

# DEMING INTERACTION



Fall 2002, Vol. 6, No.2

The W. Edwards Deming Institute®

## Regional conferences support Institute mission

This past April, the Deming Institute supported new conferences in Lansing, MI, and Los Angeles, CA, and continued its support of the British Deming Forum held annually in May. The events provided continuing education opportunities that explored lifelong learning, innovation, and leadership.

### In2:InThinking in California

April 19-21, the In2:InThinking Network inaugurated an annual forum event with a slate of 20 speakers and more than 150 attendees. Speakers included keynoters Rob Rodin, Myron Tribus, and Alan Winlow, along with numerous other distinguished speakers. The forum also featured panel discussions and a group activity built around a visioning exercise.



David Wayne, a.k.a.,  
the good doctor

courtesy of Capital Quality Initiative

One such new ROI, "Return on Integration," was explored in a session led by corporate consultant Ed Maher. Another, "Return on Introspection," came under scrutiny from Brown University professor, Barrett Hazeltine, who discussed the need for introspection in corporate and personal life. Panels also probed new ROIs, including "Return on Innovation" and Return on Intelligence." Other panels focused on "Learning the New ROIs" and "Getting Started and Maintaining Momentum with the New ROIs."

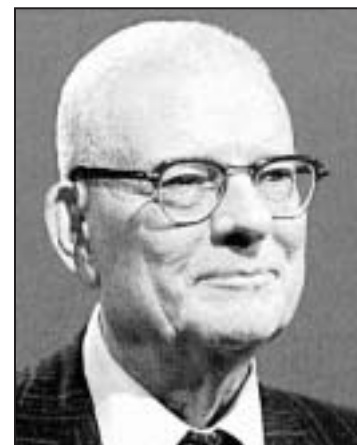
Additional information about the forum on "Creating New ROIs," can be found at the web site of the In2:InThinking Network: [www.in2in.org](http://www.in2in.org). The same site will feature information on the 2003 forum as it becomes available.

Entitled "Creating New ROIs," the forum explored alternative "returns on investment," in relation to systems, variation, knowledge, and psychology, and their interaction. The aim was encourage intentional thinking about how to expand the concept of organizational investment along lines that might yield returns of broader value than are often realized by traditional approaches.

### Lifelong learning in Lansing

April 5-7, speakers and participants came from 20 states and Ishmir, Turkey, to explore "Lifelong Learning in the 21st Century," at a conference co-sponsored by the Deming Institute and the Capital Quality Initiative in Lansing, MI. The 165 people who gathered for the conference demonstrated the multi-sectoral appeal of

*Continued on page 2*



courtesy MIT/CAES

*"Management of a system . . . requires knowledge of the interrelationships between all the components within the system and of the people that work in it."*

— W. Edwards Deming  
*The New Economics, p. 50.*

## Web-based course released

The Deming Institute and Corpedia Education announce the release an eLearning course based on The Deming System of Profound Knowledge. The course is the first completed under an agreement between the Institute and Corpedia to develop an online continuing education program.

The course, "Dr. W. Edwards Deming: His Life and Works," introduces learners to Dr. Deming's background, influences, and accomplishments. Subsequent courses will offer instruction in the basic principles of Dr. Deming's management philosophy.

Corpedia is an Arizona-based designer, developer, and deliverer of web-based management and compliance courseware. The Deming courses are part of

Corpedia's executive management series, which includes instructional programs developed in partnership with Peter Drucker, Tom Peters, and The Conference Board.

According to Institute Trustee Kevin Cahill, "we selected Corpedia because of the quality of its products. We are excited to see this course go live and promote Dr. Deming's legacy in an easily accessible, highly-engaging electronic format."

Corpedia's courseware has been recognized both as two-time Forbes.com Best of the Web eLearning awardee (2000, 2001) and as a two-time "leading developer of creative online training" in Macromedia's eLearning Innovation Awards. ■

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The W. Edwards Deming Institute®  
fostering understanding of  
the Deming System of Profound Knowledge™

## ASQ Deming Medal to Henry R. Neave

The 2001 Deming Medal was presented to Dr. Henry R. Neave, professor, Nottingham Trent University, U.K., for “dedication to a new philosophy and long-term commitment to transformation through teaching and helping organizations apply the Deming principles of management.” The medal is presented annually by the American Society for Quality to individuals who demonstrate outstanding leadership in combining statistical thinking and management leading to quality in products and services.

In his acceptance speech, Neave called himself lucky to have been chosen by Dr. Deming, on the recommendation of Dr. Lloyd Nelson, a mutual friend, to assist at all four-day seminars and other events in Britain and elsewhere in Europe over the final nine years of Dr. Deming's life.

Said Neave, “I just accepted that unique opportunity to learn from him as much as I could and as well as I

could, and have then tried to pass on that learning, in as genuine and understandable way as I could manage, to anybody who would listen. That's all. Wouldn't anyone have done the same?”

Neave also had a “word of caution” for associations that focus on various specific aspects of Deming's thinking and do not to mention Deming in their title. He told his audience: “The big strength of Deming's teaching, I believe, is encapsulated in the word ‘system’ in his phrase ‘a system of profound knowledge’ analogous to his view of an organization as a system: lots and lots of components, but with the strength lying in how those components interrelate, integrate, fit together like the pieces of a massive jigsaw. There is weakness,” Neave continued, “in focusing on ‘aspects of Deming's thinking’ without continually viewing them in the context of the big picture: I've seen it. Not using his name encourages that weakness.” ■

### Continued from page 1

the topic, drawing their numbers from diverse organizations representing not only education, but also business, government, non-profits, healthcare, manufacturing, and service organizations.

Keynote speakers Myron Tribus and Joyce Orsini, as well as plenary session leaders Susan Leddick, Carole Schwinn, and David Schwinn were joined by breakout speakers Mike Beck, Eric Budd, John Cleveland, Tom Coens, Lisa Connors, Marcia Daszko, Jeff Dole, Sally Duncan, Chris Eaton, Lauretta Fortune, Michelle Guenther, Tavaris Hawkins, Vic Lowe, Bette Moen, Ron Moen, Joann Neuroth, Gipsie Ranney, Ed Rothman, Ray Turner, David Wayne, and students from the Lansing Area Manufacturing Partnership and the STAR Institute.

For information about the Capital Quality Initiative and Lansing Community College, contact Adrian Bass (517-483-1362 or abass@lcc.edu) or check out the web site at [www.lcc.edu/cqi/](http://www.lcc.edu/cqi/).

### Wealth through leadership in UK

“Creating Wealth through Exemplary Leadership” was the theme the UK Deming Forum's third annual Transformation Forum, held this past May at The Earth Centre. Hazel Cannon, a frequent Institute participant and one of the forum's organizers reports that The Earth Centre is “an amazing environmental project . . . a partner who shares our beliefs in creating a sustainable world.” (Visit [www.earthcentre.org.uk](http://www.earthcentre.org.uk) for more on the project.)

Delegates to the event traveled from around the world for theory and case study tracks across two days filled with diverse presentations. Topics ranged from Dan Oestreich on “Authentic Action as a Leader” and Jim Clauson on “Exemplary Leadership: By What Method”

to the Royal Bank of Scotland's presentation on “How to Achieve 38 Percent Productivity Improvement in 16 Weeks!” Additional program details are available on the Deming Forum's website: [www.deming.org.uk](http://www.deming.org.uk).

Plans for next year's UK Deming event – May 14-15, 2003 – are underway. “Increased attendance and great feedback” from the 2002 event, Cannon says, “gives us the impetus to forge ahead with planning and a challenge to continue to delight customers.”

This past year, the Deming Forum has been able to strengthen its work in several key areas thanks to an accrual of funds and “generous sponsors.” The forum's Information Centre has acquired the Deming A5 booklets as well as archive material purchased from the former British Deming Association (BDA). The forum now holds copyright/ownership for most of the BDA's resource materials. In addition, the forum recently established the “Myron Tribus Scholarship” for students.

### Tools & Connections for Building Healthy Communities

September 19, the Waukesha County Community Partnership Project will host a one-day conference on community health and safety at Waukesha County Technical College in Waukesha, Wisconsin. Deming Institute participants speaking at the conference include Liane Dolezar, Britt Hall, Barbara Hummel, Ron Moen, Peter Scholtes, and, from Tacoma, Alisa O'Hanlon. The Waukesha County Community Partnership Project is made possible in part by a grant from the Deming Institute. Based on the Tacoma project, the Waukesha project is an initiative to put Dr. Deming's principles into action in a community setting. Its aim is to help communities in the county function as a cooperative system and to help strengthen the county's infrastructure for collaborative problem solving.

# Annual Fall Conference Joy: Connecting Work and Meaning

October 12-13, 2002

## Four-Day Video Seminar

October 14-17, 2002

Both at Georgetown University Conference Center in historic Georgetown, outside of Washington, DC.

Marriott's Georgetown University Conference Center is located at 3800 Reservoir Road, NW, Washington, DC 20057. A room rate of \$160 (single), \$170 (double), per night plus applicable taxes, is available to guests attending the Fall Conference and/or the Four-Day

"Joy on the job comes not so much from the results, the product, but from contribution to optimization of the system in which everybody wins."

— W. Edwards Deming  
*The New Economics*, Page 146

Video Seminar. To ensure a room at the Conference Center, reservations must be made by **September 20**. Call 800-228-9290 or 202-687-3232 and request the Deming Institute room block.

**For program information, see [www.deming.org](http://www.deming.org). For questions regarding registration, email [staff@deming.org](mailto:staff@deming.org) or phone 301-294-8405.**

### Register now! Reserve your place.

Fees include continental breakfast, lunch, and refreshment breaks. The seminar fee also includes copies of *Out of the Crisis*, and *The New Economics*. Refunds will be given for cancellations received at least three weeks prior to the seminar. Substitutions may be made at any time.

- Fall Conference and Video Seminar, October 12-17: \$945
- Fall Conference only, October 12-13: \$150  
Saturday 7:30 a.m. – 5:30 p.m., Sunday 8:00 a.m. – noon.
- Video Seminar only, October 14-17: \$795
- Symposium on Deming's Analytic Papers, October 29, New York City: \$195

Name: \_\_\_\_\_ Organization: \_\_\_\_\_

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State: \_\_\_\_\_ Zip: \_\_\_\_\_ Country: \_\_\_\_\_

Email: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Work Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

To be included in the on-site list of attendees, please indicate what information you wish to share with other attendees.

- Include all the above information.       Include all information except my home phone number.
- Include only my name and organization.       Do not include any information about me.

Payment:  Check enclosed.  VISA or  MasterCard.

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The Deming Institute accepts registrations and credit card payment online at [www.deming.org](http://www.deming.org). Use this form to register by fax (301-294-8406) or mail to: The W. Edwards Deming Institute®, PO Box 59511, Potomac, MD 20859-9511.



Deming Interaction is the newsletter of The W. Edwards Deming Institute.® The Institute's aim is to foster understanding of The Deming System of Profound Knowledge™ to advance commerce, prosperity and peace. We welcome participation. Participation in the Institute means that we share Dr. Deming's vision of a better world. We participate because we strive, with joy, to carry on the work that he began. We seek to conduct ourselves in a manner consistent with his high moral and ethical standards, professional and personal integrity, and commitment to lifelong learning. We do this solely from our dedication to the philosophy and values of Dr. Deming and our belief that together, we can and will make a difference in the quality of life for everyone.

The W. Edwards Deming Institute® is a volunteer, nonprofit organization. There is no paid staff. Volunteers, including conference speakers, video seminar facilitators, members of the design council, and the board of trustees, all donate their time to the Institute.

#### Contributions welcome

The Institute welcomes your charitable donation to further its educational programs. To make a contribution, please contact the Institute at the address below.

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Please direct comments and suggestions regarding this newsletter to March Jacques ([march@execpc.com](mailto:march@execpc.com)).

**Mark Your Calendar**

Annual Fall Conference  
 October 12-13, 2002  
 Washington, DC

Symposium on Deming's  
 Analytic Papers  
 October 29, 2002  
 New York City

Research Seminar  
 February 24-25, 2003  
 New York City

Four-Day Video Seminars  
 October 14-17, 2002  
 Washington, DC

February 2003  
 Costa Rica

October 2003  
 Las Vegas, Nevada

**For reflection**

**Deming on cooperation**

The following passage comes from a speech Dr. Deming gave before the International Association of Fire Chiefs, in Toronto, September 22, 1991:

“Fire Departments serve society. They live day by day a life of cooperation. Fire companies back each other up. Thus, if there be a huge fire on the south side of a city, occupying most of the resources on the south side, equipment comes from the other parts of the city to occupy the vacant fire stations, to be ready if there be another call.

“Likewise there is widespread cooperation among Fire Departments from various cities and towns. It is not at all unusual for a large fire (or other emergency chemical spill, plane crash, etc.) to receive service from Fire Departments from many communities. Competition between Fire Departments over which one will respond to a fire is unheard of because the cooperative arrangements have all been worked out in advance. . . .

“ Without an aim, a fire department would only be firemen, fire trucks, equipment on these trucks, building, hydrants. They would be useless, singly and together, without an aim.

I remember a story about cooperation. It could have been in 1903. There was a big fire in Baltimore. Fire Departments in New York put their equipment and men on 28 flat cars to rush themselves by train to Baltimore to help put out the fire. When they arrived, they found their endeavor to be useless. The threads on the fire hoses brought from New York would not fit the hydrants in Baltimore.

“There are two lessons here. The first lesson is cooperation: one Fire Department rushing to help another. The second lesson is cooperation in the form of standardization. We take standards for granted. The world was not made with standards. Standards must be made by man. Without standards, our life would be primitive. Examples are couplings for fire equipment.” ■

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