

## CHAIR'S CORNER

by Robert Boykin

How to Demonstrate Successful Leadership in the Workplace:  
(excerpted from Forbes Coaches Council)

Successful leaders are effective communicators. In fact, communication will most likely be the major building block of your success in leadership. What makes a communicator effective, exactly?

- Always consider all angles before crafting your message. Think about the "who," "what" and "how" of the situation. Keep the following questions in mind: What is the issue at hand? How can it be solved? Who am I asking to take action? What are the possible obstacles? What tools will I need to provide to make the process easier?
- Make sure your message is understood. Anyone can deliver a message, but not everyone confirms that the message is understood. Don't hesitate to repeat yourself to make a point. Always ask your team members if they have any questions or comments. Wait five-to-ten seconds before moving on in order to give your team time to process the information and formulate responses.
- Manage and prevent conflicts with consideration and purpose. Handle conflict between employees immediately. Otherwise, you risk the creation of a toxic environment where employees fail to see you as a capable leader. Stay a step ahead and strive to prevent conflict by observing team members and learning their emotional triggers. For example, consider their working styles: some are very methodical, plugging along to the end. Others procrastinate and then rush to accomplish everything at the last minute. A way to avoid conflict is to pair employees with similar working styles.
- Give specific and appropriate praise for individual and team efforts. When you specifically state what you appreciate, your praise should translate as being authentic, not as an empty gesture.

Demonstrating successful leadership is rarely second nature and is often filled with trial and error. But you shouldn't be afraid to fail in your quest to becoming a leader. Failures bring you closer to becoming the leader you want to be, because they allow you to discover the areas in which you need to improve.

Once you feel you've reached a measure of success, don't stop improving. Continuing to hone your leadership skills throughout your career will allow you to excel as a professional, enjoy your work more thoroughly, and be respected by others.

Be well and be safe.

- Robert

## A GREAT START

by Jo Haberstok

If you attended our February 7 dinner meeting, which focused on "How to Handle Hostile Situations," you know it was a great opportunity for networking and learning. With 33 members and guests there, we had a diverse crowd, including several first-time attendees. I enjoyed meeting them, and I hope they will want to join us again for future meetings. Feedback was positive about all aspects of the meeting. Our speaker, Mike Blatman, from Tri-Cities Crime Stoppers and the Kennewick Police Department, provided a lot of good information and handouts.

In other section news, we held our first quarterly Leadership Team meeting on February 14. Yes, Happy Valentine's Day! Who needs flowers when you can get together with other quality-minded individuals and have chicken quesadillas, salmon cakes, pasta, or surf & turf and a nice refreshing beverage, right? This team includes the elected and appointed section officers and team chairs/leads, and our quarterly meetings are open to all section members. Some of the main items discussed included completion of the annual (for 2016) audit and financial report, our 2017 Business and Budget Plans, and plans for future meetings, site visits and other activities. One of the things that we would really like to accomplish is to grow our section membership in 2017. If you have ideas for ways to reach potential members and/or activities to get new people more actively involved, please let me know.

We are also hoping to be able to have at least one hands-on community activity this year. Those who participated in the food sorting event at 2<sup>nd</sup> Harvest in Pasco in October said they enjoyed the opportunity. As an organization for quality professionals that promotes quality in both our professional and personal lives, getting more involved with local organizations is a great way to do this. I've also had fun putting together gift baskets to donate for other organizations' fundraisers in past years, and I've met many of the team members and leaders at those organizations, which has been great, too.

A quick note related to Robert's topic this month. I'm sure most of you have read one or more of Stephen Covey's books. I remember when I first read The 7 Habits of Highly Effective People, and I recall thinking at the time that some of the "habits" seemed a bit out there for me. Out there, I think, more in how the ideas were presented in the book, like "sharpening the saw." But as the years have passed and I've found myself in a variety of situations, it's funny how many of those habits have popped into my head, time after time. When I'm facing a potentially challenging communications activity, my mind goes to "Seek first to understand, then to be understood." And, amazingly, that really does seem to help! ☺

I hope to see many of you at our March 14 site visit to Manufacturing Services, Inc., in Kennewick.

- Jo

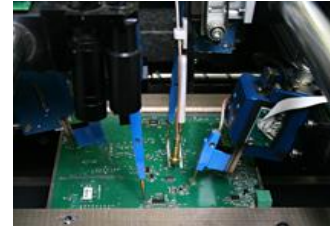
TUESDAY, MARCH 14, 2017

## “Quality in Manufacturing”

### LOCATION:

Manufacturing Services, Inc.  
1023 North Kellogg Street  
Kennewick, Washington  
(509) 735-8444

For driving directions, click [here](#).



### Manufacturing Services, Inc.

**1023 North Kellogg Street - Kennewick**

### NOTE TIME:

5:45 p.m. - Check in

6:00 p.m. - Tour Begins

Tour will last about 1 hour

Closed-toe shoes are required

**COST: This special site visit is FREE for ASQ members and non-members – but can only accommodate a limited number, so be sure to make your reservations early!**

### RESERVATIONS REQUIRED:

For planning purposes, reservations must be received by March 8. Send an email to [panda\\_2@charter.net](mailto:panda_2@charter.net) with your name, phone number and company affiliation.

For more information about our ASQ section and other upcoming events:  
[www.asq614.org/](http://www.asq614.org/)

Manufacturing Services, Inc., was founded by Bud Brown in 1979, after spending 27 years in the field of electronics manufacturing. With his strong dedication and commitment to quality products, he built the company based on two key principles: delivering top-quality products and providing superior customer service. When Bud retired in 2006, Michael Brown took the helm as president.

Along with building a well-trained and focused team, Manufacturing Services has continually expanded and upgraded their equipment and processes to keep pace with technological advances in the industry. In the past 10 years, Manufacturing Services has:

- Added new pick and place machines greatly increasing the production capacity while enhancing the technological capability
- Added lead free process and dual pot wave solder machine
- Added in-house conformal coating capabilities
- Added flying-probe test services
- Added automated optical inspection (AOI)
- Added a C3 high tech ionic contamination tester for process monitoring

The company prides itself on maintaining strict quality control and on-time delivery, all while keeping pace with the electronics manufacturing industry's constantly changing technology.

Their work standards and process controls include:

- ISO 9001:2008 Registered Quality Management System
- IPC-J-Std-001 Requirements for Soldered Electrical and Electronic Assemblies
- IPC-A-600 Acceptability of Printed Boards
- IPC-A-610 Acceptability of Electronic Assemblies
- IPC-A-620 Acceptance for Cable and Wire Harness Assemblies
- ANSI/ESD S20.20 Electrostatic Discharge (ESD) Control
- Lead-Free (RoHS) Process Control
- IPC training library

Join us on Tuesday, March 14 for a site visit that is sure to be enlightening and educational.

## GET YOUR FEBRUARY MEMBER GIFT

This month's free gift for ASQ members is all about Kaizen. Kaizen is the Japanese term for a "change for the better," and it is synonymous with continuous improvement in quality. In practice, it's an approach to continuous improvement that focuses on simplification by breaking down complex processes into their sub-processes and then improving them.

This month's bundle includes the following:

- *Kaizen Kanban* - webcast
- *Modular Kaizen* - ebook

Also included are additional webcasts, videos, and case studies to support understanding and implementation of the kaizen efforts. Access your free gift [here](#).

## REGISTER FOR WCQI 2017

### May 1-3 in Charlotte, North Carolina

ASQ's World Conference on Quality and Improvement (WCQI) has a 70-year tradition of educating, engaging, connecting, and inspiring leading professionals from around the globe. Each year thousands of quality professionals gather to share best practices, expand their network and further develop their professional growth.

This year's Conference will be held May 1-3 in Charlotte, North Carolina. The theme: Grow Your Influence: In the Profession, Through the Organization and Around the World. Conference sessions will feature thought leaders and knowledge that best demonstrate the successes, tested solutions, and proven results these disciplines can bring. Scheduled keynote speakers include [Jeremy Gutsche](#), [Kelly McGonigal](#), and [Celeste Headlee](#).

Of those who attended the 2016 conference, 97% said they would recommend WCQI attendance to a friend or colleague. Click here for a [video](#) showing what you can expect from the 2017 conference.

Early bird registration (ends March 10) is \$995 for ASQ members and \$1,195 for non-members. A discount is available for groups of 3+). For more information and to register, [click here](#).

## SHERLOCK HOLMES AND THE CASE OF QUALITY METHODS

Matthew Barsalou, Statistical Problem Resolution Master Black Belt at BorgWarner Turbo Systems Engineering GmbH, discusses Sherlock Holmes, hypotheses, and root cause. Watch the ASQTV video [here](#).

## QUOTE OF THE MONTH

"If you don't design your own plan, chances are you'll fall into someone else's plan. And guess what they have planned for you? Not much."

~Jim Rohn

## RECERTIFICATION UNITS CHANGED

by Patrick Faulk, Certification Chair

If you have an ASQ certification, you should be keeping track of activities that earn "recertification units," or RUs. An ASQ certification is valid for three years, and can be renewed by earning at least 18 RUs during that period. The alternative is to renew the certification through reexamination.

Recertification units can be earned in professional and ASQ service areas, with maximums as follows:

A. Professional Development	(9.0)
B. Employment	(10.8)
C. Courses – Instructor Credit	(10.8)
D. Courses – Student Credit	(9.0)
E. Technical Society Meetings/Workshops	(10.8)
F. Professional Association Committees	(8.0)
G. New Professional Certifications	(6.0)
H. Certification Exam Proctoring*	(7.0)
I. Electronic Media (viewing/listening)	(3.6)
J. Publishing (author/editor)	(9.0)

\*While new RUs can no longer be earned in area (H), proctoring RUs already earned during current certification periods are still valid.

Effective January 1, 2017, the maximum RUs allowed for (E) Meetings was increased from 9.0 to 10.8, and the maximum RUs for (F) Committees was increased from 6.0 to 8.0. This reflects an increased emphasis on individual engagement in local ASQ Section meetings and leadership. These changes are reflected in the online ASQ recertification application, and in new hardcopy versions of the Recertification Journal.

It is now much easier to keep track of (and submit) your RUs, using the Online Journal. Log on to [www.asq.org](http://www.asq.org), then to My Recertification Journal (<https://asq.org/cert/myru>). There you can enter qualifying activities as they occur, and upload any supporting documentation that is required. When you are ready to submit your Journal for recertification, you can do so with a simple mouse click.

An ASQ certification demonstrates your individual commitment to quality, and recognition by your peers of your expertise and knowledge. Please contact me, Patrick Faulk, at ([prfaulk@bechtel.com](mailto:prfaulk@bechtel.com)) if you have questions about certification opportunities.

## ASQ TRAINING IN PHOENIX

With the weather we've been experiencing in the Tri-Cities, Yakima and surrounding areas recently, how about a good reason for a trip to Phoenix?

Here are a few of the ASQ training courses being offered in February and March:

- Lean Leadership Skills: March 1 & 2
- Business Process Management Orientation: March 1 & 2
- DMAIC Review Workshop: March 1 & 2

For more information, click [here](#).

## THE ISO 9001:2015 IMPLEMENTATION HANDBOOK

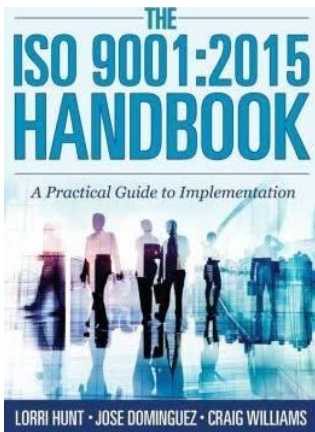
Looking for a practical guide to ISO 9001:2015? The ISO 9001:2015 Implementation Handbook: Using the Process Approach to Build a Quality Management System, written by Milton P. Dentch, an implementer, auditor, and expert with decades of experience with ISO 9001, is one that many organizations may find very helpful.

Per information on the ASQ website, this book will:

- Provide guidance to organizations, both manufacturing and service, seeking certification to ISO 9001:2015
- Assist currently certified ISO 9001 organizations in upgrading to ISO 9001:2015, while improving their present quality management system (QMS)
- Provide guidance for internal auditors, with audit questions provided for every clause of ISO 9001
- Provide guidance on interpreting ISO 9001:2015 requirements
- Suggest improvements on the formatting of the ISO 9001 standard

The handbook is structured to guide organizations new to ISO 9001 through the process necessary to connect their current practices to the requirements of ISO 9001:2015. For organizations already certified to ISO 9001, it advises how to use your upgrade to ISO 9001:2015 as an opportunity to rebuild your QMS into a helpful asset in managing your business.

All clauses of the standard are explained in both the context of their difference from the 2008 version and also what they mean for organizations.



Included with purchase of the book is a CD-ROM with extensive and complete internal audit check sheets for ISO 9001:2015; checklists to assist the reader in determining the possible external issues, internal issues, and interested parties related to the context of their organization; an ISO 9001:2015 gap analysis vs ISO 9001:2008, and examples of ISO clauses and processes where risk analysis can be applied; and more.

Cost: \$30 for ASQ members (\$50 list). For more information and to order, click [here](#).

## NMA HIGH SCHOOL LEADERSHIP SPEECH CONTEST

### Entries due March 11

WANTED: High school students to deliver 4- to 6-minute speeches on Leadership in Richland on March 18.

The National Management Association (NMA) Leadership Speech Contest is one of the nation's leading competitions among high school age students. Its primary purpose is to promote better understanding of Leadership and the unique role it plays in today's world. Students research, write, and then deliver a speech based upon their interpretation of a variety of Leadership topics, such as Leadership in the world, its application to the free enterprise system and what Leadership means to them personally. The contest provides an incentive for the development of communication skills – vital to those preparing to enter the workforce.

Prizes will be awarded by the Mid-Columbia Leadership Development Association (MCLDA) Chapter of NMA: 1<sup>st</sup> Place = \$300; 2<sup>nd</sup> Place = \$200; 3<sup>rd</sup> Place = \$100. The top finisher at this level advances to the Council Level Contest April 1, to compete for a top prize of \$400. And the winner of the Council contest advances to the National Contest in Clearwater, Florida, to compete for a top prize of \$4,000.

The [Registration Form](#) and [Consent Form](#) must be submitted by March 11 to Brenda Pangborn at [tbrendap@charter.net](mailto:tbrendap@charter.net) or [Brenda.pangborn@rl.doe.gov](mailto:Brenda.pangborn@rl.doe.gov). For more information, call Brenda (509-948-9771) or Jamie (509-713-3600).

## BEST BOARDS: KEYS TO EFFECTIVE BOARD LEADERSHIP -- February 22 in Richland

If you serve on a Board of Directors, Executive Committee, or if you work with such groups, this workshop may be of value. Paul D. Casey will present information and lead discussions to help you learn how to:

- Self-assess how your board currently functions
- Learn the main roles where your focus must be
- Avoid pitfalls that lead to board dysfunction
- Commit to better partnership with your executive director

The workshop will be held February 22 from 6 pm to 8 pm at the Academy of Children's Theater, 213 Wellsian Way in Richland. A light dinner is included. Cost is \$35. To sign up, email [pcgrowingforward@gmail.com](mailto:pcgrowingforward@gmail.com).

Has your email address changed? Help us keep you informed of Section 0614 events and information by updating your contact information and email preferences at <http://www.asq.org/>. Log in and click "My Account" to update your membership record. You can add or make email, address and phone changes in the "Contact" tab, and then be sure to click on the "email preferences" tab to be sure you are subscribed to receive future Section communications.

## GO, LOOK, UNDERSTAND

by James Lawther

To solve a problem you need to **understand the problem**. Understanding comes at all sorts of places:

### Opinions

We all have opinions, mental models of how things work and people behave. Our opinions help us box off and make sense of the world.

### Data

Numbers and patterns. Information that helps us see how behavior and performance change over time. Numbers and patterns that let us work out cause and effect relationships.

### Observations

Things that we have actually seen. Facts from the shop floor. The detail of how customers and employees feel and behave. The facts that challenge the data.

### Use all three

Understanding doesn't come from any single place.

- Opinions without data can be flat-out wrong.
- Data without observations can mislead.
- Observation without opinion is just sight-seeing.

To understand a problem you need at least three perspectives (maybe more):

- Opinions to challenge
- Data to predict
- Observations to refine



**It isn't enough...to stare at charts in presentations** and cast edicts from a meeting room.

If you want to solve a problem you have to understand it. To understand it you have to **go and look**.

*James Lawther is Head of Data Science at RSA in Nottingham, United Kingdom. He is a problem solver with a talent for getting to the heart of the issue. He uses data, analysis and improvement techniques to develop creative solutions to expensive, complicated and emotive operational problems. Learn more about him [here](#).*

## 2016 BALDRIGE WINNERS

The [Malcolm Baldrige National Quality Award](#) is the nation's highest presidential honor for sustainable excellence through visionary leadership. The 2016 recipients, announced in November, include two small businesses and two healthcare providers, each with uniquely different operations. Check them out.

- **Don Chalmers Ford**, Rio Rancho, New Mexico (small business)
- **Momentum Group**, Irvine, California (small business)
- **Kindred Nursing and Rehabilitation Center - Mountain Valley**, Kellogg, Idaho (health care)
- **Memorial Hermann Sugar Land Hospital**, Sugar Land, Texas (health care)

## 1 PLUS 1 EQUALS 3

### March 2 in Kennewick

Looking for personal and/or business development opportunities? Look no further! If you've attended any of the EDGE events in the past – or even if you haven't – check out this new learning event from Paul D. Casey of Growing Forward.

1 – Personal Development Speaker: Paul Casey on “Kissing Procrastination Goodbye...Tomorrow”

1 – Business Development Speaker: Preston House on “Why Papa Johns' Sales Grew 400%”

Equals 3 – Group discussion on best practices/what's working for participants

The event will be held March 2 from 11:45 am to 1:15 pm at Meier Architecture and Engineering, 12 W. Kennewick Avenue. Lunch (pizza & salad) included. Cost is just \$25. Register today at <http://www.paulcasey.org/product/1-1-3-event/> for a chance at a personal coaching session with Preston or Paul.

## SUPPLY CHAIN SOURCING

### ISM CB SPRING SEMINAR – --- March 27 in Richland

The supply chain field can be a challenging career with an ever-changing global economy, emerging technologies and geopolitical shifts throughout the world. There are very few things we buy that do not have components that are manufactured in other parts of the globe or are impacted by global supply chain issues. Our sourcing strategies can have profound impacts on the success or failure of our projects as well as impact our ability to control costs and ensure our company is competitive. It is critical that we meet the needs of our business models and ensure we are sourcing quality suppliers and achieving a good value. In this constant changing landscape, it is important to understand our supply chain models, how we can improve upon them, and how they can be impacted by outside forces.

The March 27 Institute for Supply Management (ISM) seminar features Daniel Wong, Academic Director of the Undergraduate Supply & Logistics Management Program at Portland State University. A broad approach will be taken at identifying supply chain sourcing concepts, utilizing the most current academic theories so attendees can arm themselves with tools to improve supply chain sourcing. Breakfast and lunch will be provided. Cost is \$195 and is limited to the first 40 registrants. For more information, click [here](#).

## MARCH MCLDA MEETING: BEING REMEMBERED FOR ALL THE RIGHT REASONS

March 16 – Richland

The March 16 dinner meeting of the Mid-Columbia Leadership Development Association (MCLDA) features author, trainer and coach Peggy Vasquez. She is also the Chief Executive Assistant to the Director of Pacific Northwest National Laboratory (PNNL). The focus of the presentation is image – representing your best and real self from the first impression to the lasting connection.

The meeting will be held at the Shilo in Richland, with social starting at 5:30 pm, dinner at 6:30 and the presentation at 7:00. Cost is \$20. For more information and to make reservations, contact Mary at 509-376-7305.

## INNOVATE, IMPROVE, MOTIVATE

April 26, 2017 – 8 a.m. to 6 p.m. (PDT)

ASQ Vancouver (British Columbia) Section 408 is hosting its 4th annual Quality and Business Excellence Conference on April 26 at the Executive Suites Hotel & Conference Centre in Coquitlam, BC. This day-long event will feature distinctive speakers covering a myriad of topics such as Lean, Six Sigma, business process improvement, personal excellence and many other topics.

This year's theme will focus on the connection between continuous improvement and business innovation. Find out how you, as a quality professional, can use this link to drive value for your organization, learn about (or refresh yourself on) the quality tools that are available to you and discover emerging trends in sustainability, risk management and social media.

The event will open with a continental breakfast, followed by two tracks of speakers throughout the day, and finishing with some quality time to network with your peers, sponsors and exhibitors. Lunch will include an exciting keynote speaker, member honors presentations and presentation of the annual ASQ Vancouver Quality and Business Excellence Award to a local BC business.

Conference participation is worth 0.8 RUs toward ASQ certification. Cost for ASQ members is \$175 if registered by April 12; \$195 after that date. For more information and to register, [click here](#).

## PUBLICATION INFORMATION

This newsletter is published on a regular basis to inform members and potential members about Section 0614 activities and other news/information that may be of value to quality professionals. To be considered for the next newsletter, input must be received by the 10th of the month.

## FEBRUARY – HEALTHY HEART MONTH

The American Heart Association (AHA) designates February as "Healthy Heart" awareness month. Here are three areas to focus on relative to heart health.



**Healthy Blood Pressure.** Do you know what your blood pressure is? The AHA recommends 120/80 as "normal." If your primary care doctor doesn't check your blood pressure at each appointment, ask that it be checked. Elevated blood pressure may put you at greater risk for heart attack and bleeding inside your eyes. Get it checked.

**Healthy Exercise.** Studies have shown that 30 minutes of daily, moderate exercise, including walking, can significantly reduce your risk of stroke. Going for a daily walk at the mall, down by the river, around the neighborhood or on a treadmill is a great way to strengthen your heart and even possibly lose a little weight.

**Healthy Foods.** A healthy diet not only helps with reducing risk factors like high cholesterol but can also help with eyesight. Green foods in particular, like kale, broccoli, spinach, brussels sprouts and collards have important carotenoids that are beneficial to your eyes. Remember to regularly "eat your peas and carrots" (green and orange veggies) for healthy eyes.

## SECTION 0614 MEMBERSHIP

As of February 7, we have 105 members in our Section.

<b>2017 SECTION 0614 LEADERSHIP TEAM</b> January 1 - December 31, 2017	
<b>Section Chair</b>	Robert Boykin
<b>Treasurer</b>	Kent Ozkardesh
<b>Secretary</b>	Jo Haberstock
<b>Certification/Recertification</b>	Patrick Faulk
<b>Audit</b>	Alvin Langstaff
<b>Membership Chair</b>	Liz Dickinson
<b>Nominating Chair</b>	Becky Corral
<b>Programs Chair</b>	Jo Haberstock
<b>Webmaster</b>	Steve Prevette
<b>Newsletter Editor</b>	Robert Boykin
<b>Publicity Chair</b>	Jo Haberstock
<b>Voice of the Customer Chair</b>	Vacant
<b>Education Chair</b>	Vacant
<b>Community Outreach Chair</b>	Vacant