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The Ideal State: A Culture That Truly Embraces Quality - Kathy Lyall

An organization with a highly developed culture of quality spends, on average, \$350 million less annually fixing mistakes than an organization with a poorly developed one. True culture of quality has been defined as an environment in which employees not only follow quality guidelines, but also consistently see others taking quality-focused actions, hear others talking about quality, and feel quality all around them. In an environment where consumers' tolerance for quality problems is declining, an organization that has achieved a true culture of quality, including a workforce that embraces quality as a core value, has significant competitive advantage. The focus of this session was to articulate what a true culture of quality looks like, and to discuss three common traits found in organizations that have this culture. The important points from this session are:

1. Understanding Company Culture:

- The personality of a company
- How a company expresses itself both internally and externally
- Culture expresses goals through values and beliefs and guides activities through shared assumptions and group norms
- Tangible representation of interactions among those affiliated with your organization in any capacity
 - Leaders
 - Employers
 - Customers
 - Affiliates

2. Culture must be developed and nurtured and is indicative of the lowest accepted common denominator.

- Expressed via the mission statement, values, ethics, expectations, goals, actions of all employees at all levels.
- Strive for a continuum of culture from slogans on the wall to every employee embracing the quality vision and goals.

3. Hallmarks of a culture that embraces quality

- Leadership Commitment
- Employee Ownership
- Organization-wide continuous improvement

4. Create a strategy that offers formal logic for the company goals and orients people around them.

- Culture expresses goals through values and beliefs and guides behavior. The best approach to continual learning is to embrace the Zen Buddhist approach known as "Beginner's Mind".

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Disruptive Innovation – Luke Williams

At some time, someone somewhere is going to disrupt your entire industry. Shouldn't it be you? This session revealed a way of thinking that has the power to transform your business and stay ahead of the game.

- Think the unthinkable to succeed
- Expand your community - We surround ourselves with people who think like we do which prevents us from expanding our thinking.
- Delicate balance in keeping incremental thinking (continuity) aligned with disruptive thinking (discontinuity). What if Kodak came up with a recipe for Instagram? Quality is coming up with better and better recipes than the ones we are currently using.
- Build a portfolio of disruptive options – and implement incrementally.
- Build your innovation capital.
- Accelerate a change in your thinking.
- Switch to a better idea when you need to – must have the idea(s) upfront. Don't wait until a crisis.
- Learn how to do the crisis work before a crisis.
- Let go of the idea that it is going to be comfortable. It's going to be terrifying because we never know if there are better recipes than the ones we are already cooking.
- Conceptual innovation – getting stuff done within the boundaries of what is available and believable.
- Historical continuity is difficult to break.
- We organize information into a sequence over time – based on past experiences. Don't be afraid to seek a different arrangement with existing information. You have to free yourself from what you see if you want to create change.
- Give yourself permission to be wrong.

Challenge the fundamental practices used today that were developed years ago.

- 1.) Craft a disruptive hypothesis
- 2.) Define disruptive market opportunities
- 3.) Generate several disruptive ideas

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Changing Competencies for Quality Professionals: how do we provide the greatest value for the future? -Paul Grizzel

This presentation summarized the findings of the research study from ASQ and International Academy for Quality (IAQ) and presented some possible solutions to the following areas that may challenge our thinking as quality professionals:

- What are the key changes you see in business in the next 10 years?
- What are the skill gaps in the current Quality Professional?
- What skills do they need to meet business needs in the next 10 -15 years?

What am I doing to add value to organization in addition to advancing my career?

Needed by QA professionals

- **Management/leadership:** Vision and strategic plan development, communication skills, accounting/finance, marketing - need to understand quality world and business we are in.
- **Technical skills:** integration, knowledge management, critical thinking and analysis, failure analysis, root cause, and CAPA- need to engage people in the quality and improvement work we do; connect quality to bottom line, take advantage of our skills in critical thinking; improve communication of what quality does, are you seen as a guru or go-to in your organization?
- **People skills:** culture development and adaptation, change management/employee development- Don't use terms audience does not know. Define for audiences who are not familiar with them. No Jargon. Become a change management leader; advocate for change; recognize that significant changes are coming.

Demonstrate you know the value of how this organization makes money

- Demonstrate value add of the quality function, knowledge of how quality is integrated into the overall organization system; **don't be a road block be an enabler.**
- **Move from compliance to excellence.**

What to do:

- Understand financial engine of your organization.
- Review quality initiatives and connect them to the financial engine of organization.
- Identify the key changes in Quality and determine how to address them.
- Consider how you can utilize Baldrige, European Foundation for Quality Management (EFQM) or similar excellence models to guide excellence and quality.

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Sustaining Change: We've been asking the wrong questions.-Shawn Perkins

Making a change is often very easy. Ensuring that change stays in place is where we frequently run into issues. When changes slip away, we lose the benefits those changes were meant to bring, as well as the resources it took to make those changes in the first place. This session reframed the questions we ask when attempting to sustain changes and refocus where sustaining action emphasis should be put.

- Change is at increased pace. If change not sustained, problem comes back, wasted resources solving first time, re-solve same problem again.
- Change is not sustained due to other problems, communication lapses, training lapses, equipment/process changes undone.

How do we sustain the...Change or Improvement? Not clear enough.

Input -process- output (leadership talking about benefit of change-may not be most effective question).

Change from How to sustain the result to How do we sustain the countermeasures that generate that result?

- Problem-root cause-corrective actions-**sustaining steps**
 - Same thought process in reverse.
 - Move focus from just tracking output to how to sustain countermeasures put in place.
1. **Bad sustaining actions:** do nothing, informal communications about change. One time, word of mouth communications not effective.
 2. **Good sustaining actions-**problem will come back, minimize problem when it comes back: Monitor output/metrics/quality, redundancy, troubleshooting guides, (for these to be effective, problem has to come back-reactive), training-relies on people, do they always remember? Resource drain.
 3. **Better sustaining actions-**problem might come back, limit the probability of it coming back- In-process metrics, input audits/inspections, task reminders on set frequency, check sheets/list, visual controls (labels, colors, lights, outlines). Make right and wrong obvious at a glance. Do not overdo the visual controls.
 4. **Best sustaining actions-** problem cannot come back-maximum benefit; True error proofing, make problem impossible. Example-diesel vs. regular gas nozzles-error proof-cannot put diesel in regular car-larger than regular, also color difference.

Ways to error proof:

- **Physical error proofing:** Mouse trap board game—as assemble game-show how Hasbro has error proofed the assembly. Part will not go in in an incorrect way.
- **Procedural error proofing:** computer/electronic systems-entry checks, autocorrect/autofill, cameras, motion detectors.

Analyze the sustainment plan: more you make people/output changes, less likely to succeed. Better to change the **process** for sustainability.

Prior to countermeasure: consider unintended consequences, obtain feedback from users, obtain leadership buy in

- No sadder waste than re-solving a problem multiple times.
- Choose sustaining actions based on the type of change
- Prioritize the most impactful
- Gauge the health of the plan

The Art of Questioning-Tips for the Quality Professional-David Gorin

As quality professionals, we are asked to understand problems, identify root causes, and facilitate innovative solutions. Our best tool for getting to these outcomes is through dialogue with clients and asking questions. Over time, we tend to get into routines where we become predictable in terms of what we ask and how we analyze quality situations. This session explored the nature of questions and how to ask better and more insightful questions.

How can you ask better and different questions?

- If we ask the same questions, we get the same answers. If we get the same answers, how can we expect different results? Examples: titanic, Challenger space shuttle. No one spoke up.
- Understand problem before solving it (Einstein)

What is value of questions to organization?

- Better/faster learning
- Energizer-wake up our brains
- Better decisions
- Better cooperation/teamwork
- Getting to true root cause
- Uncover risks/opportunities

What is value of question to you?

- Learn differ perspectives
- Understand the larger system
- Be valued as a good sounding board
- Invited to most impactful meetings
- Recognized for "Great Question!"

What is the value for innovation?

- Companies who ask What if and challenge status quo are innovators.

Why don't we ask questions?

- To protect ourselves (look stupid)
- Don't have time
- Lack Skills
- Culture discourages questions
- Fear of being labeled as uncooperative or disagreeable

What process will lead to better questions?

1. Prepare yourself

- Clear your mind of distractions (walk)
- Plan to talk no more than 20 to 25%
- Don't assume you know what the other person will say
- Put down, ignore or turn off mobile devices and computers

2. Set the stage (what is the quest in your questions-purpose of question)

- Clarify purpose of conversation
- Determine exactly what you are looking for from them:
 - Problem identification
 - Opinions

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- How to solve it
- 3. *Ensure receptivity of other party*
 - If receptivity is low-ask question about readiness (is it a good time to meet? & provide benefits (what's in it for them)
 - If high-proceed,
 - If the person has an interfering emotion, let them vent. (You seem very upset by this vs. why are you so angry?) or excited-get emotion out first))
- 4. *Plan/ask questions*
 - Have a plan of attack-good flow-strong beginning, middle, end
 - Use a variety of question (probe types) (do not ask if this makes sense; Help me understand?)
 - Create a list of questions by stage of discussion
 - Have benefits ready-What's in it for them?
- 5. *Listen to understand question*
 - Open-ended (how, what, why, tell me about), Neutral phrases (tell me more; Please elaborate)
 - Pauses wait 5-6 seconds (brief assertions of interest (I see, keep going/that's interesting Timely closed ended (which do you prefer)
 - Reflective statements -You seem happy, mad, angry- Non-verbal encouragement, summary statements.
 - Summary statements (here's what I heard you say)- manage perception

What process will lead to better questions?

- Listen with intent to understand vs. with intent to respond.
- Concentrate and focus on what is being said.
- Ask follow-up questions
- Build on previous answer to ask next question
- Acknowledge what you heard by summarizing and then ask deeper question
- Managing your reaction
 - Avoid No, I don't agree
 - Control your hot buttons -stay neutral
- Combine their answer with broader solutions -Yes and vs. yes... but.

What makes a question great?

- How do you feel about our progress? vs. why are you behind schedule?
- What are you most pleased with? vs. what is the problem with the project?

Good questions inform, great questions transform.

- Clear purpose,
- Brief
- Plain language
- Simple sentence structure
- Appropriate for the situation & person
- You are prepared to respond to the answer. Don't ask questions you are not ready to answer.

Be bright, be brief, be gone.

What makes a Great question?

- With intent to learn vs. judge
- Asked with humility
- Causes other person to stretch/reflect
- Breaks down complexity

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- Challenges assumptions
- Leads other to self-discovery (sell vs. tell)

How can we better focus question on needs?

Question should vary based on type of need. (Deming)

- Strategic analysis: current state, future state, change (keep doing, stop doing, want to change)-Baldrige book. What keeps you up at night?
- Problem – solving-Define/measure, analyze, hypothesis generation (improve), action (implement/control).
- Process understanding -focused on the process understanding-follow the process – turtle diagram-ISO 9001-ask people who do work.
- Innovation-What is question? What caused? Why and why not? What if?

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Social Media Platforms-Shannon Bishop

Learn how to implement a cross-platform campaign, while learning the basics of Twitter, Facebook, and LinkedIn.

Don't

- post without a plan
- Use one platform
- Be a billboard,
- Overuse affects #'s, @;s. Fillers.

Do

- Use your own content
- Reciprocate and credit
- Be clear and concise (headline vs. paragraph)
- Curate the correct environment
- Have fun, experiment

Stories-can be useful.

Going Viral- create a connection,

Stay true to your audience, sharable.

Dogs cameo always work.

Why, Who, What, Where, When-What is intention, target audience, how to determine success, What platform-Instagram, Twitter, LI discussion group, when-milestones.

Measurement

- Impressions-how many times post is seen
- Link Clicks
- Engagement rates
- Likes, shares, RT's.
- Facebook-3 dots-View follower insights
- Twitter-Analytics-audience
- LI-Manage Page-Traffic

Bitly.com-Free-service-use this to shorten URL and will track platform, when they clicked, etc.

- What does data mean?
- What measurements should I be looking at?
- How often should I be measuring-Weekly
- What do I do if my data isn't what I expected? Go back to square 1 and do again.
- Google trends help with key word searches.
- Pew Research Internet and Technology-give industry trends, top performing accounts and latest things occurring.