

DEMING'S 14 POINTS FOR MANAGERS

1. Create constancy of purpose toward improvement of product and service, with the aim of becoming competitive and staying in business, and providing jobs.
2. Adopt the new philosophy. We are in a new economic age. Western management must awaken to the challenge, learn their responsibilities and take on leadership for change.
3. Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product.
4. End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move toward a single supplier for any one item, on a long-term relationship of loyalty and trust.
5. Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs.
6. Institute training on the job.
7. Institute leadership. The aim of supervision should be to help people and machines and gadgets to do a better job. Supervision of management is in need of overhaul, as well as supervision of production workers.
8. Drive out fear, so that everyone may work effectively for the company.
9. Break down barriers between departments. People in research, design, sales and production must work as a team to foresee problems of production and in use that may be encountered with the product.
10. Eliminate slogans, exhortations and targets asking for zero defects and new levels of productivity. Most causes of low quality/productivity belong to the system and lie beyond the workforce's power.
11. Remove barriers that deprive hourly workers of their right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality.
12. Remove barriers that rob people in management and engineering of their right to pride of workmanship. This means abolishing the annual or merit rating and of management by objective.
13. Institute a vigorous programme of education and self-improvement.
14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.

[Learn more...](#)