

## An Insider's View of Deming Learn, Have Fun, Make a Difference



Copy for Mr. Scherkenbach

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*Portland*

*20 May 1985*

*Dear Bill, I neglected  
to hand this to you in  
San Francisco - WED*

13 May 1985

Dear [REDACTED]

This acknowledges your kind letter of the 29th April. He that depends solely on statistical process control will be out of a job in three years. The record is clean; no exceptions. A whole program of improvement of quality and productivity is necessary, and it requires that top management learn what their job is. No part of the program will by itself suffice. Your letter does not describe your program; hence comment is difficult. I am happy to learn that Bill Scherkenbach will work with you. His achievements are renowned. He is excelled by nobody. I am sure that you will follow his guidance not only while he is there with you but from then on out. I send best wishes and remain

Sincerely yours,

*W. Edwards Deming*

## Letter from Deming

- Quality is made at the top.
- Dr. Deming would get requests from organizations to spend a day with them to tweak their SPC processes.
- This is a letter from Dr. Deming reminding them that they need to focus on top management.
- The note at the top mentioned San Francisco where we had a great dinner with Shoichiro Toyoda and his wife.

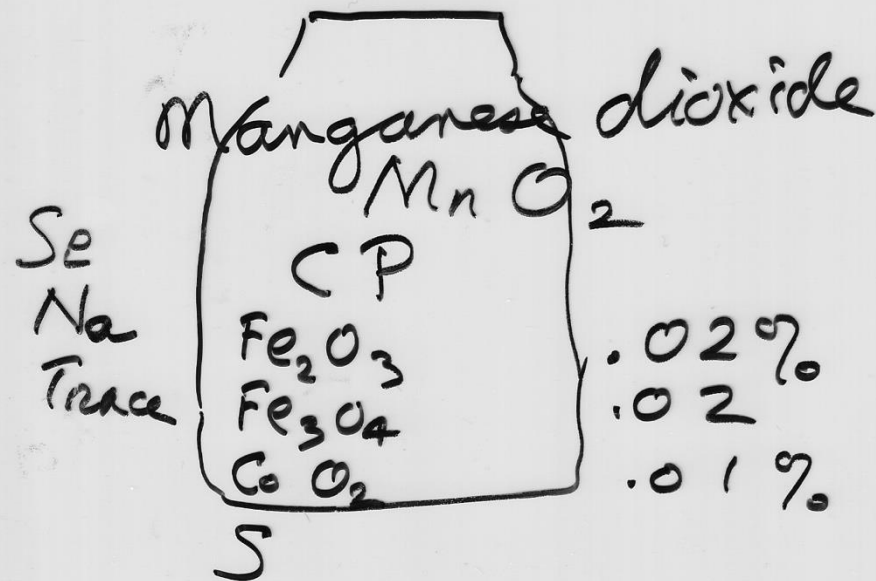
Where's quality made? Answer is in the top management. The quality of the output of a company cannot be better than the quality directed at the top. The people in the plants and in service organizations can only produce, at best the design of product and service prescribed and designed by the management. Job security and jobs are dependent on management's foresight to design product and service [that] will entice customers and build the market.



**Where is quality made?**

The more you know  
what is wrong with  
a figure, the more  
useful it becomes.

- John Tukey



## What is its use?

- This is one of the foils Dr. Deming drew on the lantern.
- The lesson is by what process did these data get to you.
- $Fe_2O_3$  = ferric oxide or rust
- $Fe_3O_4$  = magnetite.
- CP = Chemically Pure No problem if used making thermite; real important if used in a battery.
- Similar to the example of cleaning the table until you know what its use is...

**“You can teach  
me how to wash  
a table...”**



# Meeting of teachers



Dr. Deming

John Tukey

George Box

Sir David Cox

- Photo taken by me [Bill] at a meeting Ford sponsored to discuss the contributions of enumerative and analytical methods
- From the left are Deming, Tukey, Box, and Cox.
- All of them great teachers.
- John Tukey graphical methods, Box and Whiskers Plot
- George Box Experimental Design
- Sir David Cox Logistic Regression, Box-Cox Transformation
- Sir Ronald Fisher, Professor Ernest Brown of Yale...Lunar perturbation theory

**“What do you  
mean by a good  
teacher...”**



Bill Scherkenbach Albert Shanker

## Meeting with top educators

- This is a one-day meeting with top educators from all over the US.
- Albert Shanker of the American Federation of Teachers was sitting next to me.
- The aim of the meeting was to agree on the aim of Education in the US.
- Most people were looking for microphone time.
- At the end of the day we couldn't agree on the aim.
- Everyone went home just doing their best.



I had a dinner one time in New York with a surgeon, professor of surgery, he gave out some marbles. Had 21 students in the class. He told them describe the surgical procedure on the jaw, in which a certain breed of Mongolian rat was very helpful. The rat would eat the flesh right down the bone, cleaner than a surgeon could do it. Very important rat. Described it in detail. Students listened intently. On examination, one of the questions was to describe the surgical procedure by use of the Mongolian rat. Twenty of the students gave him back the same marbles that he doled out. Described it as exactly the same word that he had described it. He flunked them all. All the 20. One of them said, my dear professor, I've searched the literature, I've inquired around in hospitals and other teachers. I could find no trace of any such procedure. I think that you were loading us. He passed. The others had to take a new examination. They gave him back the same marbles he doled out to them.

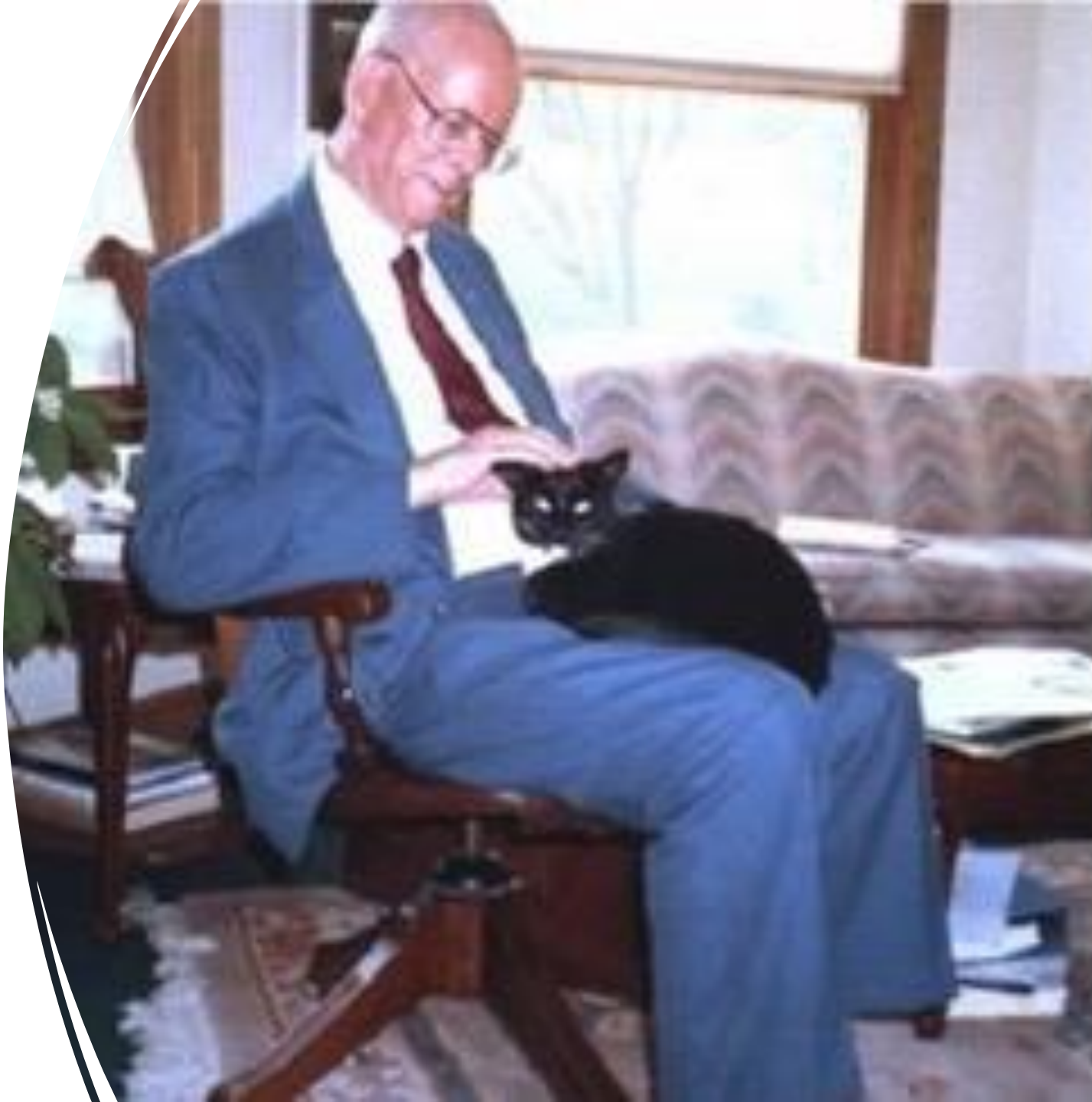


## Mongolian rat



## Fun in Greenfield Village

- Here we (Statistical Methods Office) are at Greenfield Village on a sleigh ride on our way to lunch.
- Blending learning with having fun.
- I'm the second from the far right.



## With Sylvester

- On one of his visits to my home, Sylvester found a good lap to occupy.
- I couldn't tell who was purring louder.

## Enjoying ice cream

- After a long day of making a difference, we enjoy soft serve at Louigies in Dearborn.



*From the collection of William Scherkenbach*





## Star Spangled Banner

- During another visit, Dr. Deming plays his rewrite of the Star Spangled Banner tune.
- The original music was from an old English drinking song.
- Dr. Deming rewrote the music to be more easily sung.
- He thanked my son Matthew for putting it on our new Macintosh computer music program.





## Drive out fear

- At lunch Dr. Deming discusses Quality with Professor Arnold.
- I put this picture up in my office and Dr. Deming smiled.



## Dinner at Elizabeth's in Northville

*From the collection of William Scherkenbach*



## At the Cosmos Club

- Dr. Deming at one of our numerous meetings at the Cosmos Club.
- Another blending of learning and having fun.
- Getting there with him driving his mammoth suicide-door Lincoln Continental was another emotional experience.





## Making a difference with Don Petersen

- Occasionally we would have breakfast on the first floor of the penthouse with Jim Bakken.
- On one of those days, we were walking to the elevator to go down to the twelfth floor and I pressed the button and the door opened.
- Henry Ford II was in the elevator and said to come on in. So Jim and Deming and I crowded in.
- Jim introduced Mr. Ford to Dr. Deming.
- Ford said “I’ve heard of you and @#& we need your help.” Dr. Deming said “I’ve heard of you too Mr.Ford!”
- It was the longest one floor ride I’ve taken.

## Talking with workers

- Making a difference with hourly workers at the Grand Blanc Stamping Plant.







## Cruisin' in the plant

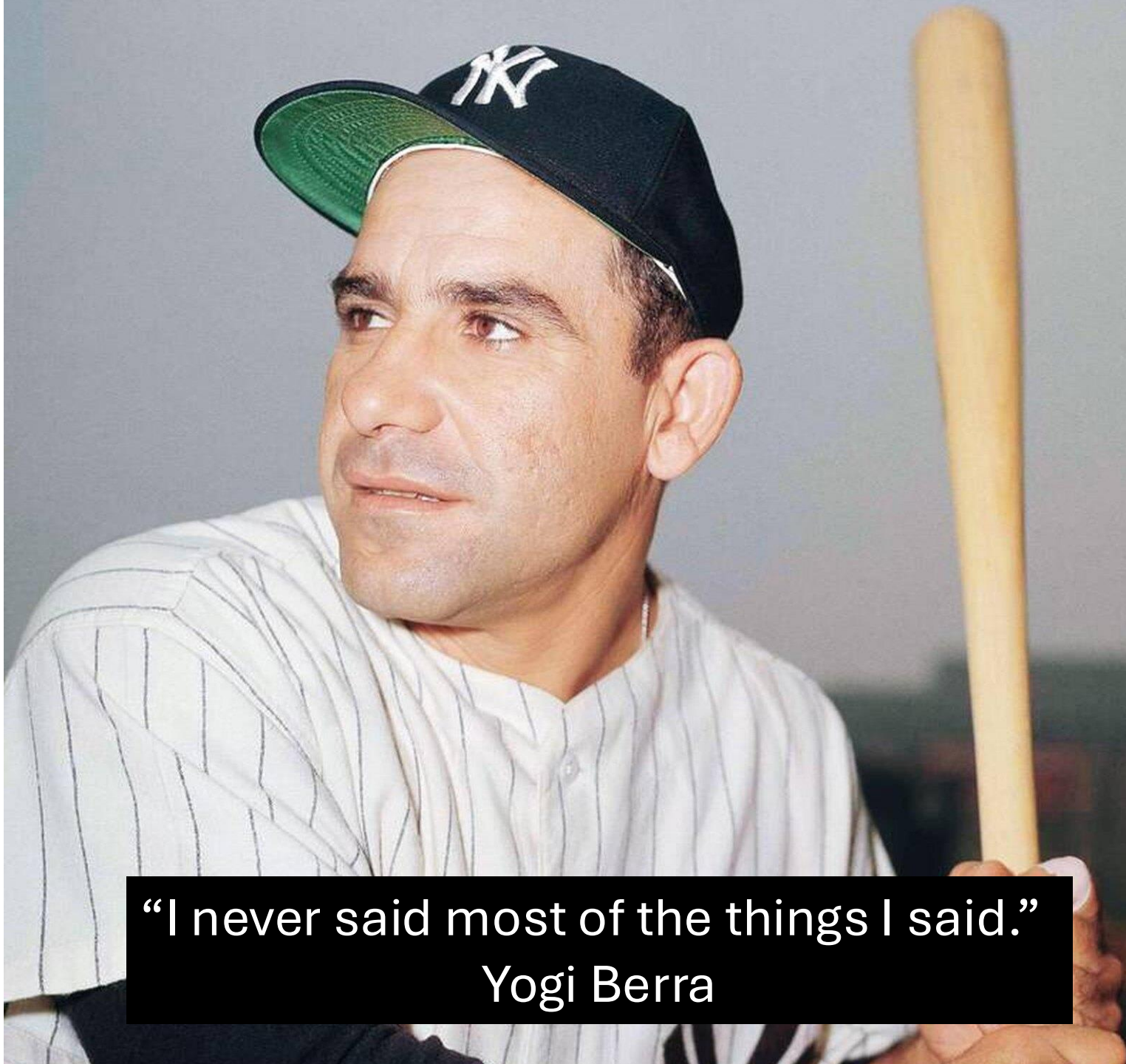
- Batavia Transmission Plant.
- Making a difference and having fun.



## Courage

- Dr. Deming said you need to take Courage... Easier to do in the UK.





“I never said most of the things I said.”  
Yogi Berra

## Ya say so?

- Every day I see someone online “quoting” Dr. Deming. How could they know?



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