

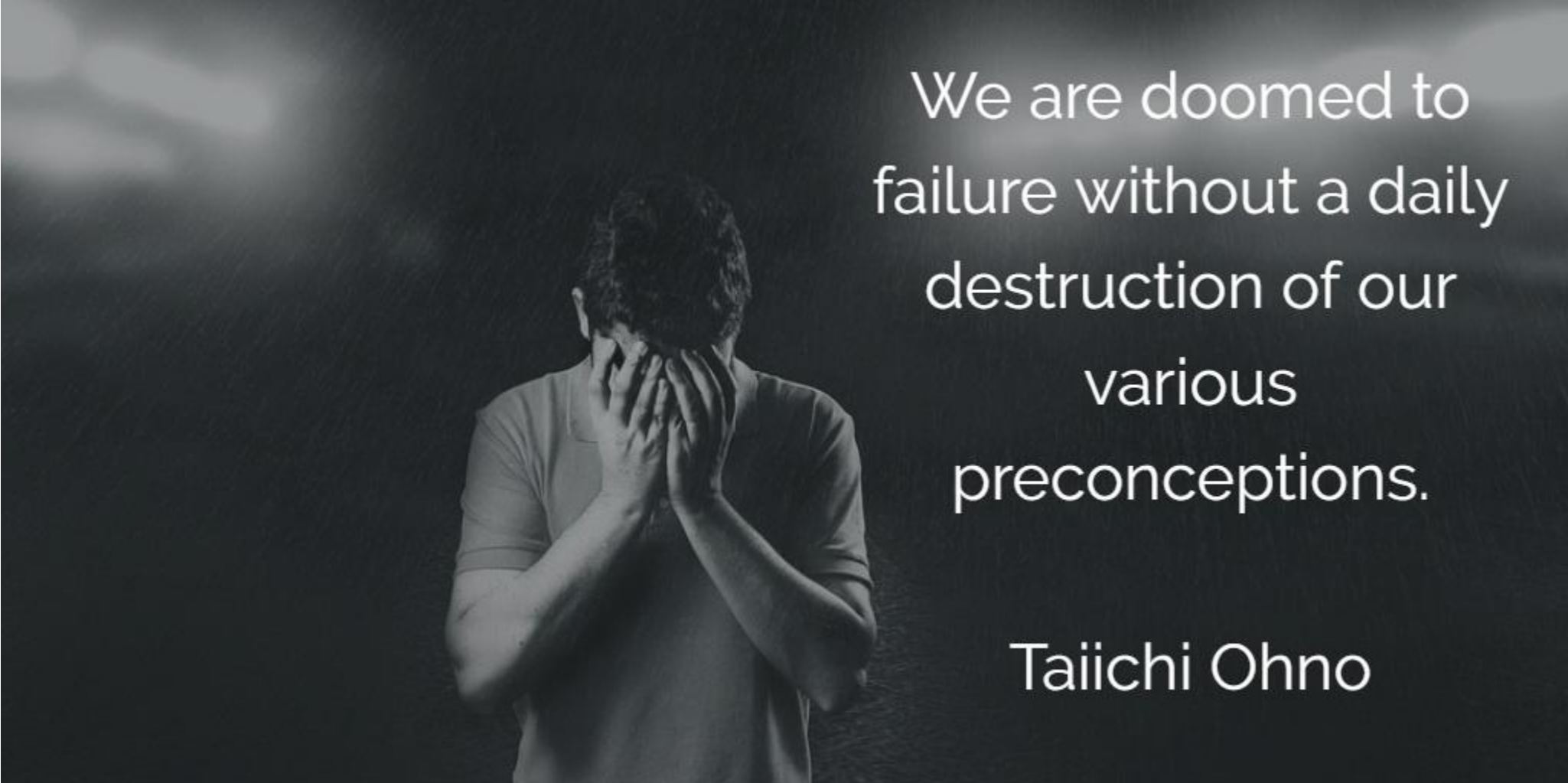
Progress cannot be  
generated when we  
are satisfied with  
existing situations.

Taiichi Ohno



Having no problems is the  
biggest problem of all.  
Taiichi Ohno



A black and white photograph of a man with his hands covering his face, suggesting despair or failure. The background is dark and moody, with some light streaks. The man is wearing a light-colored t-shirt.

We are doomed to  
failure without a daily  
destruction of our  
various  
preconceptions.

Taiichi Ohno

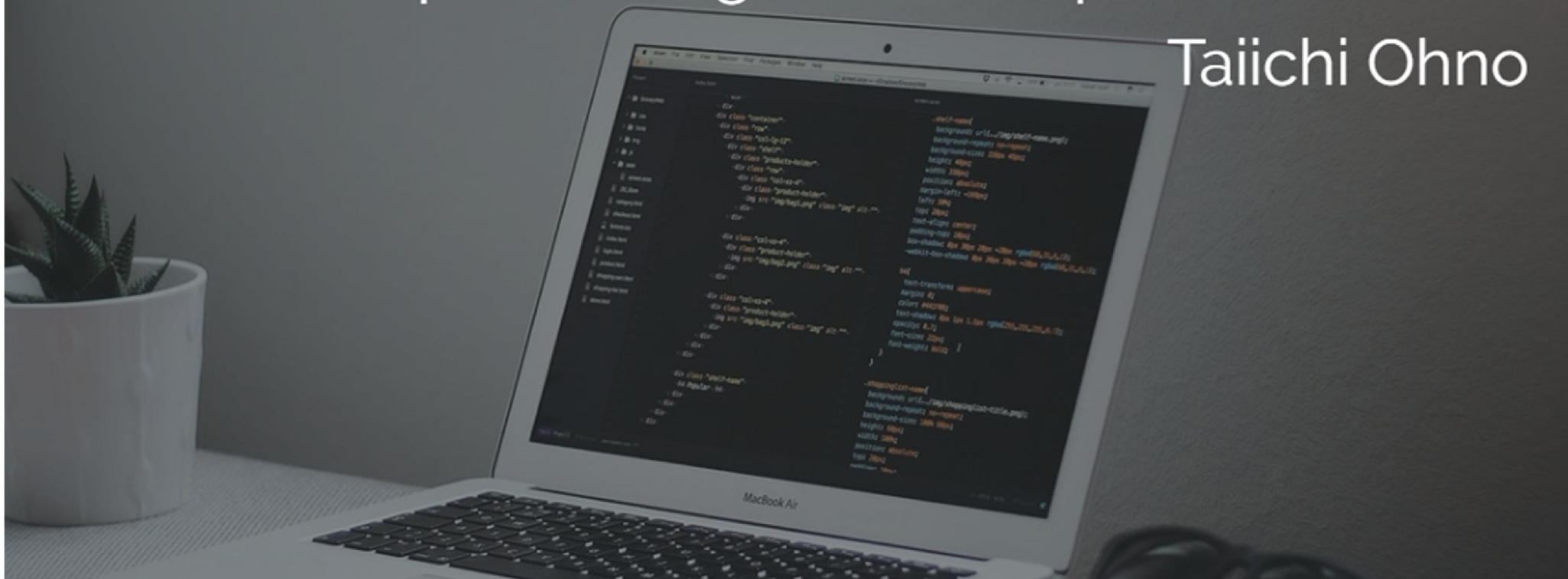
Without standards,  
there can be no  
improvement.

Taiichi Ohno



Data is of course important in manufacturing, but  
I place the greatest emphasis on facts.

Taiichi Ohno



Costs do not exist to be calculated.  
Costs exist to be reduced.  
Taiichi Ohno



Ask 'why' five times about  
every matter.

Taiichi Ohno



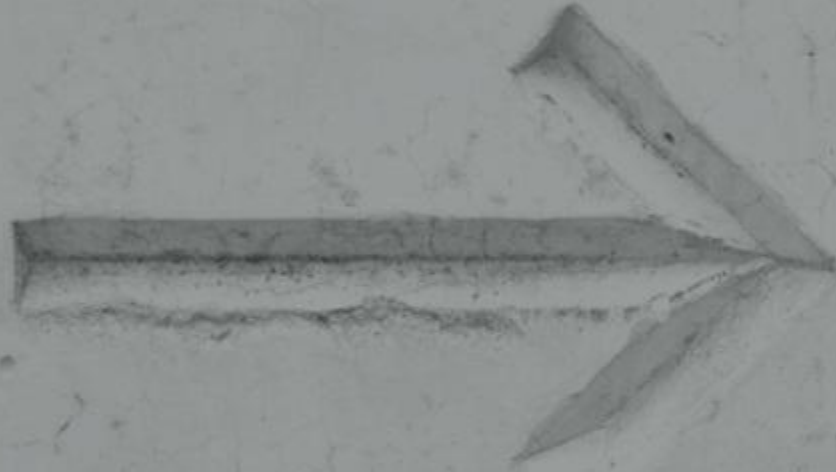
Quality comes not from inspection, but from improvement of the production process.

W.E. Deming

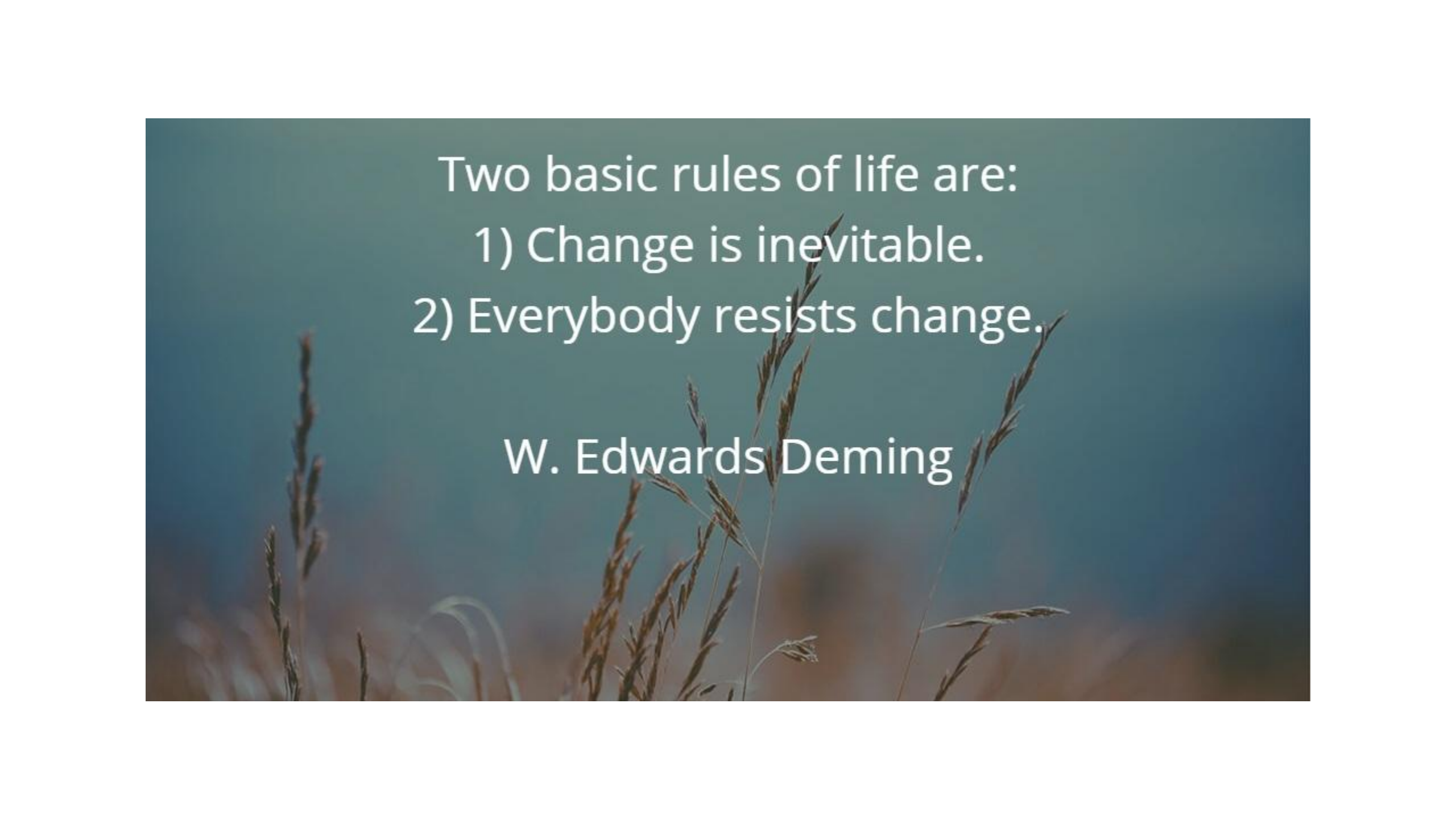




If you can't describe what you are doing as a process, you don't know what you're doing.



W. Edwards Deming



Two basic rules of life are:

- 1) Change is inevitable.
- 2) Everybody resists change.

W. Edwards Deming

In God we trust;  
all others bring data.

W. Edwards Deming

