



**ASQ**

AMERICAN SOCIETY  
FOR QUALITY™

# Chicago

Newsletter of Section 1201  
October 2007



Vol. 8  
Issue 2

## General Meeting

### **An Organizational Framework That Drives Excellence**

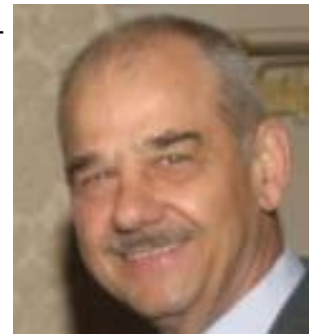
The Lincoln Foundation for Performance Excellence is a nonprofit organization that works with Illinois manufacturers, schools, healthcare providers, government agencies and service organizations to achieve high levels of performance in order to be more competitive in the global economy. The Foundation provides education and training programs geared towards continuous improvement, as well as an awards program to help Illinois organizations distinguish themselves. The program is modeled after the Malcolm Baldrige National Quality Award.

During the Advance Session, Paul Kuchuris, President & CEO of The Foundation will discuss the role of The Lincoln Foundation for Performance Excellence as a catalyst for driving organizational excellence in Illinois. He will also illustrate how various quality tools fit into the Baldrige framework for excellence.

In addition, during the Main Session, recent winners of the Lincoln Award representing Health Care and Manufacturing will be on hand to answer any questions and discuss their experience with The Lincoln award process, especially on the impact it has had on their organizations.

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Paul Kuchuris, President and CEO, has been a volunteer for The Lincoln Foundation since 1993. He has

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## Quality Services

### **NO TIME OR STAFF TO PERFORM INTERNAL AUDITS OR SUPPLIER AUDITS? VALUE-ADDED AUDITS AT AN AFFORDABLE PRICE**

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- Over seventeen years of experience: RAB-QSA-Senior Auditor with over 500 registrar audits including ISO-90001: 2000, QS-9000 and ISO/TS-16949: 2002 covering automotive and non-automotive industries.
- Top-notch quality professional, ASQ certified CQA and CQE. Delivering a total of 34 years of experience in the quality management field - including but not limited to: automotive, chemical, rubber, plastic, solder, electronics, springs, fasteners, screw machines, printing, medical equipment, service industries (e.g., calibration, remanufacturing, etc.) warehousing & distribution, freight forwarding, consulting firm(s) and more---
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**To inquire, contact Victor Chaudhari at [vlc123@sbcglobal.net](mailto:vlc123@sbcglobal.net) or 630-209-8589.**

## ASQ Examination Dates

Certification	Application Deadline	Exam Date
CQI, CQT, CRE, CMQ/OE, CHA, CBA, CSSBB	August 17, 2007 January 11, 2008	October 20, 2007 March 1, 2008
CSQE, CQA, CQE, CQIA, CCT, CQPA, CSSGB	October 5, 2007 April 4, 2007	December 1, 2007 June 7, 2008

For Certification details – Booklets, Exam Information, Registration – call (800) 248-1946  
or log on to [www.ASQ.org](http://www.ASQ.org)

### On the Lighter Side

Can you read this?

fi yuo cna raed tihs, yuo hvae a sgtrane mnid, too.  
Cna yuo raed tihs? Olny 55 plepoe tuo fo 100 anc.

i cduolt blveiee taht I cluod aulacly uesdnatnrd waht I was rdanieg. The phaonmneal pweor of the hmuan mnid, aoccdmng to a rscheearch at Cmabrigde Uinervtisy, it dseno't mtaetr in waht oerdr the ltteres in a wrod are, the olny iproamtnt tihng is taht the frsit and lsat ltteer be in the rghit pclae. The rset can be a taotl mses and you can sitll raed it whotuit a pboerlm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe. Azanmig huh? yaeh and I awlyas tghuhot spleling was ip-morantt!

### ASQ Chicago Policy

The ASQ Newsletter is published to Increase participation in section services and activities through the promotion of offerings, for example, career development opportunities, education programs, networking and leadership opportunities, and to stimulate discussion in the field of Quality.

The ASQ Chicago Section 1201 Newsletter may publish articles representing conflicting and minority views. Opinions expressed are those of the authors and not necessarily those of ASQ or Section 1201.

The publication of advertisement and the use of the ASQ logo in advertisements does not necessarily constitute an endorsement of that particular product or service by ASQ or Section 1201.

**General Meeting . . . continued from page 1**

served as Vice President and has held various committee positions. Prior to joining The Lincoln Foundation, Paul was the Principal of ProFORM, Inc, a private performance improvement consulting firm. Paul developed his expertise in a variety of different roles over his 26 years with Navistar (International Harvester). During that time, he held such diverse positions as product consultant, sales and marketing manager, training and development manager, and dealer personnel development director.

Paul currently sits on the Board of Directors for The Alliance for Performance Excellence (a national Baldrige state program organization), DuPage County Workforce Investment Board’s Workforce Systems Committee, the Benedictine University’s Business Management Institute Advisory Board and the Career Advancement Network Advisory Board.

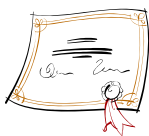
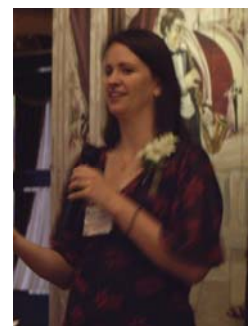
He also has been Chair of the DuPage County Workforce Investment Board and has served on the Governor’s Human Resource Investment Council Task Force on Workforce System Coordination. He chaired the Glenbard South High School Booster Organization and was a Co-Chair of the Glenbard High School District 87 facility improvement referendum.

Mr. Kuchuris earned his degree in Business Management and Economics from Indiana University.

**Happenings**



*June 2007 -  
Joe Lisy Award  
Dinner Honoring  
Lisa Royal*



## Northern Illinois Quality Conference

10<sup>th</sup> Annual Northern Illinois Quality Conference  
will provide you with the

### *“Drivers of Organizational Performance Excellence”*

Drive away (from Three Keynoters) with a good understanding of:

- the journey to performance excellence,
- the needed focus to turn around an organization, and
- the importance of information integrity to performance excellence.

We offer breakout sessions designed to give you the tools to lead your organization along the journey to performance excellence.

- **Employee Engagement and Innovation**
  - Come and learn about Employee Motivation Practices, and Collaborative R&D: Products and Services Innovation.
- **Effective Leadership**
  - Explore the basics, fundamentals, some business cases, and fundamentals in Relationship Management with Critical to Quality Outcomes.
  - Learn about Values-Based Leadership, a Key Driver of Performance Excellence
- **Global Supply Chain Management**
  - Are you interested in Performance Excellence through a Supply Chain Strategy? Profit from a presentation of three very different supply chain examples.
- **Lean and Six Sigma**
  - We have a track covering one company’s Journey into LeanSigma®, and a Real World Application of Six Sigma DMAIC and Lean.

For additional information check out:

**Pre-Conference Workshops:** Innovation, Employee Engagement Practices, Energetic Leadership, and Information Integrity for Quality Management.

**Post-Conference Workshops:** Adventures in Lean Six Sigma, Effective Supplier Auditing, Management Tools that Work, and Voice of the Customer (VOC) Management.

Help us celebrate our Tenth Anniversary.

Join us for three information filled days of hands-on quality concepts and tools.

November 4-6, 2007

More information and registration available at:

[www.niqc.org](http://www.niqc.org)

## ASQ Chicago Section Contacts

<i>Committee/Office</i>	<i>Name</i>	<i>Contact Number</i>
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<b><i>Elected Officers</i></b>		
Chair	Christopher Trent	(815) 788-0095, (815) 459-3080 x120, (815) 735-5947, (815) 459-3227
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Vice Chair, Program	Michael Glowacki	(630) 574-8484
Vice Chair Membership	Dan Brown	(312) 615-3530
Secretary	Krista Alsleben	(630) 631-8139
Treasurer	Ray Wick	(708) 532 1800 x1533
<b><i>Directors &amp; Honorary Directors</i></b>		
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Regional Deputy Director	George Alukal	(312) 542-0445
Training Institute Director	Rama Shankar	(847) 559-1941 H, (847) 715-7465 W, (847) 644-2000 M, (847) 942-2016 Fax
<b><i>Appointed Committee Chairs</i></b>		
Assistant Treasurer	Steve Olczyk	
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Examination/Proctoring	Hari Soni	(630) 510-8948
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Membership Upgrade	George Alukal	(312) 542-0445
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Parliamentarian	Open	
Program Facilities	Open	
Advance Program Planning	Open	
Program Management	Thomas King	
Dinner Meeting Registration	Dan Montgomery	(847) 428-0300 X114
Publicity	Thomas King Alan Van Ornum	
Recertification	Ed McCarthy	(847) 392-3500
Recognition & Awards	James Persaud	
Scholarship	June Morita	(847) 330-6375
Section Database	Dave Buettner	(630) 713-7214
Illinois Lincoln Award	Alan Mendelssohn	
Webmaster	Bob Accerrano	(815) 922-9797

## Quality and Downsizing: Lessons from *The Art of War*

With today's widespread downsizing and outsourcing, is it possible for quality systems to continue to function effectively? The following lessons derived from "The Art of War," captured by Chinese military strategist Sun-Tzu in the fifth century, B.C., embody some key lessons that are needed for a quality system to continue to be alive and vital during periods of financial difficulty.

**Lesson 1: "The general is the supporting pillar of state."** The general prepares the army for battle and ensures the military infrastructure has the ability to win the war. The corporate executive must remain committed to the quality effort as part of the corporate infrastructure necessary for financial success; quality has to be seen as a key factor necessary to the functioning of the business. Management demonstrates their support by allocating and protecting budget for quality activities and retaining a core team of quality staff.

**Lesson 2: "Someone unfamiliar with the mountains and forests, gorges and defiles, the shape of marshes and wetlands cannot advance the army."** While it is necessary to have top management support, the knowledge base of the quality team is critical. With the right knowledge, the core team can set direction for the quality system. Without continuity of the knowledge base, the staff can flounder and lose their way. While staffing decisions are based on multiple factors, the risk is that if all experience and knowledge is lost, confusion will take over and sub-optimal decisions will be made.

**Lesson 3: "Do not rely on [the enemy] not attacking, but depend on having an unassailable position."** When turmoil hits in the heat of battle, when staff is downsized and budgets are cut, a sluggish quality management system will only get in the way of forward progress. The quality system must be lean and nimble and flexible. It must have the ability to be quickly adaptable to a changing environment without requiring a large investment in staff or financial resources. The key is to eliminate waste and reduce overhead using techniques such as lean manufacturing and process simplification, and the best time to initiate these activities is before you have to, when the company has the financial and resource capacity to support the effort.

**Lesson 4: "The wise must contemplate the intermixture of gain and loss."** Organizations should always be selective about what activities are going to continue and what activities are going to be cancelled or not started. When resources are limited, the prioritization is crucial.

Prioritization of activities should be based on the benefit or value to the organization. Value should be defined in terms of customer needs. Each organization has to define what value proposition is most relevant for their particular situation, but in all cases, the result should be the smallest set of quality activities that provides the highest value. Focus on the vital few.

**Lesson 5: "To cross mountains follow the valleys."** Look for small wins. When companies are doing well financially, it is easy to launch major reengineering initiatives that last for months or years and involve many people across the organization. It is harder to allocate those kinds of resources when finances are tight and budgets are reduced. The key is to set specific goals and then break the goals into small, manageable steps. With each step, identify the most cost-effective method for completing the actions. Use the fewest number of people, the most efficient mechanisms for implementation. Start first with the issues that you can handle and complete. Celebrate those small successes and move onto the next success.

**Lesson 6: "One who excels at employing the army leads them by the hand."** If process changes are needed, find someone in the organization that has a personal stake in the issue and make them champions of change. The best champion is one who is personally committed to an improvement project, who has a personal stake in seeing the improvement come to fruition. Personal accountability and belief in the need for a process improvement will cause the champion to work harder, work smarter and do what it takes to ensure the successful implementation of the improvement.

**Lesson 7: "In battle, one engages with the orthodox and gains victory through the unorthodox."** During turbulent times, the same old strategies simply won't work. Innovative and creative methods for getting things done are necessary. If your process team members have been laid off, find a way to carry on. If training budget has been cut, figure out a way to get people trained anyway. Anything is possible, with the right attitude and conviction, and a little creativity.

**"These are the ways military strategists are victorious."** Become lean. Stand behind quality. Focus on the value-added activities. Improve the system where you can. Most of all, be creative and find unorthodox methods of getting things done. All of these will help your organization to retain a vital and healthy quality system.

*Submitted by Lisa Bergen Ohm, CQE, CSSBB*

**The ASQ Chicago Newsletter**

Subscription to the newsletter is provided as long as your membership with ASQ is current and you are registered with the Chicago Section.

Your address and other contact information are maintained by ASQ headquarters and can be changed by web, phone or mail:

- On the web at [www.asq.org](http://www.asq.org), sign-in, change address
- ASQ Customer Service at (800) 248-1946
- ASQ, PO Box 3005, Milwaukee, WI 53201

The newsletter is issued for September, October, November/

December, January, February, March, April, May/June for the 2007-2008 year. ☺

**Contact Information**

**Job Networking**

Muasqjobsnetwork@hotmail.com  
 Hammad Siddiqi – (847) 882-5826

**Recertification**

Ed McCarthy – (847) 392-3718 x279  
 emccarthy@methode.com

**Chicago Section General Meeting – Wednesday, October 10, 2007**

<u>Location</u>	<u>Program Schedule</u>
<p><b>Oak Meadows Golf &amp; Banquet</b>  <b>900 N. Wood Dale Road</b>  <b>Addison, IL 60101</b>  <b>(630) 595-1800</b></p>	<p><b>5:30–6:00 p.m. Check-in / Networking</b>  <b>6:15 p.m. Advance Session</b>  <b>7:00–8:00 p.m. Dinner</b>  <b>8:00–9:00 p.m. Post Dinner Session</b></p>

**Directions:**



From I-294: Take I-294 to I-290 west. Exit at Route 83 north. Turn left at first stop light, Third Avenue. Proceed 1 mile to Wood Dale Road. Oak Meadows is straight ahead. From I-88: I-88 east to I-355 north. Exit east on Lake Street (Route 20) for 4 miles. Turn left on Wood Dale Road (Villa Avenue). Continue to first stop sign, Third Avenue. Oak Meadows is on your left.



**How to Register**

- Register on-line at [www.asqchicago.org/onlinereg.htm](http://www.asqchicago.org/onlinereg.htm) and complete the required information.
- Because walk-ins are limited and subject to availability, please register prior to the meeting.
- Fax and telephone registrations are currently being discontinued.
- Registration and payment on-line is *secure*.



**Cost**

- **Registration** - payment required at time of registration: members \$35, nonmembers \$40
- **Walk-ins** - subject to availability, cash or check only: members \$40, nonmembers \$45
- **Program only** - attendance without dinner, no charge, registration is required
- **Unemployed members** - Special provisions are available, registration is required

**Notes**



- No credit cards accepted on night of meeting.
- No refunds will be made for cancellation after 5:00 p.m., Monday prior to the meeting or for a no-show at the meeting.
- Accepted credit cards: Personal - American Express, Discover, Master Card, Visa;  
 Corporate - Master Card, Visa
- Questions? Contact Michael Glowacki at email [Michael.Glowacki@Elkay.com](mailto:Michael.Glowacki@Elkay.com) or (630) 574-8484

Register on the ASQ Chicago Website — [www.asqchicago.org/onlinereg.htm](http://www.asqchicago.org/onlinereg.htm)



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### Chicago Section General Meeting Schedule — 2007-2008

Date	Facility / Location	Program
Sep. 12	Maggiano's, Oak Brook	▪ Continuous Improvement
<b>Oct. 10</b>	<b>Oak Meadows, Addison</b>	▪ <b>An Organizational Framework That Drives Excellence</b>
Nov. 14		▪
Jan 9		▪
Feb 13		▪
Mar. 12		▪
Apr. 9		▪
Jun. 11	TBD	▪ Joe Lisy Award & Dinner

Meetings are held on the 2nd Wednesday of the month.