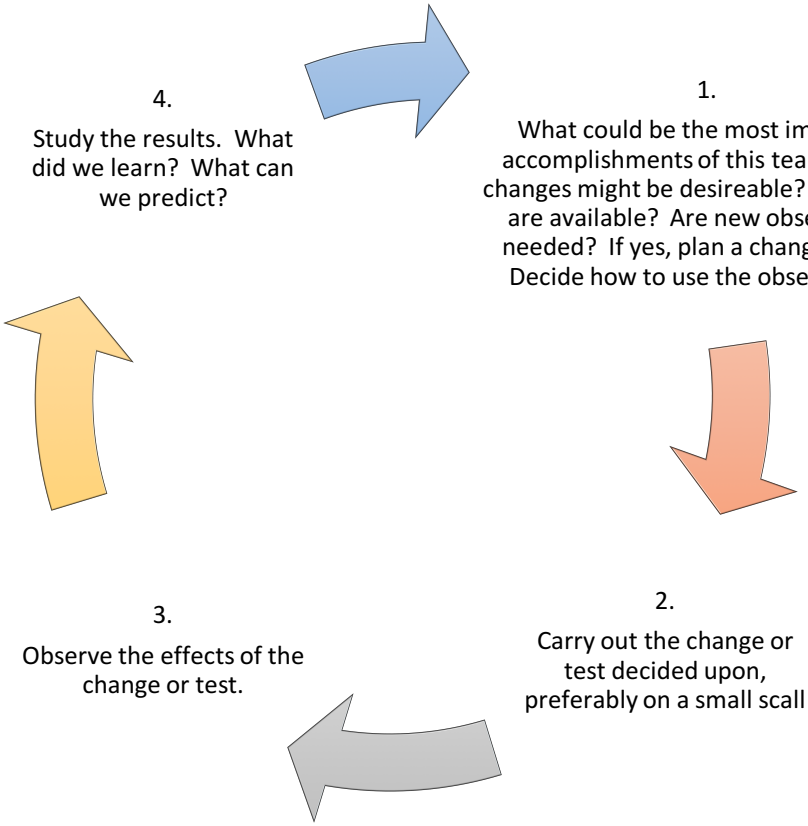
Quality Management and Continuous Improvement Principles

In the 1930's, Walter Shewhart began work in process improvement with his principles of statistical quality control. The Shewhart cycle was developed and published by Walter Shewhart in 1939. The concepts were documented in his publication *Statistical Method from the Viewpoint of Quality Control*, written when he was part of the department of Agriculture's graduate school in Washington, D.C. The Shewhart cycle is helpful as a procedure to follow for improvement at any stage and as a procedure for finding a special cause detected by a statistical signal. In 1950, Dr. Deming took the concepts of the Shewhart cycle to Japan to support the manufacturing companies in understanding and applying the concepts of statistical quality control. These concepts soon became known as the Deming cycle and are still referred to in quality engineering literature that way today.



The Shewhart Cycle (1939 W. A. Shewhart)

Although the early thinking on process improvement and quality management is correctly attributed to leaders such as Shewhart, Deming, Juran and Crosby, in fact, the man most indirectly responsible for promoting quality management and statistical quality control was General Douglas MacArthur. General Douglas MacArthur was the supreme commander of the Allied Powers in Japan after World War II. General MacArthur wanted a large number of highly reliable radios manufactured quickly and at a reasonable cost so that a radio could be in every

Japanese home in order to broadcast American propaganda. But the Japanese manufacturing companies could neither achieve the quantity nor the quality of radios that MacArthur desired. While looking for a solution to this problem, General MacArthur was introduced to Dr. Walther Shewhart, who had invented the control chart for predicting stable processes in manufacturing. Dr. Shewhart was unable to go to Japan himself, but sent the best men available. Those "best" included Homer M. Sarasohn, Charles W. Protman, and W. Edwards Deming who had been a graduate student of Dr. Shewhart's. General MacArthur then ordered the top management of Japan's best manufacturing firms to attend an 8-week course in statistical quality control (SQC). During this often intensive 8 weeks, the top leaders of Japan's manufacturing industry were taught to focus first on quality. MacArthur got his high-quality radios mass produced and the Japanese continued to focus on quality. They have continued to establish themselves as quality leaders in the world for many products and services.

Kasse, Tim, From the book 'Practical Insight into CMMI', https://books.google.com//books?id+plsItTsoYnUC&pg=PA18&Ipg=PA18&dq=general+macarthur+and+philip+crosby&source=bl&ots+rLlyikl5Wy&sig=PExfwygT_da4LrlCH6z0bG5hyr8hl=en&sa=X&ved=0ahUKEwiTqoGm3JXXAhVp4IMKHfQHBusQ6AEITjAK#v=onepage&q=general%20macarthur%20and%20philip%20crosby&f=false, 12 November 2017