

Quality as a Human Right



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How will “Managing for Quality” change?

How will quality change in the emerging future?

Developing a concept of Macro-Quality for Humanity!

Session 1 Quality as an Environmental Mandate

Session 2 Quality as an Economic Imperative

Session 3 Quality as a Social Responsibility

Session 4 Quality as a Human Right

Session 5 Quality as a Political Policy

Session 6 Quality for our Manifest Destiny

Extending the lessons that we learned from Micro-Quality work to work effectively at a global level for the benefit of humanity.

Abstract of Session #15:

Basic rights of humanity have been described since the first societies sought to describe how citizens should behave. Discover the values of society that humanity has held as fundamental rights since its first inception and how a new generation of humanity, homo socialius, will structure society in the future to assure quality of life for all humanity.

In this webinar, you will:

- **Discover how human civilization has established moral principles to guide its development and establish social order.**
- **Learn what are the universal human principles that guide society.**
- **Understand how to apply these human principles in developing an organization's culture.**

Quality as a Human Right

Part 1:

Discover how human civilizations established moral principles to guide its development and establish social order

What do we mean by “Human”?

“Human” refers to the species of life who are considered people, homo sapiens, a highly intelligent member of the primate family and are the only member of its subtribe “*hominins*.”

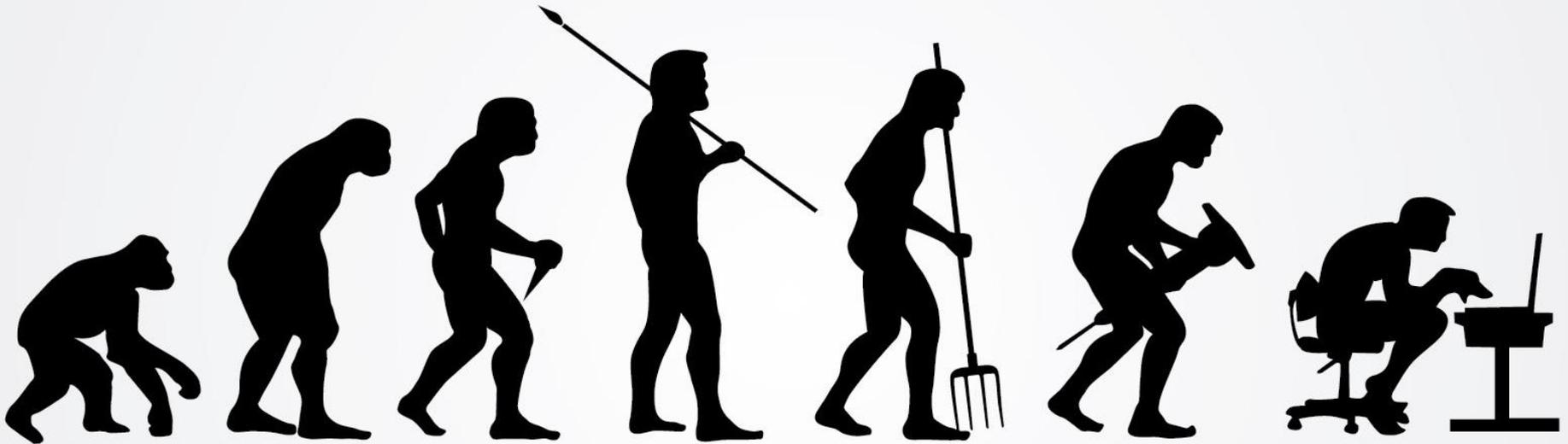
“Humans are incredibly unique, and you can see that by the environment that we have built and the things that we have invented. Other animals learn. Other animals are social. But we became so deeply social and learned how to pass knowledge on from generation to generation. Initially verbally, then in written form, and now we have the digital revolution. So, each generation builds on the next to not only build tools, but to ask questions about why we are here and what is our purpose. We are very different from all the other animals.” ~ Bill Gates



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“Of the good in you I can speak, but not of the evil. For what is evil but good tortured by its own hunger and thirst?” ~ Kahlil Gibran

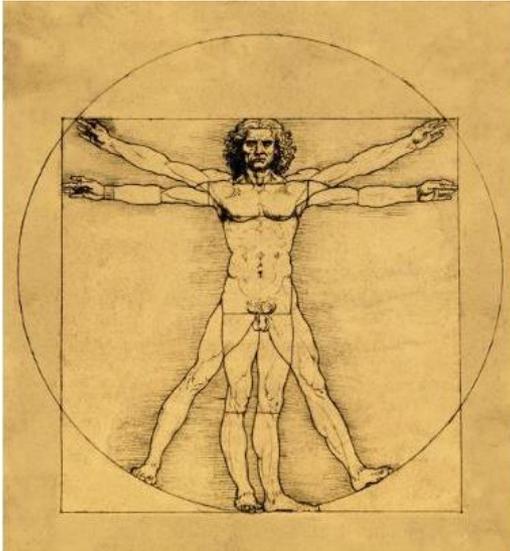
Over time humanity developed ...



... and work evolved.

What is morality? It is a choice for a reason!

“Be not simply good, be good for something.” ~ Henry David Thoreau.



Morality is a human attempt to define what is right and what is wrong about our actions and thoughts. It is also about determining what is good and bad about our being who we are.

Key Question: What is our purpose?

What separates man from other creatures is that we attempt to find purpose in our existence and imply meaning in experiences of our lifetime.

European Tradition of Humanity: British empiricism, French idealism, German realism, merge with Italian renaissance:



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**Constructive dualism between opposite views
of rationalism and empiricism merged to blend
into a confusing cacophony of views.**

Eastern Tradition of Humanity:

Chinese Taoism, combined with Japanese Shintoism, Indian Hinduism, and the philosophy of Buddhism.



Asian thinking is based on the unity and interrelationship among all things, activities, events, and experiences of phenomena in this world. It is inclusive with respect to human diversity, equity, and austerity in the use of the Earth's resources.

American Tradition of Humanity:

American thought has blended European traditional ideas to form a unique philosophy of pragmatism that supports doing good for the most people.

“The sacred rights of mankind are not to be rummaged for among old parchments or musty records. They are written, as with a sunbeam, in the whole volume of human nature, by the hand of the divinity itself; and can never be erased or obscured by mortal power.” ~ Alexander Hamilton

“We do not learn from experience ... we learn from reflecting on experience.”

“Hunger not to have, but to be.”

“The good man is a man who, no matter how morally unworthy he has been, is moving to become better.” ~ John Dewey

In the beginning...the inventiveness of humans:



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1826 – First photograph ever taken of the rooftops in Burgundy, France by inventor Joseph Nicéphore Niépce.

Shifting Traditional Concepts of Modern Man:

John Stuart Mill, in an 1836 essay, proclaimed that man was more than *homo erectus* or *homo sapiens*, but we should be called *homo economicus* – an ability to make rational choice.

Role of the Change Master – Facilitator	Efficiency Expert Methods Professional	Change Facilitator Team Leader	Change Maestro Transformation Agent
Role Model	Frederick W. Taylor	Russell L. Ackoff	Who will this be?
Performance Focus	Cost / Time / Productivity	Problem / Knowledge / Judgment	Sufficiency / Equity / Harmony
Operating Model	Homo Economicus (Economic Man)	Homo Sapiens (Knowing Man)	Homo Socialis (Social Man)
Motivation	Money-seeking (elimination of waste)	Knowledge-seeking (optimize technique)	Acceptance-seeking (part of a group)
Dominant style	“Analyzing”	“Facilitating”	“Encouraging”
Target Outcome	“Greatest prosperity”	“Excellence”	“Sustainability”

“A person may cause evil to others not only by his actions but also by his inaction, and in either case he is justly accountable to them for the injury.”
~ John Stuart Mill, *On Liberty*

Common Traits in Understanding Humanity:

Humans are incredibly unique among animals for being:

Social

Inventive

Purposeful

“The sweetest and most inoffensive path of life leads through the avenues of science and learning; and whoever can either remove any obstructions in this way, or open up any new prospect, ought so far to be esteemed a benefactor to mankind.”

What do we mean by “Quality”?

“Quality is the relentless pursuit of goodness coupled tightly with the persistent avoidance of badness.”

Core Principles of Quality as interpreted socially:

- **Respect people in their diversity of race, religion, and nationality.**
- **Respect scientific gains of those who have walked before us.**
- **Protect the environment which sustains all of us.**
- **Abstain from all intentional wrong-doing and harm.**
- **Practice two things in all activities ... either help or do no harm.**



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Goodness that is careful not to create “unintended consequences” as it improves our lives.

The enhanced quality of photography today:



Evidence of a human pathway of improvement: the rooftops of Burgundy, France today – photography represents an advance in quality that embodies elements of inventiveness, purpose, and social cohesion.

Quality as a Human Right

Part 2:

**Learn about universal human principles
that guide society**

Frederick Herzberg: Hygiene-Motivator Theory

Frederick Herzberg influenced Japanese theories of work psychology.

Frederick Herzberg's H-M motivation theory identified two types of factors that describe influencers of human behavior.

Herzberg's **hygiene factors** are the first category. These factors only have a neutral or dissatisfying effect on human motivation however, they never contribute to motivating people. These are factors that define the fundamentals of life such as food, shelter, and security. Noriaki Kano identified these as **“must-be”** quality.

On the other side of Herzberg's H-M theory are **motivators**. This category consists of those factors that appeal to a higher purpose of people by providing meaning to life and therefore contribute to positively influence behavior of humans. Kano associated the motivator factors of Herzberg with **attractive quality**.



1. Frederick I. Herzberg, Bernard Mausner, and Barbara B. Snyderman (1959), *The Motivation to Work*, 2nd ed. (New York: John Wiley).
2. Frederick I. Hertzberg (1987), “One More Time, How do you Motivate Your Employees?” *Harvard Business Review*, 65:5, September-October, pp. [reprint from 1968 original article].

Japanese Perception of Human Activity:

What are the core characteristics the essence of being human?

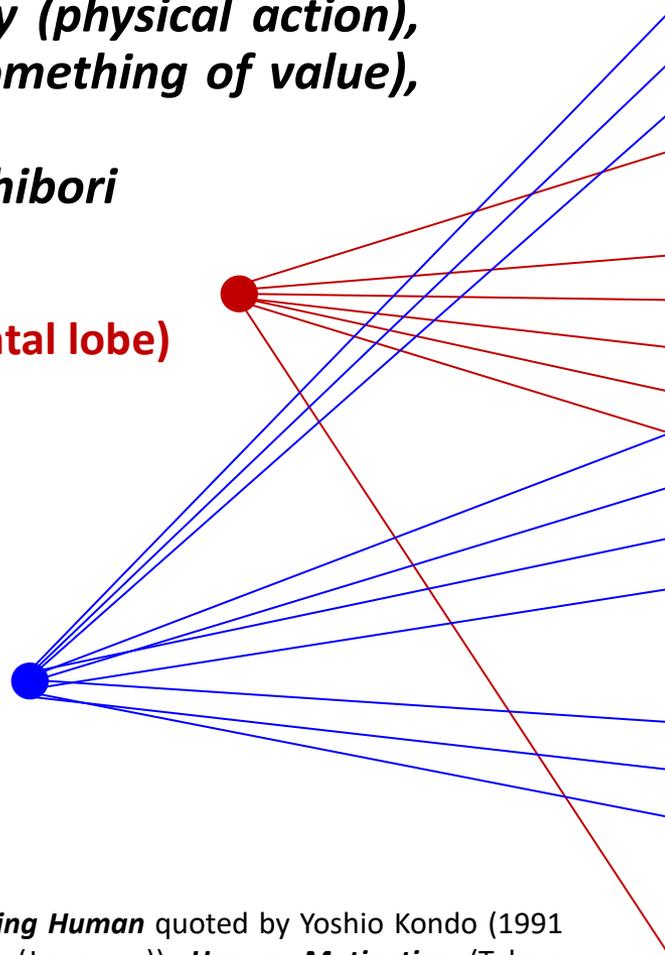
Work consists of an activity (physical action), creativity (that produces something of value), sociality (for other people).

~ Eizaboro Nishibori

Creativity
(neocortex, frontal lobe)

Sociality
(hinder brain)

Being healthy
Eating
Making friends
Gathering in groups
Touching
Being angry, being afraid
Feeling and perceiving
Using hands
Remembering
Studying
Thinking and writing
Creating
Being happy and sad
Talking
Singing and dancing
Laughing and crying
Experiencing time
Clinging to life
Fighting and killing
Caring and worrying
Playing
Sleeping
Dreaming
Being irrational
Valuing life

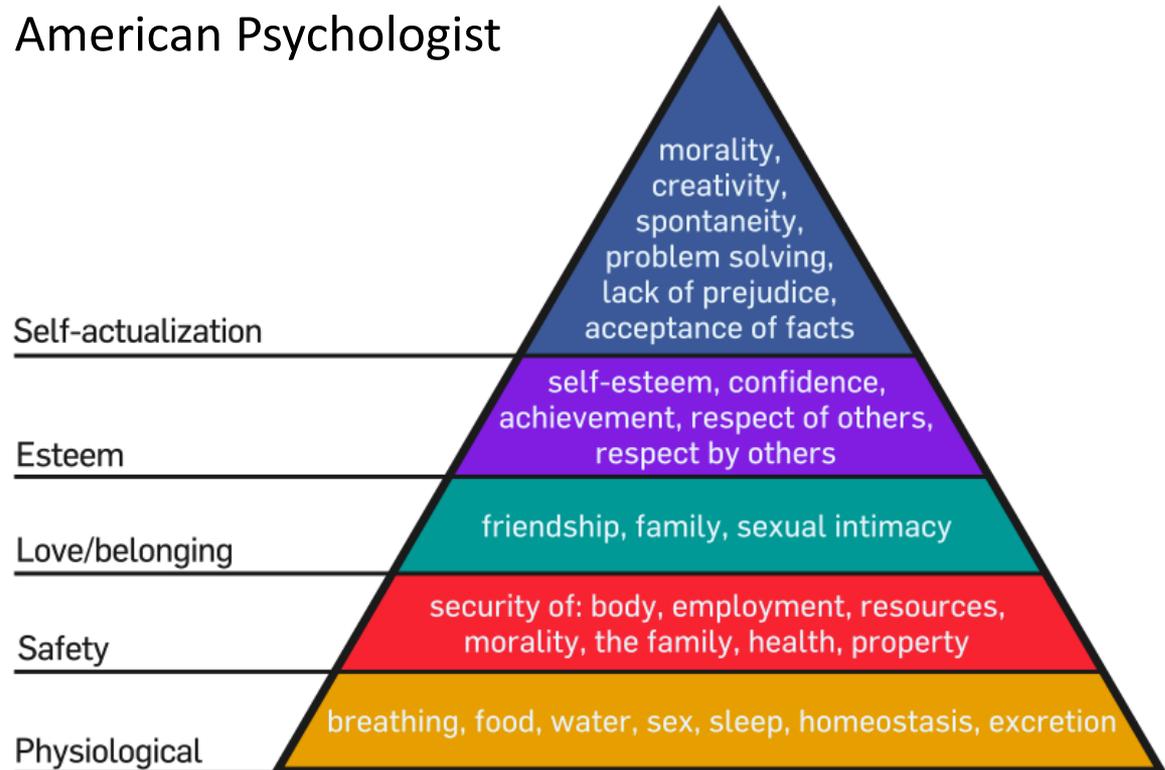


Abraham Maslow: Hierarchy of Human Needs



Abraham H. Maslow
(1908-1970)

Theory of the Hierarchy of Needs American Psychologist



Essential needs are for physiological survival, personal safety, and security in fundamentals of life (physical and economic)

Humanity enables collaboration:



What do we mean by “Rights”?

Rights may be divided into categories as human rights or civil and political rights. These rights define a set of principles, an ethical or moral standard which describes how human acts, behavior, and speech are protected by law and natural right.

“The common outcry, which is justly made on behalf of human rights – for example, the right to health, to home, to work, to family, to culture – is false and illusory if the right to life, the most basic and fundamental right and the condition of all other personal rights is not defended with maximum determination.”

~ Pope John Paul II

Each person is inherently entitled to inalienable, fundamental rights just because they are a human being, without respect to age, race, sex, nationality, language, religion, or any other status.

“The rights of all men are diminished when the rights of one man are threatened.”

~ John F. Kennedy

Social Wisdom of Mary Parker Follett:

Humanity implies a duty to value each person for their unique worth.

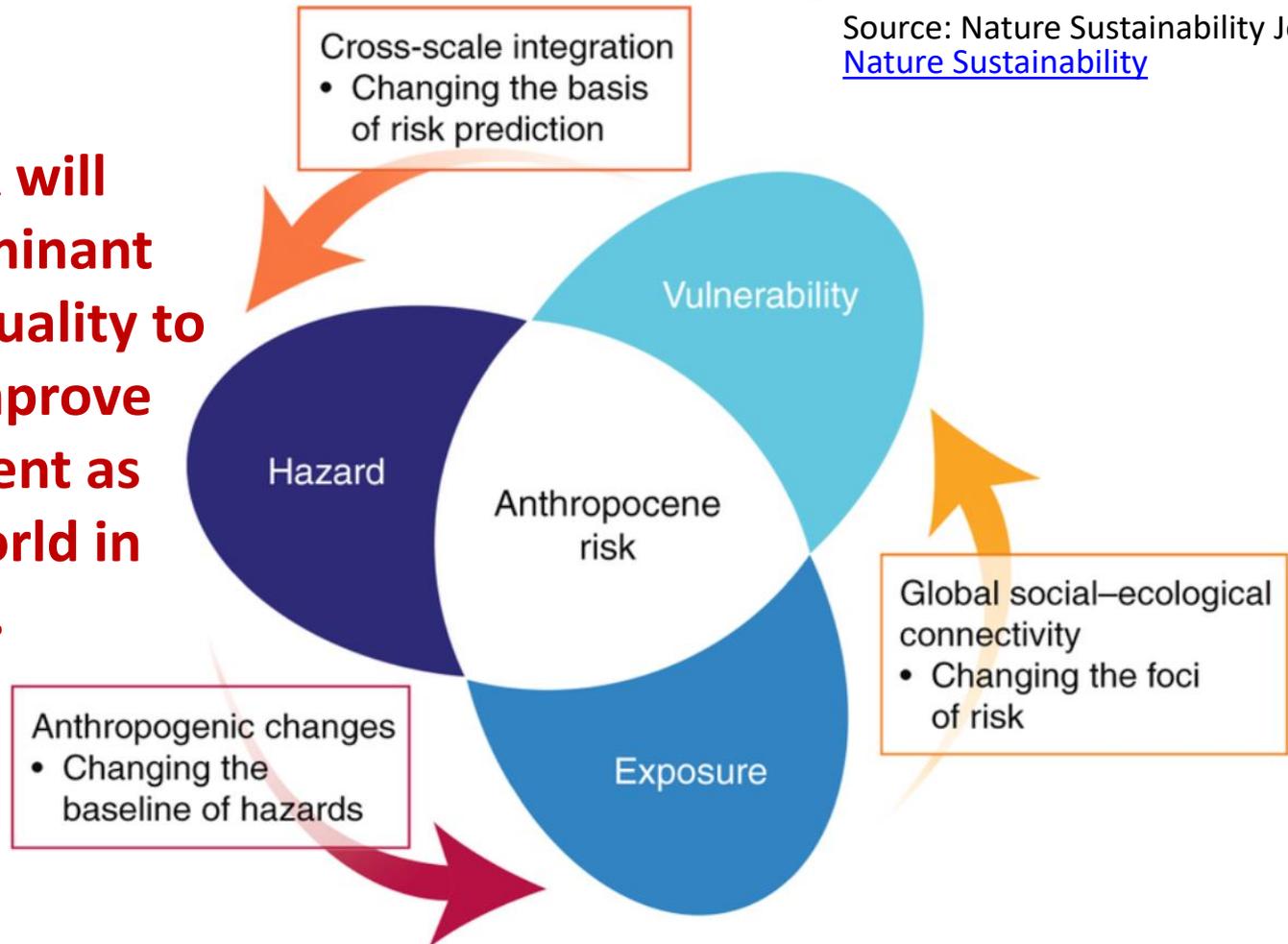
- “To free the energies of the human spirit is the highest potentiality of all human association.”
- “The group process contains the secret of collective life, it is the key to democracy, it is the master lesson for every individual to learn, it is our chief hope or the political, the social, the international life of the future.”
- “Study of human relations in business and study of the technology of operating are bound up together.”
- “We can never wholly separate the human from the mechanical side.”
- “It seems to me that whereas power usually means power-over, the power of some person or group over some other person or group, it is possible to develop a concept of power-with, a jointly developed power, a co-active, not a coercive power.”
- “Coercive power is the curse of the universe; coactive power, the enrichment and advancement of every human soul.”

“I do not think that we have psychological and ethical and economic problems. We have human problems, with psychological, ethical and economical aspects, and as many others as you like.”

Humanity Must Learn to Manage Risk!

Source: Nature Sustainability Journal
[Nature Sustainability](#)

Managing risk will become a dominant emphasis in quality to continually improve the environment as well as the world in which we live.



Quantum physicist Richard Feynman said: “If we want to solve a problem that we have never solved before, we must leave the door to the unknown ajar.”

United Nations Sustainable Development Goals:

The UN SDG's define transcendental quality for all of humanity!



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Macro-Quality:

All goodness, no badness for all on Planet Earth!

Quality as a Human Right

Part 3:

Understand how to apply these human principles in developing organizational culture

Conceptualizing Macro-Quality:

Expanding the concept of quality to encompass Macro-Quality in which quality is embedded as a core macroeconomic principle.

Macroeconomics refers to large scale systems – the economic operations of an industry, specific society or nation, or global interrelations between them.

Macro-Quality elevates the focus of quality to the socio-technical systems that influence quality-of-life for humanity and the factors that affect this condition. A shift from the operational thinking that is embedded in micro-quality (Juran's "little q") will greatly increase the breadth and depth of quality activities to include the "BIG Q" elements of quality.

Macro-Quality is a necessary conversation for all of humanity and it establishes a shared purpose for humanity on quality of life.



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"BIG Q" is comprehensive, strategic, systemic, integrated, and macroscopic but "little q" is an operationally focused activity targeted to the microscopic details of daily work.

Challenges in Implementing Macro-Quality:

What innovation must occur to make Macro-Quality become reality?

Macro-Quality must address weaknesses inherent in macroeconomics.

Macro-Quality must define metrics that fit the financial dilemma that is defined by the “broken window fallacy” – how to address repairs based on poor quality and how to address correction of social costs?

Macro-Quality must define an interface between the quality of the firm and the quality of society.

Macro-Quality must develop a “meta-standard” for quality of life that is suitable for all humanity that is based on sustainability and austerity, not on the model of conspicuous consumption which has fueled a consumer-based society and individual financial objectives.

Macro-Quality theory needs to be developed so it is coherent and to fit the modern concept – doing good while doing no harm – all goodness that is coupled with no badness.

Macro-Quality is the pioneering boundary for all modern developments of quality methods. It will require a systems approach to meet the current socio-technical challenges facing humanity.

Quality 4.0 is just Dawn in a New Quality Age

This century is no longer our grandfather's age of quality.



“In every age of well-marked transition there is a pattern of habitual dumb practice and emotion which is passing, and there is oncoming a new complex of habit.”

~ Alfred North Whitehead

Three New “Habits” for Quality Professionals:

How will quality leadership address the challenges that incur from shifting quality thinking to embrace Macro-Quality?

Currently, the highest level and most comprehensive training as a quality professional is for Master Black Belt. A MBB may serve in three capacities: (1) coaches to problem-solvers and process-improvers; (2) trainers in methods for performing and managing improvement work; and (3) project leaders for managing all of the aspects of a company-wide change program including acting as a “trusted advisor” to executives.

To support the expansion of quality toward Macro-Quality, this role will expand to embrace three unique situations that require very different competencies and skills: (1) **Technological Master**; (2) **Quality Craftsman**; and (3) **Change Maestro**.

As quality expands in scope to a broader level of technological inclusion and human actions, it is necessary to increase our capabilities!

Habit #1 – Becoming a Technological Master:

To meet the needs of a Supervising Process Improvement Analyst and to support the transition to a working environment that is characterized as Quality 4.0, a redefinition of the MBB role must be developed. This will include advanced methods for statistical data analytics as well as a simplification and expansion of current MBB bodies of knowledge to support the knowledge intensive technologies required by Industry 4.0 for the Internet of Things.

Statistical concepts must be expanded to include new methods and tools for multi-variate data analysis, predictive analytics, and signal-to-noise processing. Implementation of this capability must be capable in neural networks supported machine learning with automated analysis of digital sensor data in Artificial Intelligence applications linked to adaptive learning feedback control systems.

Habit #2 – Becoming a Quality Craftsman:

Beyond Technical Master, there is another level of competence required of those who work across management functions and guide organizations as *change masters*. This will be identified as a **Quality Craftsman**. Two focus areas must be mastered for leading people beyond technological competence by *crafting cooperation*:

- 1. Managing the Human Dimension:** This focus area manages people by encouraging individual workers and then facilitating teams to achieve constancy of purpose in daily management to establish discipline for process control mechanisms. It enables a process of management based on SDCA-PDCA cycles.
- 2. Supervising the Process of Management:** A second focus area enables collective, team-based Process of Management (POM) including psychological and communication components.

Habit #3 – Becoming a Change Maestro:

The highest level of quality interactions occur at a business leader level with executive engagements which are strategic and long-term in nature. Its managerial engineering activities applies novel quality thinking to improve governance. This capability is required to become validated as a “trusted advisor” to top management. To be a true Change Maestro requires two areas of development:

- 1. Facilitating the Strategy Management Process:** This focus area designs strategic management process with environmental analysis of the current state, strategic benchmarking, cultural assessment, searching for new strategies, and formulating strategic actions with implementation plans.
- 2. Guiding the Strategy Deployment Process:** This focus area will begin with deploying an action plan as a gemba-based change projects and ends with integration into the daily management system and turnover to the process owner as routine work.



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“Strategic management is not a box of tricks or a bundle of techniques. It is analytical thinking and commitment of resources.” ~ Peter F. Drucker ³²

Reaching out for the dawning of a new age:



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**“Our eternal message of hope is that dawn
will come.”**
~ Martin Luther King, Jr.

Macro-Quality requires Change Masters:

Rosabeth Moss Kanter defined the role of **Change Master** as:

“Those people and organizations adept at the art of anticipating the need for and of leading productive change.”

She also defined **change**:

“Change involves the crystallization of new action possibilities (new policies, new behavior, new patterns, new methodologies, new products, or new market ideas) based on reconceptualized patterns in the organization. The architecture of change involves the design and construction of new patterns, or the reconceptualization of old ones, to make new, and hopefully more productive, actions possible.”

Self-change is the biggest problem of all. It requires a person to both gain self-awareness and self-control to achieve the change.

Rosabeth Moss Kanter (1983). *Change Masters: Innovation and Entrepreneurship in the American Corporation* (New York: Simon & Schuster), p. 9, 279.

Psychology in Deming's Theory of Knowledge:

Deming identified “psychology” as one of the four elements in his System of Profound Knowledge (SPK). But Deming did not make a comprehensive statement about his thinking about this. Consider his related comments:

Enable pride of workmanship: “People are entitled to joy in work. Learning is not compulsory...neither is survival. The aim of leadership should be to improve performance of both man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people.”

Discover the purposeful system: “We need to do is learn to work in the system, by which I mean that everybody, every team, every platform, every division, every component is there not for individual competitive profit or recognition, but for contribution to the system as a whole on a win-win basis.”

Develop a sense of personal accomplishment: “All anyone asks for is a chance to work with pride ... quality is pride of workmanship.”



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“Workers are handicapped by the system, and the system belongs to management.”

Self-regulated Management [Jishu Kanri]:

Initiating personal responsibility as a principle of ownership.

Jishuken (自主権) is a team-based approach used to encourage and drive **kaizen (改善)** activities where people involved are organized as teams to identify areas that need continual process improvement and to initiate **kaizen** projects that change organizations “for the better.” The literal meaning of **jishuken** is “a fresh set of eyes” (for autonomy) which suggests that sometimes workers may be too close to a problem and this keeps a person from seeing what is wrong with the process – they have become accustomed to waste, so it no longer appears as waste to them. Using autonomous study groups to conduct inquiries into problems as “fresh eyes” compared to those who have been working in the daily management system. Jishuken teams include quality circles of production operators, improvement project teams, and cross-functional teams such as a steering committee or decision council. These teams engage workers collectively in an activity that is part of a **Jishu Kanri (自主管理)** management system – a “self-mastery management system” where “each worker is an inspector.” This applies to independent, self-regulated or autonomous work, voluntary participation, and self-control of daily work systems used for the routine management of Japanese companies.

Ownership and Ji Kotei Kanketsu (JKK):

Managing personal responsibility as a principle of ownership.

Ji Kotei Kanketsu (JKK) (自工程完結) means acceptance of **process ownership** by the operators and it supports two related concepts: daily management and the assignment of decision rights to workers for stopping production to assure that poor quality is not passed on to the next step in the process. In order to realize JKK at the shop floor, operators must learn to understand the definition of abnormality from an engineering perspective, and this should become common knowledge to every worker and shared through training. Each operator must fulfill one's responsibility to build quality in the process and assume an obligation to stop production in one's process upon discovering any abnormality.

JKK encourages each operator to make **autonomous efforts for continual improvement**. The application of JKK may be extended from the operator level to supervisory workers and management by concentrating on their responsibility for coordination of flow-related activities. It may also be extended to senior managers or executives by focusing on executive decision-making and resource allocation for generation of improvement.

How do we value individuals in society?



**“A person’s worth is measured by the worth
of what he values.”**

**~ Marcus Aurelius
*Meditations*** 38

Take-away Lessons Learned

“Within a system which denies the existence of basic human rights, fear tends to be the order of the day. Fear of imprisonment, fear of torture, fear of death, fear of losing friends, family, property or means of livelihood, fear of poverty, fear of isolation, fear of failure. A most insidious form of fear is that which masquerades as common sense or even wisdom, condemning as foolish, reckless, insignificant or futile the small, daily acts of courage which help to preserve man's self-respect and inherent human dignity. It is not easy for a people conditioned by fear under the iron rule of the principle that might is right to free themselves from the enervating miasma of fear. Yet even under the most crushing state machinery courage rises up again and again, for fear is not the natural state of civilized man.”

~ Aung San Su Kyi
Freedom from Fear (1991)

Moral Principle: “Drive out Fear!”
~ W. Edwards Deming

Critical take-away observations:

How should people work together to address the needs humanity for a sustainable future for all of mankind?

Summary statement:

Human rights enable people to collaborate and thereby achieve a purposeful existence that enables quality of life for society. Using the concept of Macro-Quality quality professionals be leaders in assuring constancy of purpose toward this objective.

This webinar addressed the following learning objectives to help you discover the challenges your career will face in the future:

- Discover how human civilization established moral principles to guide its development and establish social order.
- Learn the universal human principles that guide society.
- Understand how to apply these human principles in developing an organization's culture.



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Mandate: Macro-Quality delivers moral principles to serve for a democratic advancement of human dignity and sustainability of life on Earth.



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Thank you

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- **Understanding Japanese Management: A Tale of Three Gemba:**
Webinar #1: March 25, 2021, 1500 CST
- **Turning the SDCA Cycle for Daily Management**
Webinar #2: April 29, 2021, 1500 CST
- **Exercising Management Roles of Front-Line Leadership**
Webinar #3: May 27, 2021, 1500 CST
- **Elevating Individual Responsibility through Motivation**
Webinar #4: June 24, 2021, 1500 CST
- **Building Cross-Functional Links to Align Objectives**
Webinar #5: July 29, 2021, 1500 CST
- **Designing an Executive’s Quality Management System**
Webinar #6: August 25, 2021, 1500 CST



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- No. 17: “Quality as a Political Policy” April 15, 2021; 1500 ET
- No. 18: “Quality as our Manifest Destiny” May 6, 2021; 1500 ET

ASQ QMD Webinars: (1700 ET)

- “Applying Leading Indicators in CoQ and Quality space using technology monitoring and data gathering” March 18, 2021 by Guillermo Ciudad
- “Transforming organizational culture: a PDCA approach” (English) April 8, 2021 by Eileen Serrano
- “Assess and Improve your Healthcare QMS with these tools” May 20, 2021 by Pierce Story and Grace Duffy

Vital Questions ASQ QMD Webinar Series by Ann-Marie Flinn: (1700 ET)

- No. 1: "Where are you putting your focus? Shifting problems to outcomes" June 2, 2021
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