

DEMING INTERACTION



W. Edwards Deming®

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The W. Edwards Deming Institute®

Institute welcomes new board member



The W. Edwards Deming Institute® welcomes William J. Bellows, PhD, to its board of trustees. Dr. Bellows is an associate technical fellow in the Enterprise Thinking Network at Boeing's Rocketdyne Propulsion & Power business unit in Canoga Park, CA. In that

capacity, he provides facilitation and instruction of enterprise thinking activities that encompass the Deming philosophy of management. He provides leadership in the implementation of what he terms "better thinking about thinking" and its application to variation management and continuous investment, ideas which emanate from the Deming System of Profound Knowledge®.

In 1987, Dr. Bellows was employed as a heat transfer analyst by AVCO Lycoming, a gas turbine engine manufacturer in Stratford, CT. At that time, he was exposed to the quality improvement techniques of Dr.

Genichi Taguchi and subsequently led the division's first applications of Taguchi methods to resolve an ongoing crisis in tank engine performance. The successful resolution of this crisis led to his leadership role in many more applications over the next two years. In 1990, he became a student of Dr. Deming's work. He joined the TQMO staff in the capacity of the division's Taguchi methods expert and thereupon worked to integrate Deming's System of Profound Knowledge with Taguchi's design system. He currently leads efforts to foster an organizational thinking transformation within Boeing. The concept of an Enterprise Thinking Network reflects these collective thinking transformation efforts.

Dr. Bellows is a founding board member and co-president of the In2:InThinking Network, founder and active leader of the Deming Discussion Group in the Los Angeles area and a board member of the Los Angeles chapter of the Volunteers of America. He holds BS, MS and PhD degrees in mechanical engineering from Rensselaer Polytechnic Institute in Troy, NY. He enjoys long distance running and is a referee and coach for youth soccer. He lives with his family in Valencia, CA. ■



courtesy MIT/CAES

"Short-term profits are no index of ability."

— W. Edwards Deming
Out of the Crisis, p. 20.

Deming-in-action stories shared at fall conference

The Institute's 2003 fall conference focused on the application of Dr. Deming's work in business, government, health care, education, and communities. The annual gathering in Washington, DC, October 18-19, featured Deming-in-action stories from a wide variety of enterprises that are using Dr. Deming's ideas to improve their operations through a myriad of applications of the System of Profound Knowledge.

Notes from presentations by Bill Bellows and Alan Winlow are available on-line at <http://in2in.org/resources.htm>. Patricia Clark, longtime Institute participant, provided the following notes from presentations she attended.

HOW TO LEAD LEADERS TO DEMING THINKING. Victoria Bryant, president and founder of Culture Works, talked about using the "back door" to lead leaders into Deming

thinking in order to build a safe, high performance work culture with the results being fulfillment and joy in work. Bryant said she blends the objective "mechanical" aspects of the workplace, such as policies, roles, strategies with subjective "people" aspects, including beliefs, level of teamwork, and behaviors.

DEMING AND EDUCATION: THE CONTINUING CRISIS. Linda Borsum, president of QLSI, reported on successful and unsuccessful implementations of Dr. Deming's theories in school systems. She said that the common characteristics of the school systems that have continued to embrace Deming's theories for at least five years include buy-in by senior leaders, common goals and objectives, and the use of data to improve the process, not to evaluate people. Those that were unsuccessful, she said, typically experienced constantly

Inside Deming Interaction

Research Seminar	3
Improve Education	4
Heart Healthy Teams	5
For Reflection	6

Continued on page 2

Current Institute Projects

- Administration
— *Bill Ratcliff*
- Conference Strategy
— *Kim Melton*
- Deming Electronic Network
— *Jim Clauson*
- Deming Library of Congress Collection
— *Board of Trustees*
- Deming Papers Research Scholarships
— *Board of Trustees*
- Internet Strategy
— *Kevin Cahill*
- Network of Deming Associations
— *Dan Robertson*
- Newsletter
— *March Jacques*

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P.O. Box 59511
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The W. Edwards Deming Institute®
fostering understanding of
The Deming System of Profound Knowledge®

In2:InThinking Network's 2004 Forum

The In2:InThinking Network's 2004 Forum will be held, April 1-4, in the Los Angeles Metropolitan area at Boeing's Rocketdyne Propulsion & Power offices in Canoga Park and nearby Woodland Hills Hilton Hotel. This year's conference theme is "Making a Difference From Where We Are – Better Thinking for a Better Future." The 4-day event includes two days of pre-conference workshops followed by a weekend conference. Again this year, the network's goal for the forum is to provide help to those who are working to improve their own situation (and that of their organizations) with better methods of thinking. The \$250 registration fee includes all meals and conference handouts.

Conference presenters include: Dr. Barbara Lawton, Rob Gray, Denise Howard OBE, Dan Robertson, Ivan Webb, Dr. Bill Bellows, Dr. Ed Chaplin, Ron Schultz, Dr. Sheila Sheinberg, Dr. Myron Tribus, Steve Prevet, Barry Frew, and Dr. Oscar Mink. Pre-conference workshops will be led by Jon Bergstrom, Bob Poulton, Beth Thompson, Marcia Daszko, Phil Monroe, Joe Onstott, Dr. Elaine Johnson, Dr. Tom Johnson, and Dr. Bill Bellows. Additional forum details are available on-line at www.in2in.org.

Deming-in-action stories shared at fall conference

Continued from page 1

changing aims and/or goals (frequently driven by special cause), projects that did not reflect PDSA cycles, and situations where teachers had been trained in Deming's theories, but not the administrators and support staff.

USING DR. DEMING'S THEORIES WITHIN THE U.S. GOVERNMENT: LESSONS FROM NATIONAL SECURITY. Sheila Ronis described several projects in national security on which she worked and infused Dr. Deming's principles, including the Defense Reform Initiative envisioning promoting peace and being a catalyst to integrate all instruments of national power effectively and efficiently. Another project found that economic security is national security, delineating industries that the U.S. cannot afford to let go completely off shore.

HILLERICH & BRADSBY'S LOUISVILLE SLUGGER: Our Deming Journey. Jack Hillerich recounted the nearly two decade long process of Hillerich and Bradsby (H&B) to learn about and integrate Dr. Deming's teachings at the sporting goods company. Some of the results that H&B has seen: union grievances and job changes are nil; barriers have been overcome among salaried employees; inventory was reduced 40 percent; and 30 inspectors were eliminated. Among the theories H&B applied was the concept that decisions could be made faster and more accurately if made by the people in charge of their

Other work

Other activities sponsored by the In2:InThinking Network include its Ongoing Discussions, Deming Discussion Group, and *The New Economics* Study Sessions. Bill Bellows and his colleagues within Boeing invite Deming students everywhere to participate in a regular series of nationwide (and beyond) conference calls. In addition to a 12-hour moderated discussion of Deming's *The New Economics*, offered several times a year in six 2-hour sessions, the network hosts two monthly conference calls. The first, the Deming Discussion Group, is an evening teleconference held on the second Thursday of each month. The second, the Ongoing Discussion, is a monthly call typically scheduled for the fourth Thursday and Friday of every month, with four 1-hour sessions held on these two days. Discussions, hosted by "thought leaders," cover a range of topics, from working together to learning together to thinking together and all points in between. The worldwide invitation list extends to more than 1700 "thinking partners," inside and outside of Boeing, with 800-numbers provided to those outside of Boeing. For information on these networking opportunities, contact Bill Bellows, at William.J.Bellows@Boeing.com. ■

portion of the work. Another was that cycle time reductions would reduce inventories and improve accuracy of forecasts. According to Hillerich, H&B has been using Dr. Deming's theories so long enough that some people don't remember the "old way."

JOURNEY OF ORGANIZATIONAL TRANSFORMATION. Dr. Thomas J. Nolan, principal and co-founder of Associates for Process Improvement, described changes at Sigma-Aldrich, a high-tech, life sciences and specialty chemicals company. Leadership activities at the company include efforts to connect improvements to the business strategy, guide world-wide projects, and drive improvements through the line organization. Periodically, leaders evaluate the company by using Dr. Deming's 14 points to identify areas for improvement and of opportunity.

COMMUNITIES AS SYSTEMS. March Jacques, who participated in the Institute-sponsored Tacoma project, gave an update on the Waukesha project in southeast Wisconsin, which is building on the lessons learned applying Dr. Deming's theories to a community. Like the Tacoma project, the Waukesha project is using a community version of a model of collaboration developed by API/IHI (Associates in Process Improvement, Institute for Healthcare Improvement). Waukesha project organizers identified community partners and sponsors, and sought to engage a wide range of community voices about local issues before launching an improvement project to reduce the risk of cardiovascular disease within the county. ■

International contributors enrich Research Seminar

Forty-five papers are scheduled for presentation, February 22-23, at the Tenth Annual Deming Research Seminar, sponsored by The W. Edwards Deming Institute, the Deming Cooperative, the Metropolitan Section of the American Society for Quality, and Fordham University. Management practitioners and researchers from around the world will gather at Fordham University in New York City to share cutting edge research from the USA, India, Spain, Italy, United Kingdom, Mexico, Poland, Lebanon, Ireland, and various other countries.

Seminar papers will link the management theories of Dr. W. Edwards Deming to applied and academic literature, and to works of other great thinkers.

Register for the seminar at the Deming Institute's web site <http://www.deming.org>. The registration fee is \$395. For more information contact Dr. Joyce Orsini, 212-636-6219; or contact The W. Edwards Deming Institute, PO Box 59511, Potomac, MD 20859-9511; telephone: 301-294-8405; email: staff@deming.org.

Seminar papers

"Achieving Total Quality – Deming Way"
by U.H. Acharya and Mahesh Chinnagiri,
Indian Statistical Institute, India.

"Adding Value and Quality to Mutual Funds"
by Craig White, Fordham Deming Scholar.

"The ANPC Optimization Story" by Jeff Mains,
Advanced Navigation & Positioning Corporation
and Karl Haushalter, Optimization Works –
Bringing Quality to Life.

"Back to Basics" by Jane Taylor,
Improvement Advisor.

*"Beyond the Sub-Optimization of Interchangeable
Parts – the Potential for Thinking Together and
Leading Together in the 21st Century"* by William
Bellows, The Boeing Company.

"Branding Strategies in the Czech Republic"
by Lauren Breeze and Adrienne Dawson,
St. Edward's University.

"Continuing Improvement in Individual Quality of Life"
by James Browne, Fordham University.

"Corporate Social Responsibility as a Business Style"
by Luca Blanzuoli, Fordham Deming Scholar.

"The CSR Involvement in Lebanon" by Abdulrazzak
Charbaji, Lebanon.

*"Democracy and Democratic Systems of Government
and Management as a Means of Control: Some
Inherent Contradictions"* by Mark Wilcox, Cranfield
School of Management, United Kingdom and Monika
Bugaj, Akademia Pedagogiczna, Poland.

*"Demotivation through Incentive: A Review of
the Negative Effects of Incentive Rewards on
Intrinsic Motivation"* by George Wade,
Fordham Deming Scholar.

"Driving Fear From the Workplace" by Kathleen
Wilburn, St. Edward's University and Ralph Wilburn,
St. Edward's University.

"Educational Quality" by Laura Rodriguez and Ramon
Sida, Sociedad Mexicana para el Desarrollo de
Calidad Total, S.C., Mexico.

"Fallacies in Six Sigma Implementation" by Mahesh
Chinnagiri, Indian Statistical Institute, India.

*"The Fragmenting Global Market . . . Who Are
We Trying to Reach?"* by Evangelos Siouzos,
Fordham Deming Scholar.

"FUNTASTIC Improvements through PDCA"
by Suryakant Katti, Aditya Birla Group, India.

"The Grange Excellence Model" by Bob Kennedy,
Ireland.

*"Harnessing Latent Skills of the Workforce
to Build Strong Foundation for Total Quality
through Deming's Principles"* by K.C. Srinath,
HariharPolyfibers, India.

"How to Catch Profound Knowledge" by Cyndi
Crother, California Polytechnic State University.

*"The Internship Game: Getting Students to Think
about Variation"* by Paul Stepanovich, Southern
Connecticut State University.

"Intrinsic Initiative" by Preston Mathews.

*"Knowledge Management in Telemedicine –
Opportunities in Datamining in Life Sciences"*
by Jayanth G. Paraki, Telemedicine Research
Laboratory, India.

"Leading Transformation: A System of Communication"
by Marcia Daszko, Marcia Daszko & Associates.

*"A Novel Approach to Set Target Values of Functional
Requirements in QFD"* by Majid Ziaee Saeidi.

"OmniLingua's Continuous Improvement"
by Liz Miller, Eric Christiansen and Mark Sellergren,
OmniLingua, Inc.

*"On the Use of Stock Options in Executives'
Compensation Plans"* by Giuseppe Ricotta, Fordham
Deming Scholar.

*"Performance Measurement and the System of
Profound Knowledge"* by Chris Adams, Cranfield
School of Management, United Kingdom; Phillipe
Barzin, Johnson & Johnson Pharmaceuticals
Services, L.L.C.; and David Muthler, Chicago Deming
Association, IBM.

*"Process Orientation – Foundation for World
Class Manufacturing"* by J. Sridharan, Aditya Birla
Group, India.

"Profiting from Coherence" by Josep Alzamora, E-21
System Group, Spain.

"Quality of the Teaching of Quality in Health Care"
by Sue Lister, Coventry University, United Kingdom.

*"Reinvesting in Human Capital: Management Strategies
for Employee Satisfaction and the Benefits Thereof"*
by Neely Doshi-Cather, Fordham Deming Scholar.

*"The Relationship Between Management Style,
Organizational Climate, and Organizational Performance
in a Public Mental Health Agency: An Integral Study"*
by Pamela Meserve, Western Michigan University.

*"Seamless Transportation – Taking Kanban to
Its Pinnacle!"* by Patricia Wickham, APICS
Educational & Research Foundation.

*"Scientific Method – The Core Principle Behind
Effective Problem Solving Methods"* by Jussi Kyllonen.

"Shewhart's Discovery" by Beth Blankenship.

*"The Social Systems Model: Building on
Deming's Foundation"* by Mark L. Dean, Purdue
University and John A. (Jack) Hillerich, III, Hillerich &
Bradsby Co., Inc.

"Strategic Leadership Model" by Eduardo M. Arroyo,
Eduardo M. Arroyo & Associates, Puerto Rico.

*"Successful Business Process Outsourcing:
A Comparison of the Economic Trends Towards
Outsourcing and the Business Philosophy of
W. Edwards Deming"* by Robert Breeze, Fordham
Deming Scholar.

*"TQM in Health Care Industry – Application of
Deming's TQM in Holistic Medicine"* by Jayanth G
Paraki, Telemedicine Research Laboratory, India.

"Undertaking a Deep Dive: More on the Zero Stage"
by Jane Taylor, Improvement Advisor and Ronald
Moen, API.

*"The Use of Control Charts for Forecasting
Economic Data"* by Allon Franklin, Fordham
Deming Scholar.

"Using the Control Chart as a Diagnostic Tool"
by William J. Latzko, Fordham University.

*"Using the SoPK Lens and Other Research to
Understand and Foster Intelligent Decision-Making
by Business Owners/Operators"* by Kelly Allan,
Kelly Allan Associates, Ltd.

*"We Have Met the Enemy and He is Us: Rethinking
the Relationships Between the U.S. Investment
System, Deming's Deadly Diseases, and your 401(k)"*
by Matthew Kilkenny, Fordham Deming Scholar.

*"What are We Missing about Deming's Point:
Institute Training – Survey Results"* by Alberto
Bettanti, Politecnico di Milano, Italy. ■

Deming message in many tongues

In the international market, books authored by Dr. W. Edwards Deming continue to be in demand. The popularity of his work extends far beyond the United States where translations are available in several languages. Recently, MIT Press announced that a reprint of *Out of the Crisis* will be published in India by Affiliated East-West Press of New Delhi and that an Arabic language version of the book will be available through the Institute of Public Administration, Research Center in Riyadh.

Economica's French language version of *The New Economics* has been in print for years. It was translated

by Dr. Deming's colleague, Jean Marie Gogue. A Chinese complex character edition of *The New Economics* is distributed in Taiwan by Commonwealth Publishing of Taiwan. The Chinese simplified character edition is distributed in mainland China by Hainan Publishing House of Hainan, China. The Croatian language edition of *The New Economics* was placed with Skolske Novine; a Japanese translation is published by Bunshindo; and a Portuguese language edition was placed with Siciliano of Rio de Janeiro for distribution in Brazil. For more information, please link to MIT Press under "Resources and Books" at www.deming.org. ■

UK Deming Forum celebrates fifth annual forum in 2004

"The Truth Is Not Enough – Managing Transformation means Transforming Management." That is the theme of the UK Deming Forum's Fifth Annual Forum, May 26-27. Powerful insights into business improvement combined with successful case studies make this an opportunity to explore the enlightened approach adopted by leading organizations and thinkers from around the world. The Forum is preceded with an introductory day on May 25. The venue for the event is The Robinson Centre, eighteen

miles west of Cambridge and within easy reach of London with good road, rail and air connections.

Contributors include Myron Tribus, Sheila Ronis, Henry Neave, Oscar Mink, Pat Dolan, Jack Crawford, John Carlisle, Bill Bellows and Kelly Allan. For additional details, see <http://www.deming.org.uk>, or contact the Deming Forum Planning Team, 44 (0) 1525 402323, deming.uk@virgin.net. ■

Improve education ... by what method?

With initiatives such as "no child left behind" and "a quality teacher in every classroom," strict requirements and deadlines on elementary and secondary education in the USA have been established to meet specific goals. States are required to improve the quality of their schools from year to year and to expand the scope and frequency of student testing. The percentage of students proficient in reading and math must demonstrably improve. As Dr. Deming said on more than one occasion, numerical goals accomplish nothing. What counts is the method.

The Deming Institute's 2004 Fall Conference will focus on the method to improve education. Principals, teachers, administrators, government officials, community leaders, and others interested in improving education will gather at the Georgetown Conference Center in Washington, DC, October 16-17, 2004, for a weekend of stimulating deliberations. Factual background and a range of method options will be discussed within the context of Dr. Deming's theory of management. Small-group dialogues will be interspersed with plenary sessions. For program information or to submit suggestions, contact Dr. Joyce Orsini, orsini@fordham.edu. ■

Deming at the podium

Dr. Deming delivers his management theory in a videotape collection available from The W. Edwards Deming Institute®.

The Deming Four-Day Video Set is a 12-hour videotape collection which can be purchased in the U.S. in NTSC VHS format for \$275.

Outside the U.S., the collection is available in NTSC format for \$325 or in PAL VHS or SECAM format for \$445.

To order, visit the Institute's web site: www.deming.org, or contact: The W. Edwards Deming Institute, P.O. Box 59511, Potomac, MD 20859-9511; telephone 301-294-8405; email staff@deming.org.



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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The W. Edwards Deming Institute®
PO Box 59511
Potomac, MD 20859-9511
Email: staff@deming.org
Telephone: 301-294-8405
Facsimile: 301-294-8406

Please direct comments and suggestions regarding this newsletter to March Jacques (262-786- 9336 or march@execpc.com).

Heart healthy teams get underway in Waukesha collaborative

Nine action teams, supported by a coalition of Waukesha County organizations and businesses, are taking part in a “community-based breakthrough collaborative” to improve cardiovascular health in southeast Wisconsin. The initiative is the first collaborative organized under the Waukesha County Community Partnership Project, a project designed by the Center for Quality and Innovation at Waukesha County Technical College (WCTC) and supported in part by a grant from the Deming Institute.

The initiative traces its beginnings to the Deming Institute's Community Partnership Project in Tacoma, WA. Like the Tacoma project, the Waukesha initiative emphasizes a systems approach to resolving community problems and borrows its operational structure from the “Breakthrough Series Collaborative” model developed by the Institute for Healthcare Improvement (IHI).

Breakthrough Collaboratives bring cross-organizational teams together around a clearly defined set of guiding concepts, action-based improvement methods, and a structured way of interacting. Collaboratives rely on Dr. Deming's management theories and on the API (Associates in Process Improvement) Model for Improvement.

System approach

Traditionally, cardiovascular disease was viewed as a private, individual problem. More recently people have begun to understand it as a public health problem that taxes the healthcare system and creates financial costs that are paid by taxpayers, employers, insurers, and the community as a whole. Traditionally, too, behaviors that contribute to cardiovascular disease, like tobacco use, overeating, and lack of exercise, were viewed as individual problems that could be overcome with education and self-discipline.

A different premise is at the heart of the Waukesha project. Unhealthy lifestyles are understood to be shaped by social determinants and a dysfunctional community system. Education and self-motivation are necessary but not sufficient by themselves to create lifestyle changes so long as social norms as well as the products, services, and built-environment of a community create barriers to healthy behavior.

In October 2002, the Waukesha County Health Council and the Waukesha County Community Partnership Project launched a joint initiative known as Heart Healthy Waukesha County (HHWC). (See www.healthywaukesha.com.) Early work focused on convening community stakeholders, building project infrastructure, and jointly drafting the project's guiding concepts in a “Resource Change Package.”

The HHWC Change Package is organized around seven system components which organizers and stakeholders jointly identified as key to a heart healthy community: leadership, policies, community alliances and partnerships, access,

environment, self-management, and information. The Change Package provides idealized descriptions of each system component and suggests specific change concepts (The Improvement Guide, Langley et.al, 1996) for moving from the present state to the idealized state. The document also provides examples of best practices in cardiovascular health improvement and a list of community resources.

The Change Package is a unifying resource for the nine teams in HHWC Community Collaborative. Each team is working on an improvement project in one of three areas of focus: nutrition, exercise, or smoking cessation. As in other breakthrough collaboratives, HHWC teams convene for three learning sessions to discuss change concepts and best practices.

During the intervening action periods, they conduct multiple, small-scale tests of various interventions. They share their results during monthly teleconferences and submit monthly reports using internet-based issue management software provided by the Connected Community Project of ASQ's Community Quality Councils Committee.

Teams

EXERCISE TEAMS: Community Memorial Hospital. Aim: 50% of participants show evidence of taking 10,000 steps most days of the week. Pilot population: hospital employees. **Waukesha Memorial Hospital.** Partner: West Wood Fitness Center. Aim: Increase physical activity above the participants' individual baselines. Pilot

population: hospital employees. **WCTC Fit Team.** Partner: Jazzercise. Aim: Promote fitness awareness. Pilot population: WCTC staff. **Wisconsin Walks.** Partner: Wisconsin Department of Transportation. Aim: Physical activity is part of the planning process in every Waukesha County community. Pilot population: Waukesha County local planning commissions.

NUTRITION TEAMS: Heart Rock Cafe / Waukesha County Government. Partner: Quad Graphics. Aim: Increase sales of healthy choice menu selections to 10% of total entree sales. Pilot population: Waukesha County employees. **Hispanic Health Collaborative.** Partners: Waukesha County Government, University of Wisconsin-Extension, Terrill Associates. Aim: Increase fruits and vegetables consumption among ESL students. Pilot population: Students enrolled in nutrition class. **WCTC Healthy Bites.** Partner: Cafeteria caterer. Aim: Increase the number of healthy food choices customers make at the WCTC cafeteria. Pilot population: WCTC employees.

SMOKING CESSATION TEAMS: Elmbrook Memorial Hospital. Aim: Reduce smoking among employees who have patient contact. Pilot population: Hospital employees. **Quit for Life.** Partners: Quad Graphics, Addiction Resource Council, American Cancer Society, La Casa de Esperanza, Washington County Public Health Department. Aim: Reduce tobacco use among pilot population. (Detail on pilot population currently unavailable.) ■

"The company will provide free cholesterol screening on Tuesday . . . At the same time we're providing free bacon and cheese boagies across the hall. It's your choice."

— *Catbert: Evil HR Director, Dilbert, October 29, 2003*

Mark Your Calendar

Annual Fall Conference
October 16-17, 2004
Georgetown University
Conference Center
Washington, DC

For reflection

Dr. Deming saw the potential gains in quality and productivity that could be achieved through work on Point 8: Drive out fear. He related the existence of fear to the practices of management.

“No one can put in his best performance unless he feels secure. *Se* comes from the Latin, meaning without, *cure* means fear or care. *Secure* means without fear, not afraid to express ideas, not afraid to ask questions. Fear takes on many faces. A common denominator of fear in any form, anywhere, is loss from impaired performance and padded figures....”

– *Out of the Crisis, page 59.*

“To manage, one must lead. To lead, one must understand the work that he and his people are responsible for. Who is the customer (the next stage), and how can we serve better the customer? An incoming manager, to lead, and to manage at the source of improvement, must learn. He must learn from his people what they are doing and must learn a lot of new subject matter. It is easier for an incoming manager to short-circuit his need for learning and his responsibilities, and instead to focus on the far end, to manage the outcome – get reports on quality, on failures, proportion defective, inventory, sales, people. Focus on outcome is not an effective way to improve a process or an activity.

“As we have already remarked, management by numerical goal is an attempt to manage without knowledge of what to do, and in fact is usually management by fear.”

– *Out of the Crisis, page 76.*