
THE DEMING DIMENSION

HENRY R. NEAVE



SPC Press

Knoxville, Tennessee

CONTENTS

<i>Contents</i>	<i>iii</i>
<i>Foreword by W. Edwards Deming</i>	<i>vii</i>
<i>Author's Foreword</i>	<i>xi</i>
<i>Preface</i>	<i>xiii</i>
<i>Preface to Second Printing</i>	<i>xvii</i>
<i>Acknowledgements</i>	<i>xix</i>

PART 1: PAINTING THE BACKCLOTH

<i>Introduction</i>	3
1. Deming's View of Recent Industrial History	5
2. A Brief Biography	13
3. The 14 Points, the Diseases, and the Obstacles	29
4. Variation and the Control of Processes	57

**PART 2:
SOME FUNDAMENTALS**

<i>Introduction</i>	87
5. The Funnel Experiment	89
6. The Experiment on Red Beads	101
7. Operational Definitions	109
8. Processes and Systems	119
9. The Deming Cycle	139
10. Failures With Figures	151
11. Is Conformance to Specifications Good Enough? —The Taguchi Loss Function	159
12. The Taguchi Loss Function—Some Detailed Study	181

**PART 3:
THE NEW CLIMATE**

<i>Introduction</i>	195
13. Joy in Work	197
14. Innovation—Not Just Improvement	203
15. Cooperation: Win-Win —Backbone of the New Philosophy	213

Contents

**PART 4:
FOUNDATIONS OF KNOWLEDGE**

<i>Introduction</i>	243
16. Theory and the Search for Examples	245
17. Quality and Best Efforts	253
18. A System of Profound Knowledge	259

**PART 5:
THE 14 POINTS REVISITED**

<i>Introduction</i>	283
19. Point 1: Constancy of Purpose	287
20. Point 2: The New Philosophy	293
21. Point 3: Cease Dependence on Mass Inspection	297
22. Point 4: End Lowest-Tender Contracts	307
23. Point 5: Improve Every Process	319
24. Point 6: Institute Training	325
25. Point 7: Institute Leadership of People	333
26. Point 8: Drive Out Fear	341
27. Point 9: Break Down Barriers	351
28. Point 10: Eliminate Exhortations	357

The Deming Dimension

29. Point 11:	Eliminate Arbitrary Numerical Targets	361
30. Point 12:	Permit Pride of Workmanship	375
31. Point 13:	Encourage Education	391
32. Point 14:	Top Management Commitment and Action	405
<i>Epilogue</i>		415
<i>List of Figures</i>		417
<i>Bibliography</i>		421
<i>Permissions</i>		427
<i>The British Deming Association</i>		431
<i>Index</i>		435