



## Making Connections #3

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 #3 Cease Dependence on Mass Inspection

### **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."

**To read the first two, of Deming's 14 Points of Management, click on the link.**

1. Create a constancy of purpose for improvement of product and service.
2. Adopt the new philosophy.
3. **Cease dependence on mass inspection.**

#### **Point 3: Cease dependence on Mass Inspection**

In *The School for Quality Learning: Managing the School and Classroom the Deming Way* (1993), Crawford, Bodine and Høglund elaborate on Deming's theories and translate it for education. (pp. 21-22)

*According to Deming, inspection of a finished product as it comes off the line, or at key points during production, is too late, ineffective, and unnecessarily expensive. With this type of inspection, the company is paying workers to make defective parts and then to correct the defects. The consumer pays for the duplication of work. This sort of inspection does not improve or guarantee quality because it fails to improve the process that is producing the defects. Deming (1986) says, "Quality comes not from the inspection but from the improvement of the process" (Page 29). Inspection the Deming way, then, is a process in which the workers are enlisted in train to evaluate the quality of their own work.*

**"Quality is everyone's responsibility."**

Dr. Deming

*In education, state and national standardized testing programs do not contribute to the improvement in methods and processes that would lead to quality learning. In fact, the inspection of student achievement through mass testing actually prevents quality learning because teachers spend a significant portion of their instructional time teaching for the purpose of raising test scores.*

*Quality learning is not the result of students' desire to earn a higher score on the test; rather, quality learning results from the use of instructional methods and processes that engage students in learning activities that draw on knowledge far beyond assorted facts and basic operations. When the inspection process in school becomes a way for students and staff to evaluate what they are doing and plan for ways to improve, the potential for quality learning is greatly increased.*

**Choosing Excellence™** has proven results through focusing on The Three Es <sup>1</sup>(Environment, Expectations, Evaluation) as the primary method of identifying, maintaining focus on, and constantly improving district, school and/or classroom system and processes.

#### **Quality Tools and Strategies that relate to Cease Dependence on Mass Inspection.**

- ✓ Instruction
- ✓ Formative Assessments
- ✓ Choice Theory®
- ✓ Questioning Process
- ✓ Issue Bin
- ✓ Consensograms
- ✓ Data Walls
- ✓ Data Folders
- ✓ Data Chats
- ✓ Student, Parent and Staff surveys
- ✓ The Three Es

Dr. Deming taught that it was management's responsibility to work "on the system" to improve processes and outcomes. All of the above are continuous improvement strategies that directly address, "Is it good for the student?" All of the aforementioned tools and strategies help students understand their progress and accept responsibility for their learning.

#### References:

Crawford, Bodine & **Hoglund** (1993) *The School for Quality Learning*. Urbana, IL: Research Press.

**Hoglund**, Robert (2000) Administration and Management. Journal of Reality Therapy. Spring.

**Hoglund**, Robert (1991) *Made in Japan: Deming's Management Principles*. Journal of Reality Therapy, Spring.

**Hoglund**, Robert (1994) *It's Time for Genuine Reform: A Call for Quality*. Catalyst for Change. Winter.

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<sup>1</sup> Hoglund, Robert (2000) Administration and Management. Journal of Reality Therapy. Spring.