

THE PROMISE AND PERILS OF STATISTICAL CONTROL AND VARIATION

A panel discussion with:

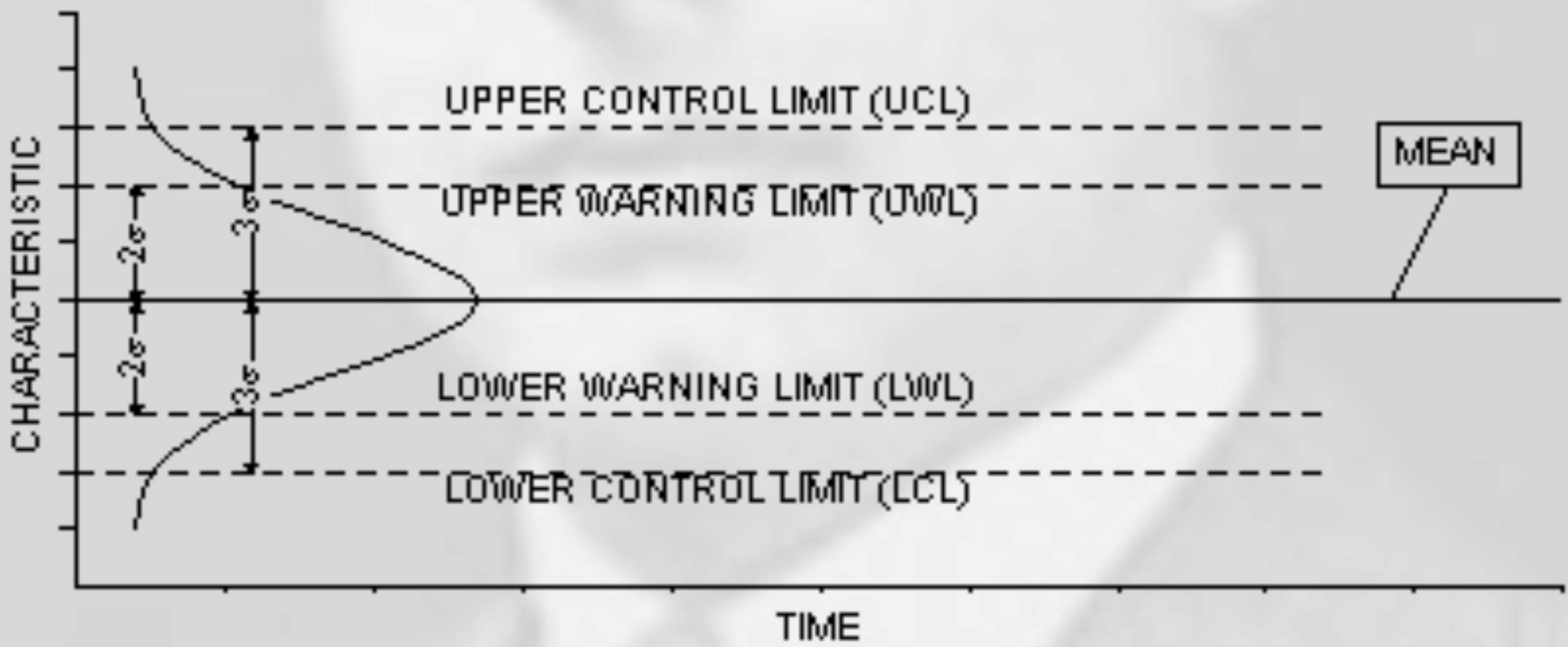
Troy Magennis, Don Reinertsen & Jim Benson



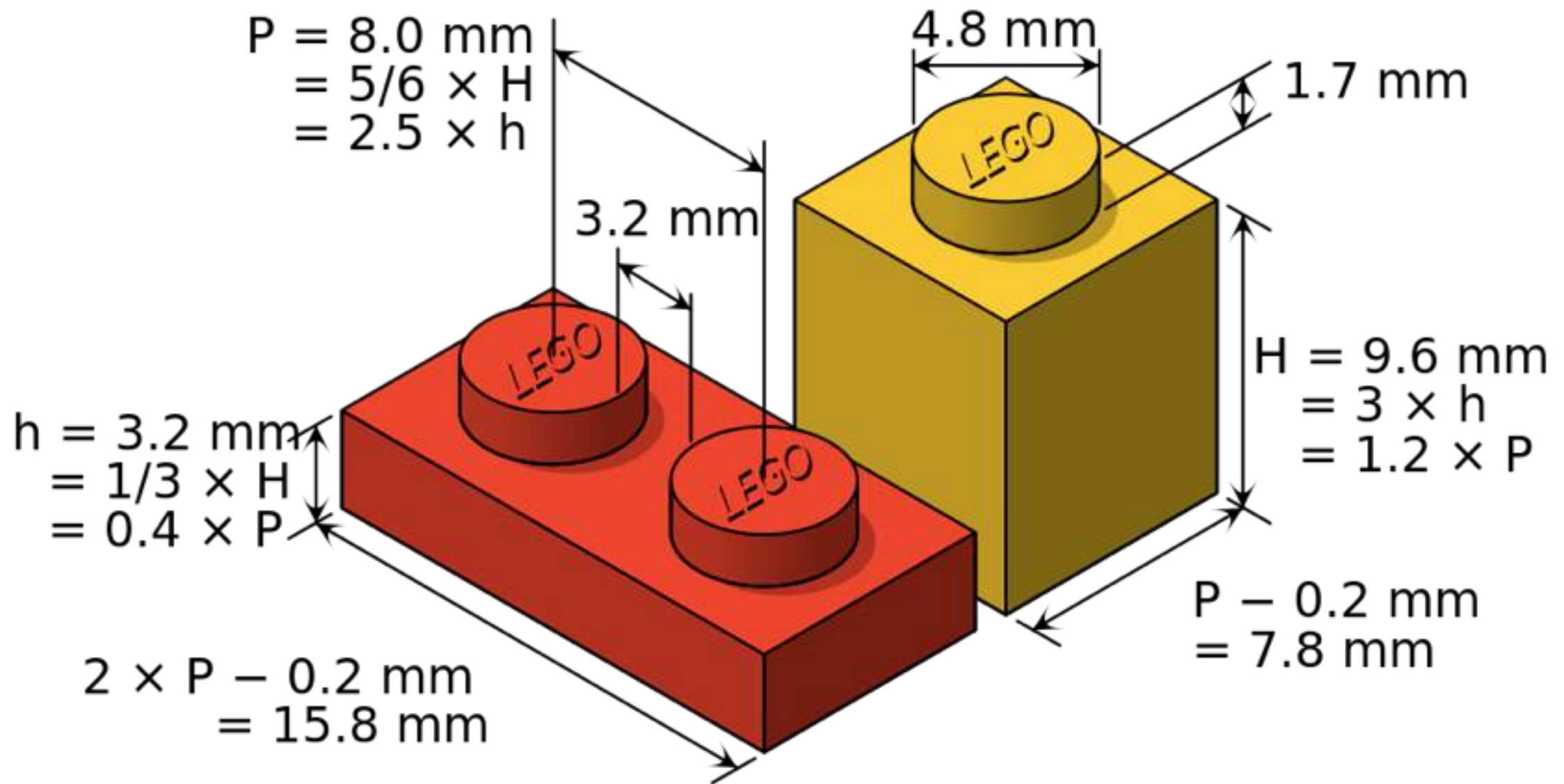
10min **Provocation**

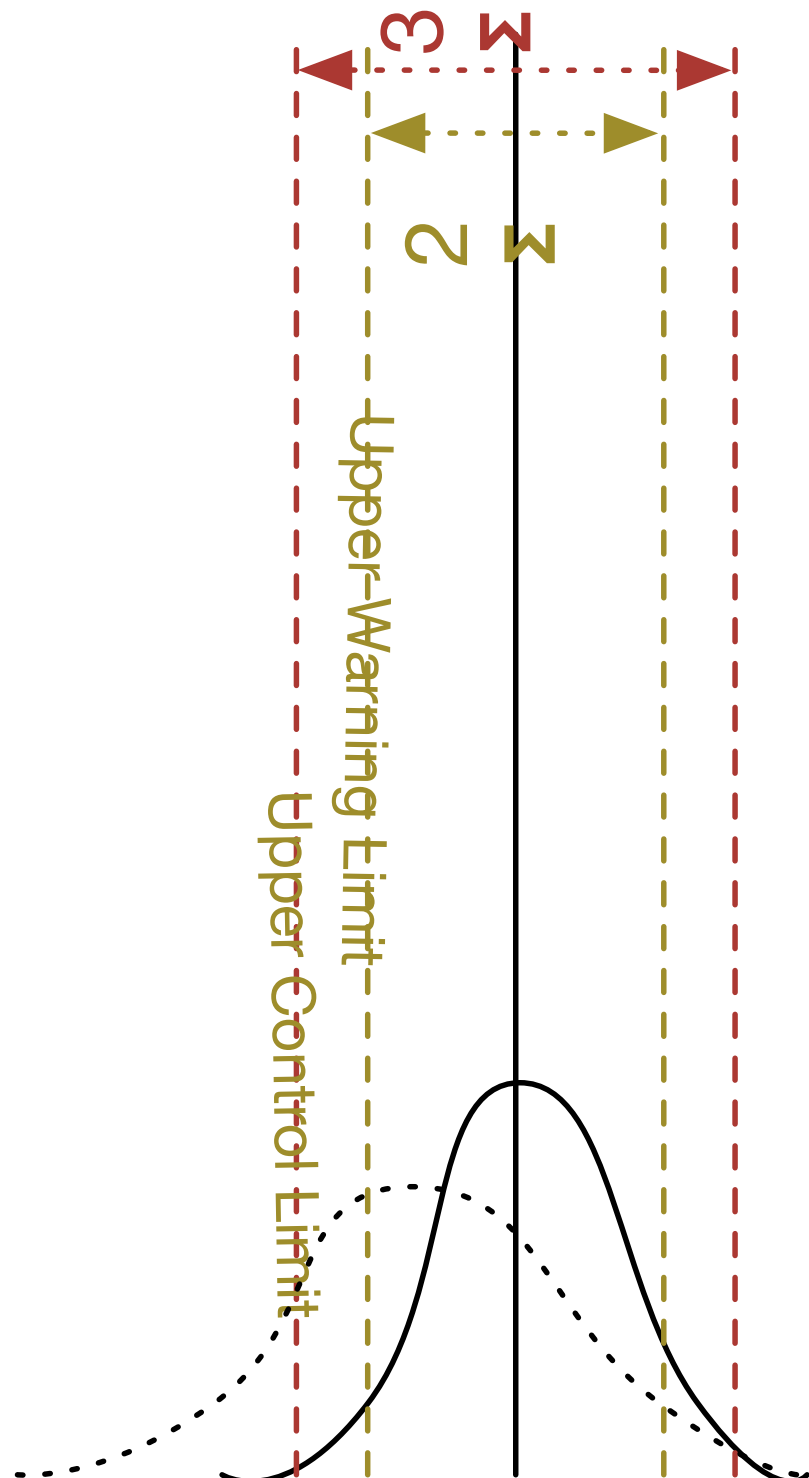
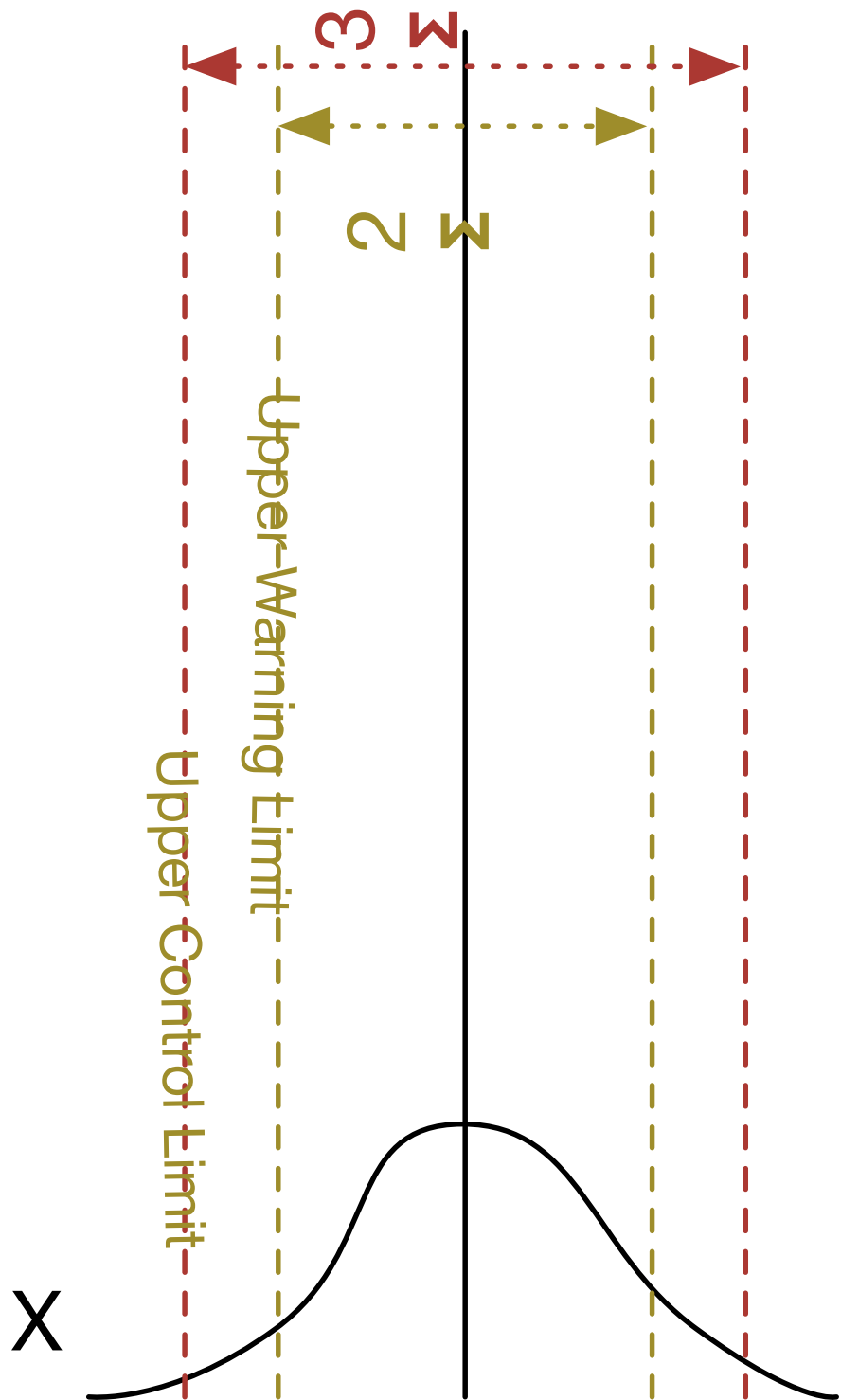
30min **Discussion**

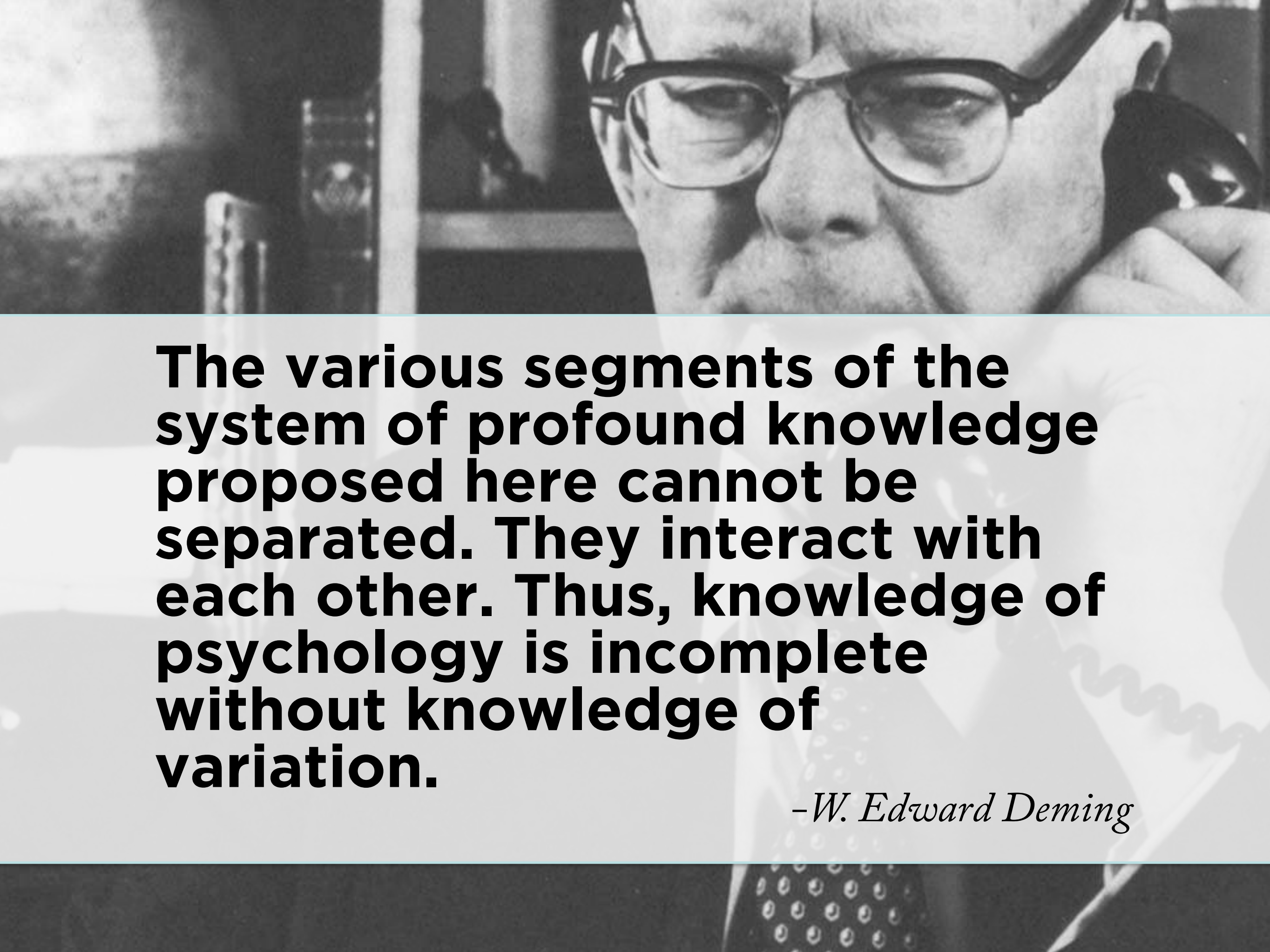
20min **Questions**











The various segments of the system of profound knowledge proposed here cannot be separated. They interact with each other. Thus, knowledge of psychology is incomplete without knowledge of variation.

-W. Edward Deming



**A system must be either
variety-increasing or
variety-decreasing**

-Russell Ackoff

TABLE 1
Behavioral Classification of Systems

| Type of System | Behavior of System | Outcome of Behavior |
|--------------------------------------|---------------------------------------|-------------------------|
| State-Maintaining | Variable but determined (reactive) | Fixed |
| Goal-Seeking | Variable and chosen (responsive) | Fixed |
| Multi-Goal-Seeking and Purposeful | Variable and chosen | Variable but determined |
| Purposeful | Variable and chosen | Variable and chosen |

Behavioral Classification of Systems



variety can destroy variety

-Ross Ashby

A black and white portrait of Heinz von Foerster, a middle-aged man with short, light-colored hair, wearing a dark suit jacket, a white shirt, and a dark tie. He is looking directly at the camera with a neutral expression. The background is a plain, light color.

The Ethical Imperative

"Act always so as to increase the number of choices."

-Heinz von Foerster



PRAxisflow



JABE BLOOM

Chief Flow Officer
jabe.bloom@praxisflow.com
@cyeain

praxisflow.com

Thanks.

