

## Fall conference held in wake of terrorist attacks

One month into the shadow of the terrorist attacks on the Pentagon and World Trade towers, 48 participants, the smallest attendance ever, gathered with colleagues at the Georgetown University Conference Center for the Institute's fall conference, October 13-14, 2001. The host hotel, a Marriott property, waived the contractual penalty fee for under-booking.

Of the 48, only eight came from the nearby Washington-Virginia-Maryland area; 18 came from the Midwest and six from the West Coast. Jaap E. Huttenga came the furthest, arriving from The Netherlands to attend his first Institute conference and the Four-Day Video Seminar which followed it.

The conference theme, planned more than a year prior, was "Joy," reflecting Dr. Deming's abiding interest in joy, joy in work, and joy in the workplace. Few questioned the theme despite the uncertain state of world affairs. The Institute's decision to continue with the conference as planned affirmed its support of those people for whom gathering with like-minded colleagues was a priority. Conference coordinator Patricia Clark suggested that "time spent focusing on

joy may foster our own efforts to integrate what is important to us personally with the exigencies of the business world."

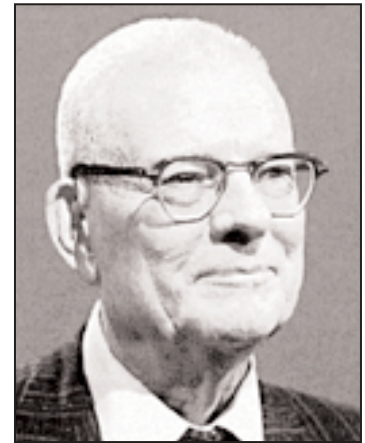
Conference goers did in fact seem singularly introspective and reflective as they greeted old friends and welcomed 14 first time attendees. It was a highly personal conference and very personal concerns rippled through the conversation. With minor variations, one question surfaced repeatedly: "Why is the work you are doing right now a good use of your life?"

*"Why is the work you are doing right now a good use of your life?"*

The question became explicit in the keynote presentation by Dick Richards, author of *Artful Work: Awakening Joy, Meaning and Commitment in the Workplace*.

Through a series of structured questions and table discussions, Richards drew conference goers into a wide ranging conversation about purpose, centering, and connecting, about finding joy in process. He encouraged participants to think deeply and specifically about those things in their life activities and in their work that are the root sources of their personal joy and pride.

*Continued on page 2*



courtesy MIT/CAES

*"People require in their careers, more than money, ever-broadening opportunities to add something to society, materially and otherwise."*

— W. Edwards Deming  
*Out of the Crisis, p. 86*

## Board welcomes new member



**Robert L. Dorn**

The board of trustees of The W. Edwards Deming Institute welcomes Robert L. Dorn as its newest member. Mr. Dorn retired from General Motors Corporation after a nearly forty year career, which culminated in responsibility for the advanced engineering of the entire portfolio of General Motors cars. During his years at GM,

Mr. Dorn worked with Dr. Deming and became a champion of Dr. Deming's management theories. His selection to the board attests to his longtime commitment to applying Dr. Deming's philosophy.

Formerly chief engineer of Cadillac, Mr. Dorn was deeply involved in the quality journey of the 1992 Seville STS, the 1993 Northstar System, and the 1994 Deville programs. He was also instrumental in helping the Cadillac team win the 1990 Malcolm Baldrige National Quality Award. Prior to his tenure with Cadillac, Mr. Dorn held vehicle chief engineer positions at Chevrolet and was the chief engineer at Pontiac.

Mr. Dorn holds a bachelors of science degree in mechanical engineering from General Motors Institute, and an MBA from the Sloan School at the Massachusetts Institute of Technology. He is a long term member of the Society of Automotive Engineers and the American Society for Quality Control. He is married and is a resident of Bloomfield Hills, MI. The Dorns have two grown children. ■

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

## ASQ Metropolitan Section contributes to Deming Institute

The ASQ Metropolitan Section has presented \$3,000 to The W. Edwards Deming Institute Endowment Fund for the preservation and dissemination of Dr. Deming's work. In addition to a \$3,000 cash pledge to be paid over three years, the Section donated a series of video tapes featuring Dr. Deming discussing various aspects of his work. The presentation was made October 29, at a Symposium on Deming's Analytic Papers held at Fordham University, co-sponsored by the ASQ Metropolitan Section, Fordham University, and The W. Edwards Deming Institute. ■



*Russell Ferretti (left) chairman of the ASQ Metropolitan Section presents Dr. Joyce Orsini (right), president of The W. Edwards Deming Institute, with a donation to the Institute's Endowment Fund.*

### Continued from page 1



*Fall Conference keynote speaker Dick Richards (left) and Melanie Richards*

In their observations, participants echoed Richards conclusion: "The joy is in the process and not in external rewards, celebrations, [or] approval. . . .The joy is in transcending what we think we are capable of, who we think we are [and] what we believe our work means."

Richards encouraged conference goers to ask themselves: "Do I care about the work itself? Can I express myself through the work? Am I committed to the meaning of the work? Am I tenacious enough to do the work well?"

In another session, Tom Coens, author with Mary Jenkins of *Abolishing Performance Appraisals: Why They Backfire and What to Do Instead*, explored "Processes for a Joyful Workplace." The session debunked many common assumptions which support performance appraisals. Role playing with Adrian Bass, Coens demonstrated the fallacious thinking that takes place on both sides of the appraisal process. According to conference goer Kevin Mader, the demonstration revealed how the appraisal process affects both the giver and receiver: "We have [either] been victimized or have been victimizing others, neither of which causes a good feeling."

Coens paused his presentation briefly to thank Peter Scholtes, who was in the audience, for his longtime leadership in the fight against performance appraisals.

In another session, a team from Hillerich and Bradsby explored some of the activities being used by companies which are making a conscious effort to structure fun into their workplaces. Some of the activities described drew criticism as being inconsistent with Dr. Deming's views on extrinsic motivation. The session also, however, prompted observations about how rare it is and how difficult it is for organizations to build rituals for fun into the workplace.



*Liane Dolezar (seated) visits with Bill Ratcliff and Linda Deming Ratcliff*

A reflective dialogue session, facilitated by Mike Tveite, closed the first day of the conference and provided a welcome public space for conference goers to share their thoughts and concerns about their work, the world situation, and the future.

Sunday, Ron Moen and Eric Budd led a session devoted to exploring "Joy in Creating: Getting to Stage 0." They engaged their audience in numerous exercises that stimulate creativity. The conference's final presentation by Ken Craddock of the Columbia Business School drew on research by Eliot Jaques. Craddock correlated Jaques' investigation into business structures with various organizational practices for sustaining joy in work. ■

## Commemorative business cards

Looking for a special gift for a special Deming follower? Why not treat yourself?

The Institute has a limited supply of commemorative paperweights made from Dr. Deming's unique light wood business cards. These attractive Lucite paperweights reveal both sides of Dr. Deming's business card. One side of the card is written in English and the other in Japanese.

The paperweights are available in two sizes: one is approximately 4 1/8 inches wide, 2 5/8 inches high, 1 inch deep; the other, larger, paperweight is approximately 4 inches wide, 3 3/4 inches high, 7/8 inches deep. The larger paperweight carries the inscription:

"Contributor to The W. Edwards Deming Institute."

The smaller paperweight is available for a donation of \$50 or more; the larger paperweight is available for a donation of \$100 or more. These are tax deductible donations. (Claims must be reduced by the actual value of the gift. The smaller paperweight has a cash value of \$11. The larger paperweight has a cash value of \$14. You may want to consult your tax advisor.)

To order paperweights, please contact:

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## Tacoma project honored

The City-County Communications and Marketing Association presented the City of Tacoma with a 2001 Savvy Award for stimulating outstanding citizen participation through the Community Partnership Project, which the city carried out in partnership with The W. Edwards Deming Institute from 1996-2000.

The Tacoma project was cited for pulling together citizens and their organizations in ongoing initiatives to help prevent family violence and aid its victims: "The ambitious initiative . . . continues to spawn improvements in services including increasing the number of Korean families attending family skills training, increasing by 30 percent the service satisfaction among residents of the YWCA Women's support shelter and reducing the average amount of time that warrants against batterers are outstanding by 50 percent."

The City-County Communications and Marketing Association is a national organization devoted to supporting local governments in the challenge of "converting passive consumers of public services into responsible, supportive citizens." The association acts as a vehicle for local governments to share tools used by successful cities and counties to increase citizen input and satisfaction. The City of Tacoma received the award, September 7, 2001, at the association's 13th Annual Conference in San Antonio. ■

## Deming details

The following questions come from a presentation, "PDSA History & Application," made by Ronald D. Moen, Associates in Process Improvement, at the W. Edwards Deming Institute's fall conference, October 15, 2000.

- Where was Dr. Deming born?
  - Maryland
  - New York
  - New Mexico
  - Iowa
- What was Dr. Deming's first name?
  - Winfred
  - Edwards
  - William
  - Ed
- What year did Dr. Deming first go to Japan?
  - 1947
  - 1949
  - 1950
  - 1951
- What year did Dr. Deming introduce "production viewed as a system"?
  - 1947
  - 1949
  - 1950
  - 1951
- Which is not a step in the Shewhart cycle?
  - market research
  - specification
  - inspection
  - production
- Which discipline was integral to the Deming cycle in 1950?
  - project management
  - marketing research
  - inspection
  - managing people
- The Deming cycle of 1950 was primarily focused on \_\_\_\_\_.?
  - product
  - process
  - neither
  - both
- The Deming cycle of 1990 was primarily focused on \_\_\_\_\_.?
  - product
  - process
  - neither
  - both
- The Deming cycle of 1993 was primarily focused on \_\_\_\_\_.?
  - product
  - process
  - neither
  - both
- How many steps did the Deming cycle of 1975 have?
  - 3
  - 4
  - 6
  - 8
- Application of the current Deming cycle is least useful in which of these?
  - change a light bulb
  - buy a new computer
  - develop a strategic plan
  - implement a change
- Which method was not implicit in the Deming cycle of 1950?
  - control chart
  - Pareto chart
  - design of experiment
  - survey method ■

Answers to Deming trivia: 1-d, 2-c, 3-a, 4-c, 5-a, 6-b, 7-a, 8-b, 9-d, 10-d, 11-a, 12-b

## Midwest conference focuses on Lifelong Learning

Capital Quality Initiative (CQI) and The W. Edwards Deming Institute are partnering to host the Midwest Conference on Lifelong Learning in the 21st Century. The conference will be held April 5 - 7, 2002, at Kellogg Center on the campus of Michigan State University in East Lansing, MI.

The conference will focus on using the Deming theory of quality management in both formal and informal educational settings. Keynote speakers are Dr. Myron Tribus and Dr. Joyce Orsini. Dr. Tribus is a consulting engineer specializing in quality management with an emphasis on education. He is co-founder of Exergy, former senior vice president of Xerox and has taught at Dartmouth, the University of Michigan, and the University of California at Los Angeles.

Dr. Orsini is an associate professor of management systems at Fordham University Graduate School of Business, director of Deming Scholars MBA

program and president of the board of The W. Edwards Deming Institute.

In addition, the conference will feature Dr. Susan Leddick, Carole Schwinn, and David Schwinn as plenary speakers. Breakout presenters include Gipsie Ranney, Mike Beck, Tom Coens, Marcia Daszko, Tom Glenn, Betty Moen, Ron Moen, Sally Duncan, David Wayne, and numerous others.

The conference fee is \$225 for the full event; \$100 for Friday only; \$150 for Saturday and Sunday only.

For more details including registration information, contact Adrian Bass at 517-483-1362 or [abass@lcc.edu](mailto:abass@lcc.edu); or check the conference web site at [www.lcc.edu/cqi](http://www.lcc.edu/cqi). ■

The W. Edwards Deming Institute's fall 2002 conference will be held at Georgetown University Conference Center, October 12-13, 2002, in the Georgetown area of Washington, DC. The conference will be followed by a Four-Day Video Seminar, October 14-17. Program chairperson for the conference is Patricia Clark, [patclark@cpcug.org](mailto:patclark@cpcug.org)

## Research seminar set for February

The W. Edwards Deming Institute's first academic research seminar, February 19-20, 2002, in New York City, features papers from more than 40 scholars and researchers from the U.S. and abroad. Several papers explore the connections between Dr. Deming's work and that of other great thinkers, including Peter Drucker, Eliot Jaques, C. I. Lewis, Walter Shewhart, and Alfred North Whitehead.

Other research topics to be examined include: "The Impact of Organizational Politics on a System," "Analysis of Structural Complexity and the Use of System Dynamics in Organizational Decision Making," "Fear and Loathing in the Workplace," "Qualitative Approaches to Voice of the Customer," "The Impact of Unionization on the Business Environment," "Wealth Generation in the 21st Century," "How to Increase Effective and Efficient Competition in China's Domestic Banking Industry," "Performance Appraisals," "Deming and Ecology," "Does Complexity Theory Apply to the Field of Management?" "Deming and Emergent Complex Systems Science," "In Support of the Assumptions at the Foundation of Deming's Management Theory," "Systems Thinking," "Whither the Pragmatism," "Words, Numbers and Robust Models," "Business System Optimization based on Deming's 5th Management Point," "Integration of the Deming Philosophy and the Twelve Step Addiction Recovery Model for Consultation in Quality Improvement," "On the Application of Deming's Theory of Management against the New Economy Thinkers," "Organizational

Objects, Rationalization of the Process, and the Deming Approach," "Statistical Process Control for Time-Dependent Parameters," "Quality Initiatives in the Ethical Organization," "Implications of Culture and Learning on the Deming System of Profound Knowledge," "Organizational Transformation Through the Convergence of Creativity, Compassion, Courage and Community," "On the Theory of Knowledge in the Quality Movement," "Understanding Variation – a Key to Profound Knowledge," "Learning to Think Like Shewhart," "Evolution of Dr. Deming's Theory," and the cryptic "Lunch Box in Bombay."

The seminar fee is \$395. For registration details or additional information, please see [www.deming.org](http://www.deming.org), or contact Joyce Orsini at [orsini@fordham.edu](mailto:orsini@fordham.edu). ■



**Deming Forum – India. Professor Henry Neave of the UK presented the first public seminar on the Deming philosophy in India, July 1-14, 2001. Photo courtesy of Balaji S. Reddie of the Deming Forum – India.**



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 (262-786-9336 or [march@execpc.com](mailto:march@execpc.com)).

## New West Coast network holds forum on redefining ROI

Following the tradition of groups such as the Philadelphia Area Council for Excellence (PACE) and the Ohio Quality and Productivity Forum (OQPF), a team of Deming practitioners recently organized in the western U.S. This nonprofit group, the "In2 InThinking Network" formed in mid-2001, with directors, officers, and members drawn from San Diego, Los Angeles, Orange County, the Bay Area, and Seattle.

The new network's first annual forum, April 19-21, 2002, in greater Los Angeles, will examine "Creating New ROIs: Transforming the Economics of the 21st Century".

The aim of the In2 InThinking Network is to elevate the consciousness of individual and collective thinking about subsystems, psychology, variation, knowledge, and their interactions – elements recognized as the basis of the Deming System of Profound Knowledge. The concept of "inThinking" derives from "thinking about thinking," where thinking is defined as "a way of reasoning."

InThinking invites people to learn to perceive the patterns of interdependencies which surround them and to reason and judge with this insight. Such a personal transformation of thinking builds upon the foundation of profound knowledge to include the theories of Dr. Edward de Bono and Dr. Genichi Taguchi, among others.

By exploring the limitations of the traditional concept of return on investment, the 2002 West Coast Forum will explore next generation definitions of ROI, such as return on innovation, introspection, inThinking, integration, and intelligence. The applicability of these ROIs extends beyond industry to include government, education, and community.

The forum fee is \$250. For more information, contact Bill Bellows at [william.j.bellows@boeing.com](mailto:william.j.bellows@boeing.com) or 818-586-6579, Dan Robertson at [DanRobrtsn@aol.com](mailto:DanRobrtsn@aol.com) or 650-964-9186, or Marcia Daszko at [Mdaszko@aol.com](mailto:Mdaszko@aol.com) or 408-247-7757. Details about the forum are also available at [www.in2in.org](http://www.in2in.org). ■

## Waukesha community project gets underway

A new community initiative is underway in Waukesha County, WI. Modeled on the Institute's Community Partnership Project with Tacoma, WA, and supported in part by a grant from The W. Edwards Deming Institute, the Waukesha County Community Partnership Project is administered through the Center for Quality and Innovation at Waukesha County Technical College in Pewaukee, WI.

September 19, 2002, the center will host a one-day community conference. John McKnight of Northwestern University will present the event's keynote address. McKnight is author of *The Careless Society: Community and Its Counterfeits* and *Building Communities from the Inside Out: A Path toward Finding and Mobilizing a Community's Assets*. The conference will explore civic innovations and community building in the context of a systems approach to community improvement. Several sessions will share learnings from health and public safety action initiatives (including the Tacoma project) that have applied the breakthrough learning-collaborative model developed by Associates for Process Improvement and the Institute for Healthcare Improvement. Other sessions will explore tools and techniques for building robust multi-sector teams for sustaining healthy communities.

Project organizers also facilitate a learning circle of county leaders who meet monthly to deepen their understanding what it means for a community to function as a system. The learning circle's bibliography of materials related to community improvement and civic innovation is available upon request to Institute participants.

For information about the Waukesha project, contact Liane Dolezar, 262-691-5509; Britt Hall, 262-691-5461; or March Jacques, 262-691-5152. ■



Ron Moen addresses conference goers.

## Mark Your Calendar

**Research Seminar**  
February 19-20, 2002  
New York City

**Lifelong Learning Conference**  
April 5-7, 2002  
Lansing, Michigan

**West Coast Forum**  
April 20-21, 2002  
Canoga Park, California

**Focus on the Work of Walter A. Shewhart**  
June 10-11, 2002  
New York City

**Annual Fall Conference**  
October 12-13, 2002  
Georgetown University  
Conference Center  
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**  
May 13-16, 2002  
Budapest, Hungary

October 14-17, 2002  
Georgetown University  
Conference Center  
Washington DC

February 2003  
Costa Rica

October 2003  
Las Vegas, Nevada

## Message of support

*When my wife and I learned about the Deming Institute Endowment Fund, we decided we wanted to support the Institute and Dr. Deming's work. After much discussion, we determined we would contribute shares of a blue chip security that we purchased years ago. Our gift gave the Institute the benefit of the sale of appreciated stock and gave us a tax deduction of the full value of the stock at the time of transfer. For us, it was a win-win way to support the Institute.*

– From anonymous donors

## For reflection

The following excerpts come from an article by Dr. Deming entitled “Improvement of Quality and Productivity through Action by Management.” The article appeared in the journal *National Productivity Review* (winter 1981-82).

“Folklore has it in America that quality and production are incompatible: that you can not have both. It is either or. Insist on quality, and you will fall behind in production. Push production and you will find that your quality has suffered. The fact is that quality is achieved by improvement of the process. Improvement of the process increases uniformity of output of product, reduces mistakes, and reduces waste of manpower, machine-time, and materials. . . .”

“Reduction of waste transfers man-hours and machine-hours from the manufacture of defectives into the manufacture of additional good product. In effect, the capacity of a production line is increased. The benefits of better quality through improvement of the process are thus not just better quality, and the long-range improvement of market-position that goes along with it, but greater productivity and much better profit as well. Improved morale of this work force is another gain:

they now see that the management is making some effort themselves, and not blaming all faults on the production-workers. . . .”

“Lag in American productivity had been attributed in editorials and in letters in the newspapers to failure to install new machinery and the latest types of automation. Such suggestions make interesting reading and still more interesting writing for people that do not understand problems of production. There is a quicker and surer way, namely, better administration of man and whatever machinery is in use today. Then, after the present problems are conquered, talk about new machinery. . . .”

“Paper profits, the yardstick by which stockholders and Boards of Directors often measure performance of the president, make no contribution to material living for people anywhere. Nor do they improve the competitive position of a company or of American industry. Paper profits do not make bread: improvement of quality and productivity do. They make a contribution to better material living for all people, here and everywhere.” ■