

Table 7.3. Differences and similarities in the approaches to quality of Deming, Juran, and Crosby

Dimension	Deming	Juran	Crosby
Definition of quality	A product or service that helps someone and has a good and sustainable market	Fitness for use—free of deficiencies and meeting customer needs	Conformance to requirements, including “satisfy the customer”
Poor quality	Overwhelmingly caused by process, not workers; common cause variation	Caused by poor planning/design (chronic) and sporadic spike (see Figure 7.7)	Nonconformance; there are (hidden) costs of nonquality (see Figure 7.8)—quality is free
Quality objective	Error-free (reduce common cause variation); hit target every time	Reduce chronic poor quality and sporadic spike; move to “new zone” of quality control	Zero defects (objective); “do it right the first time”
Customer orientation	Yes, transformation—improve quality (so customers buy products) to improve competitive position (see Figure 7.4)	Yes, meet customer needs	Yes, satisfy the customer
General approach to quality	Prospective prevention in all processes, not retrospective inspection; understand and reduce variation through statistical process control; transform organization (change culture)	General management approach; find opportunities for improvement; “breakthrough”; change culture regarding quality	Managerial approach: QI teams, project basis for improvements, move to “certainty” stage, prevention and error-cause removal
Method for quality improvement	14 points for QI	Trilogy (quality planning, quality control, QI)	14 steps to QI
Management responsibility	Commitment to quality control (central focus); cause transformation; establish and perpetuate environment in which quality is integral to work of all employees; don’t blame employees; drive out fear; break down barriers; and train, coach, and teach statistical methods to employees	Commitment to quality, especially design; instill quality culture; support operating forces and QI project teams	Commitment, leadership, and involvement in QI; worker training; promote quality awareness by all employees and management

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