

Deming Leadership Seminar for Executives, Entrepreneurs, and Managers 2.5-day Introduction and Immersion

September 27 - 29, 2022
Columbus, OH

Presented by The W. Edwards Deming Institute



*"Our company owes a huge debt to Dr. Deming's insights about how to lead and operate. Pride and joy in work, client satisfaction, growth, and quality are all high and sustainable."
Travis Timmons, health care entrepreneur and President, Fitness Matters*

Why Deming?

Guided by Dr. Deming's **System of Profound Knowledge** and the **14 Points for Management**, the Deming Philosophy reveals hidden barriers to collaboration, resulting in **improved organizational performance and employee motivation**. In parallel, the Deming Philosophy provides better insight into what is going on in the organization, thereby **revealing the organization's real capabilities – and constraints**. Leaders' attention can then focus on innovation, planning, and competitiveness. You may already know about Deming Quality - now take the opportunity to learn and apply Deming-based teamwork and leadership.

About this Seminar

You will learn the quick and easy things leaders can do – and stop doing – to increase productivity, plus the long-term thinking that will help you grow a sustainable organization for the future. Dr. Deming's comprehensive and internally consistent methods are practical and immediately implementable. Knowing "what to do" is not enough. Learning the "how to do" makes the difference.

You will learn to apply the 4 key elements of Deming-based Management:

1. Understanding how to lead an organization as a **SYSTEM**, resulting in greater effectiveness and efficiency.
2. Understanding **VARIATION** helps you to analyze which outcomes and behaviors are caused by the system in which people work – and which are not. **This concept is a game changer for profitability.**
3. Understanding how to use **PSYCHOLOGY** to bring out the intrinsic motivation of your employees rather than trying to manipulate them with incentives and rewards (and punishments).
4. **Theory of KNOWLEDGE** means a) learning to use a simple technique to improve how people learn, and b) knowing that experience alone not only lacks meaning and usefulness, but it also causes dangerous inconsistencies, erodes purpose, and puts organizations at risk. **No other management method includes this essential improvement component, yet it is easy to learn and apply.**

The table below summarizes the two major focus areas of the seminar, the detailed topics of exploration in each, and the respective learning outcomes:

Major Focus Areas	Detailed Topics of Exploration	Learning Outcomes
Adopt the New Philosophy of Management	Going beyond productivity tools to productivity leadership	Participative activities throughout the seminar which engage the participants from the very beginning
	Criteria for Deming's management system	
	Integrated knowledge of Productivity, Competitiveness, and Learning that leads to superior performance, including joy in learning, joy in work and resulting profits	
Key elements of Deming-based Leadership	Appreciation of a System - Understanding that organizations are systems	Discover the damaging impacts of internal competition, quotas and Management By Objective (MBO)
		How to lead with a systems view, with an emphasis on the whole and not the parts, taken separately
	Knowledge of Variation - Manage performance through knowledge of variation	Understand the two types of causes of variation in performance in any organization, from service to a manufacturing environment
		Separate the problems which are caused by the system from those which are not
	Psychology - Understand the psychology of management and staff	Learn how to shift the fear of learning to the joy of learning
		The benefits of "leading" change and the unintended consequences of "driving" change
	Theory of Knowledge - Understand how people learn	Gain the power of theories to predict the future, with adjustments when learning occurs
		Be aware of a wide range of biases which serve to block individual and organizational learning

The day-by-day topics throughout the seminar are provided on the following pages, arranged in half-day sections, using the major focus areas listed above to reveal where these emphasis areas are explored.

Topics - Day 1 Morning, 8:30am – 12:00pm	Adopt the New Philosophy	Systems	Variation	Psychology	Knowledge
Demonstration via the Red Squares Puzzle		x		x	x
Introduction to Deming Management Method		x	x	x	x
Our brains and how they work				x	x
Introduction to thinking differently					x
Deming's The Red Bead Experiment		x	x	x	
Understanding Variation			x		
Brainstorm Variation			x		
New Ways to Look at Data			x		
Common Causes and Special Causes of Variation			x		
Production Viewed as a System		x			
Teamwork		x			
Resource Management		x			
Topics - Day 1 Afternoon, 1:00 – 4:30pm					
Brainstorm "the Organization as a System"		x			
Hands-on fun practice with a System Template		x			
A System Must Have an Aim					
Viewing Your Organization as a System		x			
Silos, Systems View, Accountabilities		x		x	
How to Destroy an Organization		x		x	
Me and We Organizations		x			

Application exercise using Credit Department Case Study (using quotas, incentives, and traditional management techniques)			x		
Introduction to Leading the Organization as a System		x	x	x	x
Understanding Variation and Why It is So Important			x		
Actions to Take When Faced with Variation			x		
Tampering Definition (Unintended Consequences of Tampering)			x		
Common Cause/Special Cause Action Definitions (High Level for Executives)					
Questions, Questions, and more Questions from participants	x		x		

Topics - Day 2 Morning, 8:30am – 12:00pm	Adopt the New Philosophy	Systems	Variation	Psychology	Knowledge
Open Conversation	x				
Theory of Knowledge					x
Actions and Interactions - How They Differ		x			x
Resource Accumulation (When does addition work and not work?)		x			x
Actions and Interactions - The need for a focus on interactions		x			x
We don't know what we think we know, and that's dangerous					x
Introduce tools such as Plan-Do-Study-Act (PDSA), Operation Definitions, Confirmation Bias and Cause and Effect				x	x
Prediction Game to show the use and power of PDSA				x	x
Confirmation bias — keeps us from learning				x	x

Operational definition – we have to be talking about the same thing, or else we cannot draw the same conclusions				x	x
Introduction to Psychology for leading an organization				x	
Brainstorm the Psychology of leadership				x	
Unintended negative consequences				x	
Topics - Day 2 Afternoon, 1:00 – 4:30pm					
Assumptions about motivation				x	
Assumptions about Management By Objective (MBO) and accountability				x	
Heuristics for fun and profit				x	
How to gain “Outside Knowledge” so you can see better				x	x
Pulling The Deming Management Method together for next steps/action	x				
Guest Speakers: Real World Case Studies presented by transformation leaders	x				
Review Questions from participants	x				

Topics - Day 3 Morning, 8:30am – 12:00pm	Adopt the New Philosophy	Systems	Variation	Psychology	Knowledge
Open Conversation	x				
What to do, now? What to do instead	x				
Simple tools for learning and improvement	x				
Discuss "Parking Lot" Questions from participants	x				
PDSA Improvement projects to start on	x				

Our Method

Dr. Deming strongly believed in asking good questions that start people thinking differently and seeking new knowledge. Dr. Deming's innovative questions (and answers) led to a revolution in how organizations operate. **The results are improved effectiveness (doing the right things right) AND efficiency (doing them faster, better, and cheaper).** Provocative and practical questions lead to more robust discussions and answers – and to stronger, more prosperous organizations in which owners, leaders, workers, suppliers, customers, and communities benefit.

Questions about quality and productivity:

- **What could we do to improve quality and productivity as we drive down costs?** Why wouldn't we want to do that in sensible ways?
- **Why do leaders think they can improve quality and productivity through quotas, targets and standards?** Is it so difficult to see that such things merely create conflicting objectives, cause cheating, and erode trust? Looking at a little data shows they do not improve quality nor reduce costs in sustainable ways.
- Don't we have to get better? Why wouldn't we want our suppliers to help us with that? Shouldn't we treat them as partners – and vice versa? **What is wrong with win/win?**
- **With a focus on near-term results, is the future part of our system?** What business are we in, today? What business will we be in 5 years from now, 10 years from now, etc.?

Questions about leadership and management:

- What happens if workers within an organization cooperate with one another rather than competing for internal resources? Wouldn't the organization be more successful?
- Is there evidence that cobbling together so-called "management best practices" assures organizational success and longevity?
- Do leaders need to add complexity to their already complex jobs? Wouldn't simplicity better help them achieve their aim?
- Why are leaders taught to spend so much time on "the numbers" and control when we know spreadsheet data alone will mislead and obscure? What if leaders viewed the data on spreadsheets through a lens of insight with consistent, reliable, repeatable ways to assess the data?

Building on Dr. Deming's Foundation

The 2.5-Day Seminar builds upon a deep foundation provided to us by Dr. Deming in his world-famous Four-Day seminars. In addition to an extensive exploration of his System of Profound Knowledge, this seminar includes Dr. Deming's classic Red Bead Experiment and using the Plan-Do-Study-Act game to learn how to make improvements and innovate.

The Red Bead Experiment

This invaluable interactive exercise reveals the role of variation in the services and manufacturing environments and explains the concept of the control chart. It also is the foundational experiment that **ties together VARIATION, PSYCHOLOGY, THEORY OF KNOWLEDGE and LEADING A SYSTEM.** Important points from the exercise include:

- The management philosophies and approaches (such as extrinsic motivation, incentives/ rewards, and pay-for-performance) that have been taught to most people are revealed to be counterproductive, yet go mostly unquestioned in organizations.
- 94-96% of defects (red beads) whether in service or manufacturing are created by the system in which people work.
- For a while, workers will often try to improve the results of their work efforts even when they realize the game is rigged against their success. They are **intrinsically motivated** to try to make a difference.
- Posters that “inspire” workers, pep-talks, and incentives which attempt to extrinsically motivate workers typically create cynical, even hostile workers – and do not impact the system, which controls of 94-96% of the performance of the system.
- Barriers to improvement represent a failure of management to understand the capability of the system and processes.
- Bonuses and rewards given to people for outcomes are usually based on luck, which can *look* like skill. These practices are divisive and create disgruntled workers.
- Examples of misguided attempts by management that typically result in worse outcomes instead of improvement.
- The red beads (defects) CAN be removed from the organization in a variety of ways that were taught by Dr. Deming — and which are not difficult to implement.

Seminar Outcomes

At the end of the seminar, participants will begin applying key aspects of the Deming Management Method in their organizations, including:

- **Recognizing how to break down barriers** between departments and people to gain the benefits of cooperation, understanding, and clarity.
- Knowing what goes into **guiding employee behaviors, decisions, and creativity**.
- Understanding the basic small scale design of **PDSA improvement projects** focused on customer satisfaction, quality, and efficiency.
- Why replacing accepted, but harmful, management practices that manipulate and disrespect employees will increase productivity.
- Beginning to create responsibility and joy in work so products and services can be delivered effectively, efficiently, and profitably.
- New ideas on applying The Deming Management Method to Sales and Marketing.
- Fresh ways to view and interpret spreadsheet and other data more effectively and in less time.
- Understanding the harmful impact of a “results only” focus by management and how to improve an organization’s ability to get better and better results.
- Revealing ways to get better ROI on capital, to make good decisions related to cash flow, and to work their business plan more effectively.
- Gaining insight into what data and measures are important to track and study vs. the data and measures that merely add to complexity, create bureaucracy and overhead, waste time and money, and take leaders’ eyes off the priorities.
- Experience creating low cost, rapid return experiments (PDSAs).

In addition, participants will:

- Have had **hands-on learning experiences**, which demonstrate (and make memorable) the main points of the Deming Management Method and the competitive advantages of it.

- Recognize the significant **opportunities to reduce costs, increase productivity, growth**, and innovation in their own organizations.
- **Establish the next steps** needed to get started on increasing productivity, growth, and innovation in their organizations.
- **Understand proven leadership practices** which lead to greater productivity and competitiveness.
- Know **new, useful questions** to ask of themselves and others.
- Know how to **remove the 5 Deadly Diseases** that cripple and kill organizations –and how to guard against them.
- Know how to put the entire organization to work on making progress.
- Know how to **nourish and unleash the energy and talents of people** who want to be peak performers.

About The Deming Institute™



The W. Edwards Deming Institute™ is a non-profit organization dedicated to furthering the understanding of Dr. Deming's leadership principles and management philosophy. By learning and implementing The Deming System of Profound Knowledge® and Dr. Deming's 14 Key Principles for Management, and using systems thinking, hundreds of organizations over more than 80 years have improved quality and lowered costs.

Dr. Deming's approach to management is known by several names: "The Deming System of Profound Knowledge®", "The Deming Leadership System®", "The New Philosophy of Management," "The Deming Management Method" and Dr. Deming's "14 Key Principles for Management" are included within the Deming Management Method.