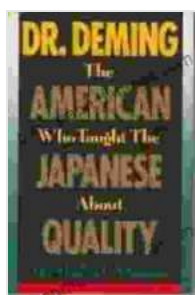


# The American Who Taught the Japanese About Quality

In the 1950s, Japan was a struggling nation, its economy in ruins after World War II. Japanese manufacturing was inefficient and unreliable, and its products were often of poor quality. But all that began to change in the 1980s, when Japanese companies began to adopt the principles of quality management developed by W. Edwards Deming, an American statistician and management consultant.

Deming's principles, which he called the "System of Profound Knowledge," were based on the idea that quality is not something that can be inspected into a product, but rather something that must be built into it from the beginning. He believed that every employee in a company, from the CEO to the assembly line worker, has a role to play in ensuring quality.



## Dr. Deming: The American who Taught the Japanese About Quality by Rafael Aguayo

★★★★☆ 4.5 out of 5

Language : English  
File size : 862 KB  
Text-to-Speech : Enabled  
Screen Reader : Supported  
Enhanced typesetting : Enabled  
Word Wise : Enabled  
Print length : 306 pages  
Lending : Enabled

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Deming's ideas were revolutionary at the time, and they helped to transform Japanese manufacturing. Japanese companies began to implement Deming's principles, and they quickly saw results. Their products improved in quality, their costs went down, and their sales increased. By the 1990s, Japanese companies were the global leaders in quality manufacturing.

The American Who Taught the Japanese About Quality is a fascinating look at the rise of Japanese manufacturing and the role that W. Edwards Deming played in its success. Pascale and Athos tell the story of Deming's life and work, and they provide a detailed explanation of his principles of quality management. The book is a must-read for anyone who is interested in the history of quality management or in the principles of business success.

## **W. Edwards Deming**

W. Edwards Deming was born in Sioux City, Iowa, in 1900. He studied engineering at the University of Wyoming and the University of Colorado, and he later worked as a statistician for the U.S. Department of Agriculture. In the 1940s, Deming was invited to Japan to help the Japanese government improve the quality of its manufactured goods. Deming spent several years in Japan, and he taught Japanese engineers and managers his principles of quality management. Deming's ideas were initially met with resistance, but they eventually gained acceptance, and they helped to transform Japanese manufacturing.

Deming's principles of quality management are based on the following four pillars:

1. **Create a constant purpose for improvement of products and services.**
2. **Adopt the new philosophy.**
3. **Cease dependence on inspection to achieve quality.**
4. **Institute training on the job.**

Deming believed that quality is not something that can be inspected into a product, but rather something that must be built into it from the beginning. He believed that every employee in a company, from the CEO to the assembly line worker, has a role to play in ensuring quality. Deming's principles of quality management have been adopted by companies around the world, and they have helped to improve the quality of products and services in a wide range of industries.

### **The System of Profound Knowledge**

Deming's System of Profound Knowledge is a comprehensive approach to quality management that is based on the following four pillars:

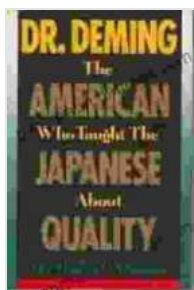
1. **Appreciation of a system.**
2. **Knowledge about variation.**
3. **Theory of knowledge.**
4. **Psychology.**

Deming believed that in order to achieve quality, it is essential to understand the system in which you are working. You must also understand the role that variation plays in all processes, and you must be able to use

statistical methods to analyze variation. Deming also believed that it is important to understand the theory of knowledge, and to be aware of the psychological factors that can affect quality.

The System of Profound Knowledge is a complex and challenging approach to quality management, but it is also a powerful one. When implemented correctly, the System of Profound Knowledge can help companies to improve the quality of their products and services, reduce costs, and increase sales.

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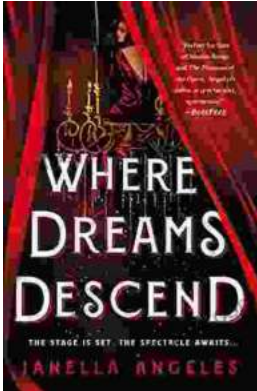
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