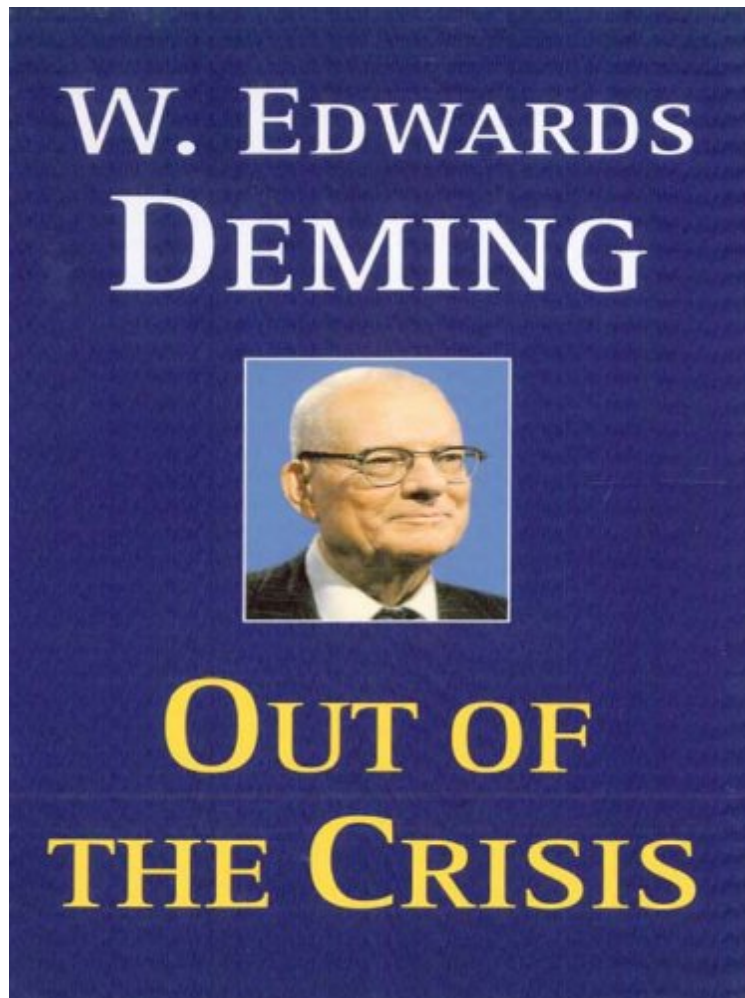


(Download pdf) Out of the Crisis (MIT Press)

## Out of the Crisis (MIT Press)

*W. Edwards Deming*  
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**W. Edwards Deming : Out of the Crisis (MIT Press)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Out of the Crisis (MIT Press):

1 of 1 people found the following review helpful. Poorly understood, essential managerial knowledgeBy Andrzej Gorecki, the author of 'South of the 60th Parallel'Having worked in the TQM space for the last 20 years I have to say that few people fully appreciate the importance of Deming's management method. Contrary to the terminology used ('Total Quality Management') it actually deals with creating and sustaining successful organizations. The latter term: 'sustaining' has a fundamental importance as organizations should not be run for short term admiration on the stock exchange, but for long term endurance and profit sustainability.'Out of the Crisis' was written in 1986 but it still remains valid, possibly even more than back in the 1980s, as these days far too many managers tend to do their jobs based on gut feeling, or being influenced by an article in the media or on the internet. You will most likely find the book difficult to read as it relies on a different paradigm and it takes time to

adopt it. As such, it needs multiple reads to seep into your subconscious mind and influence your thinking at the base level, so you too can start seeing the world differently. Obviously, you could ask the question: why change? How can Deming's view of the world be proven to be superior? Easy: he was one of the key people who converted Japan in the 1950s and 1960s from an economic basket case and a source of shoddy goods into the leading economic power post-1970s. If you have not read this book, no matter what you do in life, study it. Don't just read it; study it. Your results in life will improve, big time.

1 of 1 people found the following review helpful. One Really BIG Idea By Tom K. Processes produce variable results. Controlled processes produce results that can be described by probability distributions. Uncontrolled processes, outliers and routine events should be managed in specific ways. Deep understanding of this idea and its implications challenges many deeply held management beliefs. Dr. Deming was a statistician who deeply understood his craft and joined others for 50 years in applying these new insights. The modern reader will find much of what he says pure "common sense", but this was not so in 1960, 1970 or 1980. The modern reader may find some of his policy prescriptions extreme, sensational or just plain wrong. In most cases, Deming had applied the logical consequences of his insight to raise important questions and provide "logical" answers. At a minimum, he gained the attention of Fortune 500 CEOs. The book is long, dry and unnecessarily argumentative. However, it is worth reading for its direct insights into the history of modern quality, process and operations management. Deming is transparent. He shares his views, warts and all. "How could he know?" The quality paradigm is a highly valuable complement to the financial paradigm, applicable to all organizations. Managing and improving processes with perfection goals adds great long-term value for mankind. Deming's insights provide us with tools and confidence to follow this value added path.

0 of 0 people found the following review helpful. Detailed book on how to blame the process not the ... By microsoft is not mono Detailed book on how to blame the process not the person. Long term view will be fought by lookit me glory hounds. Does not solve the problem of ownership. Craftsmen will perhaps fight to not divulge thier secrets for low pay. Statistics are used and the main theme is get all methodologies written down and organized rationally. there will still be fight over who gets paid though. Could help organize companies and gain marketshare by codifying methodologies and tracking results which is rational but not done systematically. The need to buy low and sell high is still mixed in with the ownership question.

"Long-term commitment to new learning and new philosophy is required of any management that seeks transformation. The timid and the fainthearted, and the people that expect quick results, are doomed to disappointment." According to W. Edwards Deming, American companies require nothing less than a transformation of management style and of governmental relations with industry. In *Out of the Crisis*, originally published in 1982, Deming offers a theory of management based on his famous 14 Points for Management. Management's failure to plan for the future, he claims, brings about loss of market, which brings about loss of jobs. Management must be judged not only by the quarterly dividend, but by innovative plans to stay in business, protect investment, ensure future dividends, and provide more jobs through improved product and service. In simple, direct language, he explains the principles of management transformation and how to apply them. Previously published by MIT-CAES

About the Author W. Edwards Deming (1900-1993) was an international consultant in quality and productivity management. In 1987 President Ronald Reagan awarded him the National Medal of Technology.