

**Summary Description of Papers to Be Presented at  
The Fifteenth Annual International Deming Research Seminar**

**23-24 February 2009  
New York City**

The W. Edwards Deming Institute, Fordham University, and The Deming Cooperative invite your participation in The Fifteenth Annual International Deming Research Seminar, 23-24 February 2009 in New York City.

The Research Seminar will bring together people from around the world, and from a variety of specialties, to enhance and extend management thinking.

Presenters will link Deming's ideas to customer experience management, the teaching of marketing, intra-organizational knowledge transfer, money-laundering, multicenter collaborations, overseas expansion, monopolies, and survival in a bottom-line driven organization.

Others will link Dr. Deming's writings to the works of Walter Shewhart, Andrew Haswell Green, Charles Sanders Peirce, John Dewey, and Warren Buffett.

Sustainability and social responsibility are topics suggestive of our times. Several business models will be shared, along with applications of Deming's ideas to software engineering, IT, healthcare, government, manufacturing, and behavior change service organizations.

Some presenters will focus on grading in school, barriers to pride of workmanship, organizations as systems, the role of the human resources department, principled negotiation, process formalization versus flexibility, supply chain strategy, intrinsic initiative, the effects of fear, and common causes as the responsibility of management, ... more than 30 presentations in all!