

# DEMING INTERACTION



Spring 2007, Vol. 11, No. 1

The W. Edwards Deming Institute®

## Deming immersion program

Seventeen people from around the world gathered in Albuquerque, NM, September 17-22, 2007, to deepen their understanding of Dr. Deming's theory of management during the first Deming Immersion Program offered by The W. Edwards Deming Institute.

Dr. Gipsie Ranney, Dr. Michael Tveite, and Dr. Joyce Orsini facilitated discussions and exercises designed to expand and extend comprehension of theory of knowledge, variation, systems thinking and psychology of people.

Working from 7:00 a.m. each morning until 10:00 p.m. at night, including mealtime, for five and a half days, this rigorous program started with homework that was submitted prior to the meeting. Individuals learned from each other as they studied Dr. Deming's work together.

This first Deming Immersion Program drew attendees from Ghana, Philippines, Dominican Republic, Puerto Rico, Croatia, Mexico, Kenya, and various locations in the USA ■

## New video resources

Two new DVD sets are now available through the Deming Institute web site. The Red Beads is a two-DVD set featuring Dr. Deming as he conducts his famous experiment with participants from a four-day seminar. The demonstration is followed by an important interpretation of the results of the experiment.

Dr. Deming's Four Day, a four-DVD set made at MIT/CAES of Dr. Deming presenting his four-day seminar, is now available in Spanish. The dubbed version gives a brief overview of Dr. Deming's career and translates his words for the Spanish-speaking audience. ■

## Fall conference returns to Purdue

The 2007 Fall Conference of The W. Edwards Deming Institute will be held at Purdue University in West Lafayette, IN, October 13 - 14. The conference will be preceded by a reception the evening of October 12. It will end around noon on Sunday, October 14.

Institute conferences are designed to foster a better understanding of The Deming System of Profound Knowledge® and its applications. In keeping with that aim, the 2007 conference planning team is putting together a program "to explore together a holistic bridge to the future" through both theory and applications.

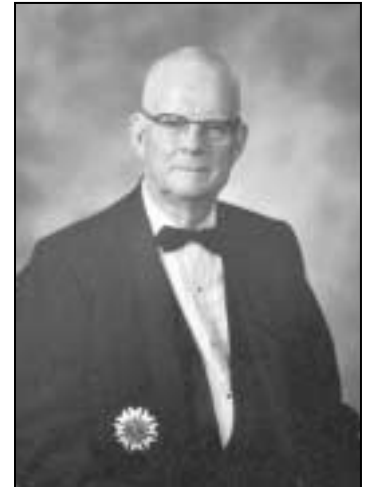
Keynote presentations are planned for first thing in the morning, both October 13 and 14. They will be followed by two parallel tracks of breakout sessions. One track will explore deeper into areas related to Dr. Deming's ideas; the other will be oriented to explanations and interpretations of his ideas.

The conference will close with a panel discussion of Dr. Deming's ideas, led by experts qualified to answer whatever "burning questions" attendees pose.

The 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.

A limited number of partial scholarships are available to qualified students wishing to attend the conference. For information about the scholarships, contact: [staff@deming.org](mailto:staff@deming.org).

For additional program details as they become available, check the Institute's web site, <http://www.deming.org>, under "Events." CD's from the 2005 and 2006 Deming Institute conferences can be ordered from the same web site. ■



*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.*

*"Performance of management should be measured by potential to stay in business, to protect investment, to ensure future dividends and jobs . . . not by the quarterly dividend."*

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

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

# The Deming Prize

*Excerpted from The Deming Prize by Kenichi Koyanagi, The Union of Japanese Scientists & Engineers, Tokyo, Japan, 1960.*

“The Deming Prize was instituted in December 1950 by the Union of Japanese Scientists and Engineers (JUSE) in commemoration of and in appreciation of the great contributions made by Dr. W. Edwards Deming to the introduction and development of statistical quality control in Japanese industry.

“After the Japanese Surrender of August 1945 . . . making of civilian goods was started here and there, and industrial production recovered step by step from 1946 through 1947. But products were all deplorably poor in quality . . . (the JUSE Managing Director Kenichi Koyanagi) thought that a lecture course by a famous statistician like Dr. Deming could bring epochal results. For he had been well aware that Dr. Deming was one of the American pioneers in statistical quality control, making immense contributions to the education and dissemination of quality control methods. Thus, Mr. Koyanagi wrote a letter, dated March 8, 1950 to Dr. Deming asking for the following two favors:

1. To give a QC lecture course for several days to the Japanese research workers, plant managers and engineers who had just started learning or taking an interest in quality control methods and
2. To contribute a message to the inaugural number of the monthly journal “Statistical Quality Control” to be published by the JUSE.

“In his very kind reply of April 21, 1950, Dr. Deming willingly accepted the two proposals and gave valuable suggestions about the projected course . . . .

“Special mention must be made of the fact that the Deming Prize was instituted with gratitude to Dr. Deming’s friendship as well as in commemoration of his contributions to Japanese industry. When Dr. Deming gave his 8-day course in 1950, Japan was in the fifth year of Allied occupation. Administrative and all other affairs were under rigid control of the Allied forces. Most of the Japanese were in a servile spirit as the vanquished, and among Allied personnel there were not a few with an air of importance. In striking contrast, Dr. Deming showed his warm

cordiality to every Japanese whom he met and exchanged frank opinions with everybody. His high personality deeply impressed all those who learned from him and became acquainted with him. He loved Japan and the Japanese from his own heart. The sincerity and enthusiasm with which he did his best for his courses still lives and will live for ever in the memory of all the concerned. Dr. Deming again visited Japan in the summer of 1951 and in January 1952, both times invited by the JUSE. In 1951, he gave a seminar course on sampling survey and two 8-day courses on quality control, and in 1952 he offered an after clinic on sampling techniques. Featuring all these educational activities was his deep love and high humaneness. Herein lies why we loved and respected and still love and respect him. And this is the very reason why the Deming Prize was instituted and has since been managed with recommendable results . . . .”

## Annual award

For many years, Dr. Deming continued to deliver his courses to the Japanese in their country. He often traveled to Tokyo to participate in the Deming Prize ceremony. During the visits he frequently visited recipient companies to meet with executives and workers in an effort to learn about their operations.

Since 1950, JUSE has administered the awards each year in a ceremony held in November at its Tokyo headquarters. The Deming Prize for Individuals and the Deming Application Prize are given annually to companies and individuals from countries including Japan, India, Thailand, United States and Singapore.

The Deming Prize Medal was designed for JUSE. After The W. Edwards Deming Institute was established, permission for use of the Medal with Dr. Deming’s signature below was given to the Institute.

## 2006 recipients

In November 2006, the Deming Prize for Individuals was awarded to Dr. Yoshinori Iizuka, Professor, Graduate School of Engineering, University of Tokyo (Japan).

The 2006 Deming Application Prize was awarded to: (alphabetical order) Nishizawa Electric Meters Manufacturing Co., Ltd., (Japan), Sanden International (Singapore), PTE Limited (Singapore), and Sanden International, Inc. (U.S.A.). ■

# In2:In Forum set for April

The In2:InThinking Network's 2007 Forum will be held April 12 - 17 in the Los Angeles Metropolitan area at Pratt & Whitney Rocketdyne's offices in Canoga Park and at the nearby Hilton Woodland Hills hotel. This year's conference theme is "Passion Flowing In2 Purposeful Action – Unleashing the Power of Us." The annual event includes two days of pre-conference seminars and workshops, followed by a weekend conference, and then two days of post-conference seminars and workshops. Again this year, the network's goal for the forum is to provide help to those who are working to improve their own lives (and that of their organizations) with better ideas for thinking together.

The In2:InThinking Network was formed in 2001 by a group of students of the work of W. Edwards Deming and related theorists. The aim of the network is to make "thinking about thinking" more conscious. This focus, which network participants call "inthinking," enhances

perception of relationships and interdependencies in human endeavors, making these connections more valuable, satisfying and joyful.

In keeping with the aim of the In2:InThinking Network, the 2007 Forum will gather "leading edge" thinkers to share their efforts related to "Passion Flowing In2 Purposeful Action – Unleashing the Power of Us." The list of conference presenters includes: Micah Fierstein, Tracy Huston, Ann Majchrzak, Paul Morgan, Joseph Parent, John Pourdehnad, Bob Pratt, Sheldon Rovin, and Lyn Wiltse. In addition, 14 pre- and post-conference seminars workshops will be offered, on topics ranging from enterprise thinking (theory and application) to knowledge management to Edward de Bono's "Six Action Shoes."

The conference fee of \$350 includes all meals and conference handouts. Information about the sessions as well as additional forum details are available online at [www.in2in.org](http://www.in2in.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, 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®  
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Please direct comments and suggestions regarding this newsletter to March Jacques (262-786-9336 or [jacques045-di@yahoo.com](mailto:jacques045-di@yahoo.com)).

## The W. Edwards Deming Institute®

### Annual Fall Conference

October 13-14, 2007

Pre-conference Reception,  
Friday, October 12

Purdue University,  
West Lafayette, IN,

Register online at [www.deming.org](http://www.deming.org)  
under "Events,"

or telephone 301-294-8405.

## Popular seminar repeated

**How to Create Unethical, Ineffective Organizations that Go Out of Business (Organizations Do It, But Do You Know How?)**

April 23-25, 2007 - Lansing, MI  
July 16-18, 2007 - Los Angeles, CA  
October 22-24, 2007 - Atlanta, GA

Simple, powerful principles for anyone who manages or leads people.

Register online at [www.deming.org](http://www.deming.org), under "Events," or telephone 301-294-8405.

## Mark your calendar

April 23-25, 2007

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

Lansing, MI

July 16-18, 2007

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

Los Angeles, CA

**Fall Conference**

October 13-14, 2007

**Pre-conference reception:**

October 12, 2007

West Lafayette, IN

October 22-24, 2007

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

Atlanta, GA

## For reflection

*In The New Economics, Dr. Deming writes:*

"Goals, aims, hopes. How could there be life without aims and hopes? Everyone has aims, hopes, plans. But a goal that lies beyond the means of its accomplishment will lead to discouragement, frustration, demoralization. In other words, there must be a method to achieve an aim. By what method?

"When a company holds an individual accountable for a goal, it must provide to him the resources for accomplishment...

"Futility of a numerical goal. A numerical goal accomplishes nothing, as already noted. What counts is the method - by what method? It is good to remember the admonition from Lloyd S. Nelson (*Out of the Crisis*, p. 20). If you can accomplish a goal without a method, then why were you not doing it last year? There is only one possible answer: you were goofing off...

— *The New Economics, Second Edition*,  
page 41.

*The term accountability has been used with great frequency - in government, in education, in business - for the past several years. How frequently is the term used without consideration of the need for an accompanying means of accomplishment of the goals that are set? ■*