

# Ohio Quality and Productivity Forum

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## Lending Library Conference Video Series

### **QQPF's 11th Annual Deming Conference (1997)**

**97-01 Backaitis, Nida: Deming's System of Profound Knowledge for Management in the 21st Century (2 tapes)**

During this extended evening session, you will receive an overview of a "system of profound knowledge". What is it? Why is it such a big deal? This session will be useful in creating a context or framework for the rest of the conference. Dr. Deming described a "system of profound knowledge" as composed of four parts, all related to each other: appreciation for a system; knowledge about variation; theory of knowledge; and psychology. You will explore why this theory of management is important and relevant; and discuss examples of how it applies to organizations, schools, hospitals and our personal lives.

**97-02 Baugh, Reginald: "What to Measure?! - Developing the Population Based Clinical Values Compass"**

Dr. Baugh will help you understand why a "family of measures" is superior to our typically single measure approach to healthcare and the dangers of suboptimization driven by a single measure. He will explain the need to recognize a system by a set of measures and the connection of measurement to theory and learning. He will identify the steps Henry Ford took in developing their "compasses" and he will identify the lessons learned from the Henry Ford experience. He plans to help you identify one thing you can go back to work and try.

**97-03 Boyer, Dave: "Discovering the New Balance of Accountability and Destiny -- One Leader's Journey"**

With the backdrop of shifting culture, science, society and institutions is a significant shift in our notion of organizational leadership. The idea of leader as planner and implementer no longer fits organizations which are developing around learning, creativity, quality and rapid customer response. If it ever was plausible that leaders had all the answers, today it is an impossible and dangerous expectation. Today's most successful and vibrant organizations cultivate equity, autonomy and individual opportunity with a reliance on self-organizing concepts and shared vision. Operating from higher levels of the human spirit, leaders must offer guidelines from their own discoveries in matters of the heart. And during this shift, our organizations need to be accountable to customers and stakeholders. Leaders need to build a bridge between the past notion of a leader as the person ultimately accountable for performance to the developing notion of a leader as lifelong learner, in touch with his or her own creative spirit and destiny. As every person is accountable for their future, it is up to leaders to learn and discover their power to be stewards of the organization's future no matter how fearful the journey may seem. Dave will share his story of unfolding leadership. In his very real and practical story, he will discuss what he has learned about his own leadership in an organization focusing on quality, involvement, and customer needs. He will share his company's transformation to be market driven and how the leaders are working to develop shared vision while maintaining and redefining accountability during the transformation.

**97-04 Caldwell, Chip: "Seeing Healthcare as a System- The Leadership Imperative.**

Presenting the leadership imperative that viewing healthcare as a system is the only way to make effective decisions. Chip will talk about why do it and what are the gains. He will explain, from a Deming perspective, how to view the organization as a system and how to identify the leader's role in shifting to a systems view. He will identify changes in the supportive systems that enable systems thinking in healthcare, e.g. measurement system, customer information system, employee hiring system and appraisal system.

**97-05 Caldwell, Chip: Accelerated Cost Reduction Strategies**

Citing some wildly successful examples of accelerated cost reduction strategies, Chip will talk about some emerging approaches for faster improvements yielding significant cost savings. He will identify some principles you can apply for faster results in your workplace and talk about the use of current technology such as the Internet for sharing ideas and replicating ideas faster. Making change faster and smarter is the key within the framework of the System of Profound Knowledge.

**97-06 Contrada, Michael: "Using the Balanced Scorecard as a Strategic Management System"**

The implications of the Balanced Scorecard are vast. Senior executives can use it to channel the energies, the abilities, and the specific knowledge held by people through the organization towards achieving long-term goals. Michael will demonstrate how to use measures in four categories -- financial performance, customer knowledge, internal business processes, and learning and growth--not as a traditional control system, but rather to align individual, organizational, and cross-departmental initiatives to achieve a common goal. He will reveal how to use the Balanced Scorecard as a robust learning system that helps identify new processes to meet targets, rather than as a way to take existing processes and improve them. Finally, he will walk through the steps to demonstrate how your company can build your own Balanced Scorecard.

**97-07 Edgelow, Chris: Leading the Jobless Organization**

It is impossible today not to notice the attention jobs are getting in the media and in organizations of all types. Every time we turn around there are more headlines about jobs being lost, companies downsizing, technology making jobs obsolete or governments trying unsuccessfully to create jobs through economic initiatives. We are living in a very unique time in history, a time when the rules of mass production and large organizational bureaucracy are rapidly being outdated and the rules of the high-tech, just-in time, quick and responsive organization are not yet fully understood. This is a time when many of the assumptions about work, jobs, hiring, stability and organizational structure that we have lived with for many generations are being fundamentally challenged and torn apart. Tomorrow's organizations, and already some of today's fast moving organizations will not utilize the "job", with its clear title and description coupled with some type of security, as a basic building block. This does not mean there will be no one employed. Rather, it means that work will be done without the job framework as we have known it. This presentation will explain the forces creating this fundamental change and develop some strategies to help reshape your organization to deal effectively with it. It is also intended to help you understand what you need to do individually to be successful in a jobless world.

**97-08 Fukui, Takeo: The Essential Elements of Honda's Approach to Quality**

Mr. Fukui will highlight the essential elements of Honda's outstanding success in achieving high levels of quality and how quality is approached at Honda of America. He will talk about his corporate leadership in dealing on a daily basis with issues of competition and management in the application of quality principles in the organization. He will explain specific projects in Honda's current company-wide initiative in training all associates in quality principles and tools.

**97-09 Hall, Britt for Peter Scholtes: Some Thoughts of Leadership**

We live in what appears to be a dark age of leadership, where Dilbert is the prophet of our time and Chainsaw Dunlap is Wall Street's poster child. Peter Scholtes - whose Leader's Handbook will be published by McGraw Hill - will offer some alternative approaches to Leaders (not new approaches, just not commonly use):

- \* Attention to systems
- \* Attention to unquestioned assumptions
- \* Attention to relationships
- \* Attention to participation

**97-10 Goerner, Sally and Lawton, Barbara: The Rise of Integral Science and Integral Society (2 tapes)**

In 1996, a survey revealed that one quarter of the U.S. population (44 million adults) now fit a new cultural mindset, nicknamed the Cultural Creatives. Using a loose amalgam of science, community and spirituality, this group constitutes an immense movement whose great desire is to bring about an Integral Society whose head, heart and soul are no longer at odds. Until now, however, Cultural Creatives have had to work with snatches of new science whose connections to community were strained at best. This talk and interactive session outlines the rise of a concrete and increasingly clear an well-synthesized Integral Science (from physics and biology to anthropology) and how it ties to the rise of Integral Society.

**97-11 Haller, Harold: The Newsroom from a System Perspective - The Maestro Concept**

The challenge to reports in newspapers across the country today is to think like a reader reads. As people become more and more quality conscious, there is demand for continual improvement in the creative process of writing and editing newspaper articles, for both breaking news and features. The response to this challenge has been the system approach to editing developed by Ryan and Blom called the "Maestro" process. This paper deals with the theory and strategy for implementing systems thinking in newsroom environment as well as case studies documenting attempts to introduce this methodology, both successful and unsuccessful. As in most transformations based on the Deming theory of management, the "Maestro" concept calls for a changing role for leadership, in this case the editor. The new role will be defined based on a coaching and mentoring model.

**97-12 Hinkel, Alan: Managed Care: Understanding Variation to Improve Population Health - A Payor's Perspective.**

This presentation will focus on how a managed care organization (Blue Cross and Blue Shield of New Hampshire) is managing variation as their central strategy for managing care. The management of clinical variation at the individual patient/member level as an approach to disease management will be discussed. Managing population health by managing variation within a healthcare delivery network will be discussed as well. The future role of using Deming's principles to manage health from home and the workplace will be explored. Dr. Hinkel will discuss how the merger of Deming's improvement knowledge with our healthcare delivery system adds value to society. He will identify a model of win-win collaboration between payor, provider and patient/member.

**97-13 Marrin, Charles: Standardize, Economize, Improve - A Process-Based Approach to Improvement in Medical Care**

HCFA and other organizations have for nearly ten years attempted to manage outcomes in medical care, including costs and complications. As Dr. Deming would have predicted, the results have been disappointing. He would have advised them to try to manage process rather than outcomes. At Dartmouth we have been monitoring outcomes of cardiac surgery for ten years. More recently we have combined our expertise in outcomes analysis with a process-based approach to improvement. Analysis and improvement of process is the key, but analyzing costs has stimulated providers' interest in the process. Few clinicians either know the actual cost of medical care or understand, in detail, the activities involved in the process of care and there is no accepted method for linking the two. One solution to this problem is Clinical Process Cost

Analysis, a form of activity-based costing which provides detailed information about the costs and process of care. At Dartmouth the technique has been applied to DRG75 and DRG106 to analyze the real costs and activities involved in the surgical treatment of lung cancer and or coronary artery disease at one institution. The insights thus obtained have been used to reduce costs and improve quality by re-engineering the processes of care.

**97-14 Oestreich, Dan: Beyond the Edge: Exploring your Leadership Destiny**

Our sense of personal destiny--our calling or life task--can be a profound way to orient action and to stand up to a world of extra-ordinary challenges. In times of adversity, we need to better understand how to honor our own private sense of the possibilities, claim our gifts and talents, face the risks, and learn from, rather than avoid, the non-rational elements of our experience. These personal sources of inspiration are the seeds of our impact on the world, the essence of our leadership. We cannot deny our challenges or the energies we possess to meet them, without negative consequences. Growth is mandatory. The destiny of individuals, particularly those in top leadership positions, deeply influence the progress of our organizations and communities.

**97-15 Plume, Stephen: How to Get Physicians Involved in Health Care Improvement"**

Speaking from his personal experience with getting physicians involved in health care improvements, Dr. Plume will identify barriers to physician involvement in improvement efforts and talk about some practical strategies that really get physicians involved. He will outline factors in successfully keeping physicians involved in health care improvement initiatives and help you learn how to use these factors in your health care setting.

**97-16 Provost, Lloyd: Accelerating Improvement**

Why does improvement take so long and require so much effort? The expected results of many improvement efforts are never obtained because organizations move on to other priorities before implementing the results of their previous investment in improvement. This talk will focus on the use of PDSA Cycles with the Model for Improvement to accelerate the rate of change in an organization. The use of change concepts and of rapid test cycles will be emphasized.

**97-17 Provost, LLOYD: Planning Experiments: What Everyone Needs to Know**

In all of our processes and systems, there are always several variables which impact the outcome of interest. For example, in treating a medical condition, the rate of success might depend on the type of drug, the dose, the frequency, the time of administration and other variables associated with a particular patient.. The outcome can depend on both the interaction of these variables as well as their individual effects. Planned experimentation [also called (DOE) and multivariable testing (MVT) ] is an approach to simultaneously study multiple variables that affect outcomes and other process measures of interest. The use of planned experimentation can increase both the rate of improvement as well as give deeper insights into the causes of problems and opportunities for improvement. Rather than collect a lot of data and then try to sort out the causal variables, planned experiments defines a small, specific set of tests that will give the most insight into the potential causal variables. The tools and method of planned experimentation can be integrated into overall improvement strategies. While the methods of planned experimentation are not new, they are not widely understood or practiced in most organizations. This session will describe the use of factorial experiments in PDSA cycles for improvement. An approach to design experiments and to analyze the resulting data using graphical methods will be discussed.

**97-18 Ranney, Gipsie: Avoiding Common Pitfalls in Interpreting Data**

Numbers drive our businesses. Yet much of the data behind the numbers is questionable. Even worse is the way in which many decision makers use the data. To improve organizational performance, it is important to feel confident of data interpretation and to avoid the common pitfalls. You will discuss these common pitfalls:

- \* Lack of appreciation for a system;
- \* Misinterpreting causes of variation - confusing common cause with special cause;
- \* Linear thinking;

- \* Careless generalization or induction from incomplete data;
- \* Ignoring, discounting, or failing to seek out disconfirming data;
- \* Confusing correlation with causality.

**97-19 Sproul, Mike: Creativity and Improvement - A Vital Link**

"Creative thinking has no place in serious improvement efforts." If confronted with this statement, most improvement leaders would say that they do not agree. However, if then asked how creative thinking is being integrated into their organization's improvement processes, most would find it difficult to find significant, tangible examples, Why? Deming recognized and acknowledged the need for fundamental change and innovation. Creative thinking is often necessary to produce those fundamental changes and innovations. However, the value of creative thinking methods in quality improvement has generally gone unrecognized and unrealized because of misperceptions about the nature of creativity and how it can fit with traditional improvement methods. Integrating these creative thinking methods into systematic improvement efforts throughout an organization offers a rich opportunity for any organization serious about continuous improvement.

**97-20 Tveite, Mike: How Will We Know If A Change Is An Improvement?**

This is one of the questions in the widely used model for improvement developed by Associates in Process Improvement. In the context of improvement efforts, this question is often not asked. Another problem would be asking this question but supporting it with only one organizational measure. Additionally Dr. Deming reminds us that the most important figures for management are unknown and unknowable. This talk will address issues related to the question of "how will you know if a change is an improvement", share some examples and present guidelines for application.

**97-21 Velick, Stephen: Quality As A Business Strategic Initiative**

Henry Ford Health System and Henry Ford Hospital embarked on Total Quality Management (TQM) almost ten years ago. Significant effort has been expended on learning, practicing, and incorporating the philosophy into our daily work life. From a system perspective, quality has been our market strategy. With the knowledge to TQM, Henry Ford Hospital has initiated a strategic redesign of the core patient care processes. These processes incorporate areas that range from inpatient care to the operating room. Multi-disciplinary teams have been instrumental in the design and development of new processes. Each year the hospital Quality Management Resource Network sponsors a forum where teams display their storyboards and share and celebrate their successes. Over 180 teams and almost 2000 employees contribute annually to these processes. While process improvements are occurring within business units of the Henry Ford Health System, like Henry Ford Hospital, we have established some systemwide teams who are working on the standardization of clinical processes across all business units. The criteria for selection and a summary of teams will be shared.

**97-22 Vernay Laboratories, Inc.: Quality Jujitsu- Converting Market Demand for ISO/QS-9000 into Process Improvement**

In 1994-1995, the Automotive "Big Three" and many Tier One Suppliers demanded that by 1997, their supply base achieve QS-9000 registration as a condition of doing business with them. Vernay Laboratories recognized that they could no longer procrastinate on this matter. While there was tremendous skepticism about the expected value and apprehension about the ongoing costs, it became an issue that potentially threatened the company's ability to participate in the automotive market. Vernay will share the process they used and the experiences they gained in their quest for and achievement of ISO 9001/QS-9000. You will learn how Vernay recognized that resisting customer demands for ISO/QS9000 was a waste of energy; how they achieved ISO 9001/QS-9000 certification without the use of outside consultants; how they integrated achieving certification into their Business Plan; and how they deployed large system change strategies and tactics.

**97-2 W.E. Deming Institute: The Tacoma/Pierce County Project**

In 1995 the W. Edwards Deming Institute's Development and Outreach Committee began developing the idea of a Community Partnership for Continual Learning. The idea was to form a partnership with some community, applying Dr. Deming's System of Profound Knowledge to that Community's issues. In August of 1996 the Partnership Team selected Tacoma as its Partner Community. This presentation will describe what has happened so far:

- \* Why Tacoma agreed to be considered
- \* Why we selected Tacoma/Pierce County
- \* How we began preparations
- \* Our education efforts among diverse community leaders
  - 90 people in November
  - 400 people in April
- \* Training in the Methodology of Improvement, held in May and July.
- \* The Partnership's organization and infrastructure assembled to support the effort.

The W. Edwards Deming Institute's particular interest in this partnership program is to learn what may be of use to others. In this presentation we will describe our research efforts and plans for sharing our learnings. The presenters will include participants in the Deming Institute's partnership team including Peter R. Scholtes, the Team's leader, Britt Hall, who sits on the steering committee, and some of the leaders from Tacoma/Pierce County. This is an exciting application that has stirred up interest all over North America as well as places as diverse as Tasmania, Scotland and Iceland.

### **OQPF's 10th Annual Deming Conference (1996)**

#### **96-01 Beck, Mike, Bradbury, Ian, Jordan, Jack, Marshall, Sheri, and Ranney, Gipsie: New Principles for Management and for Living (2 tapes)**

This session introduces ideas that form the core of Dr. Deming's philosophy, a foundation for the Conference. This session would be a good choice if you have not attended a Deming 4-day seminar, or you wish to obtain an integrated overview of Deming's teachings. The presentation includes:

- \* A personal history of Dr. Deming
- \* Taped excerpts of Dr. Deming conducting his renowned red bead experiment as a basis to develop key concepts of his System of Profound Knowledge.
- \* Viewing common business practices through examples from family life - some amusing and enlightening analogies.
- \* Some common misunderstandings of Deming's theory
- \* Transformation of the individual.

#### **96-02 Edelman, John T.: Ethics, Pride, and Productivity: A Paradox in Management**

Dr. Deming regularly suggested that there are important connections between pride of workmanship, quality of work and productivity. If he was right to do so, then it would probably be useful to have a clearer understanding of the nature of pride of workmanship and of the means by which we could cultivate it in an organization. This presentation suggests that a careful examination of the nature of pride of workmanship can have some surprising -- and perhaps disturbing -- consequences for our thinking about some of the ethical aspects of leadership and management, consequences suggesting a paradoxical relationship between any concern for pride among workers and any corresponding interest in the productivity of those workers.

#### **96-03 Haller, Harold S.: Creating Delighted Customers**

In 1995 Dr. Noriaki Kano presented a seminar at the University of Miami which described a technique for revealing those product features which the customer would want. He referred to this as the Voice-of-the-Customer and the Voice-of-the-People. Product features were divided into three categories: Attractive, One-dimensional, and Must-be. Attractive features would delight customers. Customers would demand more and more of a feature if it were classified as One-dimensional. A necessary but not sufficient condition for a customer to purchase a product

would be a Must-be feature. This talk will describe how Kano's survey method was used to design new washable curtains for homes. The development of the survey instrument will be described. You will be given a method for statistically analyzing the results which must be employed to determine which quality features are Attractive, One-dimensional and Must-be. The results from the analysis of the Kano survey can be used to guide product development efforts. This is the process for identifying how to create delighted customers.

**96-04 Hoyt, Barbara: Trapped in Command and Control**

There is a great effort on the part of Corporate America to break down complex hierarchical business systems by moving to intact work groups and cross-functional teams. Why is it that while we are working hard to become more collaborative, more customer focused and more democratic in our approach to management, that we under pressure, resort to our old ways of doing things? Dr. Deming wrote about systems that the greater the interdependencies in a system, the greater the need for cooperation and communication. Dr. Deming calls for another kind of leadership and another set of values in his book "The New Economics". Barbara will facilitate a discussion regarding some of those values as well as explore what keeps us trapped in the old models so that we can create new vehicles for leadership effectiveness and organizational innovation.

**96-05 Lawton, Barbara: Building the Future: Learning from Chaos (2 tapes)**

Too often our approach to transformation is based in the old industrial paradigm of top-down control. The attempts resemble laser surgery, as we search for the one or two circumscribed changes that will result in transformation. Successful transformation will be rooted in the new paradigm. A new system of thinking, interaction and management cannot be assembled from independent pieces. Such a highly interdependent system must evolve from direct interaction of groups with the marketplace they wish to serve. Our job is to enable local evolution, to participate in it, and to learn from it!

**96-06 Murray, Sandra and Wagar, Philip: Staying Well When Healthcare's Running a Fever**

Speaking from the trenches, Sandy and Phil will talk about the effect of planned changes in complex, "real world" systems. From a practitioner's viewpoint, they will describe navigating the turbulence in today's health care environment, putting in perspective the emerging trends. The purpose of the presentation is to share with you organizational experiences employing quality as a business strategy. They plan to discuss applications across the spectrum of planning, measurement, and tools. They will share their use of helpful or pivotal questions to shed light on the real issues facing systems change. Additionally they will talk about hurdles encountered and inroads made conducting learning cycles in their respective organizations. The DoD Health Service Region V and Good Samaritan Hospital and Health Center are participants in OQPF's Health Care Roundtable, Lloyd Provost, Associates in Process Improvement, consultant.

**96-07 Oestreich, Daniel K.: The Courageous Messenger**

Dan will talk about a systems view of interpersonal relationships with a focus on improving relationships through insight and mutual discovery -- it is not about "fixing" oneself or others as separate isolated individuals. There are often barriers of interpretation which are part of our experience of one another. Feedback is often required to improve the system; however, the process of asking for and giving feedback is influenced by the system itself. Interpersonal systems interact with all other work-related systems and either serve to support or interfere with the performance of those systems. How can we make it easier? The methodology includes how to open the conversation; overcoming your own and others' defensiveness to encourage candid and forthright expression; and ways to evaluate and internalize the feedback.

**96-08 Orsini, Joyce: So You Want to Survey Customers?**

Most organizations understand the importance of finding out what customers think about their products and services. Marketing theory, supported by studies in enumerative statistics, suggests that organizations need to do more than listen to the voice of the customer. If you only focus on your existing customers, you tend to get a dwindling customer base. In this session, Joyce will help you understand the basis for producing goods and services that fill societal need. She will offer direction on how to approach customers and non-customers to develop a stronger customer base. She will give you guidance regarding questions to ask, types of people to question, and what to do about non-response in a sample and how to get better results.

**96-09 Scheessele, Kit Hammond and Winegarden, Samuel R.: Applying Dr. Deming's Teachings to the Development of the Northstar Engine**

Balancing luxury and performance gave the prestigious Northstar Engine its name. Balancing work on the product, the system and team culture made this engine a world leader in design, manufacturability and performance. Sam Winegarden, Chief Engineer and Kit Hammond Scheessele, Quality Systems Manager, will share their experiences in applying Dr. Deming's teachings to the process of simultaneous engineering -- designing the product and manufacturing process together. The talk will focus on using internal consultants and simultaneous engineering at three levels. First describing how system thinking and improvement methods were used on work processes. Next, reviewing the use of analytic studies in the development of the product and manufacturing process; and finally, exploring techniques for applying and sustaining changes in a corporate environment.

**96-10 Scholtes, Peter R.: Your Questions Please**

This high energy session of review and inquiry is OQPF's "quality" version of the talk show format. You asked for more time with speakers and the speakers want a chance to explore more fully your questions and concerns. Increase your level of understanding through a rapid fire exchange of questions and answers with Peter Scholtes. Our purpose is to help you clarify a new thought, challenge an assumption and solicit input on issues of personal interest.

**96-11 Tveite, Michael D.: Management is Prediction, Not Playing Games**

This famous Deming quote prompts the following questions:

- \* How and why do we take action?
- \* How do we learn so our next decision is better than our last?
- \* On what assumptions do we base our predictions for the future?

During this session, Mike will help you understand Dr. Deming's original quote by addressing these questions using client examples in the learning.

**96-12 Whitney, John: The Economics of Trust**

Drawing on first-hand experience with a wide range of American companies, John Whitney offers concrete proposals on how to dismantle mistrust-breeding hierarchies and revamp the ways of recognizing, measuring, and rewarding performance. He also suggests radical changes for rooting out waste and complexity, while unleashing trust in everything from hiring to budgeting to streamlining the chain of command -- a landmark blueprint for corporate teamwork, mobilization, and renewal. Among the subjects to be analyzed are such root causes of mistrust as:

- \* Information that is biased, useless or wrong;
- \* Incompetence or the presumption of incompetence--whether in bosses, peers, or subordinates;
- \* The misalignment of measurements and rewards--an all-too-common state of affairs that pits people against one another and against the organization;
- \* An imperfect understanding of systems; and finally
- \* A lack of integrity whether it's caused by an individual violator or internal conditions that need to be changed.

In his own words, John Whitney says, "Mistrust doubles the cost of doing business. An enterprise that is at war with itself will not have the strength or focus to survive and thrive in today's competitive environment."

**96-13 Whitney, John: Your Questions Please**

This high energy session of review and inquiry is OQPF's "quality" version of the talk show format. You asked for more time with speakers and the speakers want a chance to explore more fully your questions and concerns. Increase your level of understanding through a rapid fire exchange of questions and answers with John Whitney. Our purpose is to help you clarify a new thought, challenge an assumption and solicit input on issues of personal interest.

**96-14 New Territory Day, Contributed Papers (2 tapes)**

Sponsored by the Research Committee of The W. Edwards Deming Research Committee, this session provides a forum for the presentation and discussion for research that builds on Dr. Deming's work. Contributors will present their research and invite your questions.

**OQPF's 9th Annual Deming Conference (1995)**

**95-01 Backaitis, Nida: The Fifteenth Point....?**

The idea that change begins with the individual is one that W. Edwards Deming, Ph.D., had begun to articulate more and more frequently during the last years of his public seminars. The subject of change was for many years of interest to Deming. The title of this presentation is meant more to draw attention to the importance of this statement from Deming than to imply that "change begins with the individual" is the fifteenth point. (90 minutes)

**95-02 Backaitis, Nida: The Message Behind the Man**

This session introduces ideas that form the core of Deming's theory of management. It provides a foundation for your learning. As Nida explains, "by introducing a System of Profound Knowledge, Dr. Deming has gone beyond examining the way we do work, to challenging the way we think about people, organizations, management practice and the way we interpret events. By introducing new knowledge and harnessing the minds of people, the System of Profound Knowledge brings new and greater leverage to our efforts to improve." Nida shares pictures and stories of Dr. Deming to deepen your understanding of the development of his theory. Most of the important and fundamental ideas that Dr. Deming left to us in "A System of Profound Knowledge" have been left largely undiscovered and unexplored. Nida will whet your appetite about these unexplored areas. Appropriate for those who have not attended a Deming 4 Day seminar, want a refresher on the components of Dr. Deming's theory, or could benefit from an integrated understanding of Dr. Deming's body of work on management. (150 minutes)

**95-03 Biondi Mukkala, Diane: Infrastructure for Learning**

The first step in the improvement of quality is to acquire knowledge and the second step is to apply that knowledge. This interactive session explores what needs to take place for learning to happen, how to leverage participation in the Deming Conference and how to take your learnings back to the workplace. You will have an opportunity to practice using the knowledge and tools you have gained during the Conference. You will work in teams to apply your learnings to initiatives you are engaged in at work. Each of you will play two roles: one as a problem-solver or planner of a specific back-home project and the other as a coach and consultant. Participation in this session will allow you to experience the power of collaboration. (90 minutes)

**95-04 Edelman, John: Knowledge, Problems, and Prediction**

Dr. Edelman's presentation demonstrates the practical importance of an understanding of basic ideas in the theory of knowledge. Drawing on ideas of C.I. Lewis concerning the predictive nature of empirical knowledge, the presentation explores the limits of our predictive powers and so identifies fundamental differences in the kinds of problems faced by individuals involved in management or leadership, whether in business, industry, education, government or health care.

Specifically, Dr. Edelman argues that the failure to recognize the differences between what he calls "divergent" and "convergent" problems repeatedly leads to inappropriate responses to the varied problems we do face in our work. He argues that this failure to identify differences in the kinds of problems we encounter is one of the deepest causes of financial waste, frustration and discouragement in our efforts at continual improvement. (90 minutes)

**95-05 Fuller, Tim: Risse Racing Technology Case History**

Risse Racing Technology was formed in 1991 to design and manufacture components for mountain bikes. The owners committed to using Deming's principles from the very beginning. Tim explains approaches that worked and some that failed and will present a model for optimizing a small company system. He will show how small companies can use flow balancing, repetitive work learning and information technology to reduce company complexity. (90 minutes)

**95-06 Hacquebord, Heero: When 2 Plus 2 Is Not Equal to 4**

The world of business and education is not just deterministic, but mostly systemic. This talk will discuss different views to managerial situations, all of which could be correct, depending on the world that applies them. (90 minutes)

**95-07 Kohn, Alfie: Quality as Democracy**

Many of the familiar principles of Quality management amount to an elaboration of this simple truth: an innovative, healthy organization requires that we work with people rather than do things to them. The latter strategy is exemplified by rewards systems, performance appraisal, and competition all symptoms of top-down control. By contrast, as Kohn explains, the logical conclusion of a "working with" approach to management extends beyond teamwork or empowerment: it requires the replacement of hierarchical systems with real participative democracy. (90 minutes)

**95-08 Lawton, Barbara: Exploring A World View Through the Lens of Profound Knowledge**

Barbara leads an interactive discussion with participants looking at the dimensions of organizational culture from an anthropological perspective. The conversation will be guided by Ed Schein's outline describing how we view our world and our relationship to the world. This outline encompasses man's relationship to nature; the nature of reality and truth; the nature of human nature; the nature of human activity; and the nature of human relationships. Appropriate for those who want to challenge their understanding by examining a different perspective of a world view. (150 minutes)

**95-09 Leddick, Susan: Profiles of Transformation**

Inspiration and insight from stories of people whose lives reflect the theory and practices of the Transformation. These stories, submitted by quality consultants, remind us that the changes envisioned by many have been enacted by more than a few. The stories challenge each of us to be among the doers. (90 minutes)

**95-10 Guy Leflar and Mary Jenkins: Uncovering Fundamental Assumptions in Organizations**

Principals with Emergent Systems, Inc., Mary and Guy are engaged in the search for knowledge and learnings about the changing nature of work and its impact on both the individual and organizations. (90 minutes)

**95-11 Nolan, Thomas: Science and Art of Improvement**

Over the past 15 years, a science of improvement has emerged. The intellectual foundation for this science was recognized by W. Edward Deming and articulated in his System of Profound Knowledge. A practical, pragmatic approach to its application has been developed in Japanese and American industry and in other countries throughout the world. This keynote address will chronicle some of the important breakthroughs in this science over the recent past. Despite the progress, much about improvement still remains an art. Pressing needs for better methods of improvement are unmet. Applications account for only a fraction of what is possible and necessary. Dr. Nolan will also suggest some future directions for the development of the science

of improvement and the implication for leaders in industry, government, and communities. (90 minutes)

**95-12 Oestreich, Dan; Morlock, Paul: Helping Lake Forest Hospital Find Its Improvement Path**

The history of improvement efforts at a mid-sized community hospital near Chicago. Their work is evolved from interpersonal coaching with the senior team toward comprehensive plans for transforming the culture of a rapidly changing health care organization. Lake Forest's improvement path, full of twists and turns, is a real-world story of integrating Deming's philosophy with principles of traditional organization development. (90 minutes)

**95-13 Orsini, Joyce; Thompson, Janet; Keaton, Robert: GPU Nuclear: Our Ten Year Journey**

GPU Nuclear executives share their learnings as they implement Dr. Deming's theory of management in a nuclear utility company. They discuss how knowledge of variation has helped their operations and has helped them in their interactions with regulatory bodies. The importance of thinking of GPU as a system in the needs for cooperation will be discussed in the context of a process focus. Includes a discussion of some of the obstacles and difficulties encountered, as well as progress, in the transformation of their organization. (90 minutes)

**95-14 Scholtes, Peter; Hall, Britt; Purcell, Dave: Peterbilt: A Study of Debundling**

Peterbilt of Wisconsin has undertaken the difficult transition from a traditional Performance Appraisal organization to one striving to apply Dr. Deming's philosophy. The leaders of the company came to grips with the disparity between their merit pay system and the philosophy they sought to apply. They ended performance appraisal, ended commissions, devised a new basis for compensating their employees and dealt with all the issues stirred up by this transition. The company was assisted in these efforts by Britt Hall, a consultant and Peter Scholtes offered some training and guidance. Mr. Scholtes will offer some context and principles regarding working through the dismantling of Merit Pay and creating a new compensation system. The Peterbilt story will be told by Dave Purcell, Vice President of Operations and legal counsel for Peterbilt of Wisconsin and Britt Hall of Waukesha County Technical College. (90 minutes)

**95-15 Tveite, Michael; Bollinger, Mary; Moye, Philip: A Deming Roundtable for Educators**

For the past two years, four school districts from the metropolitan Minneapolis-St. Paul area have been participating in a Deming roundtable for educators. The individuals involved in this roundtable include teachers, superintendents, and various staff members. The schools vary from an alternative program with only a few staff and students to a suburban district with 8000 students. All four districts are trying to integrate quality principles into the fabric of their organizations, but they have taken different approaches. The roundtable meets five or six times a year for two days at a time to work, share, study and play together. In this session, the presenters will share some of the benefits of participation in the roundtable. (90 minutes)

## **OQPF's 8th Annual Deming Conference (1994)**

**94-01 Baker, Edward: Plato's Cave to Deming's Pit: Values and the Limits of Knowledge**

The similarity between the world observed by Dr. Deming and by Plato, 2400 years earlier, is striking. Both lamented the existing condition of mankind and envisioned a better life for everyone. Plato's metaphor for mankind's condition is confinement in a cave, Dr. Deming's is imprisonment in a pit? Why is man still imprisoned after 2400 years? If business fully applied the scientific method, would that be a way out of the pit?

**94-02 Batalden, Paul: A Framework for the Continual Improvement of Healthcare**

Transforming health services and information to create and deliver care that meets what patients, families and their communities needs mean building, integrating and applying new knowledge. Acquiring new improvement knowledge and integrating it with traditional health professional knowledge in the midst of enormous societal pressure for change tests the resolve of any care

leader. Paul focuses on approaches to commonly observed blocks in the acquisition of this new knowledge.

**94-03 Beck, Michael: The Concept of Dialogue**

Most organizations today are finding change necessary and continual. This is true at a very personal level for groups of people who become engaged in the process of transformation to a state consistent with Dr. Deming's teachings. They find it necessary to grow and learn together, and often discover they hold very different views regarding the best ways to proceed. Dialogue is a discipline of collective learning and inquiry, that seeks to radically improve the quality of conversation and thereby improve the quality of the thinking of participants.

**94-04 Gingrich, Newt: Deming's Profound Knowledge and the Renewal of American Civilization**

There is a distinct American Civilization that has flourished for over 200 years and yet, today is in jeopardy. Renewal of this civilization requires identifying and fostering the underlying values and attitudes that enable free market, private enterprise and democratic systems to function and flourish. Deming's System of Profound Knowledge is fundamental to this renewal.

**94-05 Hoyt, Barbara: What I Learned from C.I. Lewis' Mind and the World Order**

Dr. Deming said management's job is prediction. However, what and how we plan, and how we go about making our predictions is based to a great extent on the assumptions we make about how things work, how businesses run, how people are motivated or how they learn. This highly interactional session will investigate some of the fundamental assumptions that drive our behaviors and our actions in business, by demonstrating a process for that investigation that will help participants guide change in their own organizations.

**94-06 Joiner, Brian: Reflections on Dr. Deming's Contributions to Management**

Dr. Deming led a productive life in which he made many contributions to management. These include the famous Deming Cycle for learning, the Deming chain reaction which shows why a focus on Quality is the best route to sustained business performance, and the benefits of viewing the organization as a system with customers and suppliers being key parts of the system. He also made a strong link between statistics and the quality of work life for rank and file employees.

**94-07 Kerridge, David: Management in the Face of Chaos**

Chaos is a law of nature, and order is unnatural. This seems to turn our understanding of the world upside down. From astronomy to particle physics, science has been remarkably successful in finding simple "laws of nature." As a result, we have come to expect the same simple kind of order everywhere. Instead we find Chaos. In any complex system, whether in business, government, or ecology, the law of nature is "chaos increases." Unwise action will create chaos, but chaos does not need to be created. It will grow in any neglected system, just as weeds grow in a neglected garden. Attempts to suppress chaos often make it worse. But chaos can be managed and controlled, if we understand that it obeys simple laws, as certain as the law of gravity and even more fundamental.

**94-08 Ranney, Gipsie: Learning for Improvement**

A necessary ingredient for improvement and innovation is learning. The theories we use to interpret experience affect our ability to learn, as do the methods we employ to develop knowledge. Dr. Ranney will discuss methods for learning and some of the factors that can be barriers to effective learning.

**94-09 Scholtes, Peter; Jenkins, Mary: Human Resources in the Post-Deming Era**

Dr. W. Edwards Deming advocated nothing less than a complete transformation of Western business practice often saying that existing systems of management "must be blasted out; new construction commenced." The redesign of HR systems, based on a new set of premises and priorities, is fundamental to the required transformation. In this session, Mary Jenkins and Peter Scholtes will explore the new implications for the HR function in the post-Deming era. Topics include: The basics of an organization in the Quality Era; The purpose of the Human Resource

function in the Quality Era; Identification of gaps between conventional HR practices and (1) the premises of the Quality Era and (2) the needs of HR customers; An examination of six specific HR activities in light of a renewed focus.

## **OQPF's 7th Annual Deming Conference (1993)**

### **93-01 Adams, Stan: The Time Dimension of Quality (Pitstop)**

Stan's assignment is to teach and implement rapid changeover principles in the product supply system to achieve a highly responsive, very reliable, short cycle system. He got involved in rapid changeover while watching a Winston Cup automobile race. As one of the Procter & Gamble cars was leaving the pits after another exemplary effort, he heard "Stan, why don't they change over the Always lines like that?" He responded, "I don't know Lord, but I'll find out." This search has widened over the last seven years, until it now is a full time assignment.

### **93-02 Brickman, Scott: Transforming a Company with New Knowledge**

In 1987, the Brickman Group, a national landscaping company, started its total quality program by hiring a consultant and developing improvement teams. This effort quickly lost momentum and top management realized that they had better obtain the knowledge necessary to lead a quality transformation, not install a "Quality Program." This led to the study of Dr. Deming's theory for A System of Profound Knowledge. Armed with this new knowledge many fundamental changes have been made.

### **93-03 Lawton, Barbara: Leading the Transformation Process**

Dr. Deming refers to the adoption and integration of Profound Knowledge as transformation, a change in state. Intellectual understanding alone is not transformation. Neither is it merely a change in organizational structures and system. Rather, it is an interwoven and interdependent progression of both personal and organizational change. Barbara will describe the evolutionary process of transformation and the role and responsibilities of the leader in creating, directing and supporting the change.

### **93-05 Morgan, Cherye: Operationalizing the Strategies of Business Systems**

Organizations that understand what is meant by building "long-term success: recognize that continual quality improvement does not involve disjointed statistical analysis of processes and quality improvement team efforts. Successful organizations link a broad vision of quality into all aspects of their key business endeavors. Cherye will provide an overview of the approach the Jewish Hospitals of Cincinnati utilized to link quality improvement concepts to its strategic planning and deployment process.

### **93-06 Nolan, Thomas: Change for Improvement**

All improvement requires change. Changes that have a positive impact come from the application of knowledge. One part of this knowledge is knowledge of the technology and systems relevant to a specific industry. In addition to this relevant sub subject matter knowledge, there is another body of knowledge, Dr. Deming's System of Profound Knowledge, that when integrated with the appropriate subject matter knowledge accelerates the rate of improvement.

### **93-07 Oestreich, Dan: Discovering the Hidden Workplace**

How people really feel about their organization and it's leadership is often expressed only behind the scenes--at work, but in the hidden, "unofficial" or "off-line" workplace that includes the lunchroom, the hallways, parking lot or where there is a chance for private conversation. Tapping this powerful data from the hidden workplace can renew the passion of people for their work, reawaken leadership, and help organizations turn the corner on quality when improvement efforts "hit the wall."

### **93-08 Orsini, Joyce: Pulling it all Together**

Dr. Deming has stressed the need for transformation. Transformation begins with the acquisition of knowledge. Optimization requires even deeper knowledge. Knowledge enables us to

understand an enterprise as a system with a purpose and a future. Interaction and fusion of forces in a system create more massive forces that release enormous amounts of energy. Joyce will share her thoughts on how to direct these energies to optimization of the system.

**93-10 Tveite, Michael: The Deming Philosophy: New Ways to Think About the World**

When the subject of quality comes up, many organizations proudly discuss their process improvement efforts or their employee involvement program or their teams. Although these things can be parts of an effective transformation in a company, they are not the focus of Dr. Deming's message about quality. Dr. Deming, through a System of Profound Knowledge, is not trying to teach a different way to do so much as he is trying to teach a different way to think.

**93-11 Wheeler, Donald: Managing Chaos**

Shewhart's charts are compared to and contrasted with the traditional methods of analyzing management data. Case histories showing (1) suboptimization in industry and (2) the use of control charts with a state hospital patient are given. Dr. Wheeler's talk will include: Information is Random and Miscellaneous; But Knowledge is Orderly and Cumulative; The Purpose of Analysis is Insight; Minimizing Material Costs; and Control Charting State Hospital Patients.

**OQPF's 6th Annual Deming Conference (1992)**

**92-01 Deming, W. Edwards: A System of Profound Knowledge for Transformation**

Transformation of Western style of management is required. The route to follow will be the 14 points for management. The 14 points follow from the theory for a system of profound knowledge, which consists of four parts, all related to each other: appreciation for a system; theory of variation; theory of knowledge; psychology.

**92-03 Dobyns, Lloyd; Crawford-Mason, Clare: Quality . . . Or Else!**

Quality means different things to different people; not even the experts agree on a precise definition. Lloyd Dobyns and Clare Crawford-Mason talk about that and other finds from their work together as part of the team that introduced the subject of quality to a general audience with "If Japan Can..Why Can't We?" (NBC, 1980). They worked together again to bring the American audience up to date with "Quality...Or Else!" (PBS, 1991). Dobyns and Crawford-Mason also work with W. Edwards Deming on the video cassette series "The Deming Library," and they are co-authors of "Quality Or Else" (Houghton Mifflin, 1991). They draw from all those activities to report on the quality movement in the United States and around the world.

**92-04 Jenkins, Mary: A Statistical Approach to Human Resource Systems**

"The management of people," Dr. Deming has often said, "is far more important than the management of materials." This session will examine how statistical thinking can help to eliminate Human Resource Systems as a major impediment to the transformation. Explore the validity of assessing and regarding people through rating and ranking, new learnings in the area of feedback and employee development, and a proven process for organizational change.

**92-06 Kohn, Alfie: Why Competition Kills Quality**

Contrary to the myths with which we have been raised, social science research and real-world experience demonstrate that competition - any arrangement in which one person's success depends on another's failure - actually holds us back from doing quality work. Alfie shows how the desperate quest to be Number One is also psychologically destructive and poisonous to our relationships. By contrast, carefully structured cooperation creates a happier and more productive organization.

**92-07 Langford, David: The Deming Education**

The bottom line for quality education is whether the quality movement can improve student learning. Through fostering intrinsic motivation and decreasing or removing extrinsic motivators, David began to identify a new type of student. This student did not necessarily have higher test

scores, but seemed to readily accept responsibility, provide input for improvement, and had a thirst for learning. Based on the work of Dr. W. Edwards Deming, David describes the transformation of Mt. Edgecumbe High School.

**92-09 McIngvale, Jim: Winning with Cooperation**

In 1989, Jim McIngvale became familiar with Dr. Deming, and his 14 Points. Mac attended seminar after seminar, featuring Dr. Deming and his principles. He listened, questioned, and examined Dr. Deming's philosophies, wondering how it could apply to his retail business. You will hear Mac's story, and how he and his Gallery Furniture store is "Winning with Cooperation."

**92-10 Nolan, Tom: The Foundation of Improvement**

Improvement comes from the application of knowledge. Appropriate knowledge may be knowledge of medicine, of engineering, or of the way the process currently works. The approach to improvement is based on building and applying knowledge. It is designed to increase the effectiveness of people engaged in improving aspects of products or processes by increasing the impact of the improvements and decreasing the time and resources it takes to make the improvements.

**92-11 Oestreich, Dan: Driving Fear Out of the Workplace**

W. Edwards Deming admonishes organizations to "drive out fear" in order to achieve high levels of quality. The question is how to follow through on this vitally important advice. Hidden within organizations, work groups, and one-on-one relationships are "undiscussable" barriers that are both a cause and result in fear. Seven strategies for reducing fear in organizations will be outlined.

**92-12 Ranney, Gipsie: Some Theories in Use**

When some managers are introduced to Deming's theory, their reaction is to question its applicability to their "real" world. Current business practices are derived from a theory, although it may not be recognized or understood by users of the practices that are derived from it. These Theories in Use constitute barriers to improvement. Dr. Ranney will propose theories that would lead to some common faulty practices and examine them from the viewpoint of Deming's theory.

**92-13 Rohan, Sue: Quality in the Public Sector**

Imagine a community where quality is a way of life; where problems are solved with customer focus and process improvement; and where quality planning addresses further needs. Ms. Rohan's presentation focuses on the development of quality management practices in the public sector and strategies for making the community vision a reality.

**92-14 Scholtes, Peter: Leading Quality: Some Practical Approaches to the Manager's New Job**

Applying the principles of Total Quality - requires in the words of Dr. W. Edwards Deming - "a transformation of western management." This means a more comprehensive change in our approach to leadership than we have seen in the last 130 years of American management history. Peter will examine dimensions of quality leadership.

**92-15 Tveite, Michael: Some Thoughts about Theory of Knowledge and Management**

Dr. Deming states in his seminars that Theory of Knowledge was the most important course you ever attended. Dr. Tveite is, by no means, an expert when it comes to theory of knowledge. However, in this talk, he will share some of his learning about theory of knowledge and discuss his view of its place in a system of profound knowledge.

**OQPF's 5th Annual Deming Conference (1991)**

**91-01 Brown, James: Applying Dr. W. Edwards Deming's Principles on a Community Level**

The Erie Excellence Council is a community quality council in Erie, Pennsylvania. This session describes how this organization is attempting to introduce, educate, and practice Dr. Deming's principles.

**91-02 Kinney, Jean: Planning for Improvement and Breakthrough**

Ms. Kinney will discuss how to develop and implement a strategic plan for Quality using the Deming cycle. The process is used by a number of organizations to achieve ever increasing levels of customer satisfaction resulting in improved global competitiveness.

**91-03 Neave, Henry: Appreciation for a System**

Dr. Neave describes Dr. Deming's use of "system" and then shows how his recent added emphasis on the concept of system clarifies and enhances much of Deming's teaching, including parts that have been widely regarded as particularly controversial.

**91-04 Nolan, Thomas: Knowledge for Improvement**

This session will explore the implications of profound knowledge for organizations that are attempting to focus on the improvement of quality. What are the prerequisites? What are the fundamental changes? How does one become a dealer in the improvement of quality?

**91-06 Reeves, James: Activity Based Management For Continuous Improvement: A Process Design Framework**

Traditional accounting based cost structures are unable to provide economic information about the nature of production and non-production processes in organizations. Activity based management provides a basis for knowledge based decisions.

**91-07 Scherkenbach, William: Operationalizing The Philosophy of Dr. Deming**

There are three worlds of change: physical, logical, and emotional. You must have strategies that address all of these worlds. Mr. Scherkenbach will discuss the specifics of some strategies to increase joy of ownership through joy of workmanship.

**91-08 Scholtes, Peter: A Practical Approach to Change: Some Strategies and Tools**

Transforming to total quality involves extensive and intensive change both individually and collectively. Mr. Scholtes will explore some approaches to change which are adapted from social and political science for application in the transformation to Total Quality.

**91-10 Tickel, Craig: Quality Paradigms: Mental Barriers To Transformation**

As we work to improve organization, we encounter many barriers. Removing these barriers is not a simple task. This session will identify some common paradigms that relate to quality improvement and discuss the assumptions and good intentions that are buried within them.

**91-11 Tveite, Michael: The Role of Learning in Improving Organizations**

A common focus of an organization's education and training has been to improve processes. Dr. Deming has ideas about some of the other learning necessary in an organization. This talk will address the contributions made learning about the system of profound knowledge.

**91-12 Wheeler, Donald: The Four Foundations of Shewhart's Charts**

There are several myths about control charts which are currently in circulation. These myths hinder and inhibit the effective use control charts. In contrast to these myths, four foundations of Shewhart's control charts are listed and explained.

**OQPF's 4th Annual Deming Conference (1990)**

**90-01 Jenkins, Mary: The Application of Statistical Principles in the Design of People Systems**

Statistical thinking, when applied, questions the validity of assessing and regarding people through the use of ranking or rating in employee development and compensation.

**90-02 Moen, Ron: Quality by Design**

This presentation will focus on designing quality into new products and new processes. This is achieved by integrating concepts of QFD and DOE into a model to improve quality.

**90-04 Tribus, Myron: Creating Community Quality Councils: Applying Quality Management Principles in a Political Environment**

To create a community quality council the group should pay attention to both the principles of community development and quality management.

**90-05 Tveite, Michael: Process Management**

In order for a manager to drive improvement of his business, he must know the processes which create results, as well as the results themselves. Process management is a methodology to help managers ask questions which will lead them to know the processes.

**90-06 Wheeler, Don: Disabling And Enabling Management**

This contrast between Taylor's Theory of Management and Dr. Deming's approach makes it clear why management must be transformed rather than merely modified.

**OQPF's 3rd Annual Deming Conference (1989)**

**89-01 Deming, W. Edwards**

Experience the philosophy and outlook of Dr. W. Edwards Deming, developer of important new principles for management and dramatically successful approaches to quality and increased productivity.

**89-02 Dobyys, Lloyd: Opening Address**

Dobyys explores the prospects for the United States in an increasingly global economic market. Can the U.S. Compete? Can we remain an economic power? Includes perspective on industrial growth in the U.S., the federal budget deficit, and the role of labor.

**89-03 Joiner, Brian: Learning How to Learn Faster: The Key to Improvement and Innovation**

Our success will be determined by the rate at which we can improve the effectiveness of our organization. But this brings the need to change and thus to learn. Put simply: 1) Improvement requires change; 2) Effective change requires new knowledge; and 3) New knowledge requires learning. This talk focuses on what we need to do to speed up the rate of organizational learning.