

# Special Report

Lancaster Farming

# POULTRY NOTES

## DEMING'S 14 POINTS FOR MANAGEMENT

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During the decade following World War II, the United States was the leader in the industrial world. The demand for products outpaced the ability for the U.S. industry to produce. Corporate profits soared. American families watched Westinghouse TVs, listened to radios made by RCA, told time with GE clocks, took pictures with Kodak cameras, and drove the latest cars from Detroit.

Something has changed, our homes now have electronic goods made by Sony, Panasonic, and Nikon. We drive German and Japanese imports. Our athletes compete using imported sports equipment.

What happened?

What does this mean to agriculture and, in particular, to the poultry industry?

Perhaps it would be instructive to see what made foreign imports so successful.

In 1949, Dr. W. Edward Deming, an American statistician, was asked by the Japanese to come to Japan to work with industry and to help them rebuild their nation. Deming began by teaching them his 14-step strategy for excellence in management and business success. He trained them in statistical methods. It is reported that he told the Japanese that if they followed his 14-step process they would, in five years, begin to take their place in the world market.

Only Deming believed this. Today the results bear witness to his vision.

Deming has pointed out that the most severe threat to the American companies is not foreign competition. Business threats are self-inflicted, created by: (1) ineffective management strategies that have handicapped the ability to

maintain a competitive advantage, (2) the misperception that quality implies meeting specifications, and (3) failure to use powerful statistical tools to improve the quality of goods and services.

The following are the 14 points that Deming taught the Japanese:

1. **CREATE A CONSTANCY OF PURPOSE TOWARD IMPROVEMENT OF PRODUCT AND SERVICE.** Develop and implement a plan to be competitive and stay in business. Focus on long-term results. Invest resources in maintenance and new aids to production. Invest in research, development, and education.

2. **ADOPT A NEW PHILOSOPHY.** Deming said, "America thought it was doing a great job. It was. You are bound to be successful if you have a monopoly." One of my colleagues has pointed out: "Managers often know they have problems; however, they think they can afford them." This can be a dangerous philosophy.

3. **CEASE DEPENDENCE ON INSPECTION TO ACHIEVE QUALITY.** Production personnel must learn statistical quality control. Deming pointed out: "You want to know that the parts are right before they get to inspection."

4. **END THE PRACTICE OF AWARDED BUSINESS ON THE BASIS OF PRICE TAG.** Instead, minimize total cost. Quality cannot be left to the force of competitive bidding. A better approach is to establish long-term partnerships of loyalty, trust, and respect with suppliers. Deming said: "End the practice of giving contracts to the lowest bidder. What are you paying for? Nobody can decrease the price... just chisel on the quality."

5. **IMPROVE, CONSTANTLY AND FOREVER, EVERY PROCESS FOR PLANNING, PRODUCTION, AND SERVICE.** Improvement is not a one-time exercise. Management should continually seek ways to reduce waste



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and improve quality. Statistical thinking is critical to the process of improvement.

6. **INSTITUTE TRAINING ON THE JOB.** On-the-job training should be focused on minimization of variation in methods. Deming said: "Institute methods of training. People are not alike. They learn in different ways — by listening, writing, picturing, showing."

7. **ADOPT AND INSTITUTE LEADERSHIP.** The role of the manager is to lead, to be a coach, and to develop people and to help them to do better. Peter Drucker, a management consultant, has said: "You manage things and you lead people."

8. **DRIVE OUT FEAR SO THAT EVERYONE MAY WORK EFFECTIVELY FOR THE COMPANY.** Management must create an atmosphere where people feel secure and where trust and truth prevail.

9. **BREAK DOWN BARRIERS BETWEEN DEPARTMENTS.** Learn to work cross-functionally as a team. Shift from a "I win, you lose" to a "win win" philosophy.

10. **ELIMINATE SLOGANS, EXHORTATIONS, AND TARGETS FOR THE WORK FORCE.** How can a job be done "right the first time" if the materials or products are defective or the processing machine is not in good order?

11. **ELIMINATE WORK STANDARDS (QUOTAS) ON THE FACTORY (PROCESSING) FLOOR AND NUMERICAL GOALS FOR MANAGEMENT.** Quotas do not help work-

ers to do a better job. Tight quotas will breed defects. Quotas send a confusing signal relative to quality philosophies.

12. **REMOVE BARRIERS THAT ROB PEOPLE OF PRIDE OF WORKMANSHIP.** It is the responsibility of management to provide the environment that enables the worker to contribute their ideas, to be involved in the decisions that affect the systems, to provide the tools, training, and information required to properly do their jobs. Two-way communication between management and the worker is critical.

13. **INSTITUTE A VIGOROUS PROGRAM OF EDUCATION AND SELF-IMPROVEMENT FOR EVERYONE.** Deming pointed out: "Management must make it clear that people are their most important asset. Industry needs teamwork."

14. **PUT EVERYONE IN THE COMPANY TO WORK TO ACCOMPLISH**

TRANSFORMATION.

Deming's record has shown that his approach works. Already some companies associated with the poultry industry have taken steps to learn about Deming's approach to management and statistical process control.

If you would like to learn more about Deming and his methods, the following publications are recommended:

• Benoff, F., 1991. The 14 Points of Management. Broiler Industry Supplement. Watt Publishing Company, Cullman, AL.

• Deming, W. Edwards, 1993. Out of the Crisis. Massachusetts Institute of Technology, Cambridge, MA.

• Kiemle, Mark J. and S. R. Schmidt, 1993. Basic Statistics: Tools for Continuous Improvement. Air Academy Press, Colorado Springs, CO.

• Walton, Mary, 1986. The Deming Management Method. Putnam Publishing Company, New York, N.Y.

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# POULTRY NOTES

## THE ROAD TO POULTRY MEAT TENDERNESS

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By the time poultry meat becomes a product wrapped in packaging and displayed in a supermarket retail case, it has gone through quite a journey that begins on the farm and continues through live haul, holding, slaughter, primary- and, most often, further processing.

Along the way, how the live bird or carcass is handled can have profound effects on the quality of the final product, particularly with regard to tenderness and, therefore, consumer acceptance.

At the end of growout, feed is typically withdrawn from broiler flocks for a period of time prior to livehaul, in order to minimize feed wastage and empty the gastrointestinal tract of contents that can



Dr. Regina Vasilatos-Younken

result in fecal contamination during processing. If the period from initial feed withdrawal to point of slaughter is too long, however, the yield of salable product is reduced, and product quality declines. This period is therefore a critical

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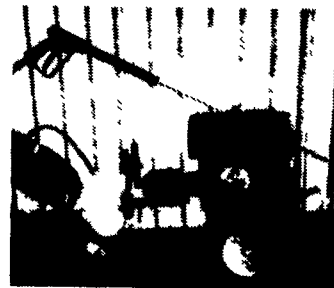
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