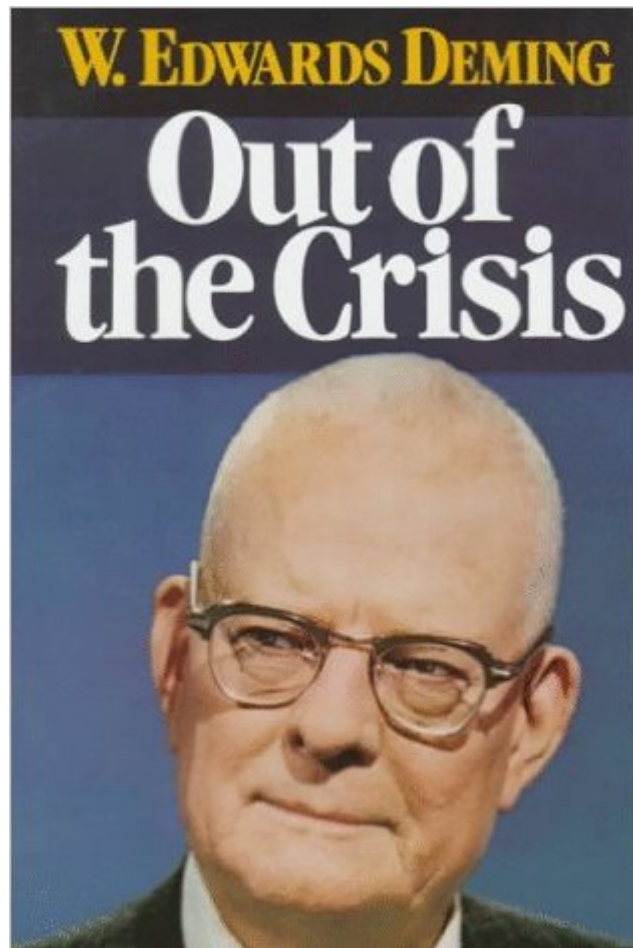


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# Out Of The Crisis



## Synopsis

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 1986, 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.

## Book Information

Hardcover: 520 pages

Publisher: Massachusetts Inst Technology (February 2, 1982)

Language: English

ISBN-10: 0911379010

ISBN-13: 978-0911379013

Product Dimensions: 1.5 x 5.8 x 8.8 inches

Shipping Weight: 1.9 pounds

Average Customer Review: 4.7 out of 5 stars [See all reviews](#) (119 customer reviews)

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## Customer Reviews

W. Edwards Deming is one of the leading thinkers of modern management as a key originator of total quality management. D. Wren and R. Greenwood write, in their 'Management Innovators,' "Deming was critical of U.S. management, perhaps because he had been ignored far so long, but more probably because U.S. firms were losing market share to more quality-oriented competitors. He blamed U.S. management because the wealth of a nation did not depend on its natural resources but on its people, management, and government: 'The problem is where to find good management. It would be a mistake to export American management to a friendly country.'" In this context, in Chapter 2, in order to transform American industry, Deming presents the 14 points that constitute his theory of management: 1. Create constancy of purpose toward improvement of

product and service, with aim to become competitive and to stay in business, and to provide jobs.2. Adopt new philosophy. We are in a new economic age. Western management must awaken to the challenge, must learn their responsibilities, and take on leadership for change.3. Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.4. End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move toward a single supplier for any one item, on a long-term relationship of loyalty and trust.5. Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs.6. Institute training on the job.7. Institute leadership. The aim of supervision should be to help people and machines and gadgets to do a better job.

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