**21世紀品質宣言(喬凡譯)**

1. **Deepen our art and science:** deepening the profound knowledge of quality sciences and widening the art of its application into all spheres of endeavor for the benefit of humanity.

**強化技能和科學**：提升對品質科學的前瞻知識，並將其應用技能擴大到努力造福人類的所有領域。

1. **Do no harm:** embedding the idea that not causing harm and doing good for society and the ecology of the planet are not limiting conditions of quality applications but are integral to framing improvement objectives at the highest levels.

**無傷害**：深植不造成傷害並為社會和地球生態謀福的理念，這不是限制品質應用的條件，而是在組織最高層制定改進目標上是非常重要的原則。

1. **Extend our scope:** extending the application of quality to all geographies, sectors, functional domains, as well as supporting smaller enterprises.

**擴展範圍**：將品質的應用擴展到所有地區、行業、功能領域，以及支持小型企業。

1. **Go beyond business:** developing beyond major corporate applications to cause intense shifts in management of education, health care, environment, and government.

**超越業務**：超越企業主要的應用範圍，致力於教育、醫療、環境和政府管理上的重大改變。

1. **Serve our customers:** emboldening all organizational leaders to forever commit to the precedence of satisfying the needs of their customers-patients-students-citizens as their principal objective.

**服務客戶**：推動所有組織領導者永遠致力於滿足客戶-患者-學生-公民的需求為主要目標。

1. **Build strategy the quality way:** sensitizing managers to the way vision and objectives must be established, not only to avoid an organization’s internal weaknesses and vulnerabilities and assure harmony with strengths and opportunities, but also in service to all of its stakeholders.

**以品質方法制定戰略**：使管理者感受到必須建立願景和目標的方式，這不僅是為了避免組織的內部弱點和缺失，以及確保與優勢、機會的調配，而且要為所有利益相關者服務。

1. **Involve everyone:** stimulating the universal involvement of all individuals in an organization, creating ownership and capabilities for assuring the quality of their own work and in making improvements endlessly.

**全員參與**：**促動**組織中所有人員的普遍參與，培養自重意識和能力，以確保他們自己的工作品質與持續改進。

1. **Create trust and happiness:** encouraging organizations to create an environment wherein all employees gain security through their experience of prosperity, happiness, trust, and inner confidence through their rising abilities and self-respect.

**創造信任和幸福**：鼓勵組織創造環境，​​使所有員工經由他們在榮譽、幸福、信任的體驗，以及經由他們能力和自尊提升的自信心，從而獲得安全感。

1. **Bring data into daily conversation:** rendering, in an age of data profusion, everyone from board members to frontline associates skillful in generating and interpreting data for applications in control, improvement, and daily conversation. And,

**將數據帶入日常對話**：在數據氾濫的時代，從董事會成員到一線員工，每個人都能運用在管制、改進和日常交談的過程中，熟練地產生和解釋數據。和

1. **Embrace the new technologies:** weaving quality seamlessly into emerging digital, biological, materials and other advanced technologies.

**擁抱新技術**：將品質與新興的數據、生物、材料和其他先進技術，予以無縫融入整合。