

"The prevailing system of management has destroyed our people. People are born with intrinsic motivation, self-esteem, dignity, curiosity to learn, joy in learning. The forces of destruction begin with the toddlers—a prize for the best Halloween costume, grades in school, gold stars—and on up through the university. On the job, people, teams, divisions are ranked reward for the one at the top, punishment for the one at the bottom.

"Instead, the job of management in education, industry, and government should be the optimization of a system...not its fragmentation into Management By Objectives, quotas, incentive pay, business plans, put together separately division by division....causing losses unknown and unknowable.

—Dr. Edwards Deming