ZAPPING PERFORMANCE GAP THROUGH:

...EFFECTIVE AND DEVELOPED LEADERSHIP SKILLS

An effective leader needs to develop skills and techniques which will identify, correct and prevent performance gaps in an organization. Therefore consider carefully:

| L | Listen | They listen with an open mind |
| E | Empowering | They engage and enable others to act |
| A | Ambition | They have goals, imagination and vision |
| D | Desire | They show enthusiasm, drive and determination |
| E | Example | They serve as a role model for the ideals they believe in: honesty, common sense and hard work |
| R | Respect Leaders | Respect individuals and build self esteem |
| S | Self-esteem | They show poise and believe in themselves They don’t “have something to prove” to others |
| H | Heart | They empathize and encourage |
| I | Initiative | They have the energy to make things happen |
| P | Patience | They are slow to criticize, quick to praise |

THE TEN COMMANDMENTS OF LEADERSHIP

1. Trust everyone with respect and dignity
2. Set the example for others to follow
3. Be an active coach
4. Maintain the highest standards of honesty and integrity
5. Insist on excellence and hold your people accountable
6. Build group cohesiveness and pride
7. Show confidence in your people
8. Maintain a strong sense of urgency
9. Be available and visible to your staff
10. Develop yourself to your highest potential

Finally expect the best. Do not expect perfection. Do expect excellence!

From the work of Murray Nahnybida- RDG International
A LETTER FROM THE CHAIR

We are well into 2009, and we have so many exciting things going on. First, we look forward to seeing many of you in Minneapolis for the ASQ World Conference on Quality and Improvement. Please register for WCQI concurrent session M04, The Emerging Service Quality Body of Knowledge, presented by Lori Dellinger and Michael McDermott. This will be the first presentation of the Service Quality Body of Knowledge that has been developing over the past year. In addition, we invite you to join us at our annual hospitality suite that will be available on the evening of Monday, May 18. Please stop by our booth in the exhibit hall for details.

For those of you who are continuing your quality education, please take advantage of our annual scholarship opportunity. Details are included in this issue and on our website: www.asq.org/service.

And finally, mark your calendars for October 5-6, 2009 to attend the 18th Annual Service Quality Conference that will take place in Long Beach, CA. This year’s theme is Service Quality: Surviving the Economic Storm. The conference will be an excellent educational and networking opportunity that will enable you to bring actionable solutions back to your organization or clients. Exhibitor and Sponsorship opportunities are also available that will provide exposure to a variety of industries focused on service quality.

We look forward to your participation in 2009! ■

Jen Piccotti
Chair, Service Quality Division
**Review of 5S Pocket Guide**
by Jim Peterson and Roland Smith

As we reflect on 2008 and look forward to 2009 and the resolutions we have made, I thought about the different quality tools that companies use or should use to zap their performance gap. One of the first ones that came to mind were the 5S Principles, and a wonderful and quick way to familiarize yourself with the 5S Principles is by reading the *5S Pocket Guide* by Jim Peterson and Roland Smith.

The 5S Principles [(Seiri (English S= Sorting), Seiton (English S= Simplifying Access), Seiso (English S= Sweeping), Seiketsu (English S= Standardization) and Shitsuke (English S= Self-Discipline)] are basic housekeeping principles that when applied correctly by an organization can optimize performance on many fronts. The 5S Pocket Guide does a nice job of introducing the principles and discussing the need to lay a basic foundation before jumping into a 5S initiative. The authors also provide advice and tools that an organization can use to plan and establish a 5S program and maintain the Shitsuke (Self-Discipline) required to improve the program. Best of all, the *5S Pocket Guide* is just the right size to keep around and refer to again and again as needed and the principles can be applied at home as well.

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**You Can Advertise in COMPETITIVE ADVANTAGE**
The following are the black-and-white advertising rates for *Competitive Advantage*. Submission on diskette is preferred.

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If you prefer to furnish a printed full-page insert, we will include it at $150 per issue, subject to limitations. Contact Editor for additional details.

Checks for payment should be made payable to ASQ, Service Quality Division, and full payment is due on receipt of ad copy.

The deadline for inclusion in the next issue of *Competitive Advantage* is 35 calendar days prior to the listed targeted publication months.

Editor: Jen Piccotti (949) 677-3624 Or e-mail to jen_piccotti@yahoo.com.

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**Service Quality Division Leadership Team**

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**VISION, MISSION, AND GUIDING PRINCIPLES - SERVICE QUALITY DIVISION**

**VISION -** The ASQ Service Quality Division will be the leading worldwide provider of knowledge resulting in the improvement of service quality operational performance excellence.

**MISSION -** The ASQ Service Quality Division addresses service quality globally by providing a body of knowledge to individuals, organizations, and communities through the creation, gathering, and exchange of information.

**GUIDING PRINCIPLES -**
- We exist to serve our customers, and value their geographic and occupational diversity.
- We strive for operational excellence and continuous improvement in our endeavors.
- We support ASQ and follow the ASQ Code of Ethics.
Are the quality of employees careers dictating the quality of your service?

“We embarked on consciously building Virgin into a brand which stood for quality, value, fun and a sense of challenge. We also developed these ideas in the belief that our first priority should be the people who work for the companies, then the customers, then the shareholders. Because if the staff are motivated then the customers will be happy, and the shareholders will then benefit through the company’s success.”

Richard Branson

In the current economic climate businesses are under increasing pressure as they try to maintain customer service levels whilst not having an impact on the quality of that service but still reducing or at the very least not increasing costs.

For many it seems like it cannot be done – or can it?

Certainly the first steps you would take are out of the classic ‘quality manual’ – namely;

• Improve operational processes – look at where the excess might be and plug those gaps
• Have a good system in place to identify problems quickly and equally take rapid action to resolve them
• Ensure that you have measurement – what are the acceptable and expected levels, stick to them and regularly revisit them

But what can you do if that has all been done and headcount has been reduced and the standards are slipping?

The answer is to look to your employees and help them identify what is important to them in their jobs and lives, make the connection and you will have a more engaged and motivated team delivering exceptional customer service.

How do you do that?

The answer is personal branding. Up until now that term has been more associated with helping job candidates differentiate themselves in the job market, but increasingly leading organizations are using personal branding as a way to engage and retain employees – in a downturn it is even more critical to hold on to the talent you have.

Companies such as Starbucks and Virgin have embraced much of the personal branding concept to develop a culture that recognizes individuality (with in a corporate branded framework), rewards loyalty from day one and ultimately creates an environment that employee and customer alike are drawn to and enjoy interacting in. It is even reported that the key measurement Starbucks looks at for store success is employee satisfaction.

The talent pool of future leaders lies in the under 35 year old age group. The most technologically advanced, non-conformist and individual generation (yet!). They shudder at the thought of being the same as others, or having to work the 9-5, 40 years one company life that their grandparents and even parents lived. They want challenge and variety, whilst still finding an employer that understands that their values and causes are important and supported and that they can connect and communicate at all levels internally and externally with openness (see the rise of corporate sponsored blogging as an example). And they are not afraid to ask for what they want and move on if they do not get heard.

Enter personal branding – built around being authentic and from a strong foundation of building on unique strengths and skills it is a natural fit for the employee that wants control over the direction of their career, but still stays true to what they believe and stand for and encourages them to be themselves.

In many cases this is the first opportunity to design what their work should look like and employees that go through the personal branding process recognize and appreciate the investment in their future that their employer is making – it’s not just another training session, but something that provides them with a concrete career plan that can be followed and they were responsible for creating – the ownership and accountability is the employees.

Corporations that have embraced the concept fully, now take it to the next level and incorporate the personal branding process recognize and appreciate the investment in their future that their employer is making – it’s not just another training session, but something that provides them with a concrete career plan that can be followed and they were responsible for creating – the ownership and accountability is the employees.

The ultimate measurement is in retaining customers – engaged and happy employees are much more likely to be projecting a positive service attitude to the outside world and that in turn makes the customer feel good about choosing a company where its employees enjoy what they do.

Paul Copcutt of Square Peg Solution is Canada’s leading personal brand strategist who helps executives and professionals and the teams they lead to use the power of the individual to drive company growth and ultimately feel good about their careers and lives. www.squarepegssolution.com
WHAT DOES IT MEAN TO BE A LEADER “From the eyes of the youth”

By: Melissa L.

A leader is someone who has the ability to bring out the best in others, thereby enabling him or her to reach his or her highest potential. Through daily interactions with people, others should be able to see a demonstration of leadership qualities. A job given, no matter how insignificant it may seem is a perfect opportunity to exhibit leadership characteristics of responsibility, humility, good relationships, and adaptability.

There are many traits that are indicative of a great or effective leader. A great leader is committed and dedicated to whatever task is set before him or her. A superior leader is humble. He or she knows his or her strengths and especially the areas needing improvement. A humble leader is not afraid to ask for help when the need arises. This person is also able to be corrected and accept constructive criticism with an open mind. In like manner, an effective leader will then be better able to provide constructive improvement strategies to an individual or team.

A leader should also be able to form and maintain good relationships with people. It is important for an effective leader to have as a goal, the need to be a good example for others to emulate at all times. Being a leader necessitates being adaptive or flexible. One should welcome change and seek to be able to adjust to whatever consequences may arise from that change.

In essence, a leader must strive to do the best he or she can do in all situations and at the same time bring out the best in others and self, so that each person will reach his or her full potential and positively affect the quality of life for others. This is satisfaction! ■
If you’ve been hearing sighs of satisfaction lately, they likely came from members of the Steering Committee of the Service Quality Body of Knowledge Project. With the drafting of first and second-level topical / structural scheme, SQBoK Project Manager John Iverson was able to report substantial completion of the project’s first phase. Starting with a basic topical organization scheme, volunteer members of sub-teams met multiple times to brainstorm and organize the sub-topics. With this information in hand, an assembly team comprising Grace Duffy, Lori Dellinger, Noel Wilson, and Doreen Harris took on the effort of taking all of the subtopic team structures and reassembling them into a high level framework for the SQBoK.

At that highest level, we contemplate three major sections: Service Quality Differentiators, Service Quality Management, and Service Quality Tools. Within each of these sections, information will be categorized into organizing topics. For example, tools will be organized according to their function, such as Planning and Organizing, Idea Generation, Assessment, Root Cause Analysis, etc. A simple tree-and-branch organization allows us to readily visualize the linkages between topics and sub-topics.

Level three and four organization will provide the user with more specific definition, such as the uses of specific tools, as we move farther out on the branches and define the ‘twigs.’ The overall aim is to make information simple to find and to understand, so we can serve our stakeholders regardless of their level of knowledge of Quality. We hope to accommodate the first-time user who doesn’t know where to start as well as the experienced practitioner who simply needs to be reminded how to set up and use a specific tool.

Service Quality Division is using e-mail, webinar and updates such as this article to remind all interested parties that this is ‘our’ effort and volunteers are welcome at any time and at any level of involvement. We are quickly approaching the point at which the editorial task takes on several forms. One volunteer is currently performing a topical crosswalk against already published ASQ handbooks. Meanwhile, we seek volunteers to assume other editing duties such as content organization, format and style, attributions, etc. And of course, we’ll eventually need to perform the copy writing and text editing that will transform the assembled information into a coherent, readable whole.

Meanwhile, we are testing our work thus far in a number of ways, checking the content gathered thus far both internally to make sure our topic lists work with our proposed structure, but also externally, against the content and organization of other bodies of knowledge. And we’re being careful to check our direction and progress against parallel and complimentary efforts underway elsewhere in the ASQ family.

Even as we offer our profound thanks to those who’ve contributed so generously of their time and talents, we’d like to remind you that the real work is just beginning. If you’ve any amount of time and thought to offer and would like to help guide formation of the Service Quality Body of Knowledge, please visit the Service Quality Division website http://www.asq.org/service/index.html and look for the announcement “Join a Service Quality Body of Knowledge Subcommittee.” You’ll be led through a simple set of choices that will help us suggest where and how you might want to get involved. Opportunities may include:

- Finalizing lower levels of the SQBoK,
- Determining appropriate levels of knowledge for SQBoK areas,
- Determining appropriate resources to support the SQBoK,
- Drafting descriptions and performing other editorial duties.

We hope you’ll feel welcome and inspired to join in this worthwhile effort.
Determine your objectives
Grasp the significance of your work

Enjoy your work
Ingenuity and enthusiasm are born of interest in your work

Know yourself
Know your strength, the strength of your rivals and the laws of nature

Seek the counsel of many people
Draw on intelligence of a great number of people

Appeal
Never cease to appeal

Delegate responsibility
Be thorough in entrusting things to others

Pursue your goals
Have your ambitions pursued until they are achieved

Criticize and praise
Be freely strict or lenient, dispense both commendations and penalties

Be aware of your responsibility
Ultimate authority and responsibility always lie within you

Learn from those below you
Learn while you lead

and More Guidelines
Trust your inspiration and your personal and practical experience
Deal with others honestly and without conceit
Keep an open mind – greet each day anew
The above are remarks from Konosuke Matsushita-founder of Matsushita Electric

Questions for Leaders
Consider carefully whether you have these unranked skills/characteristics in your team
- Leadership skills
- Industry-specific experience
- Functional expertise
- Team builder/player
- Cross-functional expertise
- Communications
- Management/development
- Promotability
- International experience
- Change agent
- Other

Leaders as you lead effectively…here is something for yourself.
Remember effective leadership demands a holistic approach.
Be aware of the quality of your talk
Focus more on the positive aspects of your life and spend less time exaggerating the negative
Things do happen, learn from them but do not replay had experiences over and over again
Take ownership of your day and your life before you leave home
Learn to break out of your reactive modes
Learn to let things go
Eat right, sleep well and get regular exercise
Never lose your sense of humour
Finally, as a person know that a high percentage of your day is lost in reacting to what is going on in your day.
Reduce this trend…it is a must!
From R.D. O’Brien and Associates

Save the Date!
The 18th Annual Service Quality Conference will be held in Long Beach, California - October 5-6, 2009. This year’s theme, “Service Quality: Surviving the Economic Storm” will provide networking and educational opportunities to help you and your organization survive and even thrive in these challenging times.

The Service Quality Body of Knowledge Project is approaching the close of Phase 1. With more than 45 volunteers in 6 committees, much great work has been accomplished. Now, as Phase 2 begins, we need your service quality expertise. To be involved in this historic process, go to the SQDBoK SharePoint site to view a pre-recorded webinar on the status of the project, and complete the SQBoK Volunteer 09 survey to let us know what areas interest you most. Find all this and more at: http://asqgroups.asq.org/divisions/SQD/bok

The Publications Chair, invites our members to provide updates, articles (quality experiences, successes, challenges) and any quality related matter of interest for our newsletter publications
ASQ's training courses put you and your organization on the fast track to success. Our instructors are industry experts - they average 23 years of experience.

As a GSA Contract Holder, ASQ offers special pricing to federal government agencies. This pricing is available to FEDERAL government agencies for instructor-led courses.

ASQ also has Corporate eLearning Solutions in ISO 9001:2000 Executive Overview, Internal Auditing, and other quality topics.

To register, call 1-800-248-1946

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**Upcoming Service Quality Virtual Courses**

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