

H. James Harrington

H. James Harrington, Ph.D.

Born: January 16, 1929 in Johnson City, New York, USA

Occupation: Author, lecturer, consultant, international performance improvement and quality guru, entrepreneur, engineer and businessman

Education: BS in Electrical Engineering, MBA and Ph.D. in Engineering Management

H. James Harrington (born 1929) is an international performance improvement guru and business man. Over his long career he has developed many concepts; some of the more important ones are: **Poor-Quality Cost, Total Improvement Management** and **Business Process Improvement**.

Harrington has authored 35 books and created ten software packages on performance improvement. In addition, he has written a monthly column for Quality Digest for over eleven years. He is considered one of the world's leading performance improvement gurus. His career in quality and performance improvement spans 65+ years. He spent forty years with IBM. The majority of his time with IBM was in Reliability and Quality organizations. This provided him an opportunity to create new and revolutionary approaches to performance improvement. For a number of years he headed up the Quality Research Center for IBM in San Jose, California. For ten years he was a Principal at Ernst & Young and served as their International Quality Advisor. In 2010 he was named "The Global Leader in Performance Improvement Initiatives" by the Australian Organization for Quality.

He was honorably discharged from the U.S. Navy in 1952 after four years of service.

Harrington is the president and Chairman of the Walter I. Hurd Foundation that he founded and funds to honor his good friend and business associate, Walter L. Hurd. This foundation focuses on improving performance in the developing countries of Asia.

Some of Harrington's major accomplishments include:

- 1967 - Originated the **Poor-Quality Cost** concept (Reference: IBM Technical Report TR02.588-5/1967)
- 1979 - Originated the procedure for **IBM's internal benchmarking procedures** (Reference: IBM Technical Report TR.02-834-3/1979)
- 1981 - Originated IBM's process for **process qualification** (Reference: IBM Technical Report Tr.02.901-8/1981)
- 1985 - 1990 – He started developing the **Business Process Improvement methodology** in the mid 1980's. Business Process Improvement is sometimes called "Business Process Management." (Reference: His first document published for general public release was Ernst & Young's Technical Report TR 90.006 HJH 8/1990 and Harrington's book - *Business Process Improvement* was published in 1991.)
- 1987 - 1991 – He started developing the approach to prepare a **Strategic Improvement Plan** in 1987 (Reference: His first document published for general public release was Ernst & Young's Technical Report – TR91.002)
- 1986 - 1991- Developed the **Total Improvement Management** approach. (Reference: His first document published for general public release was Ernst & Young's Technical Report TR91.002 and then in his book, *Total Improvement Management – The Next Generation in Performance Improvement*, published by McGraw-Hill in 1995.)
- 1998 - Developed the **Area Activity Analysis** concept. (Reference: 1999 book published – *Area Activity Analysis: Aligning Work Activities and Measurements to Enhance Business Performance*)
- 2003- Developed **the Five Pillars of Organizational Excellence** approach. (Reference: Harrington Institute Technical Report TR 03.003 and published by *Quality Digest* magazine in a series of five articles in 2003.) In 2005 Paton Press published a series of his five books published in 2005. Each book addressed one of the five pillars.

Bibliography

Harrington started working for IBM in July 1947 as an apprentice tool maker. When he retired from IBM in 1987, he joined with Walter Hurd and Wayne Rieker to start the Harrington, Hurd, and Rieker consulting company. In 1989 this company was bought by Ernst & Young. For the next ten years Harrington worked as Ernst & Young's International Quality Advisor helping to develop performance improvement methodologies that were rolled out throughout the world. In January 2000 he retired from Ernst & Young to become the CEO of Systemcorp, a young struggling software development company that was located in Montreal, Canada. He worked for Systemcorp for about 2 years until it was sold to IBM. He then started the Harrington Institute, a consulting firm with branches in the U.S., Middle East, Asia and Canada and is still the CEO. In 2008 Harrington and the Harrington Institute were the subject of a 30-minute TV broadcast called "Heartbeat of America" hosted by William Shatner, who stated "You (Harrington) are obviously successful."

The Harrington Institute focuses on **organizational alignment, performance improvement, and process improvement**. The Institute has three divisions – Management Consulting, the Harrington Academy, and Management Technology.

Harrington is a member of a number of Boards of Directors and serves as Chairman for some of them. He likes to work with start-up organizations to help them get organized and bring their product to market in an expeditious manner and time frame.

Throughout the years Harrington has been very active in his professional activities, working his way up through the ranks to become President and Chairman of the American Society for Quality (ASQ) and President and Chairman of the International Academy for Quality (IAQ). He is now a Fellow of ASQ and Honorary Member of IAQ. When he was the head of the International Chapter of ASQ, he organized a program called "World Crusade for Quality" (1981 – 1985). This program annually scheduled a number of tours where the leading quality experts from the U.S. paid their own way to go to countries around the world to give free lectures on quality and performance

improvement methodologies. Harrington led each of these very successful tours. These lectures were sponsored by the quality organizations in the countries that were visited. The project lasted for four years and some of the countries that were visited at least once (and many were visited two-four times) were China, Hong Kong, Philippines, Singapore, India, Germany, Italy, Russia, Yugoslavia, Poland, New Zealand, Australia, Brazil, Chile, Argentina, Columbia, Mexico and Portugal. As a result of these and other activities, Harrington was made an honorary member of many professional associations. Some of these associations are located in Taiwan, Brazil, Philippines, Chile, Columbia, Iran, India, Australia, Singapore and Argentina.

Harrington also served as an A level member of TC106 for ten years; TC106 wrote the ISO 9000 services standards. He also served as an A level member of TC207 for six years; TC207 wrote the ISO -14000 series of standards.

Major Accomplishments

Details Related to H. James Harrington's Major Accomplishments:

1. **1967--Originated IBM's process for Process Qualification which includes three levels of certification** – development process and models, pilot process and models, and production process and products. This procedure was documented in IBM's Technical Report TR02.901-8/1981.
2. **1967--Originated the Poor-Quality Cost concept.** This concept extended quality cost into indirect areas like customer-incurred quality cost, loss of reputation cost, and lost opportunity cost. This concept was documented in IBM's Technical Report TR02.588-5/1967. Harrington's book entitled *Poor-Quality Cost* was published in 1987 by Marcel Dekker Inc. Harrington developed at IBM a software package called "QC 1000" that reported on the Poor-Quality Cost from receiving, to sub-assembly, to final assembly, to final unit test, to system test, to shipping, to installation and first year performance. This software package included the customer impact cost of errors that occurred when the product was in use in the customer's office. Hewlett Packard also developed a software package which they marketed that was based upon his book.

3. **1979--Originated the procedures for internal benchmarking at IBM San Jose, Germany and Japan.** The procedure required the teams from all locations worldwide that were producing the same product to meet twice a year. During these meetings they performed a detailed review of the way each step in the production process was being conducted and compared the cost and quality related to each step. Best concepts and procedures were then standardized across all locations. This process was documented in IBM's technical report TR.02.834 -3/1979.
4. **1985 - 1990--Developed the Business Process Improvement methodology.** This approach was first documented in Ernst & Young Technical Report TR 90.006 HJH 8/1990 and then in Harrington's 1991 book entitled *Business Process Improvement – the Breakthrough Strategy for Total Quality, Productivity, and Competitiveness* published by McGraw-Hill. (This approach is sometimes referred to as “Business Process Management.”) This methodology uses a process redesign approach to eliminating waste from the major business processes within the organization. It is accomplished through five phases. (See Figure 1.)

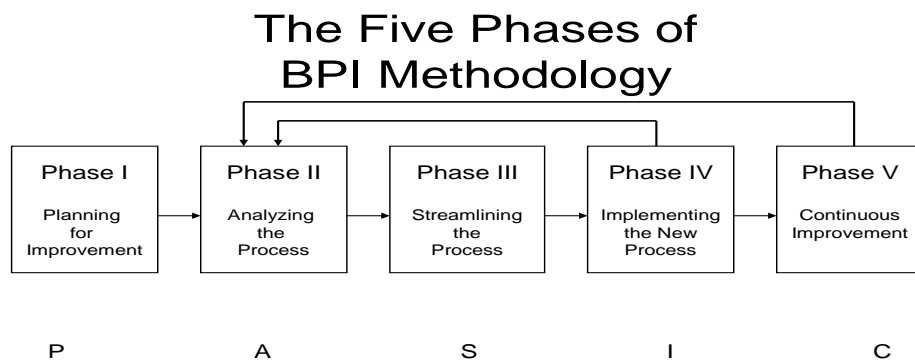


Figure 1. The Five Phases of BPI Methodology

The key phase is the streamlining phase; it is made up of twelve tasks. (See Figure 2.)

Phase III – Streamlining the Process

Activity 1. Applying Streamlining

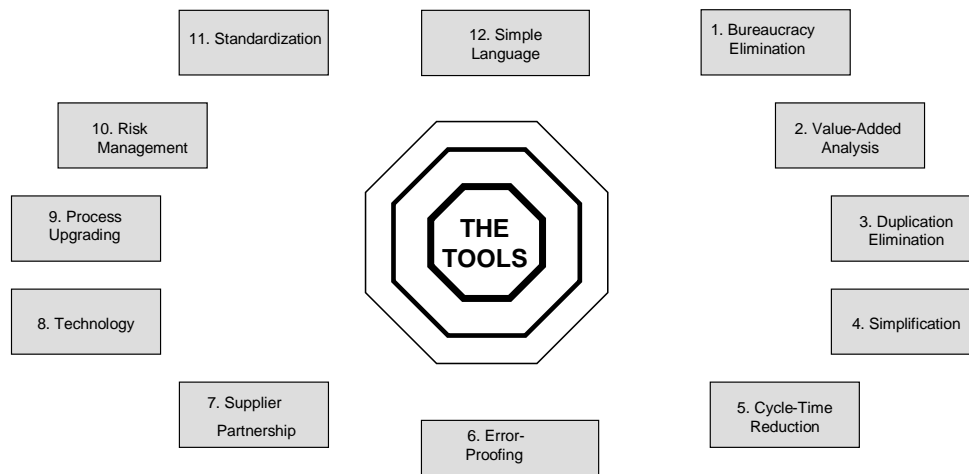


Figure 2. Streamlining Twelve Tasks

5. **1998--Developed the Area Activity Analysis (AAA) methodology, which is also called “Department Activity Analysis.”** This methodology first aligns the mission of each Natural Work Team (NWT) in the organization to support and be in line with the corporate objectives and mission statements. It then sets up documented Individual Performance Indicators (IPI) for the major processes within each NWT. These IPIs cover both efficiency and effectiveness measurements for each of these major processes and they are signed off by the process’ customers and management. This approach cements the internal and external customer/supplier relationship. The AAA concept was documented in Harrington’s book entitled *Area Activity Analysis – Aligning Work Activities and Measurements to Enhance Business Performance* published 1998 by McGraw-Hill.
6. **1986 - 1991--Developed the Total Improvement Management (TIM) methodology.** This methodology was first documented in Ernst & Young

Technical Report TR91.002 and in Harrington's book, *Total Improvement Management – The Next Generation in Performance Improvement*, published by McGraw-Hill in 1995. This methodology was designed to focus the improvement effort on the total business environment and to integrate the many improvement activities that are going on within an organization into one directed project that would maximize the use of resources and the results achieved. It combined Total Cost Management, Total Productivity Management, Total Quality Management, Total Resource Management, Total Technology Management and Total Business Management. This methodology was designed and pictured as a pyramid with a base of providing maximum value to all of the stakeholders.

Blending the Improvement Methodologies

To blend the many improvement facets, Harrington developed a combined methodology called, "Total Improvement Management (TIM)." It is pictured as a pyramid made up of five tiers. The pyramid was selected to represent the TIM methodology because it is synonymous with strength and longevity. Figure 3 shows the building blocks that make each of the five tiers.

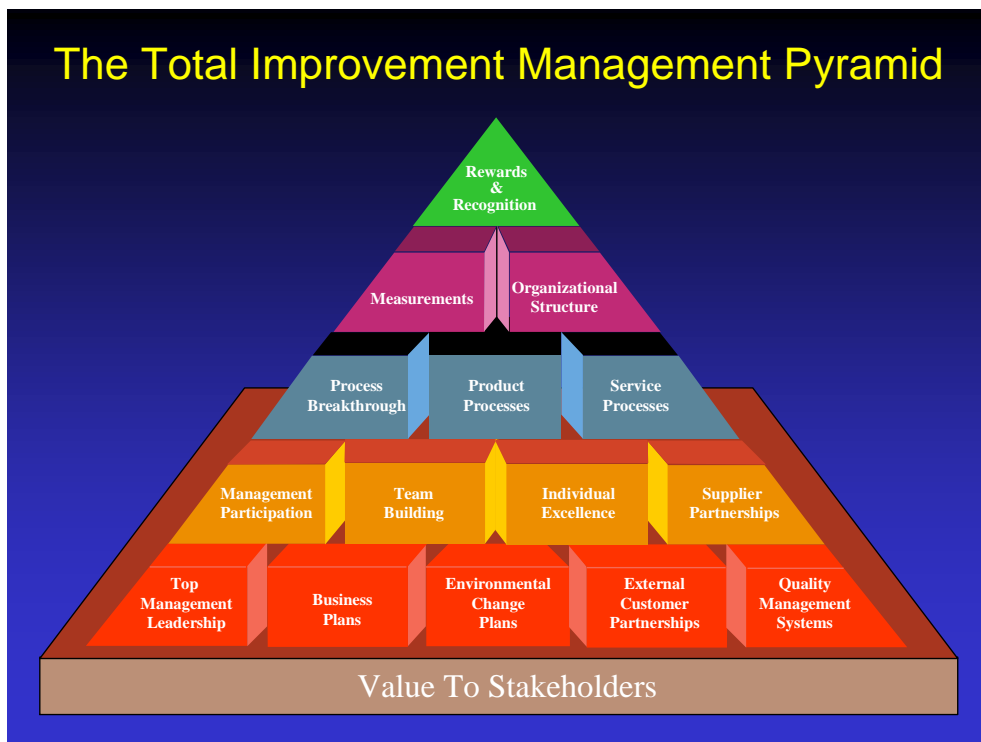


Figure 3. TIM Pyramid Building Blocks

Tier 1 - Direction

The first tier in the pyramid is used to set the direction of the improvement process. It consists of five building blocks (BBs), which are:

BB1: Top Management Leadership

BB2: Business Plans

BB3: Environmental Change Plans

BB4: External Customer Focus

BB5: Quality Management

Tier 2 - Basic Concepts

The second tier in the pyramid is directed at integrating the basic concepts into the organization. It consists of four building blocks, which are:

BB6: Management Participation

BB7: Team Building

BB8: Individual

BB9: Supplier

Tier 3 - The Delivery Processes

The third tier is the Delivery Processes level. This tier of the TIM pyramid focuses on the organization's processes and the output that its customers receive.

It is made up of three building blocks, which are:

BB10: Process Breakthrough

BB11: Product Process

BB12: Service Process

Tier 4 - Organizational Impact

The fourth tier of the pyramid is the impact level. By now the improvement process is well underway within the organization, and it will soon start to impact the organizational structure as well as its measurements.

BB13: Measurement Process

BB14: Organizational Structure and the changing business environment

Tier 5 - Rewards and Recognition

The fifth and top tier of the pyramid is the Rewards and Recognition level. The top of the pyramid has only one building block, which is:

BB15: Rewards and Recognition

7. 2003--Developed the Five Pillars of Organizational Excellence methodology.

This methodology was documented in Harrington Institute Technical Report TR 03.003 and published by *Quality Digest* magazine in a series of five articles in 2003.

In 2005 Paton Press published a series of five books under the following titles:

- *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*

After years of working with all types of organizations and using many different approaches to performance improvement, Harrington came to realize that five key elements must be managed for an organization to excel. He called them the “Five Pillars of Organizational Excellence. “ All five must be managed creatively and simultaneously. Top management’s job is to keep all these elements moving ahead simultaneously. To concentrate on one or two alone is a sure formula for failure. Priorities might shift causing an individual pillar to move from “very important” to simply “important,” but it should never shift lower than that. Harrington generated a series of five books that cover the five pillars. The

process discussed in this series was designed to permanently change an organization by skillfully managing the five pillars. Each of these management pillars is not new by itself, but by combining and managing them together a holistic approach to improving an organization's performance is possible.

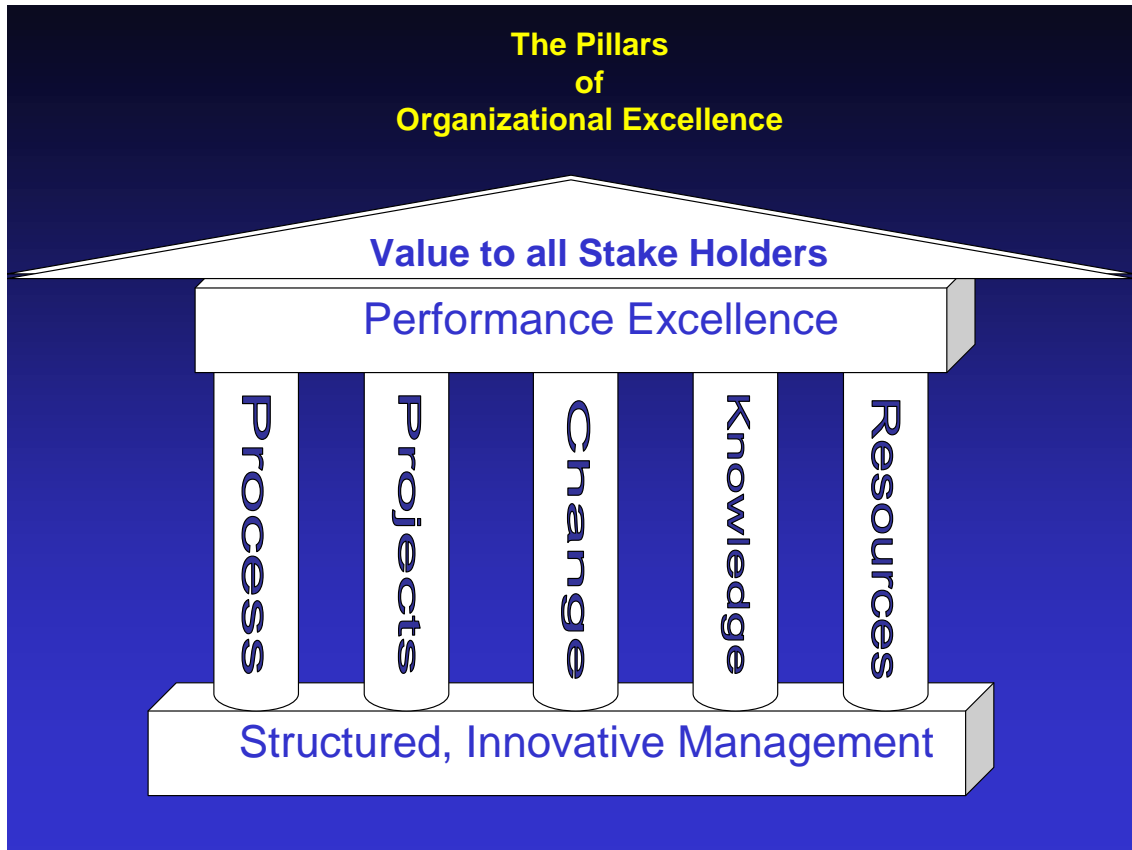


Figure 5: The Five Pillars

By effectively managing these five pillars and leveraging their interdependencies and reactions, an organization can bring about a marvelous self-transformation. The organization will emerge from its restrictive cocoon and float on the wings of success and self-fulfillment.

8. 1987 - 1991--**Developed the methodology to prepare a Strategic Improvement Plan (SIP)**. This methodology was documented in Ernst & Young Technical Report – TR91.002. In the mid 1980s Harrington realized that most organizations had a hit or miss approach to their selection of improvement programs. Organizations were more influenced by what the flavor of the month was than their own individual situations. Organizations followed the “in-things”

to do without understanding the impact it would have on their internal culture. He realized that all organizations have a set of Controllable Factors (business drivers) that are the essential part of the business. These are Controllable Factors that the organization can change to define the way the organization functions. Harrington defined ten factors that are common to many organizations. They are:

- Management leadership and support
- Customer partnership
- Measurement systems
- Process management
- Education and training
- Knowledge management
- Supplier partnerships
- Production process management
- Marketing and sales processes
- Research and development processes

Harrington then developed a set of maturity grids for each of these Controllable Factors. Each maturity grid had ten-twelve levels. Individual organizations may have more or less of these Controllable Factors. Harrington found that there are between eight-twelve Controllable Factors in all organizations. For each of these Controllable Factors the current status is defined and vision statements are prepared that define how the Controllable Factor will be operating five years in the future. These vision statements are normally prepared by top management with input from focus groups from employees, customers, and suppliers. Once the gap between current status and future vision is established for each controllable factor, the organization can define the tools that will be used to close the gaps. The implementation of these tools is scheduled over a three to five year period. Harrington lists over 1,100 different tools and approaches that are being used to improve performance in his book, *Performance Improvement Methods – Fighting the War of Waste*, published by McGraw-Hill in 2000. Since this list was published, it has continued to grow and it is now over 1,200 tools long.

Harrington stated that every organization is different enough that it requires a unique set of tools in order to optimize the improvement efforts and results because there is significant difference between the management personality, the products that are being delivered and the customer set. As a result, every organization needs to customize the tools it uses to bring about the proper results.

Credentials

Harrington was elected to the honorary level of the International Academy for Quality, which is the highest level of recognition in the quality profession. He is one of the very few government-registered Quality Engineers, a Certified Quality and Reliability Engineer by the American Society for Quality Control, and a Permanent Certified Professional Manager by the Institute of Certified Professional Managers. He is a certified Master Six Sigma Black Belt and received the title of Six Sigma Grand Master. H. James Harrington has an MBA and Ph.D. in Engineering Management and a BS in Electrical Engineering.

Harrington has served as the Chairman of the Advisory Board for E-TQM College and he is now an Honorary Advisory Board member for the Hamdan Bin Mohammed e-University Advisory Board.

Harrington's contributions to performance improvement around the world have brought him many honors. He was appointed the honorary advisor to the China Quality Control Association in 1984 and was elected to the Singapore Productivity Hall of Fame in 1990. He has been named lifetime honorary President of the Asia-Pacific Quality Control Organization and honorary Director of the Association Chilean de Control de Calidad. In 2006 Harrington accepted the Honorary Chairman position of the Quality Technology Park of Iran.

Harrington has been elected a Fellow of the British Quality Control Organization and the American Society for Quality Control. In 2008 he was elected to be an Honorary Fellow

of the Iran Quality Association and of the Azerbaijan Quality Association. He was also elected an honorary member of the quality societies in Taiwan, Argentina, Brazil, Colombia, Australia and Singapore. He has been listed in the “Who’s-Who Worldwide” and “Men of Distinction Worldwide.” He has presented hundreds of papers on performance improvement and organizational management structure at the local, state, national, and international levels.

Recognition

- 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 Hamdan Bin Mohammed e-University.
- Harrington Chair in Performance Excellence was established in 2005 at the Sudan University.
- Harrington Excellence Medal was established in 2007 to recognize an individual who uses the quality tools in a superior manner.

Harrington has received many awards, among them the Benjamin L. Lubelsky Award, the John Delbert Award, the Administrative Applications Division Silver Anniversary Award as the leading contributor to the advancement in quality management over the past 25 years, and the Inspection Division Gold Medal Award. He received five Testimonial Awards from ASQ for his outstanding contributions in 1974, 1978, 1981, 1983 and 1988. In 1996, he received the ASQC’s Lancaster Award in recognition of his international activities. In 2001 he received the Magnolia Award in recognition for the many contributions he has made in improving quality in China. In 2002 Harrington was selected by the European Literati Club to receive a lifetime achievement award at the

Literati Award for Excellence ceremony in London. The award was given to honor his excellent literature contributions to the advancement of quality and organizational performance. Also, in 2002 Harrington was awarded the International Academy of Quality President's Award in recognition for outstanding global leadership in quality and competitiveness, and contributions to IAQ as Nominations Committee Chair, Vice President, and Chairman. In 2003 Harrington received the Edwards Medal from the American Society for Quality (ASQ). The Edwards Medal is presented to the individual who has demonstrated the most outstanding leadership in the application of modern quality control methods, especially through the organization and administration of such work. In 2004 he received the Distinguished Service Award which is ASQ's highest award for service granted by the Society. In 2008 Dr. Harrington was awarded the Sheikh Khalifa Excellence Award (UAE) in recognition of his superior performance as an original Quality and Excellence Guru who helped shape modern quality thinking. In 2009 Harrington was selected as the Professional of the Year (2009). Also in 2009 he received the Hamdan Bin Mohammed e-University Medal. In 2010 the Asian Pacific Quality Association (APQO) awarded Harrington the APQO President's Award for his "exemplary leadership." The Australian Organization of Quality NSW's Board recognized Harrington as "the Global Leader in Performance Improvement Initiatives" in 2010.

Books by Harrington

Harrington is a very prolific author, publishing hundreds of technical reports and magazine articles. He wrote a monthly column in the Quality Digest magazine from 1997 to 2010. He has authored 35 books, which are:

1. The Improvement Process; 1987—one of 1987 best selling business books
2. Poor-Quality Cost; 1987
3. Excellence—The IBM Way; 1988
4. The Quality/Profit Connection; 1988
5. Business Process Improvement; 1991—the first book on Process Redesign
6. The Mouse Story; 1991
7. Of Tails and Teams; 1994
8. Total Improvement Management; 1995
9. High Performance Benchmarking; 1996

10. The Complete Benchmarking Workbook; 1996
11. ISO 9000 and Beyond; 1996
12. The Business Process Improvement Workbook; 1997
13. The Creativity Toolkit—Provoking Creativity in Individuals and Organizations; 1998
14. Statistical Analysis Simplified—The Easy-to-Understand Guide to SPC and Data Analysis; 1998
15. Area Activity Analysis—Aligning Work Activities and Measurements to Enhance Business Performance; 1998
16. ISO 9000 Quality Management System Design: Optimal Design Rules for Documentation, Implementation, and System Effectiveness (ISO 9000 Quality Management System Design) – co author; 1998
17. Reliability Simplified—Going Beyond Quality to Keep Customers for Life; 1999
18. ISO 14000 Implementation—Upgrading Your EMS Effectively; 1999
19. Performance Improvement Methods—Fighting the War on Waste; 1999
20. Simulation Modeling Methods—An Interactive Guide to Results-Based Decision Making; 2000
21. Project Change Management—Applying Change Management to Improvement Projects; 2000
22. E-Business Project Manager; 2002
23. Process Management Excellence – the Art of Excelling in Process Management; 2005
24. Project Management Excellence – the Art of Excelling in Project Management; 2005
25. Change Management Excellence – The Art of Excelling in Change Management; 2005
26. Knowledge Management Excellence – The Art of Excelling in Knowledge Management; 2005
27. Resource Management Excellence – The Art of Excelling in Resource Management; 2005
28. Improving Healthcare Quality and Cost with Six Sigma; 2006
29. Making Teams Hum; 2007
30. Advanced Performance Improvement Approaches: Waging the War on Waste II; 2007
31. Six Sigma Green Belt Workbook; 2008
32. Six Sigma Yellow Belt Workbook; 2008
33. Fast Action Solution Teams: Save A Million Dollars in Two Days (2008)
34. Strategic Performance Improvement Approaches: Waging the War on Waste III; 2008
35. Corporate Governance: From Small to Mid-Sized Organizations; 2009

In 2010 Harrington wrote three new books which will be ready to go to print in 2011.

Harrington's books have been published in the following languages:

- French
- Spanish

- Arabic
- Portuguese
- Romanian
- Hebrew
- Swedish
- Chinese
- Korean
- Russian
- Italian

Software by Harrington

In 1993, he produced the interactive computer program, *Benchmarking With H. James Harrington*. In 1995, in conjunction with Systemcorp, he released two CD-ROMs, *H.J. Harrington's ISO 9000 - Step by Step* and *H.J. Harrington's QS-9000 - Step by Step*. Also in 1995, he developed a screen saver with 2000 key thoughts on performance improvement with a 50,000-word support text. In 1997, he released a CD-ROM entitled *Management Mentor*. He has also released a series of CD-ROMs related to performance improvement, as follows:

1. Creative Suspenders – 1998
2. Making Better Decisions with Numbers – 1998
3. Area Activity Analysis – 1999
4. Reliability Simplified – 1999
5. ISO 14000 and Beyond – 1999
6. War on Waste – 1999
7. Project Change Management – 2000
8. Simulation Modeling Methods – 2000