



INTERNATIONAL
ACADEMY for
QUALITY



CONTACT

NEWSLETTER OF THE INTERNATIONAL ACADEMY FOR QUALITY

December 2023



**Remembering
Honourable Dr. Shoichiro Toyoda
The 1st IAQ Councilor**

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Chair's Message to the Academy

Dear IAQ Members,

Despite the heartbreaking news of international conflicts and frequent natural disasters, I hope that we will be able to create a better society.

I am sure that all of you are working hard in your respective positions to develop quality management in response to the changing needs and values of society and customers.

The values of the 20th century, when we chased after material satisfaction in the belief that this would lead to the formation of an affluent society, are already a thing of the past.

Since the end of the 20th century, the development of science and technology that can contribute to the SDGs and carbon neutrality has become the focus of research by scientists around the world, based on the reflection that the negative effects of such activities have led to the destruction of the natural environment and the depletion of natural resources, and that economic disparity is the source of serious international conflicts.

IAQ, which advocates "Quality for Humanity," is also strengthening its activities to meet the expectations of society with a focus on Think Tanks. We are also strengthening cooperation with quality management-related organizations in each region. It would be wonderful if IAQ could provide unique assistance in solving social problems, especially those of a regional nature, through this cooperation.

I sincerely hope that the wealth of experience and accumulated wisdom of our members will encourage young researchers to boldly take on new challenges and that activities that contribute to the realization of a better society will flourish.

I wish all members good health and continued success in their endeavors.



Shinichi Sasaki
Chair
International Academy for Quality

Message from the President to the Academy

Quality has a profound impact on every aspect of human life. It represents how well needs and expectations are met and denotes the degree of excellence.

Quality can be found in the products we use, the services we rely upon, the food we consume, the education we receive, the healthcare system we depend upon, and even in our relationships with nature. Quality is also the foundation for welfare and a good living. By focusing on doing the right things the right way, higher value could be achieved with less use of resources. This creates conditions for organizational profitability, cost-effectiveness and sustainable growth. Quality creates jobs, meaningfulness and revenues, and is a prerequisite for developing a well-functioning society.

Succeeding with quality is not easy. Quality is grounded in customer focus. By understanding the needs and expectations of the actual and future customers quality becomes clear. To deliver quality borderless cooperation is crucial, not just within the organization's processes, but also in the entire supply chain. Leadership plays an important role in the development of quality. In a fast-changing world, quality is not stable. Excellence is about continuously improving. The ability to improve is central in quality management. The cost of poor quality is huge in both companies and public organizations. This makes good quality work very profitable as significant savings are possible. These savings are essential for customers, company owners, employees, governments and future generations.

Today, the needs for quality and continual improvement are higher than ever. With a growing population on earth and increasing challenges regarding sustainability, it is critical to use our limited resources as wisely as possible. Reaching business and operational excellence puts high demands on cooperation within the quality community. Since 1966, the International Academy for Quality (IAQ) has focused on advancing quality worldwide for humanity. We are a small but important independent organization that brings together global thought leaders of quality. Our members are leading researchers, practitioners and executives within quality. Through our mutual contribution and the use of our knowledge and contacts, we can connect organizations, companies and countries in a common global development of quality. Through IAQ Think Tanks and Projects, we develop knowledge and deliver results.



Lars Sörqvist
President
International Academy for Quality

Message from the President-Elect to the Academy

Dear friends and colleagues,

No wonder we are all proud of being part of IAQ. We are among “the most respected, active and experienced protagonists of quality in the world” (<https://iaq.wildapricot.org>).

As IAQ Honorary Member Marcos E. J. Bertin always remembers, Academician Walter A. Masing used to say that the Academy is not a Hall of Fame. I see it as a wonderful way of pursuing the purpose of advancing quality throughout the world for the benefit of humanity.

Papers, articles, books, presentations, Think Tanks and projects are the means by which we achieve such purpose. It is not something we only do individually. As stated in IAQ Bylaws, “by our mutual contributions” we significantly increase the synergy of our actions.

There are applauded contributions from Academicians and Associates. The publications, books and awards listed in our web page together with the webinars and other activities organized by Think Tanks are amazing.

We also have many improvement opportunities. I see one basic means: to improve our “Walk the Talk”.

Let’s go back to the IAQ Manifesto: “Involve everyone: stimulating the universal involvement of all individuals in an organization...” We have the challenge of having more members with active participation in activities and programs.

Moreover, our Manifesto also invites us to deepen “the profound knowledge of quality sciences and widen the art of its application into all spheres of endeavor for the benefit of humanity”. We need to look at other professions - IT, human resources, marketing...- as customers and better understand their experience with our contribution; and, understand how to get our quality management to more executives and boards of organizations in different industries.

Bad news? Somehow, on the contrary, I see it as a piece of good news; think about how much more value we can add. We have the best quality knowledge and practices throughout all regions of the world. It’s just a matter of organization and determination.

In the last General Meeting, several fabulous pieces of news were shared. Plans for recruiting younger members, as well as those from the Communications and Publishing Committees. Think Tanks are tackling real global problems. Several other new projects and programs are under study or being implemented. All was motivational. It’s wonderful to see so many IAQ members doing such great job.

To achieve our motto: “The IAQ Way – Quality for Humanity”, we need to improve our “Walk the Talk”, mainly eliminating the Muda of not taking advantage of all the experience, knowledge and ideas of all IAQ members.

As Sister Mary Jean Ryan said: “Science can never serve unless it is first translated by people into a work of the heart.” I look forward to getting all IAQ members’ hearts on board.



Raúl Molteni
President-Elect
International Academy for Quality

REMEMBERING



1925–2023

Honourable Dr. Shoichiro Toyoda The 1st IAQ Councilor

For leading the transformation of Japanese quality to world leadership through his personal contribution as chief executive of Toyota Motor Corporation in developing products of outstanding quality with environment friendly approaches for over fifty years gaining acclamation around the world and for being recognized as global role model amongst business executives influencing the way in which an organization can achieve sustainable growth while serving society.

Meeting with Dr. Shoichiro Toyoda

On 28th September 2015 I met Dr. Shoichiro Toyoda in Tokyo at his induction into the Academy as Councilor.

Later in that day I interviewed Dr. Toyoda about an incident that occurred in 1964 when he was leading Toyota's Corporate Quality Office and he established the first cross-functional Quality Council. I asked Dr. Toyoda what happened at his first meeting of the company-wide quality steering meeting in 1963 and how it proceeded, he commented:

"That Taiichi Ohno was very difficult. He said that we must have the Toyota Production System deployed into all areas of our business. I replied: Dame, Dame Taiichi! Yes, we must have the Toyota Production System in Production but throughout all business areas we must develop a Toyota Management System."

I asked him a follow-up question: is he concerned that so many Western professors write about the Toyota Production System and only provide second-hand accounts about how it really operates – especially as a recent McKinsey Consulting Company survey had cited that 70 % of those pursuing this capability had failed? Dr. Toyoda commented: "No, we make cars!"

I probed a little more and stated that some people had claimed that Toyota's System must not be as capable as they claimed and that I believed it was because they only saw the TPS and did not understand the full management

system of Toyota. Dr. Toyoda concluded:

"I will dedicate my remaining years to correcting this perception."

Toshio Horikiri, Founding President of Toyota Engineering Corporation and former Chief Engineer for Prius, Founding President, delivered the first public address about the Toyota Management System at a conference on productivity in Sochi, Russia on 6th April 2017. Dr. Watson was invited to interpret this system from a Western Point of View. Today, the Toyota Engineering Corporation has established a training program at its subsidiary, the Toyota Management Institute in Nagoya to help organizations understand how the Toyota Sales System,



Dr. Gregory H. Watson, IAQ Past Chairman and Honorary Member, met Dr. Shoichiro Toyoda in Tokyo on 28th September 2015 at his induction into the Academy as Councilor.

Toyota Design System, and Toyota Production System operate as a holistic System of Management.

Greg Watson



Left to right: Academicians Dr. Yoshinori Iizuka (University of Tokyo); Dr. Hitoshi Kume (Secretary General Japan Accreditation Council); Dr. Shoichiro Toyoda; Mr. Janak Mehta (Chairman, IAQ); Dr. Noriaki Kano (Honorary Chairman of Asian Network for Quality); back Dr. Gregory H. Watson.

Dr. Toyoda's Achievements Are Widely Recognized

The late Dr. Shoichiro Toyoda, Honorary Chairman of Toyota Motor Corporation, the first IAQ Councilor, provided leadership as a top executive for most of Toyota Motor Corporation's history, from the difficult times when the company was founded to its recognition as a global company today. His achievements are widely recognized by the public.

I first met and exchanged words with Dr. Shoichiro Toyoda in 1975 at a research presentation meeting of the Toyota Technical Association, a group of young engineers, where he was then senior managing director and the chairman of the Toyota Technical Association.

The theme of my research presentation was the development of inspection equipment for automobile lighting systems. He encouraged me to do my best because quality control is very important.

Since he was a top executive and I was a novice engineer, we had no contact in business, but the next time I met him was in 1996 when I was promoting the Jikotei-kanketsu (Quality

Control by Scientific Method) activities as a department manager. I don't know who told him about this activity, but he came alone to visit the site and asked many in-depth and highly specialized questions.

Dr. Shoichiro Toyoda praised the direction of the approach to quality manufacturing and the efforts of the entire plant and also explained the difficulty of ensuring the effectiveness of the approach.

Since then, I have often received inquiries about quality, and each time I responded, I was always asked, "Have you been to the site?" I got into the habit of always looking at the work site because I was afraid that any lax response would be immediately detected.

Even after I became the director in charge of quality, I was often instructed as to who was responsible for Toyota's business. I am grateful to Dr. Shoichiro Toyoda for his teachings, which enabled me to make decisions that put the customer first without being influenced by cost or delivery pressures.

Since becoming Honorary Chairman, he has made great efforts to promote the Deming Application Prize so that quality control can benefit the world and people, and he has supported my role as chairman of the Deming Application Prize Steering Committee.

I would like to express my unceasing gratitude to him and pray for his soul to rest in peace.

Shinichi Sasaki

Shoichiro Toyoda – The Man Who Brought Japanese Quality to the West!

Our late IAQ Councilor, Dr. Shoichiro Toyoda, served as President, Chairman, and Honorary Chairman of Toyota Motor Corporation for many years. Under his leadership, Toyota improved quality dramatically, developed strongly globally and became the world's most successful automotive company.

The success of Toyota and other Japanese industrial companies resulted in a trade conflict with the US during the 1970s. Dr. Toyoda solved the situation by forming a partnership with General Motors and later building Toyota plants in the US, Canada and the UK. This became an eye-opener for many Western leaders who, from Toyota, understood the importance of quality management and systematics improvement work.

By successfully bringing the Toyota way of working with quality and continuous improvements outside Japan, Dr. Toyoda inspired hundreds of thousands of business leaders globally to focus on quality. Personally, he became a role model for executives and stimulated them to improve quality and reduce waste. Today this is more important than ever as this is needed to reach a more sustainable development on Earth.

Lars Sörqvist

Finding Opportunities, Dr. Toyoda Made Remarks from Broad Perspective

I still remember Dr. Toyoda had addressed the following at a QC symposium that impressed all participants:

We should intend to build a country aiming at an attractive country which is trusted and respected by the world. For this, he pointed out that we need to explore a solu-

tion to issues of environment and energy, the issues of low birthrate and ageing as well as promotion of diversity, and innovative creation. In addition, he powerfully insisted that his own faith in "mono-dukuri begins with hito-dukuri (things building begins with man building)" and "importance of quality control."

Noriaki Kano

Role Model of Quality for Humanity

My experience with Dr. Shoichiro Toyoda is based on his commitment to humanity that I could feel while visiting Toyota plants and meeting its people at various conferences.

For me that moment of handing over the certificate as IAQ Academician as the Councilor to Dr. Shoichiro Toyoda in September 2015 is the most cherished one.

Dr. Shoichiro Toyoda accepted to be the IAQ Councilor to demonstrate his personal commitment to the cause of quality around the world and his deep rooted belief that Quality is a great integrator, uniting people from different parts of the world.

He was a great proponent of global trade and that would not have been possible without Quality being the common language. In a way he brought quality to the Board Rooms of business organizations.

I believe the best way we can honour Dr. Shoichiro Toyoda is by committing ourselves with renewed vigour for promoting the cause of quality in the spirit of contribution without expecting any returns.

Janak Mehta



Chair Liz Keim presented the medal and certificate of Quality Laureate Award to Dr. Noriaki Kano.



Three members of Quality Laureate Award Committee, Dr. Yoshinori Iizuka, Mr. Janak K. Mehta and Mr. Yukihiro Ando, congratulated Dr. Noriaki Kano for receiving the award.

Dr. Noriaki Kano

The 1st Recipient of IAQ Quality Laureate Award

On 28th September 2022 at the Union of Japanese Scientists and Engineers (JUSE) in Shinjuku, Tokyo Dr. Noriaki Kano was awarded Quality Laureate.

I first knew about my receiving the Quality Laureate (QL) award was from a notification email from Chair Liz Keim, but I had no idea what kind of award it was. Until I received a document titled "IAQ Procedure for Quality Laureate" from Liz, I was very impressed

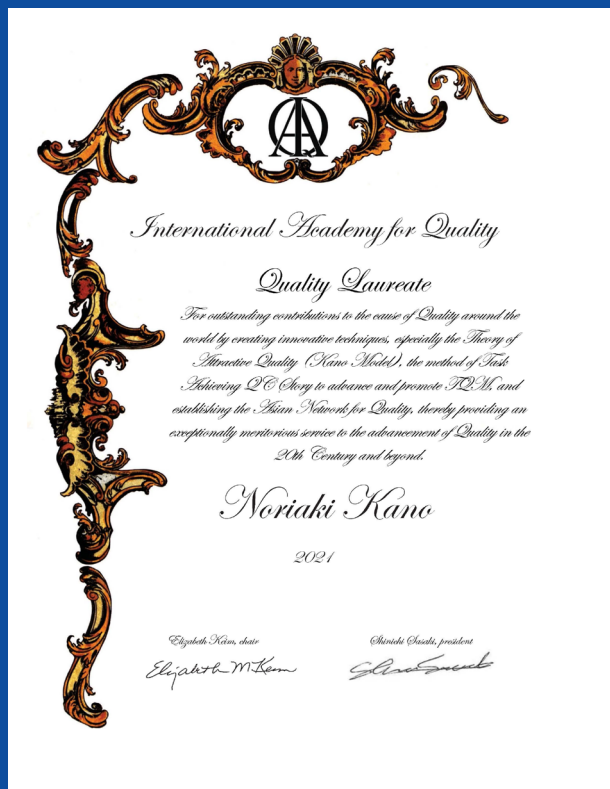
when I found the following statement, made by Dr. Armand V. Feigenbaum, on the document: "Receiving an IAQ QL is "an equivalent to receiving a Nobel Prize in the field of quality." What's more, I was amazed to know that I was the first recipient of the award.

Dr. Noriaki Kano Awarded IAQ Quality Laureate

For outstanding contributions to the cause of Quality around the world by creating innovative techniques, especially the Theory of Attractive Quality (Kano Model), the method of Task Achieving QC Story to advance and promote TQM, and, establishing the Asian Network for Quality, thereby providing an exceptionally meritorious service to the advancement of Quality in the 20th Century and beyond.

I am very happy that the work I have done over the years has been recognized world-wide. This honor was made possible by the guidance and cooperation of so many people, but especially by Dr. Kaoru Ishikawa, who guided me for a quarter of a century from my fourth year at university in 1863–64 until his death in 1989. I am very grateful for the good fortune of having had such a wonderful mentor.

Noriaki Kano





After the award ceremony, participants of the General Assembly of IAQ congratulated Dr. Noriaki Kano on receiving the Quality Laureate Award

Key Contributions of Dr. Noriaki Kano as Narrated by Members of the QL Award Committee and Those Who Have Worked Closely with Dr. Kano

Dr. Greg Watson:

The Kano Model theory began with the application of Aristotle's definition of quality in Greek philosophy (European culture); it was later applied to Frederick Herzberg's motivational and hygiene theory in behavioral science (American culture). The Model is unique in that it is the result of a blend of Western, American, and Asian cultures, taking its cue from hygiene theory (American culture) and linking it to attractive quality and natural quality (Japanese culture).

Dr. Yoshinori Iizuka & Mr. Janak K. Mehta:

Dr. Kano founded the Asian Network for Quality (ANQ). We highly appreciate Dr. Kano devoting

huge efforts on setting up ANQ, including launching the website, creating the logo creation and setting the financial rules. After laying the groundwork, he introduced the process of incorporating "Austerity and Simple Living" into the ANQ Way – as the most important attribute for promoting quality in Asia. An example of the idea is he has been emphasizing and seeking every effort to keep the participation fee low for the ANQ Congress, in particular for young researchers such as graduate students. Dr. Kano also introduced and established the operation of the world-class Ishikawa-Kano Award. He led the discussion on how the Gold Medal to be created and how the first awardee – Mr. Masahiro Sakane, Chairman

of Komatsu Ltd, was selected. Besides ANQ, Dr. Kano had made a big contribution to expanding the Deming Prize worldwide through introduction of The Deming Distinguished Service Award for Dissemination and Promotion (Overseas).

Mr. Yukihiro Ando:

As Dr. Kano's disciple, I greatly appreciate his contribution on creating the Task Achieving QC Story and the procedure for integrated quality improvement.

**Full information about the nomination and Dr. Kano's award receiving speech could be found in the document of IAQQL_日英統合版_0924_2.pdf at our website.

President Lars Sörqvist Presenting the 2nd IAQ Quality Laureate Award to Gregory H. Watson in Finland



The IAQ Board of Trustees elected Gregory H. Watson, past-President and Honorary Member of the Academy to become the second Quality Laureate of the Academy in 2022. The award was formally announced at the IAQ General Meeting in Philadelphia in May 2023. Due to health considerations, Gregory was not able to fly to the United States to accept the award. The award was presented to him by Lars Sörqvist, President of the IAQ, in Helsinki, Finland on 9th June, 2023.

An exclusive article about Gregory receiving the second Quality Laureate of the Academy will be published in the next issue of our Newsletter.

Stop Talking Money

For the quality profession to remain relevant, it must *adapt* to the era of digital transformation, *add* planet Earth concerns to its domain, and *counter* the current economic system.

Our theme here is the economic model

Considerations of economics are not new to the Quality field. Shewhart's 1931 masterpiece was appropriately titled *Economic Control of Quality of Manufactured Product*. Deming's last book, published in 1993, was titled *The New Economics*. He decried the short-term orientation of quarterly reports, and Wall Street wanting "financial people at the top." In the 30 years since profits from the financial sector have become an even greater part of all corporate profits. Even among economists, the question is being posed: Does the sector really *add* value or *extract* it?

The world's tepid response to our planetary crisis stems in part from the idea of many economists that only what is priced has value. Thus, the ecosystem services provided by the Amazon forests have no value, but cutting them down has, as it fetches a price. To the economist, as to business schools or consulting firms, causing pollution is an 'externality' outside of income statements, while cleaning up pollution could be a separate and lucrative business that adds to GDP.

Life expectancy in the U.S. is about 77 years, while it is 81 in Germany. The ratio of healthcare expenses to GDP is about 16.6 % in the U.S. and 12.7 % in Germany. These differences highlight the degree of higher value extraction and rent-seeking in the U.S. by insurance and pharmaceutical companies, and healthcare providers.

The food processing industry uses a variety of chemicals with dubious human consequences, besides refined sugar and flour, salt, aspartame, thermally treated oils, and a range of packing materials. It draws on a dairy industry that feeds hormones and antibiotics to its animals, and a farming industry that sprays pesticides and overconsumes water. Regulations have been lax at best.

The prevailing economic system has led to the loss of biodiversity, climate heating, and looming resource scarcity. Inequalities in income and wealth have risen.

Take two examples of where money talk has led us to. The twin Boeing Max

disasters that killed 346 people can be linked to a management that physically shifted from Seattle to Chicago, adopted stock price as a principal goal and swept aside the concerns of its engineers. And the Volkswagen tale of fudged pollution tests stemmed from an unremitting push to be the top seller of automobiles in the world.

In 1982, the United Nations adopted the precautionary principle with regard to the environment. Lack of scientific certainty is not a reason to stop actions to prevent potential environmental degradation – or other consequences. In the language of Quality, societal risk or type-2 error is to be mitigated in advance.

Under quality-based management (QBM), CEOs are expected to place the objective of serving the customer over every other priority of their enterprise. Automatically, the customer focus extends to society. This is not a small change, especially as boards are expected by law in some countries to defend the shareholders' demands foremost – an approach that compromises every other purpose of an organization.

The QBM way does not support excessive share buybacks that boost executive incentive payments, nor permit frontline workers to be laid off as soon as a downturn occurs in the business. Such ideas are not new either. An old example is of Henry Ford writing in 1926 that "there exists ... nonsense ... when mere money brokers endeavor to manage a productive business."

A firm that practices Quality would be unwavering in satisfying its customers, be mindful of societal needs of health and well-being, strive to do no harm to the planet, and, of course, care deeply for its employees. Bottom-up improvement activities would bring momentum to the organization. In the process, a company would save up cash generated by its profits, not just for the rainy day, but to be able at all times to invest in the future. And long-term shareholders would realize steady and consistently good returns, which would be a natural consequence of doing the right things. We are talking



N. Ramanathan

here of a seismic shift from current practices.

In my programs, I meet participants who complain that their CEOs constantly demand to be shown the ROI for every proposal. When we learn to think in terms of systems, we would spontaneously know that the profitability of the overall system would suffer if every action must maximize profits. For instance, a CFO insisted that outgoing trucks should be fully loaded – but what is the cost of customers not getting deliveries on time?

Where QBM is practiced, decision-making becomes simple. Often, no intricate cost calculations are required. And when data is needed, the methods of QBM would help produce reliable and detailed information not only prior to the decision but afterwards to check the results.

When we stop talking about money, it is so much easier to make it!

Juran promoted the concept of 'cost of quality' because money, he said, is the language of top management. Well, I am a small man, but am entitled to dissent. I think it is time top executives quit facing the stock market all the time, and turn to face their customers, people, and society. It is time the quality profession puts its foot down. It will help if we start learning alternative economic theories, the kind fostered by a handful – Sen, Raworth, Daly, Stiglitz, Mazzucato, Banerjee ...

Rethinking the Role of Customers in Successful Service Delivery

What sets apart product manufacturing from service delivery? While many people highlight the significant contribution of staff and service delivery activity, these aspects fail to capture the true differentiating elements.

Comparison

In a manufacturing process, a company can ensure that requirements are met independent of customer contribution or presence. However, in the realm of services, the situation is different. The success of a service depends not only on the staff's competence but also on the active involvement of the customer means that it's insufficient for the company to define the tasks for the staff who are involved in service delivery. Let's explore why. A service can only be realized in the presence of the customer (imagine a flight without passengers or a gym without members!). Services cannot be stockpiled like products, and they operate in a highly variable environment due to the involvement of the customer. While the presence of the customer is essential for any service, the extent of their participation may vary.

Customer contribution

In all cases, the objective of a service is achieved through the collective efforts of the organization as a whole, both internally and in collaboration with the customer. Consider a simple example: paying a bill at a post office. The service can be efficiently delivered if the customer fulfils his or her own role: waiting in line, completing the form and making a quick payment in cash or via card. Now, let's imagine another scenario: the customer jumps the queue, causing problems for others, submits an incomplete form, or forgets/loses his or her PIN. The time required for the process would double, leading to longer queues and inconveniencing other customers. The customer's role becomes even more demanding in other examples, such as a training course or online banking. What would be the outcome of a course with a participant who is distracted or uninterested? How much effort

does a customer when undertaking home banking at chosen time and place? Another instance is the time required to approve a loan, which is heavily influenced by the customer's preparation and submission of the required documentation.

This simple analysis reveals that effective customer contribution is crucial in delivering services. No sector is exempt from this law of service: whether it's healthcare, education, finance, catering, transportation, sports, beauty treatments, and more. The customer becomes an active participant in the service process. When this participation doesn't occur, the positive outcome of the service is compromised, leading to increased stress for personnel, a potential decline in quality, and negative impacts on other customers.

Roles assignment

Based on this perspective, we can say that in services the customer assumes the role of a "co-actor." This term highlights that the customer, too, must act according to the rules defined by the company to resolve his or her problem—whether it's recovering from an illness, acquiring new skills, making financial investments, enjoying a meal, improving physical fitness, or enhancing appearance.

Now, we must answer the question: Is the customer aware of being a "co-actor"? Usually, the answer is no. What can we do? We can't simply demand that customers jump through hoops and perform specific actions, as this would likely lead to a negative response: they are paying! It's also incorrect to state that customers need to be "educated" when, for example, they litter the premises, disturb others, submit documents late, or fail to follow medical instructions. Using the term "educate" implies a paternalistic role of the organiza-



Erika Leonardi

tion. A more appropriate approach is to establish a relationship between the organization and the customer that is disciplined on both sides by rights and responsibilities: the customer is the person who has needs and expectations and who wants a solution from an external organization, that has the task of interpreting needs and creating the most relevant response, whose validity, however, may be compromised by an inadequate contribution from the customer.

Communication impact

How can we fix this issue? We began by saying that the service requires participation of the customer, but that the customer is not aware of the role of co-actor and, lastly, that we cannot impose this role. Therefore, we must guide the customer through targeted communication, every time an active role is required. The focus must be on a particular communication. We are not talking about marketing: here the function is to sell. Much care needs to be devoted to communication throughout service delivery, in its widest and most varied forms: letters, brochures, signs, posters, variable messages, internet sites, emails etc. These messages serve a great variety of purposes: they do not only guide the actions and attitudes of the customer, but they motivate so that it

is also accessible and (why not?) thank the customer for his or her contribution.

Spontaneously, in all services, there are already tools that use various and different communication channels: It is important, however, to be certain that all the messages are appropriate to their end-use.

Lacking communication, whether in terms of form, substance, or channel employed, frequently results in customers having a bad experience (delays, inefficiencies,

waits, being transferred from person to person, being required to repeat the same tasks over and over again). Therefore, in service design we must bring out the moments in which it is necessary to provide appropriate communication tools, which act as a guide to the customer's actions and behavior: contact somebody, send a message, give an answer, draw attention to specific cases, alert the staff, notify of changes, give positive or negative assessments, and/or help other customers.

Thus, communication plays a significant role in service management: it represents the supporting pillars of a building, where the customer and the staff of the organization are the walls and floors.

In all cases, commitment to the customer pays dividends, as Richard Normann has noted: "Often the difference between success and failure is the ability to engage the customer appropriately and emotionally."

Evolution of the IAQ Examination Committee

The Formation of IAQ:

In 1966, recognizing that the discipline of Quality is global in character, ASQC past-president Armand V. "Val" Feigenbaum brought together the thought leaders from ASQC (now ASQ), JUSE (both formed in 1946) and the 1956-established EOQC (now EOQ), whose first President, Jan van Ettinger, suggested the formation of a global association. A six-man Board comprising each of the three Quality bodies was formed under the name International Quality Association. In 1971, the association became formal with the setting up of the International Academy for Quality with 21 invited members, comprising seven from each of the founding organizations. Jack Lancaster, past president of ASQC, became its first President and was followed by Armand V. Feigenbaum in the next triennial.

Early Membership:

The members of the Academy were called Academicians. Exceptional thought leaders and practitioners were identified and invited by Academicians who were then elected. It was decided that individuals may not apply for membership. Originally, membership was to be divided equally between the major regions - Asia, the Americas, and Europe, the Middle East and Africa (EMEA). In recent times, this equal division is no longer stressed, though diversity is still desired. Academicians are expected to make significant personal

contributions to the advancement of quality and to collaborate through participation in the Think Tanks of the Academy. Including current members, IAQ has had about 300 members in its history.

Subsequently, a rule was established limiting the maximum number of active Academicians to one hundred.

Early Examination Committees:

In the 1970s, Armand V. Feigenbaum, Kaoru Ishikawa, and Walter Masing served as the nominators and used an informal methodology to nominate people who were in their sphere of knowledge. From 1980, the Academy established an examining committee that had a two-stage process: screening and approval. Feigenbaum maintained control over the approval process and relied first on Dieter Seghezzi and then on Ishikawa, transitioning to Yoshio Kondo. Spencer Hutchens and Marcos Bertin also headed this activity. Feigenbaum decreased his direct role.

The Committee in the 21st Century:

Lennart Sandholm chaired the Examination Committee (EC) from 2003 to 2008 and established the first written procedures. In his memoirs (*50 Years of Quality*), he writes about his finding that in 2008, Academicians from Europe were all university professors and their

numbers had increased by 11 over a 20-year period, while industry practitioners had decreased to nought. But such a skew, he observes, was not true of other regions. Sandholm was appreciated for his work, but no immediate actions seem to have emerged. He was succeeded by Pal Molnar who chaired the committee from 2009 to 2011. During this period, Gregory H. Watson, then President, comprehensively rewrote the procedures, which have stood to this day, in 2023. Molnar was succeeded in 2012 by Lars Sorqvist, who in turn was followed in 2021 by N. Ramanathan.

Types of Memberships in IAQ:

Members are classified as Academician, Councilor, Companion and Associate, besides Honorary Member and Emeritus Member. Some information is provided on each type here. Associates are described in the next section.

Academician: In the early days, university academics and those with distinctive knowledge and expertise in the quality discipline dominated the membership. The intention was that Academicians would be active and experienced protagonists of Quality. Though membership in IAQ is a high honour, IAQ is not, as Walter Masing emphasized, a Hall of Fame. Members are expected to seriously engage in the activities of the Academy. Currently, the aim is that about one-third of the Academy shall be practitioners who have

directly led, guided, or implemented quality in an enterprise.

Councilor: This is a special, non-voting membership class meant for selected outstanding industry leaders who have demonstrated their knowledgeable commitment to quality. In lieu of dues, a Councilor provides service to the global quality community through IAQ.

Companion: Recognizing the need for IAQ to induct exceptional leaders who are in the administration of a professional quality society, association or other similar technical or management organization, a cadre called Companion was introduced, and Mme. Tang Xiaofen of China became the first Companion in 2008. A consideration for a Companion position can also be the lack of proficiency in English. Companions have the same rank as Academician and may transition to Corresponding Academician status when they are no longer in a role as administrator of a quality body. Companions pay full annual dues and can vote. Up to two can be Trustees, but no Officer positions are allowed.

Honorary Member: The initial membership of IAQ comprised gurus and highly respected professionals. So, early in the 1970s, Eugene Grant became the first Honorary Member. Soon, Ishikawa, Masing and Feigenbaum too, became Honorary members. W. Edwards Deming and Joseph M. Juran, of course, never joined IAQ, and are thus missing from this honor list. Till about 1996, these kinds of decisions were made informally by Feigenbaum and a close circle of top Academicians. Honorary members may vote in the General Meeting sessions but they pay no dues.

Emeritus Member: An Academician who retires after being a member for more than 15 years is eligible to become Academician Emeritus. The appointment is in recognition of distinguished contributions and can be made only by the Board. An Emeritus Academician vacates his 'seat' in the Academy, and cannot vote, or be a trustee or an officer. No dues are payable.

Membership Needs of IAQ in the Current Era:

IAQ is, and will always be, what its members are. It is their competence,

experience and commitment that makes IAQ an important world organization. In the early days of IAQ, there were many obvious choices for membership, as it was the age of gurus, pioneers and experts. The world has changed rapidly since the heydays of Quality. Great personalities are not easily spotted. To remain relevant, IAQ must attract new members with deep understanding and practice of Quality from diverse new fields – digital transformation, sustainability, biotechnologies and so on, besides persons with industrial, educational, healthcare and even government backgrounds.

Such potential members may not fit in exactly with the criteria by which we have been admitting members in the past. We need to look at present-day achievers with new eyes. Thus, one of the roles of IAQ Academicians has to be the discovery of persons who will be the thought leaders of tomorrow in the field of quality. The IAQ Quality Manifesto sets out some of the directions Quality should take.

One difficulty that nominators face is that they may not be quite certain about the suitability of a candidate. Hence, they might hesitate to approach a candidate for a detailed CV. The strategy committee has now agreed to a system of pre-nomination consultation with members of the Strategy Committee or the chair of the EC. In this way, more information can be found about a prospective candidate, and his or her disposition to being active in IAQ.

From the outset, IAQ has been conceived as a truly global association. While we may have dispensed with quotas, diversity remains a dominant requirement. We need members with differing backgrounds even within the quality discipline. We need university professors and researchers, consultants, practitioners and industrial leaders.

Associate: One major difference from the past is that great and established quality leaders are no longer so visible or abundant. That is why there has been a policy shift wherein most new members are expected to join as Associates rather than as full Academicians. It is now necessary to enrol gifted professionals in recognition of their regional or early-stage contributions to the Quality field in the

expectation that they will make an international impact and receive endorsements from Academicians in multiple regions. An associate is not a junior in the academy and is not treated that way. It is just that an Academician needs to be more widely known, especially in the Academy.

The first person who joined IAQ as an Associate was Pedro Saraiva in 2010. He is now an Academician and an IAQ Trustee.

Associate status is now the default entry level and direct induction as an Academician is reserved for exceptional cases. Associates pay half-dues. They cannot vote or be a trustee or an officer. An Associate is expected to be helped to graduate to Academician rank in three years by a mentor, who may be the nominator, though not necessarily so. An extension of three years can be requested. In practice, some Associates have remained so for longer than six years. The total number of Associate Academicians is limited to the number of active academicians.

The Rigor in the Process

Comments are made sometimes that the process of admission of new members is too tedious. On the other hand, complaints are also heard that the standard of academicians is not what it used to be! Thoroughness in the process is particularly necessary because in principle it is expected that the member would stay and contribute lifelong in the academy. Since no one can apply to be a member of IAQ, it is necessary that the process is credible to existing Academicians. The scrutiny by the EC ensures that there is consistency in the process, and the system of Board approval assures the standard. Sometimes the EC has to convey non-acceptance of a nomination or propose Associate status for someone nominated for Academicians. At times, the EC may request the nominator for more information or even a more detailed nomination letter. These are delicate tasks but are necessary.

The EC has some suggestions for those who wish to nominate a member or endorse a nomination.

1. Feel free to have pre-nomination consultations with Strategy Committee members or the Chair of the EC.
2. Please explain to the candidate that admission as an Associate

- is not a reflection of the ability of the candidate but of the need to devote time and exert appropriate effort to be acknowledged internationally based on work at IAQ.
3. Please request the candidate to provide complete information in the Bio form and make the CV as detailed as possible. It is useful to attach important papers published or provide links to them. Do not hesitate to run these through a few iterations with the candidate.
 4. As a nominator, please explain how the candidate is known to you and provide detailed reasoning for your nomination, backed by facts you are aware of. Good nominations often run into more than two or three pages.
 5. As a person endorsing the nomination, please write in detail your reasons for supporting the nomination and provide additional information if you can. One or two pages is the norm.
 6. Though endorsements are not required for associates, it is a good idea to include them in the nomination package.
 7. For a nomination as a new Academician, the nomination should be supported by at least two endorsements, one of which should be from outside the candidate's region. The process for an Associate to become an Academician is the same as that for a new Academician.
 8. Please send the full nomination package at one go to the Chair of the Examination Committee.
 9. Feel free to ask questions of the EC Chair while you are preparing the package.
 10. You may get a request from the EC for more information or for clarifications on the nomination package. Please respond to these questions at your earliest convenience.

Evolution:

IAQ is in its sixth decade. That in itself counts as an achievement. To see its centenary, IAQ needs to induct as member individuals who are not just relevant in this century but are seen as leaders in their own right. Our members should be steeped in Quality thought and at the same time attuned to the emerging needs of the global society and ever willing to advance and expand the discipline of Quality.

N. Ramanathan

Chair, Examination Committee

Acknowledgements:

Grateful acknowledgements to Gregory H. Watson for historical information. To Hesam AREF KASHFI for his encouragement, content suggestions, editing and fact-checking. Grateful thanks also to Beth Cudney for sharing some archives, and to Liz Keim, Pal Molnar and Lars Sörqvist.

New Initiatives of the IAQ Publications Committee

The IAQ Publications Committee aims to share the technical, practical and scholarly work of its members with the global community.

We plan to disseminate information on the role of quality to humanity, sustainability, and above all the historical role played by quality management to a wider community than just the quality community.

These work come in many forms: conference presentations, book chapters, journal articles, and white papers, to name a few. These may be work on behalf of IAQ or individual contributions.

The last two years was spent creating the IAQ Publications section on the current website. We started by creating a list of current quality publications by our members. allows the global community a

glimpse of the diversity of skills and knowledge our members.

Currently, we are exploring two new initiatives: a revival of the Beston Quality Series and an IAQ Journal. The Best on Quality series was started in 1988. Each volume contains a collection of quality articles around specific themes. It has been several years since the last volume was published and we are in the process of exploring collaboration with a publisher.

The IAQ Journal is envisioned to be an open access publication to bring Quality to Humanity. We are exploring models of how to bring this goal to fruition so we as IAQ could use this as a medium to bring ideas to all corners of the world at no cost.

For these new initiatives we have two working committees com-

posed of several members of IAQ. Jiju Anthony is working with us on the IAQ Journal and Beth Cudney and Dave Hutchins on the Best on Quality initiatives. Lars Sörqvist has been providing guidance on these initiatives. Grace recently shared the Best on Quality idea with the Logistic Think Tank recently and it was met with enthusiasm. As we get closer to finalizing a plan, we will be reaching out to all the Think Tanks.

Hiroe Tsubaki & Grace Brannan
VP-Supporter & VP-Publications

Quality in Logistics Think Tank (QiLTT)

The IAQ QiLTT's mission is aimed at producing relevant contributions related to alternative approaches to understanding global phenomena such as logistics for future development.

We define the role of quality in each of logistic areas with a focus on bringing knowledge and creating useful outputs to promote prosperity, freedom, safety, and democracy for all the people of the world.

QiLTT has 16 members who come from 13 countries:

1. Ayed T. Alamri – Saudi Arabia
2. Juhani Anttila – Finland
3. Behzad Behdani – Norway
4. Grace D. Brannan – USA
5. Catherine Y. P. Chan – Hong Kong China
6. Elizabeth A. Cudney – USA
7. Pál Molnar – Hungary
8. Hesam AREF KASHFI – Iran
9. Pedro M. Saraiva – Portugal
10. Miroslav Drlijača – Croatia
11. Hu-Chen Liu – China
12. Benson Tendler – Austria
13. Patricia C. La Londe – USA
14. Luca Urciuoli – Sweden
15. Raúl Molteni – Argentina
16. Edwin Garro – Costa Rica

Of these, 2 members are not an IAQ member. Members actively participate in the work of QiLTT, and it should be emphasized that, in addition to personal participation in meetings, the activities also relate to the preparation of materials, direct communication during the preparation phase of meetings, consultations in the course of research and the preparation of scientific and professional papers in the areas covered, and participation in the work of TTs within the framework of IAQ GMs as well as other forms of activity.

In recent years, circumstances have occurred that have significantly changed the context and caused disruptions and interruptions in the development of global supply chains (SCs), the consequences of which are still felt today. Such disruptions and interruptions in SCs disrupt the balance of global supply and demand which results in numerous negative phenomena (shortages of strategic products, inflation, black market, crime, conflicts, wars).

It is necessary to design and offer a solution to participants in global SCs to reduce damage in case of future disruptions in the development of SCs. In order to define the input for creating appropriate models, we are intensively researching three case studies that are characterized by a major disruption in logistics processes and SCs, with significant consequences on a global level: 1) COVID-19 pandemic, 2) the blockade of the Suez Canal and 3) the war in Ukraine. The research of these cases aimed to find out whether and to what extent the quality management system realization caused these cases and their negative consequences. This research will continue, and the ultimate goal is to design a management model for logistics processes and SCs that will make them more resilient in future crises. There are three levels of models:

- a model for individual organizations,
- a model for national economies, and
- a global model.

In the past period, the foundations of the model for individual organizations were laid. There is an ongoing discussion among QiLTT members about the methods, quality tools, measures and KPIs that should be defined within this model.

As a result of the research of the mentioned models, several scientific papers were published that research the issue of the influence of context on the development of SCs. The papers were presented at international scientific conferences in the Czech Republic, Bosnia and Herzegovina, Serbia and Croatia.



Miroslav Drlijača
Chair



Grace D. Brannan
Co-Chair

The preparation of a complete scientific paper that will present the solutions of all three models is underway.

One of the conclusions, that definitions from the ISO 9000 standard will be used in the design of the models, was adopted.

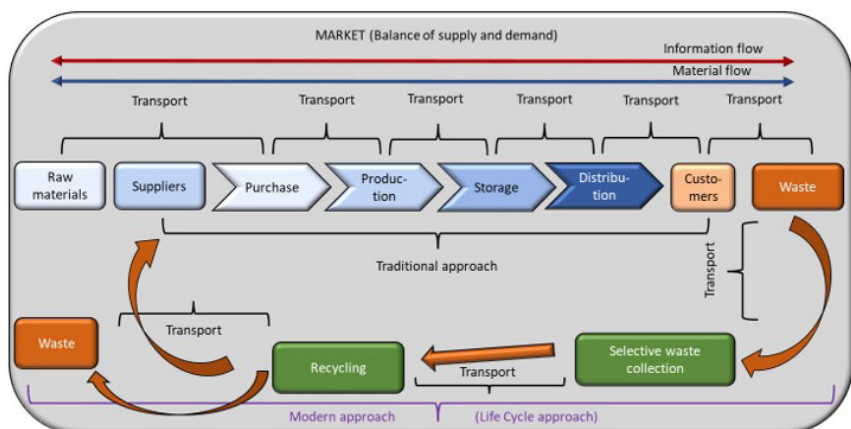
Contact with individual world experts in this field is underway regarding their inclusion in the work of QiLTT as external members.

In the coming period, by the end of this calendar year, we plan to complete the model for individual organizations as well as the national economies and global models.

So far, QiLTT has successfully cooperated with QiGTT, and plans to cooperate with other TTs to which it will share research results.

QiLTT fully respects and is in line with the purpose of IAQ and is based on the core values of IAQ. We are advocating for the application of UN Global Compact principles and connection to UN Sustainability Development Goals. Also, in our research, we use the settings of the IAQ Quality Manifesto for 21st century as a framework for action.

QiLTT's efforts are focused on offering innovative quality solutions that will contribute to the quality of life for all people on the planet.



Quality in Governance Think Tank (QiGTT) Quality Guide for Boards

The Quality in Governance Think Tank (QiGTT) is dedicated to analyzing, promoting, and implementing Quality concepts, methods, and tools in corporate governance to safeguard the interests of all stakeholders, uphold sustainability, ethics, and efficiency as core focal points. Our mission is to foster the integration of Quality principles into corporate governance practices for sustainable outcomes.

In line with our purpose and inspired by Marcos Bertin and Joseph Juran's "Quality at the Top", QiGTT has recently issued a comprehensive Quality Guide for Boards. This guide is designed to empower boards to take impactful actions, as their decisions can significantly influence an organization's management and overall achievements, particularly in family businesses. It emphasizes the importance of having "Quality at the Top" to establish sustainable quality processes, products, services, experiences, and results within an organization.

It is crucial to understand that this Guide does not provide a checklist of tasks for boards to fulfill, nor does it replace established standards or evaluation models. Instead, it offers a set of policies, practices, and tools that boards can adopt to enhance their contributions to the organization's success. These policies and practices are rooted in Quality Principles and methodologies commonly utilized by companies focusing on operational excellence, agility, improvement, transformation and ESG (Environmental, Social, and Governance).

The development of this Guide was a collaborative effort involving 67 board members and CEOs from various local and international companies across Europe, Asia, the USA, and Latin America. Their insights were collected through workshops organized by the IAQ Quality in Governance Think Tank using the World Cafe methodology, surveys distributed to IAQ Academicians, IAQ Think Tanks, Non-IAQ members, and external information sources like



PWC, as well as a questionnaire sent to companies listed on the Tokyo Stock Exchange Prime. 344 insights and suggestions were analyzed, summarized and simplified to make the Guide user-friendly.

Drawing on the principles outlined in the Quality Manifesto for the 21st Century by the International Academy for Quality, this Guide serves as a valuable resource for any organization seeking to improve its governance practices, even if they do not have a formal Board of Directors, such as small and/or family-owned companies. Those involved in decision-making and sharing responsibilities with owners and managers should align their approach and competencies with the ones described in this Guide.

While some organizations might prioritize compliance as a central aspect of the Board's accounta-

bility, this Guide emphasizes that mere compliance with laws and regulations does not guarantee future success. Instead, the Board must focus on adding value and ensuring that management also adds value to the organization. Unlike traditional discussions that focus on defining each other's responsibilities, this Guide shifts the focus toward promoting interaction, complementarity, and support between the Board and management, especially during uncertain times.

Recognizing all stakeholders, their needs, and seeking intelligent and efficient ways to satisfy them are crucial for building a sustainable business and reputation. The Guide emphasizes the importance of surpassing the competition in customer experiences, employee satisfaction, supplier relations and societal impact while acknowledging and highlighting owners as a vital stakeholder group.

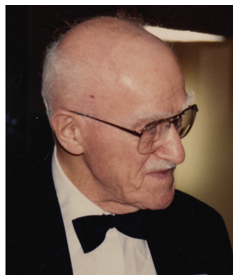
Another critical aspect addressed by the Guide is Environmental, Social, and Governance (ESG) competencies. It highlights the growing number of organizations adopting ESG practices to improve their leadership, audits, internal controls, board governance, busi-

- 67** directors from SMEs & large corporations
- 344** insights and suggestions
- 81%** from participants very satisfied **91%** with having participated
- 2** applications – Zoom y Mural – to allow it virtual
- 7** surveys answered by board members and CEOs from America, Europe and Asia & IAQ Think Tanks
- 7** workshops

ness ethics, intellectual property protection, and shareholder rights.

It is essential to understand that this Guide does not seek to compete with established standards or criteria like ISO 19000. Instead, it provides a unique perspective on incorporating Quality principles into the board's decision-making process, irrespective of the specific terminology used to define their quest for excellence.

With the publication of this Guide, we hope to equip owners, directors, and executives with a better understanding of how to apply Quality principles to their responsibilities, aligning their efforts with others within the organization working towards business excellence,



“In the absence of sincere manifestation of interest at the top, little will happen below.”

Joseph Juran and J. Keith Loudon, *The Corporate Director*, American Management Association; First edition, 1st Printing (January 1, 1966)

superior customer experiences, and employee satisfaction. By doing so, we can collectively drive organizations toward a more sustainable and successful future. Inspired by these insights, a Board may want to go back to the organization's strategy, identify constraints, and prioritize actions based on the suggestions provided by the Guide.

Technologies are part of the usually called transformation, but can this be possible if the Board conducts their responsibilities as usual? The Board and the C-Suite need to transform themselves first if they are willing to transform the organization.

Raúl Molteni
Chair, QIGTT

Students Quality Circles

Fostering a quality mindset for a thriving society

Introduction

Students Quality Circles (SQC) are miniature versions of the Japanese Quality Control Circles (QCCs) implemented in the corporate world. These activities aim to instil a quality mindset in students from an early age, shaping their personalities with a strong emphasis on quality. SQCs have been an innovative and integral part of co-curricular activities in schools and colleges across many Asian countries since the mid-nineties. The primary objective of the SQCs program is to prepare students for the corporate world and promote a culture of quality living in society.

The Vision

The concept of Students Quality Circles (SQCs) aims to develop a society driven by total quality, instilling a quality mindset in students from an early age. While school curricula play a role in shaping students' knowledge and values, co-curricular programs are crucial in fostering the personal traits required by both society and the corporate world. However, the quality and intensity of co-curricular

activities vary among schools. Neglecting co-curricular activities in favour of employability-focused education results in underdeveloped citizens.

Organizations, regardless of their nature, depend on individuals with specific qualities, knowledge, and skills. When there is a disconnect between their requirements and the available human resources, society as a whole suffers from below-average products, services, and poorly managed systems. Therefore, early development of a high standard of quality mindset is crucial for individuals to contribute to the establishment of a national quality brand.

What are SQCs?

SQCs are co-curricular activities that provide students with opportunities to solve real-life problems through teamwork and data-driven scientific methodologies. Facilitated by trained SQC facilitators, students form autonomous groups and employ a systems approach to address specific issues. They present their findings to internal committees and can participate in national or international SQC



Kamran Moosa

conventions. By integrating SQCs into their systems and embracing the vision of total quality, schools can nurture students' personalities with quality management practices, making valuable contributions to the development of a quality-conscious society.

Examples of SQCs Topics and Themes

The selection of topics and themes revolves around the age and level of students so that they can envision quality issues within their mental age and contexts. Some of the topics from the last SQC conventions were as fol-

lows: Unhealthy Food Issues in School, Noise level in schools, lack of discipline in the classroom, why students choose the field of medicine and engineering only, lack of communication skills at the secondary level, psychological stress in students, bullying, junk food, cheating, late coming and absenteeism in schools, career planning, etc.

Instilling Quality Behavior in Students

SQC programs aim to instil certain characteristics in students that may not be nurtured in a typical academic environment. By participating in SQCs, students not only enhance their future employability but also become valuable assets to society. SQCs influence the development of three types of behavioral changes and skill sets: (1) management skills, (2) soft skills, and (3) technical skills. The maturity and acquisition of these skills vary among students involved in different SQC projects and can be influenced by factors such as program prioritization, quality of facilitators, and training provided to students and teachers.

Management skills cultivated

through SQCs include a quality mindset, systems thinking, scientific approach, root-cause analysis, and planning. Soft skills encompass critical thinking, communication and confidence building, leadership, teamwork, and social skills.

Leadership and teamwork skills are developed from the childhood level through the structure of SQCs, where students work collaboratively on real-life problems. Social skills, such as empathy, active listening, and relationship management, are honed through interactions with stakeholders. In terms of technical skills, SQCs facilitate the development of structured problem-solving skills, the use of statistical methods, PowerPoint presentations, MS Excel software applications, and report writing. Students are guided through a standard problem-solving process and encouraged to apply basic statistical tools. They also gain proficiency in presentation techniques, software applications, and report writing.

Management of SQCs

Effective management of Students Quality Circles (SQC) is crucial for

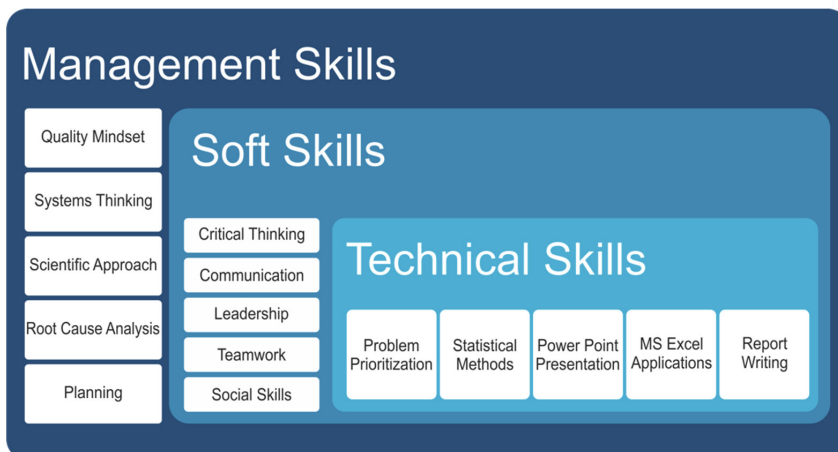
their successful implementation and sustainability. Often, school leaders, driven by enthusiasm and motivation from SQC conventions or success stories, underestimate the organizational dynamics of SQCs. This often leads to launching the program without proper planning, resources, and management controls, resulting in failure and loss of trust among students, principals, and teachers. It is important to recognize that program failures are often due to management weaknesses rather than inherent flaws in the SQCs themselves.

Effective management of SQCs requires clear roles and responsibilities for all stakeholders, including principals, facilitators, teachers, and students. Leadership plays a vital role, with leaders having a strong vision and commitment to the long-term goals of SQCs.

Planning is essential for SQC implementation. It involves establishing a steering committee, selecting a competent program facilitator, engaging teachers as ambassadors, and developing a guidebook for students. The launch of the program should be well-organized, with student registration and parental engagement strategies in place. Students should receive training on SQC concepts and tools, and regular coaching should be provided to support their problem-solving efforts.

This article is an extract from the book "Students Quality Circles", authored by Kamran Moosa & Abdul Wahid Mir, published on Amazon in 2021.

The author can be reached at kamranmoosa@piqc.edu.pk



IAQ Awards, Medals & Prizes Recipients



**QUALITY
LAUREATE**



**Gregory H. Watson
2023**



**Noriaki Kano
2021**



**FOUNDERS'
MEDAL**



**Kenneth Case
2022**



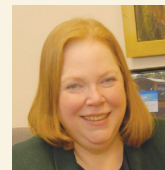
**Narayanan Ramanathan
2022**



**Antonio de Almeida, Jr.
2019**



**AGNES W. ŽALUDOVÁ *late* Deborah Hopen
WOMAN OF
QUALITY MEDAL**



2020



**Sr. Mary Jean Ryan
2020**



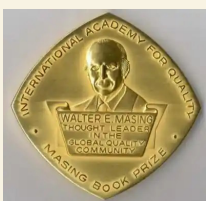
**Madam Tang Xiaofen
2020**



**YOSHIO KONDO
ACADEMIC RESEARCH
PRIZE**



**Pedro Saraiva
2019**



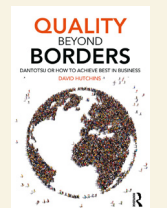
**WALTER E.
MASING BOOK
PRIZE**



**Hiroshi Osada
2021**



**Jiju Antony, Vijaya Sunder M,
Chad Laux & Elizabeth Cudney
2020**



**David Hutchins
2019**



**MARCOS E. J. BERTIN
QUALITY IN
GOVERNANCE MEDAL**



**A. Blanton Godfrey
2021
Executive Role Model in
a Corporate Environment**



**Mike Lubrano
2019
Sustained Personal
Contribution**



**DELL'ANNA
DOCTORAL DISSERTATION
PRIZE**

**Dissertation:
Operational excellence, culture
and agility: key concepts to
manage technical industries**

**André Mendes de Carvalho
2020**

**Dissertation:
Analyzing factors affecting
patient satisfaction using
the Kano model**

**Tejaswi Materla
2019**

**QUALITY
SUSTAINABILITY
AWARD**

2022

Lean-Green Value Stream Mapping and Glue Waste Generation Reduction by Colquímica Adhesives, Portugal

Build technical capability to produce BOPET films using up to 90% of RPET by SRF Limited, Packaging Films Business, India

Transformation to Sustainability through Carbon emission reduction in Paint shop by Ashok Leyland, India

R&D of High-efficiency Power Equipment Detection System Applying Xiangshui County Power Supply Branch, China

2021

Development of high reliability CF fule assembly by Nuclear Power Institute of China

Conversion of non-usable metalized BOPET film waste into usable polymer by SRF Limited, India

2020

3D Printed Windows in Modern Biomaterial by NorDan in Sweden

Phosphate Sludge Reduction in Cabin Pre-treatment Line at the Ashok Leyland Plant in India

IAQ New Members

Year	Academician	Associate Academician	Companion
2023	Wan Seon Shin	Nancy Nouaimeh	
		Mohamed Aichouni	
		Somayeh Rokhgireh	
2022	Hiroe Tsubaki	Edwin Garro	
	Dag Kroslid	Evandro Lorentz	
2021	Paul Borawski	Ahmad Elshennawy	
	Patricia LaLonde	Rey Fremista	
	Nicole Radziwill	Kim Stansfield	
		Maria Erika Leonardi	
		Anders Fundin	
2020	Sunil Sinha	Kamran Moosa	Yonggang Duan
	Rick Edgeman		
	Roger W. Hoerl		
	Joseph A. DeFeo		
	James E. Duarte		
	Jiju Anthony		
2019	Juan Javier Negri	Jianxin You	
	Qingfeng Huang	Catherine Y. P. Chan	
	Guangyao Yu	Matthew Barsalou	
		Hu-Chen Liu	
2018		Miroslav Drljača	
		Ngo Van Nhon	

Promotion & Transition of Members

Year	Promoted To			Transition To
	Academician	Emeritus Academician	Honorary Academician	Corresponding Academician
2022	Matthew Barsalou	Ronald Does		Annette Geirnaert
2021	Jorge Roman			Tani Jarvinen
	Miroslav Drljača			Sung Hyun Park
2020	Lotto Lai			
	Paulo Sampaio			
	John Dew			
2019	Markku Nieminen			
	Anil Sachdev			
	Harnek Singh			
	Willy Vandenbrande			
2018	Thomas Perfi	Bo Bergman	Janak Mehta	

IAQ Membership Development

Category	2017	2021	2023
Academician	72	77	80
Associate Academician	15	12	19
Companion	6	6	5
Active, Total	93	95	104
Councilor	1	1	1
Honorary	11	9	8
Academician Emeritus	15	16	16
Corresponding	14	19	20
Special, Total	41	45	45

WELCOME OUR NEW MEMBER

Wan Seon-Shin



The quality of our decisions shapes the future

I am Wan Seon Shin, a professor of Industrial Engineering in Sungkyunkwan University, Seoul Korea. I have served as chairman of “Asian Network for Quality” (ANQ), president of “Korean Society for Quality Management”, president of “Korean Society for Public Enterprises”, and an external board member of “Samsung Engineering Corporation”. Multiple advisory roles in prominent organizations coupled with my unwavering commitment to excellence influenced my focus towards the quality of decision-making. I firmly believe that “the quality of our decisions shapes the trajectory of our future”.

I had also served as a faculty member in the United States for a short period of time, and then returned to Korea with

a mission to uplift its quality competitiveness. I advocated for preserving the essence of Korean approaches to quality and worked hard to develop a series of “Quality Management Models” for Korea. Fortunately, I am privileged to get the opportunity to directly plan “The National Quality Five-Years Plan” on four different occasions.

I feel honored to become an academican of IAQ this year. I personally consider IAQ as the most prestigious organization in quality and excellence. In 1997, I first attended the “European Organization for Quality” (EOQ) congress held in Berlin, during which I accidentally stopped by an informal gathering of the renowned figures like Feigenbaum, Kondo, and Seghezzi. Looking back, I now realize

that those gatherings were the precursors to the establishment of IAQ. I have communicated with several IAQ members at numerous professional meetings. It is my personal hope to become a good addition to IAQ in fostering quality innovation through digital transformation.

In addition to my professional endeavors, I embrace a balanced lifestyle that further fuels my passion for quality. Outdoor sports like golf and hiking serve as personal outlets for me. My family consists of four members including my wife and two daughters, three of whom were majored in Industrial Engineering. Lastly, Korea is a country blessed with a multitude of mountains and natural beauty. I hope we can have a short tracking near Seoul together in the future.

Hiroe Tsubaki

Life as an applied statistician

~ Involvement and Expectations for Quality ~

I made a decision in 1977 to specialize in applied statistics at the Faculty of Engineering, University of Tokyo, since I had inspired by Dr. Genichi Taguchi's lectures on Fisher's experimental statistics in 1975, which emphasized maximizing the efficiency of information collection. I found Dr. Taguchi's approach to be completely distinct from traditional statistics and became interested in quality control, studying related materials and joining Japanese Society for Quality Control and standardization activities under the Japanese Standardization Association from 1980. In fact I have participated in international standardization efforts with Professors Kaoru Ishikawa and Tadakazu Okuno since then and finally served as the chairperson of ISO TC 69/SC8, focusing on statistical methodology for new technology and product development with strong support of Mr. Glenn Mazur for 9 years from 2009.

When I was a lecturer of a private university, I could engage in consultation in quality management and gained practical

experiences through consultation projects in various industries and developed an understanding of the importance of management by policy supported by top management's diagnosis.

Data quality management became another area of interest for me. I applied ISO 9001 concepts to data management in the pharmaceutical field in 1995 and from 2015 to 2019 served as the president of the National Statistics Center (NSC) which corrected errors in data and ensured the quality of official statistics. In 2019 and 2022, we also encountered serious human errors in the quality control process of Japan's official statistics and the Statistics Commission proposed for the introduction of Total Quality Management (TQM) into the editing process from the Statistics Commission last year.

I am now actively engaging also in activities related to quality for humanity and participates in suicide prevention efforts, serving as the Chairperson of the Expert Council



on Comprehensive Suicide Prevention of the Ministry of Health, Labor and Welfare. We promoted discussions and compiled proposals for government policies, addressing suicide prevention among high-risk groups and the overall population with PDCA.

I will express my expectations for the International Academy for Quality (IAQ) to spread knowledge on solving social issues and managing processes with quality management principles to future managers and policymakers globally and particularly Japanese young generation.

WELCOME OUR NEW MEMBER

Dag Kroslid

Sustainability is at the forefront of most organisations

Dag Kroslid (51) is the Chief Executive Officer of NorDan Gruppen AS, one of Europe's leading manufacturers of windows, doors and smart accessories. Before he became the CEO of NorDan Gruppen, Mr. Kroslid was the Managing Director of NorDan Sweden from 2014 to 2022. He also was the Chief Operating Officer at Norsafe AS in the offshore industry (2011–2014) and COO at Metallkraft AS in the renewable energy industry (2007–2010). In the two latter positions Mr. Kroslid was responsible for the factories and their production activities across Europe, Asia and South America. Throughout his industrial career, Mr. Kroslid has applied Quality Management thinking, principles and practices.

In December 2022, Mr. Kroslid became an academician of the IAQ. He is also a member of the board of the Swedish Institute for Quality (SIQ). In June 2023, he was honoured with the European Quality Leader award for 2022/2023 from the European Organisation for Quality.

Dag Kroslid holds a PhD in Industrial Engineering and Management from Linköping University in Sweden. As part of his PhD studies, he undertook international research on Quality Management and Business Excellence in more than 20 countries. He has also



been a visiting researcher at Seoul National University – South Korea, Kaiserslautern University – Germany and at the University of St Gallen – Switzerland. On invitation from the Chinese government and other organisations and universities, Mr. Kroslid has given seminars on Quality Management. He has also published books and articles on quality management, Six Sigma, Lean, Digitalisation and sustainability.

First impressions IAQ:

- I am very impressed by the scope of work of IQA and its members. The members are global leaders in Quality Management, and the IAQ covers a wide range of relevant topics for industry and society.

- I know Prof. Bo Bergman, very well. He was my supervisor at the time for my PhD research. Other members that I have had the great honour of meeting over the years are Prof. Park, Prof. Deleryd and Prof. Sörqvist.
- In IAQ I hope to contribute to an increased awareness of the imminent role Quality Management can play in this decade where Sustainability is at the forefront of most organisations.

Other information:

- I am happily married and have three wonderful daughters. My wife is a management consultant with Deloitte, and my daughters are students.
- My main hobbies are gardening and soccer.

WELCOME OUR NEW MEMBER

Edwin Garro

Quality is a right for every human being

As a kid, in Costa Rica, I saw how the local Toyota dealer entrusted my dad's car shop with the quality details of all imported vehicles. I intuitively knew the importance of that word very early in my life, I lived it by the example of my own family. Later I became a printing press technician in technical high school, there I was taught about pride of workmanship long before I knew Deming's 14 points. In my undergrad studies, I was introduced to the word "kaizen" for the first time, I was impressed such a term existed, it was precisely what I wanted for me, a never-ending relation with becoming better. Things just made more sense when I attended grad school with a Fulbright grant. Everything was about TQM back then (early 90's) so I decided to make quality my vocation. So, for the last thirty years I have worked as a manager, college professor, consultant, author, speaker, instructor, coach, blogger, vlogger, podcaster, and entrepreneur with quality as my beacon.

As a new member to IAQ I'm delighted by the seriousness of each and every member I have met. I have attended the last two meetings (Tokyo, Philadelphia) and I have no regrets.

"Quality for Humanity" as a vision resonated with my own view that quality is a right for every human being. I hope for less variation in human conditions and a world where every-



A recent selfie somewhere in Florida. Carmen, "little Carmen", Sofía, myself and Anto.

body has access to high quality education, housing, government services, health services, transportation, peace and safety, and a clean and healthy environment. IAQ seems to me a key contributor to achieving these goals.

Before I was invited to join IAQ I already knew many of the current members, now as an associate academician I have had more time and more opportunities to get to know them and many more.

I'm currently involved in the Innovation and Logistics Think Tanks, and I hope to work in specific projects related to quality and development.

To allocate my time to all these professional activities, I have permission from my wonderful family. Carmen my wife – a mathematician, Sofía and Carmen (both data scientist living/studying/working in Europe) and Antonio a computer science student living in Costa Rica. I learn from the four of them all the time, it is wonderful to see each one of them in their own kaizen journey. Not even the distance has stopped us from going together to rock concerts, building things whether Legos, models, puzzles and just enjoying each other's presence (or digital presence).



KEY POINTS:

1. Recognitions:
 - Quality Laureate medal
 - Agnes Zaludova medal
 - Macros Bertin medal
 - Riccardo Dell'Anna Doctoral Dissertation medal
2. Examination Committee Report
3. Secretary-Treasurer's Report
4. Think Tank Reports
5. Bylaws update
6. Keynotes on "Sustainability"
 - Restoring the Triple P Model through Quality, Willy Vandenbrande
 - Lean Sustainability, Beth Cudney
7. Presentations of IAQ Sustainability Award winners
8. Workshop and discussion on Quality & Sustainability
9. Proposing IAQ Projects

Remarks: For details of the reports and presentations, please refer to the Meeting Minutes.



Brainstorming session on quality and sustainability

After a very interesting presentation by Quality Sustainability Award winner Ashok Leyland, a world café style brainstorming session was organized and led by IAQ president Lars Sörqvist. On 5 tables group discussions were held to look at the impact of quality, IAQ as an organization and IAQ members as individuals on driving sustainable development. This is completely in line with our mission “Quality for Humanity” and a core task for IAQ.



The discussion questions focused on “how to”, in order to promote ideas that can lead to actionable items. We all know that only actions can change things and IAQ can and should be the driver of those actions. In the first discussion round, participants looked at how quality, as a knowledge area, can drive sustainable development.

Many ideas came forward, of which some were based on existing good examples. The advantage here is that by simply expanding the application a significant impact can be achieved. An overview:

- Expand the application of the Quality Sustainability Award
- Learn from the Tata sustainability process
- Look at National Quality Awards that contain sustainability criteria (The Swedish Quality Award as an example)
- Promote sustainability standards like ISO 14001
- Put sustainability demands in purchasing requirements

Another group of ideas focused more on tools and methods, with a specific focus on integrating sustainability in existing methods.

- Build up of tool use from basic (7 tools) to intermediate (Lean Six Sigma) to innovative tools like Artificial Intelligence, Internet of Things, Chaos and Complexity tools, ...
- Expand Value Stream Mapping with environmental aspects (energy, water, raw materials use, ...) or by taking into account 5R:

Refuse, Reduce, Reuse, Recycle and Replace

- Add environmental aspects to 5S auditing
- Use sustainability criteria when assessing operations or for selecting and evaluating suppliers
- Have KPIs on sustainability criteria at the same level as quality, safety, cost, delivery and other KPIs. This can be a part of a TPM implementation
- Think about Quality and Sustainability for Excellence
- Align Quality in governance with the UN Sustainable Development Goals
- Focus on efficient use of resources

One additional proposal was to generate a Global Quality – Sustainability model, starting from the current QSA criteria.

Then we looked at the role that IAQ as an organization and IAQ members as individuals can play. For this overview, we have grouped the ideas of both discussions as many suggestions can be applicable to both organizations and individual members. Keywords that kept coming back in this brainstorm were “communication”, “cooperation” and “creating awareness”.

Generally one could say that we (IAQ) know that quality can play a major role in accelerating sustainable development, but that we need to spread this message to others, within but also outside of the quality world. We need to realize our limitations but also have confidence

in our strength to promote this message, preferably with the help of others. An overview:

- Promote the QSA and national quality awards that contain sustainability criteria
- Organize an annual conference on quality and sustainability as IAQ or in cooperation with other organizations like ISQ, EOQ, ASQ, CAQ, ...
- Connect more intensely with the United Nations organizations promoting sustainability
- Use the UN Global Compact logo on all of our official communication
- Create an IAQ medal for contribution to quality and sustainability, both internally and externally
- Publishing books, writing articles and giving presentations on the topic
- Perform advanced research
- Gather data and look for benchmarks
- Create YouTube videos on the subject
- Look at how quality management can help companies

As you can see a myriad of ideas were generated in this session and it is now up to us to prioritize and to turn them into reality.

Willy Vandenbrande

Chair

Quality in Planet Earth Concerns Think Tank (QiPECTT)



A brief reflection of our visit to Comcast

How to make quality and technology coexist

Edwin Garro

Right after our Philly General Meeting in May 2023, our very last activity was a visit to Comcast headquarters. Blan made the arrangements, and we made the short walk to the two tallest buildings in the State of Pennsylvania, Comcast Technology Center, and Comcast Center. We were greeted by the most amazing people, big smiles, a cheerful disposition, and lots of technology. The impressive Comcast Video Wall kept changing before our very eyes. I kept thinking about what it would be like to watch a major sports event on that huge and almost magical screen. More tech awaited us, we enjoyed the six-minute movie, “The Power of I”, at The Universal Sphere, a 31-seat planetarium-style theatre where seats rotate, and 31 guests are inspired by the power of ideas. I could continue with more detailed explanations of the Innovation Center, the restaurants and cafeterias, creative resting areas, and references to all sorts of future tech projects in the making. We left motivated and hopeful of new technologies, but with a big “cognitive dissonance” in our heads, how can we reconcile the fact that all these motiva-

ted, smart, and energetic people (most of them working from home that day) work for one of the worst companies in America?

Bard (Google’s AI generative language chatbot) told me Comcast’s customer satisfaction score for its cable TV service was 57 out of 100 (below the industry average which happens to be 62, ouch!!!). Their internet service is also below the industry average, at 58 out of 100. High prices, poor and often rude customer service, and technical problems are among the daily complaints of disappointed customers. But we saw smiles, hope and the future, what’s going on? Well, we did not talk to anybody in Top Management. Does this ring a bell? Have we heard this before? Is this déjà vu all over again? (can’t help it, I have Obsessive-compulsive Yogi Berra Quoting). Seems to me all these wonderful people are just following orders, and as we say in Spanish “el que es mandado no es culpado” meaning “he [or she] who is commanded is not blamed.” They are all just doing what their culture expects from them, terms like “incredible technology”,

“look to the future”, and “seeking out new communications technology” are part of their mission and vision; “an entrepreneurial spirit” is their number one value. Quality and service are not mentioned directly, they are just vaguely mentioned indirectly. Everybody is doing exactly what is expected from them, and it is not quality work.

We are unfortunately used to shoddy software and hardware from most major tech companies. Product releases are followed by “software updates and patches” just to be followed by more “patches.” Competitive pressures make tech companies release products before they work properly. We should remind big tech, top executives, that they will do a far better job by channeling all the energy, potential and intelligence of their wonderful workforces through great quality and service. Wouldn’t it be awesome to see Comcast as the number one service company in America? We saw the potential; they just needed Top Management to act.

E!

Communications Committee

A Few Words from the Chair



When I took on the responsibility of chairing the Communications Committee at the beginning of this year, I asked Lars what he as the President aims for the committee to achieve for the Academy. He candidly replied, “The Newsletter together with the IAQ website is a great way to reach out to all our members and give them an understanding of different important things happening within the Academy. This is important to motivating our members to become more active within IAQ think tanks, projects and meetings and share their experiences. The more active the members, the easier it will be to fulfil the purpose of IAQ”.

I very much support this aim and thus use it as the goal to deploy into three work targets for carrying out my duty: (1) Enhance the IAQ website for strengthening communications, (2) Activate LinkedIn & YouTube as two more social media channels for Think Tanks

and members to make communications, and, (3) Establish Newsletter into a bi-annual publication of the Academy. Meeting a lot of unknowns and encountering problems of various kinds, I finally formed a team for the Communications Committee. It is a small team, as of present; however, I must say, it is a very active, energetic and happy team.

To further support Lars’ aim, the Communications Committee, in the coming days, on the one hand, would try every means to involve the members of the Academy as much as possible; and, on the other hand, always welcomes members to take the initiation approach us for either joining the Newsletter Secretariat as reporters, photographers and editors or managing various e-channels for the Social Media Secretariat.

In the last six months, whilst Rey and Anil closely worked together on improving and solving the

problems that have long been associated with our website and LinkedIn, Hesam and Roger were so dedicated that they spent a great amount of time and made every effort to get this issue of the Newsletter published. I would like to take this opportunity to express my heartiest thanks to my team members as well as those who offered assistance in easing the website and LinkedIn problems and made contributions to get this issue of the Newsletter realized.

We have already started the preparation for the next issue of the Newsletter! As always, my team and I look forward to receiving your continuous support and active participation.

Catherine Chan
VP-Communications
Chair, Communications Committee



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Newsletter Secretariat
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