



Quality Connection

Official Newsletter of the Baltimore Section, ASQ

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*Support your local Section this year.
Attend monthly Section meetings.*

From The Chair

Scott Fairchild

Welcome to the 2003–2004 program year for the Baltimore Section of the ASQ. I would like to take this opportunity to introduce myself. My name is Scott Fairchild and I am your newly elected Chair. I hope that everyone is having a “Quality” summer. Even though we do not have any programs during the months of July and August, your volunteer Executive Committee is still working extremely hard behind the scenes. In fact, this is the time in which we do our strategic planning for the coming year. As you may have read in our last newsletter, the Loyola MBA Field Study Team has provided us with their report and recommendations for three development objectives: 1) Development of a Situation Analysis. 2) A Strategic Plan analysis. 3) Development of a Marketing Plan. We have been studying their proposal and will be developing a strategic plan to be presented in September.

The By-Laws committee has also just completed a monumental task over the summer. At the request of our Regional Director – **David Little**, the committee has reviewed our By-Laws and will be presenting a proposal of recommended changes. Please note that these changes will be posted and made available for all members to be voted on. So make sure that you vote. Ballots will be mailed and presented at our

monthly dinner meetings. Many thanks to the By-Laws committee consisting of **Kevin Gilson, Bev Earman** and **Sid Lewis**.

The last and certainly not the least accomplishment that was obtained over the summer is the Annual Financial Audit. I am very pleased to announce that we have passed our audit and have submitted the report to National. A special thanks goes to **Mike Rothmeier, Bob Rayme, Gil Cuffari** and **Pete Kosmides** for their time and effort in preparing and successfully completing this task.

Our first meeting for the 2003-2004 program year will be on September 16th at Snyder’s Willow Grove. Our very own Employment Chair, **Eric Whichard**, will be speaking on the topic of Six Sigma. So enjoy the rest of your summer and I will see you at the meeting.

Update on CQT and CMI Certifications

If you are planning to take either the Certified Mechanical Inspector or the Certified Quality Technician examinations in October, please remember that the Bodies of Knowledge for both certifications are new for this examination period. Both have undergone changes in line with the periodic review required by ASQ.

“Leadership should be born out of the understanding of the needs of those who would be affected by it.”

- **Marian Anderson**

Inaugural Address of ASQ President Kenneth Case

I'm sure you're all wondering what the coming year holds for the ASQ. Planning for next year started with a futures study, and would normally have ended last November with a finalized strategic plan approved by the board. But, we haven't finished yet. We're still working on the strategy today because we've adopted a "living strategy" approach, recognizing that long-range plans, even if fixed for only a year at a time, rob us of the opportunity to adjust and to impact a rapidly changing world.

At your table this evening you have a new ASQ brochure titled, "Getting There." It describes our new living strategy for guiding the Society and the quality movement into the future. Many of you have provided thoughtful contributions to this brochure that says a lot about who we are and where we are headed. We spent considerable time crafting a vision and dual role for the ASQ. Let me read you something that we believe applies to all of us here, regardless of where in the world we call home:

"High quality is the key to pride, productivity and profitability. The quality objective must be products and services that provide customer satisfaction. To be successful, the quality activities must be management led and consumer oriented. Management, labor and government support for quality improvement is essential for effective competition in the global market place. Control of quality is a strategic business imperative essential to product and service process leadership."

"Quality improvement, however, is more than a business strategy—it is a personal responsibility, part of our cultural heritage, and a key source of national pride. Quality commitment is an attitude, formulated in board rooms and living rooms, visible on factory floors and service counters, expressed in concert halls and city halls, and demonstrated on playing fields and wheat fields. Quality demands a continuous process with measurable individual, corporate, and national performance goals. Quality commitment must characterize the best of our relations with our fellow citizens and play a vital role in our search for global cooperation."

The vision and dual role embraced by our strategic planning team is well expressed by what I just read. But credit for these statement goes to those who in 1986 (ancient history by today's standards) wrote and signed the Quality Manifesto that hangs in the hallway at ASQ headquarters. Today we are still in strong alignment with that manifesto.

Our strategic themes point us in some specific directions to help achieve our vision and serve our dual roles. Our two highest priorities are centered on providing value and enabling impact. We want to continue to deliver strong support to our quality professionals, the kernel of our society. ASQ must provide crystal-clear value to the point that we in the profession can't afford not to be members. The whole ASQ experience should be much more than just the sum of our products and services, just as art is more than canvas, paint, and brush. The ASQ experience should help us grow as professionals and give us the confidence and skills to demonstrate positive results with lasting impact in our organizations.

Those of us here tonight are believers. *Deep in our hearts we know that quality, when done well, results in payoff to both the economic and emotional bottom lines.* Many other leaders, however, must hail right here from the great state of Missouri, the "Show Me" state. We must develop and deliver irrefutable evidence, in the language of influential decision makers, to bring home the point that quality is an investment that pays--and pays well.

We must constantly improve one of our crown jewels, the quality body of knowledge. Our research feeds it; our products and services communicate it; our certifications demonstrate knowledge of it. We can be no better than our body of knowledge.

"Communities," real or virtual, offer welcoming havens for those who want to network and learn. We must re-create ASQ to become the community of choice for those wishing to improve themselves and their world. Our community must go well beyond just our quality professionals—it must also appeal to those who today are on the fringe: the occasional users and potential users. Entering the quality community should be fun, create excitement, and foster personal and professional growth.

We must be sure the world knows the importance and value of quality. Quality stories that ignite the spirit of people to believe and achieve must be told. Public communications with great messages can influence targeted audiences. Understanding the importance and value of quality from the board room to the living room, from concert halls to city halls, and playing fields to wheat fields, can be achieved.

Our remaining strategic themes focus on supporting people who believe that quality can make a difference, growing its use and impact in every segment of the worldwide economy. Quality professionals will play a critical and expanded

leadership role; others—I'll call them "interested quality advocates"—can help carry the quality ball much farther than we can alone. The living strategy feeds off of dialog. Better yet, it feeds off of stories. I challenge you to think about your story.

Let me tell you a story about a person I know. He became a ham radio operator at age 12 as a result of a Boy Scout activity. When he was 14, he was invited to work summers and holidays for an aircraft electronics firm. He would ride a motorcycle to work and, after scrubbing the restrooms and cleaning the floors, he was eventually given his first formal quality opportunity. He got to do reliability testing, burning in and checking autopilot tubes. He got to do calibration of vacuum tube voltmeters. He got to do sampling inspection of resistors and capacitors. He even became involved in supplier relations—he got to pick the store where he purchased parts. During the next five years of increasing responsibility, he came to know that his work was integral to the reputation of the company. Moreover, he came to realize that the lives of the pilot customers and their passengers depended upon his work. He came to understand that quality really does matter.

The ham radio hobby and early hands-on quality experience led him to study electrical engineering and industrial engineering, and he went on to a career in academia in which quality-related subjects played a prominent role. For years he was the only faculty person at his university teaching, publishing, doing research, and consulting, all in quality. He developed quality courses and began presenting quality seminars locally, then around the country and the world. In case you haven't guessed, that person is me. I have loved being in the quality profession and being an ASQ member since 1970. Today, looking back on my own quality story, some things really stand out:

- Having the opportunity to mentor and graduate 24 PhDs and 70 MS students, 85% specializing in quality, and seeing them become exceptional employees and business executives, valued faculty members, department heads, and deans.
- Having the honor of contributing to the country through work with the Baldrige Award, and getting to be in the same room when three presidents and a vice president honored the award recipients.
- Influencing via live satellite distance learning many skeptical fast-trackers in industry, who embraced quality once they really understood its concepts and its power.

- Being involved with wonderful people all along the way, receiving guidance from so many quality luminaries, worldwide, many of whom are here tonight.
- Knowing that my organization, the ASQ, is expanding the scope of quality, fostering and honoring our traditional base of quality professionals, and also reaching out to embrace people interested in quality in nontraditional ways.
- And finally, knowing that quality people are quality people.

That's the story of my quality journey. For us collectively, I really believe our quality journey has only begun. My personal desires for the quality movement can be wrapped into two big blankets.

First, those of us with technical backgrounds are educated to believe that people and processes are manageable, measurable, and predictable—that logic will prevail—that everyone will see the light exactly as we individually think we see it so clearly. But, we are far from having the people side figured out—individuals, groups, synergies, and dynamics are often at work in ways not foreseen, resulting in failure to achieve an ideal that, by all rights, should be attainable. There is no question that quality, by whatever name, is already proven as a difference maker; there is also no question that it's vastly underutilized. I envy our people and believe that what they have to offer can be better integrated with our scientific know-how to be much more effective and to realize much more impact through quality. We know it can work—organizations across the globe have made it work. And yet these examples are too fleeting and too sparse. We can do better.

My second desire is that the quality movement achieves the breadth, the visibility, the use, and the recognition that it deserves. We know that management systems in traditional industry are increasingly absorbing the quality function. The quality profession in many companies is being decentralized becoming an integral part of good management. Our decades-old wish—that quality will become everyone's job—is coming true. And it's scary. As such, the role of many quality professionals is changing from "doing quality for employees" to "leading others to do quality." The better we are equipped to lead, the more opportunity we have to contribute in our organizations. There is much yet to be done.

But what about nontraditional industry? We all know that quality's contributions have also been felt

outside the traditional manufacturing and service sectors. There have been spectacular successes using quality approaches in health care, education, government, and the public sector. There just haven't been enough of them! Wouldn't it be nice if "Quality will become everybody's job" were to ring true in these sectors, again with the leadership of quality professionals? There should be a place in the quality movement and in the ASQ for anyone who aligns with quality principles and wishes to join the quality community. These two desires are achievable.

What motivates so many of us to give our time, our energy, and our emotions and skills to the quality movement? Have you ever thought about what it is that motivates you? Why are you here? My answer is very idealistic, but based on many years of observation. In mathematics we learned about necessary and sufficient conditions. Just think about it: Quality is a necessary condition for things done well. From lean initiatives in supply chains, to patient safety in health care, to governments that make us proud, to exceptional learning by students, to good works in communities, there is a high correlation between positive results and the use of quality precepts. Over the years I have come to view quality as a sun—something that gives life and around which many endeavors can gather and grow well. I am motivated to want a part of the action, to have part of the fun, to have the satisfaction of continuing to grow, and to help others grow. We all want to be part of a winning team, and for me that team is the quality movement.

In closing, let me challenge our many quality professionals and others here tonight. ***We can accelerate the quality movement worldwide by seizing the opportunities to tell the quality story.*** Even if we look only at those in this room—collectively we have tremendous influence and access to people in virtually all levels of organizations throughout the world. Every place we go we need to signal the expanding scope of quality. There are a million stories to be told about what quality is, and more importantly what it can be and what actions quality professionals are taking to make it happen.

One of the ways you can help do this—with leverage—is through your own personal quality story. What brought you to quality? How has quality impacted you or your organization? What motivates you to remain active in quality? What is your vision for the quality field?

I welcome you to our web site and offer you the opportunity to tell your personal story. With your help we can achieve ASQ's vision to make quality a global

priority, an organizational imperative, and a personal ethic.

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Breakfast Series for Quality Champions

This is a heads-up to keep your calendars open beginning September for a new Learning and Networking opportunity from the Section.

We are planning a series of monthly breakfast sessions specifically designed to present management tools you can apply. This series offers food for the mind and a continental breakfast for the body!

Keep your calendars open for the 3rd Thursday of each month, from 7:30 - 8:30 a.m. A continental breakfast will be available from 7:30-7:45 a.m. and the program will be between 7:45-8:30 a.m. Meetings will rotate to different spots around the Baltimore area. A small fee will be charged to cover breakfast costs. The first session, on September 18th will be on ***Assessing Learning Needs***. Gather some tips and good resources for making learning timely and relevant!

We're interested in your thoughts, ideas and recommendations for these sessions. Let us know if you are willing to host a session! Another new venture for us with the Breakfast series is that we are going totally electronic with the registration. We will be notifying you via email and handle RSVP's electronically. There will be a sign-in sheet at the door will to allow you credit for ASQ certification - the same as the Dinner meetings.

More information will follow. We welcome your input and look forward to seeing you at a morning meetings! Please feel free to reply via email with ideas, requested topics or if your company would like to be considered for hosting opportunities. Reply to **Jo McLaughlin** (jmclaugh2000@aol.com) Note that if Dinner works best for your schedule you are invited to join ASQ Baltimore for our first Dinner Meeting and Program on September 16 at Snyder's Willow Grove in Linthicum. Our topic is Six Sigma

Updating Your Member Account

Any member who wants to update their account can visit the **My Account** area of the ASQ website to change their information at anytime.

<http://www.asqnet.org/perl/registry/edit/index.pl>

If you've moved out of the Baltimore area and want to join another Section, this should be part of your update.

An address change alone will not trigger a section change necessarily.

Special Thank You

The Baltimore Section wants to recognize those members who served as assistant proctors for the various certification examinations. For the June 2003 CQE, CQA, CSQE, CCT and CQIA examinations, held at CCBC-Catonsville, the Section was pleased to have **Jim Elliott, Ab Fuoss, Russ Murray and Jina Robbins** assist Chief Proctor **Maria Burness**. The Section thanks each of these members for giving up a Saturday morning to assist with this important task.

As always proctors are needed for each set of exams. If you would be interested in assisting with the March 2003 series of exams, please contact Maria at 410-229-8801 or at burness@lucent.com

Newly Certified Quality Personnel

The Baltimore Section recognizes the following newly certified individuals who have passed the June 2003 ASQ examinations.

Certified Quality Improvement Associate

Brenda L. Stiffler Corvis Corporation
Patricia A. Jansen

Certified Quality Engineer

Thomas C. Montague
Frank L. Taylor Becton Dickinson
Gita Dasika Stone Industrial
Mark J. Berron Computer Sciences Corp.

Certified Quality Auditor

Christopher L. Hott
James Philip Wickless, Jr. ARINC
Kimberly S. Charity

Certified Software Quality Engineer

Frank Houston

Certified Calibration Technician

Charles Jay Varljen Cambrex Bio Science
Stephen E. Kappesser Davis Inotek Instruments

We commend each of these individuals that have successfully achieved these Certifications. They have reached a new level in their professional growth.

Section Pass Rates - June 2003

Exam	Total	Pass	Per Cent
CQA	6	3	50.0%
CQE	8	4	50.0%
CQIA	2	2	100.0%
CSQE	3	1	33.3%
CCT	2	2	100.0%

Comments on the Certification Process

Frank Taylor, CQE - I am also certified by APICS & NAPM, earned the CQA in 2001, and have an MBA in finance - **BUT** - this was the most difficult exam I have ever taken! The prep course was very useful, and well taught by **Lloyd Dixon, Sid Lewis, and Mel Alexander**. For exam prep improvement, I would suggest an increased emphasis on diagnosing which type of formula to apply to the statistical problems. I found that to be challenging - more than using the tables or actually working out the formulas.

Chuck Varljen, CCT - I am proud to have passed this exam. I have been looking forward to taking it since I first read about the idea of its conception a couple of years ago.

Overall, I would say that the exam was pretty good. It seemed to encompass a wide spectrum of calibration topics. Off the top of my head now, there were however some topics (questions) on the exam that I felt to be inconclusive. Most of these questions seemed to deal with either auditing requirements / procedures or laboratory control requirements. After reading some of these exam questions I felt that the question really didn't necessarily have a correct or incorrect answer...it just depended on what standard or procedure you were following or were required to follow for your particular process, industry, or laboratory regulations. For some of these questions, I actually found several conflicting references in the various reference materials that I took into the exam with me. But, again, overall I thought the exam was well rounded....and I'm sure will only get better with time as it is honed by repeated feedback from this and future exam dates.

I am the delegate member of NCSL here for my present company and I used some of the reference materials that they provide in their membership package to prepare for the exam. (Z540 Handbook, etc.) These materials, along with knowledge gained through my work experience in the field, seemed to parallel the exam content pretty well....Enough to survive the exam anyway (ha,ha)!

Steve Kappesser, CCT - The process surrounding application, the exam, and reporting seems to have worked well - I have no complaints at all. To prepare for the exam I simply gathered the reference materials I thought I may need to bring, consulting the BOK.

I did not attend the ASQ seminar or indulge in any special study activities. I wanted to truly test myself to see if my background in the calibration field was sufficient for the certification. The questions were well

thought out, and seemed to successfully present a good test on the broad range of topics a calibration technician encounters daily. I was very surprised that only 2 people took the test at Catonsville CC. I was expecting a crowd!

Mark Berron, CQE - I took the Primer course that was given by the Baltimore ASQ. My instructors were **Lloyd Dixon, Sid Lewis, and Mel Alexander**. They were all very knowledgeable and though each had his own way of teaching, all were excellent instructors.

In preparing, I went over the notes from class and completed the sample questions over and over until I knew why they were correct. The mock exam was extremely helpful and since we were allowed to take the questions home, it was a great studying guide.

The only problem with the real test is that I had concentrated the majority of my time on solving problems, but most of the questions on the test were of a question/answer format. Not much number crunching involved.

I wanted to get the CQE first in order to have a good basic knowledge of Statistical techniques. Now, I plan to bone up for the CSQE and take it this winter. Hopefully all will go well and I'll have the designations I think I need.

Brenda Stiffler, CQIA - As the Action Request and Continual Improvement Coordinator for Corvis Corporation, I found this test challenging and extremely helpful with my day to day activities. Thanks, ASQ, for including this very important process as part of your certification process.

Jim Wickless, CQA - I used the ASQ CQA Primer for exam preparation. The primer was an excellent resource. The exam went well and the results came in two weeks exactly, just as we were told on exam day. I was a little disappointed that the exam scores were not provided. Overall, the process went very well.

Biomedical Division Conference Scheduled

The Biomedical Division, ASQ is pleased to present a repeat of::

Transitioning to ISO 13485: 2003 The International Quality System Standard for Medical Devices

October 2-3, 2003; Radisson Hotel - On the Charles;
Cambridge, MA

This two-day conference will address how and why ISO 13485:2003 came to pass, its key elements and the impact it will have on your business and the Medical Device and Diagnostic industry. You will walk away with a clear understanding of what requirements you will need to follow and how to construct a Quality System that meets both ISO 13485 and the FDA QS Regulation.

Benefits of Attending This Seminar

Learn, from the authors of ISO 13485: 2003 and those charged with enforcing its requirements, how to prepare your company. Find out how ISO 13485 fits with European CE Marking Regulations. Determine if medical device manufacturers should still meet ISO 9001:2000. Contrast audit techniques between a Notified Body Auditor and FDA Inspector. Compare how other countries are preparing for or already transitioned their Quality Systems to meet ISO 13485.

Speakers:

Ed Kimmelman, Chair of the ISO TC 210 Working Group 1

Paul Brooks, Certification Manager, BSI Product Services

Kimberly Trautman, Medical Device Quality Systems Expert, FDA (Teleconference)

Jose Campo, President, Advanced Quality Solutions, Inc.

Elizabeth Blackwood, Worldwide Director of Quality Management, Ethicon Inc.

Glen E. Emelock, Senior Partner, The CRO Group, Inc.

Program, Hotel, and Registration Information

Go to

<http://www.asqbiomed.org/conventions/13485boston>

for complete program details and accommodations information.

	ASQ Members	Non-Members
Full conference:	\$675	\$850
Days 1 or 2:	\$475	\$650

Continental breakfast, all breaks, and lunch are provided. Cancellation Policy details are available on our website and registration form.

Contact **Kelly Blakley** at 800-492-6961 to register. Attendance is limited and pre-registration is required; walk-ins will not be accepted. Confirmation is not provided, but you will be notified if the seminar is oversubscribed.

For further information, please contact **David Leo** at davidleo@biomedical-resource.com or call 413-596-2883.

Leadership Revisited

Allan Katcher, Ph.D.

Galileo said “You can’t teach a man anything – you can only lead him to find it within himself”. While this may not be true for all learning, it seems to fit our discussion of what kind of leadership would be most effective for the modern information and technology driven businesses of today.

If we review our own experiences as scientists and technologists who have been subject to the leadership influence of others, there is a rich store of learning that is possible. According to research, leadership we have found to be most influential with today’s professionals is likely to be of the following:

1. Sound rationales are offered for requests when tasks are assigned. It is difficult for us to be willing to commit our energies when requests appear arbitrary, don’t make sense, contradict what we know, or there is no time to discuss (debate) the issues involved. Today’s employees are usually university graduates with a high degree of professional training. While they may do things that are asked of them regardless, they do not do them with full commitment without the aforementioned conditions present. I recall an experience at the then Douglas Corporation, where my boss had asked me to do something I thought was ridiculous, in the light of current knowledge of organizational behavior. I told him, “it doesn’t make sense”. He told me, “Do it because I asked you to.” I asked him, “Why?” He said, “Because I can fire you if you don’t.” I replied, “You don’t understand professional people – they will do things willingly if they understand why and concur. I cannot do what you ask – if so, please feel free to fire me – I can always get another job!” Perplexed, he said, “Well – don’t do it but don’t tell me!” He did not appreciate what is dear to the heart of every professional, but was smart enough to recognize he could not win with his older concept of what was right, based on a world where people weren’t supposed to think but simply do.
2. Staff members are asked for their opinions on complex issues, especially when they are knowledge dependent. We respect leaders who involve us, who listen to what we have to say, even thought they may decide that the suggestions and objections are not convincing.

3. A corollary – we like to work for leaders who are knowledgeable and have some evident competence in our fields. We would also like accessibility to review troublesome matters – to benefit from his/her expertise.
4. We like leaders to show sufficient interest in our work to contact us, discuss matters and become involved with progress and outcomes – without doing it so closely that we feel constantly supervised and insufficiently trusted.
5. For many the opportunity to function autonomously, to do whatever needs to be done without constant checking is another plus.
6. Clearly stated goals are desired. As Peter Drucker says: “The one thing that distinguishes a manager (leader) from others is the ability to sell the vision of work to others”.
7. Constant updating of corporate and project information that affects work is highly regarded. Warnings of changes in the works, contracts and new developments need to occur, especially in such rapidly changing business environments..
8. A willingness to be fair, to assure equal chances for opposing views to be Heard. Fairness and equity in dealing with people – consistency. To treat people as adults, not children.
9. Acknowledgment of effort and contributions – not only individual, but team oriented when appropriate – hopefully, reflected in rewards, especially when we feel we have a stake in the outcome.
10. Celebrations of accomplishments when projects are ended – a feeling effort is appreciated.
11. Recognition of think time – opportunities to discuss matters with others, to see interdependencies, to open up areas for new views.
12. Decisiveness in relation to issues that require them.
13. Support to higher management – in gaining resources, in defending unfair Judgments –in gaining hearings for new proposals and ideas.
14. A willingness to admit one was wrong and to create an environment where others can do the same. In the Mercedes Benz Credit Division, the leader was able to bring about many changes with the use of a “NO FEAR” principle so everything could be explored – so errors do not have to be defended.
15. Above all – someone who has vision of the broader meaning of the work – who can inspire others with the value of what will be done.

To be sure, each of us may resonate more to some of these characteristics than others. Our own styles influence this.

For example: If one were more Conserving-Holding in approach, it would be highly important to work for a leader who is organized, provides structures for work, is objective and calm, pays attention to details, requires complete staff studies and follow-ups systematically on progress..

A heavy valuing of Controlling-Taking would desire a very hands-off leader – who values results but does not control process – who is open & direct in communications and who rewards with new opportunities and challenges for successful results. He would tend toward swift decisions and rapid implementation of plans. He/she needs to be informed only when results are not according to what is expected – never likes surprises.

Inspirational leadership, visions of meaningful events, a recognition of significance and integrity would be of utmost importance in dealing with those who emphasize Supporting-Giving orientations in their behavior. This should also be accompanied by interest in gaining participation, support of learning and new investigations, along with consideration and firmness in decision-making.

Of especial importance to those who are more Adapting-Dealing in their behavior would be a friendly and social manner, a willingness to encourage exploration, to try new things, to make personal contact with each staff member, to provide frequent praise and acknowledgment, to make people feel they are on the forefront of their fields. This leads to:

An important characteristic is the leader’s ability to be empathetic, to be sensitive to individual differences, to be able to communicate meaningfully with everyone in their own terms and style. Effective leaders reach all the people. Such empathy may be especially important when projects terminate, people are assigned to new

teams, new members are added to a team or major changes will occur in the organization.

A good start for leadership development is therefore the review of one's own experiences with "followership". This won't make you a good leader but it is a fine beginning. It will take time to be able to fine tune what is needed – also to expand awareness of other's recognition of good leadership.

As a guide two LIFO® principles are important to keep in mind:

A Flexible Golden Rule: Do unto others what they would like you to do to them – not Do unto others what you would like to have done to you.

Results can be accomplished in many ways. Don't use your control efforts on the process as much as the ends, once assuring yourself they are understood, especially if some means lead to unintended and undesirable consequences.

Constantly evaluate your leadership, checking impact against intentions, broadening the repertoire of behaviors available and fine tuning your style so the leadership can be managed. Leaders are not born – they are made. Good leaders are constantly in a remaking process.

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Meet The Board

The Baltimore Section Board should not be an unknown group of individuals acting behind the scenes to run the Section. Through this column, you will be introduced to some of those that work for the Section. The "voice of the Section", the individual that is on the Section Voice Mail whenever you make a meeting reservation is **John Yeager**.

John has been in the Quality field since 1984. He joined ASQC in 1988 and was approached by **Pete Kosmides** to help out with some duties on the Board. John says "My first assignment, because of my food back-ground and my love of eating, I was placed in charge of arrangements; meaning to set up the locations and arrange food for the number of people that were expected to show up. From there, I moved into the Secretary job; taking the minutes of the Board Meetings. I could not move through the chairs due to time constraints and trying to juggle so many things at one time. I have however stayed active, behind the

scenes, by handling the voice mail system since it's inception in 1992. You may recognize my voice: 'Hello, Welcome to the Baltimore Section of ASQ...' The usual ending: 'Have a Quality Day', is compliments of a mentor of mine, **Don Jacoby**. In the last so many years, I have learned so much about the REAL life of Quality. The experiences expounded by the Board Members, and the general membership, have taught me more than any text book could."

"In the past 11 years, I have received approximately 5,000 reservations. They range in length from someone calling to say that they would be there - no name or number to calls that last minutes in length, repeating the information very slowly and clearly so that I would not miss anything. I can tell the regular callers and have their information entered into a spreadsheet before their message is finished."

"Many people don't realize the importance of making reservations early enough for us to react to the quantity of people. We have had meetings when over 100 would show up, but only 80 would make reservations. This causes a lot of scrambling to get more chairs, tables, and most importantly food. This is not fair to those that have followed the rules and allowed us time to plan properly. There are many that work much harder than I do behind the scenes to make the meetings run so smoothly, but I enjoy my little part and hope that I can add something to bring quality information to the members and visitors of our section. I would also like to take this opportunity to thank all those (too many to mention) that have helped me over the years in both the quality profession and the quality of life."

Editorial - Are Inspectors Still Needed?

In today's business climate, it seems to have become the rule, rather than the exception, to misrepresent the facts, to clothe your statements in the garments of disguise and respectability. Daily, we are bombarded with exhortations to "Come to our store and save. Fly our airline and save. Drive our car and save." This is absolute nonsense! They don't want you to save; they want you to **SPEND**. You simply don't put savings on a credit card. Even our politicians have become afflicted with this speaking disorder. They talk of tax increases as our contributions, as though we are giving our dollars to a worthy charity.

Too often, even we in the quality profession have fallen prey to the fads and the slick speech. A sure way of getting rich quick is to invent a catchy buzzword or phrase and market it adroitly as the new technology that will improve quality by 100 to 1000% and make our

products more competitive in the world marketplace. There have been many of these efforts during our careers, but one that immediately comes to mind is "Zero Defects". Sounds great, doesn't it. But, when you really examine it, its main character is a huge motivational pitch, including signs, buttons and banners. However, it was not the basis for any real quality improvement. Dr. W. Edwards Deming has pointed out that the operator is responsible for only 20% of all defects. Even if the operators produced Zero Defects, there would still be problems.

Another buzzword that comes to mind is that Quality is Free. Really? Then why does a Cadillac cost so much more than other General Motors products? Why does sweet corn taste so much better when it has been promptly refrigerated after picking and rushed to market still under refrigeration? Is that refrigeration free? *If Quality is Free, then why does Dr. Juran assert that the only thing quality control adds to a product is cost?*

There is a new one of these catchy ideas is upon us. It seems quite fashionable for our industrial sages to proclaim that the quality systems used in their plants and operations are so sophisticated that they do not need to have any inspectors. Imagine, an operation with no inspectors. Usually, these systems were designed by the same geniuses that are doing the proclaiming. In fact though, whom do these people think they are fooling? Their customers? Themselves? You? If you believe that you do not have to inspect the product produced under this wonderful quality control system, then you might as well believe that Elvis is still alive and well and that the moon is made of green cheese.

Have you forgotten that the best laid plans of mice and men often go astray? Do these industrial sages and savants believe that their manufacturing people produce only acceptable product? Left to itself, little more than rubbish will be produced and the consumer has bought enough of that already. Feeling that the quality control system you have set up doesn't require the use of inspectors is illusionism at its worst. Systems are designed by people, operated by people and neutralized by people when it is to their advantage to do so.

Why is the title "Inspector" looked upon as though it is a degradation? Per the Quality Dictionary, an Inspector is "a highly skilled employee who performs inspection." However, everybody wants to be an "Engineer" or a "Manager". Today, our garbage collectors are sanitation engineers, housewives are domestic engineers, and cooks are becoming culinary engineers. Soon, we may even have aquatic engineers. These will be the people who run your friendly

neighborhood car wash. It is likewise the same with Managers. A man came home and told his wife that he had been promoted to a manager's position in the company. She was unimpressed saying that there were so many managers in the world that they were a dime a dozen. She said there was even a manager of apples at the grocery store. He, being the disbelieving type, called up the supermarket and asked to speak to the manager of apples. The store employee replied "Bulk or prepackaged?"

As consumers of the nation's goods and services, aren't we all inspectors? Nobody wants to buy a pig in a poke. We all desire assurances that what we have bought is good. When buying a product, we carefully examine it to ensure that there are no obvious flaws. When buying a car, we even kick the tires and slam the doors, as if this physical inspection will tell us more about the quality of the vehicle. We do this because it is our own money that is being spent and we want to assure that our potential purchase will apparently perform its intended function for some desired period of time..

Do you know any cook who, when preparing a special dish for the family, does not taste the food prior to serving it? Likewise, would you sign off on a certification for a product that no one has checked, certifying that it meets all the requirements of the contract, drawings and specifications? No, you would not put yourself at risk by doing this. Therefore, you should not expect to put your customers at risk either, whether they are buying a pencil or an earthmover or any other type of product.

Statistics and statistical quality control have been the cardinal tenets of our profession. Yet these two activities would be non-existent without Inspectors and the daily defect data they generate. If your plant has no inspectors, where do all the managers and engineers get all their product data that they use to set the control limits, determine quality costs, define outgoing quality levels, investigate customer complaints, etc?

We can even claim that during the creation of the universe, God acted as an Inspector. In Genesis we read that "the dry ground was called `land' and the gathered waters were called `seas'. And God *saw that it was good.*" On the third through the sixth day of creation, God saw that it was good. The world's oldest **honorable** profession was created when Adam became the first human inspector. He surely inspected the new creation, Eve, that God had made from his side.

If the product is not inspected or the process is not controlled at one or more stages of its process, then

there is absolutely no assurance of its quality. This is not to say that we should be inspecting quality into the product. Heaven forbid! We have all seen the examples where, for instance, we had to count the number of g's or f's in a one-time reading of a given paragraph. This showed that 100% inspection is not 100% effective. Inspection should not be used to inspect quality into the product. Rather, through the use of inspection, it is simply the case of ensuring that all steps in the process have been accomplished correctly.

"Caveat Emptor" - Let the buyer beware. Isn't this what we are telling our customers when we say that our operations do not have inspectors. Suppose the Federal Government were to announce that it was eliminating all meat and poultry inspection because they did not need to have inspectors. By the same token, if the state health department indicated that restaurant inspections were being eliminated as a cost saving measure, the outcry from the enraged populace would be deafening. They would feel that the government was unconcerned with the potential health issues and that they, as consumers, were being put at risk. There would be an immediate demand that these government agencies reinstated these inspections. The buyer does not want the risk associated with either uninspected meat or poultry or uninspected restaurants.

Assume that a large construction project such as a high rise office building, a major bridge or an indoor or outdoor sports arena was to be undertaken and the state and local regulatory agencies announced that they were not going to inspect the project during its various phases because it was not necessary. At best, the people would be concerned about going into or near the project because of potential disasters that might occur. At worst, they might actually be injured or killed, should the structure not be able to stand up to the rigors of time.

There are even inspections when you build a house. Would you want to live in a house that was not inspected at various steps in the construction process? If you did, I doubt that you would feel very comfortable and at ease with your surroundings for quite a while. Would you worry about the plumbing connections, electrical wiring and/or the structural integrity of the house? Part of the Code of Hammurabi, in 2150 BC, states that if a builder has built a house for a man, and his work is not strong, and the house falls in and kills the householder, the builder shall be slain. If we had even one tenth as rigorous a quality requirement within our factories, we would be doubly sure that our products satisfy the needs and requirements of the customers.

The increasing number of product liability lawsuits, as well as the escalating monetary awards that juries are

granting to plaintiffs, should open our eyes to the need for inspection. Cases are being brought not only for deficient design and usage but also for inadequate and improper manufacturing and assembly. Granted, some of these lawsuits may be considered as frivolous. However, even the frivolous lawsuits, if brought to trial, may wind up costing your organization a lot of money. In many cases, a company's inspection records showing compliance to standards and conformance to specifications have been used in the defense against these claims.

In the past, speakers and writers have addressed current inspection techniques, the state of international inspection and integrating inspection into the manufacturing process. When we talk about inspection, we are not talking about is not the old system of toll gate inspection where the individual charged with reviewing the product at its various stages sits at the end of the line inspecting product as it completes a given stage. This is cumbersome and totally inadequate. At one time, the

inspector was the watchdog over the quality of outgoing products or services. The most important function of the quality control system was to guarantee that the outgoing product or service was at the desired quality level. Inspectors performed the operations that carried out this obligation to management. Even with this degree of inspection, operations personnel would, on occasion, present material that was not quite right. It was a case of 'catch it if you can.'

Today, we still need to assure the quality of the outgoing products or services. We need to look at and

use the latest techniques and technologies to assure that our products conform to specifications, have a fitness for use and be usable for some period of time. Whether it is in operator inspection or process controls, robotics or quality control inspection, we need to assure that the inspection function is being accomplished. Regardless of what you call it or who you have performing it, it is still inspection. *(Continued on page 12)*

Quality Word Search

Here is a Quality related diversion to provide you with something to do during all of your free time during the hot summer days. The "theme" of this Word Search is getting to know your Baltimore Section. Also the words can go forwards, backwards, up, down or on any diagonal. Our thanks to **Bev Earman** for providing this for us

A S C O T T F A I R C H I L D E M V
 S P T U T O R I A L S R F S N D B O
 G R E K R A P A R A S M D T E Z R L
 N T V M O F E L L O W L Q V W X S U
 I B O P P K A T H Y F R E E S R I N
 T A G R C L E A S Q R L P D L O A T
 E L N O Q A O I Y K O M N R E T A E
 E T I F E T H Y F P C B F O T C S E
 M I K E R O T H M E I E R T T E D R
 M M R S E N P E D E O S E I E P S Z
 A O O S B F N A Q P N P S D R S E L
 N R W I M T C D K S F T O U M N C F
 A E T O E Z Q I N E Y Q U A L I T Y
 G X E N M F A M C N D U R D K U I F
 E M N A D C E R T I F I C A T I O N
 R P J L B W D R A O B B E G Y U N M
 W E B S I T E A S R E E N I G N E A

AQP	ASQ	Auditor	Baltimore	Board	Certification
CQA	CQE	Development	Employment	Engineer	Fellow
Inspector	Kathy Free	Manager	Meetings	Member	Mike Rothmeier
Networking	Newsletter	Professionals	Resource	Quality	Sara Parker
Scott Fairchild		Section	Senior	Tutorials	Volunteer Web Site

Problem-Solving Success Tip

Jeanne Sawyer, Ph.D.

Measure the right things. It's not enough just to measure—you have to measure the right things.

A common measurement trap is to measure something because it's "interesting." If knowing a measurement won't change anything (e.g., help you make a decision, verify an assumption or prove the problem is solved), then don't waste your time measuring it.

Another common trap in defining the problem success criteria is to lose the direct connection to the problem. Somehow it's very easy to unintentionally expand the problem with general improvements that are good things to do, but aren't really necessary to solve the problem at hand.

Avoid these traps: once you decide to measure something always check back by asking yourself exactly what you will do with the results. Then ask the question in reverse: if you have a particular result, will it really enable you to make your decision, verify that assumption, etc.

With problem success criteria, cross-check your proposed measurements with your problem description. Everything in the problem description should be measured by the success criteria. Everything in the success criteria should measure some aspect of the problem presented in the problem description. If they don't match, your measurements are either incomplete, you're measuring something unnecessary, or your problem description isn't quite right.

HINT: "Everything necessary, nothing extraneous." Measuring the right things will help make sure you solve the problem completely, but won't get sidetracked into doing other things that won't help make *this* problem go away.

Jeanne Sawyer is an author, consultant, trainer and coach who helps her clients solve expensive, chronic problems, such as those that cause operational disruptions and cause customers to take their business elsewhere. These tips are excerpted from her book, *When Stuff Happens: A Practical Guide to Solving Problems Permanently*. Find out about it, and get more free information on problem solving at her web site: www.sawyerpartnership.com.

Editorial - Are Inspectors Still Needed?(Continued)

Are we advocating more inspectors? Are we advocating fewer inspectors? These are questions that cannot be answered here. These are questions only you can answer based on your product and your quality system. Are we advocating no inspectors at all? Absolutely not!

In an article printed in 1965 in *Industrial Quality Engineering*, Dr. Joseph Juran questioned if inspectors were headed for extinction. After detailing the process that led to inspection departments and what should be done to eliminate these self-same departments, he concludes that there is no danger of these departments being eliminated any time in the near future.

Inspector is not a dirty word - USE IT. Auditor isn't necessary to emphasize the importance of the job, nor are any of the other semantic games that can be played. Several Presidents of the ASQ started out as Inspectors. In 1970, T. E. Turner stated that "The inspector is the Horse that Pulls the QC wagon" in an article published in *Quality Progress*. It was true then, it is as true today.

Let us not fall into the easy trap that causes us to agree with those who proclaim that inspection and inspectors are no longer needed. Inspection is fundamental to the successful quality system. When can we have a successful quality system without inspectors? When they repeal Murphy's Law.

Certification Exam Schedule

Examination	Application Date	Exam Date
CQT/CRE/CMI/S SBB/HACCP/ Biomedical/ Quality Mgr.	August 22, 2003	October 18, 2003
CQE/CQA/ CSQE/CQIA/ CCT	October 3, 2003	December 6, 2003

Next Newsletter Due Date	September 15, 2003
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