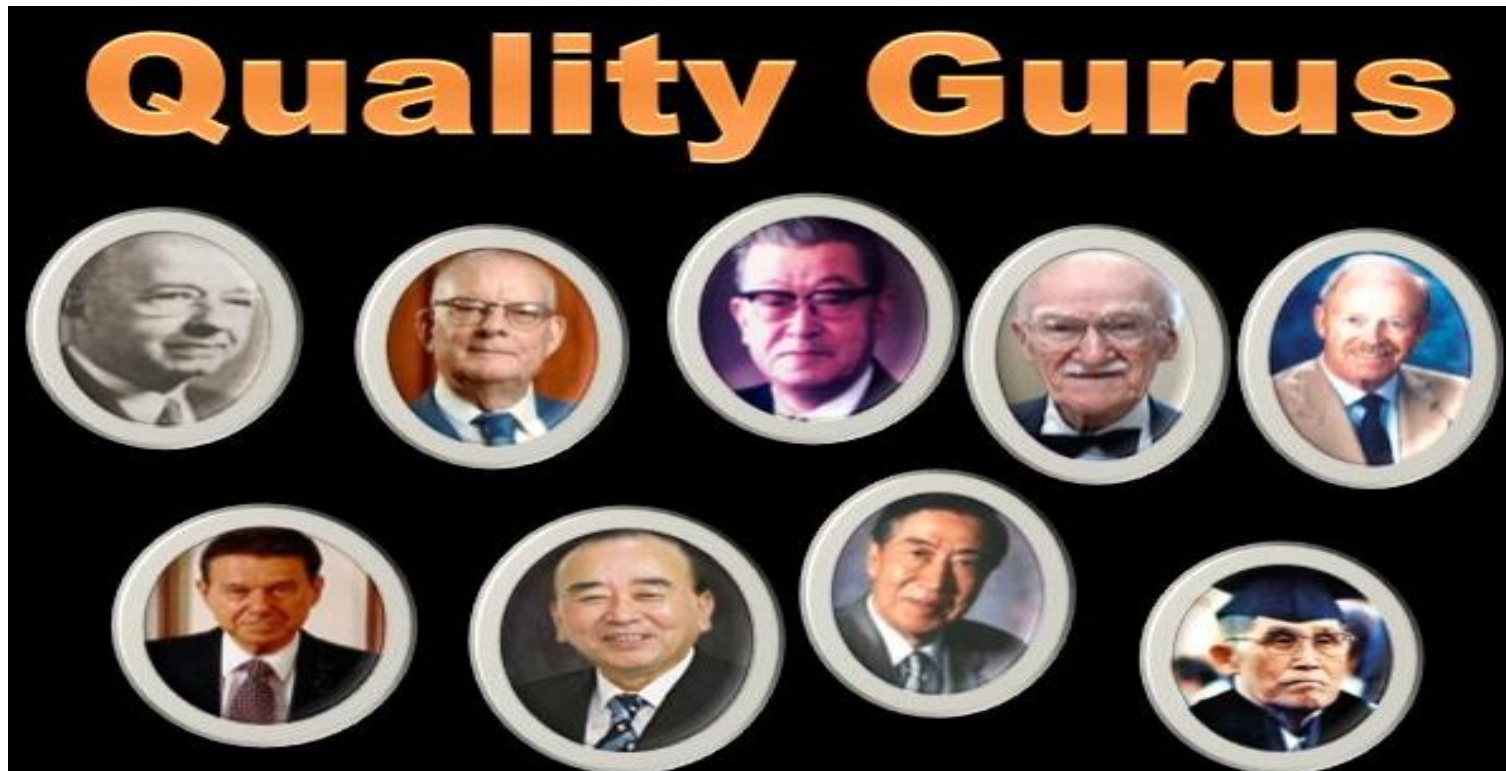


MANAGEMENT GURUS

Manager is a profession that appeared not so long ago. But it developed in every sector of business, service and production very fast. Nowadays it's almost impossible to imagine any successful business without thoughtful management. The more different organizations developed, the less understanding among different departments in every area was left. And then managers came to help. They give different tasks, control their fulfillment in the different departments and take the main part in the organization development in general too. In this research you will discover the stories about successful managers. They didn't only make amazing careers but also made their companies world leaders.

Quality management is not a single doctrine derived from a particular individual or idea – it is a collection of ideas – but there is a core group of contributors known as the Quality Gurus. The Quality Gurus have all had a significant impact on the world through their contributions to improving not only businesses, but all organizations including state and national governments, military organizations, educational institutions, healthcare organizations, and many others.

The following list contains some of the well-known quality pioneers and their key Contributions in no particular order of importance.



WALTER ANDREW SHEWHART, AN AMERICAN PHYSICIST, ENGINEER AND STATISTICIAN, SOMETIMES KNOWN AS THE FATHER OF STATISTICAL QUALITY CONTROL AND ALSO RELATED TO THE SHEWHART CYCLE, HE WAS BORN IN 1891. THE ORIGINAL NOTIONS OF TOTAL QUALITY MANAGEMENT AND CONTINUOUS IMPROVEMENT TRACE BACK TO A FORMER BELL TELEPHONE EMPLOYEE NAMED **WALTER SHEWHART**. ONE OF WILLIAM EDWARDS DEMING'S TEACHERS, HE PREACHED THE IMPORTANCE OF ADAPTING MANAGEMENT PROCESSES TO CREATE PROFITABLE SITUATIONS FOR BOTH BUSINESSES AND CONSUMERS, PROMOTING THE UTILIZATION OF HIS OWN CREATION -- THE SPC CONTROL CHART. DR. SHEWHART BELIEVED THAT LACK OF INFORMATION GREATLY HAMPERED THE EFFORTS OF CONTROL AND MANAGEMENT PROCESSES IN A PRODUCTION ENVIRONMENT.



IN ORDER TO AID A MANAGER IN MAKING SCIENTIFIC, EFFICIENT, ECONOMICAL DECISIONS, HE DEVELOPED STATISTICAL PROCESS CONTROL METHODS. MANY OF THE MODERN IDEAS REGARDING QUALITY OWE THEIR INSPIRATION TO DR. SHEWHART. HE ALSO DEVELOPED **THE SHEWHART'S CYCLE** (SPECIFICATION, PRODUCTION AND INSPECTION) COMBINING BOTH CREATIVE MANAGEMENT THINKING WITH STATISTICAL ANALYSIS.

THE SHEWHART'S CYCLE (SPECIFICATION, PRODUCTION, AND INSPECTION) COMBINING BOTH CREATIVE MANAGEMENT THINKING WITH STATISTICAL ANALYSIS.; THIS CYCLE WAS LATER MODIFIED BY **WILLIAM EDWARDS DEMING** TO PDCA CYCLE (PLAN, DO, STUDY AND ACT). SHEWHART PASSED AWAY IN 1976.

WILLIAM EDWARDS DEMING WAS AN AMERICAN STATISTICIAN, MANAGEMENT CONSULTANT, AND PROFESSOR WHO IS KNOWN AS THE FATHER OF THE QUALITY MOVEMENT. HE WAS BORN IN 1900 AND RECEIVED A PH.D. IN MATHEMATICAL PHYSICS FROM YALE UNIVERSITY IN 1928.

WILLIAM EDWARDS DEMING IS BEST KNOWN FOR HIS WORK IN THE FIELD OF QUALITY MANAGEMENT AND FOR HIS CONTRIBUTIONS TO THE TOTAL QUALITY MANAGEMENT (TQM) PHILOSOPHY. HE BELIEVED THAT QUALITY SHOULD BE BUILT INTO A PRODUCT OR SERVICE FROM THE START, RATHER THAN BEING INSPECTED IN AT THE END OF THE PRODUCTION PROCESS.



WILLIAM EDWARDS DEMING DEVELOPED THE PDCA (PLAN-DO-CHECK-ACT) CYCLE, WHICH IS A FOUR-STEP APPROACH TO PROBLEM-SOLVING THAT IS STILL WIDELY USED TODAY. THE STEPS ARE:

PLAN: IDENTIFY THE PROBLEM AND DEVELOP A PLAN TO ADDRESS IT.

DO: IMPLEMENT THE PLAN.

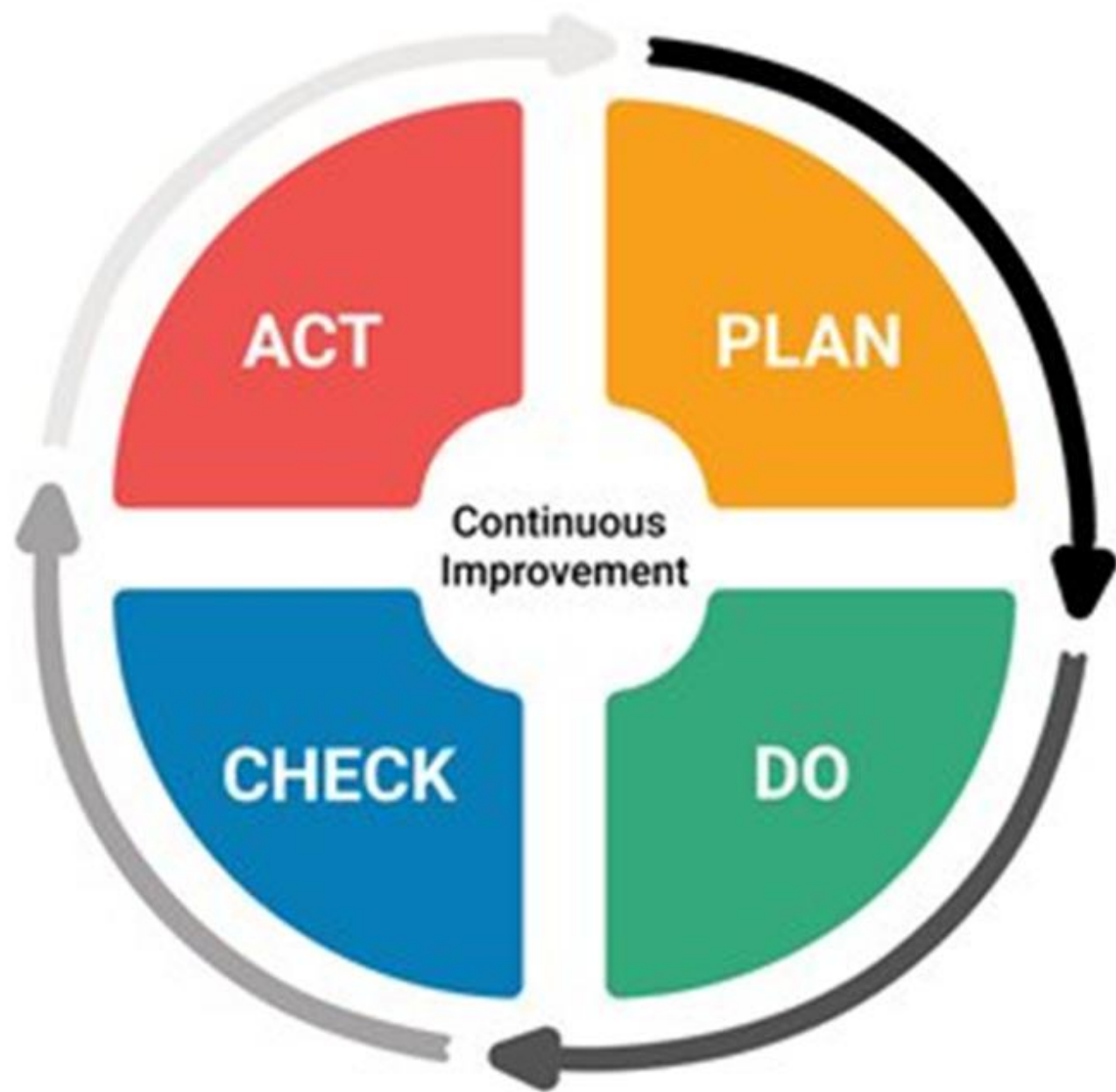
CHECK: MONITOR THE RESULTS OF THE PLAN AND GATHER DATA.

ACT: ANALYZE THE DATA AND MAKE ANY NECESSARY ADJUSTMENTS TO THE PLAN.

WILLIAM EDWARDS DEMING ALSO PROMOTED THE USE OF STATISTICAL PROCESS CONTROL, WHICH INVOLVES USING STATISTICAL METHODS TO MONITOR AND CONTROL A PROCESS. HE BELIEVED THAT THE USE OF STATISTICAL METHODS COULD HELP IDENTIFY AND ELIMINATE VARIATIONS AND DEFECTS IN A PROCESS, LEADING TO IMPROVED QUALITY.

WILLIAM EDWARDS DEMING'S IDEAS HAD A SIGNIFICANT IMPACT ON THE QUALITY MOVEMENT, AND HE IS OFTEN CREDITED WITH HELPING TO ESTABLISH JAPAN AS A LEADER IN THE FIELD OF QUALITY. HE RECEIVED NUMEROUS AWARDS AND HONORS FOR HIS WORK, INCLUDING THE NATIONAL MEDAL OF TECHNOLOGY IN 1987. DEMING PASSED AWAY IN 1993, BUT HIS CONTRIBUTIONS TO THE FIELD OF QUALITY MANAGEMENT CONTINUE TO BE RECOGNIZED AND ADMIRERD AROUND THE WORLD.



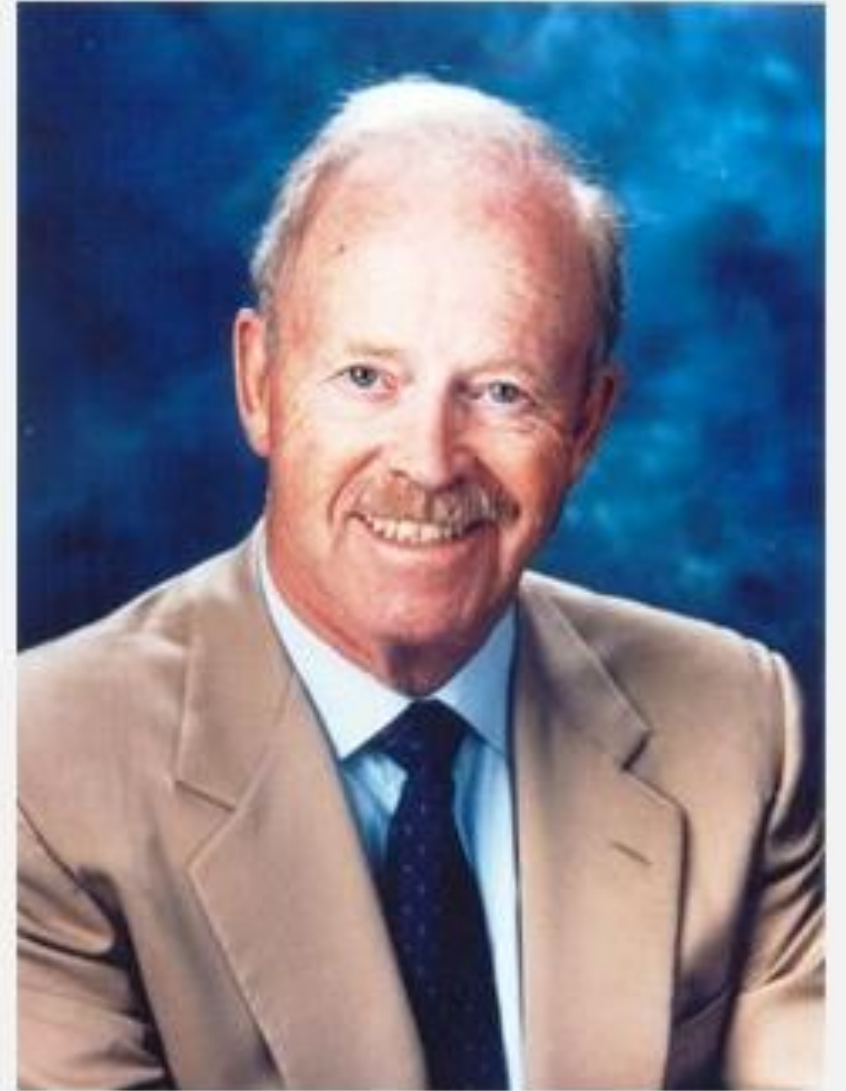


W. Edwards Deming

PHILIP CROSBY, AN AMERICAN ENGINEER, MANAGEMENT CONSULTANT, AND AUTHOR; HE WAS BORN IN 1926 AND RECEIVED A DEGREE IN MECHANICAL ENGINEERING FROM FLORIDA STATE UNIVERSITY IN 1948. HE IS KNOWN FOR HIS CONCEPT OF "ZERO DEFECTS," WHICH MEANS STRIVING TO ELIMINATE DEFECTS IN PRODUCTS OR PROCESSES. HE BELIEVED THAT THE ULTIMATE GOAL OF ANY QUALITY EFFORT SHOULD BE TO ELIMINATE DEFECTS COMPLETELY, RATHER THAN SIMPLY TRYING TO REDUCE THEM.

PHILIP CROSBY WAS ALSO A STRONG ADVOCATE FOR THE USE OF CLEAR AND MEASURABLE GOALS AND OBJECTIVES IN ORDER TO DRIVE QUALITY IMPROVEMENT. HE BELIEVED THAT SETTING SPECIFIC, MEASURABLE, ACHIEVABLE, RELEVANT, AND TIME-BOUND (SMART) GOALS WAS KEY TO SUCCESS.

PHILIP CROSBY RECEIVED NUMEROUS AWARDS AND HONORS FOR HIS WORK, INCLUDING THE MALCOLM BALDRIGE NATIONAL QUALITY AWARD IN 1988 AND THE SHINGO PRIZE FOR EXCELLENCE IN MANUFACTURING IN 1989. HE PASSED AWAY IN 2001.



Philip Crosby

PHILIP CROSBY DEVELOPED THE "CROSBY 14 STEPS TO QUALITY IMPROVEMENT," WHICH IS A SYSTEMATIC APPROACH TO QUALITY IMPROVEMENT THAT EMPHASIZES THE IMPORTANCE OF LEADERSHIP, TRAINING AND TEAMWORK. THE STEPS ARE:

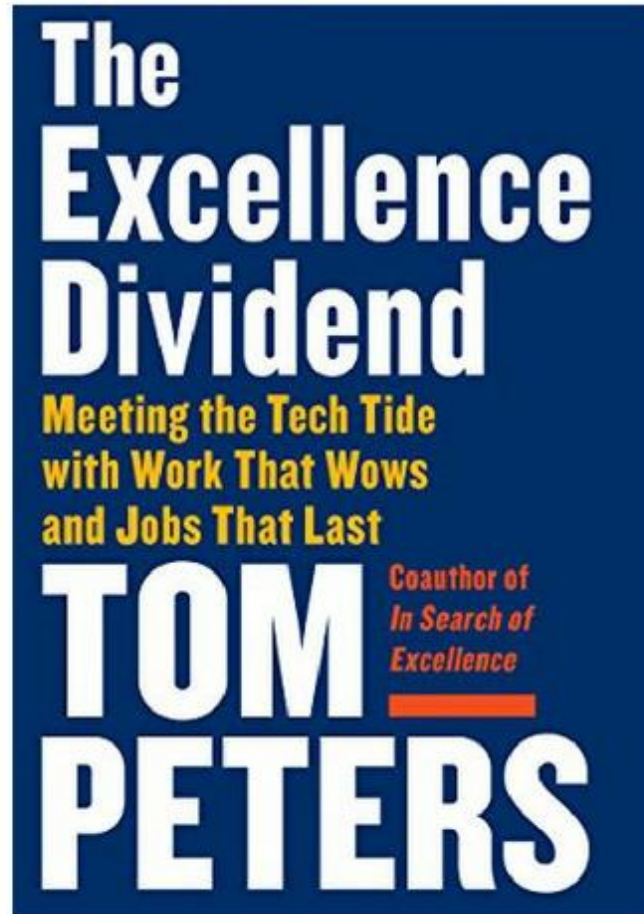
MANAGEMENT COMMITMENT
QUALITY EDUCATION AND TRAINING
QUALITY MEASUREMENT
ESTABLISHING QUALITY OBJECTIVES
ESTABLISHING THE QUALITY SYSTEM
IMPLEMENTING THE QUALITY SYSTEM
EVALUATING THE QUALITY SYSTEM
CORRECTING THE QUALITY SYSTEM
CONTINUAL IMPROVEMENT
RECOGNITION AND INCENTIVES
EMPLOYEE INVOLVEMENT
TEAMWORK
COMMUNICATION
QUALITY COUNCIL



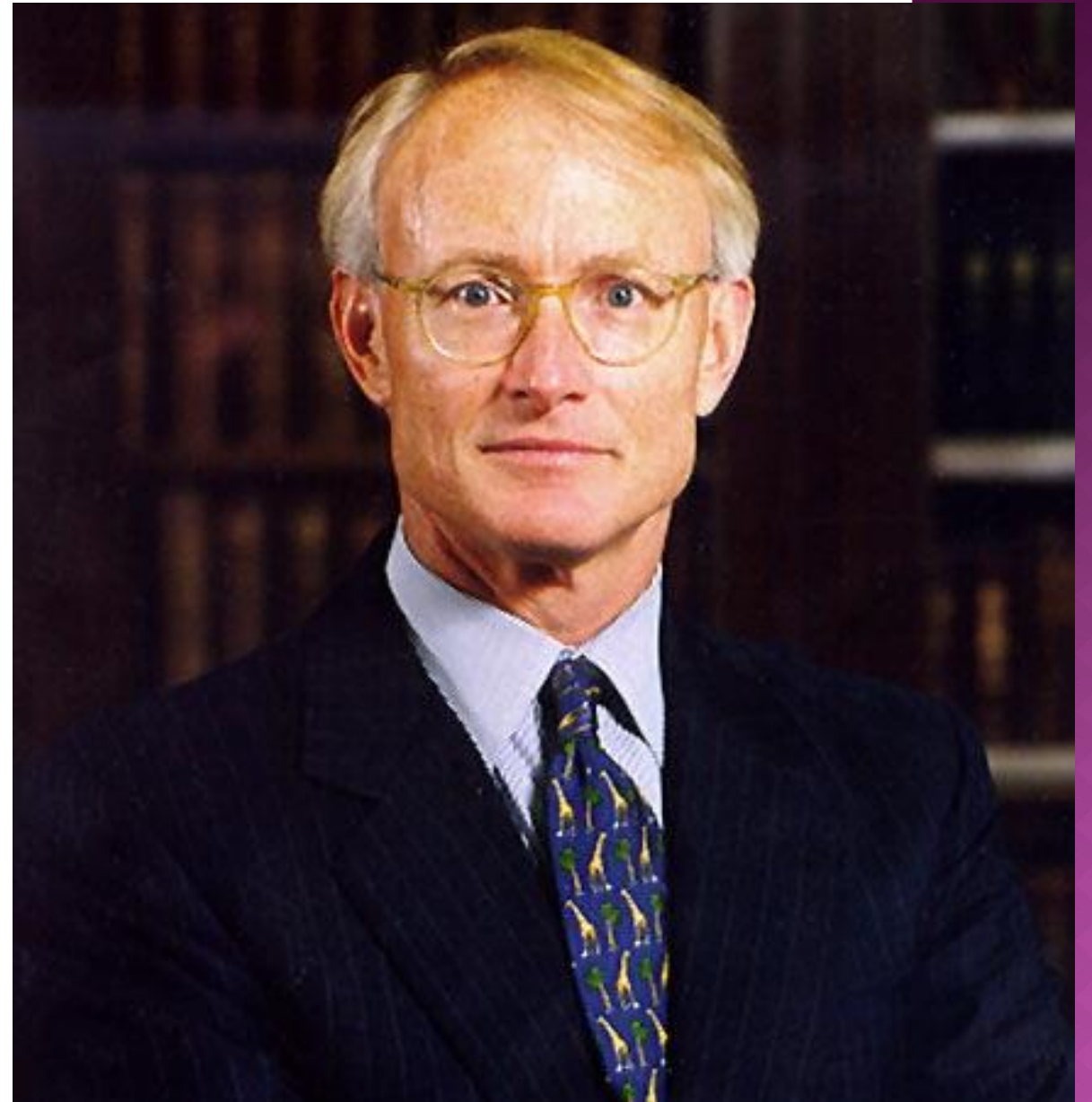
PETER DRUCKER - OFTEN REFERRED TO AS THE FATHER OF MODERN MANAGEMENT, DRUCKER INTRODUCED CONCEPTS SUCH AS *MANAGEMENT BY OBJECTIVES (MBO)* AND THE IMPORTANCE OF DECENTRALIZATION. HE EMPHASIZED THE ROLE OF MANAGERS IN SHAPING THE FUTURE AND MAKING DECISIONS THAT ALIGN WITH AN ORGANIZATION'S GOALS.



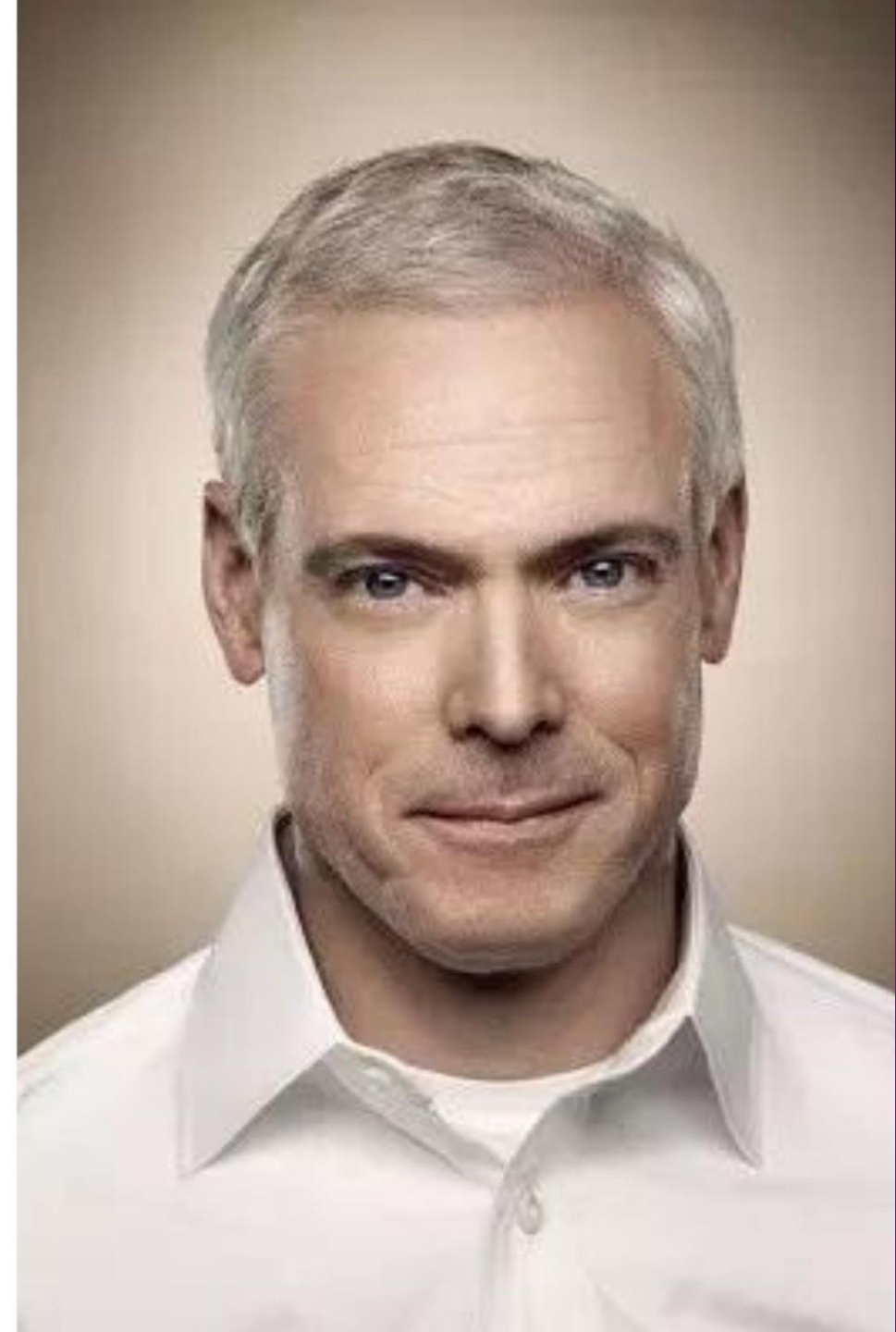
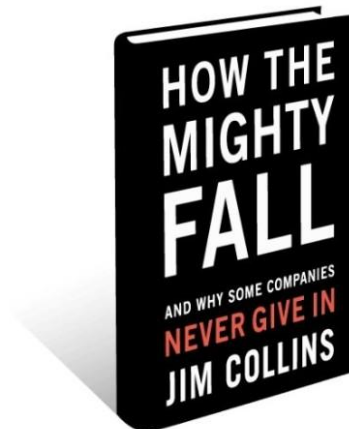
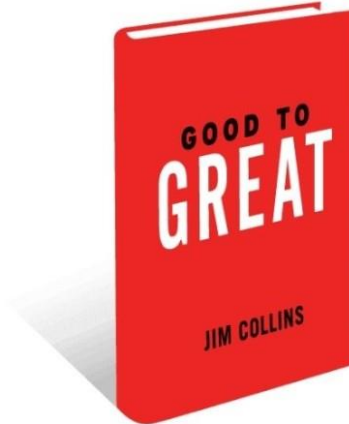
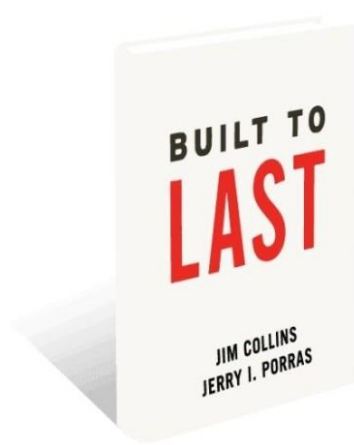
TOM PETERS - CO-AUTHOR OF *IN SEARCH OF EXCELLENCE*, PETERS FOCUSES ON LEADERSHIP AND BUSINESS EXCELLENCE. HE ADVOCATES FOR INNOVATION, CUSTOMER SERVICE, AND EMPLOYEE EMPOWERMENT AS KEY FACTORS FOR ORGANIZATIONAL SUCCESS.



MICHAEL PORTER - KNOWN FOR HIS WORK ON COMPETITIVE STRATEGY, PORTER DEVELOPED THE *FIVE FORCES MODEL* AND *VALUE CHAIN ANALYSIS*, WHICH ARE WIDELY USED TOOLS FOR UNDERSTANDING INDUSTRY COMPETITION AND CREATING COMPETITIVE ADVANTAGES.



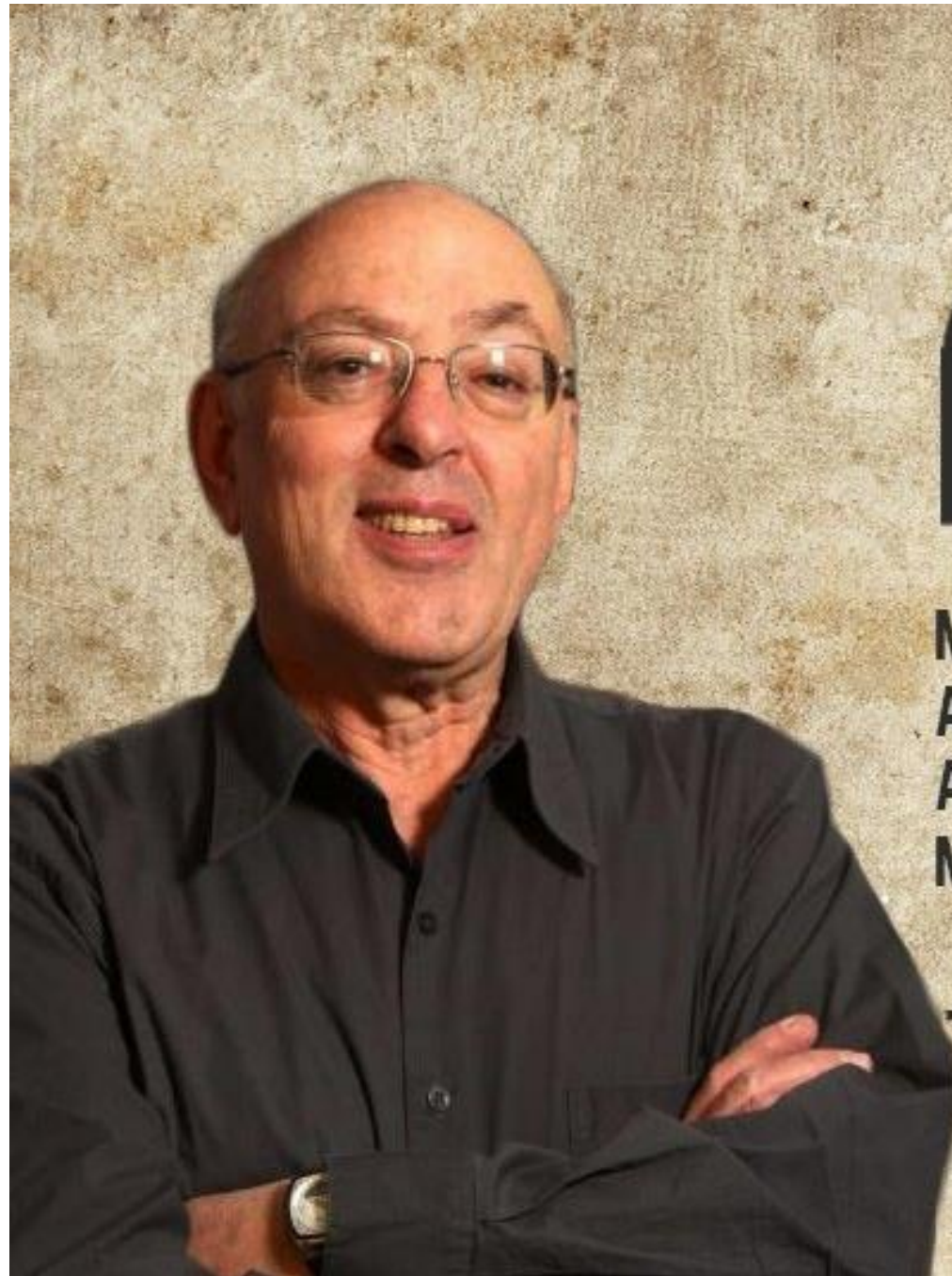
JIM COLLINS - AUTHOR OF *GOOD TO GREAT* AND *BUILT TO LAST*, COLLINS EXPLORES WHY SOME COMPANIES ACHIEVE LASTING SUCCESS WHILE OTHERS FAIL. HE HIGHLIGHTS THE IMPORTANCE OF LEADERSHIP, DISCIPLINE, AND COMPANY CULTURE.



CLAYTON CHRISTENSEN IS BEST KNOWN FOR HIS WORK ON DISRUPTIVE INNOVATION. HIS THEORY EXPLAINS HOW NEW TECHNOLOGIES CAN DISRUPT EXISTING MARKETS AND INDUSTRIES, OFTEN LEADING TO THE DOWNFALL OF ESTABLISHED COMPANIES.



HENRY MINTZBERG - A CRITIC OF TRADITIONAL STRATEGIC PLANNING, MINTZBERG BELIEVES THAT STRATEGY EMERGES FROM ACTION RATHER THAN PRE-PLANNING. HE EMPHASIZES THE IMPORTANCE OF ADAPTING TO CHANGES AND TAKING A HANDS-ON APPROACH TO MANAGEMENT.



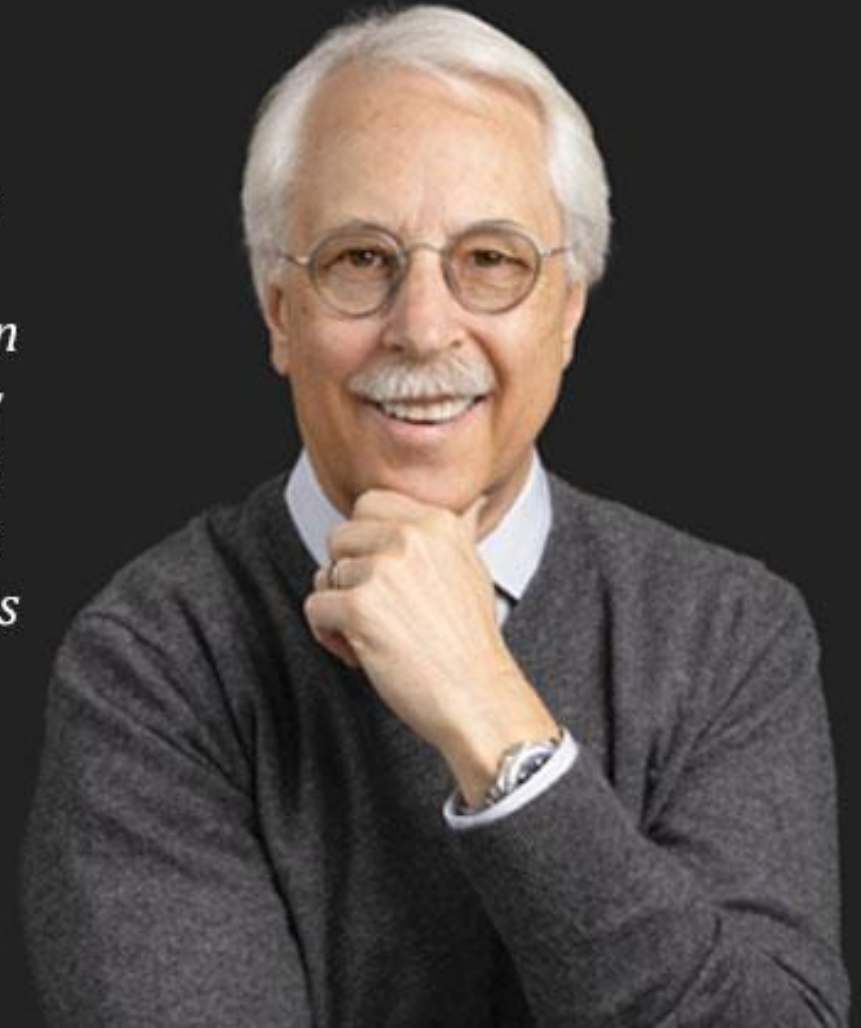
MANAGEMENT IS, ABOVE ALL, A PRACTICE WHERE ART, SCIENCE AND CRAFT MEET.

-HENRY MINTZBERG

GARY HAMEL - A LEADING STRATEGIST AND AUTHOR, HAMEL FOCUSES ON INNOVATION AND FUTURE BUSINESS MANAGEMENT. HIS IDEAS ENCOURAGE ORGANIZATIONS TO BE MORE FLEXIBLE AND HUMAN-CENTRIC, PROMOTING A CULTURE OF CONTINUAL LEARNING AND ADAPTATION.

"...bureaucracy may be humankind's most important innovation. Whether it's scientific innovation, the invention of the steam engine, locomotive, electric-motor, semi-conductor or antibiotics, none of these would have been possible without the understanding of how to work precisely and repeatably at scale; through bureaucracy... Today, much like we're moving away from combustion engines and single use plastics, we need to realize that bureaucracy brings costs we can simply not ignore, or afford any longer...."

- Prof. Gary Hamel
The World's Leading Expert on Business Strategy



JOHN KOTTER - KNOWN FOR HIS WORK ON LEADERSHIP AND CHANGE MANAGEMENT, HE DEVELOPED AN 8-STEP PROCESS FOR LEADING ORGANIZATIONAL CHANGE. HIS FOCUS IS ON CREATING URGENCY, BUILDING COALITIONS, AND EMBEDDING CHANGE WITHIN CORPORATE CULTURE.



These gurus have profoundly impacted how organizations think about leadership, strategy, and change. Their ideas are used by businesses globally to stay competitive and foster long-term success.

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Quality Gurus and their Contributions.
[https://irgst.org/articles.aspx/2571/Quality%20Gurus%20and%20their%20Contributions.](https://irgst.org/articles.aspx/2571/Quality%20Gurus%20and%20their%20Contributions)