

## **Quality without Borders.**

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In the late 1950s Dr A.V. Feigenbaum coined the term Total Quality Control. He stated that 'Quality is everybody's business', but went on to say that because it was everybody's business it was in danger of becoming nobody's business. He used this argument to justify the creation of Quality Departments. In general the West followed this path and developed regulatory approaches to Quality Management. In the Far East and particularly Japan, it was different. They did not establish Quality Departments or create Quality Specialists. Under the guidance of Professor Kaoru Ishikawa, they determined how to manage an organisation where literally every employee from the CEO downwards managed their own individual quality responsibilities but in a consensual way which led to the creation of Hoshin Kanri. This paper postulates yet a third approach. This is intended to combine all of the benefits of the Western approach (shall we say Theory X), with the advantages of the Eastern Approach (we can call this Theory Y) and creates a Theory Z approach (with acknowledgement to William Ouchi) . This is referred to as 'Quality without Borders' because it can be and is being applied in any culture regardless of historical heritage.

For organisations to move in this direction the biggest challenge will be in Education and Training. The following might be some exaggeration in many cases but, for those operating Theory X style, they will already have either a fully trained Quality function. However, it is likely that the payroll might be almost completely ignorant of the quality sciences and disciplines. In contrast, Theory Y organisations will have a payroll very well versed in the relevant disciplines but have possibly no educated and specifically trained Quality experts on the payroll.

The author presents a credible solution to this problem.