

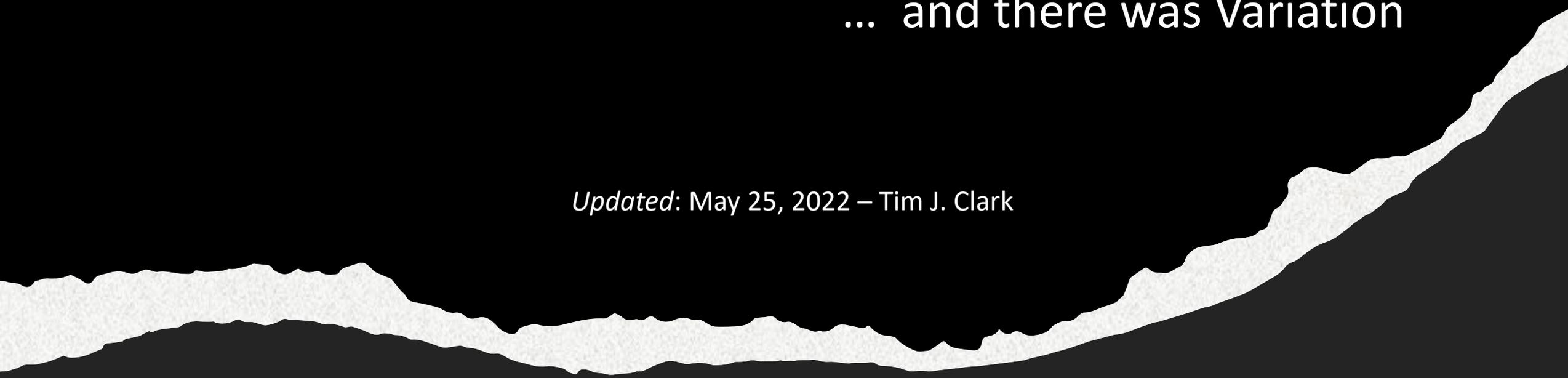
God's Insiders

*"In the beginning God created
the heaven and the earth."*

- Genesis 1

... and there was Variation

Updated: May 25, 2022 – Tim J. Clark



Purpose and Scope

Purpose: To raise awareness that with God's help, improvement all has to do with reducing variation (the gap or distance) from God's ideal of perfection. There are many methods (*spiritual and scientific-based*) that are used for achieving this aim. Within the quality profession, methods include application of a frame of reference that aligns Christianity with Quality as well as with Civics (Citizenship).

"God is light" John 1:5. In a spiritual context, reducing variation from the ideal moves you closer to God – the Light. This can be accomplished through a kind word or deed.

The Christian community is *unaware* of the variation principle. The quality profession is unaware of the connection of variation with God. And American Citizens are unaware of the fact that working towards a "*more perfect Union* requires "*We the People*" to understand the basic principles of variation to include common and special causes of variation.

What is the meaning of perfection in the Bible? *What does it mean that God is Light?*

Stated VS Implied

*Jesus answered, "I am the way and the truth and the life. No one comes to the Father except through me."
– John 14:6, NIV*

The Bible identifies stated guidance on being saved and salvation. The Bible also includes implied guidance. The ideal includes that everyone that can be saved, is saved.

Variation was included in God's design. Reducing the variation (the distance) from where we are to where we should be - God's ideal of perfection, was implied as well as stated.

An assessment regarding implied tasks helps account for the doctrinal differences (variation) supported by many denominations. Can this variation be reduced?



The Insiders

Walter A. Shewhart

W. Edwards Deming

Timothy J. Clark

You?

Walter A. Shewhart

“ ... a statistician, he was, like so many of the rest of us, self-taught, on a good background of physics and mathematics. ”

– W. Edwards Deming

- Everything varies.
- Individual things are unpredictable.
- Groups of things from a constant system of causes tend to be predictable. (1)

If you can predict it, you can improve or mitigate the situation. - tjc

“If you always do, what you always did, on average, you will usually get what you always got” e.g., habits, routines, systemic. - tjc

Walter Shewhart

Variations Frame
of Reference

Statistical to Conceptual

This information was classified during WWII, declassified after the War and shared worldwide beginning with Japanese manufacturing companies – *relatively abandoned in America – The Light was dimmed*

Behavior-over-Time (Control) Chart (1924)

Two Causes of Variation:

- Chance (Common)
- Assignable (Special)

Two Types of Systems:

- Stable – all common causes, recurring, repeatable, habitual, systemic, routine, “*predictable.*”
- Unstable – less predictable – contains common and special causes

Moral Imperative

Actions either reduce variation (more needs met) or they increase variation where people continue to be harmed from needs not met. - tjc

*“...there has been an emerging convergence of the two ways of thinking that includes the consequences of action and inaction. **We can now do great evil without intending to.**”*

*“What we need today is more awareness, a wider recognition of how vast systems we are caught up in can do terrible things and how **we can contribute to evil without even being conscious of it.**” (2) Harvey Cox, When Jesus Came to Harvard.*

Stable systems (more predictable,) produce outcomes that tend to be predictable. In America for instance, *We The People* (Citizens) are Top Management – we are responsible for working “on” the systems to improve them. *Where are We contributing to evil? In what areas are We improving?*

W. Edwards Deming Bat-Signals

“If I had to reduce my message for management to just a few words, I'd say it all has to do with reducing variation.” (3)

Deming's shift from Transformation:
*“The word **metanoia** is more suitable than transformation. Metanoia is a Greek word which means penitence, repentance, reorientation of one's way of life, **spiritual conversion.**” (4)*

Deming's contributions recognized *“as one of nine turning points in history. The top turning point was identified as The Apostle Paul, whose preaching and eloquent writings led to mass acceptance of Christianity.”* – U.S. News and World Report

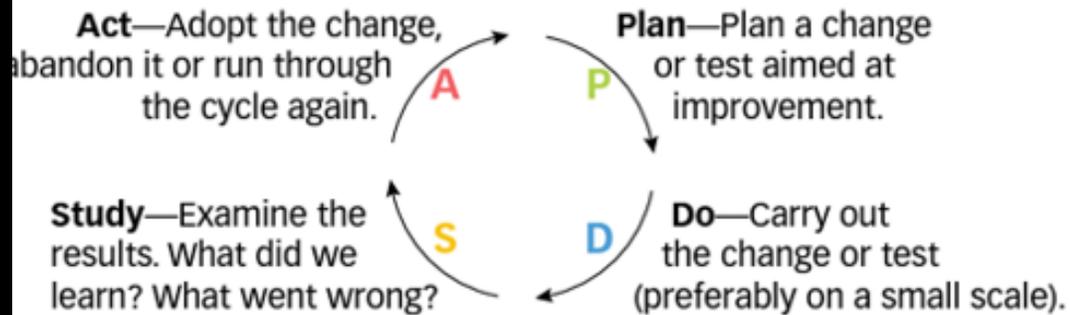


The Bat-Signal in this context is showing the way for those that are looking for additional insights into Deming's thinking. *

W. Edwards Deming

PDSA Cycle (Plan-Do-Study-Act) - 1993

Integrated learning and improvement model



Circling Back: Clearing up myths about the Deming cycle and seeing how it keeps evolving,
By Ronald D. Moen and Clifford L. Norman, ASQ
Quality Progress, Nov 2010

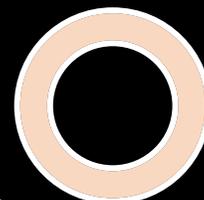
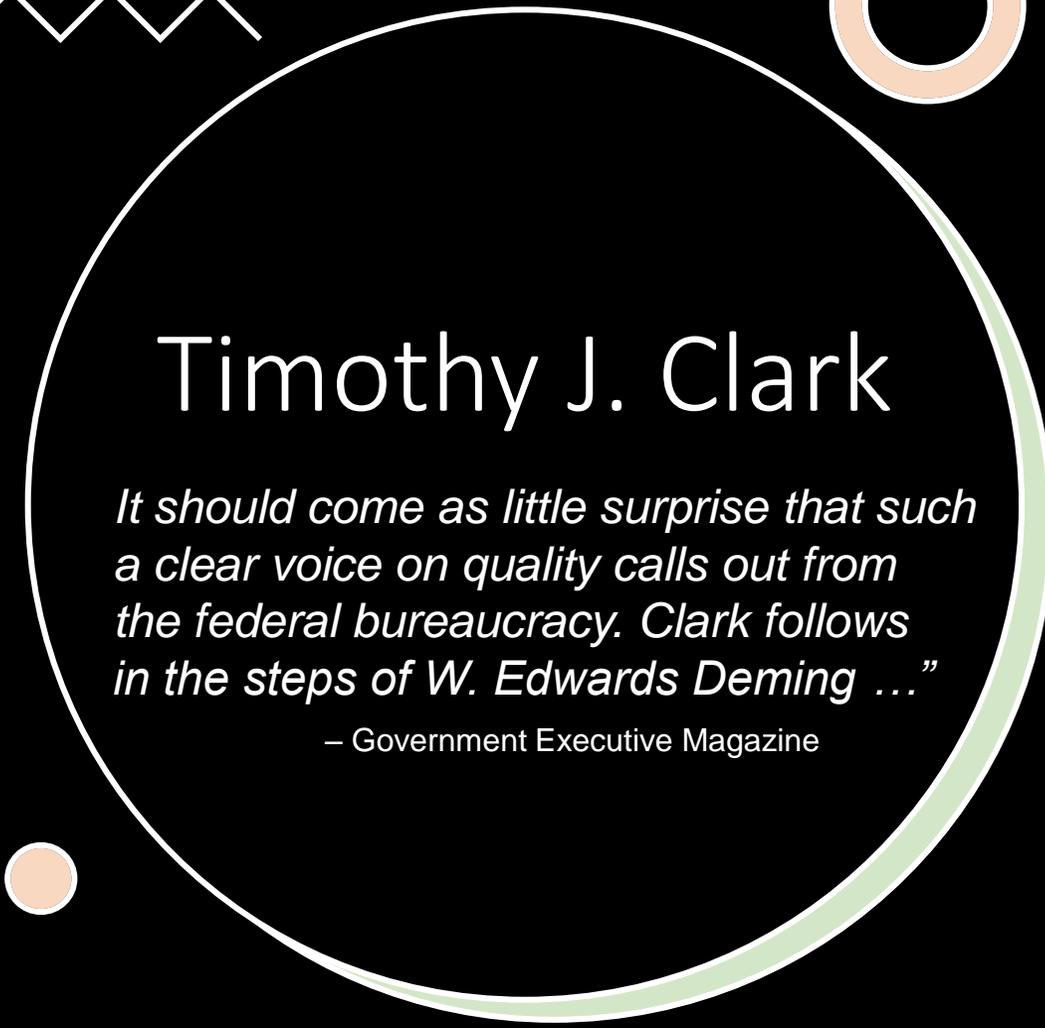
System of Profound Knowledge (SoPK)

Four interrelated components that support Continuous Improvement and Learning:

- Appreciation for a system
- Knowledge of variation
- Theory of knowledge and
- Psychology

“One need not be eminent in any part nor in all four parts order to understand it and apply it. The 14 points for management (Out of the Crisis, Ch. 2) in industry, education, and government follow naturally as application of this outside knowledge, for transformation from the present style of Western management to one of optimization.”

-- WED



Timothy J. Clark

It should come as little surprise that such a clear voice on quality calls out from the federal bureaucracy. Clark follows in the steps of W. Edwards Deming ...”

– Government Executive Magazine

Developed the broader description of variation to provide context for Deming’s work and applicability to any aspect of life. (5)

Expanded description of variation published by the American Society for Quality, March 20, 2006.

”Variation is defined as the difference between an ideal and an actual situation.

An ideal situation represents a standard of perfection—or the highest standard of excellence.”



Context for Improvement

Needs	Imperfection – Affects of Unmet Needs	Perfection – The Ideal	
Physiological		On Earth	In Heaven
Food, water, air, shelter, clothing, health, resources, peace, happiness	Starvation, dehydration, poor health, poverty, early deaths, unemployment, underemployment, homelessness	<u>Continuous Improvement results in better products and services</u>	All needs are met
Safety			
Security – personal, property, local, national	Crime, weather related damage, wars, defense spending, accidents	<u>Which leads to ...</u>	
Emotional and Intellectual			
Choice, Love, friends, family, community, education, freedom, relationships, self-esteem, beauty, art, fun, jo entertainment, knowledge	Misery, unhappiness, depression, loneliness, ignorance	<u>More needs met; Less harm on people when needs are not met</u>	Eternal Life
Spiritual		Prayer, Sharing the Gospel, Kind words and deeds, Witnessing	
Purpose, plan, faith, eternal life, contribution, feedback, salvation (Born Again)	Unrealized potential, poor health, suicide, stress, Hell		

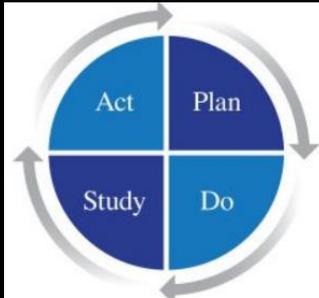
Perfection is not attainable, but if we chase perfection, we can catch excellence.

Vince Lombardi

Frame of Reference Alignment: Soul, Mind, Body

The Word of God Wisdom Purpose

For I know the plans I have for you, declares the LORD, plans to prosper and not to harm you, plans to give you hope and a future. -Jeremiah 29:11



“Wisdom is the common designation given to the aspect of biblical witness and writing dealing with human experience – as is.”
The Message, Eugene E. Peterson

Continuous Improvement and Learning

Whoever pursues righteousness and love finds life, prosperity and honor - Proverbs 21:21 NIV

Lack of knowledge of common and special causes

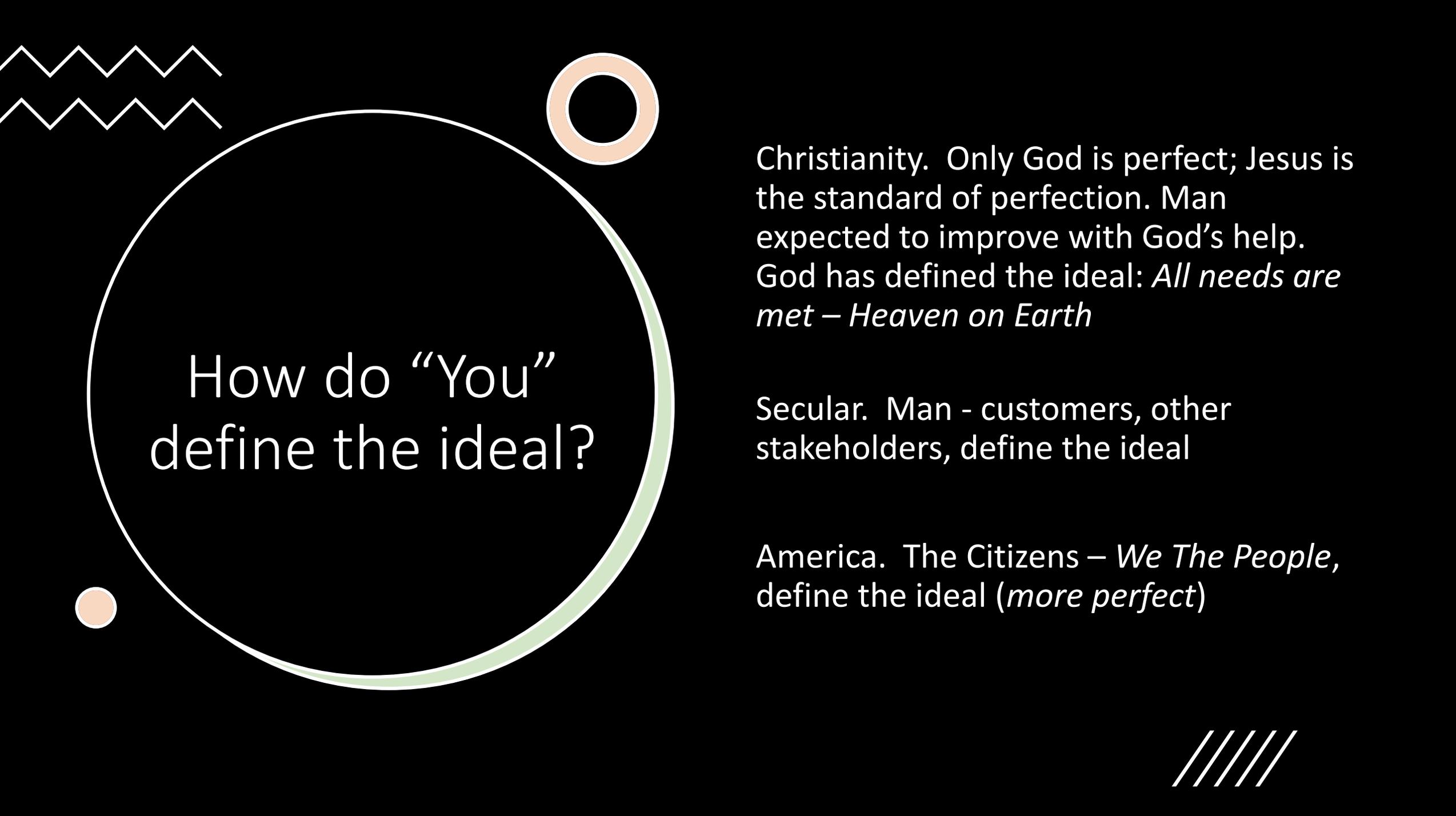
of variation result in situations where: *“Ninety-five percent (95%) of changes made by management today make no improvement.”* -- W. Edwards Deming

Continuous Improvement and Learning

PLAN	DO	STUDY	ACT
Motivation	Action	Feedback	Learning
System of Profound Knowledge			
Psychology	Systems	Variation	Knowledge



Walter A. Shewhart			
Systems	Common Causes	Special Causes	Outcomes
Stable	X		More Predictable
Unstable	X	X	Less predictable



How do “You”
define the ideal?

Christianity. Only God is perfect; Jesus is the standard of perfection. Man expected to improve with God’s help. God has defined the ideal: *All needs are met – Heaven on Earth*

Secular. Man - customers, other stakeholders, define the ideal

America. The Citizens – *We The People*, define the ideal (*more perfect*)



Do not conform to the pattern of this world but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will. Romans 12:2 NIV

References

1. AT&T Statistical Quality Control Handbook, Jan 1985, pg. 7. Shewhart believed in God and in serving mankind. *“By the grace of God, the nations of the world would have been given another chance to live in peace – another chance to explore the endless frontier of science in search of new ways of constructively serving mankind.”* Walter A. Shewhart, *The Advancing Statistical Front*, Journal of the American Statistical Association, March 1946. Reference courtesy of Allen Scott.
 2. Harvey Cox, *When Jesus Came to Harvard, Making Moral Choices Today* (Boston, MA: Houghton Mifflin Company, 2004), p. 245-246
 3. Henry R. Neave, *The Deming Dimension* (Knoxville, TN: SPC Press Inc., 1990), Chapter 4, p. 57.
 4. W. Edwards Deming: *The New Economics for Industry, Governments, Education*, 1st Edition, p.95. The need for “transformation” is a reinforcing and consistent theme. The word “metanoia” was not included in subsequent editions. In his *book Out of the Crisis*, Deming identified the aim of the book as “transformation of the style of American management.”
 - Deming: [Metanoia and Transformation II – Norman Todd](#), The Way, (April 2013),
 - [“Deming: “The Way We Knew Him” by Frank Voehl](#). Chapter 14 Involve Everyone in the Transformation. Includes the testimony given at Deming’s funeral mass. [Extract - Ch 14](#)
 5. Timothy J. Clark. [Success Through Quality: Support Guide for the Journey to Continuous Improvement](#)
 - [ASQ – Law of Variation](#)
 - [The Deming Paradigm for Reducing Variation: Unknown by Most, Misunderstood by Many, Relevant to All](#). Research paper presented at the 2015 International Deming Research Conference. This was the second research paper presented on the variation topic. The first was in 2012 – [Drive Out Fear: Having the Courage To Do the Right Thing](#).
- ❖ [Image – Bat-Signal](#) : Media Entertainment Earth, et.al.