
SEPTEMBER
2006

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**Dinner Meeting for
Sept. 14, 2006
at Hall's Guesthouse**

Chairman's Column

**June 2006 Exam
Results**

Quality Process Update

Quality Case Study

Six Sigma Showcase

**Be sure to visit our section
website:**

<http://www.asq0905.org>

Section 0905 Mission Statement

The mission of Section 0905 is to develop and provide a strong organization for exchanging knowledge and ideas necessary for the growth and development of quality professionals in a manner that benefits the membership, business, and the Northeast Indiana Community.

Mailing Address:

**American Society for Quality
Northeastern Indiana Section 0905
P.O. Box 11887
Fort Wayne, Indiana 46861-1887**

The Histogram

N e w s l e t t e r

September 14th
Hall's Guesthouse
1313 W Washington Center Road
Fort Wayne In 46825
Ft Wayne, IN

Social at 5:30
Dinner at 6:00
Presentation approx 6:30

Please RSVP by Monday, September 11th
Jim Smith
260-434-5464
james.e.smith@baesystems.com

Dinner \$19.00
If you can't make the meeting, please have the courtesy to notify Jim of the cancellation.
We are charged for all reservations whether or not you show up.

**The Economic Case For Quality -
Learn how to reap financial success from a robust Quality Program.**

Overview

The relationship between quality and profits has been as elusive to organizational leaders as the search for the fountain of youth. Many have examined how quality impacts the bottom line, but what are their conclusions? This presentation provides an overview on how quality gurus define quality, and how quality, costs, and organizational success are related. A captivating discussion is expected as the desire to develop a model with good correlation between quality activities and financial success is explored. ASQ Quality Progress journal articles about the topic will be summarized and presented. Also, business case studies depicting the impact on the bottom line from both quality successes and lessons learned will provide real world examples about situations experienced by organizations and what they say about them. Attendees will learn how to assess the level of quality in business strategy planning, how to balance quality activities between competing interests, and be more equipped to right size and place quality in their organization by better understanding how quality connects to the bottom line.

About Our Speaker

As a Principal Quality Assurance Engineer at BAE Systems, Inc. in Fort Wayne, Steve Shoda has customer interface and quality system responsibilities in the manufacture of high-reliability electronic aircraft engine and flight controls. Additionally, Mr. Shoda is a Lieutenant Colonel in the Indiana Air National Guard where he is the Commander, 122 Maintenance Squadron, providing aircraft maintenance support for F16 fighter aircraft. Mr. Shoda holds a Bachelor of Science in Chemical Engineering from Purdue University and a Masters in Business Administration from Indiana University - Purdue University Fort Wayne. He has CQE and SSBB certifications from the ASQ and is a past Chairman of ASQ Section 0905 - Northeast Indiana.

Welcome Back!

Hope everyone had a great summer. Activities with your local ASQ Section 0905 are picking up again, getting ready for another exciting year. The Dinner Meetings are being scheduled, and the Fall All-Day Conference planning is starting.

If you are interested in participating in decisions about the direction ASQ Section 0905 is going now is a good time for your input. Contact a board member, or the best way to impact the section is to join the board! We are also looking for people to mentor with a board member in anticipation of being on the board next year.

Goals we will be discussing for this year include:

- 1 New process for Histogram
 - o Pdf
 - o Post cards for membership
 - o Advantages: save \$, information more timely
- 2 Continue to use Sharepoint site (board members)
- 3 Continue to train board members
- 4 Draft new agreement between Ivy Tech & ASQ
- 5 Encourage members to become senior members
- 6 Develop new Spring conference
- 7 Historical Information on website

- 8 Pursue Guimont Award for deserving member
- 9 Calendar of important dates for the year

Any ideas for goals? Now's the time to suggest them. Any of these goals strike a chord with you? We're always looking for great people to help implement our plans to make our section the best it can be.

In Service,
Mindy Robinson

Recertification Contact Person

Mr. Chuck Bandelier
3543 E. Arabian Drive
Columbia City, IN 46725
260-429-5774
bandel@netusa1.net

The importance of maintaining the currency of your hard-earned certifications by using continuing education credits or other acceptable credits can not be over stated. Do not send recertification paperwork to the Section's mailing address, as the timeliness of your recertification may be lost. Paperwork should be sent directly to Chuck. If you have any questions about the material required to verify your recertification, call Chuck. remember the other way to retain your certification is to simply retest. I don't know anyone who wants that option.

Interested in advertising in the Histogram? The Histogram is published from September thru May. The charge is as follows:

1/4 page advertisement \$25.00/each month

1/2 page advertisement \$50.00/each month

Whole page advertisement \$100.00/each month

Contact Leslie Zody at 260-244-2114 or leslie.zody@autoliv.com for more details.

Congratulations to these ASQ Members

When you see them, be sure to pat them on the back for obtaining this milestone in their careers!

June 2006 Certification Exam Pass List

Certified Quality Auditor

Betty L. Wandell
Annette C. Ray

Certified Quality Engineer

Bruce W. Shown
Dennis W. Smith
Jeffrey J. Dill

Certified Quality Improvement Associate

Jeffrey E. Beeler
Debra A. Caudill

Certified Six Sigma Green Belt

Jerry D. Gill
James L. Teeple
Gary Michael Green

Certified Software Quality Engineer

Peter N. Ganavazos



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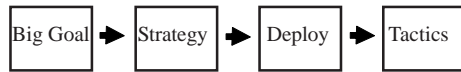
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QUALITY PROCESS UPDATE

SEPTEMBER 2006

QUALITY POLICY DEPLOYMENT PROCESS



BIG GOAL

In the May edition of Six Sigma Forum, I called it the Six Sigma Excuse Shirt article. The comedy hid a serious critique. This article puts additional salesperson spin to some of the “work-arounds.”

“Sales, you say? I’m in Quality.”

“Yes, but everyone in Quality still has to sell, whether it is “selling” a close rejection, or selling a six sigma process to the Board of Directors, or even “selling the ‘Economic Case for Quality’.”

Robert Jolles in “Customer Centered Selling” writes about an 8-step sales cycle from satisfied customer to buying criteria, selection, and reconsideration. Interestingly, the DMAIC methodology can be seen in this cycle. Jolles even points out that it resembles the “Problem Solving Process,” a process in vogue before Quality Circles and fundamentally similar to Six Sigma.

As the senior executives consider six sigma, lean, lean sigma, or any other potential flavor of the month, they have reached Jolles’ first key step: Acknowledgement. Acknowledgement is the zone where “I’m not fully satisfied with my product/process, but it isn’t sooooo bad that I want to do anything about it yet.” The Excuse Shirt reads like, “We’re Not Ready For Six Sigma Yet.” “The CEO is too busy, can we do this next month?” “This won’t work in [Sales], [HR], [our special process],” “That’s beyond my department’s control,” and “Six Sigma, that’s on the CEO’s agenda at Item No. 101.”

Six Sigma Forum’s answer is declarative statements like “The time to start is right now!” True, but not if the boss isn’t ready to act. Taking a page from Jolles’ book, start with OPEN ENDED QUESTIONS. Questions are the best way to advance someone from the Acknowledgement stage to the Decision stage. Don’t phrase a question that has a yes/no response. Use words like WHAT, WHERE, WHEN, WHY, TELL, DESCRIBE, HOW, or SHARE. Here’s a sample discussion.

Boss: “We’re not ready for Six Sigma yet”

You: “What items need to be in place for Acme to be ready?”

Boss: “We need to clear the decks of what everyone has on their plate from the expansion. Let’s stack-rank these

these projects in terms of priorities. We’ll see how time is involved in each and how many people we have available. We’ll cut the current projects off when we run out of people.”

You: “Describe for me how you see the diversity of this group of projects.”

Boss: “They are solving our immediate needs, and getting production out the door before the end of the month.”

Jolles’ now suggests using some PROBING QUESTIONS that are CLOSE-ENDED. These use DO, SO, IS, ARE, IF, CAN, WILL, COULD, WOULD, SHOULD.

You: “Should we be putting all of our efforts into one purpose? Will we not wind up in the same predicament at the end of next month? Would you rather put some effort into breaking the end-of-the-month cycle?”

Jolles’ then suggests when you have more information about the project based on the closed questions, ask the IMPACT question.

You: “What would be the impact to our quality department customers, including production, if we could begin training a six sigma team to debottleneck the production constraint?”

You may not get a “Yes, go do it.” But, you probably have moved the boss off of top dead center. You’ve also not forced the boss to take and/or defend a position just to prove the “coefficient of bossitivity.”

The Six Sigma Forum article goes on to talk about other very common practices that harm Six Sigma processes, such as follows:

People: “Let’s use Part-Time Black-Belts.” “I want you to be a Black-Belt, even if you’re not particularly interested. I need you there.” “The Team members don’t show up or don’t do their bit.” “Need BB’s? Take those who can be spared.” “Can I borrow my BB back?”

Methods: “We’ll do a 100 projects this quarter.” “I want this project done in a month.” “Overscoping the projects.” “Key Results Areas aren’t everything (say DMAIC).” “We stopped measuring that CTQ when the project ended.”

Enjoy the article. Try the scripts for talking to your boss using the questioning progression. Make it 4 questions to every statement that you use.

<http://www.asq.org/pub/sixsigma/past/volume5-issue3/ssfmv5i3hariharan.pdf>



STRATEGY

THAT DIFFICULT CONVERSATION

From Mediation Training Institute International, Judy Ringer has collected the best practice strategies from the plethora of books on “difficult, crucial, challenging, and important conversations.”

Think about getting ready to talk to your boss about the Six Sigma process you wanted to implement.

Ringer talks about getting yourself prepared. Start with a question, “What is the REAL purpose of having this conversation?” Have a supportive purpose in mind, like trying to break the end-of-month cycle instead of trying to make myself look good to get the promotion. She then focuses on the environment of the discussions: “What assumptions are you making about the person with whom you want to talk?” “What buttons of yours are being pushed?” Given that you expect it to be a difficult conversation, try to be positive about the outcome. A positive approach more often than not yields a more positive outcome than without it. ATTITUDE MATTERS.

Then, put yourself in the shoes. “What is the other person thinking about in this issue?” “Is there even awareness of an issue?” “What have you contributed to the issue?” Do you have common concerns, needs, and/or fears?”

Once you have gotten yourself prepared, ACT LIKE YOU DON’T KNOW ANYTHING. Begin with OPEN QUESTIONS (where have I heard that before?). Listen for unusual amounts of emotion or what is NOT being said.

Blair Singer’s sales course teaches that the first thing you do is ACKNOWLEDGE that you understood the other person. For example, “I can see why this is important to you. I guess the end-of-the -month push costs you extra in people and stress.” Are there one or two contributors to the backlog? How much more throughput through rework inspection do you need or as an alternative what higher rate of “firsts” do you need? This last question has started Jolles SPECIFICATION stage of sales, just like in QFD or the MEASURE stage of DMAIC. In our case, the conversation moves from the specification to our potential product: a Six Sigma program. This last question segues into the ADVOCACY portion of the conversation. At this point in the conversation, the other person has spent the initial round of emotion. Jolles calls for the TRIAL CLOSE to tease out other issues. “So, if my group could introduce a business process to decrease rework inspection, increase “firsts” and reduce quality costs, would you let us show you the project plan starting now?” If there are other unsaid issues, they will surface now.

“I think Six Sigma is a way to solve this and many more issues.” There now you’ve advocated a solution. But, you still need resources. Step into the PROBLEM SOLVING mode. “What if I get one of my staff to work side-by-side with me to help them start learning Six Sigma methods? I can also do some training by osmosis by posting information in our work area. Can you handle receiving only exception reports every day instead of a full quality report, at least for a couple of months while I spend the extra time working on this issue? The customer really doesn’t pay us for internal quality reports.”

Now PRACTICE, PRACTICE, and PRACTICE. The best sales man I know, practices both in the car while driving to the plant and in a mirror. Run through possible conversations in your head, on your computer screen, or with a friend. The various steps and the questioning techniques will first seem very mechanical. But, one day, in an unplanned moment, it will come out without thinking about the format.

DEPLOYMENT

SIX SIGMA’S AND LEAN’S ACHILLE’S HEEL

A number of local lean and six sigma practitioners have identified a major drawback to these techniques: Where are they most effectively applied. “Low hanging fruit” is the kneejerk response. But some apples are bigger and sweeter, garnering more long term support from the senior executives. Enter THEORY OF CONSTRAINTS.

Goldratt when visiting a factory was shown the result of the latest improvement project. A factor of 10 higher throughput. Goldratt asked, “How many more widgets did they produce each day. How much lower was the part cost?” In making the point, the answer was no overall improvement. The improvement didn’t come at the key element of the process, the constraint.

Next time you start a six sigma, 5s, or kaizen event, take a systems view. Choose work on the constraint. How do you find the constraint? Look for a build up of in-process inventory, the machine that is always busy, or look for UNDESIRABLE EFFECTS. (ex. the first appointment is 3 weeks out, the average standard deviation of a lobby wait is long, like 45 minutes, results are reported in 4 days). As the condition is studied, it is likely that the six sigma team will find root causes in “policies”, methods/practices, politics, supplies, lack of data, etc. To help identify the constraint, a friend of mine starts at the shipping dock door (exit door from the office department) and works back to the raw materials.



QUALITY CASE STUDY

SEPTEMBER 2006

Quality Manager Rose Gonzales winced as she glanced at the intracompany envelope that contained her proposal to the Technical Vice-President, a proposal over which she had labored several weeks. The returned proposal read, “Nice-To-Have”. In the era of tight budgets that meant a polite, “No”. She wasn’t certain that the VP had read beyond the summary. Rose had studied the needs and had put together a long term Quality plan to support staffing for the expected dramatic jump in sales budgeted for next year. “Without this, how am I supposed to have trained workers ready?”, she asked herself.

In strolled, Max, her floor supervisor. “It’s Charlie, again, Rose. His time away from the job is becoming a real problem. This is the third complaint from Production. He seems to be retiring on the job.” Rose replied, “Yeah, we have a whole group of well-trained people nearing retirement, I can’t hire any ‘apprentices’ because of ‘tightening our belts’, and I can’t find anyone in Northeast Indiana even if I had the spots!” “I’ll talk with Charlie,” Rose volunteered.

Next day on the floor Charlie declared to Rose, “I’ve gotten used to the idea of lazy fishing days. The best part is that no one tells me where to cast my line.” Rose led with an open ended question, “How are things between you and Production?” “The Production kid has brains, but he has a lot to learn about managing, especially with the ‘new’ approach to s-t-a-n-d-a-r-d-i-z-a-t-i-o-n,” he nearly spit after the word. “Remember how that new Six Sigma project turned out the first time? They spoke nothing but jargon. They picked something that wasn’t our bottleneck, jerked it around, declared victory, and went home. We had two months getting back to cost standard.”

Max squinted, “I’ve been running this area for 10 years, and many other lines for another 20. Now, the Production wunderkinds say I’ve been ‘makeshift’, ‘blind’ to savings, and they are shunting me aside; not asking for my experience.”

As Max moved on, Rose wondered how to resolve this set of conflicting needs: getting more bench strength on the cheap and helping the ‘kids’ and Max working together.

Several quality professionals were invited to prepare their responses. Some of these responses focus on particular aspects of the issues. Other are more general. Over the next several months, you may be asked to provide your response to a case study. We hope you will cheerfully dig in. Responses are the opinions of the individual and do not represent those of ASQ or their employers.

RESPONSE FROM A COMMUNICATIONS STANDPOINT

Rose needs to separate the problems. The first is the communications with her boss. It appears as though she developed the proposal in isolation. She didn’t let her boss know it was coming in advance. Therefore, she/he was surprised. To adequately respond, he/she would have had to commit time to study it and think about the precedents being set and the ramifications. To invest that time the boss would need to have a good reason versus the next best priority.

Rose could have started the conversation early with her statement of the problem and its priority. This should have been done before she invested her time and her heart.

To salvage this proposal she needs to restart the conversation with a statement of the problem in dollar-denominated terms.

DAVID RAMSEY, is an adjunct instructor for operations management at Tri-State University/Fort Wayne and an Account Executive at Aptimize in Fort Wayne.

Suggestions for Rose:

It appears the Rose is locked into the traditional role of the Quality function. This role says that, while it is the responsibility of production to make a quality product, it is the responsibility of Quality to “check it” to make certain that production has done its job to meet specs.

This role takes a unique person to be effective – a person who is part “eagle-eye” for detail, part record keeper, and on top of that a “crusty old buzzard” who can say no when a part doesn’t meet standard. All of this while being willing to and able to correct and help the production operator do their job making quality products. Consequently, because of this uniqueness, new blood isn’t easily found and when it is found it is expensive. This predicament requires a different method of thought. The “youngsters” of the production floor are interested in contributing to the decisions and work that they are involved in. To them, their work is more meaningful and they are more engaged when they have the opportunity to contribute not only sweat and machine operating ability but also responsibility and brainpower.

I would suggest to Rose that she work with Max & Charlie to get them to spend time with “The Production Kid” and teach him/her about what they have learned over the years. It is likely that they were “The Production Kid” at one time too. I wonder what would result if Rose were to assign to Charlie and Max, as part of their daily activities, the responsibility to mentor/coach a “Production Kid”. Based upon my experience, I bet she would see a renewed involvement from Charlie (at least until he retired) and a more positive attitude from Max.

The best win however, is the transfer of Max and Charlie’s skills to the next generation. While this solution takes some time, it is a way to overcome Rose’s double whammy of key personnel retiring and no budget to hire from the outside.

By the way, production will love it too because of the reduced absenteeism and greater productivity from an involved and interested workforce.

If you don’t believe it, ask me how this works.

6 LEAN SIX SIGMA S H O W C A S E

**September 14 at the Grand Wayne Center
Downtown Fort Wayne, 11:00 am – 2:00 pm**

This Showcase is a unique opportunity to talk to both the actual project managers and the organizational leaders achieving significant results and evaluate how their organization overcame common roadblocks, such as:

- Moving leaders from supportive to committed to achieve greater returns
- Cutting across cross-functional silos to drive a unified deployment
- Maximized return by selecting high value projects
- Avoiding the never ending project through efficient tool selection
- Changed their corporate culture through creative incentive structures
- Utilized techniques with the most powerful impact in moving projects forward

“A powerful session — Dynamic presentations from Lean Six Sigma leaders and a great opportunity to ask real questions of professionals making substantial improvements.” —Mindy Robinson, Chair of ASQ Local 0905

Keynote speaker, Mayor Graham Richard of the City of Fort Wayne will share valuable insights learned from their deployment of Lean Six Sigma at this September 14 Showcase. Learn how the City overcame difficult obstacles to accumulate very significant bottom line savings, achieve top line revenue growth, and increase customer satisfaction.



This luncheon session is \$40 for corporate guest and \$20 for non-profit/government guests.

To register for this event go to:

<http://www.tqmnet.com/registerN.php?id=1155>

“If you are on the path to become more Customer Focused, Process Orientated, Data Driven and/or Team Motivated the Lean Six Sigma Showcase provides an excellent opportunity to witness hometown approaches to all four of these aspirations.” -Ed Jack, ITT Aerospace/Communications



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