DECEMBER 2014, VOLUME 13, ISSUE 4

NEWS

Lean Enterprise Division

December 2014 Highlights

Chair's Message

I just realized that this is my last message to you as chair of the Lean Enterprise Division. It has been such a privilege to serve and I thank you for the opportunity. I also want to thank our leadership team for their tireless efforts on behalf of our division. With Terra Vanzant-Stern as the next chair and with Chris Hayes as the newly elected chair-elect, I am sure the division will continue to progress toward our vision: "To create a world where everyone, everywhere works together to apply lean principles and methods to achieve their personal and organizational goals."

Our strategy session in Milwaukee, WI, was very successful and developed the nine strategic initiatives as shown in the Thought Map originally composed by Lance Coleman after the meeting.

Two members of the leadership team have agreed to take the lead on each of these initiatives. As you can see from the map, the results of the ASQ Satisfaction and Loyalty Survey in which many of you participated were used right up front along with the ASQ strategic plan.

Thanks also to those of you who were chosen and responded to our survey on topics for next year's monthly webinar series. Paul Harbath, as the new webinar chair, is using those results to put together the schedule, which should be as interesting and informative any of those we have had over the last year or two thanks to Chris Hayes, the outgoing webinar chair.

We have just finished our 2015 business plan and budget. Don Smith has agreed to lead that effort as business plan manager together with Tammy Miller, who is continuing as treasurer. Don has been our education chair for the last several years and has done a fantastic job in working with the ASQ Learning Institute to bring to our members several education offerings. Lance Coleman is taking over the education chair position and has some "big shoes" to fill in that regard.

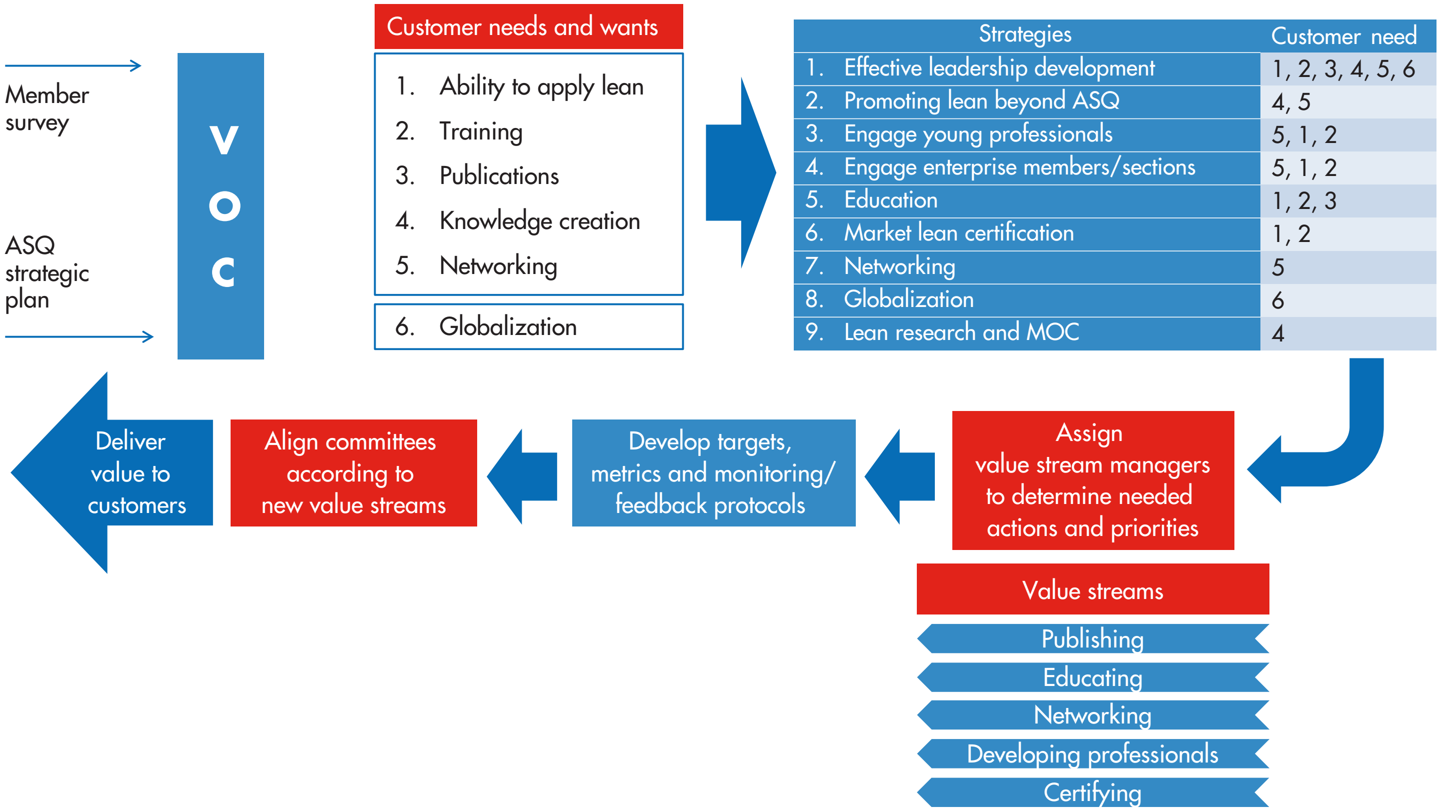
So as you can see, even though we are in transition, we have a lot going for us with new people serving in leadership as us older folks move on. I will be continuing as immediate past chair. I look forward to continuing to serve and to an exciting 2015 beginning with the annual Lean and Six Sigma Conference in Phoenix, AZ, March 2 – 3, 2015.

Wishing you all the best for the holidays and the New Year,

Frank Murdock
Chair, ASQ Lean Enterprise Division

ASQ Lean Enterprise Division
The Global Voice of Quality™

ASQ Lean Enterprise Division Strategic Planning Map



Newsletter Publishing Guidelines

Main Factors

1. Technical merit
   - Includes correct facts
   - Relevant to our mission
2. No selling of services
3. Nothing offensive
4. Original content only. Nothing previously published or presented.

Additional Factors

1. Not too similar to something recently done
2. Desired subject matter – how timely is material?
3. Well written (not requiring extensive editing)
4. Needed length

Categories — Newsletter submittals should fit into one of the following categories:

- A Case for Lean (ACL) – case studies and articles on successful deployment of lean in business
- Lean in Life (LIL) – examples of lean outside the workplace
- Tools, Tips, and Techniques (T^3) – practical applications of specific tools
- Lean in Print (LIP) – book reviews
- Lean Bytes (LB) – event coverage, announcements, and other news

Length — Desired length for tips, book reviews, articles and case studies is 600 to 1,200 words. Tips and book reviews would be in the 600- to 800-word range, articles in the 800- to 1,200-word range and case studies 1,000+ words. If a submittal goes beyond 1,200 words then we may look at breaking it into more than one part. For longer submittals, there is also the option of writing a 1,200- to 1,400-word piece for our quarterly lean column in *Six Sigma Forum Magazine*.

Review and Selection Process — All submitted works will be reviewed by at least two members of the subcommittee. The subject for a book review should be approved in advance by either two members of the subcommittee or by the subcommittee chair. Upon approval of a submitted work, the subcommittee forwards the piece on to the ASQ LED newsletter editor for final review, approval, and release. The newsletter editor will determine when accepted articles will be published.

Other — All articles containing photos should be submitted with the photo(s) as a separate jpeg attachment.

Calendar/Main Theme(s)
(Submittals relating to the main theme receive priority)

Issue	Content
February 1	Submit content by December 1 – preview of Lean and Six Sigma Conference
May 1	Submit content by March 1 – preview of ASQ's World Conference on Quality and Improvement
September 1	Submit content by July 1 – training, certification, and back-to-school
December 1	Submit content by October 1 – year-end reflection/looking ahead to next LSS conference

Note From the Editor

Well, we have come to that time of year again—one for reflecting back and looking ahead.

Sadly, we lost two of our own this year. Kiami Rogers, immediate past chair, passed away in September at the too young age of 49. Kiami was a Lean Enterprise Division founder and has held many leadership positions both within the division as well as within the larger ASQ community. She was a well-liked and respected leader, and a true workhorse for the division. It was Kiami who brought me into the LED and was always there to support me and others if we needed help or encouragement. Our prayers go out to her husband and family. We also lost Elias Monreal, a respected professional with eight ASQ certifications, as well as friend and member of the LED. Elias was also known to many as the unofficial photographer of ASQ conferences. I personally always looked forward to seeing his photo collections on Flickr after various ASQ events. Our prayers are with his wife, children, and family he leaves behind after his untimely passing at the age of 41. Kiami and Elias, you will both be sorely missed.

On a more positive note we celebrate putting out four issues of our newsletter for the first time since 2003. Special thanks to my current committee members: Scott Smith, Nick Vyas, Imelda Hernandez, Kathryn McIver, and Janet Smith for their hard work in this effort. I also want to recognize previous (and original) committee members: Sanjay Jolly, Ramesh Rajagopal, and Madhavi Chodankar for their contributions. Additionally, thanks to all of the contributors who have allowed us to put out four quality issues this year. It is with both sadness and excitement that I announce that this will be the last "letter from the editor" that you will receive from me. Serving as publications chair and newsletter editor for the past two years has been a very rewarding experience for me, one which I have also enjoyed immensely. Starting in 2015, I will be moving on to take over from Don Smith as the Education Committee chair. I will do an outstanding job if I can the job half as well as Don, who has filled the position in an exemplary fashion for the past six years. I am excited to pass on the position of publications chair and newsletter editor to the very capable hands of Scott Smith, who has most recently served as LED Internet liaison and Publications Committee member. Scott will share more of his background with you when he introduces himself in the next issue.

In this issue, our featured article is "Generatlional Perspectives: Five Things I Told My Son," by Dr. Tony Kern. Another article is "Silence the VoC," by Dr. Phil Samuel and Dr. Michael Ohler. Both of these articles are based on presentations from our 2014 Lean and Six Sigma conference. Thanks to our friends at the *Quality Edge* in South Africa, we also present "Calibrating the Workforce" by Jacques Snyders. In this issue's "T^3," we will receive a lean certification update from Chad Vincent. This month, we will also "Learn From the Experience of … Rosabeth Moss Kanter."

I want to recognize Frank Murdock for his leadership as division chair this year in crafting our 2020 vision and leading our Division Management Committee (DMC) toward devising strategic initiatives around implementing this shared vision. I am excited by the prospect of working with Dr. Terra Vanzant-Stern as incoming chair and Chris Hayes as incoming chair-elect. I expect that these two dynamic ladies will continue to drive our organization forward along the path of continued improvement, increased value delivery, and membership growth started in 2003 by George Alukal and continued by our other previous division chairs Frank Murdock, Kiami Rogers, Wayne Paupst, Jobby Johnson, and Tony Manos.

Looking ahead, we are also excited about ASQ's 15th annual Lean and Six Sigma Conference that will take place March 2 – 3, 2015, in Phoenix, AZ, at the Tapatio Cliffs Resort. It looks to be a fantastic event! You can read more details later in this issue. We will also strive to give you an excellent newsletter with new, interesting, and diverse topics as well as formats.

Finally, thanks as always to all of you for taking the time to read our newsletter. Please continue to let us know how we are doing, what you like, and what we can do better. It has been my honor and privilege to serve as your publications chair and newsletter editor. Have a blessed holiday season and a wonderful start to the New Year. As always, I hope to see you on the road somewhere in 2015!

Kind regards and safe travels,

Lance B. Coleman

Newsletter Editor
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Generational Perspectives: Five Things I Told My Son

By Dr. Tony Kern, CEO, Convergent Performance

My son recently graduated from U.S. Air Force pilot training and is set to begin his aviation career flying C-17s around the globe. As I pondered the milestone, I asked myself what words of wisdom I might share that he would actually listen to and benefit from. The world he enters is significantly more advanced and challenging than the one I stepped into from the same stage 32 years ago. The technology is more sophisticated and the operations tempo much faster. His generation views information flow and communication channels vastly different than mine, with significant implications for our industry. They learn differently and challenge norms. Economic factors are far more dynamic. If the demographic data projections are accurate, there will be nearly a half-million of these young men and women filling our ranks within the next decade in the aviation world, and millions more entering the workplace across a vast new business landscape in scores of careers that didn't even exist a decade ago. Looking back on my entry into the workforce, I realized that I was provided a great deal of technical preparation, but very little holistic perspective on how to make the best of my career. In retrospect, I spent the first 10 years of my career stumbling from one vocational checkpoint to the next, never having a big picture to work from.

Second Lieutenant Trent Kern represents nearly a half million of his generation who will enter the aviation industry over the next decade.

So as I searched for something meaningful to say to my son, I looked for something timeless, not just for him, but for all those of his generation whom we are about to pass the torch to. A few questions immediately came top of mind.

What are the constants of high performance amidst this frenetic pace of change?

Whose responsibility is it to fully integrate the next generation into our various industries and government sectors?

What can a new hire into any endeavor do from the start to hit the ground running and separate from the pack?

As I set about trying to answer these questions, I eventually settled around one word that sums up what I perceive to be the biggest challenge and opportunity facing the next generation as they enter the workplace—*professionalism*.

Professionalism, because it has become almost meaningless in our modern workplace, destined to find its way in the overused, misunderstood scrapheap of cliché words like *excellence*. That would be a tragedy, because right now we have no other word to replace it.

To highlight this important challenge, let's use a hypothetical example and consider the situation of a young lady named Josephine (Jo), who is five years into her career as a sales manager for Widget Technologies (WidTech).

> Jo graduated in the top third of her class, majoring in business, and was thrilled to land a job with WidTech. She received minimal training or professional development when she joined the team, but was told she should observe her colleagues closely and would "learn the ropes" through experience. What she observed was mediocrity.
>
> She made a few mistakes but was surprised when no one said much about it. "Everybody makes mistakes," she was told and pressed on, now comfortable with the cultural norms of average performance. She knew her mistakes had probably moved her off the fast track.

cont. on p. 5

Reflecting Back: Looking Forward *cont. from p. 4*

> Now and again, there was a bad outcome in her division. Someone would miss one too many quotas, or alienate a long-time customer. When that happened, management would "hold someone accountable" and they were quietly moved aside or left the company. Jo learned from this experience, and became ever more risk averse. She wondered where the idealism and passion she once felt for her profession and company had gone. She started thinking about finding another job. She started thinking about retirement, which was a long, long way off. She no longer enjoyed her job, but she needed it. She hunkered down to grind it out.

It is for people like Jo and my son Trent that the concept of *professionalism* must be re-established. There are thousands, perhaps millions of people like her out there; hard working, well-meaning folks who would do better if they knew better. They want to grow. They want to achieve. They are long on passion (or at least once were), but short on resources and guidance. They want to re-engage and discover the passion they once felt. They fly underneath the organizational radar, "grinding it out" day by day when all they need is a way to improve where they are, with the resources at hand, and a gentle nudge in that direction.

From a human capital perspective, the potential of this group of risk averse, underperforming new hires represents the largest untapped resource in the business world today.

To get at this issue in a way that a 23-year-old entering the workplace as a new pilot would listen to, I chose to frame the discussion around a single question:

What is the difference between a "mere pilot" and a "professional aviator?"

I ask this question with all due respect to the many nonpilot career fields. But the challenges I address in the five things I told my son apply not just to the field of professional aviation, but all fields in both the public and private sectors. However, to keep it real for Trent, I stuck to piloting, and I trust the reader to make the logical connections to their own areas of specialization.

About the Author

Dr. Tony Kern is a founding partner and the CEO of Convergent Performance, LLC, a veteran-owned small business specifically dedicated to reducing human error and optimizing human performance in error-intolerant environments such as aviation, military operations, surgical teams, law enforcement, firefighting, sales, and customer service. Kern has authored seven books on human performance, and in his latest, "Empowered Accountability" series (*Blue Threat: Why to Err is Inhuman* and *Going Pro: The Deliberate Practice of Professionalism*; Pygmy Books 2009, 2011) he creates a 21st century guide to extreme professionalism for any user "while remaining true to themselves and growing where they are, with the resources at hand." Kern's deep operational roots in the U.S. Air Force, experience in executive leadership, and previous positions as director of military history with the U.S. Air Force Academy and national aviation director for the U.S. Forest Service, all make him uniquely qualified to help any individual or organization optimize the performance of their team, no matter their mission.

To answer the question, here are the five things I told my son:

A mere pilot complains; a professional aviator adapts. Don't buy into the natural cynicism so prevalent in industry today. Change is a constant. Embrace it, swim in it like a fish. Choose your associates and especially your role models carefully. Regardless of what field of work we are in, there will be multiple obstacles. Bad supervisors, lack of advancement, resources, pay, scheduling—these are all things that will need to be dealt with by the next generation, just as they were mine. The ability to keep a positive mental attitude amidst these frustrations is the mark of a winner.

A mere pilot logs hours; a professional aviator logs lessons. Experience does not automatically equate to wisdom, skill, or judgment. I know some damn smart 5,000-hour pilots, and more than a few who are one-hour pilots who have repeated it 5,000 times. More lessons are lost in the failure to learn from success and failure than in any other way. Debrief every event for lessons, even if it's just to yourself. As a former military man, I was frankly shocked when I entered the private sector and found so little emphasis on lessons learned. The growth opportunities present in day-to-day activities are voluminous, and those interested in gaining a competitive edge over their competitors (or peers) need to develop these skills. After-action debriefings are not as simple as asking "What went wrong?" or "What can be done better?" The tools and skills of wringing out each experience for maximum improvement are well worth investigating and employing.

A mere pilot meets minimum standards; a professional aviator redefines them upward, measuring themselves against their potential, not some arbitrary regulatory minimum. I told my son about a recent discussion I had with a 25-year airline pilot who pushed back against this point made in professionalism training. "There are no advanced standards—just THE standards set by the regulator, which I met long ago." How sad to limit oneself in this manner. I recalled a quote from the fictional detective Sherlock Holmes, who was telling Watson why so many people never achieved their potential. "Mediocrity sees nothing higher than itself." So true, and so avoidable.

A mere pilot shows up; a professional aviator shows up ready. Readiness is far more than showing up on time; it is preparing for optimum performance against the day when you have to be at your very best just to survive the day. A mere pilot believes their formal qualifications equal their actual skill; a professional aviator understands that formal evaluations are merely a snapshot and self-assesses their day-to-day readiness as a matter of routine, always looking for the lesson to be better tomorrow than they were today.

A mere pilot has a job; a professional aviator has a life-fulfilling and satisfying career. In short, the difference between a mere pilot and a professional aviator is far less about skills and far more about attitudes. This is likely true in most professions. If my son is any example, our next generation has attitude in abundance. It's our job to shape it, pass the torch, and fan the flames.

Lean Certification Update

By Chad Vincent, LBC (or COA Representative)

Some of you may have heard that the Lean Certification is undergoing changes. And as lean practitioners, we are all well aware of how "change" can impact people at a personal level. I am providing this update to shed light on the current state of the Lean Certification and hopefully ease some personal apprehensions to the "change" that is coming.

The Certification Partnership

Many of you are aware of ASQ's partnership with the Society of Manufacturing Engineers (SME), Association of Manufacturing Excellence (AME), and Shingo for the Lean Certification. This makes the Lean Certification unique in comparison to other ASQ certifications such as the CQE, CMQ/OE, CSSBB, and others. While the Lean Certification's uniqueness is due to ASQ's partnership with outside organizations, this does not prevent the Lean Certification from going through the same managing processes as ASQ currently performs on its own certifications.

Certification Management and Improvement

ASQ certifications are governed by a certification board that formally re-examines each certification program on a five-year cycle. As ASQ members, we should be accustomed to the occasional changes that occur with our favorite certifications. While the ASQ certification board does not directly oversee the Lean Certification, the Lean Certification is governed by the Certification Oversight and Appeals (COA) Committee that includes three members from each of the four partner organizations. The ASQ representatives on this committee include Anthony Manos, Beth Reid, and Chad Vincent. As part of the Lean COA Committee, we are governed by a charter that dictates that the Lean Certification undergoes a "validation" process every five years. The purpose of the validation process is to formally re-examine the Lean Certification program for updates and continuous improvement opportunities. The Lean Certification program is currently within that fifth year in the cycle, so it has triggered the partnering organizations and the COA to undergo that validation process.

Current Year-to-Date Events

During the COA face-to-face meeting in January 2014, the committee notified partner organizations of the close of the five-year cycle and the need for the validation process to begin. The partner organizations called a meeting of the Steering Committee that includes executive leadership of each of the four organizations. The Steering Committee hired an outside consulting firm to conduct a survey and review of the current state of the Lean Certification. Some of you may have participated in the survey and interview with the consultants over the past months. This consulting firm has reported back to the COA and the Steering Committee with recommendations from the results of both the survey and interviews. We are still in the early stages of the validation process and no changes have yet been defined for the Lean Certification. The COA Committee met in September to discuss the recommendations from the consulting firm. Volunteers from the partnering organizations were also present to provide additional voice of the customer elements to the committee's discussion.

Next Steps

While there is still much work ahead in the coming months, the work is still ongoing to better define what changes will occur and modify the processes of the Lean Certification as a result of any change. With the complexity of the Lean Certification, there are a number of logistical considerations to be taken into account with current certification processes as we work through any single change or multiple changes. The COA Committee recognizes that the Lean Certification is a long process that consists of multiple milestones. Therefore, each change must also be carefully evaluated for impact of individuals in various stages of the certification process. As the validation process continues, we will continue to update the membership on those changes and may call upon volunteers to aid the COA Committee with some of the work ahead.

Lean Bytes

Membership Update:

We have started and are maintaining a volunteer database to draw upon when volunteers are needed. If you haven't had the opportunity to volunteer for a divisional committee, activity, or event, please do so. (You can gain RUs for your recertification for the involvement!) The networking opportunities during the involvement time are tremendous. The benefit to the division and its members equally so. I challenge you to get involved and see how your talents can be utilized!

Leadership Update:

August 1 – 3, at ASQ headquarters in Milwaukee, WI, 10 members of the Division Management Committee (DMC) and two facilitators, Mike Levenhagen and Carla Konzel, met for a strategic planning session on how to enact the 2020 vision previously shared by division chair Frank Murdock. During the first day, industry factors that could impact the division were reviewed and assessed. Presentations were made by ASQ headquarters staff around upcoming initiatives of the Society as a whole. Also, a division strength-weakness-opportunity-threat (SWOT) analysis was presented by chair-elect Terra Vanzant-Stern, Ph.D. Based on results from a recent ASQ survey, it was determined that the five most important wants and needs of our membership were:

1. Ability to apply lean
2. Lean training
3. Publications
4. Knowledge creation
5. Networking

On the second and third day, the team then developed nine key strategies around how to successfully deliver increased value in these areas to our membership. These strategies were:

1. Effective leadership development
2. Promoting lean beyond ASQ
3. Engaging young professionals
4. Engage enterprise members and sections
5. Education
6. Market Lean Certification
7. Networking
8. Globalization
9. Lean research and MOC

The strategies can also be seen in the thought map on page 2. A leader was assigned for each strategy with the intent that they would form a permanent team to begin working on implementing that strategy. If you are interested in participating in this important and exciting effort, email lance@fullmoonconsulting.net. Let me know which strategy implementation you would like to assist with and I will put you in touch with the right person.

The Lean Enterprise Division is happy to announce our officers and committee chairs for 2015:	
Terra Vanzant-Stern, Ph.D.	Chair
Frank Murdock	Immediate Past Chair
Chris Hayes	Chair-Elect
Michael Levenhagen	Secretary
Tammy Miller	Treasurer

Education:

Planning continues in the Education Committee for developing a free and low-cost lean curriculum for those interested in becoming proficient lean practitioners with a secondary emphasis on Lean Certification. This curriculum would allow the novice to become a proficient practitioner while allowing the experienced practitioner to prepare for Lean Certification. The Lean Bronze Certification and Lean Bronze portfolio review will again be offered prior to both the 2015 ASQ Lean And Six Sigma Conference in Phoenix, AZ, March 2 – 3, and the 2015 ASQ World Conference on Quality and Improvement in Nashville, TN, May 4 – 6.

Publications:

Work continues on schedule with the first-ever Spanish language edition of our newsletter to be released in conjunction with our 2015 Lean and Six Sigma Conference. We have also expanded the offering of our lean column to address a more expanded, including the following:

- *ASQ Six Sigma Forum Magazine*
- *QNewZ*, the newsletter for the New Zealand Organization for Quality
- *The Quality Edge*, the newsletter for the South African Society for Quality
- Various sections around the country

Webinars:

Did you know that the LED-recorded webinars are on the open-access portion of our division website as well as on https://www.youtube.com/user/ASQLeanDivision? Now, you can share this valuable resource with colleagues who are not members of the LED. Contact chayes@getimpacts.com for more information.

Calibrating Our Workforce

Reprinted with the permission of the South African Quality Institute from their March 2014 newsletter.

By Jacques Snyders (Senior Member SAQI)

For some time last year, the SAQI LinkedIn group was discussing the topic of calibration. Although many of us will immediately associate calibration with measuring tools and the manufacturing shop floor, calibration is as important in the call centres today, as it is important on the production floor environment.

The question, of how applicable calibration is to the service industry, was raised during one of my training sessions on the ISO 9001:2008 quality standard at a well-known telecommunication company about two months ago. Calibration is essential in the manufacturing industry, to ensure that your inspectors and their measuring equipment (systems) have the ability to make correct decisions, but how do we know that our front line staff in our call centres are making the same correct conclusions when assisting our customer?

It is normally during a discussion on competence and proof of competency that reference is given to a very powerful Six Sigma tool that I use to analyse competency of personnel performing work. The activity of analysing the measurement system, or commonly known as the gauge R&R study, comes quite as a shock to most of the managers when this tool is used to evaluate the capability of their staff.

What Is a Gauge R&R Study?

Gauge R&R, which stands for gauge repeatability and reproducibility, is a statistical tool that measures the amount of variation in the measurement system arising from the measurement device and the people taking the measurement.

The purpose of a gauge R&R study is to determine the measurement error in measurement systems. One needs to understand that there are two main sources of variation in any measurement process: "the variation of the process itself" as well as the "variation of the measurement system." A gauge R&R study assists us in distinguishing the one type of variation from the other in order for us to reduce the measurement system variation if it is too excessive.

Gauge repeatability is the variation obtained from one gauge and one operator when measuring the same object several times. What this means is that when an operator is given a measuring gauge, such as a vernier, and he is handed the same part multiple times, is there a variation in the readings or answer that he would conclude?

Importance of repeatability is that we know that the measuring gauge and the operator have the ability to measure consistently, and that the operator has the ability to arrive at the same conclusions when measuring. A poor repeatability could mean that the operator could accept bad products, or reject acceptable products, which could be quite costly to the organisation.

Gauge reproducibility on the other hand, measures the variation of the measurements obtained by multiple operators, using the same gauge, when they are presented with the same part.

The importance of this test is to know whether our operators are capable of arriving at the same conclusion when placed in exactly the same situation using the same part and same guage.

Application in the Service Industry

How applicable is a gauge R&R study in today's service industries? Well, gauge reproducibility could refer to the ability of our front line agents (call centre agents) having the capability to give the same customer the same answer.

Managers today tend to place a large focus on initial training, where agents increase their knowledge by learning from their fellow colleagues over a period of time. The question managers should ask is, "Do we believe that our customers get the same treatment, every time they interact with our customer-facing staff?" One such study showed that 50 percent of the agents in a fault reporting call centre could not give the same diagnoses when presented with the same situation.

Then we conducted a study, and presented the same fault to the same call centre agent; only two out of five agents in our initial study could give a consistent answer to the problem presented to them (see Initial Assessment on page 9). This indicates the "repeatability" aspect of the gauge R&R study.

Although the result improved when an evaluation was done on another larger team, the study indicated that the larger team were more constant within themselves, that very few of the agent's assessment against the model answer was correct (see Larger Team Assessment on page 9).

Quick R&R Study

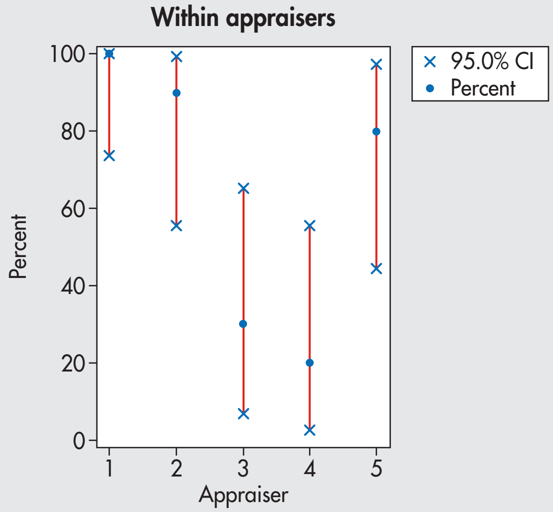
Many of our managers might not have the time or resources to conduct such an in-depth study, and I have been in many situations where I had to establish the capability of the workforce to prove my theory.

Such was the case last year at a small insurance brokerage firm in Gauteng, South Africa, when I had to evaluate the capability of the sales force. With permission of the CEO, I randomly selected four sales agents to be evaluated one-by-one (with the CEO and sales manager present). The sales agents presented me with a short-term insurance quote for my double-cab vehicle. After answering all the agents' questions, and presenting them the exact same information, they each individually interviewed me. The four individual agents returned after roughly 25 minutes to present me with four varying quotes in total. Only two of the quotes were on the same insurer's product platform, and even these two quotes had a premium variation of R145 between the two quotes. When questioning the manager, he indicated that the variation occurred due to the following mistakes:

cont. on pp. 9 and 10

Initial Assessment

Assessment agreement



Date of study:
Reported by:
Name of product:
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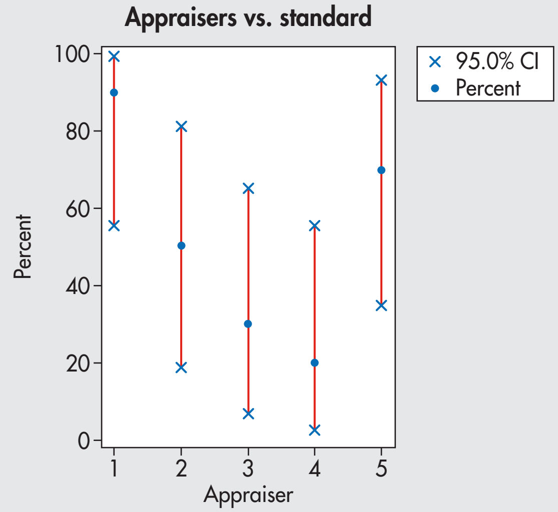


MSA test results show that agent 1 has the ability to match the results from his frist trial 100% correctly to his second trial (displayed by the position of the blue dot)

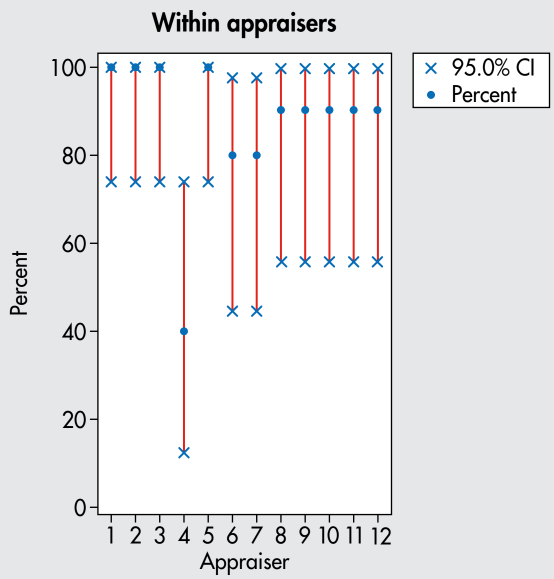
Similarly, agent 3 could only match his results between his first and second trial 30% accurately

This test depicts the accuracy of the agents' answers to the correct answers set by the quality team

Example: Agent 1's results matched 90% of the correct answers, and agent 4 only 20% of the correct answers

Larger Team Assessment

Assessment agreement



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Name of product:
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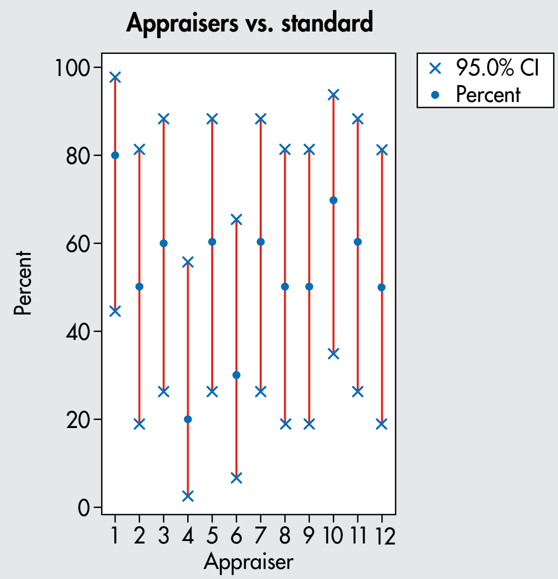


The MSA clearly shows that the majority of the agents are consistent within themselves

This test clearly shows that there is a total misalignment between the quality team's definition of the clear codes, and the definition of the same clear codes from the agent's perspective. This is clearly shown by the group (avg) agreement of 50 — 60% of the majority of the agents, which is clearly away from the quality standard

cont. on p. 10

Calibrating Our Workforce *cont. from p. 9*

1. Some important questions were not asked by the agents when determining my customer profile.
2. With my profile type, they should have known to select two specific products that would suit my profile best.
3. They did not consistently select the correct discount that could have been applied to my situation.

Conclusion

Typically, as a gauge R&R study could be performed prior to placing a new agent in our service departments, we could repeat the gauge R&R anytime we have a new operator or inspector. It should form part of our training and certification process to ensure capability and competence. We should also repeat it annually to make sure we aren't experiencing any erosion of skills.

More important is the fact that we do these studies or evaluations to ensure that our workforce is giving the same level of customer satisfaction, every day, and every time a customer interacts with any of our staff. So the question begs, are your sure that your workforce are properly calibrated?

About the author:

Jacques Snyders is a senior member of SAQI with 19 years of experience in operations management and business improvement. He has various degrees in the fields of operation management for project management, quality assurance, and production management from the Tshwane University of Technology. He is a Certified Lean Master and Certified Six Sigma Black Belt trainer and coach. Snyders has held managerial positions in quality, engineering, and project management in companies including Nissan SA, Bosal SA, and Lear Corporation.

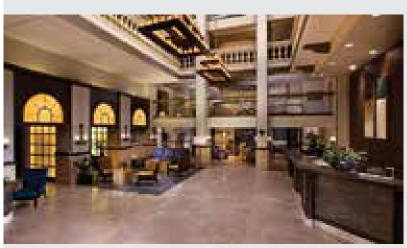
ASQ

2015 LEAN AND SIX SIGMA CONFERENCE

March 2 – 3, 2015 | Phoenix, AZ | Pointe Hilton Tapatio Cliffs

Speakers have now been chosen for the 15th annual ASQ Lean and Six Sigma conference, which will take place March 2 – 3, 2015, in Phoenix, AZ. The 2015 program will be even more jam packed than last year, with 46 concurrent sessions, six workshop sessions, two preconference courses, and three post-conference courses. There will also be five certification exams offered before the conference. Help us to make the ASQ 2015 Lean and Six Sigma Conference the best one ever!

Consider making this conference trip a family vacation and enjoy the world-class dining, entertainment, arts, museum, and golfing in the Phoenix metropolitan area. Only a short trip away is one of the seven natural wonders of the world, the Grand Canyon. Also nearby are beautiful Sedona, historic Tombstone, and the petrified forest, just to name a few of the many attractions.

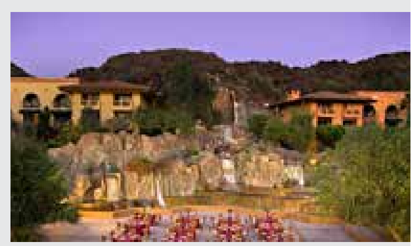


For more information on the conference or to register, visit:

- **asq.org/conferences/six-sigma**

For more information on the many things to do in Phoenix and the rest of Arizona check out these links:

- **http://www.arizonaguide.com**
- **http://www.visitphoenix.com/index.aspx**
- **http://www3.hilton.com/en/hotels/arizona/pointe-hilton-tapatio-cliffs-resort-PHXTCPR/index.html?wt.srch=1**



Silence the VoC and Create Breakthroughs

By Dr. Phil Samuel and Dr. Michael Ohler

Within the last few years, companies have placed greater emphasis on collecting voice of the customer (VoC) to accelerate their improvement and innovation efforts. Yet companies still create processes laden with waste and bring products and services to the marketplace that fail. Why is that?

While customers have a key place in formulating a company's innovation strategy, many VoC gathering processes are flawed or misdirected. Most companies and customers are good at articulating what they are familiar with, which leads them to focus on the functions of the existing products and solutions. In turn, that's where improvement and innovation efforts are focused. In some cases, as products, processes, or services reach a certain maturity, improvements tend to be increasingly incremental.

To improve their innovation efforts and create breakthrough solutions, companies should look at the unarticulated needs of their customers.

Example: Self-Cleaning Windows

For example, consider a window cleaning company gathering the voice of high-rise building customers. These customers are likely to say they would like reliable service, low cleaning costs, superior and consistent quality of cleaning, minimal spots from detergent, minimal disruptions during office hours, and safe cleaning operations. Sophisticated customers might demand that the cleaning operations be done while the offices are unoccupied at night or weekends. On the surface, these would appear as true customer needs based on VoC.

On the other hand, if we ask these customers the purpose behind hiring the service of the cleaning company, they are likely to answer that it is for the obvious reason that the windows are dirty. If we try to understand why they need clean windows, they are likely to confirm that it is so they can see outside and let sunlight into the room. The purpose behind wanting to see outside through the windows could be to relax the eyes of the occupants or to provide a comfortable background while working.

While many cleaning service companies have been using such customer feedback to improve their offerings, another company has virtually succeeded in developing a breakthrough solution. After studying lotus leaves, which have a microstructure that repels water droplets which allows the collection of dirt particles, Pilkington Glass created a photo catalytic and hydrophilic coating for the external glass pane of windows, enabling a self-cleaning process.

Look at the Job to Be Done

Customers often want better ways of solving their problems, such as less disruption of office work while cleaning windows. A "classical" improvement project would focus on such an aspect and might suggest cleaning outside office hours as a solution—a more expensive solution. But by looking beyond the VoC, it's possible to remove the very need to solve the problem.

Underlying this deeper understanding of what customers are trying to get done is the concept of the "job to be done." Professor Ted Leavitt of Harvard Business School once said, "People who buy power drills don't necessarily want to buy a quarter-inch drill. They want a quarter-inch hole." The current solution they are "hiring" is a quarter-inch drill. Focusing on the job that needs to be done helps companies look beyond the current solution.

In our example, classical improvement projects might have attacked the need to clean windows without disrupting office operations. Pilkington's solution concentrated on the job to be done. Other solutions may consider other criteria such as the higher purpose for cleaning windows, taking into account those barriers that exist such as the disruption of office operations. Are there other ways to provide a comfortable background while working other than clean windows? In the long run, providers must think of successfully completing, and eventually even eliminating, the job and meeting customers' expectations by addressing barriers that exist. Otherwise, competition will take this niche and move ahead.

VoC vs. the Job

So do we stop collecting VoC? The answer is no, of course. Instead, we should distinguish between the job customers are trying to get done and their voice regarding the solution the customer is currently "hiring" to accomplish the goal. The problem faced by the customer or the job to be done should first be identified to clarify critical aspects such as the job purpose and barriers in order to understand the customers' unarticulated needs. Once this first step is accomplished, it will open the door to offer optimum solutions to benefit the customer and other stakeholders such as providers.

About the authors:

Phil Samuel, Ph.D., is chief innovation officer for BMGI, and **Michael Ohler, Ph.D.,** is a BMGI European practice leader.

Learning From the Experience of … Rosabeth Moss Kanter

By David Behling, LED Programs Chair

This column brings you interviews with top lean, improvement, and leadership thought leaders.

Rosabeth Moss Kanter

*I recently had the pleasure of speaking with Rosabeth Moss Kanter, who holds the Ernest L. Arbuckle Professorship at Harvard Business School, where she specializes in strategy, innovation, and leadership for change. Her strategic and practical insights have guided leaders of large and small organizations worldwide for more than 25 years. Professor Kanter has been repeatedly named to lists of the "50 most powerful women in the world" (*Times of London*), and the "50 most influential business thinkers in the world" (Thinkers 50). She is the author or co-author of 18 books. Her latest book,* SuperCorp: How Vanguard Companies Create Innovation, Profits, Growth, and Social Good*, a manifesto for leadership of sustainable enterprises, was named one of the 10 best business books of 2009 by Amazon.com.*

I would like to thank Professor Rosabeth Moss Kanter for providing me the opportunity to conduct this interview.

How did you get interested in leadership?

I am interested in change, transformation, and improvement; and leadership is the only thing that makes change happen. Change doesn't happen by itself; it requires leadership. It needs someone who has the vision, can articulate an agenda, and mobilize other people in service of that agenda. Someone needs to have the courage to talk about things that may not have been on the table beforehand, to envision possibilities that others may be skeptical about, and to find the will and the team to make it happen. Innovation is also a process involving many people and needs leaders to guide and steer the process.

What have you been recently reminded of that is important to remember when practicing leadership?

There are three important things which I have written about and have been using for many years.

1. A connection between a big vision and small steps: It is important to have a sense of purpose and small wins to carry you through and get you to a place of high impact. It is necessary to mobilize a group of people step by step by step and celebrate the small wins on the road to the big goal.
2. Everything can look like a failure in the middle (sometimes referred to as Kanter's Law). Problems, troubles, skeptics, and stalemates constantly surround us. The difference between success and failure is being willing to persevere, be flexible, and adjust to circumstances; through that you can turn it into a success. You have to listen to objectives and critics, look at the obstacles to see whether they are surmountable or reflect deep-rooted problems; if surmountable, keep going.
3. The importance of coalitions: Leaders must build and nurture coalitions, because no one can do it alone. It is important to align a large number of interests behind an over-arching goal; then you get more things done.

If you were going to explain to someone (or an executive) what leadership is, what would you say?

Leadership is about what leaders do to mobilize other people to take action. Leadership is not about you, it is about the other people and what you help them achieve by your presence and leadership that they would not have otherwise achieved.

What do you think is the biggest misunderstood concept concerning leadership within society?

The emphasis on the leader as an individual, based on the characteristics of the leader. There is a tendency to turn leaders into celebrities and look to them for heroes. This is exciting, makes a good story, and misleading. Leadership is not about making decisions; it is about setting in motion streams of action that systematically improve an organization or state of the world. It is the actions leaders take that make the difference. Many people have the potential to be leaders and many people who hold positions of high authority are not true leaders. Leaders build confidence, which I define as being the expectation of a positive outcome. Leadership is not just something in your head, it's the actions you take.

If you could have an organization adopt only one leadership behavior or teach only one leadership tool, what would it be?

How to create successful ventures and innovations and how to lead change? Leadership is about change. It is not about presiding over the status quo and then saying, "Look at what a wonderful job I did." Leaders create change, produce innovation, and build confidence. People need to learn how to create change, and that is what I teach. Organizations must give opportunities for individuals to work on projects and learn how to move an idea to a realized innovation or change. They must also provide coaching along the way. It is the action part that produces leadership.

What is your greatest concern about the leadership movement?

There is too much focus on individuals and not enough on action. I think that self-reflection is always a very good thing, but much of the training today is too much about what's inside the head of the leader and not about how to create action within an organization.

cont. on p. 13

What is the biggest opportunity for leadership in today's world?

The biggest opportunity is solving big problems, many of which are outside the boundaries of any one organization or within an organization, but outside many different departments. We talk about the need for creativity and the saying used is "Think outside the box"; I use "Think outside the building." A box isn't big enough; health is not just healthcare, education is not just schools, a city is not just City Hall. The challenge is how do we solve those really big problems that do not lie in any one building. We have to reinvent a lot of institutions, particularly in the United States. Many companies have already recognized this and it is the frontier of leadership. Leaders in big businesses are already stepping out beyond their companies to address some big issues. The leadership challenge is finding opportunities that can link outside causes to their businesses by creating new partnerships.

Leaders must "think outside the building" and address challenges and opportunities which help society and take responsibility for participating in the solution. This represents the most exciting challenges for the emerging generation of leaders who are looking for purpose and meaning, not just a career. Millennials like to know that they are working for a social purpose alongside a business purpose.

What's new for you in leadership?

Looking at reshaping/reinventing institutions. We need to do this in so many sectors. Harvard has started a program linking business leaders to the opportunities, peer group, and challenge to go out and tackle a big problem. All of this requires leadership and entrepreneurs (as described in *Lean Start-up*, by Eric Ries) and spoken to in my books, *Confidence* and *SuperCorp*. This process provides the opportunity to imagine the application of technology truly changing society in a way we've talked about since the beginning of the digital age. Every leader must understand what social media means and its implications; ideas can come from anywhere. People are needed with courage to lead, power to persuade, the understanding that ideas can come from anywhere, and the ability to be open to listen to other people's ideas before you try to push your own agenda.

About the Interviewer

David Behling is the program chair of the Lean Enterprise Division. Throughout his career, he has worked in the lean, improvement, and quality fields helping companies define and create value for their customers through transforming their cultures and building lean leadership. He is currently the director of process improvement at Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, a nonprofit community organization in Milwaukee, WI.

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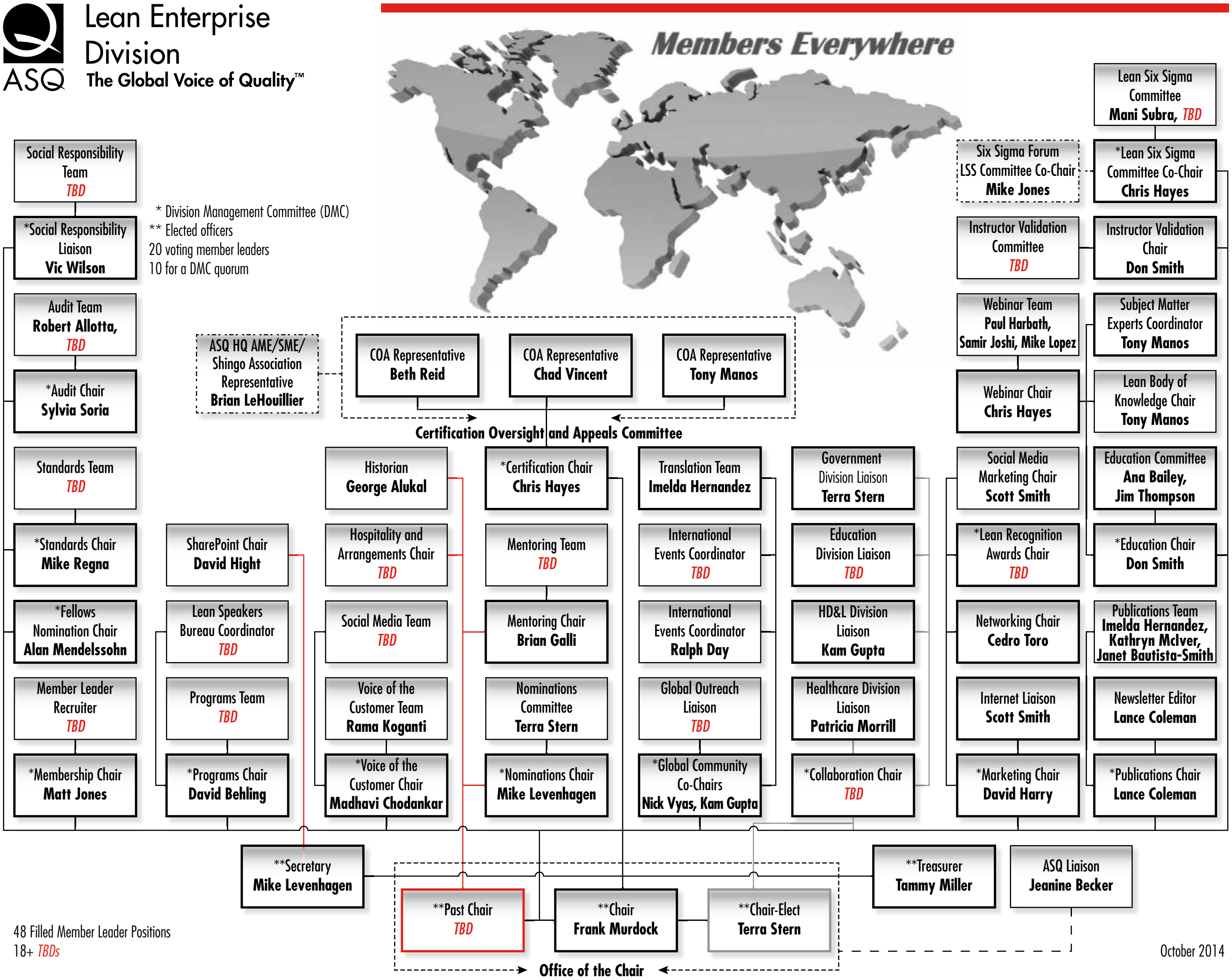

Volunteers Wanted! Contact membership chair Matt Jones at matt@optimumoutput.com if interested in volunteering.

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In Memoriam

It is with great regret that we notify you of the passing of Kiami Rogers on Saturday, September 6, 2014. To those of us who knew and worked with Kiami, it has come as a great shock. A major contributor to the Society, Kiami was tireless in the energy and enthusiasm that she gave to ASQ, whether it was helping to organize a major international event like the ASQ Lean and Six Sigma Conference or hosting the hospitality suite at the World Conference on Quality and Improvement. Kiami was one of the founding members of what started as the Advance Manufacturing Interest Group and quickly became the Lean Enterprise Division. She served as the division chair-elect under the late Wayne Paupst from 2009–2010. Under her leadership as chair, the division published *The Lean Handbook: A Guide to the Bronze Certification Body of Knowledge*. This was the first true handbook on lean and has been very successful in promoting the application of lean and supporting the Lean Certification program, which ASQ jointly administers with the Society of Manufacturing Engineers, the Association of Manufacturing Excellence, and the Shingo Institute.

Kiami was also serving as the current regional director for Region 14B, and served as the deputy regional director for the previous three years. She was the past chair of the Dallas Section and has also served as a member leader for the Customer-Supplier Division and the Electronics and Communications Division.

Kiami will be greatly missed. Please join us and the other members of the Lean Enterprise Division in remembering Kiami's smile, her energy, her enthusiasm, and her dedication to ASQ. Please include her husband, her family, and her colleagues in your thoughts and prayers as we move forward in making quality a global priority, an organizational imperative, and a personal ethic—one that Kiami epitomized.

Sincerely,

ASQ Lean Enterprise Division Management Committee

600 N. Plankinton Ave.
Milwaukee, WI 53203-2914

The Global Voice of Quality™

Lean Enterprise Division | December 2014 | Volume 13, Issue 4

UPCOMING WEBINARS

Date	Name	Topic
December 10	Dr. Tony Kern	Blue Threat: Human Error Prevention

We are currently finalizing the webinar schedule for 2015. The December monthly e-blast to LED members will contain details on the January 2015 webinar. The next issue of this newsletter will publish the entire 2015 slate of webinars.

NEXT ISSUE

Feature: Lean Auditing – Janet Baustista-Smith

T^3 – Suggestion Systems – Chad Vincent

Affinity and Venn Diagram Case Study – Kathryn McIver

Learning From the Experience of … Eric Ries

Lean Bytes

Upcoming Webinars

Lean and Six Sigma Conference Preview

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