

# Different Interpretations of Variation

	Variation that indicates good or bad performance	Variation that indicates common cause or special cause variation
Focus	Outcome of the process	Cause of the variation
Aim	Classify outcomes as acceptable or not	Provide a basis for action on the process
Basis	What the customer wants or needs	What the process is actually delivering
Methods	Specifications, budgets, forecasts, numeric goals...	Run charts

Adapted from Nolan & Pronovost, 1990 by Dr. Stephanie Poe