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DEMING AND QUALITY: 14 steps to success

W. Edwards Deming, who died this month at 93, was the pioneer of the quality movement that has swept global business over the past 40 years. His first converts were the Japanese, who built their post-war economic revival on his ideas. Mr. Deming's approach is summed up in his much-quoted "14 points to successful management";

1. Create constancy of purpose for continual improvement of products and service.
2. Adopt the new philosophy created in Japan. Don't accept poor workmanship and poor service.
3. Cease dependence on mass inspection. Don't spend money on inspecting products coming off the assembly line but instead spend money improving the process.
4. End the awarding of lowest-tender contracts, which generally deliver poor quality. Instead, require measures of quality and get the best price through a single supplier in a long-term contract.
5. Improve constantly and forever every process for planning, production and service.
6. Institute modern methods of training. Train workers formally and the right way, rather than by word of mouth.
7. Adopt and institute leadership. Managers shouldn't tell people

what to do but be there to help them do a better job.

8. Drive out fear with effective two-way communication. For better quality and productivity, employees should not be afraid to ask questions.
9. Break down barriers between departments and staff areas. Too often, employees compete with each other rather than work for the common good.
10. Eliminate slogans and exhortations. They never work. Let people put up their own slogans.
11. Eliminate quotas and numerical targets. Substitute aid and helpful leadership.
12. Remove barriers to pride of workmanship, including annual appraisals and management by objectives. People want to do a good job.
13. Encourage education and self-improvement for everyone, including management.
14. Define top management's permanent commitment to ever-improving quality and productivity, and its obligation to implement all these principles.

More detailed wording of the 14 points and other information is:

W. EDWARDS DEMING A THEORY FOR MANAGEMENT

TRANSFORMATION THROUGH APPLICATION OF THE FOURTEEN POINTS

1. Create constancy of purpose toward improvement of product and services, with the aim to become competitive and to stay in business, and to provide jobs.
2. Adopt the new philosophy. We are in a new economic age. Western management must awaken to the challenge, must learn their responsibilities, and take on leadership for change.
3. Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.
4. End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move toward a single supplier for any one item on a long-term relationship of loyalty and trust.
5. Improve constantly and forever the system of production and service to improve quality and productivity, and thus constantly decrease costs.
6. Institute training on the job.
7. Institute leadership (see point 12). The aim of leadership should be to help people and machines and gadgets do a better job. Leadership of management is in need of overhaul, as well as leadership of production workers.
8. Drive out fear so that everyone may work effectively for the company.
9. Break down barriers between departments. People in research, design, sales, and production must work as a team to foresee problems of production and in use that may be encountered with the product or service.
10. Eliminate slogans, exhortations and targets for the work force asking for zero defects and new levels of productivity.
- 11a. Eliminate work standards (quotas) on the factory floor. Substitute leadership.

11b. Eliminate management by objective. Eliminate management by numbers, numerical goals. Substitute leadership.

12a. Remove barriers that rob the hourly worker of his right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality.

12b. Remove barriers that rob people in management and in engineering of their right to pride of workmanship. This means, *inter alia*, abolishment of the annual or merit rating and of management by objective, management by the numbers.

13. Institute a vigorous program of education and self-improvement.

14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.

DISEASES THAT STAND IN THE WAY OF THE TRANSFORMATION

1. Lack of constancy of purpose to plan product and service that will have a market and keep the company in business, and provide jobs.
2. Emphasis on short-term profits, short-term thinking (just the opposite of constancy of purpose to stay in business), fed by fear of unfriendly takeover, and by push from bankers and owners for dividends.
3. Personal review system, or evaluation of performance, merit rating, annual review, or annual appraisal, by whatever name, for people in management, the effects of which are devastating. Management by objectives, on a go, no-go basis, without a method for accomplishment of the objectives, is the same thing by another name. Management by fear would still be better.
4. Mobility of management job hopping.
5. Use of visible figures only for management, with little or no consideration of figures that are unknown or unknowable.
6. Excessive medical costs.
7. Excessive costs of liability, fuelled by lawyers that work on contingency fees.