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Hong Kong Society for Quality

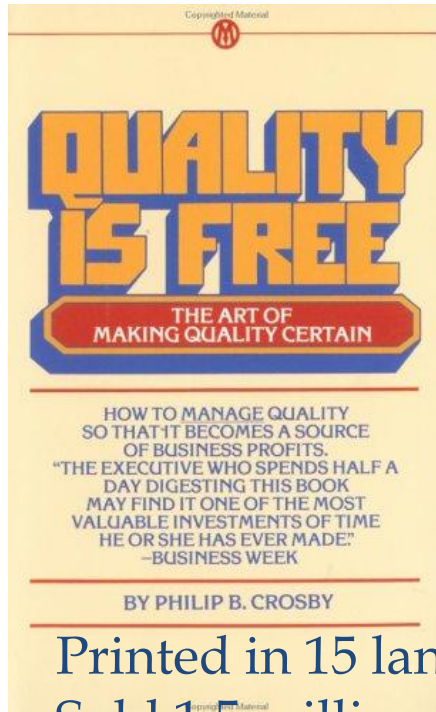
Quality Philosophies Series

Philip B. Crosby

Peter K. Fung
Hong Kong Society for Quality



香港品質學會
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“When an organization designs and builds an item right the first time, quality is free.”

Who is Philip Crosby?

#1



John Kennedy

#2



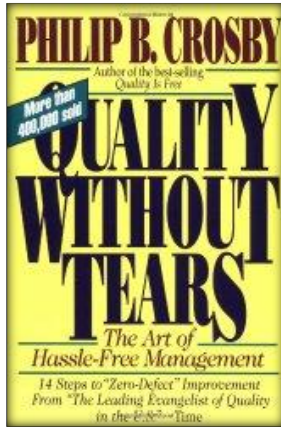
Philip Crosby

#3

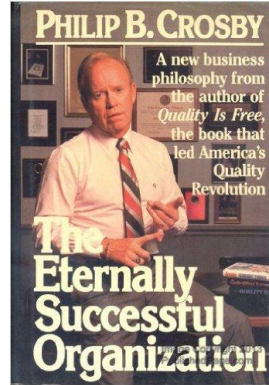


Gerald Ford

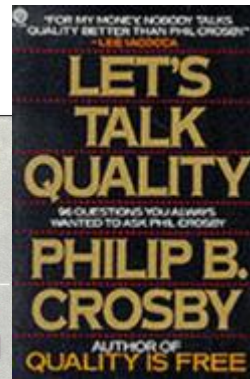
An Author



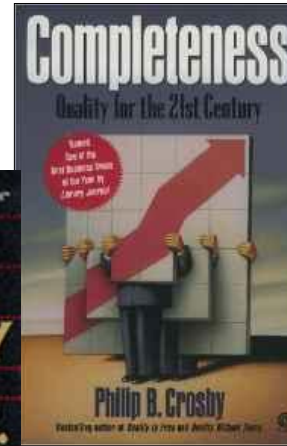
1984



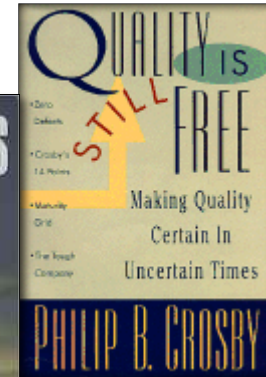
1988



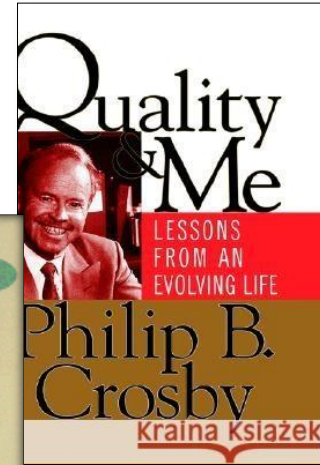
1990



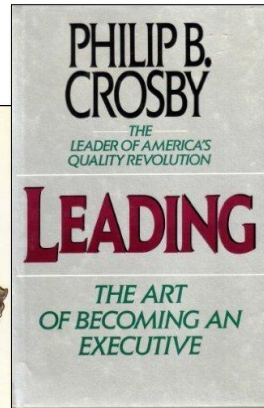
1992



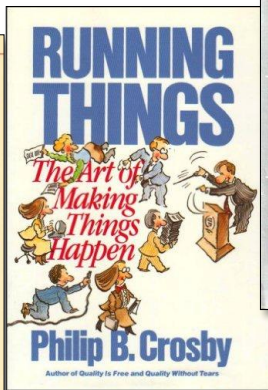
1995



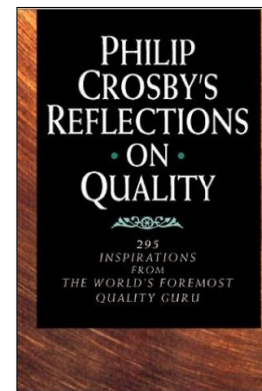
1999



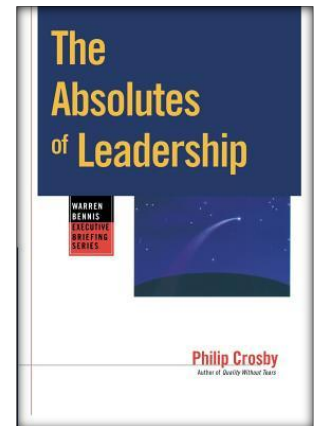
1989



1986

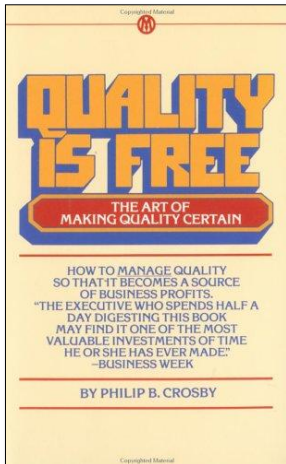


1995



1997

1979



An Educator



Crosby Quality College, Winter Park, Florida



What is Quality?



Four Absolutes of Quality Management

1. Quality has to be defined as **conformance to requirements**, not goodness.
2. Quality comes from **prevention**, not detection.
3. The quality performance standard is **zero defects**, not acceptable quality levels.
4. Quality is measured by the **price of nonconformance**, not by indexes.

1. Conformance to requirements

- ✓ Do It Right the First Time (DIRFT)
- ✓ Management Commitment
- ✓ Policy Deployment

1. Conformance to requirements

- ✓ **Do It Right the First Time (DIRFT)**
- ✓ Management Commitment
- ✓ Policy Deployment

The key to DIRFT is getting requirements clearly understood and then not putting things in people's way.

1. Conformance to requirements

- ✓ Do It Right the First Time (DIRFT)
- ✓ **Management Commitment**
- ✓ Policy Deployment
 1. Establish the requirements that employees are to meet,
 2. Provide resources that the employees need in order to meet those requirements, and
 3. Spend all its time encouraging and helping the employees to meet those requirements.

1. Conformance to requirements

- ✓ Do It Right the First Time (DIRFT)
- ✓ Management Commitment
- ✓ **Policy Deployment**

When it is clear that management policy is to DIRFT, then everyone will DIRFT. They will take requirements as seriously as the management takes requirements.

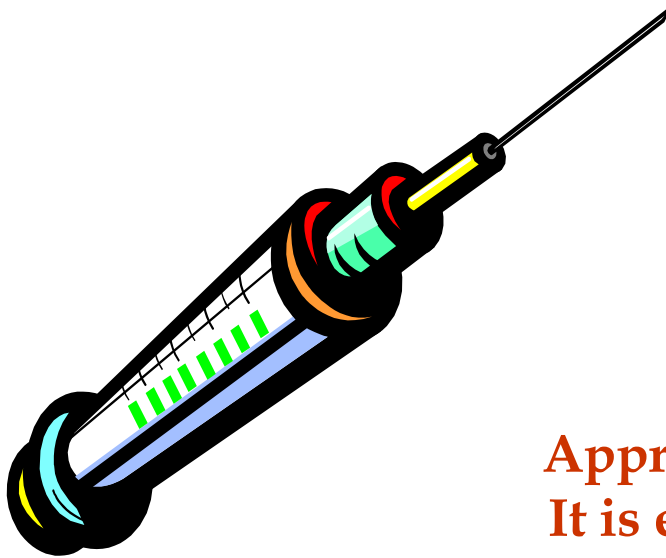
1. Conformance to requirements

Summary:

“It is always cheaper to do the job right the first time.”

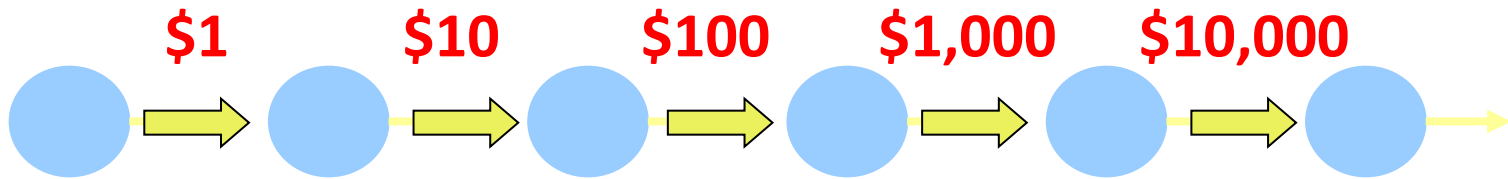
Philip B. Crosby

2. Prevention



**Prevention causes Quality
Inspection doesn't!**

**Appraisal is done after the fact
It is expensive and unreliable!**



2. Prevention

<i>THE CROSBY VACCINATION SERUM INGREDIENTS</i>	
<i>Policies</i>	
<i>A.</i>	The policies on quality are clear and unambiguous.
<i>B.</i>	The quality function reports on the same level as those functions that are being measured and has complete freedom of activity.
<i>C.</i>	Advertising and all external communications must be completely in compliance with the requirements that the products and services must meet.
<i>Systems</i>	
<i>A.</i>	The quality management function is dedicated to measuring conformance to requirements and reporting any differences accurately.
<i>B.</i>	The quality education system (QES) ensures that all employees of the company have a common language of quality and understand their personal roles in causing quality to be routine.
<i>C.</i>	The financial method of measuring nonconformance and conformance costs is used to evaluate processes.
<i>D.</i>	The use of the company's services or products by customers is measured and reported in a manner that causes corrective action to occur.
<i>E.</i>	The companywide emphasis on defect prevention serves as a base for continual review and planning that utilizes current and past experience to keep the past from repeating itself.

2. Prevention

<i>THE CROSBY VACCINATION SERUM INGREDIENTS</i>	
<i>Communications</i>	
<i>A.</i>	Information about the progress of quality improvement and achievement actions is continually supplied to all employees.
<i>B.</i>	Recognition programs applicable to all levels of responsibility are a part of normal operations.
<i>C.</i>	Each person in the company can, with very little effort, identify error, waste, opportunity, or any other concern to top management quickly—and receive an immediate answer.
<i>D.</i>	Each management status meeting begins with a factual and financial review of quality.
<i>Operations</i>	
<i>A.</i>	Suppliers are educated and supported in order to ensure that they will deliver services and products that are dependable and on time.
<i>B.</i>	Procedures, products, and systems are qualified and proven prior to implementation and then continually examined and officially modified when the opportunity for improvement is seen.
<i>C.</i>	Training is a routine activity for all tasks and is particularly integrated into new processes and procedures.

2. Prevention

<i>THE CROSBY VACCINATION SERUM INGREDIENTS</i>	
<i>Integrity</i>	
<i>A.</i>	The chief executive officer is dedicated to having the customer receive what was promised, believes that the company will prosper only when all employees feel the same way, and is determined that neither customers nor employees will be hassled.
<i>B.</i>	The chief operating officer believes that management performance is a complete function requiring that quality be "first among equals"—schedule and cost.
<i>C.</i>	The senior executives, who report to those in A and B, take requirements so seriously that they can't stand deviations.
<i>D.</i>	The managers, who work for the senior executives, know that the future rests with their ability to get things done through people—right the first time.
<i>E.</i>	The professional employees know that the accuracy and completeness of their work determines the effectiveness of the entire work force.
<i>F.</i>	The employees as a whole recognize that their individual commitment to the integrity of requirements is what makes the company sound.

2. Prevention

Summary

“The secret of prevention is to look at the process and identify opportunities for error.”

Philip B Crosby

3. Zero Defects

Zero Defects = Perfect

True / False ?

3. Zero Defects

“Is it reasonable to expect people to be perfect? ... Probably not.

However, ZD has nothing to do with being perfect.

All ZD means is: Perform to the requirement you have agreed to, and do it right every time.”

Source: The myths of Zero Defects, Philip B. Crosby

3. Zero Defects

The person who commits himself or herself to watch each detail and carefully avoid error takes the giant step toward setting a goal of Zero Defects.

Management standard that told people what was expected from them.

3. Zero Defects

Zero Defects is about changing your perspective, by demanding that:

- recognize the high cost of quality issues
- continuously think of the place where flaws may be introduced
- work proactively to address the flaws in your system and processes, which allow defects to occur

3. Zero Defects

Summary

“Zero Defects means doing what we agreed to do when we agreed to do it. It means clear requirements, training, a positive attitude, and a plan.”

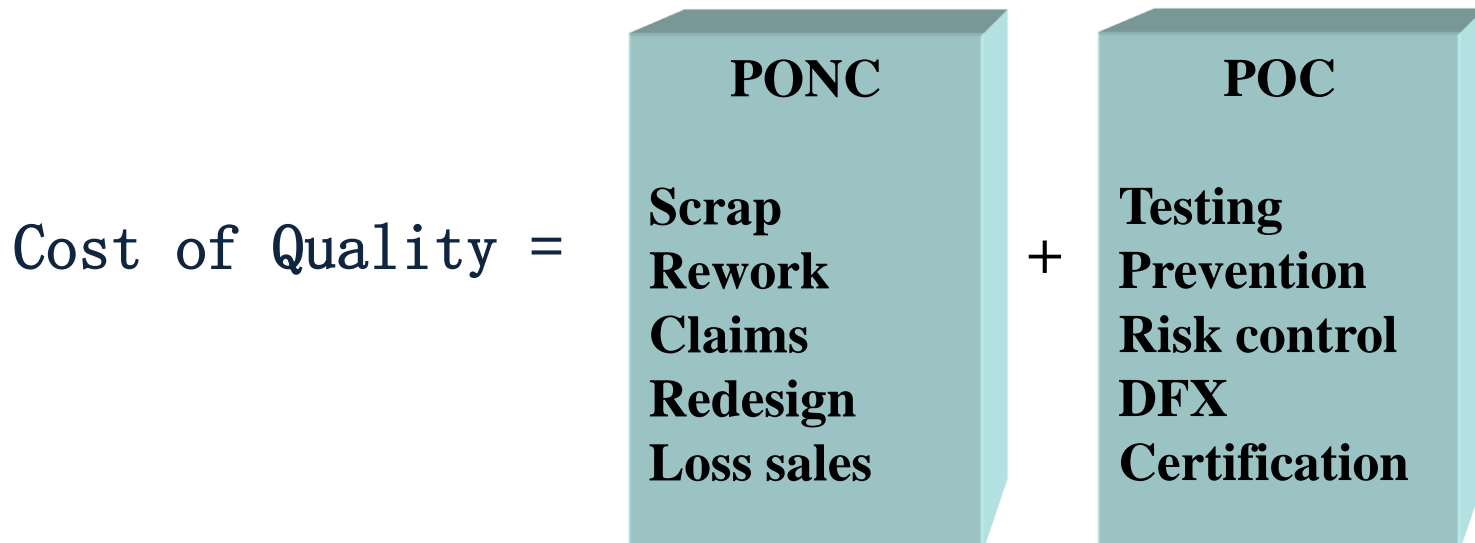
Philip B. Crosby

4. Price of Nonconformance (PONC)

4. PONC

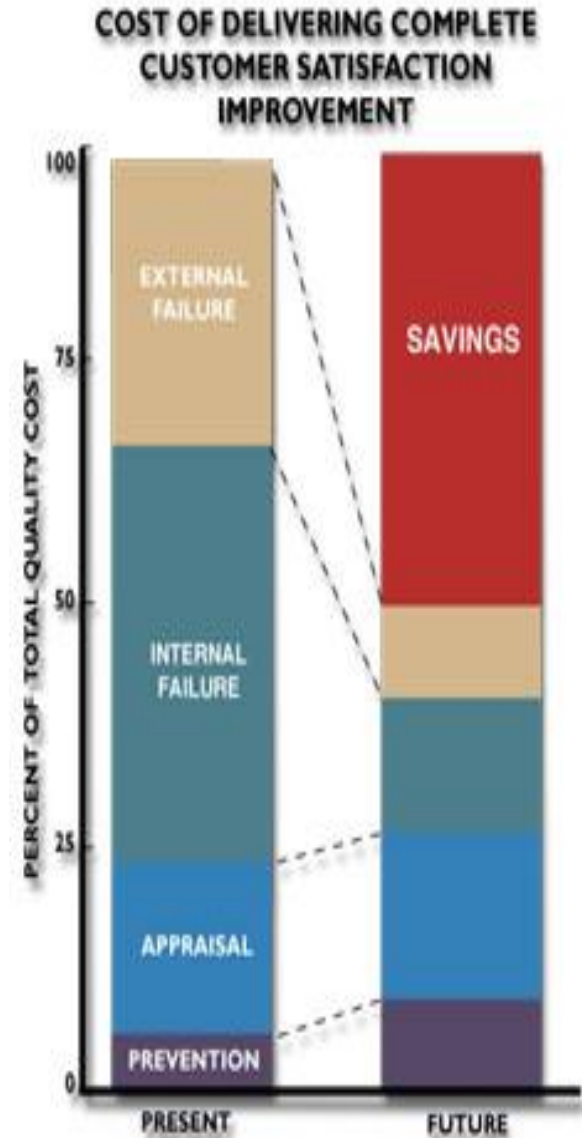
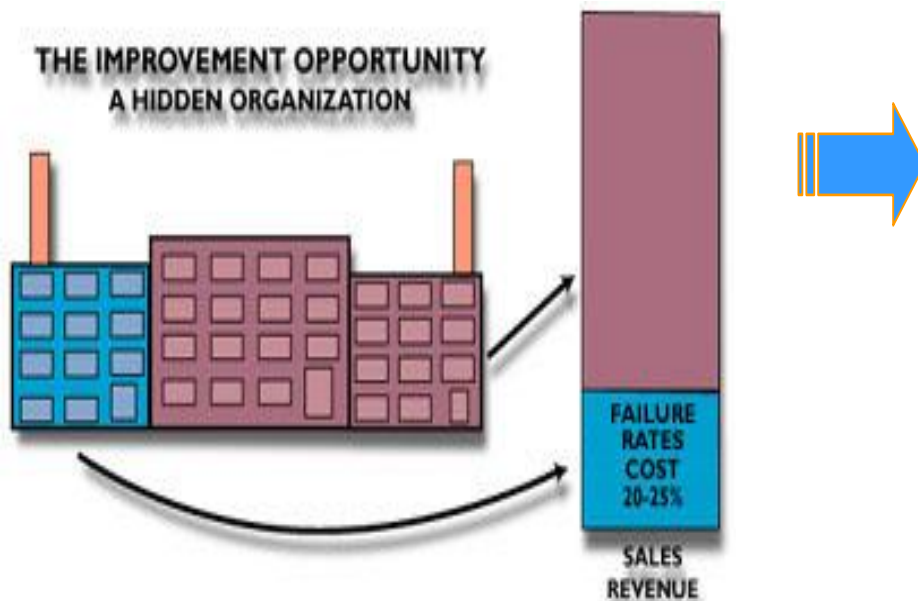
It costs money to achieve quality, but it costs more money when quality is not achieved.

When an organization has to rework or scrap an item because of poor quality, it costs more.



4. PONC

The intention is spend more money on preventing defects and less on inspection and rework.



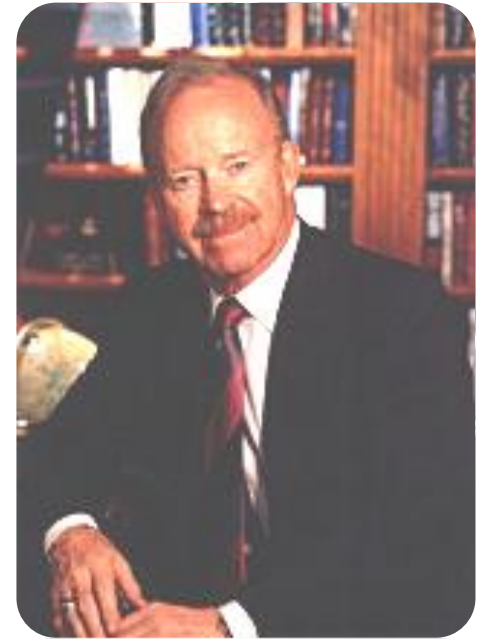
4. PONC

Summary

“What cost money are the unquality things – all the actions that involve not doing jobs right the first time.”

Philip B. Crosby

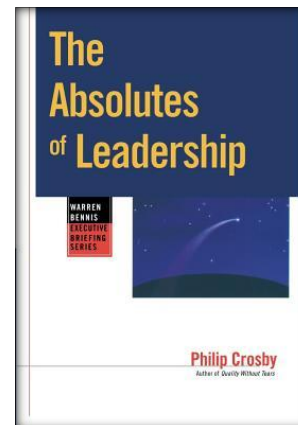
A Coach



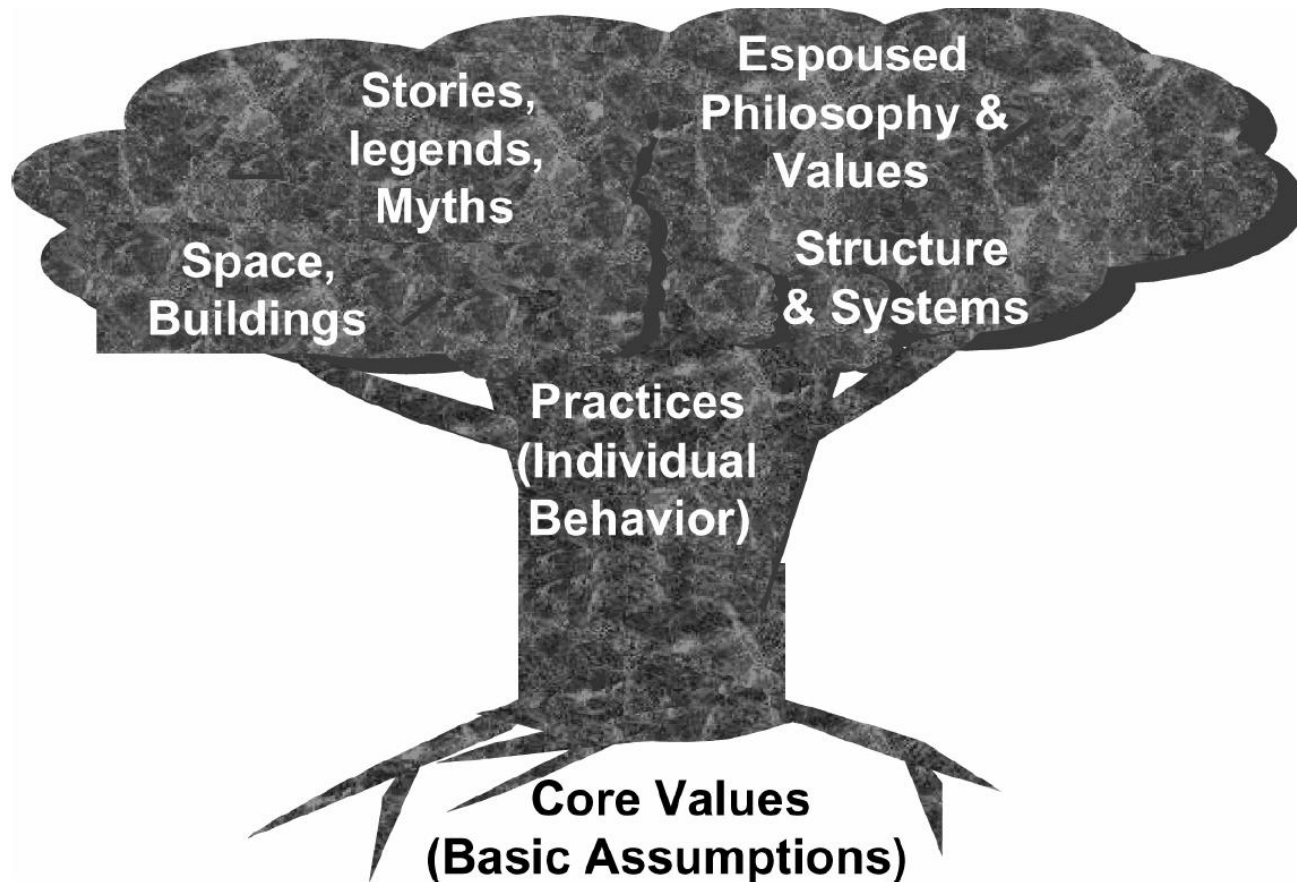
Leadership



Crosby Quality College
Winter Park, Florida,
1979

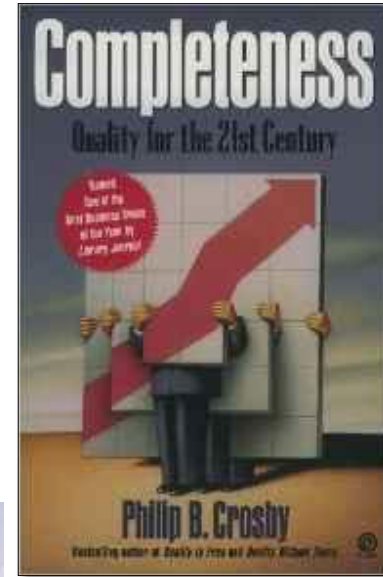


Organizational Culture



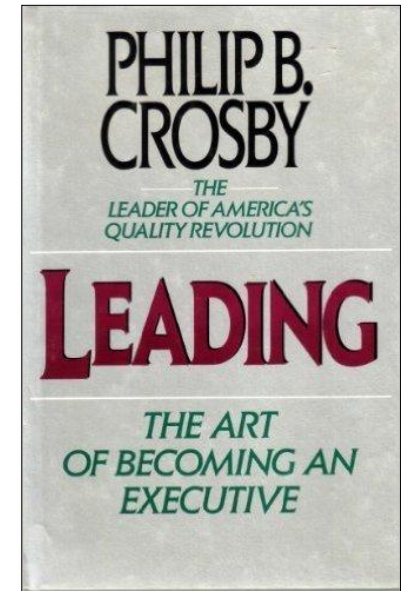
Successful Organization

1. Successful Customers
2. Successful Staff
3. Successful Suppliers



Focus of Leader

1. Quality is the structure, the body of the organization;
2. Finance is the nourishment;
3. Relationships are the soul.



Summary to Managers

"You as a manager have an obligation to demand continual quality improvement from your operation, whether you are in the accounting business or a machine shop. You have an obligation to provide thoughtful and imaginative leadership. What you put out is what you get back."

Philip B. Crosby

Summary to Leaders

“People perform to the standard of their leaders.
If management thinks people don’t care, then
they won’t care.”

Philip B. Crosby

Summary of Today

“Quality is Free. It is not a gift, but it is free.”

Philip B. Crosby

Q & A