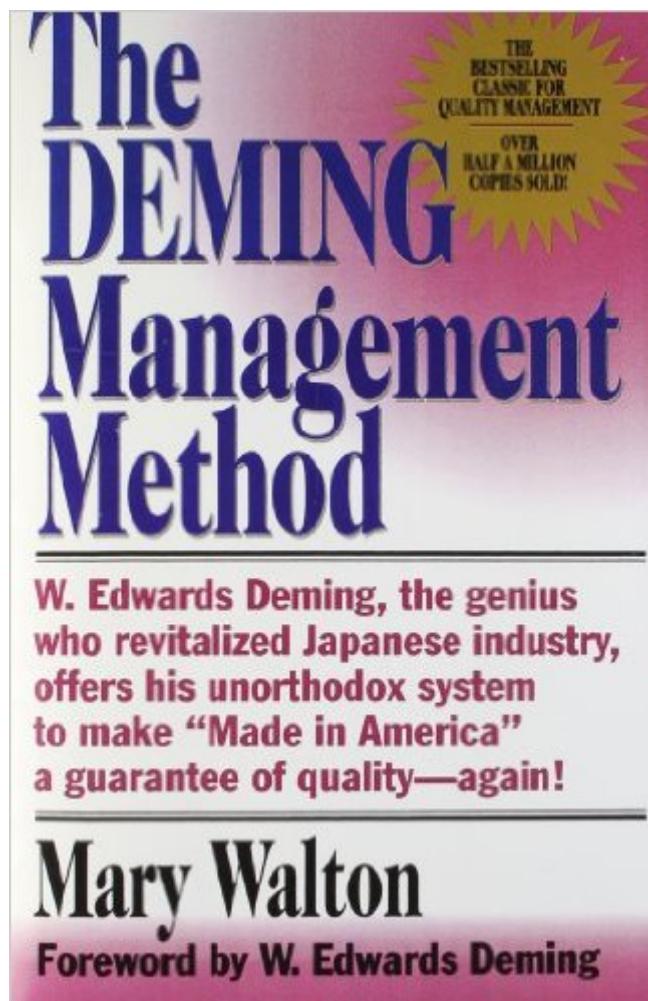


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The Deming Management Method



Synopsis

Whether you're the owner of our own small business, a middle manager in a mid-sized company, or the CEO of a multinational, this book can show you how to improve your profits and productivity. How? By following the principles of The Deming Management Method. Middle- and top-echelon managers in particular will find Dr. Deming's method provocative and controversial. He is for a total revamping of the way American managers manage. Some of his pet peeves are: managers who manage by slogans or by setting quotas, managers who don't know what their jobs are and who can't define the responsibilities of the workers under them, managers who tend to blame workers, not realizing that workers want to take pride in their work. Change, Dr. Deming believes, starts at the top with an informed, quality-conscious management. This book includes excellent advice on how to achieve that level of management expertise in the author's analysis of Dr. Deming's famous 14 Points for Managers and his Deadly diseases of management. Dr. Deming's management techniques are all carefully explained in this detailed, step-by-step treatment of their major points and of their practical applications to everyday business life. A large portion of The Deming Management Method is devoted to practical applications of the method by some of American's most innovative firms, including Honeywell, AT&T and Campbell's Soup.

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Customer Reviews

When I purchased this book in the late 80's I thoroughly enjoyed the story-telling approach of this book. It was a philosophical awakening. Oh, I'd heard of Deming, studied statistical process control,

and even read portions of his famous "14 Points for Managers." I often wondered why these ideas never caught on in American. Later, while working for a Japanese company, Kao, I had what alcoholics called a moment of clairvoyance. An American manager and a Japanese manager were jointly leading a meeting to find the cause of a production problem. The American manager lunged into the old familiar blame game. The Japanese manager calmly turned to his colleague and said politely, "The purpose of our meeting is to find the cause of the problem and develop countermeasures (a Japanese management term)." This brought this book clearly in focus for me. The Japanese got Deming because they were focused on the process of making a better product. American managers, especially MBAs, are focused on the product: selling it. They don't understand the process and won't bother to learn it ' let the engineers do that. The Japanese and Germans strive to continually improve products beyond the control limits set by the customers; they understand the value of providing a product a customer can't live without. It is my opinion that the Japanese methods have gone well beyond Deming. I don't think recent attempts such as ISO-9000 and six-sigma can match these revolutionary, philosophical changes. Deming had it right in the beginning: statistical process control alone won't improve quality. That's all ISO-9000 and six-sigma are: tools for engineers, not managers. After the biographical information on Dr. Deming, Mary Walton sits through one of Deming's leadership courses.

The old adage applies to this book. There is no management method inside. Walton's work is long in the tooth. Her superficial, journalistic treatment of quality and productivity is poorly understood. She attempts to cover too much ground with too little understanding. It is a stretch to claim Deming's lecture circuit talking points contains a management message. Deming's genius was as a statistician. He was also a humanitarian. He integrated himself into the Japanese culture to better understand and develop lasting relationships with his hosts. He was generous in donating publication royalties to the fledgling Japanese Union of Engineers and Scientist (JUSE). JUSE's prize bearing Deming's name is a measure of his generosity and humanity, not his management competence. His Japanese lectures on statistical methods, along with the standardization movement were influential in setting Japanese quality efforts in motion. JUSE soon realized that quality, productivity, customer service management, and zero defects required more than Deming could provide. American publishers elevated Deming to guru status. Written during the mid eighties, this book's target was the US manager starved for some direction with which to combat the Japanese methodical implementation of quality and productivity. The publisher simply cashed in on an American name that had a Japanese quality prize attached to it. Deming's message may have

been innovative for the forties, but today statistics-based productivity programs like Six Sigma incorporate a true management method. If you need to learn management statistics, consult "Introduction to Quality Control" by Kaoru Ishikawa. The Deming "cycle" and statistical analysis is taken from Dr. Shewhart's 1932 work.

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