

## **Chapter 10**

### **Father of the QC Circle: Prof. Kaoru Ishikawa**

Prof. Kaoru Ishikawa advocated forming “QC Circle” in order to educate and promote Quality Control for front-line workers in the workplace, on the way to realize Total Quality Control, and strived to promote it by establishing the QC Circle Headquarters, within JUSE, in 1962 for systemization.

QC Circle is small groups consisting of people from the same workplace that operate quality control activities autonomously. These small groups promote self-and mutual-development as a part of Total Quality Control activities, utilizing quality control tools and methods for management of the workplace and improvement continuously, with total participation. QC Circle activities aim to bring out and develop members’ potential capabilities.

This activity was extensively developed due to the dedicated effort of Prof. Kaoru Ishikawa and, today, there are 9 regional chapters covering entire Japan. The accumulated number of registered circles at the QC Circle Headquarters, from its foundation in 1962 to the present, amounted to 340,000 circles with 2,630,000 members (As of the end of December, 1991). Generally speaking, there still seems to be a significant number of unregistered circles. On the contrary, this figure includes the number of circles once registered a long time ago, however, which have disappeared at present, due to operation shutdown, organizational reform etc. Under the initiative of Prof. Ishikawa, the actual status of QC Circle, regardless of registration status, required investigation, which was conducted by sampling, targeting workplace with 30 employees or over.

The result shows estimates as follows:

- Dissemination rate of QC Circle at workplace (nationwide): 26%
- Investigation conducted: Approx. 66,000 workplaces
- Number of QC Circles: Approx. 750,000 Circles
- Number of participated members: Approx. 5,500,000 members

(Reference: *QC Circle-monthly magazine*, No. 319, 1988)

QC Circle made a profound impact on foreign countries as a feature of Japanese Quality Control activities, and similar activities were deployed in more than 60 countries and regions.

It can be said that this activity, which welcomed its 30th anniversary in 1992, since foundation, is a characteristic business culture of Japan. Prof. Ishikawa was literally a birth parent, as well as a foster parent of QC Circle, exceling leadership in every aspect of planning and operation from its foundation to promotion, enlightenment, systemization and activation.

“*QC Circle Koryo, General Principles of the QC Circle*” published by the QC Circle Headquarters in 1970, is referred as a bible for QC Circle activities, in which the foreword of the book ends with “a wish for happiness to all human kinds.” The domestic and global dissemination status of QC Circle today, tells of Prof. Ishikawa’s vision.

For his achievement in dissemination and development of QC Circle, Prof. Ishikawa along with Mr. Tatsuo Sugimoto and Mr. Masumasa Imaizumi, were given the first Management Technique Development Award by the Japan Management Association in 1983.

Given the above great success, Prof. Ishikawa is called the Father of the QC Circle.

## 10.1 Towards Company-Wide Quality Control

Prof. Kaoru Ishikawa felt, from an early stage, the necessity to disseminate Quality Control to front-line workers in the workplace. In *Hinshitsu Kanri* (Statistical Quality Control) magazine, Prof. Ishikawa served as the editorial committee chair, the following articles were published, in order to give direction to so-called, Company-wide Quality Control, involving front-line workers that was different from the top-down approach, using the ladder of office organization, often seen in the United States and in other countries: (Refer to Section 8.3)

Round-table talk “Foremen’s experience on Quality Control” (January issue, 1956)

“Workers in the workplace and QC” (March issue, 1960)

“Various issues surrounding leaders in the workplace” (July issue, 1961)

Meanwhile, when we looked into a company, the internal education on Quality Control for workplace supervisors in the manufacturing department, was just beginning at several companies. Internal education and training for foremen, accelerated soon after

the *Quality Control Education and Training Manual* of Mitsubishi Electric's Foremen (Japan Standards Association) was published in February, 1954 and *Quality Control for Foremen* of Fuji Tsushinki Manufacturing Corporation, in October, 1956.

In January 1960, *Quality Control Textbook for Foremen (A)(B)* (Coauthored by Kaoru Ishikawa, Ikuro Kusaba, Yo Matsumoto, Masumasa Imaizumi, Seinosuke Niki, JUSE Press, Ltd.) was published with an extraordinary number of copies being sold<sup>†</sup> and steadily built up interest about Quality Control among workers in the workplace. Prof. Ishikawa looked back during his special lecture at the 7th Quality Control Convention in 1969 as follows:

“When we started Quality Control in Japan, 20 years ago, we intended to start it with the Japanese way, as the background was different from Japan to that of overseas. Quality Control in the U.S.A., is quality control for professionals with a strong aspect of that for, so-called, QC engineers. On the other hand, there was no such professionalism in Japan, which is considered as pros and cons. As we believed that Quality Control with total participation was suitable for Japan, we promoted Quality Control for Top Management and Quality Management at the workplace. Quality Control in the workplace is performed just as a part of Company-wide Quality Control. More specifically, there is Quality Control by Top Management, also by managers, and by staff members. As a part of the chain, the workplace must carry out QC Circle activities in a responsible way.”

“Japanese workers are the best in the world with a superior level of educational standard. Just following the SOP would make such people sick. Why don't we take advantage of their knowledge?”

“Conventionally, foremen are just nominal and not showing real leadership. We must change it to a way in which they can take leadership.”

This way, Prof. Ishikawa thought, Japanese Quality Control must be a form of Company-wide Quality Control, where front-line workers willingly participate, and which is promoted at every occasion, with the intention of leading the way to make this system. This is how the foundation to give birth to QC Circle was steadily created.

(Tatsuo Sugimoto)

---

<sup>†</sup> As of 1991, *Quality Control Textbook for Former* has 189 printings and 380,000 copies.

## 10.2 The Birth of QC Circle

### (1) Publication of the Magazine *Genba To QC* (Quality Control for the Foreman)

The direct motive which gave birth to QC Circle, was the following requests from eight foremen during a round-table talk on “Various issues surrounding foremen,” that was initially planned for *Hinshitsu Kanri* (Statistical Quality Control) magazine issue in July, 1961.

“We would like to learn Quality Control. We would like a magazine published for us to learn Quality Control.”

“We would like an opportunity where we can speak and exchange opinions. We are also retaining consciousness on Quality, problems and improvement.”

In order to respond with these requests, the following epoch-making, and historically important decision for Japanese QC, was made by Prof. Ishikawa, who served as the editorial board chair at the time, after deliberate discussion during the editorial committee of *Hinshitsu Kanri* (Statistical Quality Control) magazine, in autumn 1961.

“We will set afloat *Genba To QC-magazine* from April 1962. With which, each workplace forms QC Circle, learns *Genba To QC* at the core, and holds discussions. We will start to call for registration, at QC Circle Headquarters.”

The reason why *Genba To QC-magazine* started as a quarterly issue, was that although there were strong requests from some foremen, it was difficult to predict response from others, at the time of the first issue, letting editorial committee members concerned, if it was not well received for sale. Prof. Ishikawa assumed the post of editorial board chair of *Genba To QC-magazine*, along with 20 editorial committee members.

Prof. Ishikawa played a central role in organizing committees for research and development, planning and editing upon the first number of the magazine, where Prof. Ishikawa’s message to readers “Upon the first number of the magazine” appeared. It was then the term, “QC Circle” was used for the very first time. QC Circle activity came into existence as a result of launching *Genba To QC-magazine*. The following is part of his message:

“I am very pleased to deliver, herewith, the first issue of *Genba To QC-magazine*. Last year, when we held a round-table talk among foremen for the

sister magazine, *Hinshitsu Kanri* (Statistical Quality Control), there was a strong request for a magazine to be published, which could easily be approached by foremen and for the workplace. After deliberate discussion by the sub-committee, as well as questionnaires being conducted, at the 11th Quality Control Convention, it was finally decided to launch the first issue of *Genba To QC-magazine*.

Quality Control in Japan is approaching 15 years since its introduction, and entering into an era of Total Quality Control. The era, featuring Quality Control at the workplace, where quality is actually created, as the center of activities, and quality assurance, where the workplace takes responsibility for quality, is about to come.

We started to edit this magazine in a friendly manner for people in the workplace. We would like to listen to your opinions as consumers and exchange various opinions in the magazine. Furthermore, you may form a reader's QC circle at each workplace. We appreciate your cooperation as we intend to edit this magazine by, not only editorial committee members alone, but also, by all readers involved.

We may be able to publish the magazine bi-monthly or monthly in the future, according to your request.

In any case, we would be most grateful if QC activities, rooted in the workplace are carried out, and significant outcome is achieved by workplace people for real. Best wishes for your success.”

When Prof. Ishikawa recalled the time when QC Circle was born, he mentioned the objective of forming a QC Circle as follows:

“Study first to keep in mind, at least, QC methods. As it will be difficult to continue to study alone, forming a group to study *Genba To QC* at the core would work. As the next step, what is learned there, is to be applied in the workplace for real situation. With these two objectives, forming QC Circle is extensively called for.” (Special lecture, the 7th Top Management Quality Control Convention in 1969)

(2) Formation of the Nation-Wide Organization for Promoting QC Circle and its Activities

**1) QC Circle Headquarter, regional and sectional chapter organizations**

In May 1962, the QC Circle Headquarters of Japan was established at JUSE. The QC Circle Headquarters was comprised of the President and CEO at JUSE, as President,

Chair and three vice-chairs from the editorial board of the *QC Circle-monthly magazine* as Executive Directors, editorial committee members as advisors, and the 3rd division of JUSE as the Secretariat.<sup>†</sup>

In September 1964, the Kanto, Tokai, Hokuriku and Kinki regional chapters were founded. Chugoku-Shikoku regional chapter followed in June 1965, Kyushu regional chapter in November 1968, Hokkaido regional chapter in March 1971, Tohoku regional chapter in April 1974, and Okinawa regional chapter in February 1984, respectively. At present, there are 37 sectional chapters, mostly at the prefectural level, under the regional chapters. Some sectional chapters have even been divided into blocks.

As an organization, the composition of regional chapters is the same as sectional chapters, which hold one President, one Vice-President, a few Honorary Advisors, one Advisor, a few Assistant Advisors, one Executive Secretary, one Assistant Executive Secretary, and a number of Secretary Members, at each regional and sectional chapter, respectively. As of the end of June 1991, there were 1,704 Secretary Members at Regional and Sectional chapters, nationwide. Past and successive executive and secretary members have made substantial contributions to develop QC Circle in each region. We are unable to explain the dissemination and development of QC Circle up to the present without referring to their dedicated voluntary activities. There are nationwide organizations for various voluntary activities, industrial activities or sport promotion activities in Japan, as well as in other countries. When comparing such organizations, QC Circle Headquarters, regional and sectional chapter organizations are unique, as voluntary activities from both companies and individuals, form the foundation.

Also note that Mr. Heizo Nanbo of Nippon Kayaku Co., Ltd., Mr. Takeaki Shirai of Nippon Denso Corp., Mr. Taro Kuninobu of Matsushita Electric Industrial Co., Ltd., and Mr. Iwao Iwasaki of Komatsu Ltd., were strong-armed into accepting the posts of regional presidents, when the four regional chapters were founded in 1964.

Prof. Ishikawa had been assigned to the Executive Director, which is the nerve center of this organizational structure, for over 27 years, since its foundation until his demise away. Although “Provisions regarding QC Circle Headquarters and Regional Chapters” were stipulated in order to smoothly operate activities at QC Circle Headquarters, regional and sectional chapters, Prof. Ishikawa insisted not to rule in detail, so as to respect the autonomy of respective chapters.

---

<sup>†</sup> At the time of organizational reform within the JUSE Group, the QC Circle Headquarter was transferred to JUSE.

## 2) Registration System at QC Circle Headquarters

At the same time as *Genba To QC-magazine* was first published, the registration system for QC Circle that started the activity, to register at the QC Circle Headquarter, was introduced in 1962, under the philosophy that direct communication with readers could be made. The names of registered circles were also published in *Genba To QC-magazine*.

In response to this call, the first QC circle registered at the QC Circle Headquarter was “Matsuyama Delivery Communication Department Machine Circle” from Nippon Telegraph and Telephone Public Corporation, in May 1962. The number of registered circles grew by leaps and bounds, against all odds, by the editorial committee members.

Prof. Ishikawa mentioned the significance of registration as follows:

“Registration is as simple as filling out and posting the form which is at the end of *Genba To QC-magazine* in the odd months. You may feel embarrassed to make registration at first. It is rather important to become more confident about registration which shows “our circle is officially recognized throughout Japan”. Then, I would like each and every one to express strong motivation to promote QC Circle in a responsible manner. Others also feel afire with fight to participate actively, not to be left behind by other circles.” (1967, [193])

## 3) QC Convention for Foremen/QC Circle Convention

QC Convention in November began taking place in a stratified manner, and the QC Convention for Foremen started in 1962. Prof. Ishikawa mentioned the scene that this convention became more and more crowded year after year, in his speech in 1966, as follows:

“When we first hosted the QC Convention for Foremen, the first concern which hit upon me was whether the company would allow foremen to be present at the convention, as is unprecedented in the past. Anyway, we tried the first QC Convention for Foremen in Tokyo in 1962. At most 200 participants were considered the best we expected at the planning stage. Our anticipation was deemed irrelevant. There were more than 400 applications. At last, we had to decline more than 200 people because the venue went over quota. Similarly, while we could expect only 2 or 3 case presentations, assuming that foremen would not be able to leave their workplace easily, we received a flood of applications for presentation but only one third of them were accepted. We rented a venue at Tokyo Chamber of Commerce and Industry the following year. As this venue could accommodate

approximately 900 people, we felt safe. However, capacity was instantly filled up and we finally had to decline applications at 950. There were 60 case presentations as well. The majority of foremen were serious and sincere. When they came to Tokyo, they never failed to be present for discussion with enthusiasm. At this time, only 7 out of 950 were absent, which marked a 99.3% attendance rate. When it comes to managers, staffs and above, they were ever so sloppy and went elsewhere for their pleasure, making use of the opportunity. If the capacity was 1,000, we were easily able to accept as many as 1,300 of them. In the third year, we rented the Yomiuri Hall with application of 1300 participants and 160 case presentations. When we first started this convention, we were saying that we wanted to hold it at Hibiya Public Hall someday. The dream came true last year in 1965. Although we had not attained the full house yet, the ground floor was filled up and there were people on the second floor, too.” (1966, [190])

Note: The capacity of Hibiya Public Hall was 2,060.

Prof. Ishikawa must have developed more confidence from the fact that the convention turned out to have a much greater turnout than expected, while the convention started gingerly. Professor mentioned the significance of this convention as follows:

“Conventional foremen at workplace are like big fish in a little pond and only know their workplace. Gathering such people at the QC convention for foremen or QC Circle convention, they make presentations on what they have achieved, and enlighten each other. Unless they are able to make presentations in front of an audience, there is a concern about their leadership. Making a presentation itself will be a big learning opportunity for them. Once they have made presentations at these conventions, they will become more confident. They will also stimulate others who are not familiar with QC activities, in a significant way, by dragging them out.” (1970, [204])

The first QC Circle convention was held in the year following the start of the QC Convention for Foremen. Prof. Ishikawa recalled this convention with a big smile, and a proud look, as follows:

“The first QC Circle convention took place in Sendai, where a forewoman in her 30’s made a presentation about achieving a huge effect by changing materials. Questions came out after her presentation; “It is always managers or general managers who stand in front of us when we try to make things better. Managers



would hardly do as we say. Design would not change as we wish. Materials would not change though we try hard. How could you make it possible?” She replied that half of her job is to chase managers with data.” (1966, [190])

QC Circle conventions hosted by the QCC Headquarters, regional and sectional chapters are assigned with consecutive numbers. In May 1963, the first QC Circle convention took place. Nearly 180 conventions are held annually nationwide in recent years, counting 2,803 conventions by the end of February 1992 with an accumulated total participant count of 1,946,911.

In November 1971, the first All Japan QC Circle Conference was held. Since then, the conference takes place in Tokyo in November every year. Prof. Ishikawa made a lecture on “Recent QC Circle activity” at every All Japan QC Circle conference until 1988. This conference is considered with the highest level of QC Circle case presentations, where a large number of participants join from overseas.

Note: The difference between the QC Convention for Foremen and the QC Circle convention is that, while the former is an opportunity for QC case presentations implemented by foremen, not necessarily limited to QC Circle activity cases, the latter is solely for QC Circle activity. Also the QC Convention for foremen is held in Tokyo in November every year, as a part of the events for Quality month. On the other hand, QC Circle conventions are held a number of times, nationwide.

#### **4) Mutual Visit and Discussion of QC Circle**

“We planned a mutual plant visit, where discussion of QC Circle with foreman would take place. Conventionally, we cannot think of plant visits for foremen. At first, our requests were often turned down, as foremen had no such time to spare. Eventually, with repeated requests, the first Mutual Visit and Discussion of QC Circle took place in March 1963, between Tokyo Vehicle Manufacturing Works of Mitsubishi Nippon Heavy Industries (Currently, Mitsubishi Heavy Industries) in Shimomaruko and Kameido Plant of Daini Seikosha. First, we took people from Daini Seikosha to Mitsubishi Heavy Industries for plant visits and discussion. In turn, people from Mitsubishi Heavy Industries were taken to Daini Seikosha for plant visits, followed by discussion.

Frankly speaking, we would not be able to understand what they were talking about, when managers, plant head, or staffs are involved in discussion, as it would become like a congressional discussion. To the contrary, when foremen are put together, significant intensive discussion takes place. In the beginning, we took care when making requests, however as the beneficial effect of mutual visits, and

discussion of QC circle became widely known, an increasing number of mutual visits were carried out without our help. As a result, a good deal of effects were seen.” (1970, [204])

Note: Thanks to Mr. Tatsuo Sugimoto for cooperation in compiling this section.

## **Recollections of Regional Chapter Established and the QC Circle Song**

Ms. Haruko Mitsuaki

About two years after *Genba To QC-magazine* was published, we, at the editorial committee in both April and May, 1964, decided to establish Regional Chapters, because the QC Circle Headquarters alone, could no longer, take adequate care of the number of registrations at the QC Circle Headquarter, which were increasing dramatically month by month. Prof. Ishikawa instructed the Secretariat to make a draft plan at the next editorial committee meeting.

At that time, the 2nd editorial section of JUSE Press, with fewer than 10 staff members, was responsible for editing three monthly magazines, namely *Genba To QC-magazine*, *Hinshitsu Kanri* (Statistical Quality Control), and *Operations Research* (transferred to Operations Research Society of Japan at present), as well as layout and proofreading of the *Reports of Statistical Application Research*, *JUSE* (so called, “*JUSE English Report*”). In addition, operation of QC Circle Headquarters Secretariat was on them.

While issuing magazines on time was the best they could manage, making a draft of organizations covering all Japan in a month sounded unfeasible. I knew Prof. Ishikawa would have said that “Don’t say it is impossible without trying. Do whatever feasible, you can perform”, if we said so to him. Therefore, I explained the significance to a couple of staff members and tried to branch out and search for materials.

We decided to narrow the examined organizations to the Former Japanese Army and Soka Gakkai, which was rapidly increasing members at that time. We managed to submit a draft at the editorial committee meeting which was held one month later, through the course of going to the library, purchasing relevant books for repeated discussions. The draft became, by and large, the foundation of the current organization.

Consequently, four regional chapters from the advanced area of QC Circle were

established at Kanto, Tokai, Hokuriku and Kinki in September, 1964. I went to visit companies in these 4 regions, in order to explain; from the organizational structures of unprecedented QC Circle Headquarters and regional chapters, to requesting to assume positions of Regional President and Regional Executive Secretary. Mr. Kenichi Koyanagi, Managing Director at JUSE, who also served as the President of QC Circle Headquarters at that point, stayed for a long time in hospital due to treatment. Therefore, I went to visit companies to make requests, though I was merely a manager. When I recall, I feel really ashamed of my fearless action, under the encouragement of Prof. Ishikawa and other editorial committee members.

Around 1965, the number of QC Circle regional chapters increased and QC Circle activities rapidly expanded. With increasing opportunity to meet fellows from other QC Circle at conventions and social gatherings, we desired to sing a song together at such occasions. We decided to call for lyrics from the readers of *Genba To QC-magazine*. Lyrics by Mr. Yoshio Suzuki of Honshu Paper were selected and announced in November 1966. I think the lyrics are excellent without showing signs of age to this day.

Because composing a song is impossible for amateurs, we agreed to make a request to a professional composer. While we were fumbling without any prospect, Prof. Ishikawa advised us to consult NHK about it, a collaborating organization for Quality Month at that time. Professor Kozo Masuda of Kunitachi College of Music was introduced. Prof. Masuda proposed to offer two kinds; dance-style and march-style and told us to choose whichever we liked.

We decided to vote at the editorial committee meeting. However, the result turned out to be evenly-divided. As it was in a rule that the committee chair should decide in case of a tie, decision was entrusted to Prof. Ishikawa. While Prof. Ishikawa seemed familiar with children's songs, he had hardly sung, even with drinks. In such extreme circumstances, Prof. Ishikawa chose to sing solely "Fuji no Shirayuki." We, at the editorial committee, waited anxiously for his decision as to which one to choose. Prof. Ishikawa sensed the atmosphere, felt a little nervous, and finally decided to choose a march-style after a while.

This QC Circle song is widely loved and sung at QC Circle conferences sponsored by the headquarters, regional and sectional chapters, as well as at social gatherings today.

(Former Executive Director, JUSE Press, Ltd.)

(3) NIKKEI QC Literature Prize, FQC Award

One of the case studies at the workplace published in *Genba To QC-magazine* of the April 1963 issue, was awarded the Nikkei QC Literature Prize in November of the same year. This practice that the case study published in *Genba To QC* is awarded the Nikkei Literature Prize, continued till 1989 as a result of powerful promotion by Prof. Ishikawa.

In January 1965, the editorial committee established a system of giving “FQC Award” to the best case studies published in *Genba To QC-magazine*, which motivated a number of QC Circle to promote superior activity cases. In order to praise achievements by Prof. Ishikawa for eternity, as well as further develop QC Circle, this Prize has been renamed as the “QC Circle Kaoru Ishikawa Award” since 1990.

The article which follows was contributed by a QC Circle leader who received the “FQC Award.” You will understand that Prof. Ishikawa was accepted by people in the workplace in an affectionate way.

## **QC Circle Leaders Talking of Prof. Ishikawa: Memories of the FQC Award and an Autograph**

Ms. Tatsumi Kawauchi

Offering a word of encouragement, “Congratulations” and “Good job” to everyone, Prof. Ishikawa smiled and squeezed my hand back, in a hesitant way, with his soft and big hand, when the shield award was given. It was at the prestigious FQC Award ceremony in November, 1986. In order to preserve this honor, I prepared a signature board and attended the award party. While I received a congratulatory autograph from Prof. Ishikawa, I spoke to him, “QC Circle activity with total participation was quite hard to achieve. Please give me advice on how we could deal with it better.” Although we received the FQC Award, our circle was not in a condition which operated with total participation, in fact.

Prof. Ishikawa replied, “Hold an opportunity to talk with each and every member of the circle in a cordial manner. Listen to their stories carefully. I know someone who took one and half years before they could receive their understanding, with satisfaction.” He followed in a soft tone, “Circle activity has to be promoted in a way members like. You will be able to find your own way by overcoming difficulties though repeated trial

and error. Master the basics with both feet and put them into practice.”

With this word of encouragement, I thought about our operation, that fits our circle with other members. In communicating with each other, Mr. K confessed that he was instructed to rewrite the report many times before, and became fed up with the activity. Making use of this experience, we started with the basics of QC methods in which Mr. K acted as the center of activity. As a result, we were given the FQC Award a second time with Mr. K in 1987. I also had an opportunity to report to Prof. Ishikawa who asked, “Do you start to see the fun of QC Circle?” When I replied “Yes,” Prof. Ishikawa nodded in satisfaction, and wrote a big “Congratulations” on the reverse side of the same signature board when we received the FQC Award the first time. Thank you very much, Professor. We will keep trying hard even at constant pitches.

(QC Circle Leader, Second machinery manufacturing dept.,  
Nissan Motor Co., Ltd.)

### 10.3 Development of QC Circle

- (1) Publication of *QC Circle Koryo* (General Principles of the QC Circle), and *How to Operate QC Circle Activities*

The *QC Circle Koryo* (General Principles of the QC Circle) edited by the QC Circle Headquarter, was published in November 1970. Prof. Ishikawa said, in the foreword, as follows, in which you will understand its nature and prehistory well.

“Nearly 10 years have passed since QC Circle activity was introduced. We can say that the basic philosophy, fundamental attitude, and operational method toward the activity are mostly decided in principle, and that there are a number of publications, in the form of brochures and books. On the other hand, due to the rapid growth of the activity in recent years, where you can see QC Circle throughout Japan, and the number goes beyond hundreds of thousands of circles, it may become difficult to keep uniformity of general principles and basic operation, with variations growing wider and wider.

To make the fundamentals clear yet again, advisors of the QC Circle Headquarters (Editorial committee member of *Genba To QC-magazine*) held overnight discussions three times to seek unity of thought. *QC Circle Koryo* was put into shape, summing up only the essentials. We would like to continue to work on compiling instruction manuals, operation methods, etc.

This book was initially written by 10 advisors at the QC Circle Headquarters. Then, Imaizumi and Sugimoto, Executive Directors of the QC Circle Headquarters (Vice-chairs, editorial committee) brought them together and I summed it up in the end. In view of this, I am responsible for all the contents.

Due to the nature of general principles, only the basic outlines have been written. Beginners may feel it a little difficult to understand. There are various opinions and comments other than that. If you have any opinion or require clarification, please do not hesitate to contact the Secretariat at the QC Circle Headquarters. We will humbly accept opinions to make QC Circle activity better.

With prayer for QC Circle Activity to be further activated, each and every Japanese should exercise human capabilities for a meaningful and lively workplace. Let Japan and Japanese companies get further developed, Japanese mental and physical standard of living be improved, and bring happiness for all human kinds.”

In October 1971, *How to Operate QC Circle* edited by the QC Circle Headquarters was published. Prof. Ishikawa expressed at the beginning of the foreword as follows:

“As a series book of *QC Circle Koryo* which described the general principles of QC Circle, this book, *How to Operate QC Circle*, was written as a manual for Foremen, first-line supervisors, QC Circle leaders and members on how to introduce, activate, develop and operate QC Circle, taking into account the philosophies from the *QC Circle Koryo*.”

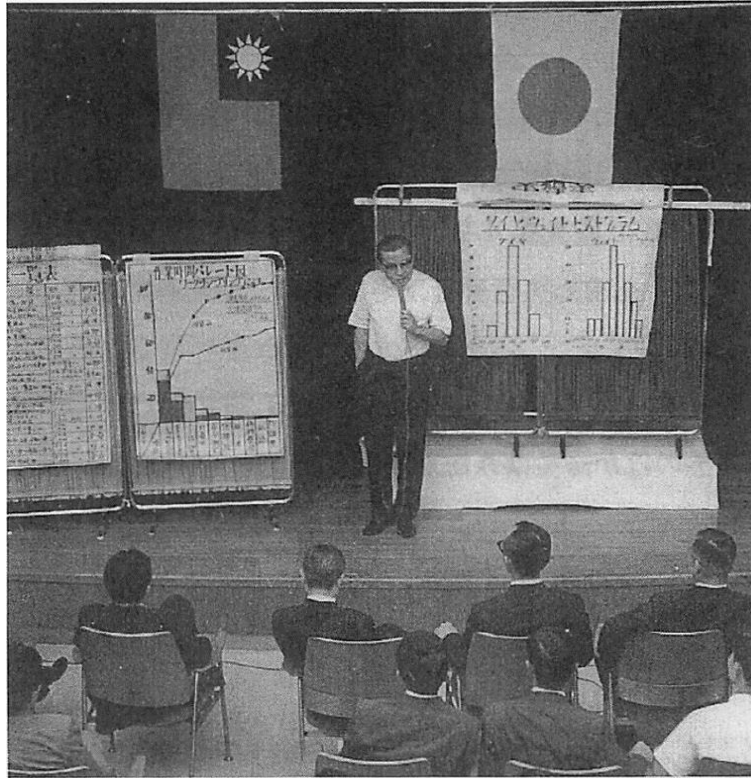
Reflecting on the experience of promoting QC Circle for almost 10 years, it is characteristic in these books, *QC Circle Koryo* and *How to Operate QC Circle*, that QC Circle was high-lighted as activity for general workers, stepping out of education, for first-line supervisors.

(2) The Enhancement of Promotion Activities and Improvement of the Organization: QC Circle Cruising Seminar, Magazines, Seminars, Regional Chapter in Okinawa

#### 1) QC Circle Cruising Seminar

In June 1971, the first QC Circle Cruising Seminar (Yokohama-Keelung-Hong Kong-Yokohama) went into operation. It was not performed in the following year 1972, and the “QC Circle Summer School” was conducted at Mt. Koya, instead. From 1973, the QC Circle Cruising Seminar was carried out once or twice a year, which amounted to 28 times, with participation of 11,420, until September 1991. Prof. Ishikawa contributed largely to its development, from the initial planning stage, as the Principal

of QC Circle Cruising Seminar (QCCCS).



**Greeting speech during the networking meeting with Chinese Society for Quality Control (Taiwan) on board “Sakura-maru” during the first QC Circle cruising Seminar (1971)**

Although a captain is appointed to function centrally for planning and operation at each QCCCS, Prof. Ishikawa was on board, as a dignified President. Prof. Ishikawa always respected and left practical duties to the captain, drawing a clear line.

At the 5th QCCCS (October, 1976), Prof. Ishikawa concurrently served as the captain and was onboard, for the entire course from Yokohama, Manila, Hong Kong and back to Yokohama. Otherwise, he was usually onboard for the section between Hong Kong and Taiwan, or Taiwan and Yokohama (or Harumi). Except for other overseas trips, Prof. Ishikawa went onboard almost every time, which makes the frequency of boarding, the most often among lecturers and the Secretariat.

Cruising duration between Taiwan and Yokohama was fully 3 days. Except for one lecture targeting all participants, Prof. Ishikawa spent a relatively relaxed time, as compared to his busy everyday life, by writing articles and sorting documents. It was his routine to take various recreational photographs. In addition he enjoyed conversations with lecturers and Secretariat members at night, until midnight. When

Prof. Ishikawa was onboard, there was the impression that the cabin became vivid and brighter.

There was a farewell party on the last night of the cruising seminar, where Prof. Ishikawa complained of not being able to have time for drink, because participants made a long queue to receive his autograph, as their memories. The reason why Prof. Ishikawa joined a cruising seminar, out of his busy schedule, was that he liked the sea, the ship and the QC Circle, in addition to a sense of commitment, as the President of QC Circle cruising seminars. (Kohei Yokota)

Note: Thanks to Prof. Hiroaki Nakazato for cooperation in compiling this section.

## **In a Cabin of the Ship, Shin Sakura Maru**

Masaji Ita

It was in 1961, when the Professor came to our company for counseling about QC. Unfortunately, I had no opportunity to receive his counseling directly, as I was working in the technical sales department in Tokyo, at that time. I only knew his laid-back and considerate personality and face from the magazine. It was during the discussion session on the 5th day of the QC Seminar, Manager Course, held in Hakone-Yumoto in January 1962, that I saw him in person, and received his guidance.

Two-month later, the QC lecture session was held at the headquarters of our company in Tokyo, on 9 March. 29 years have passed since then. The contents of the lecture were about how QC should be, including points for introduction and promotion. Prof. Ishikawa passionately lectured, “In the company where Top Management is reluctant, QC will not succeed, no matter how hard you try to introduce and promote it. When visiting a company for counseling or a lecture, company will never progress well if no Top management turns out.”

The following happened in the Japanese-style cabin of the Shin-Sakura Maru during the QC Circle Cruising Seminar. When we enjoyed conversation, after the lecturer’s meeting, Prof. Ishikawa called me next to his seat, and talked about the time he came to our company for counseling, 20 plus years earlier. We were quite drunk by the time our conversation was nearly finished. We noticed no one was around, and my watch showed 3 a.m., when I happened to look at it. However, in the same morning, Prof. Ishikawa made a lecture in a dignified posture. I learned tremendously from Prof. Ishikawa through the QC Seminar Manager Course, the QC Basic Course, the QC



Circle Cruising Seminar, on the editorial committee of *QC Circle-monthly magazine*, at QC Circle Symposium, in QC Circle Headquarters Executive Director's meeting, at QC lectures at Toyama prefectural government, etc. At our company, Prof. Ishikawa's book, *Introduction to Quality Control, 3rd edition*, is used as textbook for in-house education and training. I will make an effort to further develop Quality Control for the happiness of people, by making use of lessons learned from Prof. Ishikawa, in our daily operations.

May his soul rest in peace with respect.

(Advisor, Education department, NACHI-FUJIKOSHI Corp.)

## 2) Magazine: From *Genba to QC, FQC, to QC Circle*

*Genba to QC-magazine* successfully developed after the first issue, and continued as a bimonthly from January 1964, then monthly from January 1965 to date. The title of the magazine, renamed *FQC*, which stands for Quality Control for the foremen from January 1973, and changed again to the present *QC Circle*, from January 1988.

Prof. Ishikawa brought this magazine up with love, like his own child and served as the chairman of the editorial committee for over 27 years. Initially printed with 5,000 copies, this magazine has developed to reach 160,000 copies as a QC Circle organ, with currently 151 editorial committee members. The *QC Circle-monthly magazine* welcomed its 25th anniversary in April 1987. I think there is probably no magazine of this kind, targeting first-line workers in the workplace, which is printed with as many copies as *QC Circle-monthly magazine*, even throughout the world.

## **A God in Everyday Clothes**

Yoshiaki Yamada

I guess many people who engage in TQC or QC know the name of Prof. Ishikawa or have heard one of his lectures, but few of them knew him directly. Actually, I was one of them until one time.

The first time I heard his name was around 1978 when I joined the TQC promotion department in my company. So, as I often saw his name in the QC-related books and documents, I created my own image of Prof. Ishikawa, which was "the father and the world leader in Japanese quality control and the QC Circle." And, from his photo, he looked grumpy to me. I thought he was such a grand man that he lived in a different world like a "god."

At a QC Circle presentation in 1981, I got a chance to hear his lecture for the first time. There I encountered a diagram of overlapping circles that showed that relationship between QC and the QC Circle. Since then, that diagram, which is the best way to represent the quality control relationship, has always been in the center of my quality control activity. This was the time that I started to feel he was a familiar “god.”

Six years later in 1987, I became an editorial committee member for the *QC Circle-monthly magazine*, and had a chance to meet him. When I nervously attended the first editorial committee meeting with other new editors, I found him often interrupting the Secretariat’s reporting and helping us, new editors, to understand unfamiliar expressions with a clear explanation. At that moment, my image of him as the grand old man of QC had disappeared. I felt his warm desire to treat everyone in the same way, just like a real “god.” He told us that it was people who conduct the TQC and QC Circle activities, so it was the people that counted. The people must have the spirit to make the activities worthwhile. In the autumn of the same year, I joined the 22nd QC Circle Cruising Seminar as a lecturer. On this occasion, I enjoyed talking and drinking with him and realized that he was more like “the friendly god in everyday clothes,” not “a real god.”

Since then, my view of the TQC and QC Circle activities has changed. I think I can hear his voice saying: “Conduct the TQC and QC Circle activities in your relaxed everyday style!”

(Manager, Business Planning & Controlling Department, Komatsu Zenoah)

### **3) QC Circle-related Seminars**

At JUSE, a number of seminar courses have been carried out in a series, starting with the “QC Circle Seminar Promoter Course” in 1972, followed by the “QC Circle Seminar Top Management Course”, the “QC Circle Seminar Leader Course”, the “QC Circle Seminar Middle Management Course”, and the “QC Circle Seminar Administration, Sales and Service Course” to promote QC Circle activities. Prof. Ishikawa, as a top adviser, directed and supported the Secretariat in an appropriate manner, with regard to choosing a steering committee chair and lecturers, the curriculum of the course, etc., upon opening a new course.

Prof. Ishikawa took charge of a lecture himself on the first day for the “QC Circle Seminar Top Management Course” started in 1973, and was carried out in Tokyo, Nagoya, Sendai and so on. As this course was carried out in a training camp style, for one night and 2 days, group discussion took place till late, always followed by an optional social gathering, over drinks. Prof. Ishikawa seemed to enjoy conversation with

senior executives from a range of companies over drinks, and typically stayed until it was over.

It is apparent Prof. Ishikawa infused a lot of love and passion into this course, from the fact that he completed a lecture for 3 hours, on 26 February, 1988, without using the chair prepared by the Secretariat, while recovering soon after a surgical operation.

#### **4) Establishment of the QC Circle Okinawa Regional Chapter**

It started in 1973, when Okinawa prefecture was returned to Japan. Although actions were taken such as the National Athletic Meet in 1973 and the International EXPO in 1975, after returning to Japan, the economy in Okinawa prefecture was not always favorable, due to its lack of major industry and its remote location. Quality control finally drew attention as industry gradually grew. While it has not very often, lectures on QC and lecture meeting during Quality month started to take place. Eventually QC Circle activity developed in Okinawa and 13 circles from 2 companies registered at the QC Circle Headquarters, by the end of 1979.

While Kyushu Regional Chapter was interested in QC Circle, in Okinawa, because of its geographical location, adequate support was not provided, due to budgetary reasons. Nevertheless, hope, that people in Okinawa would like to practice QC Circle activity, gradually strengthened. From March 1982, Mr. Tomoo Higa of Kanehide Tekko Co., Ltd, as the regional secretary of Chubu section of Kyushu Regional Chapter, started to participate in the movement, resulting in the first QC Circle convention in Okinawa prefecture, co-sponsored by Kyushu Regional Chapter and Okinawa Employers' Association in October 1983.

At the same time, QC Circle Headquarters announced a policy to support QC Circle activity in Okinawa, not leaving it to Kyushu Regional Chapter alone. First of all, it was decided that the National QC Circle Convention was to be carried out in Okinawa, once in a year, and the Okinawa Regional Chapter was to be established with a range of support extended by Headquarters, if demand was high, after listening to local voices. Based on this policy, the National QC Circle Convention was held in Naha City on the 16th and 17th of February, 1984.

Taking this convention as an opportunity, it was decided that the Okinawa Regional Chapter should be launched after a series of discussions between Kanehide Tekko Co. Ltd., and the locals. Mr. Kureya, the President of Kanehide Tekko Co. Ltd., assumed the post of Regional President with 14 regional secretary companies joining in. Half of the regional secretary companies were composed from the service industry, which showed the local character of Okinawa prefecture. On the evening of 17th

February, an inauguration ceremony was held with expectations that “QC Circle is promoted, by which people find a purpose of life and strive to lever up, and become one of the foundations, of prosperity, for Okinawa prefecture.”

(Ikuro Kusaba)

## **Enthusiasm for Organizing the Regional Chapter in Okinawa**

Kenyu Nishi

When I first met Prof. Ishikawa, introduced by Ms. Haruko Mitsuaki, former executive director of JUSE Press, Ltd., he opened the conversation by saying, “Let’s establish QC Circle Okinawa Regional Chapter.” Prof. Ishikawa added with enthusiasm, “Japan overcame a sense of crisis out of waves from liberalization by introducing QC Circle activity. Okinawa is now in the same situation and the constitution of its companies needs improvement.” I was very impressed by Prof. Ishikawa’s bold idea and his passion, which was an unprecedented attempt to establish one regional chapter with one prefecture, Okinawa, alone.

When I participated in the 13th QC Circle cruising seminar as a trainee, Prof. Ishikawa spoke again about establishing the QC Circle Okinawa Regional Chapter and directed me to list up approximately 10 companies that could serve as the Regional Secretary. Later on, all preparation was made and the 9th Regional Chapter was born on the 16th of February, 1984. After that, I had opportunities to meet Prof. Ishikawa from time to time. Fortunately, each time I met him, Prof. Ishikawa consistently paid attention to the Okinawa Regional Chapter and offered a range of advice. The most impressive memory was that Prof. Ishikawa danced all night to disco music, together with younger people at the farewell party of the 13th QC Circle Cruising Seminar. I was also invited to dance by Mr. Masao Hashimoto. I felt Prof. Ishikawa’s admirable personal magnetism, in my bones, by witnessing him integrate well, and without hesitation, with young people.

When I met Prof. Ishikawa at a social gathering, he spoke to me in a didactic tone, “you have to become a social drinker in the QC scene.” I replied “Yes” to him, but I was not yet able to drink to Prof. Ishikawa’s expectation. In accordance with Prof. Ishikawa’s philosophy, “Think how to make it possible,” I contrived ways to drink by adjusting the amount of water, under self-management.

By way of my sincere appreciation to Prof. Ishikawa's kindness, which he was living, I would like to further deepen his teachings such as "QC is the knowledge of theory and practice," and "TQC is targeting world prosperity and peace," and transmit these learnings to more people.

(Professor, Management Studies, Faculty of Law and Letters,  
University of the Ryukyus)

## **On a Small Southern Island**

Tetsuo Shimabukuro

I first met Dr. Ishikawa on February 20, 1985, right before our company introduced the QC circle activity, at a lecture Dr. Ishikawa was delivering on "Japanese Quality Control" intended for all executives and managers.

After that, our company took on the role as the leading company for the QC Circle Okinawa Regional Chapter. On November 19, 1987, when I was the executive secretary for the regional chapter, I had the chance to accompany Dr. Ishikawa to the QC circle lecture meeting held for the purpose of starting the QC Circle Yaeyama Regional Chapter. For the lecture meeting, 100 seats were prepared with the support of Yaeyama JC, but as it turned out, the meeting was a huge success exceeding the expected turnout, and had many spectators standing in the gallery.

The lecture meeting ended at 6:30 in the evening. It was already pitch dark outside, and we hurried to the harbor to sail to Kohamajima Island where our accommodation for the night was located. We were to stay at the Hotel HAIMURUBUSHI. The manager of the hotel, Mr. Ohno had requested us to witness with our own eyes how soundly their QC circle activities were developing, at the southernmost small island in Japan, as the founder and raiser of the world famous QC circle activities.

In November, the MININ (northern wind) would announce the arrival of winter in Okinawa, and the weather sometimes changed suddenly. That weather that evening was terrible. The passengers on the boat smaller than 5 tons were 3 of us: Dr. Ishikawa, Professor Nishi of the University of the Ryukyus, and I. There were 4 crew members: Mr. Ohno, the manager of HAIMURUBUSHI, Mr. Yamamoto, the sub-manager, and 2 QC Circle leaders. They had all come to attend the lecture meeting.

I become seasick easily, and on that day, the boat's engine sounded louder than usual. Every time the boat lurched against the surging waves, my heart leapt and I became increasingly worried about that we might not make it to Kohamajima Island, i.e.

we might sink. Since going on the boat, there was hardly any conversation, and I sat next to Dr. Ishikawa, holding his bag on my knees and keeping silent. I peeked at Dr. Ishikawa and saw that he had his eyes closed silently with his arms crossed.

35 minutes had already passed since we've departed. On my previous visit to the Kohamajima Island for the QC Circle regional secretary's meeting, we had reached the island in 25 minutes. That night, I could not even see the island lights. On board, the crew members were dressed against the cold, and were lighting the course with flash lights, hollering to one another to avoid large waves. Captain Yamamoto was largely steering the boat right and left, desperately trying to avoid large waves. I was full of anticipation on the boat, but the team spirit and endeavor of the 4 crew members deeply touched me. Yet, sitting next to the great teacher, I was filled with another kind of emotion. I also closed my eyes quietly.

Finally, 50 minutes after departing, we safely arrived at Kohamajima Island.

"Dr. Ishikawa, are you all right?" I asked.

"Yes, I had served the Japanese Navy for 2 years," he replied calmly.

With a dinner of fresh seafood, we had the opportunity to listen to Dr. Ishikawa's thoughts based on the analysis of customers' questionnaire on HAIMURUBUSHI until almost midnight.

This precious experience will leave with me forever. I never forget Dr. Ishikawa's words encouraging me as the promoter of QC circle activities. He is telling me, "I'm counting on you!"

(Deputy Manager, Human Resources Development Department,  
Bank of the Ryukyus)

### (3) Deployment to Non-manufacturing Sectors

As a supplemental volume of *QC Circle-monthly magazine*, "Learn from the practices of QC Circle activity" (vol.1-3) has been published every 5 years since 1977, and the *Collection of QC Circle activity cases from Administration, Sales and Service* every year since 1986. These attempts contributed to develop and disseminate QC Circle activity, from production sites to non-manufacturing sectors of the manufacturing industry and the service industry. Somewhere down the line, these sectors started to be called "JHS" in the QC Circle domain, taking out the first letter from "Jimu" (administration), "Hanbai" (sales) and "Service". Just for the record, the total number of registrations at the QC Circle Headquarters in recent one year (March, 1991 to February, 1992) is approximately 10,000, of which about 45% are from the non-manufacturing

sectors of the manufacturing industry and about 20% are from the service industries.

Prof. Ishikawa contributed the following article, as the Executive Director of QC Circle Headquarters, in the *25 year History of QC Circle activity* published in April, 1987.

“QC Circle activity which started in 1962, grew to realize its 25th anniversary issue, herewith. QC Circle activity is promoted, not only in the secondary industry sector, but also by many of the tertiary. QC Circle activity is also practiced in more than 50 countries and regions overseas.”

“There are 3 major reasons, as follows, why QC Circle activity has developed:

- QC Circle activity is being promoted as a part of Total Quality Control (TQC)
- QC Circle is an activity that suits human nature
- Dedicated efforts with passion were made by many people including directors and advisors in the headquarters, regional chapters and sections, establishing a system of QC Circle Headquarters, regional chapters and sections.

Although QC Circle activity has developed continuously, I am sure it will further develop if we keep satisfying the above conditions.”

“Essentially, there is no difference between industry sectors, whether secondary or tertiary, no matter which you are in. As long as you make products, offer services and sell them, TQC as well as QC Circle activity must continue forever, in order to satisfy consumers and customers.”

## **Quality Control in Hospitals**

Koji Morooka

I was much obliged to Prof. Ishikawa for being over 20 years on the Ishikawa Prize Committee and “Quality Control Seminar for Procurement and Materials (KQC).” One day, Prof. Ishikawa and I spoke at a seminar together, where bureaucrats from the Ministry of Health and Welfare, and hospital directors gathered. First, Prof. Ishikawa spoke about the philosophy of quality control through his experience at the University of Tokyo Hospital. After his speech, one director-general from the Ministry asked a question. “Professor, hospitals are public service so that things wouldn’t work as you

say.” The audience dropped to silence for a moment wondering how Prof. Ishikawa would answer. Abruptly, Prof. Ishikawa answered straightforwardly, “Things are bad because of saying such things! Hospitals may end up like the National Railways, if you say public service, public service!” The audience burst into laughter, because Prof. Ishikawa crushed a powerful figure in the Ministry with a single blow. Prof. Ishikawa didn’t seem to understand why the audience laughed, so I informed him quietly that “He is a dominant figure in the Ministry” and he nodded with understanding.

That made it very easy when I took the podium next. Everybody enthusiastically listened to the analysis of data within the hospital, and the QC Circle activities of nurses, as their own issues, as Prof. Ishikawa had changed the mind-set of the audience, that a hospital has nothing to do with TQC, a hospital is not a factory, a hospital is a not-for-profit business.

At KQC, I was assigned to subjects related to the “Learning Curve and Work Design.” I was surprised the subjects were adopted as, initially, all were fresh subjects and were not something understood by general public, but it seemed Prof. Ishikawa understood them very well. When Prof. Ishikawa ordered me to take the Chair of the Steering Committee, for the KQC introductory course, although I had to accept the position without a choice as result, because the offer was made in the atmosphere of “Do it without question!”, I am grateful for having been given an opportunity to learn.

I pray from my heart that Prof. Ishikawa’s soul may rest in peace.

(Professor, Dept. of Management Engineering, Tokai University)

## **Introduction of QC Circle to the Service Industry**

Noriharu Kaneko

In February 1980, I, working at a hotel by Lake Hamana, back then, took the QC Circle Top Course in Inuyama and met Prof. Ishikawa for the first time. Everything I saw and heard in the course was fresh and surprising for me, especially because it had been just over one year since I had started learning about QC Circle activities.

During the course, Prof. Ishikawa mentioned the importance of QC in the service industry, and introduced cases in the U.S. (Bank of America, United Airlines, and Sears), maybe because he was concerned about our group who were participating in the course, from the service industry.



I remember, nostalgically, that Prof. Ishikawa had an open and frank personality, and he asked me, whom he had just met, many questions during the dinner and social gatherings. I floundered and sweated to answer his questions, as I didn't even know the ABCs of QC.

It wasn't long ago that I received the call which could be called a turning point of my life. It was from a secretary of Musashi Institute of Technology (Currently Tokyo City University), and as soon as the secretary said "the President will come on the line" Prof. Ishikawa talked to me with the usual friendly voice, "Hello, how are you doing? Let me get straight to the point, I want you to give a presentation about the introduction of QC Circle, the same with the last one, in Tokyo, OK?" "We are not doing enough activities to present to an audience." "No way. In any case, do it as a lesson, OK?"

That's how I was, inconceivably, given an opportunity to present a case study, following Prof. Ishikawa's speech in May 1980. It seemed the presentation, unexpectedly, drew some response, and it turned out to be a starting point of the trend to introduce QC Circle activity to the service industry. Since then, I have been supported by everyone and many teachers, to date.

Looking back now, I am convinced that the current development of QC, in the service industry owes much to Prof. Ishikawa who kept the door open without prejudice, even to someone like me, and I am once again filled with much appreciation to Prof. Ishikawa. (Executive Director, Service Quality Management Ltd.)

#### (4) Commemorating the 25th Anniversary of QC Circle Activities

In April 1987, QC Circle activity celebrated its 25th anniversary.

Upon celebrating a big milestone like the 25th anniversary, it was in July 1986, the year prior to the 25th anniversary, when a small planning committee for the 25th anniversary, was organized with Tatsuo Sugimoto, Executive Director of QC Circle Headquarters, as the chair.

The following 1) through 4) took place, as the main events of the anniversary celebration.

##### **1) Publication of commemorative annals**

In "The 25-year annals of QC Circle activity," Prof. Ishikawa wrote a message titled "Moving to the Next Era," and he closed his message with "Making the 25th anniversary a milestone, let's further aim to the 30th anniversary and the 50th anniversary, by promoting TQC and QC Circle activities, seek human enhancement, a

pleasant workplace, and corporate development, and create a fun and prosperous Japan, and world.”

## 2) Conducting a national survey on the actual condition of the spread of QC Circle activities

Under Prof. Ishikawa’s direction, a national survey on the actual condition of the spread of QC Circle activity was conducted, through a research company. A meeting was held several times, and Prof. Ishikawa, who had technical knowledge and experience, counseled and instructed the research company for extraction of the sample, creating the questionnaire, and so on. (As for the result, please refer to the beginning of the chapter.)

## 3) Compilation of *QC Circle-monthly magazine* commemorative April edition

Prof. Ishikawa’s portrait was on the cover of *QC Circle-monthly magazine* commemorative special edition in April 1987.



**At the 25th anniversary celebration party with Prof. Masumasa Imaizumi of Musashi Institute of Technology and the late Prof. Koichi Ohba of Science University of Tokyo.(Keidanren Hall, 1987)**

## 4) Holding a memorial celebration (including honoring)

The memorial celebration was successfully held in the evening, on Saturday, April 25, 1987, at the Keidanren Hall, with attendance by roughly 300 guests. At the opening,

longtime committee members of *FQC* magazine (currently *QC Circle-monthly magazine*) were recognized, and Prof. Ishikawa received the honor representing 8 members, who had been on the committee for 25 years.

After being awarded the prize, Prof. Ishikawa gave an acceptance speech on behalf of the honorees, and expressed his appreciation to the people involved with QC Circle nationwide, he stated as below.

“Recently, there are people who say ‘the strong Yen is due to QC and QC Circle,’ but we, oppositely, would like to say ‘Come on America.’ This issue won’t be resolved unless American companies become strong.”

I didn’t pay much attention to the above statement back then, but I once again feel the same when I see the recent economic environment in the U.S. and Japan.

At any rate, the memorial celebration must have been particularly unforgettable for Prof. Ishikawa. The after party, held at the Palace Hotel, went on until late at night.

(Kohei Yokota)

## **A Picture of the Late Prof. Ishikawa**

Kohei Yokota

It was February 1987, the year both *QC Circle-monthly magazine* and the QC Circle activities reached their 25th anniversaries. Back then, I belonged to the 3rd Operations division in JUSE, and editing a magazine was one of my important responsibilities, although indirectly.

There were discussions about the cover design of the commemorative edition for April 1987, which corresponded to the memorable 25th anniversary, and the editor in charge already had an idea and was in negotiation. Thinking it was the perfect opportunity, I strongly insisted that I would like to put a portrait of Prof. Ishikawa on the cover, at my responsibility. That was because I wanted people involved with QC Circle nationwide, to know the appearance of Prof. Ishikawa, the father of the QC Circle, at this occasion.

I made a request to Prof. Ishikawa, right away, and I was given the privilege of taking his photograph by bringing a photographer with me to the President’s office, at the university. I was also allowed to clear up the desktop of the large desk, in the President’s office, and the bookshelf which would be in the background.

I demanded him like a director how to pose and all sorts of things. Prof. Ishikawa said with a bitter smile “You are so meticulous.” However he graciously followed my

direction.

About 10 days later, a pre-print sample photo was delivered to me, but I somehow couldn't come to like it. Instantly, I decided to ask Prof. Ishikawa to let us take his photograph again. The schedule was tight, and although I thought it would be difficult to ask Prof. Ishikawa to give us some time again, I asked him forcefully. A 2nd take photo was picked for the cover of the commemorative edition.

I still self-praise myself secretly, that it is a great picture which captured Prof. Ishikawa with dignity and warm-heartedness. Prof. Ishikawa liked it, too, and I delivered him a copy of the picture.

It was 2 years and 2 months later that I heard the sad news of the passing of Prof. Ishikawa. The picture placed at the funeral altar was the one from that time. When I looked up the altar, remembering the time I had the privilege of taking his picture at 2 occasions, I couldn't help but well up with tears.

(Board Member, General Manager, Sales Department, JUSE Press, Ltd.)

#### 10.4 QC Circle Spreads to the World

The 2nd QC Team dispatched in May, 1965, introduced the QC Circle activities at the ASQC Conference. Additionally, Prof. Ishikawa was present at the 10th EOQC Congress in June, 1966 to be a part of the special panel discussion session on QC Circle. In October, 1969, the ICQC'69-Tokyo (the first International Conference for Quality) was held, where a large number of papers by QC Circle was submitted.

In November, 1973, a special observation team for QC Circle (Leader: Wayne Rieker, Refer to Section 12.2 for his contribution) came to Japan from Lockheed Missiles and Space Company (LMSC), of the U. S. A. In September, 1982, JUSE, in cooperation with the Japan-China Economic Association, dispatched the QC Circle delegation to China. It was Prof. Ishikawa who took leadership in these activities from the planning stage to implementation.

The Quality Circle boom started in the U.S.A., in the beginning of the 1980s, and spread across the countries in the world. As described in the opening of this chapter, QC Circle activities are practiced in over 60 countries and regions today. It is probably fair to say that there are only Judo and QC Circle that started from Japan, and spread to the world. (Refer to the contribution by Wayne Rieker in Section 12.2, and by Jean-Marie Gogue in Section 12.3)

### 1) Dr. J.M. Juran

By Prof. Ishikawa's strong recommendation, Dr. J.M. Juran participated in the 14th QC Circle Convention (hosted by Kanto Regional Chapter) and listened to presentations on QC Circle practice. He wrote the following words in the Q flag. "The QC Circle Concept is on the road to world Quality leadership."

At the 10th EOQC Congress in June, after visiting Japan, Dr. Juran stopped his scheduled speech in the middle to introduce Japanese QC Circle activities, which initiated the promotion of QC Circle to the world. He followed by publishing an article to sum up observations on QC Circle, "The QC Circle Phenomenon," *Industrial Quality Control*, Vol. 23, No. 7, January, 1967 (Article translated by Masumasa Imaizumi (1967)), "QC Circle Katsudo wo Tsuku," *Hinshitsu Kanri* (Statistical Quality Control) magazine, Vol. 18, No. 4, pp. 25–34). This article influenced greatly the deployment of QC Circle to the world.

Prof. Ishikawa was pleased with that QC Circle was recognized by Dr. Juran and wrote about this in the following article; "Dr. J. M. Juran and the QC Circle: QC Circle capturing attention from the world," *Genba To QC*, No. 31, pp. 2–6, 1966.

### 2) Foremen's QC Circle Team (FQCT)

The first "Foremen's QC Circle Team" was formed as a dispatch to the U.S.A. in April, 1968. Since then, this team has been dispatched to various countries in the world every year. (Refer to the contribution by Shoichi Shimizu in Section 4.3)

### 3) Translated edition of *QC Circle Koryo* and *How to Operate QC Circle Activities*

*QC Circle Koryo* had sold 798,600 copies as of the end of September, 1992 and has been translated into 7 languages; English, French, Chinese, Indonesian, Spanish, Portuguese and Marathi. *How to Operate QC Circle Activities* has been translated for sale, in 5 languages; English, Chinese, Korean, Portuguese and Italian, as of the end of September, 1992.

### 4) International Convention on QC Circle (ICQCC)

Under the leadership of Prof. Ishikawa, the International Convention on QC Circle (ICQCC '78-Tokyo) began to take place. In addition to the first convention, held in October, 1978, ICQCC was held in Tokyo in September, 1981 and in May, 1985, 3 times, while Prof. Ishikawa was alive. In all of which, he assumed the post of the Program Committee Chair.

PART III Accomplishments of Prof. Kaoru Ishikawa



**At the ICQCC '85-Tokyo (May, 1985)**