

As part of the CQI's centenary celebrations, we are looking at the past 100 years, focusing on each decade, to provide readers with an example of a major development that influenced the quality profession.



1970S



QUALITY IS FREE
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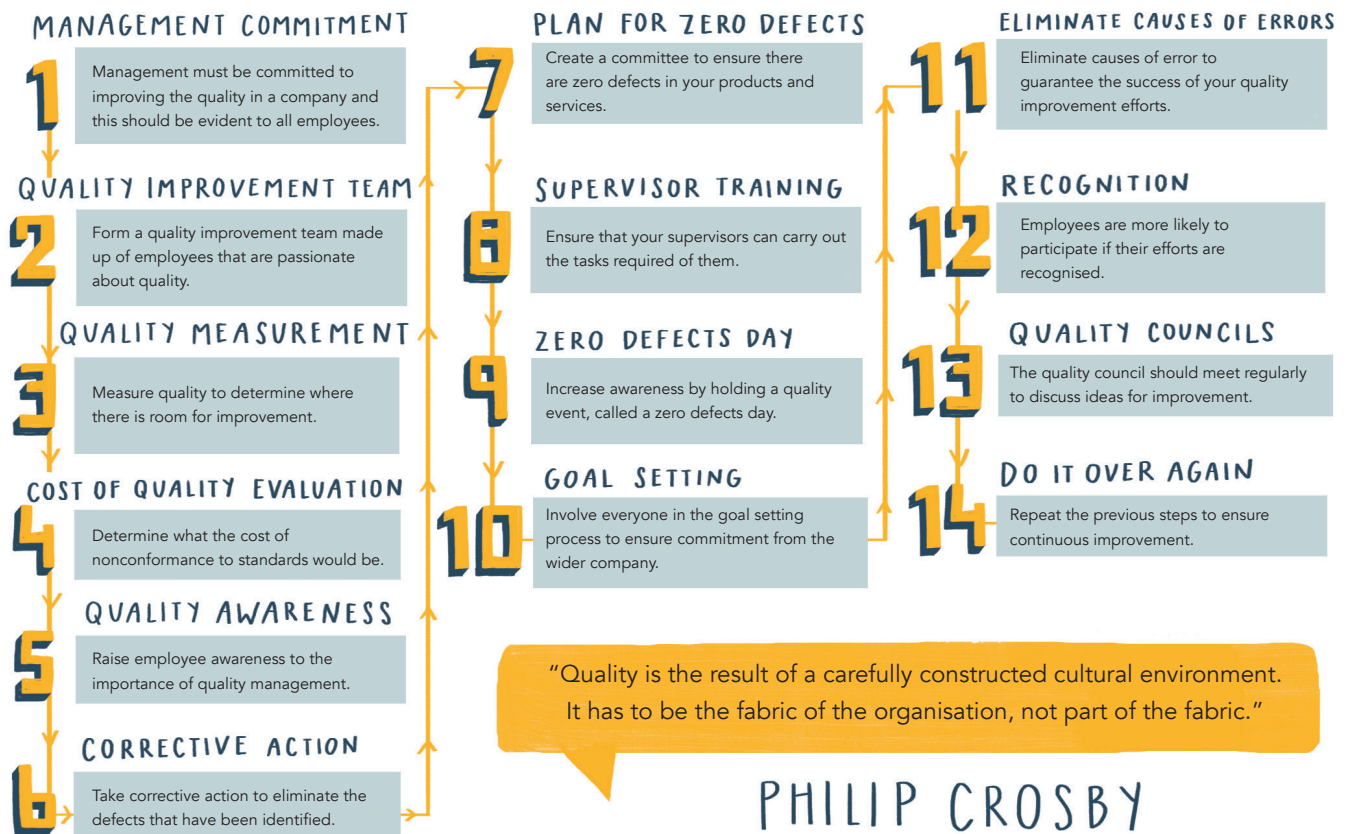


Philip Bayard Crosby (1926-2001) was a quality professional, consultant and author who wrote *Quality is Free* in 1979. He established practical ideas to explain and communicate quality improvement practices.

Crosby's career began in 1952, after serving in World War II and Korea, working on the assembly line at Crosley Corporation. He then became a senior quality engineer at the Martin Company where he developed the Zero Defects concept. He went on to found Philip Crosby Associates and taught management how to establish a preventative culture to get things done right the first time.

He was seen by global corporations as an innovator who changed the way organisations achieved efficiency, reliability and profitability.

Crosby's approach to quality, as seen in *Quality is Free*, has been summarised into 14 steps:



"Quality is the result of a carefully constructed cultural environment. It has to be the fabric of the organisation, not part of the fabric."

PHILIP CROSBY

Illustration: Liz Kay