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In a kaleidoscope, bits of glass are shown in ever-changing symmetrical patterns caused by their reflection from two or more mirrors. Saving the patterns is impossible because any movement disrupts the pattern and forms a new one. Running a business is a bit like a kaleidoscope. Decisions are made, strategies are defined and deployed, and patterns are set. Then something moves the entire system and the process must begin all over again. In an ever-changing world, quality management and its philosophies, tools, and techniques help organization manage their business effectively.