

## Deming Quotes

A series of quotes from Dr. Deming with source notes.

“The present style of management is the biggest producer of waste, causing huge losses, whose magnitudes can not be evaluated, can not be measured”

“The New Economics” 1994 – Ch. 2 -The Heavy Losses-, page 22

“...the prevailing system of management has been created by best efforts, without the knowledge...”

“The New Economics” 1994 – Ch. 2 -The Heavy Losses-, page 22

“Hard work and best efforts will not by themselves dig us out of the pit.”

“The New Economics” 1994 – Ch. 2 -The Heavy Losses-, page 23

“...most troubles and most possibilities for improvement add up to proportions something like this:

\* -94% belong to the system (the responsibility of management)

\* - 6% are attributable to special causes.

“The New Economics” 1994 – Ch. 2 -The Heavy Losses-, page 33

“Ninety-five per cent of changes made by management today make no improvement.”

“The New Economics” 1994 – Ch. 2 -The Heavy Losses-, page 38

“Certainly we want good results, but management by results is not the way to get good results...work on the causes of results”

“The New Economics” 1994 – Ch. 2 -The Heavy Losses-, page 33

“But he that would run his company on visible figures alone will in time have neither company nor figures”

“Out of the Crisis” 1982 – Ch. 3 -Diseases and Obstacles-, page 121

“the most important figures that one needs for management are unknown or unknowable”

“Out of the Crisis” 1982 – Ch. 3 -Diseases and Obstacles-, page 121

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

The New Economics” 1994 – Ch. 2 -The Heavy Losses-, page 35

“The ranking of people indicates abdication of management”

The New Economics” 1994 – Ch. 2 -The Heavy Losses-, page 27

“Ranking creates competition between people, salesman, teams, divisions.”

The New Economics” 1994 – Ch. 2 -The Heavy Losses-, page 26

“...management by numerical goal is an attempt to manage without knowledge of what to do, and in fact is usually management by fear.”

“Out of the Crisis” 1982 – Ch.2 -Principles for Transformation-, page 76

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

“Out of the Crisis” 1982 – Ch.2 -Principles for Transformation-, page 76

“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.”

“Out of the Crisis” 1982 – Ch.2 -Principles for Transformation-, page 53

“Short-term profits are not a reliable indicator of performance of management. Anybody can pay

dividends by deferring maintenance, cutting out research, or acquiring another company”  
“Out of the Crisis” 1982 – Ch.2 -Principles for Transformation-, page 20