ISPI has been my professional home, my professional affinity group, since September 1979. I immediately took to the message back then of "measured results" and that "training wasn’t always the answer." I started at the "local chapter," operating in the Detroit area, which was 90 miles away from my Saginaw Michigan home and work place.

I attended my first “national” conference in 1980 and have missed only 3 in all the years since. I’ve presented and published through the Society over 50 times. I have served on and led many committees and task forces for the International organization of ISPI, and presented at and contributed articles to over 15 chapters in North America.

This next ISPI Annual Spring Conference in April in Tampa marks the end of my term as the president of my professional home, the International Society for Performance Improvement, ISPI. I hope you’ll plan on attending the conference!

ISPI offers those who start in the training profession or other disciplines, a way to broaden your understanding of the other potentially appropriate interventions needed to really get the job done of “measured results that add value.” ISPI is for those analyst and systems engineering-types who (with others) specify what needs to change to achieve peak performance. And since most changes lead to a new need for T&D, they often lead that value stream’s efforts as part of the overall change. But it’s not all about knowledge and skills.

I’d like to acknowledge here that I have learned a tremendous amount at the

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My Point Is
My Professional Home...for Many Reasons!

(Continued from page 1)

society’s table. ISPI has been very, very good to me. The people I’ve met and the things that they have taught me directly and indirectly have served me very well over my career, and certainly have made me who I am today in the profession. I have been a member of ISPI since joining the now Michigan chapter of ISPI (it was then the Michigan Society for Instructional Technology) in September of 1979, back in the days when the national organization was known as NSPI, the National Society for Performance & Instruction.

I have been a fairly active member since my first meeting when I was immediately recruited onto the newsletter committee for the local chapter. My first article was published that October. I still have a copy of it in my files, along with NSPI handouts from Brethower, Rummier, Harless, Mager, Murray, Clark, Tosti, Kaufman, Lineberry, Thiagi, and dozens more. I am continually amazed to look over old handouts from over 20 years ago and “discover” where I had originally learned something or two.

All of my work really has been built on the shoulder of others, some of whom I appreciate specifically, and some only generally. But I know from where, if not from whom. It’s been at ISPI. I’d like to encourage you to get more involved in ISPI at both your local chapter and International levels and start building your network and your resource files! “Here’s to you, those who have taught me much, but sadly, I don’t always remember exactly who taught me what.”

The year as president of ISPI went by quickly. The board I had the pleasure to serve with accomplished a lot in terms of long range planning and organizational alignment. My fellow board members were outstanding! They were: Clare Carey, Jeannie Farrington, treasurer Barbara Gough, Jim Pershing, president-elect Don Tosti, and Rick Battaglia, our executive director/CEO. Being a member of the ISPI board in 1999-2001 itself was a tremendous learning experience and helped prepare me for my year as president-elect and then as president. It was good to have been on several ISPI committees prior to board experience as well.

I encourage each of you to not only check out ISPI, and get yourself more active, but to also check out the professional designation: CPT—Certified Performance Technologist. A professional credential for proving you have done it as attested to by your clients, not for simply attending a training and/or educational experience! That’s one of the best things about ISPI and the people who are active in ISPI, they are totally performance oriented! And that’s a good thing!

Again, I hope to you in Tampa at the Spring Conference this April!

Cheers!  

If you don’t have a “professional home” and you are involved with improving organization and individual performance, then perhaps ISPI is the place for you!

Our sympathies and condolences go out to the family, colleagues and friends of long-time ISPI member Claude (Butch) Lineberry, who passed away suddenly on December 3, 2003.

ISPI www.ispi.org
Pursuing Performance—EPPIC’s Quarterly Newsletter

Pursuing Performance is a free quarterly newsletter, published seasonally, from EPPIC and Guy W. Wallace on the EPPIC web site under Resources/Newsletters:

www.eppic.biz

Pursuing Performance is for the leaders, managers, and individual contributors of those business functions, systems and processes that ensure that the right human knowledge, skills and attributes are available in a timely, efficient and effective manner.

For you we offer insights and examples of our concepts, models, methods, tools and techniques in action, regarding our PACT Processes for T&D, our Enterprise Process Performance Improvement methods, and our T&D Systems View.

Contact Guy W. Wallace at: 630-898-9752 and at guy.wallace@eppic.biz

Albert Einstein (1879-1955)

Anyone who has never made a mistake has never tried anything new.

George S. Patton, General (1885-1945)

If everybody is thinking alike, then somebody isn't thinking.
Step 2-  
A Smooth Segue: Training to Performance Improvement

Introduction
In our last issue I continued with part 2 of an article series on the 3 steps in making a Smooth Segue from Training to Performance. This is part 3 in that 5 part series.

Those three major steps for your segue from training to performance are:

1. Being very effective in producing performance-oriented T&D in terms of reducing life cycle costs and increasing returns...Total ROI. If you don’t have credibility here yet, don’t move on to #2.
2. Being aligned with the enterprise leadership, and being used in the support of critical enterprise challenges, where there is significant return-on-investment, and value add, and/or for high-penalty risk issues are at stake. You need to do well in these highly visible arenas with communications and training & development. Here’s where being excellent at #1 pays off and enables you to take that final step to #3!
3. Being able to easily add to your analysis approach methods/tools to determine both “the requirements” and the “actuals/gaps” regarding all other process/human performance variables. Conduct your performance consulting within instructional consulting efforts, all the while delivering excellence in response to instructional needs in critical high-stakes areas. Later, change the name of your department, after you’ve earned it.

This issue will address Step 2, and the next issue will address Step 3 in the journey to Performance from a Training starting point. The series will be summarized 2 issues from this one.

Let’s overview the second step.

Step 2– Aligning with Enterprise Leadership, Management, and Master Performers
Once you’ve achieved the first step, you are ready for the deep water.

There are many paths to the goal of getting at the same table with your key stakeholders. Informally you’d catch up with them whenever they can meet with you and you’d attempt to get “duly sensitized” to their situation, problems, implications, and the needs...from Neil Rackham’s S.P.I.N. approach to win-win Sales

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Step 2-
Smooth Segue: Training to Performance

(Continued from page 4)

Again, don’t make this move to the deep water prematurely. It’s too risky for the unprepared.

But if you are ready to be asked to be involved in the early planning for those major change initiatives that so many enterprises have embarked upon...the trick becomes less of getting invited to the table once you’ve got your reputation and support from your most recent clients. It’s really a matter of goal and resource alignment in a situation where there may be more goals for you than resources. Then it gets down to prioritization.

If you are prepared to contribute performance-impacting T&D where it really counts, where the stakes are high in terms of returns and investments, then step up to the challenge.

But you must also be prepared to let the change initiative sponsor and teams.

(Continued on page 6)

See the related articles and presentations: “Aligning to the Voice of the Customer at 3 Levels” on the EPPIC web site under the Resources tab.

VOC Alignment Levels

Level 1: Enterprise–Governance
Level 2: Functional–Advisory
Level 3: Process Performance/Performer–Project
Step 2 -
Smooth Segue: Training to Performance

(Continued from page 5)

You need to have lightening fast processes for communications product development. You typically have to have a bit more rigor for education product development. And for training product development, it typically must include deeper analysis and extended design efforts, and then prototypes must pass extra scrutiny in terms of their effectiveness and appropriateness before being unleashed onto the full enterprise.

And you must further instill the change by putting in the right “reinforcement” awareness, knowledge and skills building elements for the primary target audiences’ management and all other relevant stakeholders. You must tackle all of the key awareness/knowledge/skill gaps created by a change effort.

But of course, all of this is very high risk to you. Very visible high risk. You need to proceed with caution, but you do need to proceed none-the-less. The enterprise doesn’t really want your best performance-based T&D if it’s not targeted where it can really have significant ROI and Value Add. You need to help management of the targeted areas for change with awareness/knowledge/skill gaps. To do this, I suggest “getting wired.”

The formal model on page 5 portrays a 3 level alignment diagram. I believe that you must get wired to your customer and stakeholders at each of these 3 distinct levels. Getting wired at each level is done for a different purpose, and is done differently.

You want to be wired at level 1 so that you work on strategically and/or operationally the most important efforts within your enterprise. The make or break opportunities and challenges. This is where the contributions of a strategically aligned T&D function can really have lasting impact. Without this you are probably working on mundane efforts that don’t really hold much promise for significant ROI and Value Add. And so you are more expendable.

I think the best way you can get wired at level 1 is by organizing your customers and stakeholders into a Board of Governors and provide them with a com-
What reviewers have said about:

**lean-ISD**

“If you want to ground your fantasy of a ‘corporate university’ with the reality of a sound ‘engineering’ approach to instructional systems that will provide results, you should learn about the PACT system.

If you are a leader of, or a serious participant in, the design and implementation of a large-scale corporate curriculum, then this book is for you. This system could be the difference between achieving bottom-line results with your training or being just another ‘little red school house.’”

*Geary A. Rummler, Ph.D.*
Performance Design Lab

**lean-ISD** takes all of the theory, books, courses and pseudo job-aids that are currently on the market about Instructional Systems Design and blows them out of the water.

Previous “systems” approach books showed a lot of big boxes and diagrams which were to supposedly help the reader become proficient in the design process. Here is a book that actually includes all of the information that fell through the cracks of other ISD training materials and shows you the way to actually get from one step to another. Guy adds all of the caveats and tips he has learned in over twenty years of ISD practice and sprinkles them as job aids and stories throughout the book.

However, the most critical part of the book for me was that Guy included the project and people management elements of ISD in the book. Too often ISD models and materials forget that we are working with real people in getting the work done.

This book helps explain and illustrate best practices in ensuring success in ISD projects.

*Miki Lane*
MVM The Communications Group

**lean-ISD** describes in great detail the **PACT Processes for T&D**

Recipient of
ISPI's 2002
Award of Excellence
for Instructional Communication

The lean-ISD book is available at Amazon.com for $50.00 plus s&h
Step 2-
Smooth Segue: Training to Performance

(Continued from page 6)

mand-and-control structure to control YOU! And help them specify the data and results gathering and reporting mechanism, so that they might better assess and direct/re-direct you and your efforts as needed...all to insure measurable results that are meaningful to your leadership and to all of the other key stakeholders. If it is not meaningful to them, why bother?

Level 1 will give you your priorities and resources and a source for support and assistance when needed. With your marching orders from Level 1 you are now aligned with that level. But how to pull it off? Please continue...

You want to be wired at level 2 so that you really serve the needs of this level’s functional targets...the owners of the targeted “processes,” as well as all of their customers and stakeholders. You get wired at level 2 by forming advisory councils (or committees) to request resources and steer their investment into T&D that is meaningful to your customers and their key stakeholders. If you were sneaky enough you might have the “chairs” at level 2 on the council of level 1.

And then you want to be also wired at level 3 so that you aren’t dreaming in the details of your design efforts about what is possible as well as truly desirable, in terms of performance, process and enterprise level improvement changes. You get wired at level 3 by assembling the right Master Performers and other SMEs to articulate an ideal state and then marching off with them to create it. Bring them along for the journey! Let them hold the reigns at times.

Let’s go further with alignment at each of the 3 levels.

Level 1 — Alignment with the Goals and Strategies of the Enterprise Leadership
The top, Level 1, is where you get wired with the executives and are being both directed and resourced by them to do things important to them. Again, being very good at Step 1 (as noted above) is extremely critical here. There is too much risk for everyone for you to be in this “step” prematurely, unprepared.

To get yourself and your T&D function (or learning or knowledge management functions) into these types of high risk/high payback situations, you need to get very “wired” with the leadership of your enterprise. You want to be in their
Step 2-
Smooth Segue: Training to Performance

(Continued from page 8)

hip pocket so to speak. You want to be used in their plans.

They are the ones working on all of the really critical business initiatives in response to major opportunities and threats. They need your involvement to help them see all of the key awareness/knowledge/skill implications of any and all changes that their improvement initiative will invariably drive.

You’re still sticking to T&D here in Step 2, remember? Don’t go off onto Step 3 simultaneously with Step 2, unless you know you are really prepared for that too. Again, due to the risk. Back to Step 2.

If you talk to with all of your leadership of your enterprise individually, all you’ll ever get is a list of individual opinions. If you can “only lose” by trying to read the tea leaves yourself and then self-pick who/what you’ll support and respond to, don’t do it that way. Partner with your customer and stakeholders.

You don’t really want to speak to your customers and stakeholders exclusively one-on-one, as you’ll not develop enough “shared understandings/meanings” across the breadth and depth of the great customer-supplier divide. Tell them each something like that. Spin it.

When your collective customers aren’t aligned there is simply no way for you to win. You must help them get aligned so you can get aligned, not to your vision, but to their own. You need to bridge that divide in some way that is acceptable to all. You might suggest to each that you all gather to meet together routinely, 2-days twice or three times a year a year, to focus on both resourcing and results.

For them— they “get control” to better insure that their strategies are successfully executed. For you— you’ll get a greater shared understanding of the goals, resources and constraints with your stakeholders. And a chance to “win” and create a greater win-win.

The formality with which you do this is entirely situational and dependant on the culture of your organization. Some cultural situations may limit you and require you to go “one-on-one” and practice stealth networking. Here you’ll need to be less informal. But that too has its risks.

Other situations might already require you to “get everyone in the same room” and “come to a common understanding.” Here you can probably be

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Step 2-

Smooth Segue: Training to Performance

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more formal in organizing your governance system.

Level 2 — Alignment with the Functional Owners of the Targeted Processes and All of Their Stakeholders

Level 2 has you wired with an organized grouping or segmentation of your customers.

The best schemes I’ve seen are functional or discipline (and not process) oriented for the individual contributors. The commonalities across disciplines (mechanical engineering, instructional design, quality assurance, welding, ) and functions (finance, sales, purchasing, etc.). Think, communities of practice, and not process.

The key functional owner of any major initiative will house the project in their “Advisory Council” at level 2 and would be joined by the other stakeholders from across the organization (and from external sources if needed) and would all cross-functionally “report in” there.

This Level 2 team would oversee those project steering teams charged with conducting your version of CAD and MCD instructional projects from my PACT Processes for T&D (covered in my lean-ISD book), or an EPPI project for improvement interventions beyond instruction.

The Level 2 Advisory Council would, or should, be willing to insure that you have exactly the right Master Performers and all other SMEs and resources necessary to get their priority T&D successfully accomplished (as measured by “performance impact” as measured by “enterprise metrics”). That then leads us to Level 3 in my Voice of the Customer/Stakeholder model.

Level 3 — Alignment with the Real World Performance Masters’ Reality Checks and Drives

Level 3 is being wired with the learners/target audiences’ Master Performers at their process level.

This means having them involved in meaningful ways, contributing to the instructional and non-instructional process and products. This is your source for most of your analyses, for your instructional design inputs and reactions, for your content development efforts, and for your developmental and pilot-testing efforts

(Continued on page 14)
What reviewers have to say about:

**T&D Systems View**

If you are not actively controlling the critical components of your T&D efforts then they are by definition out of control. T&D Systems View provides an extremely comprehensive overview of all of the processes that contribute to a successful T&D System.

Guy Wallace then takes the next step by showing you how to select those processes which are most critical to the success of your organization and how to get them under control before someone else does it for you. This is a must read for anyone interested in more closely aligning the T&D function with the organization's strategy.

*George West*

Siemen’s Building Technologies

Guy Wallace has done it again! After demystifying the ISD process in his “lean-ISD” book he tackles the corporate training and development system and puts it in a business-focused perspective. Whether you are in-house or serving as a external consultant you will find Guy’s model an invaluable tool for enterprise training and development.

This analytic and design process ensures that you dot all the i’s and cross all the t’s when moving your company or client to learning by design, not learning by chance. The elegant clock-faced model helps you develop a clear picture of any organization and clearly helps you map out how best to effectively manage all the elements of the enterprise. Once the elements are mapped out, the model, through enclosed assessment and prioritizing tools helps determine where and when to put corporate assets to maximize corporate return on investment. This is a must have book for any consultant or organization that is concerned about improving the performance of their organization through improving processes and competencies.

*This book available at Amazon.com and ISPI.org for $25.00 plus s&h and a 10% discount for ISPI member at ISPI.org*

*Miki Lane*

MVM The Communications Group
The EPPI Model © 2002 EPPIC Inc.

EPPI — Enterprise Process Performance Improvement

Acknowledgement: This work is based partially on the work and writings of Geary A. Rummler

3 Key EPPI variables:

1- The Process

The Process itself must be designed “to deliver” worthy products and “to meet” the desired metrics at all levels of the enterprise.

What is required depends on the outputs to be produced, and the required metrics.

2- The Human Asset Enablers

Humans individually, and in groups, bring several types of attributes/capabilities to the enterprise processes that they work within, and to the environmental assets that they work with; these are:

- Awareness, Knowledge, Skills
- Physical Attributes
- Psychological Attributes
- Intellectual Attributes
- Personal Values

What is required depends on both the performance requirements and the environmental supports available.

See next page!
The environment must provide many types of enabling assets for human use while performing within a process; these are:

- Data/Information
- Materials/Supplies
- Tools/Equipment
- Facilities/Grounds
- Budget/Headcount
- Culture/Consequences

What is required depends on both the performance requirements and the human capabilities available.
Step 2-
Smooth Segue: Training to Performance

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Having the right, credible Master Performers support you in ADDIE/ISD/T&D efforts aimed at their turf is a huge key to your success.

They will not want you to fail, because then they fail. And failing is not something in the everyday experience of any Master Performer in any job that I’ve yet come across in over 300 analysis or design meetings where I leverage their expertise to improve my instructional products and improve their ROI.

Summary
Getting aligned to the Voice of your Customers and Stakeholders at 3 levels may be what you need to put into place in order to really have a significant impact on the performance of your enterprise. It is a collaborative approach between improvement customers and suppliers!

The Governance & Advisory Structure provided by levels 1-3 are covered in more depth in my book: T&D Systems View. The Governance & Advisory Structure is a component of the systems at 12 O’Clock (in the graphic model on the cover).

Getting your T&D System aligned to the key Voices of your key Customers ... 

...Is a collaborative approach between improvement customers and suppliers
Step 2 -

Smooth Segue: Training to Performance

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In the next issue we’ll overview the next step:

Step 3: Being able to easily add to your analysis approach methods/tools to determine both “the requirements” and the “actuals/gaps” regarding all other process/human performance variables.

Other Related Resources

Besides my 2 books lean-ISD and T&D Systems View, the EPPIC web site has many articles, presentations, 2-Page job aids related to this article. Check under the Resources tab.

Our goal is to enable you, not to tease you. Please send us your feedback!
...as this year’s ISPI president, this is “kind of” my conference. Please join me in Tampa...

42nd Annual International Performance Improvement Conference and Exposition
April 20-23, 2004
Tampa Marriott Waterside Hotel & Tampa Convention Center Tampa, Florida USA

Conference theme: Partnering for Performance

Keynote speakers include: Neil Rackham of “win-win SPIN Selling” & “win-win approaches to Partnering” fame, and Joe Sener, VP of Business Excellence at Baxter, a PE—Professional Engineer, a Six Sigma Black Belt, and former Baldrige Examiner hosts a panel on “HPT and the Baldrige Award” and “HPT and Six Sigma.”

Keynote speakers include:

Neil Rackham of SPIN Selling and Partnering fame will speak on April 21.

Six Sigma Black Belt, former Baldrige Examiner, and current VP of Business Excellence at Baxter, Joe Sener will lead a panel of Baldrige and Six Sigma thought leaders to share their experiences and insights in obtaining “measured results that add value” and the inter-relationships between HPT and both Baldrige and Six Sigma, on April 22.

In respectful memory of

Claude S. Lineberry
1940—2003

Words from Claude

The Eleventh Commandment: Quality is Quality and Crap is Crap No Matter What the Delivery Medium,

or, as translated from the original Tibetan,
"A hungry dog is not prevented from eating by the color of the bowl."
W. Edwards Deming:
A manager of people needs to understand that all people are different. This is not ranking people. He needs to understand that the performance of anyone is governed largely by the system that he works in, the responsibility of management.

Geary A. Rummler:
Put a good performer in a bad system and the system wins every time.

Let EPPIC help you in getting your human resources performance enabling systems aligned to the enterprise processes and metrics!

www.eppic.biz
Culture is something a business has, like it or not.

**A Culture by Design or by Default**

By Cordell Hauglie, Performance Consultant

Whether it’s a small business of two or three people or a giant corporation of 100,000 employees, culture lives embedded in the written and unwritten rules. Culture can be blamed, praised, despised, revised, repudiated and proclaimed, but it can’t be ignored if your business is expected to grow and be profitable.

In its conception culture can be one of two things: a culture by design or a culture by default. Either way, it’s a culture and it has a great impact on your business relations, employee’s morale, productivity, and in the end, profits.

The impact of culture is not a startling revelation to most companies today. However, the stark reality of changing or growing a culture can seem to be a momentous task for global companies and no small feat for the rest. Not knowing where to begin keeps many companies at the starting line and never running the race that may possibly save the life of the company or the jobs of their employees. Culture is that critical.

Ironically, the problem is not in starting a culture change; in many cases it is recognizing that a cultural change has already started! While everyone in a company has a role in creating the culture, one of the first missteps is management not realizing that every action they take is affecting the culture. With focus firmly on the competition, stockholder value, return on investment, stock prices and market saturation how often do executive boards ask themselves, “How will our decisions effect the culture of the company?” If questions like this are not asked, then the culture is being created or changed by default. It’s pot luck and what you get may not be what you need.

One means for creating a culture by design is to recognize the impact that employee involvement can have and make decisions that encourage and facilitate engaging employees in more than daily tasks.

Some businesses say they cannot facilitate employee involvement in anything other than the standard job descriptions. These businesses are likely

(Continued on page 19)
missing out on the profits being realized by companies who, despite their past operating agendas, are determined to make employee involvement work; companies that are creating their cultures by design instead of by default.

Fortune has identified the best U.S. employers that have produced cumulative returns to shareholders of 376% versus the market average return of 193%, over a 5 year span from 1995-2000.¹ Is it a surprise that these are the companies with the highest levels of employee involvement and who are actively designing their culture??

Some call it a Mickey Mouse operation – but it’s no joke. Disney has created a tremendous success by designing a culture that pays close attention to the smallest details. It’s a culture that is evident even on the carefully crafted door knobs of their “Casting” department, which have the motto: One Good Turn Deserves Another. They focus their cultural design details like a laser beam on their goal of finding the right job for every employee. Their culture demands employee involvement at every level and they are masters at creating it “by design” – the smallest designs that add up to huge results.

So whether you are considering changing your door knobs, encouraging increased employee involvement, or just asking “What impact will our decisions have on our culture?” at your next board meeting, you are on the right path to creating a culture by design instead of default!

¹ Are the 100 Best Better? An Empirical Investigation of the Relationship between a “Great Place to Work” and Firm Performance; Fulmer, Gerhart, Scott 2003.

Disney has created a tremendous success by designing a culture that pays close attention to the smallest details.
Six Sigma

Sigma — Defect Rate — Yield
\[ \sigma — \text{defects per million} — \% \text{Yield} \]

1\(\sigma\) -- 690,000 -- 31 \% \text{defect free}

2\(\sigma\) -- 308,000 -- 69 \% \text{defect free}

3\(\sigma\) -- 66,800 -- 93.3 \text{defect free}

4\(\sigma\) -- 6,210 -- 99.4\% \text{defect free}

5\(\sigma\) -- 230 -- 99.97 \text{defect free}

6\(\sigma\) -- 3.4 -- 99.999996\% \text{defect free}

EPPI—PACT—TDSV Resources on the EPPIC Web Site

There are over 80 resources and references for you on the EPPIC web site, including...

- Articles
- Presentations
- Job Aids and Tools and Templates

...for the practitioners of PACT Processes for T&D, for our Enterprise Process Performance Improvement methods, and for our T&D Systems View assessment and design models and methods.

“gopher” more at www.eppic.biz
W. Edwards Deming — Theory for Management — The 14 Points

1. Create constancy of purpose toward improvement of product and service, with the aim to become competitive and to stay in business, and to provide jobs.

2. Adopt the new philosophy. We are in a new economic age. Western management must awaken to the challenge, must learn their responsibilities, and take on leadership for change.

3. Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.

4. End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move toward a single supplier for any one item, on a long-term relationship of loyalty and trust.

5. Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs.

6. Institute training on the job.

7. Institute leadership. The aim of supervision should be to help people and machines and gadgets to do a better job. Supervision of management is in need of overhaul as well as supervision of production workers.

8. Drive out fear, so that everyone may work effectively for the company.

9. Break down barriers between departments. People in research, design, sales, and production must work as a team, to foresee problems of production and in use that may be encountered with the product or service.

10. Eliminate slogans, exhortations, and targets for the work force asking for zero defects and new levels of productivity. Such exhortations only create adversarial relationships, as the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the work force.

11. a. Eliminate work standards (quotas) on the factory floor. Substitute leadership.
b. Eliminate management by objective. Eliminate management by numbers, numerical goals. Substitute leadership.

12. a. Remove barriers that rob the hourly worker of his right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality.

b. Remove barriers that rob people in management and in engineering of their right to pride of workmanship. This means, inter alia, abolishment of the annual merit rating and of management by objective.

13. Institute a vigorous program of education and self-improvement.

14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.

The 14 Points are excerpted from: Chapter 2 of Out of the Crisis by W. Edwards Deming

The Deming Prize

Out of the Crisis

W. Edwards Deming 1900-1993

1900-1993

The Deming Prize
Trust — doesn’t come easily.
Experience — doesn’t come quickly.

Guy W. Wallace’s consulting clients since 1982...

Including 3 of 5 and 5 of 10 and 10 of 50 and 18 of 100 and 29 of the current Fortune 500

2000—Today
Abbott Laboratories, Eli Lilly, Fireman’s Fund Insurance, General Motors, GTE, Johnson Controls, NAVSEA—Norfolk Naval Shipyard, Siemens Building Technologies, and Verizon.

1990—1999

1982—1989

Guy W. Wallace has been in the T&D field since 1979 and a training and performance improvement consultant since 1982. His clients over the years have many of the Fortune 500, plus NASA, BP, Novacor, Opel, and Siemens.

He has analyzed and designed/developed performance-based training and development for almost every type of business function and process.

He is the author of three books, more than 50 articles, and has presented more than 50 times at international conferences and local chapters of ISPI, ASTD, and at IEEE, Lakewood Conferences, the Conference on Nuclear Training and Education, and at the Midwest Nuclear Training Association.

He has served on the ISPI Board of Directors as the Treasurer on the Executive Committee (1999–2001) and later as the President-Elect for 2002-2003, and president for 2003-2004.

Guy’s biography was listed in Marquis’ Who’s Who in America in 2001. He was designated a Certified Performance Technologist in 2002.
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- Recruiting & Selection systems,
- Training & Development systems,
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- and Compensation systems

*If your current Master Performers can do it, why not everyone else?*