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Thursday, September 16th Section Meeting: Praveen Gupta's Business Innovation Maturity Model

By Marilyn Hyde Program Chair

BIMM: Bringing innovations to reality. Praveen Gupta, professor, ASQ Fellow, Master Six Sigma, and one of section ASQ 1212's favorite speakers, returns to share with us a new methodology for deploying innovation. Innovation and the development of new products or services are vital to a company's growth. All companies must innovate to maintain competitive advantage. In spite of this, innovation is still a mystery for most of us. We hear innovation in everything, but when it comes to doing innovation, we are unsure about how to start. "I have seen great interest in innovation all over the world. People are talking about innovation at all levels. However, after years of talking about innovation there is insufficient progress in deploying innovation in organizations around the world." Praveen says. There are tools and methods to create an innovative culture (one that fosters, develops, and celebrates innovation) and gain new skills for the innovation process (such as the 4P's roadmap). There's no shortage of strategic planning for innovation, but a

framework needed for deploying innovation in an organization still remains a mystery. "Learning from standardization practices, I feel we must develop a maturity model for deploying innovation" he says.

Praveen has developed a Business Innovation Maturity Model (BIMM) to assess the innovation maturity level of an organization. BIMM consists of the following five levels:

I. Sporadic Innovations level is the initial awareness level with pockets of innovations and excitement

II. Idea Innovations level is launching the organization-wide innovation initiative to engage employees the idea management process. Excellence in idea management is a critical step in sustaining innovation.

III. Managed Innovations level is focused on deployment of innovation in developing products, services or solutions for achieving profitable revenue growth.

IV. Nurtured Innovations level is to institutionalize innovation in all departments for processes, projects, activities, functions, business model, or supply chain innovations.

V. Sustained Innovations level is for managing innovation deployment to achieve profitable growth continually.

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September 16th Pre-Meeting Clinic: Quality basics - Deming's Red Bead Experiment

By Marilyn Hyde Program Chair

In April, Wes Bucey (during his presentation: Deming's System of Profound Knowledge – the Key to Success in Change Management) referred to Deming's famous Red Bead experiment. It caused quite a buzz, because not many had heard of it and only a couple had seen it.

Marion Menze (PE, CQA, CQE, employed by Siemens Building Technologies) has worked hard to bring us this quality classic! "In 1982, a teaching tool was created with Dr. Deming that he used in his seminars around the world...Dr. Deming called this training tool, The RED BEAD Experiment...The name red bead is a metaphor for the problems that we experience every day in our life. The world is a never ending supply of problems. You get up in the morning and solve the problems of the day. Solve one problem and more problems appear. It is the way of the world" (*The W. Edwards Deming Institute at <http://deming.org>*).

Join us as we have fun learning the concepts of variation in processes and management responsibility over the process.

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JOIN US FOR OUR NEXT SECTION MEETING!

The American Society for Quality is a leading quality improvement organization and a knowledge-based global community of quality experts with a passion to improve themselves and their world. ASQ advances global learning, quality improvement, and performance excellence with over 100,000 members worldwide.

ASQ Section 1212 is dedicated to the promotion and advancement of quality tools, principles, and practices in the workplace and community. It is one of the top rated sections in the society and it meets on a regular basis to help their members become leaders of quality.

Bring co-workers, family, and friends to our next section meeting Thursday, September 16th, 2010 at the [Arboretum Club](#), 401 W. Half Day Rd (Rt. 22 E. of Rt. 83), at Buffalo Grove Road (across from Dominick's), in Buffalo Grove.

Members and non-members are always welcomed.



Pre-meeting Clinic: Deming's Red Bead Experiment by Marion Menze 5:30 - 6:00 pm
Networking and Buffet Dinner: 6:30 pm
Main Presentation: Business Innovation Maturity Model by Praveen Gupta 7:30 - 8:30 pm

If planning to have dinner, you must reserve in advance; please send e-mail to asq1212reservations@yahoo.com
Pictured: Dave Krasowski, your Arrangements Chair

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Education Program Opportunities *By David Taylor, Education Chair.*

CQE, SSGB and CQA training planned for October!

The CMQ/OE is now underway at Baxter. The planning meeting for spring 2011 was held to discuss plans for next spring: read the separate minutes for that meeting. Here is our schedule of upcoming classes for the fall of 2010 – follow the links for more details about each course!

Class	Duration	Coordinator	Contact	Start date	Sign up ASQ	Exam
Certified Quality Engineer (CQE BOK/Topics)	40 Hours	Dave Taylor	kolimat@yahoo.com	9/18	10/15	12/4
Green Belt Certification (SSGB BOK/Topics)	40 Hours	David Spengler	gdspengler@yahoo.com	9/18	10/15	12/4
Quality Auditor Certification (CQA BOK/Topics)	Two Days	Sandra Storli	sandra.storli@abbott.com	No date assigned	10/15	12/4
Statistical Process Control	Two Days	Dave Ingram	ingramd@baxter.com	To be scheduled	NA	NA
Statistics Workshop	Four days	Dave Ingram	ingramd@baxter.com	To be scheduled	NA	NA

ON-SITE COURSES OFFERED ALL YEAR. Remember, all year around we offer all of our workshops (and can prepare and present almost any customized training you need) for in house presentations at a most economical price to your company. There is NO quality-related subject we cannot provide for your training needs - including these offerings and many others:

CRE Review
MSA/Gage R&R
Six Thinking Hats (Team Building)
Improving Team Performance With Quality Tools
Short Run SPC
The Illinois Lincoln Award

Certified Reliability Engineer Review
8D Problem Solving Methods
Successful Acceptance Sampling
QS-9000 Continuous Improvement Tools
Upgrading to ISO 9000 to QS-9000
Lean Office Simulation

Certified Software Quality Engineer Review
Quality Function Deployment
Lateral Thinking
Robust Tolerance Analysis
Statistical Thinking
Lean Office Training

If your company has specific training requirements or you want information about any of our courses, please contact Dave Taylor at kolimat@yahoo.com.

Education's Strategic Planning Minutes

The planning meeting for spring 2011 was held to discuss plans for next spring.

Seven members of ASQ 1212 met at Dover Straits on August 19, 2010 to discuss the future of the section's training and education efforts. They were James Sohn, David Spengler, Jan Agostinelli, James Schlichting, Pat Wilkerson, Peter Larson and David Taylor

Plans to present three classes in the spring were discussed. The Certified Quality Engineer, Certified Manager of Quality/Operational excellence, and Certified Quality Auditor are planned for the spring. Other classes will be added if there appears to be an audience (it was suggested we contact non-quality professionals in the area).

A budget for the spring classes was discussed and it showed a profit for the Education efforts of approximately \$5,000.

For publicity, we plan to continue Newsletter articles and contacting major employers in the county. James Schlichting volunteered to research local medium sized (500-1000) employees for contact.

Attendees who were interested in becoming instructors were asked to email Dave T (kolimat@yahoo.com) with their qualifications.





ISO Support Group Minutes for June, July, and August, 2010 *By David Taylor*

Minutes of June ISO Support Group Meeting

Six members attended the meeting on June 3, 2010 at the New China Buffet. In attendance were G. David Spengler, Peter Larson, Regina Fullen, Christine Rhodes and Dave Taylor. We welcomed a new member, Kevin Schwarm.

The group began our study of ISO 9004:2009, Managing for the sustained success of an organization – a quality management approach. We reviewed Sections 1. Scope, 2. Normative references, 3. Terms and definitions, 4. Managing for the sustained success of an organization and 5. Strategy and policy. We decided to defer ratings till the July meeting.

In the round robin review: Dave T finished the ISO 9001 project with a customer in San Diego, CA and is looking for new fields to conquer. Peter's company is planning for a supplier audit in June. A SAFE audit (FDA for Grocery stores) is currently underway a Christine's company. And supplier audits are to follow this month. Regina is getting into her new job converting manufacturing a non-medical device (patient records) to a medical device. New member, Kevin, is looking for a new opportunity in the quality field, process improvement.

Minutes of July ISO Support Group Meeting

Five members attended the meeting on July 1, 2010 at the New China Buffet. In attendance were G. David Spengler, Christine Rhodes, Jan Agostinelli, Marlyn Hyde, and Dave Taylor.

The group restarted our study of ISO 9004:2009, Managing for the sustained success of an organization – a quality management approach. We reviewed Sections 1. Scope, 2. Normative references, 3. Terms and definitions and 4. Managing for the sustained success of an organization. We decided to Rate each section as to how much value added it would be to a company that had a functioning ISO 9001.

In the round robin review: Dave T finished the ISO 9001 project with a customer in San Diego, CA and is still looking for new fields to conquer. Christine attended an audit in Leamington Canada. She also helped her company with an ISO 9001 surveillance audit and a system audit in Elk Grove Village. Dave S reported it was becoming difficult to production sample data due to an influx of new work. A major customer named him Design Quality Representative.

Minutes of August ISO Support Group Meeting

Six members attended the meeting on August 5, 2010 at the New China Buffet. In attendance were Frank Delphin, Bill Sherman, Regina Fullen, Jan Agostinelli, Marlyn Hyde and Dave Taylor.

The group Continued our study of ISO 9004:2009, "Managing for the sustained success of an organization – a quality management approach". This guideline shows methods of continual improvements for an ISO 9001 registered company. [To learn more about this standard – see page 9.](#) We reviewed The following sections and rated them.

The ratings are "Value added to an already successful ISO 9001 system, rated 1 to 5.

Section	Average.	Range
5 Strategy and policy		
5.1 General	2.25	1
5.2 Strategy and policy formulation	3.25	2
5.3.1 Strategy and policy deployment, General	1.75	2
5.3.2 Strategy and policy deployment, Processes and practices	2.67	3
5.3.3 Strategy and policy deployment, Deployment	3.00	2
5.4 Strategy and policy communication	3.50	1
6 Resource management		
6.1 General	3.00	3
6.2 Financial resources	3.67	2
6.3 People in the organization	3.60	3

In the round robin review: It was good to see Jan and Marlyn at the meeting. They reported they have several irons in the fire. Marlyn is developing materials for a presentation to Health services providers. Regina has teamed with Kam Gupta to provide coaching sessions for executives. She is supporting a product line in Vermont, and is compiling data to present as customer feedback. Bill is interviewing with the FDA. Dave T is available and looking for new fields to conquer.

Our next two meetings will be held at 6:00 on Thursday, Sept. 2 and Oct. 7. We will continue our study of ISO 9004:2009.

A pleasurable luscious buffet will be served for \$5.00 (free for members searching for a position), the balance being funded by ASQ section 1212 Northeast Illinois. The public is always invited and we welcome your questions about Quality Management Standards. Let me know if you have particular subjects to discuss. Contact Dave Taylor at kolimat@yahoo.com if you have any questions or need directions.



**ISO Support Group Meetings are held at: The New China Buffet, 1161 S. Milwaukee Ave. Libertyville, IL
On the first Thursday of the month, all year long.**

Business Innovation Maturity Modell

[Continued from page 1](#)

In absence of mergers and acquisitions, corporations talked more about organic growth and innovation, but never figured out how to deploy innovation. Unfortunately, in today's economy, M&A activities tend to increase, and innovation tends to take the back seat. However, Praveen Gupta has been steady in pursuing Science of Innovation. He developed the Breakthrough Innovation (Brinnovation™) framework, Business Innovation methodology called TEDOC and Business Innovator training and certification program, started Business Innovation Conference to bring international experts together, and has founded the International Journal of Innovation Science. Now, Praveen has developed a roadmap called Business Innovation Maturity Model (BIMM) for deploying innovation in organizations.

The BIMM is developed for corporations to launch their innovation initiative for achieving profitable growth and creating jobs. The BIMM consists of five stages of deploying innovation: Sporadic, Idea, Managed, Institutionalized, and Sustained innovations. Assessment using the BIMM criteria is a great way to plan and deploy innovation in an organization. Praveen works with The Center for Innovation Science at IIT School of Applied Technology - offering assessment services to support corporate innovation initiatives.

Praveen's presentation will include introduction to the Business Innovation Maturity Model, its five stages and associated criteria to advance business innovation. Each participant will also get an opportunity to rapidly assess their organization. The results of the survey will be presented at the end of the meeting and/or published in the following newsletter.

Business Innovation Maturity Model (BIMM)

Created by Praveen Gupta, Accelper Consulting

Stage	Aim	Activities	Symptoms
I Sporadic innovations	<i>Innovation Awareness</i>	Leadership's informal support to innovation Scattered employee participations Recognition for innovations Cost focus	Pockets of innovation leadership Unplanned employee innovations Localized recognition Marginal financial performance
II Idea Innovations	<i>Employee Intellectual Engagement</i>	Leadership's formal support to innovation Informal organization for Idea Management Incentives or inspiration for ideas Reward and recognition system deployed Some employees are trained in innovation Few pilot projects Intellectual property practices	Innovation strategy Idea Management Leader Leadership trained in idea management Rewards for participation at all levels Idea Management deployed throughout Innovation projects evolving from ideas Tolerance for experimental failures
III Managed Innovations	<i>New successful solutions in the market for revenue growth</i>	Train product developers in excellence and innovation methods Idea Management process is defined Create a portfolio of innovations Commit resources to the portfolio Develop Innovation Management Plans Employees are allowed risk taking and experimentation Formal organization for innovation with Chief Innovation Officer reporting to CEO	Frequent launch of new derivative or variation innovations Idea management software implemented Idea metrics followed Improved performance of design and development processes Profitable innovations in the marketplace Chief Innovation Officer with innovation function on the Organization Chart and job description
IV Nurtured Innovations	<i>Culture of innovation across the organization</i>	Establish All department innovation goals towards profit or growth Provide training in excellence and innovation Ensure innovation competency in most departments Establish an Innovation Index CEO Award for Excellence in Innovation	Industry recognition of new innovations Most departments innovating new solutions activity, process, product, or business model level Performance to innovation goals is reviewed, reported and communicated quarterly Higher number of ideas per employee, and more CEO recognitions
V Sustained Innovations	<i>Sustained Profitable Growth</i>	Plan for Sustained Profitable Growth Budget and achieve desired revenue growth Establish Corporate Innovation Index Annually update portfolio of innovation Identify new growth opportunities and new jobs Introduce new platform every 3-5 years	Top and bottom line impact of innovation internally and externally Corporate recognition in the media Business objectives are being achieved, employees and customers are happy Improved ROI for investors Improve innovation predictability

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Praveen Gupta has become an internationally renowned thought leader in the field of innovation. He has developed a learnable and powerful framework for innovation, called Brinnovation™. Praveen has authored several books including Business Innovation in the 21st Century, The Innovation solution, Six Sigma Performance Handbook, and Six Sigma Business Scorecard. With a comprehensive portfolio of framework, methodology, tools, measures, conference, journal, and training and certification programs corporations now can develop in-house innovation competency, deploy innovation in all aspects of a business, and develop new innovative products and services better and faster to contribute to profitable growth, and create new jobs. Praveen frequently speaks on business innovation internationally. Praveen has taught professional seminars the world over for about 20 years. He has consulted with over 100 corporations in the areas of excellence and innovation. Prior to starting his consulting business he pioneered Six-sigma working with the inventor, Praveen has worked for Motorola and AT&T Bell Laboratories, and consulted with over 100 corporations. Praveen has taught Operations Management course at DePaul University's MBA program. Praveen teaches Business Innovation at Illinois Institute of Technology, Chicago. He will be launching the Innovation for Engineers course at University of Illinois, Chicago starting Spring 2011. Praveen is founding President of [Accelper Consulting](#) engaged in helping companies benefit from Six Sigma, Process Excellence and Business Innovation.

Innovation Quality Articles/Additional Reading: [Accelper Consulting](#), ASQ's QP - "[Innovate or Die](#)", [Futures Study article](#), [After Six Sigma – What's Next?](#) ASQ's SSFM - [Innovation: The Key To a Successful Project](#), [ASQ's Fresh Thinking on Innovation and Quality](#), [ASQ Report: Innovation and Quality – A Marriage That Works](#), [Innovation from the Top](#), [What's the Big Idea?](#), [An External Focus Increases Innovation](#), [Sixteen Best Practices to Embed Innovation Throughout an Organization](#), [A Natural Fit: Innovation and Six Sigma](#), [PUTTING QUALITY TOOLS TO WORK FOR INNOVATION](#), [Elements of a Supportive Climate for Innovation and New Product Development](#), [How to Kill an Idea in 10 Easy Steps](#). Also, [What a Bright Idea: Innovation Stems from Convergence of Design, Supply Chain Excellence](#), and the Council on Competitiveness' [Innovate America: National innovation initiative summit and report - NII_Innovate_America.pdf](#)

September Pre-Meeting Clinic: Deming's Red Bead Experiment

[Continued from page 1](#)



Marion Menze presents the parable of the red beads. This fun and unforgettable exercise will bring home how important it is to build a solid quality foundation. Deming invented the interactive Red Beads Experiment in 1982 to address a major problem: management's failure to understand the concepts of variation in processes and management responsibility over the process. He used the experiment in his seminars around the world as an innovative approach/clever demonstration of the futility of most management systems and to teach leaders to improve processes and product quality [teach process improvement, statistics, his famous 14 points (Obligations) of Management to organizations, and the Deming chain Reaction].



courtesy MIT Press

Deming Chain Reaction. The benefits from quality and process improvements to manufacturing and services organizations are: Improve Quality. Costs decrease because of less rework, fewer mistakes, fewer delays, snags, better use of machine-time and materials. Productivity Improves. Capture the market with better quality and lower price. Stay in Business. Provide jobs and more jobs.

Red beads on display at ASQ headquarters

Deming Interaction, Spring 2005, Vol. 9, No. 1, page 2

At the new ASQ headquarters in Milwaukee, WI, visitors can view an exhibit of Dr. Deming's Red Bead Experiment ...The lighted display case holds a set of wooden beads, an original copy of the first version black metal paddle and copies of two letters from Dr. Deming in which he discussed the beads ...Six still photographs from the video, "The Experiment with the Red Beads – Implications for Management" capture the experiment in sequence. Credit line: Video courtesy of Dr. Nancy Mann. Two Deming Medals are also displayed. The document next to the display states: **The Red Bead Experiment** - W. Edwards Deming's Red Bead Experiment illustrates it is impossible to rank future performance of employees based on past performance because differences must be attributed to the system. Four thousand red and white beads (20 percent red) in a plastic tub, a paddle with slots to hold the beads, and six people are used. The goal is to produce white beads because the customer won't accept red ones. . . each person stirs the beads and selects 50. The number of red beads for each is counted. Everyone falls within the calculated limits of variation that can be attributed to the system. Read the article:

<http://www.redbead.com/docs/DemingInteractionSpring2005.pdf>



W. Edwards Deming: A Quality "guru" - one of the founding fathers of the quality revolution.

"A mission pursued on two continents" – "W. Edwards Deming, named an ASQ Honorary member in 1970 for his role as adviser, consultant, author, and teacher to some of the most influential businessmen, corporations, and scientific pioneers of quality control, is the most widely known proponent of statistical quality control. He has been described variously as a national folk hero in Japan, where he was influential in the spectacular rise of Japanese industry after World War IIas the high prophet of quality control ... and as founder of the third wave of the Industrial Revolution".

"Deming was sent to Japan in 1946 by the Economic and Scientific Section of the War Department ... (Deming taught) courses in statistical methods ... (and) successfully influenced a new group of managers who had risen to the top in Japanese business after the war. They were hungry for new ideas to help them correct serious and persistent quality problems. Their interest was in contrast to behavior in the United States, where management was abandoning the precepts learned in the wartime quality control courses. Deming gave his Japanese students not only statistical theory, but also confidence. 'I told [Japanese industrialists] Japanese quality could be the best in the world, instead of the worst,' he said. Still, many were skeptical. 'I was the only man in Japan who believed that Japanese industry could do that.' Deming made his prophetic statement that the Japanese could capture world market within five years if they followed his advice. 'They beat my prediction. I had said it would need five years. It took four.' Deming said.

"In recognition of Deming's efforts in Japan, JUSE created the Deming Prize in 1951. He was awarded the Second Order Medal of the Sacred Treasure by Emperor Hirohito in 1960 ... Deming pursued a similar mission in the United States ... The need for a working understanding of basic statistical principles is at the heart of Deming's teaching. 'Statistical theory has changed practice in almost everything. Statistical techniques, in their ability to aid the discovery of causes, are creating a science of management and a science of administration,' he said in accepting ASQ's Shewhart Medal for 1955. His message, directed primarily at management, is stated succinctly in his famous 14 points for management ... These points and many others distilled from a lifetime of consulting, teaching, and listening, were collected in his influential 1982 book *Quality, Productivity and Competitive Position*. In the years before his death, Deming was in demand as a consultant and lecturer ... 'Deming ... is a very kind and thoughtful person. He has always taken the time to help anyone who showed a desire to learn. It is no coincidence that so many people have come to think so highly of him. If he appears impatient, particularly with management, it could be that he sees a large task ahead of him and not much time left,' quality consultant William Latzko said. 'He's a very ethical man. He practices what he preaches,' Edward Baker of the Ford Motor Co., a frequent Deming client, said. " From: http://www.asq.org/about-asq/who-we-are/bio_deming.html

Main Presentation Review: Finding Root Cause for CAPAs

For our section's June 2010 Regular Meeting, our presenting speaker was Wayne Taylor, PhD., Founder and Chairman of Taylor Enterprises, Inc., where he developed the software packages VarTran®, Change-Point Analyzer, and Sampling Plan Analyzer. He also provides consulting and training on the Six Sigma approach and tools including Robust Design, Tolerance Analysis, Design of Experiments, Statistical Process Control (SPC), Acceptance Sampling, and Statistics. This was a return visit by Dr Taylor, who spoke at our June meeting last year on tools and techniques for process monitoring, including SPC. This year's presentation was on the topic "Finding Root Cause for CAPAs."



Referring to his previous year's presentation, our speaker set the stage for his discussion with the basic notion of "Okay, you have set up your monitoring system well and have been tracking your product. Then you get a signal (alarm) from the run rules you have chosen. Now what? How do you go about identifying the root cause that is driving the change(s) that caused the chart alarm? And, what do you do to eliminate the cause of the change? If the change is large enough to cause the product to fail specifications, can you fix the problem (re-inspect or re-work)? If so, what do you do, and how do you assure that the problem is fixed and has not created new problems? If not, then how to dispose of failing material?" These activities comprise Corrective and Preventive Action (CAPA). As Dr. Taylor defined Corrective Action, you are taking action in the aftermath of a failure having occurred – you must determine what to do with the failing material and search for the cause of the failure to improve the process and prevent recurrent failures. For Preventive Action, you have identified an issue pointing to a potential future failure and are taking action to prevent the failure from occurring.

Several classes of mistakes are common in carrying out CAPA investigations, including focusing on allocating blame (e.g., "operator error"), rush to judgment (failure to do in-depth analysis), band-aid solutions, lack of a systematic process for the investigation, and incorrect information. A first step in the right direction is to characterize the nature of the change:

- If the issue is a disaster, you are seeking the sequence of events of which, if any one of them did not occur, the disaster would not have occurred.
- If this is a sudden onset issue, you are seeking an answer to the question "What has changed?"
- If this is a chronic issue (nothing has really changed), you are trying to identify the principle causal factors driving variation in the outcome of the process as it is currently designed. Generally, the root cause is the process or material parameter with the largest proportional contribution to variation.
- If the issue is a stability problem, you are likely to be trying to separate issues related to measurement variation versus range limits.

The Six Sigma breakthrough process is ideal for investigating both sudden and chronic product and process problems. The key factors for success in executing the process are:

- Distinguish between sudden-onset and chronic issues.
- Distinguish between what one thinks is true and what is known/shown to be true.
- Focus on elimination of potential root causes
- Use a systematic, structured process

Change point analysis methods are used to pinpoint the time of the change, which then serves as a basis to search for corresponding process changes: materials, methods, measurements, environmental issues and personnel. Control charts are often a key tool in this effort.

A thorough description/definition of the problem is essential. Generate an "is/is not" table to define: What? Where? When? Extent of Problem?

Ask and answer questions such as:

- Is this happening on all shifts or not? (If not, list which shifts are affected and which not)
- Is this happening every day? (If not, describe the variation by day)
- Is this happening on all similar work centers/lines or not (If not list lines affected and not)
- Is every unit of product affected? (If not describe the variation in occurrence)

Try to complete this activity thoroughly before further investigation in order to minimize effort wasted in investigating non-feasible potential root causes. As many questions as desired can be entered on this table, but the answers are not considered to be established until they are documented to the satisfaction of the investigative team and transferred to the Facts List.

The next tool is a Facts List. This is a listing of "is/is not" statements that have been evaluated by the team for accuracy and documentation of evidence that supports the evaluation. Information from the "is/is not" table is only transferred to the Facts List if the whole team agrees that the fact is established.

Next the team should brainstorm potential root causes. It should be a norm that all ideas should go on the listing from anyone on the team without criticism or pre-scrutiny. The ideas are then compared to the Facts Lists, and potential root causes that are inconsistent with the facts are ruled out. Each potential root cause can only be excluded if the person who suggested the idea agrees with its removal, and only after data have been evaluated to exclude that idea as a potential cause. The strategy of this approach is that once all impossible potential causes have been ruled out, the only remaining one is the root cause. Note that anyone can add further potential root causes to the list at any time (e.g., as new information accumulates during the course of the investigation). If more than one root cause remains, additional studies may be necessary to provide final clarification or confirmation.

Once the root cause has been identified, similar steps are used to brainstorm potential solutions to resolve the root cause. Each potential solution is evaluated for its likelihood of curing the root cause as well as the feasibility, probability of success, time and cost associated with the approach. A composite score is obtained as a weighted sum across all categories of evaluation and the best composite score identifies the approach to be used.

Pre-Meeting Clinic Review: Fifth Annual Putting Contest and Statistics

Our Section's June pre-meeting workshop involved the participants in a hands-on experiment designed to generate real-life data suitable for statistical analysis. As in recent years, the experiment was designed, managed and led by Dave Taylor, our Section's fearless Education Chair, renowned quality consultant, expert in statistical methods, and general bon vivant.



Experimental design: Participants were not screened by any selection criteria (with the possible exception of self-selection/self-exclusion – for which no controls were applied). All subjects were supplied with nominally equivalent materials to execute a pre-structured series of 9 activities that challenge neuromuscular/eye-hand functions.

Activities were executed sequentially by each participant. All were told to complete each of the 9 elements in as few attempts as possible. Progress was iterative, i.e., the starting point for each non-initial try was the same as the completion point of the last attempt. Scoring for each element was equal to the number of attempts required to complete the task. At the end of the series, the overall score for each participant was calculated as the sum of the equally-weighted scores for the individual activities.

Dave Taylor entered the test results into a sophisticated computer program, and again wowed us with his statistical prowess. In the interest of political correctness, Dave did not parse the data on the basis of race, color, creed, gender, political (or other) preference, skill, experience, intelligence, nationality, height, weight, hair color, eye color, shoe size or degree of baldness.

Results & Conclusions: In spite of the constraints applied, Dave was able to demonstrate that:

- No statistically significant learning or skill development occurred during the sequence of challenges.
- Those who participated in the study had a good time.
- In general quality professionals will be best served by not leaving their day jobs in favor of careers in professional sports.

In case you haven't already guessed it, the preceding was a description of Section 1212's Annual Putting Contest. Without revealing the actual scores achieved, I can tell you that 1st place (lowest score) went to Chris O., 2nd place was a 3-way tie that was decided on tie-breaks in favor of Jim Sohn, and 3rd place went to Jeff Wright. The most coveted prize (Hardest Worker) went to Bill Sherman.

Willie Carter was our videographer. Here are the YouTube links to the videos from the putting contest:

- 19th hole golfers: <http://www.youtube.com/watch?v=i41Kb095JZM>
- Dave Taylor Calculating the Scores: <http://www.youtube.com/watch?v=RuFtoco1OT0>
- Putting Contestants: http://www.youtube.com/watch?v=c3F_pRXz9tg



Quality Quotes:

"Customers are the most important asset any company has, even though they don't show up on the balance sheet." ~ Thomas Berry

"To survive in today's environment of global competition, never-ending change and complexity, rising customer expectations and continuous cost pressures, business process effectiveness and efficiency must constantly improve. A top management focus on process quality management is no longer a choice. It is mandatory!" ~ The Juran Institute



"A great many people in business think that measuring a problem is tantamount to solving it. If measurement alone changed behavior, there would be no fat people, no one would smoke, and everyone would exercise, because all of these behaviors and their results can be easily measured." ~ Aubrey C. Daniels

Submitted by - Willie L. Carter: **Certified Lean Sensei, Certified Manager of Quality/Organizational Excellence, Certified ISO 9000 Lead Assessor, Senior Member American Society for Quality (ASQ) and your ASQ1212 SMP Chair.**

June's Putting Contest Winners:

1st. Place: Christine Donahue.
2nd. Place: Jim Sohn.
3rd. Place: Jeff Wright.
Hardest Working Golfer: Bill Sherman!

June's Section Meeting Door Prize Winners -

Congratulations to our lucky winners: Dave Norby, Allen Vintola, and Bob Amberg!

Achieve Greatness with ASQ Membership

Select 1212 as your section! Our section is one of the top rated sections in the society! We are here to help you find solutions, achieve credibility, be inspired, build strong networks, and reach greatness. We are dedicated to providing you with the Quality technologies, concepts, and tools to improve yourself, your company, and your world.



Please ensure that your email address with ASQ is current. The section recommends that you use your home email address for ASQ mailings, that way you will never miss an ASQ or section mailing due to screening of the company email or changing jobs.

Petet Larson, ASQ CMQ/OE,
ASQ 1212 Section Membership Chair

Placement News *By Bill Stinchcomb, Placement Chair*

As a service to our members, we offer this space to list any openings that benefit our membership. **How it works:** To list openings in your organization simply e-mail a brief position description - include job requirements, company, location, and compensation, as appropriate. To inquire about any available positions, please e-mail me your resume or inquiry any time. We do get contacted by some placement services and will be happy to send your information to them. **Contact:** Bill Stinchcomb: 847-938-1103 Bill.stinchcomb@abbott.com. ASQ Section 1212 provides advertising access to its newsletter as a service, but has no control over the operating policies or practices of those who provide the advertised services.



From ASQ Headquarters: ASQ's [Career Center](http://www.asq.org/career/index.html) (<http://www.asq.org/career/index.html>) is free to all job seekers and provides access to the best employers and jobs in the quality industry. It is powered by Boxwood Technology, an external vendor, so job seekers must register separately from the regular ASQ member site to apply for a position or post a resume. ASQ also offers an [unemployment benefit](http://www.asq.org/members/leadership/mbrapp/index.html) (<http://www.asq.org/members/leadership/mbrapp/index.html>) to those unable to pay membership dues due to being unemployed.

From ASQ 1212: If you're job hunting, please join us on our new LinkedIN discussion group. You can connect to the group through this link. [ASQ NEI Section 1212](http://www.linkedin.com/groups?home=&qid=2236959) (<http://www.linkedin.com/groups?home=&qid=2236959>). Bill Stinchcomb, our Placement Chair, is posting jobs there regularly. If you have a job opening, need help with posting a job, or have job support requests, please email bill.stinchcomb@abbott.com.

We hoped you came to our Career Fair on February 18, 2010. Stay tuned for more information about our next one.

✓ Planning Ahead - Mark Your Calendars:

September 2010

ISO Support Group	Leadership Committee Meeting	Section Meeting
Date: Thurs. September 02, 2010 Location: The New China Buffet. 1161 S Milwaukee Ave. Libertyville Time: 6:00 pm <i>the Meal is \$5</i>	Date: Thurs. September 09, 2010 Location: Dover Straits, 890 E Rt 45, Mundelein. (847) 949-1550 Time: 6:00 pm- <i>Meals are Free</i>	Date: Thurs. September 16, 2010 Location: Arboretum Club 401 W. Half Day Rd, Buffalo Grove Pre-Meeting Clinic: Quality Basics: Deming's Red Bead Experiment (5:30 – 6:00 pm) Networking: 6:00 – 6:30 pm Dinner: 6:30 pm <i>the Meal is \$25</i> Main Presentation: Business Innovation Maturity Model by Praveen Gupta (7:30 – 8:30 pm)

October 2010

ISO Support Group	Leadership Committee Meeting	Section Meeting
Date: Thurs. October 07, 2010 Location: The New China Buffet. 1161 S Milwaukee Ave. Libertyville Time: 6:00 pm <i>the Meal is \$5</i>	Date: Thurs. October 14, 2010 Location: Dover Straits, 890 E Rt 45, Mundelein. (847) 949-1550 Time: 6:00 pm- <i>Meals are Free</i>	Date: Thurs. October 21, 2010 Location: Arboretum Club 401 W. Half Day Rd, Buffalo Grove Pre-Meeting Clinic: Lean Learning Game Exchange by Tony Manos (5:30 – 6:00 pm) Networking: 6:00 – 6:30 pm Dinner: 6:30 pm <i>the Meal is \$25</i> Main Presentation: Lean Kaizen by Tony Manos (7:30 – 8:30 pm)

November 2010

ISO Support Group	Leadership Committee Meeting	Section Meeting
Date: Thurs. November 04, 2010 Location: The New China Buffet. 1161 S Milwaukee Ave. Libertyville Time: 6:00 pm <i>the Meal is \$5</i>	Date: Thurs. November 11, 2010 Location: Dover Straits, 890 E Rt 45, Mundelein. (847) 949-1550 Time: 6:00 pm- <i>Meals are Free</i>	Date: Thurs. November 18, 2010 Location: Arboretum Club 401 W. Half Day Rd, Buffalo Grove Pre-Meeting Clinic: Change Management by Manu Vora (5:30 – 6:00 pm). Networking: 6:00 – 6:30 pm Dinner: 6:30 pm <i>the Meal is \$25</i> Main Presentation: Change Management by Manu Vora (7:30 – 8:30 pm)

Sustainable Future. ISO 9004:2009 sets the stage for long-term success

by Natalia Scriabina and Gary Cort, *Quality Progress*, ASQ Press. Vol. 43, No. 8, August 2010, pp. 28-34.

ISO 9004:2009, the new standard for managing the sustained success of an organization, combines with other concepts of sustainability to meet the needs of the present without compromising future generations. Corporate sustainability is a business approach that creates long-term shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social developments. Thinking for the long term without compromising short-term results has been a fundamental principle of sustainability practices since sustainable development was first defined. The implementation of sustainability practices is becoming more important for organizations searching for predictable development in today's changing business environment.

The ability to achieve sustained success depends on an organization's adaptability, codes of conduct, relationship with stakeholders and capability to innovate. ISO 9004, revised in 2009 emphasizes the vital importance of monitoring and analyzing risks and opportunities resulting from changes in the business environment. It highlights eight areas where risk management can be effectively applied in order to achieve sustained success. Table 1 summarizes these processes, related areas of potential risks, recommended actions and corresponding clauses of ISO 9004.

Indicators of maturity levels

ISO 9004 suggests that business processes can be ranked at one of the following five maturity levels:

1. Basic – the organization only changes in response to fixing problems that have already happened .
2. Proactive – the organization refocuses its improvement efforts on prevention, anticipating problems and assessing risk exposure.
3. Flexible – a fundamental change occurs in the process system and the organization focuses on instituting malleable processes that can adapt to different situations.
4. Progressive – the management system has been subsumed by the organization culture, systems tend to rely less on formal procedures and instead trust to the commonly held beliefs of the organization to do the right thing.
5. Achieving sustained success – the organization is 'self aware in a global context'. It is constantly searching for better ways to achieve success in a way that balances the interests of all affected parties.

Read the article: <http://www.asq.org/quality-progress/2010/08/reliability/sustainable-future.html> or go to: <http://www.cpd-ca.com/Sustainability/Default.aspx> to test your awareness!

QUALITY PROGRESS: ISO 9004 AND YOUR ORGANIZATION, BY DENISE ROBITAILL, 08/25/2009

The final draft of the revised ISO 9004 standard is out for ballot. This means that it will hopefully be available before the end of this year. It's radically different from the last version. For one thing, the title has changed. It's now: "Managing for the sustained success of an organization—A quality management approach." ...We all have a vested interest in the notion of sustainable success. Particularly in these days of globalization and outsourcing, the importance of the sustainability of organizations is becoming increasingly apparent.

Read more at: <http://www.qualitydigest.com/inside/quality-insider-column/iso-9004-and-your-organization.html>

Process	Areas of potential risks	Recommended actions			ISO 9004 clause
		Identify	Evaluate	Mitigate	
1 Resource management	Availability of resources to execute plans and achieve objectives	X	X		6
2 Financial resources	Allocation and use of financial resources	X			6.2
3 Partner relationships	Partner relationship and partners' capabilities	X	X	X	6.4.2
4 Infrastructure management	Safety, security, efficiency and other factors related to infrastructure	X	X		6.5
5 Knowledge management	Changes of technology	X	X		6.7
6 Natural resources	Availability and use of natural resources	X	X		6.8
7 Monitoring and analysis	Changes of organization's environment	X	X		8
8 Innovation management	The innovation activities	X	X	X	9.3

Standard Paves the Way for Sustained Success, (ISO 9004:2009 provides) organizations with a framework for achieving long-term success...ISO 9004:2009 - Managing for the sustained success of an organization - A quality management approach, can be used by any organization regardless of size, type and activity to sustain delivery of high-quality products and services for the benefit of all interested parties. (It) will provide the next step towards ongoing improvement, measured through the satisfaction of customers, owners, shareholders, suppliers and partners, staff and society. It gives guidance on the adoption of a systematic approach which can help ensure economic survival in the long term...provides a framework within which an organization can manage and enhance the quality of its products and services. Alongside this, the standard promotes ongoing self-assessment which enables organizations to: identify their strengths and weaknesses, identify opportunities for improvement and innovation, and review and improve the maturity level of the organization, including leadership, strategy, management system, resources and processes... "Businesses are still operating in tough economic conditions. This standard can help by providing a well-ried approach to ensure the sustained delivery of quality, business efficiency, and customer satisfaction. The revision...provides a broader perspective on quality management for organizations already using standards in the ISO 9000 series as well as those just starting out. The self-assessment element of the standard ensures exploitation of strengths and opportunities and continual improvement and innovation."... (It) is the third edition of the standard first published in 1987 and replaces ...ISO 9004:2000. Changes have been made based on the experiences of organizations implementing the standard around the world. It is intended to be consistent with ISO 9001 and other management system standards... (It) can be used independently or can be used with...ISO 9001. Go to: <http://www.pressreleasepoint.com/bsi-standard-paves-way-sustained-success>

Reaching Greatness Together

Our Section is renowned for serving our members, industry, and the community through our leading edge events, programs, and services. We care. You want to develop superior skill we'll assist you with the knowledge, education and skills you need to succeed.



Our mission is to serve our members, industry and the community through:

- Professional and personal development.
- Gathering and disseminating knowledge about quality principles and practices.
- Mentoring.
- Providing guidance and training for the certification of quality professionals.

Our Vision is to be recognized as a premier section of ASQ for serving our members, industry, and the community.

Your ASQ Section 1212's 2010-2011 Leadership Team

Chair	Donna Nash	qltypest@gmail.com
Chair Elect	Maddy Bradford	Maddy_Bradford@steris.com
Secretary	David Norby	david.norby@abbott.com
Treasurer	Jim Sohn	james.sohn@yahoo.com
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Auditing	G David Spengler	gdspengler@yahoo.com
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Publicity	Jim Schlichting	schlijp@sbcglobal.net
SMP	Willie Carter	wrcarter@quantumassocinc.com
Past Chair	Sandra Storli	sandra.storli@abbott.com

From The Nor'easter Editor - Call for Articles By Adela Crandell (Editor) and Amit Dave (Assistant Editor), The Nor'easter



Many thanks to those who have contributed articles and we wish to emphasize that we need articles. Please submit all information for the October 2010 Nor'easter by Friday, September 17th, 2010. We need a bank of outstanding Quality Articles. If your technical, quality related article of one page (approximately 500 to 1000 words) is published, you can receive 1 RU credit, as long as you keep a copy of the newsletter as proof. You then submit that to ASQ with your re-certification journal packet. Text, graphics, logos, photos, etc., can be sent to adelacrancell@mac.com. Please e-mail me with questions. The editor reserves the right to edit material, and items received after the deadline may be dropped or inserted in a future issue.



Plan Now to Advertise in The Nor'easter

By Adela Crandell, Editor, The Nor'easter

Plan now to advertise in *The Nor'easter*. We have approximately 800 ASQ members on our mailing list for the northeastern area of Illinois...one of the most active growth areas in the country! Our readers will be interested in your company's products or services. Deadline for prepaid advertising is the 1st of the preceding month. Your check for the correct amount (payable to ASQ, NEI Section 1212) must be received at the following address prior to issue in *The Nor'easter*.

The Nor'easter

Northeastern Illinois Section 1212

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	Monthly Rates for Ad Publication	
Full page	7 x 9 3/4"	\$125
1/2 page	3 5/16 x 9 5/16" or 7 x 4 5/16"	\$75
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ASQ | 2010 Northern Illinois Quality Conference

13TH ANNUAL NORTHERN ILLINOIS QUALITY CONFERENCE (NIQC 2010)

Journey to Excellence: Mark your calendar for the 13th Annual Northern Illinois Quality Conference (NIQC) for **Tuesday, November 16, 2010** to be held at the NIU campus in Naperville, Illinois!



You are cordially invited to the 13th Annual Northern Illinois Quality Conference (NIQC) at the Northern Illinois University, Naperville Campus. NIQC 2010 is sponsored by five American Society for Quality (ASQ) Sections: Chicago, Fox Valley, Heart of Illinois, Illiana & Northeastern Illinois and the ASQ Information Integrity Interest Group. Go to: <http://www.niqc.org/reg.htm> - The NIQC 2010 theme is **Journey to Excellence**. The two-day event also includes eight workshops that will be held on Monday, November 15th.

- This is a **must** event focusing on prospering with Quality in the current economic turmoil. NIQC 2010 offers attendees the opportunity to learn more about succeeding with Quality.
- This conference is designed to give attendees an insight on successful industry practices and the tools being used.



2010 Business Innovation Conference

Wheaton, IL
October 4-6, 2010
Illinois Institute of Technology

Join us at the 2010 Business Innovation Conference and Exhibition dedicated to the vigorous exchange of ideas on business innovation and innovative thinking. Over three exciting days you will have the opportunity to attend 6 workshops, 18 presentations, and 5 keynote speakers from diverse industries and domains – in addition to making invaluable new connections and opportunities to share ideas and experiences with other accomplished innovators from around the US and the world. <http://www.businessinnovationconference.com/>

What Is The Business Innovation Conference? The Business Innovation Conference is a premier educational and networking event bringing together leading innovation experts and practitioners from business, academia and government to exchange experiences and explore and learn the *science* of innovation. Traditionally, innovation has been viewed as an art, a flash of genius, or rare strokes of brilliance – expensive and unpredictable to manage. In the 21st century, we now have the tools to master innovation so that we become continual thinkers, capable of innovating on demand, and managing innovation teams to predictable outcomes. These are the core learnings of the Business Innovation Conference!

Section Events

Come join us! Share the passion for excellence with talented top speakers, authors, quality experts, and active quality professionals. ASQ Section 1212 provides a wide range of quality related topics, events, and resources to meet your needs.



Check out our events page on our website:

www.asq1212.org/events



Welcome! Welcome to ASQ Northeastern Illinois Section 1212, a section on the cutting edge. Our members are dedicated to the promotion and advancement of quality tools, principles, and practices in their workplace and their communities. We encourage our members to become leaders of quality. We hope to see you soon!

Success

The American Society for Quality is the world's leading authority on quality and our section is one of its top rated sections. We assist companies to improve their systems, processes, organization, and profits. You'll get the resources to succeed today, and to compete in the future.



SECTION 1212 GENERAL MEETING INFORMATION

Meets on the 3rd Thursday of the month - Pre-Meeting Clinic begins promptly at 5:30; Networking / Social from 6:00, Dinner is served 6:30; Main Presentation from 7:30-8:30.

For reservations, contact asq1212reservations@yahoo.com

If you wish to attend without the meal, there may be a section reserved for non-dining guests.

DATE	PRE-MEETING CLINIC	MAIN PRESENTATION
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September 16 2010	Quality basics: Deming's Red Bead Experiment presented by Marion Menze	Business Innovation Maturity Model by Praveen Gupta
October 21 2010	Lean Learning Game Exchange by Tony Manos	Lean Kaizen by Tony Manos
November 18 2010	Change Management by Manu Vora	
December 16 2010	Quality Celebration	
January 20 2011	Annual Business Meeting	
February 17 2011	FDA Guidance By Lorelei Jarrell, FDA Chicago Branch	
March 17 2011	Plant Tour TBD	
April 21 2011	FDA by Hugh Grimes and James Capone	
May 19 2011	Getting Your Certification – How to Take the Exam By Dave Taylor and Dave Spengler	Recert & Packet Info By Merle Goddard
June 16 2011	Putting Contest and Statistics By Dave Taylor	Quality Tools: By Wayne Taylor

Feel free to contact any of the committee chairs or officers, if you have any questions or if you would like to help us provide quality meetings, programs and activities. We welcome your participation.