



Excellence Through Quality™

## Application for the Ishikawa Medal

“In management, the first concern of the company is the happiness of the people connected with it. If the people do not feel happy and cannot be made happy, that company does not deserve to exist.”

-Kaoru Ishikawa

*What is Total Quality Control? The Japanese Way, page 97.*

### Guidelines for Applicants

The Ishikawa medal will be awarded to an individual or a team whose work has had a major positive impact on the human aspects of quality in keeping with the legacy of Dr. Kaoru Ishikawa. Dr. Ishikawa wrote that Total Quality (TQ) is management based on respect for humanity and a discipline that combines knowledge with action. It was his desire that companies using TQ become instruments for enhancing the quality of life of all people, and in this way help bring about peace in the world. (excerpted from Dr. Ishikawa's book *What is Total Quality Control?*). Work that reflects his philosophy and addresses the “human aspects of quality” is recognized through the Ishikawa Medal.

Nominations should be limited to one page per question (font minimum of 10 pitch) with no more than six pages of attachments to support the application. Supporting information should describe or reflect the impact / effectiveness of the individual or team contribution and may include such things as:

- Concrete evidence of a caring work environment such as empowered work teams, focus on training and development, cross functional teams, policies that support recognition of employees, egalitarian power structure, sharing best practices, creative methods for empowering people.
- Concrete evidence of humanitarian contributions that impact community, state, national, industry or profession.
- Articles, performance measures, satisfaction surveys.

### Possible indicators of “the human aspect of quality”

- Instrumental in developing and implementing a cohesive, collaborative and trusting work environment.
- Transformational leadership grounded in a team-based philosophy.
- Demonstration of processes, policies and structures that support systems that focus on teamwork, systems thinking, and the core values of respect, empathy and cooperation.
- Data to support evidence of their role in creating an environment where pervasive sense of pride and joy in one's work is exhibited.
- **Working conditions that exemplify mutual respect and trust, participative communication, and employee-driven planning, decision-making, and problem-solving.**

Examples of citations of previous winners:

- “for lasting contributions to the development of teamwork and people-friendly work environments as a leader in both private and public-sector organizations, through the use of quality principles, tools, and techniques, and by applying the philosophy of respect for people.”
- “for visionary leadership, innovative contributions, and warm personal example in creating a quality culture and empowering employees, throughout his own firm; and for his contributions to the human aspects of quality at the local, state, and national level.”
- “for unusually strong moral leadership. . . to genuinely care about people and provide them with high skills and public appreciation. By personally instilling, modeling and monitoring these values, his company has achieved superb results worldwide.”

## Guidelines for the application

1. The Ishikawa Medal Committee is looking for individuals or teams who have had major positive impact on the human aspects of quality in keeping with the legacy of Dr. Ishikawa.

- The impact of his, her, or their contributions should be two-fold:
  - Positive impact on the human environment of the workplace.
  - Positive impact on the quality of goods and services delivered to customers.
- Contributions should have sufficient durability that the effects have stood the test of time and the challenge of adversity.
- Contributions should be multiple or cumulative, not a single moment of success.
- The nominee’s positive contributions must be experienced and recognized by others.  
The customers are the final arbiters of improved quality. The workforce is the arbiter of an improved human environment.

2. Nominees may be individuals or teams. (The suggestions below are meant to be guidelines or examples and do not exclude other indicators of accomplishment deserving recognition by an Ishikawa Medal.)

### A. *Individuals*

- Leaders who have had prolonged positive impact on quality **and** the human environment of their organizations.
- Consultants who have worked with managers to improve both the quality of goods, services, systems, and processes, as well as the human aspects of quality.
- Leaders of professional or trade organizations, unions, regional networks, etc. who have improved quality and the human environment within their organizations and among their members.
- Teachers and authors who have contributed substantially to the knowledge of quality and the human environment and whose teachings others have applied effectively.

B. *Teams* (for the purpose of this award, ‘team’ means a small group of people having a specific purpose associated with the human aspects of quality). The small group may be:

- A management team that has ‘turned the human environment around’ while improving quality for customers.
- A cross-functional team that has accomplished major breakthroughs in quality and the human environment.
- A cross-company team that has improved quality and the human environment for its industry or geographic region.

### 3. The application

- *Question 1* asks the applicant to provide indicators in impact that the nominee's work has truly improved the human environment, while improving the quality of goods and services to customers.". The impact should be in keeping with Dr. Ishikawa's view that the system "lets the unlimited potential of human beings blossom . . . where humanity is respected."

The application invites indicators of impact in not only the nominee's own organization, but in the local community, the nominee's state, the nation, and the nominee's industry or professional group. For example, William Garwood was named the first medalist "for his visionary leadership, innovative contributions and warm personal example of creating a quality culture and empowering employees throughout his firm; and for his contributions to the human side of quality at the local, state and national level."

Please explain the indicators that the nominee's work that had an impact on improving the human environment and state how broadly the effects were translated.

- A. The nominee's own company or organization?
- B. The nominee's industry?
- C. The nominee's local community?
- D. The nominee's state or the nation?
- E. The nominee's customer perception of the quality of goods and services?

- *Question 2* Dr. Ishikawa viewed the potential as "quality leads to enhancing the quality of life . . . for all peoples and in this way can help bring about peace in the world." Question 2 addresses the spreading awareness and understanding of the potential impact of quality on the human side and invites the applicant to provide indicators that - as a result of the nominee's efforts- led to greater awareness and deeper understanding of both the technical and the human aspects of quality among people in the same areas listed in Question 1.

For example, Dr. Edward Baker was awarded the medal in 1995. His colleagues at Ford Motor Company stated "To learn about quality from Ed was to discover that it was not about statistics (which we used as a tool) but about human aspiration, about striving once more to be proud of the way American could work together to achieve something fine." [Excerpted from ConnuminQue Fall, 1996).

What are the indicators of the nominee's work that had an impact of the awareness and understanding of both the technical and the human aspects of quality so that it affects:

- A. The nominee's own company or organization?
- B. The nominee's industry?
- C. The nominee's local community?
- D. The nominee's state or the nation?
- E. The nominee's customer perception of the quality of goods and services?

- *Question 3* addresses transferability and sustainability of factors impacting the human side of quality. Have the nominee's successful efforts withstood the test of time and remained effective-and even improved-through various trials and circumstances? What are the indicators that the nominee's efforts will last and grow? For example, in 1996, Joseph Dickey was awarded the medal for developing a three-part business model to improve the relationship between management and customer focus as its three foundations. His organization created a collaboration process emphasizing teamwork and participations across the business.

- *Question 4* looks for indications that the nominee’s work honors the memory, philosophy, and commitment of Dr. Ishikawa regarding both quality and human values. Regarding this question, the following references might be useful:
  - *Introduction to Quality Control*. Tokyo: 3-A Corporation, 1990, chapter 1 (sect. 1.5)
  - *What is Total Quality Control?* Englewood Cliffs, NJ: Prentice-Hall, 1985, chapters II, III (section III), V, VI (section VI).
  - “Kaoru Ishikawa - Honorary Member ASQC” *Quality Progress*, August 1986.
  - Karabatsos, Nancy. “Dr. Kaoru Ishikawa: Quality Organizer, 1915-1989”, *Quality Progress*, June 1989.

This section of the application asks for information unique to this award. We are looking for indications that, within the overall effort to improve quality, the people are important. People are not just objects of utility and a means to an end but are respected and valued as partners in a quality effort and are themselves a focus of the quality effort.

#### 4. The applicants/nominators

- While self-nomination is not prohibited, the Ishikawa Medal committee hopes that the nominee’s work has been so noticeably beneficial, that others will welcome the opportunity to do the nominating.
- Nominators can be customers, suppliers, or co-workers of the nominee or have any other relationship with her, him, or them. Nominators should not be listed as ‘references’.
- It is understood that the nominator may need to elicit from the nominee some of the information requested in the application.

#### 5. Other important requirements

- The application is limited to total ten single sided page limit, including cover letter, and not to exceed one page response per question. Additional pages may be used for references and information supporting claims. Minimum of 10 point font.
- It is acceptable to have a cover letter as part of the application. This will be included in the 10 page limit.
- Along with the application, please include the following:
  - A glossy photo of the nominee.
  - A proposed citation for the presentation document, not to exceed 40 words.
  - The application in its final, complete form is due by October 1.

#### References (no more than 5)

The last page of the application provides space for listing references. Include here the names of people who:

- Are not the nominators.
- Have direct knowledge of the nominee and his or her work.
- Can confirm and elaborate on one or more aspects of the nominee’s work and impact as described in the application.
- Have agreed to be available for contact by members of the Ishikawa Medal committee.

**This nomination must be received by **October 1****

Please send completed nomination to: ASQ, Program Specialist  
600 N. Plankinton, Milwaukee, WI 53201  
[awards@asq.org](mailto:awards@asq.org)

1. Name of the person being nominated:  
*Tell us how you wish your name to appear on your award and in any mention of your election. Please note: For consistency, ASQ does not use a prefix such as Dr. or any degrees or certifications such as Ph.D or CQE, etc.*
2. To the best of your ability, provide a **phonetic spelling** of your name. This will assist us in announcing you at the ASQ World Conference.
3. *Provide the Company Name, City and State you want used in your press release. Eg. ASQ, Milwaukee, WI*

Nominee Information:

Address:

City, State/Province, Postal Code

Country

Phone:

E-mail address:

4. Information for contacting nominator:

Nominator:

Address:

City, State/Province, Postal Code

Country

Phone:

E-mail address:

**Proposed citation (40 words or less, please)**

## **Application for the Ishikawa Medal**

**Question 1. Impact on improving the human environment, while improving the quality of goods and services to customers."**

What are the indicators that the nominee's work has impacted the awareness and understanding of both the technical and the human aspects of quality? How has the nominee's work improved the human environment, while improving the quality of goods and services to customers?

- A. Within the nominee's own company or organization?
- B. Within the nominee's industry?
- C. Within the nominee's local community?
- D. Within the nominee's state or the nation?
- E. With the nominee's customers' perception of the quality of goods and services?

**Question 2. Spreading awareness and understanding.**

What are the indicators that the nominee's work that had an impact on the awareness and understanding of both the technical and the human aspects of quality, while improving the quality of goods and services to the customers?

- A. Within the nominee's own company or organization?
- B. Within the nominee's industry?
- C. Within the nominee's local community?
- D. Within the nominee's state or the nation?
- E. With the nominee's customers' perception of the quality of goods and services?

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### **Question 3. Transferability and sustainability.**

What are the indicators that the nominee's efforts will last and grow?

### **Question 4. Ishikawa's philosophy and commitment.**

How do the contributions of the nominee reflect Dr. Ishikawa's philosophy and commitment to the human values of quality?

### **References:**

**1.** Name Email Topics in nomination form about which the reference is knowledgeable

**2.** Name Email Topics in nomination form about which the reference is knowledgeable

**3.** Name Email Topics in nomination form about which the reference is knowledgeable

**4.** Name Email Topics in nomination form about which the reference is knowledgeable

**5.** Name Email Topics in nomination form about which the reference is knowledgeable