

SCOPE



The Official Newsletter of the ASQ Orange Empire Section

October 2008

Section Chair Column - ASQ Letter from the Chair



I hope that all of you had a great summer. This summer, my family and I are involved with a fundraising event for the "Relay For Life." This event will be held in Lake Forest, CA in late September. American Cancer Society's "Relay For Life" is an overnight

community event that consists of celebrating the fight against cancer by having families affected by cancer come together. So far, due to an overwhelming interest in supporting the fight against cancer in our community, my family and I have donated / raised over \$2,100. When speaking with ASQ Leadership Committee and ASQ 0701 members, I found out that many of you are involved with similar activities to support different charity organizations. I want to thank all ASQ members for their involvement with community services and events.

In the July 2008 issue of the SCOPE, I listed the goals I want to accomplish during my term. My goals included: cutting costs, improving member satisfaction, and involving the younger generation in learning the concept of quality and compliance. My first initiative in cutting costs is already in-progress. Now, I would like to kick-off my second initiative – improving ASQ Section 0701 Members Satisfaction. For this particular task, I have created the slogan - "Becoming ASQ Section 0701 Members Centric - Voice of the Customer (VOC)." VOC is the term used to describe the stated and unstated needs or requirements of the customer. The voice of the customer can be captured in a variety of ways: direct discussion or interviews, surveys, focus groups, customer specifications, observation, warranty data, field reports, and complaint logs.

The "voice of the customer" is a process used to capture the requirements / feedback from the customer to provide the customers with the best in class service / product quality. The customers can be either internal and / or external. **Quality Function Deployment (QFD)** is a process for transforming the *Voice of the Customer* into concrete and successful design specifications and test protocols. Dr. Shigeru Mizuno and Dr. Yoji Akao, were founders of QFD management and planning

tools. QFD concepts started appearing in Japan in the 1960s. QFDs are based on a series of extremely powerful and flexible two-dimensional matrices that can be completed by a cross-disciplinary team of engineers, designers, technicians and marketers. It is extremely important that everybody involved in the process has a solid, direct understanding of the Voice of the Customer; otherwise old, inaccurate beliefs will penetrate the discussion and lead to poor product specifications. The customer needs is summarized in a product planning matrix or "House of Quality." Both matrices are used to translate higher level of "What" or need into lower "How" – product requirements of technical characteristics to satisfy customer needs. This process is all about being proactive and being constantly innovative to capture the changing requirements of the customers with time.

Based on recent annual survey completed by 67 monthly dinner participants, overall satisfaction towards this section was 92%. Under last Chair Melanie Cumming's leadership and with support of leadership committee members many good changes were made and it translated in a high satisfaction result. In my humble opinion, my leadership committee and I have an opportunity to receive feedback from our members and increase satisfaction rate to 95+%. To support the initiative, my leadership committee and I have talked to create a position of "VOC Representative." Once we finalize on adding a new position, to provide feedback, members will go to the ASQ Orange Empire Website (www.asqorangeempire.org) and click on "Feedback" tab and complete the necessary information prior to submitting the feedback. In a new setting, the VOC Representative will receive feedback from members and will ensure to pass on e-mails to the appropriate LC member. The VOC Representative will serve as a focal point and will respond to members in timely fashion. As a Chairman, I encourage our members to send us feedback and help us to improve member satisfaction to an all time high.

Bob Mehta
Chairman – ASQ Section 0701
B.S. (Chem), MSQA, MBA, CQA, CSSBB, CQE

October 14 Dinner Meeting

*Doubletree Hotel,
201 E. MacArthur Blvd,
Santa Ana*



For clinic # 1, Larry Curits will discuss "**Practical Approaches to Root Cause Analysis – Interactive Workshop**". Corrective

Action Plans and Root Cause Analysis are among the leading areas of frustration in managing your Quality Management System. Mr. Curtis will give detailed overviews on two of the most popular Root Cause Analysis processes: **5 Why's /Fishbone (Cause and Effect)** and the **8 D's**.

For clinic #2, **Diane Kulisek** will present "**Internal Audits – Fighting for Resources**". Do internal quality audits really have value? Do internal audits make good

business sense? Can an economic case for internal quality audits be made? How do internal quality audits relate to an organization's lean sigma philosophy? Can resources required to perform internal audits avoid negatively impacting other business priorities? These are some of the questions to be addressed during this clinic. In addition, some basics about auditing methods and auditor standards, organization roles, auditor selection, audit methods and audit outcomes will be discussed. Links to some helpful on-line resources and tools for audit performance will be provided.

For the dinner speaker, Bujor Mehta will present "**ISO 20000: The accepted standard for demonstrating compliance in IT Service Management (ITSM)**". As spending on IT increases, the emphasis on control and management of IT processes has also increased, and adoption of a formal ITSM system has become an industry-wide initiative. The transformation of IT organizations into service-focused businesses is fueling the growth of ISO 20000.



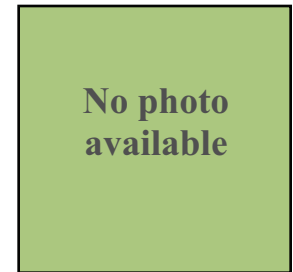
Larry Curtis

Larry Curtis is principal consultant at **ISSI, Information Security Systems Inc.**, working with clients on business system improvement and certification to international and industry standards. He has helped companies implement ISO 9001:2000, 14001:2004, OHSAS 18001, and AS9100B, and performed extensive audits. He has developed innovative approaches for corrective/preventive action systems, providing root cause training to clients, ensuring that value is received in the pursuit of corrective actions. Clients include The Disney Company, Technicolor, Sybase and KLA-Tencor. Mr. Curtis has over 30 years engineering management experience working in many diverse environments including municipal and federal agencies, aerospace and entertainment companies and is a California Professional registered engineer and retired US Navy Captain.



Diane Kulisek

Diane Kulisek has over 30 years of experience in the Quality profession and is **President of CAPtrak, LLC**, a contract provider of quality leadership, services and solutions. She has held key management positions within the consumer products, aerospace and biomedical industries. Her career has included a Vice Presidency, several Directorships and over 20 years in quality management positions. She served one third of her career with the Gillette Company and another third of her career with Rockwell International. Diane is the current Chair of the ASQ Food, Drug and Cosmetic Division. She also holds a Master of Science in Engineering, a Bachelor's Degree in Biology, a Graduate Certificate in Program Management and is recognized by ASQ as a Certified Quality Manager and Certified Quality Engineer.



Bujor Mehta

Burjor Mehta is founder of **ISSI**. He has considerable experience designing, implementing, maintaining and auditing business and information management systems. Mehta has worked with several leading organizations worldwide including IBM Global Services, Cisco Systems, AT&T, GE, Raytheon, Getronics, Equant, Hewlett Packard, Unisys, EDS, Perot Systems, Dimension Data, BellSouth, Fujitsu, Toshiba, Wipro and HCL Comnet. Mehta has provided value-added assessments and audits for many of the most recognizable information technology and telecommunication companies in North America. He performs third party quality system audits on behalf of **EAGLE Registrations** and **NSF-ISR International**. He also manages the audit program and performs audits of Cisco channel partners in North America with an objective to improve partner quality and customer satisfaction.

Financial Report Audit Summary

ASQ ORANGE EMPIRE
SECTION 701
FISCAL YEAR 2008
FINANCIAL AUDIT REPORT

DATE: August 31, 2008

PURPOSE: To verify the reasonableness and validity of financial transactions and to verify that adequate records exist to document these transactions.

SCOPE: Transactions made during fiscal year 2008.

METHOD: A team of five members including the Audit Chair as well as the former and present Section Chair performed a review of a sampling of transactions made during the fiscal year. Those on the team were Bob Mehta, Melanie Cummings, George Matthews, Gene Underwood and Darrell Moyer. A list of transactions made during the year was provided by Vinay Goyal. Each audit team member took responsibility for two months each and audited two transactions during the two months. Deposits were included as well as payments.

RESULTS: The results were accurate and there were no concerns revealed during this audit.

CONCLUSION: The audit team signed the Audit Certificate.

Announcements

Financial Report Now Available

The ASQ Orange Empire annual Financial Report for the completed 2007-2008 fiscal year was available for viewing at the last meeting and will be made available for viewing by all members at the next dinner meeting on Oct. 14 2008. Feel free to browse the report at the next dinner meeting.

Join the Leadership Team

There is an excellent opportunity for you to join the Leadership Team, make an impact, and enhance your personal development. The position of Arrangements Chair is now available. This position involves arranging dinner meetings and events for the section. Please contact Bob Mehta at mehtabv@gmail.com.

Instructors Wanted

We are looking for instructors to teach future Certification Prep courses. Qualifications are: member of ASQ, certification in the subject matter being taught or higher, and demonstrated ability to teach. Please contact Margaret Benavides at margaret.benavides@alconlabs.com.

Leadership Team 2008

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Please contact the Leadership Team and tell us how to serve you better



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Christine Salazar
Ryan Storey
Arek Strokosz
Sirilada Thiensirisak

Lorne R. Varney
R. Sean Wertens
Lori Wood

Not receiving e-mail notifications of upcoming events? Call headquarters at 800-248-1946 and request the necessary changes, or e-mail them at help@asq.org

Welcome New Members

Mail Recertification Packages to:

Mark Belgen, ASP, Johnson & Johnson, 33 W. Technology Drive, Irvine, CA 92618

Exam	Next Exam Prep Start Date	Exam Dates	Application Deadline
Manager Quality/ Organizational Excellence	August 2008	Oct 18, 2008	Aug 15, 2008
Certified Quality Inspector (CQI)	August 2008	Oct 18, 2008	Aug 15, 2008
Certified Quality Technician (CQT)	August 2008	Oct 18, 2008	Aug 15, 2008
Certified Biomedical Auditor (CBA)	August 2008	Oct 18, 2008	Aug 15, 2008
Certified Reliability Engineer (CRE)	None at this time	Oct 18, 2008	Aug 15, 2008
HACCP Auditor (CHA)	None at this time	Oct 18, 2008	Aug 15, 2008
Certified Quality Engineer	September 2008	Dec 6, 2008	Oct 3, 2008
Certified Quality Auditor	October 2008	Dec 6, 2008	Oct 3, 2008
Certified Six Sigma Green Belt	None at this time (consider SSBB)	Dec 6, 2008	Oct 3, 2008
Certified Software Quality Engineer	None at this time	Dec 6, 2008	Oct 3, 2008
Certified Quality Improvement Associate	None at this time	Dec 6, 2008	Oct 3, 2008
Certified Calibration Technician	None at this time	Dec 6, 2008	Oct 3, 2008
Quality Process Analyst	None at this time	Dec 6, 2008	Oct 3, 2008
Six Sigma Black Belt	Oct 30, 2008	Mar 7, 2009	Jan 16, 2009

Why Become Certified? In today's world, where quality competition is a fact of life and the need for a workforce proficient in the principles and practices of quality control is a central concern of many companies, certification is a mark of excellence. It demonstrates that the certified individual has the knowledge to assure quality of products and services. Certification is an investment in your career and in the future of your employer.

Upcoming Certification Courses



Certified Quality Engineer Exam Refresher/Prep Course

Exam Requirements: Completed project(s) required to take certification exam but not required to participate in the course to receive an overview & earn 3.6 CEU's/RU's. See www.asq.org for more information on the exam.

Location: Alcon Laboratories, 15800 Alton Prkway, Irvine, CA

Course fee: \$500 plus cost of textbooks. Scholarships are available - contact Education Chair.

Time: 6:00 pm - 9:00pm. 4.2 RU's will be given for this 42 hr course.

Session/Dates: 14 sessions total: Thursdays from Sept 4, 2008 to Dec 4, 2008. No class on Thanksgiving Day Nov 27, 2008. 1 additional class will be scheduled.

Will Cover: Management & Leadership in Quality Engineering; Quality Systems Development, Implementation, and Verification; Planning, Controlling, and Assuring Product and Process Quality; Reliability and Risk Management; Problem Solving and Quality Improvement; Quantitative Methods; and exam tips.

Reference Books: CQE Primer + Solution Text, Quality Council of Indiana (required). Cost \$105.

Purchase the text directly through the Quality Council of Indiana at 1-800-660-4215 or www.qualitycouncil.com prior to the first class

The Certified Quality Engineer Handbook (recommended),

Gryna, Quality Planning and Analysis, Latest edition (recommended).

TI 36X Statistical Calculator (required).

Instructors: Linda Howe Garriz (Linda.Garriz@Alconlabs.com). Mark Lindsey (Mark.Lindsey@disney.com), cell: 714-273-2678

Enrollment: Open through October 9, 2008

To Register For the Class: go on-line at www.asqorangeempire.org/calendar/calendar.htm

To Register For the Exam: go on-line at <http://www.asq.org>

Upcoming Certification Courses

Six Sigma Black Belt Certification Exam Prep Course

Location: Alcon Laboratories, 15800 Alton Prkway, Irvine, CA. Room assignment will be given on 1st day of class.

Course fee: \$500 plus cost of textbooks. Scholarships are available - contact Education Chair. Class fees must be paid by the 3rd session. No refunds will be made after the 3rd session.

Time: 6:00 pm - 9:00 p.m.. 4.5 RU's will be given for this 27 hr course.

Session/Dates: 15 sessions total, Thursday nights from October 30, 2008 to March 5, 2009. No classes during Thanksgiving, Christmas, and New Year's Day.

Will Cover: Enterprise deployment, Business Process Management, Project Management, Six Sigma Improvement Methodology and Tools (Define, Measure, Analyze, Improve & Control), Lean Enterprise, and Design for Six Sigma. Plus strategies & tips for preparing and taking the exam.

Reference Books: Certified Six Sigma Black Belt Primer & Solution Text (required). \$110. Order online at www.qualitycouncil.com or call 800-660-4215.

Instructors: Linda Howe Garriz (Linda.Garriz@Alconlabs.com). Mark Lindsey (Mark.Lindsey@disney.com), cell: 714-273-2678

Enrollment: Open through January 16, 2009.

Certified Quality Auditor Exam Refresher/Prep Course

Location: Advanced Sterilization Products, 33 Technology Drive, Irvine, CA

Course fee: \$400 plus cost of textbooks. Scholarships are available - contact Education Chair.

Time: 6:00 pm - 9:00pm. 2.7 RU's will be given for this 42 hr course.

Session/Dates: 9 sessions total: Thursdays from Oct. 1, 2008 to Dec 3 2008. No class on Thanksgiving week. 1 additional class will be scheduled.

Will Cover: Certification overview, Auditing fundamentals, Auditor competencies, Audit preparation, Audit performance, Audit follow-up & closure, Audit business applications, Quality tools A& techniques, plus tips and techniques on taking the exam.

Reference Books: CQA Primer + Solution Text, Quality Council of Indiana (required). Cost \$105. Or the ASQ Auditing Handbook 3rd edition from ASQ Press. Cost \$63.

Purchase the text directly through the Quality Council of Indiana at 1-800-660-4215 or www.qualitycouncil.com prior to the first class

Purchase the ASQ Handbook item # H1263 from www.qualitypress.asq.org or 800-248-1946.

Optional texts: Quality Audits for Improved Performance by Dennis Arter, How to Plan an Audit by ASQ Quality Audit Technical Committee, both available from ASQ Quality Press.

Instructors: Aaron Reddoch (Aaronreddoch@yahoo.com). Mark Lindsey (Mark.Lindsey@disney.com), cell: 714-273-2678

Enrollment: Open through October 19, 2008



Effective October 1, 2008, all members will access SCOPE from ASQ Orange Empire website (<http://www.asqorangeempire.org>).

ASQ Orange Empire Booster Program Requirements

ASQ Orange Empire Section 0701 continues to reach out and promote our name in the community. As a Booster, you are providing growth opportunities to your colleagues and acting as a valuable source of information for our local Quality Professionals.



1. Act as a company primary contact between ASQ Orange Empire Section and your company.
2. Promote and distribute information regarding Section learning and networking opportunities. Events may include: training activities, seminars, educational programs,
3. Reach out to other professional organizations and promote ASQ as the leader of the Quality Profession with educational benefits available.
4. Attend a meeting to keep up with new activities and offer feedback on your professional needs.
5. Support the Orange Empire Section Membership Chair and committee personnel in retaining members and helping the Section membership grow.

6. Earn one and one-half (1.5) Recertification Units (RU's) per year for participating as a Booster by providing

ASQ Boosters

Marcia Arciga-Morales	B. Braun Medical	Maria.Arciga-Morales@bbraun.com	494-660-3238
Brandon Baghaei	Oakley, Inc.	bbaghaei@oakley.com	949-672-6964
Mark Belgen	ASP, J & J	mbelgen@aspus.jnj.com	949-789-3914
Patricia Brinker	Lifemed of California	pathb@lifemedofcalifornia.com	714-851-9987
Linda Garriz	Alcon	linda.garriz@alconlabs.com	949-753-1393
Daryl Gutting	Beckman Coulter	DMGutting@beckman.com	714-773-8842
Sheri Langerman	Bio-Rad Labs	Sheri.Langerman@bio-rad.com	949-598-1526
Mark Lindsey	Disneyland	mark.lindsey@disney.com	714-273-2678
Carl Martin	Allergan	martin_carl@allergan.com	714-246-4464
Ed Matthews	Honeywell	ed.matthews@honeywell.com	714-562-3038
Aaron Reddoch	Kent Landsberg	aaronreddoch@yahoo.com	714-325-8646
Rick Robinson	Sanmina-SCI	rick.robinson@sanmina-sci.com	714-371-2838
Ken Seider	Linksys	kseider@cisco.com	949-471-7492
Pam Tueller	Alcoa Fastening	pam.tueller@alcoa.com	310-784-6523
Gene Underwood	Retired	hillbillie9@aol.com	949-830-2262
Jaime Valdivieso	Balseal Engineering	pfajaim@cox.net	949-460-2211
Glenn Waddell	Panasonic Avionics	Glenn.Waddell@panasonic.aero	949-672-1506

SCOPE Ad Rates:

Ad Size	Inch Size	1 Issue	6 Issues	12 Issues
Full page	8.5" x 11"	\$200	\$1,100	\$2,000
1/2 Page	7.5" x 4.912"	\$110	\$605	\$1,100
1/4 Page	3.667" x 4.912"	\$70	\$385	\$700

Ad Size	Inch Size	1 Issue	6 Issues	12 Issues
Business Card (1/8 Page)	3.667" x 2.36"	\$35	\$195	\$350
Checks should be made to: ASQ Orange Empire Section, and mailed to ASQ, PO Box 14183, Irvine, CA 92614, with ad copy, instructions for placement, and frequency. SCOPE Editor: Dan Shibley 626-330-3425 or dshibley@adamscampbell.com .				

Letter from the Editor:

In this months Scope, we have asked our leadership to provide articles on how they motivate employees within their own workplace. I hope you enjoy this months Scope theme concept on “motivating employees. Your input is always welcome. We are attempting to have each E-scope theme oriented. I hope this format is both interesting and helpful to you and your workplace.

Dan Shibley – E- Scope editor.



Quality in the Trenches - A real time look at the Quality Professional in today's ever changing world with the events that define and shape the Quality arena.

Motivating Your Workforce!

by Daniel Shibley

"The only way to get people to like working hard is to motivate them. Today, people must understand why they're working hard. Every individual in an organization is motivated by something different."

Rick Pitino, Former NCAA Basketball Coach

"Tom appeared on the sidewalk with a bucket of whitewash and a long-handled brush. He surveyed the fence, and all gladness left him and a deep melancholy settled down upon his spirit. Thirty yards of board fence nine feet high. Life to him seemed hollow, and existence but a burden. Sighing, he dipped his brush and passed it along the topmost plank; repeated the operation; did it again; compared the insignificant whitewashed streak with the far-reaching continent of unwhitewashed fence, and sat down on a tree-box discouraged."

From Mark Twain, Tom Sawyer, Chapter Two, 1876.

As you can see, there are many people and many perspectives on motivation. As Coach Pitino points out, there is the truth that every organization is motivated with different methods. Then as you read on to a very familiar american tale, ol' Tom is just not motivated to white wash that fence.

Motivation has been an item for debate since Tom picked up a paintbrush. Many of us today are still wondering how to motivate Tom today. So what motivates today's employees?

As is my style, I try to speak of life experiences. On several occasions, my quality day has been involved in *lean* or a 5 “S” type movement. On various occasions, I have had enormous success not by training, but by doing. *Leading by example*.

In one company, we purchased a floor scrubber, you know, the one you walk with and it performs scrubbing and cleaning. We established cleaning schedules for each department, brought the manufacturer to the company for training and off we went. Or so we thought.

After around 30 days of enthusiastic cleaning, we noticed that the \$15,000 floor scrubber was being used less and less. Floors that once sparkled now were dingy with grease. So one afternoon something happened that had not happened before. Management took part in cleaning, well that Manager was I.

After around two weeks of cleaning the isles, one by one, I noticed that the employees were using the soap and scrubber; soon each department was scrubbing their areas every Friday. I had said nothing to the employees, but something about a Manager with a tie pushing a floor scrubber, made a statement.

Hands on motivation are one method of motivation. I have seen others work such as “bingos” and “efficiency contests” with bonuses. However something happens when a guy with a tie, pushes the floor scrubber.

My encouragement for motivating employees? Lead by example; don't be afraid to get a little dirty!

Daniel Shibley has been in the Quality field since 1976 and currently is the Quality Systems Manager at the Adams Campbell Company. Questions and comments regarding this article may be e-mailed to:

dshibley@adamscampbell.com

Thoughts on Motivation

by

Dale Leuer

"A team effort is a lot of people doing what I say." Michael Winner

How many times have we heard these words about an organizational program that management is spearheading. Communication is little more than top down decisions and calls for implementation.

In contrast, numerous excellent theories of motivation and organization management have been proposed over the past century. From my perspective, one model is rather simple, easy to apply and earns immediate results. The theory was initially developed in the 1930 based on studies at the Hawthorne plant of Western Electric Company. It became known as the *Hawthorne Effect*. The term was coined in 1955 by Henry A. Landsberger defined as a short-term improvement caused by observing worker performance. Currently, the term *Hawthorne effect* no longer has a specific definition. Subsequent authors have expanded the definition to mean that people's behavior and performance change following any new or increased attention. This is a tremendous idea simple to implement! But as the old cliché goes, the devil is in the details.

Individuals quickly distinguish between what is a management fad or a sound corporate policy. The Hawthorne and subsequent studies documented once the specific attention to the procedure or policy stop, performance returns to previous levels. Therefore, if motivation is to be a cornerstone of your department or organization, teamwork and participation must be a **core value** as distinguished from a priority as priorities can change from day to day. Individuals are more productive/motivated when appreciated or paid attention to on a continuous basis. The importance of the human factors in direct interpersonal relationship and communication is the key focus. Emails and motivational posters have marginal impact on their own.

Therefore, the *Hawthorne Effect* suggests that immediate positive results flow from human factors related to direct communication (person to person in meeting, on the floor...), actively seeking everyone's participation, and teamwork. Long term continuous improvement will stem from communication, participation, and teamwork being a constant - a core value.

Using the Evolution of High Performance Cell Teams for Motivation:

Stages of Team Growth, Trust and Dependency



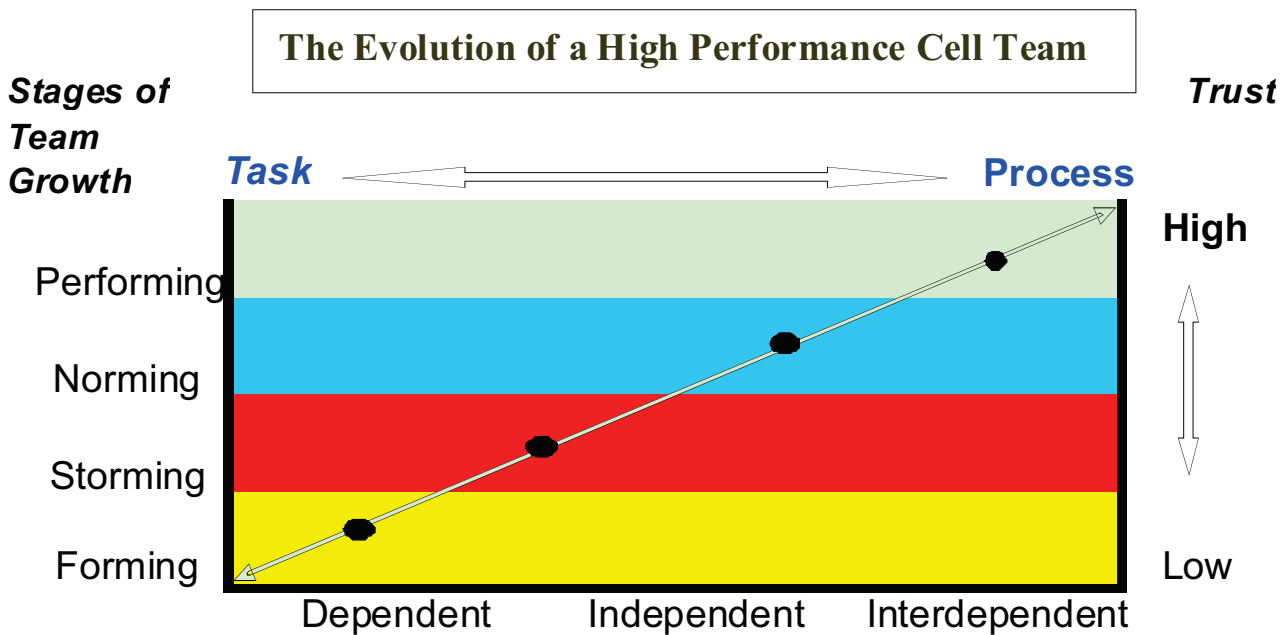
By Dave Nagy

The evolution of the High Performance cell is tied to four key focus areas: 1) the Stages of Team Growth, 2) the degree of trust, 3) the dependence of the members, 4) and the focus of the cell team's interactions.

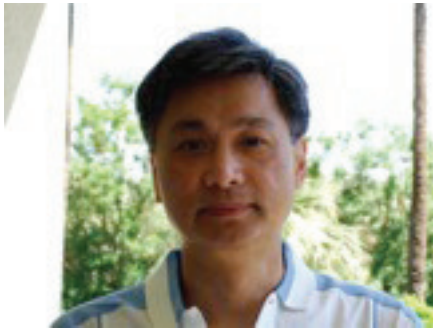
In the very early days when a cell is formed, the individual members in the cell are dependent upon mostly external forces for their direction. These external forces might be the organization's management, sponsors, facilitators, or team leaders. In the *Forming Stage*, trust is low and the focus on getting things done is directed toward the task. During this early phase, members are looking back to where they came from or to previous experiences, rather than forward.

As the cell approaches the end of the *Storming Stage* and is starting to move into the *Norming Stage*, member's start to see the possibilities and potential successes that might be achieved by High Performance Teaming. The members are increasingly willing to invest time in learning the skills necessary to move them away from dependence upon someone giving them direction to independence where they think, act, and perform like champions. As the member's acquire the skills, they become less dependent on external forces and start looking inwardly to get the job done. Trust is building and the cell is starting to learn the process of working together as a team.

As confidence and skills build, trust continues to build, and the members are focused on the process of working together as a high performance cell team. It is at this point that the cell has reached high performance. The model pictured illustrates this concept.



MOTIVATING PEOPLE- A SURVEYS PERSPECTIVE



by Luke T. Foo

To help write this article on Motivating People, I engaged my colleagues at Spectrum Pharmaceuticals in Irvine, to participate in a survey on what makes them tick. Spectrum is a place where the majority of the workforce are highly degreed, intelligent, highly motivated; you won't find alot of dead wood laying around. Most of the responses I received are what one would expect, but two responses that I received were quite surprising and different from the rest. Please read on to find out what these responses were.

The following 8 bullets are what one would expect:

- The nature of the work must be sufficiently challenging;
- Being surrounded with equally motivated, high-energy individuals, and the sense of fulfillment that comes from interaction in a team setting;
- The sense of accomplishment gained from individual contributions to team initiatives;
- Recognition from superior(s) for contributions to departmental and company-wide initiatives;
- Recognition from your peers for contributions to team projects;
- Having a sense of belonging and purpose on a team;
- Humor/laughter in the work place;
- And to a lesser extent Compensation and other perks, including base salary, bonus, equity grants.

The dominant factors were a sense of accomplishment, teamwork, and recognition. Secondary was compensation.

Two of the responses I received were quite unique. One person stated that if you get the right person in the job, you won't need to do much to motivate: **People who are successful at their jobs love their job.** That motivation runs deep. The job you are passionate about is the one that will make your interest in your career last a long time because you love being there. The bottom line is people who are passionate about their jobs are self-motivating. This passion can't be "trained in"; you can't be there just because you're an opportunist. The opportunist's flame will soon flicker out.

The second unique response I received was that money was her **only** motivating factor. I found this surprising because the experts would say that money is only a temporary secondary motivator, as confirmed in my survey. When I dug deeper into the reason for her response, I found out that she had always struggled to survive financially throughout her entire career, either trying to pay off student loans, raising a family, or suffering from multiple job layoffs. So all this talk about job satisfaction and accomplishments go out the window if you are constantly worrying about your financial well being. I think Abraham Maslow may have been right (Maslow was a psychologist who was famous for his theory on hierarchy of needs, which stated that physiological needs must be satisfied first before higher level needs of self-actualization).

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