Edgerton Award Recipients Announced

LINCOLN (Oct. 27, 2003) - Two companies and one institution have received 2003 Edgerton Quality Awards for ongoing efforts to maintain excellence in the workplace and with customers. The award recipients are Design Plastics, Inc., Omaha; Magnus, LLC, Fremont; and the Workforce Development Institute, Metropolitan Community College, Omaha. The Edgerton Award program is a prestigious quality award for Nebraska businesses patterned after the Malcolm Baldrige National Quality Award program. Applicants are evaluated in seven areas: leadership, strategic planning, customer and market focus, information and analysis, human resources, product and service processes, and business results. Each applicant submits an application, receives site visits by a team of Edgerton Examiners who are quality practitioners. Award recipients receive a report citing the strengths and opportunities for improvement.

Receiving the Edgerton Award of Progress in the Manufacturing Category was: Design Plastics, Inc., Omaha - A family-owned company, Design Plastics, Inc, designs and manufactures custom injection molded and thermoformed plastic products for a worldwide industry. The company's products include returnable packaging, OEM (original equipment manufacturer) automotive parts, blister packs, plastic cosmetic trays and parts, food packaging, industrial guards and shields, point of purchase displays, plastic pallets, industrial trays, instrument panels, agricultural parts, and OEM products. Edgerton examiners

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October—Quality Month in Nebraska

OMAHA (October 8, 2003) — The American Society for Quality (ASQ) Nebraska Section, in conjunction with the Nebraska Department of Economic Development, has planned numerous activities in October for individuals and companies interested in celebrating Nebraska Quality Month.

These included:

ISO Network Meeting, Oct. 16, 3 pm, at Omaha’s Peter Kiewit Conference Center, 1313 Farnam St.,
Tour of past Edgerton winner Airlite Plastics, 6110 Abbott Dr., Omaha, Oct. 16, 5:45 pm, followed by 7 pm dinner at Metro

The 2003 Edgerton Quality Awards Luncheon, Oct. 27, 11:30 am at Lincoln’s Cornhusker Hotel, 333 S. 13th St.

Quality presentations on Business Transformation through Quality following the Edgerton Awards Luncheon, 1:15-5:00 pm.

In late September Governor Mike Johanns proclaimed October as Ne-
Edgerton Award Winners

listed the company’s training program, interaction between the company’s employees and its president and executives, the timely and efficient handling of work instruction revisions, and the use of Quality Circles and team-based problem solving as its strengths. Design Plastics, Inc., is ISO 9001 registered. For information, call Design Plastics Inc., at (402) 572-7177, or visit the company’s website at: www.designplastics.com.

Receiving the Edgerton Award of Commitment in the Manufacturing Category was:

Magnus, LLC, Fremont
-- Founded in 1885, Magnus, LLC employs 64 - in the production of traction motor support bearings for the world’s railroads. The Fremont operation is located in a 68,000 sq-ft facility on a 9-acre site near two major railroads. The company, which pioneered the development of the centrifugally cast traction motor support bearing in the early 60s, features a state-of-the-art smooth-flowing foundry/machining system and electronic data processing system. Edgerton examiners found a number of strengths at Magnus, LLC, including the president’s open door policy for fostering two-way communications with employees, his involvement in teams for continual improvement with all levels of employees, the company’s 95% market share and 100% customer retention during the past 10 years, continuous improvement through various quality systems registration, including QMS in 2000, ISO9001:2001 in 2002 and AAR M-1003, education of customers in use of company products, employee training, and goal to build alliances with other businesses. For information, call Magnus, LLC at (402) 721-2377 or visit the company’s website at: www.magnus-farley.com.

Receiving the Edgerton Award of Progress in the Service Category was:

The Workforce Development Institute TM (WDI) at Metropolitan Community College, Omaha - WDI acts as a liaison between Metropolitan Community College, and business, industrial and government organizations providing credit and non-credit training, retraining and professional development programs, or requested customized development and delivery. Programs are delivered at business sites or at suitable on- or off-campus facilities. WDI’s eight full-time staff have served more than 46,000 individuals, providing educational offerings, including testing center services, customized training, and professional certification programs. Industries using the Institute’s services include: manufacturing, public services, health care, information technology, finance, hospitality, construction/trades, retail/trade, transportation, and insurance. Edgerton examiners found among the Institute’s strengths: Focuses on developing the world’s best workforce by partnering with businesses, industries and community, is the only ACT, DRAKE, Laser Grade & Command Spanish Center in the region, delivers 23% instruction to client sites, belongs to a nationwide network of testing centers providing e testing solutions, makes significant use of outsourced resources, and others. WDI previously received an Edgerton Award of Commitment for Continuous Improvement in the Service Category. For information, call WDI at (402) 457-2577, or visit the institution’s website at: www.mccneb.edu/ wdi/Sponsored by the Nebraska Diplomats and the Nebraska Section of the American Society for Quality.

Quality Quote

“If you don’t know where you are going, you will probably end up somewhere else”

- Laurence J. Peter
Nebraska Quality Month and recognized the work of the American Society for Quality (ASQ) Nebraska Section. The Nebraska Section of ASQ promotes quality throughout Nebraska with networking, presentations, education, quality certification exam sites, scholarships and Koyalty Kid activities. The Edgerton Quality Award program, a service of the Nebraska Industrial Competitiveness Alliance, provides companies with an opportunity to receive outside evaluation of their processes and recognition for outstanding quality achievements.

The awards are modeled after the Malcolm Baldrige National Award for Quality and named after Aurora, Neb., native Harold “Doc” Edgerton, renowned for inventing the stroboscopic flash. For more information about the above ASQ Nebraska Section activities, speakers on quality or quality education call Bob Johnson at (402) 428-7318, David Hunt at (402) 271-4798 or visit their web-site at www.ASQ-1302.org. For information about the Edgerton Awards Luncheon, contact NE Department of Economic Development at (800) 426-6505, (402) 471-3111, or to register or for more information go to their website: http://assist.neded.org/edgerton/

From left: Sagar Kulkarni (Newsletter Editor), Gilbert Snodgrass (Communication Chair), Mike Johanns (Governor - Nebraska), Robert Johnson (Chair - ASQ 1302).

Mike Johanns (Governor - Nebraska) proclaimed October as Nebraska Quality Month and recognized the work of ASQ 1302 section."

Meet the Section 1302 Section Leadership—David McCracken

How did you get into Quality – How long in Quality

My career in Quality began in 1991 when after working for 5 years on the muffler lines at Tenneco Automotive Walker Mfg. in Seward I was asked by the Quality Manager if I would be interested in going back to second shift to become a Quality Auditor. In the Quality Department except Quality Manager, currently I am a Quality Engineer.

What are the most important skills for a Quality Professional

First you must be willing to learn. The Quality Profession has been challenged to produce higher quality goods and services. Quality is struggling to find the way to lead business into the next level of performance. So far the demands on businesses continue to increase in terms of higher quality and the Quality Profession is in a constant state of change trying to mix and match tools and skills to produce better Quality.

David McCracken: Currently Certification Chair and Facilitator of the ISO Networking Group
This is a story of Company ABC. Where the supervisor was S and the Manager was Z. Scrap was high and the sales were low. Tension was high and the morale was low. Something was going wrong that was known, but the root cause was unknown.

Finger pointing never stopped. Solution to the problem never sought. A flyer then came by through the mail one day. Information of ASQ was printed along. Mr. President after reading realized. It was quality that had been failed to materialize. Smart he was to learn it quick. Trained his professionals through ASQ and the problems were fixed. The company went a long way winning many accolades. ASQ was the right answer said the President of their winning trail.

Since the Quality Professional does not know what may be required of him in the next popular technique to improve quality he can only do his best to have a wide range of skills available to meet the upcoming demands. Second, you must be flexible. So far no one method has proven to be effective in all areas at improving Quality; therefore the Quality Professional must remain open to new ideas and new ways to utilize quality tools in their efforts to improve quality.

One thing people don’t know about me.

One of my main reasons for writing this article is to clear up some misconception about my role as Certification Chair. As Certification Chair it is my job to arrange the exam sites and proctors for the certification exams. This is not to be confused with the Recertification Chair who reviews the recertification journals for recertification. A little personal history — Originally from the Cleveland Ohio area I went to college at Concordia in Ann Arbor Michigan, and then at Concordia in Seward Nebraska where I now live. I have worked in State Government, as well as sales for a number of years prior to going to work at Walker Mfg. in Seward. My wife and I have lived in Seward for 30 years. We have two grown children, both married and living in the Seward area. I continue to be very active in Church work as well as Volunteering for ASQ and the ISO Network.

The future of Quality

The future of Quality in my opinion is tied to two things, the success of business and the global economy and consumer expectations in terms of the quality of goods and services. Consumers, for the foreseeable future will continue to press business for Ultimate Quality goods and services. Many organizations have not even begun to move to the levels of quality that consumers want. To consumers, Ultimate Quality in products and services can be defined as goods that have zero defects and require no cost beyond the initial investment, and that perform as expected on time with no failures. Quality will be looked to as the business entity to lead organizations in the direction of meeting this goal. Successful organizations are ones that will approach meeting this expectation of consumers. There will be no reduction in consumer’s expectation of Ultimate Quality as long as the basic economic structure remains intact. Quality Professionals must demonstrate to their organization that they have the commitment and knowledge to move their organization closer to meeting these customer expectations. ASQ would do well to continue to offer members the opportunity to grow in knowledge and skills, demonstrating that they are capable of providing the leadership to help businesses approach Ultimate Quality.
INTRODUCTION

This article will provide an overview of the change management process using define, measure, analyze, improve, and control (DMAIC) as a framework. Change management is a process just like any other process and using the DMAIC approach will help us understand the basics of the change process. Most Six Sigma books give some discussion of how to prepare and transition an organization to the Six Sigma philosophy. I think that we can learn from the Six Sigma philosophy and use the DMAIC process as a good summary of the change process.

STEP 1: DEFINE: The first step is to define what needs to change and why it needs to change. General Electric’s Jack Welch believes that organizations change only after a new idea is clearly defined. Within that definition there should be a compelling NEED to change. This may be related to poor quality performance, competition driven need, demand for improvement in bottom line results, or customer driven need to improve. Once this has been determined and you envision the expected end state after the change with a clear vision of the future, the next step is to understand and define the organization’s readiness to change. You do this by examining the current values, the strategic plan and the organization’s flexibility to change in light of this vision and why you NEED to change.

STEP 2: MEASURE: The measurement question is always what to measure. When it comes to transitioning an organization to new quality program, Harry (2000, 281) discusses the success of transition depends on the following six questions:

1. Does your company’s leadership understand and are they completely behind implementing the change?
2. Is your company open and ready to change?
3. Is company hungry to learn?
4. Is your company anxious to move quickly on a proven idea?
5. Is your company willing to commit resources (people and money) to implement this initiative?
6. Is your company and its people ready and able to recreate its values so there are no roadblocks to achieving the new vision?

Answering the questions above may not be effective without consulting with the employees. So you have to determine what to ask, who to ask and how to ask to find the answers to the above questions. You want to ask open-ended questions like, which policies help quality in the organization or what is your greatest hindrance to change. You should sample a good cross section of the people affected by the change. Some of the ways to collect the data are focus groups with select employees, sample surveys, case studies, historical data of past changes, or other means besides management opinion on the readiness of change.

STEP 3: ANALYZE: Take the measurement data and analyze it to determine the readiness for change. If the focus groups, surveys or the like indicate a willingness to accept new ideas and programs when they see a clear need, then the emphasis should be on the need to roll out the change. If there is substantial resistance to change, then you might focus on how this is different and first plan on small successes to start building confidence. The SWOT (strengths, weaknesses, opportunities and threats) analysis is good tool to help analyze the areas of concern in the change management process. Force field analysis is another tool good for analysis of the drivers and detractors of the change process. When you truly understand the readiness to change and the expected end state of the change, then the gap analysis, SWOT analysis, and force field analysis can reveal what areas need to be focused on to improve the roll out of the change.
STEP 4: IMPROVE: To improve the change management process is to determine the gaps in the readiness to change and take actions based on the gaps to lessen the negative impact. According to D.W. Hutton (1994, 2-4) there are four specific roles that are seen in most successful changes processes. These roles are Official Change Agent, Sponsors, Advocate and Informal Change Agent. The Official Change Agent has primary responsibility for managing the change process. The Sponsors are the leaders with authority to legitimize the change and provide the resources to accomplish it; no change is possible without Sponsors. The Advocate is someone who has a passion for the need for change and sells the need to the Sponsors and may or may not hold a powerful position, but is great at selling the change. The Informal Change Agents are those in the trenches who believe in the need to change and help plan and manage the change. They can be the greatest allies in an organization resistant to change. Going through the analysis phase properly can then help adapt and improve the training and education around building on the strengths and focus on overcoming the gaps or threats. If you want to improve your change management process, canned training doesn’t work the best. Effective training needs to be flexible to the audience and it needs to communicate the need to change in light of the WIIFM (What’s In It For Me) principle. Flexible training and role assignment will go a long way to control the rumor mill and preclude incorrect information about the change being circulated. Walton (1986, 68) in her book about Deming writes about point six (Institute Training and Retraining) of his fourteen points and discusses how the employees will learn from each other without proper training. You need to get on top of this information flow so that the accurate goals and the need for the change are communicated. Finally, the biggest improvement in change management is to have the executive management team (EMT) and leaders of the company up front in providing the training. Crosby (1989, 4) states “Teaching people, leading people, showing people, providing tools -everything loses meaning if employers, customers, and suppliers feel that management is not walking like they talk”. This will demonstrate the commitment of the organization and show the intent to follow through on the change.

STEP 5: CONTROL: A common event that is seen in process change management is that operators will do the new process for a while and then, when there is no longer anyone watching, they revert back to the old ways with which they are comfortable. Meantime the change agent for that project has recorded the savings, received their reward and moved on. Therefore, it is important to ensure the change is ingrained into the process, the procedures are in place to ensure the change continues, and operations management is on board to control that the new process is integrated. Levinson and Rerick (2002, 22) state, “Change is more effective when it is something that people do, not something management does to them”. This again brings up rolling out the change with the WIIFM principle so the target audience will be receptive to the idea and want to do the change. This then will start to convert the employees to the change, Crosby (1989, 16) states, “The converted are not tempted by the desire to take shortcuts or go back to destructive ways”. The second part of controlling the change is rewarding the successful change. Rewarding victories, even small ones, will help reinforce the change; however, this should not be rewarding to just the change agent, but also reward the ones doing the change. Pyzdek (2001, 79) writes, “Analyzing a company’s employee recognition system provides powerful insight into the company’s values in action. These are the values that are actually driving employee behavior.” Effective recognition will reinforce the desire to continue to perform the process improvement and help change cultural values to believe in new vision. 

CONCLUSION: Take the steps necessary to treat change management as any other process that needs to be defined, measured, analyzed, improved and controlled (DMAIC). Crosby (1989, 7) states “Change should be a friend. It should happen by plan, not by accident.” Make the organizational transition your friend and use this article and below references to fully understand how to plan this transition. Using a structured approach to change will help the change succeed and have a lasting impact to your organization.

References:
CALENDER OF EVENTS

Thursday November 20th, ISO Network meeting Explorit Center in Aurora from 3:00 pm to 5:00 pm

Thursday November 20th, ASQ Monthly Meeting Explorit Center in Aurora—check the www.ASQ-1302.org for more details

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