



**Break the Mold: Aspire, Inspire, Achieve**

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The W. EDWARDS  
Deming  
Institute

# **Breaking the Mold on Leadership My Journey of Discovery**

Presented By:  
Kevin Cahill

# Dr. Deming Believed:

94% of the troubles and possibilities for improvement belong to the system and thus are the responsibility of our leaders and management.

Most of our leaders and managers embrace the tyranny of the prevailing style of management created by best efforts, and what their “common sense” tells them.

# Wasted Actions on People

**94% of the troubles and possibilities for improvement belong to the system and thus are the responsibility of our leaders and management.**

- Ranking and rating
- Incentive pay based on performance
- Performance appraisals
- Commissioned sales people
- Setting numerical goals...

# Why Embrace the Prevailing Style of Management?

**Most of our leaders and managers embrace the tyranny of the prevailing style of management created by best efforts, and what their “common sense” tells them.**

- It makes “common sense”
- Fear of change
- A lack of knowledge – Profound Knowledge
- They don’t know any better - How could they know?...

# Focus on Leadership

- “Quality is made in the boardroom”
- “...the job of a leader is to accomplish transformation of his organization.”
- Any level - Example in *The New Economics* (pp117-120) —  
Morris H. Hansen...

# World War II



# Post WWII

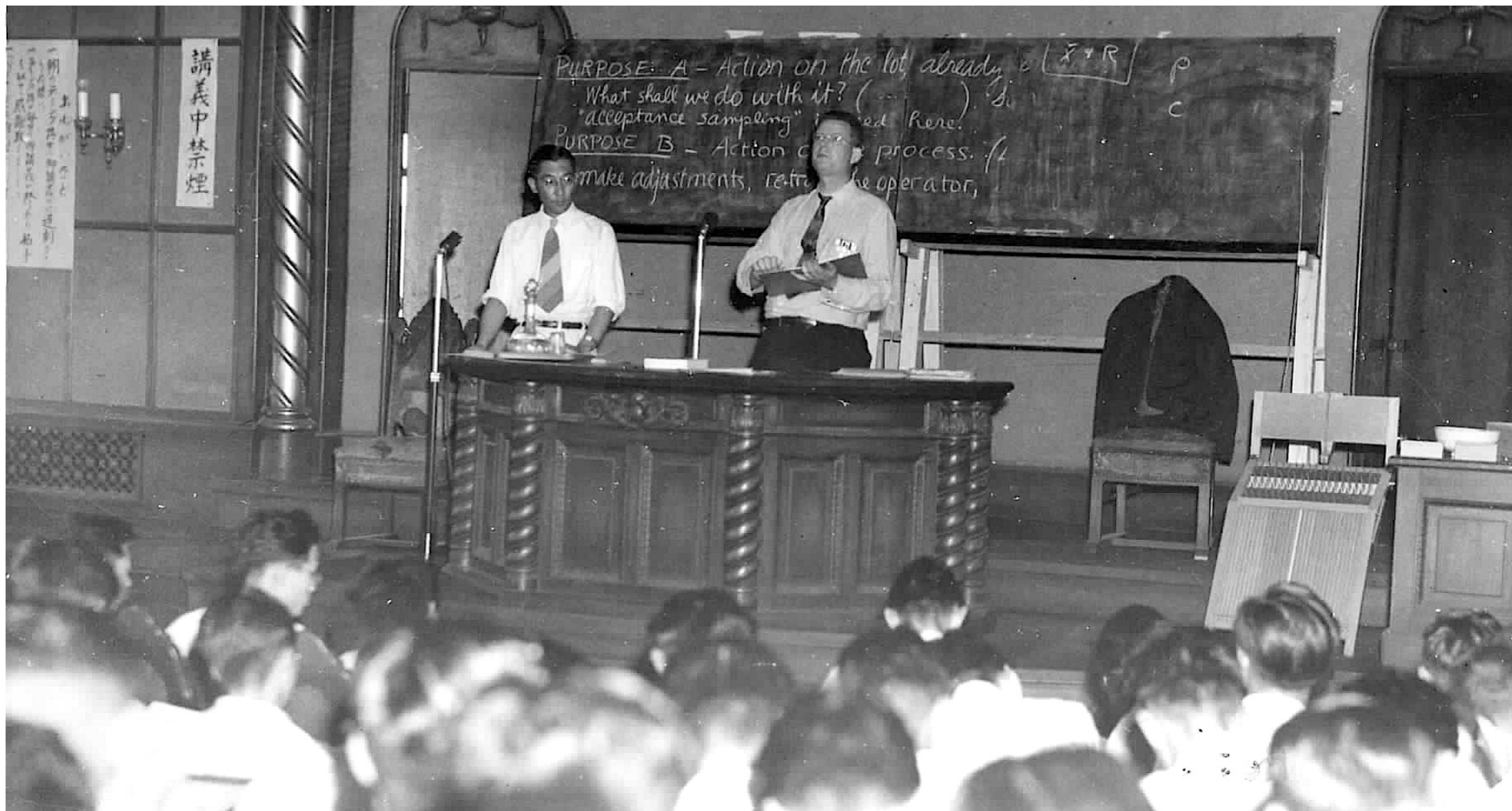
- Quantity over Quality
- Frederick Winslow Taylor – Rule-bound, top heavy corporate structure
- “There was nothing left – not even smoke”

# Lessons Learned

- Taught the wrong people for lasting commitment to quality
- Need for Leaders to get behind ideas...



# Japan JUSE Lectures 1950's



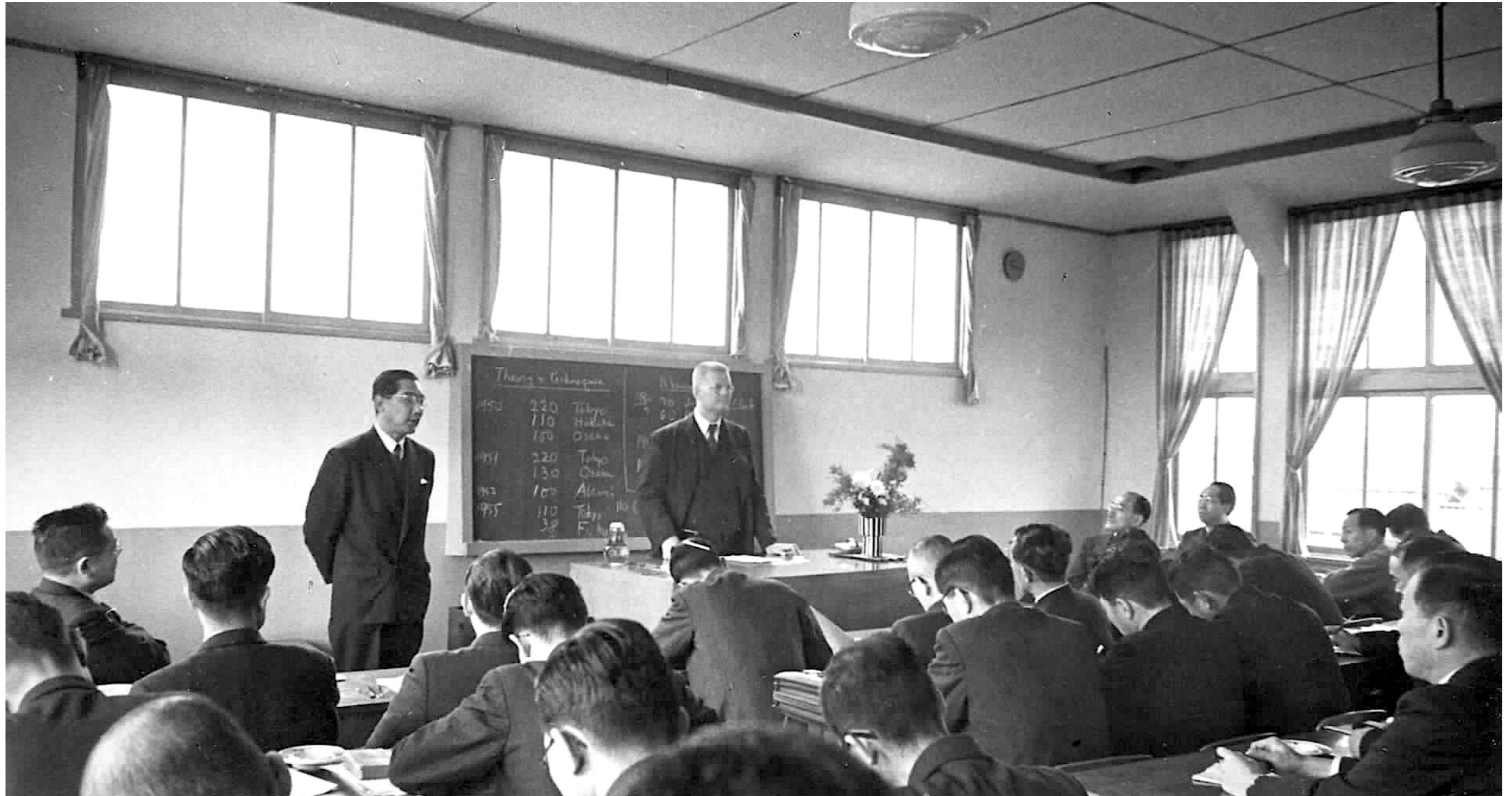
# Japan JUSE Lectures 1950's



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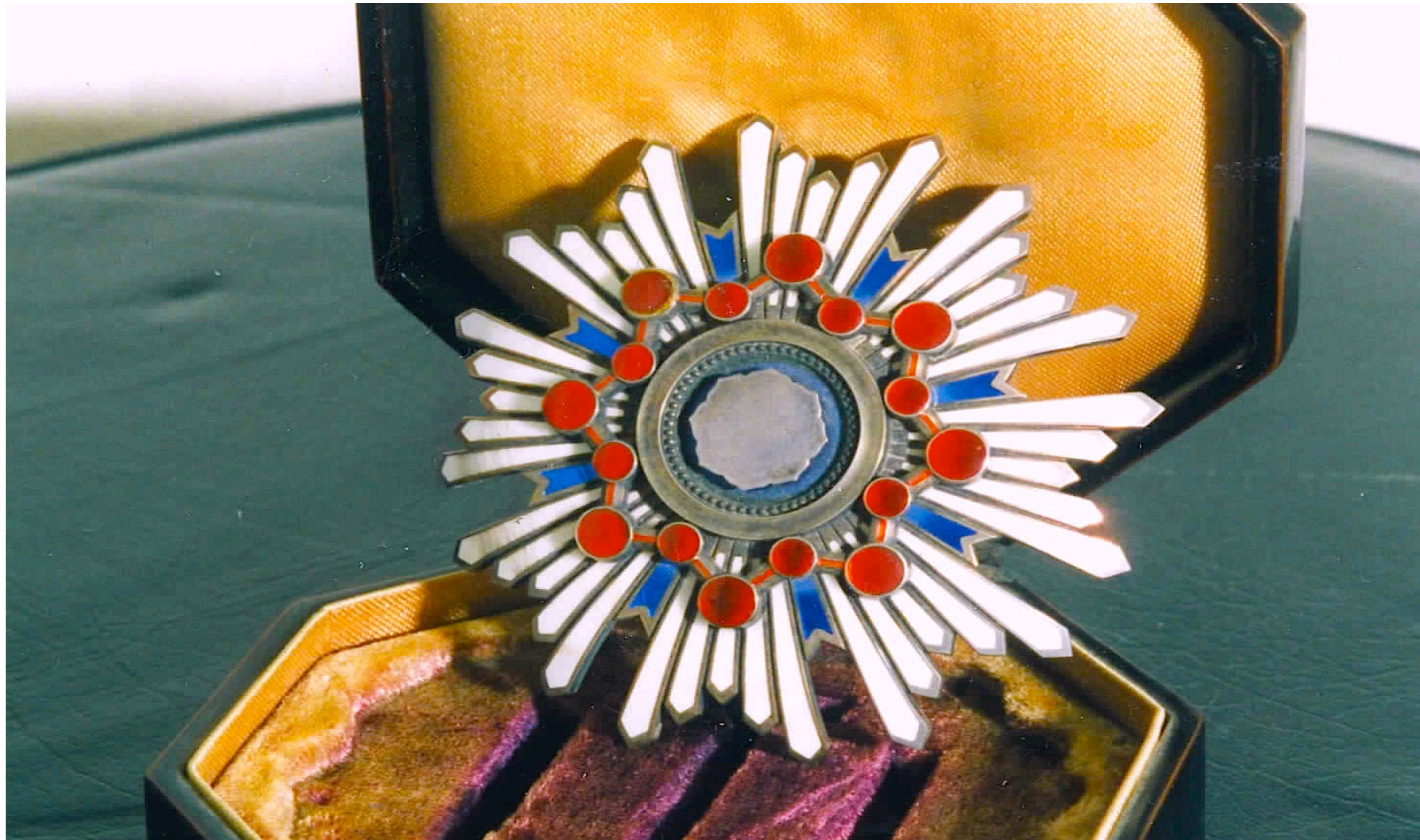
# Japanese Executives 1951



# The Deming Prize



# The Second Order of the Sacred Treasure - 1960



# The Second Order of the Sacred Treasure -1960



# Starting at the Bottom

- Rule 4 of the funnel ( without even knowing it existed)
- Importance of a Basic Flow diagram
- Point 9 - Break down barriers between departments...
- Point 13 - Institute a vigorous program of education and self-improvement...



# Leader – Three Sources of Power

1. Authority of office

**2. Knowledge**

**3. Personality and persuasive power; tact**

# Start Somewhere and Impact the Top

- Gained knowledge
- Theory
- Compelled to transform what I could impact
- Practical
- Describe in simple terms
- Convince people
- Persuasive

# The Slide Backwards

- Performance appraisals
- Incentives pay
- Commissions
- Rating and ranking people
- MBO
- Numerical Goals...stretch goals

# Armed and Ready to Challenge

- Charts
- Proof incentives worked
- Performance appraisal value...

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# I had Embraced the Prevailing Style of Management?

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# The Deming System of Profound Knowledge®

## SoPK

- Theory of knowledge
- Appreciation for a system
- Knowledge about variation
- Psychology

# The Deming System of Profound Knowledge®

One need not be eminent in any part nor in all four parts in order to understand it and to apply it.\*

\*W. Edwards Deming. The New Economics for Industry, Government, Education (Page 93).



# Concepts

- Not easy
- Keep trying
- Continue working
- Distractions
- Start young
- Going back is easy...

# Thank You

The W. Edwards Deming Institute®

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