

**W. EDWARDS DEMING on TOTAL QUALITY MANAGEMENT:
The 14 POINTS, 7 DEADLY DISEASES, and THE OBSTACLES**

THE 14 PRINCIPLES OF TQM:

1. Create constancy of purpose for the improvement of product and service.
2. Adopt the new philosophy.
3. Cease dependence on mass inspection.
4. End the practice of purchase by price tag alone.
5. *Constantly and forever improve the system of production and service.*
6. Institute training.
7. Adopt and institute leadership.
8. Drive out fear.
9. Break down barriers to communication between departments.
10. Eliminate slogans, exhortations, and targets.
11. a) End numeric quotas for production workers.
b) End numeric goals for managers.
12. Remove barriers to pride in workmanship.
13. Encourage education and self-improvement for the workforce.
14. Put everyone to work on the transformation.

THE SEVEN DEADLY DISEASES:

1. Lack of constancy of purpose.
2. Focus on short-term financial returns.
3. Performance evaluations, merit ratings, or annual reviews.
4. Mobility of management.
5. Management by visible numbers only.
6. Excessive medical costs.
7. Excessive cost of warranty fueled by contingency-fee lawyers.

THE OBSTACLES:

1. Hopes for "Hasty Pudding," i.e., quick fixes.
2. Gadgetry/automation/"techno-solutions."
3. Copycat-ism; adopting someone else's system.
4. "Yes, but" excuses: "Our problems are different..."
5. "Our QC department handles all of our problems."
6. Blame the workers.
7. False starts.
8. "We installed quality control, that's all that's necessary."
9. "We need only meet the specifications..."
10. The Fallacy of "Zero Defects."