

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

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