

Endnotes

- 1 Deming, W. Edwards, *The New Economics, 2nd Edition* (Cambridge, MA: The MIT Press, 2000), 92.
- 2 Wheeler, Donald J., *Making Sense of Data: SPC for the Service Sector* (Knoxville: SPC Press, 2003), 95.
- 3 Wheeler, Donald J., "The New Terminology," SPC Ink, 1998, no.2, Manuscript No. 129, 2.
- 4 Deming, W. Edwards, *Out of the Crisis, 1st MIT Press Ed.*, (Cambridge, MA: The MIT Press, 2000), 121.
- 5 Jackson, Thomas L., *Hoshin Kanri for the Lean Enterprise* (New York: Productivity Press, 2006), xii.
- 6 Ries, Eric. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses* (New York: Currency, 2011), 129.
- 7 Ries, 143.
- 8 Ries, Eric, *The Startup Way: How Modern Companies Use Entrepreneurial Management to Transform Culture and Drive Long-Term Growth* (New York: Random House, 2017), 103.
- 9 Deming, W. Edwards, *The Essential Deming: Leadership Principles from the Father of Quality* (New York: McGraw-Hill, 2012), 69.
- 10 Deming, W. Edwards, *Out of the Crisis, 1st MIT Press Ed.*, (Cambridge, MA: The MIT Press, 2000), 23.
- 11 Joiner, Brian, *Fourth Generation Management: The New Business Consciousness* (New York: McGraw-Hill, 1994), 10.
- 12 Graban, Mark, "Lessons from the Wells Fargo Scandal, Mismanagement, and Gaming the Numbers," <https://www.leanblog.org/2016/09/some-reading-on-the-wells-fargo-scandal-and-mismanagement/>.
- 13 Graban, Mark, "The Real #VA scandal is the Long Waiting Times & Bad Management, Not Gaming by Bad Apples," <https://www.leanblog.org/2014/05/the-real-va-scandal-is-the-long-waiting-times-bad-management-not-gaming-by-bad-apples/>.
- 14 Baer, Drake, "How Changing One Habit Helped Quintuple Alcoa's Income," <http://www.businessinsider.com/how-changing-one-habit-quintupled-alcoa-income-2014-4>.
- 15 Dennis, Pascal, *Lean Production Simplified, Third Edition* (Productivity Press: New York, 2015), 30.
- 16 Ries, Eric, *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses* (Currency: New York, 2011), 280.
- 17 Ries, Eric. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses* (New York: Currency, 2011), 128.
- 18 Wheeler, Donald J., *Understanding Variation: The Key to Managing Chaos, Second Edition* (Knoxville: SPC Press, 2000), 13.
- 19 NHS Improvement, "Making Data Count," https://improvement.nhs.uk/documents/2748/NHS_MAKING_DATA_COUNT_FINAL.pdf.
- 20 Deming, W. Edwards, *The New Economics, 2nd Edition* (Cambridge, MA: The MIT Press, 2000), 98.
- 21 Wheeler, Donald J., *Understanding Variation: The Key to Managing Chaos, Second Edition* (Knoxville: SPC Press, 2000), 4.
- 22 Wheeler, Donald J., *Making Sense of Data: SPC for the Service Sector* (Knoxville: SPC Press, 2003), 97.
- 23 Wheeler, Donald J., *Understanding Variation: The Key to Managing Chaos, Second Edition* (Knoxville: SPC Press, 2000), 30.
- 24 Deming, W. Edwards, *The Essential Deming: Leadership Principles from the Father of Quality* (New York: McGraw-Hill, 2012), 170.
- 25 Ries, Eric. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses* (New York: Currency, 2011), 284.
- 26 Toyota Motor Corporation, "Ask 'why' five times about every matter," March 2006, <http://www>.

- toyota-global.com/company/toyota_traditions/quality/mar_apr_2006.html.
- 27 Graban, Mark, *Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement* (New York: Productivity Press, 2016), 160.
- 28 Ries, Eric, *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses* (New York: Currency, 2011), 231.
- 29 Toyota Motor Corporation.
- 30 Goldsmith, Robert H., *Toyota's 8-Steps to Problem Solving* (NP, 2014), 9.
- 31 Richardson, Tracey and Ernie, *The Toyota Engagement Equation: How to Understand and Implement Continuous Improvement Thinking in Any Organization* (New York: McGraw-Hill, 2017), 87.
- 32 Wolterman, Dan and Dr. M. Michael Shabot, "A new standard," *Modern Healthcare*, August 1, 2011. <http://www.modernhealthcare.com/article/20110801/MAGAZINE/308019973>.
- 33 Lohr, Steve, "He Taught the Japanese," *The New York Times*, May 10, 1981, <https://www.nytimes.com/1981/05/10/business/he-taught-the-japanese.html>.
- 34 Boysen, Philip G. "Just Culture: A Foundation for Balanced Accountability and Patient Safety." *The Ochsner Journal* 13,3 (2013): 400–406. Print.
- 35 *BBC News Magazine*, "Can chance make you a killer?," <http://www.bbc.co.uk/news/magazine-10729380>.
- 36 *NBC News*, "American Airlines apologizes for flight delays, cancellations," September 21, 2012, http://overheadbin.nbcnews.com/_news/2012/09/21/14017618-american-airlines-apologizes-for-flight-delays-cancellations.
- 37 Flint, Joe, "Academy Awards Pull In Record-Low Ratings," March 5, 2018, <https://www.wsj.com/articles/academy-awards-pull-in-record-low-ratings-1520285405>.
- 38 McClintock, Pamela, "Oscars 2012: Is There a Recipe for Ratings Success?," *The Hollywood Reporter*, February 13, 2012.
- 39 Smith, James M. *Meaningful Graphs: Converting Data into Informative Excel Charts*. (n.p.: James M. Smith, 2014), 16.
- 40 Smith, 3.
- 41 Graban, Mark and Joseph E. Swartz, *Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements* (New York: Productivity Press, 2012), 4.
- 42 Wilcox, Jason; Kersh, Brian; Jenkins, Elizabeth. *Motivational Interviewing for Leadership: MI-LEAD*, (Gray Beach Publishing: Roseburg, OR), 2017), 16.
- 43 Prosci, "ADKAR," <https://www.prosci.com/adkar>.
- 44 Prosci, What is the ADKAR Model, <https://www.prosci.com/adkar/adkar-model>.
- 45 Kotter, Inc, "8-Step Process," <https://www.kotterinc.com/8-steps-process-for-leading-change/>
- 46 ExperiencePoint, "Change Theory," unpublished paper, 2016.
- 47 Wheeler, Donald J., "Myths About Process Behavior Charts," <https://www.qualitydigest.com/inside/quality-insider-article/myths-about-process-behavior-charts.html>.
- 48 Wheeler, Donald J., *Making Sense of Data: SPC for the Service Sector* (Knoxville: SPC Press, 2003), 97.
- 49 *Ibid*, 165.
- 50 Wheeler, Donald J. and Rip Stauffer, "When Should We Use Extra Detection Rules?," *Quality Digest*, <https://www.qualitydigest.com/inside/statistics-column/when-should-we-use-extra-detection-rules-100917.html>.