

What is Quality?

Rafael Aguayo, author of *Dr. Deming: The American who Taught the Japanese About Quality*, described a Deming lecture he attended at Brown University:

“The students were sitting with an air of anticipation, and in walked a man with a large smile on his face and a wonderfully friendly demeanor. He began his lecture [with] ‘What is quality?’ I had been thinking about similar issues regarding work and management. When is a firm getting the best from its people? I felt brave that day, so I volunteered an answer: ‘I think people have to be happy for there to be quality.’ He looked at me and asked my name. ‘Rafael,’ I said. He nodded and then said, ‘Not a bad answer. Quality is pride of workmanship.’ I was stunned. No talk of inspection or of the minimum acceptable level of quality.”

Deming did not believe in inspection as a quality control measure.

At first, American business did not accept this truth noted the *Washington Post*:

“Corporate America, after World War II, told Deming to get lost—and he did, in Japan. Deming advised the Japanese, who sought him out, not to copy the American-style inspection system but to incorporate quality control principles into the *manufacturing* process. He was in the vanguard of American production experts whose advice had been rejected by American managers because they bluntly told businessmen that *poor quality products resulted mostly from their own failures*, not from worker ineptness.” [italics ours]

As W. Edwards Deming stated: “Quality is pride of workmanship.”

Health-focused cleaning systems help workers take pride in their work and drive quality.

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