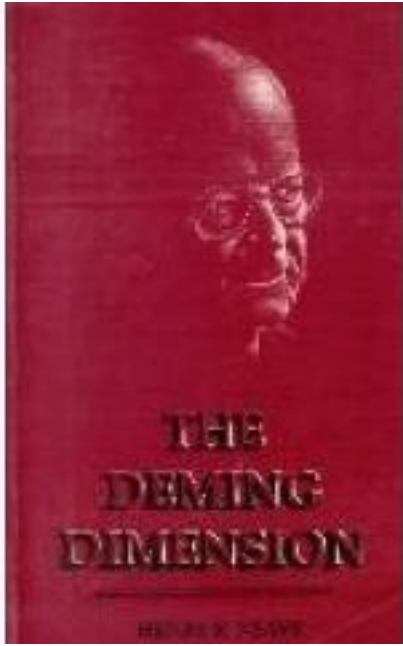


The Deming Dimension



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Western management in industry, education, government, is due for sweeping changes. The prevailing system of management has smothered the individual, and has consequently dampened innovation, applied science, joy in learning, joy in work. It will be necessary to restore dignity and self-esteem to the individual. This can be done, but only by transformation of the style

of management now practised.

The prevailing forces of destruction start early in life--- grades in school from toddler on up through the university, gold stars for school athletics, merit system or annual appraisal on the job, incentive pay, work standards, MBO (rather, MBIR: Management by Imposition of Results), MBR (Management by Results).

These forces of destruction must be replaced by leadership.

Leadership requires awareness and respect for differences between people. It is necessary to adapt these different personalities to optimisation of the work of the group.

The prevailing style of management was not born with evil intent. It grew up little by little by reactive behaviour, unsuited to any world, and especially unsuited to the new kind of world of dependence and interdependence that we are in now.

The cost of the prevailing system of management is failure to keep up with quality, loss of competitive position, and destruction of the individual.

It will be necessary to learn and to practise a System of Profound Knowledge.

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