

Institute embarks on major educational effort

An upsurge of interest in Dr. Deming's work has prompted the Institute to intensify and expand its educational efforts in the United States and abroad. An extensive program of endeavors is being developed. The Institute's educational activities – many of which are already underway – fall into six general categories: educational materials; conferences and seminars; scholarships, assistantships, and fellowships; dissemination of Dr. Deming's writings; video tapes and DVDs of Dr. Deming; and international developments.

Educational materials

Plans are underway to develop an educational program for organizations to use to bring Dr. Deming's theory of management into the company. Other activities include development and dissemination of educational kits for grades K-12 to teachers in schools throughout the USA. In addition a book of Deming's statistical papers will be compiled to aid practicing statisticians.

Conferences and seminars

Regional seminars will be conducted in various areas of the USA to provide attendees with a foundational understanding of Dr. Deming's theory of management. These four-day seminars on quality, productivity, and competitive position will be based on the sessions that Dr. Deming conducted in the 1990s. They will provide a basic framework and interpretation for industry, government, and education. They will include both interactive exercises to reinforce and bring understanding to the theory, and up to an hour a day of Dr. Deming on video tape explaining the ideas himself.

Conferences – like the upcoming fall conference, October 18-19, in Washington, DC – will focus on providing a deeper, enhanced understanding of Dr. Deming's management theory for those who have already attended the four-day seminar, or who work at organizations that are implementing the principles and wish to learn how others are implementing them.

Symposia focused on Dr. Deming's analytic and statistical articles will be conducted to increase the understanding of important concepts Deming applied in his statistical work over a forty-year period. These will be of particular interest to people who conduct surveys and studies for their enterprise. (See www.deming.org for information about a Symposium on Deming's Analytic Papers in New York City, October 27, 2003.)

Research seminars and other events will focus on extending Dr. Deming's theory and linking it to work of other people. These events will help people interpret, compare and contrast, and exchange ideas that relate to management. (Elsewhere in this issue, find a call for papers for the Tenth Annual Research Seminar in New York City, February 23-24, 2004.)

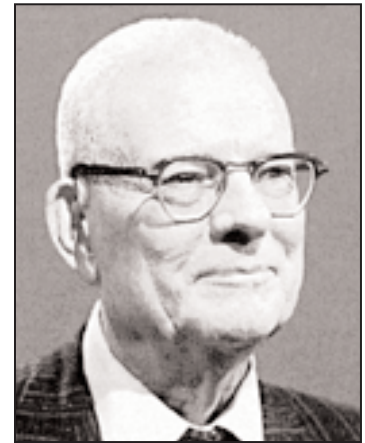
Scholarships, assistantships, fellowships

To develop more widespread understanding of Dr. Deming's theory of management, the Institute now offers five scholarships to each four-day seminar on Deming's theory of management. These scholarships are open to people who have not previously attended a four-day seminar.

Scholarships will also be available for all other conferences and seminars sponsored by the Institute. Full-time students will be eligible for a fifty percent discount on all events.

To increase the number of experts on Deming's theory of management, the Institute will offer two assistantships for each seminar and conference. Each assistant will have his seminar fee, travel and hotel expenses paid. The assistant is expected to have basic knowledge of Dr. Deming's theory of management. He is expected to attend and assist at the seminar or conference.

Five expense fellowships of \$1,000 each will be available every year to people who wish to research Deming's writings and papers at the Library of Congress in Washington, DC.



courtesy MIT/CAES

"The job of management is inseparable from the welfare of the company."

– W. Edwards Deming
Out of the Crisis, p. X.

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

Art and media students join the learning at UK Forum

Some 150 delegates took part in the Fourth Annual Transformation Forum, this past spring at The Earth Centre, UK. The forum featured a mix of wider thinking, case studies and, for the first time, an experiential learning option of bell-boating. The challenging theme was "Hitting the target and missing the point?"

Speakers included Arie de Geus, author of *The Living Company*; Denise Howard of Yorkboat, David Thwaites of the UN Environment Programme; Professor Henry Neave and Myron Tribus – to name but a few. Case studies included Rolls Royce, Vodafone, the National Health Service and Virgin Trains.

Thanks to funding provided by The Deming Forum and area sponsors, art and media students from Leeds University joined the more usual mix of academics, managers, and consultants. In addition to learning about Deming, the students used the event as a practical arts project that provided a record of the Forum.

The next UK Transformation Forum will be held May 26-27, 2004. ■

— *Courtesy of Hazel Cannon.*

Educational effort – Continued from page 1

Dissemination of Dr. Deming's writings

Dr. Deming's books *Out of the Crisis* and *The New Economics for Industry, Government, Education* are now available at most major bookstores, as well as many online resources. Audio tapes of both books will be created for the visually impaired and for those who might wish to listen to the books while driving, or as an alternative to reading them.

Dr. Deming's book *Sample Design in Business Research*, part of the Wiley Classics Library, is available at many university bookstores and various online sources. His book *Some Theory of Sampling* has been republished by Dover Press and is available through many online sources.

Reprints of Dr. Deming's 158 statistical papers and 12 management articles are available from the Institute for a modest contribution. They may also be examined at the Deming Scholars Program at Fordham University and at the Library of Congress in Washington, DC.

Dr. Deming's unpublished papers and private writings are available at the Manuscript Division of the Library of Congress in Washington, DC.

How many shopping days left?

It's never too early to get holiday shopping out of the way, and The W. Edwards Deming Institute has a unique gift idea for Deming followers.

Dr. Deming had a business card made of wood, printed in English on one side and Japanese on the other. The Institute has a limited supply of these cards and has made many of them into lucite paperweights, clear on both sides so that both the English and Japanese versions may be seen and read.

These beautiful paperweights are sure to be treasured by Dr. Deming's friends and admirers.

The paperweights are available for a donation of \$50 or more to the Institute. Order soon to allow time for mail delivery before the holidays.

Not looking for a gift for someone else?
 Why not treat yourself and help support the Institute at the same time?

Please mail, phone, or fax your order to
 The W. Edwards Deming Institute, P.O. Box 59511,
 Potomac, MD 20859-9511; phone: 301-294-8405;
 fax: 301-294-8406. Visa and Master Card welcome.

Video tapes and DVDs of Dr. Deming

Dr. Deming's four-day seminar will soon be obtainable on DVD. It is currently available in video tape format.

International developments

To promote international understanding of Deming's work, *Out of the Crisis* and *The New Economics for Industry, Government, Education* have been translated into many languages and published throughout the world.

The four-day video seminar by Dr. Deming is available in PAL and SECAM formats for locations outside of the United States. DVD format will be available soon, and video tapes of Dr. Deming are being translated into other languages.

A number of magazines and periodicals of foreign countries have requested permission to translate and publish some of Dr. Deming's articles. As these articles are translated, they will become available to others, as well.

Plans are being put in place to bring conferences and seminars to countries other than the USA. (See "Mark your calendar.") ■

Call for papers: Deming research seminar

The W. Edwards Deming Institute® and Fordham University seek research papers for the tenth Annual Research Seminar, February 23-24, 2004, in New York City. Papers should link Dr. Deming's work to the academic literature or to the works of other great thinkers. Also sought are papers that extend or expand his work.

Dr. Deming integrated knowledge from the fields of psychology, statistics, systems, and theory of knowledge to create a profound theory of management that is used in the best-run organizations in the world. The Annual Research Seminar brings together people from around the world, and from a variety of specialties, to develop

an understanding of Dr. Deming's theories in a wide-ranging context.

To be considered, papers must be original work. Abstracts of 200 words or less should be sent by October 6, 2003, to wedresearch@fordham.edu, or mailed to Research Coordinator, The W. Edwards Deming Institute, PO Box 59511, Potomac, MD 20859. For more information about submitting a paper, please call 212-636-6219.

The seminar fee is \$395. For registration information as it becomes available, please see the Institute web site: www.deming.org. ■

In2:InThinking Network holds annual forum

Leading-edge thinkers shared their views on "What's New" and "What's Next" at Second Annual Forum of the In2:InThinking Network, this past spring in the Los Angeles, CA, area. The network and the conference aim to increase the consciousness of better thinking in individuals and organizations.

The more than 200 participants who attended the forum came from not only the United States, but also Australia, Canada, Japan, South Korea, and the UK. Attendees represented a wide variety of backgrounds, serving to create a rich environment for thinking together and learning together.

The forum was made possible through the efforts of an international network of volunteers and sponsors, including The W. Edwards Deming Institute. For information about the network, contact network board members: Bill Bellows, Bill Cooper, Marcia Daszko, Phil Monroe, and Dan Robertson. Information is also available at www.in2in.org or by calling 818-489-3005.

The network's Third Annual Forum will be held in Los Angeles on April 1-4, 2004. ■

— *Courtesy of Bill Bellows*

Whose generation?

Some time ago, the Swiss Deming Institute revised its web site, adding an area for students to post their papers and exchange ideas. According to the announcement: "Fundamental and radical change never comes easy. The old ways are by now so entrenched that it will probably take a new generation to execute the changes necessary before this world can begin to deliver on its promise of better lives for all its citizens."

Some things I learned from Dr. Deming

Ronald D. Moen, Institute board member, often talks about things he learned from Dr. Deming about work, learning, and fun. He made the following remarks as he accepted the Deming Medal, May 19, 2003, at the Annual Quality Congress. The award is presented annually by the American Society for Quality.

"Work in the 21st century is already different from Deming's life that ended 10 years ago. Deming observed work managed in a more hierarchical structure with clear job responsibility, where staff controlled jobs and the people in those jobs. Most everyone had a boss.

"Today, and in the next 10 years, we will see work much less structured, with more generalists replacing specialists. We will see more self-management and freedom from controls. Working will be about building relationships, building trust, and organizing around projects with a clear aim. Deming's point number one, create constancy of purpose, will be more important than ever. My work today follows that trend.

"What about learning? Dr. Deming was a model for all of us.... [his] pragmatism leaves us with the incentive to continue to probe the world for new insights, accepting that what we may learn may not be permanent.

"Deming's greatest gift ... his 'system of profound knowledge' ... gave me a new lens to see the world. More importantly, I needed to learn how all four worked together to create that new lens. Even my specialty area needed rework when Deming said that statistical theory is mostly right, but application of statistical theory is mostly wrong...." ■



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.

Send address changes to:

The W. Edwards Deming Institute®
PO Box 59511
Potomac, MD 20859-9511
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Please direct comments and suggestions regarding this newsletter to March Jacques (262-786-9336 or march@execpc.com).

Conference Lodging

The Deming Institute's 2003 Fall Conference will be held at the Marriott's Georgetown University Conference Center, 3800 Reservoir Road, NW, Washington, DC 20057. A room rate of \$164 (single or double), per night plus applicable taxes, is available for guests attending the Fall Conference. To ensure a room at the conference rate, reservations must be made by September 26. Call 888-236-2427 and request the Deming Institute room block or use the group code "WEDWEDA."

Located on the campus of Georgetown University, the hotel provides easy access to the cobbled byways and delightful restaurants of one of the nation's most treasured historic districts. In addition, the hotel offers a variety of on-site restaurants, convenience stores, the Georgetown University Bookstore, a business center, guest laundry, and exercise room. The closest airport, Ronald Reagan Washington National Airport, is 15 minutes by taxi. Monday through Friday during normal business hours, Georgetown University provides free half-hourly shuttle service to the Conference Center from two metro locations: DuPont Circle and Rosslyn. For more information about these local area shuttles, inquire when you make your room reservations at the Conference Center.

Seminar Lodging

The seminar will be held at the Tropicana Resort and Casino. A room rate of \$79 (single or double) per night, plus applicable taxes is available for guests attending the seminar. To ensure a room at the seminar rate, reservations must be made before September 15. Call 800-634-4000 and request the Deming Institute room block or use the group code "SDI03"

The Tropicana Resort Casino is located on the world-famous Las Vegas Strip. Shuttle service between McCarran International Airport and the Strip hotels costs about \$5.00 per person one way.

Meals

Conference and seminar fees include continental breakfast, lunch, and refreshment breaks.

The W. Edwards Deming Institute®

Fall Conference: Deming in Action

October 18-19, 2003
Georgetown University
Conference Center
Washington, DC
Saturday 8:00 a.m. - 5:00 p.m.
Sunday 8:00 a.m. - noon.

Seminar: Quality, Productivity, and Competitive Position

October 13-16, 2003
Las Vegas, Nevada

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 event. Substitutions may be made at any time.

Check event you wish to register for.

Conference: \$175 Seminar: \$795

Name: _____

Organization: _____

Address: _____

City: _____ 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.

Credit Card Number: _____

Expiration Date: _____

Name on Card: _____

Signature: _____

Mail to: The W. Edwards Deming Institute, PO Box 59511, Potomac, MD 20859-9511

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**The W. Edwards Deming Institute®
Fall Conference**

**Samples of Deming in Action –
Fall conference preview**

- One company took salesmen off commission, and profits soared.
- An injection molding company improved productivity, reduced rejection, rework, and inspection after educating people at all levels in Deming's theory and forming cross-functional teams.
- A process developed in the State of Delaware eliminated the need for performance evaluations.
- An elementary school motivated students to take responsibility for their own learning.
- A sports equipment manufacturer increased productivity by 18 percent while reducing defects.
- A government agency stopped using the low-cost bidding process and saved millions of dollars.
- Divisions of a transportation company reduced redundancies and improved customer service after learning to work as a system.
- A clothing manufacturer analyzed processes and discovered how to reduce raw material cost by 11 percent.
- A railway company improved its understanding of variation and became better able to predict performance and to plan more reliably.
- An automobile manufacturer developed a system that includes an operational and tactical plan for a product from concept to disposal or recycling.
- A health care facility increased performance through a new approach to hiring and training.
- An educational institution improved student learning – in spite of arbitrary numerical goals set by state mandates.
- A city hospital improved service by studying improper drug administration, patient complaints, and errors in laboratory work.
- A job shop learned how to optimize systems across jobs to reduce costs.
- A corporate training program replaced a process wherein senior workers trained new workers and errors decreased.
- Two schools found how self-directed learning leads to increased student knowledge and skills.
- A county health council and an educational institution launched a community-based alliance – modeled on the Institute's Tacoma project – to reduce the county's risk factors for cardiovascular disease.

**Learn what happens when people
put Deming in Action.**

Deming in Action

***The W. Edwards Deming Institute®
Fall Conference***

October 18-19, 2003
Georgetown University
Conference Center
Washington, DC

Executives around the world use Dr. Deming's theory of management. Learn what they are doing. Find out what it means to put "Deming in Action."

The day-and-a-half Fall Conference is a rare opportunity to learn how organizations create success.

Managers, directors, CEOs, operations officers and other executives will share what they are doing, how they overcame obstacles, and what their next steps are.

Concurrent sessions, using a forum-discussion approach, allow you a wide choice of selections.

***Different industries. Different problems. Small companies and large ones.
Government and private enterprise. Education, service, and manufacturing.***



Prepare to embrace the new economy with the timeless message of Dr. W. Edwards Deming.

***Quality, Productivity,
and Competitive Position***

October 13-16, 2003
Las Vegas, Nevada

Join The W. Edwards Deming Institute® as we host the highly acclaimed four-day seminar, Quality, Productivity, and Competitive Position, October 13-16, 2003, in Las Vegas, NV.

During his lifetime, Dr. Deming led visionary leaders out of the morass of prevailing management thought by introducing them to "Profound Knowledge." This seminar introduces participants to the Deming System of Profound Knowledge® and its four interacting components:

***Appreciation for a system
Knowledge about variation***

***Knowledge of psychology
Theory of knowledge***

Interactive exercises to enhance learning. The Red Bead Factory. The Red Squares. Rules of the Funnel. Management is Prediction.

Working group activities led by experts who studied with Dr. Deming and guided companies in applying the theories.

Examples, applications, discussions that reveal how to use a new way of thinking in your company.

Seminar material is applicable to management in every size business and service organization, in education, health care, government, and manufacturing – and has implications for worldwide economic development.

"Once the individual understands the system of profound knowledge, he ... will have a basis for judgment of his own decisions and for transformation of the organizations that he belongs to."

***- Dr. W. Edwards Deming
The New Economics***

Mark Your Calendar

**Quality, Productivity,
and Competitive
Position Seminar***

October 13-16, 2003
Las Vegas, Nevada

Annual Fall Conference

October 18-19, 2003
Georgetown University
Conference Center
Washington, DC

* Formerly known as the Four Day Video Seminar.

For reflection

Recent international events call to mind the following passages from *The New Economics*:

“The effect of a movement by management made now may not take effect till many months have passed, even years. The immediate effect may be nigh zero, or even negative. Interpretation of the change could thus be elusive.... An unstudied solution to a problem may yield immediate results in the right direction, yet in time bring disaster....

“Optimization for everyone concerned should be the basis for negotiation between any two people, between divisions, between union and management, between companies, between competitors, between countries. Everyone would gain.

“The possibility of optimization is voided if one party goes into negotiation with the avowed aim to defend his rights, or if he makes a game of it, shifting position, or

if he sets out with demands and stands firm on them with a time limit for assent.

“The fruits of negotiation will be impaired if not demolished if one party drops out of the agreement to follow a path of selfish reward....

“We must restore the individual, and do so in the complexities of interaction with the rest of the world.... In place of competition for high rating, high grades, to be Number One, there will be cooperation on problems of common interest between people, divisions, companies, competitors, governments, countries. The result will in time be greater innovation, applied science, technology, expansion of market, greater service, greater material reward for everyone.” ■

- *The New Economics*, First Edition
pages 64-65, 100-101, 123

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