

Lean Six Sigma Public Workshop
Memphis Lean Six Sigma Institute Kick Off
2011 Quality Cup Award Winners
MSQPC Presents TNCPE, Baldrige Training
National Speaker to Lead Workshop

Mid-South Quality Productivity Center



MSQPC is a partnership between the Greater Memphis Chamber and Southwest Tennessee Community College



Upcoming events >>>

June 27	Black Belt Pilot kickoff
July 11-13	Black Belt Session I
July 21	Team Effectiveness
July 26-29	Green Belt
August 8-9	Black Belt Session II
August 18	Communication Effectiveness
August 22-26	Green Belt
Sept 12-13	Black Belt Session III
Sept 22	Inspiring Trust
Sept 29-30	Leadership in Excellence
Oct 4-5	Internal Auditing
Oct 10-14	Green Belt
Oct 17-18	Black Belt Session IV
Oct 19-20	7 Habits for Managers
Nov 3-4	RCA
Nov 7-8	Black Belt Session V
Nov 10	4 Disciplines of Execution
Nov 14-18	Green Belt
Dec 8	Customer Satisfaction

MSQPC Partners with WIN Introducing Lean Six Sigma

Team members of the Workforce Investment Network (WIN) completed a rigorous Lean Six Sigma Green Belt course in December 2010. The two-week course was conducted at the Maxine Smith campus of Southwest Tennessee Community College. The course included a



Members of the Workforce Investment Network (WIN) who completed the Lean Six Sigma Green Belt course

total of 10 class days, divided into two-week training sessions, over a one-month period. Ric Love and Jim Alloway, Ph.D., consultants with Smarter Solutions of Austin, TX, facilitated the course.

Participants were introduced to the DMAIC (define, measure, analyze, improve, control) process. The course combined classroom instruction, hands-on project work, and individual coaching. As part of the course instruction, WIN team members identified process improvement projects at their own worksite. Some of the most important concepts participants said they learned from the course were:

- The cause and effect diagram
- What control charts to use with projects
- Lean processes
- Using data and continuous data
- Process flow and bottlenecking

Completion of the course is just one step in the overall certification process. Participants will have to present their projects to a certifying representative of Smarter Solutions. The overall process can take six months or more. Congratulations to the WIN team on their accomplishments.



MSQPC Hosts Lean Six Sigma Public Workshop

MSQPC conducted a public Lean Six Sigma Green Belt Workshop last winter that involved participants from the City of Germantown, PharMedium, Jabil, Buckman USA, DDN Pharmaceutical, and Memphis City Schools. Lean Six Sigma Green Belt participants met for one week in November and an additional week in December to complete the classroom portion of the

certification training. Participants came from various quality and non-quality backgrounds. The Green Belt course focus was on the DMAIC process (define, measure, analyze, improve, and control). Participants used Minitab software to analyze data, create control charts, and record project data. In-class work included working with a “catapult” to collect measurable data and to analyze that data using Minitab software to determine performance trends. Participants also spent one day reviewing lean processes and had several hands-on exercises to reinforce lean concepts and principles.

The two-week course used state-of-the-art technology at the Greater Memphis Chamber, located in the Falls Building. Jim Alloway, Ph.D., facilitated the course. Alloway is a consultant for Smarter Solutions of Austin, Texas and conducts Lean Six Sigma Black and Green Belt certification courses. After the completion of the course, participants began the process of completing their projects and preparing to present their work for Green Belt certification to a representative of Smarter Solutions. Congratulations to all of the participants for successfully completing the course.



Participants conduct a “catapult” experiment

Quality Cup Award Winners Announced



MSQPC-The Quality Center recognized four teams for the 2011 Quality Cup Award at the annual Chairman’s Breakfast hosted by the Greater Memphis Chamber at the Peabody Hotel on February 24, 2011. Invited guests included John Moore, President of the Greater Memphis Chamber; Dr. Nathan Essex, President of Southwest Tennessee Community College; and Phil Trenary, President/CEO of Pinnacle Airlines, who was the featured speaker at the event. After a rigorous judging process, the following teams were recognized for their accomplishments:

- Le Bonheur Children’s Hospital, Dr. William N. May, Chief Medical Officer
- Methodist Le Bonheur HealthCare and Methodist Le Bonheur Healthcare North, Dr. Jerry Maliot, Chief Quality Officer
- Baptist Memorial College of Health Sciences, Dr. Betty Sue McGarvey, President.

The **Summit Level Winner** was awarded to Le Bonheur Children’s Hospital – Pediatric Intensive Care Unit (PICU) Central Line Associated Blood Stream Infection (CLABSI) Improvement Project Team.

The **Progressive Level Winner** was awarded to Methodist Le Bonheur Healthcare – Blood Transfusion Management in Cardiovascular Surgery Project Team and to the Methodist Le Bonheur Healthcare North Hospital – Process Efficiency for CMS Core Measure Pneumonia Project Team.

The **Challenge Level Winner** was awarded to the Baptist Memorial College of Health Sciences – New Student Selection and Enrollment Workgroup Project Team.

Congratulations to all of the teams for a job well done.

Methodist, MSQPC launch pilot

MSQPC and Methodist Healthcare are partnering to launch the Memphis Lean Six Sigma Institute in July 2011. A Lean Six Sigma Black Belt course, led by team members from the Methodist Quality Institute, begins July 11th and runs through December.

The curriculum and instructional approach is unique to the market. The in-class portion of the course will be conducted in two or three-day “chunks” spread over a six-month period. Finding extended time away from work for in-class instruction can be difficult for employees wanting to pursue certification. This approach makes course scheduling and work schedules more manageable.

Course instruction includes four hours of individual project coaching at the participant’s worksite. Additional project coaching can be coordinated on an as-needed basis. The class will be conducted at the Greater Memphis Chamber, located in the Falls Building, 22 N. Front St. downtown. Future courses will be located at both the Falls Building and Southwest Tennessee Community College’s Maxine Smith campus, located on Shelby Drive in East Memphis.

The staff at MSQPC and Methodist Healthcare is excited about this endeavor and is ready to launch the pilot.



MSQPC, in partnership with local members of the American Society of Quality (ASQ), are combining forces to bring professional quality courses to the region. Courses include:

- Statistical Process Control
- Tools for Continuous Improvement and Problem Solving
- Design of Experiments
- CQE Examination Prep Course
- Quality Engineering I, II, and III
- Quality Planning
- Quality, Cost and Lead Time Improvement
- Problem Solving in a Lean Environment

Courses will be conducted in the evenings and on weekends in order to make them more available for professionals that may not be able to fit them into a normal workday.

ASQ, local section 1100, normally meets the first Tuesday of each month at the Tower Room, Clark Tower. The meeting consists of an educational tutorial, local section business, dinner, and a short presentation on subjects surrounding the quality field. Contact the local ASQ section in Memphis for more information.



Smith & Nephew Hosts Root Cause Analysis Training

Root Cause Analysis (RCA) workshops were conducted for team members at Smith and Nephew April 26-29, 2011 at the organization’s Brooks Road and Goodlett Farms Parkway facilities. Duke Okes, MSQPC Consulting Associate, and author of “Root Cause Analysis – The Core of Problem Solving and Corrective Action” facilitated the workshops. Okes is the co-editor of the “Certified Quality Manager Handbook (2nd edition)” and does extensive work for the American Society for Quality (ASQ).

RCA participants learned the difference between problem solving and root cause analysis, common problem solving models and their weaknesses, steps for performing root cause analysis, and critical tools for performing root cause analysis. Participants used actual internal Corrective and Preventative Actions (CAPA’s) as part of the overall learning process.

The course is sometimes referred to as “Six Sigma Lite” because participants learn effective problem solving processes without the heavy statistics.

Participant comments included:

- “The course was very interesting and useful especially the root cause analysis and problem solving exercise”
- “He (Duke) was definitely a subject matter expert”
- “The course was good and could have been three days”
- “He (Duke) knows his materials”
- “The presenter was well prepared and the materials were well organized”
- “The knowledge can be utilized at work”

MSQPC welcomes new staff members

MSQPC welcomes two new team members.

Joining the Quality Center team are Walt Hanna and Lara Wistock. Walt assumed the role of Director of Training in September of 2010 and Lara came on board as the Quality Center's Training Assistant in April of 2011.



Walt is retired USN and has over 20 years of management and employee development experience in the fields of distribution, manufacturing, medical device, and air traffic control. His previous positions included talent management consultant/training manager with Medtronic's Spinal and Biologics division, Senior Training Analyst with the City of Memphis, Training Specialist with Southern Fabricators, Manager/Training Specialist with Ingram Micro, NATTC Air Traffic Control School Course Supervisor, ATC Training Standardization Supervisor, and ATC Facility Manager with the U.S. Navy. Educational achievements include an M.S. in Operations Management with a concentration in Human

Resource Management from the University of Arkansas and a B.A. in Financial Accounting from National University. Walt has certifications with AchieveGlobal, Gordon Training International's Leader Effectiveness Training and has memberships with ASTD, SHRM, and ASQ.



Lara joins the Quality Center team after working in the fields of journalism, marketing, and research. Lara honed her journalistic background while with the *DeSoto County Tribune* where she won numerous journalistic awards. She managed a newsroom and also freelanced with *Olive Branch Magazine* and *Mahogany Magazine*. She has experience marketing material design and was a grant researcher for the City of

Olive Branch. Lara also wrote and edited copy for the *Hardwood Market Report*, which included weekly, monthly, and yearly publications. She holds a B.S. in Journalism from Ball State University. Lara brings a wealth of creativity and innovation to the Quality Center team.

Welcome aboard Walt and Lara.

MSQPC Presents TNCPE, Baldrige Training



MSQPC-The Quality Center will host the Tennessee Center for Performance Excellence and Malcolm Baldrige National Quality Award examiner training. The training will be conducted July 12-14, 2011 at Southwest Tennessee Community College's Maxine Smith campus, located on Shelby Drive in East Memphis.

This is an excellent opportunity for professional development and will enable participants to "give something back" in terms of contributing to the economic vitality in the state. Examiners will receive in-depth training on the Baldrige *Criteria for Performance Excellence*, exposure to best practices of role model companies, and opportunities to network with people in different industry sectors throughout the state.

Examiners apply what they learn by evaluating a real organization's application to the TNCPE Award Program, conducting a site visit, and preparing a feedback report identifying the applicant's strengths and opportunities for improvement. Lara Wistock, MSQPC team member, will be among the participants.

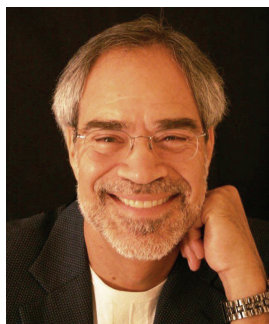
One examiner said the experience was "like a crash MBA course." Another commented, "without a doubt, being an examiner has been one of the most professionally rewarding experiences of my career. I will continue to serve...because it will help me be a better leader of quality management within my organization."



National Speaker to Lead Upcoming Workshop

MSQPC - The Quality Center, in partnership with the Tennessee Center for Performance Excellence, will host a Leadership in Excellence and Customer Focus two-day workshop September 29-30, 2011 at the Greater Memphis Chamber, located at the Falls Building, 22 North Front St. in Memphis.

This special two-day workshop is for teams and individual participants. "8 Dimensions of Excellence" and "Mind and Voice of the Customer" will help organizations align strategies and measures with customer priorities. The workshop will also help organizations better understand what it is that customers value.



Success in challenging times is more dependent than ever on understanding and delivering what customers want. But the well-meaning notion that we should listen to "the voice of the customer" is an insult to our intelligence. Everyone knows there is no such thing as *the* customer.

This necessarily means there must be more than one voice to listen to. Yet we can make potentially fatal assumptions about (1) who "the customers" really are, (2)

what questions to ask, (3) how to prioritize their answers and (4) how to define and measure success. Robin Lawton, keynote speaker, will address these issues and others throughout the workshop.

Robin Lawton is a member of the National Speakers Association (NSA) and the Global Speakers Federation (GFS) and is an inspiring motivational speaker. Lawton's expertise comes from helping leaders in many industries, government, healthcare, and education achieve success for more than 30 years. With a non-linear career starting in prison and mental health, and expanding quickly into the high-tech industry, his ideas have borne fruit in the toughest environments. His experience has enabled him to routinely view a problem or challenge from an unconventional perspective.

Join this stimulating and entertaining session for a pragmatic approach that will strengthen your ability to achieve strategic outcomes customers will notice

MSQPC — The Quality Center

22 N. Front St., Suite 200
Memphis, TN 38103
Ph: 901.543.3530
Fax: 901.543.3510
www.msqpc.com

Donald C. Fisher, Ph.D.
Executive Director/CEO

Walt Hanna
Director of Training

Lara Wistock
Training Assistant/Editor

Primary Consulting Associates

Maury Ayer
Robert Belcher
Bill Bleau
Daniel Clark
David Compton
Teresa Hartnett, Ed.D.
Monte Massongill
Robert Miller
Andrew Mohler
Duke Okes
Ken Pettit
Gary Scalise
Greg Spencer
Mark Weber
John West

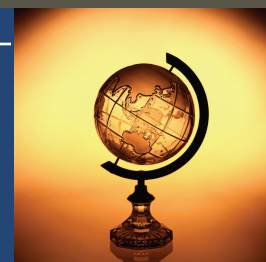
MSQPC-The Quality Center conducted its annual strategy planning meeting on June 3, 2011. Quality Center team members, under the direction of Donald C. Fisher, Ph.D., Executive Director/CEO, used the full-day session to review past strategic objectives and to establish new strategic objectives for FY 2012.

Six strategies were identified, along with corresponding performance objectives. Strategies included:

- Providing Malcolm Baldrige National Quality Award organizational assessments, consulting, and training
- Enhancing Lean Six Sigma and Root Cause Analysis initiatives
- Marketing Process Activated Training System® for enhanced knowledge management
- Delivering and expanding MSQPC's products and services for organizational enhancements
- Creating and enhancing partnerships that support MSQPC's vision and mission
- Strengthening MSQPC's technology, marketing/branding efforts, professional staff development, and enhancing customer service results.

Performance objective responsibilities were assigned to team members, along with MSQPC's Consulting Associates. Action items for each objective were given both review dates and completion dates.

MSQPC's Mission Statement is *to champion market excellence for organizations in Memphis, the Mid-South region, nationally and globally, by offering Baldrige-based assessments, consulting, quality/productivity enhancements, and employee development.* The FY 2012 Strategic Plan will provide the road map for achieving that mission.



Memphis Chamber Foundation
MSQPC—The Quality Center
P.O. Box 224
Memphis, TN 38101-0224

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PATS Formalizes On-the-Job Training

Many organizations have discovered that the best trainers for their organizations are not outside consultants or training specialists. The best trainers are the people within their own organization(s) who have the most experience and understanding of every aspect of their company. These are employees who are known, by their co-workers, as Subject Matter Experts (SMEs) and they are already on the job. Many organizations do not have a reliable and consistent system in place to transfer their employees' subject matter expertise (SME) knowledge throughout their workforce. This, in turn, can cause many internal quality and productivity problems within the organization, and ultimately creates additional problems for external customers.

Donald C. Fisher, Executive Director/CEO of MSQPC, The Quality Center, through his extensive Baldrige-based assessment work with Fortune 500 companies over the past 20 years, identified a trend within organizations. This trend identifies the tendency of many organizations that do not formally capture the subject matter expertise of their own employees and transfer this intellectual capital to other employees throughout their workforce.

Fisher further identified that on-the-job training (OJT) is the preferred training delivery method of choice for most organizations in bringing their employees up-to-speed in their daily duties. The PATS System actively involves employees in the organization's training proc-

ess from start to finish; it recognizes their hands-on understanding of their jobs. It empowers them as the experts who know best what it takes to do their jobs and do them correctly. SMEs become not only on-the-job trainers, but are regarded as role models and communicators who set important examples by practicing correct and safe work practices.

Since PATS' inception, many organizations have incorporated it into their core learning initiative for their workforce. Several notable clients who have used

PATS include: the United States Postal Service (USPS) nationwide, City of Germantown, Peabody Hotel Memphis, Partridge Inn in Augusta, GA, Baptist Hospitals of Kentucky, Memphis Light, Gas and

Water (MLGW), Sears Logistics, and Memphis City Schools. Numerous other organizations not listed have utilized the PATS System to meet the training requirements of their ISO Standards; and to provide real-time knowledge for their various Six Sigma Green Belt and Black Belt projects. PATS' Windows-based software helps an organization flow chart their most critical processes/practices. The PATS software transforms an organization's flow-charted "best-practices" into a behavior-based training script that can be stored on an organization's intranet and password protected for in-house employee use.

To receive more information on the PATS System, please visit our website at www.processactivatedtraining.com.

