

In an era of global competition, the key to sustainable business success is to earn the trust of stakeholders, those who interact with the organization: customers, employees and suppliers. This can be accomplished by being reliable — all transactions are completed correctly each time, and relationships with stakeholders are successful.

處身於全球競爭的年代，企業恆久致勝之道在於贏取客戶、員工及供應商的信任。這些利益群體與企業有著互動的關係。要做到這點，企業必須有可信賴的表現 — 每次均能正確無誤地完成所需處理的事務，

The roadmap for creating a reliable organization involves management taking action to establish a Policy, obtain Education, define Requirements, and then demonstrate Insistence.

及與各利益群體保持良好關係。要建立一個令人信賴的機構，管理層須要採取行動以制訂政策，進行教育，闡明要求，和表現出持之以恆的精神。

These are explained in this book.

以上各種措施將在本書逐一加以討論。

## 建立一個值得信賴的機構

克勞思比

# CREATING A RELIABLE ORGANIZATION

Philip B. Crosby

Quality Transformation Series  
優質變革系列

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Philip B. Crosby

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#### **Creating a Reliable Organization (建立一個值得信賴的機構)**

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quality

transformation

quality transformation

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# Foreword

製造業一向是香港經濟的重要支柱，為本地經濟發展擔當重要的穩定作用。要維持香港的地區性經濟龍頭地位，我們必須超越國際間的競爭對手，致力提高本港廠商在市場上的競爭力；而發展本土的科技產業及提升傳統工業的科技含量和附加值將為香港開展新的出路。

然而，要建立香港本身的科技產業既不能一蹴而就，且引進外來科技與相關投資亦非朝夕之事。發展高科技產業須投入大量的研究及開發資源，回報期亦較長，兼且本港現時仍缺乏一支強大的科研專才隊伍，令業界在發展高科技方面更覺起步維艱。

高科技發展雖然眾說紛紜，千絲萬縷，但廠商不要忘記，推行品質改革實是首要且可行的做法，這不但有助推廣香港產品等同質優保證的美譽，而且從物料供應以至最後驗貨各個環節，均能減低生產次劣產品的機會，省卻不必要的開支，降低生產成本。一個有效的品質管理系統更有助於新科技、設備及生產方法的應用，人力資源的調配以及生產及管理效率的提升。

本會致力推動本港製造業的發展，並歡迎香港城市大學在推動本地品質管理方面繼續努力不懈，貢獻力量。這一系列針對品質提升的介紹冊甚具參考價值。本人期望讀者能從中得益，將品質管理系統付諸實行。

**梁欽榮MBE**  
香港中華廠商聯合會會長

Manufacturing industry has always been the major contributor and stabilizing force of Hong Kong's economy. To maintain our position as a key financial and business centre of the region, we need to overcome challenges from other emerging economies, and to enhance the competitiveness of local manufacturers. We are all aware that Hong Kong has to embark on a breakthrough by developing its own hi-tech industry and enriching the technology- and value-added content of our traditional industries.

The development of a hi-tech manufacturing base, however, cannot be achieved overnight. Neither can technology transfer and other related investments. Hi-tech manufacturing needs heavy investments in research and development. However, the long investment return period and the lack of a strong team of scientists and research professionals render Hong Kong manufacturers quite helpless in gearing towards hi-tech development.

Though facing diverse options and schools of thought, manufacturers should not forget the prime and practical task is to initiate quality transformation. This will not only enhance the reputation of Hong Kong as a quality production centre, it will also eventually lower the production cost involved in every stage from materials supply to final inspection of products, through the reduction in the output of non-compliant products and through savings in unnecessary expenditure. A sound quality management system can also facilitate the applications of new technologies, equipment and production methods, the efficient allocation of human resources, and improvement in production and management.

The Association takes an active role in promoting the industrial development of Hong Kong, and we most welcome the continuous and dedicated efforts of the City University of Hong Kong in making contributions in this regard. The booklets in the Quality Transformation Series published by the City University provide a comprehensive and handy reference for manufacturers adopting quality management systems, and I hope readers will find them useful and of value.

**Herbert Liang, MBE**  
President of The Chinese Manufacturers' Association of Hong Kong

# Foreword by the series editor

## 系列主編序言

### 優質變革系列

不斷增加的競爭壓力、動蕩不定的商業環境、持續變化的市場需求和日益提高的質量要求使得全球製造業的營運更為複雜。這些壓力迫使製造商集中精力制定可行的策略和戰術以獲得和保持競爭力。香港正在經歷由低成本組裝轉到高附加值製造的重要轉型期。為了成功轉型，香港製造商必須比它們的競爭者更快及更便宜地提供更高質量的產品。實施有效的質量策略和管理是成功的一個關鍵因素。

“優質變革系列”是在香港特別行政區政府工業支援基金支持下所制作的質量推廣和教育材料，其中包括：與質量有關的小冊子、錄像和其他媒體。它的目標是使公司主管明白推行質量提升的重要；介紹現代質量改進工具、模式和方法給香港製造商；和提供香港的最佳質量管理實踐的案例。

隨着這個系列的發行，我們希望能夠鼓勵和促進香港製造商進行優質變革。

錢桂生博士  
系列主編

### Quality Transformation Series

Global manufacturing competitiveness has been complicated with the accelerating pressures of industrial transformation, dynamic trading conditions, ever-changing market demands and uplifting quality requirements. These pressures have sharpened the industry's focus on developing viable strategies and tactics in gaining and retaining their competitiveness. Hong Kong is now undergoing a critical transformation from low-cost assembly to high-value-added manufacturing. For a successful transformation, Hong Kong manufacturers must provide better quality products faster and cheaper than those of their competitors. Adoption of effective quality strategies and practices is one of the crucial factors for success.

This “Quality Transformation Series” is supported by the HKSAR Government Industrial Support Fund to develop promotional and educational materials, such as booklets, video and other multi-media in quality topics. It aims to make the company executives more aware of their crucial role in leading the successful quality transformation in their companies; to introduce modern quality improvement tools and methodologies to Hong Kong manufacturers, and to provide examples of best quality management practice in the Hong Kong environment.

With the launch of this series, we hope to encourage and facilitate Hong Kong manufacturers in making the quality transformation.

Dr. K S Chin  
Series Editor

# WHAT IS A RELIABLE ORGANIZATION ?

## 怎樣才算是一個可信賴的機構？

一個可信賴機構必須：

- 每次均能正確無誤地完成所需處理的事務
- 與僱員、供應商及客戶關係融洽

### 成為一個可信賴的機構有什麼好處？

我們生活於全球化經濟當中，客戶、供應商及各層次員工均能自行決定和誰洽談生意。能被選擇的機構一定是一間值得信賴的機構：每件事均如承諾般兌現，其管理也以誠信著稱。

一間可信賴的機構是由管理層及員工的行動所構成。這本冊子的目的是讓有興趣的機構先從“可信賴機構矩陣”評估他們自己的狀況。然後他們便可以找出那些必須措施以期從現有位置提升至可信賴地位。

A reliable organization is one where:

- All transactions are completed correctly each time;
- Relationships with employees, suppliers and customers are successful.

### WHAT IS THE ADVANTAGE OF BEING A RELIABLE ORGANIZATION?

We live in a global economy where customers, suppliers, and employees at every level can decide with whom they wish to do business. The organization they would like to select is one that is reliable: everything happens as it was promised to happen, and the management is known for its integrity.

Reliable organizations are created by the actions of management and employees. The purpose of this booklet is to provide those who are interested to begin by conducting an assessment of their own organization against the Reliable Organization Grid. Then they can examine the actions necessary to move from their present position to one of Reliability.

克勞思比的可信賴機構矩陣  
Philip Crosby's Reliable Organization Grid

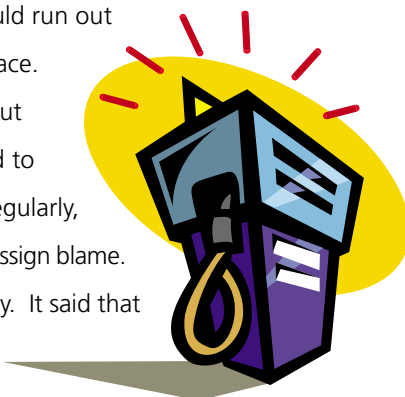
	不可信賴 Unreliable	不穩定 Flickering	傳統 Traditional	現代化 Contemporary	可信賴 Reliable
<b>政策 Policy</b>	我們沒有品質政策 We have no policy on Quality	我們偶爾會談起品質 We talk about Quality now and then	我們使用沒有太多缺陷的品質允收水平 We use acceptable Quality levels of not too many defects	我們預計會有一些缺陷 We expect some defects	我們追求零缺陷及建立成功的關係 We require Zero Defects and successful relationships
<b>教育 Education</b>	我們依賴公立學院提供的教育 We leave that up to the public schools	我們購入一些品質課題的錄影帶 We bought some videos on Quality	我們教導統計及差異的分析及控制 We teach statistical and variation analysis and control	我們使用自學團隊 We use self-taught teams	我們將品質管理的原理貫徹於生活中 We live to the Absolutes of Quality Management
<b>要求 Requirements</b>	我們沒有編寫任何文件 We have nothing in writing	我們會問那些資深員工如何做法 We ask the veteran workers what to do	我們正編寫一些程序 We are writing some procedures	我們正在為取得ISO證書努力 We are involved with ISO	我們為滿足需求制定明確方案 We define clear solutions to needs
<b>堅持 Insistence</b>	我們得過且過 We need to get the works out the door first	我們相信“這已是差不多了” We believe in "that's close enough"	我們向其他人學習取其所長 We benchmark others and do what they do	我們期望有好的表現 We expect good performance	我們期望所有工作皆一次做對 We expect transactions to be right the first time and every time

# POLICY: Establishing the Standard

## 政策：建立標準

The word “policy” is defined in my dictionary as meaning: “to organize and regulate the internal order of”. Isn’t that a great expression? “Regulate the internal order of” might bring forth thoughts of complicated entities like government agencies, or a university. Yet policies are with us all the time; they are just broad rules or agreements that lay out the culture of an organization. We may not think of the many common directions in our private lives as policies but we use them all the time.

When our children graduated from college and returned home, they were surprised to be reminded of the family policy that the front door was locked at 11 PM. Finding this to be so, they soon made arrangements for their own apartments. Clear policies eliminate much of the quarreling and fussing that can go on in family situations. At one time, we had four automobiles at the house and every now and then someone would run out of fuel in an inconvenient place. Since drivers of all the cars but mine (I kept my keys chained to my wrist) changed around regularly, it was not always possible to assign blame. So we made a refueling policy. It said that the driver was required to fill up the tank when the vehicle being driven showed half full on the gas gauge. This led to a great deal of checking gas gauges prior to selecting a vehicle for the trip but it eliminated the awkward situations.



Every so often I am asked to counsel a young couple on financial matters. The bottom line of their problem usually turns out to be the amount of credit card debt they have accumulated. As they attack their debt situation they have to decide that they cannot spend anymore than a half-week’s salary in any one month on credit card payments. This policy keeps them out of future trouble. It seems not to be possible to get them interested in such agreements prior to the marriage.

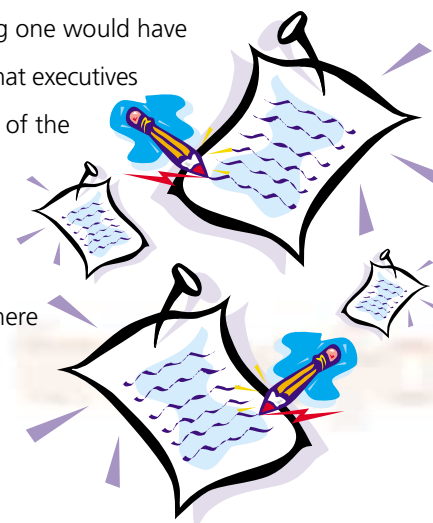
- “Don’t drive and drink, or drink and drive”.
- “Pay the bills on time, protect our credit”.
- “Never lend money”.

These policies are somewhat defensive in nature, in order to protect us from difficulties that are preventable. We also have productive policies, like being polite, and requiring an education. In short, these are agreements we have made with ourselves in order to improve our understanding of the way we live. They have to be taken seriously and punishment of some sort has to be applied if they are ignored.

In work organizations we have the same situation:

“All executives will attend the monthly operations review”.

This might not sound like something one would have to lay on the line. One would think that executives would stampede in order to be part of the meeting that runs the organization. One could be wrong about that, they try all kinds of ways to avoid them. If the CEO wants everyone there it has to be a clear requirement.



「政策」二字在我的字典裏的定義是：「統籌及規化內部秩序」。這是否一個上佳的表達方式呢？“規化內部秩序”可能會引導我們想到複雜的實體，如政府機構或一所大學。然而政策無時無刻伴隨著我們：它們只是一些奠定機構文化的規則或協議。我們未必會把本身私人生活中很多共同方針聯想為政策，但卻無時無刻在應用著它。

當我們的孩子大學畢業後返回家中居住，他們獲悉家中的政策是大門會在晚上十一時鎖上時感到驚訝。知道這是事實後，他們不久就安排了自己的住所。清晰的政策消除大部份家庭中常有的紛爭及煩惱。曾經有段時候，我們家中有四部汽車，不時會出現某人駕駛其中一部汽車到不方便地方時發生耗盡燃油的情況，由於除了我自用的汽車外(我將車匙扣在手腕)，其他車子都沒有固定的駕駛人，這導致無法歸咎責任。故此我們制訂一個入油政策。這政策要求各駕駛者當發現油表指示只剩不足一半時就必須要加滿油。這雖然引致在選擇駕駛那一部車子前須詳盡地檢查油表，但最少能夠避免尷尬情況。

我經常被要求向一些年輕伴侶提供財務事宜上的建議，他們最終的問題往往在於信用咭上所累積債務總額。當他們嘗試改善欠款情況時，他們必須決定在Any一個月內信用咭消費不可以多於半周的薪金。這政策能使他們避開日後的煩惱，可是使他們在婚前達成這類協定的可能性並不高。



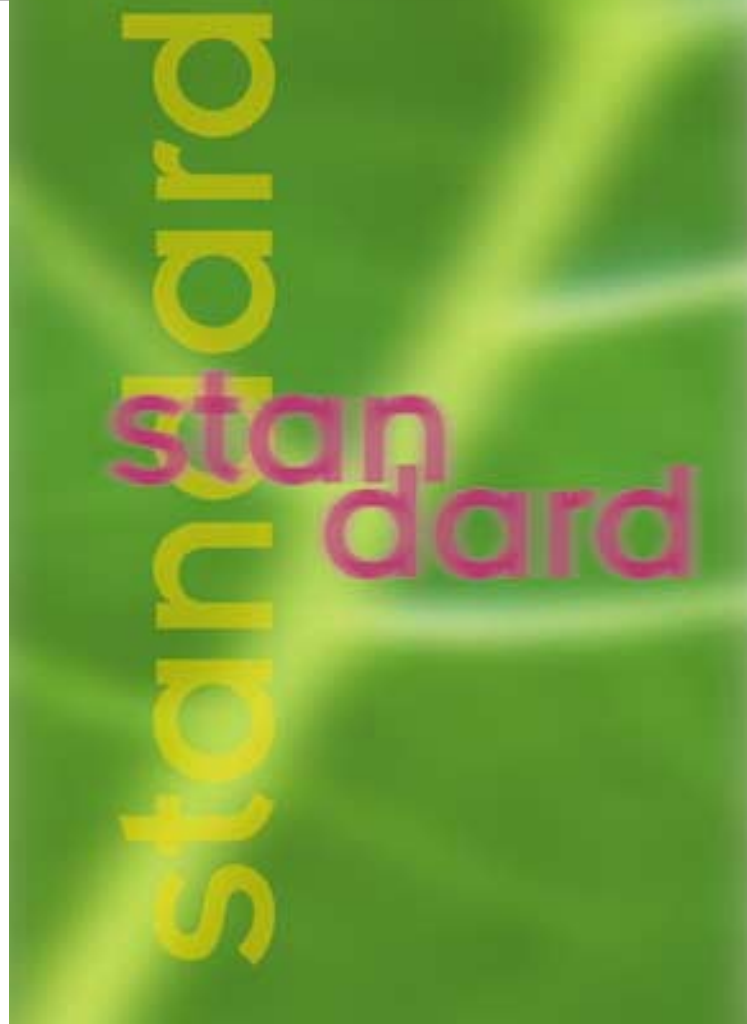
- “飲酒就不要駕駛”
- “各帳單須準時付款，保障賒欠額”
- “永不借錢予人”

這些政策的性質較偏向防禦性，以保障我們免受可避免的困難的侵擾，我們也有一些建設性政策比如以禮待人及對教育的需求。簡而言之，這是對自己的一種協定以求改進對生活方式的瞭解，它們必須被嚴格執行並且在某些情況下處分違反者。

在工作機構中我們有相同情況：“所有行政人員將參與每月運作檢討”這說起來不像是需要強制的東西，人們可能認為行政人員都會蜂擁而至參與該機構的運作會議。但事實並非如此，他們會千方百計逃避這會議。因此行政總裁若要每一個人都參與的話就必須有一清晰要求。

- 不會讓客戶久候
- 受僱後五十二周，可享有有薪假期
- 午餐時間為45分鐘
- 當旅程超過4小時，所有員工都可以坐商務客位
- 每月出糧一次
- 我們每月繳付應付賬項

成為可信賴機構最重要的政策必與工作表現及行為操守相關。這似乎沒有需要宣佈誠信為我們的目標，但是這種言出必行的信念並不會自動植根於一機構內。在客戶與供應商的交易當中存有許多惡習，例如：個別人員以能夠討到客戶便宜而感到自豪。僱員來自不同背景及擁有不同教育水平，他們所具備的誠信度可能未及我們所希望的水平。



- “Customers will not be kept waiting”.
- “Vacations are earned after 52 weeks of employment”.
- “Lunch break will be 45 minutes long”.
- “All employees may fly business class when the trip is over 4 hours long”.
- “Pay day will be once a month”
- “We will pay our accounts receivable monthly”

The most important policy we are involved with in our desire to become reliable has to do with work performance and ethics, which are much the same thing. It may seem unnecessary to have to spell out integrity as our goal. However, the idea of doing what we said we would do is not automatically installed in an organization. There are many negative practices and customs involved during the exchange between supplier and customer. Some individuals, for instance, take pride in being able to take advantage of the customer. Employees come from different backgrounds and have various educational experiences. They bring their own integrity levels with them that may not be up to the standards

we would desire. For this reason, it is essential that there be a clear policy and practice about it all. We are talking here about how work will be done.

In Crosby Quality College classes there are always discussions about the difficulty of getting people to do work properly and to be dedicated to their organization. Often, there is a yearning for the workers of old who, mythology states, “ground away unrelentingly” in order to make management successful. But after a while, the attendees realize that they are the ones who set the performance standard and example for their organization. If things are not as they would like them to be, it is their own fault. They are responsible for making certain that the quality policy is understandable and useful.

I have a friend whose father felt that everyone should learn to drink alcoholic beverages properly, so he introduced his children to this talent when they became 16 years old. If someone became tipsy after a few glasses of wine or beer he would tell them that they had to build up the ability to hold their booze. If someone stumbled about, they were looked at as having a good time. All three kids became experienced drinkers by the time they graduated from high school. One was killed in a single car automobile accident a year later; one is a practicing alcoholic, and the last one, my friend, has never taken a drink since she left her father's house. This was a policy gone wrong. Management has to be very careful with what it selects to define as important.

The reason quality became such a problem for individuals, as well as organizations, was the concept of Acceptable Quality Levels (AQL). The idea that there are going to be a certain amount of faults in any process and there is nothing that can be done about it, is really ludicrous. It was taken as a foundation of managing and caused a built-in waste



故此，要完成工作，清晰的政策及實踐是非常重要的。

在克勞思比品質學院(Crosby Quality College)課堂中經常討論到令員工正確地工作並對機構全情投入的困難。通常，人們會期望那些資深員工，一如神話所述般刻苦耐勞以促成管理層的成功。但是經過一小段時間後，上堂的學員察覺到他們本身就是為機構制定表現標準並且作為榜樣的人。若事情別於期望時，這只是他們本身的錯誤。他們是有責任去確定品質政策是可理解及有用的。

我有一個朋友的父親認為每一個人都應該學習正確地喝酒，所以他的父親在孩子們滿16歲時就開始教導他們這項本領。假如他們喝了數杯後就微醉，他的父親將告訴他們必須建立起提升酒量的能力。若他們喝至醉醺醺，則被認為是正在享受好時光。結果他們三人於高中畢業後均成為有經驗的酒徒。其中一人一年後在車禍中喪生，而另一位成為了酗酒者，而我的朋友自從離開他的父親後就滴酒不沾。這是一個出了問題的政策。管理者必須非常小心選擇他所認為重要的事情。

品質對個別人員或機構造成問題的原因是因為「允收水平」(AQL)概念的影響。若認為在任何流程中都會有一定數量的錯誤而且是無可避免的實在是荒謬的概念。這概念如被認作管理基礎，所有流程皆會將浪費預算在內。在文書工作上，這情形被理解為“這已差不多了”。這種概念至今尚未完全消除，

且仍然以許多形式存在著。有些人以為通過學習我們便會改變，這可未必時常都如此。

當我在四十多歲時心臟出了問題，心臟專家告訴我未來生活將會是如何如何。我應避免做運動、應該坐升降機、找一份較輕鬆工作及預備一份好的遺囑。這是當其時就醫生所知處理心臟病的方法，但我沒有接受這些建議。現在他們已知道運動是防止亦是治療心臟病的一種途徑；壓力源自個人而非工作；他們也知道測量好像膽固醇，高胱氨酸等一些可識別及控制的特性便可預測心臟病發。詳細測量系統如核子掃描、動態心臟功能測試等亦已經發展出來。所以認真進行預防的人們因心臟病而早死的數量已大幅下降。但卻不是很多人會這麼做，向個人推銷預防措施猶如向管理層推銷般困難。

其實兩者的情況很類似。試問任何一位心臟專家所面對最大問題，他們會告訴你那就是康復了的病人並不實踐富預防性的養生之道。他們放棄了有規律的運動及飲食或甚至回復吸煙。醫生們雖未察覺，但是他們本身乃是這問題的關鍵之一，醫生對已度過危機的病人都會失去興趣，病人們則指出假若醫生認為除了每年例行檢查外就沒有任何必須的參與，那檢查也不會是怎麼重要。心臟專家需要他的病人每年至少復診六次以記錄體重及血壓。這種工作可由辦公室職員去做，他們甚至會義務的去做，對於那些不聽從忠告的病人，可要求他們參與小型講座或召集他們來做個全面檢查。一般人對預防工作並不關注，對於機構而言也是一樣。當管理人員將建立品質政策這工作交予他的員工，品質政策便會開始模糊起來。假如留待我們本身去決定，我們便會將自己的行為

factor in every process. In paperwork businesses, it is known as "that's close enough". It has not been stamped out yet; it still exists in many forms today. One would think that as we learn we would change. This is not always so.

When I was in my early 40's I had some heart problems. The cardiologist told me what my life was going to be like from then on. I should avoid exercise, take elevators, find a less stressful job, and make a good will. I didn't accept his directions but that is what they knew about handling heart disease at that time. Now they have learned that exercise is the way to prevent as well as treat heart disease; they have learned that the individual produces the stress, not the job; they have learned to measure the causes of heart disease, like cholesterol, homocysteine, and other identifiable and manageable characteristics. Elaborate measurement systems, such as nuclear imaging and thallium treadmill tests have been developed. As a result, premature death caused by heart disease has dropped dramatically for those who take prevention seriously. Not many do. Prevention is as hard to sell to individuals as it is to a management team.

There is a parallel here. Ask any cardiologist about their biggest problem and they will tell you that recovered patients do not stick to the necessary preventative regime. They quit exercising properly, eating correctly, and even go back to smoking. The doctors do not recognize it but they are a significant part of this problem. They lose interest in the patient once the crisis is over. The patient figures that if the doctor doesn't think any involvement is necessary except for an annual check up, then it couldn't be all that important. Cardiologists need to have the patients

at least drop by 6 times a year to get weighed and have their blood pressure checked. The office staff can take care of that and even do it for free. Those who are slipping out of line can be called for a mini-lecture, or brought in for a full-scale examination. People do not pay enough attention to prevention. The same is true in organizations. When management turns creating the quality policy over to the employees it begins to be clouded. Left to ourselves, we will rationalize performance. One could say that everyone is going to die someday, and that the most frequent cause is heart failure. Using this philosophy, we could measure that rate of expiration and hope it didn't get any worse. We would not get involved in prevention. That is what the AQL practice brings about. Prevention is not a primary concern in this sort of world.

It really is a bad situation for those who are concerned with becoming reliable. I have always just set it aside as logic based on false premises along the lines of "If God had wanted man to fly He would have given them wings". We have to be concerned with the real world, not some statistical compromise. We want to create proper requirements and we want to conform to them. This means we have to make a clear performance standard policy that every one can understand. We want to produce a culture where integrity is considered the foundation and people work hard to achieve it.

I like to take Stop signs as an example of this integrity question. We all agree that we will come to a full stop each time we come to a stop sign. That is a requirement for receiving a driver's license. The same rule applies to traffic lights when they are red. Stop signs are stable; they just sit there and are the same all the time. It is easy to tell when someone has complied with the policy or not. The Police give people tickets for not coming to a complete stop, or from ignoring the sign all together. People do take these signs seriously and for the most part they work very well. Where I live, there are a lot of four-way stops. People take turns going through the intersection with very few problems. But suppose we



合理化。某人會說每一個人始終都會死去，而最常見的原因就是心臟病。依這種哲學，我們可以計算到死亡率然後希望它不會惡化下去，而我們也將不會涉及預防措施。這點正是使用AQL(允收水平)所帶來的後果。持有這種觀念的人，預防不會是他們主要關注的事情。

對於那些關心如何成為值得信賴機構的人來說這真是個壞處境。我一向都不理會那些建基於錯誤前提的邏輯，例如“若上帝希望人可以飛，他將給人類一對翅膀”的謬論。我們必須關注真實的世界而不是一些統計數據。我們希望提出恰當的要求同時也希望符合這些要求。所以我們需要建立一個政策以制定所有人均能明瞭及清晰的表現標準。我們要產生一個以誠信為根基的文化而人們也努力地實現這目標。

我喜歡以「停止」交通標誌作為這誠信問題的例子，我們都同意每當抵達這個交通標誌時車子將會完全停下，這是考取駕駛執照的條件，當交通燈轉為紅色時也是同樣道理。「停止」這標誌是那麼的穩固；它們就立在那裡永不改變，我們很容易就能說出某人是否服從此政策。警察會票控那些不停下來或甚至完全不理會「停止」路標的司機。人們都會認真對待這標誌而它大部份時間也都非常有效。在我住的地方有很多十字路口，司機們輪流經過該路口，而很少出現問題。但假如我們將這政策改為AQL，其嚴格度雖可高達每百萬次只有三四次違規，這將足以消毀這個系統的性能，我們再也無法信任它。

同樣，我們希望植入心中的公司政策必須清晰及不會被誤解。它必須是可教導的及不會導致自私自利的行為。有些人相信任何事都會有差異所以一些不符合事項總難免會在流程中滋生。這種失敗主義態度造就了接受某種程度失敗的傾向。

我曾探訪某一擁有數千間新形式加油站的客戶。雖然你不能在那裏換油，但它有燃油泵，一間滿佈食物，小吃及飲品的店舖。負責這業務的行政人員說他們的每間油站皆有每月五十美

元的“短缺”預算，即是被員工或他人所偷去的貨品價值。他希望知

道完成這目標是否等於符合零缺點政策。我的回應是他們若認真對待這要求，那麼一店舖某月只失去了總值四十美元貨品時他們可能必須派遣某人到來多偷十美元貨品以達成目標。這是最荒謬的AQL模式。他們聽取我的意見後改變了要求並採取有效步驟預防偷竊。他們著手教育員工，使貨架提高可見度，並於店內設置一些警告高買者句語。根據專家所言，大部份這類偷竊都是員工所為，當他們知道管理者對他們的期望時，他們的行為也將會調整以作順應。

#### 品質政策

可信賴機構的品質政策必須清晰及簡潔，可以精簡的文字來表達而又不被誤解：

“我們保證向客戶及同事們準時地完成沒有缺點的工作”

change the policy to an AQL, even one as rigid as 3 or 4 misses per million signs. That would eliminate the integrity of the system, and we would never be able to trust it.

The policy we want to install in ourselves, and thus our organization, has to be clear and not able to be misunderstood. It has to be teachable and stand the test of cynical evaluation should it arise. There are those who believe that there is variation in everything and therefore some non-conformance must inevitably creep into every process. This defeatist attitude creates a vulnerability that demands a certain level of failure.

I visited a client who had thousands of the new format gasoline stations. You can't get an oil change but there are gas pumps and a shop full of food, snacks, and drinks. The executive who ran this division said that they had established a "shortage" level of \$50 a month for each of these stations. That is a code word for how much product disappears each month by shoplifting or employee theft. He wanted to know if meeting that goal met the zero defect policy. I said that if they were serious about the requirement then if a store only lost \$40 worth in on month they would have to send someone in to steal \$10 worth in order to meet the goal. This is an AQL at its most ridiculous. They took my advice to heart, changed their requirement and then took effective steps to prevent theft. They educated the attendants, they made the shelves more visible, and they put a few reminders around about shoplifters going to jail. The employees, the experts say, do most theft of this kind themselves. If they get the message that management expects them to do it then they accommodate them.

#### The Quality Policy

The quality policy of the reliable organization has to be clear and concise, something that can be stated in a few words and is hard to misunderstand:

“WE WILL MAKE CERTAIN TO DELIVER DEFECT FREE WORK TO OUR CUSTOMERS AND CO-WORKERS, ON TIME.”



This policy must not be hidden in a dust covered policy book somewhere; it needs to be right up front. It has to be flaunted. The best method is for a senior executive to have a discussion on the subject with each individual employee, preferably at the time they join the organization.

I take new employees to lunch and give them a pen and a block of wood to stick it in. The block is engraved with the policy. They keep it proudly on their desk or other place of work. The education program has to feature this commitment and explain the pragmatic actions each individual has to take in order to do their part. They have to learn to expect others to respect the policy also. It has to be ingrained and implanted into the soul of the organization.

Many people think that all this blather about a policy saying we are going to do things right the first time, is over kill. They think that it is only necessary to talk about the need for "quality" and have a few posters around. After all, there are other things to worry about, like schedule and cost. But nothing is more schedule and cost effective than having all the transactions involved in every process completed correctly each and every time. The team that makes the most turnovers usually loses the ball game; every sport fan knows this to be true. People who expect to have turnovers find that to be a self-fulfilling prophecy.

A personal commitment toward doing the job right is the first step toward prevention.

這政策不能隱藏在某一角落內滿佈塵埃的手冊中；它需要被展示出來。最佳方法為高級行政人員與每位員工在新入職時就著這個主題進行討論。我會與新員工共晉午餐並會送給他一枝筆及一塊刻上政策的木雕。他們都自豪地將它保存在檯上或其他工作地方。培訓項目必須包括這承諾的討論並解釋個別人員必須以務實行動完成所負責的工作。他們必須學習期望其他人也尊重這政策。政策必須深深植根於機構的靈魂之中。

很多人認為所有這些關於政策的胡言亂語提及一做便對是太過份了。他們以為只需談及品質的需求及在周圍掛起些宣傳海報就足夠，何況尚有許多其他事情比如時間編排及成本等需要擔憂。但是沒有什麼東西是比使到所有流程中所需處理事務每次都能正確地完成更具時效和更具成本效益。所有球迷都知道傳球失誤率高的球隊經常會在球賽中落敗。那些認為失誤是無可避免的人會發現這是一個自我實現的預言。

一個朝向第一次便做對的個人承諾正是走向預防的第一步。



# Education: Communicating the Philosophy

## 教育：傳達信念

quality  
transformation

quality transformation

quality transformation

教育是極具價值的投資，它可使個人或機構能成功地與外界交往。教育的一部份是人們需要不斷地增加及充實本身的知識。教育應該供給必須的學問。那些學會如何去學習的人將會得益最大。個人如緞練到可準確地判斷與他交往者的需求，並藉此創造出可滿足此需求的作業，便是他的成就。教育的最終考驗是能夠分辨出什麼是真實的而那些是沒有實效的。例如：許多品質管理學說其實都沒有實際用途而且通常都會有反效果。它們說起來似乎很有道理而且有許多人讚同，但在實際應用上卻沒什麼成效。我們須知道許多不可靠的資

The most valuable investment for preparing an individual or organization to deal successfully with the world is education. As part of this, they need to continually upgrade and polish their knowledge base. Education should provide the understanding that is essential. Those who learn how to learn achieve the most. Personal success requires being able to determine the needs of those with whom they interface and then creating the requirements and transactions that fulfill those needs. The final test of education is to be able to tell the difference between what is real and what has no practical foundation. Much of what is taught about quality management, for instance, has no practical use and is usually counter productive. It all sounds great and there are many nodding heads, but little results



"每項工作都是一個過程" 的標語  
Photograph of All Work Is a Process banner

from its application. Knowing a lot of not reliable information produces not reliable individuals and organizations. We must be eclectic in our learning. At the same time, we have to possess a basic philosophy of management.

Reaching this understanding requires absorbing what I call the Absolutes of Quality Management. These concepts evolved over many years of my actual combat, beginning in the trenches of business and continuing all the way to the upper floor offices. As we discuss these Absolutes, just remember that they did not evolve from sitting on a bench and meditating. They emerged from trying to make a living while being useful and reliable to my organization. There are four Absolutes.

訊只會造成許多不可靠的個人及機構。我們在學習時必須兼收並蓄，與此同時本身也必須具備基本的管理信念。

欲達至這樣的理解需要吸收我稱之為“品質管理的原理”。這些概念是打從我在商業世界的壕溝打滾直至晉身頂層辦公室的實際鬥爭過程中所領悟出來的。當我們討論這些原理時，必須謹記它們並不是坐在椅上憑空想像出來的。它們是從我實踐「可靠」行為及對本身機構作出貢獻時浮現出來。這裏共有四個原理：

## 1. 品質的定義

這是煩惱的來源。傳統智慧說品質是指“優良”。有關品質的書籍似乎從未以廣泛的意思實在地把它定義下來。每個人都有他的一套意見，“這是家品質優良的餐廳”，“這部車子很優質”。我們不能基於這些胡裏胡塗的定義來進行管理。我較傾向於“誠信”(Integrity) 這意念，但這並不容易被人接受。

若我們正為本身的機構建立一個共同的品質信念，那就必須以一個明智的態度瞭解品質的定義。我們應該視品質為一個衡量現有工作表現水平的途徑。我們所執行的工作是以協議的要求作為根據；因此，不論我們是銷售、裝配、設計、服務或任何的工作，我們都是按照某些確定了的要求來作業。

### 品質等同於符合要求

當某些事情出錯時，問題將會是“要求的是什麼？”而不是“誰造成此錯誤？”。當我們對任何的工作有進一步的瞭解時，將會令相關

## 1. Definition of Quality

Here is where the trouble began. The conventional wisdom of quality says that it refers to “goodness”. The books on quality never seem to actually define it in a way that is transferable. Everyone has an opinion. “This is a good quality restaurant.” “This car is of high quality”. We can’t manage based on such a wishy-washy definition. I much prefer the word “integrity”, but it is a hard sell.

If we are going to have a common philosophy of quality in our organization then we must approach the definition of the subject in a sensible manner. We have to look at quality as our way of measuring how well we are doing in doing what we are supposed to be doing. What we do is perform work according to the requirements we have agreed. Whether we are selling, assembling, designing, servicing, or anything else, we are doing it in accordance with some stated requirements.

### Quality means conformance to requirements.

When something goes wrong the question is “What are the requirements?” rather than “Who made this mistake?” As we learn more about any process, the individual requirements themselves will be improved in order to increase efficiency and productivity. But the underlying agreement

is that management will take pains to make certain these requirements are created correctly, and make certain that everyone knows about them. The employees and suppliers then must conform to those requirements or get them officially changed to what is really needed. We don’t want them made up as we go along. This definition permits everyone in the organization to talk about quality while understanding it the same way. It produces the common language that implants quality into the corporate culture.

## 2. “System” of Quality

There is no “system” for quality management (or for any other management function) but there is a proven philosophy: prevention. We need to teach everyone that taking proper consideration can prevent problems. If we do not want to run out of fuel in our automobile, we need to continually measure the amount remaining and, at an agreed level, fill up the tank. Keeping statistical records of fuel consumption right down to the end of the tank capacity brings forth rework efforts. Someone has to walk back to a source, or a ride must be begged from a stranger, or someone must be called. This is the work cycle we want to avoid. Sad to say, it is the common way of doing business.



## 2. 品質的系統

在品質管理 (或者是任何的功能管理) 上是沒有所謂系統的，但是卻有一個經証實的原則：預防。要避免問題的出現就需要正確的思維。如果我們不想耗盡汽車的燃油，就需要不斷地監測其餘量並在一個認同水平進行添加。試圖記錄汽油的使用量直到用罄為止只會帶來麻煩。某人因此必須步行回加油站，或央求一個陌生人接載一程，又或者必須通知其他人。這就是我們想避免的工作模式，很不幸的，這也正是一般人做事的方法。

quality transformation

quality transformation

# quality transformation

## quality transformation

20 當我們停止獎勵那些用不尋常及頑強的精力來戰勝失敗的人士時，預防工作便會出現。曾經用在緊咬一塊電子線路板游過一條波濤洶湧的河流的氣力，現在可以用在發展無誤的工序。接種疫苗以預防疾病會是機構運作預防措施的一個很好的比喻。注射不是唯一的途徑，資訊交流也是可行的。

當機構內每個人都領悟到預防工作是必須的時候，他們就會朝此思路前進。工作流程在落實之前都經過深思熟慮及預習，要求在批准前都經過商討及審查，教導需完成有關工作的人員正確的處事方法，並在不影響工作進度的情況下持續的做測量。簡而言之，他們學會了在過路前先看清楚兩邊的路面。此行動並不會延遲過路，也不需任何特別的設備或工序。這種過路的方法十分安全因為這樣便能夠察覺到行走中的車輛，估計它們駛至的時間及以正常的速度步行過路。

品質是來自預防的。

Prevention comes about when we cease rewarding the "resourceful" people who can snatch victory from the jaws of defeat through unusual and valiant effort. The energy spent swimming a raging river with a printed circuit board clenched between their teeth can be directed towards developing error free processes. Vaccination for disease is a good analogy for prevention in the organizational cycle. It doesn't have to be done by injection, information also works.

When everyone in the organization learns that prevention is desirable, they begin to think that way. Processes are thought through and practiced before they are implemented; requirements are discussed and examined before being approved; transactions are taught to those who must accomplish them; measurement is continuous while not interrupting progress. In short, they learn to look both ways before crossing the street. This action does not delay the crossing, or require any special equipment or processes. The safety of the planned crossing relies on being able to recognize vehicles, estimate their arrival time, and walking at a normal speed.

Quality comes from prevention.

### 3. Performance Standard of Quality

How good do we want to be? If we have 100 steps in a process, like putting together a program of some sort, and we do each step with 99% reliability, the probability of success will be something like 34.5%. We multiply .99 by itself one hundred times and we wind up with 34.5%. When we deal with an Acceptable Quality Level (AQL) of 1% that is what we get. Three sigma (99.87% correct) moves it up to the area of around 60% being right, and six sigma gives us 3.4 defects per million chances. Twelve sigma would be only a small leak and that certainly wouldn't sink a ship, or would it? Why would a sensible management want to do something like this? Why settle for other than doing what we said we would do?

So management needs to establish a performance standard that cannot be misunderstood. "Make certain to have zero defects" covers it all.

### 3. 品質的表現標準

21 甚麼是我們理想的表現水平？如果在某個流程中，例如策劃某個項目的工作，有一百個步驟，而我們在執行每一個步驟時也達到99%的可靠性，那麼成功的可能性大約會是34.5%。我們只需將0.99自乘一百次就會吃驚地發現原來只有34.5%。這也就是當我們使用1%的品質允收水平(AQL)時所得結果。三個標準差(3 Sigma，即99.87%正確率)可將成功率提升至60%，而六個標準差(6 Sigma)則能達到每百萬個(ppm)機會中只有3.4個缺陷。十二個標準差將會只是一個很小的漏洞，這肯定不足以使一艘船沉沒，對嗎？那麼為何一個理性的管理層會接受這樣的表現水平呢？為何不追求我們說過要達到的完美境界反而作出妥協呢？

因此管理層需要制定一個不會被人誤解的表現標準，“確保只有零缺點”就包涵了所講的一切。

## quality transformation

#### 4. 品質的衡量

那些認為品質等同於優良的人們同時也肯定品質是不可以量度的。但是，若果品質是定義為符合要求，那麼我們就可以計算出不符合要求的成本代價。打從一開始，我們就可知道完成一件工作所需付出的，而如果需要修改的話，也可計算出所需的花費。克勞思比公司 (PCAI) 編製了一隻互動電腦光碟來讓人們自學如何計量不符合要求的真正代價。

- 這牛扒是七成熟，但客人要求的卻是七成生的。這客不合格的牛扒就此給扔掉，廚師需準備一份新的而侍應則需重新上桌。這所有的花費會是多少呢？利潤將會消失於無形。
- 一次促銷行動中寄出的10,000封信件沒付上足夠的郵資。這些被退回的信封上皆蓋上了郵局的印章，信件因此必須重新入封再付上正確的郵資。這所有的花費會是多少呢？
- 一個用來固定汽車擋風玻璃的水撥馬達的其中一個螺絲上原來少裝了一個鎖定墊圈。經過數月的使用後，此螺絲將會自然的鬆脫導致馬達脫離了動力轉軸，

#### 4. Measurement of Quality

Those who think of quality as goodness are also sure there is no real measurement of it. But if quality is defined as conformance to the requirements then we can measure the price of non-conformance in financial terms. We know how much we are paying to get the job done in the first place, if it must be done again then we can also figure that out. At Philip Crosby Associates, Inc. (PCA II) we developed an interactive CD-ROM that lets people teach themselves how to determine the real price of non-conformance.

- The steak is medium well, the customer asked for medium rare. The offending meat is thrown out, the chef must prepare a new one, and the waiter must serve again. How much did that all cost? Profit disappears.
- The marketing mailing, 10,000 letters, is sent out without enough postage. The returned envelopes have post office stamps all over the front; the letters must be repackaged and properly stamped. How much did that all cost?
- The windshield wiper motor is found to be missing a lock washer behind one of the mounting bolts. After a few months this bolt will work itself loose and let the motor pull away from the power transmission shaft. The result is that the wipers no longer wipe. Discovery of this omission generates a recall of several thousand vehicles for rework at the dealer's shop. How much did that all cost?

- The same manufacturer has some rubber gaskets that were not properly cured and begin to deteriorate early in their life. This becomes a warranty item. It also irritates the car owner. How much does this cost?
- A department store has a new computer system. The training manual for employees has an error in it which results in the employees not knowing that they must press "enter" in order to close out a transaction. Three days go by before it is discovered that sales transactions are not being stored. How much does this cost?

The Price of Non-Conformance (PONC) will absorb 30% and more of an organization's revenues. Just think of what we could do with that money. Yet, it just spills away unless we have a way of calculating and measuring it. One side effect is that displaying the PONC for management concentrates their attention on the subject of quality.

結果是水撥不再撥動。此缺失一經發現便需要回收數千輛車以便在經銷商的工場進行翻修。這所有的花費會是多少呢？

- 同一個製造商有一些膠墊圈沒有經過適當的加工處理造成它在使用初期就開始退化，因此令到這些膠墊圈成為免費保養期內的大包袱。這件事也使到車主感到不快。這所有的花費會是多少呢？
- 一家百貨公司擁有一套新的電腦系統。該系統的員工培訓手冊上有個錯誤造成員工們不曉得必須在終結一個交易時按“輸入”鍵。三天後才發現銷售交易原來並沒有存檔。這錯誤做成的損失會是多少呢？

不符合的費用 (Price of Non-Conformance, PONC) 將會奪去一家機構30%或更多的利潤。請想一想那筆錢已足夠做些什麼？然而，它就這麼的給花掉，除非我們有一個計算及測量它的途徑。將PONC顯示出來的另一效果是促使管理層更關注與品質有關的課題。

# Requirements: Answers to Questions

## 要求：問題的答案

The work of any organization must be described so clearly that everyone involved can understand and use that description to accomplish his or her agreed tasks. In order to make that happen we must know the objectives and the details of accomplishing them. This certainly sounds reasonable and obvious. However, very few organizations actually do it. A great deal of their work is “just done”, as a matter of practice. The result is a sort of systemic chaos that produces stealth inefficiency. What we want to bring about instead is the practice of doing everything on purpose. That way we can measure where we are at any moment and set a planned course of continually improving.

All organizations have the same purpose, which is to supply solutions to the needs of their customers, suppliers, and employees. The needs of these stakeholders are somewhat different in every organization, but all of them must be taken seriously. Management must have these needs determined; then the requirements which meet the needs can be described; transactions which perform the actual work can then be laid out. This is:

- “I am hungry.” (Need)
- “Can I have some milk and cookies?” (Requirements)
- “You get the milk from the refrigerator and I will open the cookie jar.” (Transactions)

These three factors are what is involved. We should discuss them individually and then blend them together. They are:

任何一家機構均須很清楚地描述工作細則以便有關的人員都可明白並按照該說明來達成所協議的任務。要實現此情況，我們就必須要知道目標及達成目標的細節。當然，這說起來似乎很合理及明顯，但卻只有很少數的機構會實際這樣做，它們絕大部份工作皆“得過且過”。結果導致系統紊亂，在不知不覺間令效率下降。我們其實想提出的是一個以目標為本的工作習慣。這樣的話我們才可以任何時候衡量所處的狀況並策劃持續改進的路向。

所有的機構都有著共同目標，就是滿足客戶、供應商及員工的要求。每家機構皆要面對多種利益群，雖然它們的需求都頗為不同，但是全部都應該被重視。管理層必須確定這些需要，然後演繹成達到此需要的要求，接著才可鋪排執行實際工作的過程。就好像：

- “我肚子餓了” (需要)
- “是否可以給我一些牛奶及曲奇餅” (要求)
- “你可從冰箱裏取出牛奶而我會打開曲奇餅罐” (過程)

這三點就是所涉及的因素，我們將個別討論每一點然後再將它們組合在一起。它們是：



# Needs

## 需要

如果要協助我們的員工、供應商及客戶成功以促使我們本身的成功，那麼就要先瞭解他們的需要並提供相應解決方案。這並不是什麼高尚的哲理概念，而是普通常識。例如，如果我們打算處理他們參與戶外活動的需要，那就總得想一些可在日間進行的活動。

確認需要必須正確地進行，要不然心血只會付之東流。許多公司倒下就是因為它們只會很認真地做一些沒有人需要的東西。這就是管理層以為本身所需就是等於客戶所需的地方。此種思維方式多會令機構破產收場。現在就讓我們來探討一些需要，然後再討論要求及過程。

## Needs

If we want to help our employees, suppliers, and customers to be successful, so that we can be successful, then we have to understand their needs and provide solutions to those needs. This is not some high-minded philosophical concept; it is just common sense. If we are going to deal with their needs for participating in outdoor sports, for instance, then we have to think about something that can be done in the daylight.

Identifying needs must be done properly or the efforts of the operation will be for naught. Many a company has gone down because they were earnestly doing something that no one desired. These were places where the management thought what they wanted was what the customers wanted. The bankruptcy yards are strewn with the bones of those who thought that way. Let's examine some needs; then we'll do requirements and transactions.

# Transactions

# Needs

## Customers

Suppose we find that there are people who have to spend the night away from home. Their need is to have a comfortable and safe place to sleep, bathe, watch TV, eat, and study and be treated with respect while in the place.

## Employees

Suppose we find people who want to work with our organization. Their need is to be treated with respect, given worthwhile work assignments, receive a proper compensation, and have benefits that protect them from drastic consequences.

## Suppliers

Suppose we find people who provide products and services that are necessary in our business. Their need is to have a clear description of what we expect from them, to be treated with respect, to be paid as agreed, and to have confidence about the mutual relationship.

When we consider our own operation in this light, it is necessary to see if we can define the needs of our customers, employees and suppliers. If they can't be spelled out in a sentence or two, then we cannot be certain we understand them.

# Transactions

## 顧客

假設我們知道有些人是需要在地度宿一宵的，他們的「需要」將會是有一個舒適及安全的地方供睡眠、洗澡、看電視、用餐及閱讀，同時在度宿處備受尊重。

## 員工

假設我們知道有些人想在我們的機構內做事。他們的「需要」會是受到尊重的對待，委以有價值的任務，收到適當的報酬以及能在非常時期獲得福利保障。

## 供應商

假設我們知道有些人可提供給我們業務所需的產品及服務，那些人的「需要」將會是明確地說明我們對他們的期望，受到尊重的對待，按協議付款及對雙方的關係有著信心。

當我們以此信念來考慮本身的運作，就應該看看是否能夠闡述客戶、員工及供應商的需求。若果不能以一兩句話表達出來，我們則無法確定自己是否瞭解它們。

## 要求

**顧客** 我們供人度宿的地方需要有一個容易記得的名字，比如是“品質小冊子酒店”。然後必須有一個停車場、接待處、預訂房間系統、收賬系統、各層通道、房間、鎖匙、床、浴室、毛巾、紙巾、枕頭、電話、電視、肥皂等等。底層也許會是間餐廳、精品店、泳池等。所有的這一切與酒店擁有的其他東西及管理元素都是「要求」。我們需要將這些要求列出，同時學習如何達到它們。當我們達到熟能生巧的境界，就會提高這些要求。

**員工** 員工需要一個甄選制度以便安排他們到一個適合他們能力及性格的工作崗位。比如接待處並不適合愛發牢騷的員工。恰當的培訓計劃，工作評估及事業發展計劃都是必須的。福利項目如醫療保險，退休計劃等都可按個別員工的需求而制定。

**供應商** 酒店內所用的所有物料都是從別處得來的。從橙汁至肥皂至有線電視頻道，所涉及的供應商數以百計。他們都想知道，我們確實所要的是什麼，何時需要以及我們打算如何付款。我們因此需要做出適當的提貨、會計、適時採購等安排。我們也需要和這些供應商建立成功的關係並使他們覺得是屬於本機構的一部份。

## Requirements

**Customers** Our place of rest will need a name they can remember: "The Quality Booklet Hotel". Then there must be a parking lot; reception area; reservation system; billing system; floor access; door to the room; key; bed; bathroom; towels; sheets; pillows and cases; telephone; TV; soap and so forth. Downstairs may be a restaurant; gift shop; pool; and such. All of these and the other components of hotel ownership and management are requirements. We have to describe them and learn how to conform to them. As we get smarter we improve these requirements.

**Employees** The employees will require a selection system that lets them be placed in work that suits their capabilities and personalities. We don't need any grouches on the front desk. Proper training programs, work evaluation and career growth plans are essential. Benefit programs such as health care insurance, retirement plans, and such can be tailored to meet individual needs.

**Suppliers** Everything our hotel uses is obtained from somewhere else. From orange juice to bath soap to TV cable channels, hundreds of suppliers are involved. They all want to know specifically what we want, when we want it, and how we plan to pay for it. We have to make proper arrangements for taking delivery, for accounting, for ordering at the proper time. We also want to have successful relationships with these suppliers and have them feel they are a part of the organization.

## Transactions

There comes a time when the fishing fly must be placed on the water so the fish can have a chance to make their choice. All the determination and specification is over and the action begins. So it is with transactions. This is where the work occurs.

**Customers** Those who benefit from transactions are customers. Some of these customers are outside the organization and pay for what they receive. Others are inside the organization and add value to the transactions done before them. The individual who brings linen to the floor for the maids is performing that transaction so the maids can perform their transactions. Just as they must be informed to know the linen is coming, so the paying customers must be informed about how to receive the benefits they are paying for. They have to be shown how to operate the TV, the telephone, the elevator, the menu and such.

**Employees** All of the services the hotel describes in their communications with the guests have to be performed by someone, and for the most part, they are the employees. They must possess or be taught the skills and understanding necessary to complete the thousands of transactions necessary in a hotel every day.

**Suppliers** Those who are best served by their suppliers are the ones who make certain to describe their requirements clearly and then assist the suppliers in completing their transactions. Remember that every single component used in your organization comes from somewhere else. For that reason, the Procurement function must be well managed and directed.

**Requirements are just answers to questions.**

## 過程

釣魚要有收穫必須將魚餌散佈在水面以便魚兒有機會上釣。當所有的確認工作及規格化完成後便要開始行動。這行動就是「過程」也正是工作所在。

**顧客** 顧客就是從過程中得益的人。有部份的顧客是來自我們機構以外，他們需要為所得到的付出代價。其他的則來自機構內並為上游的過程再添加價值。當某人將床鋪交給傭人時，他就是在執行一個過程以便該傭人可執行他本身的過程。一如我們必須通知傭人床鋪正在送來途中，我們也必須知會顧客怎樣使用所購商品或服務。他們必須獲得指示以操作電視及找到電話、電梯、菜單等等。

**員工** 酒店在和嘉賓聯絡過程中所敘述的所有服務都要有人來執行，這些人大部份都會是員工。他們必須接受適當的培訓以掌握所需的技巧及知識來完成酒店每日千百個必需的過程。

**供應商** 得到供應商的最佳服務關鍵在於清楚描述本身的要求並配合供應商完成他們的過程。請緊記，你公司內所使用的每件物件都是從別處來的，因此，採購的功能必須好好的管理及督導。

**瞭解要求不外是尋找問題的答案。**



# Insistence

## 堅持

Insistence is about being consistent, always wanting something to happen. Leaders have to take that seriously, because if people discover that something is only necessary now and then they will concentrate on the open times. A good example is where waivers can be obtained by having a good reason for not getting the job done properly. In manufacturing, the “Material Review Board” offers the chance to accept something that is not acceptable. Administrative and service work is less formal about second chances and rework, but it is part of the system.

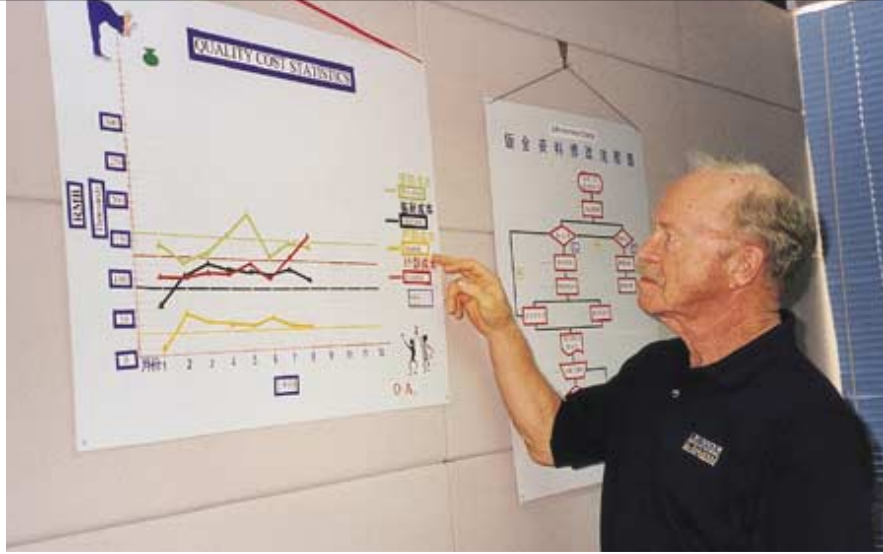
When we establish a quality policy like “make certain to have zero defects” we have to show everyone that this is a consistent policy and will not change due to events. Most companies deliver the largest part of their monthly output in the last week of the month. That is when the pressures of budget and revenue come to bear. A good reason can always be found for bending the requirements once in a while. However, if management lets that happen then rule bending becomes the normal way of operating. The organization then becomes unreliable all over again.

Management has to concern itself with two basic things in this regard: it has to make certain that the requirements established, and the transactions described are what is really needed; then it has to insist by example and in practice that they are going to be met exactly every time. If this means missing a delivery or disappointing a customer early in the process to make the point, then so be it. Everyone must be convinced that reliability is serious business if it is to become the standard of the organization.

堅持的精神是追求一致性，永遠的要求某事情的實現。領袖們必須謹慎地看待此事，不然當人們發覺某事項只是偶爾才需要的話，他們將只會於開始時段才關注該事項。一個很好的例子就是找來一個好藉口以取得不需恰當地完成工作的豁免。在生產的環節中，“物料檢討委員會”提供了一個接受不合格物品的機會。行政及服務性的工作也存在着修改及更正的機會，可是相關的機制較非正規化。

當我們制定一個品質政策，例如“確保零缺陷”時，我們必須向所有人顯示這是個一致的政策，不會因為個別的事件而改變。大部份公司會於每個月的最後一周付運該月份大量的輸出，這也是感到要完成預算及收入指標壓力的時候。偶爾總可找到一個很好的藉口來放寬品質政策的要求。但是，若果管理層允許這種事情發生，那麼它將會成為正常的做法。該機構就會從此變得不可信賴。

在這件事上，管理層需要留意兩件基本事情：它必須確定所制定的要求和所敘述的過程是真正需要的，然後通過實踐示範來堅持每一次必須完全達到要求。若要付運脫期或令客戶有點失望才可強調這點的話，就讓它如此好了。要使值得信賴成為機構的標準，那就得說服每個人這是一件很嚴肅的事情。



當我主持一個答問會時，通常會提起管理層承諾的問題。我們如何知道管理層是否重視我們所需實踐的政策、教育及要求？眾所周知，所有人時刻都在觀察著上司是否一如本身所言般重視品質。我一向都認為管理層是堅守承諾的，因為整件事要在他們帶領下才可實現。當我還是前線品質經理的時候，我只願努力地去幹，偶然才會尋求管理層的參與。他們通常都很合作而我也從未見過故意誤導其下屬的上司。

一般來說，管理層都不容易站出來表達他們的承諾，但若有機會，我們是應該幫他們一把。回顧我當品質經理的日子，某位高級行政人員拿著屬於公司產品之一的零件來到了我的辦公室，這情形極之不尋常，因為他們一般只會召見我而非前來見我，我問他是否找錯地方。

他回答說他遇到一個我可協助解決的難題。由於他手上拿著的零件不符合工程部所制定的標準要求，故此我所屬部門拒絕收貨。他對此完全認同，但實際上此零件只是稍為偏離標準，頂多只對其使用功能產生輕微影響，甚至根本沒有問題。工程部、市場部及客戶均一致同意這點。

我問他此事和他親自前來見我有什麼關係。

When I conduct a question and answer session with an audience the question of management commitment is always raised. How do we know if management is serious about the policy, education, and requirements we have been implementing? We do know that everyone watches the boss's every movement to see if they consider quality to be as important as they say it is. Personally, I have always decided that management was committed because they had let the whole effort begin. When I was a line quality manager I just went ahead and did it, taking care to involve management now and then. They were always cooperative, and I have never found anyone whose boss told them to "do things wrong."

It is often difficult for management to step up and show their commitment but when an opportunity comes forth it is a good idea to help them do that. Back in my quality manager days a senior executive of the company came to my office holding a component of our product. This was very unusual because those sorts of people usually summoned me; they didn't come see me. I asked him if he was lost.

He said that he had a problem I could help him with. My department had rejected the part he was holding because it did not meet the performance requirements Engineering had established for it. He did not question that, but in fact the part was only a little off the mark and could be used for its purpose with little or no problem. Engineering, Marketing, and the customer all agreed on this.

I asked what this had to do with his visit. He said that with the "zero defects" policy it was not possible to get a deviation on the part unless

I would agree to sign off on it. He had taken a personal hand in it because the project was on the verge of completing 12 months without missing a scheduled shipment. This was a company record. If this part remained rejected the schedule would not be met. This would embarrass the General Manager who had been invited to headquarters for a celebration of this achievement.

I said that if everyone thought the performance of the component was OK as is, then we should change the requirements and make them all like that in the future. He shook his head and said that no one wanted to do that. They wanted the next batch to be correct.

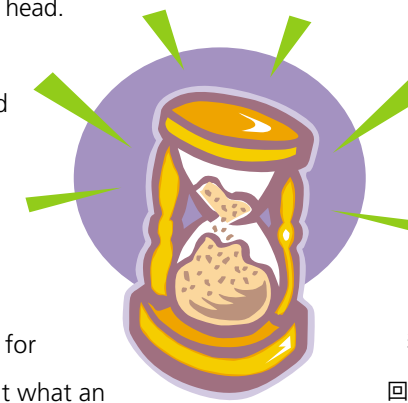
Then it was my turn to smile and shake my head.

The policy was there for a reason, if we weren't going to be reliable then we would be shipping nonconforming materials on time. That was not the idea of being reliable.

He went away disappointed, and headed for the General Manager's office to talk about what an unimaginative lout I was. However, the GM told him that my stance was the correct one and that we should never sacrifice our integrity to meet a calendar date. We missed the schedule requirement and the company record.

However, due to the senior officer complaining about it, all the word spread quickly that the GM had sacrificed the record in order to show management commitment to reliability. Actually, he was invited to headquarters for a celebration anyway. They congratulated him on his integrity and the story became part of the legend of the company.

Your management may not have such a dramatic opportunity to show insistence, but there are thousands of little ones that can be arranged. Assume commitment and help them show it.



他說在“零缺陷”政策下，除非有我的批准，否則不可能取得該批有缺陷零件的放行。他親自處理這件事是由於此貨品快將達至連續十二個月如期交貨的成績。這是公司的一項記錄。若此批零件還是維持被拒收的判決，如期付運將會落空。這樣會令應邀到總部慶祝此成就的總經理感到尷尬。

我說若所有人均認為該批零件的質量是可接受的話，那麼我們就應該修改要求而將來也按此標準生產。他搖著頭說沒有人肯這樣做，他們要下一批零件根據既定標準驗收。

聽後我也搖頭一笑。政策的存在總是有原因的，如果我們不想獲得別人信賴，那當然可以如期付運不合規格貨品。這就不符合令人信賴的精神。

他失望的離去，到總經理的辦公室談論我這個缺乏想像力的粗人。但該總經理的回應是贊同我的立場，我們不應該只為按期付運而犧牲本身的誠信。結果我們要延遲交貨因而未能刷新無缺點記錄。

由於此高級行政人員的投訴，有關總經理犧牲刷新公司記錄的機會給迅速地傳開，這亦顯示管理層對「可信賴」承諾的堅守。實際上，他還是獲邀到總部慶祝，在場的人士對他的誠信均表示祝賀，而這個故事也成為了公司的一個傳奇。

你的管理層也許不一定會有這麼一個戲劇性的機會來表示其堅守承諾的信念，但是利用許許多多的機會來作出這表示該是輕易而舉的事情。請肩負起此承擔並協助管理層表現他們的承諾吧。

# Case Studies

## 案例研究

### 1 一家銀行主席

我們是一家多元化服務的大型銀行，在我們這個不斷發展的行業內極受尊敬。我們有數千名僱員，分行遍佈整個地區。我們的利潤可觀，而客戶也很忠誠。綜合而言，我們是一間出色的機構。

由於我的母親孤獨地住在一間大屋內，我便於上周帶她去拜訪一間安老院看她是否喜歡在那裏居住。這是她出的主意，而我也贊同。當我們被引導到四周參觀的時候，我們遇到一位老婦，她問起我的工作。

“我是大一銀行的主席”我自豪地說。  
“噢真湊巧”她說“我正從那裏提走我的錢，你們都不可信賴”

這話使我感到震驚，於是我試著耐心地瞭解事情的始末。原來她已是信託部十五年的客戶。她的亡夫生前設建立了一個生活基金來管理他們的財產，償付各種賬項及提供足夠的生活費。而我們明顯地令她失望。

“安妮自兩個月前離開了信託部後，我的煩惱便接踵而來。不過，我的代理人本周正為我們轉換銀行。”

我請求對方給予機會讓我查察，她考慮後答應給我兩天時間，限期為本周末。我送母親返家後，便立即前往信託部，他們見到我都吃了一驚。

### 1 A bank president:

We are a large multi-service bank, well respected in our growing community. We have several thousand employees with branches all over the region. Our profits are good, and customer loyalty has been strong. All in all, we are a wonderful organization.

Last week, I took my mother to visit a retirement community with the idea that she might like to live there since she was alone in a large house. It was her idea, and I think a good one. While we were being shown around we met an elderly lady who asked me what I did.

“I’m President of UniBank,” I said proudly.

“Oh yes” she said, “I’m taking my money out of there. You people can’t be trusted.”

This shocked me and I patiently got the story out of her. She had been a customer of the Trust Department for 15 years. Her late husband had set up a living trust which took care of their money, paid their bills, and gave them enough to live on. Apparently, we had disappointed her recently.

“Annie left the Trust Department two months ago and since then I have had nothing but trouble. But my attorney is getting us switched over to another bank this week.”

I asked for a chance to look into the situation, and after thinking about it she gave me two days, to the end of the week. As soon as I returned my mother home I went straight to the Trust Department. They were startled to see me.

## “為什麼我希望有一間可信賴的機構”

## “Why I got interested in having a reliable organization”

It turned out that when one Trust officer had left the Department to take a new job running a branch office, some things had dropped through the cracks. Bills, like her granddaughter’s college room and board, had not been paid. Also, no one important knew this long time customer who had a large amount of money in trust. It didn’t look to me like they cared much, either. I was told that we had a lot of customers and it was hard to keep up with them and that humans make mistakes.

Well, I got that situation cleared up to her satisfaction and made it my business to visit each and every major department in that bank during the next two weeks. I canceled everything else. What I found was that:

- we had no quality policy
- we did not educate people about our management philosophy or train them in their tasks
- requirements just did not exist above the teller level
- management’s view was that errors are a part of business life

We got started immediately on building a reliable organization just like it was laid out in the brochure we got from the Crosby Quality College. (We rated ourselves as ‘flickering’ on the Reliability Grid.) They helped



us but we had to take the action. I still go visit each department at least once a month, and drag other executives with me. We’re getting better and when we are done with that we’ll start all over again.

查證所得，當一個信託主任離開所屬部門出掌新分行時，有些事在交接過程中被遺忘了，如該老婦孫女的大學宿舍和膳食費並沒付妥。同時，沒有一位高層員工知道這長期客戶存著一大筆款項在信託基金內，在我來看他們對此彷彿漠不關心，他們的解釋是我們有太多的客戶，難以逐一跟進，何況人總會犯錯。

最後，事情獲得完滿解決，老婦人亦對此感到滿意，我並決定擱置一切事務以便騰出時間在未來的兩周內逐一探訪銀行內的各主要部門。最終我發現了：

- 我們沒有品質政策
- 我們沒有讓員工明瞭管理層的信念或給他們提供工作上的培訓
- 對出納員以上的職位完全沒有明確的工作要求
- 管理層存有的失誤被認為是商業活動不可避免的一部份

我們立即如從克勞思比品質學院 (Crosby Quality College) 取得的冊子內所言開始建立一個可信賴的機構 (根據可信賴矩陣的分類，我們自評為不穩定)。該學院協助我們一把但我們本身也必須有所行動。我仍然至少每個月帶同其他行政人員逐一部門進行探訪。我們的表現漸入佳境，當完成此事後我們將再接再勵，精益求精。

## 2 一家電子公司的行政人員

我從來不會過份重視品質，因為在這裏你總是要和物理的定律抗衡。由於底板和系統組合起來時有太多出錯的可能，因此不能對品質的可靠性寄予厚望。但是，最近我開始重新考慮我在這方面的觀點。

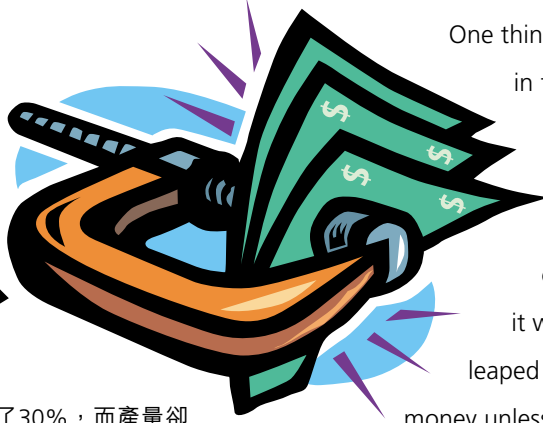
突出這事的原因之一就是這行業的產量過剩。許多公司都乘著價格飆升時擴建廠房來獲取更高利潤。不幸地，價格突然崩潰，以美元計市場價格下降了30%，而產量卻同時躍升了7至9倍。在這種情形下除非能提升生產力，否則將很難獲利。

品質經理給我看一隻從克勞思比品質學院(Crosby Quality College)取得的電腦光碟“計算不符要求的費用”。她初步的分析顯示，我們花了36%的利潤在生產、銷售以及其他方面的浪費。在這件事上，並不需要有精於財務的頭腦亦能察覺若能減低浪費則會獲得更多利潤。

我向管理層成員介紹了可信賴矩陣(Reliability Grid)對企業的分類，然後全體都贊成一起到克勞思比行政人員品質學院(Crosby

## 2 An electronics firm executive:

I never worried too much about quality because in this business the laws of physics are against you. So much can go wrong when putting together these boards and systems that it is not good to expect reliability. However, recently I have been rethinking my ideas on the subject.



One thing that brought it to light is the over capacity in the industry. Companies have been building large plants in order to take advantage of the high prices that we have seen going even higher. Then suddenly the prices collapsed: the market dropped to 30% of what it was in dollars, and the output of components leaped seven to nine times. Now it is hard to make money unless we can get much more productive.

The quality manager showed me a CD-ROM she had obtained from the Crosby Quality College on 'Calculating the Price of Nonconformance.' The result of her initial analysis showed that we were spending 36% of our revenue on wasted effort in manufacturing, sales, and a couple of other areas. It did not take a great financial brain to see that if we could reduce that expense we could be much more profitable.

I took the management team through the reliability grid and we all agreed to go to the Crosby Executive Quality College together. The result has been that we educated everyone (and continue to do so) to understand the quality management philosophy; and we have clear requirements on all our processes. We have made a large improvement quickly, primarily because we had been a sloppy operation.

A large part of these gains came in the sales and administrative areas, including purchasing. 20% of the sales people were making 80% of the sales. We found out why and helped the others improve or learn to do something else. Manufacturing processes like soldering and material handling were causing a great deal of damage and waste. These were corrected.

**"I like being reliable."**

Executive Quality College) 進修。結果是我們教曉了每個人(這點我們將持續的做下去)瞭解品質管理的信念，同時我們對所有的工序也有了清晰的要求。由於一直以來我們的運作都雜亂無章，因此在很短時間內就取得極大的進步。一大部份的得益是來自銷售及行政方面，其中包括了採購。期間發現80%的銷售額是來自表現最出色的20%銷售人員。我們找出了其中原因並協助其他銷售人員改進或是學習從事其他工作。另外又發現生產工序如錫錫及物料搬運所造成的損壞及浪費甚巨。這些問題也得到了糾正。

**"我喜歡達到可信賴的境界"**

## Case Studies

### 案例研究

**"為什麼我希望有一間可信賴的機構"**

**"Why I got interested in having a reliable organization"**

# Conclusion

## 總結

若任由一間機構自行發展的話，它將退化至一個使所有人都鬆懈下來的、很低的表現水平。總得有人去細心的看清楚管理的信念及實踐這信念的處事方法。因此有必要在理解工作標準及衡量個人表現方面尋求共識。

建立一個可信賴的機構並不需要任何的套裝材料或程序，它只需要一個很直接的行動來確定機構的工作，然後以一個可協助客戶、員工及供應商取得成功的方法來展開這些工作。這是機構成功之道。

## Conclusion

Left to itself, an organization will slip to the lowest level of performance in which everyone is comfortable. Someone has to look carefully at the philosophy of management and the practices that it puts forth. There is a need for a common way of looking at the standards of business and personal performance.

Creating a reliable organization does not require any packages of materials or procedures, it just involves a straightforward movement to determine the work of the organization and then conduct it in a manner that helps customers, employees, and suppliers to be successful. That makes the organization successful.



# Biography of Philip B. Crosby

## 克勞思比簡介

After 28 years as a practitioner working his way from assembly line inspector to corporate officer, Philip Crosby laid out his philosophy of quality management in his 1980 book "Quality Is Free" (McGraw-Hill). As the book became an international best seller, he founded Philip Crosby Associates, Inc. (PCA II) to teach organizations, beginning with their management, how to get things done right the first time, and save money in the process. Since that time he has written 12 more books, the most recent being "The Absolutes of Leadership" and "Quality and Me: Lessons from an Evolving Life", both published by Jossey-Bass, Inc.

Today, Mr. Crosby is Chairman and CEO of PCA II in Winter Park, Florida, USA. The company operates worldwide. He continues to write and speak, spending much of his time at MBA schools.

克勞思比擁有豐富的品質管理實踐經驗，在28年間從裝配線上的檢查員一直做到集團主任。他於1980年在其著作“品質是免費的”("Quality is Free")內列出了他的品質管理學說。該書迅即成了國際暢銷書籍，他隨即創立了克勞思比公司 Philip Crosby Associates, Inc. (PCAII) 來指導機構從本身的管理方法開始著手如何去第一次就將事情做對並在過程中節省成本。自此以後，他編寫了另外12本書，最新近作為“領導才能的原理”(The Absolutes in Leadership) 及“品質與我：從演化中的生命得來的啟示”(Quality and Me: Lessons from an Evolving Life)，兩者皆為 Jossey-Bass, Inc. 出版。

克勞思比目前是位於美國佛羅里達州 Winter Park 的PCAII的主席及行政總裁。該公司在全球各地均有業務。他現在仍不斷地寫作及演說，並將大部份時間放在各工商管理學院內講學。

### HKSAR Government Industrial Support Fund Project

"Developing Educational Materials to Encourage and Facilitate Hong Kong Manufacturers for Quality Transformation" (AF/3/98)

香港政府工業支援資助計劃 “開發優管教材以推動香港製造業的優質變革”

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