

Comparison of quality management philosophies



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Introduction

This paper is regarding the contributions of two well-known guru's in the field of quality management, the similarities and differences between them, preferences and organizational practices. We would be unwise if we had not focused our attention on two of the most remarkable contributors of the century if we looked back on the state of quality management and theory: Joseph Juran and Edwards Deming. Both contributed to improving quality in public and private institutions, the wellness and business sectors, production, schooling, and the government. Edwards Deming was born in 1900 and has been an American engineer, lecturer, statistician, teacher, writer and advisor on management. Joseph Juran, born in 1904, was an American-born Romanian technician and 20th-century leadership advisor, as well as a quality and value leadership missionary.

Philosophies

Deming believed that organizations can enhance the value of the item and at the same time decrease expenses by adopting certain leadership principles. Cost decrease would include decreasing the manufacture of waste, decreasing personnel expenditure and proceedings whilst improving client satisfaction at the same time. In the opinion of Deming, it was essential that the manufacturing process is continuously improved and seen as a smooth whole instead of being a system composed of incompatible areas.

During Juran's moment, the success of the final product was the central focus of every company, which was highlighted by Deming. Instead, Juran

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changed his path to the human performance of quality management. He stressed the significance of executives in education and coaching. For Juran, opposition to change and human relationships were the main sources of quality problems. His strategy to performance leadership attracted one outside the warehouse boundaries and into the organization's non-processes, particularly service-related ones.

Similarities between Philosophies

These are the multiple philosophies that an operational manager can use to evaluate the performance and appropriateness of processes in an organization that is used to increase effectiveness and profitability. Often there are many similarities between philosophies. Some of them between Deming's and Juran's philosophy is:

- They noted that quality management efforts require expensive-term commitment and senior management participation to be successful.
- Existing procedures (like bonus pay) were founded on defective or outdated grounds
- The rejection of mere catchphrases to encourage employees accepting that organization's efficiency issues are primarily due to the job structure, not the operators.
- Planning was of excellent significance because the final outcomes depended on decisions taken beforehand.
- Focus on improving performance rather than inspection.
- Development of avoidance oriented structure.

- Understand variability in processes and note that prevalent and particular causes involve distinct approaches for enhancement.

In brief, they all pointed out that the quality of company results is continually improved on the basis of a correct structure to efficiently lead the entire organization in order to satisfy client demands.

Differences in Philosophies

Different quality philosophies and methods determine the value of different qualities in an organization, which are not generally conditional on any strategy or philosophy. For organizations and individual businesses, Deming offered a fresh and thorough theory. Deming was a scientist who wanted to offer a fresh manner of looking at the globe. An essential input is his definition of manufacturing was an interaction scheme between customer studies, layout (and refurbishment), providers, equipment, manufacturing, installation, inspection, delivery, and customers. Deming felt a structure should have a goal and that the goal to manage an organization efficiently (as a model) should be known to all.

Juran offered a performance management analytical strategy. Juran was a professional who wanted to educate stronger leadership methods to individuals. He gave guidance on quality scheduling, quality monitoring, and quality enhancement, and supported particular management methods to promote product and service enhancement. When Deming defined the organization's systematic perspective, Juran defined the management of quality (a set of business studies, item layout, item creation, manufacturing, inspection, and distribution) tasks. Because of the difference in philosophies,

the work of Deming continues to attract theoretical people because of its distinct methods, while Juran continues to appeal to those of the realistic mind.

Contribution in Practice

Deming was well known for his 14 points for quality management and the PDCA cycle (also known as Deming's cycle). According to Neyestani, B. (2017), Deming's cycle is widely applied in the creation and implementation of quality practices. Management system norms like ISO 9001 can enhance organizational effectiveness through the technique " Plan-Do-Check-Act" (PDCA), to effectively attain client fulfillment and performance goals. The development of ISO 9000 series brought a revolution to the supply and chain industry. His 14-point leadership concept is a useful guide for businesses in improving quality and reducing expenses, as poor quality may contribute to cost-cutting rework. Best use of Deming's 14 points can be seen with the help of modern workflow software like Tallyfy. No employees need to remember any changes or changes when they obtain complete directions on Tallyfy processing duties. And when the group decides that information can operate more effectively, it is as easy to modify, remove or alter a process phase. Another example that I found was when I saw a presentation given by Bob Browne, former CEO of Coca Cola bottling company. In this presentation, he explains about the inventory and how they did their business using Deming's Ideas.

Juran developed the Juran trilogy or the quality trilogy that addressed the planning, control, and improvement of quality. He also used the Pareto

principle i. e. the 80/20 rule and applied it to the business world. He upgraded the conventional approach to managing activities more effective at the beginning of the 20th century. In the present instance, the Juran Institute provides instruction for extremely efficient methods as well as other quality-management factors. The best example is AT&T, where the company made use of Juran's theories and statistical methods for manufacturing. Other examples include Motorola and Shell where Juran's philosophies helped the company reduced Defects during manufacturing and Cost reduction during maintenance. It was Motorola, Inc. where six sigma came into light which was based on fundamentals provided by Juran. The knowledge of Juran with Motorola, Texas Instruments and other early pioneers has resulted in the knowledge of Six Sigma today. His philosophy can also be used better in non-manufacturing procedures, for instance in services, since his idea relies on the leadership of human performance.

Preferred Quality Philosophy and Influence in Personal Life

I would personally prefer Juran's Philosophy. The crucial reason being that Juran provides an analytical approach to quality management and I plan on doing project management based on analytics and I also plan on doing green belt in six sigma which will help me in data collection and analyze them. Also as mentioned before, Juran's Philosophies are for more practical-minded and Deming's philosophies are more for theoretical minded and I believe in a practical approach. Another reason being the importance placed on engagement and collaboration with present and prospective clients and organizations. Also, the responsibilities shifts from workers to managers which I feel is another important factor. Deming's strategy for organizations

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is very, very hard to adopt; there are huge modifications that are needed. It is also very difficult to implement as no proper step or roadmap is available, to begin with, whereas Juran's strategies are very user-friendly and have obvious start points.

I believe Juran's philosophy contains a lot of data collection. Identifying customers, determining needs, determining processes, evaluating performance, identifying improvements. I am currently doing masters in project management with a concentration in business analysis. All these data are based on Juran's philosophy and I feel his strategies and steps will help me a lot in the future as well. Since the government is involved in quality management now, every company needs to follow a set of standards set by them, and my job profile will need to follow this as well. Juran's formula will help me establish the goals and plans that need to be set, Assigning responsibilities and also provide incentives based on quality results, provide reports, create a communication plan, and maintain momentum in an organization.

Advice to Organization

The firm and organizations are able to improve their quality because of the different problems and circumstances that the business will have to face in live time. Therefore it would be essential for the business and the organization to assess the alternative approaches and select the correct mix of approaches. I believe that Juran's quality trilogy is a way of enhancing the value of goods and facilities for businesses to use efficiently on the business world. The first phase is quality planning. The two key considerations in this

phase are to adapt to the strategic objectives of the organization and to recognize the demands of clients. A quality standard must be created at the quality control level and the variations should be continually monitored and fixed. At the same moment, the project team must guarantee that questions are resolved rapidly to guarantee everything works properly and suggest alternatives in a prompt way. Quality enhancement involves developing and optimizing a method for producing the item. Efforts to locate the area for brand upgrades can boost the productivity of the organization. Juran philosophies are relevant to enterprises and organizations that have more medium time plans and disputes in society when the need to make changes as a structural consideration is significant. The ISO9000 and six sigma strategy are also relevant to companies that manage innovation and alter in an extremely competitive setting, with lower budgets and big development needs.

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