



CONTACT

Newsletter of the International Academy for Quality

SPECIAL EDITION

Dear Fellow Academicians

It seems like I have had issue number 57 of *CONTACT*, on my computer screen for months. I have tried to keep up with your contributions as they were received. While you are looking at the published product, both, Betty and I found it fun to get your FAX or mail, on a day-to-day occurrence. I reflected on how I might reward those "early birds" who were quick to accept the role of associate editor. So, while the order of presentations in this issue does not appear to have a logic— it does. I have tried to keep the contributions in the same order they were received. Some of you sent messages that your schedule didn't have time to contribute to this issue. My thanks to everyone who responded, either with a contribution or with an offer to make a future contribution.

When I saw the different formats of the incoming contributions, and when I decided that the use of pictures might be helpful, I had to re-type the material so that there might be some harmony to the finished product. It was as challenge. But it was also an opportunity for me to have a private visit with you as I added your contribution. So as you read through this special edition I hope you may be reminded of the unique gift of self we have to offer each other. I hope you enjoy reading this issue, as much as I've had putting it together. Hope to hear from you again—soon ? Thank you, and have a healthy and happy quality 1995.

INSIDE THIS ISSUE:

<u>Associate Editor</u>	<u>Page</u>	<u>Associate Editor</u>	<u>Page</u>
Murray E. Liebman	2	Dorian Shainin	16
Roy Knowles	3	Kenneth S. Stephens	17
Robert E. Cole	4	Noriaki Kano	18
Ove Hartz	4	Asbjorn Aune	19
Yoshio Kondo	5	Marcos E. J. Bertin	20
Alain Michel Chauvel	6	Dietmar C. H. Mangelsdorf	21-22
Armand V. Feigenbaum	7-8	Agnes H. Zaludova	23
Carl A. Kofoed	9	Yori Akao	24
Antonio de Almeida Jr.	9	Raymond Wachniak	25
Hans Dieter Seghezzi	9		
Yoseph Bester	10	<i>Regular Features:</i>	
Tito Conti	11	<u>Academicians in Print</u>	26
John Groocock	12-13	<u>News From Academicians</u>	27
Edward Fuchs	14	<u>On The Lighter Side:</u>	
Gabor S. Aschner	15	<u>The Missing Day</u>	28



Name **Murray E. Liebman**
Occupation **Retired , Teacher and Consultant.**
Birthday **July 3, 1923**
Birth Place **New York, New York.**
Current Home **4600 Cabana Way, Sacramento, CA 95822**

Marital Statu **Married, wife's name Harriet.**
Children **Three, 2 Girls and 1 Stepson.**
Working On **Cosmology and Seminars on TQM.**

The last good Book on Quality I read **Barnes, "Statistics As Proof", (in legal issues).**

Favorite Meal **Italian kitchen and Kosher, corn beef sandwich.**

Favorite Hobby **Chess, Stamp collecting and computers.**

Favorite Performer(s) **Barbra Streisand**

Best Childhood memory

Prized Possession

The best part of my work

The worst part of my work

The best time of my life

If I learned one thing in life, it is

High school friends.

My Home

Teaching

Management arrogance

Traveling with my wife Harriet.

Be true to oneself.

My best Published Paper(s) on Quality **FMECA, Computerized audit system and an Overview of NDT.**

Most interesting organization(s) **Sacramento Area Council for Quality Control**

My Most interesting accomplishment(s) **Being an expert witness, Teaching and Producing videos for management.**

Three words that best described me are **Persistent, Loyal and Prepared.**

My vision for IAQ-year 2000 **That the principles and concepts of quality will be a natural part of our daily life.**

And a special message Fellow Academician(s) **TEACH - TEACH - TEACH**

"Teaching is the source of life"

**"The future of a nation may be found in the minds and skills of its children.
The vision of the future may be found in the minds and skills of their teachers."**

Robert R. Carkhuff

1994- IAQ ACADEMICIAN SNAPSHOT



Name **Roy Knowles**
 Occupation **Trying to retire--without much success.**
 Birthday **July 9, 1919**
 Birth Place **London, England**
 Current Home **Hampton, Middlesex, England.**
 Marital Status **48 years, wife's name Chris**
 Children **1 Boy, 1 Girl**
 Working On **Writing on leadership as the key to quality management.**

The last good Book on Quality I read **"Building Total Quality", by Tito Conti.**

Favorite Meal **Grilled sole, Runner Beans & New Potatoes, Strawberries & Cream, Stilton Cheese.**

Favorite Hobby **Travel & reading.**

Favorite Performer(s) **Alec Guinness, Sophia Loren, Shirley Bassey**

Cycling tours & camping.

Tiger's tooth.

Managing recovery of a worthwhile enterprises.

Coping with arrogance and ignorance.

Always the present

You can only achieve if you are willing to serve.

Best Childhood memory

Prized Possession

The best part of my work

The worst part of my work

The best time of my life

If I learned one thing in life, it is

My best Published Paper(s)

"Reliability - the Sharp End of Quality" (IEE Presentation 1970), "Automatic Testing and It's Application"(1975 McGraw - Hill).

Most interesting organization

R & D Establishments in the Ministry of Defence.

My Most interesting accomplishment(s) **Public Service award as an apprentice, (1937),**

Operator of clandestine radio in a Japanese prison camp. Negotiating first productivity agreement in U.K.

Government service, CBE, (1970). Freeman City of London, (1980). Living to share things with my grandsons.

Three words that best described me are **Determined, Patient, (I hope), Tolerant.**

My vision for IAQ-year 2000

To become a recognized source for information and advice to National and International quality related organizations throughout the world.

And a special message Fellow Academician(s) **May we all succeed in sharing the benefits of trained and organized common sense with an ever growing community devoted to improving quality and that we find happiness and enjoyment in doing so. *Best wishes for a peaceful, prosperous and happy 1995.***

From: Robert E. Cole
University of California, Berkeley
FAX No. (510) 642 - 2826

Ref: Work Update

My current project is to write a history of the last 15 years of American quality movement from the perspective of organizational theory. The study involves explaining why it has been so slow and painful for American firms to successfully adopt the quality paradigm. This is contrary to the predictions of economists whose rational decision making models would predict that once American managers understood the nature of their competitive deficit in quality, they would have acted quickly to stem the loss of market share and jobs. Neo-industrial theory, a branch of organization theory, with its emphasis on the difficulty of imitation, processes of ritualistic adoption, the way in which existing routines lead managers to resist new evidence, etc. provides valuable insights and understanding into this process.

As one part of this research, I am working with SEMATECH to study quality trends in the semiconductor equipment industry. Once this

study is completed, which I anticipate will be the summer of 1995, I will be prepared to write the larger manuscript. I have recently been named Fellow at the Institute of Advanced Study in the Behavioral Sciences at Stanford University for the academic year beginning September 1995. This year at the Center will free me from teaching responsibilities and should allow me the opportunity to complete the book manuscript.

I have a 50 page working paper in which I lay out the basic ideas I hope to expand in the book. I would be happy to send a copy to any Academician upon receiving a request. There is a brief summary of some of the themes in the working paper in the current issue of Harvard Business Review (Sept. - Oct. 1994 p.11) under the Briefings from the Editor's section.



The 10th Meeting in the IAQ Scandinavian University Group.

The IAQ Scandinavian University Group consists of acns. Ove Hartz, Asbjorn Aune, Kerstin Joenson and Lenart Sandholm. The group held its 10 meeting in Stockholm, Sweden September 21, 1994 with Kerstin Joenson as host for this all day meeting, 0930 -1900 hours. Meetings are scheduled 1 or 2 times a year, and usually last 1 1/2 days.

Our Group is emphasizing discussions of different aspects and dimensions within their topic theme Quality Management Systems. Our Group is currently focused on analyzing and discussing the process of design, development and continuous improvement of Quality Management/Quality Management Systems in organizations of various sizes and with different characteristics.

At our last meeting the group had introductory

presentations and discussions on the following subjects: Quality in the year 2000; Development and trends in the West; Trendy methods - buzzwords; Development of Quality Management in hospitals health care; Quality Management in educational institutions; Status and developments in the ISO 9000 family; Quality aspects in the Norwegian National Productivity Programme; What is going on in Europe etc. Also IAQ matters were discussed at the meeting.



Ove Hartz

1994- IAQ ACADEMICIAN SNAPSHOT



Name **Yoshio Kondo.**
 Occupation **Professor Emeritus, Kyoto University.**
 Birthday **February 17, 1924.**
 Birth Place **Kyoto, Japan.**
 Current Home **29 Higashi - Takagicho, Shimogamo, Sakyo-ku, Kyoto 606 Japan**
 Marital Status **43 years, wife's name: Noriko**
 Children **Two, 1 Boy, 1 Daughter. (5 Grandchildren)**
 Working On **Lecturing, Counselling & Writing Articles**
 The last good Book on Quality I read **"Innovative Managerial Strategies" by S. Fujita (Japanese).**
 Favorite Meal **Sashimi (sliced raw fish), Caesar Salads, Persimmon**
 Favorite Hobby **Playing Tennis, Mountain Climbing, and reading.**
 Favorite Performer(s) **Sayuri Yuki & Sachiko Yasuda (Japanese children song singers).**

Best Childhood memory
 Prized Possession
 The best part of my work

Climbing Mt. Fuji (3778 m), playing soft-ball, tennis.
 Quiet and efficient den with some books and journals.
 Human motivation and creativity.

The worst part of my work

Easy acceptance of others' requests.

The best time of my life

1971 when I received two academic awards from ASQC and JUSE.

If I learned one thing in life, it is

To have and maintain a positive interest in everything.

My best Published Paper(s)

"Creativity in Daily Work", 1977 ASQC Tech. Conference Trans. Philadelphia, pp 430, (1977) & "Quality Through the Millennia" *Quality Progress*, Vol 21 No. 12, pp 83 (1988)

Most interesting organization(s)

I've worked for Kyoto University from 1950 to 1987.

Most interesting accomplishment(s)

Enjoying a nice family. IAQ Academician 1975, EMD Science Award from AIME 1971, Deming Prize 1971, E.L. Grant from ASQC 1977, Kinnei QC Literature Prize 1967 & 1993.

Three words that best described me are Patient, Creative Thinker, Cooperative.

My vision for IAQ-year 2000

Among the contributions of IAQ in the century of quality, the development and execution of TQM education and training system for the developing countries are indispensable.

A special message Fellow Academician(s)

the late E. Jack Lancaster. Since I saw you last in Frankfurt in 1980, 14 years are passing by. I never forget your warm guidance and assistance since EOQC Conference in Prague, 1969. It is also good memory for my wife and me that your daughter, Pam, came to Japan and stayed at our home for a couple of weeks. You were a very good father, too.



Name **Alain Michel Chauvel**
Occupation **Quality & Safety Management Director**
Birthday **September 5, 1994**
Birth Place **Montargis, Loiret, France**
Current Home **St Cyr / Douran, Essonne**
Marital Status **Twelve years. wife's name Lise (nee Boulet)**
Children **One Girl, (14)**
Working On **The human element in safety at sea.**
The last good Book on Quality I read **"Gerer la Qualite Dans la Construction - CSA"**

Favorite Meal **Gigot D' Agneau (Lamb)**
Favorite Hobby **Writing and reading**
Favorite Performer(s) **J. Brel and Louis Armstrong**

Best Childhood memory
Prized Possession
The best part of my work
The worst part of my work
The best time of my life
If I learned one thing in life, it is

Sealing
Stamp collecting
Research work on new subjects, teaching.
administrative work
15 years in Canada.
Never forget the human element, people are more important than systems.

My best Published Paper(s)

"Should We Reward Managers?" EOQ Quality 4. 1991 (Winner of EOQC Best Paper Award), "A Step Toward Total Quality Management", Qualiteen Mouvement -MFQ, No. 15 1994.

Most interesting organization(s) **Johnston & Johnston - Canada**

Most interesting accomplishment(s) **ASQC Fellow - 1985, E. Jack Lancaster Award - 1990, IAQ Academician - 1990, Books: Gestion de la Qualite Dans la Construction - 1984, and Resoudre un Probleme, 1992 (translated into 5 Languages)**

Three words that best described me are **Explorer, Creative, Doer.**

My vision for IAQ-year 2000 **Publications by IAQ Academicians, translated into a number of languages, not just English. Major seminars by IAQ and under IAQ responsibility. More involvement in school programs.**

And a special message Fellow Academician(s) **To you Raymond, you do a good job.**
Cordialement, Alain

"Information — Informs us & forms us."

Acn. Feigenbaum writes: "Now turning to the assignment for the December issue, my suggestion is that some of the questions and answers from the Industry Week article, mentioned in a recent issue of CONTACT, be used. Hopefully it may be a balance setter for other material in the upcoming issue of CONTACT."

IW: Let's talk about managing a company for quality. First, what is the basic responsibility of management?

Feigenbaum: Create proven value for your customers, for employees, and ultimately for the investors.

IW: In your book you say that quality is a fundamental way of managing a business.

Feigenbaum: In my early years at GE, I desperately trying to find a way to do my job better. I tried management by objectives: it was O.K., but not great. I tried inventory management; it was O.K. I tried psychological testing; it wasn't O.K. What I began to realize was that what we did to make quality better for the user made everything in the organization better.

Now there was nothing logical about it. But progressively I found that if we supported it and if I exposed myself with respect to it rather than just making a speech; if I was the quarterback, the creator of the play book, and if I was willing to go out in the field rather than just remain in the stands and watch somebody else scrimmage, it would succeed. That, simply, is the responsibility of management. Fundamentally different from a Fourth of July speech to show that our heart is pure for quality. Fundamentally different from a group of seminars. Fundamentally different from cutting off a cat's tail an inch at a time in terms of individual projects, because as you fix this problem a pipe is breaking somewhere else creates more problems.

IW: Does this relate to your concept of silos and islands without bridges?

Feigenbaum: Absolutely. So much of quality attention has been oriented to this issue of improving reliability, and that somehow engineering can do that. We have to find a way to train our people better in the factory. We have to create a way of getting better statistical process control. The problem is that what you

wind up with is a group of individual silos in the organization that don't communicate with each other, which improve up to a point but then can't improve anymore. And

finally, veteran employees begin to say, "It's just another quality-improvement crusade," all of which died and were buried without autopsy. Now what that fundamentally means is an abdication of management, because management is passing its responsibilities off to people within the organization. You have to understand that quality problems, like bananas, come in bunches. And if you try to go at them a banana at the time rather than at the stalk, you're going to wind up with a lot of sour fruit.

IW: How does this relate to your concept of results-driven quality?

Feigenbaum: It is central to it. It is central to the improvement of business results. Quality leadership is the single most powerful way to improve costs, to increase customer satisfaction, and to develop human-resource effectiveness. These are the three pillars of business results. Part of the principle is that quality and cost are a sum, not a difference. Partners, not adversaries. And a disbelief in that is still endemic in much of American industry.

IW: How do you go about setting meaningful working objectives for quality?

Feigenbaum: There are three ways in which you can set quality or other objectives. First, you can do better than you did last year. We made a 7% improvement in quality or costs last year, 8% is O.K. this year. And many companies set objectives that way. That's great until a competitor comes down the pike to blind side you by doing much better.

The second way is to counterpunch very quickly. If Fuji comes out with a little faster film,



film, I, as Kodak, am going to come out with one that is equally fast. That means that maybe I can hold my market share. Many companies operate that way, counterpunching. They think it's low risk. They don't reach out to something new. In fact, it could be very high risk.

That gets us to the third way, leading the market by a little bit, really understanding where the consumer is going, what he or she wants, what he or she needs. This is what I mean by continually improving quality service, and it's part of managing the company for quality. This isn't as big a risk as it looks. It's part of quality decision-making in terms of setting objectives. Lead the market by a little bit. It isn't a risk because you are listening to the customer.

IW: What about methodology? For instance, you coined the phrase "what you measure correctly, you can manage correctly." Could you please elaborate?

Feigenbaum: I'm referring not merely to the product or the manufacturing process I'm talking about the overall management process that you use to achieve quality. The difference in systems effectiveness between leaders versus followers can be as much as three times: 25% or 30 % for laggard companies, 90% for leading companies.

IW: These numbers are based on statistical measurements?

Feigenbaum: Rigorous methodology. It's interesting. As I visit people, or people visit here, they bring copies of my books for me to autograph. I surreptitiously look at the pages. There are those that have obviously been soiled versus those nobody has ever touched. And there is a dramatic difference. The difference between the companies that have succeeded versus the companies that have failed is the degree to which the pages on systems and systems engineering have been used.

IW: So, are American companies getting the most out of statistical process control?

Feigenbaum: Statistical process control is only one of literally hundreds of elements that make up quality-systems effectiveness. It has been successful when there's been an understanding that statistics are fundamentally information. And like any other form of information, it is useful only when it is used. To have a measurement without an implementation in the improvement process is useless. That is the swing factor between success and failure for statistical process control.

IW: Let's turn our attention to the global marketplace. Who do you see as our strongest foreign competitors, now and into the 21st century? What lessons should U.S. companies be learning from their foreign counterparts?

Feigenbaum: In the next five to 10 years we are going to look back on the competitive era we've just come out of as being warm-up practice for the kind of competitive forces we as a nation will face throughout the world. It's going to be the toughest competitive period any of us has experienced in our lifetimes. We will be facing many new Japans, and those new Japans are not companies and individuals who believe they are going to succeed through low labor costs. They are companies and countries that believe that they are going to succeed on the very kinds of things we have been talking about: customer satisfaction, operating-cost leadership, and human resource effectiveness.

Quality does not travel under a single passport. Quality levels the playing field. It's a very tough thing for some American companies to understand that even if you don't have any foreign competition or don't have any interest in export today, you need to quickly develop and offer your products and services as if you were getting some. Murphy's law, internationalized, says that if you can get foreign competition, you will. And that is a fundamental message that many American companies just haven't heard.

"...I think it is very fine that you (the Editor) try to make the IAQ members come out with their biography more clearly — first and foremost internally in the IAQ. *I agree with your point of view, that it is only when there is a general knowledge of the expertise represented within the IAQ, seen globally, that there is a possibility of formulating a strategy for the coming years.* However, one thing is expertise, another is the individual members' possibility of making use of their expertise.



"In CONTACT No. 54 Dr. Hansen dealt with this problem. I sent Dr. Hansen a FAX explaining my situation, (copy enclosed). I hope your effort to "mapping out" membership in the Academy, will permit the formulation of a clearer IAQ strategy". *Carl A. Hofoed*

"I, (Acn. Ameida) was invited by the Chilean organization— PRODECAL last August. I was in Santiago, Chile presenting at a conference my paper—"Quality in Europe/2000". It was the 1 st World Conference, (five continents) on Total Quality and ISO Standards. I took advantage of the occasion to speak about IAQ, and wishing to every one a better and better quality. Acn. Edward Fuchs was also present at this event.



"From Chile I traveled to San Paulo - Brazil. Where, by invitation of Acns. Maso Ito and Mauro Luis Correia, I lectured at three seminars on the subject of the "New perspectives of ISO 9000 certification in Europe.

"It was a Latin American journey where our IAQ was presented. If it was a success, only our Brazilian friends may witness. Anyway, next October, I will return to Brazil to lecture at some seminars related to the same subject." *Antonio de Almedia Junior*

"Dear Ray
 "...my work at the university does not allow me, at the moment to be an associate editor. But when we prepare our next annual report of our Institute, I plan to add an English introduction in addition to the German version. I can send this English introduction, which will appear in April next year, as a basic information of what we do in our Institute. I hope this proposal is acceptable to you." *Prof. Dr. H. D. Seghezzi*



Editor's note: Thank you for your contibution to the December issue, Dieter and your promissory note for the future. We will look forward to the report from your Institute next April.

1994-IAQ ACADEMICIAN SNAPSHOT



Name **Yoseph (Yossi) Bester**
 Occupation **Coaching for excellence and quality.**
 Birthday **July 8, 1943**
 Birth Place **Haifa, Israel**
 Current Home **Haifa, Israel**
 Marital Status **Since 1967 to wife, Doritt**
 Children **2 Girls, 26 & 23, 1 Boy, 20.**
 Working On **Developing Prime Institute, my new business.**

The last good Book on Quality I read **HUMAN MOTIVATION, Dr. Yoshio Kondo.**

Favorite Meal **Traditional Jewish meals and seafood.**

Favorite Hobby **Swimming and witting.**

Favorite Performer(s) **Andrew Lloyd Weber's musicals and Liszt Hungarian Rhapsodies**

Best Childhood memory

Prized Possession

The best part of my work

The worst part of my work

The best time of my life

If I learned one thing in life, it is

Working with my father in refrigeration business.

Large collection of articles on quality and management.

Talking to top executives on quality and strategy.

"Marketing" myself and collecting fees.

Study at MIT, Boston and The Technion, Israel.

To accept the others point of view, to listen, to be patient and to be tolerant.

My best Published Paper(s)

"Quality by Objectives -QBO" and "Quality Economy and Productivity".

Most interesting organization(s)

ELBIT, Paradise Hotel Chain, Randam Hospital, (Israel) and Inframetic, (U.S.A.).

Most interesting accomplishment(s) **Israel National Plan for Excellence and Quality.**

Three words that best described me are **Ambitious, "Restless", Humanitarian.**

My vision for IAQ-year 2000

Supporting the global transition to the "Peace Economy" and "Quality of Life" by quality related concepts and tools. And by talking to Governments and Global authorities on these concepts.

A special message Fellow Academician(s) **Be more involved as a group, besides your own outstanding work, so that our influence will be deeper.**

Have a great 1995 and beyond.

On Trendy Methods...

"Here is my contribution to the December '94 issue of *CONTACT*". Acn. Tito Conti.

Fashion is acceptable for attributes that can change without diminishing the value of the objects to which they refer, or that actually improve such value when they change. Typical examples include women's clothing, hairstyles, make-up. The variability of this type of attribute is a source of gratification and can often enhance the object's interest or appeal. On the contrary, fashion should not be a consideration for an object's essential attributes, or, in more general terms, in areas where variability causes objective damage.

It would be unthinkable for aircraft reliability and safety standards to be subject to fashion, or for a businessman suddenly to write off a substantial investment because fashions had change; the only reason for him to do so would be if he had unrefutable proof that other areas offered greater returns.

So why do business trends appear to be so subject to the dictates of fashion?

The phenomenon seems to occur when businessmen don't know which way to turn, usually when they are under pressure to produce immediate results. Very often they have objectively convincing reasons for not knowing which way to turn: a downturn on the market, stronger competition—a frightening unstable scenario. In these situations, the entrepreneurial or management experience built up in easier times is no longer adequate. Add to this the obsession with the short term—which stems from the typical western approach to business in general and finance in particular—and the result is that undue attention is paid the door-to-door salesmen with their miraculous management recipes.

More than a fashion this has become a search for the philosopher's stone, the mysterious compound that transforms metals into gold. But the phenomenon does resemble a fashion in one respect, emulation, which is certainly more contagious among managers (especially managers in large firms) than entrepreneurs (who must foot the bill).

While quality is regarded as a technical discipline, it was immune to fashion. When it became a competitive variable—and thus one of the Olympian matters worthy of top management attention—it too became a victim of fashion, a prey for consultants and business schools. This elevation took place while quality was still in the development stage, (particularly in the West), and it has suffered accordingly. A growing

organism has been dissected, dismembered, sold off piece by piece, without the slightest regard for the sequence of growth. Quality circles, for example, one of the organisms last appendice, were the first to be put on offer.

How can we return to normal? We can make certain concessions to fashion, but not to the point where reality is distorted. And the most dangerous distortion is the presentation of what is intrinsically a message of long-term continuity as a series of separate messages.



The key message is that with perseverance and growing knowledge, quality can become a competitive weapon, a double-bladed weapon to boot, with value perceived by the user as one cutting edge and efficiency at the levels of cost and time as the other.

Competing simultaneously in the areas of effectiveness and efficiency is anything but easy. The company must achieve and maintain excellence in an often rapidly changing environment. If we call the strategy for competing in this way by its conventional name of TQM, then all the tools and approaches that have gradually emerged and will continue to emerge will be seen as pieces of a single mosaic. Or, to use another image, TQM can be thought of as a container for the organization and managerial methodologies that help a single goal, continuous improvement of the company's ability to satisfy the expectations of all customers and stakeholders using the minimum of resources.

I don't share the view that TQM is just another methodology. This is reductive. We need an open, unifying concept to guarantee continuity in the search for ways to achieve excellence. Call it TQM, call it another name. The label is not important. What is important is to dispel the illusion that sooner or later a miracle recipe will be found, and realize that excellence cannot be cloned, that excellent results are just the tip of the iceberg consisting for the most part of intangibles, painstakingly built up on a foundation of culture and values which, unfortunately, are the exception and not the rule, in every form of social organizations.

Tito Conti

More on "Trendy Methods"

"...the enclosed seems to express ideas similar to Lennart Sandholm's and might be suitable for CONTACT. However, I do agree that many of the once fashionable systems were useful in their time, and in fact could still be valuable. I see no reason why Crosby's 14 Step Zero Defect program or Quality Circles could not be used now with value. While I wrote these words six months ago for another assignment but maybe its main theme has some validity to the current discussion."

John Grocock

"I think it is useful to give a summary of my own background because this strongly influences my evaluation. As a young man I was a research chemist and published papers in the chemical literature. Then for twenty five years I was a quality manager, mainly a corporate vice president (for ITT Europe and TRW), and wrote two books and scores of papers on quality management.

"Chemistry has a defined scope and an extremely sophisticated and integrated set of basic theories. The latter was started when Lavoisier defined chemical elements in 1789 and Dalton defined atomic weights in 1803, and was essentially completed when quantum mechanics was applied to chemistry in the 1930's. Along the way many theories were discarded because they failed logical analysis or were incompatible with quantitative empirical data (the ease with which experiments may be performed is perhaps is the most important strength of chemistry). Since 1940, innumerable experiments have failed to "falsify" this body of theory. All of the chemical research since then - on the millions of different chemicals and the detailed theories applicable to them - has utilized this agreed and unchanging set of basic theories. For example DNA theory of genetics could only have been devised by using the basic theories and is completely compatible with them. On the other hand; no researcher would waste his or her time deriving a theory in chemistry which was not compatible with the set of basic theories, and would know that any empirical data which not compatible with the set

was most likely the result of experimental error. This set of basic theories is therefore of enormous practical help to researchers in chemistry.

For quality management the situation is quite different. Since the beginning of this century many different aspects of the subject have in turn come to the fore including (in roughly historical order): one hundred percent inspection and test, statistical process control, quality assurance, statistical sampling inspection and test, quality improvement, total quality control, quality costs, zero defects, quality circles, total quality, quality to the customer, statistical experimental design (Tagucci), quality benchmarking and application of ISO 9000. The theories of these aspects are not integrated together and there is no set of basic, agreed theories about quality management. Few of these theories have been subjected to rigorous logical analysis or quantitative experimental verification and there is no objective way of determining which of them have value. Individual people make their own subjective judgements. Since quality management became fashionable subject a decade or so ago, hundreds of books have been written about it. However, these books have not moved us any nearer to an integrated set of basic theories, and the later books are not demonstratively better than the earlier ones. Only the best, written by the most creative of the long-term professionals, such as Juran, Crosby and Feigenbaum, have valuable insights.

Researchers, who are new to the field, must be very cautious about the reliance they place upon existing quality management theories. They are nothing like the basic theories of chemistry which can be believed and used with confidence. The quality management literature contains an uncoordinated mess of unproven hypotheses and somewhere in this mess support can be found for virtually any prejudice. Similarly, such researchers should be very cautious and self critical before adding their own unproven hypothesis to the mess.

IAQ ACADEMICIAN SNAPSHOT



Name **John Grocock**
 Occupation **Corporate VP Quality (Retired)**
 Birthday **April 29, 1929.**
 Birth Place **Nottingham, England.**
 Current Home **Petts Wood, Kent, England.**
 Marital Status **Forty years, wife's name Sheila (nee Larman).**
 Children **Son & Daughter, ages 38 and 32.**
 Working On **Writing essays for my own amusement.**
 The last good Book on Quality I read
 Favorite Meal **Family Christmas lunch, turkey, Christmas pudding, Stilton cheese, red St. Estephe and white Sauterne.**
 Favorite Hobby **Reading and writing.**
 Favorite Performer(s) **Laurence Olivier, Tommy Cooper.**

Best Childhood memory(ices) **The cinema, e.g. Captains Courageous. Later, learning about chemistry and physics and playing hockey and table tennis.**

Prized Possession **None really.**

The best part of my work **Having original ideas and having them implemented by passion and persistence.**

The worst part of my work **Making personal contacts for business objectives.**

The best time of my life **The start of my career as a Ph.D. student researching in chemistry and when I met my wife, and the end of my career as Vice President, Quality TRW (I finally knew how to do the job) wrote a book, and lived in Cleveland, Ohio, which my wife and I both loved.**

If I learned one thing in life, it is **Believe what is true even if it is not what I want to believe and to do what I should do even if it is not what I want to do.**

My best Published Paper(s) on Quality **I wrote many papers but my second book, "The Chain of Quality - Market Dominance Through Product Superiority" please me more than any of them.**

Most interesting organization(s) **ITT in the 1970's during the prime of Harold Geneen and Philip Crosby**

My Most interesting accomplishment(s) **Having interesting and successful wife and children, (mainly by luck), surviving two bypass operations and a heart attack, working as a senior quality manager successively in the U.K., Continental Europe and the U.S.A., publishing 6 papers as a research chemist, 80 as a quality manager and two books.**

Three words that best described me are **Reasonable. Persistent, Honest.**

My vision for IAQ-year 2000 **By 2000 it will be 15 years since I had to give up working and my best ideas came from practical experience, so I must leave the vision to those still active.**

1994-IAQ ACADEMICIAN SNAPSHOT



Name **Edward Fuchs**
 Occupation **Bureaucrat.**
 Birthday **May 8.**
 Birth Place **New York City, New York.**
 Current Home **Ocean, New Jersey, USA.**
 Marital Status **Married to Bonnie**
 Children **Three sons and a daughter, all grown.**
 Working On **Theory and application of business planning; also manage 700 person Operations and Engineering Technology organization in AT&T Bell Laboratories.**

The last good Book on Quality I read **"Competing for the Future", Prahalad & Hamel**

Favorite Meal **Seafood, Salad, Fruit and Cheese.**

Favorite Hobby **Sailing, (however, currently inactive), Carpentry, Reading.**

Favorite Performer(s) **Bell Canto Opera.**

Best Childhood memory

Summers on the farm.

Prized Possession

Homes.

The best part of my work

Making a difference.

The worst part of my work

Speeches.

The best time of my life

Graduate school years in Greenwich Village and now.

If I learned one thing in life, it is

LISTEN!

My best Published Paper(s)

I like them all.

Most interesting organization(s)

Bell Laboratories Research Area; AT&T Divestiture Task Force.

Most interesting accomplishment(s)

Early research and development of computer communications concepts, which led to data models and statistical multiplexing concepts still in use 30 years later.

Three words that best described me are

Intense, Impatient, Irreverent, (according to Bonnie, my wife).

My vision for IAQ-year 2000

Fulfill our mission to be a force for change.

A special message Fellow Academician(s)

First, my apology for lack of time for more frequent and fuller communication to and correspondence with my fellow academicians. Second, my sincere best wishes for the holidays and a happy and healthy new year.

1994-IAQ ACADEMICIAN SNAPSHOT



Name **Dr. Gabor S. Aschner**
 Occupation **UN Adviser on Quality Systems & Management**
 Birthday **October 19, 1937**
 Birth Place **Budapest, Hungary**
 Current Home **Barra da Tijuca, Rio de Janeiro, Brazil.**
 Marital Status **Twenty nine years, wife's name: Susanne.**
 Children **One daughter and two grandchildren.**
 Working On **Training materials on quality.**
 The last good Book on Quality I read **Pat Townsend: "Quality In Action".**
 Favorite Meal **French potatoes with cucumber.**
 Favorite Hobby **Listening to music (mainstream jazz or Bach)**
 Favorite Performer(s) **Anita O'Day, Modern Jazz Quartet.**

Best Childhood memory **Driving a small toy car.**
 Prized Possession **Dutch paintings of XVIII century, hi-fi system operating on vacuum tubes.**
 The best part of my work **Planning and problem solving.**
 The worst part of my work **Handling people when too much patience is needed.**
 The best time of my life **Having the opportunity to listen to music.**
 If I learned one thing in life, **Without careful planning nothing will succeed.**
 My best Published Paper(s) **"Production and Quality Systems" in BEST On QUALITY, 1991: ISO 9000 as Your Competitive Edge: Quality and Participation", 1991: The ISO family course book: SENA/CETIQT 1994.**
 Most interesting organization(s) **Have had only three jobs in my life: UNIDO, QualiSystem, and the Institute for Quality Control in the textile Industry. I love each.**
 Most interesting accomplishment(s) **Training teams who lack knowledge on quality and who, at the end of the training, become professionals and can solve problems effectively.**
 Three words that best described me are **Conservative, Purposeful, Organizer.**
 My vision for IAQ-year 2000 **A group of selective and dedicated people exercising a great influence on quality matters, world-wide, nations, and companies.**
 A special message Fellow Academician(s) **To all members: I wish you could do whatever you want in '95, irrespective of any cost. Visit Brazil in July 1995 and participate at our Conference. In addition I wish good health, luck in private and professional life and all the best for 1995.**



Name Dorian Shainin
Occupation President, Shainin Consultants, Inc.
Birthday September 26, 1914
Birth Place San Francisco, CA. USA
Current Home 35 Lakewood Circle South, Manchester CT.
Marital Status Married-Margaret Leach Shainin for 54years.
Children Peter, Marabeth, Carol, Beth, Richard, Ellen, Mary, Barbara + 10 Grandchildren.
Working On Development of additional problem-solving strategies for Q & R.
 The last good Book on Quality Statistical Quality Control by Grant & Leavenworth.
Favorite Meal New England boiled lobster and apple pie ala mode.
Favorite Hobby Listening to classical music and Big Bands.
Favorite Performer(s) Beethoven, Sibelius, Mozart, Glenn Miller, Dorsey Brothers, Pete Fountain, Benny Goodman.

Best Childhood memory Playing in Golden Gate park; playing baseball, hiking, camping, gliding.
Prized Possession Grandchildren, Home, 1978 Corvette (which I can't drive because of low vision); reading machine.
The best part of my work Being useful to hundreds of companies.
The worst part of my work Traveling continuously.
The best time of my life Being with family; working on improvements to problem-solving.
If I learned one thing in life, it is Nothing happens without a reason; root cause can be readily discovered.
My best Published Paper(s) "The Lot-Plot Method", Industrial Quality Control July 1950; "The Case of the Incapable Lathe", Quality Magazine approx. 1970.
Most interesting organization(s) Grumman on reliability of Apollo Lunar Module; Pratt & Whitney on space rockets and aircraft engines.
Most interesting accomplishment(s) Receiving ASQC's Brumbaugh Award (1951); Edwards Medal (1969); Grant Award (1981); Shewhart Medal (1989); Selected for listing in Marquis 29th Who's Who in Finance and Industry.
Three words that best described me are Humorist; Strategist; Optimist.
My vision for IAQ-year 2000 Exposing "seed" companies in industrial nations to the improved degree of objectivity available from the paradigm shift away from the current subjective, but sincere ideas(Theories), to objective statistical engineering strategies of common sense logic
A special message Fellow Academician(s) Expose yourself to the common sense logic of statistical engineering as the maturing activity to enhance Q & R management from its current "Infant Stage" of development.

1994- IAQ ACADEMICIAN SNAPSHOT



Name **Dr. Kenneth S. Stephens**
 Occupation **Associate Professor, Southern TECH; Retired, UNIDO**
 Birthday **December 11, 1932.**
 Birth Place **Kutztown, Pennsylvania.**
 Current Home **1361 Oak Grove Drive, Decatur GA. 30033.**
 Marital Status **Married to Gina Hilda Stephens, nee Filby (U.K. citizen)**
 Children **Two sets 3 +3, Four Boys & Two Girls.**
 Working On **Revising our book "Modern Methods for Quality Control & Improvement".**
 The last good Book on Quality I read **"Continuous Improvement" by Lillrank and Kano.**
 Favorite Meal **Fresh garden salad.**
 Favorite Hobby **Home improvements/renovations.**
 Favorite Performer(s) **---**

Best Childhood memory
 Prized Possession
 The best part of my work
 The worst part of my work
 The best time of my life
 If I learned one thing in life, it is in

An active Boy Scout program and school activities.
 Life, Liberty and the Pursuit of Happiness.
 Interaction and sharing of experiences with young students.
 Grading papers.
 The last eight to ten years.
 It is the people to people interactions that are really important life.

My best Published Paper(s)

"An Application of Markov Chains for the Evaluation of the Operating Characteristic of Chain Sampling Inspection Plans"(with Harold Dodge); "Standards - A New Frontier for Quality"; "Quality Systems & Certification, Some Observations and Thoughts".

Most interesting organization(s)

UNIDO/LeTourneau College.

Most interesting accomplishment(s)

Coordinating 80 projects of technical assistance in China for three years; Overall: obtaining an education and a successful career.

Three words that best described me are

Work-a-holic, Dedicated, Reliable.

My vision for IAQ-year 2000

Be all we can be- individually and collectively, let's not overlook the individual contributions of our members, but more collective participation on matters of global quality. Become more of a Forum for discussion of quality issues.

A special message Fellow Academician(s)

Thanks for the opportunity to be counted among you; Visit us in Atlanta when you can (1996 is Olympics in Atlanta); have an enjoyable 1995 and may it bring all you desire.

1994-IAQ ACADEMICIAN SNAPSHOT



Name **Noriaki Kano**
Occupation Professor, Science University of Tokyo
Birthday April 29, 1940
Birth Place Tokyo, Japan.
Current Home Tama-shi, Tokyo, JAPAN.
Marital Status Married with Mrs. Akiko KANO in 1968.
Children Two sons, 25 and 23 years old.
Working On Researches on quality theory, methodology for how to find attractive quality elements, and the effective and efficient application of management policy as well as daily management as the TQM promotion vehicles clarifying the structure of TQM.

The last good Book on Quality I read "A New American TQM" by S. Shiba, A. Graham, D. Walden, Productivity/Center for Quality Management, 1993.

Favorite Meal Chinese Food

Favorite Hobby Driving

Best Childhood memory

Prized Possession

The best part of my work

If I learned one thing in life, it is

Successfully tackling of Yatsugatake peaks by myself.

Family and friends.

Diligence and efforts.

The spirits for quality learned from Prof. Kaoru Ishikawa

My best Published Paper(s)

"Attractive Quality vs. Must Be Quality", Hinshitsu (Quality Journal of the Japanese Society for Quality Control), Vol 14 No. 2 April, 1984 & "Quality Sweating Theory", Hinshitsu, Vol. 19 No. 4, October 1989. (Both in Japanese).

Most interesting organization(s) Japan Victor Co. Ltd. & Florida Power and Light.

Most interesting accomplishment(s) Fostering several quality disciplines

Three words that best described me are "Shy, respect my friends, active/energetic", says my secretary.

My vision for IAQ-year 2000

My forecast for the quality activities in the 21st century follows below. I do hope that IAQ will take an important role in achieving these:

1. For the excellent companies, upsizing through quality control will be remarkably important rather than downsizing
2. The age in which quality issues are discussed by country segment is over. It will follow that people shall focus on quality by the entire company, especially in developing countries. In addition, people shall put much emphasis on quality technology to entail social quality such as the environment, solving pollution problems and recycling. For keeping up a company's priorities, leadership by top managers will be essential.
3. Employees' motivation caused by crisis consciousness has been emphasized. However, I assume, advanced creative vision will accelerate as the driving force for quality.

A special message Fellow Academician(s) In the world of mammals, it is said that whether a species shall flourish or not, depends on the number and birth rate of females. I assume, the number of the researchers in a certain field determines success/development of the field. I believe that we, IAQ academicians, shall try to make further efforts to find ways of producing and supporting more research in the field of quality.

1994- IAQ ACADEMICIAN SNAPSHOT



Name Asbjorn Aune
 Occupation Professor
 Birthday April 2, 1937
 Birth Place Drammen, Norway
 Current Home Trondheim, Norway
 Marital Status Married, wife for 30 years, Inger Christin
 Children 2, Girl 29 and boy 26
 Working On Teaching Research, Quality Management.
 The last good Book on Quality A New American TQM, Shiba, Graham, Walden
 Favorite Meal Fried pork ribs (a whole one!)
 Favorite Hobby Music
 Favorite Performer(s) Oslo philharmonic orchestra, Arve Tellefsen (Violin)

Best Childhood memory Summer holidays with my grandparents
 Prized Possession A violin, some books and our house.
 The best part of my work Working with students.
 The worst part of my work Knowing what should be done, but no one listens.
 The best time of my life Student time at Norwegian Inst. of Technology.
 If I learned one thing in life, it is Never regret what is done, rather what you didn't do

My best Published Paper(s) My books in Norwegian, "Kvalitets-Styrte Bedrifter" (Quality Driven Companies)

Most interesting organization(s) NTH Norwegian Institute of Technology.

Most interesting accomplishment(s) Introducing Quality Circles to Norwegian industry, 1976 - 1980, Member of IAQ, 1985, Leader of study group to Beijing - 1986, WQD- 1988.

Three words that best described me are Conservative, Creative, A bit L— a --z--y!

My vision for IAQ-year 2000 An effective network (global) of dedicated people working together for the cause of quality.

A special message Fellow Academician(s) To all of you --those I know, an those I hope to learn to know: I am proud and pleased to be a fellow member of the Academy.



Name Marcos Bertin
Occupation President, Firmenich SA, for Argentina, Bolivia, Chile, Paraguay and Uruguay
Birthday April 25, 1931
Birth Place Buenos Aires
Current Home Gaspar Campos 1372 Vicente Lopez(1638) Pcia de Buenos Aires Argentina.
Marital Status 40 years with Alicia Schmidt.
Children 3 Boys, and eight grand children
Working On National Quality Award. I am vice president of the Foundation responsible for the administration of the award. Last October 31, Argentina President Menem gave the first awards to Xerox and Cibie. On November 21 these winners will participate in a one day seminar - "How the winners will do it" ending with a round table discussion. This benchmarking activity will be conducted by IAQ Chairman, Jim Harrington. working on : 1) Review of the first year experience with the Award to improve it, 2) Bring together the major government and private institutions working on quality in order to coordinate major quality activities in Argentina, with a common vision and strategies

The last good Book on Quality I read "Contra la Corriente" (Against the Flow) by Ricardo Semler.

Favorite Meal Fried calamaretti with onions.

Favorite Hobby Golf, very seldom because it competes with quality.

Favorite Performer(s) Lalo Shiffrin, Ella Fitzgerald, all good chamber orchestras playing Mozart, Vivaldi and Bach.

Best Childhood memory

Visits to my grand mother school of music.

The best part of my work

Organize and lead teams that obtain results.

The worst part of my work

Routine, non-productive activities.

The best time of my life

Being with my family is always the best.

If I learned one thing in life, it is

To be sure of your priorities, my health, my family, my work.

My best Published Paper(s)

"Management Leadership: The Argentina Experience".

Most interesting organization(s)

Firmenich SA in Geneva and Argentina Fundece (Business Foundation for Quality).

Most interesting accomplishment(s) Rasing a happy family. IAQ Academician - 1973; IAQ Board Member since 1982; Chairman of Nominations Committee AFCIQ; George Borel Medal 1985; ASQC Lancaster Award - 1989; Founder of the CEO's Business Foundation for Quality and first President- 1987.

Three words that best described me are Trustworthy, Organizer, Persistent.

My vision for IAQ-year 2000

We have to find the way to channel the outstanding knowledge of our members to business and government officials in order to help them to improve quality of products, services and life, worldwide.

A special message Fellow Academician(s) I wish all my colleagues a happy and prosperous 1995. Last but not least, thank you for your help with the Nominating Committee and the opportunity to share this global experience that is the IAQ both in Quality and friendship. To Ray Wachniak in particular for doing an outstanding job with CONTACT.

"... your letter of August 29 gave me the last kick to write an abstract for a new paper dealing with a current discussion in the European Community; the implementation of a separate environmental protection management system based on EC Council Regulation No. 1836/93 or its integration into an overall business management system related to the TQM philosophy.

"Enclosed please find my paper on this subject as a contribution to the next CONTACT. Should you wish to shorten the text, please feel free to do so."

Dietmar Margelsdorf

"The Implementation of a Quality & Environmental Management System— the Evolution Toward an Overall Quality Related Business Management in European Industries."

1. Introduction

The first half of the 90's was strongly influenced by the implementation of quality systems related to the ISO 9000 series. In all industries, the change in quality philosophy and strategy took place from the traditional quality control to an overall process management in all functions of an enterprise. It was the beginning of a customer related business management in the broad sense of "total quality management".

This evolution was triggered and accelerated by the bad business situation in all traditional industries and by the basic regulations and directives of the European Community (EC) forming the new common market. More and stronger worldwide competition, the dramatic loss of revenues, the introduction of many more cases of complex technologies with loss and change of jobs—all these aspects needed a new approach in business management. Reengineering of the traditional business organizations to "lean companies" swept away the often "clean separation of manufacturing, quality control and other traditional functional departments.

The regulations and directives under the "New Approach" of the EC give additional needs for formal conformity assessment procedures in the form of testing certification and accreditation based on standards ISO 9000 and EN 45000 series; e.g. the mandatory CE-marking of product for sale in the common market. Today, for many companies, the implementation and certification of a quality system is based on ISO 9000 standards is the first step for an evolution toward an overall business management system dedicated to customer's satisfaction and to the market success of the company; the implementation of the TQM- philosophy.

2. Quality as a Management Issue.

Quality—in the past—the management comprehended statistics and quality control, done mostly in the factory. For many business managers, the rapid change in quality philosophy from control to assurance and beyond that to total quality management is a not yet a learned lesson. Management objectives are still cost-saving programs, productivity increases, new products and technologies. Total Quality Management based on the European Foundation for Quality Management means in practice and overall quality related business management, not more not less.



It is a new experience for managers in European industries that the implementation of a quality systems is more than a technical aspect, done by experts with a lot of paper and formal administration. It is the beginning of a new management philosophy and practice.

3. The Environmental protection Management System as an Additional Market Requirement.

The protection of the environment and the recycling of all kind of goods to save resources are sensitive political aspects of today. The European industry is now requested by council regulation no. 1836/93 of the EC to implement an environment management system. The regulation, transformed into national law in all countries of the EC and active in April 1995, defines a voluntary participation of the companies. In reality, due to the mechanism of the market, sooner or later it will be a must for all to take part.

The environmental protection management system is based on the principles of the ISO 9000 standards. Main aspects are:

- definition and transfer of site related environmental policy, programs and management system by the company; (environment related products/processes, raw material & energy economy, recycling).
- environmental audits; (internal audits, management reviews, certification of the results by a verifier).
- periodic environmental statements containing information for the public.

The intention is to encourage the European industry to actively manage an enhanced protection of our environment and all natural resources. The main aspect is to continuously do more than only follow given laws and regulations.

Acn. Dietmar Mangelsdorf continued...

To date, environmental protection is not an activity of quality or quality assurance organizations within industry and public authorities. Other experts within the company took care of all actions needed on behalf of the management.

In larger companies, within a separate environmental protection organizations, (as defined by the authorities) these experts have to report to the responsible top management.

This historical situation provides fuel nowadays for many debates and conflicts when implementing an environmental management system.

4. The Evolution to a Quality Related Overall Management System.

Environmental people intend to implement a separate management system. They argue that environmental protection aspects are too different from quality activities.

Some traditional managers are afraid to take responsibility in environmental management aspects and to integrate different parameters in an overall management system.

The standardization bodies in ISO have not yet voted for a solution. Today, very few national standards as BS 7750 are published.

On the other hand, customers ask more and more questions related to environmental aspects in products and manufacturing processes, and the recycling of products and components will be regulated very soon by law.

The management has to take care of both aspects and—the main argument for an integrated solution—the employees are all the same. They have to transform visions, policies, objectives and programs into actions and results within their daily work!

At the end, quality and environmental protection is the result of peoples work! For this reason, some companies are looking for the best way to implement an overall management system.

Within this system, the quality representatives and environmental protection officers are only advisors, supporting the management and all employees to take care of their responsibilities and duties

4.1 A Practical Solution adapted to a Company in Telecommunications

To meet the market needs, my company started to implement an advanced quality related business management system covering different

strategic business and governmental aspects:

- The management system is based on the criteria of the European Quality Award created by the European Foundation for Quality Management;
- The system—3rd party certified—meets the requirements of all relevant EC regulations: the Annex IV of the Telecommunication Terminal Equipment Directive, the regulation for eco-management & audit scheme and others.
- The system is part of a company-wide reengineering program to dramatically cut costs and increase productivity, within a new highly competitive environment influenced by new customers and competitors due to the liberalization of the different national telecommunication markets, creating innovative, extreme complex products based on advanced technologies in microelectronics, optics and software.
- Quality, environmental protection and recycling interfere, therefore they should be settled jointly. The necessary regulations are defined in the Quality & Environmental Protection Management Manual of the group, completed by Q & E-directives valid for all business units and corporate departments. All processes and work instructions are part of the overall Management System Documentation consisting of the functional units—manuals and handbooks for data regulations, environmental aspects integrated, visualized by a panda bear sign.
- A corporate quality and environmental policy defines the framework for all activities of the different business units. Quality and environmental objectives and improvement programs are part of the different business strategies related to different customers or market aspects.
- All managers of the business units are responsible for the successful implementation and operation of the system, supported by specialists (quality manager and environmental engineers) within the divisions.
- The system includes harmonized management reviews and internal audits for all its aspects.

This approach intends to go far beyond the ISO quality management systems of today. It is an attempt to find an evolutionary way toward an overall quality system related to business management in European industries.

Editors note: Acn. Mangelsdorf's article included two Figures; TQM related Business Management System Documentation including Environmental Protection based on EU-ECO and ISO 9000/BS 7750 & E.F.Q.M. Quality Award Assessment Model

Acn. A. H. Zaludova writes on two subjects, namely on her current activities and on her remarks made on the occasion of her being elected Honorary Member of EOQ.

On her current activities:

"All of this year has been extremely busy one, for me, the most significant event was my election to the rank of Honorary Associate Member of the European Organization for Quality. This took place at the recent Lisbon Conference of EOQ. I am enclosing a copy of my remarks, made after EOQ President Tito Conti presented me with the diploma of EOQ Honorary Member.

"I am also sending a copy of my article, publish in the March issue of EOQ journal EUROPEAN QUALITY. It contains an analysis of the development and current situation in the quality field in this country. This data is about a year old. Now I have prepared an update article (meantime in Czech) indicating trends, with special attention to certification to ISO 9000 standards.

"Some of this information I left in the hands of Mr. Peter Ford, Secretary of ISO TC 176 at a recent meeting of the this committee in Toronto. I was attending as one of the Czech Delegation, responsible for cooperation in SC3 Supporting Technologies. There I was involved especially in the preparation of the document ISO 10014, on economics of quality and the work of the adhoc group on the use of statistical methods in the quality system.

"In November I hope to participate in the London meeting of IEC TC 56, Dependability. Also in November the Czech National Quality Award will be launched. The Czech Society for Quality, with my personal cooperation has played a central role in the preparation of the Award Scheme. We are still negotiating for fuller support of government authorities, who continue to think that all economic problems can be solved purely by market forces, without government interference."

On her receiving EOQ Honorary Member Award

"... It was indeed a privilege and honor for me to serve EOQ for over 30 years in various capacities, e.g. as a Member of the Council for Czechoslovakia, 1963 -1967: as Vice-President for two periods of office, 1967

thru 1971, during which time the duties of the Vice-President for ComSecs were formulated and the Rules and Unified Terms of Reference for ComSecs established at the Moscow Conference in 1971; as a member and Chair of the EOQ Glossary Committee, 1961-1980 and 1980-1993; and as a regular contributor to the Programs of EOQ Conferences.

"I remember, with some nostalgia, my first presentation on 'Statistical Techniques Improve Quality and Effectiveness in the Cable Industry' at the Fifth EOQC Conference in 1961 in Torino, Italy, 33 years ago. This meeting, organized by our colleague and EOQ Honorary Member Dr. Umberto Turello, was the platform from which the quality community in Europe heard for the first presentation of Total Quality Control from Dr. A. V. Feigenbaum.

" I should like to say that, apart from participating in various functions and activities of EOQ, it was extremely gratifying in the 1960's and 1970's to be able to contribute to the cooperation within the EOQC of professionals and quality managers from both Western and Eastern Europe. During the dark period of the "cold war" our organization was a unique island of friendship, cooperation and fruitful two-way exchange of knowledge and experience in the quality field between East and West.

" It was my good fortune to be able to play a small part in this remarkable development, which has finally served as a "micro-model" for a united Europe now being implemented in all other spheres of interest.

" In retrospect, I realize that knowledge and experiences gained and the friendships made through the activities of EOQ (an indirectly with sister organizations, such as ASQC, JUSE and IAQ) have been a source of inspiration to me in my professional work, both on the domestic and the International fronts.

" I should like, in concluding, to pay tribute to all my collaborators in the Czech and Slovak Republics, and all EOQ Full Member Organizations, my husband and family, without whose cooperation , support, devotion and enthusiasm my personal work would have been less effective, if not impossible. May I express the hope that health will permit many more years of fruitful cooperation and conclude by saying a big "THANK YOU" to all."

Dr. Agnes H. Zaludova



1994- IAQ ACADEMICIAN SNAPSHOT



Name **Yori Akao**
Occupation **Associate Dean Tamagawa University Research Institute.**
Birthday **October 6, 1928**
Birth Place **Java Surabaya, Indonesia**
Current Home **Kokubunji, Tokyo, Japan**
Marital Status **Thirty four years, wife's name, Sachiko**
Children **Three. Two boys & a girl, ages 25 to 33 years old.**
Working On **Developing Quality Function Deployment (QFD).**

The last good Book on Quality I read **"KAORU ISHIKAWA; THE MAN AND QUALITY CONTROL", JUSE.**

Favorite Meal **Sasimi, Susi, Sobs.**
Favorite Hobby **Tour Classic music.**
Favorite Performer(s) **Isaac Stern, David Oistrakh, Seiji Ozawa.**

Best Childhood memory
The best part of my work
The worst part of my work
The best time of my life
If I learned one thing in life, it is

Three years in Singapore.
Creation of Quality Function Deployment.
Work of over capacity.
Active work under Pioneers (Ishikawa etc) in old days.
Philosophy of great men in each field.

My best Published Paper(s)

"A Significant Test for the Fraction Defective using Compressed Limit" Rep. Stat..Appl. Res., JUSE, Vol 6 No. 2, 1960. "QFD", APO, 1994 Original: JUSE Book, 1978). Both Nikkei QC Awards.

Most interesting organization(s)

I've worked for Tamagawa University.

Most interesting accomplishment(s)

Working with Dr. Kaoru Ishikawa, an IAQ academician in 1966. Died April 16, 1989; Pioneer of Japanese TQC and QC Circles; Winner of 1952 Deming Prize; and ASQC Grant Award, 1972 and Shewhart Medalist, 1982. In 1994 ASQC Ishikawa Medal was established.

Three words that best described me are

Sincerity, Flexibility, Originality.

My vision for IAQ-year 2000

The Academy should focus to communicate with Associations or Organizations of different countries and with each Academician.

A special message Fellow Academician(s)

I am sorry that I could not attend many of the meetings of IAQ because of my work and business at the University. Hereafter I would like to cooperate as far as I am able.



Name **Raymond Wachniak**
Occupation **Corp. Dir. Quality, Bridgestone/Firestone Inc. Retd.**

Birthday **October 16, 1924**
Birth Place **Milwaukee, Wisconsin**
Current Home **Brookfield, Wisconsin**

Marital Status **Forty seven years. Wife's name, Betty (nee Lueders).**

Children **Four. 2 Girls + 2 Boys, ages 31 to 44 years old.**
Working On **Documenting quality related history, circa 1900 - 1994.**

The last good Book on Quality I read **"BUILDING TOTAL QUALITY", Tito Conti.**

Favorite Meal **Mashed potatoes, meat loaf, peas and lemon pie.**

Favorite Hobby **Woodworking, Drawing, Baking, Reading.**

Favorite Performer(s) **Three tenors, Josè Carreas, Placido Domingo, Luciano Pavarotti.**

Best Childhood memory

Prized Possession

The best part of my work

The worst part of my work

The best time of my life

If I learned one thing in life, it is

Playing sports, Flying Kites.

Large library of Quality related Books, Journals & Correspondence

Problem solving and innovate creative solutions.

Dealing with professional incompetents.

Growing up as a kid in Wisconsin.

Listen carefully, there are usually to sides to every story.

My best Published Paper(s)

"Ten Commandments for Quality Auditors ", EOQC - Quality Vol. 23, No. 1/1979. (Winner of Best Paper Award), & "World Class Quality: An American Response to the Quality Challenge", 1986 EOQ Annual Conference, Stockholm Sweden.

Most interesting organization(s)

Harley Davidson Motor Co., Bridgestone / Firestone, Inc.

Most interesting accomplishment(s)

Rasing a happy family. IAQ Academician 1979. Malcolm Baldrige, senior examiner, Team leader for the first application site visit, Judge, '88-'91. ASQC Edwards Medalist 1987. IAQ Best paper Vol. 1 & 2 in BEST ON QUALITY.

Three words that best described me are **Conservative, Trustworthy, A Doer.**

My vislon for IAQ-year 2000

Be a major contributor to Quality communities of the world through development of meaningful and doable projects. If we don't do something, the Academy should refocus on what our mission and objectives for the future are to be.

A special message Fellow Academician(s)

Walter, thank you for the opportunity to be editor of CONTACT. To all IAQ collegues, thank you for your input and kind words, have a happy and prosperous 1995.

ACADEMICIANS IN PRINT

Norman Burgess. "National Self-Assement - Two Studies of the U. K.'s Quality Scene" *EUROPEAN QUALITY*, September/October 1994 pp 44-47. Acn. Burgess points out that with more than 20 years of experiance of quality systemss development and assesment, the U.K. can claim to be Europe's leading market for systems approach to quality. but this summer two reports that offer a critical perspective on the strengths and weakness of the British experience, and certain lessons that less 'developed' markets would do well to take note.

Robert E. Cole. "Reengineering the Corporation: A Review Essay". *QUALITY MANAGEMENT JOURNAL*, July 1994 pp 77 - 85. For those who did not hear Dr. Cole's introductory paper to the Academy in our Las Vegas meeting can have an opportunity to read his entire paper in the above cited Journal. Using the book titled "Reengineering the Corporation" by Michael Hammer and James Champy, Cole examines their presentations and finds many unverified claims, factual errors and Igical inconsistancies. Rather than bashing reengineering, quality proponents must recognize that reeingineering builds on the weakness in the quality movement. Practioners need to focus on creating cumulative organizational learning from the various quality minifads, including reenginerring, and researchers need to examine the organizational practices conducive to organizational learning.

Yoshio Kondo. "Kaoru Ishikawa: What He Thought and Achieved, a Basis for Further Research". *QUALITY MANAGEMENT JOURNAL*, July 1994 pp 86 - 91. Acn. Kondo writes, "Ishikawa's philosophy was always based on his belief that human nature is fundamentally good and therefore humane elements should be given full considerartion". In this article Acn. Kondo describes the character of former IAQ President, Kaoru Ishikawa, what he thought, and what he achieved and concludes by highlighting some of the major happens resulting from Dr. Ishikawa's work and a hope for continuance in the future.

The Transactions of the International Congress and Exhibiution on Quality, held in Singapore, 24 & 25 August 1994 contains nine papers offered by seven Acadimicians. Their papers, presented in four different sessions, were:

Session

Author & Title

Keynote Address: David Luther. "Quality —The Next Decade Of Change"
Beyond ISO 9000: John A. Goldsmith. "The Balance Betw een Regulation, Certification, and Connon Sense". Tito Conti, "Self-Assessment: The Key To Strategic Improvement Planning".

National & International Awards: Yoshio Kondo, "The Deming Prize- An Opportunity for Breakthrough". W. A. Golomski, "The American Awards" and Tito Conti, "The European Awards".

The Quality Paradigm Shift: Yossi Bester, "Net Value Productivity"; Yoshio Kondo, "Quality and Human Motivation".

Global Quality Challenges: John D. Hromi "Managing for Quality Improvement in Education"; Milfora Gatchalian "Measurement of Customer Satisfaction Through Sensory Evaluation - A Must In Global Competion".

UPDATING NEWS FROM IAQ MEMBERS

From Stillwater, Oklahoma comes some complimentary words on the quality of CONTACT from Acn. Case. (Thank you very much, Ken.) He also writes: "Even though 1994 was my first year of non-Baldrige activity since 1988, I've been busy with a sabbatical leave at AT&T, preparing the third edition of my SPC seminar (now over 100 delivers of this three day course) and doing some consulting work. School begins nest week (August 28, 1994) and so I am working hard to get prepared. Best to all my IQA colleagues"

Chicago, Illinois. Acn. William A. Golomski, Founding Editor of ASQC's *QUALITY MANAGEMENT JOURNAL* announced that the July '94 issue will be his last. He is turning over the Editorship to the former Assistant Editor, Dr. George Easton, associate professor of satistics and quality management at the Graduate School of Business, University of Chicago. Acadimicians considering submissions to the *QMJ* should send them to Dr. George S. Easton, Editor, *QUALITY MANAGEMENT JOURNAL*, c/o ASQC, 611 East Wisconsin Avenue, Milwaukee, WI 53202, U.S.A.

Ivrea, Italy. Acn. Tito Conti writes to tell that Acns. Chauvel and Mangelsdorf have both responded to his request for comment on the issue of including TQM philosophies in the new revision of ISO 9002. (See *CONTACT* No.56, page 8) I am sure Tito will welcome input from other members of the Academy.

Trondheim, Norway. Acn. Asbjorn Aune, as team leader, plus a group of 14 top leaders from Norway and the Foundation for Scientific and Industrial Research at the Norwegian Institute of Technology (SINTEF) spent one week on a study tour of the Center for Quality Management in Boston, MA. The tour included visits to six participating companies that are working with the Center. Team members were every impressed with the work and results achieved at the center. Discussions are under way intended to explore setting up a similar Center in Norway.

Lisbon, Portugal. I received the following notification: "... For the occasion of the 38 th European Quality Congress held last month of June (1994) in Lisbon the Minister of Industry, in the name of the President of the Republic of Portugal, distinguished the Academician Antonio De Almeida Junior with the Medal of Industrial Appraisement in recognition for his struggle for quality for more than thirty years."

I am sure that all members of the Academy join me in congratulating you, Antonio, on the occasion of this special honor.

UPDATING IAQ MEMBERS ADDRESSES

Recent correspondence, coming from IAQ members has provided enlightenment as to these changes:

Dr. Tito Conti add FAX number ++ 125 616502

Dr. John D. Hromi add home address 125 Dear Path Drive, Rochester, NY 14612-2864

Dr. John Groockock add digit to telephone number, new ++689 875357.

Julius Y. McClure change street name, was 107 Red Oak Ct., new 107 McClure Ct.

Dorian Shainin add office number ++ 203 646 4429

Dorian Shainin change FAX number ++ 203 645 0551

ON THE LIGHTER SIDE: THE MISSING DAY

Mr. Hill, a past president of the Curtis Engine Company in Baltimore and a Consultant in the space program, has told a most remarkable story which found its way into a few newspapers and eventually into the evening news cast of Bob Gooding, WFAA-TV, Dallas, Texas. Here is the account...

Mr. Hill stated that he thought one of the most amazing things that God had for us that day happened to astronauts and space scientists at Green Belt, Maryland. They were trying to determine the position of the sun, moon, and planets 100 years and 1000 years from now. In order to do this, they had to plot the orbits through the past centuries.

They ran the computer measurements back and forth over the centuries, and suddenly the computer came to a halt. They called in the service department to check it out and found nothing technically wrong. The computer still came up with the same discrepancy...A DAY MISSING IN SPACE IN ELAPSED TIME. The scientists were dumbfounded. There was no answer.

One of the team remembered a reference to the sun standing still in the Bible. Upon checking, they found in the Book of Joshua a pretty "ridiculous" statement for anybody with common sense to believe. According to the scriptures, Joshua was concerned because he was surrounded by the enemy, and if darkness fell they would be overpowered; so Joshua asked the Lord God to make the sun stand still.

"...So the sun stood still in the midst of the heaven, and hastened not to go down the space of one day." Joshua 10:13

They checked the computers going back to the time it was written and found it was close, but not close enough.

The elapsed time that was missing back in Joshua's day was 23 hours and 20 minutes. . .not a whole day. This still did not account for the missing 40 minutes. The 40 minutes had to be found, because in projecting special orbits, it would be multiplied many times over.

Again the man remembered somewhere in the bible that it said the sun went backward. In the 2nd Book of Kings, Chapter 20, Ezechias, on his deathbed, was visited by the prophet Isaiah, who told him he was going to die.

Ezechias asked Isaiah, "What shall the sign be that the Lord will heal me, and that I shall go up to the temple of the Lord on the third day?"

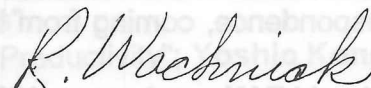
And Isaiah said to him. "This shall be the sign from the Lord, that the Lord will do the word which he had spoken: Wilt thou that the shadow go forward ten lines, or go back so many degrees?"

And Ezechias said: "It is an easy matter for the shadow to go forward ten lines: and I do not desire that this be done, but let it return ten degrees,"

And Isaiah called upon the Lord and He brought the shadow ten degrees backwards by the lines, by which it had already gone down ten lines on the dial.

Ten degrees is exactly 40 minutes!

Twenty three hours and twenty minutes in Joshua, plus forty minutes in 2nd Kings make the missing 24 hours the space travelers had to log in the data as being the missing day in the universe.



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No. 56 September 1994

CONTACT

Newsletter of the International Academy for Quality

Dear Fellow Academicians,

As I sit down to prepare copy for the September *CONTACT*, a look at the calendar tells me it is already Aug. 1. Before we know it, Fall will be upon us here in the Northern Hemisphere. I expect that a change of seasons will be most welcomed by our associates in Northern Europe and Japan. From local reports, it is clear they both have suffered the hottest July of the century. With daytime temperatures averaging up to 95 degrees for weeks, it was so hot that fish suffocated, Germans drove only 55 mph on the autobahn, and from the Ukraine to the United Kingdom it was impossible to buy an electric fan. The word from our colleagues in Japan is that they also have had their hottest summer. Japan has 24 small seasons according to the lunar calendar. Aug. 8 is the beginning of their autumn (Ritshu) season. I'm hopeful that all is cooler now, and you will be energized to drop a note to *CONTACT* of any news or ideas you would like to share with other members of the Academy. In this issue:

- Report on the IAQ Informal Meeting in Lisbon, Portugal
- Report on EOQ Annual Quality Conference in Lisbon
- Acn. Seghezzi Earns EOQ Honorary Membership
- Eastman Executive Wins First ASQC Ishikawa Medal
- "Kaoru Ishikawa: The Man and Quality" by Acns. Imasumi and Kano
- "Quality Is What the Customer Says It Is" by Acn. Feigenbaum
- "Trendy Methods" by Acn. Sandholm
- Best on Quality, a Report from Acn. Hromi
- USIA Academic Specialist Program
- Academicians in Print
- Updating News from IAQ Members
- IAQ Lifetime Membership, 1966-May 1994
- On the Lighter Side: Résumé Blunders

IAQ INFORMAL MEETING IN LISBON, PORTUGAL

After the formal meeting of the Academy in May 1994 in Las Vegas, NV, a second, informal meeting was held on Monday, June 13, in Lisbon, Portugal. On the occasion of the 38th EOQ Annual Quality Congress at the Alfa Hotel, Chairman **Harrington** and President **Kondo** called for a meeting of the general membership.

Also in attendance were Acns. **Asao**, **Aune**, **Bester**, **Burgess**, **Conti**, **Correia**, **Feigenbaum**, **Harada**, **Hromi**, **Hutchens**, **Ito**, **Luther**, **Masing**, **Mattana**, and **Zaludova**. Also in Lisbon was Acn. **Almeida**, who, as the Congress Chair, was busy with his administrative duties. Acns. **Fuchs**, **Godfrey**, **Golomski**, **Hartz**, **Seghezzi**, and **Seitschek** participated in

other EQO matters. (Total attendance at the EQO Congress represented approximately 38% of the Academy membership).

Chairman Harrington called the meeting to order at 13:30 hours. Acns. Asao and Bester were appointed secretaries. The meeting opened with remarks from Congress Chair Almeida, Past Chairman Feigenbaum, and Chairman Harrington.

Additional reports followed: Acn. Harrington summarized the IAQ meeting in Las Vegas; Acn. Luther recounted the results and conclusions of ASQC's AQC in Las Vegas and its quality index project; Acn. Ito on the Brazilian quality movement; Acn. Bester provided details for the upcoming International Quality Congress in Jerusalem and a training course for quality in health care; and Acn. Hromi on the status of the "Best on Quality."

Acn. Harada presented his introductory paper on the history and future of Japanese quality circles.

The assembly approved an annual budget of U.S. \$4,350 for expenses associated with the publishing of the "Best on Quality" and CONTACT.

Acn. Conti informed the assembly of EQO's decision to publish an IAQ column in their monthly journal, *European Quality*.

REPORT ON EQO ANNUAL QUALITY CONFERENCE IN LISBON

Thanks to Acn. Conti we have this brief report: "The Lisbon Conference was very successful. Attending were about 1,000 people, which is good, taking into account the restrictions on travel that are still in place in most European countries, still feeling the pinch of the recession. We had many good papers. Particularly appreciated were sessions on quality in education, health care, administrations, public services, and environment. Participation by Academicians was very good (21 total). I passed the burden of EQO presidency to Ulf Anderson, president of the Swedish Society for Quality Control, who will stay in charge for the next two years. The next EQO congress will be in Lausanne, Switzerland, June 12-16, 1995. And the 1996 Congress will be in Berlin."

Our congratulations, Tito, on a most outstanding EQO leadership role during the last two years.

ACN. SEGHEZZI EARNS EQO HONORARY MEMBERSHIP

From the vantage point of having to gather information to fill the pages of this newsletter, I am astonished at the contribution being made by members of the Academy. And now more high acclaim for Acn. Hans Dieter Seghezzi. The general assembly of the European Organization for Quality at its meeting in Lisbon on June 13 unanimously elected Acn. Seghezzi of Switzerland an Honorary Member of the EQO. His citation reads:

"In recognition of his outstanding contribution to the growth of the Organization and of his role in the development of research and education in Quality and Management disciplines in Europe."

All members of the Academy raise our glasses and give a resounding three cheers for this new honor. This is only the latest, and I predict that there are many more to come.

EASTMAN EXECUTIVE WINS FIRST ASQC KAORU ISHIKAWA MEDAL

Bill Garwood of the Tennessee Eastman Division of Eastman Chemical Co. became the first recipient of the Ishikawa Medal, awarded by ASQC at its 48th Annual Quality Congress.

The medal, named in honor Kaoru Ishikawa, is awarded to those who show exceptional leadership in advancing the human aspects of quality throughout the organization over an extended period of time.

Garwood was recognized for his "visionary leadership, innovative contributions and warm personal example in creating a quality culture and empowering employees" throughout the 8,000-employee site. Some credit him with being the person most responsible for Eastman winning the Malcolm Baldrige National Quality Award in 1993.

"KAORU ISHIKAWA: THE MAN AND QUALITY CONTROL"

A most uncommon book has been created, recording the life and works of deceased Acn. Kaoru **Ishikawa**, a world-renown quality pioneer and a past president of the International Academy for Quality.

A short time after Ishikawa's death, his widow Keiko Ishikawa expressed her desire to capture his life in print so that his grandchildren would know what he had accomplished. Many of his former students gathered to consult on the project. It was agreed that they would organize a chronology of his lifetime achievements and publish a book of his memories. In all, 172 people responded to the request to document their memories of Ishikawa. Some 15 current or former members of the Academy made contributions. Acn. Masumasa **Imaizumi** served as chairman of the editorial committee and Acn. Noriaki **Kano** as editing coordinator.

The book (in Japanese) is organized into four parts:

- Part I - Farewell to Prof. Kaoru Ishikawa
- Part II - "Human Beings are Human Beings"-Kaoru Ishikawa as a Common Man
- Part III- Accomplishments of Prof. Kaoru Ishikawa
- Part IV - Prof. Kaoru Ishikawa's Message to Us

In the editing coordinator's postscript, Acn. Kano writes: "Many of the Dr. Ishikawa's overseas friends contributed their articles to this book. It is our intention to distribute the book not only to these contributors but also to the quality organizations in the world. Therefore, a minimum English translation is provided so that overseas

readers can understand the intent and nature of publishing this book and judge the necessity of further translations according to their interest. The parts that are translated are the 'Preface,' 'Writer's List' (with the relationship with Prof. K. Ishikawa and their titles), 'Contents', 'Postscript by Mrs. Keiko Ishikawa,' and 'Editor's Postscript.' "

"QUALITY IS WHAT THE CUSTOMER SAYS IT IS" BY ACN. FEIGENBAUM

In a cover story in *Industry Week*, July 4, 1994, pp. 13-16, Acn. Armand **Feigenbaum** is featured in a question and answer interview by reporter Tim Stevens. An excerpt:

IW: What is your working definition of quality?

Feigenbaum: Quality is what the customer says it is. That, I think, is the critical starting point. It sounds simplistic, but it's anything but that. If you look at the American companies, or the world companies that succeeded during this economic crucible we've just come through versus those that had a rough time, you will find the common denominator is their deep understanding of this concept.

The interview continues with 16 additional question for which Acn. Feigenbaum provides clear and scholarly responses. Anyone interested in obtaining copies can contact:

Penton Publishing
Industry Week
1100 Superior Avenue
Cleveland, OH 44114

"TRENDY METHODS" BY ACN. LENNART SANDHOLM

In a letter to *European Quality*, vol. 4, pp. 73-74, Acn. **Sandholm** had this to say (reprinted with permission of the publisher):

"At the American Society for Quality Control's Annual [Quality] Congress in 1982 in Detroit, the prevailing topic was quality circles. More or less everyone was singing the praises of quality circles. It was like a religion. They even had their own church—the International Association for Quality Circles.

"I noticed a similar phenomenon in the 1960s—the zero defects movement. It was quite popular and the so-called zero defects administrators were excited. They too had their own church—the American Society for Zero Defects.

"Quality circles are gone. Zero defects programmers are gone. But other phenomenon have come. Some of them are gone, some will go.

"A list of what I call tools includes zero defects, quality circles, statistical process control, quality function deployment, seven tools, TQM, ISO 9000, benchmarking, process reengineering, etc.

"There is nothing wrong with these methods and tools as such. The fault lies in how they are implemented. They are used as general methods and tools for quality improvement, and in this manner, will lead only to marginal improvements.

"They ought to be used only when an analysis indicates that they are appropriate measures to eliminate problems or to meet the needs of customers.

"Why are there still so many companies paying lip service to quality? Why this excess of trendy methods and tools?

"I believe there are two reasons: immaturity or ignorance.

"Many western companies lack maturity in quality. More rapid change has to take place in the years to come. With respect to quality we can see that a great many people are ignorant. I am going to focus on four groups: upper managers, quality managers, consultants, and university professors.

"Upper management is of tremendous importance to quality. This has been said many times. However, there is a lack of professional and hands-on leadership in the field of quality. Without a sound knowledge of how to manage for quality, upper managers are more likely to adopt trendy methods.

"Many quality managers are at fault. They are too weak in the business field. Their managerial expertise and experience are not enough. Lacking broad and sound knowledge of quality management, they easily devote themselves to what is popular for the movement.

"The increased focus on quality has led to an increased army of consultants offering their services in the field. Many consultants lack managerial experience, too. They are selling their hobby-horses under the TQM banner—a concept which is vague for their clients and for the consultants as well.

"Many university professors and lecturers have not worked in industry. Lacking this experience they develop curricula combining only trendy methods and tools. In this way academics lead their students to believe that the quality profession is identical with these methods and tools—a belief which can hamper effective quality improvement efforts in companies where these students will be employed after graduation.

"Companies which want to reach maturity in quality must have some form of strategy. Companies which choose strategies that are based on trendy methods and tools are doomed to fail."

Editors Note: *I have reflected on Lennart's open letter and while I agree we have been quick to label some of these movements as "fad of the month," I find that, over time, each has contributed to our body of quality knowledge. They are like pages from a book that has not yet been written. Our MBNQA experience has given us benchmarking (IBM), six-sigma quality (Motorola), and how to effectively manage quality in*

a manufacturing facility with people of over 20 different languages and cultures (Selectron), etc. All could be labeled trendy methods. The latest buzz word is reengineering but, as Acn. Cole pointed out in his IAQ introductory paper, we need these "trendy methods" to re-energize the total quality movement. Do any other members of the Academy have a comment on the value of trendy methods?

BEST ON QUALITY, A REPORT BY ACN. JOHN HROMI

Acn. **Hromi's** report follows:

"Perhaps, the best known quality awards are the Deming Prize, the Malcolm Baldrige National Quality Award, and the European Quality Award. Nevertheless, the creation and implementation of this form of recognition remains a dynamic activity. New awards are being created, older awards are being revised continually, and others are still aborning. The initiative for developing and implementing an award procedure varies; sponsorship may be governmental, civic (non-government), professional society, and private. Hence, this new volume is an effort to share with the reader the evolution, and in some cases, the experiences arising out of actual award participation.

"Volume 5 on "National and International Quality Awards" will have four sections. The section that is featured is related to the work of Acn. Tito **Conti** and his project team. A second section will deal with additional papers submitted for publication after completion of the original IAQ project. A third section will cover more-localized awards, like the New York State Excelsior Award. The final section summarize quality awards from around the world.

It is anticipated that all material will be in the hands of the new publisher, ASQC's Quality Press, by Aug. 15, 1994, with a release date of mid-fall (in the United States).

Editors Note: *Members of the Academy are encouraged to "talk up" the forthcoming volume, as its successful sale will add to the coffers of IAQ. Those with an additional interest in this subject may find the EOQ publication "The use of Quality Award Criteria and Models for Self-Assessment Purposes" from the proceedings of the First European Forum on Quality Self-Assessment useful. This conference featured many IAQ Academicians.*

USIA ACADEMIC SPECIALIST PROGRAM

As reported by IAQ membership chairman **Bertin** at the formal meeting of the Academy in Las Vegas, the Academy has added two new classification for membership, namely, members-in-waiting and retired. (See meeting minutes for a short report in CONTACT, No. 55, p. 3.) The following program may be helpful.

The United States Information Agency's Bureau of Education and Cultural Affairs administers the Academic Specialist Program.

This program provides grants for American experts to consult with for-

eign institutions about specific organizational need and interests, to conduct workshops and seminars for faculty/professional audiences. Academic specialist grants are for a minimum of two and a maximum of six weeks, and are awarded at the request of the U.S. Information Service (USIS) offices abroad.

Each grantee is provided round-trip international travel, an honorarium of \$100 per day for each day of the project, and a per diem allowance. If appropriate, a book/educational materials allowance and \$100 miscellaneous expense allowance is included in the grant. The host institution is responsible for lodging and meal expenses. All travel arrangements and visas are handled by the USIS office in Washington, DC.

Perhaps other countries have similar programs that could be attractive to members achieving IAQ's new classifications.

UPDATING NEWS FROM IAQ MEMBERS

✍ From sunny Rio de Janeiro comes word from Acn. Gabor **Aschner**. He is participating in a 1992 UNIDO project aimed at providing assistance in the field of quality for textile companies. Five companies are participating in a project, the objective of which is to implement ISO 9002 and TQM.

"We started," writes Acn. Aschner, "with massive formal training addressing all important elements of quality. We assisted companies to prepare their quality system documentation. As the vision and quality policies have been prepared and accepted by the top managements of companies, the attitude of the personnel and the involvement of the managers changed considerably.

"Informal and formal training is given from time to time. This month I conducted two formal ones: one about implementing formal quality cost system and a second on the ISO 9000 family (including the 9000 and 10000 series). In August we will have an internal auditor course, beside two more courses on SPC and supplier management."

He concluded his note with an invitation to Academicians to participate in a conference in July 1995. This conference is said to be the first international conference on textiles, and a separate track will deal with quality systems. For more details, write to:

Dr. G. S. Aschner

SENAI.CETIQT

Rua Dr. Manuel Cotrim, 195

Riachuelo

Rio de Janeiro, R.J. 20961-040, Brazil

Fax: 55-21-241-0495

✍ From Acn. David **Luther**, Corning, NY: A recent note tells that, as of June 1, Luther officially retired from his job as vice-president of quality for Corning Inc. Acn. Luther writes:

"My future plans still involve quality as I was elected president of

ASQC at the Annual Quality Congress. I have also accepted assignments to provide lectures on the subject of quality at Syracuse University, and I have two other firm commitments and some other potential commitments under consideration."

I am sure that all of the Academy joins me in wishing the best of luck and success in this new career change. For those wishing to update their address files, Acn. Luther can be reached at:

Luther Quality Associates
85 Market Street, Suite 200
Corning, NY 14830
Telephone: (607) 962-7598
Fax: (607) 962-7599

✍ And from Acn. Tito **Conti**, Ivrea, Italy: Acn. Conti suggests that members of the Academy should discuss whether or not the ISO 9000 series should include a section on TQM. He is of the persuasion that they should not; in fact, he is an ardent believer that they should not. He documented his position in a paper delivered at the ISO Forum in Brussels, April 14-15, 1994. Copies of the paper, titled "From ISO 9000 To Quality Management," pp. 28-32, are available from him. Acn. Conti has asked anyone wishing to participate is such a project or having an opinion on this matter to contact him directly.

✍ From Rolling Hills, CA, we heard from Acn. Spencer **Hutchens Jr.** Acn. Hutchens reports that on Jan. 1, 1994, he became a member of the board of directors of the Registration Accreditation Board. He reports that "there is a lot of work to be done on the conformity assessment area, both nationally and internationally."

✍ From Acn. Miflora **Gatchalian**: Acn. Gatchalian sends greetings to all members of the Academy from her home in the Philippines. She writes, "I have retired (optional) from the University of the Philippines to devote more time providing services directly to the industry through training and consultancy. Currently most of my time is strengthening our corporation. I keep in circulation through participation in local and international conferences." She continues, "Locally I conduct monthly forums on 'Initiating ISO 9000 in Companies' and, on request, 'Statistical Quality Control' and 'Sensory Evaluation Techniques For Quality Assessment.' "

Acn. Gatchalian points out that one thing missing from *CONTACT* is that, with the exception of Japan, there is very little news from Asia. We will attempt to correct that oversight. However, Miflora, please keep sharing your work. As you can see, it made this issue. Anyone interested in specific news from the area may want to write Acn. Gatchalian and request being put on the mailing list for the *APQCO Monitor*, the quarterly news of the Asia Pacific Quality Control Organization (APQCO).

✍ From Los Altos, CA, Acn. Walter **Hurd Jr.**: To prove that this editor listens to the "voice of the customer," when I received the note from Acn. Gatchalian, I called Acn. Hurd for help. I know that he has been a big part of APQCO. He has supplied me with a copy of his paper on the development of quality in the Pacific basin, including the

development of APQCO. I hope to provide some copy on that area in a future issue of *CONTACT*. Walt was on his way to APQCO's 1994 Conference in Kuala Lumpur, Malaysia, where he is giving a paper on "A Look at QM in the Asia Pacific Region." (Before we hung up, he called my attention to the fact that I didn't list him as being present at the Las Vegas meeting—or why we need continuous improvement.)

ACADEMICIANS IN PRINT

Noriaki Kano. "TQM in Japan: A Retrospective and Prospective Outlook," *APO Productivity Journal* (Asian Productivity Organization), Winter 1993-1994, pp. 28-46. This paper reviews the practice of TQM in Japan in the 1980s and discusses the future of TQM centering on quality assurance. It includes current issues and topics such as sensory appeal, the global environment, automation and robotization, non-tariff barriers, service industry issues, and shortened work hours. And because the ultimate issue relative to TQM is the human factor, the relationship between TQM and QWL (quality of work life) and QPS (quality of products and service) is examined.

Yoshio Kondo. "Kaoru Ishikawa—What He Thought and Achieved," presented on the occasion of the awarding of the first Ishikawa Medal by ASQC, at the Society's Annual Quality Congress, May 25, 1994. IAQ President Kondo described former IAQ member and president Kaoru Ishikawa's philosophy and achievements. A copy of the paper, presented as part of the Ishikawa Legacy session, is available upon direct request from the author.

Walter Masing. "Professor Paul C. Clifford 1901-1993," *European Quality, Feedback Column*, May/June 1994, p. 75. Availing himself of the opportunity to address a letter to the editor, Acn. Masing has provided a historic recap of the contribution of Dr. Paul Clifford, quality pioneer and IAQ academician emeritus. Acn. Masing writes, "Younger people may not share the clear picture that an older generation has of Paul C. Clifford, who died last October, as the most influential force in the forging of modern quality control in Europe." (Thank you, Walter, for documenting and sharing this important bit of history.)

Spencer Hutchens. "ISO-9000 Quality System Standards Update," *Compliance Engineering*, March/April 1994, pp. 65-71. The latest word on both the U.S. government's position on ISO-9000 and revisions to the standard itself
"ISO-9000 And the Military." *Compliance Engineering*, Fall 1993, pp. 1-4. Acn. Hutchens addresses the question, "Should ISO-9000 replace military standards in the U.S. Department of Defense?"

Tito Conti. "Standards-based quality versus total quality: a challenge for Europe," *Manufacturing Europe*, 1994, pp. 81-84. A growing awareness that the source of quality lay in processes led to the gradual extension of standards from the to production processes. This article describes the principles involved, and how standards will be a challenge for Europe.

"Continuous improvement", *Business Strategy International*, pp. 9-11.

Companies risk quality stagnation when adopting ISO 9000, but standard implementation can lead to Total Quality. How? That is the focus of this paper.

ON THE LIGHTER SIDE: RÉSUMÉ BLUNDERS

Despite the best efforts of job candidates, typographical errors and other blunders often slip into résumés. Here are some humorous errors, collected by personnel expert Robert Half.

- "I am a rabid typist."
- "Here are my qualifications for you to overlook."
- "Operating Pitney Bones machine."
- "Able to meet deadlines while maintaining composer."
- Cover letter: "Please disregard the attached résumé—it's terrible out of date."
- Cover letter: "Hope to hear from you shortly."

And here are some attempts at being cute that fell flat:

- "Own a home, along with a friendly mortgage company."
- "Seek challenges that test my mind and body, since the two are usually inseparable."
- "My compensation should be at least equal to my age."
- "I don't usually blow my own horn, but I will go ahead and do so."
- "My ability to complete projects on time is unspeakable."

IAQ Lifetime Membership, 1966-May 1994

Thanks to Acn. Asao's diligent research, on the following two pages you will find the total membership population from the Academy, from its 1966 beginning through May 1994. In this version of the listing, the Academicians are shown in alphabetical order by last name. Data still missing is indicated by question marks. If you can help fill in the missing data or if there are corrections to be made, please write Acn. Asao directly. Thank you.

Wachniak

CONTACT No. 56 Information

Character Count	25,513
Word Count	5,049
Line Count	597
Sentence Count	1,203
Paragraph Count	504
Page Count	12
Average Word Length	5
Average Words per Sentence	8
Maximum Words per Sentence	41

IAQ LIFETIME MEMBERSHIP DATA 1966-MAY 1994				
Name	Nationality	Since	Status-History	
Akao, Dr. Yoji	Japan	1989	A	
de Almeida, Mr. Antonio, Jr.	Portugal	1989	A	
Alvarez de Buego, Mr. Luis	Spain	1983	R-1990	
Aschner, Dr. Gabor S.	Hungary	1979	A	
Asaka, Dr. Tetuichi	Japan	1969	E-1982	
Asao, Mr. Masashi	Japan	1978	A	
Aune, Mr. Asbjorn	Norway	1985	A	
Bass, Mr. Leon	United States	1969	R-1969	
Ball, Dr. Leslie W.	United States	1975	R-1993	
Bertin, Dr. Marcos E.	Argentina	1975	A	
Bester, Mr. Yossi	Israel	1990	A	
Bicking, Dr. Charles A.	United States	1969	R-1991, Died Nov. 26, 1992	
Blanco Loizalier, Dr. Enrique	Spain	1975	A	
Borel, Mr. George	France	1966	E-1982, Died Sept. 29, 1982	
Burgess, Mr. Norman T.	United Kingdom	1984	A	
Burt, Mr. R.M.	Australia	1976	A	
Cantarelli, Dr. Valeria	Italy	1972	E-1990, Died Dec. 3, 1992	
Case, Dr. Kenneth E.	United States	1990	A	
Cereceda, Sr. Pablo B.	Chile	1978	R- ?	
Chauvel, Mr. Alain Michel	France	1990	A	
Chambers, Dr. David S.	United States	1973	R-1986, Died -?	
Clifford, Dr. Paul C.	United States	1972	E-1980, Died Oct. 13, 1993	
Cole, Dr. Robert E.	United States	1993	A	
Conti, Mr. Tito	Italy	1989	A	
Correia, Mr. Mauro Luis	Brazil	1991	A	
Crosby, Mr. Phillip	United States	1972	R-1990	
Debout, Mr. Edouard A.	France	1975	E-1986	
De-Fremey, Dr. J.D.N.	Holland	1969	E-1978, Died Nov. 9, 1984	
Egermayer, Mr. F.	Czechoslovakia	1980	E-1980, Died -?- 1989	
Feigenbaum, Dr. Armand V.	United States	1966	A	
Ferreira, Mr. Romulo J.	Uruguay	1978	R-1982	
Fiaschetti, Mr. Rocco L.	United States	1978	C-1990, Died Jan. 19, 1994	
Fisher, Mr. C.E.	United States	1969	E-1982	
Frisinger, Mr. Ingemund	Sweden	1979	R-1988	
Freund, Mr. Richard A.	United States	1975	E-1987, Died July 23, 1989	
Fuchs, Mr. A. Edward	United States	1988	A	
Garcia, Sr. Enrique Jorge	Argentina	1975	A	
Garcia Arrecillas, Sr. Acardio	Mexico	1975	R-1990	
Garcia del Valle, Mr. J.	Spain	1972	R-1978	
Garmendia Suarez, Mr. Ivan	Venezuela	1983	R-1984	
Gatchalian, Dr. Milflora M.	Philippines	1982	A	
Glichev, Dr. A. V.	United States	1976	R-1983	
Godfrey, Mr. A. Blanton	United States	1990	A	
Gogue, Mr. Jean-Marie	France	1980	E-1991	
Goldsmith, Dr. John A.	United Kingdom	1990	A	
Golomski, Mr. William A.	United States	1985	A	
Grant, Mr. Eugene L.	United States	1975	A, H-1975	
Grocock, Dr. John M.	United Kingdom	1975	A	
Harada, Mr. Akira	Japan	1994	A	
Hamaker, Dr. Hugo C.	Holland	1975	H-1975, Died Sept. 7, 1993	
Hansen, Dr. Wolfgang	Germany	1984	A	
Harrington, Dr. H. James	United States	1984	A	
Hartz, Dr. Ove	Denmark	1979	A	
Hromi, Dr. John D.	United States	1990	A	
Hurd, Mr. Walter L., Jr.	United States	1976	A	
Hutchens, Mr. Spencer, Jr.	United States	1993	A	
Inoue, Mr. Keijiro	Japan	1969	R-1978, Died April 16, 1989	
Imaizumi, Mr. Masumasa	Japan	1976	C-1990, A	

A = Active C = Correspondent E = Emeritus H = Honorary R = Retried

Name	Nationality	Since	Status-History
Ishikawa, Dr. Kaoru	Japan	1966	H-1987, Died April 16, 1989
Ito, Mr. Masao	Brazil	1979	A
Itoh, Mr. Kotaro	Japan	1969	R-1978, Died Dec. 10, 1988
Jersin, Mr. Eric	Norway	1979	R-1990
Joenson, Ms. Kerstin M.	Sweden	1986	A
Jonson, Mr. Olle	Sweden	1969	E-1985, Died Sept. 17, 1988
Kano, Dr. Noriaki	Japan	1993	A
Kidwell, Mr. John	United States	1973	E-1984, Died Dec. 19, 1993
Knowles, Mr. Roy	United Kingdom	1981	A
Kofoed, Mr. Carl A.	Denmark	1976	A
Kogure, Dr. Masao	Japan	1966	E-1990
Koivula, Mr. Juhani J.	Finland	1976	A
Kondo, Dr. Yoshio	Japan	1975	A
Kume, Dr. Hitoshi	Japan	1991	A
Kusaba, Dr. Ikuro	Japan	1979	A
Lancaster, Mr. E. Jack	United States	1966	Died June 24, 1980
Leek, Dr. Jay W.	United States	1982	R-1991
Liebman, Dr. Murray E.	United States	1978	A
Luther, Mr. David	United States	1983	A
Mangelsdorf, Mr. Dietmar	Germany	1992	A
Masing, Dr. Walter	Germany	1969	A
Mattana, Dr. Giovanni K.	Italy	1987	A
McClure, Mr. Julius Y.	United States	1969	A
McDermott, Mr. T.C.	United States	1969	R-1978
Mizuno, Dr. Shigeru	Japan	1969	E-1984, Died May 21, 1989
Moreau, Mr. Jean Gabriel	France	1985	R-1987
Mueller, Mrs. Miriam	Israel	1973	R-1986
Murphy, Mr. John A.	Ireland	1993	A
Musi, Dr. Juan Carlos Lopez	Argentina	1984	A
Nixon, Mr. Frank	England	1966	E-1982,
Okuno, Dr. Tadakazu	Japan	1978	R-1986
Ohba, Dr. Koichi	Japan	1979	R-1986, Died June 21, 1990
Pal, Mr. Bsanta Kumar	India	1992	A
Pilon, Mr. Denys A.	Canada	1983	C-1990, A
Riordan, Mr. John J.	United States	1975	R-1982
Richardson, Mr. Phillip A.	Australia	1986	A
Rovesnjak, Dr. Mladen S.	Yugoslavia	1980	E-1988
Sandholm, Dr. Lennart	Sweden	1980	A
Sasaoka, Mr. Kenzo	Japan	1994	A
Schlesinger, Dr. Richard J.	United States	1978	A
Schwander, Mr. Andre	Switzerland	1984	R-1989
Seghezzi, Dr. H. Dieter	Liechtenstein	1980	A
Seitschek, Mr. Victor	Austria	1989	A
Shainin, Mr. Dorian	United States	1976	A
Shearman, Mr. Robert W.	United States	1973	Died Sept. 16, 1979
Shimizu, Dr. Shoichi	Japan	1979	A
Sierra, Mr. Enrique	Switzerland	1983	A
Sorenson, Mr. Pre-Ake	Germany	1980	A
Spickernell, Mr. D.G.	United Kingdom	1977	R-1990
Stephens, Dr. Kenneth S.	United States	1983	A
Stepheson, Mr. Anthony R.	New Zealand	1985	R-1990
Steir, Dr. Howard L.	United States	1975	R-1983
Thoday, Dr. Wilfred R.	United Kingdom	1972	E-1986, Died March 26, 1989
Turello, Dr. Umberto	Italy	1969	E-1992
Vigier, Mr. Michel G.	France	1983	R-1990
Wachniak, Mr. Raymond	United States	1978	A
Williams, Mr. Charles F.	United States	1979	R-1990, Died -?- 1993
Yoneyama, Mr. Takanori	Japan	1994	A
Zeller, Mr. Hermann	Germany	1978	A
Zaludova, Dr. Agnes H.	Czechoslovakia	1969	A

A = Active C = Correspondent E = Emeritus H = Honorary R = Retired



CONTACT

Newsletter of the International Academy for Quality

Dear Fellow Academicians,

With this issue I start my second year of editorship of the IAQ *CONTACT*. In a recent note, Acn. Chauvel wrote, "My wife asked me tonight why I was not coming at the table for dinner? I answered 'I'm reading *CONTACT*.' You may never believe it but it is the truth, so thank you." With those most appreciated words I am pleased to start this, my fifth issue. In this issue we will cover the following:

- Informal IAQ Meeting in Lisbon, Portugal
- Report on 1994 Annual IAQ Meeting, Las Vegas, NV
- Welcome New Academicians Harada and Yoneyama
- Acns. Hromi, Stephens, and Zaludova Win Acclaim
- Academicians in Print
- On the Lighter Side: On Prevention
- Updating News from IAQ Members
- Instructions for Future *Best On Quality* Authors
- Professional Society News
- Venues for Upcoming Quality Conferences

INFORMAL IAQ MEETING IN LISBON, PORTUGAL

With a large number of academicians already registered to participate in the 38th EOQ Annual Congress, President Kondo has called for an informal meeting of the Academy on **Monday, June 13, from 13:30 to 15:30 in the Alfa Hotel in Lisbon.**

REPORT ON 1994 ANNUAL IAQ MEETING, LAS VEGAS, NV

On the occasion of ASQC's 48th Annual Quality Congress at the Las Vegas Hilton, Las Vegas, NV, IAQ's Chairman of the Board **Harrington** and President **Kondo** called for meetings of the board and general membership of the Academy on Monday, May 23.

Board of Directors Meeting: The meeting was convened at 8:00. In attendance were Chairman **Harrington**, and Acns. **Kondo**, **Bertin**, **Bester**, **Golomski**, and (by invitation) **Wachniak**.

The Board addressed a number of subjects including the proposed agenda for the general meeting to follow. Minutes of the meeting held in Helsinki were approved as published. The meeting adjourned at 10:00.

IAQ Annual Meeting: President Kondo called the annual meeting of the academy to order at 10:00. Also attending were Acns. Bertin, Bell, Bester, Cole, Conti, Golomski, Harrington, Hromi, Hutchens, Imaizumi, Sandholm, Sasaoka, Seitschek, Shainin, and Wachniak.

Also present in Las Vegas was Acn. Luther, who as incoming president of ASQC was busy with the Society duties. Acns. Kano, Godfrey, and Stephens participated in other AQC matters.

Acn. Bester was appointed secretary of the assembly.

The meeting opened with a moment of silent prayer for Acn. Rocco Fiaschetti who passed away on January 19, 1994.

New Member Introduction: New Acns. Sasaoka and Cole were introduced and given their certificates of membership in the Academy. New Acns. Yoneyama and Harada were not present due to other business reasons.

Financial Report: President Kondo distributed a financial balance sheet. He recounted that the report was audited and found to be quite satisfactory. Auditors included Acns. Bertin, Masing, and Zeller.

With input from Acn. Aune, Acn. Kondo reported that IAQ's arrangements in Helsinki resulted in a surplus of FM 11,075 (approximately US \$1,900), which was transferred to IAQ bank account.

Acn. Kondo reported on action he has taken with regard to direct correspondence with 12 members of the Academy whose dues had been in arrears, in some cases for more than two years. As a result of this direct appeal, five members have fulfilled their obligation. Action will be taken on those still delinquent.

Chairman's Report: Acn. Harrington reported on time spent in communicating with other academicians and other activities he participated in as a representative for IAQ. They included: TC 176, national quality award ceremonies in Sweden and the Netherlands, South American tour (at the request of Acns. Bertin and Ito), and participation in two conferences in South Africa.

ASQC rejected the book *Quality in Small Business* because it was not double-spaced and in the standard format. He is taking it to McGraw-Hill to see if they will publish it. He also reported on the inability to get the European Foundation for Quality Management to take a position on the International Management Conference.

Vice Presidents' Reports:

● **Conferences, Publications & Relationships**

A detailed report will be attached to the minutes. Acn. Bester reported on his duties as VP, ongoing activities, publications, and projects. He stressed the need for the Academy to take action on establishing a budget for the Academy publications, *Best On Quality* and *CONTACT*.

His report included an extensive list of upcoming conferences at which he felt there should be representation by IAQ. His listing is in this issue of *CONTACT*, see "Venues for Upcoming Quality Conferences" (p. 10).

● **Membership and Education**

Acn. Golomski announced his elevation to founding editor of ASQC's *Quality Management Journal* and to advisory board member of the *European Quality Journal*. His report also identified a listing of lectures he had given in various parts of the world.

● **Technical Activities**

Acn. Seitschek requested that his report be delayed until the meeting in Lisbon.

In follow-up reports of the group discussions in Helsinki, President Kondo present the proposal on the Task of IAQ for Quality Development in Asian Region. His complete report will be attached to the minutes. He asked that all other reports developed at Helsinki be documented and submitted for distribution promptly.

● **Membership Chairman's Report**

Acn. Bertin reported the nomination of the newest members of the Academy, Acns. Cole, Harada, Sasaoka, and Yoneyama. There are now 63 members in IAQ.

A proposal for new membership classifications for IAQ constituents was passed. In addition to Active, Corresponding, Emeritus, and Honorary, two new classes were established, namely Members-in-Waiting, and Retired (Voluntarily and Involuntary). In addition, a system has been established that gives recognition for the work effort of members. This plan gives credits to academicians and members-in-waiting for taking part in various activities.

Academicians' Reports:

● **Best On Quality--Hromi**

ASQC has paid Carl Hanser the sum of US \$1,000 and the transfer of the right of publication to Quality Press is completed. Resolution of royalties and inventory for Vols. I-IV are still to be settled.

Acn. Hromi was asked to prepare a budget for the publication *Best On Quality*.

● **IAQ CONTACT--Wachniak**

A brief discussion of the content and length of the newsletter took place. Acn. Wachniak was also asked to prepare a budget for the publication *CONTACT*.

● **Best On Quality Award--Harrington**

Acn. Wachniak was presented his award for the best paper in the first two volumes of the IAQ book series.

● **Proposal for Greater Membership Participation--Wachniak**
Acn. Hansen has proposed a plan to get greater participation of each member of the Academy. This proposal was detailed in CONTACT No. 54. Acn. Wachniak provided a brief summary of the proposal and recommended that the membership chairman consider incorporating Acn. Hansen's idea in the proposed "credit" scheme reported earlier. This subject will be reviewed at the informal meeting in Lisbon.

Introductory Address By Acns. Cole and Sasaoka:

● **Robert E. Cole, "Reengineering the Corporation: A Review Essay."** Acn. Cole presented reengineering, as represented in the book *Reengineering the Corporation* by Michael Hammer and James Champy (1993). Several deficiencies were noted, including extravagant claims without evidence and an attempt to categorize the quality movement as limited to small-scale improvement. Moreover, contrary to Hammer and Champy, strong similarities between reengineering movement and the quality movement are apparent.

Despite these criticisms, there is a need for quality practitioners to reflect on the reason for the appeal of the reengineering movement. The importance of "keeping it fresh" as a way of energizing new action must be recognized. Also, there is some basis for the claim that the American quality movement has focused too much on small-scale improvement. It is important to position these various new elements as building blocks on existing quality systems.

● **Kenzo Sasaoka, "Quality Evolution in A Global Company."** Acn. Sasaoka recounted his experience in the evolution of total quality control at Yokogawa-Hewlett-Packard, Ltd. He described his first encounter with TQC in the 1970s and the winning of the Deming Prize in 1982. During the period 1975-1982, product failure rate was down 4:1, production cost were down 40%, inventory was down 70%, market share increased 1:3, and profitability was up 1:3.

His paper continued with the technology transfer of TQC to all other units of HP (1980s) and discussed the enhancement made to their systems to meet new quality challenges (1990s). Copies of the papers by Acns. Cole and Sasaoka will be included with the minutes of the meeting.

WELCOME NEW ACADEMICIANS HARADA AND YONEYAMA

Once again it is my good fortune to report to the membership the election of Akira Harada and Takanori Yoneyama as new academicians to the Academy.

Acn. Harada, 68, was born in Tokyo, Japan, in 1925. He graduated from Yokohama Technical College majoring in applied chemistry. He began his career in 1945. In 1966, as plant manager of Matsushita's Car Radio

Enterprising Dept., he invited Dr. Juran to the plant to see their QC circle activities. From 1951 to 1989, he held various managerial positions at Futaba Electronics Industrial Co. Ltd. In 1990 he became president of Oken Associates, serving as senior advisor to Futaba Electronics. He can be reached at the following address:

Mr. Akira Harada
2-12-2 Nakamachi, Meguro-ku
Tokyo 153 Japan
Phone: +3-3713-3829

Acn. **Yoneyama**, 65, also born in Tokyo in 1929. He graduated from the Yokohama Institute of Technology in 1949 and the Tokyo Institute of Technology with a master's degree in electro chemistry in 1953. He was made an authorized technical consultant by the Ministry of Science and Technology in 1964. He has authored a number of books and papers. In 1953 he entered Konica Corporation, holding many managerial responsibilities; he is currently president and chief executive officer. He is a candidate for vice chairman of the Japanese Society for Quality Control, and a counselor for the Union of Japanese Scientists and Engineers. You can contact him at this address:

Mr. Takanori Yoneyama
1-228 Higashi-Tamagawa-Gakuen
Machida-shi, Tokyo 194 Japan
Phone: +427-25-9717

I am sure all the members of the Academy join me in extending a warm welcome for these two newest members. We are looking forward to your active participation in IAQ.

ACNS. HROMI, STEPHENS, AND ZALUDOVA WIN ACCLAIM

During the Awards Luncheon at ASQC's Annual Quality Congress on May 24, Acns. **John Hromi** and **Kenneth S. Stephens** were recognized.

Acn. Hromi was the recipient of the 1993 Edwards Medal "for work during the past 20 years to help executives and managers understand and actively implement modern quality management; and for leading a center of applied statistics and quality control to an important role in coaching executives to grow strong businesses."

The E.J. Lancaster Award Committee elected Acn. Stephens as the 1993 awardee "for his outstanding contributions to the international quality community; for achieving a unique reputation in developing countries as an educator; and for his dedication, self-initiation, and strong support of quality movement around the world."

At the 86th EOQ General Assembly meeting, held in Sintra, Portugal, on Feb. 12, Acn. **Agnes Zaludova** of the Czech Republic was elected Honorary Associated Member of the EOQ "in recognition of her outstanding contribution to EOQ over the many years as a member of the Executive and as the Chairwomen of the Glossary Committee."

On behalf of the IAQ, I would like to congratulate Agnes, John, and Ken. We recognize the effort needed to be considered for these awards, let alone to be the awardees.

ACADEMICIANS IN PRINT

Asbjørn Aune. In the autumn of 1993, Acn. Aune published in Norwegian a 300-page textbook for use at technical universities and colleges. The title in English is *Quality-Driven Companies*. In the first three months since the initial printing of 2000 copies, the book sold out.

Armand V. Feigenbaum, "Feigenbaum's window on the world: Regaining the quality service edge", *National Productivity Review*, 12(4):457-461, Autumn 1993. This paper focuses on various aspects of service quality and presents three key principles involved in making total quality implementation work for any service organizations, namely: make quality leadership a strategic objective; establish a clear systematic structure; and energize and empower the quality commitment.

William A Golomski, "Characteristics of World Class Quality Organizations", *Informacion Comercial Espanola*, No. 724, December 1993, pp. 41-47 (in Spanish).

Hitoshi Kume, "The Japanese point of view on the ISO 9000 standards," *Quality and Reliability Engineering International*, 9:85-87, January/February 1993. Acn. Kume highlights the major differences between a Japanese quality system and ISO 9000 standards as well as describing the Japanese standpoint on these standards.

Noriaki Kano, Nobuhiko Seraku, Fumio Takahasi, and Shinichi Tsuji, "Attractive Quality and Must-be Quality", From *Hinsitsu, The Journal of the Japanese Society for Quality Control*, Vol. 14, No. 2, pp. 39-48, April 1984 (Japanese with English translation). The purpose of this paper is to make clear that there subjective and objective dimensions to quality of a product and that it is necessary to investigate the correspondence of these two aspects. The validity of the theory is examined and examples of application are presented.

Walter Masing. An announcement by the German Publisher, Carl Hansen relates to the publication of the third edition of the German language *Handbook on Quality Management*. The handbook encompasses the subjects of quality management, quality assurance, and quality control. It contains 55 chapters (1,148 pp., 471 pictures, and 53 charts) written by 63 authors. Like the earlier additions (1st in 1981 and 2nd in 1988), it is expected to be widely accepted in German-language countries. As many of you know, Acn. Masing is the editor. Others contributing to the handbook include Acns. Hansen, Seghezzi and Zeller.

UPDATING NEWS FROM IAQ MEMBERS

From Haifa, Israel, Acn. **Yossi Bester** writes: "I am deeply involved in the initiation of the Israeli National Excellence and Quality Plan. I presented the detailed plan to our Prime Minister and the whole Israeli government. The plan is officially approved and I was assigned to lead the first national pilot, which is a major Health Center in Israel; at the same time, I was elected to manage a similar program in a big hotel chain. This year I will take part in four international quality conferences in Las Vegas, Lisbon, Singapore, and Jerusalem. I will give a paper on 'Net Value Productivity' at each of the last three conferences."

From Chicago, IL, Acn. **William Golomski** writes to inform members of the Academy: "During the past two weeks I met with Acn. Aune in Norway, where he conducted a workshop on TQM in Oslo where I was a speaker. I also spoke to students and faculty at the University in Trondeheim. Last week I was with Acn. Bertin in Buenos Aires, where I gave seminars on TQM in health care (over 700 attended); TQM in higher education (120 attended); and new ideas for quality professionals (400 attended). In addition, I spoke to 80 executives of the Foundation for Quality Excellence and to 10 people who are associated with Argentina's national quality award."

From Palo Alto, CA: "I am now trying to finish a job that ought to have been completed a long time ago--to clean out my files and dispose of the contents (one way or another)," writes Acn. **Eugene Grant**, now 97 years young. As a historian interested in quality-related records, I am pleased to be on the receiving end of these original documents. Included are letters signed by Walter Shewhart, Edwards Deming, Harold Dodge, and others. I look forward eagerly to the next package from Acn. Grant.

From Paris, France: "Since January 1994, I worked on many new assignments: quality and safety in ship management, and when I find a day free, I give lectures on health care and quality cost," writes Acn. **Alain Michel Chauvel**. He continues, "Enclosed you will find information about my activities" and goes on to list 13 conferences and seminars he participated in during the first four months of 1994. These occurred in Canada, Greece, Turkey, the United Arab Emirates and the United States. In this same period, he lists five published papers and a second edition of a book he co-authored, titled *La qualité des produits alimentaires*, TEC&DOC-France.

INSTRUCTIONS FOR FUTURE BEST ON QUALITY AUTHORS

Acn. **Hromi** writes reminding members of the Academy that there is always a need for papers to be considered for publication in our *Best On Quality* series. He suggests that the editing process can be greatly facilitated if manuscripts are submitted to him double-spaced on disc format. Make sure the software used in word processing is identified.

If this can not be done readily, then double-spaced hard copy should be submitted.

After a paper goes through the review process and is accepted for publication, the contributor will be asked to submit: camera ready art work for any figures used; a black and white photo of oneself; and signed copyright release form, which will be mailed to the author along with notification of acceptance of the final version of the paper.

PROFESSIONAL SOCIETY NEWS

● **EOQ.** The EOQ's Harmonized Scheme for the registration of EOQ Quality Personnel* is an important step toward: (1) the certification of quality assurance systems, where harmonized criteria for the registration of auditors is required; and (2) responding to the needs of the companies which have to install, manage and audit their own quality systems. The Harmonized Scheme covers three categories of quality personnel: the Quality Engineer/Professional, the Quality Systems Manager, and the Quality Auditor. A brochure and special introductory tutorial on the topic will take place on Monday, June 13, immediately prior to the opening of the EOQ Annual Quality Congress in Lisbon.

--From *European Quality*, "A Harmonious Assembly" by Max Conrad.

*Historical Note: IAQ considered the possibility of a world-wide Quality Engineering Certification Plan 20 years ago. Ref. 8th IAQ meeting minutes, Boston, MA, May 23, 1974, and especially Appendix C-Memorandum by Acn. R.W. Sherman.

Acn. **Conti** reports: "The First European Forum on Quality Self Assessment was held in Milan on March 3-4. Four Academicians participated." (Acn. **Mattana**, president of AICQ, gave the opening welcome; Acn. **Conti**, president of EOQ, provided the introduction and objectives of the Forum; and Acns. **Conti**, **Fuchs**, and **Godfrey** presented papers.) Conti continues, "The Forum was quite successful, providing a through picture of how the Baldrige Award, the European Quality Award, and other TQM models are currently used for internal assessment aimed at strategic improvement planning." He adds, "EOQ aims to offer yearly Forums focussed on advanced topics. Next year's will be held in Frankfurt at the end of March; the theme and details will be announced soon, with the publication of the call for papers."

● **ASQC.** Program descriptions for the Transformation to Quality Organizations, the academic research initiative sponsored by ASQC, the Leadership Steering Committee of the Total Quality Forum, and the National Science Foundation (NSF) are available from ASQC. This partnership to fund, administer, and disseminate the results of academic research on the link between quality practices and business. The total funding pool will be \$9 million over the next three years, \$2 million of which will be disbursed in grants this year.

--From *On Q*, ASQC's Journal of Record, May 1994

● **NIST.** The National Institute of Standards and Technology is accelerating efforts to extend the Malcolm Baldrige National Quality Award to education and health care organizations. The 1994 Baldrige Award criteria have been distributed to education and health care volunteers for review of the core concepts and criteria items. Several health care and education organizations have volunteered to participate in developing Baldrige Award-based case studies. Each will complete and share self-assessment. A recently formed Education/Health Care Evaluation Team, composed mostly of former MBNQA examiners is working with NIST staff develop, evaluate, and refine key elements that make up a rigorous and credible award system. The completion of the first studies of the draft award criteria is planned for the fall of 1994. In 1995, organizations will be invited to submit pilot award applications. These applications will be reviewed by a pilot team and all pilot applicants will receive a feedback report, no award will be given in 1995.

--From ASQC's *Quality Progress*, May 1994

A total of seventy-one companies have applied for the 1994 Malcolm Baldrige National Quality Award. Twenty-three manufacturing companies, 18 service companies, and 30 small businesses sent in applications by the April 4 deadline.

--From MBNQA Board of Examiners *Update*, May 1994

VENUES FOR UPCOMING QUALITY CONFERENCES

- Aug. 8-10, 1994 4th Asia Pacific Quality Control Organization Conference, Kuala Lumpur, Malaysia.
- Aug. 24-26, 1994 First International Congress and Exhibition on Quality, Singapore. IAQ has endorsed and will support this program. At least seven academicians will present papers at the conference. For more details, write Cheong Mun Sang, Singapore Quality Institute, Blk 18 #03-08, Ngee Polytechnic Road, Singapore 2159, Phone: 467-4225, Fax: 467-422.
- Sept. 25-26, 1994 8th International Congress on QC, Buenos Aires, Argentina.
- Sept. 25-27, 1994 International Quality Conference, Taipei, Taiwan.
- Nov. 14-17, 1994 10th International Conference of the Israel Society for Quality, Jerusalem. IAQ endorses and agreed to be listed as a sponsor to the conference. Acn. **Bester** invites all members of the Academy to present papers at this upcoming conference. For additional information write: Secretariat, P.O. Box 574, Jerusalem 91004, Israel, Phone: 972-2-661355, Fax: 972-2-888165.

(Upcoming Conferences continued on p. 11)

ON THE LIGHTER SIDE

A fence or an ambulance?
T'was a dangerous cliff, as they freely confessed,
Though to walk near its crest was not so unpleasant,
But over its terrible edge there had slipped
A Duke and many a peasant.

So people said something would have to be done,
But their projects did not at all tally;
Some said, "Put a fence around the edge of the cliff,"
Some, "An ambulance down in the valley."
But the cry for the ambulance carried the day,
For it spread through the neighboring city;
A fence may be useful or not, it is true,
But each heart became brim-full of pity
For those who slipped over the dangerous cliff;

And the dwellers who lived in highway and valley
Gave pounds and pence, not to put up a fence,
But for an ambulance down in the valley.
"For the cliffs all right, if you're careful," they said,
"And, if folks even slip and are dropping,
It isn't the slipping that hurts them so much,
As the shock down below when they're stopping."

So day after day these mishaps occurred
Quick forth would these rescuers rally,
To pick up the victims who fell off the cliff,
With their ambulance down in the valley.
Then an old sage remarked, "It's a marvel to me
That people give far more attention
For repairing results than to stopping the cause,
When they'd much better aim at prevention.
"Let us stop at its source all this mischief," cried he,
"Come, neighbors and friends, let us rally;
If the cliff we will fence we might almost dispense
With the ambulance down in the valley."

"Oh he's a fanatic," the others rejoined,
"Dispense with the ambulance? Never
He'd dispense with all charities, too, if he could,
No! No! We'll support them forever.
Aren't we picking up folks just as fast as they fall?
And shall this man dictate to us? Shall he?
Why should people of sense stop to put up a fence,
While the ambulance works in the valley?"

IAQ CONTACT No. 55 June 1994 page 11

- Nov. 30-Dec 2, 1994 11th International Exposition of QC Circles, Singapore.
- May 22-24, 1995 49th ASQC Annual Quality Congress, Cincinnati, OH.
- June 12-16, 1995 39th EOQ Annual Congress, Lausanne, Switzerland.
- Oct. 17-19, 1995 International Convention of QC Circles, Tokyo, Japan.
- May 13-15, 1996 50th ASQC Annual Quality Congress, Chicago, IL.
- Sept. 9-13, 1996 40th EOQ Annual Congress, Berlin, Germany.
- Oct. 15-17, 1996 International Conference on Quality Control and the next IAQ triennial meeting, Yokohama, Japan.
- Nov. 15-17, 1996 11th International Quality Conference of the Israel Society for QC, Jerusalem, Israel.
- June 13-20, 1997 Acn. **Aune** has agreed to be the chairman of the program committee for the EOQ congress in 1997, which will be arranged in Trondheim. The city is celebrating its 1000-year jubilee that year. Acn. Aune writes: "I strongly recommend members of the Academy reserve the period of June 13-20 of that year for a visit to Norway."

SHARE YOUR THOUGHTS

You may use the space below to share your comments; detach the page, write on it, fold it (so that your comments are inside and my address is outside), affix postage, and send it. You can also fax your comments to me at (414) 784-0898.

Wachnick

IAQ CONTACT No. 22 June 1994 page 11
Nov, 30-Dec 2, 1994 (International Exposition of QC Circles)
Singapore.

May 22-24, 1992 45th Annual Quality Congress, Cincinnati, OH
June 12-16, 1992 45th Annual Quality Congress, Switzerland
Oct. 17-19, 1992 International Convention of QC Circles, Tokyo, Japan

Nov 13-15, 1992 45th Annual Quality Congress, Chicago, IL
Sept. 8-12, 1992 45th Annual Quality Congress, Berlin, Germany
Oct. 12-17, 1992 International Convention of QC Circles, Japan

Nov 12-17, 1992 International Quality Conference of the
Lateral Society for QC, Jerusalem, Israel
June 13-16, 1992 International Quality Conference of the
Lateral Society for QC, Jerusalem, Israel

fold

.....
I have been a member of the International Quality Conference of the Lateral Society for QC since 1992. I have attended several of the conferences and have found them to be very beneficial. I would like to see you in the future.
I am sure you will find this very interesting.
I am sure you will find this very interesting.
I am sure you will find this very interesting.

Raymond Wachniak, Editor
IAQ CONTACT
1170 Winston Park Court
Brookfield, WI 53045-2817
USA



CONTACT

Newsletter of the International Academy for Quality

Dear Fellow Academicians,

Perhaps you have noted that much of the United States has been hit hard with heavy snowfall this year. In our area, we have averaged one meter of snow per month during January and February. But I am pleased to say that our postal service has done a marvelous job in delivering your letters. So, as you will see, this issue of *CONTACT* covers a potpourri of subjects:

- 1994 IAQ Annual Meeting
- Documenting IAQ Total Membership--by Masashi Asao
- Welcome to New Acn. Sasaoka
- IAQ Scandinavian University Group--by Ove Hartz
- Swedish "Winning Leadership" Report--by Kerstin Joenson
- Helsinki Workshop Recommendation--by Wolfgang Hansen
- Awarding 1993 Deming Prizes--by Yoshio Kondo
- Academicians in Print
- Updating News from Academicians
- Venues for Upcoming Quality Conferences
- Deceased Academicians: Fiaschetti and Kidwell
- Feedback for IAQ Lifetime Membership Data

1994 IAQ ANNUAL MEETING, MONDAY, MAY 23

President Kondo has called for an IAQ annual meeting to be held during ASQC's 48th Annual Quality Congress, May 24-26. The schedule follows:

Organization: International Academy for Quality
Date: Monday, May 23
Location: Conference Room One, Hilton & Towers, 3000 Pacific Rd., Las Vegas, NV. Phone: 800-732-7117 or (702) 735-5111. Fax: (702) 732-5805.

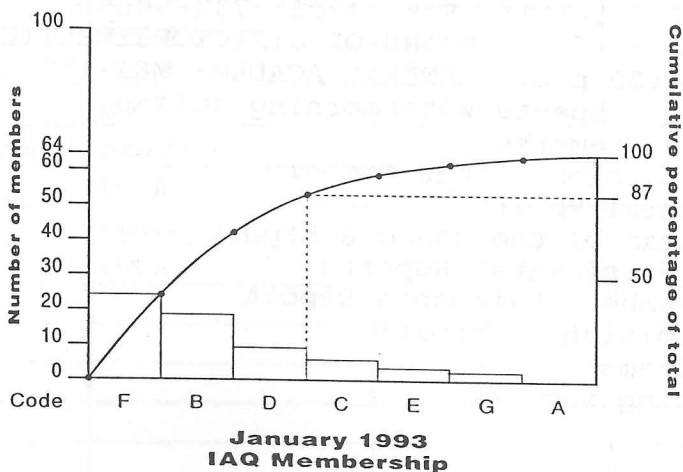
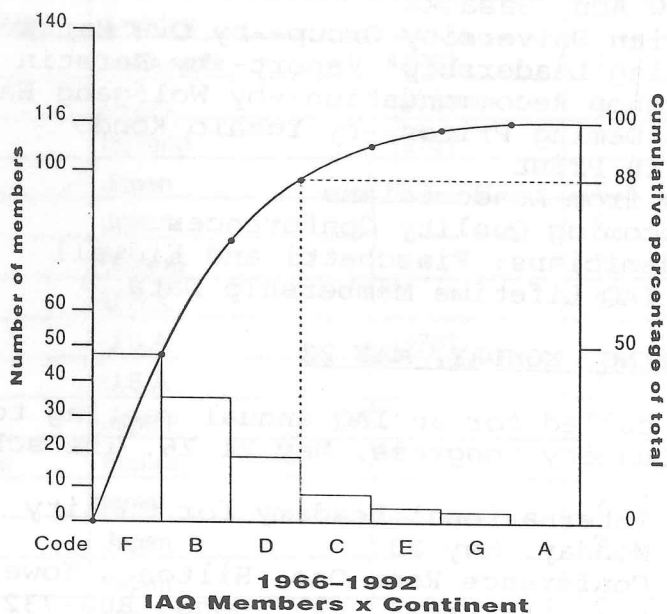
- 8:00-10:00 a.m. BOARD OF DIRECTORS MEETING
10:00 a.m.-4:00 p.m. GENERAL ACADEMY MEETING (Draft Agenda)
1. Social respects with morning coffee
 2. Opening remarks
 3. Introduction of new members
 4. Financial Report
 5. Chairman of the Board's Report
 6. Vice Presidents' Reports
 7. New Member Chairman's Report
 8. Academicians' Reports
 9. New items
 10. Closing remarks

DOCUMENTING IAQ TOTAL MEMBERSHIP--by Masashi Asao

Acn. **Asao** has shared an interesting list of all IAQ members, past and present, from the original six-man board through August 1993. The grand total of members during that period is 116, with representation by continent as follows:

Code	Continent	Membership		Membership	
		1966-72		1993	
A	Africa	0	0%	0	0%
B	North America	36	37%	20	31%
C	South America	8	7%	5	8%
D	Asia	20	17%	9	14%
E	Australia	3	3%	2	3%
F	Europe	43	39%	26	41%
G	Other	2	2%	2	3%

In the more familiar pareto analysis, the data look like this:



Acn. Asao requests your help in correctly identifying and/or confirming dates associated with your entrance date and date withdrawn or retired from IAQ, as well as those of other academicians that are in question or unknown and for those who are deceased, the date they passed away. A separate listing, where information is questionable, is included in this issue of CONTACT. Please review and send any corrections directly to Acn. Asao. Thank you.

NOTE: The Board of Directors and the Executive Committee requested that Academicians (a) supply IAQ Form 101 and support potential additional members to the Academy and (b) supply the committee with five or more names of individuals from within or outside one's own country, who, with proper nurturing, may provide a source of future IAQ members.

IAQ ADDS NEW ACADEMICIAN KENZO SASAOKA

It is a great pleasure to introduce and congratulate Acn. **Kenzo Sasaoka** as the newest member of the Academy. He is chairman of the board of Yokogawa-Hewlett-Packard, Ltd., Suginami-ku, Tokyo, Japan.

Acn. Sasaoka is a graduate of Kyoto University with a degree in electrical engineering. His work experience includes positions as R&D engineering, section manager, and manufacturing manager. As president and chairman of Yokogawa-Hewlett-Packard, he provided the leadership that resulted in the company receiving the Deming Application Prize in 1982 and the Ishikawa Prize in 1988.

He has written numerous technical paper speeches and the book *A Challenge to Revitalize Management--A Record of Enthusiastic TQC Implementation*, Quality Month Text 155, JUSE, October 1984. (English translation by Florida Power & Light Co., 1987.)

Acn. Sasaoka was president of the JSQC (1992), adviser to the Deming Prize Committee, JUSE (1993-), and organizing committee of JUSE QC Symposium (1993-).

Again a warm welcome to Acn. Sasaoka!

Mr. Kenzo Sasaoka Phone: +3-3395-3438
2-27-8 Nishiogi-kita Fax: +3-3395-3351
Suginami-ku Tokyo 167
JAPAN

MEETING IN THE IAQ SCANDINAVIAN UNIVERSITY GROUP

The IAQ Scandinavian University Group (Acns. **Hartz, Aune, Joenson, and Sandholm**), dealing with the theme "Quality Management Systems" in IAQ-Project 13, held its ninth meeting in Trondheim, Norway, last September. The purpose of the project is for the group to have

discussions on trends and developments in the area of quality management systems--emphasizing the process development and design of quality management systems in individual companies. Meetings of one and a half days have been held regularly and the group will continue to meet one or two times per year.

The Scandinavian University Group held an IAQ seminar in November 1992 at the Technical University of Denmark, Lyngby. At this half-day seminar, each of the four members of the group gave a lecture on the theme "Recent Developments in the Field of Quality Management." The audience was university students and staff. The lectures were followed by an interesting discussion.

At the latest meeting the following subjects were on the agenda: The Norwegian National Productivity Program Including Quality; Integration Quality Management-Cost Management-Time Management; Statistical Methods in Advanced Quality Management Systems; International Trends Beyond Standards, ISO 9000, Certification, and TQM. Furthermore, IAQ matters were discussed at the last meeting.

The next meeting in the group will take place Sept. 21-22 in Sweden with Kerstin Joenson as host for the meeting.

(Report submitted by Acn. Hartz, Feb. 23, 1994.)

IAQ ACADEMICIANS SHARED VALUABLE EXPERIENCES AT THE SWEDISH CONFERENCE "WINNING LEADERSHIP"--by Kerstin Joenson

"In the first week of February 1994 we had distinguished guests at the annual Swedish conference "Winning Leadership" arranged by the Swedish Quality Institute. David Luther and Jim Harrington were invited to share their experiences with the Swedish audience of CEOs and other managers from the private and public sectors.

"The conference is held annually to promote quality development in general and based on the Swedish Quality Award with criteria similar to those in the Malcolm Baldrige National Quality Award. At this conference, winners of the European Quality Award and the Malcolm Baldrige National Quality Award share their experiences and results. Plans were to have the winner of the Swedish Quality Award present the quality efforts that led to the winning of the prize.

"However, in 1993 there was no winner. Instead, some presidents, managers, and others gave their views on quality from different aspects and witnessed about their determined efforts to become winners, although not all of them reached the stage to be a model for others in all aspects set out in the Award criteria.

"Dave Luther spoke about 'Benchmarking--Giving and Taking' and 'The Koalaty Kid Project.' He also met with the network of the Swedish

Award examiners for more informal discussions. Jim Harrington talked about 'Process Breakthrough.'

"For me," Acn. Joenson said, "it was nice to meet with my fellow academicians for one evening after the conference with informal talks about trends and concerns for future quality development."

RESULT OF WORKSHOP DISCUSSION AT TRIENNIAL MEETING, HELSINKI, JUNE 1993

Acn. Hansen has documented a proposal designed to get greater active academician participation. As this proposal will affect the need for members of the Academy to maintain a more active role, it is presented here for your review and comment. Please send your response and/or alternative suggestions to Acn. Hansen and copy to Vice President Golomski. Please respond before May 15. This will provide time to discuss your reaction and take action at the 1994 IAQ Meeting in Las Vegas, May 23. Here is Acn. Hansen's proposal:

1. Reasons and introduction

The IAQ has undertaken to develop and propagate the "theory and practice of all activities involved in achieving quality." He who would instruct others must commence with himself if he wishes to maintain his credibility, and it occurred to me that the IAQ can only gain in credibility and influence with the outside world if we recognize the views, problems, and interests of our colleagues all over the world.

This is served in the first place by our various meetings. But for obvious reasons, numerous academicians can take part only from time to time--as a rule, only when the meeting takes place close to where the academician lives. The result is that we learn the views and opinions of the academicians mainly through articles and literature available to everyone, and these generally result at the end of a thought process. Consequently, the IAQ internal opinion-forming process does not benefit. Moreover, at the official meetings we hardly have the time to do more than listen to reports and discuss them briefly.

We can only attain our goal of an intensive internal exchange of ideas if it means minimum expense for each academician. The past has proved this to be true. To have good intentions is one thing; to put them into practice entirely another.

When we preach the philosophy of constantly improving quality to the world, each of us should make a minimum contribution towards improving the IAQ. In view of human weaknesses, such as an apparently inborn laziness, I suggest setting up a simple rule to guide us in our striving towards our above-mentioned goal. It is certainly interesting and important to know where our colleagues hold their meetings throughout the world. We should bear in mind

that although we may not be able to report on a spectacular journey, we may, nevertheless, make significant contributions towards our immediate sphere of activity. We should try to turn our joint interest in quality and our possibly differing views and perspectives into a written dialogue. In so doing, we should place greatest emphasis on fragmentary, as yet to be completely thought out notions. We must find the way to establish an internal dialogue; monologues are for the outside world.

2. Considerations

2.1 Without going to too much trouble, every academician should undertake to send the editor of *CONTACT* a short text, consisting of a minimum of five and maximum of 20 lines, once a year.

2.2 Subjects to be covered should be:

- A problem of topical interest that the academician is personally concerned with and that stands in closer or farther relation to quality, or
- A problem of topical interest that is being discussed in the academician's sphere of activity or has been solved unconventionally, or
- An event considered important by the academician in his own country or a country visited by him, or
- A future-oriented problem, the solution of which will be facilitated by the advice or experience of other academicians (who should get in direct touch with the academician).

2.3 It is the duty of the editor of *CONTACT* to collect, collate, and even abbreviate these periodic contributions. Since the quality of the contributions should lie not in their appearing in print but in their spontaneity, in principle they should not be intended for publication.

2.4 Every academician who keeps silent for longer than two years and fails to submit any contributions should be specially mentioned in *CONTACT* and given a friendly reminder of his obligation.

1993 DEMING PRIZES AWARDED--by Yoshio Kondo

"I would like to inform you the Deming Prizes this year were awarded to:

- Professor Yasuhiro Washio (Deming Prize), Keio Gijuku University, 'for outstanding contributions to the science, application, and dissemination of company-wide quality control.'
- NTT Data Communications Systems Corp (Deming application Prize). The largest company in the field of information service industry in Japan with about 9,000 employees. Among various activities of CWQC, they have been trying to standardize the procedure of system development (STEAD). Along with the progress of STEAD, the number of bugs detected in the final test decreased remarkably."

ACADEMICIANS IN PRINT

My research of the journals, plus notes from members of the Academy, permits me to inform you of these current works of our colleagues:

Acn. **Yoji Akao**, K. Imai, and K. Koura, "Systematization of Total Quality Control (TQC) in Japan," *Rep. Stat Appl Res (JUSE)*, Vol. 39, No. 1-2, 1992, pp. 30-44. In 1989 the Japanese Society for Quality control formed a committee to clarify the future role of TQC. The committee tried to establish TQC as an engineering system and also as a learning system on management technology based on the philosophy. This paper is a summary of their final report.

Acn. **Kenneth E. Case** and Chuanching Ho, "Economic Design of Control Charts: A Literature Review for 1981-1991," *Journal of Quality Technology*, January 1994, pp. 39-53. Many new approaches and applications have been developed in the area of the economic design of process control charts. This article provides a survey and brief summary of the work on economic designs published during the period from 1981 through 1991.

Acn. **A.H. Zaludova** was kind enough to send us a listing of three of her 1993 papers. They are:

A.H. Zaludova and V. Legat, "Optimization of Preventative Replacement", *Proc of Conference Esarel 93*, Munich 1993.

A.H. Zaludova and V. Legat, "Contribution to Optimal Preventative Maintenance Schedules," *Proc of Conference EOQ/IAQ*, Helsinki, 1993.

A. H. Zaludova, "Outline of quality systems implementation in the Czech Republic," *Proc of Conference of Central European Initiative (Quality Systems in Small and Medium-sized Enterprises)*, Prague, 1993.

Acn. **John M. Grocock**, "Organizing for Quality--Including a Study of Corporate-Level Quality Management in Large U.K.-Owned Companies," *Quality Management Journal*, January 1994, pp. 25-35. After a recap of a survey of corporate-level quality management, (by the *Sunday Times*, London, 27 Dec. 1992), Acn. Grocock proposes that perhaps the most important contrasting approaches to quality, and one having the greatest effect on the way a business organizes for quality, is whether it adopts a classical quality assurance (QA) philosophy or a quality improvement (QI) philosophy.

Acn. **Alain-Michel Chauvel**, "Quality in Europe, Toward the Year 2000", originally published *EOQ Quality* and reported in *CONTACT*, No. 53, was reprinted in *Quality Management Journal*, January 1994, pp. 71-77.

Acn. **Tito Conti**, "Taking the Strategic View," *European Quality*, Vol. 1, No 1., pp. 4-5. Total quality is not a fashionable formula, or a passing fad--it is a continuous search for competitiveness with total quality management as the strategy. Self assessment provides input for the strategic improvement planning process, ensuring that the improvements planned by the company are realistic and challenging, not

impossible or futile.

Acn. **Walter Masing**, "Quality Cost, Not Cost Cutting," *European Quality*, Vol. 1, No. 1, pp. 6-10. Both the developed West and the emerging Eastern European countries face enormous problems in matching rising customer expectation and delivering quality in a world where old mass production formulas no longer apply. Founding President of EOQ speaks out on these new realities.

Acn. **Hans Dieter Seghezzi**, "Paradigm Shift," *European Quality*, Vol. 1, No. 1, pp. 64-69. If great strides in quality management over the past decade are not to be lost, Europe needs a new management paradigm that is capable of integrating quality management as a part of a total management concept.

Acn. **Miflora Gatchalian** and Sonia de Leon recently launched at the Development Academy of the Philippines Auditorium in Psig, MM, their new book *Food Technology*.

UPDATING NEWS FROM ACADEMICIANS

Acn. **Zaludova**. In a letter dated the last day of 1993, I received word from Acn. Zaludova of the death of her husband Ing. Dr. F.H. Zalud on Oct. 14, 1993. She writes of a long period of nursing her husband at home for the greater part of the year. His death was a merciful release from a long and trying illness, fibrosis of the lungs. I am sure that all the members of the Academy join me in expressing our deepest sympathy to her on the loss of her husband.

On another matter Acn. Zaludova writes, "In Helsinki I handed over the Chairmanship of the EOQ Glossary Committee to Peter Naumann of the DGQ, Germany after having been in this function for 13 years." She also requested that the Czech Society for Quality Control's new fax number be released for your use. It is 00422-24227129.

Acn. **Gatchalian**. "I have applied for early retirement from the University of the Philippines where I held the rank of full professor for the last six years. I wish to devote full time to my consultancy firm and professional organizations like the Asia Pacific Quality Control Organization, of which I am Secretary General; the Federation of Institute of Food Sciences and Technology in ASEAN, of which I am President; the ASQC International Chapter, of which I am the Philippine Councilor and Senior member; and the IAQ, where I hope to develop a project in the near future, now that the book writing, Project 8, is reported near completion."

Acn. **Turello**. "Since my retirement in 1980, I did some consulting work with UNIDO and OAS until 1985, and since 1989 some part-time activity as editorial consultant of an editorial company (ITACA) specializing in quality and management publications." [New telephone number, Milano, (2) 66980086.]

Acn. Kogure. "I am very sorry for the passing of W. Edwards Deming. During the translation work on your document [the flier, given to me by Dr. Ishikawa, was for the July 10-18, 1950, "Quality Control Seminar by Dr. Edwards Deming"], I remembered the scene of Deming's first debut in Japanese industrial and academic fields around QC and his great contribution to the world through this century.

"I moved to a new house where I live with my son's family. Please change my address from the old to the new:

Dr. Maso Kogure
11-7 Mukaihara 1
Asao-ku, Kawasaki City
215, JAPAN
Phone: +044-966-3816
Fax: +044-966-4822"

VENUES FOR UPCOMING QUALITY CONFERENCES

- MAY 23** IAQ Annual Meeting, 10:00 a.m.-4:00 p.m., Conference Room One, Hilton & Towers, Las Vegas, NV. 800-732-7117, Fax: (702) 732-5805.
- MAY 24-26** 48th ASQC Annual Quality Congress, "Quality in a World Without Boundaries," Hilton & Towers, Las Vegas, NV. For conference brochure, request item 80166 from ASQC at 800-248-1946. For hotel reservations, call 800-732-7117.
- JUNE 13-17** 38th EOQ Annual Congress, "A New Culture for a New Europe," Lisbon Portugal. For further information: Portuguese Association for Quality, APQ, Praça das Industrias, P-1300 Lisbon Portugal, Phone: +351-1-363-64-43, Fax: +351-1-364-50-81.
- AUG. 24-26** First International Congress and Exhibition on Quality, Singapore. IAQ has endorsed and will support this program. At least seven academicians will present papers at the conference. For more details, write Cheong Mun Sang, Singapore Quality Institute, Blk 18 #03-08, Ngee Polytechnic Road, Singapore 2159, Phone: 467-4225, Fax: 467-422
- NOV. 14-17** Tenth International Conference of the Israel Society for Quality will be held in Jerusalem. IAQ endorses and agreed to be listed as a sponsor to the conference. Acn. **Bester** has extended an invitation to all members of the Academy to present papers at this upcoming conference. For additional information write: Secretariat, P.O. Box 574, Jerusalem 91004, Israel, Phone: 972-2-661355, Fax: 972-2-888165.

- MAY 22-24, 1995 49th ASQC Annual Quality Congress, Cincinnati, OH.
JUNE 12-16, 1995 39th EOQ Annual Congress, Lausanne, Switzerland.
MAY 13-15, 1996 50TH ASQC Annual Quality Congress, Chicago, IL.
SEPT. 9-13, 1996 40TH EOQ Annual Congress, Berlin, Germany.
OCT. 15-17, 1996 International Conference on Quality Control and
the next IAQ triennial meeting, Yokohama, Japan.

ACN. ROCCO L. FIASCHETTI DEAD AT 75

Acn. Rocco L. Fiaschetti, who served as ASQC's president from 1964 to 1966, died of a heart attack on Jan. 19 at his home in Whittier, CA. Fiaschetti was 75 at the time of his death.

Fiaschetti, who was retired, served more than a decade on ASQC's board of directors, including two terms as president and terms as chairman (1966-67), vice president (1962-64), and treasurer (1960-62). Under his leadership, ASQC established technological and professional committees on subjects ranging from quality cost to non-destructive testing. Fiaschetti guided the restructuring of the Society in several areas, including publication and education and training.

Under his leadership the ASQC board approved a policy of international agreement for the exchange of technical literature and approved the first agreement with the British Productivity Council. The board also adopted a resolution approving the further exploration of the formation of the International Association for Quality (IAQ). IAQ was to be an international confederation of several national quality control organizations comprising, in the beginning, ASQC, EOQC, and JUSE.

Born in Utica, NY, in 1918, Fiaschetti was employed by the Space Division of North American Rockwell Corporation in Downey, CA, prior to his retirement in 1988. He joined Rockwell in 1964 and held major management positions in quality management. At Rockwell, he worked on the Apollo and Saturn programs and was responsible for configuration management aspects of the spacecraft and launch vehicles. Before joining Rockwell, Fiaschetti was employed by Aerojet General Corporation and worked for more than 20 years with the Ansco Division of General Aniline and Film Corporation in a succession of management positions.

Fiaschetti earned a bachelor of arts degree in chemistry from Hobart College in Geneva, NY. He was an ASQC-certified quality engineer and was registered as a professional engineer in California.

Fiaschetti was elected to IAQ in 1978. He was named an ASQC Fellow in 1962. In 1977 he was awarded ASQC's Edwards Medal for outstanding

leadership in the application of modern quality control methods. He was also a member of ASQC's Awards Board and the Edwards Medal and the Professional Ethics and Qualification Committees at the time of his death. He was a recipient of the Los Angeles Section's Simon Collier Award and received the San Francisco Section's Ben L. Lubelsky Award in 1976. He was a past president of the Engineering and Technical Council of Southern New York and had been a member of the American Chemical Society.

On one occasion, when he was asked by *Quality Progress* magazine to describe his hobbies, avocations, or special interests, Fiaschetti responded, "Swimming, jogging, ASQC."

Rocco was a very close personal friend of mine. He will be missed dearly.

ACN. JOHN L. KIDWELL

His family said Acn. **John L. Kidwell** died on Dec. 19, 1993, of metastasized renal cell cancer. Jack had over 40 years of experience in the quality management field. Prior to establishing his own organization, he was a vice president for the NCR Company with corporate responsibility for quality; staff vice president for quality for RCA; director of quality for AVCO-Lycoming, Martin-Orlando, and the Oliver Corporation; and supervisor at Boeing-Wichita.

Kidwell was registered as a professional engineer (California) and was an ASQC-certified quality engineer and reliability engineer. He was a Fellow of ASQC, a past associate member of EOQ, and an Academician Emeritus of IAQ.

May both men rest in peace.

FEEDBACK FOR IAQ LIFETIME MEMBERSHIP DATA

As reported in this issue of *CONTACT*, Acn. **Asao** has undertaken a task to collect data on all elected academicians. The data he is seeking have to do with the year each academician entered the Academy, withdrew from the Academy, and, if the individual has died, the date of death. The information compiled to date follows; in cases where Acn. Asao is unsure of a date, a year is shown followed by a question mark (e.g., 1975?). Please review this listing, note any corrections that you are aware of (you may use the chart on p. 12), and return to:

Acn. Masaahi Asao
D&A Systems Corporation
3 30-1 Wakamatsudai
Sakai-Shi, Osaka 590-01
JAPAN

Thank you for your cooperation.

Wachnick

Name	Nationality	Year Elected to IAQ	Last Year of Active Membership	Date of Death
Sr. Arcido Garcia Arrecillas	Mexico		?	
Dr. Leslie W. Ball	U.S.A.	1975?		
Mr. Leon Bass	U.S.A.		?	?
Dr. Davis S. Chambers	U.S.A.		?	?
Dr. Paul Clifford	U.S.A.		?	Oct. 13, 1993
Mr. Phillip Crosby	U.S.A.		?	
Mr. Luis Alvarez de Buergo	Spain		?	
Mr. J. Garcia del Valle	Spain		?	
Dr. F. Egermaer	Czechoslovakia		?	
Mr. Romulo J. Ferreria	U.S.A.		?	
Mr. Rocco L. Fiaschetti	U.S.A.			Jan. 19, 1994
Mr. Ingemund A.H. Frisinger	Sweden		?	
Mr. Ivan Garmendia	Venezuela	1976?	?	
Dr. Eugene L. Grant	U.S.A.	1975?		
Dr. Hugo Hamaker	Holland	1975?		Sept. 7, 1993
Mr. Keijiro Inoue	Japan		?	
Mr. Kotaro Ito	Japan		?	
Mr. Erik Jersin	Norway		?	
Mr. John L. Kidwell	U.S.A.		?	Dec. 19, 1993
Dr. Murray E. Liebman	U.S.A.	1976?		
Mr. T.C. McDermott	U.S.A.		?	
Dr. Shigeru Mizuo	Japan		?	
Mr. Jean Gabriel Moreau	France		?	
Mrs. Miriam Muller	Israel		?	
Dr. Koichi Ohba	Japan		?	
Dr. Tadakazu Okuno	Japan		?	
Mr. John Riordan	U.S.A.	1976?	?	
Mr. Andre Schwander	Switzerland		?	
Mr. Robert W. Sherman	U.S.A.	?		
Mr. D.G. Spickernell	U.K.	1976?	?	
Mr. Anthony R. Stephenson	New Zeland		?	
Mr. Howard L. Stier	U.S.A.	1976?		
Mr. Michel G. Vigier	France		?	
Mr. Charles F. Williams	U.S.A.		?	
Any known others:				