



**HAMPTON  
ROADS, VA  
SECTION 1114**

**Mission Statement**

Our mission is to promote interest in the quality profession within the local community and support the continued professional development of our members through education, networking and sharing of resources.

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2010-2011**

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**We are here for you!  
Contact us with ideas,  
questions, and requests.**



**AMERICAN SOCIETY FOR QUALITY  
Section 1114 Hampton Roads Newsletter  
FALL 2010**

**CONGRATULATIONS!**

**David Harry**

**On your passing your ASQ exam for  
Certified Six Sigma Black Belt!**



**WELCOME TO OUR NEWEST  
SECTION MEMBERS!**

**Alan Bennett  
Carlos Thompson  
Anthony Wargo**

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# ASQ Learning Institute – What It Is, What It Is Not

By Scott Rutherford

At the 2009 World Conference on Quality and Improvement, ASQ rolled out a new tool designed to help ASQ members, member units, and corporate customers receive a better training experience. The Learning Institute came about based on the voice of the customer—YOU!

A little history — in September 2005 then ASQ President Jerry Mairani convened a meeting of member leaders to get a sense of what was going on in divisions and sections, and how could headquarters help the member units. From that meeting, four specific initiatives came out with one of them changing the perception that ASQ headquarters and divisions and sections, were in direct competition for the same training dollars. Larry Smith was tasked to lead the initiative. Six committees were formed involving over 100 ASQ members. From their work developed what is today the ASQ Learning Institute. It is designed to engage customers of ASQ products at three levels: Individual members, member units (divisions and sections), and corporate customers. This first article will address some of the features that pertain to the individual, dues-paying member.

Shopping Cart | Quality Progress | Scott Rutherford's Account | Log Out

Membership Renewed Jul 15, 2010. Thank you.



## ASQ Learning Institute™

Overview | Catalog | Conferences | Plan & Track Learning | Help

Search Site

Find

My ASQ ▾

- ▶ My Certifications
- ▶ My News
- ▶ My Saved Articles
- ▶ My Communities
- ▶ My Account

Knowledge Center ▾

- Learn About Quality
- Hot Topics In Quality
- Tools & Resources
- ▶ Standards Central

Areas of Use ▾

- ▶ Education (K-16)
- ▶ Government
- ▶ Healthcare
- ▶ Manufacturing
- ▶ Service

You Need...

- ▶ Membership
- ▶ Certification
- ▶ Training
- ▶ Books & Standards
- ▶ Magazines & Journals
- ▶ Communities & Networking
- ▶ Conferences & Events
- ▶ ASQ Store
- ▶ Careers in Quality



### Chart Your Course with Confidence

The Comprehensive Learning Resource for Quality Practitioners Worldwide

Backed by the world's leading authority on quality, the ASQ Learning Institute provides thousands of quality practitioners like you with the latest, best knowledge and tools available. Use it as your command center for planning and executing all the high-quality learning you need.

Begin Your Journey Today

#### Featured Courses

[ISO 22000:2005 Lead Auditor Training \(RABOSA-Certified Examinations\)](#)

Activities and case studies help you fully understand the requirements of auditing to the ISO 22000:2005 standard

#### On Site Training

Customize ASQ learning to meet your organization's unique needs and eliminate travel expenses with [on-site training](#).

#### Upcoming Certification Exams

**Certification Exams in March**  
Take the [CBA](#), [CHA](#), [CMQ/OE](#), [CMBB](#), [COI](#), [COT](#), [CRE](#), and [CSSBB](#) on March 5, 2011.  
**Application Deadline:** January 14, 2011

Leading Lean Teams in Healthcare!  
**Register Today!**

Download a video now to learn more.

TrackWise  
by SQA Systems

Early-bird pricing available  
Nonmembers \$1,295



**11/14/10!**

GSA Contract Holder



## ASQ Learning Institute – What It Is, What It Is Not (Continued)



The ASQ Learning Institute is accessed via the internet at the following URL:

<http://asq.org/learninginstitute/>. The initial screen is an overview screen that has specific information regarding courses, onsite training opportunities, and certifications. The real power for the individual member is in the highlighted tabs. Click on the “Plan and Track Learning” tab (red arrow). What you see are some features are what are called a “Learning Management System (LMS).” Larger corporations use this tool as a way to track corporate classes, collect individual development programs, and schedule future classes. ASQ Learning Institute adds an additional feature—tracking recertification requirements!

The screenshot shows the ASQ Learning Institute website interface. At the top, there are navigation links: Shopping Cart, Quality Progress, Scott Rutherford's Account, and Log Out. Below this is a membership renewal notice: "Membership Renewed Jul 15, 2010. Thank you." The main header is "ASQ Learning Institute™". A navigation bar contains tabs for Overview, Catalog, Conferences, Plan & Track Learning (highlighted with a red arrow), and Help. The "My Learning" section is active, displaying the text: "It's all about you. Create your learning plan. Track your progress. Make adjustments. You can do it all from right here." Below this text is a list of features:

- [Track your training history.](#) (indicated by a red arrow)
 

Here's your entire history of learning events - including courses taken outside of the Learning Institute.
- [Work on your learning plan.](#)

Plan your training over an extended period of time. Includes scheduled courses, courses in progress, and future courses you would like to take.
- [Plan your quality career.](#)

Identify gaps in your knowledge and choose the appropriate training to get from where you are to where you want to be.
- [Add CEUs you've earned outside of the Learning Institute.](#)

Include additional CEUs and classes you've taken outside of the Learning Institute to create your comprehensive learning profile.

On the left side of the page, there is a search bar and a "My ASQ" menu with options: My Certifications, My News, My Saved Articles, My Communities, and My Account. Below that is a "Knowledge Center" with links to Learn About Quality, Hot Topics In Quality, Tools & Resources, and Standards Central. At the bottom left, there is an "Areas of Use" section. On the right side, there are several promotional banners: "prizes!", "Leading Lean Teams in Healthcare! Register Today!", "Download a video now to learn more." (TrackWise by Sparta Systems), and "Early-bird pricing available" (members \$1,095, Nonmembers \$1,495).

Let's take a look at a couple of features. Click on “Track your Training History (Red Arrow).” You will now open up into the LMS. Your training history will include ASQ courses and conferences that you attended. For me, I attended the Lean and Six Sigma Conference in Phoenix which you see in the next screen shot. Clicking on the event opens the event detail that is indicated by the red arrow.



# ASQ Learning Institute – What It Is, What It Is Not (Continued)

Welcome Scott Rutherford | Home | Help | Logout



Personal    Learning    Career    Reports

## Learning History

To view item details, click the title. You can sort the list by clicking the column header. If your list is long, a filter pane displays so you can narrow the results.

If you haven't done so, "Import My Learning History" allows you to import any courses you've successfully completed.



ry becomes long, a filter pane

Title	Type	Completion
ASQ Lean & Six Sigma Conference, Phoenix, AZ		3/9/2010 07:00



## History Details

Back  
 ASQ Lean & Six Sigma Conference, Phoenix, AZ  
 Revision:  
 Scheduled Offering ID:  
 Completion Date: 3/9/2010  
 Status:

### History Details

Grade:  
 Total Hours: 16.00  
 RU Hours: 16.00  
 CEU Hours:  
 CPE Hours:  
 Instructor:  
 Comments: Good Conference

Import My Learning History

Action

Another feature is capturing CEUs / RUs from non-Learning Institute managed events. If you are still in the LMS screen, hover over the "Learning" option on the Blue toolbar. The bottom option is called "Record Learning," click on it to show the following screen.

Welcome Scott Rutherford | Home | Help | Logout



Personal    Learning    Career    Reports

## Record Learning

Select Event Type  
Add completed courses and events to your learning history. Courses/events may be a Learning Institute "item" or an external event.

Next

Select

Item     External Event



## ASQ Learning Institute – What It Is, What It Is Not (Continued)

To add an event, click on the External Event Radio button then click on the Next box on the right hand side of the screen. I attended a Human Performance Technology workshop sponsored by the US Coast Guard recently. We are going to add that event.

Welcome Scott Rutherford | Home | Help | Logout

Learning Institute™  
ASQ

Personal Learning Career Reports

**Record Learning**

Select Event Type: Enter External Event Description

Previous Next

Enter External Event Description

\* = Required Fields

\* Description:

Once you see the screen above, type in the event description. For us, “USCG HPT Workshop – Williamsburg, VA” will do. Once done, click on Next.



# ASQ Learning Institute – What It Is, What It Is Not (Continued)



Personal Learning Career

## Record Learning

Select Event Type > Enter External Event Description > Enter Learning Event Information

### Enter Learning Event Information

\* = Required Fields

Description: USCG HPT Workshop – Williamsburg, VA

Instructor:  Select

Grade:

\* Completion Date: 09/16/2010

(MM/DD/YYYY)

\* Completion Time: 05:00 PM

(hh:mm AM/PM)

\* Time Zone: Eastern (Eastern Standard Time)

Total Hours: 16

(1000)

RU Hours: 2

(1000)

CEU Hours:

(1000)

CPE:

(1000)

This screen displays the detailed information for the workshop. I already filled it out. Notice that for all these screens, red asterisks indicated required fields. Again, after filling in the event detail click on Next on the right hand side of the form. The last screen before the record is complete is any comments that you want to add. Again, click Next.



Welcome Scott.Rutherford | Home | Help | Logout

Personal Learning Career Reports

## Record Learning

Select Event Type > Enter External Event Description > Enter Learning Event Information > Edit User Event Information > Record Learning

Previous Finish

### Record Learning

External Event Description: USCG HPT Workshop – Williamsburg, VA

Instructor:

Completion Date: 9/16/2010 05:00 PM Eastern

Total Hours: 16.00

RU Hours: 2.00

CEU Hours:

CPE:

### Record Learning

User	Grade	Comments	Amount (1000)
Rutherford, Scott		LSS is a subset of HPT	



## ASQ Learning Institute – What It Is, What It Is Not (Continued)

This is a review screen before you finalize the record. Click Finish. You will receive a confirmation screen that the record is complete. To view the new record, hover over the Learning portion of the Blue toolbar and press Learning History. Your new record should appear just like mine now does below.

The screenshot shows the ASQ Learning Institute user interface. At the top left is the ASQ Learning Institute logo. To the right, a navigation bar contains the text "welcome: scott.rutherford | Home | Help | Logout". Below this is a blue navigation menu with four tabs: "Personal", "Learning", "Career", and "Reports". The "Learning" tab is selected. The main content area is titled "Learning History" and includes a help icon. Below the title is a paragraph of instructions: "To view item details, click the title. You can sort the list by clicking the column header. If your list is long, a filter pane will appear to help you narrow the results. If the Learning History becomes long, a filter pane displays so you can narrow the results." Another paragraph follows: "If you haven't done so, 'Import My Learning History' allows you to import any courses you've successfully completed." To the right of this text is a button labeled "Import My Learning History". Below the text is a table with the following data:

Title	Type	Completion Date	Status	Action
USCG HPT Workshop – Williamsburg, VA		9/16/2010 05:00 PM Eastern		
ASQ Lean & Six Sigma Conference, Phoenix, AZ		3/9/2010 07:00 PM Eastern		

What a handy feature! One of the more onerous tasks I have with ASQ is keeping track of all my RU points. It was a pain in the neck to scramble around looking for conference badges and agendas, did I go to this conference in the correct recertification period, etc. Now, with the LMS, you can store all those training events here. One drawback though. You cannot attach a file to an individual record. Maybe in the next upgrade...

We covered just two features of the Learning Institute for individual members. Next time we will discuss member career paths and how the Learning Institute can help track your progress in the Quality profession.

### About the author:

*Scott Rutherford is a Master Black Belt assigned to the Norfolk Naval Shipyard Quality Assurance Office. He can be reached @ [srlean6@gmail.com](mailto:srlean6@gmail.com) .*

*We are happy Scott is a member and long-time leader of our section and Region 11B. He is currently working in the ASQ Learning area.*



## Lean Six Sigma Is Just Business Common Sense

*By Steve Ormsby*

For a few years (Wow, has it really been over 30 years?), I have been looking at organizations and changing how they accomplished primary and support tasks. When I was a young lad, I watched my parents move from one Westinghouse factory to the next: one of them working to improve and standardize industrial and environmental engineering processes and the other doing the same steps with production and people processes. I remember thinking that my folks each had cool professions because they could make their job change, keeping their work challenging and exciting. As I grew older, I too was fortunate to be placed in jobs that also allowed me to examine how things could, should, and would be done. I was able to examine process requirements and work with others to develop new or improved ways of producing the desired outcomes.

What I have learned along the way is that this really isn't earth-shattering. I've looked at military and civilian processes, at aviation and ground-based, at production and sustainment, at IT and medical, and at leadership and administrative. And, what I've found is that there is no type of process that can't be improved and there are really only five Quality concepts to remember:

1. The Shewhart Cycle
2. The Lean Principles
3. The DMAIC activities
4. All value stream elements are interwoven and impact each other
5. People are the common element that makes everything happen (or stop it from happening effectively).

We've all heard of the Shewhart Cycle. You know...Plan, Do, Check, Act. It's really a simple concept. As I once heard said, "If you don't plan a path for the future, any road will get you there." Of course, it may not be the successful future you envisioned. So, take the time to develop a business plan, action plan, or implementation plan. And, make sure it charts a logical, standardized set of steps and measurable milestones for you to use. Next, follow the plan. As Nike says, 'Just Do It' – but do it according to the plan of action, adapting to issues as they arise, not flying by the seat of your pants. The next step is the part is to check to make sure we did our work correctly. Not only can this be the tedious part of any process, but, it is almost guaranteed to produce more Action Items for you to work on. And, then comes the Act stage — the stage where we must institutionalize what we have developed and then start the analysis and improvement cycle all over again.

Lean Principles are also pretty easy to summarize. The first principle focuses upon defining the outcome value. That seems obvious. But, inaccurate or incomplete definition is often the principal reason for the downfall of a new business or failure to improve an existing organization. When defining product or service value, the value must not be based only upon what the business is good at doing and what its shareholders want to produce. Value must also be based upon what the products or services a Customer really wants and really is willing to pay for. And, the product must be available where the customer can see or find it. Even if you get two out of three right: producing the wrong thing, or at the wrong price, or available only in the wrong place are three separate recipes for failure.

Next comes identifying the value stream and eliminating waste. These actions are something every business owner and manager wants to do. To me, this concept means I must visualize the shortest number of steps that will produce the desired outcomes as quickly as possible. From that initial effectiveness and efficiency starting point, I'm obliged to examine all potential process, supply chain, and



## Lean Six Sigma Is Just Business Common Sense

*(Continued)*

external elements, activities and constraints that might impede or restrict achievement of this goal so that I can determine how to mitigate all possible issues which affect achieving the ideal process flow – our company checklist has us look at about 30 topical categories when making this assessment.

Speaking of flow, every process must concentrate on flow – a.k.a. throughput. So, we must concentrate on developing processes that level the use of resources without increasing queues and inventories or producing other bottlenecks. To accomplish this goal, we often must examine better ways to schedule production so that we reduce or eliminate batch processing or even allow ourselves to perform mixed model production by eliminating the amount time it takes to change over from one model to another. Next is Pull Production. Implementing the Pull concept means you must ‘buy into’ the fact no process step should pass its output product downstream until the product is asked for by the next step in the production chain. This concept seems to run contrary to what you might initially think. But, upon a little closer examination, it really makes perfect sense. You want to reduce pre-production raw materials, in-process inventory, and post-production inventory as much as you can because all of them: tie up money, increase storage and management costs, and run the risk of being damaged or outdated.

And, seek perfection in all you do. No process is perfect. Variation in processes always exists. And, as we all know, customer requirements or the competitive marketplaces can change. But, the challenge is to build, measure, and control variation so that you don’t have to produce spares to cover scrap or re-work and you don’t have to design and implement costly after-the-fact fixes or inspection systems to check on quality.

That brings me to the Six Sigma DMAIC model. The readers of this newsletter are fully aware of what each step is and how we accomplish it. So, I’m not going to bore you, but instead take a much broader perspective on the model. The DMAIC steps are really just another way of capturing the process defined in the Shewhart cycle and placing them in a standard, repeatable process flow. The key to remember is that Six Sigma is all about reducing variation. Whether you define the steps to measure variation as DMAIC, DMADV (DFSS), or anything else, the key point is that you must use a structured, standardized approach to Analyze, Define, Develop, Implement, and Evaluate every activity in the organization (incidentally ADDIE – another Shewhart look-alike – is a worldwide-accepted process for standardized training content definition, delivery and improvement).

The next major concept, the integrated nature of the value stream, is also an often overlooked component. Just like everything in our natural environment is interconnected, everything in the business world is affected by changes in the things that touch upon it. Without belaboring the point, always focus on ‘how the balloon is bulged’ whenever you consider changing any element in a process. Just like an air-filled balloon, pressure on one spot of the process will produce a reaction in other areas. And, always let the process re-stabilize and re-measure it before you try to make any other changes.

Finally, as I alluded to a few short lines back, people are the driving force, the glue, and the stability for all processes. Always remember that they are the ones that make the daily choices on how a process is accomplished. You must ensure their individual knowledge, perceptions, beliefs, and desires are incorporated (or at least addressed) in any process design or improvement activity. You must communicate with them well before the grapevine can even begin to grow. You must cheer them on and reward them for attempting to make things better...even if they fail or don’t quite reach the goal. *(continued on next page)*



## Lean Six Sigma Is Just Business Common Sense

(Continued)

So, if you're a military aviator, getting inside the OODA Loop; or if you write courses, following the ADDIE methodology; or, if you work for Toyota and use TPS: my point is that there is no single approach – no golden wrench. Lean Six Sigma is about looking at processes from a standardized AND common sense approach which objectively defines, measures, analyzes, improves, and controls processes to provide what the customer wants, when they want it, at a cost they are willing to pay -- while also providing the process owners with a profitable business equation, and the employees with a stable, enjoyable job, that meets all their Maslow hierarchy needs.

And, Oh Yeah, just in case I haven't fire-hosed you enough, you must always remember that the small (micro) business is usually the most cost efficient and effective at meeting customer demands. So, strive to keep in mind the same three business principles every entrepreneur has striven to follow since the dawn of time:

1. If you are not focused on updating and improving, you are quickly losing ground to the others that are.
2. If you are not treating your people as valued human beings, and providing them with a job that fulfills their needs as well as the company's, you are on the fast track toward losing them.
3. If you are not focused on the customer, you are going to become extinct before you even notice.

### About the author:

*Steve Ormsby is a founder and President of Alpha-Omega Change Engineering, Inc. (AOCE), located in Hampton, VA. Established in 1997, AOCE is a service-disabled, veteran-owned small business (SDVOSB) specializing in: management and professional services; engineering and technical services; training development and delivery; studies, analyses, and evaluations; and administrative support.*

*Steve has over 35 years of experience in program management, training development and delivery, and process analysis and improvement. He can be reached at [steve.ormsby@aoce.com](mailto:steve.ormsby@aoce.com).*

*We are happy to have Steve as a member of our ASQ Hampton Roads Section!*



The Global Voice of Quality

## World Quality Month

ASQ joins with Global Quality Community organizations, leaders and stakeholders to celebrate what we—together—will mark on an annual basis beginning November 2010: World Quality Month.

Visit the World Quality page and see what many organizations are doing!

<http://asq.org/voice-of-quality/world-quality-month.html>



## **Recruiters Not Calling You? Five Reasons Why—And How To Fix It**

**By Deborah Walker, Certified Career Management Coach**

You've been hoping for a new job, but your phone is silent. No recruiters calling, no job offers; it's so quiet you can almost hear the crickets outside. Maybe it's time to reassess.

Does this sound like your job search efforts?

- You've sent out hundreds of resumes to countless job postings but received little or no response.
- You've left dozens of voicemails to recruiters explaining why you are a perfect fit—and they never return your call.
- You've tweaked your resume so many times you no longer recognize it.

If this describes your situation, you are not alone. Many talented, qualified job seekers get ignored by recruiters and hiring managers simply because their resume has one or more of the following problems.

### **1. Your resume highlights your lack of industry experience**

Most recruiters are looking for a point-by-point candidate match when screening resumes. Industry background usually ranks high on the list of qualifying issues. If you don't have experience in that industry, your resume is going straight to the circular file—unless you can give them a compelling reason to keep your resume in the stack.

If you lack specific industry experience, but you know you have the basic skills for the job, try highlighting your transferable skills instead. Job seekers who lack industry experience can make it past the resume screener by proving their ability with skills they have that transfer from industry to industry. Examples of transferable skills include expertise gained in sales, customer service, finance, accounting, negotiation, cross-functional communications, and/or team building. Look at the skills they need, then figure out how your background is a match.

### **2. Your resume shouts “Overqualified!”**

Nothing scares off a recruiter faster than a candidate who is obviously overqualified for the job. The two main concerns are (1) that the candidate would soon get bored and leave at his earliest convenience, and (2) that the candidate would be too expensive to hire. Even worse is the assumption that the over qualified candidate is on a downward career slope—a has-been with all his best years behind him.

There are, however, many valid reasons job seekers wish to downsize to jobs with fewer responsibilities. Whatever your reasons, tailor your resume to fit your current career objective. This means you'll want to play down your prior responsibilities, list only relevant education (don't list a PhD if you are applying for a mid-level management position!), and emphasize tactical experience over strategic planning when appropriate.

### **3. Your resume is crammed with information, but not the right kind**

Pity the poor recruiter who must get through 200 applicant resumes before lunchtime. If your resume is in the pile, it will get a quick scan and pass over if she can't find what she is looking for in less than 30 seconds. If you have a resume that is disorganized or full of dense blocks of text, how will the recruiter learn anything about you?

You'll catch the recruiter's attention if you have a clear, easy-to-read resume that highlights your skills and accomplishments, even at a glance. The first rule of resume effectiveness is relevancy, so edit out the past data and redundant facts that aren't relevant to your current career path. Fill your resume only with the skills needed for that particular job, and you'll go a long way toward getting a recruiter's attention.

### **4. Your resume has too little information**

While the “strong, silent type” may be attractive in men, it just plain flops in a resume. A resume that looks more like an outline just doesn't give the reader enough to work with. Recruiters don't want to guess what you did at your last job. You need to include enough information to give prospective employers a vision of the possibilities if they choose to hire you.

*(continued on next page)*



## Recruiters Not Calling You? *(continued from previous page)*

If you struggle with what to include in your resume, use job descriptions to help you understand what recruiters will want to find in your resume. Then review your previous jobs to determine what skills you have that will be a good match.

### 5. Your resume doesn't include accomplishments

If you haven't thought lately about how your employer has benefited from having you as an employee, it's a sure bet that your resume is lacking in accomplishments. Remember, as a job seeker you are selling your talents, and you are competing with many others who have the same qualifications as you do. Accomplishments give recruiters a reason to choose you over others for the interview short list.

Give screeners ample reason to select you for interview. Highlight how you have saved time, increased efficiency, cut cost and increased client satisfaction. After all, if you don't tell them, nobody else will!

If you use this five-point checklist to restructure your resume, you'll soon hear back from recruiters who appreciate qualified, articulate and confident candidates. The time you spend enhancing your resume could shave off months of fruitless labor and frustrating effort in your job search.

Deborah Walker, Certified Career Management Coach

Read more career tips and see sample resumes at:

[www.AlphaAdvantage.com](http://www.AlphaAdvantage.com)

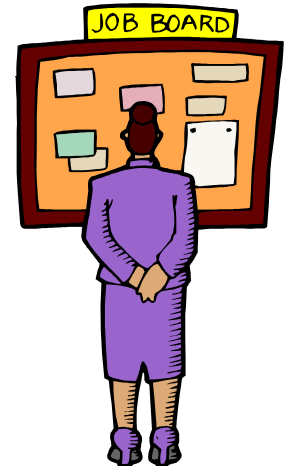
(Thanks, Deborah, for your timely and expert career management advice!)

## Job Openings at Canon, Newport News, Virginia

CVI has several openings for engineers and other positions.

Here is the web page:

<http://www.cvi.canon.com/contact-us/careers/current-openings.php>



Let members know about jobs at your company. Send opportunities to: [jobs@hamptonroadsasq.org](mailto:jobs@hamptonroadsasq.org)



## Got Results?

Baldrige Criteria for  
Performance Excellence  
**WORKSHOPS**

U.S. Senate Productivity and Quality Award for Virginia

**HAMPTON ROADS  
WORKSHOP**

**Dec 6-7, 2010**

<http://www.spqa-va.org/>



**Quality Body  
of Knowledge  
(QBOK®)**

*Everything good begins with Quality. You can't build a safe, reliable house on a faulty foundation, and Quality is the foundation for all human endeavors. To this end, ASQ has taken the initiative and framed the Quality Body of Knowledge (also known as the QBOK®).*

*The QBOK® is comprised of all information relating to or concerning Quality. Creating such a BOK is an ambitious endeavor, to be sure, but one that squarely places ASQ as both the foremost global champion of, and authority on, knowledge to achieve and sustain meaningful Quality.*

**THE ASQ QUALITY BODY OF KNOWLEDGE (QBOK)**

In the previous issue we presented highlights of the third part of the QBOK framework: 3. Pursuit of Organizational Excellence

Here is a summary of the last, fourth part—*hurray!*

**4. Pursuit of the Quality Ideal**

**Innovation**

Design for Six Sigma  
Quality Function deployment  
TRIZ

**Transformation**

Four cornerstones  
Mindsets for performance  
Discontinuous creation methods  
Transformative coaching  
Transformative cycle  
Whole system engagement  
Generative dialogue  
Asset-based community development (ABCD)  
Shoji Shiba transformational case studies

**Sustainability**

People, planet, profit — triple bottom line  
Business/corporate social responsibility (BSR/CSR)  
Environmental management  
Fair trade certification  
Regulatory compliance / Sarbanes-Oxley

**History of quality**

Craftsmanship guilds  
Factory system / product inspection  
Industrial Revolution  
Early 20th century process control  
World War II, sampling inspection and statistical quality control  
Total quality

Quality award programs  
International standards  
Process management and improvement (Six Sigma, Lean, and theory of constraints)  
Beyond manufacturing

**Thought leaders/“gurus”**

ASQ honorary members  
Other influential contributors

**Organizational recognition awards**

European Quality Award  
Malcolm Baldrige Award  
Other national quality awards / awards for excellence  
Shingo Prize

**Individual recognition awards**

Distinguished Service Medal  
Crosby Medal  
Deming Medal  
Edwards Medal  
Feigenbaum Medal  
Freund-Marquardt Medal  
Grant Medal  
Ishikawa Medal  
Juran Medal  
Lancaster Medal  
Shainin Medal  
Shewhart Medal  
Brumbaugh Award  
ASQ Section and division awards

**Download your free copy of the ASQ Guide to the QBOK® at**

<http://www.asq.org/2009/04/guide-to-the-QBOK.pdf>