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Preface

I came to prepare this monograph on the work of W. Edwards Deming by way of researching the roots of the Lean Enterprise model. Based on my earlier reading of Deming, it was clear to me that he had a major contribution to the lean model. This judgment was based on four facts. First, Deming's views and the lean model's views concerning the role of executives, managers, and supervisors are essentially identical. Second, Deming taught the leaders of Japanese industry about the quality approach to commerce through the auspices of the Union of Japanese Science and Engineering (JUSE) in the early 1950s. Third, Deming played a pivotal role in enabling the resurrection of Japanese industry to its place of worldwide importance in the post World War II era. Indeed, Japan as a nation recognized Deming's contributions to the resurrection of their industry by extending to him the Second Order Medal of the Sacred Treasure. And fourth, Deming's contributions to the lean model as practiced by the Toyota Motor Corporation were personally acknowledged and appreciated by Dr. Shoichiro Toyoda, the son of the founder of the Toyota Motor Corporation and its chairman from 1992...1999. •Everyday I think about what he [Deming] meant to us,Ž said Dr. Toyoda, •Deming is the core of our managementŽ (Toyoda, 1988). As you probably know, the Toyota Production System is often cited as a foundation for the Lean Enterprise model.

As I dug into his works, I discovered an alignment between the Quality approach to commerce and the Lean Enterprise approach that was far broader and deeper than I first presumed. By the time I finished, it seemed to me that Deming's work represents the heart and soul of Lean Enterprise, especially given his understanding of people and their striving to learn, grow, and achieve; his sensitivity to their needs and wants; and his recognition that they possessed an immense pool of untapped and largely ignored creativity. By his understanding of the primary importance of people, other core elements of Deming's thinking confirmed my judgment. These include:

- his anchoring of enterprise on maximizing the delivery of value to customers as judged by customers,
- his view of the absolute synergy between personal development and organizational success,
- his inclusive perspective of whom must benefit from commerce,
- his identification of learning as the engine of success, and
- his continuous pursuit of perfection defined as a •zero loss function.•

Once a proper understanding of his work is realized, the narrowing of his contribution to the notion of teaching the application of statistical process control borders on the criminal. Indeed, it was with ever-greater dismay that I recognized how inadequately the totality of Deming's thinking was understood. In its fullness, it represents nothing less than an alternative approach to

¹ This judgment of Deming's role seems supported by the description of the Toyota culture provided by Likierman and Hosmer (2007) and their assertion that it is this culture that is the heart of the lean model. The contents of that culture fully align with the Deming's.

