

## DR. DEMING'S 14 points

### DR. DEMING'S 14 points FOR TOP MANAGEMENT

The 14 points are obviously the responsibilities of top management. No one else can carry them out. Quality is everybody's job, but quality must be led by management.

The 14 points apply anywhere, to small organizations as well as to large ones. The management of a service industry has the same obligations and the same problems as management in manufacturing.

1. Create constancy of purpose toward improvement of product and service, with a plan to become competitive and to stay in business. Decide whom top management is responsible to.
2. Adopt the new philosophy. We are in a new economic age. We can no longer live with commonly accepted levels of delays, mistakes, defective materials, and defective workmanship.
3. Cease dependence on mass inspection. Require, instead, statistical evidence that quality is built in, to eliminate need for inspection on a mass basis. Purchasing managers have a new job, and must learn it.
4. End the practice of awarding business on the basis of price tag. Instead, depend on meaningful measures of quality, along with price. Eliminate suppliers that cannot qualify with statistical evidence of quality.
5. Find problems. It is management's job to work continually on the system (design, incoming materials, composition of material, maintenance, improvement of machine, training, supervision, retraining).
6. Institute modern methods of training on the job.
7. Institute modern methods of supervision of production workers. The responsibility of foremen must be changed from sheer numbers to quality. Improvement of quality will automatically improve

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productivity. Management must prepare to take immediate action on reports from foremen concerning barriers such as inherited defects, machines not maintained, poor tools, fuzzy operational definitions.

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 that may be encountered with various materials and specifications.

10. Eliminate numerical goals, posters, and slogans for the workforce, asking for new levels of productivity without providing methods.

11. Eliminate work standards that prescribe numerical quotas.

12. Remove barriers that stand between the hourly worker and his right to pride of workmanship.

13. Institute a vigorous program of education and retraining.

14. Create a structure in top management that will push every day on the above 13 points