

# ASQ: The Global Voice of Quality

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## 2012 Calendar



ASQ®

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people passionate about quality

raising the voice of quality

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People passionate about quality...

The global knowledge network...

Ideas, tools, and experts...

Transforming our world.

a global community

# ASQ is...you!

You are a vital part of a global community of people passionate about quality and helping to build its future. It is this passion that you, our valued members, show each day in your organization and daily life that keeps ASQ strong.

## **For this, we thank you!**

As a token of our appreciation, we wanted to give you a glimpse of all the exciting opportunities in the upcoming year to further your quality knowledge, network with other quality experts around the world, and allow you to create your personal ASQ experience. You will find special conferences, certification and training dates, some interesting facts you may not know about the most influential people in quality, and the tools created to help you do your job better.

**Once again, thank you for your commitment to ASQ. We look forward to a great 2012 with you as we all continue to raise the voice of quality.**

*(Calendar date entries are subject to change.)*

The information in this calendar was compiled from various articles from *Quality Progress*, ASQ's flagship publication. For more information, please visit [www.qualityprogress.com](http://www.qualityprogress.com).





# Philip B. Crosby

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guru of quality management

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14-step approach

“It isn’t what  
you find;  
**it’s what  
you do**  
about what  
you find.”

## Philip B. Crosby

(1926-2001)

Philip B. Crosby became widely renowned in business circles as a guru of quality management. He stressed the importance of “doing it right the first time,” laid out the roadmap to quality improvement in his 14-step approach, and established the four absolutes of quality. Crosby is perhaps best known for promoting a standard of excellence based on nothing—the concept of zero defects.

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zero defects

# January 2012

## Philip B. Crosby: Noteworthy Accomplishments

- Founded Philip Crosby Associates (PCA) and embarked on the consulting stage of his career.
- *Quality Is Free* laid out his 14 steps to improvement.
- Elected the 30th president of ASQ.
- Integrated zero defects into the four absolutes of quality and summarized management's role in creating a quality-focused organization in his book *Quality Without Tears*.

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1	2	3	4	5	6	7
8	9	10	11	12	13 <i>Certification Application Deadline</i>	14
15 <i>Lean and Six Sigma Conference Early-bird Registration Deadline</i>	16	17	18 <i>Certification Late Application Fee Deadline</i>	19	20 <i>Lean and Six Sigma Conference Certification Application Deadline</i>	21
22	23	24	25	26	27 <i>Lean and Six Sigma Conference Hotel Room Block Deadline</i>	28
29	30	31				

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and tools that make our world work better.**

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# 14 STEPS TO IMPROVEMENT

Crosby's 14-step approach for quality managers to get their organizations on track focuses on long-term employee participation, not short-term motivational tactics.

- 1 Management Commitment:** Discuss the need for quality improvement with management, emphasizing the need for defect prevention.
- 2 Quality Improvement Team:** Bring together representatives of each department, including department heads, to form the quality improvement team and explain their roles.
- 3 Quality Measurement:** Determine and record the status of quality throughout the company; quality measurements for each area of activity must be established where they don't exist and reviewed where they do.
- 4 Cost of Quality Evaluation:** Get accurate figures from the comptroller's office with detailed information on what constitutes cost of quality.
- 5 Quality Awareness:** Share with employees the measurements of what non-quality is costing by training supervisors to orient employees and by providing visible evidence of the concern for quality improvement.
- 6 Corrective Action:** Any problems discovered by inspection, as well as less obvious problems that require attention, must be brought to the supervision meetings at each level.
- 7 Establish an Ad Hoc Committee for the Zero Defects Program:** Select three or four members of the team to investigate the zero defects concept and ways to implement the program.
- 8 Supervisor Training:** Conduct a formal orientation with all levels of management prior to implementation of all the steps.
- 9 Zero Defects Day:** Supervisors should explain the establishment of zero defects as the performance standard of the entire company in one day so everyone understands it the same way.
- 10 Goal Setting:** During meetings with employees, each supervisor requests they establish specific and measurable goals they would like to strive for, usually 30-, 60- and 90-day goals.
- 11 Error Cause Removal:** Ask individuals to describe any problem that keeps them from performing error-free work.
- 12 Recognition:** Recognize those who meet their goals or perform outstanding acts with rewards.
- 13 Quality Councils:** Bring the quality professionals and team chairpersons together regularly to communicate and determine actions necessary to upgrade and improve the solid quality program being installed.
- 14 Do It Over Again:** The typical program takes a year to 18 months, so turnover will have wiped out most of the education effort, making it necessary to set up a new team of representatives and begin again.



# February 2012

## 14 Steps to Improvement

To get employees behind a quality movement, it is a good idea to move right into the basics of quality. Help them understand what quality means, emphasizing the absolutes of quality management:

- Quality means conformance, not elegance.
- There is no such thing as a quality problem.
- There is no such thing as the economics of quality; it is always cheaper to do the job right the first time.
- The only performance standard is zero defects.

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	Classroom-based Training Course Cluster • Memphis, TN					
19	20	21	22	23	24	25
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Lean and Six Sigma Conference Certification Exams	New Member Unit Awards and Scholarships Submission Deadline		Lean and Six Sigma Conference • Phoenix, AZ			

**2012 Lean and Six Sigma Conference**

**Visit [sixsigma.asq.org](http://sixsigma.asq.org).**





# W. Edwards Deming

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the red bead experiment

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the funnel experiment

## W. Edwards Deming (1900-93)

There is no greater example of W. Edwards Deming's belief in and devotion to quality than his contributions during and after World War II. He helped build the manufacturing prowess that led the United States to victory. After the war, he gave the Japanese the tools they needed to help rebuild their society.

**“Quality is everyone’s responsibility.”**

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the Deming cycle

# March 2012

## W. Edwards Deming: Noteworthy Accomplishments

- NBC aired the documentary *If Japan Can, Why Can't We?* and shined a spotlight on the gap between Japan's product quality and that of the United States.
- Introduced his 14 points for management in his book, *Quality, Productivity and Competitive Position*, which he later revised to create his landmark work, *Out of the Crisis*.
- *The New Economics* was his final book.
- Deming's other contributions:
  - The red bead experiment, which showed that the only way to improve a product or service is for management to improve the system.
  - The funnel experiment, which illustrated the importance of understanding variation (he credited it to Lloyd S. Nelson).
  - The Deming cycle (plan-do-study-act), which is a variation of the Shewhart cycle (plan-do-check-act).

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**Go to [asq.org/global](http://asq.org/global).**

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*Classroom-based Training Course Cluster • Las Vegas, NV*

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*World Conference  
on Quality and  
Improvement Early-bird  
Registration Deadline*

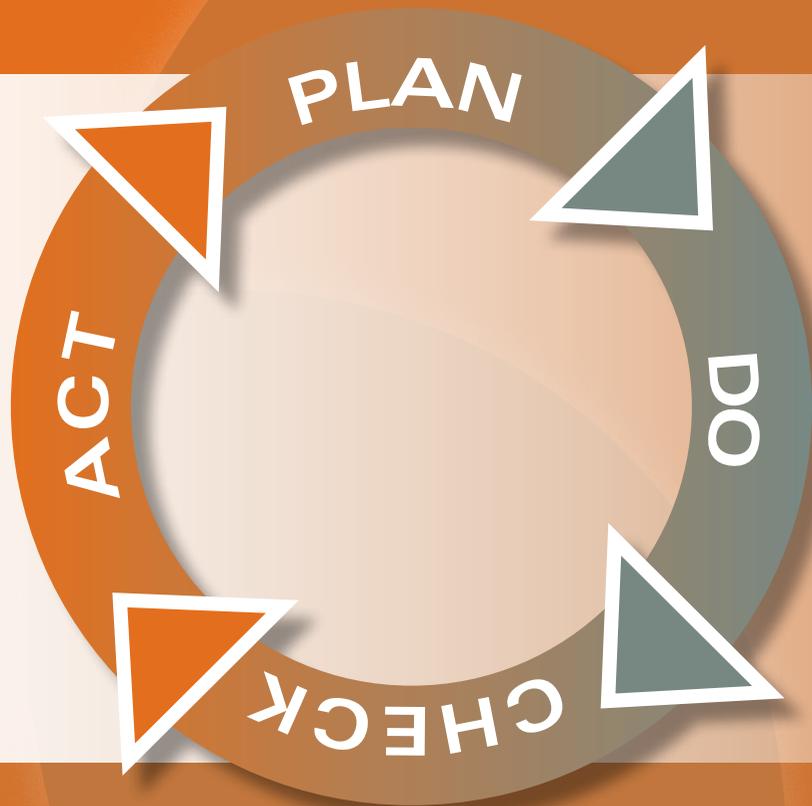


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# PLAN-DO-CHECK- ACT CYCLE

developed by W. Edwards Deming



## Description

The plan-do-check-act cycle is a four-step model for carrying out change. Just as a circle has no end, the PDCA cycle should be repeated again and again for continuous improvement.



Deming cycle

# April 2012

## Use the Plan-Do-Check-Act Cycle:

- As a model for continuous improvement.
- When starting a new improvement project.
- When developing a new or improved design of a process, product, or service.
- When defining a repetitive work process.
- When planning data collection and analysis to verify and prioritize problems or root causes.
- When implementing any change.

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1	2	3	4	5	6 <i>World Conference on Quality and Improvement Certification Application Deadline</i>	7
8	9	10	11	12	13 <i>Certification Application Deadline</i>	14
15	16	17	18 <i>Certification Late Application Fee Deadline</i>	19	20	21
<i>Classroom-based Training Course Cluster • Greenville, SC</i>						
22	23 <i>World Conference on Quality and Improvement Hotel Room Block Deadline</i>	24	25	26	27	28
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**The Socially Responsible Organization website promotes the case for social responsibility and the role of quality to achieve results.**

**Visit [www.thesro.org](http://www.thesro.org).**

Armand V.  
Feigenbaum  
(1922- )

It's difficult to hear the word "quality" without thinking of Armand V. Feigenbaum, the man who coined the term total quality control, known today as Total Quality Management (TQM) —a foundation of modern management that has been widely accepted as a viable operating philosophy in all economic sectors. Feigenbaum was one of the first engineers to speak management's language. He was also one of the world's first true quality professionals.



# Armand V. Feigenbaum

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total quality management

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14-step approach

“An important feature of a good quality program is that it **controls quality at the source.**”

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true quality professional

# May 2012

## Armand V. Feigenbaum: Noteworthy Accomplishments

- GE deployed military supplies during World War II, and Feigenbaum—at the age of 23—was central to those efforts, managing quality control.
- ASQ established a medal in his name that recognizes young quality professionals who have achieved similar distinctions.
- Feigenbaum is a former ASQ president, an honorary member, and helped found the International Academy for Quality.
- His best-selling book, *Total Quality Control*, describes the tenets of total quality.
- He has received numerous awards and medals for his quality efforts, including being named a laureate of the National Medal of Technology and Innovation, and was recognized for establishing the total quality discipline and for its impact on society.

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<i>World Conference on Quality and Improvement Certification Exams</i>	<i>World Conference on Quality and Improvement, Quality Institute for Healthcare, Institute for Continual Quality Improvement, Institute for Software Excellence, and Quality in Sustainability Conference • Anaheim, CA</i>					
27	28	29	30	31		

**2012 World Conference  
on Quality and  
Improvement**  
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# TOTAL QUALITY MANAGEMENT

Deming's 14 points are central to successful implementation of Total Quality Management.

- 1** Create constancy of purpose for improving products and services.
- 2** Adopt the new philosophy.
- 3** Cease dependence on inspection to achieve quality.
- 4** End the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier.
- 5** Improve constantly and forever every process for planning, production, and service.
- 6** Institute training on the job.
- 7** Adopt and institute leadership.
- 8** Drive out fear.
- 9** Break down barriers between staff areas.
- 10** Eliminate slogans, exhortations, and targets for the workforce.
- 11** Eliminate numerical quotas for the workforce and numerical goals for management.
- 12** Remove barriers that rob people of pride of workmanship and eliminate the annual rating or merit system.
- 13** Institute a vigorous program of education and self-improvement for everyone.
- 14** Put everybody in the company to work accomplishing the transformation.



# June 2012

## Total Quality Management

At its core, Total Quality Management (TQM) is a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work.

The methods for implementing this approach come from the teachings of such quality leaders as:

- Philip B. Crosby
- W. Edwards Deming
- Armand V. Feigenbaum
- Kaoru Ishikawa
- Joseph M. Juran

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*Classroom-based Training Course Cluster • Atlanta, GA*

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# Kaoru Ishikawa

**Kaoru  
Ishikawa**  
(1915-89)



Kaoru Ishikawa is probably best known for the quality tool named for him: the Ishikawa diagram, also known as the fishbone or cause-and-effect diagram. As one of the seven basic quality tools, the diagram identifies many possible causes for an effect or problem and can be used to structure a brainstorming session, but his key role in helping create a quality strategy specific to Japan may be his most important quality contribution.

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Ishikawa diagram

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647 articles, 31 books

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Japanese quality circle movement

**“Failure is  
the seed  
of success.”**

# July 2012

## Kaoru Ishikawa: Noteworthy Accomplishments

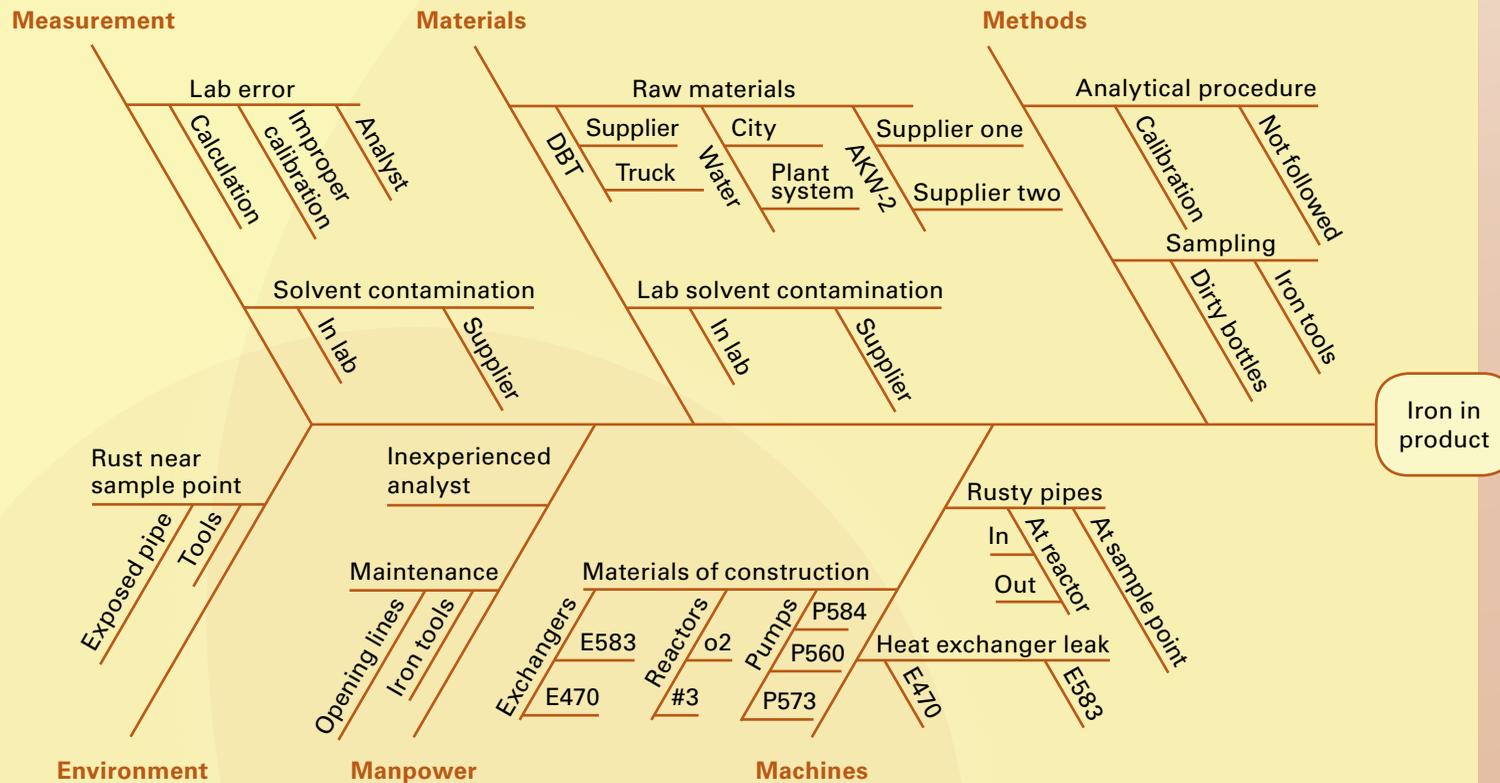
- Wrote 647 articles and 31 books, including two that were translated into English: *Introduction to Quality Control* and *What is Total Quality Control? The Japanese Way*.
- Joined the Quality Circles Research Group at the Union of Japanese Scientists and Engineers (JUSE) and developed and delivered the group's first basic quality control course.
- Served as chairman of the quality control committee for the National Conference in Japan and played a central role in expanding the scope of the conference.
- Started the Japanese quality circle movement in 1962.
- ASQ established the Ishikawa Medal recognizing those individuals or teams whose work has had a positive impact on the human side of quality.

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professional excellence.  
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# FISHBONE DIAGRAM

developed by Kaoru Ishikawa



**Description**  
The fishbone diagram identifies many possible causes for an effect or problem. It can be used to structure a brainstorming session. It immediately sorts ideas into useful categories.



This fishbone diagram was drawn by a manufacturing team to try to understand the source of periodic iron contamination. The team used the six generic headings to prompt ideas. Layers of branches show thorough thinking about the causes of the problem.

identifying possible causes for a problem

# August 2012

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## When to Use a Fishbone Diagram:

- When identifying possible causes for a problem.
- When a team's thinking tends to fall into ruts.

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*Certification Application Deadline*

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*New Member Unit Awards and Scholarships Submission Deadline*



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Classroom-based Training Course Cluster • Minneapolis, MN

# Joseph M. Juran



**Joseph M.  
Juran**

(1904-2008)

Joseph M.

Juran was

a 20th-century

quality management

consultant who

changed the way

companies do

business and how

they think about

quality. For Juran,

quality was about

management,

human beings, and

human interaction.

Essentially, all

problems had one

root cause: resistance

to change or cultural

resistance.

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Pareto principle

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leader in quality management

**“Quality  
is fitness  
for use.”**

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80-20 rule

# September 2012

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## Joseph M. Juran: Noteworthy Accomplishments

- Was granted a temporary leave of absence from his job during World War II to work for the Lend-Lease Administration, which procured and leased arms, equipment, and supplies to World War II allies.
- Wrote *Quality Control Handbook*, which cemented his reputation as the authority on quality.
- Became a respected consultant, lecturer, author, and leader in quality management.
- Juran applied the Pareto principle (or 80-20 rule) to quality, stating that 80 percent of problems come from 20 percent of causes, and that management should concentrate on the 20 percent.

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to become people passionate about quality.

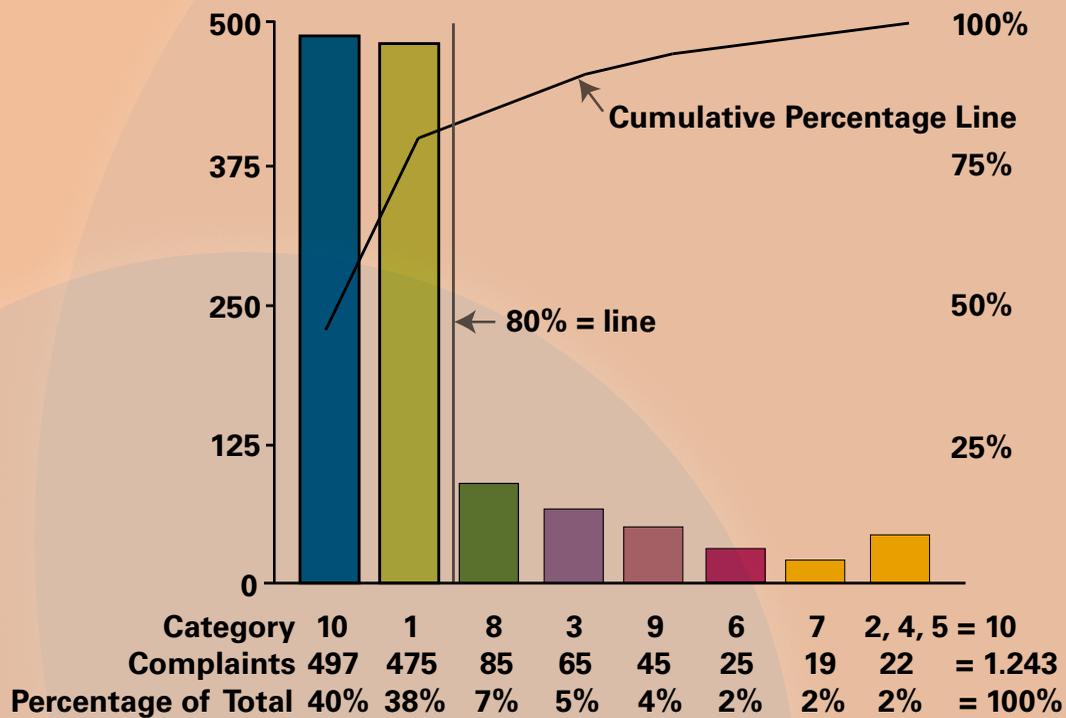
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Classroom-based Training Course Cluster • Las Vegas, NV

# PARETO CHART

developed by Joseph M. Juran



## Description

A Pareto chart is a bar graph. The lengths of the bars represent frequency or cost (time or money) and are arranged with longest bars on the left and the shortest to the right. In this way, the chart visually depicts which situations are more significant.



Pareto analysis

# October 2012

## When to Use a Pareto Chart

- When analyzing data about the frequency of problems or causes in a process.
- When there are many problems or causes and you want to focus on the most significant.
- When analyzing broad causes by looking at their specific components.
- When communicating with others about your data.

sun	mon	tues	wed	thurs	fri	sat
	1 <i>ASQ Medal Nomination Submission Deadline</i>	2	3	4	5	6 <i>Certification Exam Date</i>
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<i>Audit Division Conference • Augusta, GA</i>						
14	15 <i>Service Quality Conference • Baltimore, MD</i>	16	17 <i>Certification Late Application Fee Deadline</i>	18	19	20
<i>Classroom-based Training Course Cluster • Memphis, TN</i>						
21	22	23	24	25	26	27
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# Walter A. Shewhart

the control chart

## Walter A. Shewhart

(1891-1967)

Walter A. Shewhart was known as the father of statistical quality control and successfully combined the disciplines of statistics, engineering, and economics, and put statistical theory to work to address industry needs. Some have argued that his work led a quality revolution in the first part of the 20th century and launched the quality profession.

statistical theory

“Applied science, particularly in the mass production of interchangeable parts, is even more exacting than pure science in certain matters of

**accuracy and  
precision.”**

ASQ's first honorary member

# November 2012

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## Walter A. Shewhart: Noteworthy Accomplishments

- Served in the United States War Department, the United Nations, and the government of India.
- Active with the National Research Council and the International Statistical Institute.
- Was ASQ's first honorary member.
- Wrote *Statistical Method From the Viewpoint of Quality Control*, in which he first discussed a problem-solving concept that eventually became the basis for the plan-do-check-act cycle, a four-step process for quality improvement.
- Shewhart is best known for developing the control chart, a simple but highly effective tool that represented an initial step toward what Shewhart called "the formulation of a scientific basis for securing economic control."

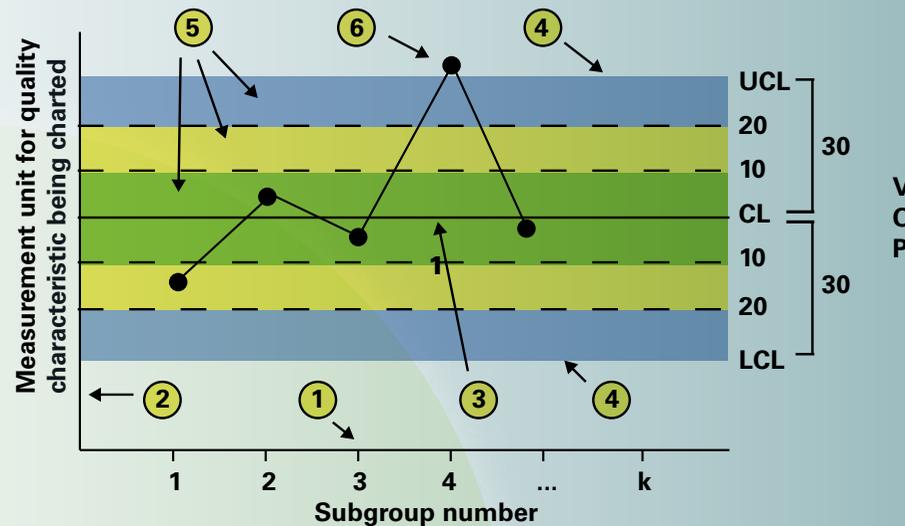
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**Learn more at [www.worldqualitymonth.org](http://www.worldqualitymonth.org).**

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National Quality Education Conference • Louisville, KY		Classroom-based Training Course Cluster • San Antonio, TX				
18	19	20	21	22	23	24
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					New Member Unit Awards and Scholarships Submission Deadline	

# CONTROL CHART

developed by Walter A. Shewhart

The lines are based on historical data. By comparing current data to these lines, you can draw conclusions about whether the process variation is consistent (in control) or is unpredictable (out of control or affected by special causes of variation).



VOP — voice of process  
UCL — upper control limit

LCL — lower control limit  
CL — center line

## Description

The control chart is a graph used to study how a process changes over time. Data are plotted in time order. A control chart always has a central line for the average, an upper line for the upper control limit, and a lower line for the lower control limit. Control charts for variable data are used in pairs. The top chart monitors the average or the centering of the distribution of data from the process. The bottom chart monitors the range or the width of the distribution. If your data were shots in target practice, the average is where the shots are clustering, and the range is how tightly they are clustered.



# December 2012

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## When to Use a Control Chart

- When controlling ongoing processes by finding and correcting problems as they occur.
- When predicting the expected range of outcomes from a process.
- When determining whether a process is stable (in statistical control).
- When analyzing patterns of process variation from special causes (non-routine events) or common causes (built into the process).
- When determining whether your quality improvement project should aim to prevent specific problems or to make fundamental changes to the process.

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*Classroom-based Training Course Cluster • St. Petersburg, FL*

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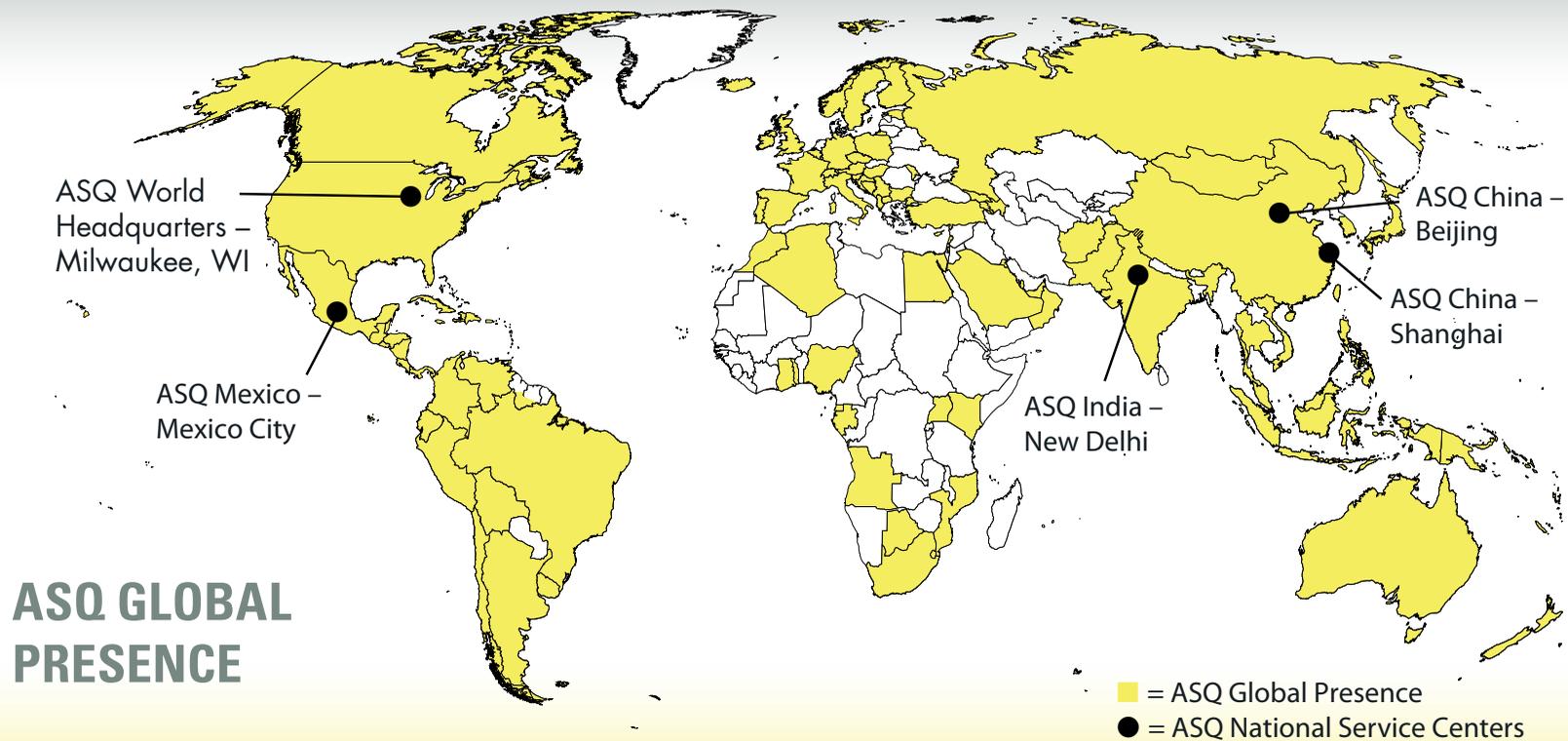
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## ASQ GLOBAL PRESENCE

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