

# W. Edwards Deming

Japan's American Hero



# Just the facts

- **Born Sioux City, Iowa 1900 (d.1993)**
- **Education**
  - Electrical Engineering, Mathematics and  
Mathematical Physics**
- **Teaching**
  - Engineering, Physics, Statistics**
- **Statistical Process Control**

We have learned to live in a world of mistakes and defective products as if they were necessary to life.

--Norman Cousins

# Statistics

Relatively young discipline, applications to other disciplines

- 1600's—probability
- 1700's—bell curve
- 1900's—Student (brewing processes), Pearson, different fields (Wilcoxon, Kruskal/Wallis, Kuels)

# His Career

- Statistician—Census Bureau
- Circa World War II
- Management improvement via statistical process control—Japan

Inspection  
IS NOT  
Quality Control

# Total Quality Management

## Approach: target systems

Don't blame the singers (workers) if the song is written poorly (the system is the problem); instead, rewrite the music (fix the system).

# Japan

- How'd he get there? JUSE
- Why him? He was seen as the best
- Did it work? And then some

# Work in America

- Around WWII helped with quality of materials
- Message was lost

# A return to quality

- If Japan Can, Why Can't We?
- 1980's revival--Ford
- Six Sigma/Black Belt
- Saturn

# His Impact

- Deming Prize
- World economies
- Third Wave of the Industrial Revolution
- The Quality Movement