

2nd Quarter 2010

The American Society for Quality is an international organization that advances individual, organizational and community excellence world-wide through

- Learning
- Quality Improvement, and
- Knowledge Exchange

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Aloha Quality Network



Lessons from St. Louis—ASQ Quality Conference 2010

By Glenn Hamamura

The 64th World Conference on Quality was held this year in St. Louis, MO from May 24 to 26. It was a great opportunity to find out what the focus of quality is in 2010, and also a wonderful chance to meet other quality professionals. Here is a brief summary of some of my observations from the event, and also from the member leader meeting held on Saturday May 22nd at which I represented our section.

Community Leadership Institute

This event is the meeting for leaders from sections, divisions, HQ, and other ASQ organizational units that precedes the actual World Conference. The awards are also presented here for sections and divisions that qualify for the Quality Management Process (QMP) levels.

The session opened with a “Keeping Members Members” discussion that

attracting people to ASQ was not a problem, but keeping them (retention) was. The morning was engaged with small group sessions with various topics regarding leadership in the sections and the divisions. We spent time discussing the ASQ Vision: “By making quality a global priority, an organizational imperative and personal ethic, ASQ will become the community of choice for everyone who seeks quality concepts,

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ASQ Hawaii Section 0623 Meeting @ Willows – May 18, 2010



Sitting: Frank Appel, Linda Appel, Henry Ku, Renee Watase, Martha Samson
 Standing Left to Right: Karen Fong, Steve Bovey, Larry Sue, Iris Van der Zander, William Baeten, Glenn Hamamura, Tom Dygon, Elaine Adams, Steve Novak, Joyce Jo, Robert Eubanks, Chris Batacan, Lance Tachino, Maria Law. Photographer: Gene Young

Lessons from St. Louis—ASQ Quality Conference 2010 (continued)

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technology, and tools to improve themselves and their world”. Three major initiatives that were presented by the HQ were: the ASQ Learning Institute, which is a consolidation of education and training delivered through multiple methods; the ASQ Knowledge Center (web), and an update on the ASQ global strategy, which has resulted in growth in China and India.

We saw early versions of the brand transformation being planned for launch in November, which will reflect the message ‘ASQ is the Global Leader in Quality’. There is also a major effort to communicate through the current social media sites, including Facebook, Twitter, Youtube, and LinkedIn.

World Conference

Many awards were presented at the opening of the conference. Of note to me were two pioneers from Japan whose methods I have studied for many years. They were present for the conference, and it was a great honor to see them receive their awards. Yoji Akao is the creator of Quality Function Deployment (QFD) and a major proponent of Hoshin Kanri (strategic planning). And Dr. Noriaki Kano is the developer of “attractive quality”, of which the Kano Diagram (factors for customer satisfaction and delight) is world famous among quality professionals.

The opening keynote address was given by Alan Mulally, the CEO of Ford Motor Company. A great talk, it is available right now for members on the ASQ website, I highly recommend you take the time to listen to it. Some quotes I took notes on: “we are fighting for the soul of manufacturing in the US” and “you are either improving or you’re not”. Please take the time to listen to a believer in quality and a supporter of ASQ.

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Lessons from St. Louis—ASQ Quality Conference 2010 (continued)

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The conference focused on the following themes:

- Social responsibility - linking quality to organizational responsibility, including being green.
- New applications of proven quality tools - using quality tools beyond the traditional uses of the past
- Quality in a global economy - the opportunities and challenges of the connection of different countries and economies
- Making the case for quality - how to keep quality vibrant in the organization
- Quality basics

The conference had many presentations at the beginner, intermediate and advanced levels, and it was hard to pick from the wide choice available. There was also a great exhibit area with many vendors, as well as the ASQ bookstore, where I spent (invested) too much on new books.

The International Team Excellence Award finals were also held at the conference and it was a great experience to listen to one of the teams. This is a very interesting competition, full of energy and quality excellence. Karen Fong, our Hawaii Section Chair, has been a judge for this event.

If you'd like to find out more about this sometime, just email me (through the section website) at rsvp0623@asqhawaii.org



Learn or Perish—Retrospective Sessions

Unnatural but valuable

Retrospectives are a structured way to gather “lessons learned” from those who know best—the people who worked directly on a program or project. Good leaders use what was learned to improve the processes, tools, capabilities and behaviors of their organization. These improvements make future projects more successful.

Unfortunately, retrospectives are unnatural. Norm Kerth, the father of the retrospectives, says “... it is not natural for us to stop, reflect and learn. ... I am usually worn out at the end of one of my alligator infested swamp draining projects. ... The act of reflecting on my just-finished project is not naturally a high priority. Yet it is likely the key to ensuring that my next project will have less water to drain and fewer alligators to manage.” (Kerth, . 3-4)

Despite this obstacle, investing in good retrospectives delivers three important benefits:

- 1) Improves the capabilities of people who work on projects AND the organization to which they belong
- 2) Recharges people and repairs damaged working relationships
- 3) Fulfills the need for ritual and closure

Four steps

1—PREPARE: a poorly designed, willy-nilly retrospective can actually do more damage than good. Selecting the wrong participants, creating a bad agenda, or just being unprepared can all sink a retrospective session, especially when emotions run high. Most retrospectives, even those about non-controversial projects, require careful preparation.

2– HOLD RETROSPECTIVE SESSION: This is where the learning starts to happen, once you overcome the issues of safety, blaming, self-protection and poor memory. Below is my favorite framework for guiding retrospective sessions. *(Continued on page 5)*

Beginning of Session—Goal: *Build a good foundation*

- Establish an environment of safety and engagement. The majority of participants must feel safe expressing their true observations
- As a group, reconstruct the history of the project by creating a timeline that shows significant events. This tickles memories, as well as increasing interest and curiosity

Middle of session—Goal: *Discover lessons*

- *List the things that did and did not go well during the project*
- *Understand the root causes and learn from these events*

End of session—Goal: *Set the stage for action on the vital few*

- *Identify the highest priority lessons*
- *Recommend actions that will affect skills, tools, processes and behaviors*

Learn or Perish

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3– ANALYZE RESULTS: Quality expert Joseph Juran famously said that the vital few must be separated from the trivial many. That applies to a retrospective, too. Most retrospective sessions generate a long list of comments and ideas. The full list will be overwhelming and thus people will not be likely to act on it. This step selects just a vital few ideas to take action on.

4— TAKE ACTION: Too many retrospectives stop with a report that gets filed and never seen again. That's a pity. The individuals in the retrospective session will carry away some of the learning just by virtue of attending, but the real leverage of a retrospective comes when the organization agrees to change its tools, processes and behaviors. Therefore, the keepers of these tools, processes and behaviors—usually management—must drive follow-up actions.

The Prime Directive

Even if you follow these steps, a retrospective will spiral into disaster if you can't keep it constructive. Thus, Kerth requires that a prime directive must guide every aspect of a retrospective. This directive assumes that everyone did his or her best. Participants will not be allowed to blame. Instead, they will be open to learning, even when it is painful.

Kerth's Prime Directive

Regardless of what we discover, we must understand and truly believe that everyone did the best job he or she could, given what was known at the time, his or her skills and abilities, the resources available, and the situation at hand

Kerth, p.7

Embed the Lessons

A retrospective can be the catalyst for four levels of improvement, as the diagram shows (next page). The lowest levels are the easiest to accomplish but also have the least leverage. For example, by virtue of merely attending the retrospective session, each participant will learn some valuable lessons that he or she can use for self-improvement in the future. This is an example of level one improvement (individual learning). At level two (team learning), the assembled team learns how they can help each other in the future, if they get the chance to work together again.

If the learning stops at this point, the organization has only received partial value from its investment in the retrospective. For maximum impact, a retrospective must also change the system, which happens at levels three and four.

At level three (process improvement), the leaders of an organization invest some of the organization's time and resources in follow-up actions. These actions are driven by recommendations from the retrospective, so they convert lessons from the project into improvements in the processes, tools, and capabilities that the organization uses for all projects.

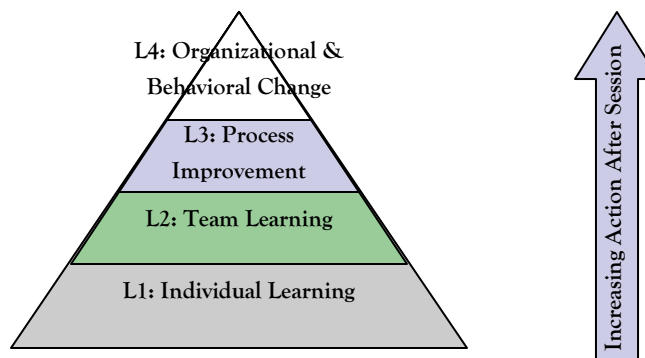
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Learn or Perish

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At level four the behavior of the entire organization changes. People, especially the leaders, act differently. The new and improved way of doing things is not captured just in processes and tools. It is embedded in the fabric of the organization.

Such systematic change, although difficult, offers huge advantages. The entire performing organization and all future projects improve every time one group of people on a single project learn something. Because the learning effect is multiplied by the number of projects that the organization does, it improves rapidly in small, frequent steps.



Endpoint

Top performing organizations use frequent retrospectives to improve individual and team skills, tune processes, upgrade tools, and change organizational behavior. The key is to take action on the learning to improve the future processes and skills of the organization. This way, the entire organization will benefit from the accumulated experience of everyone who works on projects and programs

Further Information *Project Retrospectives: A Handbook for Team Reviews*, Norman Kerth, Dorset House, 2001



ASQ Section 623 Demographics, 1st Quarter 2010

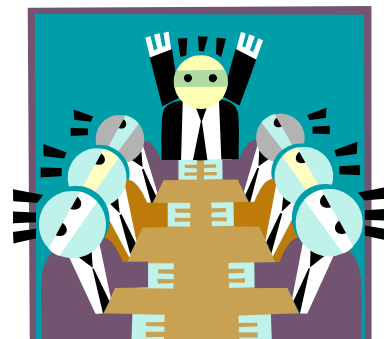
Compiled by Eugene Young

MEMBER TYPE	1st Qtr 2010	4th Qtr 2009	Change
ASSOCIATE	1	1	0.0%
REGULAR	48	49	-2.0%
SENIOR	40	38	5.3%
STUDENT	3	5	-40.0%
SUSTAINING	2	1	100.0%
Grand Total	94	94	0.0%

Market Segment	1st Qtr 2010	4th Qtr 2009	Change
Service	43	42	2.4%
Healthcare	15	17	-11.8%
Government	12	13	-7.7%
Unknown	8	6	33.3%
Education	7	7	0.0%
Manufacturing	6	7	-14.3%
International	2	2	0.0%
Unclassified	1	2	-50.0%
Grand Total	94	96	-2.1%

Certifications	1st Qtr 2010	4th Qtr 2009	Change
Mgr of Qual/Org Excellence	15	15	0.0%
Quality Auditor	11	9	22.2%
DON Lean Six Sigma Black Belt	8	8	0.0%
Quality Improvement Associate	6	7	-14.3%
Quality Engineer	3	3	0.0%
Six Sigma Black Belt	3	2	50.0%
Software Quality Engineer	1	1	0.0%
Six Sigma Green Belt	0	0	N/A
Grand Total	47	45	4.4%

**See page 11 for a listing of certifications achieved this year—
March 2010!**



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ASQ Section 623 Demographics, 1st Quarter 2010 (continued)

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43.6%

Geographic Distribution - Oahu		1st Qtr 2010	4th Qtr 2009	Change
Honolulu *	HI	41	39	5.1%
Kaneohe	HI	7	7	0.0%
Mililani	HI	5	6	-16.7%
Kailua	HI	6	5	20.0%
Kapolei	HI	3	4	-25.0%
Waipahu	HI	3	3	0.0%
Aiea	HI	3	3	0.0%
Ewa Beach	HI		2	-100.0%
Pearl City	HI	1	1	0.0%
Laie	HI	1	1	0.0%
Kahuku	HI	1	1	0.0%
Grand Total		71	72	-1.4%

14% 75%

Geographic Distribution	Oahu	Outer Island	Out of State	Int'l	Grand Total
1st Qtr 2010	71	13	8	2	94
4th Qtr 2009	72	13	6	3	94
Change	1.4%	0.0%	-33.3%	33.3%	0.0%

Tool of the Quarter—SIPOC

By Larry Sue, Sr. Member, CQE Retired

What is it?

- A method to clarify the value chain in which you operate.
- A tool to clarify key customer or supplier relationships needing improvement

The name SIPOC is an acronym for the contents of the chain:

Supplier **I**nput **P**rocess **O**utput **C**ustomer

Why use it?

- Identifies all relevant elements of a process in a process improvement project before work begins.
- Useful when it is not clear
 - o Who supplies inputs to the process
 - o What specifications are placed on the inputs
 - o Who are the true customers of the process
 - o What are the requirements of the customers

What does it do?

- Defines a complex project that may not be well scoped.
- Similar to a Process Map and “In/Out of Scope” tools, but provides additional detail.

Prompts the team to consider Suppliers, Inputs to the Process, the Process the team is improving, Outputs of the Process, and the Customer that receive the process outputs.

How do I do it?

To complete the chain, it is often easier to start with the Outputs and work backwards.

1. Identify the process Outputs
2. Identify the process(es) that produce these Outputs.
3. Identify the process Inputs.
4. Identify the suppliers of these inputs (both internal and external).

Identify customers (both internal and external). This can be anyone who receives and uses the Product or Service Outputs.

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Tool of the Quarter—Facilitating Change (continued)

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Example: SIPOC for “We-Test-All” Medical Laboratories

Suppliers	Inputs	Processes	Product/Service Outputs	Customers
NoPail Syringe Co. Nostick Gauze co. ABC Pharmaceutical Patient Hospital	Blood sample Urine sample Throat swab Chemicals Disposable testing supplies Band-aids Diagnostic test request form	Perform blood test prescribed by doctor Aids test Billing Hire and Train Personnel Send report to physician Purchase lab testing materials Process insurance Maintain diagnostic equipment Maintain FDA compliance Manage inventories	Results of diagnosis Delivered report to requesting physician Invoice sent to insurance company Required reports to government health agencies Hazardous material disposal	Patients Hospitals Insurance claim office State Department of Health

Some Pointers

- A common use of SIPOC is to develop a list of processes, then select one or more to improve. Focus improvement efforts on the Vital Few processes.
- Don't be surprised if you find an overlap between suppliers and customers. At one moment, you might be a supplier; the next moment a customer.
- After using the SIPOC to determine which process to improve, do a scope analysis identifying what is in the scope of the project and what is outside the scope of the project. Then do a detailed process map of the process to be improved.

The SIPOC appears to be a simple tool, but it may take your team some time to identify all of the pertinent elements, including internal customers and suppliers. This can also help your team recognize that processes are not always linear and customers and suppliers can both have requirements and produce outputs.



THE NEWSLETTER OF ASQ HAWAII

2010– 2011 Board Members

Karen Fong, Chair
 vacant, Chair-elect
Eugene Young, Vice Chair
Lance Tachino, Treasurer
Stephanie Lum, Secretary
Martha Samson, Imm. Past President

Renee Watase, Certification Chair
Glenn Hamamura, Recertification Chair
Eugene Young, Membership Chair
Derek Enoki, Auditing Chair
Larry Sue, Programs Chair
Johnathon Jones, Internet Liaison

THIS YEAR'S PRESENTATIONS ARE
 NOW AVAILABLE AS A RESOURCE IN
 THE MEMBERS ONLY SECTION OF OUR
 WEBSITE!

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Do you have ideas for programs, articles or contributions? Let us know how to make this newsletter better. Send comments and questions to rsvp0623@asq_hawaii.org.

"Be a yardstick of quality. Some people aren't used to an environment where excellence is expected"—Steve Jobs

ASQ Hawaii Board 2010-2011 Election Results

ASQ Board Members are listed above.

WELCOME to Lance Tachino for serving as our Treasurer for the upcoming year and has been involved with ASQ for 6 years.

Belated WELCOME and MAHALO to Larry Sue who has been an ASQ member for 26 years, serving as our Programs Chair for the past year and been involved on the Programs Committee for 3 years.

MAHALO to John Thompson for serving as our Treasurer for the past 7 plus years.

MAHALO to Johnathon Jones who has been serving as our Internet Liaison and continues to do so even though he has relocated from Hawaii.

Congratulations to the following individuals who received ASQ certifications in March 2010:

Stuart Naylor, Regular ASQ Member

Certified Biomedical Auditor

Kristine Saboda, Regular ASQ Member

Manager of Quality/Organizational Excellence

Glenn Hamamura, Senior ASQ Member

Certified Six Sigma Black Belt

