

April 2002



WEDNESDAY, APRIL 17, 2002



*A Process Approach:*

*What Does It Mean?*

6:00 pm

**RESERVATIONS  
BY  
APRIL 11, 2002  
PLEASE!**

ISO 9001:2000 promotes the adoption of a process approach with regards to implementing a quality management system. The idea of a process approach is showing up in more and more quality and productivity related resources. Tonight's presentation looks at what it means to take a process approach and what benefits you might expect from taking a process approach to your quality management system and to your business.

This month's presenter is **Roger Olson**, a partner with Systems Quality Consulting. His consulting work focuses on ISO 9000, ISO 14000 and Lean Manufacturing. He has 20 years experience in process management and productivity improvement. He has a graduate degree from USC in Systems Management. He is a RAB certified Lead Auditor, ASQ Certified Quality Auditor, Certified Quality Manager and Certified Quality Engineer.

**Mr. Olson** is an active member of ASQ. He is a past chair of the San Gabriel Valley Section of ASQ and is a member of the American Society for Training and Development, the Institute for Management Consultants and the Association for Professional Consultants.

*Dinner is Optional*

## NEW LOCATION

**Four Points Sheraton  
Monrovia**

700 W. Huntington Drive  
Monrovia, CA 91016  
(626) 357-5211  
FAX (626) 359-4862

### DIRECTIONS

210 Fwy. to Huntington Dr off ramp.  
Go East on Huntington Drive  
(on corner of Fwy 210 and Huntington Dr.)

### AGENDA

Dinner	6 - 7 pm
Program	7 - 9 pm

### MEETING RESERVATIONS

Reservations	\$25.00
At the door	\$30.00
Menu:	
	<i>Orange Soy Chicken or Vegetarian Pasta</i>

**SPELL YOUR NAME AND LEAVE YOUR PHONE NUMBER & DINNER CHOICE. IF YOU FIND YOU CANNOT ATTEND, CALL TO CANCEL YOUR RESERVATION. NO SHOWS MAY BE BILLED.**

**For Reservations. . .  
Call ASQ, Section 702 at  
877-SGV-0702 or  
respond to Evite**

**Gabriel's Horn**

THE OFFICIAL NEWSLETTER OF THE SAN GABRIEL VALLEY SECTION - 0702

<http://www.asq702.org>



**MEMBERS, MISSING INFO:** We have several members who we have lost touch with due to incorrect email addresses or change of jobs and contact info. Please send us your updated info as well as go on the asq.org site to check / update your profile info, it would help us serve you better as members and you would not be missing out on important section info and events.

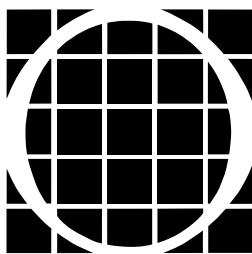
# Six Sigma Strategies Fall Conference

## *CALL FOR PAPERS*

- Success Stories
- Implementation highlights
- Lessons learned
- Blending Lean with Six Sigma
- Avoiding TQM pitfalls with Six Sigma
- Other suggestions . . . ?

Contact: *Akhilesh Gulati* at 909-985-9294 or  
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**ASQ**



**San Gabriel Valley**

**Section 702**

TM

# ASQ



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# RADICAL THINKING?

## *Black Belt, O' Black Belt . . . Where Art Thou?*

'*Black Belt, O' Black Belt . . . Where Art Thou?*' pretty much becomes the mantra in companies that start out on their journey to become a six sigma organization.

Becoming certified as a Black Belt can be pretty exciting and the work can be fascinating. It can be rather challenging at the same time. I am not referring to the challenge of developing and implementing solutions - that is part of the excitement and fascination. I am referring to the expectations others (especially senior management) may have of you. Every problem now becomes the Black Belt's job to solve!

Companies forget that problems are a part of the normal work day and they get solved on a daily basis. These should not become Black Belt projects. I think of Black Belts as internal consultants and, as such, I expect that they will be approached to work on problems that have been around for a long time, problems that people have tried to fix a few times with no results or with recurrences. These are the problems for which companies typically think of engaging an outside consultant. Such problems thus lend themselves as Black Belt projects - to get to the root cause, find a solution, and implement it in the

best way possible for lasting success.

Black Belts are not miracle workers. They need the infrastructure and the support (of executive management) in order to overcome barriers and implement lasting solutions that impact the bottom line.

Black Belts also need time to apply their skills. This means that the Black Belt, like any other consultant, needs to devote his/her time to the project at hand. Being pulled between the regular (old) job and a black belt project will not allow him/her to function efficiently - in fact both areas are likely to suffer.

As I said earlier, Black Belts are not miracle workers. So the goals set for them should be reasonable and achievable. Just because you have a newly certified Black Belt on the team, management should not expect to achieve six sigma level (3.4 ppm defects) on every process. Unfortunately, these are pitfalls we have seen companies fall into again and again.

They send candidates to be trained in six sigma techniques and expect miracles. They expect them to go for training, come back and complete their pending jobs, work on a project, fix daily problems and work

miracles! Either they are unable to find projects that are significant or they find projects with such an unwieldy scope that it is unlikely to succeed. This too can be demoralizing for the Black Belt and the organization.

Just because you have a Black Belt in your organization, does not mean that you go around crying, "*Black Belt, O' Black Belt . . . Where Art Thou?*" Rather, give them the projects that have kept you awake and will add significantly to the bottom line.

### **Akhilesh Gulati**



*Past Chair and Senior Member of the American Society for Quality, San Gabriel Valley Section. Principal with PIVOT, a management consulting firm specializing in implementing*

*Change Strategies, Lean Enterprise and ISO 9000 quality systems. Provides training for Tools & Techniques for Lean Enterprise and Six Sigma Black Belts.*

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*Also owns Akhil International, a printing, design and promotional products enterprise. Phone: 866-akhil-44*