Deming’s 14 Points Revisited

1 . Top Management must adopt the goal of Continual Improvement for Products and Services. A clear policy must be adopted to invest up front in the Prevention of defects/mistakes, in order to assure long term profitability or effective use of fixed resources (as in the case of NGOs or other non-profit organizations). One example is the use of the PDCA cycle.

2. Top Management must firmly commit to the philosophy of Continual Improvement as evidenced by a willingness to invest resources in it. Without a commitment from Top Management, no Quality Improvement effort can succeed.

3. Quality cannot be achieved by mass inspection procedures, or Acceptance Sampling practices. It can only be achieved by Process Improvement using the techniques of Statistical Process Control.

4. The only thing that matters is *Price* **and** *Quality.* Never rely on price alone as an indicator of value. Require evidence of Quality. Always move towards the few best Suppliers.

5. Quality Improvement is a constant process. Always search for problems and address them immediately. Recall the PDCA cycle and FMEA tools.

6. Modern job training is for everyone including Management. You can’t count on hiring the perfect employee, you must develop your personnel to make the best use of them.

7. Management must provide employees with the necessary means to do a better job.

8. One-way communication is not effective in a Quality Improvement environment. People must be given the opportunity to express themselves in an appropriate and timely fashion.

9. Organizational boundaries must be made permeable to accommodate the team approaches necessary for Quality Improvement efforts. This is mandatory for the success in efforts such as FMEA, Six Sigma, etc.

10. Talk is cheap. Get rid of slogans, posters and other “Flavor of the Month” type gimmicks. They just breed cynicism. Concentrate on improving the Processes.

11. Quotas are dangerous. Overall Quality is the target.

12. Forced merit ratings on numerical scales have a disastrous effect on morale. Substitute regular two way discussions on Opportunities for Improvement with personnel and provide the resources to achieve them.

13. A vigorous program of Education is necessary for employee Self-Improvement. Advances in Competitive Position have their roots in Knowledge.

14. Clearly define Top Management’s role to Ever-Improving Quality and Productivity. The entire Organization must know what they are committed to or change will not happen.