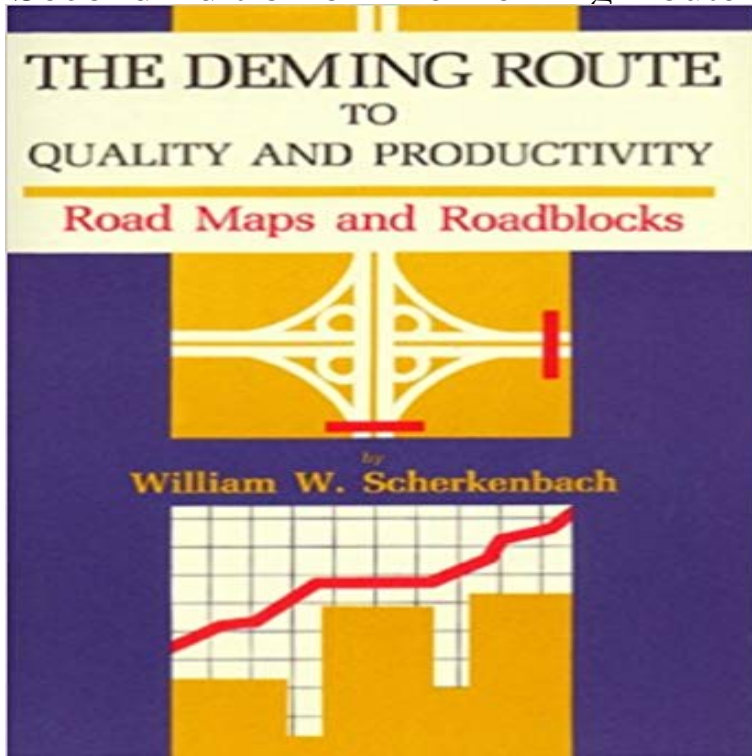


Second Edition of The Deming Route to Quality and Productivity



Over twenty years have gone by since I first wrote *The Deming Route*. A few hundred thousand copies have been sold world-wide in six languages. Not many recently, but not bad for a specialty book. I had moved on though. Dr. Deming had died in 1993 after publishing his last book *The New Economics*. Along the way I wrote a few more books and papers, changed mediums from paper to electrons (way before Kindle and iPad) and otherwise lived on reputation. Deming's memory as well as his warnings had faded in many of the companies he worked with. The next best thing arrived and their management was off trying to implement it. I began consulting with companies in the Peoples Republic of China (???????) over six years ago; mostly electronics suppliers sourced because of cost. When there was a Quality problem, they put more inspection and repair in the line because labor was cheap. Most of the companies were managed by Taiwanese or Japanese executives brought over because of their supposed understanding of modern business practices. I was disappointed in what I saw. They were very willing to try anything to keep the business: lean, six-sigma, Hoshin, SPC, hire SQE, Sales, etc. from the OEMs. I thought that there was a chance they might be receptive to philosophies that had taken root in Japan decades ago. I was wrong. Well, mostly wrong. Dr. Deming's philosophy still resonates strongly with the billion or so willing workers, but the management is indoctrinated with a mixture of Western Business School pablum and global CYA. Dr. Deming's philosophy progressed from giving advice to codifying the advice into his 14 Points of Management. From there he evolved through several iterations to his System of Profound Knowledge. Through all of this I have found that his 14 Points are still the touchstone for describing his philosophy. This is why I am

writing this Second Edition to my first book. Within the 14 Points I can unveil the totality of his philosophy, including his System of Profound Knowledge as I see it. I dedicated my second book Demings Road To Continual Improvement to my children Four boys and a little girl. Theyre all grown up now. Its their turn to dedicate their books to me. So this book is dedicated to their mother and my wife, Mary Ellen; still crazy after all these years.

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