

DEMING INTERACTION



W. Edwards Deming®

Fall 2007, Vol. 11, No. 2

The W. Edwards Deming Institute®

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To make your request, please go to the Manuscript Division on the Library's web site at www.loc.gov/rr/mss/. Click on "Finding Aids" to locate the alphabetical listing for Dr. Deming. Once there, use the "Container List" to identify boxes and materials you wish to review. You can then provide the Library staff with the information they need in order to have the materials ready for you when you arrive at the Library. ■

Electronic newsletter coming in 2008

This is the last paper issue of *Deming Interaction*. Beginning in 2008, *Interaction* will be published on the Institute's web site. People who are on the Institute's database will receive email notification when new issues of the newsletter are posted. To add your name to the Institute's database, please go to www.deming.org, and click on "Participation". ■

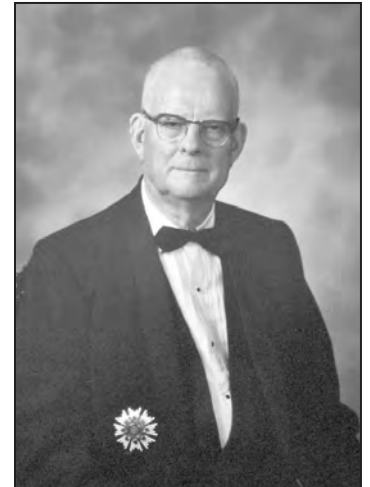
Deming Medal to Scholtes

The 2006 Deming Medal was presented to Peter R. Scholtes by the American Society for Quality (ASQ) at the society's May conference. The Deming Medal is presented to those who, like Dr. Deming, have successfully combined the application of statistical thinking and management so that each supports and enhances the other, thus leading to quality in products and services.

Peter received the medal "for his efforts to inspire others to transform organizations by helping managers understand how successful leadership of people requires an understanding of the interdependencies among knowledge about variation, psychology, appreciation for a system, and the theory of knowledge." Peter is also a past recipient of ASQ's Ishikawa Medal and Brumbaugh Awards. ■



Peter Scholtes, ASQ President Ron Atkinson, and Joyce Orsini



Dr. Deming is pictured in formal dress wearing The Second Order Medal of the Sacred Treasure. The Medal was authorized by Emperor Hirohito and awarded to Dr. Deming in May 1960 by Prime Minister Nobusuke Kishi. It is the highest award Japan can bestow on a foreigner.
Dr. Deming always wore in his suit lapel a small replica of the Medal.

"The system of profound knowledge . . . is a theory for transformation."

— W. Edwards Deming
The New Economics, p. 49.

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- Administration
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- Conference Strategy
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The W. Edwards Deming Institute®

fostering understanding of
The Deming System of Profound Knowledge®

Through the lens

The Deming Institute's annual conference brings together people who have started exploring the world through the lens of profound knowledge. Often, those most committed to continue exploring Dr. Deming's thinking are found at the podium during the conference. With that in mind, *Interaction* asked some past conference presenters to share the titles of books and articles that have helped them expand their understanding and practice of Dr. Deming's philosophy.

John Hunter recommended *Workplace Management* by Taiichi Ohno, translated by Jon Miller. Ohno is known as the father of the Toyota Production System (TPS), also called lean manufacturing. John said, "I see TPS as a system that is very compatible with Dr. Deming's ideas – that includes additional concepts and techniques not explicitly mentioned by Dr. Deming. This is no surprise given Toyota's early experience with Dr. Deming and their continued application of his ideas. Taiichi Ohno dictated the text to the Japan Management Association (in a series of interviews in 1982), which gives the book a sense of listening to him talk about the ideas. I found the conversational tone made it very easy to read and reminiscent of Dr. Deming's tone in many places." John recently posted a full review of the book at www.curiouscat.com/management/workplacemanagement.cfm.

Marcia Daszko said that in addition to *The New Economics*, by Dr. Deming, and *The Goal* by Eliyahu Goldratt, she finds *Leadership on the Line*

by Ron Heifitz and Marvin Linsky to be useful reading for people new to Dr. Deming's thinking.

Sheila Ronis indicated that *The Pentagon's New Map: War and Peace in the Twenty-First Century* by Thomas P.M. Barnett had a great impact on her thinking. She said that the author demonstrates some of Dr. Deming's thinking with regard to the system of profound knowledge, although he does not use those words.

Clare Crawford-Mason mentioned a book she wrote with Louis Savary that she said she "could not have written without Dr. Deming's help. I have spent all the years since we met in 1979 trying to explain his ideas to a larger audience. He says, 'survival is optional' and I believe this is true globally unless there is a continually wider understanding and practice of his systems ideas." Her book is *The Nun and the Bureaucrat: How They Found an Unlikely Cure for America's Sick Hospitals*. It is a companion how-to book to the documentary: "Good News . . . How Hospitals Heal Themselves."

R. Clifton Bailey said he found the spirit of Dr. Deming's philosophy captured in a keynote address by Steve Jobs at <http://events.apple.com.edgesuite.net/j47d5200/event/>. According to Bailey, the presentation "clearly demonstrates system thinking and joy in work. Whether or not Steve Jobs even knows about Deming, the example is worth study." ■

In2:IN holds sixth forum

The In2:INThinking Network (In2:IN) held its Sixth Annual Forum, April 12-17, in Los Angeles, CA. Attendees traveled from across the United States and from as far away as London and Varkaus, Finland, to take part in a weekend conference that was preceded by two days of pre-conference workshops and followed by a 2-day post-conference workshop.

The theme of this year's event was "Passion Flowing In2 Purposeful Action – Unleashing the Power of Us." Towards this end, the attendees were treated to ten thought provoking presentations, ranging from Paul Morgan's "Which Way Ought I to Go From Here?" to Ann Majchrzak's "The Passion of Collective Wisdom" to John Pourdehnad's "The Devil is NOT in the Details." All the presentations, including the pre- and post-

conference handouts, are available for download at www.in2in.org. A full set of the forum DVD's can also be purchased online at this site.

The aim of the In2:IN and its annual forum is to increase the consciousness of better thinking in individuals and organizations. This year's forum was made possible through the efforts of an international network of volunteers and sponsors, including The W. Edwards Deming Institute and Pratt & Whitney Rocketdyne.

Mark your calendar for the Seventh Annual Forum in Los Angeles on April 17-22, 2008. For more information on the In2:IN, including this year's Forum and networking opportunities, please visit www.in2in.org or call In2IN at 818-489-3005. ■

Registration Deadline: October 1, 2007

The W. Edwards Deming Institute® Annual Fall Conference

October 13-14, 2007 Purdue University West Lafayette, IN

Exploring "A Wholistic Bridge to the Future"

The W. Edwards Deming Institute® returns to Purdue University for its 2007 Fall Conference, October 13-14, 2007.

Join the Institute when the Annual Fall Conference gets underway with a pre-conference reception the evening of October 12. Enjoy hot hors d'oeuvres while you connect with friends, both old and new.

Institute conferences are designed to foster a better understanding of the Deming System of Profound Knowledge® and its applications. In keeping with this aim, the 2007 conference planning team put together a program "to explore a wholistic bridge to the future" through a focus on both theory and applications.

Saturday morning keynote

Barbara Lawton, Ph.D.,

University of Colorado at Boulder

Dr. Deming credited Barbara Lawton in large part with writing chapters three and four of *The New Economics*

Sunday morning keynote

Norm Bafunno, Toyota

Norm Bafunno, general manager of the new Toyota assembly plant in Indiana, will offer perspectives on Dr. Deming's influence on Toyota and Toyota's influence on Dr. Deming.

Breakout sessions and speakers

Target Thinking and the Taguchi Loss Function

Bill Bellows, Ph.D., Pratt & Whitney Rocketdyne

Idealized Redesign

John Pourdehnad, Ph.D., Ackoff Center

Intrinsic and Extrinsic Motivation

Gipsie Ranney, Ph.D., Consultant

Six Sigma and Dr. Deming

Don Wheeler, Ph.D., SPC Press

Healthcare Applications of Deming's Ideas

Heather Hagg, Ph.D., Purdue University

Learning, Psychology, and Learning from Psychology

John Edelman, Ph.D., Nazareth College of Rochester

Panel discussions

Sunday, October 14, Jim Windle, Ph.D., of Purdue University will lead a panel discussion by recent Purdue University graduates who will describe their experiences in industry and the problems they face.

Also Sunday, Dan Robertson and a panel of experts will field questions about Dr. Deming's work and dispel common misconceptions about Dr. Deming's message.

Continuing dialog

The conference planning committee is also arranging space for small groups interested in getting together informally, after the conference closes, for a continuing dialog on topics of mutual interest.

Scholarships

A limited number of partial scholarships are available to qualified students wishing to attend the Deming Institute's 2007 Fall Conference. To apply for a conference scholarship, please contact Kim Stockment, at 765-494-7225 or kstockme@purdue.edu.

Check for program updates at

<http://www.conf.purdue.edu/deming>.

"... both the study and the application of Deming's theory of profound knowledge will be something of a muddle unless we are clear about which of these 'psychologies' – 'philosophical psychology,' 'experimental psychology' and 'human psychology' – we want to study and to employ in the pursuit of continuous improvement."

– John Edelman

Conference Schedule

Friday, October 12

7:00 p.m. - 10:00 p.m. - Reception

Saturday, October 13

7:00 a.m. - 8:00 a.m. - Registration and continental breakfast

8:00 a.m. - 5:00 p.m. - Conference

7:00 p.m. - 10:00 p.m. - Dinner and speaker

Sunday, October 14

7:00 a.m. - 8:00 a.m. - Continental Breakfast

8:00 a.m. - Noon - Conference

Registration Fee: \$250

Location

Stewart Center

Purdue University

College of Liberal Arts,

100 N. University St.,

West Lafayette, IN 47907-2067, USA

<http://www.sla.purdue.edu/buildings/stew/>

Lodging

A block of 40 rooms is available to conference participants until **October 2** at the Union Club Hotel at the rate of \$90-\$108 plus tax per night.

Union Club Hotel (next to Stewart Center)

Purdue Memorial Union

101 North Grant Street

West Lafayette, IN 47906-3574, USA

<http://www.union.purdue.edu/PMUC.html>

Reservations: 1-800-320-6291 or 765-494-8913



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, 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 (262-786-9336 or jacques045-di@yahoo.com).

Mark your calendar

September 24, 2007

*Symposium on Deming's
Analytic Papers*

New York, NY

Pre-conference reception:

October 12, 2007

October 13-14, 2007

*2007 Fall Conference: To Explore
Together A Wholistic Bridge
To The Future*

West Lafayette, IN

October 22-24, 2007

*How to Create Unethical, Ineffective
Organizations That Go Out of Business*

Atlanta, GA

November ,TBD, 2007

Deming Immersion Program

Location TBD

February 25-26, 2008

*The 14th Annual International
Deming Research Seminar*

New York, NY

For reflection

*In "Extracts from Another Report to
Management," in Out of the Crisis,
pages 401-403, Dr. Deming writes:*

"4a. You have a slogan, posted everywhere, urging everyone to do perfect work, nothing else. I wonder how anyone could live up to it. By every man doing his job better? How can he, when he has no way to know what his job is, nor how to do it better? How can he, when he is handicapped by defective materials, change of supply, machines out of order? Exhortations and platitudes are not very effective instruments of improvement in today's fierce competition, where a company must compete across national boundaries.

"b. Something more is required. You must provide methods to help the hourly worker to improve his work, and to accomplish your exhortation toward perfect work. Meanwhile, the hourly worker sees your exhortations as cruel jokes, management unwilling to take on their responsibilities for quality.

"...You must remove the common (environmental) causes of trouble that make it impossible for the production worker to turn out good work. You must remove the obstacles that separate the production worker from the possibility to take pride in his work. Failure of management to take this initial step, before teaching the production worker how to detect his own special causes, accounts, in my belief, for some of your troubles.

"The benefit of this communication with the worker, if he perceives a genuine attempt on the part of management to show him what his job is, and to hold him responsible for what he himself can govern, and not for the sins of management, is hard to overestimate."

Although Dr. Deming writes in the context of production of a product, the same ideas apply to workers in service, in education, and in government. How often are slogans and exhortations employed in the belief that they are motivational or inspirational, when their effect may be the opposite for the reasons Dr. Deming has outlined? ■