

Quality Is Free

Philip B. Crosby

aus Wikipedia, der freien Enzyklopädie

Philip Bayard Crosby (* 18. Juni 1926 in Wheeling, West Virginia; † 18. August 2001 in Winter Park, Florida) war neben Joseph M. Juran und W. Edwards Deming einer der großen „Qualitätsgurus“ im Management.

Crosby begann seine Karriere als Direktor für Qualität bei International Telephone and Telegraph (ITT) und wurde Anfang der 60er Jahre vom US-Verteidigungsministerium für die Konzeption des Null-Fehler-Programms ausgezeichnet.

Dieses Programm zielte darauf ab, Menschen so eng wie möglich an das Ziel der Perfektion heranzuführen. Das Entstehen von Fehlern am Produkt darf nicht als normal betrachtet werden. Die Analyse der Fehlerursache und die Einleitung von Korrekturmaßnahmen sollen dazu beitragen, das Auftreten von Fehlern in der Arbeitstätigkeit zu reduzieren.

Weiterhin beschäftigte sich Crosby intensiv mit den Aspekten der Qualitätskosten und des Qualitätscontrolling.

Crosbys Ansatz

Crosbys Überlegung setzte bei den Kosten an. Er definierte Qualität als "kostenlos" (so auch der Titel seines Buches 1979: *Quality is free* ~ Qualität kostet nichts). Sein Ansatz wird am besten mit seinen vier Grundsätzen der Qualität beschrieben:

1. Die Definition von Qualität ist **Erfüllung von Anforderungen**
2. Das Qualitätssicherungssystem beschäftigt sich mit Verhütung und dem Sicherstellen von Produktion **richtig** beim ersten Versuch.
3. Die Maßgröße für Qualität sind die **Kosten der Nichterfüllung** (die Aufgabe nicht im ersten Anlauf richtig zu erfüllen)
4. Der Grenzwert von Leistung ist **Null Fehler** (engl. zero defects)

Crosby brachte auch den Gedanken in die Management-Welt ein, dass Qualität eine Verantwortung des Managements ist und nicht ein Programm. Er schlug (wohl als Antwort auf Demings 14 Punkte) 14 Schritte zur Qualitätsverbesserung vor:

1. Stelle sicher, dass das Management sich zur Qualität verpflichtet.
2. Forme Qualitätsverbesserungsteams mit Stellvertretern aus jeder Abteilung
3. Bestimme, wo aktuelle oder mögliche zukünftige Qualitätsprobleme liegen.
4. Bewerte die Kosten der Qualität und erläutere dessen Verwendung als Management-Werkzeug.
5. Erhöhe das Qualitätsbewusstsein und den persönlichen Einsatz dafür bei allen Beschäftigten.
6. Ergreife Maßnahmen, um in früheren Schritten entdeckte Probleme zu beheben.
7. Gründe ein Komitee für ein Null-Fehler Programm.
8. Bilde Aufsichtspersonal so aus, dass sie ihren Teil im Qualitätsverbesserungsprogramm erfüllen können.
9. Halte einen Null-Fehler-Tag ab, damit alle Beschäftigten realisieren, dass sich etwas verändert hat.
10. Ermutige Einzelne, sich selbst und ihren Gruppen Verbesserungsziele zu setzen.

11. Ermutige Beschäftigte, dem Management mitzuteilen, welche Hindernisse ihnen beim Erreichen der Verbesserungsziele im Wege sind.
12. Erkenne die Teilnehmenden an und zeige das auch.
13. Bilde Qualitätsmeetings, um regelmäßige Kommunikation herzustellen.
14. Durchlaufe das ganze Programm wieder und wieder, um zu betonen, dass das Qualitätsverbesserungsprogramm nie endet.

Viele der Punkte und Behauptungen Crosbys haben die Schlagwortsammlung des Managements erweitert. Das sollte nicht darüber hinwegtäuschen, dass seinen vier Grundsätzen und den 14 Einführungspunkten belegbare Erkenntnisse zugrunde liegen und durch sie - sofern ernst genommen - radikale Verbesserungen erzielt werden können. Man darf auch nicht übersehen, dass die meisten Unternehmen ihre Kultur von Grund auf verändern müssen, um diesem Anspruch gerecht zu werden und dies ein absolut nicht triviales Problem darstellt.

Quality Is Free

Philip Crosby wrote **Quality Is Free** to explain quality to management in terms they could understand. The book addresses the misconceptions of quality management, and relates the story of how a worldwide quality process was installed into the ITT Corporation. The book contains many case histories to explain just what quality is and how it can be improved on purpose. Several million copies of Quality is Free have been sold, and it is available in many languages. You can purchase a copy of [Quality Is Free](#) on Amazon.com or a copy of [Quality Without Tears](#), which furthered Mr. Crosby's philosophy, from PCA's Quality Store.

Below, we have listed some of the most powerful and practical phrases from **Quality Is Free** for you.

Why spend all this time finding and fixing and fighting when you could prevent the incident in the first place?

The executive's problem in understanding and utilizing the labor force is compounded by the fact that people are not interested in doing something just because they have been told to do it.

Management has to get right in there and be active when it comes to quality.

To help in a positive manner, you must be genuinely interested in people and results.

The first struggle, and it is never over, is to overcome the "conventional wisdom" regarding quality.

Your efforts to help are based on a genuine concern for the individual, and are not to further your own ends. Then the help will be accepted.

What should be obvious from the outset is that people perform to the standards of their leaders. If management thinks people don't care, then people won't care.

You can create solutions to complicated problems by being the only one to break that complicated problem down to its basic causes.

The problem of quality management is not what people don't know about it. The problem is what they think they do know.

The most valuable manager is one who can first create, and then implement.

The first erroneous assumption is that quality means goodness, or luxury, or shininess, or weight.

If the leader is the only one who knows what game is being played, then the leader is

We must define quality as 'conformance to requirements' if we are to manage it.

obviously the only one who can win.

Quality management is a systematic way of guaranteeing that organized activities happen the way they are planned.

The art of following should not be looked on as something to be learned just to fulfill a temporary obligation on the way to becoming supreme exalted rooster.

Prevention is not hard to do—it is just hard to sell.

Pretending all the time is a terrifying management style to adopt.

What Awakening is really afraid of is commitment to the future. Uncertainty doesn't know about the future and so can't be bothered by it. Awakening knows about it, and is bothered. Both do nothing, but for different reasons. The result is the same.

Listening. You can convey no greater honor than to actually hear what someone has to say.

Attitudes are really what it is all about.

Implementing. There comes a time when someone has to actually get the job done.

Just because the general manager and the department heads have gotten religion doesn't mean that anyone else has.

Leading. Leaders start to fail when they begin to believe their own material.

The most effective way to bring operating and other management people to their senses is to put them in contact with someone they will believe.

Pretending. If you're going to be an actor, be a good one, but stay out of management.

People really like to be measured when the measurement is fair and open.

Quality is free. But it is not a gift.

People will only tell you the troubles that others cause for them. They will not reveal what they make happen themselves.

The biggest problem manager's face comes when they are actually expected to accomplish all the things they have been saying could be accomplished if only everybody would listen to them.

Good things only happen when planned; bad things happen on their own.

ZD is the attitude of defect prevention. It means, 'do the job right the first time.'

There is a theory of human behavior that says people subconsciously retard their own intellectual growth.

Make a commitment to a standard, communicate it, recognize performance, and then recycle.

The bigoted, the narrow-minded, the stubborn, and the perpetually optimistic have all stopped learning.

It is much less expensive to prevent errors than to rework, scrap, or service them.

The customer deserves to receive exactly

Most managers are so concerned with today, and with getting our own real and imagined problems settled, that we are incapable of planning corrective or positive actions more than a week or so ahead.

what we have promised to produce.

I do not know of a single product safety problem where the basic cause was something other than a lack of integrity judgment on the part of some management individual.

Once in a while you come up with something for which there is no solution. Then you make a judgment and accept the situation, and life goes on. Count on one or two per career.

Quality improvement has no chance unless the individuals are ready to recognize that improvement is necessary.

Quality is free, but no one is ever going to know it if there isn't some sort of agreed-on system of measurement.

Helping management to recognize that they must be personally committed to participating in the program raises the level of visibility for quality and ensures everyone's cooperation so long as there is some progress.

Corrective action is just a matter of getting all the rocks rolled over and seeing what is under them.

But there is no substitute for the words 'Zero Defects.' They are absolutely clear.

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

Workers perform like the attitude of management.

Many of the most frustrating and expensive problems we see today come from paperwork and similar communication devices.

The way to get started on making certain is to recognize that we cause problems for ourselves, and we must find ways to prevent them.

(Quality is Free pages 250-264, Philip B. Crosby)