
**NOVEMBER
2008**

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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.

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

NOVEMBER DINNER MEETING

November 11, 2008 (Tuesday)

Arrival: 5:30 - 6:00 PM

Dinner: 6:00 PM

Presentation: ~6:30 PM

Don Hall's Guest House

1313 West Washington Center Road

Fort Wayne, IN 46825

For reservations contact James Smith :

james.e.smith@baesystems.com

Telephone: 260-434-5464

Dinner Meeting at Warsaw, Indiana Ramada Inn

2519 East Center Street

Warsaw IN 46580

Same times as above and same dinner price

Webcast of the Fort Wayne Presentation

For reservations contact Nathan Prieshoff:

nathan.prieshoff@mchsi.com

Telephone: 574-267-6826, ext 7863

**topic: Why Go Beyond Lean Six Sigma and the Balanced
Scorecard?**

Presenter:

Forrest Breyfogle is a Professional Engineer, ASQ Certified Quality Engineer and Reliability Engineer, an ASQ Fellow, and serves on the board of advisors for the University of Texas Center for Performing Excellence. More recently, Mr. Breyfogle received the 2004 Crosby Medal for his book, *Implementing Six Sigma 2nd ed.* Mr. Breyfogle began his career with IBM in development and later transferred to the product test organization. Within these organizations he became very interested in the benefits from the wise use of statistical techniques. From 1980 to 1992 Mr. Breyfogle served IBM in applying "Six Sigma methodology" to testing, development, manufacturing, and service organizations. Mr. Breyfogle has conducted numerous Lean Six Sigma workshop sessions throughout the world. He has conducted both on-site and public Lean Six Sigma [Green Belt](#), [Black Belt](#), [Master Black Belt](#), [Champion](#), and [Executive training](#) sessions. He has coached an array of individuals and organizations on the wise application of Six Sigma techniques. Smarter Solutions, Inc. has had the honor of serving a distinguished group [Fortune 100 clients](#) to include Dell, IBM, BAMA, and Motorola just to name a few. Mr. Breyfogle has authored or co-authored seven books, and published over [50 technical resources](#) for well known, worldwide publications on Six Sigma and Lean methods.

Brief Description on page 7



ADVANCING THE QUALITY PROFESSION

INTEGRATED EXCELLENCE

Forrest Breyfogle will be teaching our section the in-depth deployment toolkit for improved Quality.

Two major groups ought to be there:

Quality professionals who want to advance into the broader managerial ranks.

Advanced students and professionals who are just starting their career...and it is the wise manager who ought to be sending them.

How many quality professionals feel as though they are in slow-growth careers? Pigeon-holed was the old-fashioned term. When I ask HR professionals, who develop the management potential charts for companies, why quality professionals are lifers in their field, most tell me that the people have not gotten the “bigger picture.” They are defined as “individual contributors” or “specialists.” The sad fact is that many companies don’t have separate career tracks for technically-gifted staff that mirror the prestige, strategic influence and pay scales of the managerial tracks. The “rising stars” generally don’t take a tour of duty in the quality field.

So, if a quality professional wants to grow into an influential role, shaping the company’s future direction, the professional needs a broader toolkit. ASQ 0905 brings these professionals a very low cost, and local, way to start that broadening, and learn it from THE best.

That explains why the quality professional should attend. Why should a quality manager insist that a relatively junior, inexperienced rookie attend? These people are the future of the company. **Having them understand the broader picture of strategic quality and integrated excellence early in their career will be a seminal step in making quality part and parcel of their activities.**

Specifically, the Integrated Enterprise Excellence (IEE) System addresses these issues

- **Are business goals not being met?**
- **Are all the right tools in your toolkit, but still find yourself wasting time firefighting the same problems over and over again?**
- **Are organizational metrics leading to the wrong behaviors?**
- **Does your organization simply tell stories when reporting metrics but nothing is really improving?**
- **Are the most beneficial organizational strategies being created and executed?**
- **Are projects either not getting completed or, when completed, don’t seem to impact the bottom-line as much as claimed?**

These are operational methods that lead to strategic improvements. No company, which wants to avoid long-term failure, can afford not to use IEE tools. They are as fundamental as the “Seven Quality Management Tools” of the 1980’s. Find out how to attend at

<http://www.asq0905.org/Conference/conference1108.html>

Join the Leadership Meetings on-line
Next one: Monday November 24th at 5 p.m.

Access Numbers: 1.866.409.4300

Participant Entry Code: 4070204

Optionally, open the Web Conferencing page at
www.meetingbridge.com/web

QUALITY PROCESS UPDATE

NOVEMBER 2008

QUALITY POLICY DEPLOYMENT PROCESS



This month, QPU surveys a number of fresh and/or controversial ideas from the primary literature such as Harvard Business Review, Six Sigma Forum, and Quality Engineering.

STRATEGY

We all learned Maslow hierarchy of needs for the associate. Managers and supervisors continually face the issue of getting people to do their very best work, especially during crisis times. Maslow and his predecessors did not have the advantages of brain science data emerging from the powerful new medical tools. Recent articles suggest that even the classical “psychologist’s couch” may become a secondary method reserved for special cases.

In the Harvard Business Review, July-August issue, two major studies report four new motivators for associates, simple as **ABCD**. They are the drive to:

ACQUIRE: The drive to obtain scarce goods like social status as well as food, clothing, and money. But, the drive to acquire is relative. Associates always compare with what others have; the drive is truly insatiable.

BOND: The drive to get strong positive emotions like loving and caring, which when absent, leave negative emotions like loneliness as a factor to be dealt with. It also explains why it is so difficult to break out of organizational silos, people are connected to their closest colleagues.

COMPREHEND: The drive to make sense of the world. People get charged up when they can work out a challenge; job enrichment.

DEFEND: The drive to fight-or-flight. This leads to trying to develop institutions of justice and fair process perception.

Given ABCD, the levers for motivation have a different twist. For example, to improve the drive to acquire, use the reward system. Examples include using the compensation system to really separate the good performers from the average and poor performers. That means tying the rewards to performance. That means accountability for performance, but without the fear of accountability.

To improve the bond drive, focus on the culture of the group. Foster reliance and friendship between co-workers. Prize teamwork and collaboration. Encourage benchmarking and lessons learned.

Increasing the comprehension drive centers on job design. Make the job one that has a distinct and important role in the company. Bolster that sense of contribution to the whole. That may tie back to compensation, showing how someone’s performance affects the profit, and then sharing the profit.

Finally, use performance management and resource allocation to give associates the tools to see into the business processes and emphasize their fairness. This is especially true of the reward system, make it controllable and transparent.

The key delivery point of motivation is still the direct manager. The results can be uplifting or toxic.

A second business article helps define the toxic characteristics. The authors define “Execution-As-Efficiency” and “Execution-As-Learning.” They hold up GM as an example of the Execution-As-Efficiency model where costs were pared through central purchasing, and the quality controlled by detailed instructions, etc. The problem was that GM procedures became so efficient and efficiency so prized that

flexibility and adaptation, which cost, were drummed out. It is analogous to the high-volume production line where is extremely costly to make “specials.”

The article lauds GE’s approach of sharing best practices. Another example of Execution-As-Learning was the stark comparison of Toyota and Detroit. When the economy turned down, Detroit had contracts where workers collected pay for “sitting at home.” Toyota had those same “extra” workers focusing on training, process improvement, and projects to advance the business.

The central managerial challenge today is to inspire and enable workers to solve, day in and day out, problems that cannot be foreseen. In the Execution-As-Learning, the leaders set the direction and communicate it clearly. Teams are responsible for discovering the answers. Tentative work processes are set up as a starting point. The changes are kept small-experiment and improve is just the way everyone does things day-in, day-out. The results are feedback between team members and with managers. The keys are setting up the process guidelines in which people can feel comfortable with the experimentation step. Then, work at making reflection on data from the experimentation an accepted habit. Have expert teams, cross-functional teams, if possible, conduct formal assessments of what went right and what went wrong. Then, document it!

DEPLOYMENT

How far can six sigma go? Well, ASQ itself isn’t sure. A series of books is rolling out purport to extend Six Sigma to a number of non-transactional areas like Innovation. Yet, a very nuanced discussion appeared in the August edition of Six Sigma Forum.

John McCreery of North Carolina State discusses six sigma’s value to three areas of innovation:

- New product and service development
- Research and development
- Portfolio management

His conclusion is that when there is an orderly, well-managed development process, particularly for small changes, then Six Sigma has much to offer because the Define step is relatively easy to establish. But, in development efforts where there rapid iterations and numerous tweaks, such as Sony’s famous product development model where there were literally hundreds of improvements to the Walkman, Six Sigma must be applied with care. There are high market uncertainties and technical complexities particularly associated with radical changes. There needs to be a fine balance in this case between high efficiency and taking the time to do things correctly.

In R&D, McCreery notes that true research is often distantly connected to the market forces and often inputs and outputs are not easily quantifiable. Plus, not many processes are repeated activities in R&D. Therefore, Six Sigma is not a good fit.

Portfolio management looks at aligning corporate objectives with financial, strategic, market impact, and risk goals. Six Sigma might be applicable here because the SIPOC model works. There are relatively known inputs and outputs. But, Six Sigma is not likely to be critical to the success of the portfolio management because of the relatively low frequency of repetition of the process, like monthly, quarterly, or even annually.

TACTICS

“Must a Process be in Statistical Control before Conducting Designed Experiments?”, the headline asks. The author of the *Quality Engineering* article concludes that the state of statistical control is a fiction, but a useful math assumption anyway. Since the early 1920’s practitioners have demonstrated that a process does not need to be in a state of statistical control in order to run designed experiments.

The author, well-reknown Soren Bisgaard in discussion with George Box, points out that Fisher worked on his statistics that became the heart of designed experiments because agricultural plots were so variable. It was only when quality professionals were encouraged to “cease reliance on inspection” that quality improvement took hold and with it the eliminating the causes of lack of statistical control.

All Day Conference

Going Beyond Lean Six Sigma and the Balanced Scorecard: The Integrated Enterprise Excellence (IEE) System

Presented by Forest Breyfogle (Crosby Award Recipient)

**Sponsored by ASQ Section 0905
and
Ivy Tech Community College (Fort Wayne)**

November 12, 2008 (Wednesday)

**Don Hall's Guest House
1313 West Washington Center Road
Fort Wayne, IN 46825**

**Cost: \$190.00 for ASQ members (\$210.00 for non members)
(Continental Breakfast & Lunch included as well as 2-books)**

**0.7 RUs/CEUs available to those who complete
the workshop and an evaluation of the program**

7:00 AM – 8:00 AM	Continental Breakfast and Registration
8:00 AM – 12:00 PM	Workshop
12:00 PM – 1:00 PM	Lunch
1:00 PM – 4:00 PM	Workshop

Registration

**Payment due at reservation.
All major credit cards accepted or pay by check.**

**G. Daniel Templeton
Aptimise
9910 Dupont circle Drive East, Ste. 140
Fort Wayne, IN 46825
Telephone: 260-407-0203, ext. 2001
Fax: 260-407-0206
Checks payable to: ASQ Chapter 0905
(Reservations by check at the door accepted as space permits)**

All Day Conference Continued

Going Beyond Lean Six Sigma and the Balanced Scorecard: The Integrated Enterprise Excellence (IEE) System

- Are business goals not being met?
- Do you have all the right tools, but still find yourself wasting time firefighting the same problems over and over again?
- Are organizational metrics leading to the wrong behaviors?
- Does your organization simply tell stories when reporting metrics but the metrics don't seem to be improving?
- Are the most beneficial organizational strategies being created and executed?
- Are projects either not getting completed or, when completed, don't seem to impact the bottom-line as much as claimed?

This one-day seminar with renowned Lean Six Sigma and Process Improvement expert and author **Forrest Breyfogle** helps organizations address these issues and more.

"The one day workshop by Forrest Breyfogle, entitled "Going Beyond Lean Six Sigma and the Balanced Scorecard", was an in-depth deployment tool of the Integrated Enterprise Excellence methodologies. Each participant of this workshop was able to take away the tools to help their company integrate metrics with achieving excellence while keeping focused on the strategic intent of the company. It was my pleasure to host Mr. Breyfogle for this sold-out one day workshop."

Ginger Truan

Chair, ASQ Greater Houston #1405

Competitive pressures are forcing executives to react faster to changing business conditions and customer requirements. Line managers and decision-makers need to have an efficient and effective system for day-to-day business operation with access to performance metrics that lead to the most appropriate activities. In short, what's needed is a performance measurement and improvement system to drive financial and operational success: **Integrated Enterprise Excellence**.

Come learn from **Forrest Breyfogle** how to address these issues using the Integrated Enterprise Excellence (IEE) system, which goes beyond Lean Six Sigma and The Balanced Scorecard. IEE helps orchestrate the three Rs of business (everyone doing the Right things and doing them Right at the Right time).

Be one of the first people to obtain a copy of two new books written by Forrest on the revolutionary method of IEE. Many references will be made to the book and volume during the workshop.

- *The Integrated Enterprise Excellence System: An Enhanced, Unified Approach to Balanced Scorecards, Strategic Planning, and Business Improvement*
- *Integrated Enterprise Excellence Volume I - The Basics: Golfing Buddies Go Beyond Lean Six Sigma and the Balanced Scorecard*

Forewords by Chris Galvin, past-CEO Motorola, Scott Dickman, CEO Oracle Pkg., and Matt Spinolo, CEO Primacy

It is scholarship time again! This year the Northeastern Indiana ASQ section 0905 will again be awarding scholarships to deserving students. 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, 2009. The scholarships will be awarded during the March 2009 meeting. Please complete the application on the next page.

Topic: Why Go Beyond Lean Six Sigma and the Balanced Scorecard?

Brief Description:

Often organizations, which have implemented Six Sigma and Lean, find that their organizations are still:

- **fighting the problems of the day, like they did before their Lean Six Sigma implementation**
- **having problems “finding the money” at the enterprise level, which was reported as project savings**
- **having trouble finding and completing meaningful projects that truly impact the overall business**
- **not measuring the right things right at the enterprise level**
- **having problems meeting the company’s strategic business objectives**
- **not having process owners who not only request projects but also drive for timely project completion**
- **not building on lessons learned from other Lean Six Sigma deployments**

This presentation describes a measurement and improvement strategy that addresses all these issues and can take organizations to their next level.

Future ASQ Dinner Meetings 2008/2009

(All at Don Hall’s unless otherwise specified)

December 11, 2008	Tour TBD
January 8, 2009	Bob Doering (The Correct Use of SPC in Precision Machining)
February 12, 2009	Tom Slagle (Critical Feature Traceability in the Medical Device Industry)
March 12, 2009	SCHOLARSHIP NIGHT
April 9, 2009	Conference TBD
May 14, 2009	TBD

**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
------	-------	--------

ADDRESS _____
CITY _____ STATE _____ ZIP CODE _____
2. NUMBER OF YEARS OF ASQ MEMBERSHIP _____
3. STUDENT NAME _____

LAST	FIRST	MIDDLE
------	-------	--------

ADDRESS _____
CITY _____ STATE _____ ZIP CODE _____
EMAIL ADDRESS _____ TELEPHONE NUMBER _____
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.



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 Section 0905
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 Fort Wayne, IN 46861-1887

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