

Poster proposal

International Perspectives on Quality Management in Learning,  
Education, and Training

European Quality Observatory at ICALT 2004

<http://lttf.ieee.org/icalt2004/>

## Values and Dr Deming

This poster aims to explore the values associated with the development of Dr Deming's approach to quality.

Shewhart's writing in the '30s is based on American pragmatism. It seems probable that the Japanese application of ideas from Deming and Juran in the '50s was based on Asian values to some extent.

The '80s approach to quality in the US and UK was an attempt to respond to Japanese competition. However, generally this has not been continued.

There is a question whether Deming introduced American ideas to Japan or whether his writing in the '80s presented Japanese ideas in the US.

Since the 'Plan – Do- Check – Act' cycle appeared in the revised 2000 version of ISO 9000 there has been a significant change in the geographical distribution of certificates. The ISO Survey may appear in the middle of the year. Based on last year's figures, the growth is in China and Japan. Some UK and US sites have not made the transition. 'Plan – Do – Study – Act' is a learning theory.

'The New Economics' introduced the 'System of Profound Knowledge', describing a philosophy of knowledge. There is also a critique of conventional management. Examining the values in this philosophy might suggest connections with learning theories.

The literature on management learning has often seen quality systems as restricting learning opportunities and there is a basis for this view in some current practice in education. In the USA the approach to organisational learning has more sympathy for quality ideas. Peter Senge shows some continuity with Deming. Examining the values in what Deming actually wrote could contribute to a dialogue on quality and learning.

## References

**The New Economics**, W. Edwards Deming, 1993 MIT CAES

**Making Quality Critical**, edited by Wilkinson and Wilmott, 1994 Routledge

**The Fifth Discipline**, Senge 1990 Century

**Revisiting Deming's 14 Points in Light of Japanese Business Practices**

Kosaku Yoshida *Quality Management Journal* ASQC Vol 3 Issue1 1996

IQA Deming SIG [www.iqa.org/deming](http://www.iqa.org/deming)

ISO Survey <http://www.iso.ch/iso/en/iso9000-14000/iso9000/iso9000index.html>

Will Pollard [will@exetreme.com](mailto:will@exetreme.com)

see Learning with ISO 9000 [www.learn9.net](http://www.learn9.net)

This is an attempt at a diagram for a workshop. I am already late for the deadline so the arrows will be added later maybe. This is in InDesign and PDF so it should be easy to amend. Start at the top and work down.

Will Pollard will@exetreme.com www.learn9.net

## The New Economics

### American Pragmatism

dialogue

### Asian Values

Values associated with  
The New Economics

### Organisational Learning

dialogue

### Critique

An approach to quality inclusive of learning