

Although management is responsible for designing and (7) installing an overall system which excludes defects and low quality, everyone within that system, in the entire supplier-producer-customer chain, should be responsible for quality. In TQM, every worker is a quality inspector for his or her own work, trying to get it right the first time, aiming for zero defects. This approach, often described as "quality at the source," removes the need for the kind of "over the shoulder" inspection that is usually (8) resented by workers. Of course this often requires training, and depends on a co-operative attitude.

Many large Japanese companies – especially those guaranteeing (9) lifetime employment – have been able to (10) attain high quality, because of the motivation of their staff, and the long-term nature of nearly all the relationships among employees, suppliers, distributors, owners and customers. The Japanese invented quality circles: voluntary groups of six to twelve people, who are usually given training in problem-solving, analysis, and reporting methods, and who then meet once a week, during paid hours, to discuss their department and the problems they are encountering. If there are problems with quality variations, the group will try to identify their (11) sources, find solutions to eliminate them, and propose these to management. There are an estimated one million quality circles with ten million members in Japan. Quality circles have been less successful in the more (12) individualistic cultures of America and Europe.

EXERCISE 3

Complete the following collocations from the text:

- 1. operations
- 2. compatible
- 3. unit
- 4. level
- 5. corrective
- 6. with complaints
- 7. improvement
- 8. overall
- 9. the supplier-producer-customer
- 10. defects
- 11. lifetime
- 12. circles

EXERCISE 4

Complete the following collocations from the text:

- 1. to retrain
- 2. to repair
- 3. to deal with
- 4. to lose customers'
- 5. to install
- 6. to eliminate

Now translate the **highlighted expressions** in the text into your own language.