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**JANUARY  
2007**

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**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.*

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*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**

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**Next ASQ 0905 Dinner Meeting - January 11<sup>th</sup>**

### **“Why Organizations Fail at Lean Six Sigma”**

“If you don't know where you are going, any road will get you there.” -Lewis Carroll (Alice in Wonderland)

What works? What doesn't? Much like a designed experiment, patterns revealed from seeing hundreds of organizations try various paths in their attempts at implementing Lean Six Sigma have produced invaluable insight into key success principles. Quite often, the failures are even more instructive than the successes.

Discussion will include:

- Ineffective Deployment/Leadership Strategies
- Misbelief that Six Sigma is just for manufacturing or “quality”
- Misbelief that Six Sigma is just for reduction of variation or defects
- Misbelief that Lean and Six Sigma are different, separate initiatives
- Ineffective selection and vertical alignment of improvement projects
- BB/Change Agents unaware of errors/gaps in their Lean Six Sigma detective-work methods
- and many more!

Scott Lasater, Director of the Lean Six Sigma Enterprise Institute, will lead a lively, interactive discussion regarding these lessons learned from both successful and unsuccessful deployments.

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Scott Lasater, Director, Lean Six Sigma Enterprise Institute:

For the last decade, Scott Lasater has been known around General Electric as “The guy who taught Six Sigma to Jack Welch (CEO, GE)”. As Master Black Belt and Director of Global Lean Six Sigma Training, he has trained over 5,000 business leaders internationally. His primary focus has been developing and coaching GE customers as Black Belts and their senior executives in the deployment of Lean Six Sigma. In the last three years alone, his Black Belt students saved in excess of \$450 Million for their own organizations.

Scott has a Masters Degree in Applied Industrial Statistics from the University of Tennessee and a B.S. in Psychology from Duke University. He has trained and implemented business optimization, quality management, and statistical methods for a variety of manufacturing and non-manufacturing operations — from the Automotive, Chemical, and Service Industries to Health Care, Financial Services, and Municipal Government. This includes such organizations as Wal-Mart, Home Depot, GM, Colgate-Palmolive, Navistar, Quizno's, Nestle, Regal-Beloit, Pardee Homes, Rheem, Carrier, State of Indiana, City of Fort Wayne, and The Cleveland Clinic.

Most disturbing, however, may be his background as a professional drummer and stand-up comedian.

### **When and Where?**

January 11<sup>th</sup>, 2007  
Hall's Guesthouse  
1313 W Washington Center Road  
Fort Wayne, IN

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

Please RSVP by Monday, January 8th to Jim Smith at 260-434-5464 or [james.e.smith@baesystems.com](mailto: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.

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## Continuous Improvement

One of my goals this year is to totally revamp the continuous improvement process at my organization. I was doing some research at the ASQ website and came across this information. I found it interesting and hope you do too. The ASQ website has lots of information. Many of the articles from past and current publications (for example, Quality Progress) are available to ASQ members. So if your boss gives you a project you can do some research at this site and come up with great ideas for your organization.

Continuous improvement is an ongoing effort to improve products, services or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once.

Among the most widely used tools for continuous improvement is a four-step quality model—the plan-do-check-act (PDCA) cycle, also known as Deming Cycle or Shewhart Cycle:

- Plan: Identify an opportunity and plan for change.
- Do: Implement the change on a small scale.
- Check: Use data to analyze the results of the change and determine whether it made a difference.
- Act: If the change was successful, implement it on a wider scale and continuously assess your results. If the change did not work, begin the cycle again.

Other widely used methods of continuous improvement — such as Six Sigma, Lean, and Total Quality Management — emphasize employee involvement and teamwork; measuring and systematizing processes; and reducing variation, defects and cycle times.

### Continuous or Continual?

The terms continuous improvement and continual improvement are frequently used interchangeably. But some quality practitioners make the following distinction:

- Continual improvement: a broader term preferred by W. Edwards Deming to refer to general processes of improvement and encompassing "discontinuous" improvements—that is, many different approaches, covering different areas.
- Continuous improvement: a subset of continual improvement, with a more specific focus on linear, incremental improvement within an existing process. Some practitioners also associate continuous improvement more closely with techniques of statistical process control.

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### 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.

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### SCHOLARSHIP TIME

It is scholarship time again! This year the Northeastern Indiana ASQ section 0905 will again be awarding scholarships to deserving individuals. These scholarships will be awarded on criteria including enrollment in a qualifying major, grade point average, financial need, extra curricular activities, and presentation of the application. Applications and official transcripts must be received by February 1, 2007. The scholarships will be awarded during the March meeting. A copy of the application is included on the next page.

**ASQ SECTION 0905  
SCHOLARSHIP APPLICATION  
DEADLINE FOR SUBMITTING: (FEBRUARY 1 OF AWARD YEAR)  
MAIL TO:  
Milt Gallmeyer, SCHOLARSHIP CHAIRMAN  
6548E 1000N  
Ossian, IN 46777  
Email: mgallmeyer@generalaluminum.com**

1. MEMBER'S NAME \_\_\_\_\_  

LAST	FIRST	MIDDLE
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 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP CODE \_\_\_\_\_
2. NUMBER OF YEARS OF ASQ MEMBERSHIP \_\_\_\_\_
3. STUDENT NAME \_\_\_\_\_  

LAST	FIRST	MIDDLE
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 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP CODE \_\_\_\_\_
4. UNIVERSITY ATTENDING \_\_\_\_\_
5. CLASS STANDING CHECK ONE: \_\_\_ SO \_\_\_ JR \_\_\_ SR
6. NAME OF DEGREE PROGRAM \_\_\_\_\_
7. HOURS COMPLETED\* \_\_\_\_\_ SCHOLASTIC AVERAGE \_\_\_\_\_  
**PLEASE ATTACH LATEST OFFICIAL COLLEGE TRANSCRIPT (REQUIRED)-2.70/4.0 MIN. REQ.**
8. I WOULD LIKE TO RECEIVE THE SCHOLARSHIP BECAUSE (INDICATE NEED) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
9. LIST ALL OTHER SCHOLARSHIPS AND AID YOU WILL RECEIVE FOR THE ACADEMIC YEAR  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
10. UNIVERSITY EXTRACURRICULAR/COMMUNITY ACTIVITIES (PLEASE LIST) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**ELIGIBILITY for one annual \$800 renewable scholarship (Limit of three)**

1. Must be sponsored by an active ASQ Section 0905 member in good standing, and have completed one academic year \* prior to the applicable date and who will be a full time student (12 sem. hrs. or more ) during award use.
2. Must be enrolled in a program leading to an Associate, or Bachelors degree in Engineering, Technology, Physical or Natural Sciences, Mathematics, Statistics, Business-Administration., Health Sciences, and Education at a recognized (ABET or equiv. accredited) college or university.

**\* (30 Sem. hrs. or 45 Qtr. hrs. minimum)**

APPLICANT'S SIGNATURE \_\_\_\_\_

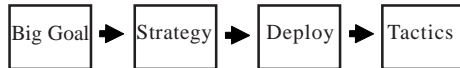
DATE \_\_\_\_\_

**NOTE:** Winner selection will be made at the February Board meeting.  
**NOTE:** SCHOLARSHIP WILL BE AWARDED DURING THE REGULARLY SCHEDULED MARCH MEETING  
 (Rev.10-10-06)

# QUALITY PROCESS UPDATE

JANUARY 2007

## QUALITY POLICY DEPLOYMENT PROCESS



### BIG GOAL

In this edition, we will look at how the quality icons of the 1980's and 90's are handling major issues. These are the stories as the people in the C-level suites read them about quality from the pages of the Wall Street Journal, Financial Times, and Harvard Business Review.

#### Toyota

Last year, QPU reported that Toyota was having difficulties finding engineers willing to stay on the production for many years honing a handful of processes. This was becoming more acute as Toyota sought to rapidly increase its market share.

The Wall Street Journal reported that the number of Toyota recalls has been increasing during its rapid ramp up of global production. Toyota has recalled 628,000 vehicles in the United States this year and may soon recall another 500,000. During this time Toyota was forced to conduct the biggest recall ever for a Japanese car maker in the domestic market. To date, Toyota has increased market share in the US and the stock price has not suffered. Maybe there is a grace period if a firm has credibility in quality.

**Here's the Toyota's response: The auto maker recently added a second executive vice president to monitor quality control and it "may" delay new product introductions.**

This response can be viewed several ways: (a) Toyota pays C-level executive attention and provides adequate resourcing during the crisis period, (b) Toyota is resorting to a temporary "inspection" to inspect the problems away, and/or (c) an increase in appraisal costs for QC auditors and a refresher in 5S basics may be stressed while the other EVP works on the future quality. We'll see.

Since 2002, Toyota chairman Watanabe has been pushing beyond Lean Manufacturing and kaizen. A new approach is emerging: kakushin, revolutionary change. One aspect is the "waste" in machinery. Toyota is focused on smaller, simpler machines that use less energy and are easier to maintain. "Simple and slim" are the new machinery mantra. Likewise, there is a reduction in the number of components reminiscent of DFMA. The watchwords for the new philosophy are steady, thorough, and have an open mind.

#### General Electric

What's next after Six Sigma? Well, from about 1999-2001 GE tried Design for Six Sigma and Stable Operations. Before spreading them out across the firm, they tried them in pilot scale implementations. This is a recommended approach to any major culture change. In this case, one worked and one withered.

Then, Jack Welch left. Five years later, **GE is pulling back on Six Sigma in favor of marketing and customer-centered sales.** "You can be Six Sigma, you can do great delivery, you can be great in China, you can do everything else well-but if you don't have a good product, you won't sell much," said Jeff Immelt. In a bit of hyperbole, CEO Immelt says, "if we have *another* decade of 4% growth, GE will cease to be a great company."

In short, the champion of Six Sigma, is now saying to other CEOs, that errorproofing won't get the growth rate that the firm needs.

In addition, he has slowed down the shuffling of managers between positions, adding over a year to the average time that a manager holds a particular position. **If GE and Toyota are focusing on having people learn the fine details of their position, that may be a take away for all Quality Managers to implement in their HR practices:**

**Detailed knowledge beats broad knowledge.**

#### General Motors

Let's project what a marketing-driven, customer focused manufacturer might do.

Customer perception is one metric of marketing. Toyota Motor Corp. lost some ground to the competition in an annual vehicle value survey released in October, while General Motors won in four segments. Toyota, which had seven segment winners in 2005, took only three categories in this year's study by Strategic Vision Inc.

At the start of September, General Motors took a cue from Hyundai and announced a five-year, 100,000-mile powertrain limited warranty, a move aimed at igniting sluggish sales. Did the product suddenly get better and three times more reliable? It is unlikely. However, the quality efforts reflected in the rising value awards, gave GM the flexibility and confidence to raise its warranty, especially when Toyota wouldn't have credibility to do so.

## Ford

On July 13, the Ford Motor Co. announced the lengthening of powertrain warranties for 2007-model Ford and Mercury vehicles to five years or 60,000 miles, and upped the powertrain coverage on Lincoln vehicles to six years or 70,000 miles. Ford definitely sees longer warranties as a competitive advantage for the company.

Back at the end of 2004, DaimlerChrysler began to trim its powertrain warranties back from the seven-year, 70,000-mile level, suggesting that customers didn't really respond to the offer. More likely though, is the cost. When Chrysler lengthened the warranty, warranty claims soared, peaking at just under 5.6 billion euros (US\$6.66 billion) in 2005 — a world record for all manufacturers.

In comparison, Ford paid out just shy of \$4 billion last year, while General Motors paid out just under \$4.7 billion for warranty claims last year. If the Ford is vulnerable to higher warranty costs, it's probably going to come from areas outside the powertrain such as electronics. And those warranties are still at three years or 36,000 miles.

At Ford and GM, do the longer warranties imply better quality? Or, does the higher quality allow for longer warranties? Ford Marketing suggests they must arrive together. They had better. Raising the warranties without having improved quality would cost these companies dearly. Ask Dr. Z.

**In the economic case for quality: Ford dealers say that, "customers wouldn't buy a Ford car without a warranty, or that we'd have to lower the price by \$3,000, \$4,000, even \$5,000 in order for them to consider purchasing without a factory warranty." Here's what quality is worth: ~14-20% of the price at retail!!!**

## ICONS...MAYBE..IN SOME SITUATIONS

Deming states, "remove fear from the workplace." Last year QPU covered the new version of corporate fear: "accountability." A new study in Harvard Business Review takes that further. Maybe a little fear is needed in certain circumstances.

Clayton Christensen (*The Innovator's Dilemma*) creates a four-box model of different suitable management techniques based on the company's unity in understanding what it wants to achieve and how to do it. For a company that doesn't have a singular objective in mind, and flails around for how to accomplish it, the **POWER TOOLS**, relatively dictatorial methods may be necessary and best to move the company along. These range from threats, financial incentives, and role definitions to control systems. This is not what Deming had in mind!

When a team has a good idea of what it wants to do, but no consensus on how to do it, the **LEADERSHIP TOOLS** may be most effective: role modeling, charisma, vision, negotiation, and salesmanship.

When a team has a good idea of how it wants to do something, that is to say solid business practices, but no consensus on exactly what to do, **MANAGEMENT TOOLS** may be most effective: strategic planning, metrics, training, and standard procedures.

Ironically, when a team has a good idea of what it wants to do, and has consensus on how to do it, the **CULTURE TOOLS** may be most effective: folklore, tradition, democracy, and apprenticeships. Ironically, this group may need the greatest amount of change management because they are set in their ways.

Looking at our four icons:

Icon	Consensus on What	Consensus on How	Tools
Toyota	Yes	No	Management
General Electric	Yes	Yes	Culture
General Motors	No	No	Power
Ford	No	No	Power

GM and Ford beware! A Cornell professor and his London Business School colleague have found that when teams get argumentative or political, then cutting off debate and simply making a decision (**POWER TOOLS**) may not be the best practice. If strong mistrust is present among group members, then a top-down decision may be a costly mistake. Often, the group rebels, and gums up carrying out the decision. **When using POWER TOOLS BUY-IN IS CRITICAL.** In effect, the recommendation is to move the team to the environments of either Management Tools or Leadership Tools. This means building trust at least on the one issue. This is the equivalent of moving from the "Stormin'" to the "Normin'" steps of team development.

**QUALITY PRACTICES AND THOUGHT HAVE NOT STAYED UNCHANGED SINCE DEMING AND JURAN EMERGED NEARLY HALF A CENTURY AGO.**

**KEEP YOURSELF CURRENT!**

**Quality Body of Knowledge (Q-BoK) is ON-LINE**

ASQ Regular member you have access to:

All articles published in *Quality Progress* magazine since 1995 — <http://qic.asq.org/>

All articles from ASQ annual conferences since 1997. — <http://www.asq.org/members/news/aqc/>

All articles published before 2004 from ASQ's other periodicals, including *Six Sigma Forum Magazine*, *Quality Management Journal*, *Journal of Quality Technology*, *Software Quality Professional* — <http://www.asq.org/pub/>

## STRATEGY

### Case Study of the Lithium Batteries for PCs

QPU in November looked at several icons of quality and how they responded to recent long-term trends. This month we look at quality crisis management at some electronics icons.

April 20, 2006 Hewlett-Packard recalled 15,000 lithium batteries, 4,100 of which were in the US. Lufthansa passengers on May 15, 2006 were delayed six hours when a laptop caught fire aboard a plane. Dell announced a recall of 4 million batteries on August 15th, 90 days later. Apple took another 10 days to react and issue a recall. By the end of August, Sony had 9.6 million batteries coming back, roughly 7% of the world's total produced during the 90 days of April-July 2006.

Lenovo hesitated. When Lenovo's competitors announced recalls in August, the company said it had no plans to issue its own recall, because its battery packs were designed to "fail safely" by shutting down before extreme overheating.

A passenger charged his Lenovo PC at LAX and boarded the plane. He noticed his computer bag was smoking and starting to give off sparks. He got it off the plane quickly. This was mid-September. Dell had already published the root cause of the problem a month before.

"Quite frankly, we still haven't reached any final conclusions about what went wrong," said Lenovo spokesman Ray Gorman. "But we reacted in the interest of public safety, and that's why we're doing this recall."

#### Root Cause

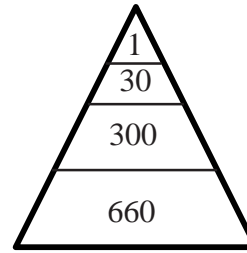
This case's root cause is insidious and highlights the shortcomings of traditional quality methods. It is unlikely to be caught by an initial FMEA or QC check. As a lithium battery is charged, the lithium ions migrate from the lithium-cobalt cathode and chemical embed themselves into the lithium-carbon anode. Crimping the metal housing for the battery during assembly resulted in metal impurities being introduced to the chemical system. The metal contaminants can plate the surface of the battery and cause spidery metal growths that puncture thin membranes separating the anode and cathode. Additionally, the metal particles can pierce the membrane themselves. A short circuit is created. If the short circuit happens near the cathode, oxygen is released feeding a fire.

#### Communications

#### Data Mining

How can a quality system prevent this \$270-428 million loss? Lithium batteries used in other industries have experienced numerous recalls. Over the last *decade* lithium-ion batteries in cell phones and other devices

have been recalled for overheating. In 2004, Kyocera Wireless recalled about 1 million cell phone batteries. In December 2005, Dell recalled 22,000 lithium batteries. So there is a **history/experience**.

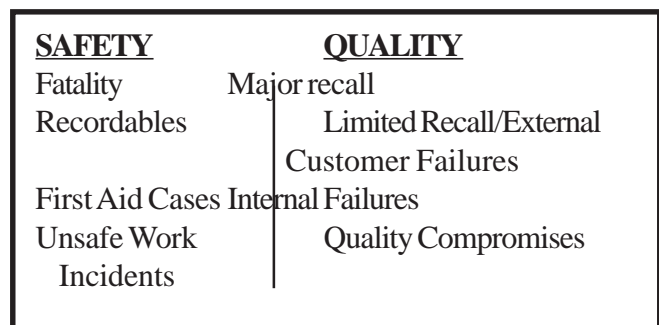


In safety theory there is a pyramid that says that a company experiences 660 'near-misses' and unsafe work incidents, 300 first-aid cases, 30 recordable accidents for every 1 fatality.

The key to safety is training everyone to be aware of the 600 unsafe conditions in hopes of preventing the tragedy. To generate this awareness, the methods used in rank order from most important to least important include (1) evaluating equipment and provide all available safety equipment and process equipment necessary to eliminate hazard, (2) conducting a Job Hazard/Safety Analysis, (3) providing training, and (4) adopting a written safety program for compliance. Heinrich, who developed this pyramid, also found that most accidents have multiple causes, often including policy decisions. He recommended **root cause analysis** of each incident. Practitioners have often reported that to avoid litigation and the obvious political ramifications of following the cause upstream, many companies simply identify the cause of most incidents as employee error or failure to follow safety rules.

"When you see a recall like that ... you (ask) whether there's a need for an enhanced safety program," says John Drenenberg, an engineer at UL.

This author speculates that there is an analogy between the safety pyramid and its awareness schemes and a "QUALITY INCIDENT PYRAMID."



Examples of tools to increase awareness of quality compromises include the analog of the Job Hazard Analysis: the top-down Fault Tree Analysis and its bottom-up mate: FMEA. They also include industry standards. Today, there are relatively few guidelines governing how laptop batteries are made, according to PC analyst Richard Shim. Each manufacturer has its own slight design variant, often in order to reduce costs to a bare minimum. "You want to have just enough quality to get by," he says.

That can cause confusion for PC makers, particularly during a major recall. As noted above, Dell first reported problems with Sony-made batteries in August. After the recall was announced, Dell and Sony traded barbs in the media, with Dell claiming that Sony contaminated its battery cells during the manufacturing process and that the batteries were defective as a result. Sony countered, claiming that Dell's configuration was partly to blame, because Sony uses the same batteries in its Vaio notebooks with no problems. Such is the fog of recall. There is imperfect information available. It would take another month for other PC makers that had purchased batteries from Sony to be sure that they had a problem, since there was no guarantee that all Sony batteries were made the same way.

Better standards will help eliminate much of the guesswork from battery-making and buying. They can also lower costs since customize products. However, that means competition is reduced primarily to price, assuming service and quality are similar enough. And, the cycle is back again to 'cheapening up the system.'

Another solution is **masked industry data**. If the recalls of the last decade could have been explored and publicized (QPU could find no google record of the root cause analyses in the open record), then perhaps the major issue could have been avoided. The anonymity avoids conflicts with legal departments regarding making "admissions" that could haunt them in future product liability suits. Such a record could be compiled by a trade group such as ASQ or a disinterested third party such as a testing lab, like Drenenberg's UL.

In addition, the Quality Engineer needs to be able to mine regularly internal warranty records, manufacturing assembly defect records, primary and secondary publications, and anecdotal data to update an FMEA. Collections of single, insignificant incidents need to be sifted. This may require a domain expert in batteries or a cross-functional team of battery-savvy people to amplify the Quality Engineer's knowledge.

For example, a battery consultant had flagged as a 'trouble driver' the computer industry's drive to increase battery capacity. The energy density had doubled since 1991. This improvement had pushed some components to the limits, in particular, the human-hair thick membrane separator.

**Dynamic Dialogues**

So, the Quality Engineer of record on the battery line in April has an inkling of trouble. She has situation with the following characteristics:

**Lots of Opinions, some opposing each other, with incomplete and limited facts available,**

**Lots of Money and Reputation on the line,**

**Lots of Emotion, including denial and bargaining.**

The trick will be to keep the first disclosures of possible problems, in this case, recall problems, on target. The likely response by managers and executives will be either avoidance and denial or accusation and control-freak behavior.

The methods to address these communications breakdowns at critical times are well-researched and are called **Dialogue Methods**. What makes these methods work are (1) stop trying to convince others and focusing on contributing to understanding and (2) take responsibility for getting all available understanding into the open, including the understandings that are opposed to "our" understanding. By getting all of the understandings together, there is likely more complete and accurate information, including any available experts' views. Decisions can be made using the available facts, hopefully getting agreement and conviction from everyone involved.

The skills for a Quality Engineer to use when in a triple threat situation is to **(1) identify on what points there is a difference of opinion, (2) backtrack from that opinion to reach the original conversation that lead to that opinion, and (3) step out of the content of the discussion, observe the discussion and decision process, figure out how to fix it, and then step back in.**

The first step is to watch for that turn of the conversation where emotions become a bit more tense and opinions begin to differ. Watch for others who drop out of the conversation. Call time-out. Begin to apply the above skills **BEFORE** the conversations get out of control and bullying takes place while others clam-up.

An example of how to "fix" the discussion process. There are two fixes that can be made: one to **get back to a shared purpose, the other is to show respect for the others**. Oftentimes, to fix the problem means re-building the "safe zone," where it is okay to talk about the stressful topic.

**Toolkit for Constructing a Safe Zone**

	Lack of Agreement	Lack of Understanding
Respect for Others	Apologize	Explain: Say Yes and Say No
Shared Purpose	Work for Common Points	Explain: Say Yes and Say No

Apologizing is clear activity that we should know how to do when we're wrong. Working towards common points is a way to clarify a disagreement so that focus can be called to it. Use the diplomats' method. List everything upon which you agree. Saying Yes and Saying No is a method to contrast what you think are the issues. Say what you think an issue and what you think it isn't. Understanding will come.

QPU will examine dynamic dialogues next month in more detail as QPU looks at the quality, design, and reliability issues at Airbus with its new jumbo A380.

## **ASQ dinner meetings planned for the balance of the 2006-2007 calendar year:**

**Jan 11<sup>th</sup>, 2007** - Hall's Guesthouse, 1313 W Washington Center Rd, Fort Wayne, IN  
"Why Organizations Fail at Lean Six Sigma"  
Scott Lasater, Director, Lean Six Sigma Enterprise Institute

**Feb 8<sup>th</sup>, 2007** - Hall's Guesthouse, 1313 W Washington Center Rd, Fort Wayne, IN  
"Development of robust and highly reliable processes and products using the  
*AIAG Reliability Methods Guideline* and *AIAG Reliability Implementation Guide*"  
Mark Braun, CRE, CQM, CQE, International Trucks and Engine

**Mar 8<sup>th</sup>, 2007** - Tour of the American Red Cross of Northeast Indiana  
1212 E. California Road, Fort Wayne, IN  
Hosted by ASQ member, Megan M. Pape, CQA

**Apr 11<sup>h</sup>, 2007** – Ivy Tech State College, 3800 N Anthony Blvd, Fort Wayne, IN  
Presentation of Ivy Tech's Quality related programs presented by the Program Chairs with a meal prepared by the students of the college's Culinary school. *Delicious!!*  
Note: This is a Wednesday evening.

**May 10<sup>th</sup>, 2007** - Hall's Guesthouse, 1313 W Washington Center Rd, Fort Wayne, IN  
"ASQ Certifications – How to pass & what it's worth."  
Members with certifications will provide insight into the reference material, tools, and strategies they used to pass the test and discuss the value the certification has provided them. This information would be shared with other attendees who are interested in learning more about the certification that are available.

Members with certifications are not expected to make a formal presentation. They should simply be willing to share their experience and bring some reference material.  
This is still in the planning stages:

**If you have a certification and are willing to participate in this forum please contact:**  
Mark Maffey, (260) 434-5410, [r.mark.maffey@baesystems.com](mailto:r.mark.maffey@baesystems.com)

## **ASQ dinner meetings for the 2007-2008 calendar year:**

If you have program suggestions for the 2007-2008 calendar year, please contact:  
Megan M. Pape, (260) 480-8165, [PapeMM@usa.redcross.org](mailto:PapeMM@usa.redcross.org)

## December Meeting Recap

December's meeting involved learning what wines to serve both during your meal and with dessert.

Everyone enjoyed an informative but short lecture on the differences in wines and which types went best with different types of food by Trena LaRose, who is the bar manager at the Oyster Bar on Dupont Rd.

We also enjoyed the wonderful variety of food that was made available by Lisa Jackson, who is the owner and manager of the Bagel Station.

Everyone had the chance to try the different types of wines with different types of food. Everything was delicious and enjoyed by all.

Because of the number of door prizes that were available, everyone also walked off with something extra at the end of the night.

**Hope everyone had a safe and happy holiday**



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