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Preemptive Quality--Making Quality Happen Where It Really Counts



American Society for Quality Rochester Section
66th annual conference
Wednesday, March 31, 2010
Rochester Riverside Convention Center

Conference Registration Fee: Register before March 19, \$165
Register March 20 - 30 \$200
No payment at the door

Conference fee includes: Continental Breakfast, Luncheon, and free parking in the South Avenue Garage. For directions to the *Rochester Riverside Convention Center* please visit www.rrcc.com

Attendance earns 1.0 RU credit for ASQ recertification.

Opening Address: [Paul Speranza, Wegman's](#)

Luncheon Address: [To be announced](#)

Closing Address: [Bobbie Goheen, CEO/President, Synthesis Management Group](#)

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Presentations and Speakers

Keynote Biographies

Opening Address: Paul Speranza, Wegman's

Closing Address: **Bobbie Goheen, CEO/President, Synthesis Management Group**



Bobbie Goheen is currently the CEO of Synthesis Management Group, a leadership development firm that assists personal and corporate clients to achieve their goals through executive coaching and by facilitating board strategy, team effectiveness, large scale organizational change and integration of personal excellence.

She has more than 25 years of experience in service, sales, marketing, management, technology and leadership. For more than a decade she directed, created and administered the Corporate University for a Fortune 100 company. In addition to her work with the corporate university, she also was responsible for the training and communications of all new corporate initiatives, products and technologies. She has been a featured speaker before professional business organizations throughout the country, facilitator for The Women's Presidents Organization, and an educator for many corporate clients on the topics of Leadership and Personal Excellence. She is a married mother of two young sons, active in many community organizations, and celebrates leadership in every venue and avenue available.

[Preventive Tools Sessions 1-4](#)

1: Preemptive Six Sigma© Tools:

Janet P. Nelson, President and owner of OQL Solutions

This presentation covers powerful (but non-statistical) Six Sigma tools to *avoid problems*. How often have you or your staff talked about someone who painted themselves into a corner or how you heard someone wound up on thin ice as a result of a poorly thought out decision or action? The session reviews nine, interrelated and supporting problem-*avoidance* and decision making tools. At the end of this session the participants will be able to leverage these traditionally problem *solving* tools to lead their staffs or organization to more well thought-out decisions; Ones that avoid negative, unintended consequences and collateral damage.



Janet Nelson is the president and owner of *The WorkOut Consortium*, a sub company of **J Nelson Enterprise, LLC**, and a partner company of **OQL Solutions**. **OQL Solutions** is a consulting resource specializing in Operations, Quality, and Customer Loyalty improvements. Janet has a 20+

year record as a senior executive and consultant in leading companies to significantly improve operational efficiencies, product development processes, and customer loyalty & retention, by positively impacting the top and bottom line. Her clients have included foreign and domestic companies coming from the private and not-for profit segments.

Janet has a Masters in Systems Engineering from the Rochester Institute of Technology, a BS in Applied Science from the State University of New York, and is certified by the American Society for Quality as a Six Sigma Black Belt. She is a senior member of ASQ and a member(s) of the Turnaround Management Association, National Association of Women Business Owners, Rochester Small Business Council and the Greater Rochester Quality Council, and a past presenter at R-ASQ events.

2: Customer Loyalty and Pre-Emptive Tips for Survey Design

Janet P. Nelson, President and owner of OQL Solutions

This presentation will allow the participants to understand the relationship between and yet the differences between Customer Loyalty and Customer Satisfaction. This presentation will explore why Loyalty should be a metric of choice, and what are the key suggestions (and tips) to consider ahead of

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the design of a survey. These *Pre-emptive Tips* will also include concrete suggestions (for those who have not designed a survey before) as well as provide *questions for consideration* for those that have designed surveys or who use outside services to do so.

See bio above

3: Virtual D.O.E.

Dale Ryan - **Goulds Pumps Seneca Falls NY: Design Engineer**

What is a Virtual D. O. E.?

This presentation will describe how this methodology is used to model and develop ideas into quality, functional products that can be manufactured in a cost-effective, reliable way. It is a D. O. E. with no replicates. The investigation is conducted with software programs with particular attention paid to **CONTROL/NOISE** variables. It enables development of functional equations of complex systems. With this tool one can identify early on most of the critical system parameters, and it provides a means to optimize those parameters where there are conflicting interactions. Extremely useful is the ability to perform tolerance analysis and early fabrication process selection.



Dale Ryan Work Experience

Goulds Pumps Seneca Falls NY:
Design Engineer

Tyco International (AMP
Incorporated): Design
Engineer/Project Leader.

Ortho Clinical Diagnostics
(Johnson and Johnson Company): Project Leader for
development of Medical Diagnostic Instruments.

20 Years of experience in the Electro/Mechanical
Design field. Three time graduate from Rochester
Institute of Technology.

Last degree completed: Masters Of Science in
Product Development.

Certified Green and Black belt (Process Excellence).

4: Using DOE to Improve Robustness and Durability

John King, co-author of *Robustness Development and Reliability Growth*,

There are four key attributes that determine the
reliability of a product:

- Design quality – the completeness of a design and the quality of its implementation.

- Robustness – the capability of a product to maintain on-target performance, with acceptable variation, in the presence of internal and external noises or stresses.
- Durability – the capability of a product to operate for a sufficient life, without “breaking,” in the presence of internal and external stresses that can cause deterioration.
- Manufactured quality – the measure of how consistently the manufacturing process produces products that meet “design intent.”

Designed experiments can play an important role in developing quality products. We will look at how DOE can be used to improve both robustness and durability for new designs.



John King has helped clients worldwide improve business processes and products. He has served as engineer, program manager and laboratory head at Westinghouse, Xerox, and Kodak developing a variety of products, including turbo machinery, office products, and medical imaging systems. John is a member of ASME, ASQ, the American Statistical Association, and the Society of Reliability Engineers. Along with Bill Jewett, John has co-authored the book *Robustness Development and Reliability Growth*, published by Prentice Hall, to be available in April of 2010. John can be reached at jkping@jewettking.com.

[Cost of Quality Sessions 5-8](#)

[Sessions 5 and 6: Quality Data](#)

5: Challenges of Pursuing Lean Six Sigma in Healthcare

**Dr. Jack Cook Ph.D., CFPIM, CSCP, CSQE,
Rochester Institute of Technology (RIT)**

Competition, rising patient expectations and increasing complexity resulting from technology and regulations demand healthcare providers improve the quality of patient care while decreasing costs. Healthcare agencies that bring in-house trainers familiar with Lean Six Sigma (LSS) in manufacturing are often unpleasantly surprised at how difficult it is to adapt LSS. Some of the biggest challenges are realigning management to focus on processes (when there is a long history of managing people), integrate LSS without negatively impacting day-to-day operations from a resource perspective, managing multiple projects in a strategically comprehensive manner, fostering leadership commitment, and

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sustain process improvement in a highly dynamic and complex environment. This presentation will discuss methods for overcoming the challenges in pursuing LSS in healthcare.



Dr. Jack Cook is a professor, speaker, author, and consultant. He is an Associate Professor of Operations and Information Systems at the Rochester Institute of Technology (RIT). His areas of expertise include Supply Chain Management, Lean Thinking, Information Systems, Operations

Management and Electronic Commerce. Jack's extensive experience teaching and training over the last two decades includes over one hundred conference presentations and numerous journal articles. He has an entertaining and engaging approach and is known for bringing theories to life, resulting in him being honored five teaching awards.

Dr. Cook is a Certified Fellow in Production and Inventory Management (CFPIM), Certified Supply Chain Professional (CSCP) as well as a Certified Software Quality Engineer (CSQE). He is a CPIM certification instructor, and has developed and delivered many seminars and on-site training programs. In addition to extensively consulting and training Lean Six Sigma Green and Black Belts, Dr. Cook developed a Lean Six Sigma x-Belt Certification program specifically designed for non-manufacturers. His education includes a Ph.D. in Business Administration, an MS in Computer Science, an MBA, an MA in Mathematics, and a BS in Computer Science

**6: Lean Six Sigma Tools for Healthcare
Dr. Jack Cook Ph.D., CFPIM, CSCP, CSQE,
Rochester Institute of Technology (RIT)**

Being an information intensive field, traditional lean six sigma tools used in manufacturing are at best cumbersome for clinicians who are unaccustomed to thinking of products, processes and process performance metrics. This presentation will provide tools that are specific to the healthcare industry that take into account the transactional nature of care. This will be a "hands-on" how to session with specific examples of tools. It will be assumed that participants already have a basic understanding of the principle of Lean Six Sigma and desire to solve problems rather than learn definitions.

See Bio above.

[7 and 8: Warranty Prediction During Product Development](#)

**7 and 8 Warranty Prediction During Product Development
Marcos Esterman & Hee-Rak Kang Rochester Institute of Technology.**

Understanding and reducing warranty cost often focuses exclusively on the analysis of product failures. However, warranty costs can also be incurred by events such as misaligned customer expectations that do not involve a product failure, per se. Many experts agree that effective management of system reliability and reliability validation during product development is a key to achieve superior time to market and life cycle quality. These two sessions will deal with the challenges faced by companies to manage warranty performance, with an emphasis on product development. The first session will focus on the role of warranty costs as a contributor to the more general cost of quality. A survey of the challenges faced by various organizations will be presented. From the survey emerge some key and common issues that these companies face. The current state of the art will be reviewed to identify areas for improvements as well as the needed integrations in order to develop a comprehensive framework that will be useful to product developers to manage and predict warranty performance during product development. The second session will focus on the development of such a framework by giving an update on the current research progress. In addition, possible benefits such a framework may provide, as well as extensions to consider the cost of quality will be discussed.



Marcos Esterman is an Assistant Professor in the Industrial and Systems Engineering Department at the Rochester Institute of Technology. His teaching interests are in product and process development, and systems engineering. He is director of the Print Research and Image Systems Modeling (PRISM) and the co-director of the Sustainable Print Systems Laboratories, which both focus on the modeling of printer and imaging systems to support product architecture and business decisions. His research focuses on structured product development methods, with an emphasis on design for reliability and warranty, design robustness and sustainability. Prior to joining the RIT faculty, he worked for Hewlett-Packard's Imaging and Printing Division in Boise, Idaho. At HP, he held a variety of positions in manufacturing and R&D while concurrently conducting his PhD research. Marcos also worked as an x-ray tube development engineer at General

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Electric Medical Systems in Milwaukee, Wisconsin, and is a graduate of their Edison Engineering Training Program. In 2002, Marcos was awarded a PhD in Mechanical Engineering from Stanford University. Marcos earned his BSME in 1988 and MSME in 1990 from the Massachusetts Institute of Technology.

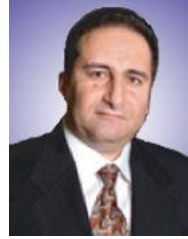
Hee-Rak Kang is a Master of Science student in the Industrial and Systems Engineering department at the Rochester Institute of Technology. He was previously a manufacturing engineer at Welch Allyn, located in Skaneateles, NY. Hee-Rak received his BS in Computer Engineering from Syracuse University. His current research focuses on warranty costs during product development.

[Preemptive Quality, Sessions 9-12](#)

9: Corporate Sigma - Making Lean Six Sigma Holistic

Anwar El-Homsi & Jeff Slutsky

Lean Six Sigma tools have been successful in improving processes within the corporation, and several of these successes are well documented by many companies. However, even with the documented successes due to the application of these tools, many companies still failed to meet strategic business goals. Why these corporations failed in spite of a successful Lean Six Sigma program? What did they miss? Some of the Lean Six Sigma program success factors include the need to have the right leadership, a compelling organizational vision, a well defined business plan, projects that are truly linked to business objectives, engaged and motivated people to execute the plan, etc. But one of the most important factors that imperative for success is the utilization of systems thinking. We need to think about improving the entire company holistically - not just focus on individual processes. Sometimes, an improvement to a process in one area of the corporation can negatively impact another area or the entire company/business. Often, this negative effect is delayed and the impact is not realized until it is too late to do anything about it. This presentation addresses this issue and covers all the factors listed above. It will also introduce you to the concept of Corporate Sigma that combines the power of Six Sigma and Systems Thinking to assess the performance and the quality level of the entire company, assuring both Lean Six Sigma program and corporate success.



Anwar El-Homsi has over 20 years of quality and statistics experience in a variety of industries. He has held engineering and management positions at Becton Dickinson, Eastman Kodak Company, Heidelberg, Xerox Corporation, and Corning Corporation. He is currently the President of Transformation Partners Company. His areas of expertise are Six Sigma methodologies including Design for Six Sigma (DFSS), Design of Experiments, Statistical Process Control, and Reliability Engineering. He is considered an expert in Six Sigma deployment and philosophy. An outstanding coach and trainer, he has trained more than one thousand engineers and scientists, and mentored many Black Belts who documented millions of dollars in direct savings. Anwar received his MS in Applied Statistics from the Rochester Institute of Technology and his BS in Engineering from Alfred University. Anwar is a Master Black Belt. He teaches Lean and Six Sigma philosophy, tools, and concepts at Bucks County Community College. He was a member of the Advisory Council for Rochester Institute of Technology's Center for Quality and Applied Statistics. He is an originator and served as President of the Society of Reliability Engineers, Rochester Chapter. Anwar co-authored two books: "Corporate Sigma, Optimizing the Health of Your Company with Systems Thinking", and the revolutionary book "TPS-Lean Six Sigma, Linking Human Capital to Lean Six Sigma". Anwar's personal mission is to contribute to society by sharing knowledge with others and help them achieve their professional goals.



Jeff Slutsky is worldwide director of Design for Six Sigma at Bausch & Lomb Inc. located in Rochester, NY. Mr. Slutsky has spent twenty-five years in medical product development including fifteen years at Eastman Kodak's clinical products division and five years at Johnson & Johnson's Ortho-Clinical Diagnostics. He was CEO of Product Development Systems and Solutions (PDSS), Inc., and served as a worldwide DFSS/product development consultant for Sigma Breakthrough Technologies Inc. Mr. Slutsky has worked in Korea, Germany, France, England, the US and Malaysia with dozens of companies including 3M, Samsung, Maytag, Hoover, Westinghouse Air Brake, Trane Air Conditioning, Becton-Dickinson, Cummins Engine and StorageTek.

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He has trained and certified over 1,200 DFSS Green, Black and Master Black Belts

His expertise includes corporate deployment of DFSS, new product development process re-engineering and its integration with DFSS product, systems engineering, FDA/ISO design control, gate keeping and the DFSS tools including stakeholder analysis, quality function deployment, concept creation/selection, measurement system analysis, design of experiments and robust design.

Mr. Slutsky is an adjunct professor at the Rochester Institute of Technology where he teaches graduate and undergraduate courses in Systems Engineering, Robust Design and Product and Production Systems Development. He has guest lectured at Rensselaer Polytechnic Institute. He is co-author of the Prentice Hall text, Design for Six Sigma in Technology and Product Development. Jeff enjoys cross-country skiing, boating, canoeing, camping and hiking. He has two children, Jason and Alison, the loves of his life.

10: Systems Thinking

John Dubuc ROI Creations, LLC

Businesses are living organisms created to achieve goals. The paths leading to these goals are a complex web of local and global interdependencies resembling the neural structure of our brain. Organizations learn and grow by consuming and reacting to endless flows of information, recurring events and forces involving group thought processes, emotions and indelible cultural rhythms. Periods of poor and stellar performance wax and wane seemingly independent of rewarded accomplishments.

Nevertheless we attempt control with new policies, improvement projects and personal performance assessments in response to events and symptoms of corporate ill health, hoping to have an immediate measurable impact and sustained cure. We use fuzzy gut feelings, snapshot observations and partial knowledge to form opinions about what causes the rise and fall of profit, quality, productivity, morale and other interrelated performance variables. Everyone in the organization has a different and valid point of view but no means of organizing and utilizing this knowledge to help cure or reduce the impact of troubling corporate arrhythmia.

This session provides a simple effective method for gathering and utilizing collective knowledge (human capital) to see the bigger picture and utilize it to test the impact current and future policies have on performance variables throughout the company and beyond. Connections to TRIZ-based innovation methods are also discussed.



John Dubuc ROI Creations, LLC

- Enterprise System for Continuous Innovation (Ideation-TRIZ)
- Lean-6Sigma Training / Consulting Statistical Methods
- Corporate Leadership Development with Life Success - Thinking Into Results

Education

- B.S. Electrical Engineering (Rochester Institute of Technology- RIT)
- M.S. Applied Mathematical Statistics (Rochester Institute of Technology)

Affiliations

- Eastman Kodak
- ASQ Senior Member
- Life Success Corporate
- St. Jude Medical (CRMD)
- Center for Quality & Applied Statistics (RIT)
- Ideation TRIZ (Ideation International & 20/20 Innovation)
- Contributing author to "Corporate Sigma" (CRC Press 2009)

Sessions 11 and 12 CTQ Management— Six Sigma Quality

11 and 12 : CTQ Management--Six Sigma Quality

Richard Versluys, Ortho-Clinical Diagnostics (OCD)

CTQ Management is a Quality-by-Design process that traces user CTQ's through a manufacturing process. The presentation is divided into two sessions. The first session will review the CTQ Management process and the development of a Quality function Deployment (QFD) model. The second session will review tools for risk assessment and objective evidence tools to demonstrate that CTQ 's are in control. The presentation will show how these tools integrate into the CTQ Management Process.



Richard Versluys is a Principle Engineer in the World Wide Operations group at Ortho-Clinical Diagnostics (OCD). Richard has over 36 years of experience in system design/validation of medical blood analysis instruments and medical production finishing equipment.

He is presently the system and controls engineer for the modernization of high speed assembly

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equipment. This equipment manufactures medical slides, used in the blood analyzers manufactured by OCD.

Biomedical / Medical Mfg. Quality, Sessions 13-16.

13: Strategies to Achieve Higher Quality Earlier Bill Jewett, Business Consultant and Author

Product quality, as perceived by your customers, is critical to your business results. Many process advancements have improved companies' capabilities to achieve higher quality earlier and thereby reduce their dependence on fast problem solving prior to market entry.

This presentation identifies useful strategies to prevent problems and reduce risks. They can be adapted to your business model and incorporated into your product development process. Their rationale and acceptance criteria can guide your product development teams through a more efficient process.



Bill Jewett is a consultant to businesses engaged in the development of new technologies, multi-disciplined products, and business processes. With insights into important paradigms and advancements in practices,

he assists improvement teams to upgrade their engineering and management processes, project management strategies, cross-functional teamwork, and their governance of development projects. Along with John King, Bill has co-authored a book on robustness development and reliability growth, expected to be available in the second quarter of 2010. Bill can be reached at wsjewett@jewettking.com.

14: Can Healthcare Systems Really be Improved?

Deborah Lydick

In February, the Society for Health Systems (SHS) and ASQ held a joint conference to bring together healthcare professionals to build the knowledge and skills required to successfully develop and manage quality operations and complex healthcare environments. The conference offered high quality education sessions, workshops and networking opportunities. This session will summarize best practices and highlight key improvement projects that

were discussed in the following conference tracks: Lean/Six Sigma; Quality; Leadership & Management; Analytics & Systems Engineering; Human Factors; Patient Flow and Information Technology. Significant progress is being made in some healthcare institutions and this conference emphasized successes that the healthcare industry can be proud of.



Deborah Lydick, an experienced quality professional, is a detail oriented leader/facilitator with extensive experience in implementing, managing,

improving and auditing quality systems in regulated global industries. As a Six Sigma Black Belt, she is practiced in leading process improvement teams. Ms. Lydick has proven skills in teaching, training design/delivery and organizational change. She is an adjunct professor at Roberts Wesleyan College, teaching "Beyond Quality and Continuous Improvement" and "Strategic Leadership" in the Master of Strategic Leadership program. Ms. Lydick has held leadership positions at Johnson and Johnson Ortho Clinical Diagnostics and Eastman Kodak Company Clinical Products.

Ms. Lydick has a Masters degree in Management and holds the following certifications: NAHQ CPHQ; ASQ CQM/OE and CQA; ISO 13485 Lead Auditor; Langevin Certified Training Manager; and Six Sigma Black Belt. She has been an examiner for the NYS Empire Advantage quality award and has been listed in Who's Who Among America's Teachers and Educators.

15: Computer Aided Detection-- Analyzing Medical Images

David G Faller, Healthcare IT and Medical Systems Executive

Computer Aided Detection (CAD) systems utilize sophisticated software algorithms that analyze medical images, and identify possible disease states (typically cancer). This analysis is presented to radiologists as a highlighted Region of Interest (ROI) on a computer screen. This is a growing (& debated) clinical tool to identify early stage diseases that may otherwise be missed. This preventive technique can improve patient outcomes, and save healthcare costs. The clinical benefits of CAD technologies have been debated ever since its introduction. Numerous formal and extensive clinical studies have been

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untaken to assess the value of CAD. Some studies demonstrate the value of detecting disease states, while others demonstrate the increase rate of misdiagnosis (false-positives).

CAD has always held great promise for improving clinical decisions, and providing improved preventive patient care. This presentation will look at the complex technical, clinical, regulatory, financial, and behavioral aspects that need to work together to realize the full potential of CAD.



David G Faller has expertise in growing new high-tech businesses, and product lines, particularly in the healthcare IT, medical device, medical imaging, and consumer imaging markets. He is currently consulting in these areas, while launching a start-up concept for the healthcare clinical IT market

aimed at improving patient outcomes and improving workflow efficiencies, while reducing costs.

Mr. Faller has extensive professional experience globally, in General Management, R&D, Marketing, Operations, Business Development, Product Commercialization, Partnerships, Sales channels, Service, and Sales support. His career started in R&D, with over a decade of R&D leadership successes, progressing into high-tech business leadership, where he has led a number of innovative emerging start-up businesses from within a larger company

Mr. Faller has held executive and director level positions at Carestream Health Inc. Most recently he directed the marketing organization for the four hundred million dollar United States and Canada region. Prior to that, he served as the General Manger of the Computer Aided Detection business.

Mr. Faller held a number of positions at Eastman Kodak Health Group. These included directing Global Digital Marketing Programs, as well as directing R&D Operations worldwide. His tenure at Eastman Kodak also included managing Product Commercialization, and Engineering Excellence organizations. Mr. Faller spent the initial stages of his career as a Senior Research Scientist and Research Leader for the Eastman Kodak company.

Mr. Faller earned a B.S. degree in electrical and computer engineering from the State University of New York at Buffalo, and an M.S. degree in electrical engineering from the University of Rochester.

16: Strive for excellence requires EQ, as well as Process and Tools.

Lynne Hambleton, Co-founder –Magee Management Advisors, LLC



Lynne Hambleton has over 25 years of business experience in consulting services,

product marketing, strategic planning, sales operations, customer support and

training in companies spanning many industries and sizes. Hambleton has guided organizational transformations,

redirected troubled projects to successful completion, conducted workshops, and coached clients on business process improvement projects. Recent engagements included client relationship,

management, sales force effectiveness, strategic marketing re-alignment, product/services development, commercialization process, talent development, and

organization/cultural transformation to project-centric operations. She has started and managed two different consulting practices, one that earned over \$2.5M in new business improvement revenue. Hambleton successfully managed a Xerox restructuring of a multi-million dollar business and led organizational transformation to achieve global scale and cost-reduction objectives. Clients include the high tech, pharmaceutical / medical devices, healthcare, and financial services industries, for example Johnson & Johnson, BD, Merck, Logitech and Citi Corp. Hambleton has written several publications including Tackling a Process Improvement Initiative, BM Quarterly Journal article, GDS Publications, April 2009; Treasure Chest of Six Sigma Growth Methods,

Tools & Best Practice, a Prentice-Hall publication, July 2007, ISBN-13: 978-0132300216; and Six Sigma in Marketing Processes - An Overview for Executives, Leaders and Marketing Managers, co-authors CM

Creveling and B. McCarthy, a Prentice-Hall publication, March 2006, ISBN-13: 978-0131990081. Booz Allen selected the latter book as one of the top 2006 business books (in their "strategy+ business" magazine <http://www.strategy-business.com/press/article/06407m>).

Additional publications include: Tackling a Process Improvement Initiative article in Business Management quarterly journal (April 2009); Supporting a Metamorphosis through Communities of Practice chapter, Leading Knowledge Management and Learning, by Dede Bonner, 2000; and How does a company the size of Xerox design a curriculum in project management for

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the entire organization? article, In Search of Excellence in Project Management, Volume 2, by Harold Kerzner, 1999. In addition, Hambleton's has had several speaking engagements including

American Marketing Association; Project Impact Conference (Institute for International Research); Keynote at Project Management Leadership Group Conference; Training 2000 Conference speaker; Chief Learning Officer Conference; and American Management Association conference in Shanghai, China.

Hambleton graduated with a Master's degree in Business Administration, with an emphasis in industrial marketing; a Master's degree in Adult & Higher Education / Organizational Development; and a Bachelor of Science degree in psychophysiology – all from University of North Carolina at Chapel Hill. Hambleton is certified as a Project Management Professional (PMP) (PMI, 1998); Master Black Belt (MBB); and Certified Six Sigma Black Belt (CSSBB) from Villanova University (2006). She was adjunct professor of strategic

planning and marketing at Rochester Institute of Technology School of Business and assistant director of Learning & Assessment in the School of Medicine at the University of North Carolina – Chapel Hill.

Hambleton's community activities encompass board of directors of the Geneseo College Klainer Center for Women & Business, and member of the Project Management Institute.

[Business Transformation, Sessions 17-20](#)

Business Transformation

Tony Mangione & Allison Whiting, Delta Stratagem, Inc.

Quality tools are the mechanisms to achieve high quality performance, and they work very well in most companies. Yet, even Toyota is not immune from sudden failure in quality excellence. Tools are only as effective as the people that apply them, the communication, understanding, and collaborative efforts they use, inside a corporate structure, environment, and culture they are practiced in. We call them the Invisible Force that holds the quality systems together. This is true in manufacturing companies, the service sector, and government organizations

The Quality of Management needs to be a prerequisite for the Management of Quality.

*Learn a new formula for a successful pre-emptive Quality culture, and how to integrate pre-emptive quality thinking into every job of the organization.

*See how business transformation can be achieved by people transformation, and how to evolve the Quality Person from someone providing and enforcing standards to one understanding the needs and behavior of people.

*Learn how to communicate to and support the organization effectively to create a cohesive culture of quality.

*Realize the adverse impact of financially driven management and traditional performance measurements, and learn how to counter them.

The four sessions will cover:

17) The New Business Model The New Business Model –21st century business require a higher level of managerial and operational practice. The old premises—those of the post-industrial-revolution 20th century—no longer apply. Current management practice is almost entirely linear. Financially driven and motivated, its compartmentalized approach has no place in the new world. Many see the need for change. But too often, the focus is on tools without attention to organizational culture and behavior. The courage and tenacity companies require can come only through cultural transformation.

18) The New Culture— A new formula for more appropriate business decisions is introduced here. In order to apply new operational and organizational techniques, employees have to see their individual success as completely integral with that of the organization. They need to see operational waste rather than activities, and see processes rather than jobs. Mostly importantly, they have to learn to doggedly overcome roadblocks, problems, and objections, becoming unstoppable in the quest for change. Our **Waste Finder** tool uses Delta Stratagem's Accelerated Lead Time© method to map processes from the inside, find inherent non-value added activities, and realize that waste is adding stress to the system. This is a precursor of the Value Stream Mapping approach, more appropriate to the workforce and more directly applicable to the workplace.

19) The People - Developing an effective leadership team is a key factor in building a new focused culture, complete with accountability and empowerment. This includes aligning with the vision of the company, developing teams, leadership communication, feedback, coaching and leading people through the transformation process.

20) The Financial Driven System and Metrics American companies have devolved from risk taking entrepreneurial innovators to financially managed institutions. The mad rush for higher and higher profits has rerouted the focus of companies to

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meeting targets and financial goals and away from achieving excellence and the focus towards the customer. Decisions are being made by using a nearly 100 year old ineffective cost system that was created for a different world than we are facing today. Our business schools are graduating executives that excel at making financial decisions that they apply to their business, and veered away from learning how to make good business decisions that they can financially afford. This discussion will include how to break away from the shackles of financially justified decisions that weaken companies, deny support to the workforce, and steals from the future.



Tony Mangione is the president of Delta Stratagem, Inc. His Delta Stratagem approach took shape during his career at General Motors, through the formation of the joint venture with Toyota NUMMI, and the creation of

Saturn. His assignments in manufacturing, Supply Chain and Supplier Development, and finance helped him create an integrated approach to business transformation. For sixteen years he has lead Delta Stratagem in turnarounds at companies large and small, throughout the United States and in China. Tony holds an MBA in Management from Rochester Institute of Technology, an MS in Manufacturing Management, and an MS in Operations Management from Kettering University. He also created manufacturing-oriented training and certification programs in his Delta Stratagem approach to Lean management through various associations and universities. He became a Senior Fellow at the University of Dayton. Tony's approach to operational and administrative excellence is the missing link that connects individual components of organizations into a cohesive force for success. It connects strategy with operational excellence and an integrated workforce that transcends departmental structures. "I look at current states and lead people to see what's missing. The goal isn't to achieve what's possible, but to overcome what one thinks is impossible and see it as reality"



Allison Whiting's career has always revolved around people. The child of teachers, she began in education, running a federal grant program for at-risk children. A sales position and her Adventure

Challenge training experience then led her in the direction of training people in assertive and other professional development skills. Since then, Allison has worked with management, engineers, and employees at automotive and manufacturing companies throughout the US and Canada on lean initiatives, leadership, team development, project management, and problem solving. In 2001, Allison heard Tony Mangione, and joined the Delta Stratagem team. Both had grounding in Lean concepts, but felt deeply the importance of true cultural change within organizations. "Once you have people engaged," she says, "how do you get managers to reinforce, coach, and support them?" Through leadership development and team-based workshops, Allison works to drive and support Delta Stratagem's transformational initiative.

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