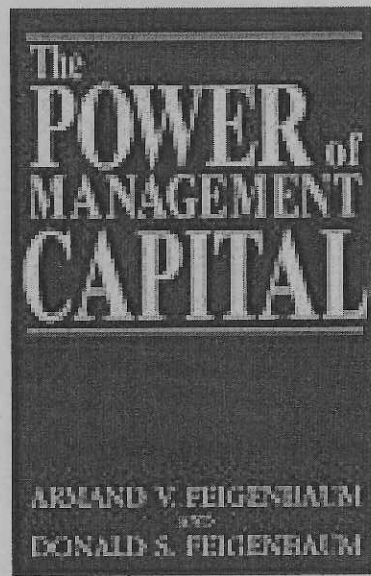


# CONTACT

A Newsletter of the International Academy for Quality – N° 86, May 2003

## **NEW BOOK FROM ACN FEIGEINBAUM “THE POWER OF MANAGEMENT CAPITAL”**

One of the action items from our meeting in Harrogate was to let the Academicians know when Dr. Feigenbaum’s new book, “The Power of Management Capital”, was coming out. This book discusses the new twenty first century management and globalization and the new frameworks for quality. The information from his long-term publisher, McGraw-Hill, is that the book will be published during the month of March, initially in English, beginning with its discussion in the press and other media in North America, it will be available through all bookstores including Barnes and Noble, Amazon.com, and McGraw-Hill. In the United Kingdom the book will be available through bookstores as well



as from the McGraw-Hill Book Company in Maidenhead. Similarly, in Europe it will be available through the McGraw-Hill offices in Milan, Madrid, Lisbon and Athens as well as through their offices in Australia, New Zealand and South Africa. Asia will be served by the McGraw-Hill offices in Singapore, Tokyo, Hong Kong, Manila, Seoul, Malaysia, New Delhi, Beijing, Taipei and Bangkok. For Latin America, it will be McGraw-Hill’s

cooperator, Vera Medieros in Sao Paulo.

Translations of the book will appear later based upon arrangements made between those publishers and McGraw-Hill.

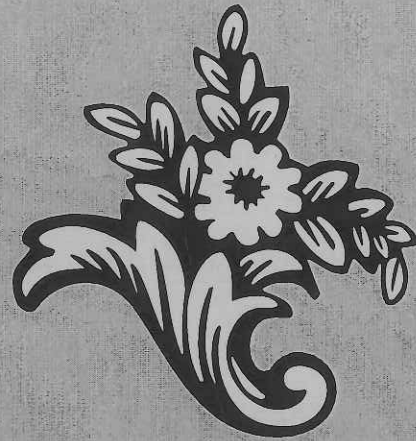
H. JAMES HARRINGTON

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## Reminder

It will be  
Dr. J.M. Juran  
100<sup>th</sup> birthday on  
24<sup>th</sup> december 2004



I am sorry to inform you that IAQ's President, Spencer Hutchen's wife, Vilma, passed on May 13th. Vilma had a mild stroke followed by a more severe stroke while she was in the hospital. Spencer and Vilma were married for a very long time, probably more than 50 years.

LINDA ZYSKO, ADMINISTRATIVE OFFICE

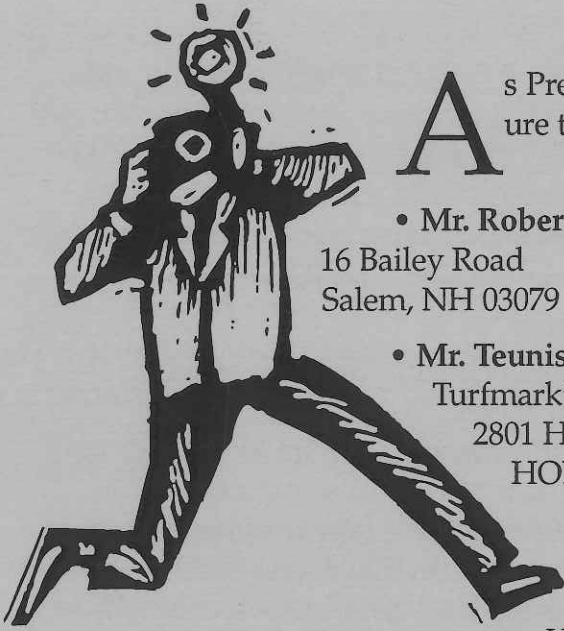


## IAQ/TQM COLLEGE CONFERENCE IN DUBAI



NEW ACN. ZAIRI, ACN. TITO CONTI, ACN. MASING,  
PRESIDENT HUTCHENS, ACN. HARRINGTON AND ACN. KONDO

# THE NEW ACADEMICIANS



**A**s President of the International Academy for Quality it is my pleasure to advise you of the election of two (2) new academicians:

• **Mr. Robert H. King**

16 Bailey Road  
Salem, NH 03079

• **Mr. Teunis Willem Hardjono**

Turfmarkt 104  
2801 HC Gouda  
HOLLAND

and to welcome you to the academy.

I am pleased and proud to welcome them.

Very sincerely,

**SPENCER HUTCHENS, JR.**  
PRESIDENT

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## REPORT AND CONCLUSIONS

### OF THE 2<sup>ND</sup> INTERNATIONAL QUALITY CONFERENCE OF THE CENTRAL AND EASTERN COUNTRIES

**T**he Hungarian National Committee (HNC) prepared and successfully implemented the Second International Quality Conference of the Central and Eastern European Countries with the main topic:

**“National Quality Programmes and Awards -  
Procedure and Best Practices”**

in Budapest, November 25-26, 2002. It was a continuation of the First International Seminar of the CEE Countries in Prague in 2001.

In the International Conference 130 quality experts and top managers from private and public sectors participated from 19 countries (Austria, Belgium, Croatia, Czech Republic, Estonia, Finland, France, Germany, Hungary, Ireland, Macedonia, Romania, Russia, Slovakia, Switzerland, The Netherlands,

Ukraine, USA, Yugoslavia).

The Conference was an excellent opportunity to use it as a Forum of exchange of information and experiences concerning Procedure and Best Practices in connection with the National Quality Programmes and Awards. On the Conference also successful companies from the participating countries provided information concerning the EFQM Excellence Model.

The following countries presented experiences with the National Quality Programmes and Awards at home in chronological order of the presentations:

Ireland, USA, Germany, Austria, Czech Republic, Russia, France, Romania, Ukraine, Yugoslavia, Hungary.

The following companies as National Quality Award winners were introduced:

- "Tesla Sezam" from the Czech Republic
- JSC "Trec" from the Russian Federation
- S.C. "Contor Zenner" from Romania
- "Brickware of Slobozhanshyna" from Ukraine
- "Herend Porcelain Manufactory" from Hungary

After the Parallel Working Sessions Benedikt Sommerhoff, Brigitte Tantawy-Monsou and József Megyeri reported on the result and introduced proposals for the conclusions of the Conference which can be compiled as follows:

- Several countries made a good progress in preparation and implementation of a National Quality Development Programme on different levels. The most important key success factors are the education and training as well as the attitude of the CEOs to quality. A few countries started a quality awareness programme for the whole society in this framework.
- The participating countries reported on good experiences concerning the procedures for application of the National Quality Award which are close to the procedure of the European Quality Award and not very different from each other. However, the SMEs need a simplified version for their application. A questionnaire-based benchmarking study and survey of the award offering organizations should be started.
- Countries which the National Quality Award haven't yet established should be supported in

their efforts. For this reason their representatives should be invited to workshops on the various awards and prizes.

- To increase the reliability of the scoring and assessment of companies' performance it is recommended to establish a workshop as an Eastern European Assessor Club during the next Conference. At the same time the practical experiences between the NQA Assessors can be shared.
- The National Quality Award winners described different ways to achieve the Business Excellence. They are looking for up-to-date quality techniques and methods to answer the questions: how to integrate self-assessment with Six Sigma and Balanced Scorecard and how can be used the benchmarking to solve practical problems. The feedback reports are mostly very useful.

Mr. Jan Hnátek summarized the conclusions of the Conference as mentioned above and invited all participants from the CEE countries to the next year Conference in Bratislava on 17th - 18th November, 2003. The technical program was proposed including the results from the workshops in Budapest.

The successful Second International Quality Conference of the CEE-countries should be continued in Bratislava 2003 (invitation was expressed), in Ljubljana 2004, in Kiev 2005.

Budapest, December 12, 2002

**PROF. DR. PAL MOLNAR**  
**PRESIDENT OF HNC FOR EQQ**  
**CHAIRMAN OF THE ORGANIZING COMMITTEE**

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## **SOME FORTHCOMING WORLD QUALITY EVENTS FOR YEAR 2003**

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### **9th ASIA PACIFIC QUALITY CONFERENCE (APQC'03)**

October 8-10, 2003 in conjunction with the 31<sup>st</sup> Mexican National Quality Congress.  
This is hosted by IMECCA Contact – Instituto Mexicano de Control de Calidad (IMECCA)  
Tel. (+5) 250 1099; (+5) 250 7390; Fx (+5) 254 1047; 254 7390; Email: imecca@prodigy.net.mx

## TIME TO SAY GOODBYE...

It has been a full twenty years of stewardship of the Asia Pacific Quality Organization (APQO) for me. I had been with the organization from the time it was conceived in 1981 in the Philippines, to the time it was born in Mexico in 1983 and baptized and legalized in China in 1985. Now I believe it is time to transfer the helm to a younger generation. APQO deserves to grow and prosper and a younger touch can probably give it the youthfulness it so richly deserves.

I have decided to retire effective after approval by the APQO Core Council members but not later than December 30, 2002. Co-terminus with my retirement is that of Ms. Carmen Loot who served as APQO Treasurer through all these years, yet remained mainly in the background. She received a Plaque of Appreciation at the 8th APQO Conference in China. How I wish APQO could have given her more than just a plaque.

At the 10th APQO Annual meeting in year 2000 in



Scottsdale, Arizona USA, the Core Council approved the position of Deputy Secretary General and accepted

Ms. Victoria Vallesterro to hold the position. This was an important consideration because the position of Secretary - General is not an easy job. One has to have certain capabilities to handle the work properly, having to deal with the international community. I have requested permission from San Miguel Corporation authorities to allow Ms. Vallesterro time to train for and later perform her functions as the new APQO Secretary General. (Her picture and brief bio-data was presented in the APQO Monitor, Vol. XIV No. 1).

I hope you will all welcome Ms. Vicky Vallesterro as your new Secretary - General and extend to her the same full support and cooperation you gave me during my watch. Good luck and God speed, thank you all and au revoir...

ACN. MIFLORA (MAY) M. GATCHALIAN,  
OUTGOING APQO SEC-GENERAL.

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## REPORT OF IAQ TRIENNIAL MEETING

HARROGATE, UNITED KINGDOM – OCTOBER 3, 2002

### **ATTENDEES:**

- |                   |                               |                        |                          |
|-------------------|-------------------------------|------------------------|--------------------------|
| 1. Juhani Antilla | 7. Riccardo Dell'Anna         | 12. Noriaki Kano       | 18. Hans Dieter Seghezzi |
| 2. Masashi Asao   | 8. Ove Hartz                  | 13. Yoshio Kondo       | 19. Shoji Shiba          |
| 3. Asborn Aune    | 9. Spencer Hutchins           | 14. Pal Molnar         | 20. Enrique Sierra       |
| 4. Marcos Bertin  | 10. Kerstin Jonson            | 15. John Murphy        | 21. Samuel Wang          |
| 5. Yossi Bester   | 11. Bertrand Jouslin de Noray | 16. Kenzo Sasaoka      | 22. Greg Watson          |
| 6. Tito Conti     |                               | 17. Jean-Claude Savard |                          |

### **MINUTES**

- Dr. Yoshio Kondo read a brief greeting from Dr. Val Feigenbaum.
- Academician Shoji Shiba, Visiting Professor of Operations Management at MIT delivered his introductory paper on "Breakthrough Management" using his fishbowl principle for involvement as a personal learning process.
- Academician Riccardo Dell'Anna of VP/GM of SKF bearing's automotive market delivered his introductory paper on the topic of quality as a direct experience.

- Election of Board and Officers for the period 2003- 2005:
  - Chairman, Marcos Bertin
  - President, Spencer Hutchins
  - VP, Strategy – Yossi Bester
  - VP, Publications – Noriaki Kano
  - VP, Conferences – David Luther
  - VP, Projects – Tito Conti
  - Secretary- Treasurer – Greg Watson
  - Board Members:
    - John Hromi
    - Yoshio Kondo
    - Leonard Sandholm
    - Jean- Claude Savard
    - Samuel Wang
    - Enrique Sierra, Parliamentarian
- Yossi Bester addressed the Academy on the topic of values and discipline regarding the process for his nomination as President- elect of the IAQ and expressed personal concern that the process was not followed adequately this year.
- A motion was made to accept the proposed slate of officers recommended by the Board by Dieter Seghezzi and seconded by Jean- Claude Savard and approved by 14 with 1 abstention the motion.
- Marcos Bertin presented IAQ President Awards to Yoshio Kondo, James Harrington and XXX (need the name filled in) (for 30 years of administrative support in Argentina).
- Marcos presented the IAQ President's plaque to Spencer Hutchins.
- On the membership report it was observed that the current number of Academicians is 67 – but, only about half are truly active. A suggestion was made that IAQ develop rules for activity that demonstrate participation – pay annual dues, plus flexible participation within a five- year period.
- Marcos Bertin Presented a report on the progress of the Corporate Government project – "How Quality Management Principles Can Improve Corporate Governance"
- Tito Conti and Greg Watson presented the status of the IAQ Handbook: "IAQ Perspectives on Quality, Competitiveness and Sustainable Performance."
- Other actions required:
  - IAQ Administrative Procedures: Need to rewrite six procedures by end of November (Hutchins, Sierra and Watson) – also for initiation of projects.
  - Web-site update for Academicians (Watson)
  - Status of Unpaid Membership - What is the 'grace period' for payment of dues by the members of the Academy? Perhaps we should call those who haven't paid in the past year and write a letter (email) to those who have not paid for two years. Perhaps we should assess an additional fee for late or non- payment of dues (prior history of \$30). For Academicians from developing countries, should we have a special dispensation for payment of dues? Dues may be paid electronically – explain alternative methods of payment available for dues. Pro- rate dues for the new members (number of months plus the cost of a pin) for initial payment then have all dues payable in January of the year. Invoice for dues should be distributed in December and then payable in the first three months with an additional late period of one month. For those members who do not appear to meet the minimum requirements for activity, then a decision about their continued participation should be encouraged (Hutchins /Watson).
  - Academicians Feigenbaum and Harrington suggested the establishment of a World Quality Council. The purpose of this council will be to address the needs of CEOs and Boards of Directors in thoroughly understanding the relationships between compliance, ethics and corporate governance. The council will be populated with academicians and successful management personnel with outstanding reputations who have earned the highest levels of respect globally. It was also suggested that this effort become a major IAQ project.
- The meeting was adjourned by Dr. Kondo.

# SOME THOUGHTS IN VIEW OF THE NEXT IAQ MEETINGS

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Dear Fellow Academicians,

One of the points of the agenda of the IAQ General Meeting in Kansas City is "Report on IAQ Projects". The aim is to discuss the status of current IAQ Projects but also - I would say, in particular - to make plans for the future. The discussion should possibly continue at IAQ Meeting in The Hague.

You certainly know what IAQ Projects are all about. The idea at the basis of IAQ Projects is that Academicians should find opportunities to cooperate in advanced quality related topics, producing significant results, particularly from an international perspective. By definition a body like the Academy should be able to produce such results. However past experience has demonstrated how difficult it is to reach significant achievements in this area of co-operative projects. We have discussed this problem many times, but we have not made significant progress. In Anaheim and Madrid the point was made that lack of "critical mass" could be considered as the main cause for inability to carry out significant projects. The link of individual Academicians to University Departments or Research Centers was then considered as a unique opportunity to generate critical mass. An invitation was then made to those Academicians who head such kind of structures to take the lead of co-operative IAQ projects. We had mixed results. Quite often Academicians who are in control of such research structures are so overloaded by their tasks that they have no spare time for IAQ projects. Some of them, however, did contribute and the result was very positive. For example, the books that we are going to publish have some chapters that are co-signed by Academician and non-Academicians, the latter having been involved by the former through the University structures.

Despite the difficulties, some outstanding results have been achieved, the latest being:

- the publication of the IAQ Handbook (that now for marketing reasons has been split into two books, one to be published very soon, the second later)
- the "Quality in Corporate Governance" Project, that has provided material for the IAQ Session in Kansas City and will probably provide material for another IAQ publication.

However, the lesson learned from such projects is that tasks of that dimension can be completed only if there is an Academician or a small bunch of them who are ready to take over a very heavy burden. Given the fact that Academicians are all very busy, that will not happen frequently..... unless the (moral) reward for such accomplishments becomes such to justify the effort. How could we increase such reward, how could we make the participation to IAQ Projects more attractive?

I believe that the problem is to identify projects that can really bring added value to the business community and the society - and that can be done only if we focus on the **specific IAQ skills**. Not just the individual Academicians' skills, since these normally express themselves through individual activities, but those **collective skills** that derive from being an **international team** with a broad range of interests and competence, **committed to**

**quality at international level**. There is little value in going after the same objectives that individual experts and research centers around the world are pursuing, however fashionable they may look. Added value, if any, can arise from the international perspective, and that was one of the purposes, for example, of the above mentioned books.

**But there is an area where the Academy can play a unique role: quality in globalization.** The present scenario still shows a high degree of interest (albeit decreasing) in quality, from the individual business level to the national level. However, the purpose generally is to make companies more competitive, consumers more satisfied, administrations (from the local to the national level) more effective and efficient. Almost nobody is taking care of quality beyond the national level. That is not consistent with the reality of globalization. **Somebody has to take the lead of the fundamental issue of quality in a global world and I believe that the International Academy for Quality can do that and should do that. In my view, that should be the mission of the International Academy for Quality in the 21st Century.**

Taking that as a specific IAQ mission, then searching for IAQ Projects that can generate real added value for a global world would be much easier. Such projects could be grouped (just as an example, for the sake of starting the discussion) in the following categories (however strongly interconnected):

1. Quality in global political relations
2. Quality in global trade
3. Quality in global finance
4. Quality and the global corporation
5. Quality and the global environment
6. Quality and preservation/respect of cultural heritage, pluralism, diversity in a global world

I believe that the "Global Trade Initiative" (Feigenbaum, Harrington) perfectly fits that view of the IAQ mission in the globalization era (# 2). I, for one, am ready to lead a project on # 1, a topic that I have already investigated and I am very much interested in. I am also involved in quality in Cultural Heritage, where an international organization called "Herity" (Heritage & Quality) is already active, trying to create international standards for the preservation and enjoyment of cultural assets (Acn. Foguel is also interested in this topic). I was very much impressed by the newly appointed Academician Mohamed Zairi when I saw him taking the lead of very interesting initiatives for improving education in Arabic countries and deeply involving the Academy in that.

I kindly ask Fellow Academicians who are interested in the above topics and cannot attend the Kansas City meeting to send their comments possibly in advance. Many thanks.

Best regards,

TITO CONTI  
VP IAQ PROJECTS

## CONFERENCE LISTING

DATE	PLACE	CONFERENCE AND THEME	IAQ ACTIVITY
May 19-21 2003	Kansas City Mu. USA	57 <sup>th</sup> AQC Annual Congress	IAQ Session
June 4-6 2003	Holland	47 <sup>th</sup> EOQ Annual	Congress IAQ Session Contact: Yossi Bester
May 24-26 2004	Toronto Canada	58 <sup>th</sup> AQC Annual Congress	IAQ Session
2005	Yokohama Japan	Quality Congress	IAQ Triennial meeting

## E-MAIL ADDRESSES

IAQ Intranet site – <http://iaq.asq.org/>

IAQ E-mails – [modonoghue@asq.org](mailto:modonoghue@asq.org)

*New or changed addresses are indicated in bold on the e-mail list below.*

- |                      |   |                                 |  |
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