

Deming INTERACTION



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The W. Edwards Deming Institute®

Finding Information on Dr. Deming

You seek information on W. Edwards Deming and his philosophy, education, early years. Where to go? Consider the Library of Congress.

Since 1995, The W. Edwards Deming Institute and the United States Library of Congress have provided researchers with access to Dr. Deming's personal papers via the Deming Collection at the Library. Numerous scholars have used the collection for diverse objectives.

Dr. Peter B. Petersen, of Johns Hopkins University and Beth Blankenship, of Asea Brown Boveria, began to examine the Deming papers in 1995. Since then, they have visited the Library 14 times. In October 1999, the *Journal of Management History* published their joint article, "W. Edwards Deming's Mentor and Others Who Made a Significant Impact on His Views During the 1920s and 1930s." This followed Dr. Petersen's paper, "Library of Congress Archives: Additional Information about W. Edwards Deming (1900-1993)," which appeared in the *Journal of Management History* in 1997.

Similarly, Professor Kozo Koura of Asahi University used the collection on several occasions to learn more about the Deming Prize. He incorporated the information from the Library in a report on international quality awards, completed in March 1999. Another group of scholars are studying Dr. Deming's message in the context of "continuous investment." The group, which includes Dr. Williams Bellows, Timothy Higgins, Kelly Moran, and ten colleagues from Rockedyne Power and Propulsion, a Boeing Company, also expect to publish their findings.

Other topics that researchers are investigating at the Library of Congress include: a roadmap for

transforming America's school districts; the early development of statistical control charts; the Deming and Shewhart interaction; the forces shaping Dr. Deming's thinking; the PDSA cycle; and the impact on Japan of Deming, Matthew Perry, and Douglas MacArthur.

The collection at the Library of Congress constitutes a historical record of Dr. Deming's work. Shortly after Dr. Deming's death, the Library made a formal request for his professional papers and correspondence.

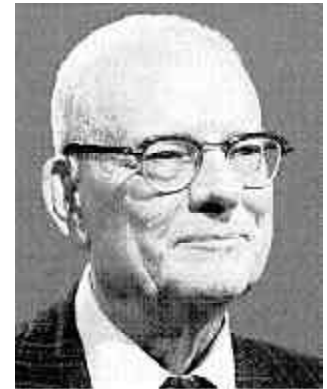
The Institute donated the papers to the Library, but retains copyright and approves requests for access to the collection. Electronic copying of the materials is not allowed. Access to the collection is available only on-site at the Library of Congress, which is located on Capitol Hill in Washington, DC.

To access the Deming papers, telephone the Manuscript Division of the Library of Congress (202-707-5383) or fax (202-707-6336) to request an access form. The completed access form must be on file prior to your visit.

Please allow seven days for processing.

Researchers, however, may not necessarily have to make a trip to the Library of Congress to locate many of Dr. Deming's lesser known and out-of-print papers. Reprints of more than 70 of his published papers, dating from 1949, are available for the cost of handling by contacting The W. Edwards Deming Institute.

Each year, The Institute awards five travel grants to researchers who wish to use the Deming Collection at the Library of Congress. To apply for a grant, please contact the Institute office. ■



courtesy MIT/CAES

"We are here to learn, to have fun, and to make a difference."

—W. Edwards Deming

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www.deming.org

The W. Edwards Deming Institute®
with the aim to foster understanding of
The Deming System of Profound Knowledge™

P.O. Box 59511
Potomac, MD 20859-9511
Phone: 301-294-8405
Facsimile: 301-294-8406

Making Connections

Connections are a big part of the reason people attend any W. Edwards Deming Institute Conference—connections with other people and connections with Deming's ideas and their applications. However, at the October 1999 Conference, "Making Connections" was the conference theme, and the meeting stimulated more connections than usual, both in the keynote presentation and in breakout sessions.

Nida Backaitis delivered the keynote presentation, "The Deming System of Profound Knowledge at the Turn of the Millennium: Where Are We Today and Where Might We Go from Here?" She began by sharing an excerpt from the tapes of Deming's four-day seminar. The excerpt, which took the form of a question and response, went like this:

Q: Can you name any businesses or corporations in the U.S. that have enacted your 14 points and are being successful because of it?

Dr. Deming: I think it is about like asking whether somebody has learned to play the piano. There is no answer. What do you mean, "learn to play the piano"? Learn where middle C is on the piano and on the score of music? He can play a little. Has he learned to play the piano? What about someone [who] practices eight hours per day? He is learning to play the piano. He gives piano concerts and he practices eight hours a day. There are one or two in the country that practice ten hours per day, and those are prodigious hours, I can tell you. What do you mean by learning to play the piano?

Dr. Backaitis then talked about challenges in thought and application we face in the world today, and shared some insights she has gained about these challenges from Deming's ideas, connecting Deming's theories to application in this world. She stopped periodically to ask whether we are learning to play the piano, whether we are learning to apply Deming.

The fall conference also witnessed The Institute's first use of "open space technology." Open space consists of brainstorming issues of interest to participants; then,

people were free to attend any of the listed sessions. This process facilitated person-to-person connections and allowed the participants to be more active than in traditional presentations.

Breakout sessions also developed a number of intellectual connections between Deming's ideas and other thinkers or concepts. A few of those which might be considered more unusual at a W. Edwards Deming Institute conference are discussed below:

- Tom Dukich gave a talk entitled "Applied Metaphysics—Not a Contradiction," in which he articulated connections between Alfred North Whitehead, and Shewhart and Deming. He proposed that Whitehead's work was the origin of Deming's philosophy.
- Ernst Glauser talked about "Deming Philosophy and ISO Standards: Contradiction or Supplement." He addressed connections and disconnects between Deming's ideas and ISO.
- Scott Stegall, in "Synergizing with Deming and Goldratt," used an engaging "bottled tornado" simulation of organizations to demonstrate the harmonization between Goldratt's theory of constraints and The Deming System of Profound Knowledge. ■

Dr. Deming's Study

The American Statistical Association (ASA) maintains the W. Edwards Deming Study at ASA headquarters, 1429 Duke Street, Alexandria, VA. The study was designed to imitate Dr. Deming's home office and holds his library of books. The study is open to researchers weekdays, 8:30 a.m.–5:00 p.m. Please telephone ASA (703-684-1221) prior to your visit. ■

TACOMA PROJECT NOTES: Team reports featured at February event

Reports from the 11 community teams participating in the Collaborative on Family Violence will be featured February 28-29, in Tacoma, WA. Learning Session 3, which marks the official end of the collaborative, has an agenda that includes "closure, celebration, and a look to the future." Spreading innovations and holding the gains will be part of the discussion. Institute participants and the rest of the world are welcome. For information about attendance, contact: Betty Perry, 253-591-5437; E-mail: bperry@ci.tacoma.wa.us.

Bay Area Deming User Group Celebrates 10th Anniversary

The Bay Area Deming User Group celebrated its tenth anniversary, September 18, 1999, with a day of presentations and discussions about Dr. Deming's work and life. Seven speakers offered perspectives.

Nida Backaitis, consultant in management and organizational systems, spoke about the evolution and aim of The Deming System of Profound Knowledge and suggested areas where extension of the System of Profound Knowledge might be especially beneficial.

Diana Deming Cahill, one of Dr. Deming's daughters, provided anecdotes of special times with her father.

Art Darin, principal of Mt. Pleasant High School, and Ida Jew, superintendent of Mt. Pleasant Elementary School District—both in East San Jose—described the development of a student-learning-focused plan for school system-wide improvement.

Del Nelson, on faculty at American River College in Sacramento, led several group activities that called upon attendees to examine how shedding past personal failures and self-doubts could open great reservoirs of positive energy in the present. He encouraged the audience to recognize how their personal visions fit into the larger system, so that their dreams are system-based and not suboptimized.

Eve Okumura, director of training at Hawaii's Kapiolani Hospital, shared her personal journey across corporate, nonprofit, and health care environments guiding others and gaining deeper personal understanding of The Deming System of Profound Knowledge.

Scott Zogg, director of human resources at K/P Corporation in Seattle, described the values of a company that started as a family owned business and has not lost sight of the important place people have in long-term business success.

The Bay Area Deming User Group is part of the worldwide network of Deming Associations and is dedicated to promoting transformation according to Deming's philosophy to benefit business, community, and personal well-being. The group's aim is to (1) learn about and deepen their understanding of Dr. W. Edwards Deming's philosophy and methods, and (2) use the learning to apply Deming's methods in business and community, and help people live better by acting as an information resource on Deming's philosophy.

Toward that aim, the Bay Area Deming User Group meets monthly at facilities provided by local businesses or community groups. It has no formal membership or dues. All efforts are volunteer. In its 10-year history, the group has kept its focus on the Deming philosophy,

choosing not to pursue a generic quality approach, such as "taking the best of each of the gurus." The primary focus is on continual learning about the principles offered to the world by Dr. Deming. Bay Area Deming User Group participants with special areas of interest, such as systems thinking, education, or health care improvement have also met together on their own initiative to investigate their areas of concentration. Often, these groups bring their findings back for discussion at Bay Area Deming User Group sessions.

The Bay Area Deming User Group originated in 1989 following a Deming Four-Day Seminar in San Jose. A seminar facilitator, Bill Cooper, suggested the initiation of a Bay area group. Marcia Daszko, a helper-participant at the conference, coordinated the group's start-up with logistical help from Dan Robertson. Through the years, The Bay Area Deming User Group has benefited greatly from presentations and discussions with scores of speakers and facilitators who have generously offered their time and knowledge. ■

Using the Power of the Web

As The W. Edwards Deming Institute moves into the new millennium, it will be devising a fresh approach for using the web to achieve The Institute's aim of "fostering understanding of The Deming System of Profound Knowledge." Over the coming year, The Institute will work on the development and implementation of a long term Internet strategy that will enable The Institute to operate more efficiently, communicate more effectively, and achieve the aim more successfully. On the agenda is the launch of a revitalized Deming website with new communication content and tools.

The growing presence of the web in daily life has allowed disparate groups and individuals to interact in ways never before possible. This explosion of interactivity, new information technologies, and innovative Internet-focused products can enable The Institute to engage with the Deming community in new and exciting ways. The idea is to build the foundation for a long-term, sustainable Internet strategy, and web presence that will allow The Institute to connect with the Deming community through a variety of interactive web tools which collect and provide information. Please contact Kevin E. Cahill by E-mail at kevinc@civicsource.com with any comments, ideas, or suggestions. ■



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. In 1999, approximately 8,000 hours of time were donated to carry out The Institute activities.

Send address changes to:

The W. Edwards Deming Institute
P.O. Box 59511
Potomac, MD 20859-9511
E-mail: staff@deming.org
Telephone: 301-294-8405
Facsimile: 301-294-8406

MARK YOUR CALENDAR

- **Fall Conference**
October 14-15, 2000
Georgetown University
Conference Center
Washington, DC
- **Four-Day Video Seminar**
October 16-19, 2000
Georgetown University
Conference Center
Washington, DC

www.deming.org

Year 2000 Marks Deming's 100th Birthday Celebration

As 1999 wound down, much of the media engaged in list making. It came as no surprise to Institute participants that Dr. Deming's name figured prominently. He made the Los Angeles Times (October 25) list of the "Influential 50" figures or groups of people who most influenced business in the 20th Century. Similarly, Fortune magazine (November 22) reported, "Together Taylor, Drucker, and W. Edwards Deming have had more influence on the conduct of business and the quality of life in the U.S. and abroad than any CEO."

As The Institute prepares to celebrate Dr. Deming's 100th birthday at the fall conference in Washington, DC, we would like your help in gathering news clippings that discuss Dr. Deming's impact. We would also like your perspective about his influence. What principles and ideas would you point to that were radical concepts when Dr. Deming introduced them, but today are well accepted?

Please send your news clippings and short (75 words or less) essay about Dr. Deming's influence to: March Jacques, 15630 W. St. Francis Dr., New Berlin, WI 53151; E-mail: march@execpc.com.

Items received prior to July 16th will be considered for publication in a future edition of this newsletter. Items will also be submitted to the group planning the 100th birthday celebration. News clippings and other appropriate submissions will be forwarded for possible inclusion in the Deming Collection at the Library of Congress.

Volunteers interested in helping plan the 100th birthday party or any of The Institute's other conferences are encouraged to contact: Kim Melton, 706-864-1282; E-mail: kimelton@alltel.net. ■

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The W. Edwards Deming Institute®
PO Box 56511
Potomac, MD 20859-9511