

Quality is Free

Anne-Marie Charrett

www.annemariecharrett.com

www.qualitycoach.io



**“Quality is free
It’s not a gift, but it is free.
What costs money are the
unquality things—all the actions
that involve not doing jobs right
the first time”**

The definition of quality is conformance to requirements (not as goodness)

- Requirements must be clearly stated so that they cannot be misunderstood.
- To meet our customers' requirements we must first identify their desires, needs and wants to the degree possible.
- This is a management issue not a team issue. Management allows that non conformance exists.

The system of quality is prevention (not appraisal)

- Organizations that learn to prevent quality problems are able to better control costs than those that find and fix problems after-the-fact.
- The policies and systems that will produce quality improvement are based upon the principle of prevention, not appraisal.

The performance standard is zero defects (not "that's close enough")

Error-free work represents a personal performance standard

Avoid a culture in which shaving the edges of the work to be done becomes acceptable.

The measurement of quality is the price of nonconformance (not indexes)

- Most organizations report on Quality in terms of an index, or a ratio or trend chart. Those things are helpful, but only when money enters the discussion will you really get management's attention
- Cost of Quality = Prevention Costs + Appraisal Costs + Nonconformance Cost
- The performance standard of error-free is the commitment to not accept any nonconformance. It doesn't mean that we will be perfect.

Final Observations

- Was a quality professional who understood the nuances in corporate culture
- Marketed well, with slogans and catch phrases
- Building it right the first time, own their mistakes.
- Spoke in a way that management understood and valued and allowed management to own
- We need both models in our industry

Further Reading

- <https://www.qualitymag.com/articles/92030-phil-crosbys-legacy>
- <https://www.industryweek.com/operations/quality/article/21964139/philip-crosby-quality-is-still-free>
- <https://www.gagenmacdonald.com/blog/the-absolutes-of-quality-summary>

Quality that speaks the language of management

Crosby found a way to communicate that got the attention of business leaders and caused them to consider quality as a strategy for business improvement.

Bias in Roles

- It was all too clear that some beliefs are so basically ingrained that they cannot be changed just by suggesting they are wrong. (I should note that my knowledge of this fact is part of the reason I have been very supportive of the activities of minorities and women in trying to throw off the roles assigned and attributed to them.

4 Pillars

- Management participation and attitude
- Professional quality management
- Original programs
- Recognition