

ASQ Lower Rio Grande Valley

Section 1425 Newsletter

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Special Interest Articles:

- Continuous Improvement
- Seven Basic Quality Tools
- A Second Look At 5S
- Manage with Vision
- ASQ Section 1425, various items.

Continuous Improvement

ASQ Knowledge Center

Continuous improvement is an ongoing effort to improve products, services or processes. These efforts can seek “incremental” improvement over time or “breakthrough” improvement all at once.

Among the most widely used tools for continuous improvement is a four-step quality model—the plan-do-check-act (PDCA) cycle, also known as Deming Cycle or Shewhart Cycle:

- **Plan:** Identify an opportunity and plan for change.
- **Do:** Implement the change on a small scale.
- **Check:** Use data to analyze the results of the change and determine whether it made a difference.
- **Act:** If the change was successful, implement it on a wider scale and continuously assess your results. If the change did not work, begin the cycle again.

Other widely used methods of continuous improvement — such as Six Sigma, Lean, and Total Quality Management — emphasize employee involvement and teamwork; measuring and systematizing processes; and reducing variation, defects and cycle times.

Continuous or Continual?

The terms continuous improvement and continual improvement are frequently used interchangeably. But some quality practitioners make the following distinction:

- Continual improvement: a broader term preferred by W. Edwards Deming to refer to general processes of improvement and encompassing “discontinuous” improvements—that is, many different approaches, covering different areas.
- Continuous improvement: a subset of continual improvement, with a more specific focus on linear, incremental improvement within an existing process. Some practitioners also associate continuous improvement more closely with techniques of statistical process control.

Seven Basic Quality Tools.

These tools are often mentioned and constantly used on the quality arena.

"The Old Seven."
"The First Seven."
"The Basic Seven."

Quality pros have many names for these seven basic tools of quality, first emphasized by Kaoru Ishikawa, a professor of engineering at Tokyo University and the father of “quality circles.”

Start your quality journey by mastering these tools, and you'll have a name for them too: "indispensable."

1. Cause-and-effect diagram (also called Ishikawa or fishbone chart): Identifies many possible causes for an effect or problem and sorts ideas into useful categories.
2. Check sheet: A structured, prepared form for collecting and analyzing data; a generic tool that can be adapted for a wide variety of purposes.
3. Control charts: Graphs used to study how a process changes over time.
4. Histogram: The most commonly used graph for showing frequency distributions, or how often each different value in a set of data occurs.
5. Pareto chart: Shows on a bar graph which factors are more significant.
6. Scatter diagram: Graphs pairs of numerical data, one variable on each axis, to look for a relationship.
7. Stratification: A technique that separates data gathered from a variety of sources so that patterns can be seen (some lists replace "stratification" with "flowchart" or "run chart").

Excerpted from Nancy R. Tague's The Quality Toolbox, Second Edition, ASQ Quality Press, 2004, page 15.

Excerpts from A Second Look At 5S

Table 1 lists the original five Japanese S words and their rough translations. Although Japanese doesn't translate into English easily, the original 5S's are more properly seen as characteristics of a person or organization (for example, organized, neat, clean) than as steps in a process (such as organizing, straightening, cleaning).

Because what people do is affected by how they think, inspecting an organization's 5S's is a way to estimate how well the organization focuses on priorities, reduces waste and slack, and eliminates root causes in everything it does.

Think of the 5S's as similar to the Boy Scout Law: "A scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean and reverent."² These are characteristics of each Boy

Scout one hopes are represented in everything he does—from setting up campsites to attending meetings to conducting himself daily. That is, Boy Scouts are expected to be trustworthy, loyal, helpful and friendly. The Boy Scouts do not conduct weekend projects or offer merit badges to create trustworthiness, loyalty or helpfulness. They are expected to embody these characteristics every day in everything they do. So it is with the 5S's. Within a culture of 5S, employees are expected to be organized, neat, clean, standardized and disciplined in everything they do.

By practicing the 5S's, an employee's work and workplace will be continually improved by becoming more organized, neater and cleaner. This is why practicing the 5S's has sometimes been called a lifestyle.

From Knowledge Center at ASQ.org

"It is not necessary to change. Survival is not mandatory."
—W. Edwards Deming

American Society for Quality (ASQ): As defined on www.asq.org

A professional, not-for profit association that develops, promotes and applies quality related information and technology for the private sector, government and academia. ASQ serves more than 108,000 individuals and 1,100 corporate members in the United States and 108 other countries.

From A Second Look At 5S By James Van Patten

TABLE 1 5S Definitions and English Translations

Japanese term	Definition	English term	Typical definition
<i>Seiri</i>	Organized: Distinguish between the less essential and the necessary.	Separate	Get rid of everything not needed.
<i>Seiton</i>	Neat: Put things where they best meet their functional purposes.	Straighten	Put things away.
<i>Seiso</i>	Clean: Inspect for and eliminate waste, dirt and damage.	Scrub	Clean and paint.
<i>Seiketsu</i>	Standardized: Maintain known, agreed upon conditions.	Standardize	Develop rules to keep everything clean and organized.
<i>Shitsuke</i>	Disciplined: Practice the habit of doing what is required even if it is difficult.	Systematize	Audit the workplace to ensure the rules are being followed.

Source: Takashi Osada, *The 5S's: Five Keys to a Total Quality Environment*, Asian Productivity Organization, 1991.

Managing Changing Expectations: Manage with Vision

By Peter Sanderson, March 11, 2009

When using the term vision for managing an organization, to vision is to look into the future and imagine how much better it can be. After all, is that not what continuous improvement and preventive action really is?

Managers who practice visioning will be the company leaders of the future. Furthermore, a company without visionary leadership will continually struggle to survive. Even ISO 9001:2008 emphasizes the importance of management leadership to meet the customer's needs and quality objectives.

It is clear in today's economic challenging times to see those companies who have vision are also those companies not suffering or threatened by bankruptcy.

So how do we as managers vision? We often think that visioning is a character attribute that certain people are born with. Often we believe that very few people have this attribute and therefore leave the visioning to them.

The truth is that we all can vision the future if we set aside the time on a daily basis just for that purpose. Below are some helpful hints and strategies to help us all become visionaries for improvement.

A good start is to review the current processes and challenge them. See yourself as a change agent with a mindset of innovation and a catalyst to move the organization forward. Consider radical departures from the past. Consider doing things that no one has ever done before. Moreover, be prepared to take some risks.

Take the time to imagine the process in the future and free your mind of rigid constraints. Often rigid constraints are economic. However, do not stop because you believe the economics do not work. Imagine for a second if Henry Ford never created the assembly line in 1908 because of economics. More likely than not, the pay back will justify the expense.

As your vision becomes clear to you, you should expand it to others. You must be passionate and articulate the future. See yourself as a person who "focuses the projector", no matter how much input others have in shaping the vision, the visionary must articulate it!

In a management system, we have tools provided for this purpose. One tool is the preventive action process while another is root cause analysis and their recommended solutions.

The Lower Rio Grande Valley of Texas

American Society of Quality Section 1425 is located in the Lower Rio Grande valley of Texas. It encompasses Brownsville/Matamoros to McAllen/Reynosa and extends to students at Tecnológico de Monterrey (ITESM), Universidad de Monterrey (UEM, recently became a whole ASQ division by itself), both are at Monterrey Nuevo León, México.

Our section has regular monthly meetings; these are held at different places. Our meetings take place at different cities; hence allowing participation from members from other locations. For future dates and locations, please visit our web site at www.asq1425.org

Please, if you have questions, comments or recommendations for subjects to be included on our site and or Newsletter; please send them to these E-mail addresses:

For web updates to ASQ1425@yahoo.com and for Newsletter related information julioesarsalinas@gmail.com



ASQ Section 1425, various items.

Upcoming events, Certification Exams, Nomination Petition, ETI ...

- Upcoming Events

April 1

If you are in the Monterrey area, drop by and participate in the 8th Quality Day organized by our ASQ-UDEM Student Branch.

May 16

Our Section will receive two awards at the **QMP Awards Ceremony** - presentation of all Division and Section QMP awards in Minneapolis, MN.

We will receive the: Total Quality Award and Silver Excellence Award

May 18 – 20

It is time to make arrangements for ASQ's World Conference on Quality and Improvement. This year's conference is in Minneapolis, MN. Our own Roz Moore will be presenting on Monday. <http://wcqi.asq.org/certification/index.html>

- Certification Exams

STUDY GROUP?
How about a study group for the next series of exams in June?

- Call for nomination petitions for upcoming elections

Please submit nomination petitions for anyone you feel will be a great leader. Submit it before April 23.

April 23

We will hold elections for Officers and Committee Chairs for our 2009-2010 ASQ year.

The ASQ year is from July 1 – June 30.

- ETI (Education and Training Initiative) update

The ETI Committee is currently working on the Health and Service Curriculum Road Map Matrices. The Manufacturing matrix is

already posted at the following link:

<http://www.asq.org/manufacturing/training/career-matrix.html>

What is the purpose of the matrices? We want the user to be able to use these matrices as guides to his/her career development in his/her particular area anytime and anywhere. As these matrices evolve, you will be able to better plan for your, or your employees, career advancement.

