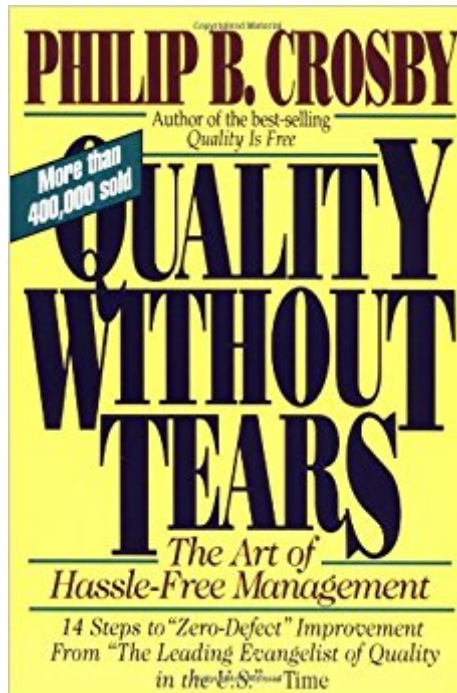


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# Quality Without Tears: The Art Of Hassle-Free Management



## Synopsis

Find out why this book has sold more than 400,000 copies, and why its author, Philip B. Crosby, is widely regarded as the elder statesman of the Quality Revolution.

## Book Information

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## Customer Reviews

In *Quality Without Tears*, Crosby adds new layers to his original "zero defects" philosophy. He offers fourteen steps for quality improvement in teams. Let's look at one of them, Step 6, "corrective action." The common problem with "corrective action," says Crosby, is that people don't understand what the term means. Suppose, says Crosby, that you suddenly found a grizzly bear in your back yard: "The answer would not be to set up an armed camp to protect yourself from the bear. This is the sort of action that takes place when parts of an organization are given a shoot-to-kill license. All that results is a lot of yard that can't be used and several dead bears." Corrective actions have to begin by identifying the source of the bears. Another step is Zero Defects Day: "Many people rarely have exciting days at work . . . A well-planned, dignified, Zero Defects Day on which management understands what it is talking about is a delight that will be remembered forever." Recognition also plays a role. An organization recognizes people who can serve as "beacons." These are the people who shine so brightly that they help keep everyone heading in the right direction: "Many managers feel, somewhat cynically, that people are being paid to do their jobs and that's that. This attitude reflects an insensitivity to people that is a trademark of many hockey-style managers." To drive his

philosophy home, Crosby cites an unusual case study: In "A Quality Carol," Emory Spellman falls asleep on a bus. A spirit appears and takes him to see his deceased partner. The partner is repairing thousands of defective items that their company has made. This is punishment ..."

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