

W. Edwards Deming Quotes

*Management, Quality, People, Jobs, Important, Doe, Risk, Improvement,
Leadership, Needs, Problem, Learning, Theory, Knows, Business, Data,
Helping, Should, Responsibility, Knowledge*

If you can't describe what you are doing as a process, you don't know what you're doing.

~W. Edwards Deming

Put a good person in a bad system and the bad system wins, no contest.

~W. Edwards Deming

Quality comes not from inspection, but from improvement of the production process.

~W. Edwards Deming

Two basic rules of life are: 1) Change is inevitable. 2) Everybody resists change.

~W. Edwards Deming

The greatest waste is failure to use the abilities of people to learn about their frustrations and about the contributions that they are eager to make.

~W. Edwards Deming

In God we trust; all others bring data.

~W. Edwards Deming

It is not necessary to change. Survival is not mandatory.

~W. Edwards Deming

Management by results - like driving a car by looking in rear view mirror.

~W. Edwards Deming

Stamping out fires is a lot of fun, but it is only putting things back the way they were.

~W. Edwards Deming

Improve quality, you automatically improve productivity.

~W. Edwards Deming

It's not enough to do your best; you must know what to do & then do your best.

~W. Edwards Deming

The ultimate purpose of collecting the data is to provide a basis for action or a recommendation.

~W. Edwards Deming

Understanding variation is the key to success in quality and business.

~W. Edwards Deming

Inspection with the aim of finding the bad ones and throwing them out is too late, ineffective, and costly. Quality comes not from inspection but from improvement of the process.

~W. Edwards Deming

Manage the cause, not the result.

~W. Edwards Deming

Quality is pride of workmanship.

~W. Edwards Deming

Each system is perfectly designed to give you exactly what you are getting today.

~W. Edwards Deming

We should work on our process, not the outcome of our processes.

~W. Edwards Deming

You must not run your Organization as a functional hierarchy. You must understand it as a System.

~W. Edwards Deming

Learning is not compulsory; it's voluntary. Improvement is not compulsory; it's voluntary. But to survive, we must learn.

~W. Edwards Deming

Defects are not free. Somebody makes them, and gets paid for making them.

~W. Edwards Deming

It is a mistake to assume that if everybody does his job, it will be all right. The whole system may be in trouble.

~W. Edwards Deming

Divide responsibility and nobody is responsible.

~W. Edwards Deming

Uncontrolled variation is the enemy of quality.

~W. Edwards Deming

Quality is everyone's responsibility.

~W. Edwards Deming

A bad system will beat a good person every time.

~W. Edwards Deming

Nobody goes to work to do a bad job.

~W. Edwards Deming

Just because you can measure everything doesn't mean that you should.

~W. Edwards Deming

If you wait for people to come to you, you'll only get small problems.

You must go and find them. The big problems are where people don't realize they have one in the first place.

~W. Edwards Deming

The customer is the most important part of the production line.

~W. Edwards Deming

A system is a network of interdependent components that work together to try to accomplish the aim of the system. A system must have an aim. Without the aim, there is no system.

~W. Edwards Deming

Managing by results only makes things worse.

~W. Edwards Deming

Nothing happens without personal transformation.

~W. Edwards Deming

Don't expect smart people to listen to you without proof.

~W. Edwards Deming

People are entitled to joy in work.

~W. Edwards Deming

What makes a scientist great is the care that he takes in telling you what is wrong with his results, so that you will not misuse them.

~W. Edwards Deming

You can expect what you inspect.

~W. Edwards Deming

Quality starts in the boardroom.

~W. Edwards Deming

We are being ruined by the best efforts of people who are doing the wrong thing.

~W. Edwards Deming

The system that people work in and the interaction with people may account for 90 or 95 percent of performance.

~W. Edwards Deming

The worker is not the problem. The problem is at the top! Management!

~W. Edwards Deming

Profit in business comes from repeat customers, customers that boast about your project or service, and that bring friends with them.

~W. Edwards Deming

A leader's job is to help his people.

~W. Edwards Deming

The result of long-term relationships is better and better quality, and lower and lower costs.

~W. Edwards Deming

Rational behavior requires theory. Reactive behavior requires only reflex action.

~W. Edwards Deming

All anyone asks for is a chance to work with pride.

~W. Edwards Deming

To manage one must lead. To lead, one must understand the work that he and his people are responsible for

~W. Edwards Deming

Learning is not compulsory; it's voluntary... But to survive, we must learn.

~W. Edwards Deming

...the most important things we need to manage can't be measured.

~W. Edwards Deming

Eighty percent of American managers cannot answer with any measure of confidence these seemingly simple questions: What is my job? What in it really counts? How well am I doing?

~W. Edwards Deming

People work in the system. Management creates the system

~W. Edwards Deming

You can not achieve an aim unless you have a method.

~W. Edwards Deming

Choice of aim is clearly a matter of clarification of values, especially on the choice between possible options.

~W. Edwards Deming

If you do not know how to ask the right question, you discover nothing.

~W. Edwards Deming

It would be a mistake to export western management to a friendly country.

~W. Edwards Deming

I think that people here expect miracles. American management thinks that they can just copy from Japan - but they don't know what to copy!

~W. Edwards Deming

Plants don't close from poor workmanship, but from poor management.

~W. Edwards Deming

Whenever there is fear, you will get wrong figures.

~W. Edwards Deming

People learn in different ways: reading, listening, pictures, watching.

~W. Edwards Deming

If someone can make a contribution to the company he feels important.

~W. Edwards Deming

The average American worker has fifty interruptions a day, of which seventy percent have nothing to do with work.

~W. Edwards Deming

Confusing common causes with special causes will only make things worse.

~W. Edwards Deming

You can only elevate individual performance by elevating that of the entire system.

~W. Edwards Deming

Anyone that enjoys his work is a pleasure to work with.

~W. Edwards Deming

Does experience help? NO! Not if we are doing the wrong things.

~W. Edwards Deming

No one can measure the loss of business that may arise from a defective item that goes out to a customer.

~W. Edwards Deming

You have to manage a system. The system doesn't manage itself.

~W. Edwards Deming

For Quality: Stamp out fires, automate, computerize, M.B.O., install merit pay, rank people, best efforts, zero defects. **WRONG!!!!** Missing ingredient: profound knowledge.

~W. Edwards Deming

The most basic problem is that performance appraisals often don't accurately assess performance.

~W. Edwards Deming

We have to bring back the individual. Management has smothered the individual.

~W. Edwards Deming

Innovation comes from people who take joy in their work.

~W. Edwards Deming

You do not install quality; you begin to work at it.

~W. Edwards Deming

We should be guided by theory, not by numbers.

~W. Edwards Deming

A man who knows not his limitations is of no use to anyone.

~W. Edwards Deming

There is no substitute for knowledge.

~W. Edwards Deming

There is no economy in having one operation produce a part and another separate the good ones from the bad ones.

~W. Edwards Deming

People need to know what their jobs are.

~W. Edwards Deming

The only useful function of a statistician is to make predictions, and thus to provide a basis for action.

~W. Edwards Deming

Now, we learn that a system must have an aim. Without an aim, there is no system.

~W. Edwards Deming

Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.

~W. Edwards Deming

A committee appointed by the President of a company will report what the President wishes to hear. Would they dare report otherwise?.

~W. Edwards Deming

Management of outcomes may not be any more than a skill. It does not require knowledge.

~W. Edwards Deming

A goal without a method is nonsense.

~W. Edwards Deming

A system must be managed. It will not manage itself.

~W. Edwards Deming

Information is not knowledge. Let's not confuse the two.

~W. Edwards Deming

You should not ask questions without knowledge.

~W. Edwards Deming

Shrink, shrink variation, to reduce the loss.

~W. Edwards Deming

A leader knows who is outside of the system and needs special help.

~W. Edwards Deming

You can not plan to make a discovery. You do not plan innovation.

~W. Edwards Deming

Experience by itself teaches nothing... Without theory, experience has no meaning. Without theory, one has no questions to ask. Hence, without theory, there is no learning.

~W. Edwards Deming

It is wrong to suppose that if you can't measure it, you can't manage it - a costly myth

~W. Edwards Deming

People are born with intrinsic motivation, self-esteem, dignity, curiosity to learn, joy in learning.

~W. Edwards Deming

Any manager can do well in an expanding market.

~W. Edwards Deming

Does the customer invent new product or service? The customer generates nothing. No customer asked for electric lights. There was gas and gas mantles, which gave good light.

~W. Edwards Deming

He that would run his company on visible figures alone will in time have neither company nor figures.

~W. Edwards Deming

Competition should not be for a share of the market-but to expand the market.

~W. Edwards Deming

People need to know how their job contributes.

~W. Edwards Deming

Mere allocation of huge sums of money for quality will not bring quality.

~W. Edwards Deming

Judging people does not help them.

~W. Edwards Deming

Scrap doesn't come for free, we pay someone to make it.

~W. Edwards Deming

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