

## H. James Harrington (HJH) Bio



### Leadership

H. James Harrington has been part of the quality movement for over 57 years. In 1950 he served as a Reliability Engineer at IBM and then moved to Supplier Quality Control at IBM's Owego Federal Systems Division. He then assumed the responsibility for IBM's Quality Engineering on the Titan Missile Program. His contributions to quality of the Missile Control System won him a special award from the government – the Mac Titan Award.

He then worked at IBM Corporate Headquarters in Armonk to define the quality reporting system for the IBM organization and its customer set. He was then selected to go to San Jose to set up the quality system for the new plant. Following that assignment he was assigned to improve reliability of the 1800 process control system on a special program called Stamina. To accomplish this, he used the most advanced military quality and reliability techniques and applied them to the commercial areas. This resulted in the improvement of over 400% and increased revenue for IBM of many millions of dollars. He became Manager of the Quality Research Center at IBM where he developed the most advanced Poor-Quality Cost System in use today. It included customer-incurred quality cost. (See his book, *Poor-Quality Cost*, published by Marcel Dekker in 1987.)

He then initiated a program called Quality Integration that moved the responsibilities for quality out of the QA operations into Development Engineering, Manufacturing Engineering, Test Engineering, Manufacturing and Purchasing. This program was implemented in most of the IBM plants around the world saving many millions and millions of dollars as it reduced the total quality effort expenditure by over 30%.

In the late 1970s he started the first Quality Circle program in IBM USA. In the early 1980s he was selected as part of the IBM team to set up the IBM Corporate Quality Training Center. In the early 1980s he prepared a technical paper called "Process Compatibility." As a result, he headed up a project to do detailed benchmarking of IBM processes in the U.S., Germany, and Japan. This resulted in a 15% cost reduction and 35% improvement in quality. Cycle time was reduced by 25%. This focus on the process led to selecting critical processes and re-designing them. (See his book, *Business Process Improvement*, published by McGraw-Hill in 1991.)

In 1985 HJH took a two year sabbatical from IBM to become President and Chairman of the Board for ASQC. In 1987 he left ASQC and IBM to start his own consulting firm, Harrington Hurd and Rieker. They used Harrington's approach to Process Redesign and Quality Strategic Planning with companies like HP, Martin Marietta, Texaco, and P&G. As a result, they grew very fast and in 1989 his consulting firm was purchased by Ernst & Young. HJH became a Principal for Ernst & Young and served as their International Quality Advisor for ten years, working to develop quality methodologies that were used by Ernst & Young consultants throughout the world. During that

period of time the Ernst & Young consulting activities grew by over 10,000%. In one case alone the Ernst & Young team did 100 Fast Action Solution Teams saving a total of over \$130 million. (See his new book, Fast Action Solution Teams – How to Save a Million Dollars in Two Days.)

In 2000 HJH retired from Ernst & Young to become CEO of Systemcorp, a mid-sized software company that had financial problems. Using quality methodologies, he turned it around and it was sold to IBM at an excellent profit as sales had by more than 800%.

HJH then started Harrington Institute. In 2003 the World Bank selected him to go to Zimbabwe to redesign the way they gave out grants through the African Capacity Building Foundation. Again quality process approaches were used to make the transformation with an increased focus on knowledge management.

In 2004 HJH opened the Middle East branch of Harrington Institute in Dubai and he was selected to be the Chairman of the Advisory Board for the E-TQM College. Over the past four years he has redesigned the Dubai City Government to make it more customer focused, transformed family-owned businesses into corporations, and applied quality approaches to the handicap to help them become more self-sufficient.

HJH is presently the COO of Define Properties, a major property management firm in Dubai where he is using quality principles and approaches to redefine the way property is managed.

In the 1980s and '90s HJH served as an A-Level Member of TC 106, the Quality Standard for 12 years, and TC207, the Environmental Standards Group, for 8 years.

In the early 1980s HJH led over 12 tours of quality professionals who lectured in countries around the world. It was called "The Crusade for Quality." They toured countries like Chile, Brazil, Argentina, Columbia, Japan, China, Singapore, Mexico, Germany, England, Saudi Arabia, Italy, New Zealand and Australia, just to name a few. In each country they put on free conferences with the local quality association where the group gave all the papers. The purpose of these trips was to expand the quality culture in each of the countries and to improve relationships between the U.S and these countries.

HJH was selected by the Chinese Government to put on two-week training programs for the top CEOs in China and the highest level in the government which he did for a four-year period. The Chinese Government made him their Honorary Quality Advisor.

In the late 1980s his book, The Improvement Process, published by McGraw-Hill was selected by the Israeli Government to use to train all of their export CEOs/Presidents on quality methodologies. HJH set up the class and trained the trainers who delivered the classes to all of these CEOs.

In the early 1980s HJH and Dr. Ishikawa and Dr. Gatchalian got together and formed the Asia Pacific Quality Organization. This is an umbrella group that brought together the individual country's quality organizations that border on the Pacific and Indian oceans.

The University of Quebec in Montreal has selected HJH as their U.S. Chair for Technology for Project Management.

While HJH was President and Chairman of ASQC he pushed to get the Malcolm Baldrige Award through Congress and he served as the First Treasurer of the Malcolm Baldrige Consortium.

In October 1998 the Asia Pacific Quality Organization approached HJH and asked him to be responsible for developing, organizing, and implementing the Asia Pacific International Quality Award because it was his idea. He set up the international committee, established the award's criteria and he was responsible for the first few cycles. The first award ceremony was held in Scottsdale, Arizona in 2000 where five different Asian companies won the award.

In 1999 HJH was asked to help transform Trinidad into a Quality Nation. The goal was to accomplish within a five-year period as much as Singapore had accomplished in the last 20 years. HJH worked with a high-level team assigned by the Prime Minister and led them through a process that resulted in a three-year improvement plan. This plan included all school systems, the total national and local government, tourism industry, farming, oil production, and manufacturing.

HJH is an ASQ Certified Reliability and Quality Engineer. He is one of the very few registered as a Professional Quality Engineer (registration #02180) in the State of California and he is a Certified Professional Manager.

In 1994 HJH established the Walter L. Hurd Foundation located in Manila, Philippines. For the past 13 years he has funded this organization which has been active in promoting quality throughout Asia.

Over the years HJH has prepared hundreds of technical reports and he has spoken at thousands of conferences throughout the world. The following is a list of the books that he has published.

- The Improvement Process; 1987—one of 1987 best selling business books
- Poor-Quality Cost; 1987
- Excellence—The IBM Way; 1988
- The Quality/Profit Connection; 1988
- Business Process Improvement; 1991—the first book on Process Redesign
- The Mouse Story; 1991
- Of Tails and Teams; 1994
- Total Improvement Management; 1995

- High Performance Benchmarking; 1996
- The Complete Benchmarking Workbook; 1996
- ISO 9000 and Beyond; 1996
- The Business Process Improvement Workbook; 1997
- The Creativity Toolkit—Provoking Creativity in Individuals and Organizations; 1998
- Statistical Analysis Simplified—The Easy-to-Understand Guide to SPC and Data Analysis; 1998
- Area Activity Analysis—Aligning Work Activities and Measurements to Enhance Business Performance; 1998
- ISO 9000 Quality Management System Design: Optimal Design Rules for Documentation, Implementation, and System Effectiveness (ISO 9000 Quality Management System Design) – co author; 1998
- Reliability Simplified—Going Beyond Quality to Keep Customers for Life; 1999
- ISO 14000 Implementation—Upgrading Your EMS Effectively; 1999
- Performance Improvement Methods—Fighting the War on Waste; 1999
- Simulation Modeling Methods—An Interactive Guide to Results-Based Decision Making; 2000
- Project Change Management—Applying Change Management to Improvement Projects; 2000
- E-Business Project Manager; 2002
- Process Management Excellence – the Art of Excelling in Process Management; 2005
- Project Management Excellence – the Art of Excelling in Project Management; 2005
- Change Management Excellence – The Art of Excelling in Change Management; 2005
- Knowledge Management Excellence – The Art of Excelling in Knowledge Management; 2005
- Resource Management Excellence – The Art of Excelling in Resource Management; 2005
- Six Sigma Statistics Simplified; 2006
- Improving Healthcare Quality and Cost with Six Sigma; 2006
- Making Teams Hum; 2007
- Advanced Performance Improvement Approaches: Waging the War on Waste II; 2007
- Six Sigma Green Belt Workbook; 2008
- Six Sigma Yellow Belt Workbook; 2008
- Fast Action Solution Teams: Save A Million Dollars in Two Days (2008)
- Strategic Performance Improvement Approaches: Waging the War on Waste III; 2008
- He has written chapters in many other books besides these

### **Awards and Recognition for H. James Harrington**

The following awards were named after HJH:

- The Harrington/Ishikawa Medal, presented yearly by the Asian Pacific Quality Organization, was named after H. James Harrington to recognize his many contributions to the region.
- The Harrington/Neron Medal was named after H. James Harrington in 1997 for his many contributions to the quality movement in Canada.
- Harrington Best TQM Thesis Award was established in 2004 and named after H. James Harrington by the European Universities Network and e-TQM College.
- Harrington Excellence Medal was established in 2007 to recognize an individual who

uses the quality tools in a superior manner.

- The Harrington Medal established by the Sri Lanka National Quality Award.

### **Other Awards and Recognition of the U.S.**

- Past President William Clinton appointed HJH as Ambassador of Good Will.
- Harrington Chair in Performance Excellence was established in 2005 at the Sudan University to study methodology to improve organizational performance
- Magnolia Award was presented to HJH by the Chinese Government for his major contributions to improving quality in Chinese products.
- His book, The Improvement Process, was rated by the Library Journal as one of the top ten books in 1987.
- He was elected to the Singapore Hall of Fame in 1990.
- He received ASQ Jack Lancaster Award in 1990.
- He received ASC Edwards Medal.
- He received ASQC Distinguished Service Medal.
- He was appointed the Honorary Advisor to the Chinese Quality Control Association.
- He was named Lifetime Honorary President of the Asia Pacific Quality Association.
- He was elected Fellow of the British Quality Control Association and the American Society for Quality.
- He is listed in Who's Who worldwide and Men of Distinction worldwide.
- In May 1974 he received an ASQC Testimonial Award for outstanding service.
- In May 1975 he received an ASQC Testimonial Award for outstanding service as Western Regional Conference Chairman.
- In March 1977 he was certified as a Certified Manager by the Institute of Certified Managers.
- In October 1977 he became one of the first to be registered as a Professional Quality Engineers by the Board of Registration for Professional Engineers in California.
- In November 1978 he received ASQC Testimonial Award for his outstanding contributions as Chairman of the Inspection Division.
- In May 1980 he received the Administrative Application Division Silver Anniversary Award for his outstanding technical contributions in the field of quality management.
- In May 1981 he received an ASQC Testimonial Award as Chairman of the Service Division of ASQC.
- In May 1982 he received the John Delbert Award from the International Management Council for outstanding contributions in the field of management.
- In May 1983 he received an ASQC Testimonial Award for outstanding service.
- In May 1984 he received the Harry J. Lessig Gold Medal Award for outstanding contributions in the science of inspections.
- In June 1984 he was elected as an Academician to the International Academy for Quality.
- In October 1985 he was elected Lifetime Honorary President of the Asia Pacific Quality Association.
- In 2002 he received the European Literati Club Lifetime Achievement Award for his papers on quality

- In 2002 he received the International Academy for Quality President's Award for outstanding contributions to the international advancement of quality methodology.
- In 2008 he was elected as the only and first Honorary Fellow of the Iran Quality Association.
- In 2009 he received the Hamdan Bin Mohamed Medal for His work as chairman of the e-TQM College and he contributions to quality education in the Middle East.
- In 2009 he was named the Professional of The Year
- President or Chairman of the International Academy for Quality (1990-1996)
- Lifetime Honorary President of the Asia Pacific Quality Control Organization – 1986
- Honorary Director of the Asociacion Chilena de Control de Calidad – 1986
- Honorary Advisor to the China Quality Control Association – 1987
- Board of Directors of American Quality and Participation Organization (1992-1996)
- Member of the American Management Association – 1990 to date
- Honorary Member of Associacao Brasileira De Controle Da Qualidade – 1986
- Honorary Member of Instituto Argentino de Control de La Calidad – 1986
- Honorary Member of Chinese Society for Quality Control (Taiwan) - 1982
- Honorary Member of the Philippine Society for Quality Control, Inc. – 1992
- Honorary Member of the Singapore Quality and Productivity Society – 1987
- Honorary Member of the Asociacion Colombiana De Control De Calidad – 1986
- Chairman of ASQC's Inspection Division (1973-1974)
- Chairman of ASQC's Adm. Applications Division (1974-1975)
- Chairman of the Walter L. Hurd Foundation (1994 to present)
- A-Level member of TC 176 (1994-2001)
- A-Level member of TC 207 (1996-2001)
- Past President and Chairman of the Board of the American Society for Quality Control (1985-1987)
- First Treasurer of the Malcolm Baldrige Consortium – 1987
- Consortium of Affiliations for International Programs (1986-1996)
- Member of the International Affairs Management Committee of the American Association of Engineering Societies (1986- to date)
- Member of the Board of Directors of the Assurance Sciences Foundation (1987-2001)
- Member of the Association Francoise Pour Le Control Industrial Et La Qualite - 1987
- Member of the Board of Directors of the U.S.-China Scientific Exchange (1982-1996)
- Chairman of the Board of Directors of the International Professional Interchange - 1984
- National Vice President of the International Management Council (1974-1976)
- ASQC representative to the National Academy of Engineering and Chinese Society for Quality Control, Taiwan
- Member of the Committee of Presidents of Statistical Societies – 1986
- Editorial Review Board for the *Asia Pacific Journal of Quality Management* (1991-1995)
- Advisory Board for National Center for Quality Management – Bombay (1990-to date)
- Honorary President Scientific Committee – The Quality Magazine (1991-1996)
- Chairman of the Membership Committee of International Academy for Quality (1996 to 2006)
- Member of the Board of International Academy for Quality (1996 to date)

- Editorial Advisory and Review Board of Business Process Management Journal
- Editorial Advisory Board of The TQM Magazine
- Editorial Advisory Board of Managing Service Quality

## **Summary**

HJH is one of the world's quality systems gurus with more than 60 years experience. In the book, Tech Trending, Dr. Harrington was referred to as "the quintessential tech trender." The New York Times referred to him as having a "...knack for synthesis and an open mind about packaging his knowledge and experience in new ways -characteristics that may matter more as prerequisites for new-economy success than technical wizardry..." HJH has been involved in developing quality management systems in Europe, South America, North America, Middle East, Africa and Asia. More than any other quality professional, HJH has taken the quality methodology into the boardroom and used it as he served as CEO or COO of companies bringing about significant changes in their performance. The other quality gurus talk it and teach quality. HJH lives quality and runs his organizations putting the theory to work

Attached are two typical letters how other gurus in the quality profession feel about HJH. You will note that both of these letters are from the very few Honorary Members of ASQ.