



The New Economics for Industry, Government, Education - 2nd Edition

W. Edwards Deming

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"... competition, we see now, is destructive. It would be better if everyone would work together as a system, with the aim for everybody to win. What we need is cooperation and transformation to a new style of management."

In this book W. Edwards Deming details the system of transformation that underlies the 14 Points for Management presented in *Out of the Crisis*. The system of profound knowledge, as it is called, consists of four parts: appreciation for a system, knowledge about variation, theory of knowledge, and psychology. Describing prevailing management style as a prison, Deming shows how a style based on cooperation rather than competition can help people develop joy in work and learning at the same time that it brings about long-term success in the market. Indicative of Deming's philosophy is his advice to abolish performance reviews on the job and grades in school.

Previously published by MIT-CAES

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