

DEMING INTERACTION



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The W. Edwards Deming Institute®

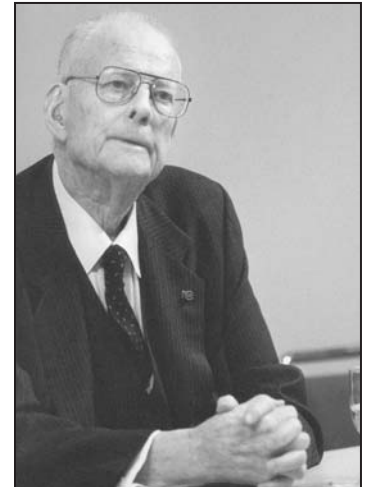
Deming association takes root in Uruguay

A charter of incorporation for a new Deming association in Uruguay was signed September 12, 2005 at a conference in Montevideo. The new organization – Instituto W. Edwards Deming (Uruguay) – will serve a region that includes Argentina, Chile, Paraguay and Brazil.

About 200 businessmen attended the association's inaugural meeting. Dr. Joyce Orsini, president of The W. Edwards Deming Institute, made a presentation on Deming's theory of management. A congratulatory letter from the Institute's chairman, Diana Cahill, also was read at the gathering.

Gustavo Rodríguez Baltar and Herman Kurz, of Advanced Human Systems in Montevideo, spearheaded the initiative, which has been in the works for some time. Since the first conference in September, study groups have met to discuss Deming's books and DVDs of Deming's four-day seminar.

The association plans to hold a three-day seminar in Montevideo sometime next year. For more information, contact Gustavo Rodríguez Baltar at gustavorodriguez@ahs.com.uy. ■



courtesy MIT Press

Deming's books soon available in Russian

Dr. Deming's two last books on management, *Out of the Crisis* and *The New Economics for Industry, Government, Education* will soon be available in the Russian language. Licenses were granted last year, and publishers are actively working on the translations, aiming for a fall 2006 publication date.

In addition to the original English language edition, *Out of the Crisis* is already available in Chinese, Dutch, French, Italian, Portuguese, Serbian, and Turkish. *The New Economics for Industry, Government, Education* is available in Bulgarian, Chinese, French, Japanese, Portuguese, Serbian, and Spanish. ■

“Transformation in any organization will take place under a leader. It will not be spontaneous.”

– W. Edwards Deming
The New Economics, p. 116.

West Coast Forum explores possibilities

More than 170 attendees traveled from across the United States and from away as Zurich and Leeds to take part in the In2:InThinking Network's (In2:IN) fifth annual forum, March 30 - April 4, 2006 in Los Angeles, California. The weekend conference was preceded by two days of pre-conference workshops and followed by a 2-day post-conference workshop.

The theme of the event was “Daring to Explore – Creating Possibilities Together.” Presentations ranged from Peter Collis's “Silent Leadership” to Russell Ackoff's “The Biggest Mistakes Managers Make” to Dick Steele's “Having Fun With Performance Appraisals.” A set of DVDs of all twelve forum presentations can be purchased online at www.in2in.org.

The aim of the In2:IN and its annual forum is to increase the consciousness of better thinking in individuals and organizations. This year's forum was made possible through the efforts of an international network of volunteers and sponsors, including The W. Edwards Deming Institute and Pratt & Whitney Rocketdyne.

Next year's forum will be held in Los Angeles, April 12-17, 2007. For more information on the In2:IN, including this year's forum and networking opportunities, please visit www.in2in.org or call 818-489-3005. ■

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The W. Edwards Deming Institute®
fostering understanding of
The Deming System of Profound Knowledge®

Some notes on management in a hospital

W. Edwards Deming, Ph.D.

The following excerpt comes from an article by Dr. Deming published in the Journal of the Society for Health Systems, Volume 2, Number 1, Spring 1990. A hospital stay provided Dr. Deming with additional evidence that: "Hard work and best efforts are not sufficient for optimization of a system." Writing as "an observing, grateful patient," Dr. Deming found that the "best efforts of nurses, with their special skills and knowledge, [were] to a large extent squandered."

... I was wondering about these thermometers with a heavy electric cord attached. Speedy, yes, but impossible for a patient to hold correctly because of the heavy cord. The patient can only hold the thermometer against his cheek. The reading could be a whole degree low, I surmise. The aide that records temperature seemed to be totally indifferent. A reading, after all, is a reading.

The wash basin in my room has not enough space on it for a shaving mug, barely enough for a shaving brush. Bought at lowest price tag, I surmise.

The man that designed the shower had obviously never used one. The shower head, when not held by hand, can only dangle and flood the floor. There is a tiny shelf in the shower big enough to hold only a wafer of soap. There is only one bar to hold on to. Use of this shower would be a risky business without a friend close by for rescue. Somebody sold somebody a bill of goods.

Intravenous diffusion due at 6 a.m. The nurse came at 5:05 a.m. to insert the needle into the more or less permanent spigot, known as a Heparin Lock, in my left arm and departed. The infusion would run around 90 minutes. Meanwhile, some time after she left, in reaching for something on the shelf, I reached too far and pulled the needle out of the Heparin Lock.

The nurse, when she came in around 6 a.m., saw what had happened. She was startled, but said not a word. She merely carried everything away, liquid and tube. I supposed that she would return and start over. Time went on. No return.

At 8:30 a.m. I reported to Meg, head nurse in charge of the shift, that the intravenous diffusion had not been given. It might be important to me, and important to Dr. D., else why bother with it? Meg's first impulse was to call (at home and maybe asleep) the nurse that left the job undone. It seemed to me, I told her, that it matters not what the nurse might say. I know what happened, and what did not. I called Dr. Sch. His secretary said that she would notify him at once and that he would call Dr. D.

The infusion came straightaway. The head nurse returned to say that the nurse that was to give the infusion had recorded the infusion as given. It is possible that she recorded it in advance, with the intention to give it, and did not correct the record. Is this the regular procedure, to record intentions? Who would know?

An unsuspecting physician, looking at the record for his patient, would assume that the infusion had been given, and could draw wrong inferences about how the patient had been doing on the drug. In my case, as it turned out, no harm. But how would he know? A nurse, or a physician, has a right to suppose that the medication was delivered as ordered and as recorded.

What is the purpose of the record? To inform the physician about intentions, or to tell him what happened?

... The food is superb. The lasagna yesterday noon was the best that I have had since the days of Iacominni's Restaurant in Akron. The baked chicken today was superb: wing attached, browned to perfection, and the sweet potato, all steaming hot. Excellent beef and barley broth.

Some notes on management in a hospital

Continued

Such food in a fine restaurant would cost \$20. If only the food came on dishes with a white or light colored moulded pattern, instead of on battered brown. These trays and dishes were purchased at lowest bid, I surmise, or maybe were donated by a soup kitchen on purchase of new ones.

The Fettuccini Alfredo for dinner Monday night was the best ever, with three packets of parmesan cheese, as good as any Fettuccini Alfredo that I ever had this side of Rome. The broccoli soup was delicious. The beautiful looking apple dumpling was hot and tempting. I had already eaten enough food, but with one taste, just for trial, the dumpling was irresistible, so I finished it whether I needed it or not.

Fifteen hours elapse between dinner and breakfast. I was hungry in the middle of the night, first night. Fortunately had candy bars on hand.

I have learned how to acquire and store up food like a squirrel if I get hungry during the night. I order for dinner milk as well as coffee, set the milk aside for use during the night. On hand, from friends, I have wonderful Scottish short bread from Scotland, Waverly crackers, and candy bars. Also, I order a ripe banana for breakfast every day, and put it in storage. I now have two bananas on hand, the number that I started with, but not the same bananas; FIFO is my system, first in first out.

... My nurse of the moment put on a hot towel this afternoon. "I'll be back in 20 minutes, and if I don't come, please ring." Sixty-five minutes later I pressed the button. A helper came in and explained to me that this was not her kind of job, so she cancelled the light for the nurse and went off. Thirty minutes later I rang again for the nurse. The same helper came and observed again that the job was not in her line of duty, so again she cancelled the light and went off.

The solution was simple, for me – merely discard the towel and insulation myself, with the rules or against the rules. The same event recurred another day.

This experience leads to questions and guidelines. Why should an aide, unable to perform the task, cancel the light? The nurse on duty for that light would not know that her patient needed a nurse. What if a nurse was suddenly vital to a patient? If he was [sic] in a single room, he would be left stranded. His nurse would not know that he had rung for her. In a room with two patients, the other patient might be able to fetch a nurse. Moral: If you are acutely ill, don't go into a private room unless you have your own private nurse on duty at all times.

Shirley, a registered nurse, came to see me as a friend. She made the remark that a Heparin Lock ought to be examined at the end of 48 hours and maybe changed. It has now been in eight days. Later, I asked one of the nurses how long it should stay in one place. A nurse came and changed it from left arm to right arm.

What is the moral of all this? What have we learned? One answer: the Superintendent of the hospital needs to learn something about supervision. Only he can make the changes in procedure and responsibility that are required.

Talks between physicians and nurses, even with the head nurse, accomplish nothing. The same problems that I have noted will continue. A physician cannot change the system. A head nurse cannot change the system. Meanwhile, who would know? To work harder will not solve the problem. The nurses couldn't work any harder. ■

DEMING
INTERACTION

Deming Interaction is the newsletter of The W. Edwards Deming Institute.® The Institute's aim is to foster understanding of The Deming System of Profound Knowledge® to advance commerce, prosperity and peace. We welcome participation. Participation in the Institute means that we share Dr. Deming's vision of a better world. We participate because we strive, with joy, to carry on the work that he began. We seek to conduct ourselves in a manner consistent with his high moral and ethical standards, professional and personal integrity, and commitment to lifelong learning. We do this solely from our dedication to the philosophy and values of Dr. Deming and our belief that together, we can and will make a difference in the quality of life for everyone.

The W. Edwards Deming Institute® is a volunteer, nonprofit organization. There is no paid staff. Volunteers, including conference speakers, members of the design council, and the board of trustees, all donate their time to the Institute.

Contributions welcome

The Institute welcomes your charitable donation to further its educational programs. To make a contribution, please contact the Institute at the address below.

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Please direct comments and suggestions regarding this newsletter to March Jacques (262-786-9336 or jacques045-di@yahoo.com).

Popular seminar repeated

How to Create Unethical, Ineffective Organizations that Go Out of Business

(Organizations Do It, But Do You Know How?)

October 16-18, 2006

Washington, DC

Marriott's Georgetown University Conference Center

Twenty-seven faulty management and corporate governance practices create most of the problems in any organization. Learn to identify faulty practices and what to do instead.

When better practices are introduced, quality of products and services increase. Costs decline. And you create a globally competitive advantage for your organization.

Learn how governance practice leads to the heaviest losses. How inconsistencies between policy and strategy create sub-optimal outcomes. How mismanagement of people leads to unethical and ineffective behavior. Learn how to overcome these problems.

Study the theory and practice of management. Not quality management, not good management, not excellent management, not knowledge management, not risk management, not process management, not performance management, not supply or asset management, not technology management, not time management, not emergency management. Just plain management.

If you were arrested for managing your organization, could they find enough evidence to convict you? Isn't it about time you really managed your company for the future?

Isn't it time you learned the Deming management method?

Simple, powerful principles for anyone who manages or leads people.

Fee: \$495 per registrant

Register online at www.deming.org, under "Events," fax to 301-294-8406, or telephone 301-294-8405.

Transformation Forum 2006

"Your best event ever!" "Deming was here, and only frowned a couple of times!" If feedback comments can be trusted, people found plenty to like at the UK's seventh annual Transformation Forum.

Over three days in May, delegates from around the world met in Wyboston, England, to network, learn and focus on just how valued and valid Deming's work is today. The theme "The Nature of Transformation – Delivering the Long Term Benefits of Change" triggered stimulating ideas and presentations from hospitals, health service, a water company, local council, railway, utilities company, and a police force as well as some key thinkers, consultants and a magician.

Dennis Sherwood opened the event with a presentation on systems thinking and networks of reinforcing and balancing loops. The event ended with a water company that went from the "most ridiculed" to "most respected" in five years using systems thinking and a focus on the customer. In between, presentations included a police force showing how it significantly reduced crime using profound knowledge and data charting rather than the UK government targets; Tom Johnson revealing the truth about Toyota; and Richard Noble, supersonic land speed record holder, sharing and testing his thoughts on transformation implementation.

Organized by the Deming Forum, the event prides itself on furthering Deming's work, looking for new thinking that enhances the Deming System of Profound Knowledge® while reinforcing the original messages and theory. For more information, visit www.deming.org.uk. ■



Dr. Deming, circa 1951.

The W. Edwards Deming Institute® Annual Fall Conference

October 14-15, 2006

Georgetown University Conference Center, Washington, DC

Transforming Your Organization

Transformation to a new style of management is required in business, in government and in education. The route to take is what Dr. Deming called “profound knowledge” – knowledge for leadership of transformation.

Every organization is a system. To survive and flourish, the individual elements of the system, instead of being competitive, must streamline and work together to enhance the effectiveness of whatever they do.

The Deming System of Profound Knowledge® provides a lens. It provides the wisdom by which to understand and optimize the organizations in which we work, making a contribution to the country and the world.

What do leaders need to develop and learn to ensure success? At the Deming Institute’s 2006 Fall Conference, experts and practitioners will examine a better way to lead and manage – presenting both challenging theory and practical illustrations in a friendly environment.

For updates on speakers and topics, watch the Institute web site: www.deming.org. We look forward to meeting you there and learning together.

Conference Schedule

Saturday, October 14

7:00am - 8:00am - Registration and continental breakfast

8:00am - 5:00pm - Conference

Sunday, October 15

7:00am - 8:00am - Continental Breakfast

8:00am - Noon - Conference

Registration Fee: \$200

Location

Marriott's Georgetown University Conference Center
3800 Reservoir Road, NW
Washington, DC

Located on the campus of Georgetown University, the Marriott Conference Center provides easy access to one of the nation's most treasured historic districts. In addition, the hotel offers a variety of on-site restaurants, convenience stores, the Georgetown University Bookstore, a business center, guest laundry, and exercise room. The closest airport, Ronald Reagan Washington National Airport, is 15 minutes by taxi. (Be sure to tell the taxi driver “Georgetown University Campus – Marriott Conference Center.”) During normal business hours, Monday through Friday, Georgetown University provides free half-hourly shuttle service to the Conference Center from two metro locations: DuPont Circle and Rosslyn. For more information about these local area shuttles, inquire when you make your room reservations at the Conference Center or call 202-687-3200.

Lodging

A block of rooms is reserved for conference goers at the rate of \$199 (single or double) per night plus applicable taxes. The group code for the Institute conference is “twetwea.” To book your room, call the Marriott's reservation line at 800-228-9290 or call the conference center direct at 202-687-3200 or fax to 202-687-3297. You may also register online at www.marriott.com. To ensure a room at the conference rate, reservations must be made by **September 22**

If you have difficulties reserving a room at the Marriott, please call The W. Edwards Deming Institute at 301-294-8405.

Mark your calendar

September 17-22, 2006

The Deming Immersion Program
Venue TBA

September 25, 2006

**Symposium on Deming's
Analytic Papers**
New York, NY

October 14-15, 2006

**Fall Conference: Transforming
Your Organization**
Washington, DC

October 16-18, 2006

**Seminar: How to Create Unethical,
Ineffective Organizations That Go
Out of Business**
Washington, DC

January 22-25, 2007

**Video Seminar for Advanced Students:
Quality, Productivity
and Competitive Position**
Orlando, FL

February 12-13, 2007

**13th Annual International Deming
Research Seminar**
New York, NY

For reflection

*In The New Economics, Dr. Deming provides
"Some common examples of cooperation."*

...What we need is cooperation. Every example of cooperation is one of benefit and gains to them that cooperate. Cooperation is especially productive in a system well managed. It is easy to make a list of examples of cooperation, some of which are so natural that we may not have recognized them as cooperation. Everybody wins.

1. The time of day, based on Greenwich mean time. You and your competitor and your customers use the same time signals.
2. The date, 29 November, based on the international date line. You and your competitor and your customers use the same date.
3. Red and green traffic lights, the same meaning the world over, the red light above the green.
4. The metric system, used the world over...

The reader may note that the result of every example of cooperation is that everybody wins.

Dr. Shewhart often said that differences in building codes city to city in Europe were far more effective than tariffs in raising costs and depriving the people of Europe of the advantages of mass production. These differences will be eliminated through establishment of the European Community.

– *The New Economics, Second Edition,*
pages 88 – 90.

One wonders how much loss occurs due to failures to cooperate among states, branches of the federal government, departments in the executive branch, groups within departments. What opportunities exist to cooperate for the benefit of all?