



**October Dinner Meeting**

**October 20, 2014**

**Constraints Management, Lean Principals, Six Sigma- Which is Best?**

**Cogent Management Resources**

**by James Tate**

In the past decade managers have been bombarded with case studies, testimonials, and journal papers extolling the virtues of Theory of Constraints (Constraints Management), Lean Enterprise practices, and Six Sigma techniques. To confuse matters further, some have combined Lean and Six Sigma into a hybrid improvement philosophy. Each of these philosophies has avid proponents who will swear to its effectiveness and cite case studies as examples. How should a conscientious manager decide what to do?

Effective management is not about forcing every problem through the same solution technique. It should be about understanding the real cause of problems and selecting the improvement techniques that best fit the problems and can be expected to yield the best results with the minimum amount of resources (time, personnel and money).

Constraints Management, Lean, and Six Sigma do not have to compete with each other. They are more properly employed in a harmonizing manner. The presentation will look at each of these disciplines and show how they can be effectively employed to achieve results in an economical fashion.

James P. Tate is Managing Director of Cogent Management Resources. Cogent Management Resources is a comprehensive management consulting firm based in Roanoke, VA. As a management consultant, Jim has specialized in Production & Inventory Control, Master Planning, Manufacturing Operations, Lean Principles and software selection disciplines for the past 15 years. Prior to this time, Jim managed manufacturing plants in the paper converting, electronics assembly and the metal plate fabrication industries. An APICS member since 1978, Jim is certified at the Fellow level as CFPIM; and has been president of the Richmond, VA APICS chapter.

Registration: 5:30 – 6:00 pm  
Dinner : 6:00 – 7:00 pm  
Presentation: 7:00 – 8:00 pm

See registration details at the end of the newsletter.

**“Probortunity”**

**We have a problem; that may be an opportunity**

Along with this message I hope that there is an attachment for an advertisement from the latest “Quality Digest Daily” [A free, subscription only, quality magazine, distributed via e-mail.] The author of the advertisement [Gerry Sandusky, Baltimore Ravens radio announcer & not the Penn State child molester] his name caught my attention; while I was skimming the various items, looking for ideas. BINGO. As soon as I saw the name it registered... [Isn't that the guy that...] and that is the connection to what for us is possibly our Probortunity. The first thing that I did was to read the advertisement; which was interesting by itself. I pass it on only to save you the time searching for it in your e-mail in-box. I believe that the notion of taking your problems on head-first is not new. The possibility is that this problem is uniquely yours is definitely irrelevant.

I am on the third paragraph already and this guy has NOT gotten to the problem, why it is unique or even why it is mine, yet!

Well here it is. I sense that all of our jobs have become: more intense, somewhat less rewarding, overlap considerably more on our private life and consume more of our bandwidth. It came a little closer last week when our Treasurer announced that she was going to step down because she could not continue. So that puts us into a crises also. Our by-laws and contract with ASQ HQ state that we must have an elected Treasurer, independent of the Section Chair and Secretary to conduct business and continue to function as a Section. So now is the time to step forward.

We need additional LEADERSHIP. AND we need additional members who will participate in SECTION LEADERSHIP DECISION MAKING. We know that there is a ferment among the members. We have caught wind of the hushed discussions and yet even



the pushing a shoving to acquire leadership position within the section. Still your skills at masking your intense desire, you passionate drive to take control and steer the section to grand feats of breath-taking grandeur; have hidden your yearning for control. The gates are open, no need to climb the wall. The guillotine is ready; come and claim your prize. Victory is yours.

For a time you will receive excellent mentorship, guidance leading to increased freedom to propose and implement your approach. The old guard shall give ground with decreasing intensity and frequency of suggestions, until soon Sovereignty, Majesty and Power are all yours. Temporary positions are open for: Treasurer, Programs, Membership, Education, Innovation, Leadership Training and others designed to fit your needs and desires. The goals you need for your resume; the positions you need to convince your boss that you are ready for that next step are waiting for you. The world is your oyster, so do it now while they think they have it all to themselves. Elections for the coming year will be held in November, Swearing-at ceremonies in December. A new Chair and Chair-elect shall be on the ballot for 2015.

All members who volunteer for office AND those freshly having obtained a NEW ASQ certification will be invited to the September meeting; where the section will spring for dinner.

I decree this Probortunity is open for attack; all members to battle stations.

Gerald V. Clarke, Section 1131 Chair  
Joshua Tinelli, Section Secretary

**WELCOME NEW MEMBERS!!!!!!**



We welcome the following new members to the ASQ Northern Shenandoah Valley Section 1131:

Jane Malik Anderson  
Maria Saunders

**10 Ways To Get the Most From Your ASQ Membership**  
By Daniel Zrymiak

In this guest post, I hope to advise ASQ members and the wider quality community on how to optimize an ASQ membership. By actively participating in ASQ programs and benefits and by keeping current personal records, ASQ can be experienced as a professional loyalty program.

Just as an airline or hotel loyalty program would require you to be a passenger or hotel guest, any association or society places certain expectations. With progressive levels of achievement and advancement, more privileges and opportunities are available within ASQ (and within most associations that you may wish to join).

For a professional association like ASQ, some effective ways to build loyalty are summarized below:

**1. Attend and present at ASQ meetings.** From the most humble local section gathering to the grandest palatial ballroom of the ASQ World Conference, the opportunity to interact and be a visible presence reinforces that ASQ extends beyond your local location, region, or industry specialization. The breadth and scope of ASQ can be most appreciated through direct interactions with other quality professionals.

**2. Pursue certification and professional experience.** Certification allows the time spent within ASQ to be effectively leveraged to the benefit of your career. As a personal example, I applied an ASQ Certified Software Quality Engineer certification and professional experience to teach software QA at local universities and colleges.

**3. Volunteer to serve as a member leader.** Whether in an elected office or appointed position with a section or division, joining the growing community of member leaders within ASQ extends the involvement and creates the satisfaction that comes from addressing and fulfilling challenges.

**4. Contribute your knowledge.** Those ASQ members who devote their time as reviewers, authors, presenters, moderators, curriculum developers, or intellectual property contributors may



be eligible for additional rewards which can include gifts, discounts on ASQ merchandise, honoraria, subsidized or complimentary conference registration, and recognition events.

**5. Track your achievements and remain in good standing.** By paying and renewing membership fees in a timely manner, interruptions are avoided. A disrupted or intermittent record may create restrictions or lost opportunities for certain benefits. Also be sure to keep your personal records with accuracy and thoroughness. Delaying the tracking may result in having your work not properly credited toward future member benefits.

**6. Complete your recertification.** The steps to recertification permit you to retain your professional standing by submitting your validated records of professional involvement, in a most convenient and accessible manner.

**7. Access an unlimited knowledge base.** This benefit includes intellectual property retained through collections of publications, as well as the exposure to global expertise from experienced and successful practitioners, academics, and authors. In addition, you can take advantage of multiple opportunities to conveniently acquire mentors and to mentor others within the profession, providing a cost-effective advantage over the expensive alternative of career consultants or executive coaches.

**8. Upgrade to senior membership.** This member level is available after ASQ members have attained or achieved levels of experience and fulfillment in particular areas (i.e. certification, career level, duration of membership). The immediate financial benefit can be realized from the free journal, the benefit of which exceeds the incremental membership cost. ASQ Senior Members also may take on additional levels of responsibility and influence within ASQ.

**9. Pursue senior leadership and governance.** ASQ provides members with opportunities for election into roles of authority and influence, such as section, division, or board leadership. This enables exceptional opportunities to demonstrate leadership and interact with corporate and government leaders.

**10. Position for higher honors.** Outstanding ASQ members and quality practitioners can be recognized by ASQ (i.e. Fellow memberships, ASQ awards). For the competitive awards process, a personal portfolio of professional and personal accomplishments must be submitted for evaluation and selection. However, falling short does not mean rejection or failure, only the added inspiration to improve and attain greater achievements.

To get the most from the loyalty capital you have cultivated over time, it is imperative that you strive for the promise of your full potential, all that awaits you within ASQ, and wherever your passionate pursuits may lead.

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**58<sup>th</sup> Annual Fall Technical Conference**  
**“Quality & Statistics: Empowering Success”**  
**October 2-3, 2014**  
**Richmond, VA**

Co-sponsored by:  
ASQ and American Statistical Association

<http://asq.org/conferences/fall-technical/>

Contact David Edwards, VCU, 804.828.2936

**Training at Your Fingertips**

ASQ Learning Institute offers a multitude of training opportunities in several formats, including web-based and onsite events. Here are a few topics being offered:

- Management of Supply and Demand
- Failure Mode & Effects Analysis (FMEA)
- SPC Comprehensive
- Root Cause Analysis: Solve Problems by Eliminating Causes

**Recertification Reminder:** If your ASQ certification expires in June, don't forget to submit your recertification journal to Firoz Kabir. It is due by 30 June, but you have a 6 month grace period, if needed.

**Member Reminder:** If you have moved or changed your email address, please update your profile with ASQ on the member website. The Northern Shenandoah Valley ASQ Section receives contact information from National HQ and uses it to distribute announcements and the link to this newsletter.



**Let's keep "U" in "Quality"!**

### Proctors Needed

Proctors are needed for the ASQ certification exams. Proctors must hold at least one ASQ certification. Proctors will earn 0.5 RUs toward recertification. If interested, please contact Firoz Kabir, Chair, via email at [firkabir@gmail.com](mailto:firkabir@gmail.com)

### Upcoming Certification Exams

Invest in your career and your future with an ASQ certification exam. Certification is a mark of excellence. It demonstrates that the certified individual has the knowledge to assure quality of products and services.

The following ASQ exams will be held Dec 6, 2014: (sign-up by Oct 17<sup>th</sup>):

- Calibration Technician
- Pharmaceutical GMP Professional
- Quality Auditor
- Quality Engineer
- Quality Improvement Associate
- Quality Process Analyst
- Six Sigma Green Belt
- Software Quality Engineer

**GOOD LUCK TO ALL THOSE TAKING THE DECEMBER EXAMS!!**

### Local Meetings

**ASQ Section 0502 (Baltimore, MD):** October 16<sup>th</sup>,  
**Topic:** MPEF – Presentations on the Baldrige Experience, Performance Excellence Journey  
**Speaker:** Panel **Location:** Olive Grove Restaurant, Linthicum, MD **Time:** 4:30pm Registration; 5:00pm Presentation 1; 6pm Buffet Dinner; 6:45pm Awards; 7pm Presentation 2 **Cost:** \$25 (\$30 non-members); To make a reservation, <http://asqbaltimore.org/>

**ASQ Section 0503 (Harrisburg, VA):** October 8<sup>th</sup>,  
**Topic:** Lean Thinking **Speaker:** Brittany Hagedorn, SIMUL8 Corporation **Location:** Four Points Sheraton, York, PA **Time:** 6:00pm Registration; 6:30pm Dinner; 7:15pm Program **Cost:** \$30 at the door (\$35 non-members); \$5 off if pre-registered. To make a reservation, email [fhammo@gmail.com](mailto:fhammo@gmail.com)

**ASQ Section 0511 (Northern VA):** October 8<sup>th</sup>,  
**Topic:** Building a Better ASQ Chapter 0511  
**Location:** Amphora, Vienna **Time:** 6:30pm Registration; 7pm Dinner; 8pm Section Business & Presentation **Cost:** \$25 by deadline, \$30 otherwise To make a reservation, email [programs14@asq0511.org](mailto:programs14@asq0511.org)

**ASQ Section 0802 (Pittsburgh):** October 23<sup>rd</sup>,  
**Topic:** ASQ PGH Journey to Excellence **Speaker:** Nicholas D. Skovran **Location:** Sigmas Conference & Event Center **Time:** 5:30pm Registration, 6pm Dinner, 6:30pm Presentation **Cost:** \$25 dinner program; \$10 program (onsite / webinar) To Register, call ESWP 412.261.4300

**ASQ Section 1104 (Richmond, VA):** October 14<sup>th</sup>,  
**Topic:** The Caritas Project **Speaker:** Adrienne **Location:** CARITAS Furniture Bank, Richmond, VA **Time:** 5:30pm Registration; 6pm Dinner; 6:30pm Presentation **Cost:** \$Free – box meals for purchase To Register, go to [asqrichmond.org](http://asqrichmond.org)

**ASQ Section 1108 (Blue Ridge Section):** October 14<sup>th</sup>, **Topic:** The Power & Peril of Predictive Analytics **Speaker:** John Elder, PhD. **Location:** Elder Research, Charlottesville, VA **Time:** 5:30pm Registration; 6:00pm Presentation; 7:00pm Dinner on Downtown mall **Cost:** \$meal To Register, email [norvalj@hotmail.com](mailto:norvalj@hotmail.com) by May 13<sup>th</sup>



Northern Shenandoah Valley  
Section  
ASQ The Global Voice of Quality™

Northern Shenandoah Valley Section 1131

## Newsletter

Volume 13 Number 01

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**MARSQA:** October 30th **Topic:** Dynamic of FDA Inspection & Regulatory Issues and Maintaining Compliance Throughout a GLP Archive Move  
**Location:** C\*ck - N - Bull Restaurant, Lahaska, PA  
**Time:** 12-4:30pm **Cost:** TBA  
<http://www.sqa.org/store/events/registration.aspx?event=MAR103014>

**NCARSQA:** October 14th **Topic:** Basic GLP Regulation Training **Location:** Charles River Training Center, Germantown MD **Time:** 9am – 5pm **Cost:** \$100 Members; \$125 NonMembers.  
<http://www.sqa.org/store/events/registration.aspx?event=MAR103014>

### NSV Section Officers

Chair: Jerry Clarke	Lean Quality Associates, LLC	<a href="mailto:auditwiz@leanquality.net">auditwiz@leanquality.net</a>	262-834-8476
Secretary: Josh Tinelli	Volvo Powertrain	<a href="mailto:joshua.tinelli@volvo.com">joshua.tinelli@volvo.com</a>	336-291-5609
Treasurer: Melissa Mangene	Dewberry	<a href="mailto:Melissa.mangene@gmail.com">Melissa.mangene@gmail.com</a>	703-208-1748
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Programs: OPEN			
Chair VOCustomer: Don Thomas		<a href="mailto:donthomasxdupont@gmail.com">donthomasxdupont@gmail.com</a>	
Recertification Firoz Kabir		<a href="mailto:firkabir@gmail.com">firkabir@gmail.com</a>	540-869-2037
Newsletter: Heather Boyce	Mylan Pharmaceuticals	<a href="mailto:heather.boyce@mylan.com">heather.boyce@mylan.com</a>	304-554-5191
Education Chair: OPEN			
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Auditing: Jeffrey Vaughan	Thermo Fisher Scientific	<a href="mailto:Jeffrey.vaughan@thermofisher.com">Jeffrey.vaughan@thermofisher.com</a>	540-869-8296
Nominations Chair: Josh Tinelli	Volvo Powertrain	<a href="mailto:joshua.tinelli@volvo.com">joshua.tinelli@volvo.com</a>	301-790-5422
Executive Board Members:	Charles Ernst		

# October 2014 Meeting

*“Constraint Management, Lean Principles, Six Sigma - Which is Best?”*

*By James Tate, Cogent Management Resources*

**October 20, 2014**

5:30pm Registration & Networking

6:30pm Dinner

7:00pm Presentation

**Cost:** *Order from menu*

**Meeting Location:**

Holiday Inn- Historic Gateway

Admiral Byrd Room

333 Front Royal Pike, Winchester

*To register, go to <http://www.eventbrite.com/o/asq-northern-shenandoah-valley-section-1131-421336856>*



Bio

## Probortunities

See the opportunities in your problems

**S**tanding on the football field in the fall of 2011, hours before a Baltimore Ravens game against the Pittsburgh Steelers, I reached out to shake the hand of former NBC Sports president Dick Ebersol and introduced myself. “Nice to meet you,” I said. “I’m Gerry Sandusky.”

He snatched his hand back, a flinch reflex as if my hand were on fire. Before I could say, “Gerry with a G, no relation to the former Penn State coach,” Ebersol had disappeared into a nearby crowd of people, a safe distance from the awkwardness caused by my name, which sounded indetical to that of a convicted child molester. *Problem.*

Several months later, I stood along the rail at Belmont Park racetrack in the middle of a dozen reporters preparing to do live TV reports. Holding the microphone in my right hand, I stared into the TV camera and delivered a live-tease to an upcoming story. “Triple Crown hopes arrive at Belmont. I’m Gerry Sandusky. That story, next.” I could feel the other reporters gawking at me. A conspicuous silence hung along the track rail. *Problem.*

A year later, I took my family on a trip to Manhattan. At the check-in counter, the agent asked my name. When I told him, his eyes unlocked from mine and scanned the room. He later admitted his instincts led him to look for police. *Problem.*

The sound of my name has caused plenty of problems. Still does. But it has also given me something marketing experts call “stickiness.” People remember my name. It catches their attention. It may have led you to read this article. *Opportunity.*

Look at the word “opportunity” and focus on the end of the word. The final five letters spell *unity*. My experience has taught me to believe in, and look for, the unity between problems and

opportunities—even if it takes a little while for the opportunity to present itself. I call that *probortunity thinking*.

The inventor of 3M's Post-it Notes used probortunity thinking. In 1968, Dr. Spencer Silver set out to create a super glue to improve the adhesive used on 3M tape products. Instead, he ran into the problem of developing an adhesive that worked on paper only until someone pulled on the paper. The problem of an adhesive that didn't quite work evolved into the opportunity to create a product that has filled office cubicles ever since.

The nature of the problem of my name changed dramatically once I saw the opportunities it could generate. Along the way, I discovered four pillars that will support anyone's search for opportunities in the realm of problems.

### Probortunity Pillar #1: Don't run and don't hide

Accept the problem. Don't ignore it. It's there. So is the opportunity it will give birth to. But you can't begin to see the probortunity until you stop denying the problem.

### Probortunity Pillar #2: Choose your response

We always have the power to choose. You don't have to like the problem—who does? But you don't have to lash out at problems, whine about them, or feel treated unfairly by them. You can choose to respond in a way that makes you feel better. It's hard. I know. I chose not to fight everyone who called me a rapist. I chose not to return profanity to everyone who used it with me on social media. It was hard, very hard. Then I experienced a transformation: I learned the more I exercise my power of choice, the stronger it becomes, and the stronger I become. Gradually, I have become more powerful than my problem. You can, too.

### Probortunity Pillar #3: Change the angle of your approach

If you keep staring at the problem you'll never see the opportunity. You've made your peace with the problem; now ask yourself what you can change to see the situation differently.

In the third quarter of Super Bowl XLVII, the electricity went out in the New Orleans Superdome. *Problem.* We had no power for the radio equipment in our broadcast booth. *Big problem.* My quick-thinking producer handed me a cell phone that he had dialed into the call-in number. That got us on the air. *Opportunity.* For the next 34 minutes, while the TV booth remained in the dark, our radio ratings soared. *Probortunity.* When the lights came back on the problem went away—and so did the

opportunity. Our ratings went back down. Sometimes when your problems go away so do your opportunities.

### Probortunity Pillar #4: Be a lighthouse, not a courthouse

Once you've identified the problem, stop wasting time figuring out whom to blame. That's the domain of courthouses, the domain of judges. Instead, ask what this problem can teach you and how you can use it for good. By choosing not to respond to everyone who made an offensive comment to me, I ended up having a positive effect on people in ways I could never have imagined—and they did the same for me. A young man struggling with terminal cancer sent me a message on Facebook thanking me for showing him that he didn't have to lash out at his problem. He said it helped him make peace with his cancer and enjoy the end of his life instead of fighting it. When he shared that with me, my notion of problems changed. What problem did I have? I hoped I might lift someone else and someone else lifted me. That's the power of probortunity thinking.

Here's the ultimate power of probortunity thinking: It's available to everyone—just like problems. There is one big difference between problems and probortunities: Problems always find *you*. It's up to you to find the probortunities.

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DISCUSS

ABOUT THE AUTHOR



*Gerry Sandusky*

*Gerry Sandusky is the play-by-play voice of the Baltimore Ravens, and a speaker, corporate trainer, and author of The New York Times bestseller, **Forgotten Sundays** (Running Press, 2014). He is the recipient of two regional Edward R. Murrow and Emmy Awards for his accomplishments in broadcast journalism. His energetic and insightful presentations will impart the value of effective leadership techniques and communication on your audience.*