



INTERNATIONAL  
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QUALITY

*A community of the world's leading executives, practitioners  
and academics dedicated to promoting the cause of Quality*



30 December 2021

## Communication on Engagement

October 2019 to October 2021

The International Academy for Quality (IAQ) is a community of the world's leading executives, practitioners and academics dedicated to promoting the cause of quality. The IAQ is a non-profit member-based organization with limited membership from around the world. There are no employees. As of now there are 134 members from 45 countries. IAQ Headquarter is located in Boulder in the State of Colorado, USA

After signing the UN Global Charter in December 2010 IAQ revisited its purpose and values to align them with the Global Compact principles. In 2012 IAQ redefined its purpose and values which are the same indicated in the last report from October 30, 2019.

The IAQ works collaboratively to achieve results, both as individuals and in teams. We seek to expand application of the philosophy, principles and methods of quality management, while developing new approaches to address the changing needs, particularly in the context of environment, conservation, healthcare and education.

IAQ partners are the following regional quality organizations. American Society for Quality (ASQ), European Organization for Quality (EOQ), Japanese Union of Scientists and Engineers (JUSE), Asian Network for Quality (ANQ), Asia Pacific Quality Organization (APQO), Middle East Quality Association (MEQA) and China Association for Quality (CAQ). The IAQ also supports the National Quality Organizations in various countries.

The benefit IAQ seeks is for humanity in terms of physical, emotional and intellectual wellbeing of people that could lead to peace and harmony with equity and justice for the greater good. Our primary approach is to build capabilities within organizations and within societies through individual work of the Academicians. This has a multiplier effect for improvement in quality of products, services and life. Collectively we learn from each other and enhance our effectiveness. Our members also work together collectively through the IAQ Think Tanks with the purpose to learn, develop new knowledge and together effect the global development within the scope of the Think Tank.



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## ***The IAQ Core Values***

### *Excellence*

The IAQ expects the best of ourselves and one another and the outcomes of our efforts.

### *Professionalism*

The IAQ work together in voluntary activities using fact-based management that leads to excellence.

### *Respect*

The IAQ honors individual cultures and beliefs that express the human spirit, cooperating in harmony with nature.

### *Integrity*

The IAQ stands up to challenges and maintain its convictions in the face of adverse conditions.

### *Compassion*

The IAQ reaches out with openness, kindness and concern in its relations with others without politics.

We as members live by these values and promote the same with organizations we work with.

Members collectively and individually contribute to the sustainability objectives working with their clients and for development of new methodologies and technologies that could be used by various organizations to address various development issues under the Sustainable Development Goals to make the planet earth a better place to live.

## ***The IAQ Quality Sustainability Award***

Since 2020 the IAQ have introduced the IAQ Quality Sustainability Award. This global award honors projects that had achieved good and measurable results within any of the 17 UN Sustainability Development Goals by using quality methodologies, tools and philosophy in a professional way. The purpose of the IAQ Quality Sustainability Award is to identify and share good examples of how quality management principles can be used to develop more sustainable solutions and offerings while also reducing waste and optimizing the use of resources.

By sharing such good examples and success stories, the skills to create more result-focused sustainability work will increase and the possibility to link important knowledge and competence within the field of quality management into today's sustainability activities will be increased. Another important purpose is to create a public database of good examples linking quality management to sustainability for future research, learning and benchmarking in order to facilitate leverage. Since 2021 the IAQ Quality Sustainability Award is also given on national level in China, India and Sweden by those countries national quality organizations supported by the IAQ.



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## ***The IAQ Think Tanks***

Collective work is done through the IAQ Think Tanks. Every Think Tank organizes IAQ members and adjunct external experts within areas of high priority for a sustainable development through quality. Today the IAQ organize in the following Think Tanks:

*1. Quality in Governance (QiGTT):* The purpose of this Think Tank is to contribute to the practice of Governance in all spheres, but particularly in public and private corporations through effective application of quality concepts for equitable and sustainable economic development without causing harm to the environment. By installing sustainable principles of governance in organizations that maintain the interests of all their stakeholders, on sustainability, on ethics, and on efficiency as a focus of attention.

Introduced in 2009 the Bertin Quality in Governance Medal has been given to leading business leaders and top executives to recognize exceptional contributions to the practice or development of sound principles of good governance based on application of quality-related principals and methods. This includes Chairman of Corning Inc. US, Komatsu Ltd. Japan, Tata Group in India and Herend Porcelain Manufactory in Hungary. Winners of this medal include luminaries heading various corporations supporting the Global Compact.

Marcos Bertin and Hugo Strachan, members of QiGTT, have also developed the Board Management Excellence Model 2018 (Argentina) that helps boards doing self-assessments and evaluations. Over the years several papers and books were also published to make quality methods and tools available to boards. This Think Tank works closely with Global Corporate Governance Forum (GCGF) of the International Finance Corporation.

Today, focus is on the “Future in Corporate Governance Project” that has the purpose to find insights on future corporate governance objectives, accountability, organization and best practices due to technology, social, environmental, economic, business and globalization evolution and innovation.

*2. Quality in Planet Earth Concerns (QiPECTT):* This Think Tank has the mission to bring planet earth concerns to the mainstream of Quality Management and introduce Quality Management into Planet Earth concerns. The Think Tank plans to work on the process for meeting human development needs and goals while sustaining the ability of natural systems to continue to provide the resources and ecosystem services upon which the economy and society depend. Social and economic sustainability should be in harmony with environmental sustainability, that is, the carrying capacity of natural systems should not be exceeded. Quality Management is meant to enable organizations – both business and non-business (such as healthcare) - to achieve challenging objectives by satisfying customer needs efficiently, with the involvement of everyone.

Most business excellence models used globally today are based on the principles of quality management. In this context, QiPTT focus on doing the following: Firstly, the fundamentals of Quality Management are



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reviewed and further refined to relate it to social, environmental and financial dimensions of sustainability. This would help make sustainability a more central concern of business management. Secondly, building on the results from the first step, today's business excellence models used globally should be influenced to capture all three dimensions of sustainability. This would help to redefine the role of business for sustainable development. Thirdly, in line with the mission of the Think Tank, it is sought to bring to light Quality Management concepts, systems, methods and techniques to solutions for sustainable development. An important step forward in this is the introduction of the IAQ Quality Sustainability Award.

*3. Quality in Education (QiETT):* This Think Tank aims at producing relevant contributions related with the roles that quality principles, approaches, and tools, as well as the quality community in general, can play in promoting and reinforcing quality in education. Focus is also in the lessons, experiences, and knowledge that the quality community can learn and recognize coming from academia and its different actors, including students, teachers, school administration/management, families, employers, and society in general.

The members of the QiETT have written eleven white papers, given speeches on international conferences, published a number of papers in scientific journals to spread the knowledge of quality in education. In 2021 the book "Student Quality Circles" (Moosa, Kamran and Abdul Mir) was published to help to develop the quality mindset in students. Focus is also on identifying international best practice in education, creation of a library of videos in education, organizing QiETT events and foundation of a quality in education award.

The QiETT also have a long tradition of working in conjunction with UNESCO and GUNNI. It has conducted collaborative work in India, Vietnam, Thailand and Kazakhstan contributing to improvement in quality of education.

*4. Quality in Healthcare (QiHTT):* This Think Tank has the purpose to adopt advanced quality and innovation tools to solve the toughest social problems in Health Care and to support the UN Sustainable Development Goals. Members of this Think Tank work with various healthcare agencies in different countries. The vision of QiHTT is to change the focus of healthcare quality from the baseline approach of organizations such as the Joint Commission to a more challenging approach to make best healthcare practice common practice everywhere. TT members presented papers and participated in panels on healthcare at most of the IAQ events and meetings around the world. Members also tracked healthcare developments in their area and fostered improved quality.

The members of the QiHTT are now working on identifying the toughest problems in healthcare and the UN SDGs and help interested participants to solve them in five to seven Café type meetings through zoom. The bulk of the work is done by Think Tank members who are thought leaders in this area. There have already been over 100 meetings in six key areas to help solve the toughest problems.



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The members of the of the QiHTT have also supported health organizations with knowledge in data analytics and statistics during the COVID-19 pandemic to promote more fact-based decision making and actions of high quality.

*5. Quality in Improvement:* This IAQ Think Tank was originated at the request of the European Organization for Quality (EOQ) in October 2014 which originally asked the Academy to develop a standard for Lean Six Sigma that could be deployed throughout Europe as there was great confusion what it meant from an operational perspective. Following its preliminary investigation in 2015 the focus of the Think Tank was broadened to address issues uncovered regarding the variety of “standardized” approaches to continual improvement. During this process a series of related studies was planned to follow development of a “standard” Continual Improvement Model (CIM).

Focus is now on development of an IAQ book to formally publish the Think Tank’s 2017 Research Report on Continual Improvement. Part of this is to publish a series of journal papers on continual improvements. Another focus area is to revise the terms of reference to address the expanded scope of continual improvement that are suitable for the rapidly evolving transition to digital analytics and artificial intelligence applications.

*6. Quality in Innovation (QiITT):* The purpose of this Think Tank is to understand the synergies and connections between innovation and quality management and to identify new opportunities for IAQ members and quality professionals to improve both. The members of the Innovation and Quality Think Tank have had several interesting discussions about innovation. There are many different definitions, perhaps as many as individuals on the Think Tank. Many members are interested in innovation in manufacturing and production technology, others in service quality and innovative ways we serve customers and how we let them serve themselves. Others want to explore how companies develop their own brands through innovation. Almost all of the members are interested in innovation connected to product development.

Part of the work carried out in the QiITT is about creating an innovation library identifying papers, chapters and books written by IAQ members on Innovation and Quality and what we feel are the best articles written by people outside of the Academy. We have identified some national standards and policies on innovation and have connected with the members of the ISO Technical Committee 279 on Innovation Management.

*7. Quality in Applied Statistics (QiSTT):* The objectives of this Think Tank are to advance the theory and practice of statistical engineering, including its insertion into academic curricula, and to enhance the professional qualifications and standing among its members. These high-level objectives of QiSTT are to promote unity, effectiveness of effort and ethical professional conduct among those who devote themselves to the theory and practice of statistical engineering, to provide for the creation of conferences, conventions and other meetings of its members for the exchange of ideas and experiences in the development, application, and use of statistical engineering principles, to create and disseminate a body of



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knowledge for statistical engineering, and to facilitate the proper inclusion of statistical engineering in statistical and other professional publications, including textbooks.

In order to achieve these goals the Think Tank work is focused on complete and publish case studies illustrating the unique aspects of statistical engineering, and include these in the Handbook of Statistical Engineering, complete the rest of the Handbook of Statistical Engineering, and to do a better job of understanding and meeting the needs of potential communities that could benefit from statistical engineering, including analysts and engineers in defense and aerospace, non-clinical statisticians in pharma, academics, statisticians in consumer products companies, and statisticians interested in reliability.

*8. Quality in Logistics (QiLTT):* This Think Tank was started in 2021 and aims to contribute to future development of logistics. Define the role of quality in all logistics 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. Important goals in this work are to build a holistic approach of logistics on a global perspective, develop new ways to apply quality management principles in logistics, creating new ideas, models and practices within logistics, and to promotion the core values of IAQ and UN Global Compact principles into logistics.

*9. Voice of the Customer (VoCTT):* This Think Tank was initiated in 2021 and has the purpose to investigate various methods and tools that quality professionals can easily adapt to a variety of applications where understanding the voice of the customer is important. Work has started with focus to explore existing quality methods and tools, as well as methods and tools from related disciplines, prepare a voice of the customer analysis flowchart, identify current best practice case studies and research, propose adaptations for various industries and cultures, and create an easy-to-implement plan for publication.

*10. Quality 4.0 (Q4.OTT):* In the disruptive era of Quality 4.0 this IAQ Think Tank, started in 2021, seeks to develop clear understanding of the methodologies, applications, and implications of digital technologies on the methods, tools, and practices of quality as well as its implications for the specialists who engage in this profession and are developing their personal competencies for future application.

The Q4.OTT aims to create a common language, understanding of the grand challenges that are emerging from the disruptive digital technologies, and to develop the core principles to help guide the global quality community into the future. The Q4.OTT will also develop a series of papers to provide the global quality community with an understanding of the application of a common set of "new digital quality methods and tools" by vetting articles for clarity of messaging and completeness of explanation. These documents will be collected into a special edition of an academic journal and published to help guide the transition of theory into practice.



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## **Development of Quality Manifesto for the 21<sup>st</sup> century**

This activity was initiated at the request of the IAQ Board of Trustees in 2019 as a desire to update the Quality Manifesto for the 21<sup>st</sup> Century. The previous Quality Manifesto was almost two decades old and did not comprehend the turbulence caused by digitalization and the impact that global heating had on the environment. This spin-off of the IAQ Quality in Planet Earth Concerns Think Tank was chartered to develop a revised Quality Manifesto for the 21<sup>st</sup> Century; communicate the Quality Manifesto within the global quality community; and extend its deployment globally.

In May 2021, the IAQ Board of Trustees approved the Quality Manifesto and in June global deployment of the quality policies and strategic intent of the manifesto commenced. Since that time quality groups from Chile to China, Australia to Sweden, and from Kenya to the United Kingdom have joined in a global discussion of the ten principles and published them to their members. Translations have been made into many languages: Russian, Mandarin, Korean, Hungarian, Portuguese, Croatian, and many more. This effort continues into 2022 with an objective of obtaining the support of all national and regional quality organizations in the world and branching out to aligned professional organizations.



International Academy for Quality

# Quality Manifesto for the 21st century

*Quality Defines The Essence Of Goodness For Humanity*

We, quality professionals of the world, unite to commit ourselves to revitalize quality and transform our profession to increase its relevance for the world. We believe firmly that the principles and practices at the core of the quality discipline possess the power to enable organizations to revolutionize their way of working and to manage their affairs for the lasting benefit of humanity. This power can be instilled in all types of organizations – businesses, health care, education, not-for-profit, social, and humanitarian organizations, and governments – as well as in the hearts and minds of people. We recognize that quality has two critical foundations: the discipline of science coupled with mutual respect for all human beings.

We resolve to be disciplined in developing our expertise and to advance quality knowledge, in the spirit of service for the greater good of our global society. Through the dedicated practice of quality, we aim to enable humanity to thrive in a healthy planet thereby advancing the quality of life for all. To us, quality means that organizations fulfil the stated, implied, and latent requirements of all of their stakeholders, while causing no harm to society or the environment. We believe quality can and must be applied for the betterment of humanity.

Now we revitalize our dedication to globally enable 'Leadership through Quality' in ten ways:

## 1. Deepen our art and science

Deepening the profound knowledge of quality sciences and widening the art of its application into all spheres of endeavor for the benefit of humanity.

## 2. Do no harm

Embedding the idea that not causing harm and doing good for society and the ecology of the planet are not limiting conditions of quality applications but are integral to framing improvement objectives at the highest levels.

## 3. Extend our scope

Extending the application of quality to all geographies, sectors, functional domains, as well as supporting smaller enterprises;

## 4. Go beyond business

Developing beyond major corporate applications to cause intense shifts in management of education, health care, environment, and government.

## 5. Serve our customers

Emboldening all organizational leaders to forever commit to the precedence of satisfying the needs of their customers-patients-students-citizens as their principal objective.

## 6. Build strategy the quality way

Sensitizing managers to the way vision and objectives must be established, not only to avoid an organization's internal weaknesses and vulnerabilities and assure harmony with strengths and opportunities, but also in service to all of its stakeholders.

## 7. Involve everyone

Stimulating the universal involvement of all individuals in an organization, creating ownership and capabilities for assuring the quality of their own work and in making improvements endlessly.

## 8. Create trust and happiness

Encouraging organizations to create an environment wherein all employees gain security through their experience of prosperity, happiness, trust, and inner confidence through their rising abilities and self-respect.

## 9. Bring data into daily conversation

Rendering, in an age of data profusion, everyone from board members to frontline associates skillful in generating and interpreting data for applications in control, improvement, and daily conversation. and,

## 10. Embrace the new technologies

Weaving quality seamlessly into emerging digital, biological, materials and other advanced technologies.

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## IAQ worksheet to report participation in the UN Global Compact

References: Sustainable Development Goals: 1. Poverty, 2. Hunger, 3. Health, 4. Education, 5. Gender Equality, 6. Clean Water, 7. Affordable and Clean Energy, 8. Decent Work and Economic Growth, 9. Industry Innovation and Infrastructure, 10. Reducing Inequality, 11. Sustainable Cities & Communities. 12. Responsible Consumption, 13. Climate Action, 14. Life below Water, 15. Life on land, 16. Peace, Justice and Strong institutions, 17. Partnerships for goals.

#	UN reference	IAQ member Or partner	Time frame	Activity	Progress
1	Support of all UN SDGs	QiPECTT and Board of Directors	Past, present and future	Development and introduction of IAQ Quality Sustainability Award	This award will stimulate an operative sustainability work in organizations around the world.
2	Support of all UN SDGs	Greg Watson and Narayanan Ramanathan	Present and future	Development of Quality Manifesto for the 21 <sup>st</sup> century	The quality manifesto will align quality professionals around the world in sustainability related actions.
3	Support UN SDG 1, 2, 3, 8 and 9	Greg Watson et. al	Present and Future	Working with sub-Sahara countries in Africa to establish national quality offices to accelerate progress country by country on the UN SDGs	Over 10 national offices have been established in last two years in Africa.
5	Support UN SDG 4	Quality in Education Think Tank	Future	Publication of the book "Student Quality Circles" (Moosa, Kamran and Abdul Mir)	This book will help to develop the quality mindset in students.
6	Support UN SDG 8, 9, 13, 16 and 17	Marcos Bertin and QiGTT	Past, present future	Governance text, workshops around world, and recognition of leaders using good governance.	Insight adopted by many boards
7	Support all UN SDGs	QiPECTT	Future	Publication of more than 30 papers on	Sharing knowledge regarding a quality and



				international conferences and journals.	fact-based operative sustainability work.
8	Support UN SDG 3	Blanton Godfrey and QiHTT	Present and future	Working in a close partnership with UNICEF, the University of North Carolina Gillings School of Global Public Health, and colleagues at North Carolina State University to revise the Country Profiles for the 137 lower-and-middle-income countries.	Completed and released to the public during a special webinar (Countdown 2030). Phase 2 starts in January 2022.
9	Support UN SDG 3	Kazuyuki Suzuki and Noriaki Kano	Present and future	Detailed analysis of the COVID-19 pandemic trends around the world, especially in Japan.	Helps to better understand the actual situation and prevent future similar situations.
10	Support all UN SDGs	IAQ TTs on Improvements and Innovation	Past, present and future	Development of models, methodology and tools for improvements, problem solving, process development and innovation.	Helps organizations to create higher value to humanity with less use of resources.
11	Support all UN SDGs	QiSTT	Past, present and future	Developing and teaching effective statistical methods to people in organizations around the world	Helps organizations to learn to measure what's important for a sustainable development, understand data and take fact-based decisions.
12	Support UN SDG 1,2,8, 9, 11 and 13	QiLTT	Future	Develop effective logistics in a global and holistic perspective	Help development of international trade, support poor countries and reduce waste in logistics/transportation.
13	Support UN SDG 1,2,3,4, 6,8,9, 11,12,13, 14 and 15	VoCTT	Future	Development of better methods for understanding customer needs and expectations	Helps organizations to deliver just what's important and avoid waste



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14	Support all UN SDGs	Q4.0TT	Future	Development of technology and digitalization to support delivery of quality and meeting of human needs.	Helps organizations to create value for humanity and avoid waste.
15	Support UN SDG 4 and 8	Bob King, et al.	Past, present, future	Publish "Best of Quality" series, & "Memory Joggers" to distribute the best quality and improvement methods to individuals and organizations around the world.	16 million copies in print and 100 million + online.

LLT

Lars Sorqvist  
IAQ President-elect