

Deming's 14 Points for the Transformation of Management

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

"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

- 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*

Learn More at deming.org/fourteen-points