

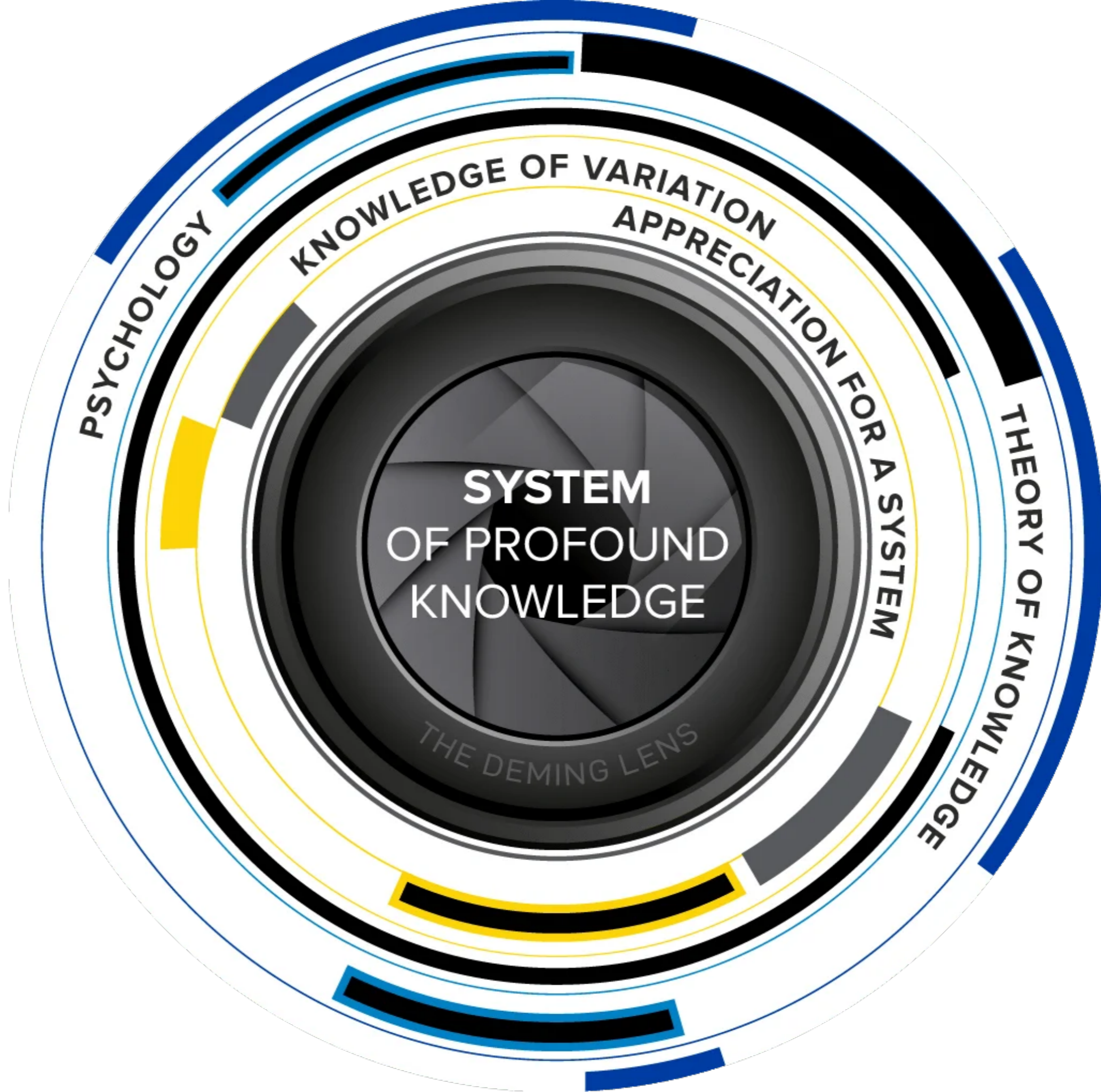
What Do We Mean By "Theory Of Knowledge"?

Deming Module #5

May 2026

Artielsaac.com
Artielsaac@gmail.com





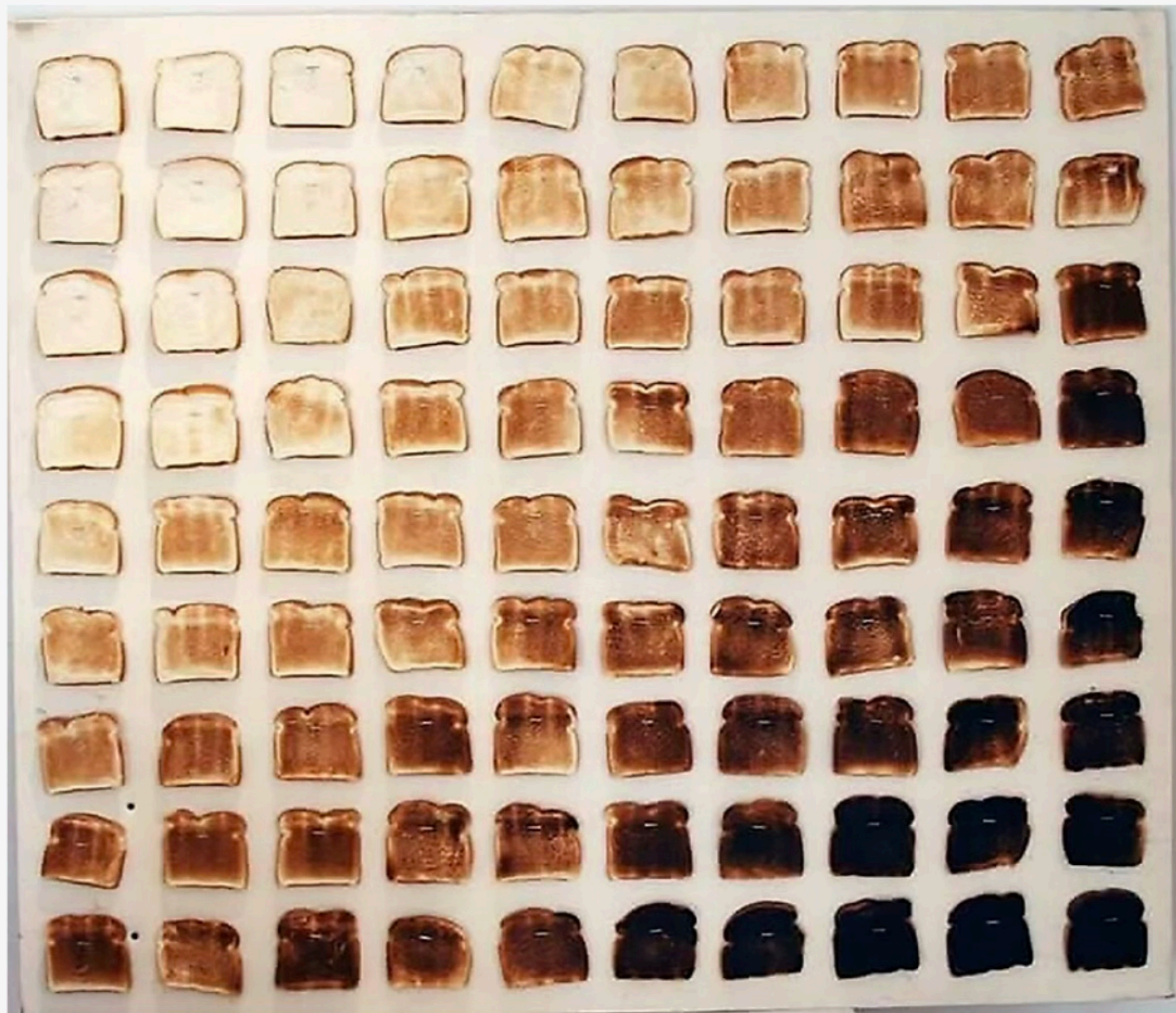
**SYSTEM
OF PROFOUND
KNOWLEDGE**

THE DEMING LENS

KNOWLEDGE OF VARIATION
APPRECIATION FOR A SYSTEM

PSYCHOLOGY

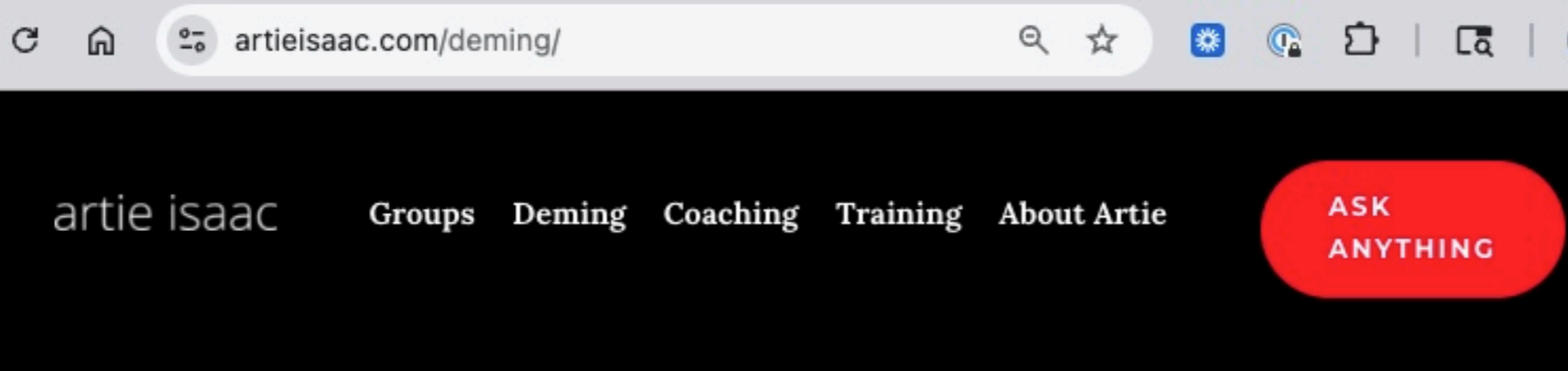
THEORY OF KNOWLEDGE



Next Step For Our Profound Toast

**Formulate a hypothesis
(e.g., "setting 3 produces golden toast").**

**Test this hypothesis (make toast),
compare the result to the desired outcome,
and learn,
adjusting the toaster setting accordingly.**



About Deming

The Aim of This Webpage

To promote learning about Deming's approach to more effective leadership, greater productivity, higher quality, and healthier lives.

Method: a series of talks about the teachings of [W. Edwards Deming](#), and the impact of his teaching on my life and – potentially – yours.

Welcome Notes

I am not an expert on W. Edwards Deming. I'm learning to understand and apply his teachings as I proceed.

My knowledge is limited to hearing Dr. Deming in 1987; a three-day workshop led by The Deming Institute in 2017; and – most significantly – a long-standing marriage since 1988 to Alisa, who started her career in manufacturing and with the study of Deming.

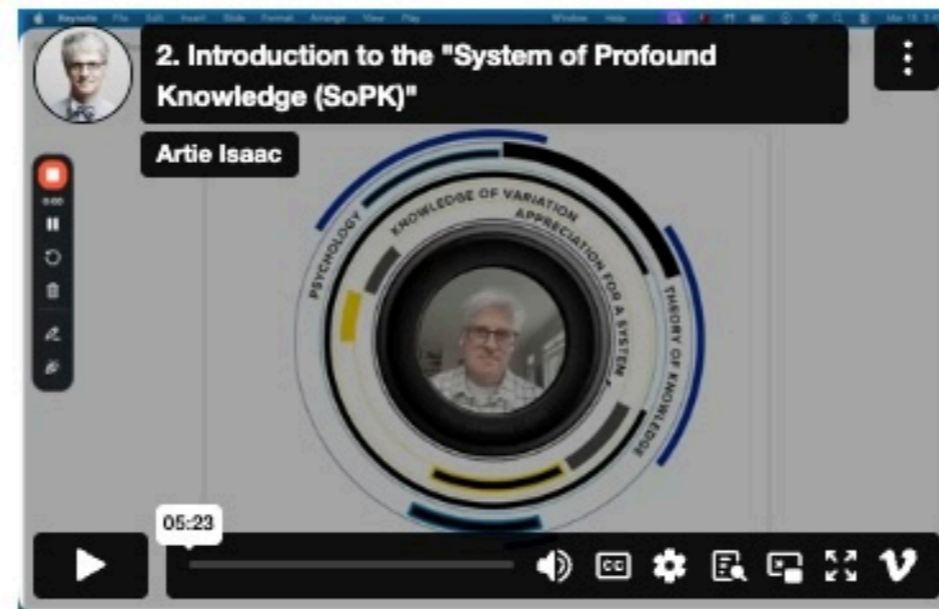
For definitive resources, please visit [The Deming](#)

3. What Do We Mean By "A System"?

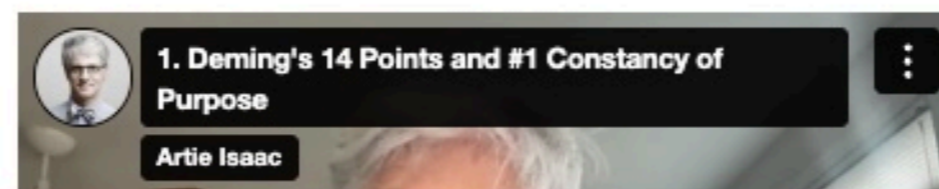


CLICK HERE FOR THE TED TALK MENTIONED IN VIDEO #3

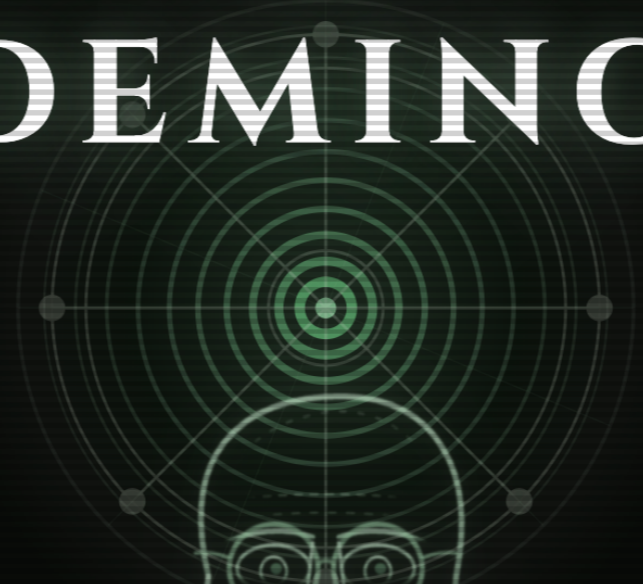
2. Introduction to the "System of Profound Knowledge (SoPK)"



1. The 14 Points and #1 Constancy of Purpose



DHARMA
OF
DEMING



MINDFULNESS
IN ENTERPRISE

ARTIE ISAAC



**SYSTEM
OF PROFOUND
KNOWLEDGE**

THE DEMING LENS

PSYCHOLOGY

KNOWLEDGE OF VARIATION
APPRECIATION FOR A SYSTEM

THEORY OF KNOWLEDGE

Aim For This Module

**To define *Theory Of Knowledge*
and recognize the rigor
with which we learn at work and beyond**

The Problem

**How do we know what is so?
And how do we know
what we think is so
is really so?**

The Problem

Or:

**How do we not believe
everything we think?**

Knowledge is built on theory

- The theory of knowledge teaches us that a statement, if it conveys knowledge predicts future outcome, with risk of being wrong, and that it fits without failure observations of the past.
- Rational prediction requires theory and builds knowledge through systematic revision and extension of theory based on comparison of prediction with observation

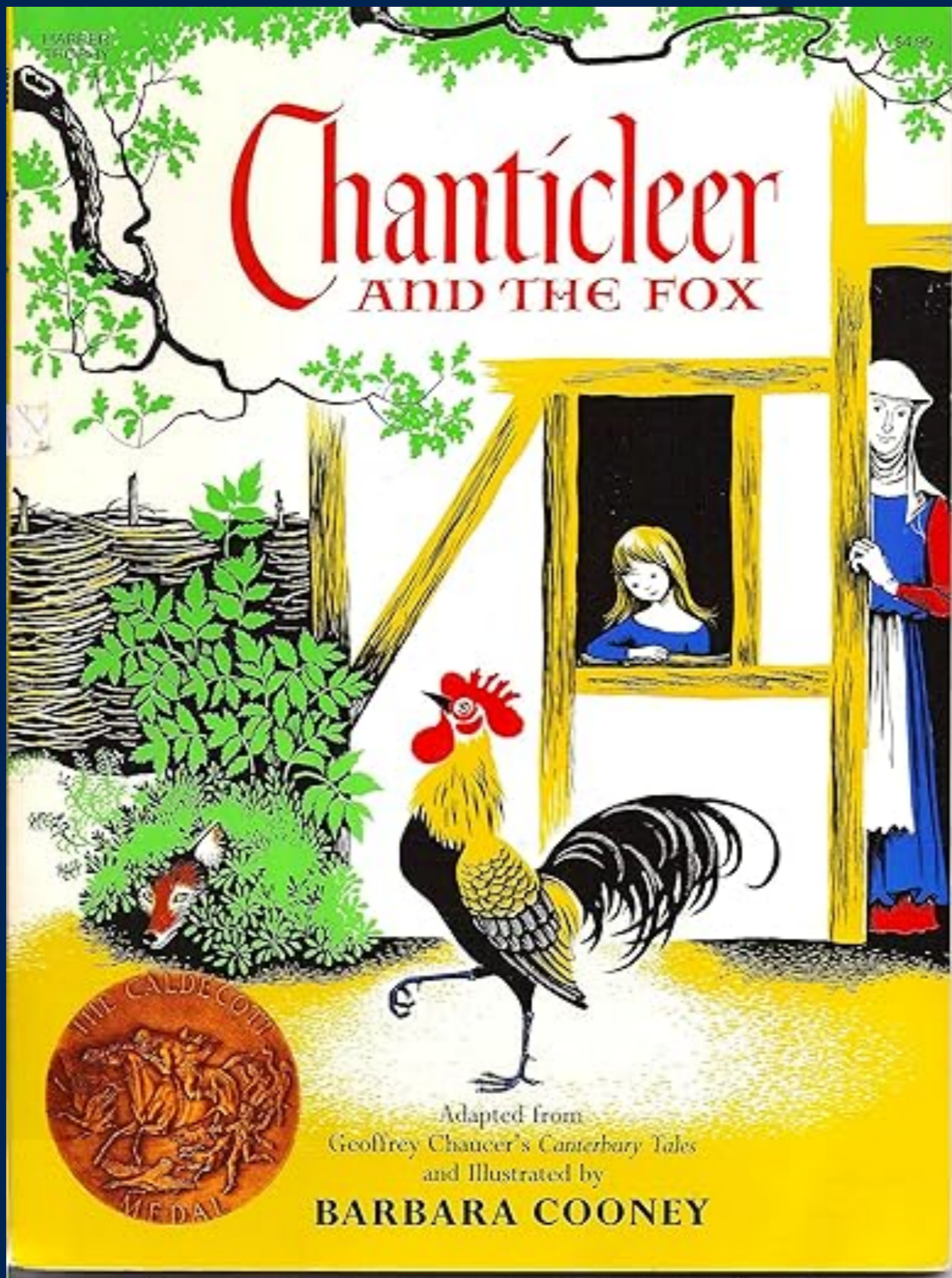
What Do We Mean By "Theory Of Knowledge"?

The Theory of Knowledge states knowledge is built on rational prediction, not just experience or data.

It teaches that management is prediction, requiring a theory to predict future outcomes and compare them with observation to learn and create knowledge.

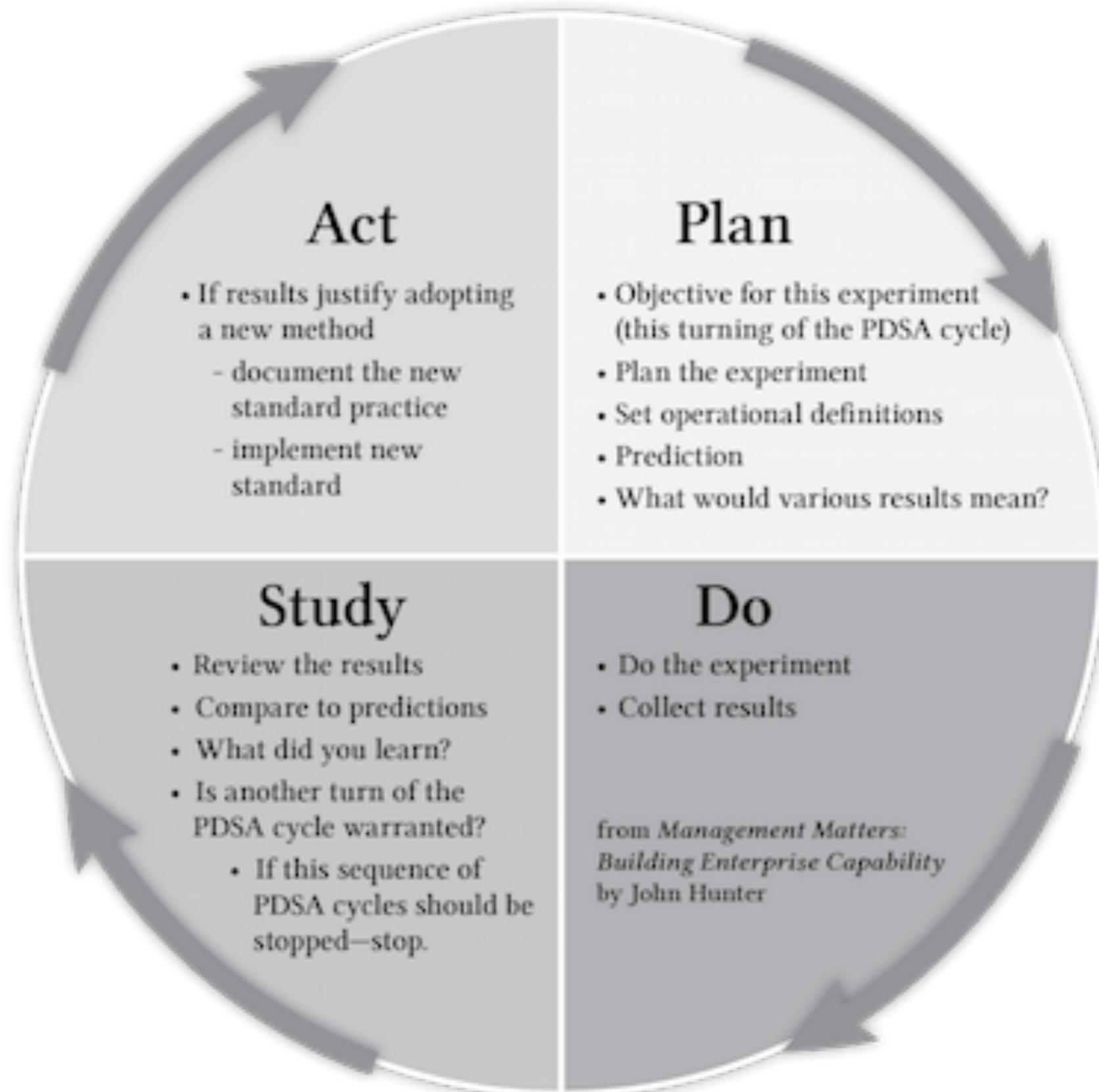
Chanticleer

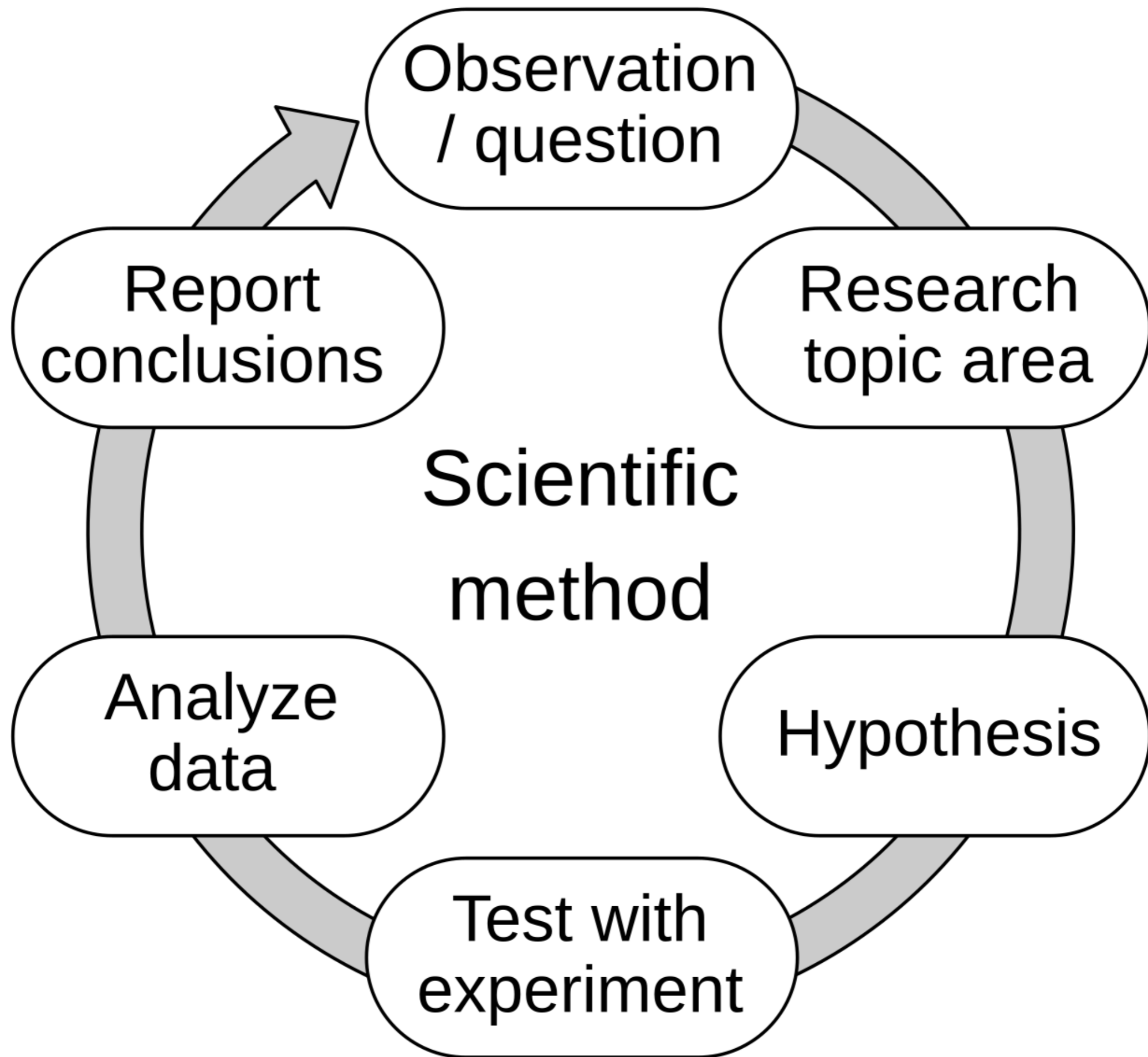
AND THE FOX

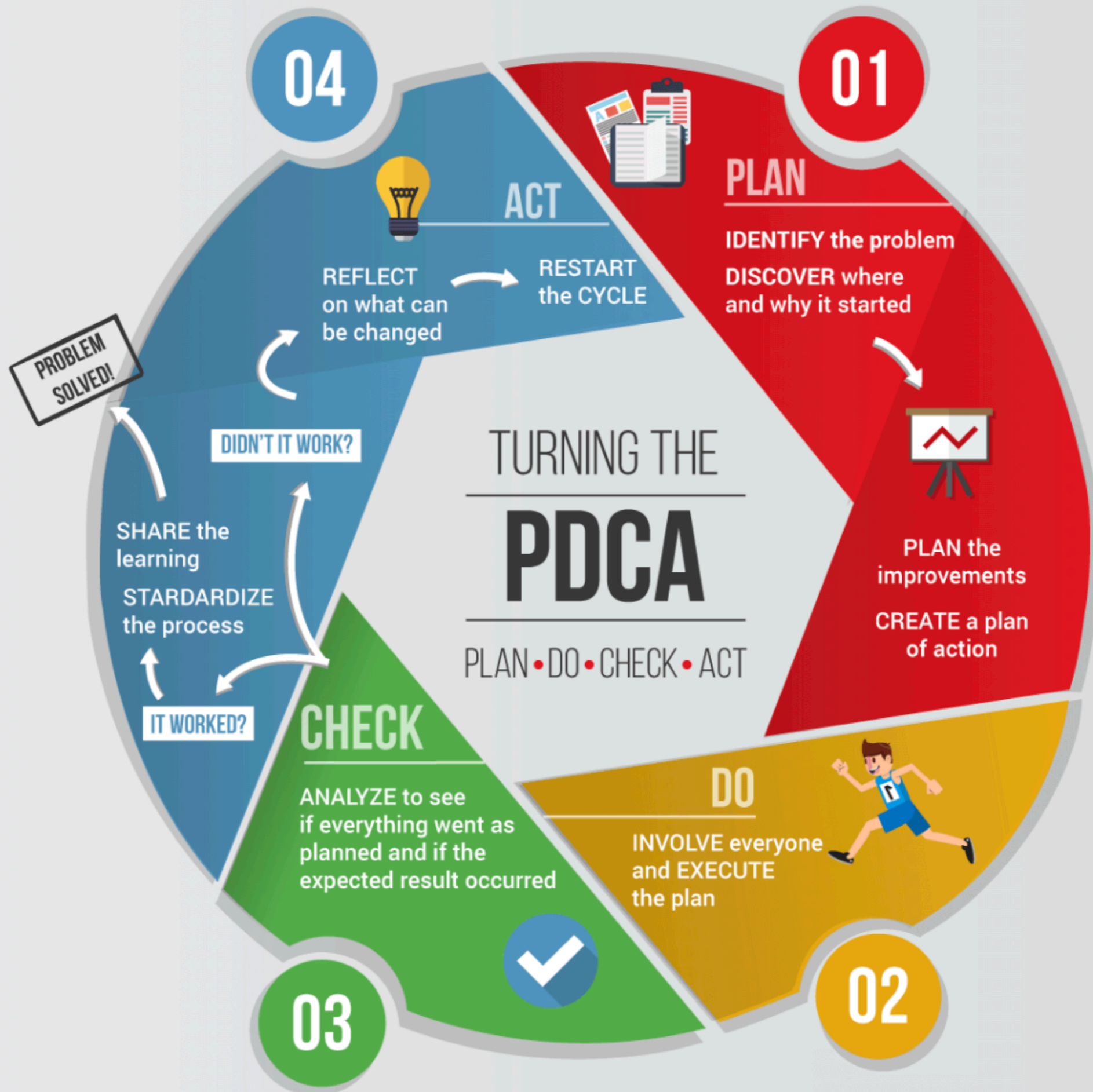


Adapted from
Geoffrey Chaucer's *Canterbury Tales*
and Illustrated by
BARBARA COONEY

PDSA Improvement Cycle







What Do We Mean By "Improvement without Learning"?



