15 Points of Management

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1) Start with the customer - *our focus is two fold -*
   a) *Solve their problem*
   b) *Enhance their life*

2) Constancy of purpose

   Long term Aim - Mission & Why we go to work

Rather than making money, the goal is to stay in business and provide jobs through innovative research, constant improvement & maintenance.

3) Everybody Wins – cease dependence on mass – *quality comes from improvement on the process, not inspection and the customer, the employee and the company all win.*

4) Design Quality into the system - adopt a new philosophy about errors – *make a change in accepting mistakes and negativism, they are unacceptable*.

5) Don't buy on price tag alone – *seek the best quality and work to achieve a long-term relationship with that supplier.*

6) Drive out fear - Create Trust – *encourage employees and customers to ask questions to take a position on issues of concern to them.*

7) Break down barriers between staff areas- *employees needs to work as a team so they can solve or foresee problems.*

8) Eliminate slogans –*let the people put up their own slogans*

9) Continuous Improvement – *improvement is not a one-time effort. Management must continually look for ways to reduce waste & improve quality.*

10) Train for practical skills – *all employees need to be trained – quality cannot be left to chance.*

11) Institute leadership – *leading consists of helping people do a better job and of learning (by objective methods) who is in need of individual help.*

12) Use a method – eliminate numerical quotas – *quotas take into account only numbers, not quality or methods.*

13) Have joy at work – remove barriers to pride of workmanship- *people are eager to do a good job and distressed when they cannot.*

14) Continuing Education – *all people need to be educated in new methods, including teamwork and statistical techniques.*

15) Accomplish the transformation – *workers cannot do it on their own nor can managers. A special top-management team with a plan of action is needed.*