

# The Burning Mind Project

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# The 10 Principles in Practice

The principles of the Burning Man Project may reframe our understanding of Deming's 14 points.

## Burning Man

### Quality and Innovation in the Spirit of Deming

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W Edwards Deming was one of the first advocates for honoring the human side of quality. In 1986, he first presented the 14 points that constitute his theory of management in *Out of the Crisis*. As part of the 14 points he encourages people to "adopt the new philosophy" embodied in his System of Profound Knowledge, which integrates systems thinking, knowledge of variation, seeking to understand what is known and not known, and knowledge of psychology. Once internalized, he felt that the system would result in a transformed individual who would perceive new meaning in his or her life, in events, and in relationships.<sup>1</sup>

The relevance of Deming's contributions has not diminished since they were introduced. According to a recent analysis of articles in the *Quality Management Journal*, this text has been the single most influential resource used by researchers who have published in that journal since it was launched in 1993.<sup>2</sup> The 14 points and System of Profound Knowledge have been critical influences in the development of total quality management (TQM) and the concept of quality culture in general.<sup>3</sup>

But all systems must eventually evolve and adapt to changes in the external environment, and quality is no exception. The 2011 ASQ Future of Quality Study, entitled "Emergence,"<sup>4</sup> emphasized eight key forces that are now shaping the future of quality. Included within the eight forces are global social responsibility, a shift in consumer awareness toward participative co-creation of value, the increasing rate of change, a workforce of the future that demands new models for learning, and the innovation of new systems for "adapting the way we live to create a sustainable future."<sup>5</sup> Each of these elements directly influences organizational culture, which has been a focal element in the management of quality since it emerged as a discipline in the mid-20<sup>th</sup> century.

In light of the volatility of the global economy since 2008, we are at a crossroads where it may be useful to re-examine the proven strength of these fundamental concepts in the context of the new forces shaping the future of quality. To do this, we explored the philosophy of Burning Man, which embodies at its core the values of social responsibility, co-creation of value, and new models for learning.

## Our Vision:

Inspire people to discover, hone, and share their gifts.

## Our Mission:

To operationalize the gift economy in higher education through the systematic application of the Ten Principles.

## Our Modus Operandi:

DRIVE OUT FEAR!

# The 10 Principles in Practice

Oh The Places You'll Go at Burning Man!

Oh, the Places  
You'll Go!

0:05 / 7:09

Oh The Places You'll Go JMU ISAT 252/341

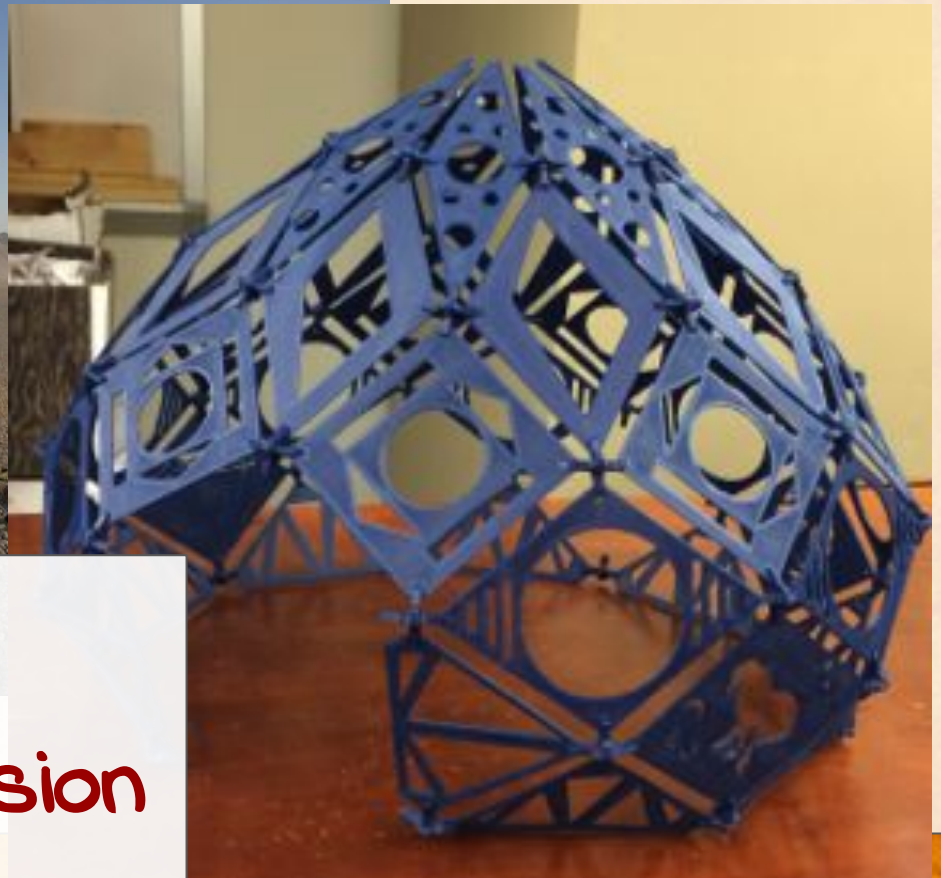


3:42 / 5:03

Communal Effort  
Immediacy



# The 10 Principles in Practice



Participation  
Radical Self-Expression

# The 10 Principles in Practice

## ISAT 340 & 348–Fall 2015

Keep calm and <programming />

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### Choose-Your-Own-Grade

Although I think it deserves at least a book-length explication, I'll try to explain briefly the philosophy behind the choose-your-own-grade approach. I'll include links to relevant research and writings that you can follow-up on if you're curious.

I've made a truly ISAT-ty study of grades—looking at their history, psychometric and statistical properties, political, economic, cultural and sociological expression, and their cognitive, motivational, and affective impacts. As it turns out, *none* of these perspectives provides evidence or analysis that supports using grades to evaluate student performance. Except for one, and I'll start with that.

### The argument FOR using grades

There's only one, and it's simple: it's an efficient way to provide feedback to a large number

Decommodification  
Civic Responsibility

2  
Bountyfy