



Diploma in _____
Managing Quality in Higher Education

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BREAKTHROUGH THINKING FOR HUMANITY

In Chapter 9, Yehezkel Dror's Law #1, published in 1971, was cited and read:

While the difficulties and dangers of problems tend to increase at a geometric rate, the number of persons qualified to deal with these problems tends to increase at an arithmetic rate.

The authors believe that this statement remains valid in 2017. And even assuming that the number of persons qualified to deal with problems might have increased more than an arithmetic rate, world societal changes have put decision makers into overload. The capacity of governments to deal with problems is obviously inadequate. Humans around the world can now communicate with each other at the speed of light. In this last chapter, the authors take the optimistic view that human brains have proven that breakthrough thinking is feasible. And they shed some light on a few paths.

WHY CHANGE?

The present is much different from the past and the future is bound to be exponentially different than the present. Science and technology has made spectacular advances in the last forty years. Those advances are responsible for significant improvement in the quality of millions of lives. It is believed that those advances also played a role in preventing an even more acute global economic depression with catastrophic outcomes worse than has been experienced to date. But time is not on humanity's side without reversal of many trends. And those same science and technology advances have involved Mephistophelean bargains with sinister negative potentials for Earth and its inhabitants. Major individual, corporate, and governmental changes are needed. This book proposes a research programme to do that through *Breakthrough Thinking and Acceleration to Excellence*.

CREATIVITY NEEDS

People achieve goals through process. Exponential increases of many societal changes in the world are requiring paradigm shifts in creative thinking and faster moves to constructive actions. But those requirements are not being met satisfactorily. For decades, the gap between serious problems and leadership qualified to solve those problems has continued to grow. Resulting destructive organisational, societal and environmental events have had local to global effect.

- Ideas – no matter how “crazy”. Tolerate ambiguity. Use a systems or full-spectrum approach and ask “What are all the involved qualitative and quantitative variables?” Capture both explicit knowledge (from learning) and tacit knowledge (from living).

Acceleration to Excellence – Insure the goal or task lies within well-defined values system. Start Impacts vary from costly to catastrophic. If correction is to occur, major transformations must occur in some areas.

Time is not on global humanity's side without reversal of many trends. History does not reveal evidence that needed improvements will happen autonomously. The assumption that evolution will always result in improvements is a myth. Acceleration and expansion of the scope of quality is not now an option for local, national, or international entities. It's a necessity. Failure will cause huge human and material costs.

WHAT DOES THIS MEAN?

First, quality has not been a top priority for humanity over the past 3,000 recorded years. It has occasionally happened randomly through the history of human evolution for different reasons at different places and in different societies around the world. But improvement of the quality of life has been neither universal nor consistent through time.

Second, given its place in history, the United States has a moral responsibility and the capability to lead a global systems approach to the planning and execution of quality everywhere. The American Society for Quality leadership is to be applauded for creating the vision and initiating that responsibility. It has its risks as well as its future benefits.

Third, this is the launching of a mega-leap for the Quality Sciences. Dr. Joseph M. Juran, on his 94th birthday in 1999, commented on the origin and growth of the Quality Sciences in the 20th century and made the statement "*My belief is that historians in later decades will look back on the 21st century as the Century of Quality.*" "Quality for the World" will make Dr. Juran's prediction a reality.

IF WE FAIL

Before presenting how to do breakthrough thinking and acceleration excellence, its significance needs to be emphasised. Human extinction probabilities dramatically increased in the 20th century. Without correction actions in the 21st century, those probabilities will continue to increase. An On the Beach scenario remains a nuclear winter Phantom of the Opera.²⁴⁶ Science and technology can do more to alleviate human suffering such as hunger and homelessness that impact millions of people today. Governments' capacity to govern remains insufficient. Wars and ethnic conflicts have not stopped. Weapons remain the conflict decision makers where ideas should be the arbitrators. The ratio between the haves and have-nots continues to increase. Retaining the status quo rate of progress is a slow global Pied Piper to a future our descendants will curse us for not preventing.

A NORMATIVE UNIVERSAL MODEL

A General Normative Model is provided for leadership of any organisation to include in its decision making for the evaluation and improvement of people and processes to facilitate breakthrough thinking and acceleration to excellence. The prescriptive model on which to base the theory and to design applications is based on the following definitions of *Breakthrough Thinking and Acceleration to Excellence*:

- **Breakthrough Thinking** – Visioning of a desired difficult achievement. Assume initially that there are no barriers. Involve cross-cultural and cross-disciplinary people. Keep all it before breakfast tomorrow. Collaborate for rapid decisions. Delegate to qualified people. Continual communications on progress to revised needed tactics. Substitute thinking of alternatives to bypass moves that may stall progress.²⁴⁷

The prescriptions of the *Breakthrough Thinking and Acceleration to Excellence Model* were created for future collaboration and networking. Research and applications will result in editing of the theory and the documentation of real-world global applications. The ten draft prescriptions are listed below with brief descriptions and justifications following.

- 1) Moral, Ethical and Inspirational Leadership
- 2) Noble Goals. and Values
- 3) A Streamlined Decision Making System
- 4) A Quality Legal Foundation.
- 5) Redundant Communications .
- 6) Capture Global Tacit Knowledge and Brainpower.
- 7) Defrost Frozen Wisdom.
- 8) Cross-Cultural Learning.
- 9) Continual Evaluation and Improvement
- 10) Have Fun.

Figure 11.1 Breakthrough Thinking and Acceleration to Excellence Universal Model

This chapter will now turn to how to achieve Breakthrough Thinking and Acceleration to Excellence. The following ten prescriptions are listed by relative importance but should be created simultaneously.

- **Moral, Ethical and Inspirational Leadership.**
Without a doubt, this is the most important need. Without inspirational leadership, motivation cannot be sustained. But it, too, will fail if moral and ethical leadership is missing. History and today's news are filled with stories of career and organisational destruction because of immoral or unethical behaviour.
- **Noble Goals, Visions and Values.**
Purpose drives actions. Individuals and organisations can only be successful if their strategic ends are recognised “good” by all constituents and their values propel means for their actions and desires consistent with a philosophy all team members support.

- **A Streamlined Decision Making System.**

For forty years, one of the authors of this book has taught Systems Theory and Management at the doctoral and masters levels. For each class of professionals, he asked: *What are the three most difficult problems in your organisation?* With rare exceptions, the two top problems were: *Decision Making System and Communications*. That is true for public, private, not-for-profit, national or international entities. There are valid reasons why those two are very difficult, but for breakthrough advances one must streamline decision making so it pulls people along and not acts as a barrier.

- **A Quality Legal Foundation.**

Dr. David Schunk is a medical doctor, and aerospace engineer, space author and a quality scientist who has compared Quality Sciences applications in health care and aerospace with those in Law. His finding is that law develops through political feasibility and precedent and has no bases in the Quality Sciences nor is it systematically solving social problems.²⁴⁸ These are profound findings. His findings are consistent with those Policy Scientists whose research has shown that the capacity to govern is not keeping up with global needs.²⁴⁹

- **Redundant Communications.**

Communications technology is creating revolutions worldwide. Accelerating excellence in the organisation after breakthrough thinking, and to invent that thinking, will require full employment of electronic and personal communications.

- **Capture Global Tacit Knowledge and Brainpower.**

Tacit Knowledge, i.e., knowledge people have from living, as opposed to Explicit Knowledge that people get from learning, has been researched since the 1950s. Its profound influence on decision making and performance has yet to be fully investigated.

- **Defrost Frozen Wisdom.**

This is a program facilitated by current information system technology designed to capture and document for research and applications the breakthrough thinking throughout history.

- **Cross-Cultural Learning.**

This is a requirement already being exploited by educators, but in need of acceleration and expansion.

- **Continual Evaluation and Improvement.**

Experience has shown that continual improvement is fundamental to Acceleration to Excellence. However, that acceleration needs to spring from good evaluation from research into: (1) What exists? (2) What is needed and desired for improvement? and, (3) Do my findings support our goals, visions and values?

- **Have Fun.**

The final prescription is to have fun. There is nothing more fun or more rewarding than collaborative intellectual creativity for agreed visions considered good.

The authors conclude that adequate science and technology exists for major needed transformations. The intellectual legacy of past thinkers, combined with the aggregation of today's brainpower, provides the wisdom and the goals. The year 2023 will be the anniversary of Albert Schweitzer's conclusion in Africa that ethical civilization must be the umbrella mission of humanity.²⁵⁰ The required wisdom exists. The goal is to capture Breakthrough Thinking and Acceleration to Excellence to create human resource-based products from the resources of earth and in space for humanity's benefit and survival.



POSTSCRIPT

We began this book with the statement “The world of higher education is undergoing profound and rapid changes, which force educational systems to respond to ensure that the quality of life in these communities is maintained”. We end with these personal thoughts as the manuscript goes to press.

We have given readers our beliefs on why quality is an imperative in higher education, how the quality phenomena have evolved and expanded, and who the pioneers were and what they invented. We included a framework for readers to consider in their own teaching and curricula planning. We documented tools and “How to...” for design and management of improved quality for higher education. We have shared our knowledge of the roadblocks that can be expected and with the needs that we see that remain for the Quality Sciences.

We first met each other in Hong Kong in 1995. We have shared the academic and research world now for twenty-two years. Educators work in a culture that Leonardo da Vinci (1452–1539) described in the late 15th century as:

Learning is the only thing the mind never exhausts, never fears, and never regrets. It is one thing that will never fail us.

The truth sustains teachers and educators when society fails to understand its importance, when budgets fail to adequately compensate and when millions in the world are denied access to quality education and learning.

We urge teachers in higher education anywhere on earth to be advocates of the Quality Sciences. Lead by example. Look for opportunity in change. Be willing to experiment. Change your mind set about time and space. Above all, appreciate the journey that will be fun and that will give new purposes in life.

The work of educators will have long range positive impacts that reach far beyond education. Ignorance and want are cancers of society. Left unresolved, ethical, humane and continually improving human civilisation is at risk.