership is missing. History, and today's news, are filled with stories of career and organizational destruction because of immoral or unethical behavior.¹
- 2) **Noble Goals. Visions and Values.** Purpose drives actions. Individuals and organizations can only be successful if their strategic ends are recognized good by all constituents and their values propel means for their actions and desires consistent with a philosophy all team members support.
- 3) **A Streamlined Decision Making System.** For forty years I have taught Systems Theory and Management at the doctoral and masters levels. For each class of professionals I asked: "*What are the three most difficult problems in your organization?*" With rare exceptions the two top problems were: **Decision Making Systems and Communications.** That is true for public, private, non-profit, national or international entities. There are valid reasons why those two are very difficult; but for breakthrough advances you must streamline your decision system so it pulls people along, not acts as a barrier.

- 4) research has shown that the capacity to govern universally is not keeping up with global needs.²
- 5) **Redundant Communications.** Communications technology is creating revolutions world wide. Accelerating to excellence in your organization after breakthrough thinking, and to invent that thinking, will require full employment of electronic and personal communications.
- 6) **Capture Global Tacit Knowledge and Brainpower.** Tacit Knowledge -- i.e. knowledge people have from living-- as opposed to Explicit Knowledge that people get from learning, has been researched since the 1950s³. It's profound influence on decision making and performance has yet to be fully investigated. The ASHRM – KSU Research Project will combine the identification of Tacit Knowledge along with “Defrosting the Frozen Wisdom” and capturing global brainpower.⁴
- 7) **Defrost Frozen Wisdom.** A KSU Program facilitated by current information system technology designed to capture and document for research and applications the breakthrough thinking throughout history and of today's seniors.
- 8) **Cross-Cultural Learning.** This is a requirement already being exploited by ASHRM leadership and members.
adequate science and technology exists for major needed transformations. The intellectual legacy of past thinkers, combined with the aggregation of today's brainpower, provides the wisdom and the goals

Given its place in history the United States has a moral responsibility and the capability to lead a global systems approach to the planning and execution of this unprecedented opportunity to bring both short-range and long-range good results to Earth.

The Role of Quality Sciences, Theory and Management

The Legacy. Quality has not been a top priority for humanity over the past 3,000 recorded years. It has occasionally happened randomly through the history of human evolution for different reasons at different places and in different societies around the world. But improvement of the quality of life has been neither universal nor consistent through time.

The Quality Sciences began impacting humanity in the 1950s in Japan. by the end of that century it had produced a huge 20th Century leap in the quality of products and services in the developed nations of the world. Dr, Joseph M. Juran, one of the lead pioneers, on his 94th birthday in 1999, commented on the origin and growth of the Quality Sciences in the 20th Century and made the statement *“My belief is that historians in later decades will look back on the 21st century as the Century of Quality”* [3].

The Space Sciences also matured in the 2nd half of the 20th Century. Those two sciences took largely separate and parallel paths as they moved toward the New Third Millenium but they had many interactions as quality was identified as a prime requirement in manned space missions.

We are, in 2006, in an historically unique era. Science and Technology has been the catalyst for quality improvements, but also the creator of destructive forces never present in the past [4].

The Future. There will be a formal marriage of the Quality Sciences with the Space Sciences in the next few years. That will happen of necessity as the impacts of potential failure of human migration to space become fully recognized while the achievements of the Quality Sciences on earth are documented. There can be a good case made for the continual improvement of the human condition, even human survival, being at stake. Without that merger the success of the future of humans in space is in doubt.

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