

Quality as a Our Manifest Destiny



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Abstract of Session #18:

The United Nations created its Sustainable Development Goals (SDG) to focus society on what needs to be done to create quality for all humans. Pursuit of justice for all, social security for society, and the maintenance of the environmental fabric of Earth are all elements of the destination to where we, as humans, must steer our collective world. Quality must become the moral rudder by which all humanity steers a course to make manifest its mutual destiny.

In this webinar, you will:

- Discover the agenda humanity must pursue to reach its manifest destiny to gain a sustainable planet biosphere.
- Learn how the global quality community must engage society to accelerate achievement of the Earth's manifest destiny.
- Understand how your personal contribution will help to create this vision as a reality.

Who are we, where have we come from, and where are we going? Basic questions of life!

Each of us has an obligation to answer this question: what is it that makes our life worth living?



“To decide whether life is worth living is to answer the fundamental question of philosophy. Everything else ... is child’s play; we must first of all answer the question.”

~ Albert Camus (1913-1960)
The Myth of Sisyphus, 1942

“You may encounter many defeats, but you must not be defeated. In fact, it may be necessary to encounter the defeats so you can know who you are, what you rise from, how you can still come out of it.”

~ Maya Angelou (1928-2014)



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Summarizing our learnings about quality ...

Quality is not a political artifact to be changed with the winds of shifting political parties.

The problem with traditional approaches to quality management is that it is so locked into its own historical paradigm that it is unable to embrace the rapidly unfolding future and therefore it lacks the sense of urgency for change.

Management interprets reticence of quality professionals to advance as “irrelevance” or “ineptitude” – and therefore managers tend to ignore quality principles, methods, and tools in their solution-seeking for organizational sustainability in a competitive environment.

“Quality has lost its relevance to management and it never found its relevance for society.”

~ Gregory H. Watson

“Not our Grandfather’s Quality,” 2015

What is the meaning of “manifest?”

Something that is easily noticed, readily perceived; clearly evident, simply understood; obvious and unmistakable.

A manifest capability is something that is clearly recognized through its explicit signs or actions. It will also be commonly accepted and interpreted as being true. It is considered by its protagonists to be certain – a certainty not a probability.

Dysfunctions keep a social system from meeting its manifest functional requirements.

“Paradigms are the exemplars of codified basic and often tacit assumptions, problem sets, key concepts, logic of procedure, and selectively accumulated knowledge that guide [theoretical and empirical] inquiry in all scientific fields.”
~ Robert K. Merton (1910-2003)

What is the meaning of “destiny?”

Destiny: A predetermined course of events; a predictable outcome.

Is destiny a fate or a prediction?

If destiny is our fate, then there is no changing of the outcome.

If it is a prediction, then this implies that it has some associated probability which in turn implies some non-zero opportunity for reversing the outcome.

Can we be the “masters of our fate?”

“We are the masters of our fate ... we are the captains of our souls ... together, we shall never cease to persevere ... “

~ Winston Churchill (1941)

“The quality of our thoughts determine our actions and our actions develop our habit. Our habit create our character and our character forges our destiny.”

~ Stephen Covey

What is the meaning of “manifest destiny?”

- **A cultural belief that a future state is both justified and inevitable.**
- **When applied to a particular culture, race, or nation the principal creates a state of “exceptionalism” that holds rights and privileges over others.**
- **But “manifest destiny” is not reserved for one tribe or nation. It is a common destiny for all humanity and the Earth which supports us.**
- **In the political treatise *Common Sense* (1776) Thomas Paine wrote in a different context: “We have it in our power to begin the world over again. A situation, similar to the present, hath not happened since the days of Noah until now. The birthday of a new world is at hand...”**
- **Perhaps we can reflect on this idea of rebuilding the world afresh in a new context and design new potentialities for the way our world works and the implications of its operating cycles.**



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“Let us seek ... the right answer. Let us not seek to fix the blame on the past. Let us accept our own responsibility for the future.” ~ John F. Kennedy

What is the meaning of “quality?”

Quality: the persistent pursuit of goodness coupled tightly with the relentless avoidance of badness.

“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction, and skillful execution; it represents the wise choice of many alternatives, the cumulative experience of many masters of craftsmanship. Quality also marks the search for an ideal after necessity has been satisfied and mere usefulness achieved.”

~ John Ruskin (1819-1900)

The Stones of Venice, Vol. 1 (1851)

“Do the right thing. It will gratify some people and astonish the rest.”

~ Mark Twain (1835-1910)



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A social good benefits the largest number of people in the best possible way, such as clean air, clean water, healthcare, and literacy.

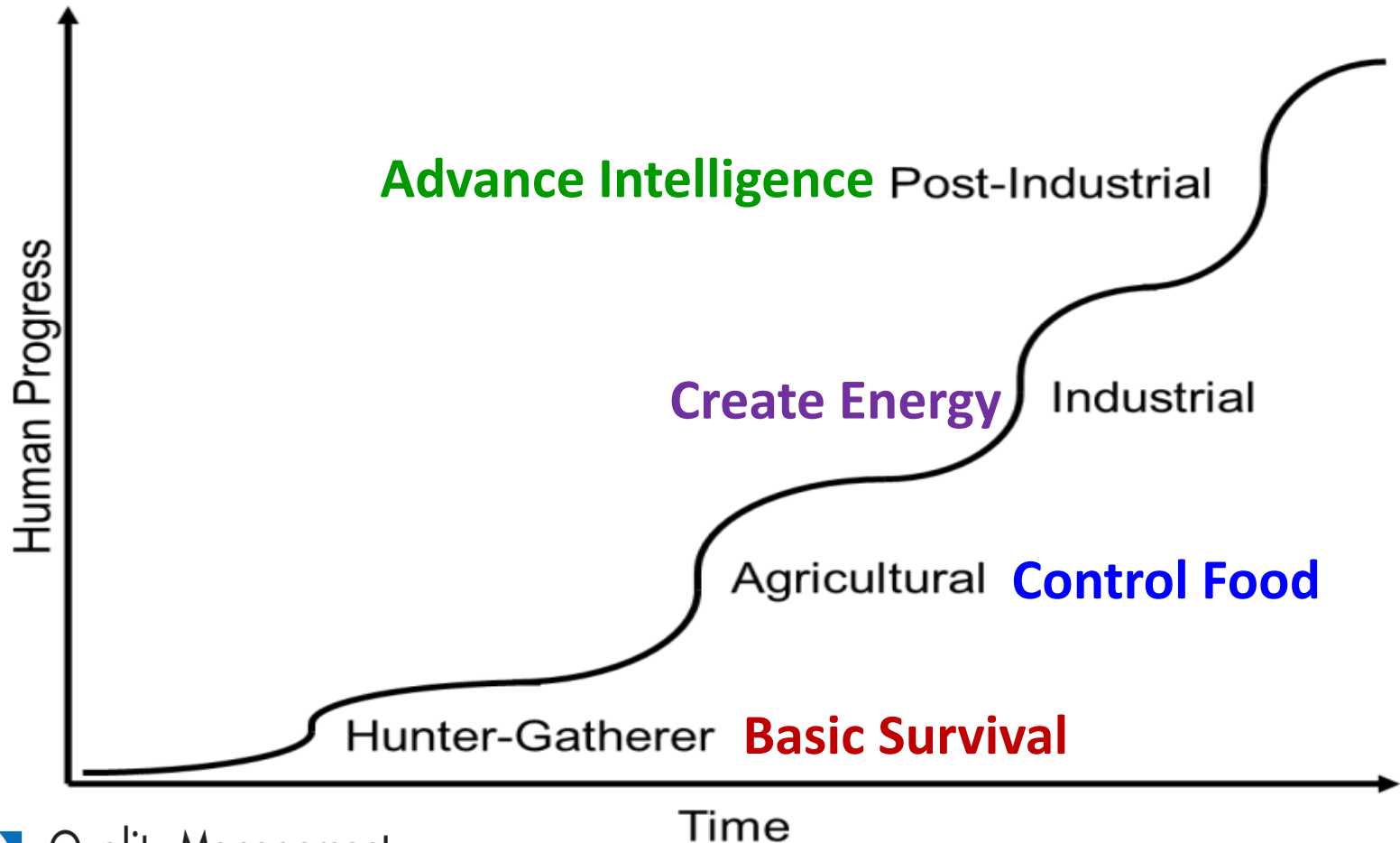
Quality as Our Manifest Destiny

Part 1:

Discover the agenda humanity must pursue to reach its manifest destiny to gain a sustainable planet biosphere.

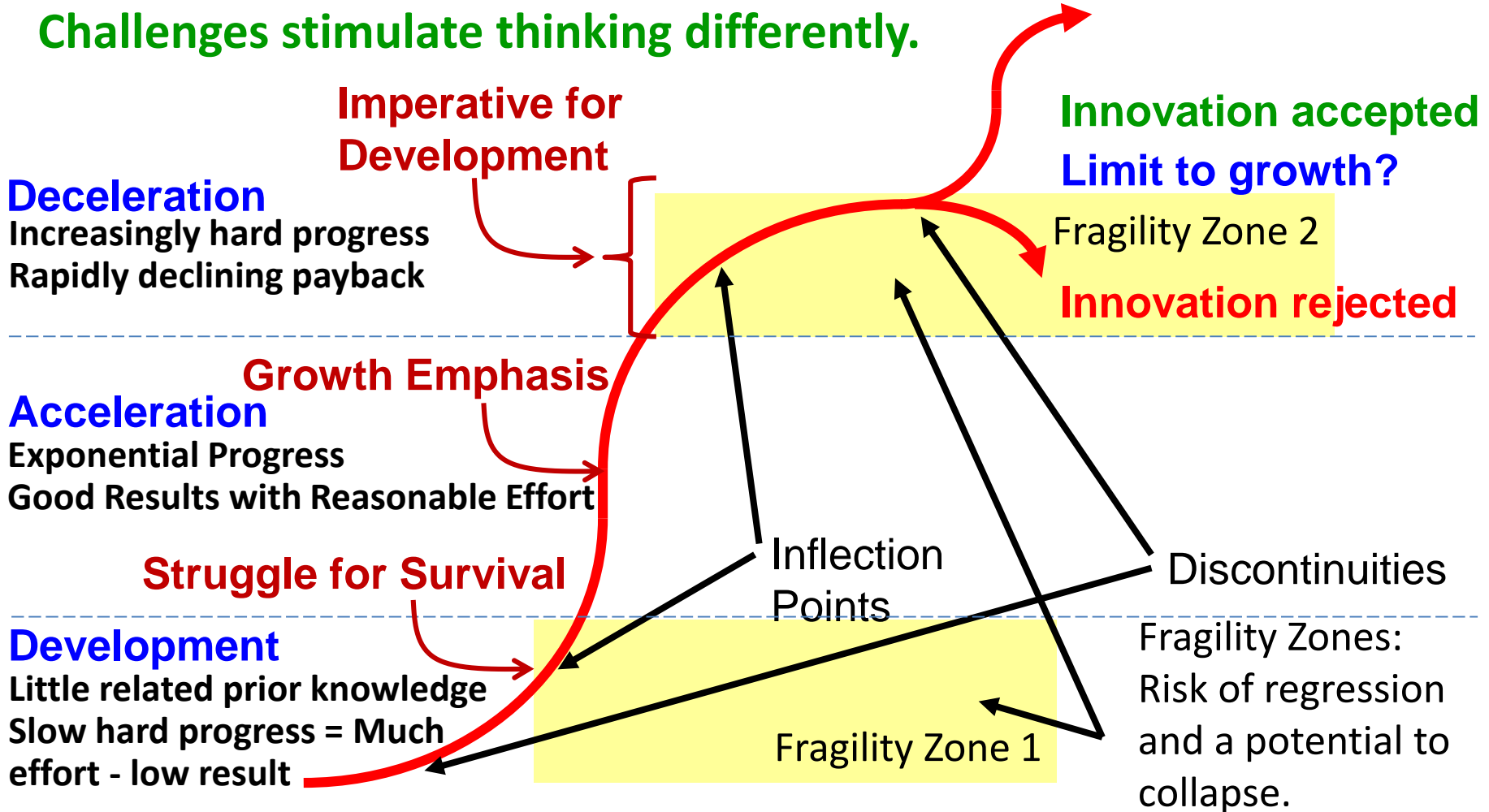
Humanity evolved over a series of S-curves:

At all levels of human development new challenges have been met.



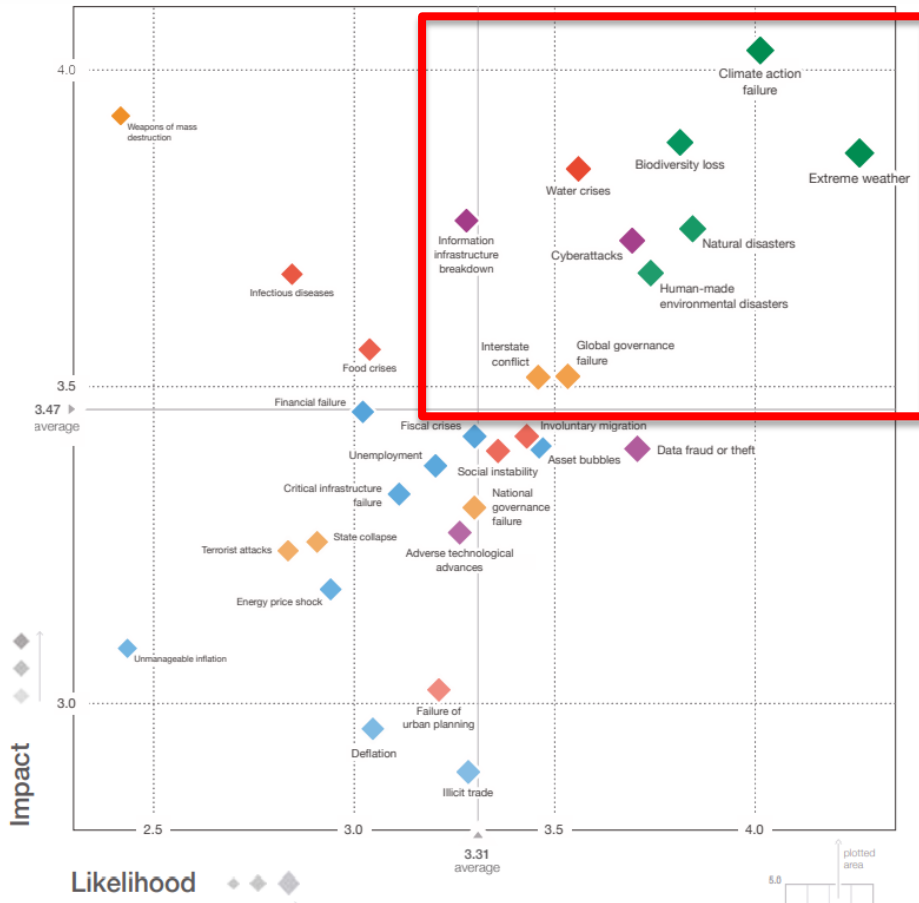
Discontinuity, disruption, and diversity:

Challenges stimulate thinking differently.



What are the risks that dominate us today?

How could human progress destroy the world as we know it?



World Economic Forum, 15th Annual Global Risk Report, 2020 – Top 10 Risks

1. Climate action failure
2. Extreme weather conditions
3. Biodiversity loss
4. Natural disasters
5. Water crisis
6. Cyber attacks
7. Human-made environmental disasters
8. Information infrastructure breakdown
9. Global governance failure
10. Interstate conflict

Needed: A Global Reset!

“The pandemic represents a rare but narrow window of opportunity to reflect, reimagine, and reset our world.”

~ Professor Klaus Schwab, WEF

What is the “manifest destiny” of humanity?

All risks are connected as a system!



Categories

-  Economic
-  Environmental
-  Geopolitical
-  Societal
-  Technological

“The world is a complex, interconnected, finite, ecological – social – psychological – economic system. We treat it as if it were not, as if it were divisible, separable, simple, and infinite. Our persistent, intractable global problems arise directly from this mismatch.”
~ Donella Meadows

Adjusting our ways of thinking about things:

“All the world’s a stage, And all the men and women merely players; they have their exits and their entrances; and one man in his time plays many parts.” ~ William Shakespeare

- **Our roles may be manifest (seeking positive results) or latent (victims of unintended consequences) functions and the way they result could be dysfunctional with a negative effect on society. [Robert K. Merton]**
- **We may be limited by rigidity that constrains our core (fixed approach) or released by creative flexibility that enables an adaptive response (agile approach). [Dorothy M. Leonard]**
- **We may be aware of what we are doing (mindful) or we may be ignorant of the phenomena and circumstances around us (mindless). [Edith M. Langer]**

“The effectiveness of the administrative process will vary with the effectiveness of the organization and the effectiveness with which its members play their parts.” ~ Herbert A. Simon

Psychology of optimism and pessimism:

Optimism Bias – when we believe it won't happen to me – it will!

- **Defensive Pessimism:** This is a strategy that anxious people use to set unrealistically low expectation and then devote their energy to mentally playing through or reflecting on all the possible outcomes they can imagine for a situation. DP's do best when they critically examine negative outputs when planning a future event and avoid “relaxing” about it.
- **Strategic Optimism:** This is a strategy whereby people set optimistic expectations for their performance and avoid any extensive reflection and masks negative information using self-serving optimistic illusions. SO's work best if they avoid reflection on potential and press onward in a relaxed state.

“What disrupts one group enhances the other group.” Positive mood impairs the DP's while a negative mood impairs SO's.”

Society requires coordinated functions:

Coordinated functions are the infrastructure of a social system.

Infrastructure enables equitable distribution of resources used to advance the common good for all:

- **Transportation:** roads, bridges, railroads, and aviation systems.
- **Power and Energy:** windfarms, nuclear power, hydro-electric power, and smart power grid developments.
- **Agriculture and Water:** irrigation, reservoirs, agricultural systems, and distribution of food and water.
- **Waste Management:** landfill and hazardous waste management.
- **Communication:** Internet, TV, wireless networks, and broadband.
- **Social:** community welfare, health, and education.
- **Security:** personal and collective safety, security, alerting and protection against vulnerabilities in physical and cyber domains.

“A rising tide doesn’t raise people who don’t have a boat. We have to build the boat for them. We have to give them the basic infrastructure to rise with the tide.”

~ Rahul Gandhi 16



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Managing global resources for greatest good:

“The scarcest resource is not oil, metals, clear air, capital, labor, or technology. It is our willingness to listen to each other and learn from each other and to seek the truth rather than seeking to be right.”
~ Donella H. Meadows (1941-2001)

“When we build ... let it not be for present delights nor for present use alone. Let it be such work as our descendants will thank us for, and let us think ... that a time is to come when these stones will be held sacred because our hands have touched them, and that men will say as they look upon the labor, and the wrought substance of them: See! This our fathers did for us.”

~ John Ruskin (1819-1900)

Human energy and intellect are the greatest renewable resources.



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The greatest waste of all kinds is a waste of human intellect and development potential.

Kaoru Ishikawa's benediction for quality: **Quality development innovates to avoid "loss to society!"**

Kaoru Ishikawa's hope and prayer of quality for humanity:

"...that quality and related activities be spread everywhere in the world, that quality all over the world be improved, that cost be lowered, that productivity be increased, that raw materials and energy be saved, that peoples all over the world be happy, and that the world prosper and be peaceful."

...inclusive action result in good quality of life for society!

Quality for humanity is the global social imperative!

"The ... revolution will be organic. It will arise from the visions, insights, experiments, and actions of billions of people ... everyone can contribute."

~ Donella Meadows 18



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Part 2:

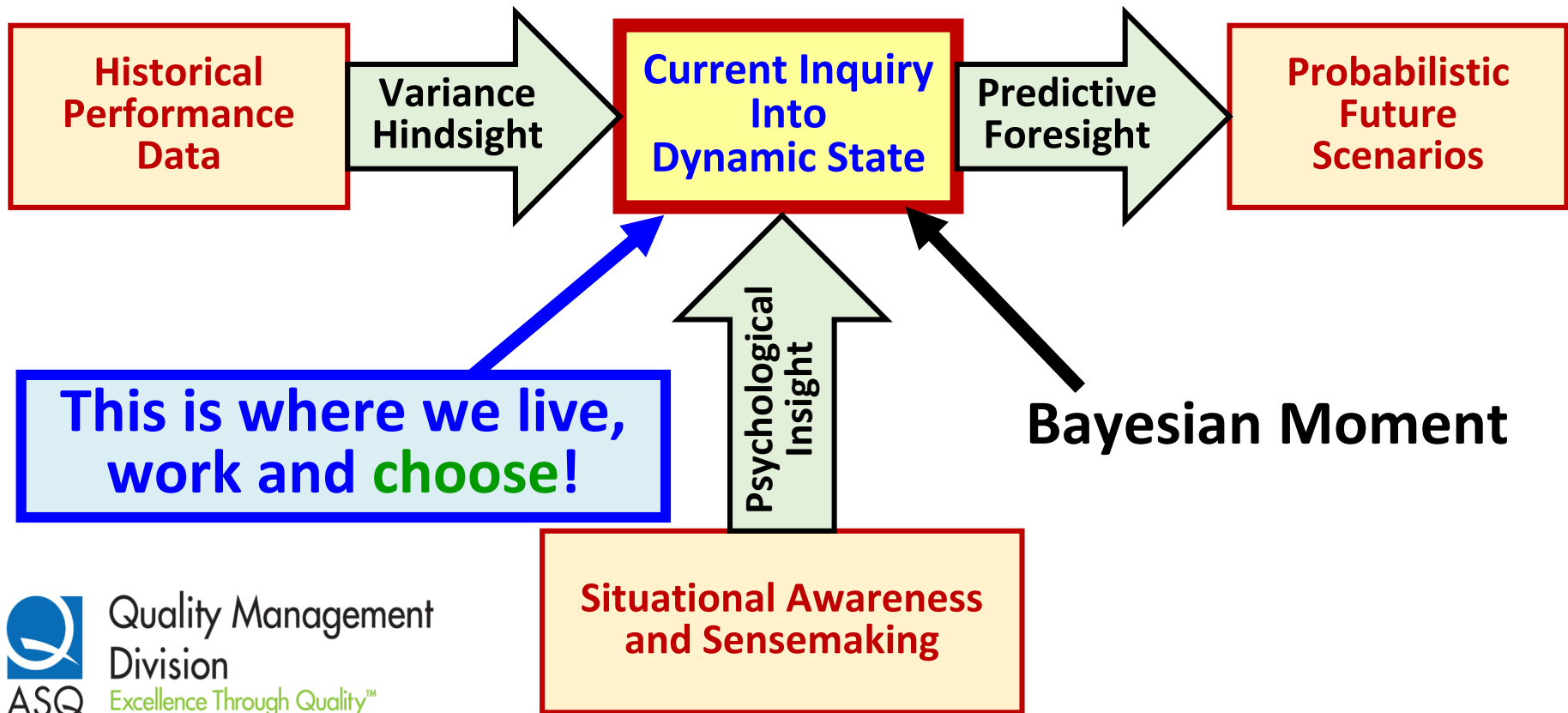
Learn how the global quality community must engage society to accelerate achievement of the Earth's manifest destiny.

We are living in a “Bayesian Moment” ...

“Hindsight supplements foresight: a view backward often adds materially to a view forward.”

~ Walter A. Shewhart (1939)

Statistical Method from the Viewpoint of Quality Control
[Editorial comment made by W. Edwards Deming.]



Five choices for responding to crisis:

“There are no separate systems. The world is a continuum. Where to draw a boundary around a system depends on the purpose of the discussion.”
~ Donella Meadows

1. Do nothing!
2. Maintain control!
3. Create robustness!
4. Bounce back!
5. Adaptively adjust!



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“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.”

~ Socrates

1st Choice: Do nothing!

Reactive!



The “deer-in-the-headlight” syndrome – fails to recognize that this is a situation requiring action and rejects the challenge to change when faced with a situation (the **negligent** response).



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“We cannot become what we want by remaining what we are.”
~ Max Deprez

2nd Choice: Maintain control!

Reactive!



The “stick-your-head-in-the-sand” syndrome – avoids making a clear commitment like the ostrich and fails to cope with the situation in any meaningful way (a **situational** response).



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**Sometimes the things we can't change
end up changing us!**

3rd Choice: Create robustness!

Reactive!



Retreat into your protective shell as a defensive mechanism so that an organization does not collapse under burdens imposed by change (the **robust** response).



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“Management often goes on a retreat to consider its strategy. It should go on an advance instead.”

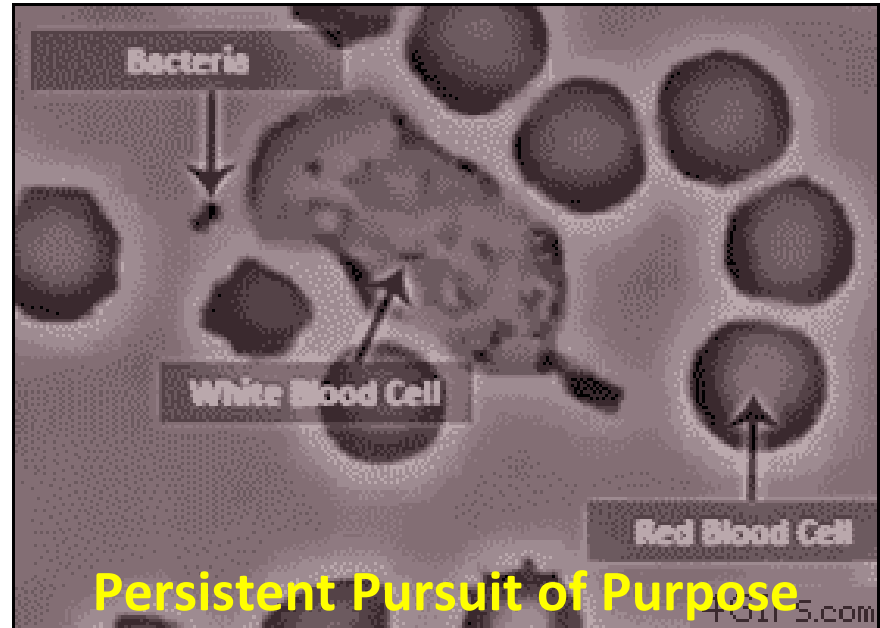
~ Gregory H. Watson

4th Choice: Bounce back!

Reactive!



Collaborative Teamwork



Persistent Pursuit of Purpose

We can learn by observing how nature operates as a system.

Resilience: ability to recover quickly from difficulty; capacity to “bounce back” in response to external influence so an organism maintains its capabilities despite threats imposed from outside and ultimately it learns to overcome this influence as a matter routine operations.

Resilience is nature's way of working:



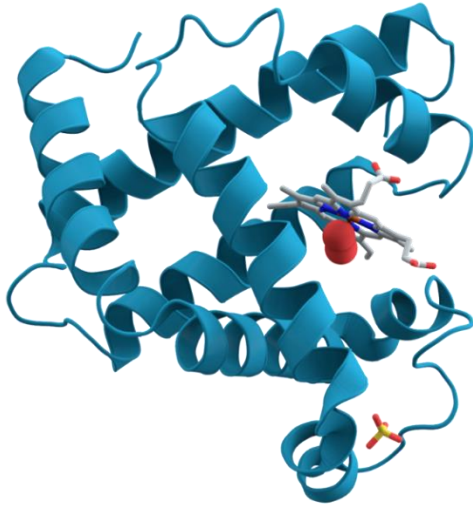
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The fire that destroyed much of this forest was not sufficient to destroy the redwood trees it burned – they recovered and the forest bounced back.

5th Choice: Adaptively adjust! **Proactive!**

“Antifragility is beyond resilience or robustness. The **resilient** resists shocks and stays the same; the **antifragile** gets better.”

~ Nassim Nicholas Taleb*



Molecular biology: Myoglobin 3-D Structure delivers O₂ to muscles to increase strength.

Discover advanced warning signs to find triggers of change that creep in and attack vulnerabilities at the edges of your ability to control critical assumptions in your operations so you gain advanced notice so you can adapt by making real time response (**antifragile**) – the system increases in survival ability as a result of collected learnings from past mistakes, faults, failures, attacks, or shocks.



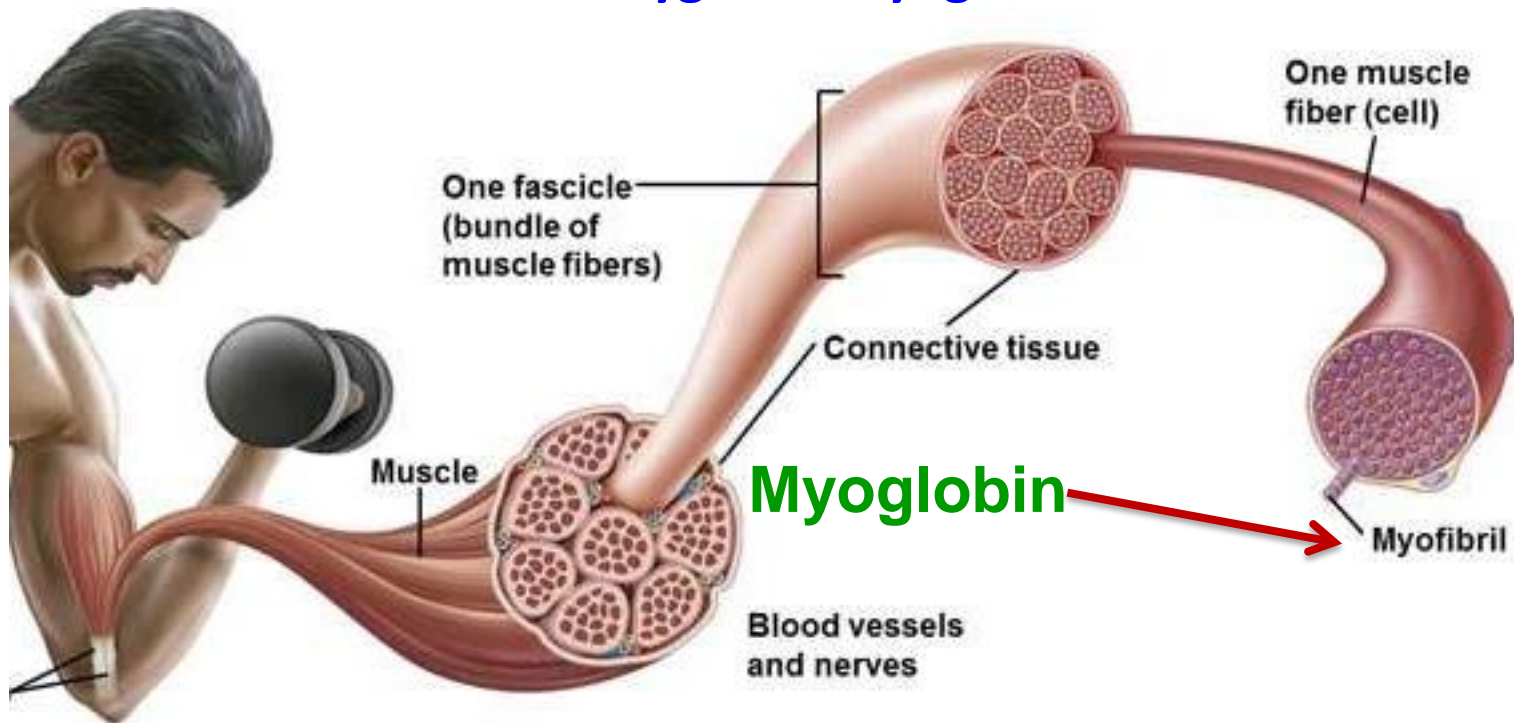
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“The art of life lies in our constant readjustment to our surroundings.”

~ Kakuzo Okakura, The Book of Tea

Antifragility is nature's development way :

The human body operates normally on the oxygen that is contained in hemoglobin – 80% of its stored amount for energy. However, if it is stressed then it gets a “second wind” by relying on a 20% reserve. Muscles store this reserve oxygen in myoglobin.



Thought experiment: A world without waste?

Imagineering: a new discipline – adding innovation to engineering.

“The ability to form an image of something in the mind which has not been comprehended by the five senses can be described as imagination. Imagination can also be defined as the capability of one’s mind to create mental scenes, or pictures of events that have not happened or of those that have already happened.”

~ [Strength of Imagination \(womenpla.net\)](http://womenpla.net)

“The mind constructs mental models as the result of perception, imagination, knowledge, memory, and the comprehension of discourse.”

~ Phil Johnson-Laird, *Mental Models* (1983)

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Part 3:

Understand how your personal contribution will help create this vision of reality.

Turning the benediction into blessings

Achieving results requires participation of all people at all levels.

- **Gemba 3: Government Contributions:**

- Actions: Apply social justice and economic policy fairly for all of its citizens; create biosphere-friendly policies, treaties, laws, and regulations; eliminate subsidies and trade barriers that favor any policy that has negative impact on SDG objectives.

- **Gemba 2: Social Systems Contributions:**

- Actions: Implement projects that enable preservation of natural resources and protect the biosphere; invest in technologies that will create improved biosphere and human conditions; apply economical peer pressure to conform to the strategic direction.

- **Gemba 1: Citizen Contributions**

- Actions: Take personal action by doing little things like: cleaning up your neighborhood, planting a tree, educating your family, picking-up plastics, using “green packaging,” properly disposing of waste, and stop contributing to formation of this “global mess.”



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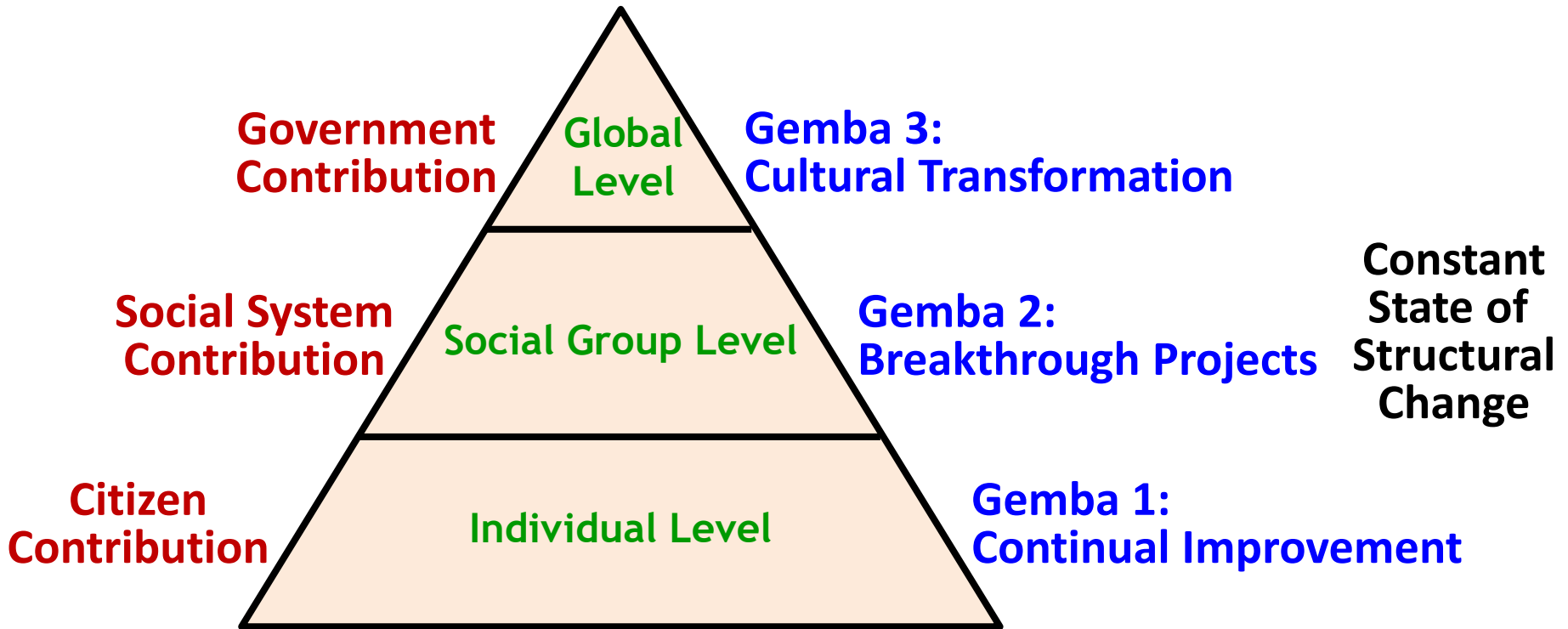
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“Speak up for those who cannot speak for themselves.”
~ Proverbs 31:8

The three-gemba global action plan:

Need to achieve a shared result through constancy of purpose.



“The first duty of government is to see that people have food, fuel and clothes. The second, that they have means of moral and intellectual education.”

~ John Ruskin

United Nations Sustainable Development Goals:

The UN SDG's outline transcendental goals for all of humanity!



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Macro-Quality:

All goodness, no badness for all on Planet Earth!

Global Challenges Require Global Actions:

UN's SDG describe principles for social engineering of the World.

- Are they really goals or targets to be achieved? Are they an excellent statement of the “grand challenges” facing humanity, or do they sub-optimize and create confusion in priorities for action?
 - Consider SDG-13 “Climate Action” as a case: It does not truly look at what improves the climate as there are no true measures that record factors which improve climate change in physical terms. We use proxy measures that are sub-optimized according to what we can measure.
- Do these SDGs define processes to create the change or end state?
 - Is the end-state “climate action” or is it a “balanced biosphere” in which we identify the target, the measures to get there and a set of projects, processes, and procedures which enable attainment of the target as well as maintenance to hold the gains once reversal of the harmful conditions has been obtained?
- The SDG's fail to meet even the basic tests for “SMART” objectives!



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Where is Archimedes' “fulcrum” from which we can change the world? How to find it?

Critique: The UN SDGs overlap in action and confuse in precedence for a course of action:

What are the interrelationships among the 17 UN SDGs?

Environmental Engineering Required

- Clean Water and Sanitization
- Climate Action
- Life Below the Water
- Life on Land
- Zero Hunger
- Sustainable Cities and Communities
- Industry Innovation and Infrastructure
- Affordable and Clean Energy

Natural Sciences

Social Engineering Required

- Quality Education
- Gender Equality
- No Poverty
- Reduced Inequalities
- Decent Work and Economic Growth
- Good Health and Well-Being
- Responsible Consumption and Production
- Peace, Justice, and Strong Institutions

Social Sciences

Integrated Collaborative Approach

- Partnerships for the Goals

**Objective:
Stable Balance**

- What are the priorities to achieve progress?
- What are the measurable goals to achieve?
- How do we gain profound knowledge?

Evolving Systems: Transitioning from Local (internal) to Global (external) emphasis:

Quality Imperative: Incrementally increase the scope of content for profound knowledge to understand how the global systems operate and discover opportunities that will change the causal structures that create “badness.”

- **System of Profound Knowledge (SPK – Infrastructure):**
 - Deming’s SPK only provided a framework without any defining detail so that transformation could be understood or applied.
- **Theory of Profound Knowledge (TPK – Localized):**
 - Watson’s TPK provided structure to Deming’s SPK and defined it in a way to be comprehended in an organizational system.
- **Theory of Profound Knowledge (TPK – Globalized):**
 - The complexity of the global system and the need to integrate efforts across a variety of insurmountable boundaries (social, political, disciplinary, technological, and emotional) require an expansion of TPK to operate in a global systems architecture.



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Quality sciences are never settled and they must grow to meet the challenges of their age.

Applying a Global Quality Perspective:

**Random local actions do not create systemic results.
This requires profound knowledge of the system.**

- **Randomized actions produce Brownian motion, a random outcome that wanders in the performance dimensions rather than achieving a purposeful aim.**
 - Deming called these types of actions “tinkering” with the system.
- **Goals must be quantified and related to specific actions.**
 - Daily work needs to become standardized (follow an SDCA Cycle).
- **Good intentions (SDG goals) must become improvement projects).**
 - Project improvements must be synchronized globally, objectively measured, tracked for progress, and resourced to be effective (it is the PDCA/DMAIC improvement project activity – plus PDSA).
- **Natural and Social Sciences must contribute collectively through the coordinated actions of nation-states to achieve mutual prosperity.**
 - Redistribution of resources will be necessary to clean up the mess that has been created over generations of poor management.

What should be the principal objective for a strategic global plan that delivers quality for the future generations of humanity?

- **Environmental security for the biosphere?**
 - It is equally important to have security for the world that we occupy as it is to have security for safe neighborhoods and to have economic security for our families.
- **Purposeful existence for humanity?**
 - Humans need to achieve goals to experience purposefulness in life. We need to shift goals from individual to community goals that can be obtained collaboratively.
- **Attainment of peace and true equality for the entire diversity of the human race?**
 - Kaoru Ishikawa: “... *that raw materials and energy be saved, that peoples all over the world be happy, and that the world prosper and be peaceful.*”



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Global prosperity, peace, and happiness.
Leaving nobody behind as we progress!
Nobody can do this alone!

Creating Quality for Humanity as a New Reality:

What can be the contribution of the global quality community?

- We can work on developing operational definitions for purposeful goals that meet strong criteria for measurement systems.
- We can guide in establishing sound measurement systems that will integrate the various natural forces and the factors that act as those drivers that are changing the way society operates.
- We can be a neutral third party to facilitate negotiations and which upholds a preferred role for scientific investigation to seek objective evidence that challenges research hypotheses to develop the newly “settled” knowledge to gain understanding, and hopefully, control of the “levers of change” to enable the ultimate goal in terms of quality of life for all humanity fulfilling the wish of Kaoru Ishikawa.
- To accomplish this envisioned role, the quality function must be an apolitical force for good, unbiased by any extremes, and servant to objective knowledge that can be truthfully demonstrated.

Who are we, where have we come from, and where are we going? Basic questions of life!

As humans we must continually review our identity, history, and direction. It is best that we travel life's path being mindful of our state and purposeful in our action to achieve a common good.

WHAT CAN YOU DO?

Study the IAQ Point Paper: Revitalizing the Global Quality Manifesto and re-scope your quality viewpoint from internal to external.

Discover the possibilities for engaging in action at the local level that will enable directional change toward achieving quality for humanity at the global level.

Commit to engaging and participating in development and follow-on deployment of a Macro-Quality action plan to benefit all humanity.

**“Vision without action is merely a dream.
Action without vision just passes the time.
Vision with action can change the world.”**

~ Joel A. Barker 41

Organizational resilience doesn't just happen!



**“Be the change you wish
to see in the world.”
~ Mahatma Gandhi**



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Macro-Quality for all humanity!

Take-away Lessons Learned

“Hunger, poverty, environmental degradation, economic instability, unemployment, chronic disease, drug addiction, and war, for example, persist in spite of the analytical ability and technical brilliance that have been directed toward eradicating them. **No one deliberately creates those problems**, no one wants them to persist, but they persist nonetheless. That is because they are intrinsically systems problems—undesirable behaviors characteristic of the system structures that produce them. They will yield only as we reclaim our intuition, stop casting blame, see the system as the source of its own problems, and find the courage and wisdom to **restructure** it.”

~ Donella H. Meadows
Thinking in Systems (2008)

What does it take to “be the change?” **Quality!**

Enablement, engagement, enthusiasm, and excellence!

- **Enablement:** gain knowledge and skills required to make change.
- **Engagement:** take an active role in driving the required changes.
- **Enthusiasm:** keep an open mind & breakdown barriers to change.
- **Excellence:** persist to achieve the world we need for our children.

Learning objectives of this webinar:

- Discover the agenda humanity must pursue to reach its manifest destiny to gain a sustainable planet biosphere.
- Learn how the global quality community must engage society to accelerate achievement of the Earth’s manifest destiny.
- Understand how your personal contribution will help to create this vision as a reality.

“Invictus”* by William Ernest Henley (1875):

**Out of the night that covers me
Black as the pit from pole to pole,
I thank whatever gods may be
For my unconquerable soul.**

**In the fell clutch of circumstance,
I have not winced nor cried aloud.
Under the bludgeonings of chance
My head is bloody, but unbowed.**

**Beyond this place of wrath and tears
Looms but the Horror of the shade,
And yet the menace of the years
Finds, and shall find, me unafraid.**

**It matters not how strait the gate,
How charged with punishments the scroll,
I am the master of my fate:
I am the captain of my soul.**



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Thank you

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https://www.youtube.com/channel/UCFdXdllxHNMSTk7_BESgl3w

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