Deming’s 14 Points for the Transformation of Management

First presented in Dr. Deming’s seminal book, Out of the Crisis

1. Create constancy of purpose for improving products and services
2. Adopt the new philosophy
3. Cease dependence on inspection to achieve quality
4. End the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier
5. Improve constantly and forever every process for planning, production, and service
6. Institute training on the job
7. Adopt and institute leadership
8. Drive out fear
9. Break down barriers between staff areas
10. Eliminate slogans, exhortations, and targets for the workforce
11. Eliminate numerical quotas for the workforce and numerical goals for management
12. Remove barriers that rob people of pride of workmanship, and eliminate the annual rating or merit system
13. Institute a vigorous program of education and self-improvement for everyone
14. Put everybody in the company to work accomplishing the transformation

“My 14 Points for Management follow naturally as application of the System of Profound Knowledge for transformation from the present style of management to one of optimization.”
- Dr. Deming

“We must preserve the power of intrinsic motivation, dignity, cooperation, curiosity, joy in learning, that people are born with.”
- Dr. Deming

Learn More at deming.org/fourteen-points

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