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Deming's 14-point Management Philosophy 15

- 6. Institute training on the job
 - Everyone must be trained, as knowledge is essential for improvement.
- 7. Institute leadership to improve all job functions
 - Supervision must change from chasing, to coaching and support.
 - It is a manager's job to help their people and their systems do a better job.

Top Theories and Philosophies Quiz Quiz

Deming's Philosophy

During the 1970s and 1980s Deming wrote a series of articles designed to explain what was responsible for the Japanese emergence in global manufacturing. In 1981 he published an article detailing his 14 points for management. These 14 points were the basis for his approach to quality management.

Deming's approach is revolutionary—not evolutionary. *Throw out your old system of management—implement the 14 points. Not just some of them—ALL of them. And the points go far beyond what is considered to be quality control—they affect all areas of management.*



Deming's 14-point Management Philosophy 21

- 13. Institute a vigorous program of education and self-improvement for everyone
 - There must be a continuing commitment to training and educating managers and professional staff.

"Massive training is required to instill the courage to break with tradition. Every activity and every job is a part of the process."

Top Theories and Philosophies Quiz Quiz

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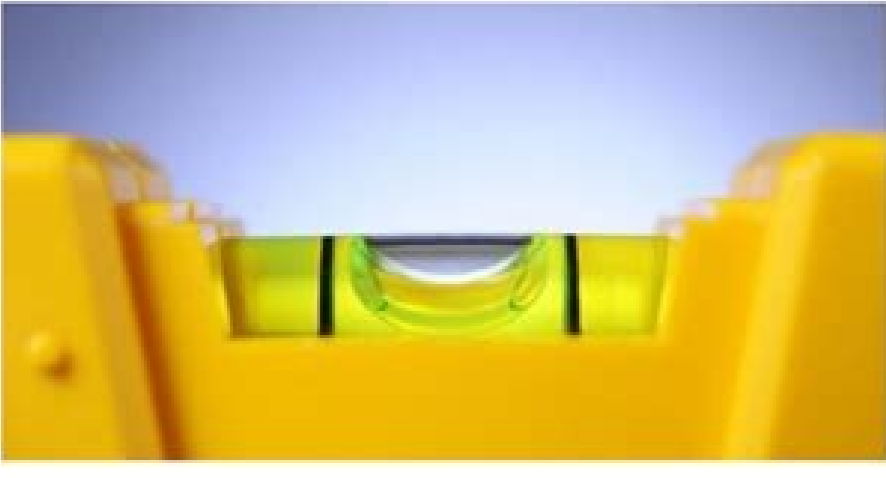
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Deming's 14-Point Philosophy

A Recipe for Total Quality



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The concept of quality is at the core of many of our ideas about effective management and leadership, and programs like **Total Quality Management** and **Six Sigma** have been at the heart of many companies' success.

We know now that quality needs to be built into every level of a company, and become part

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Deming Philosophy

1. Create and Publish Aims/Purpose of Firm
2. Learn the New Philosophy
3. Understand Purpose of Inspection
4. Stop Awarding Business on Price Alone
5. Improve Constantly and Forever the System
6. Institute Training
7. Teach and Institute Leadership

All Patonvan, Faculty of Management and Information Sciences, Nanyang University

Skip to main content Skip to content table Working referenceDOI: The ideology of W. Edwards Deming has been outlined as follows: "Dr. W. Edwards Deming taught that by adopting appropriate management principles, organizations can increase quality and simultaneously reduce costs (reducing waste, work, staff attrition and litigation while increasing customer loyalty). The key is to practice continuous improvement and think about manufacturing as a system, not as bits and pieces." Dr. W. Edward Deming is considered the creator of the quality revolution in Japan. Its findings are statistical and provide an influential understanding of exceptional quality management; its book called Outside the Crisis outlines the 14 Deming points on quality management. These may be very contrary to traditional management standards. However, when there is a change in quantity to quality one must perform some.... This is a preview of the subscription content, log in to check the access. Deming, W. E. (2000a). Out of crisis. Cambridge, MA: MIT Press (first MIT press edition). ISBN 0-262-54115-7. Google ScholarDeming, W. E. (2000b). The new economy for industry, government, education (2nd edition). Cambridge, MA: MIT Press. ISBN 0-262-54116-5. Google ScholarMasters, R. (2004). Fourteen quality points and leadership in managing successful companies, Fort Hays State University, www.sbaer.uca.edu/research/sbida/1992/pdf/02.pdf.pdf. Access 29 May 2011. © Springer-Verlag Berlin Heidelberg 2013Catalina Soriana SitnikovEmail author1. Faculty of Economics and Business AdministrationUniversity of CraiovaCraiovaRomania © iStockphotokyoshino Find the right balance between quality and speed. The concept of quality is at the core of n'Azaroc n'Azaroc le ne odatsé nah amgiS xiS y tmemeganaM ytilauQ latoT omoc samargorp y .ogzaredil le y avitcefe n'Áitseg al erbos saedi sartséun ed J I'm gonna go J I'm sorry. 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Ensure that leaders are accessible and work with teams to act in the company's best interests. Open and honest use to remove fear from the organization. 9. Break Down Barriers Between Departments Build the "internal customer" concept eÁÁÁ recognize that each department or function serves other departments that use their output. Build a shared vision. Use cross-functional teamwork to build understanding and reduce adversarial relationships. Focus on collaboration and consensus instead of compromise. 10. Get Rid of Unclear Slogans Let people know exactly what you want eÁÁÁ don't make them guess. "Excellence in service" is short and memorable, but what does it mean? How is it achieved? The message is clearer in a slogan like "Always be striving to be better." However, don't let words and nice-sounding phrases replace effective leadership. Outline your expectations, and then praise people face-to-face for doing good work. 11. Eliminate Management by Objectives Look at how processes are carried out, not justÁ Ánumerical targets. Deming said that production targets can encourage high output but result in low quality. Provide support and resources so that both production levels and quality are high and achievable. Measure the process rather than the people behind the process. There are situations in which approaches like Management By Objectives are appropriate, for example, in motivating sales-people. As Deming points out, however, there are many situations where a focus on objectives can lead people to cut corners with quality. You'll need to decide for yourself whether or not to use these approaches. If you do, make sure that your objectives will motivate. 12. Remove Barriers to Pride of Workmanship Allow everyone to take pride in their work without being rated or compared. Treat workers equally, and don't make them compete with colleagues for monetary or other rewards. Over time, the quality system will naturally raise the level of everyone's work to an equally high level. 13. 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