



Making Connections #1

Each month I will be writing about one of Deming's Management Points, Diseases or Obstacles and relate it to Choosing Excellence™. Each article will relate to Glasser Quality Schools, the Baldrige/Sterling Quality Model, Quality Tools and classroom applications of The Three Es (Environment, Expectations and Evaluation). References will also be made to data relating to Closing the Achievement Gap, Teacher Effectiveness and Training information.

This month's article is a complete overview of Deming's Points and then focuses on Point #1 Create a Constancy of Purpose.

Making Connections: Choosing Excellence™, The Glasser Quality School and Baldrige Quality Models

In 1986, Quality Guru Dr. W. Edwards Deming formulated his theory of management for improvement of quality and productivity. His theory included 14 Points of Management, 7 Deadly Diseases and 5 Obstacles to Quality.

Dr. Deming (1986) strongly emphasized that, "It is not enough to do your best, you must first know what to do and then do your best. Deming goes on to say, "Think of the chaos that would come if everyone did his best, not knowing what to do"

14 Points of Management

1. Create a constancy of purpose for the improvement of product and service.
2. Adopt the new philosophy.
3. Cease dependent on mass inspection.
4. And is the practice of awarding business on price tag alone.
5. Improve constantly and forever the system of production and service.
6. Institute training.
7. Institute leadership.
8. Drive out fear.
9. Break down the barriers between staff areas.
10. Eliminate slogans, expert patients, and targets for the workforce.
11. Eliminate numerical quotas.
12. Remove barriers to pride in workmanship.
13. Institute a vigorous program of education and self-improvement.
14. Take action to accomplish the transformation

The Seven Deadly Diseases

1. Lack of constancy of purpose
2. Emphasis on short-term profits
3. Evaluation of performance, merit rating, or annual review
4. Mobility of top management
5. Management based on visible figures alone
6. Excessive medical costs
7. Excessive cost of warranty, fueled by lawyers who work on contingency

Some Obstacles to Quality

1. Neglecting long-range planning and transformation
2. Relying on technology to solve problems
3. Seeking examples to follow rather than developing solutions
4. Maintaining that “our problems are different”
5. Blaming the workforce for the problem

In *The School for Quality Learning: Managing the School and Classroom the Deming Way* (1993), Crawford, Bodine and Hoglund elaborate on Deming’s theories and translate it for education.

Point 1: Create a Constancy of Purpose for Improvement of Product and Service

An excerpt from The School for Quality Learning: Managing the School and Classroom the Deming Way (pp.19-20)

According to Deming, management faces two sets of problems, those of today and those of tomorrow. Today’s problems in education tend to be viewed by policymakers in terms of disciplining students to work in the existing system and raising achievement test scores. Schools tend to dwell on such matters without attending adequately to the students future needs. Because teachers have new groups of students each school year, their interests may be short-term. Teachers are expected to have their students learn what is in the curriculum prescribed for each grade level and to perform well on achievement tests. However, some students fail to master the prescribed curriculum, and other students are developmentally well beyond that curriculum and underachieve because they are not challenged. The present focuses on fitting a diverse group of students into the existing system without regard to whether or not the system is producing students who are learning.

With school populations growing more and more diverse, educators must question the value of continuing to accept school failure and undereducation as part of the school culture. The same challenge must be posed to schools that are preoccupied with raising test scores by becoming more and more efficient in teaching to the test. What value is there in raising test scores when students do not know how to apply what they have learned and when test oriented teaching eliminates curricular opportunities for students to explore, create, and discover the changing world around them? If students do not learn in our schools, will they be prepared to be the learners of the future?

A school's primary purpose is not to produce students who can score well on tests but to prepare students for lifelong learning. Education, like business, must focus on the constant improvement of product (each student’s learning) and service (methods for creating that product).

The schools reality is to create constancy of purpose for improving students’ ability to become-and remain-productive learners and citizens.

Dr. Deming taught that it was management's responsibility to work "on" the system in order to improve the system. The Baldrige criteria are loosely based on Dr. Deming's ideas. Examining the Baldrige Criteria, it is apparent that a focus on all of the criteria is necessary to create and maintain a constancy of purpose.

Baldrige/Sterling Criteria/Categories

1. Leadership
2. Strategic Planning
3. Student and Stakeholder Focus
4. Measurement, Analysis and Knowledge Management (Data)
5. Workforce Focus
6. Process Management (Operation Focus)
7. Results

Choosing Excellence™ has proven results through focusing on The Three Es (Hoglund) as the primary method of identifying, maintaining focus on, and constantly improving district, school and/or classroom system and processes.

- ★ What is our ideal **Environment**?
- ★ How do we create and maintain the **Environment** that we want?

- ★ What are our **Expectations** for everyone in the system?
- ★ How do we communicate the **Expectations** throughout the school and classrooms?

- ★ How will we **Evaluate** the effectiveness of our Environment?
- ★ How will we **Evaluate** the effectiveness of our Expectations?
 - ✓ Vision Statements
 - ✓ Mission Statements
 - ✓ Core Values
 - ✓ Issue Bin
 - ✓ Consensograms
 - ✓ Student, Parent and Staff surveys