

Chair's Corner – Continuous Improvement/Innovation

Recent global events have created an unprecedented disruption of supply chains in the electronic chip, or semiconductor industry. The subsequent supply shortages have affected numerous industries, perhaps most notably being that of the automotive industry. Many articles have been published on the cause, status, and predictions for future market implications of the chip shortages experienced by large automakers ([see WSJ](#)).

I have personally found this topic to be extremely interesting, as it resides at the intersection of quality, engineering, and business and has a profound global economic impact. In addition, it has dramatically altered the course of research and engineering projects that I have been involved with.

One thing that stands out in the Wall Street Journal article linked above is that the auto manufacturers have maintained the use of inexpensive components called microcontrollers. These types of components are inexpensive, have existed for decades and offer excellent reliability. The chip manufacturers, however, do not enjoy large profits from the production of such components. Accordingly, microcontroller production has dipped in favor of higher margin semiconductors used in consumer electronics.

Many of the auto manufacturers either have (Tesla) or will (GM, Ford, and others) begin utilizing newer chip technologies or develop their own "feature-rich" devices that will be specific to automotive use. The idea being that elimination of outdated technology (albeit perfectly sufficient for the current application) will enable greater supply depth and development of unique devices may secure a consistent future production niche within the semiconductor industry.

We often think of continuous improvement as a method for adding value to products. In most cases, however, it is critical that innovation be paired with the continuous improvement cycle to assure that a high-value product can continue to be offered. While innovation is typically linked to a substantive change in functionality of a product or disruption of a market, persistent and incremental innovation may be a smaller necessary step for inclusion in electronics hardware development moving forward. Hardware designs must keep pace with the rapidly evolving semiconductor industry. I imagine that the large auto manufacturers would reconsider their previous stance on this in light of recent events.

The latest market data suggest that the auto industry's continued use of highly reliable, and low-cost semiconductors will have scratched nearly 8 million vehicles from production lines and result in more than \$200B in lost revenue globally in 2021. A significant price to pay for a \$50 chip. A trade study involving electronic component cost, function, parts availability, and vehicle price will surely be at the center of the discussion in the months ahead.

If you are interested in learning more about supply chains and quality, you may find ASQ's newer certification, the Certified Supplier Quality Professional particularly relevant. You can learn more about it [here](#).

Best Regards!

Trent

Something To Think About

If you could sit on this bench and chat for 1 hour with anyone from the past or present who would it be...??



...and what would you chat about? Would you sit with a celebrated personality from long ago, a friend or champion, or an individual that you spent too few moments with before they forever departed? If you had an opportunity to make a significant improvement in the lives of others, who would you want to discuss it with while sitting on that bench?

I have heard and read that regardless of what we attain in life, be it wealth and/or notoriety, the attainment is meaningless unless shared with and/or expended for the benefit of others. By changing peoples' lives for the better, you also improve your own life - the more people you help the better you feel. Makes sense, eh?

Well, who did you choose to sit with? Following are a few passages attributed to learned individuals, which might assist you in choosing a bench mate, what to talk about, and decide on which path to take toward improving the lives of others.

- "Spend time with people who bring out your best."
- "Take good care of your reputation. It will live longer than you do."
- "Ask yourself, are you doing anything today that you'll brag about ten years from now? "
- "Consider that heroes are the people who do what has to be done when it needs to be done, regardless of the consequences."
- "Don't take guilt trips. Take a trip to the mall, to the next county, or to a foreign country, but not to where the guilt is."
- "If you would not be forgotten as soon as you are dead, either write things worth reading or do things worth writing."

I know who I would want to sit and chat with. Do you?

Be well and be safe.

– Robert

Invitation from ASQ San Gabriel Section October 20, 2021 Virtual Meeting

DATE:

Wednesday, October 20, 2021

This is a virtual/online meeting.
Login information will be
provided on the registration
confirmation email.

Time:

6:00pm – 7:30 PM PDT
(check website to confirm time)

Cost:

Free for ASQ members and
non-members

To register for this online/virtual
meeting, click [here](#).

Attendance at this meeting
earns 0.5 RUs toward ASQ
recertification.

NOTE: Be sure to use the same
email address to join the
meeting as you use when
registering in order to receive
the RUs. You must register for
the event and join virtually to
receive RUs.

For more information about the
San Gabriel ASQ Section 0702,
click [here](#).

For more information about our
local Columbia Basin ASQ
section and future upcoming
events: www.asq614.org/.

Neural Science at the Micro and Nano Scales



William C. Tang, PhD

Professor of Biomedical Engineering, Electrical Engineering & Computer Science, Material Science & Engineering

Neural implants are developed to interact with the nervous system in hopes of restoring sensory, motor, or cortical functions that can improve or maintain the health of individuals suffering from various forms of neural trauma or degeneration.

The major challenge of any *in vivo* devices is the natural immune responses to foreign bodies, which would render the device ineffective within months. Studying neuronal tissues cultured *in vitro* with microelectrode arrays offers an excellent alternative to ascertain neural network activities in a well-controlled environment that isolates and pinpoints a specific aspect of neuronal physiology. In particular, the hippocampus can be studied *in vitro* without the confounding complexity of the rest of the brain, allowing fundamental understanding of memory formation and retrieval at the cellular and subnetwork levels within the hippocampus. Complexity and sophistication of *in vitro* studies, particularly in 3D reconstruction of the neural network, can be progressively added to further expand our understanding of the central nervous system.

This presentation focuses on the tools to study neuronal tissues *in vitro* to understand neural network behaviors at the micro and nano scales.

***About the speaker:** William C. Tang received his BS, MS, and PhD degrees in Electrical Engineering and Computer Sciences from the University of California at Berkeley. His seminal thesis and invention of the electrostatic comb drive has been internationally recognized as one of the key building blocks of Micro-electromechanical Systems (MEMS) sensors and actuators, and is the most widely-cited work in the field for over two decades. Since his graduation, Dr. Tang contributed to the automotive industry at Ford Motor Company and space exploration at the Jet Propulsion Laboratory. He served as the DARPA Program Manager for various MEMS programs. In 2002, he was appointed Professor of Biomedical Engineering and Electrical Engineering & Computer Science at the University of California, Irvine. Later, he was also jointly appointed with the Chemical and Biomolecular Engineering and the Materials Science and Engineering Departments. The first Associate Dean for Research in the Henry Samueli School of Engineering from 2008 to 2013, Dr. Tang's research interests include micro- and nano-scale biomedical engineering, neural engineering, neuropathology and clinical applications. He is a Senior Member of the Institute of Electrical and Electronics Engineers, a Fellow and Chartered Physicist with the Institute of Physics, and a Fellow of the American Institute for Medical and Biological Engineering.*

OCTOBER FREE MEMBER GIFTS – ADVANCED AUDITING TECHNIQUES AND TOOLS

Whether it's internal operations, ISO compliance, or supplier management, auditing plays a key role to ensure that systems are not only optimized for meeting output goals, but also improving to stay competitive in the marketplace.

This month's free ASQ member gifts include several resources on auditing—from the fundamentals of auditing to leveraging new Quality 4.0 technologies—to help you develop your auditing skills and stay informed of advanced auditing techniques and technologies, including:

- **FREE e-books** and samplers including the *Nuclear Auditing Handbook*, *The Certified Quality Auditor Handbook*, *Managing Organizational Risk Using the Supplier Audit Program*, and *E-Auditing Fundamentals*
- **Multiple Webinars and Webcasts** including Conducting Robust Audits, Audit Like a Leader, Quality Auditing 101, E-Auditing: Preparing Audit Programs for Remote Auditing, and Strengthening the Supply Chain with Remote Audits
- **ASQTV videos** including ISO and Auditing, Remote Auditing, and Managing Supplier Social Responsibility Through Audits
- **20 articles and case studies** that provide introductions and new applications in auditing covering better audit scheduling, making remote work actually *work*, leveraging artificial intelligence and other technologies for improved audits, conducting audits post-COVID, auditing the virtual environment, and more.

Click [here](#) to access your free gifts by October 31.

SECTION MEMBERS: ARE YOU ACTIVE IN myASQ?

The myASQ platform was designed and implemented to offer members accessible, timely and relevant solutions, meaningful networking, and interaction with like-minded quality professionals. It is a centralized, online source designed to support members in learning and using quality tools.

If you have an ASQ.org account, you automatically have access to my.asq.org through the same log-in; on your first visit to my.asq.org, you will need to log in to be recognized.

At this time, less than half of our Columbia Basin ASQ members are currently members of the myASQ community. If you have not already done so, please take a few minutes to log in, create a profile, and explore. We have an active, public ASQ Community there – check it out [here](#).

One of the key benefits of the myASQ community is the ability to expand your network and connect with others. The member directory and connections are exclusive member benefits. Other benefits include access to ASQ news and discussions on a number of quality-related topics.

For more information, check the FAQs page by clicking [here](#).

ASQ CERTIFIED QUALITY ENGINEER PREP

Refresher/Exam Prep Course Begins October 18

The Certified Quality Engineer (CQE) is a professional who understands the principles of product and service quality evaluation and control.

The body of knowledge and applied technologies include, but are not limited to, development and operation of quality control systems, application and analysis of testing and inspection procedures, the ability to use metrology and statistical methods to diagnose and correct improper quality control practices, an understanding of human factors and motivation, familiarity with quality cost concepts and techniques, and the knowledge and ability to develop and administer management information systems and to audit quality systems for deficiency identification and correction. For more information about this ASQ certification, click [here](#).

The San Gabriel and Orange Empire ASQ Sections are offering [Certified Quality Engineer](#) Refresher/Prep starting Monday, October 18, and running through January 24.

Cost is \$449 for ASQ members and non-members. Special rates may be available for unemployed members.

ARE YOUR ENERGY COSTS GETTING SCARY?

Kilowatts and megajoules and therms, oh my! And when those electric and gas bills arrive, they can certainly be frightful. Here are some tips that may help as Halloween and colder weather approaches:

Things that go bump in the night – aka, your heating system. Now is probably a good time to schedule service to make sure it's operating efficiently on those cooler nights ahead. Even a simple change or cleaning of your filter can help. Replacing dirty filters with clean ones can reduce your energy consumption up to 15%, according to the Department of Energy. Depending on your lifestyle and type of furnace, it's recommended to change them every 90 days.

Adjust the temp – When you're home during the day, set the thermostat at a temperature that's comfortable. At night or when you're away, if you set it back 10 to 15 degrees you can save about 10% a year.

Energy up in smoke – If you never use your fireplace, plug and seal the chimney flue. But if you do use the fireplace, install tempered glass doors and a heat-air exchange system that blows warmed air back into the room.

For more energy saving tips, click [here](#).

BULL'S EYE – A COMMUNITY FOR TEAM LEADERS

Paul D. Casey – author, trainer, life coach, founder of Growing Forward Services and more (he has also been a featured speaker at several of our section meetings) – recently launched Bull's Eye, a new membership community for team leaders.

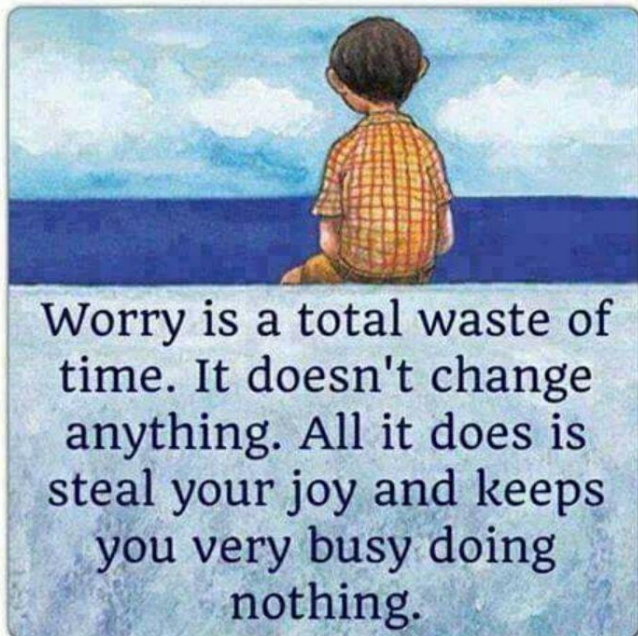
Bull's Eye membership will include everything needed to grow and develop team members, including quick and easy access to resources, tools, templates and a community with other managers for networking, asking questions (e.g., "Who knows of a good productivity app?") and sharing information.

Also included is a weekly email with a leadership mindset audio, a short video to play at team meetings, ice-breaker questions to ask at one-on-one meetings, a plug-and-play tool or template, and links to other resources:

- A community of other managers to dialogue with, ask questions, and share information
- Live Q&A sessions with influential speakers
- Text messages that offer inspiration and encouragement
- Discounts on Growing Forward events and products

The cost is only \$29/month. Check out [Bull's Eye](#) now to learn more and to become a member.

SOMETHING TO CONSIDER



ARE YOU INTERESTED IN ... INNOVATION?

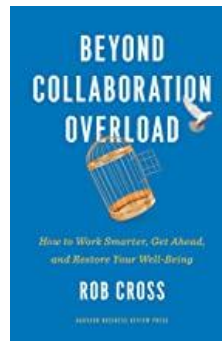
Check out ASQ's Innovation Division! Here are just a few of their YouTube Channel Library offerings:

- ✓ Collaboration in a Complex World
- ✓ Sustainable Quality
- ✓ How to Drive a Culture of Innovation
- ✓ Adopting a Tiramisu Mindset to Build Great Products
- ✓ Applying Systems Engineering V Model to Enhance Performance Improvement across Projects and Assets
- ✓ Automating Creativity and Building your own Creativity/Innovation Assistant like Alexa/Google Assistant
- ✓ How to Measure Success of a Product

And more!! Click [here](#).

BEYOND COLLABORATION OVERLOAD: HOW TO WORK SMARTER, GET AHEAD, AND RESTORE YOUR WELL-BEING

Book by Rob Cross



Most organizations have created "always-on" work contexts that are burning people out and hurting performance rather than delivering productivity, innovation and engagement. Collaborative work consumes 85% of employees' time and is drifting earlier into the morning, later into the night, and deeper into the weekend.

The dilemma is that we all need to collaborate more to create effective organizations and vibrant careers for ourselves. But conventional wisdom on teamwork and collaboration has created too much of the wrong kind of collaboration, which hurts our performance, health and overall well-being.

In this book, author Rob Cross solves this paradox by showing how top performers who thrive at work collaborate in a more purposeful way that makes them 18-24% more efficient than their peers. Good collaborators are distinguished by the efficiency and intentionality of their collaboration - not the size of their network or the length of their workday.

Cross' framework provides relief from the definitive problem of our age - dysfunctional collaboration at the expense of our performance, health and overall well-being. Through landmark research with more than 300 organizations, in-depth stories, and tools, *Beyond Collaboration Overload* will coach readers to reclaim close to a day a week.

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

DIGITAL TRANSFORMATION THROUGH AI-DRIVEN SOFTWARE QUALITY

Free Webinar October 14 at 11:00 am PDT

Since March 2020, the pace of digital transformation has accelerated within most enterprise organizations. Product teams are constantly dealing with the demands of delivering quality software at speed. Automation, AI, and machine learning are key drivers in aiding these efforts, in addition to improving predictability, efficiency, and effort optimization.

Presenter Chuck Davis of University of California San Diego has managed multiple test projects and software testing teams across various global organizations over the last 20 years. In this webinar, he and co-presenter Deepak Parmar, Head of Marketing for QMetry, will cover the following:

- The journey of software quality thus far
- AI-driven digital transformation
- AI-driven quality for software testers in agile/DevOps
- Preparing for an AI-driven future with an AI-enabled Digital Quality Platform

For more information and to register for this event, click [here](#). By registering, you will also receive access to the event recording, in case you are unable to attend the live webinar.

EVOLVE 2021: COLLABORATING FOR CHANGE

October 20-22 – International Virtual Event

There is no change possible in our world if there is not first change in us. We change by learning more, by challenging our perspectives and by growing the ways in which we connect to each other, our work and our communities.

Are you interested in collaborative change? Check out this 3-day virtual conference from F4 CoSolutions that will explore the art and science of changing together. The purpose is to advance the field of collaborative change as a compelling and legitimate solution for what our world needs. This event will bring together scholars, consultants, managers, educators, researchers, leaders and students to catalyze new relationships and synergies among diverse attendees and presenters.

There will be opportunities to learn from each other, to see how collaborative practices show up in the world, and to connect across disciplines and methods. The goal is to evolve practices and our perspectives to meet the emerging challenges of the times we live in and to find ways to elevate our work.

Cost for the conference is \$395. For more information, click [here](#).

CBC FOUNDATION – POWER OF CONNECTION

Virtual Fundraiser October 21 at 6:00 pm PDT

Columbia Basin College (CBC) Foundation was established in 1984 to allow others the opportunity to invest in the educational mission of CBC. Community support ensures that students receive scholarships and wrap-around support services to help them be successful and also ensures that college programs receive additional funding for equipment and special projects.

The October 21 Power of Connection event is more than just a celebration. The evening will feature an inspirational message from best-selling author Steve Pemberton, the CBC Jazz Band, student stories and more. Online bidding for the silent and live auction items will start on October 18. Cost is \$100 for the virtual event; this includes a box of goodies to make two apple hot toddies and dessert hand pies. Click [here](#) for more information and to purchase event tickets.

PAUL CASEY TO SPEAK AT OCTOBER 21 MCLDA MEETING

In-person event October 21 @ 6:00 pm

Mid-Columbia Leadership Association (MCLDA) is holding their first social event since February 2020. It will be a Halloween social with a buffet dinner and will be held at Bookwalter Winery in Richland. Costumes are encouraged.

Paul D. Casey will be the featured speaker at the meeting; his topic is “Communication Skills for Professionals – Especially in a Pandemic.”

Cost is \$15 for MCLDA members and \$25 for non-members. To make a reservation (required by October 18), send an email to midcolumbialeadership@gmail.com or send a text message/call (225) 572-7188.



Your mind is a magnet.

If you think of blessings, you attract blessings; and if you think of problems, you attract problems. Always cultivate good thoughts and always remain optimistic.

We get what we think, so think positive, and life will be automatically positive.



ASQ QUALITY 4.0 SUMMIT

October 25-27 Virtual Event

The promise of Quality 4.0 has yet to be fully realized, but recent successes in efficiency, customer satisfaction, financial performance, and corporate culture point to a promising future for quality organizations on their journey to embrace it.

At the 2021 Quality 4.0 Summit, attendees will engage in learning and networking activities to increase their understanding and awareness of the current state of 4.0 adoption, and what it means for their organizations, teams, and future as a quality professional. (And, remember, members can earn 2.5 RUs for participating!)

No organization is immune to disruption, especially in a digital global community in which almost every function is connected and integrated. A company's present-day response to digital transformation is a clear indicator of future and – even more importantly - ongoing success, but not all organizations are able to immediately leverage the latest technology or application. Nevertheless, there are benefits in small-scale, tiered applications of 4.0 strategies as well as in broad, complex transformation initiatives.

Attendees will be immersed in discussions focused on effective ways to integrate the people, process, and technology of their organizations into an overall digital transformation strategy wherever they may be on their transformation journey.

Focus areas include:

Advances: Learn what's new in Quality 4.0-enabling technologies including IoT, machine learning, data processing, AI and automation, and what it means for your organization. Case studies provide awareness of real-world applications, benefits, and opportunities.

Adoption: Review processes, tools and techniques applied in Quality 4.0 initiatives; these sessions encompass change management, the increased use of digital tools, advanced analytics and the effective application of data and data analysis.

Advocacy: Explore the essential role quality individuals and teams play in adopting and leveraging new technologies, and tackle aspects of leadership, organizational culture, and customer care; sessions discuss how quality professionals can be an effective voice for quality in transformation initiatives.

Registration is required by October 21 for this event. Cost is \$199 for ASQ and ASQE members; the non-member price is \$399. The Summit is complimentary for ASQ student members. Click [here](#) for more information.

COLUMBIA INDUSTRIES EVENING OF MIRACLES

Fundraiser October 28

Columbia Industries is committed to supporting and empowering individuals with disabilities and other challenges, to help them achieve personal success and community engagement. They champion the development of essential vocational and life skills, meaningful social involvement and access to critical resources. They also provide employment services; specialized job and life skills training; career opportunities; a center for social enrichment and connectivity to community resources.

As a 501(c)(3) organization, public support and donations are essential. As a social enterprise, Columbia Industries generates critical mission support through the operation of successful local commercial businesses. These include CI Information Management, CI Solutions, CI Express, Paradise Bottled Water and Round Table Pizza.

The Evening of Miracles fundraiser will be held October 28 at the Red Lion Hotel in Kennewick from 5:30 pm to 9:00 pm. There will be a cocktail hour, live music, silent and live auctions and more. Proceeds from the event benefit several of their programs, including employment services, food service job training, life-enriching socialization services and connection to critical community resources.

Tickets are \$100 per person or \$150 per couple. For more information, click [here](#).

PACIFIC REGION QUALITY CONFERENCE 2021

November 6 from 8:00 am to 5:00 pm PDT

For those who participated in the August 14 Pacific Region Quality Conference, you know it was full of great speakers and enlightening educational sessions.

The November 6 conference is sure to be equally exciting. The mission is to provide a forum for like-minded professionals to share ideas and learn from workshops and presentations resulting in enhancements to personal development and business acumen, all building on the foundation of quality.

There will be several featured speakers, panel discussions and opportunities for networking with other Quality Professionals.

Cost is only \$15. For more information and to register, click [here](#).

QUOTE OF THE MONTH

“Leaders must transition from being responsible for the job to being responsible for the people who are responsible for the job.”

~ Simon Sinek

SAFE HARBOR BEGGAR'S BANQUET FUNDRAISER

November 6 in Kennewick

Safe Harbor Support Center is committed to the prevention of child abuse and neglect by providing a safe and nurturing environment for children and teens when there are no other alternatives. The Center also provides outreach, support, and training to assist families in establishing a safe and stable environment. At My Friends' Place, they provide 13-17 year-old homeless teenagers with a bed, meals, clothing, showers, laundry facilities, hygiene products, support services and individualized case management services.

This year's Beggar's Banquet fundraiser will take place on November 6 from 5:30 pm to 9 pm at the Benton County Fairgrounds in Kennewick. The event features silent, live, and Tiny Tree auctions and the very popular Soup Tasting contest. Try all the soups (they are always delicious!) and vote for your favorite!

Individual tickets are \$50 for the soup tasting and auctions. Or, participate in the 100 Bowls VIP event (which starts at 4:30 pm and includes a unique bowl and special appetizers and wines) for \$100. Click [here](#) for more information and to purchase tickets.

8TH ANNUAL PERFORMANCE MANAGEMENT CONFERENCE

November 30 – December 1 Virtual Event

This year, there has been a cataclysmic shift in workforce dynamics that has significantly challenged talent management practices, especially in the area of Performance Management. As a result, the managerial capabilities to be adaptable and relevant takes on greater importance than ever in the long run.

The 8th Annual Performance Management Conference will take place virtually from November 30 - December 1. The theme is "A Fresh Look at Best Practices in the Current Era"- an era where mindsets have shifted, approaches to long-term goal setting and individual appraisals have been revised, and organizations question the viability of traditional support systems.

This year's conference will examine the current innovations in managing performance and talent overall and reconcile the needs of the individual employee and the organization for processes that support talent and business strategies.

Benefits of attending include:

- Learn performance management design techniques that work or fail
- Discover results of performance management redesign processes
- Explore management development initiatives that ensure success
- Find out how to link career development, engagement, and DEI initiatives

The conference is complimentary for members of The Conference Board; \$495 for non-members. For more information, click [here](#).

WORLD QUALITY MONTH

NOVEMBER IS WORLD QUALITY MONTH

November 11 is World Quality Day

Although as quality professionals we probably don't really need an officially designated day or month to motivate us when it comes to focusing on quality, here is some information that may be of interest.

World Quality Day (WQD) is officially celebrated annually on the second Thursday in November. World Quality Day, World Quality Week (November 8-11) and World Quality Month are all great opportunities to shine the spotlight on individuals, teams and organizations that are deeply invested in creating and improving customer value.

Customer-focused organizations have a culture of creating value for their customers by innovating and improving products, services and processes. In a world of seemingly ever-increasing customer expectations, competition and technological change, businesses are striving to be seen as 'partners' in the eyes of their stakeholders.

The quality profession supports businesses to develop a customer-centric quality culture that will help them to:

- Recognize that it is the customer, not the company, that defines what quality means
- Understand product and service quality through their customers' eyes
- Share their quality performance with customers
- Collaborate with customers to improve product/service quality and resolve problems

How will *you* celebrate World Quality this year? If you are interested in some ideas for your organization, check out the information and resources offered [here](#). For a short (5-minute) video that focuses on quality, customer value and sustainability, click [here](#).

Has your email address changed? Help us keep you informed of Columbia Basin ASQ 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 click on the "email preferences" tab to be sure you are subscribed to receive future Section communications.

14 Thoughts About Building a Great Culture

by Jon Gordon

1. **Great leaders build and drive great cultures.** They know it's their number one priority. They can't delegate it. They must lead and be engaged in the process.
2. **Culture is the reason why great organizations have sustained success.** Culture drives expectations and beliefs. Expectations and beliefs drive behavior. Behavior drives habits. Habits create the future.
3. **Culture beats strategy.** Strategy is important but it is your culture that will determine whether your strategy is successful.
4. **If you focus on the fruit of the tree (outcomes and numbers) and ignore the root (culture) your tree will die.** But if you focus on and nourish the root you always have a great supply of fruit.
5. **When building a team and organization you must shape your culture before it shapes you.** Culture is forming whether you like it or not. The key is to identify what you want your culture and organization to stand for. Once you know the values and principles that you stand for, every decision is easy to make; including the people you recruit and hire.
6. **A culture of greatness doesn't happen by accident.** It happens when a leader expects greatness and each person in the organization builds it, lives it, values it, reinforces it and fights for it.
7. **Culture is dynamic, not static.** Everyone in your organization creates your culture by what they think, say and do each day. Culture is lead from the top down but it comes to life from the bottom up.
8. **Your culture is not just your tradition. It is the people in your building who carry it on.** –Brad Stevens, Head Coach, Boston Celtics
9. **When leading a new team or organization, it will take longer to build a new culture if you allow negative people from the previous culture to contaminate the process.**
10. **When you build a strong positive culture, most of the energy vampires will leave by themselves because they don't fit in.** But you may also have to let a few energy vampires off the bus.
11. **Creating a culture where people are afraid to fail leads to failure.** Allowing people to fail and learn from failure ultimately leads to success.
12. **Change is a part of every culture and organization.** Embracing change and innovating will ensure that your organization thrives.
13. **Progress is important but when innovating and driving change, make sure you honor your tradition, purpose and culture.** This generates power from your past to create your future.
14. **Culture is like a tree.** It takes years to cultivate and grow and yet it can be chopped down in a minute. Protect your culture.

Download a printable/shareable pdf of these thoughts [here](#).

Jon Gordon's best-selling books and talks have inspired readers and audiences around the world. His principles have been put to the test by numerous Fortune 500 companies, professional and college sports teams, school districts, hospitals, and non-profits. He is the author of 24 books, including 12 best sellers and 5 children's books. For more about Jon, click [here](#).

COLUMBIA BASIN ASQ

2021 COLUMBIA BASIN ASQ LEADERSHIP TEAM January 1 - December 31, 2021	
Section Chair	Trent Hartman
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Treasurer	Lyn Griswold
Membership Chair	Robin Dowsett
Audit Chair	Denise Fast
Nominating Chair	Emily Wilson
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Publicity Chair	Jo Haberstock
Programs Chair	Vacant
Voice of the Customer Chair	Vacant
Education Chair	Vacant
Social Media Chair	Vacant

Publication Information

This newsletter is published on a regular basis to inform members and potential members about Columbia Basin ASQ 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 5th of the month.

