

Continuous improvement! Second, educators were a major part of the problem: they resisted change, hunkered down in their feathered nests, protected by tenure and shielded by a bureaucratic monopoly. First, public schools needed to change; they were archaic selecting and sorting mechanisms designed for the industrial age and out of step with the needs of our emerging "knowledge society." In retrospect, the speech was perfectly balanced—equal parts Zero defects! TQM! was convinced of two things. They needed to look to business. We knew how to produce quality