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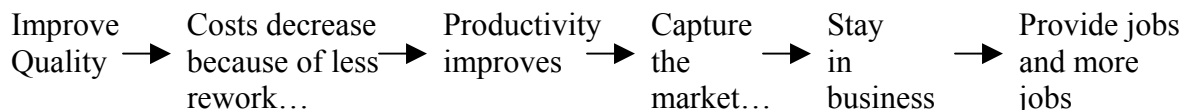
W. Edwards Deming (1900-1993)

Introduction

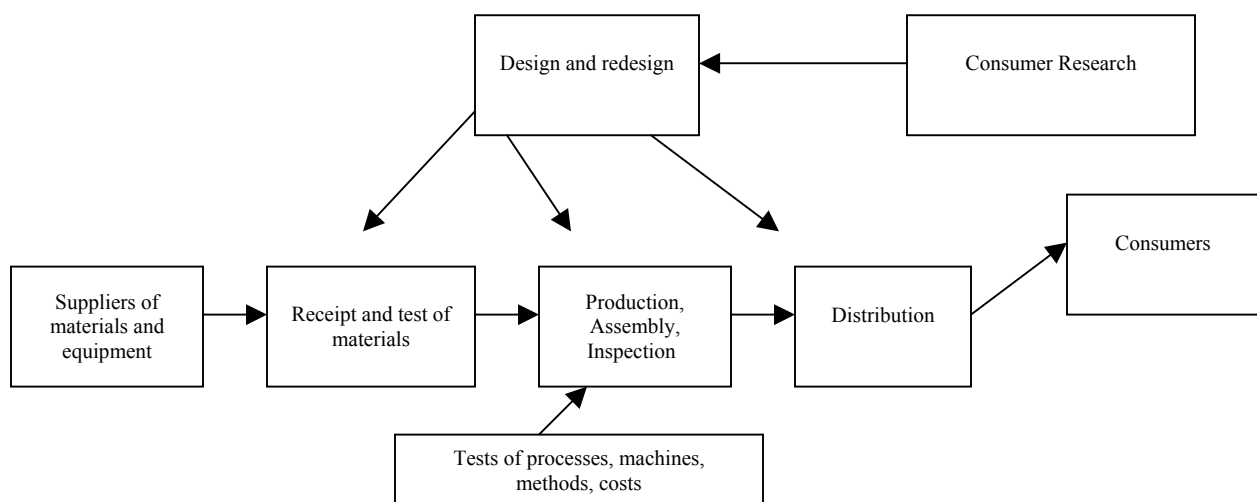
Dr. W. Edwards Deming was a prominent consultant, teacher, and author on the subject of quality. His management theory is based in industry. “The consumer is the most important part of the production line. Quality should be aimed at the needs of the consumer, present and future” (Deming, 1982, p. 5). “Walter A. Shewhart’s theories of quality control would become the basis of his own work” (Walton, 1986, p. 7). In 1941, Deming began teaching Shewhart’s methods of Statistical Quality Control (SQC) to employees of companies producing wartime goods. Unfortunately, SQC was forgotten in the postwar production boom. Deming realized that technical people had been trained in it but that it was the managers who set the standards for quality. In 1950, the managing director of the Union of Japanese Scientists and Engineers (JUSE) wrote to Deming “asking him to deliver a lecture course to Japanese research workers, plant managers, and engineers on quality control methods (Walton, p. 12). This time, Deming also taught the managers of Japan’s large companies, who embraced the philosophy. In 1951, the Japanese established the Deming Prize; and, in 1960, he was awarded the Second Order of the Sacred Treasure. His work was not recognized in the United States until 1980, when the producer of an NBC documentary, “If Japan Can ... Why Can’t We?” accidentally discovered him. In 1985, the Malcolm Baldrige award for corporate excellence was established in the U.S.

Two key graphic representations of Deming’s management theory are the Deming Chain Reaction (Deming, 1982, p. 3) and the Deming Flow Diagram (Deming, p. 4).

The Deming Chain Reaction



The Deming Flow Diagram



Deming's work led him to conclude that statistical methods were not enough, that what was needed was a philosophy of management consistent with statistical methods (Walton, 1986, p. 33). He first developed the Fourteen Points, although four of the points were added when adapted for the U.S. The Seven Deadly Diseases and the Obstacles were developed from his work in the U.S. These principles are summarized below.

The Fourteen Points (“*” indicates those added for the U.S.)

1. *Create constancy of purpose for improvement of product and service.*
2. *Adopt the new philosophy. Quality. Customers do not complain, they switch.*
3. *Cease dependence on mass inspection.*
4. *End the practice of awarding business on price tag alone.*
5. *Improve constantly and forever the system of production and service.*
6. *Institute training.*
7. *Institute leadership.*
8. *Drive out fear.*
- * 9. *Break down barriers between staff areas.*
- *10. *Eliminate slogans, exhortations, and targets for the workforce.*
- *11. *Eliminate numerical quotas.*
- *12. *Remove barriers to pride of workmanship.*
13. *Institute a vigorous program of education and retraining.*
14. *Take action to accomplish the transformation.*

The Seven Deadly Diseases

1. *Lack of constancy of purpose.*
2. *Emphasis on short-term profits.*
3. *Evaluation by performance, merit rating, or annual review of performance.*
4. *Mobility of management.*
5. *Running a company on visible figures alone.*

These last two are not included in “Out of the Crisis,” and relate to the U.S.:

6. *Excessive medical costs.*
7. *Excessive costs of warranty, fueled by lawyers that work on contingency fee.*

The Obstacles (that thwart productivity)

1. *Neglect of long-range planning.*
2. *Relying on technology to solve problems.*
3. *Seeking examples to follow rather than developing solutions.*
4. *Excuses such as “Our problems are different.”*

Conclusion

Deming's theory of quality control has wide application, including education. Deming, in points 6 and 13, calls for establishing education for managers and new employees and encourages life-long learning for all employees. The standards-based movements and certifications are intended to improve quality. Those based on periodic, on-going evaluation throughout the school term and gathering input from students and faculty are steps in the right direction.

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