



International Academy for Quality

IAQ Position Paper: Revitalizing the Global Quality Manifesto

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International Academy for Quality

About the International Academy for Quality (IAQ)

The International Academy for Quality (IAQ) was founded in 1966 by thought leaders from the global quality organizations of that time: The American Society for Quality, the European Organization for Quality, and the Japanese Union of Scientists and Engineers. Principal founders of the Academy were Kaoru Ishikawa, Armand V. Feigenbaum, and Walter A. Masing.

Academicians are nominated and elected by their peers who are currently members, and this requires a global understanding of the individual contributions of nominees. Academicians are elected in three distinct categories: academics from a quality-related field; executives who have led successful organizations; and quality professionals from organizations or consultancies.

The IAQ purpose is declared by its motto “Quality for Humanity” and expressed in a statement of belief described as the IAQ Way: “By our mutual contributions IAQ advances quality throughout the world for the benefit of humanity, pursuing excellence through professionalism based on uncompromising fundamental values of respect for the individual, integrity in thought and action and compassion for all living beings.”

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Revitalizing the Global Quality Manifesto

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IAQ Position Paper

Revitalizing the Global Quality Manifesto

Abstract

A manifesto is a declaration that defines a position on a subject of interest to people. It defines a historical path that arrives at the current state, assesses the situation of the current state, in order to realize how the value proposition condition of its subject needs to be shaped to remain relevant in the future. Quality Manifestos are not new and were first written as a global renaissance of quality occurred in the 1980's. This paper reports on a project of the Academy to review past Manifestos to determine what the current conditions of change that are a result of socio-technological shifts and the set of global challenges that face humanity today. This paper is the final report of this work and presents the revised Quality Manifesto for endorsement of all organizations included in a global community of quality professionals.

Keywords

Quality Manifesto, Quality Leadership, History of Quality; Future of Quality; Total Quality Management; Continual Improvement; Sustainability, Quality 4.0, Social Responsivity



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REVITALIZING THE GLOBAL QUALITY MANIFESTO

N. (Ram) Ramanathan and Gregory H. Watson

DEFINING A COMMON DIRECTION

While quality defines the essence of goodness in all dimensions of humanity's experience, the lack of quality identifies those characteristics that should be avoided on behalf of society as they degrade value in our lives. The human condition is marked by a constant pursuit of improvement, or change for the better, in those quality-of-life values which humanity cherishes most.

Issued by the International Academy for Quality (IAQ), this paper proposes a revitalized quality manifesto intended to provide a concept for the 21st century and declares ten directions toward a vision of achieving quality for humanity. Preceding the manifesto is a preamble that addresses four topics: the development of manifestos; the evolution and status of the quality discipline; advancing the quality profession and the role of professionals, and the need for a new quality manifesto.

This paper takes a broad view of the term 'quality professional'. By this we include not only those whose primary profession lies within the quality discipline, but also those who practice its philosophies, methods and techniques in their work, as well as the leaders of all forms of institutions who set the directions and contexts that are essential for the practice of quality. The term 'quality community' is used interchangeably with 'quality professionals'.

It is our hope that this manifesto will stir quality professionals of all hues to apply these principles in every sphere of human endeavor for the lasting benefit of humanity. By succinctly stating this vision we hope to enrich the practice of leadership and reinvigorate the application of mature quality thinking for the benefit of all inhabitants of this Earth.

ON THE DEVELOPMENT OF MANIFESTOS

A manifesto is a public declaration of the policy, principles, and intentions of a person or organization. The intent of a manifesto is to clearly communicate the underlying philosophies and concrete direction for achieving the coherent, long-term purpose of its proclaimer. A manifesto should stimulate commitment to a shared way of thinking that engages coordinated action in a common direction for the benefit of the communities it addresses.

There are numerous manifestos, with diverse aims. The majority of these promote political philosophies. Perhaps the most famous is the *Communist Manifesto* by Karl Marx and Friedrich Engels, which was first published as a pamphlet in 1848.¹

Less famous, but connected with business rather than politics, is the 1999 *Cluetrain Manifesto*, authored by Rick Levine, Christopher Locke, Doc Searls, and David Weinberger.² It presented 95 theses to describe the influence of the Internet on marketing. This manifesto reminded us that markets consist of collections of individual human beings and that these individuals are increasingly networked through emerging digital technologies. However, businesses continue to operate behind carefully erected facades and speak a language that barely reaches real individuals. The *Cluetrain Manifesto* proposed a major social shift in the way that businesses operate to engage real people.

Recently, other manifestos have been published. For example, in 2019 a *Davos Manifesto* was issued by the World Economic Forum to define the new purpose of business in the 'Age of Industry 4.0'.³ In the same year, the *European Journal for Work and Organizational Psychology* identified ten 'responsibilities' that were addressed towards stakeholders and their aims and activities.⁴ Thus, there seems to be a momentum building for deeply examining ways to stimulate human organizations to accomplish purposeful activities. Perhaps now is the time for the global quality community to profoundly examine the rationale behind support of quality as a 'significant, purposeful activity' for humanity.

ON THE DEVELOPMENT OF QUALITY MANIFESTOS

In 1986, the American Society for Quality Control (ASQC) published *The Quality Manifesto*. The manifesto was signed by 25 of its past presidents.⁵ In 1996, this manifesto was reaffirmed through its endorsement by the ten past presidents of the intervening decade upon the occasion of the broadening of the organization's purpose as signaled by dropping the term "control" from its name

to indicate a broader application of quality for society. This ASQ manifesto had two parts – a moral, lofty declaration of intent, and a recommended call for action⁶ that was directed at government leaders, businesses, labour organizations, educators, professional and trade associations, and individuals, to advance quality as a personal and national priority and set high standards for its delivery.

The ASQ manifesto was reformulated by Bertrand Jouslin de Noray and was subsequently endorsed by leaders of the global quality community at the European Organization for Quality (EOQ) Congress held in Harrogate, England in 2002.⁷

To explain the change in nomenclature from Total Quality Control (TQC) to Total Quality Management (TQM), a committee formed by the Union of Japanese Scientists and Engineers (JUSE) under the leadership of Yoshinori Iizuka published a *Manifesto for TQM* in 1997.⁸ It stated that the principal changes effected were to address all stakeholders (not only customers); leadership and the long-term; and the importance of people and information.

There have also been other developments that are related to recasting the Quality Manifesto. At the 2017 EOQ Congress in Bled, Slovenia, an address by Benedikt Sommerhoff titled *A Manifesto for Agile Quality Management*, focused on Industry 4.0 (which therefore implied an inclusion in the then-emerging concept of Quality 4.0).⁹

At a national level, the *China Quality Development Outline 2011-20* is actually a manifesto for the development and deployment of quality throughout the People's Republic of China; however, it is presented as a long-term strategic plan of action rather than in the typical format of a manifesto.¹⁰

In 1997 Joseph M. Juran, in his famous 'Last Word Speech' declared that the 21st Century would become the 'Century of Quality.'¹¹ Subsequently, in 2004, he recommended establishing a major research effort to develop a manifesto on quality leadership and the means to advance its principles and methods to all people who share quality aims.

In 2009, IAQ established a series of Think Tanks to re-examine individual aspects of quality for their relevance in the 21st Century. A decade of IAQ Think Tank research has occurred with inquiries into governance quality, the challenges of continual improvement in the age of digital technology, the extension of quality into questions relating to the world we live in and its environment, and the need

to respond to the global challenges that were established by the United Nations (UN) Global Compact and its extension into the UN's current set of Sustainable Development Goals (SDGs).¹² This work can now be considered holistically as a foundation for revitalizing the vision, mission, and role of the global quality community. In the first two decades of the 21st century, these IAQ Think Tanks have helped establish a consensus about the strategic change trajectory for meeting the growing challenges before the quality community.¹³

THE EVOLUTION OF THE QUALITY DISCIPLINE

Quality became recognized as a legitimate discipline in the 1920s through the pioneering work of Walter A. Shewhart, followed by the sampling methods of Harold F. Dodge and Harry G. Romig. These efforts supported the American industrial effort in World War II as the emphasis was on product specifications, measurement, inspection, standards, sampling, and statistics. Following the visit of W. Edwards Deming to Japan in 1950, quality evolved into a revolution as it boosted Japan's rise into an industrial powerhouse. JUSE established the Deming Prize to honor and stimulate the quality efforts of Japanese companies.

In the 1960s, Japan launched QC circles, causing a revolution in participation of frontline workers in improvement activities. Also, the core elements of *hoshin kanri*, translated from its original form in Japanese as Policy Management, were developed initially at Komatsu, Bridgestone, and Toyota – as a technique for extracting issues for the business plan and implementing the Plan-Do-Check-Act (PDCA) cycle through the line structure.

Cross-functional management was pioneered by Toyota in the mid-1960s and gelled into a formidable system in the 1970s.

Taking off from Toyota's adoption in the 1950s of the American *Training within Industries* (TWI), and Teijin's introduction of control items, a system of daily management evolved, until it became formalized by Kansai Electric in the 1980s.

These four mechanisms – QC circles, Policy Management, Cross-functional Management and Daily Management – combined with Management Diagnosis – have become the mainstream methods in organizations practicing Japanese style of TQM.

Taiichi Ohno's production system matured into Toyota and Canon Production Systems, while Total Productive Maintenance was introduced in the 1970s.

1987 saw a global renaissance of quality as four events advanced quality

thinking to stimulate expansion and emergence of TQM in the 1990s. ISO9000:1987 was adopted as a global standard for Quality Management System; the Malcolm Baldrige National Quality Award criteria engaged executives in business performance improvement, and was followed by the European Foundation for Quality Management (EFQM) award; the Profit Impact of Market Strategy (PIMS) study at the Wharton Graduate School of Business linked the relationship between market dynamics, customer satisfaction, and the profitability of new product investments;¹⁴ and, finally, Motorola challenged its suppliers to pursue 'flawless execution' by applying its Six Sigma methods, which emanated from the Japanese PDCA model.

None of these developments had existed in the 1950s.

At its most profound level, the activity of conducting management through a quality prism, by whatever label attached to it, has the power to fundamentally rouse organizations to become extraordinary in doing good for both customers and society. This viewpoint is unique among management concepts as it integrates the philosophies, mechanisms, methods, and techniques from multiple disciplines and functions into a holistic approach for improvement. However, such a perspective is grasped only by a few. A formidable list of companies whose leaders have applied this system with dedication have risen to prominence in their field through transformation in their beliefs and values, organizational cultures, operating philosophy, methods of management and the aligned involvement of everyone

STATUS OF QUALITY

Over the decades, the dominant strains of sociological and macroeconomic thinking have acted against any global practice of quality as an accepted way of life. Three examples are cited here. First, the prevailing view is that human beings are selfish. On the other hand, quality works on an abiding faith in the essential goodness and decency of humanity. Second, Gross Domestic Product (GDP) as a measure is said to represent well-being. But GDP ignores the cost of using the earth's resources, essentially treating them as being infinitely available and therefore, free. It also counts many wastes as contributing positive economic value to society. For instance, cleaning up after an oil spill that could have been avoided actually raises GDP. Also, increased commuting by automobile at higher cost will raise GDP. Likewise, providing medical treatment for an accident or pollution victims raises GDP. The same effect comes from correction of surgical errors. Finally, globalization has curiously led to so much

of volatility in the fortunes of individual firms, that both management-led improvements and worsening of profitability can become masked by external setbacks or windfalls respectively, making it totally unclear what the true financial performance actually is.

Under these circumstances, our community must recognize that quality is not uppermost today in the minds of CEOs and leaders. It seems that the very relevance of quality as an important business concept is at stake. It is in this context that our profession must act to transform the world by promoting this evolved approach to quality as the way to benefit all humanity.

Geographic Dispersion:

The *2018 World State of Quality* Report, produced by quality academics from Portugal, scored, ranked, and clustered 118 countries and territories in terms of their level of quality.¹⁵ To illustrate the prevailing geographic disparities, note that the bottom cluster names 23 countries, 20 of which are from Africa, while the 27 countries in the top cluster include 21 from Europe with the United States, Canada, Australia, Japan, South Korea, and Israel. There are no developing nations included in this top-tier of quality-practicing nations according to this study. However, one clear message is that Africa, in particular, needs a dedicated and coordinated strategy for quality improvement stimulated by participation of the global quality community.

Dissemination Infrastructure:

The world of quality has well-established professional bodies. At a multilateral level, there are large bodies representing national organizations – such as the EOQ, founded in 1956, the Asia Pacific Quality Organization (APQO) whose charter was signed in the early 1980s, and the Asian Network for Quality (ANQ), established in 2002. At the level of individual membership, we have only the IAQ. Many national organizations too have been globally active, most notably ASQ, established in 1946, and JUSE (also organized in 1946). Supporting these national and international institutions are numerous publications, training programs, conventions, accreditations, networks, prizes and awards, quality promotion events, and so on. Since the 1980s there has been a proliferation of quality consultants, counsellors, trainers, and coaches – but they do not always deliver a coherent message of quality improvement, and many do not even have a deep understanding of the roots, history, or principles of quality.

Since its inception, JUSE has initiated many research committees which have

produced invaluable outputs that provide role models for future success. Think Tanks established by IAQ have somewhat been restricted to the Academy. They are limited in breadth and scope and are not supported by funding to enable their voluntary efforts. As a professional, self-supported activity by the researchers, this work of the Academy necessarily advances slowly. There are some university courses that tend to teach 'legacy' systems of quality; however, there are not very many institutions of higher learning that support even these programs. Business schools teach management ways that seem to be fundamentally at odds with quality-based thinking. These are areas of concern in developing, supporting, and extending the promotion of coherent, holistic, approaches for quality that meet the future needs of society and recognize the emerging challenges as defined, for example, in the spectrum of the UN SDGs.

Methodological Coherence:

Six Sigma in the West and TQM in the East each have tended to function in their own philosophical and methodological silos. Many manufacturing companies also practice Total Productive Maintenance (TPM) and apply the Toyota Production System (TPS). Gradually these silos have tended to wear away and integrated practices are becoming more common. In the West, the Lean movement, based on TPS and evolving out of MIT has been integrated with Six Sigma and has morphed into Lean Six Sigma (LSS). However, TPM is still not popular and has not been included in these concepts. The Theory of Constraints (TOC) has tended to exist on its own, though some companies practicing quality do apply it in their supply replenishment models as well as in management of projects and cashflows.

Isolated communities also have formed around specific methods and tools and remain detached from general quality practice (e.g., Theory of Inventive Problem-Solving (TRIZ), Quality Function Deployment (QFD), Analytical Hierarchy Process (AHP), and Value Engineering).

Strategy is often separate from quality which has been perceived by many leaders as purely operational in application. The general attitude is that quality does not help answer strategic or directional concerns that shape an organization's vision and that its proper domain is restricted to only deal with the 'how' of executing strategic choices. Very few organizations have succeeded in applying strategic quality methods for visioning and strategy formulation. There are some early signs of the involvement of quality in organizational governance. The degree of quality integration into all aspects of organizational

management, overall, can only be termed moderate, at best. There are many institutional and philosophical barriers that need to be overcome to extend quality thinking and methods into all areas of human endeavor.

Fields of Application:

In business, quality practice is still dominated by manufacturing, though software and some service sectors have witnessed its adoption. Pharmaceuticals and food processing industries tend to have regulation-dictated and rule-based quality assurance, but do not necessarily adopt the more holistic methods. The adoption of quality in banking and financial services, outsourced business processes, hospitality, transportation, energy generation and distribution, and communications is somewhat spotty. In New Age businesses, quality concepts cannot be said to have penetrated yet as these businesses tend to focus on the 'soft skills' of organizational development without inclusion of supporting analytic disciplines or managerial applications.

In short, many organizations either function outside the quality field or practice it perfunctorily.

Quality 4.0 is an emerging conversation and does not have a well-formed, accepted definition.¹⁶ Still in its infantile stage of development there is confusion as to how best to integrate rapidly advancing digital technologies with the established concepts and techniques of quality which still require adaptation to work seamlessly in the digitized environment. Therefore, Quality 4.0 cannot be said to be a practice that is settled yet. Also, biosciences and technologies – which may revolutionize the development of new products in the future - are as yet technologies that remain outside the scope of Quality 4.0. In non-business domains, there is limited evidence of success in including quality into healthcare and education. But the extension of quality into the public sector areas of governments and their associated agencies, the social sector, or international bodies like the United Nations if it has happened at all, is based on a legacy style of thinking that comes from the vintage of quality thinking that is over 50 years old.

Regulatory and Voluntary Standards:

The field of quality has always been buttressed by the existence of standards that define minimum expectations for performance. The preparation and upgrade of standards has been a significant part of quality since the mid-1930s when a British Standard (BS-600:1935) was developed by Egon S. Pearson.

The standard sampling practices proposed by Harold F. Dodge and Harry G. Romig migrated into sampling methods applied by the military industrial complex in the Second World War and it became MIL-STD-105D, an important Military Standard. Also, as part of the war effort the American War Production Board developed a foundational military standard for quality (MIL-STD-9858) which was adopted by the British Ministry of Defence and subsequently converted into British Standard 5750. When the United States made obsolete its military standard for quality in 1983, industrial pressure led to the broadening of BS-5750 into the ISO-9000 standard series published by the International Organization for Standardization (ISO).

National standards and industry standards (such as those of automotive, aerospace and telecommunications industries) have now been aligned with this range of ISO standards, which have extended their coverage even to more particular subjects such as QFD and statistical concepts related to LSS.

Relevant non-ISO standards includes those developed by the Japanese Society for Quality Control (JSQC) on the subjects of Daily Management and Policy Management.¹⁷

Quality Failures:

Despite so many efforts, there have been spectacular quality and management failures. Indeed, some represent instances of fraud and data manipulation as well as intentional misrepresentation of implied marketing claims. Liability laws and advertising regulations have not prevented these failures. However, these failures should be specifically targeted as an opportunity for improvement by a rejuvenated quality movement that dedicates itself to containing such events. The situation calls for a stronger form of ethics supplemented by professional oversight and substantive accountability in case of egregious offences.

Summary of Status:

In short, the quality discipline has demonstrated its constancy of purpose with evolving methodology support for management over the past century. It has been applied thoroughly with great effectiveness in a fairly large number of instances. Nevertheless, its spread to all applicable areas or countries has been less than desired, and development of a coherent, unified way of understanding quality has been elusive. It is time for the global community of quality professionals to actively synchronize their efforts and inspire this community of professionals to become more dedicated to a comprehensive promotion of the

philosophy, art, and science of quality.

ADVANCING THE PROFESSION

If quality is truly a legitimate profession, then it must behave as if it were. In 1925 Mary Parker Follett, the pioneering management thinker wrote: “the word profession connotes ... a foundation of science and a motive of service.” She recognized that a legitimate act of professionals is to advance their domain, “for there is no one else in the world but yourselves to create the science, the art, the profession of management.”¹⁸ It would seem that she anticipated the current set of challenges that confront the quality profession!

Advancing the discipline of quality could comprise several elements:

Expanding the Scope of Quality:

The world continually faces new problems and the quality profession must rise to address these emerging challenges to assure the betterment of society. Quality professionals must amend the ways quality is taught and practiced, finding newer concepts, systems, and methods. They must become relevant and useful in adapting new technology shifts signaled by digitalization and advances of the biosciences, as well as in meeting the unprecedented threats to the ecosystem and social systems which govern the prosperity, happiness and peace of our human existence and well-being. Quality professionals do not exist for themselves in a vacuum, they exist to act as catalysts in organizations to advise leaders, assist co-workers, and serve customers in ways that enhance the perceived value of the work of their organizations.

Redefining the Purpose of Organizations:

Without any reform in purpose, the progress of a profession would be restricted to mere tactics. Business organizations have tended to be driven by the ideology that their purpose is to make profits –creating shareholder value. Many thinkers have, for a century, repudiated this view, but apparently to no avail. The eminent management consultant Peter F. Drucker¹⁹ went so far as to declare profit as a goal “irrelevant.” The world of quality is directed at serving customers – and through that process, society. A common misconception has arisen that quality comes at the expense of profit. On the other hand, serving customers to their satisfaction leads to better sales, and quality helps build organizational capabilities by reducing new product development time and operating waste in myriad ways, thus improving margins. Profit is, of course, absolutely essential to

an organization's health, not just to provide risk adjusted returns to shareholders, but also to fund the innovation that enables the organization's future growth.

One essential tenet of quality is that capabilities must be raised even as extraordinary results are produced. As a rule, firms practicing quality not only make good profit, but build sound financial strength as well, even if they tend to view profit as a result of work done well, rather than as their central purpose.

Using this logic, government agencies should be aiming to serve their citizens, and health care and educational institutions should aim at serving patients and students, respectively. The social sector should state and demonstrate clear objectives to serve its beneficiaries. Even not-for-profit organizations need to generate monetary surpluses for risk, innovation, and growth, even if they have no obligation to generate returns to investors.

The quality community needs to become less defensive on this subject and promote service to customers-patients-students-citizens without reservation, in the confidence that their organizations will thus be rendered financially robust.

Deepening the Science and Art of the Quality Profession:

The quality community cannot rest on its laurels, as continuing reinvention is necessary to become and remain relevant. Newer concepts and methods are not only required for the evolving data- and bio- sciences, as well as an array of challenges from the environment, but also for flourishing within today's bounds. The art of quality has to penetrate the fields of cultural transformation, vision creation and strategy formulation. It should set up an unbending attitude of service to customers and society as a 'new normal' among board members and top executives, who should also master the use of graphical data to grasp what constitutes an exceptional change and what is merely random change within limits of regular expectations. Full-scale participation – in an environment of trust – in improvement activities and in decision-making ought to become the new normal.

On the other hand, quality sciences should enrich both semantic and statistical tools. Semantic techniques currently in use by the quality discipline may become enhanced by artificial intelligence systems that understand and interpret emotions. Digital technologies include not only data analytics, but simulations which can handle large experimental arrays virtually and help predict distributions of future events. Additionally, optimization algorithms can replace

hard work in conducting statistically designed scientific experiments. Lean practice should also be applied for designing and developing new plants with the inherent ability to expand capacities incrementally, especially in process industries, thereby defying conventional wisdom about economies of scale, and helping to slash investment costs drastically.

Plumbing the depth in expansion of quality thinking and application will be a journey into the unknown. Specific outcomes cannot be forecasted. The quality community needs to gain conviction that it can cause revolutions in managerial thinking and develop advanced methodologies that have an ability to prevent problems, minimize risk, and anticipate and manage catastrophic events that can occur in all dimensions of human experience.

Adaptability and Agility:

Should the quality community adapt to the emerging situations or should it seek to shape these situations according to its legacy-based quality management principles and methods that were developed over the past century? Neither approach is satisfactory. The profession must apply both approaches – bringing these new world issues into quality management and adapting to their fresh challenges while concurrently striving to apply proven quality management principles, concepts, methods, and tools as well as developing new ones to address the world's emerging problems. By adaptability, we mean that we evolve upwards, become increasingly more agile and better, and maintaining the pace of our evolving world.

Quality professionals need to free themselves from the orthodoxy that stems from past successes and develop scientifically flexible ways to adapt to changing circumstances with renewed situational awareness. The quality community must become more skillful at observing and making sense out of the divergent observations which may indicate that the current state is not desirable. Professional behavior continually self-examines its way of working and seeks to increase capability and competence, as well as its capacity to develop a better world for the sake of humanity.

Inclusive Innovativeness:

Innovativeness is the ability to proactively think in original and unique ways and afterwards to act in a way that produces great outcomes. Innovation thrives when diversity prevails. Seeing things differently from distinctly unique perspectives sparks novel concepts; therefore, inclusiveness is a catalyst for

innovation.

Until about 1980, Japan, the United States, and Europe pursued quality in unique ways. Thereafter, the impact of the Japanese way was felt all over the world, but it has not been a one-way process. The period 1980 to 2000 saw increased application of quality in China and India and their development of internal infrastructure for quality management. As quality extended its reach to become inclusive of many cultures, this diversity became a source of innovation as the cross-cultural pollination of ideas expanded the perspectives that would lead to a broader meaning of quality than the initial product-centric application during its founding years. Cross-country interactions will continue to enrich the content and practice of quality, and this kit of techniques has been expanding steadily. Innovativeness is stimulated by challenging emergent problems, and always requires that new ideas be embraced imaginatively, and guiding philosophies and operational methods are revisited even as the profession both responds to and shapes change.

Resilient Responsiveness:

Resilience means that we respond and function effectively, growing stronger, in the face of adversity from unanticipated shocks and setbacks. The quality profession must thus emerge ever stronger when confronted with externally induced disruptions and discontinuities, that can prompt setbacks if not properly addressed. Some of the adversities can come from global situations, including pandemic infections, environmental crises, economic recessions, regional conflicts and wars, and the plight of refugees whose influx upsets the social balance in the nations where they are compelled to flee.

Another type of challenge is philosophically and analytically induced as competing management theories appear which undermine the core principles of accepted quality philosophies. The quality community must maintain its strength in the face of such discordant but popular thoughts. It must also remain alert to emerging concerns of the world that create new ways of thinking. As innovations emerge, their implications need to be critically examined to determine their potential effects on the body of profound quality knowledge, which may need to be refashioned.

Reaching a critical mass in the applications of quality in every domain of human endeavor is one way of building resilience. Strengthening quality institutions and assuring that they have sufficient resources to maintain due diligence about

emerging challenges are concrete steps that can be taken. The implication is that diverse quality bodies must learn to collaborate and gain a consensus on their shared vision and common objectives while working together with mutual respect. Engendering cooperation between quality bodies in the world will help create a more coherent global quality movement.

In general, a humanistic education with respect for the environment will aid in building resistance to undesirable concepts and practices that create lack of quality for society. Therefore, quality professionals must build a habit of openness to consider new thoughts and methods that are consistent with their underlying philosophies which will, in turn, strengthen the profession.

WHO IS A GOOD PROFESSIONAL?

In 2010, medical professional Atul Gawande laid down four expectations for professionalism in any field:²⁰ selflessness or placing the needs of those who depend on us above our own; skill or constantly increasing knowledge and expertise while aiming for excellence; trustworthiness that builds confidence in the profession; and finally, discipline, in following our science and in functioning with others.

What do these criteria mean when applied to the quality profession?

Being of Service: Albert Einstein wrote, "... one knows from daily life that one exists for other people."²¹ Being of service within the discipline of quality means dedicating work to the cause of the organization, and in turn, to the service to its stakeholders: customers, patients, students or citizens, as the case may be, and to society at large. This means recognizing that quality exists for a purpose, and that a quality professional exists to serve others.

Competence: At a basic level, competence means grasping existing knowledge and developing one's skills in applying this knowledge within their own organization. It also means establishing, maintaining, and improving standards for quality management, and establishing systems to assure that the qualifications of professionals in the field remain suitable to support new technologies. These actions include managing, and where necessary, regulating the code of ethics and practices of the profession. At an advanced level, it should mean developing profound philosophies and principles underlying the concept of quality, and integrating them into the legacy systems, methods, and techniques to secure coherence of the expanded quality system as it incorporates essential changes.

Being Trustworthy: Trust with stakeholders is built over time, through the experience of consistently excellent performance. Competence is required but confidence is also based on truthfulness, willingness to accept one's own failings, recovering after failures, active listening to opinions of others, finding solutions when stuck, and being present when needed. A quality professional needs to become a trusted advisor for management teams; one who is known for both personal integrity and professional competence.

Discipline: At a minimum, discipline means consistency and rigor in the formulation and application of guiding principles, operating systems, and fundamental methods. More importantly, it requires inextinguishable commitment through ups and downs, never giving up, constantly learning, and being someone who will speak the truth, even when it goes against tradition, conventional wisdom, or accepted norms. Self-control is the highest form of discipline when it can rightly judge and act in the face of adversity.

NEED FOR A NEW MANIFESTO

In the early industrial age, the aim of quality was to produce a functioning product every time, a difficult task under the conditions of early mass production. The concentration was on avoiding scrap and rework in each stage of manufacture and inspection. In the 1950s quality graduated from operational work to include managerial activities that address how a company should be directed and controlled and how frontline employees could be engaged to dedicate their energies and effort to deliver quality outcomes and continuously improve their daily work practices. The concepts, methods, mechanisms, and techniques of quality evolved in response to its past challenges and this changed its scope.

The world has changed since then, accelerating in the past twenty years. The new world demands achieving unprecedented resource efficiencies in design and production together with minimization of wastes, polluting toxins, and greenhouse gases. The industrial world is increasingly becoming automated and applications of biotechnologies are becoming more extensive. Therefore, there is evident need for a revitalized expression about the meaning and application of quality. This enhanced quality perspective must be as much at home integrating environmental questions as with humanistic applications for society. While orthodox quality philosophies and methods remain a foundation of our profession, they are no longer sufficient for our profession to remain relevant in the coming century.

Therefore, our community has an urgent need to reform. We must have a stimulating and empowering manifesto, one that is reasonably provocative, yet grounded in the values of our past. It should be persuasive for all members of our community as it is desirable to maintain our identity as a profession. Such an inspirational manifesto should encourage conversations across regions and disciplines as to its application, while stimulating the research necessary to realize the infrastructure, methodologies, and applications that will be required to serve the future for our profession. It should hold up a light to all professionals and illuminate our understanding and our pathway toward the future. It should also clearly state the aims of our profession and encourage worthy responses among all aspiring quality professionals. In short, a new quality manifesto should unify our profession. This will be most challenging, but the requirement to seize this opportunity to make life better should not be missed.



QUALITY MANIFESTO FOR THE 21ST CENTURY

Quality defines the essence of goodness for humanity

We, quality professionals of the world, unite to commit ourselves to revitalize quality and transform our profession to increase its relevance for the world. We believe firmly that the principles and practices at the core of the quality discipline possess the power to enable organizations to revolutionize their way of working and to manage their affairs for the lasting benefit of humanity. This power can be instilled in all types of organizations – businesses, health care, education, not-for-profit, social, and humanitarian organizations, and governments – as well as in the hearts and minds of people. We recognize that quality has two critical foundations: the discipline of science coupled with mutual respect for all human beings.

We resolve to be disciplined in developing our expertise and to advance quality knowledge, in the spirit of service for the greater good of our global society. Through the dedicated practice of quality, we aim to enable humanity to thrive in a healthy planet thereby advancing the quality of life for all. To us, quality means that organizations fulfil the stated, implied, and latent requirements of all of their stakeholders, while causing no harm to society or the environment. We believe quality can and must be applied for the betterment of humanity.

Now we revitalize our dedication to globally enable 'Leadership through Quality' in ten ways:

- **Deepen our art and science:** deepening the profound knowledge of quality sciences and widening the art of its application into all spheres of endeavor for the benefit of humanity.
- **Do no harm:** embedding the idea that not causing harm and doing good for society and the ecology of the planet are not limiting conditions of quality applications but are integral to framing improvement objectives at the highest levels.

- **Extend our scope:** extending the application of quality to all geographies, sectors, functional domains, as well as supporting smaller enterprises;
- **Go beyond business:** developing beyond major corporate applications to cause intense shifts in management of education, health care, environment, and government.
- **Serve our customers:** emboldening all organizational leaders to forever commit to the precedence of satisfying the needs of their customers—patients—students—citizens as their principal objective.
- **Build strategy the quality way:** sensitizing managers to the way vision and objectives must be established, not only to avoid an organization's internal weaknesses and vulnerabilities and assure harmony with strengths and opportunities, but also in service to all of its stakeholders.
- **Involve everyone:** stimulating the universal involvement of all individuals in an organization, creating ownership and capabilities for assuring the quality of their own work and in making improvements endlessly.
- **Create trust and happiness:** encouraging organizations to create an environment wherein all employees gain security through their experience of prosperity, happiness, trust, and inner confidence through their rising abilities and self-respect.
- **Bring data into daily conversation:** rendering, in an age of data profusion, everyone from board members to frontline associates skillful in generating and interpreting data for applications in control, improvement, and daily conversation. And,
- **Embrace the new technologies:** weaving quality seamlessly into emerging digital, biological, materials and other advanced technologies.

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