



ON

19<sup>th</sup> Annual  
INTERNATIONAL CONFERENCE

# ISO 9000<sup>SM</sup> & QMS

The World's Leading Conference on ISO 9000 & QMS Standards<sup>SM</sup>

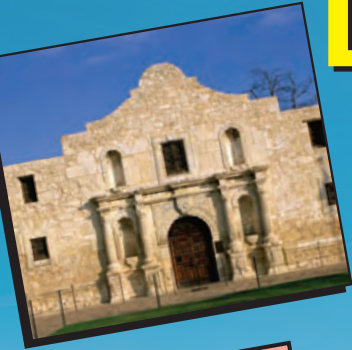
## Dramatic Changes to ISO 9001

Panel Discussion with Key  
Delegates from North America

How Radically Different Might the Next ISO 9001 Be?  
Could the Proposed Changes Have Monumental Impact on MSS Users?  
Implications of High Level Structure and Identical Text

## Leading Trends in QMS Applications

How to Incorporate New Tools  
& Techniques into Your Existing QMS



March 13-15, 2011 ★ Grand Hyatt Riverwalk ★ San Antonio, Texas, USA



### Early Registration Gifts

- ★ GPS
- ★ iPod Shuffle
- ★ External Hard Drive
- ★ Digital Photo Frame
- ★ \$50 ASQ Gift Certificate

Early Registration Deadline: Feb 4, 2011

One-Time  
Conference Special  
LSS Yellow Belt  
Certification

at only **\$195\***

\* See the Conference Registration  
Form for further details



The Global Voice of Quality™

Conference organized  
in association with ASQ



# 19th Annual International Conference on ISO 9000 & QMS March 13 - 15, 2011; Grand Hyatt Riverwalk, San Antonio, TX

## Message from the Conference Chair...

We are all beset by challenges posed by economic instability, ever evolving global competition, accelerating demands for new product and service features, a shifting regulatory environment, and pressure for lower prices. We have all seen these issues before. But today is different!! Each of these things can be overwhelming but they are all impacting each of us on a daily basis. This year's conference program has been developed to help you understand our changing world and give you ideas you can use to turn the current challenges into profitable opportunities. The conference brings you and your organization closer to the cutting edge of Quality Management. Join us on the wonderful Riverwalk in San Antonio for this exciting event.



Warm regards,

John E. (Jack) West  
2011 ISO 9000 Conference Chair

## Exhibitor Information

Exhibit Dates: March 14-15, 2011  
Location: Lone Star Ballroom C  
Early Registration Deadline: February 4, 2011

- 8' x 10' Exhibit Booth Fee** (Space is limited)
- \$1,295 until the Early Registration Deadline
  - \$1,495 after the Early Registration Deadline

With an Exhibit Booth, you are entitled to bring two booth personnel, with each additional booth personnel at \$300. Additionally, you are entitled to receive one complimentary conference attendance to be used by one of your booth personnel.

### Exhibit Schedule for 8'x10' Booths:

Exhibit Set-up: Sunday, March 13: 3:00 PM - 6:00 PM  
Reception: Monday, March 14: 6:00 PM - 7:00 PM  
Exhibit Hours: Monday, March 14: 7:30 AM - 7:00 PM  
Tuesday, March 15: 7:30 AM - 1:00 PM  
Take Down: Tuesday, March 15: 1:00 PM - 2:00 PM

- 6' Table Top Display Fee** (Space is limited)
- \$795 until the Early Registration Deadline
  - \$895 after the Early Registration Deadline

### 6' Table Top Display Schedule (1-day):

Table Top Displays are scheduled for March 14, 2011  
Display Set-up: 6 AM - 7 AM  
Display Hours: 7 AM - 7 PM  
Reception: 6 PM - 7 PM  
Take Down: 7 PM - 8 PM



The Global Voice of Quality®

International Conference on ISO 9000 is organized in association with ASQ

## Early Registration Gifts

Early Registration deadline: February 4, 2011

- GPS
- Digital Photo Frame
- External Hard Drive (Western Digital 120 GB)
- iPod Shuffle
- \$50 ASQ Gift Certificate to be used at the ASQ booth during the conference.



Please see the Conference Registration Information page of this Brochure for further details.

## ISO 9000 CONFERENCE AT-A-GLANCE

### Sunday, March 13, 2011

|                     | Room: Presidio A   | Room: Bonham C  | Room: Travis A/B   |
|---------------------|--|---|--|
| Morning             | Pre-Conference Workshop #501<br>Improving Your QMS through Procedure Writing and Corrective Action | Pre-Conference Workshop #502<br>Aviation, Space, and Defense Industry New Standards | Pre Conference Workshop #503<br>Competitiveness and the Quality Management Systems |
| Afternoon           |  |   |  |
| Evening (6 pm-8 pm) |  |   | Track 1<br>Interactive Session on Audit Performance                                |

### Monday, March 14, 2011

|                 | Lone Star Ballroom A   | Lone Star Ballroom B                                      | Room: Travis A/B  |
|-----------------|--|---|---|
| Early Morning   | Track 2 – Keynote Session<br>The Changing Management Systems Landscape       |   |   |
| Late Morning    | Track 3 – Keynote Session<br>Panel Discussion: Dramatic Changes to ISO 9001? |   | QMS Quality Cafe  |
| Early Afternoon | Track 4 - How to Get the Most out of Your Audits                             | Track 5 - Managing and Auditing the Supply Chain          | Track 6 - Healthcare & Food Safety Standards and Applications |
| Late Afternoon  | Track 7 - Voice of the Customer and "Psychic Pizza"                          | Track 8 - Leading Trends in Risk Management and ISO 31000 | Track 9 - World Class Quality and Continuous Improvement      |

### Tuesday, March 15, 2011

|                 | Lone Star Ballroom A  | Lone Star Ballroom B  |
|-----------------|---|---|
| Early Morning   | Track 10 - Soft Skills to Build a Culture of Process Improvement            | Track 11 - Aviation, Space & Defense Part 1: Systems Approach         |
| Late Morning    | Track 13 - QMS Tools and Techniques for Improved Performance                | Track 12 - Aviation, Space & Defense Part 2: Applications             |
| Early Afternoon | Track 14 (Joint Session ISO & LSS)<br>A3, CPI, and Culture of Lean Thinking | Lean Six Sigma<br>Yellow Belt Certification Workshop<br>(1 PM - 8 PM) |
| Late Afternoon  | Track 15 (Joint Session ISO & LSS)<br>LSS Best Practices and Case Studies   |   |

Please turn the flyer over to view the Program for the International Lean & Six Sigma Conference

## Improving Your QMS Through Procedure Writing and Corrective Action

8:00 AM - 5:00 PM; Room: Presidio A

**Workshop #501**  
1-Day Workshop; 0.8 CEU

**Faculty:** Lorri Hunt, President, Lorri Hunt & Associates, Inc., Kansas City, MO

**Workshop Description:** Many organizations have made significant changes during the years when they have been faced with economic crisis. As a result, the fundamentals critical to an organization's core performance have lost their focus. This workshop will focus on two of those fundamentals: procedure writing and corrective action.

**Procedure Writing:** Procedures are a critical aspect to every organization. How you write procedures can make or break your business. This portion of the workshop is focused on writing procedures so they add value for your organization. The workshop reviews best business practices with a focus on simplicity to help organizations reduce the potential of audit traps. After this workshop, you will have the basic skills to begin documenting or updating your procedures. You will learn the following:

- Options for hierarchy/architecture
- Procedure formats
- When to write procedures
- How much detail to include in procedures
- Training on procedures
- Integrating change into procedures
- Deviating from procedures

**Corrective Action:** Corrective action is a critical component to an organization's success. However, it is always not implemented in a manner that provides a mechanism for an organization to improve.

Organizations tend to go back and forth from not getting to the root cause of an issue in the organization to trying to over solve the problem. You will learn the following:

- Determining if cause has been identified
- Evaluating if the corrective action relates to the cause
- Driving corrective action to completion
- Determining if corrective actions are effective

**Faculty:** Ms. Hunt has been implementing Quality Management Systems in diverse organizations such as Honeywell, the Department of Energy, and small businesses since 1994. She is an active member of the U.S. Technical Advisory Group to ISO Technical Committee 176. She currently serves in the key position of Chair of Task Group 9001/4, the U.S. group responsible for developing consensus positions related to ISO 9001 and 9004. She also served as the international Deputy Task Group Leader to the ISO 9001:2008 Amendment.

**Who Should Attend:** This workshop is great for those participants new to Quality Management Systems that need to understand the basics of procedure writing and corrective action as well as those participants that need a refresher to improve these systems in their organizations.

**Fee:** Conference rate \$645; Non-conference rate \$695. The fee includes course materials, a certificate, and lunch. Please note that space is limited.

## Aviation, Space, and Defense Industry New Standards

8:00 AM - 5:00 PM; Room: Bonham C

**Workshop #502**  
1-Day Workshop; 0.8 CEU

**Faculty:** L. L. "Buddy" Cressionnie, Senior Manager, Quality & Mission Success Processes, Lockheed Martin Aeronautics, Fort Worth, TX  
Alan Daniels, Quality Senior Manager, Boeing Commercial Airplanes, Seattle, WA

**Workshop Description:** This one-day workshop will focus on the unique aerospace standards for QMS that have been promoted and implemented by the major aerospace companies. Also, included will be application models of the standards and suggestions for implementation based on company size and product focus. AS9100 has been revised to incorporate the requirements of ISO 9001:2008. Included in the training will be a detailed review and intent of AS9100-C requirements and all changes made with an overview of the process used to update the standard, including the design specification.

This workshop will explore the following topics in detail:

- International Aerospace Quality Group (IAQG) Overview
- Status of Aviation, Space, & Defense Standards
- Aviation, Space, & Defense QMS Requirements Documents - What it is, how it is used, how to comply with its requirements?
  - AS9100, AS9110, and AS9120 Revision Discussion
  - AS9101 Revision Discussion
- Auditing and Certification requirements for Aerospace QMS
  - AS 9104 -1, -2, -3
- Other related standards and their applications in relationship to the Aerospace QMS.

**Faculty:** Mr. Cressionnie is the Americas IAQG 9100 Writing Team Lead that is revising the AS9100 standard. He is active in standards development as a voting member on the US Technical Advisory Group (TAG) to ISO/TC 176 that writes the ISO Quality Management System standards.

Mr. Daniels is the International Aerospace Quality Group Requirements Lead representing Quality Management Systems (QMS) standards 9100, 9110, 9120, and 9101 for the Americas and is a member of the 9100 Writing Team.

**Who Should Attend:** Quality Managers and Project Managers for AS9100, Aviation, Space, & Defense Quality Managers, and AS9100 Internal and External Quality Auditors.

**Fee:** Conference rate \$645; Non-conference rate \$695. The fee includes course materials, a certificate, and lunch. Please note that space is limited.

## Competitiveness and the Quality Management Systems

8:00 AM - 12 PM; Room: Travis A/B

**Workshop #503**  
Half-Day Workshop; 0.4 CEU

**Faculty:** John E. (Jack) West, Past Chair of the US TAG to ISO/TC 176, ASQ Fellow, Noted Author, Consultant, and Business Advisor. Chairman of INLAC USA and the World Council for Quality

**Workshop Description:** Quality Management Systems are often-discussed and over-described in glowing terms and with models claimed to take organizations on the journey to excellence. Often the simple realities of the system and its value to the organization are lost in all of this. This half-day workshop is intended to demystify the actions needed to turn a basic QMS into a system to drive business competitiveness.

**Learning Objectives and Outline:** Attendees can expect to learn:

- How to get top managers to understand the value in formal Management Systems and use the systems to drive organizational performance
- Determining and implementing changes to the system
- The relationship between strategic management/planning and the formal Management System
- How to make the audit program an effective "set of eyes" for top managers
- How to make the system sustainable so it can change with the times and needs of the organization

### Outline

- Opening and introductions
- Establishment of participants' objectives
- The nature of the issue—why do we need to change
- Relationship of the formal Management System and strategic planning/management
- The strategic (quality) planning process
- External scans—understanding the market and world around you
- Planning and execution for competitive advantage

**Faculty:** Mr. West was the lead delegate for the United States to the International Standards Organization committee responsible for ISO 9000 Quality Management Standards. He is coeditor of the "ASQ ISO 9000:2000 Handbook," and co-author of "ISO 9001:2008 Explained."

**Who Should Attend:** This workshop is highly recommended for Quality Managers, Project Managers, and Internal and External Quality Auditors needing to ensure continued relevance of their Management System.

**Fee:** Conference rate \$295; Non-conference rate \$345. The fee includes course materials and a certificate of attendance. Space is limited.



# Track 1 - Interactive Session on Audit Performance



Room Travis A/B  
Session Chair: Dan Blakely

5:00 PM - 7:00 PM; #ISO-011; 0.2 CEUs  
**Boost Your Audit Program to Maximum Performance: Excellent Audit Management and Preparation**  
Colin Gray, Cavendish Scott, Inc., Denver, CO

*This session is open to public, i.e., you do not need to register for the Conference to attend Track 1. However, you must pre-register as a Guest. There will be no walk-ins. Space is limited. Please see the Conference Registration Form for further details.*

**Target Level of Audience:** This presentation is aimed at a basic to intermediate level aiming to provide content to take a basic or intermediate audit program to an advanced level.

**Industry Sector:** This presentation is applicable to all industries. Anyone who is using an ISO Management System or who has an auditing program (internal and supplier auditing programs) will benefit from it.

**Workshop Description:** Auditing techniques get a lot of attention from the experts. Justifiably, there are a lot of concerns to make sure the auditor asks the right questions, looks at the right records, and comes to the right conclusions. While the importance of auditing technique cannot be denied, the effectiveness of an audit is often determined before the auditor asks a single question. Good audit program management is essential to all parts of an audit and good planning is the key to ensuring the audit will be successful.

This presentation comes in two parts. Firstly, it covers good practices for Audit Program Management to get the best out of your audit. It provides different ways to get management involved, identify, and keep good internal auditors and keep the focus on improving the performance of your Management System – looking for \$\$\$ improvement. Secondly, it also covers preparation activities to maximize the value of the audit. It includes ideas for refreshing the auditors' memory about auditing so their audit performance is enhanced. The aim of preparation should be a quicker audit, performed better and more thoroughly with an emphasis on finding meaningful things that can be used by management. The overall purpose of this presentation is to boost how you conduct audits. It contains practical ideas for taking a fairly boring subject and driving success and value into audits to enrich the performance of the whole organization.

Mr. Gray has been involved with thousands of companies at various levels. He is a trainer for the IRCA ISO 9001 Lead Auditor Class and a skills examiner for RABQSA for the QMS auditor scheme. He is a certified principal lead auditor with the IRCA, a certified RABQSA QMS lead auditor, a member of the Institute of Quality Assurance, and a senior member of the ASQ.

# Track 2 - Keynote Session The Changing Management Systems Landscape

Lone Star Ballroom A/B  
Session Chair: Jack West

7:30 AM - 8:00 AM; Continental Breakfast  
8:00 AM - 8:15 AM; Opening Remarks  
John E. (Jack) West, Conference Chair

8:15 AM - 9:00 AM; #ISO-021  
**Innovation and Quality**  
James J. Rooney, P.E., President-Elect 2011, American Society for Quality, Milwaukee, WI

ASQ defines innovation as: a creation (a new device or process) resulting from study and experimentation; the creation of something in the mind; the act of starting something for the first time or introducing something new; the foundation of a new scientific society. Mr. Rooney, ASQ President-Elect, is passionate about innovation. During this session he will connect with conference attendees to raise their awareness on the topic and motivate them to consider innovation as part of their enterprise strategy. Attendees will learn more about how innovation adds value to an organization, how it affects the bottom line, and how quality fits into innovation. Mr. Rooney currently serves as President-Elect of the American Society for Quality. On July 1, 2011, he will become ASQ's 62nd President. He is an ASQ Fellow, and is Director of Department of Energy Programs for the Public Sector Division of ABS Consulting.



9:00 AM - 9:45 AM; #ISO-022  
**"Whole Brain Problem Solving" - The Key to Effective Corrective Action**  
William Houser, Eagle Force, Inc., Spring, TX

Airplane accidents are rare events nowadays. Because when they have happened in the past, and do happen now, the accidents are thoroughly investigated by the NTSB to determine the precise cause(s) and the most appropriate corrective measures to preclude recurrence. While the NTSB is not infallible, and some accident causes have taken longer than anyone would have liked to identify and correct, the improvements in aircraft safety have been remarkable. This presentation will demonstrate how the "Whole Brain Problem Solving" techniques used by the NTSB to improve air safety have been incorporated into the "CARAR Toolkit" to improve Corrective and Preventive Systems and eliminate recurring and potential problems wherever they are found. Mr. Houser is the President of the consulting firm, Eagle Force, Inc. He provides client support to achieve simultaneous productivity and quality improvement using techniques such as: Just-In-Time; and integrated quality improvement initiatives including: ISO 9000, TS 16949, AS 9100, OHSAS 18001, and ISO 14001 requirements.



9:45 AM - 10:15 AM; Refreshment Break

11:00 AM - 12:00 PM; #ISO-032; Room: Travis A/B (3rd Floor)  
**QMS Quality Café**  
Robert Johnson, J&B Industrial Serv., Lubbock, TX

The Quality Café is designed to give the participants an opportunity to interact and discuss relevant topics affecting their Quality Management Systems. Each participant will discuss one topic and rotate to another table to discuss another topic with others, and not the same group. Mr. Johnson is a Certified Six Sigma Black Belt through ASQ and is the Past Chair of the Lean Enterprise Division of ASQ.

# Track 3 - Keynote Session Dramatic Changes to ISO 9001?

Lone Star Ballroom A/B  
Session Chair: Lorri Hunt

10:15 AM - 12:00 PM; #ISO-031  
**Moderated Panel Discussion: "How Radically Different Might the Next ISO 9001 Be?"**

The panelists are key delegates from all three North American countries:

- John E. (Jack) West, Silver Fox Advisors, Houston TX
- Lorri Hunt, President, Lorri Hunt & Associates Inc., Kansas City, MO
- Jose Lothar Dominguez Cuellar, Director General, Plexus Mexico, Mexico City, Mexico
- Peter Papakostantinu, Papa & Associates, Inc., Toronto, Ontario, Canada



Many ongoing activities will have a direct impact on a future Management System Standard revision. Foremost among these is the ISO project to develop a high level structure and identical text to be applied to all ISO Management System Standards (MSS). This work will impact ISO 9001, ISO 14001, as well as those industries that have created sector-specific versions of these documents. The proposed changes could have monumental impact on current MSS users. A few years ago, the TMB established a Joint Technical Coordinating Group (JTCCG) to develop a high level structure and identical text to be applied to all ISO MSS. This work will result in a mandatory structure and text that cannot be changed by the technical committees that published Management System Standards such as ISO 9001 and ISO 14001, as well as those industries that have created sector-specific versions of these documents.

The schedule for publishing this work has not been announced but the TMB has expedited the original schedule. While there may always be further delay, the probability of its mandatory use remains a reality. The panel will review the high level structure and examples of identical text and explain what that means to users, including the potential impact to your own Quality Management System.

From 1997-2005, Mr. West was the Chair of the US TAG to ISO TC 176. He is a member of the ISO Working Group on updating the eight ISO Quality Management principles. Ms. Hunt serves as the chair for the United States group responsible for developing consensus positions related to ISO 9001 and 9004. Mr. Dominguez represents INLAC on ISO TC176. Mr. Papakostantinu represents Canada on the International Committee ISO/TC 176 on Quality Management and Assurance. Mr. Dominguez, Ms. Hunt, and Mr. Papakostantinu served as the leadership team for the ISO 9001:2008 amendment.

12:00 PM - 1:00 PM; Networking Luncheon

**NETWORKING RECEPTION**  
Monday, March 14, 2011  
6 PM – 7 PM  
Lone Star Ballroom C

**Track 4****How to Get the Most out of Your Audits**

Lone Star Ballroom A

Session Chair: Mark Olson

1:00 PM - 1:35 PM; #ISO-041

**Internal Audits Using Baldrige Factors: Approach, Deployment, Learning, and Integration (ADLI)**

Kristin Case, P.E., Tulco Oils, Tulsa, OK

Process audits go beyond compliance to verify that required methods, people, equipment, and resources are providing value. However, as an organization's Quality Management System and operational processes mature, auditing must bring even greater value. By using the Baldrige ADLI factors to audit key work and support processes, internal auditors can provide top management with measurable improvements beyond traditional requests for corrective and preventive action. Attend and learn how the ADLI factors enhance the internal auditing function by providing management a results-oriented systems perspective. Ms. Case is a senior examiner for the Malcolm Baldrige National Quality Award. She holds a BS in Industrial Engineering from Virginia Tech, an MS in Applied Mathematics from University of Tulsa, and an MBA from Oklahoma State.

1:35 PM - 2:10 PM; #ISO-042

**Leveraging Process Approach Auditing for Bottom Line Results**

Aaron Troschinetz, NSF International, Ann Arbor, MI

Process approach auditing continues to emerge in a variety of industry segments as organizations become more familiar with its overall value. However, several key audit characteristics are becoming increasingly important: Utilization of key operational or business metrics as audit starting points; development of appropriate process focused auditor line of questioning; and placement of ISO requirements within audit trails. Therefore, the key question remains the same: How can I leverage process-based auditing to deliver better results for the bottom-line? Mr. Troschinetz is the Technical Manager at NSF International Strategic Registrations. He is an ASQ Certified Quality Auditor and a Certified Manager of Quality/Organizational Excellence.

2:10 PM - 2:45 PM; #ISO-043

**Optimizing Auditing Excellence: Customer Focus and Integrated Auditing Strategy**

Gurdeep S. Mahal, TUV SUD America, Inc., Peabody, MA

In order to meet customer requirements and expectations, many organizations have established global operations that have driven the need to maintain multiple quality, environmental, and sector specific Management Systems. These Management Systems require internal audits as well as third party certifications such as ISO 9001, AS 9100, TL 9000, ISO 13485, ESD 20.20, ISO 14001, OHSAS and many others. This presentation will describe how any organization can improve audit excellence / effectiveness by using 'Customer Focused and Integrated Audits Strategy'. Mr. Mahal is a Registered Professional Engineer, ANAB Lead Auditor. He holds a Bachelor's Degree in Mechanical Engineering.

2:45 PM - 3:00 PM; Refreshment Break

**Track 5****Managing and Auditing the Supply Chain**

Lone Star Ballroom B

Session Chair: Lisa Uhrig

1:00 PM - 1:35 PM; #ISO-051

**Defect Reduction Initiative Using Manufacturing Process Controls at Targeted Suppliers**

Michelle Hall, Todd Stewart, and Patrick Harger, General Dynamics ATP Detection Systems, Charlotte, NC

Meeting customer requirements can be challenging with a dynamic supply chain. Businesses recognize that their work product and processes may be very dependent on pristine components or services from key suppliers. This presentation will relate how using the DMAIC methodology to assist the vital few suppliers to use standard prevention tools was accomplished at the presenters' organization, resulting in a reduction in non-conformances and increased collaboration in the supplier relationships. Ms. Hall is currently the Senior Supplier Quality Engineer with 19 years experience in the Aerospace & Defense industries. Mr. Stewart is the Principal Supplier Quality Engineer with 24 years of experience. Mr. Harger is the Quality Director with improvement experience for over 20 years.

1:35 PM - 2:10 PM; #ISO-052

**Integrating Risk Management into Supplier Controls**

Richard A. Vincins, Emergo Group, Sunrise, FL

From initially qualifying a supplier to continually monitoring the supplier relationship, risk management is becoming an integral part of Quality Management Systems. This presentation will discuss ways to integrate risk management into the implementation of monitoring and controls over suppliers and outsourced processes. Numerous examples and tools will be provided so that supplier management can be enhanced in an attendee's organization, as well as how suppliers can be categorized for risk. Mr. Vincins utilizes his 19 years of experience in the medical industry to assist multiple organizations in multi-national sites to comply with ISO 9001 and 13485 standards.



2:10 PM - 2:45 PM; #ISO-053

**Avoiding Pitfalls in Global Supplier Auditing**

Khurshed Kutky, QMI-SAI Global, Toronto, Canada

Organizations are realizing the importance to assure product integrity and service quality throughout the supply chain by conducting effective supplier evaluations as required by ISO 9001 clause 7.4.1. Suppliers are under pressure that can lead to compromises that have an unacceptable impact on meeting customer requirements. Because of these issues, an effective supplier audit, conducted by competent auditors familiar with the suppliers' industry sector can avoid unpleasant surprises and enable companies to maintain a cost effective supplier network. Mr. Kutky has over 20 years of international experience in auditing, product testing, technical training, and in working with leading international registrars. He is currently involved in the revisions to the ISO 19011 standard.

2:45 PM - 3:00 PM; Refreshment Break

**Track 6****Healthcare & Food Safety Standards and Applications**

Room: Travis A/B (3rd Floor)

Session Chair: Eric Quesnel

1:00 PM - 1:35 PM; #ISO-061

**How to Use QMS to Improve Business Performance and Patient Focus**

M. M. "Mickey" Christensen, TQM Systems, Baton Rouge, LA

This presentation will address the need for a method of implementing an operating system in health care organizations to improve business performance and patient focus. The business operating system used is a combination of Malcolm Baldrige Health Care criteria and ISO 9001 criteria. With the passage of the Obamacare Bill, many issues will need to be addressed. As changes are made to comply with Federal mandates, a good QMS is needed for institutionalization of those changes. Some examples related to Obamacare bill requirements will be presented as guidance. M. M. "Mickey" Christensen, MSME, P.E. is the past Chair for the American Society for Quality (ASQ) Healthcare Division.



1:35 PM - 2:10 PM; #ISO-062

**Implementing a Management System Based on ISO 22000**

John G. Surak, Ph.D., Surak &amp; Associates, Clemson, SC

Food processors are scrambling to be certified to a Global Food Safety Initiative that is benchmarked to a food safety Management System Standard (FSMS). Organizations are choosing between standards that are based on the structure of ISO 9001:1994 and ISO 22000.

For some organizations implementing a FSMS based on ISO 22000 has been a challenge because it requires a major cultural change. This presentation focuses on understanding effective strategies that allow organizations to successfully pass a systems based certification audit. Dr. Surak received a B.S., M.S., and Ph.D. from the University of Wisconsin. He currently heads the US delegation to ISO's Sub Committee 17 of TC 34, responsible for ISO 22000 standards.



2:10 PM - 2:45 PM; #ISO-063

**Integrating ISO 22000 and ISO 9001 Management Systems**

Patsy Ball Brown, Brown &amp; Associates Quality Consulting, Inc., Pine Bluff, AR

This presentation will explain how to integrate the ISO 22000:2005 and ISO 9001:2008 requirements into one comprehensive Management System. An overview of ISO 22000 will include the development of the standard, linkages to PAS 220 and the Global Food Safety Initiative, and related standards (ISO 22003 and ISO 22004). Clauses with similar or identical requirements will be identified and parallels in developing manuals and procedures will be addressed. Ms. Brown has extensive audit experience to various standards requirements and has recently completed a one-year ISO 22000 assignment with a major food processor.

2:45 PM - 3:00 PM; Refreshment Break



## Track 7 Voice of the Customer and "Psychic Pizza"

Lone Star Ballroom A  
Session Chair: Marti Turocy

3:00 PM - 3:35 PM; #ISO-071

### Driving LSS and Quality with the Voice of the Customer to Enhance Revenue and Word-of-Mouth

John Goodman, TARP Worldwide, Arlington, VA

This presentation will demonstrate that it is actually cheaper to give great service than just good service. The key is "psychic pizza" – delivering the information and education BEFORE the customer needs it so they either don't need expensive service or can self service. This presentation will show how this can be achieved by listening to the Voice of the Customer (VOC). Mr. Goodman holds degrees from Carnegie Mellon University and Harvard. He has over 30 years of experience in providing customer experience with organizations such as the U.S. Consumer Product Safety Commission, US Federal Reserve, USDA, FAA, and FDA. He has authored a book and many articles. He also taught many courses internationally and at Wharton Business School.

3:35 PM - 4:10 PM; #ISO-072

### Leveraging ISO 9004 for Improved VOC

Eugene Kirsch, Booz Allen Hamilton, Clarksburg, MD

This presentation uses Voice of the Customer methods to backwards engineer performance goals and meaningful measures across the organization at all levels – not just the production line. Case studies illustrate how critical to quality criteria derived from the VOC analysis are linked to the company's key processes and key performance indicators. This presentation describes the challenges realized by an organization attempting to maintain an agile, sustainable enterprise, and provides insights into how to use ISO 9004 to focus VOC results to the various elements of the firm. Mr. Kirsch, a Senior Associate with Booz Allen Hamilton, has over 26 years of experience as a Quality Manager.



4:10 PM – 5:30 PM; #ISO-073WS

### Measuring Satisfaction With and Without Surveys

Robin Lawton, IMT, Lakewood Ranch, FL

The more important something is, the more we want to measure it. The better we measure it, the more we understand. Then, why do the most important customer priorities often go unmeasured? This session uses humor, participant interaction, and practical application to help you understand:



- What customer priorities to measure first
- Which measures can be useful at both the strategic and operational levels
- How to measure the seemingly immeasurable (squishy perceptions)
- How to connect after-the-fact measures with design criteria
- Why surveys are usually only suitable for wrapping fish
- The way to create survey questions that are meaningful and drive action

Mr. Lawton is the president of IMT, and is a best-selling author and internationally recognized expert in creating rapid strategic alignment between enterprise objectives and customer priorities.

## Track 8 Leading Trends in Risk Management and ISO 31000

Lone Star Ballroom B  
Session Chair: Lorri Hunt

3:00 PM - 3:35 PM; #ISO-081

### Using ISO 31000 to Implement Enterprise Risk Management for ISO 9001 Conforming Organizations

John Walz, Shreya Business Solutions, Naperville, IL

In 2009, ISO produced a new standard, ISO 31000, for generic risk management and assessment. This new standard has a significantly revised risk vocabulary, and requires a custom implementation strategy.



Implementation of this new standard, along with the expansion of corporate IT and the globalization of the supply chain have allowed corporations, such as Wal-Mart, to better control costs, delivery, and risks. This presentation will detail the lessons learned and best practices for the implementation of ISO 31000. Mr. Walz is Liaison to the US TAG ISOTC176. He retired from Lucent/AT&T with over 25 years of software systems experience. He is an International lecturer and co-author of 3 books based on IEEE Computer Society standards such as CMMI, ISO 9001, and LSS.

3:35 PM - 4:10 PM; #ISO-082

### The Department of Homeland Security's PS-Prep Program: Exploring Organizational Resiliency Management Systems

Timothy Woodcome, NQA, Acton, MA

Up to 80% of organizations affected by a major incident close within 18 months mainly due to the lack of business continuity plans. Post 9/11, the US Congress mandated that the Department of Homeland Security (DHS) develop a third-party certification program aimed at enhancing organizational resiliency through: disaster preparedness; emergency management; and business continuity programs (BCP). DHS launched the PS-Prep (Private Sector Preparedness) Program, headed by Secretary Janet Napolitano, and approved by ANAB in 2010. This presentation will provide a comparative primer on three approved standards, and guidance towards consideration and preparation for PS-Prep Certification. Mr. Woodcome is the Director of the Conformity Assessment Business Unit at NQA, USA. His present responsibilities include the DHS-directed Public Sector Preparedness (PS Prep) Program.

4:10 PM - 4:45 PM; #ISO-083

### Managing Your Risk Has Its Rewards

Glenn McCarty, EtQ, Inc., Farmingdale, NY

In today's Quality and Compliance Management Systems, the ability to control and correct processes is key to maintaining organizational compliance. In many cases, the ability to discern the overall impact of events is subjective - relying on people assigned to make decisions of whether events are critical or not. Subjectivity can result in major errors possibly leading to noncompliance and/or legal liability. This presentation will cover different methodologies for implementing risk-based technologies; leading trends in Risk Assessment and Mitigation. It will include examples of companies utilizing Risk Assessment for compliance. Mr. McCarty, CEO of EtQ, has over 16 years of experience helping to shape software technology.

## Track 9 World Class Quality and Continuous Improvement

Room: Travis A/B (3rd Floor)  
Session Chair: Jason Price

3:00 PM - 3:35 PM; #ISO-091

### A Quality Management System Based on the ISO Principles: That's What I Call World Class Quality

Miriam Boudreaux, Mireaux Management Solutions, Cypress, TX

Many Quality Management Systems have been implemented since the inception of ISO standards; however most of them are not based on the actual principles of the ISO 9000 standards. On the contrary, many are plagued with restrictions that do not represent the actual concepts brought about by the ISO standards and most do not contribute to continual improvement. Sound Quality Management Systems must embrace all the ISO principles of the standard and ensure that the concepts of process and continual improvement are carried out for years to come. This presentation sets the stage for a true World Class Quality Management System. Ms. Boudreaux is an ISO 9001, ISO 27001, QMS, ISMS, and Web Specialist. She is the President of Mireaux Management Solutions.



3:35 PM - 4:10 PM; #ISO-092

### Improvement of Business Planning and Client Feedback Processes

Subhash Damle, Parsons Infrastructure and Technology, Pasadena, CA

This presentation will demonstrate project planning techniques at a decentralized organization; how to engage senior management in QMS implementation; how to use other databases such as the financial system to improve QMS implementation; how project planning, team orientation, and project execution are linked to improved client feedback; and metrics used to track QMS performance. Mr. Damle is the Vice President of Quality Assurance for Parsons Infrastructure and Technology. He developed Parsons QMS Plan and the NQA-1 Quality Program on U.S. Department of Energy projects.

4:10 PM - 4:45 PM; #ISO-093

### What Works for GE May Not Work for You

Larry Solow, 3-D Change, Inc., Westhampton, NJ, and Brenda Fake, O-2 Optimizing Organizations, La Jolla, CA

Too many process improvement implementation efforts fail completely or fail to achieve their potential. Human systems are complex and adaptive. This presentation will introduce a new set of tools to deal with the adaptive change needed. New models will be shown that are based on Human Systems Dynamics. Concepts like "influencing patterns" and the "Eoyang CDE model" will be discussed. Mr. Solow has over 30 years of experience as a change agent at such organizations as Harley-Davidson, Honeywell, Mattel, and Blue Cross/Blue Shield of Florida. Ms. Fake co-authored the book upon which this session is based.





## Track 10 Soft Skills to Build a Culture of Process Improvement

Lone Star Ballroom A  
Session Chair: Marti Turocy

7:30 AM - 8:00 AM; Continental Breakfast  
8:00 AM - 8:10 AM; Opening Remarks

8:10 AM - 8:45 AM; #ISO-101  
**ISO 10018 – ‘People are the Essence’**  
Peter Merrill, Quest Management Systems, Toronto, Ontario, Canada

The text of ISO 9000 opens with a principle that states ‘leadership should create and maintain the internal environment in which people can become fully involved in achieving the organization’s objectives’ and is followed by ‘people at all levels are the essence of an organization.’ These principles have not been adequately addressed in ISO 9001. The new ISO 10018 now fills that very important gap. Mr. Merrill will provide background to the development of the ISO 10018 standard. He is one of North America’s foremost authorities on implementation of ISO 9000. He has twenty years of experience with companies such as IBM, Sears, and A.I.G.



8:45 AM - 9:20 AM; #ISO-102  
**Values, Principles, and Practices: Continuous Improvement without ‘Names’ Getting in the Way**

Hillel Glazer, Entinex, Inc., Owings Mills, MD

There are many methods to conduct process improvement. With so many methods, why isn’t everyone an expert at it? Most (if not all) of these methods are not new. Yet, it seems that we’re in no way lacking in content for discussions about process improvement. Perhaps one of the contributing reasons is that so many of the methods and tools are focused on practices and not on values and principles. The key is to start with values and the key value is Lean. What this means and how this approach works is the topic of this session. Mr. Glazer has been working on operations and excellence. He worked directly with aircraft, and subsystem manufacturers where he continued to leverage the tools and trade of Lean, TQM, and other quality standards.

9:20 AM - 9:55 AM; #ISO-103  
**Optimal QMS Organization Provides the Right Customer Focus**

Pia Lise Schou Sandau, BSC, Novo Nordisk A/S, Denmark

Innovative Quality Assurance (QA) handling can directly lead to a high level of quality. Employees with special interest in QMS may serve as ambassadors and system implementers. Determined management support encourages focus on internal customers resulting in very high levels of quality. A large quality project can be used to introduce QMS to management. QMS can be utilized to solve important quality challenges resulting in management recognition. An example of this is a project regarding ISO certification of the development processes within the Research and Development (R&D) at Novo Nordisk. ISO certification was completed within one year. Ms. Sandau has worked with Quality for the past twelve years. She has B.S. degree as a Bioanalyst at Novo Nordisk.



9:55 AM -10:15 AM; Refreshment Break

## Track 11 Aviation, Space & Defense Part 1: Systems Approach

Lone Star Ballroom B  
Session Chair: Roger Ritterbeck

7:30 AM - 8:00 AM; Continental Breakfast  
8:00 AM - 8:10 AM; Opening Remarks

8:10 AM - 8:45 AM; #ISO-111  
**A Systems Approach to Aviation, Space, and Defense Standards**

L. L. ‘Buddy’ Cressionnie, Lockheed Martin Aeronautics, Fort Worth, TX and Alan Daniels, Boeing Commercial Airplanes, Seattle, WA

A systems approach to Aviation, Space, and Defense standards development including stakeholder input, documentation and approval, support material, guidance, training, deployment, monitoring, and compliance will be presented. AS9100 now includes the requirements of the ISO 9001:2008 Standard, plus additional requirements imposed by the aerospace, aviation, and defense industries. AS9100 places additional emphasis on structured design and validation methodologies. Mr. Cressionnie is currently the Americas IAQG Writing Team Lead for revising the AS9100 standard. At Lockheed Martin Aeronautics, he is Senior Manager for Quality and Mission Success Processes. Mr. Daniels is a Senior Quality Manager for Boeing Commercial Airplanes.



8:45 AM - 9:20 AM; #ISO-112  
**AS9101 Implementation**  
Larry T. Beck, Lockheed Martin Missiles & Fire Control, Dallas, TX

AS9101 defines the requirements for the preparation and execution of the audit process. Additionally, it defines the content for reporting audit conformity to the 9100 series standards. This standard addresses performance in a way that has not been approached before. Auditors are challenged to shift their techniques to evaluate effectiveness. This presentation will provide an overview of the structure of the standard, insight to auditing for effectiveness, use of the Process Effectiveness Assessment Report (PEAR), and use of the Objective Evidence Record (OER). Mr. Beck is an AS 9100 Aerospace industry experienced auditor, an ISO 9001 certified QMS, and ISO 14001 EMS Lead Auditor.



9:20 AM - 9:55 AM; #ISO-113  
**AS9115 Deliverable Software Standard**  
Michelle T. Pierce, Lockheed Martin Aeronautics, Fort Worth, TX

AS9115 Deliverable Software Standard harmonizes the software quality management system requirements for the aviation, space and defense industries. This presentation will detail the concepts and applications for this newly released standard. Ms. Pierce is currently the Director of Systems and Software Quality Engineering at Lockheed Martin Aeronautics Company. She was the team leader in the development of the AS9115.



9:55 AM -10:15 AM; Refreshment Break

## Track 12 Aviation, Space & Defense Part 2: Applications

Lone Star Ballroom B  
Session Chair: Lisa Uhrig

10:15 AM - 10:50 AM; #ISO-121  
**Lessons Learned From the First Round of AS9100C Audits**

Roger Ritterbeck, Jr., QMI-SAI Global, Cleveland, OH

Crucial information on the common pitfalls and areas of non-conformity as suppliers to AS9100B begin the transition process to AS9100C. Major contributors to audit deficiencies include customer satisfaction, analysis of data, and customer related processes. The number and severity of issues in some cases is so great, some organizations are not being recommended for certification to AS9100C, when they were already certified to AS9100B. Learn what the auditors are keying in on that is putting a damper on this process. Mr. Ritterbeck is the Aerospace Product Manager for QMI-SAI Global. He has more than 25 years of experience in aerospace quality. He is an Aerospace Quality Witness Auditor.



10:50 AM - 11:25 AM; #ISO-122  
**The Seven Deadly Sins of Quality Management: Lessons Learned from FAA’s ISO 9000 Efforts**

Nicole Mikel-Brumfield, Federal Aviation Administration, Washington, DC

The Aviation Safety organization of the Federal Aviation Administration (FAA) is committed to ensuring the safety of the American flying public and became the first multi-site, multi-national federal regulatory agency to obtain ISO certification in 2006. With over 7,000 employees, the journey to excellence was fraught with peril. Join us in a retrospective of our seven greatest lessons learned that can benefit any organization that may be implementing an ISO Quality Management System. Ms. Mikel-Brumfield is the Management Representative for the Aircraft Certification Service’s Quality Management System, that represents one of the seven Service Offices operating under the Aviation Safety Quality Management System.

11:25 AM - 12:00 PM; #ISO-123  
**Steps toward a Dynamic QMS at Fleet Maintenance Facility Cape Breton, Department of National Defense**

Norman Law, Department of National Defense, Government of Canada, Victoria, B.C., Canada

This presentation will illustrate a case study on the evolution of the ISO 9001-based QMS at Fleet Maintenance Facility Cape Breton (FMF CB), a business unit providing engineering and maintenance services for the Canadian Navy. The challenge of operating under both a military and civilian environment, while maintaining the flexibility to deploy ships on short notice, has compelled FMF CB to design a more effective QMS. This case study will highlight the steps FMF CB took to map out its business processes, streamline its documentation, and introduce key performance metrics into its Management System. Mr. Law is an auditor at Fleet Maintenance Facility Cape Breton. He holds a Master of Science Degree in Engineering Management from the University of Alberta.

12:00 PM - 1:00 PM; Networking Luncheon



## Track 13 QMS Tools and Techniques for Improved Performance

Lone Star Ballroom A  
Session Chair: Jason Price

10:15 AM - 10:50 AM; #ISO-131

### Un-Geeking the DOE Process

Bill Hooper, MBB, CMQ/OE, CRE, CQE, Elkay Manufacturing Company, Oak Brook, IL

Elkay Manufacturing, with headquarters in Oakbrook, Illinois, and manufacturing facilities around the world, has been aggressively reducing rework, scrap, and material utilization over the past two years. This was accomplished primarily through the use of Design of Experiments (DOE). This presentation will demonstrate six innovative techniques to take the DOE process from the textbook to the floor level. Bill Hooper is a Master Black Belt at Elkay Manufacturing Company. He teaches the Green Belt and Black Belt six sigma course for Elkay and has taught the CQE and Six Sigma preparation course for ASQ Michiana section.



10:50 AM - 11:25 AM; #ISO-132

### Mass Customization Solution for Quality and Environmental Audits

Hamidreza Soleimanpour, HS Nordic Solutions, Boras, Sweden

Integrated Management Systems have been considered a solution by organizational leaders and consultants to manage and direct all activities for improvement into a measurable process. In this case, a certifiable quality and environmental Management Systems based on international standards such as ISO 9001, ISO/TS 16949, and ISO 14001 are considered by organizations along with other improvement tools such as Six Sigma and human resources development. Lean production and many other tools and concepts. In this presentation, a mass customization tool is described. A model called "audit cone" will be introduced. Mr. Soleimanpour is a member of the Swedish Foundation for Quality. He has completed two master theses for his degree in Quality Management.

11:25 AM - 12:00 PM; #ISO-133

### Making Management Systems Audits More Effective: Assessing for Improved Performance and Reduced Risk

Rawle W. Cameron, Lloyd's Register Quality Assurance, Inc., Houston, TX

In an increasingly uncertain and regulated business environment, organizations face challenging stakeholder and external demands that require strategic choices to balance rapidly changing business conditions, while keeping their competition at a fitting distance. As a result, businesses are seeking more intuitive and collaborative methods to improve performance. This presentation will offer tips on gauging the effectiveness of your Management System at helping meet business objectives, and experience tangible benefits. Mr. Cameron is a business Management System professional with more than 12 years in the automotive sector and related manufacturing working directly for two of the world's largest original equipment manufacturers, namely General Motors Corporation and the Ford Motor Company.

12:00 PM - 1:00 PM; Networking Luncheon

## Track 14 - (Joint Session ISO & LSS) A3, CPI, and Culture of Lean Thinking

Lone Star Ballroom A  
Session Chair: Brian Clark

1:00 PM - 1:35 PM; #SL-541

### Creating a Culture of CPI/LSS in the United States Marine Corps

Michael P. Levy, CMQ/OE, United States Marine Corps, Vinton, VA

This presentation will describe how the USMC is using the Lean, Six Sigma and Theory of Constraints toolsets to create a culture of Continuous Process Improvement (CPI). The presentation will provide actionable information on the high level tools. It will show how the USMC CPI Program has evolved and how CPI is being used to make the Marine Corps more effective in achieving its mission and goals, and as part of the Department of Defense (DoD). Mr. Levy is the CPI/LSS Deployment Manager for the US Marine Corps CPI Program. He has over 28 years of public, government, and defense sector experience.



1:35 PM - 2:10 PM; #SL-542

### Using Lean A3 Tools to Plan a Customer Service Change Program

Jason Price, Ph.D., Price Perrott Limited, London, UK & Kate Symons, Borough of Poole, UK

Maintaining service quality is a challenge when regulatory demands increase and budgets are under scrutiny. The Borough of Poole, a local government authority in the UK, is the topic of this case study. It is changing the way it does business while providing services for 140,000 citizens. This presentation shows how the organization used systems thinking, Lean techniques and A3 to focus on waste reduction and generate savings while maintaining service quality. Dr. Price is a consultant specializing in customer service. He works with a wide range of clients in the public and private sectors. Ms. Symons is the Service Development Manager at the Borough of Poole.



2:10 PM - 2:45 PM; #SL-543

### Underappreciated Changeovers: Underutilized Opportunity for Service, Office, and Home

Marco A. Luzzatti, MBB, Greenville Technical College, Greenville, SC

While receiving a large focus in manufacturing, changeover impact is often unrecognized in non-manufacturing applications such as government, service, production support, and even at home. In fact, changeovers impact us constantly with many missed opportunities for improvement. Better recognize and appreciate changeovers and their effects at work and home. Receive tips and steps for streamlining changeovers in non-manufacturing applications. Never look at changeovers the same way again. Mr. Luzzatti is the program coordinator with the Corporate Career Development Center of Greenville Technical College. He is a LSS Master Black Belt and has trained thousands from around the world in Lean and Six Sigma.



2:45 PM - 3:00 PM; Refreshment Break

## Track 15 - (Joint Session ISO & LSS) LSS Best Practices and Case Studies

Lone Star Ballroom A  
Session Chair: Eric Quesnel

3:00 PM - 3:35 PM; #SL-551

### A Case Study: Best Practices for Automotive Parts Import Safety

Bradley A. Pritts, The Bradley Group, Ann Arbor, MI

In response to regulatory demands for product safety, this case study examines guidelines and assessments done to determine an importer's current set-up as well as recommendations for improvement. A variety of techniques was performed to develop a more robust system for the overall requirements. This presentation includes how a checklist was utilized to assess the importer's Quality Management, how gaps were identified, and assessed for risk. Mr. Pritts has 28 years experience in the automotive industry as a consulting engineer specializing in quality and project management. He is the author of "Industry-wide Shakeout," a book on parts supply quality issues in the automotive sector.

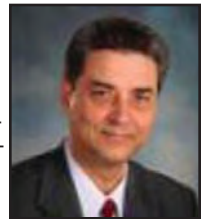


3:35 PM - 4:45 PM; #SL-552WS

### Applying Statistical Process Improvement to Information & Data Management Processes

Andres Perez, IRM Consulting, Ltd., San Antonio, TX

Organizations spend large amounts of money, time, and human resources implementing data integration processes usually via Extract, Transform, and Load, Tools (ETL). However, quite often the customers of the new data structures are disappointed if not frustrated with the quality of the information. Consumers of the information frequently complain that lack of transparency in the design and implementation of these applications results in lack of trust, inhibiting the use of the new data structures. In addition, defect detection and correction in databases and data integration processes are very difficult and time consuming. This workshop provides practical principles, methods, and techniques to:



- Implement a highly effective defect detection, correction and prevention methodology
- Methods and techniques to analyze, design, and implement transparent, auditable, and maintainable data controls
- Methods and techniques to maintain information stewards involved in the identification and implementation of data integration processes
- Methods and techniques to keep information stewards informed when information defects take place and statistical reports to monitor and verify process improvements

Mr. Perez is the President of IRM Consulting, Ltd., Co. He is a recognized speaker, author, and consultant on Resource Management and Information Quality Management (IQM). Mr. Perez is the current VP of Operations for DAMA International.

**Note that the Lean Six Sigma Yellow Belt Certification Workshop will be running parallel to these sessions. Please see page ISO-9 for time and location of the workshop.**





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## Questions?

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## Grand Hyatt Riverwalk San Antonio, Texas

International Conference on ISO 9000  
March 13 -15, 2011



This year's location for both the Lean & Six Sigma Conference and the ISO 9000 Conference is the award winning, luxurious Grand Hyatt Riverwalk in San Antonio, Texas, a city that is one of the most popular locations in the United States.

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**Group Rate:** A block of rooms at a specially reduced rate has been reserved for the conference attendees.

- The group rate is \$179 for single or double occupancy.
- Please mention the group code "ISO-LSS" to reserve your room.
- The group rate is valid only until **February 4, 2011**.
- Note that, with the group code, you should have free guest room Internet access.

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**Government Per Diem Rate:** Please note that there will be fifty (50) rooms at the government per diem rate, currently \$106 for Texas. To reserve your room at this rate, please contact the Conference office as follows:

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E-mail: [info@iso9000conference.com](mailto:info@iso9000conference.com)

The government rate is valid only until February 4, 2011, based on availability.

**Please reserve your room early!**

## Lean Six Sigma Yellow Belt Certification

Lone Star Ballroom B  
LSS Workshop #504  
1:00 PM - 8:00 PM; 0.7 CEU



**Upon successful completion of this workshop, participants will receive Lean Six Sigma Yellow Belt Certification**

**Faculty:** Our trainers are veterans in deployments and have trained thousands of belts in LSS from all over the world.

- Kimberly Watson-Hemphill, MBB; President, Firefly Consulting
- Marco A. Luzzatti, MBB; Organization Training and Coaching Specialist, Greenville Technical College
- Ashley Stroud-LoVerde, PMP, LSS Black Belt, Program Manager, Allscripts
- Dan Blakely, BB; Instructor - ISO, Lean, Lean Six Sigma, Greenville Technical College
- Darren Flynn, PMP, MBA, Program Manager, Lean Six Sigma Black Belt, Allscripts

**Workshop Description:** Would you like to become a certified Lean Six Sigma Yellow Belt? Yellow Belts have a general knowledge of Lean Six Sigma, the language and its impact. In this workshop, you will learn:

- The difference between Lean and Six Sigma and the benefits of their combination
- What makes a good LSS project and how projects are selected
- Responsibilities of different roles (green belt, black belt, sponsor, champion, and others)
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**Who should attend:** Great for beginners and those wanting to better understand LSS, including how to use it to improve decision-making. Excellent for anyone who wants to identify effective improvement opportunities and be a more supportive, engaged, and effective team member, expert resource, manager, or sponsor. Also good for job candidates to improve credibility and interview capabilities.

**Fee:** The fee includes course materials and Lean Six Sigma Yellow Belt Certification. Space is limited.

Conference rate until Feb 4, 2011: \$195

Conference rate after Feb 4, 2011: \$295

Non-conference rate until Feb 4, 2011: \$395

Non-conference rate after Feb 4, 2011: \$495

Conference rate applies to you if you are attending the ISO 9000 Conference and/or the International Lean & Six Sigma Conference using the "A2011" Code. Please see the Conference Registration Form.



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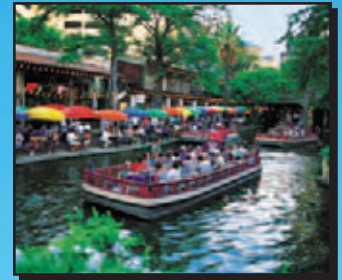
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## Message from the Conference Chair...



A recent headline in the Washington Post noted an unfortunate fallout from the global recession: "Unemployed find old jobs now require more skills." Employers combined responsibilities across multiple jobs, thus creating a single opening requiring a much broader

skill set. They want employees with certifications and cited Six Sigma.

We often talk about how good Lean and Six Sigma can be for organizations. What we do not talk about is the value to the practitioner - continuous improvement for you. You are a change agent, a leader, a communicator, a consultant, and an expert. You are a conduit between the Gemba and the C-Suite. As a Lean Six Sigma practitioner, you are developing a broad skill set that is transferable across industries from healthcare to government, to service, to manufacturing.

For the uninitiated, or the interested executive, begin your journey with Yellow Belt training and certification at our conference. For practitioners of all experience levels, we have many opportunities for you to broaden your skills. Look inside this brochure and join your peers at our best conference ever with a distinguished panel of speakers and free interactive workshops!

Ashley Stroud-LoVerde, PMP, LSS Black Belt Chair, 2011 International Conference on Lean & Six Sigma

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### Organizations

- **Wal-Mart:** Alex Garcia, Global Continuous Improvement Team Leader
- **U.S. Marine Corps:** Michael P. Levy, CMQ/OE; CPI/LSS, Deployment Manager
- **The Boeing Company:** Sharyn E. Mlinar, Associate Technical Fellow in Statistics and Numerical Methods; James Aube, Member of the GMS Long Beach Lean+ & Six Sigma Office; and Barbara Moore, Lead for Lean+ Workshops
- **Dr. Pepper Snapple Group:** Will McDade, Vice President, Rapid Continuous Improvement
- **United Space Alliance:** Mary Burgess, Director of Organizational Excellence
- **Abbott Labs:** Karen Welch, Director, Business Excellence
- **BAE Systems:** L. Rene Ffrench, P.E., Lead for Lean Six Sigma Deployment
- **SSM Healthcare:** Sister Mary Jean Ryan, FSM, CEO
- **Anderson Pharmaceutical Packaging:** Charles Aubrey, Vice President, Performance Excellence
- **AGI-Goldratt North America:** Suzan Bergland, President
- **Hilex Poly:** Stanley B. Bikulege, MBA, President/CEO
- **North Shore-Long Island Jewish Health System:** Angelo Pellicone, Master Black Belt
- **Pittsburgh Regional Health Initiative:** Laura K. Mahood, MS, SCT (ASCP), Project Manager for Lean Healthcare
- **APM Terminals Americas:** Ernesto Echeandia, Senior Director, Process Excellence and Operational Support
- **KAIZEN Institute:** Christian Wolcott, Senior Advisor
- **E-Z-GO:** Renee Stern, Continuous Improvement Manager
- **Minitab, Inc.:** Jenn Atlas, Training Specialist
- **Borough of Poole, UK:** Kate Symons, Service Development Manager

### Authors/Experts

- Dr. Ellen Domb, "Guru" of TRIZ, PQR Group
- Dr. Donald J. Wheeler, Internationally recognized expert and author of 24 books on SPC and Data Analysis
- Forrest W. Breyfogle, III, PE, CEO, Smarter Solutions, Inc., world-renown "LSS Guru" and author of 13 books
- Kimberly Watson-Hemphill, Author of "Fast Innovation" (in the Business Week's Top 10 Business Booklist)
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- Dr. Cheryl Hild, Author and Faculty Member, University of Tennessee
- Dr. Bruce DeRuntz, Director of the Leadership Development Program, Southern Illinois University
- W. Russ Aikman, Program Manager for Lean Six Sigma and Dr. Alberto A. Yanez-Moreno, Lean Six Sigma Field Engineer, Texas Manufacturing Assistance Center of the University of Texas at Arlington (TMAC/UTA)
- Don Johnston, CEO, CAS Adaptive Solutions
- Dr. Torgeir Welo and Dr. Terje Rolvag, Professors of Mechanical Engineering, Norwegian University of Science and Technology

## Previously Attending Companies

(Partial Listing)

- 3M
- AT&T
- BASF Corporation
- Baxter Diagnostics, Inc.
- Bayer Corporation
- BMW
- Bose Corporation
- Bridgestone/Firestone
- Bristol-Myers Squibb
- Caterpillar, Inc.
- Coca-Cola Company
- Daimler Chrysler
- Dow Chemical
- Duracell
- E.I. Dupont
- Eastman Kodak
- EPA
- Estee Lauder Companies
- Exxon Chemical Company
- Ford Motor Company
- Fujitsu Computer Products
- GE Aircraft Engines
- Gillette
- GM
- Hewlett Packard
- Hoffman-LaRoche
- Honeywell
- Hyundai
- IBM Corporation
- Itron, Inc.
- Kohler
- Krupp
- Lockheed Martin
- M & M/Mars
- Maytag Appliances
- McDonnell Douglas
- Merck
- Mitsubishi
- Mobil Chemical
- Motorola
- NASA
- Naval Surface Warfare Center
- Northrop Grumman
- Pratt & Whitney
- Price Waterhouse
- Raytheon
- Rohm & Haas
- Rolls Royce Allison
- Saab Barracuda
- SC Johnson & Son, Inc.
- Schneider-Electric
- Shell
- Siemens
- Sprint
- St. Francis Hospital
- Subaru Isuzu Automotive
- The Boeing Corporation
- U.S. Airforce
- U.S. Army Military District of Washington
- U.S. Army/Pentagon
- U.S. Coast Guard
- U.S. Department of the Army
- U.S. Department of Defense
- U.S. Department of Energy
- U.S. Department of Homeland Security
- U.S. Department of the Navy
- U.S. Marine Corps
- Wells Fargo Financial Corporation
- Westinghouse
- Whirlpool

2011 International Lean Six Sigma Conference At A Glance

| Tuesday, March 15    |  | Wednesday, March 16    |   | Thursday, March 17     |  | Friday, March 18          |  |
|----------------------|--|------------------------|---|------------------------|--|---------------------------|--|
| Lone Star Ballroom B |  | Lone Star Ballroom A/B |   | Lone Star Ballroom A/B |  | Room Bonham B (3rd Floor) |  |
| 1:00 PM - 8:00 PM    | PRE-CONFERENCE WORKSHOP<br>Lean Six Sigma Yellow Belt Certification  | 8:30 AM - 8:00 AM      | Continental Breakfast   | 7:30 AM - 8:00 AM      | Continental Breakfast  | 8:00 AM - 12:00 PM        | POST CONFERENCE WORKSHOP<br>Evaluating the Measurement Process<br>Dr. Donald J. Wheeler, SPC Press   |
| 1:00 PM - 1:35 PM    | Creating a Culture of CPI/Lean in the United States<br>Michael P. Levy, CMDOE<br>United States Marine Corps, Virginia, VA                      | 8:00 AM - 8:15 AM      | Opening Remarks<br>Ashley Stroud-Lovvick, Conference Chair  | 8:00 AM - 8:15 AM      | Opening  | 8:00 AM - 8:15 AM         | POST CONFERENCE WORKSHOP<br>Use 3 TRIZ Methods for Creative Problem Solving<br>Dr. Ellen Domb, POR Group   |
| 1:35 PM - 2:10 PM    | Using Lean A3 Tools to Plan a Customer Service Change<br>Dr. Jason Price, Price Bennett Limited, London, UK & Kao Symona, Borough of Poole, UK | 8:15 AM - 9:00 AM      | Conference Keynote<br>Becoming Exceptional is Not for the Faint of Heart: Path to Organizational Transformation<br>Sister Mary Jean Ryan, FSM, CEO, SSM Healthcare, St. Louis, MO   | 8:15 AM - 9:00 AM      | Leadership and Communication   | 8:15 AM - 8:55 AM         | Keynote<br>Leadership and Communication During Times of Change and Crisis<br>Stanley B. Birklege, MBA, CEO, Hilex Poly, Hartsville, SC   |
| 2:10 PM - 2:45 PM    | Underappreciated Opportunities for Service, Office and Home<br>Mars, Inc., Greenville, SC  | 9:05 AM - 9:30 AM      | Velocity - A Path to Business Success<br>Combining Lean, Six Sigma, and the Theory of Constraints in a Culture Breakthrough<br>Susan Berglund & David Berglund, Ph.D., AGI Goldrat Institute, New Haven, CT                               | 9:00 AM - 9:30 AM      | Keynote<br>Eight Key Principles of Managing With Data<br>Cheryl Hild, Ph.D., University of Tennessee, Knoxville, TN                                | 9:00 AM - 9:30 AM         | Keynote  |
| 2:45 PM - 3:00 PM    | Refreshment Break  | 9:30 AM - 10:15 AM     | Refreshment Break   | 9:30 AM - 10:15 AM     | Refreshment Break  | 9:30 AM - 10:15 AM        | Refreshment Break  |
| 3:00 PM - 3:35 PM    | Best Practices for Automotive Parts Import Safety - A Case Study<br>Bradley A. Potts, The Bradley Group, Ann Arbor, MI                         | 10:15 AM - 10:50 AM    | Global Business Improvement: Ensuring Global Consistency in Lean Six Sigma Deployment<br>Alex Garcia, Wal-Mart, Bentonville, AR   | 10:15 AM - 10:50 AM    | Learning from Aerospace and Defense  | 10:15 AM - 12:00 PM       | MINI WORKSHOP<br>Discussing the Secret Recipe to Lean: Rules of Work and other Secrets<br>Liam J. McKeown, MS, SCT (ASQ) Resources, Regional Health Initiative, Pittsburgh, PA |
| 3:35 PM - 4:10 PM    | MINI WORKSHOP<br>Applying Statistical Process Improvement to Data Management Processes<br>Andres Perez, IBM Consulting, Ltd, San Antonio, TX   | 10:50 AM - 11:25 AM    | Lean Six Sigma in Finance and Accounting<br>Will McDade, Dr. Pepper Shaggle Co., Plano, TX  | 10:50 AM - 11:25 AM    | Executive Leadership with Lean and Six Sigma   | 11:25 AM - 12:00 PM       | Network Lunch  |
| 4:10 PM - 4:45 PM    | LSS Best Practices and Case Studies  | 11:25 AM - 12:00 PM    | What Do Wal-Mart, Dr. Pepper, and USA Have in Common?   | 11:25 AM - 12:00 PM    | Design and Innovation for Lean Six Sigma   | 12:00 PM - 1:00 PM        | Network Lunch  |
| 4:45 PM - 5:00 PM    | Networking Reception - Lone Star Ballroom C  | 12:00 PM - 1:00 PM     | Refreshment Break   | 12:00 PM - 1:00 PM     | Design and Innovation for Lean Six Sigma   | 12:00 PM - 1:00 PM        | Network Lunch  |
| 5:00 PM - 5:30 PM    | Networking Reception - Lone Star Ballroom C  | 1:00 PM - 1:35 PM      | Statistical Applications for Beginners to Lean Six Sigma<br>Jenn Altes, Mottlab, Inc., State College, PA  | 1:00 PM - 1:35 PM      | Driving Innovation and Reducing Time-to-Market with Design for Healthcare<br>Alberto A. Yanes-Moreno, Ph.D., Fort Worth, TX                        | 1:00 PM - 1:35 PM         | Lean Six Sigma Deployment in Healthcare<br>Alberto A. Yanes-Moreno, Ph.D., Fort Worth, TX  |
|                      |  | 1:35 PM - 2:10 PM      | MINI WORKSHOP<br>Problem Solving with Quality Companion: One Company's Experience with Continuous Improvement Project Management<br>Dean J. Kinsey, Gold'h Poultry, St. Cloud, MN & Catherine E. Twihill, Minitab Inc., State College, PA | 1:35 PM - 2:10 PM      | Key to Success for Implementing Lean Six Sigma in Non-Manufacturing<br>Kristina Brown, Erudely Consulting, Austin, TX                              | 1:35 PM - 2:10 PM         | LSS in Patient Safety & Clinical Care<br>Angelo Pellicone, North American Institute for Lean Systems, Great Neck, NY   |
|                      |  | 2:10 PM - 2:45 PM      | How to Handle Non-Normal Data<br>W. Russ Altman, The University of Texas at Arlington, Fort Worth, TX   | 2:10 PM - 2:45 PM      | The Act of Combining Sigma, TPM, and TRIZ<br>Karen Welch, Abbott Labs, Santa Ana, CA   | 2:10 PM - 2:45 PM         | Lean in Healthcare - Faith and Fundamentals<br>Christian Wozniak, KAIZEN Advisors, Scottsdale, AZ  |
|                      |  | 2:45 PM - 3:00 PM      | Refreshment Break   | 2:45 PM - 3:00 PM      | Refreshment Break  | 2:45 PM - 3:00 PM         | Refreshment Break  |
|                      |  | 3:00 PM - 3:35 PM      | LSS Power Tools and Project Management  | 3:00 PM - 3:35 PM      | Lean Six Sigma - The Best Offense Against a Recession<br>Ernesto Echeandía, APM Fertilizantes Americanas, Chetopa, NC                              | 3:00 PM - 3:35 PM         | MINI WORKSHOP<br>A3 Problem Solving<br>Mike Oettinger, Covering Growth, LLC, La Mesa, CA   |
|                      |  | 3:35 PM - 4:10 PM      | What Do We Know About Great Teams?<br>Bruce DeBartiz, Ph.D., Southern Illinois University, Carbondale, IL   | 3:35 PM - 4:10 PM      | The Fascinating Growth of the Six Sigma Movement in Software Development<br>David J. Anderson, David J. Anderson & Associates, Seattle, WA         | 3:35 PM - 4:10 PM         | MINI WORKSHOP<br>A3 Problem Solving<br>Mike Oettinger, Covering Growth, LLC, La Mesa, CA   |
|                      |  | 4:10 PM - 4:45 PM      | The Sotter Side of Lean and Six Sigma   | 4:10 PM - 4:45 PM      | Empowering Change Agents for Continuous Improvement Using Theory of Constraints & IT<br>Francis A. Kennedy, Ph.D., Clemson University, Clemson, SC | 4:10 PM - 4:45 PM         | MINI WORKSHOP<br>A3 Problem Solving<br>Mike Oettinger, Covering Growth, LLC, La Mesa, CA   |
|                      |  | 4:45 PM - 5:00 PM      | Networking Reception - Lone Star Ballroom C   | 4:45 PM - 5:00 PM      | Networking Reception - Lone Star Ballroom C  | 4:45 PM - 5:00 PM         | Networking Reception - Lone Star Ballroom C  |

**2011 INTERNATIONAL CONFERENCE ON LEAN & SIX SIGMA**

**Best Practices & Practical Applications**



**Pre-Conference Workshop  
Tuesday, March 15, 2011**

**Lean Six Sigma Yellow Belt Certification**

Lone Star Ballroom B

LSS Workshop #504  
1:00 PM - 8:00 PM



**Upon successful completion of this workshop, participants will receive Lean Six Sigma Yellow Belt Certification**

**Faculty:** Our trainers are veterans in deployments and have trained thousands of belts in LSS from all over the world.

- Kimberly Watson-Hemphill, MBB; President, Firefly Consulting
- Marco A. Luzzatti, MBB; Organization Training and Coaching Specialist, Greenville Technical College
- Ashley Stroud-LoVerde, PMP, LSS Black Belt, Program Manager, Allscripts
- Dan Blakely, BB; Instructor - ISO, Lean, Lean Six Sigma, Greenville Technical College
- Darren Flynn, PMP, MBA, Program Manager, Lean Six Sigma Black Belt, Allscripts

**Workshop Description:** Would you like to become a certified Lean Six Sigma Yellow Belt? Yellow Belts have general knowledge of Lean Six Sigma, the language and its impact. In this workshop, you will learn:

- The difference between Lean and Six Sigma and the benefits of their combination
- What makes a good LSS project and how projects are selected
- Responsibilities of different roles (green belt, black belt, sponsor, champion, and others)
- To speak and understand the language of LSS and the keys to LSS success.

Through our hands-on simulation, experience fundamental concepts, key measures, and basic tools and see how they fit within the DMAIC process, the popular roadmap for improvement projects. Don't just learn about Lean and Six Sigma – experience them.

**Who should attend:** Great for beginners and those wanting to better understand LSS, including how to use it to improve decision-making. Excellent for anyone who wants to identify effective improvement opportunities and be a more supportive, engaged and effective team member, expert resource, manager, or sponsor. Also good for job candidates to improve credibility and interview capabilities.

**Fee:** The fee includes course materials and Lean Six Sigma Yellow Belt Certification. Space is limited.

Conference rate until Feb 4, 2011: \$195  
 Conference rate after Feb 4, 2011: \$295  
 Non-conference rate until Feb 4, 2011: \$395  
 Non-conference rate after Feb 4, 2011: \$495

Conference rate applies to you if you are attending the ISO 9000 Conference and/or the International Lean & Six Sigma Conference using the “A2011” Code. Please see the Conference Registration Form.

**Post-Conference Workshops  
Friday, March 18, 2011**

**Use 3 TRIZ Methods for Creative Problem Solving**

Room Bonham B (3rd Floor)

Workshop #505; 0.4CEU  
8:00 AM – 12:00 PM  
Faculty: Dr. Ellen Domb, PQR Group



Quality professionals are great at finding problems and analyzing the root causes of those problems, but sometimes they need help finding creative solutions. TRIZ is a systematic innovation methodology which has been adopted into Lean, Six Sigma, and other quality improvement methods. It gives problem solving teams specific analytic tools for finding creative solutions.

**Workshop Outline:**

- Use the concept of ideality to generate improvement ideas—improving functions, removing cost, and removing harmful effects of systems. Ideal systems solve their own problems: this includes self-diagnosing software, self-balancing wheels, and self-improving quality systems.
- Find the resources “hidden” in a system. In TRIZ, resources include information, energy of all kinds, materials, waste products from processes, the actions of the processes, and the attributes of everything in the system.
- Eliminate contradictions in the system to find breakthrough improvement. TRIZ recognizes two kinds of contradictions:

*Tradeoffs:* Something gets better but something else gets worse. Business and technical systems have many kinds of tradeoffs: Training gets better but time away from the job gets worse, parts get stronger but they get heavier. TRIZ has an extensive index of solutions to these problems. You'll learn how to use the index and how to find the solutions.

*Inherent Contradictions:* There are two opposite requirements for the same parameter. These contradictions are also found in both business and technical situations: coffee should be hot (to enjoy drinking it) and cold (to avoid injury when spilled), we should have lots of employees (to provide customer services) but we should have no employees (for simplicity of management.) TRIZ has 4 concepts that solve these problems—not just “optimize” but solve them, and you'll learn how to apply those concepts to your own situation.

For those who want to learn about TRIZ, this workshop is one of the best sources of training.

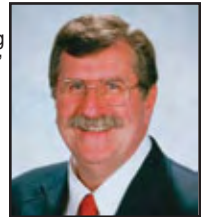
Dr. Domb is known as the “guru” of TRIZ. She has been consulting world-wide. Clients include Dow Chemical, Hewlett-Packard, Cummins Engine, 3M, GE, ABB, Washington Mutual Bank, University of California (San Diego), and the U.S. Department of Energy. She published more than 80 articles on TRIZ and Hoshin Planning. She holds a B.S. degree in Physics from M.I.T. and M.S. Degree from University of Pennsylvania.

**Fee:** Conference rate \$295; Non-conference rate \$345. The fee includes course materials and a certificate of attendance. Space is limited.

**Evaluating the Measurement Process**

Room Bonham C (3rd Floor)

Workshop #506; 0.4CEU  
8:00 AM – 12:00 PM  
Faculty: Dr. Donald J. Wheeler, SPC Press



This half-day workshop is based on the new book, “EMP III, Using Imperfect Data, it is even better!”

While most measurement system studies are set up to condemn measurement processes, this workshop shows you how to get the most from the measurement process that you have in place; and how to get it to operate to its fullest potential.

In this workshop you will learn about the hazards of needless recalibration and how to know when recalibration is actually needed. You will also learn how to use average and range charts. Dr. Wheeler takes you far beyond the confusion of meaningless percentages and teaches you how to quantify how good your measurements actually are.

**Workshop Outline:**

- Using Process Behavior Charts for calibration, consistency and precision
- Assessing the consistency of a measurement system
- The effective resolution of a measurement
- The uses of the Probable Error
- Identifying and removing Operator Effects
- Identifying and removing Instrument Effects
- The usefulness of a measurement for characterizing a given product
- Characterizing the Relative Utility of a measurement
- What the Four Classes of Process Monitors mean in practice
- The problems with Gauge R&R studies
- How to perform an honest Gauge R&R Study
- The effect of round-off on measurements
- Identifying and removing operator effects
- Identifying and removing instrument-to-instrument difference
- Comparing different measurement systems
- Round Robin studies

This workshop is intended for all those involved in collecting or using physical measurements of any kind.

Dr. Wheeler is an internationally recognized expert on SPC and Data Analysis. He has conducted over 1000 seminars in seventeen countries on five continents and has had students come from 30 countries to attend his seminars in the U.S.

**Fee:** Conference rate \$295; Non-conference rate \$345. The fee includes course materials and a certificate of attendance. Space is limited.

**To Register for the Conference: Call 1-866-500-3383; 1-412-782-3383; Fax: 1-866-500-9081**

**Email: 6sigma@iso9000conference.com; www.sixsigmaconference.com**

**Register online https://www.regonline.com/iso1ss2011**

## Location & Hotel Grand Hyatt Riverwalk San Antonio, Texas

International Lean & Six Sigma Conference  
March 15 -17, 2011



This year's location for both the Lean & Six Sigma Conference and the ISO 9000 Conference is the award winning, luxurious Grand Hyatt Riverwalk in San Antonio, Texas, a city that is one of the most popular locations in the United States.

The hotel is located on the famous Riverwalk, which has the look and feel of Venice, Italy. With its tranquil gardens, restaurants, shops, riverboats, margaritas, mariachi bands, and temperatures reaching 80°F in March, it is the ideal place for business networking, not to mention the **St. Patrick's day celebrations where there is a street parade and a river parade on the Riverwalk which follows the Dyeing O' the River Green.**

**Group Rate:** A block of rooms at a specially reduced rate has been reserved for the conference attendees.

- The group rate is \$179 for single or double occupancy.
- Please mention the group code **"ISO-LSS"** to reserve your room.
- The group rate is valid only until **February 4, 2011**.
- Note that, with the group code, you should have free guest room Internet access.

Hotel is located at the following address:  
Grand Hyatt Riverwalk  
600 East Market Street  
San Antonio, Texas 78205  
Room reservation toll free: 1-888-421-1442  
or 1-402-592-6464

To take a virtual tour of the hotel, please use the following link: <https://www.grandsanantonio.hyatt.com>. To reserve your room, you may either call the reservation line above, or you may use the following link: [https://resweb.passkey.com/Resweb.do?mode=welcomed\\_gi\\_new&groupID=2819183](https://resweb.passkey.com/Resweb.do?mode=welcomed_gi_new&groupID=2819183)

**Government Per Diem Rate:** Please note that there will be **fifty (50)** rooms at the government per diem rate, currently \$106 for Texas. To reserve your room at this rate, please contact the Conference office as follows:

Tel: 1-412-782-3383; Fax: 1-866-500-9081  
E-mail: [6sigma@iso9000conference.com](mailto:6sigma@iso9000conference.com)

The government rate is valid only until **February 4, 2011**, based on availability.

**Please reserve your room early!**

## Track 1 (Joint Session with ISO 9000 Conference) A3, CPI, and Culture of Lean Thinking

Lone Star Ballroom A  
Session Chair: Brian Clark

1:00 PM – 1:35 PM; #SL-541

### Creating a Culture of CPI/LSS in the United States Marine Corps

Michael P. Levy, CMQ/OE, United States Marine Corps, Vinton, VA



This presentation will describe how the USMC is using the Lean, Six Sigma, and Theory of Constraints toolsets to create a culture of Continuous Process Improvement (CPI). The presentation will provide actionable information on the high level tools. It will show how the USMC CPI Program has evolved and how CPI is being used to make the Marine Corps more effective in achieving its mission and goals and as part of the Department of Defense (DoD). Mr. Levy is the CPI/LSS Deployment Manager for the US Marine Corps CPI Program. He has over 28 years of public, government, and defense sector experience.

1:35 PM - 2:10 PM; #SL-542

### Using Lean A3 Tools to Plan a Customer Service Change Program

Dr. Jason Price, Price Perrott Limited, London, UK & Kate Symons, Borough of Poole, UK



Maintaining service quality is a challenge when regulatory demands increase and budgets are under scrutiny. The Borough of Poole, a local government authority in the UK, is the topic of this case study. It is changing the way it does business while providing services for 140,000 citizens. This presentation shows how the organization used systems thinking, Lean techniques and A3 to focus on waste reduction and generate savings while maintaining service quality. Dr. Jason Price works as a consultant specializing in customer service. He works with a wide range of clients in the public and private sectors. Ms. Symons is the Service Development Manager at the Borough of Poole.

2:10 PM - 2:45 PM; #SL-543

### Underappreciated Changeovers: Underutilized Opportunity for Service, Office, and Home

Marco A. Luzzatti, MBB, Greenville Technical College, Greenville, SC



While receiving a large focus in manufacturing, changeover impact is often unrecognized in non-manufacturing applications such as government, service, production support, and even at home. In fact, changeovers impact us constantly with many missed opportunities for improvement. Better recognize and appreciate changeovers and their effects at work and home. Receive tips and steps for streamlining changeovers in non-manufacturing applications. Never look at changeovers the same way again. Mr. Luzzatti is the program coordinator with the Corporate Career Development Center of Greenville Technical College. He is a LSS Master Black Belt and has trained thousands from around the world in Lean and Six Sigma.

2:45 PM - 3:00 PM; Refreshment Break

## Track 2 (Joint Session with ISO 9000 Conference) LSS Best Practices and Case Studies

Lone Star Ballroom A  
Session Chair: Eric Quesnel

3:00 PM - 3:35 PM; #SL-551

### Best Practices for Automotive Parts Import Safety – A Case Study

Bradley A. Pritts, The Bradley Group, Ann Arbor, MI



In response to regulatory demands for product safety, this case study examines guidelines and assessments done to determine an importer's current set-up as well as recommendations for improvement. A variety of techniques were performed to develop a more robust system for the overall requirements. This presentation includes how a checklist was utilized to assess the importer's quality management, how gaps were identified, and assessed for risk. Mr. Pritts has 28 years experience in the automotive industry as a consulting engineer specializing in quality and project management. He is the author of "Industry-wide Shakeout," a book on parts supply quality issues in the automotive sector.

3:35 PM - 4:45 PM; #SL-552WS

### Applying Statistical Process Improvement to Information & Data Management Processes



Andres Perez, IRM Consulting, Ltd., San Antonio, TX



Organizations spend large amounts of money, time, and human resources implementing data integration processes usually via Extract, Transform and Load, Tools (ETL). However, quite often the customers of the new data structures are disappointed if not frustrated with the quality of the information. Consumers of the information frequently complain that lack of transparency in the design and implementation of these applications results in lack of trust, inhibiting the use of the new data structures. In addition, defect detection and correction in databases and data integration processes is very difficult and time consuming. This workshop provides practical principles, methods, and techniques to:

- Implement a highly effective defect detection, correction and prevention methodology.
- Methods and techniques to analyze, design, and implement transparent, auditable, and maintainable data controls.
- Methods and techniques to maintain information stewards involved in the identification and implementation of data integration processes.
- Methods and techniques to keep information stewards informed when information defects take place and statistical reports to monitor and verify process improvements.

Mr. Perez is the President of IRM Consulting, Ltd., Co. He is a recognized speaker, author, and consultant on Resource Management and Information Quality Management (IQM). Mr. Perez is the current VP of Operations for DAMA International.



### Track 3 - Conference Keynote

## Breakthrough Performance Using LSS

Lone Star Ballroom A/B

Session Chair: Marco Luzzatti

7:30 AM - 8:00 AM; Continental Breakfast  
8:00 AM - 8:15 AM; Opening Remarks  
Ashley Stroud-LoVerde, Conference Chair

8:15 AM - 9:00 AM; #L-031  
**Becoming Exceptional is Not for the Faint of Heart: Path to Organizational Transformation**

Sister Mary Jean Ryan, FSM, CEO, SSM Healthcare, St. Louis, MO

Hear from the inspirational leader referred to as the "Nun" in the book "The Nun and the Bureaucrat – How They Found an Unlikely Cure for America's Sick Hospitals." Sister Mary Jean will discuss how SSM Health Care has navigated through the challenges of a complex health care system and transformed its culture by utilizing principles of CQI, Six Sigma, and the Malcolm Baldrige Criteria. Hear about SSM Health Care's pathway in moving from a slightly better than average organization to an exceptional one, becoming the first health care organization in the United States to win the prestigious Malcolm Baldrige Award. Sister Mary Jean is the Chair and CEO of SSM Health Care (SSMHC), one of the largest Catholic health care systems in the U.S. She has received numerous honors and is the author of two books on continuous quality improvement and excellence in healthcare.



9:05 AM - 9:50 AM; #L-032  
**Velocity – A Path to Business Success Combining Lean, Six Sigma, and the Theory of Constraints to Achieve Breakthrough Performance**

Suzan Bergland & David Bergland, Ph.D., AGI-Goldratt Institute, New Haven, CT

How to do more with less, meet ever changing needs, and to do it faster than ever before? See an approach from a leading organization which shows how to combine the three leading improvement methodologies - Lean, Six Sigma, and the Theory of Constraints - in a way that achieves real bottom line results and provides organizations with the most effective way to use their improvement dollars. Mrs. Bergland, a Partner and President of AGI-Goldratt, North America, has a proven track record of improving bottom-line results. She is the co-author of the new business novel "Velocity" Combining Lean, Six Sigma and the Theory of Constraints to Achieve Breakthrough Performance. Dr. Bergland is a Partner and President of AGI-Goldratt, North America. He has extensive experience in implementing all aspects of the Theory of Constraints.



9:50 AM - 10:15 AM; Refreshment Break

### Track 4 - Keynote Session

## What Do Wal-Mart, Dr. Pepper, and USA Have In Common?

Lone Star Ballroom A/B

Session Chair: Kimberly Watson-Hemphill

10:15 AM - 10:50 AM; #L-041  
**Global Business Improvement: Ensuring Global Consistency in Lean Six Sigma Deployment**

Alex Garcia, Wal-Mart, Bentonville, AR

Few companies are currently globally integrated based on an IBM CEO Study. One of the main challenges is the lack of collaboration across business units and/or countries. This lack of collaboration is a hurdle when trying to deploy a global Lean Six Sigma program. Learn how a Lean & Six Sigma program is being deployed successfully in all areas in Wal-Mart such as HR, Finance, Logistics, transportation, and Distribution Centers. Mr. Garcia is a Master Black Belt and the Global Continuous Improvement Team Leader for the Wal-Mart Stores.



10:50 AM - 11:25 AM; #L-042  
**Lean Six Sigma in Finance and Accounting**

Will McDade, Dr. Pepper Snapple Gr., Plano, TX

Lean Six Sigma is practiced successfully in manufacturing, logistics, and many transactional functions. However, very few companies apply Lean Six Sigma successfully in finance and accounting. Waste is just as present in finance and accounting processes as it is on the shop floor. Core processes such as journal entries, reconciliations, and forecasting are ideal breeding grounds for non-value added activities including rework and inspection. The key to transform the traditional accounting mindset is to view these items as waste. Mr. McDade currently leads Dr. Pepper's Rapid Continuous Improvement initiative. He has a Master's Degree in Accounting, and is a George Group Master Black Belt.



11:25 AM - 12:00 PM; #L-043  
**Lean Six Sigma as Rocket Science**

Mary Burgess, United Space Alliance, Houston, TX

Implementing Lean Six Sigma (LSS) is not typically rocket science; however, at United Space Alliance (USA), LLC, LSS is an integral part of the company's mission to safely manage all aspects of human space flight operations. This presentation will provide an overview of USA's eight year journey to embed LSS into company infrastructure, with a focus on early deployment successes; mid deployment progress; and late deployment success. Ms. Burgess is the Director, Organizational Excellence, responsible for the corporate level plans for the successful transition of the company to post-shuttle future state. She is responsible for the deployment of LSS across United Space Alliance.



12:00 PM - 1:00 PM; Networking Luncheon

### Track 5

## Customer Focus and Data Management

Lone Star Ballroom A

Session Chair: J.J. Cartledge

1:00 PM - 1:35 PM; #L-051  
**Voice of the Customer Business System Integration**  
Forrest W. Breyfogle, III, PE, Smarter Solutions, Inc., Austin, TX

Business survival depends upon fulfilling the wants, needs, and desires of customers. For long-lasting success, an effective system is needed to capture and utilize Voice of the Customer (VOC). This presentation will describe an integrated business management system that effectively blends VOC needs, wants, and desires with metrics that move organizations toward achievement of the 3 Rs of businesses; i.e., everyone doing the Right things, and doing them Right, at the Right time. Mr. Breyfogle is the author/co-author of thirteen books and over 100 articles on quality improvement. He is the winner of the 2005 American Society of Quality Crosby Medal for his book, "Implementing Six Sigma."



1:35 PM - 2:10 PM; #L-052  
**How to Use Lean Tools to Improve Both Customer Effectiveness and Business Efficiency**

Dan Blackwell, Blackwell Consulting, Austin, TX

This presentation will demonstrate a straightforward approach to turning Lean tools and techniques into a comprehensive business. Lean tools have long been used to improve business efficiency, but that is only half the battle. Successful companies know that Lean tools are also critical in the improvement of customer effectiveness. This presentation will provide a detailed look at Lean tools and provide examples where these principles have been applied. Mr. Blackwell is a Lean Six Sigma Master Black Belt, a Lean Master, and a Kaizen expert with over 20 years of experience.

2:10 PM - 2:45 PM; #L-053  
**How To Handle Non-Normal Data**

W. Russ Aikman, The University of Texas at Arlington, Fort Worth, TX

Most Six Sigma training classes focus on the use of statistical tools requiring data that is normally distributed. Included in these tools are hypothesis tests, ANOVA, and process capability. It is critical that the assumption of normality be confirmed before using such tools. But many systems in both office and manufacturing processes are not normally distributed. This presentation offers a step-by-step approach to handling non-normal data. Mr. Aikman works for TMAC, an industrial extension program based at The University of Texas at Arlington. He is the Program Manager for Lean Six Sigma where he has served as the lead instructor for over forty LSS Black Belt, Green Belt, and Executive training courses.



2:45 PM - 3:00 PM; Refreshment Break

## Track 6 Design and Deployment of Lean and Six Sigma

Lone Star Ballroom B  
Session Chair: Dan Blakely

1:00 PM - 1:35 PM; #L-061

### Empower Your Staff to Eliminate the Eight Wastes Everyday

Charles Aubrey, Anderson Pharmaceutical Packaging, Rockford, IL

Kaizen means continuous improvement in Japanese. It has become closely linked to the Lean manufacturing approach as a method to continuously improve and eliminate waste on the “shop floor”. However this approach is also very effective on the “office floor”. Come learn the best practices for conducting Kaizen events with examples from manufacturing, service, and administration in small and medium sized organizations. Mr. Aubrey is Vice President of Performance Excellence and is a Master Black Belt at Anderson Pharmaceutical Packaging, a subsidiary of Fortune 500 AmerisourceBergson Corporation.

1:35 PM - 2:10 PM; #L-062

### Keys to Success for Implementing Lean Six Sigma in Non-Manufacturing Environments

Kristine Bradley, Firefly Consulting, Austin, TX

Have you tried migrating Lean Six Sigma to your non-manufacturing areas and had mixed success? Is your company focused on services and struggling with how to apply all these technical tools to your business processes? This presentation will explore the differences and then provide some keys to success in implementing Lean Six Sigma in Non-Manufacturing environments. Ms. Bradley has twenty years experience in all areas of business process management and improvement, with demonstrated expertise in Six Sigma, Lean, Design for Six Sigma, Project Management, cost reduction, simulation, and statistical modeling.

2:10 PM - 2:45 PM; #L-063

### The Act of Combining Efforts: TQM, Six Sigma, Lean, CRM, and TRIZ

Karen Welch, Abbott Labs, Santa Ana, CA

Few companies doubt the need for improvement, but often are confused about exactly how initiatives differ and precisely how to merge new strategies with existing methods for maximum results. Over the past 30 years, many strategic improvement initiatives have emerged, each claiming to “save the world,” or at least several million dollars for your business in the first year! This presentation will propose a science-based strategy to determine necessity and incorporate future improvement methodologies without compromising results. Ms. Welch is Director of Business Excellence (BEx) at Abbott Labs, where she is responsible for strategic projects using established improvement methodologies.

2:45 PM - 3:00 PM; Refreshment Break

## NETWORKING RECEPTION

Wednesday, March 16, 2011  
6 PM – 7 PM, Lone Star  
Ballroom C

## Track 7 LSS Power Tools and Project Management

Lone Star Ballroom A  
Session Chair: Darren Flynn

3:00 PM - 3:35 PM; #L-071

### Statistical Applications for Beginners to Experts

Jenn Atlas, Minitab, Inc., State College, PA

Have you ever wondered about how statistical tools may be applied to different applications? In this interactive session, you will see the application of statistical tools as they relate to process improvement projects. Examples will be selected from the healthcare, insurance, banking, and manufacturing industries, and will cover everything from Attribute Agreement Analysis to Design of Experiments. Although Minitab 16 will be used for the analysis, you do not have to be a Minitab user to benefit from the examples. Ms. Atlas has spent 11 years at Minitab, Inc., as a Technical Training Specialist and Senior Business Development Coordinator. Prior to Minitab, she worked at Unilever as a Principal Research Statistician.



3:35 PM - 4:45 PM; #L-072WS

### Problem Solving with Quality Companion: One Company's Experience with Continuous Improvement Project Management

Dean J. Kirkeby, Gold'n Plump Poultry, St. Cloud, MN & Catherine E. Twohill, Minitab, Inc., State College, PA

Get a bird's eye view of how the midwest's largest poultry producer manages continuous improvement projects across multiple facilities. Learn how Gold'n Plump Poultry has improved project performance and project management through the use of Quality Companion by Minitab. Tracking projects across several facilities can be laborious and is certainly a non-value added task. Join this session to see how the Quality Companion Dashboard utility eliminated this tracking waste while increasing the availability of information. This workshop will highlight various features that compliment the user's specific needs and will exercise your problem solving skills using the software's Brainstorming and Cause & Effect tools. Attendees will receive a 30 day free trial of the software. Mr. Kirkeby has held many positions within Gold'n Plump Poultry and has over 26 years experience in the food industry. As Continuous Improvement Manager, he is responsible for furthering the company's Lean, Six Sigma, and Problem Solving efforts. Ms. Twohill is a Product Marketing Manager for Minitab, Inc., responsible for building awareness of Minitab products and services.



## Track 8 The Softer Side of Lean and Six Sigma

Lone Star Ballroom B  
Session Chair: Ron Ochsner

3:00 PM - 3:35 PM; #L-081

### Working with Resistance

Sherry L. Read, Read Solutions Group, Wilmington, DE

Is every change initiative like pushing water uphill? If the change will make things better, why do people always resist? Using recent research on the brain's response to change and how organizations and people resist change, she will describe how to work with, rather than against, resistance. You will leave with a model for seeing beneath resistance to the underlying fear, and with five steps for accessing people's natural ability to accept, adopt, and adapt to change. Ms. Read has a BS in Statistics and Biometry from Cornell University, a MS in Statistics from Colorado State University, and an MBA from San Jose State University.



3:35 PM - 4:10 PM; #L-082

### What Do We Know About Great Teams?

Bruce DeRuntz, Ph.D., Southern Illinois University, Carbondale, IL

What common trait is shared by Lance Armstrong, Susan B. Anthony, Steve Jobs, and Winston Churchill? They were all excellent team builders. This presentation will discuss the eight key attributes that every project manager/leader needs to be a successful team builder. Moreover, attendees will learn which of these attributes can be developed in a relatively short time and which may require a lifetime commitment if they don't innately possess them already. Dr. DeRuntz is the Director of the Leadership Development Program in the College of Engineering at Southern Illinois University Carbondale and is the author of the book “Best Practices for Six Sigma Black Belt Training: The Experts Weigh In.”



4:10 PM - 4:45 PM; #L-083

### Empowering Change Agents for Continuous Improvement Using Theory of Constraints & Keptner-Tregoe

Eric Quesnel, Itron, West Union, SC

Overcoming resistance to change is a challenge that Change Agents will encounter during their continuous improvement efforts. This presentation will help identify and mitigate this resistance to change. An explanation of the Theory of Constraints will include a system-level approach which will consider the effects and impact of change on associated areas. A structured, systematic process for problem solving will be explored with the use of Keptner-Tregoe techniques. Mr. Quesnel is a QC Manager at Itron, a manufacturer of electricity meters. He is ASQ certified with “Manager of Quality/ Organization Excellence” and “Six Sigma Black Belt.”





**Track 9** - Keynote Session  
**Leadership and Communication**  
 Lone Star Ballroom A/B  
 Session Chair: Marco Luzzatti

7:30 AM - 8:00 AM; Continental Breakfast  
 8:00 AM - 8:10 AM; Announcements

8:10 AM - 8:55 AM; #L-091  
**Leadership and Communication During Times of Change and Crisis**  
 Stanley B. Bikulege, MBA, CEO, Hilex Poly, Hartsville, SC

Learn from someone whose majority experience has been in successful turnaround situations or times of significant organizational change. The leader does not need to be in the spotlight during a crisis. How a leader responds to "change or crisis" does dramatically impact individual and team reactions and success. Eliminating bad behavior is critical. Simple tools and methods tend to be forgotten during chaotic times. Learn the key roles, methods and communication required from a leader at times of crisis. Mr. Bikulege is the President and CEO of Hilex Poly, the world's largest plastic bag company and leader in packaging solutions. Previous positions include President and/or CEO for Renaissance Mark and Exopack, LLC; Group President of Pliant Corp; and board member for public and private companies.



9:00 AM - 9:50 AM; #L-092  
**Eight Key Principles of Managing With Data**  
 Cheryl Hild, Ph.D., University of Tennessee, Knoxville, TN

How does a manager know what data to ask for and how to evaluate the data? What questions should be asked when presented with a summary analysis and resulting recommendations. Effective, fact-and-data-based decisions are a result of having the right data over the right conditions and then analyzed in a way that preserves the information in the data. In this session, fundamental principles are discussed and illustrated that fill a critical gap in effectively managing with data. Dr. Hild, a faculty member in the Department of Statistics, Operations, and Management Science, has authored numerous articles and is co-author of the book, "The Power of Statistical Thinking: Improving Manufacturing Processes." She served as a senior associate with Six Sigma Associates where she trained engineers in applied statistics, Lean operations, and design of experiments.



9:50 AM - 10:15 AM; Refreshment Break

**Track 10**  
**Executive Leadership with Lean and Six Sigma**  
 Lone Star Ballroom A  
 Session Chair: J.J. Cartledge

10:15 AM - 10:50 AM; #L-101  
**Lean for Leaders: Translating Lean Intent into Lean Action, and into Financial Results**

Philip Kirby, Organization Thoughtware International, Inc., Ontario, Canada

Although we have all been engaged in Lean now for some time as a tactic to enhance business performance, the results have consistently fallen well short of the promise!!! There is a reason. We have only deployed half the solution. Although we have been diligent in learning to identify waste in the production system, we have not been so good at the human system side or more specifically engaging people in a problem solving culture. Attend this presentation and find out how to fully utilize the full capability of Lean. Mr. Kirby is the author of two books, "Thoughtware?: Change the Thinking and the Organization will Change Itself;" and "The Future...You Can't Get There From Here."



10:50 AM - 11:25 AM; #L-102  
**Dimension 3 of the Shingo Model: Enterprise Alignment**  
 Renee Stern, E-Z-GO, Augusta, GA

Learn how E-Z-GO utilized Lean methodology to drive their business from a dungeon state to become the first recipient of the Shingo Prize Enterprise Award. For E-Z-GO, Lean is over 70% leadership and less than 10% tool usage. The company has been able to align top level business objectives to drive improvement down to the shop floor and throughout its organization using metrics that everyone understands. Ms. Stern is the TSS Master Black Belt at E-Z-GO. She is a certified TSS Master Black Belt.



11:25 AM - 12:00 PM; #L-103  
**Great Lean Six Sigma Goals through Prediction Markets**  
 Don Johnston & Bonnie Hauge, CAS Adaptive Solutions, Titusville, FL

A Prediction Market is a virtual stock exchange where people buy and sell "stock" in ideas or predictions about the future. A key challenge in any organization's Lean Six Sigma program is developing a vision of the desired future state and deploying goals. This presentation describes how organizations can use a Prediction Market in the Vision/Goal development process. Mr. Johnston has over 20 years experience within the Space Shuttle Program. He received his Bachelors Degree from the Massachusetts Institute of Technology and his Masters in Engineering Management from the Florida Institute of Technology. Ms. Hauge has over 23 years experience within the Space Shuttle Program.



12:00 PM - 1:00 PM; Networking Luncheon

**Track 11**  
**Learning from Aerospace and Defense**  
 Lone Star Ballroom B  
 Session Chair: Kimberly Watson-Hemphill

10:15 AM - 10:50 AM; #L-111  
**Energizing Project Results in Your Lean Six Sigma Deployment**  
 L. Rene Ffrench, P.E., BAE Systems, Austin, TX

The ultimate determinant of a successful Lean Six Sigma deployment is whether you have sustained results. Leadership is accountable for results in any undertaking. This presentation builds and supports the belief that the engagement of the unsung role - the Project Champion (also called Project Sponsor) - is the critical catalyst in any Lean Six Sigma deployment for achieving and sustaining significant results. Mr. Ffrench is currently driving the Lean Six Sigma deployment in Austin with BAE Systems, the 3rd largest global defense, security, and aerospace enterprise in the US.



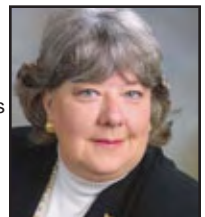
10:50 AM - 11:25 AM; #L-112  
**Value Stream Mapping Analysis on "Steroids"**  
 James Aube & Barbara Moore, The Boeing Company, Long Beach, CA

This presentation begins by describing the fundamental theory to the VSM model. One of the key strengths of VSM is the "entire system" approach rather than the traditional approach of improving a process unilaterally. The presentation then explains that VSM is a cyclical process. Mr. Aube has several years of experience in implementing world-class process improvement strategies and tools in production and office areas at several Boeing sites. Ms. Barbara Moore's main responsibility is to lead Lean+ workshops with internal and external customers.



11:25 AM - 12:00 PM; #L-113  
**Holistic Failure Modes and Effects Analysis (FMEA)**  
 Sharyn E. Mlinar, The Boeing Company, Philadelphia, PA

Wondering where to start an innovation or improvement project? Taking a holistic look and structuring the brainstorming using a failure modes and effects analysis can focus your energy where you can get the best results. Participants will learn to perform an FMEA so that they can observe not only the structure of the tool, but its documentation and facilitation, as well. Ms. Mlinar, a Boeing Company Associate Technical Fellow in Statistics and Numerical Methods, was an original curriculum developer of the Boeing Navigator program.



12:00 PM - 1:00 PM; Networking Luncheon

## Track 12 Discovering the Secret Recipe to Lean

Room Bonham B (3rd Floor)  
Session Chair: Dean Kirkeby



10:15 AM – 12:00 PM; #L-121WS

### Discovering the Secret Recipe to Lean: Rules of Work and other Secrets

Laura K. Mahood, MS, SCT (ASCP), Pittsburgh Regional Health Initiative, Pittsburgh, PA

Beyond its technical tools, Lean is a management strategy that provides guidelines for an endless array of daily practices, including communication. Effective communication is critical to high performance in any industry, but it is especially important in health care where miscommunication may result in preventable injury or death. In fact, communication breakdowns are the leading root cause of sentinel events reported to the Joint Commission.



This session will take a deeper look at our common communication methods and why they may lead to negative consequences. Additionally, the presentation will discuss lessons we can learn from Lean to help us communicate more effectively. The Lean rules of work design will be presented with a focus on “connections” and the impact of simple, small, and well-focused actions. Understand the three key elements of each rule and their application in evaluating and improving communication, errors and processes in your organization. Lean methods to improve communication and reduce errors will be presented with multiple healthcare examples to further emphasize key points. You will view your former methods of communication and work in a new light after attending this presentation. Come ready to participate in this fun, interactive workshop.

Ms. Mahood is a Project Manager with the Pittsburgh Regional Health Initiative. In this role she coordinates and facilitates two graduate-level Healthcare Fellowship programs, as well as a variety of Lean healthcare training programs. She obtained a Bachelor’s degree in Cytotechnology from Thomas Jefferson University and a Master’s degree in Education from Duquesne University.

12:00 PM - 1:00 PM; Networking Luncheon

## Track 13 Lean Transformations in High-Mix Industries

Room Bonham B (3rd Floor)  
Session Chair: Jason Price



1:00 PM – 2:45 PM; #L-131WS

### Lean Transformations in High-Mix Industries: A “How-to” for Pull Design

Keith A. FitzPatrick, Invistics Corp., Norcross, GA

Are you finding it difficult to fully implement Lean? Often the difficulty is caused because you need to adapt traditional automotive-based Lean tools to work in your high-mix, high-variability industry. Join us to learn how to cut the fat and live Lean even if your environment isn’t perfect. Since the 1990s, manufacturers have sought to attain the benefits of the Toyota model of Lean manufacturing. However, success has proven elusive, since traditional Lean practices are not well-suited to these complex, shared-asset and highly variable production environments. This workshop teaches how Lean can be successfully adapted to these highly variable environments by utilizing unique flow-based manufacturing methodologies, and variations on demand-based pull scheduling.



Case studies from several industries will show how manufacturers have successfully modified Lean to significantly reduce inventory, cut cycle times and improve customer service while staying true to Lean’s five foundational principles: specifying value, identifying the value stream, making value flow, letting customers pull and pursuing perfection. Participants will have an opportunity to interactively design how pull can be implemented in their companies.

Mr. FitzPatrick is the Senior Lean Consultant for Invistics Corporation. In this role, he helps companies assess their readiness for Lean implementation, guides them through the flow path design process and helps them implement their designs. Keith has more than 20 years of military and industry supply chain planning and operations experience.

2:45 PM - 3:00 PM; Refreshment Break

## Track 14 Design and Innovation for Lean Six Sigma

Lone Star Ballroom A  
Session Chair: Jennifer Beckley

1:00 PM - 1:35 PM; #L-141

### Driving Innovation and Reducing Time-to-Market with Design for Lean Six Sigma

Kimberly Watson-Hemphill, Firefly Consulting, Austin, TX

In these challenging economic times, many businesses are struggling to design new, innovative products and services that will delight their customers and get them to the marketplace ahead of their competitors. This presentation will discuss how your organization can use Design for Lean Six Sigma to be more innovative, as well as to reduce time-to-market. Ms. Watson-Hemphill is the President of Firefly Consulting, a firm specializing in Innovation and Operational Excellence. She was previously a Vice President of George Group Consulting, and a Partner with Accenture. Her book, “Fast Innovation,” hit Business Week’s Top 10 Business booklist.



1:35 PM - 2:10 PM; #L-142

### A Framework for Application of the Lean Concept within New-Product Innovation

Torgeir Welo, Ph.D & Terje Rolvag, Ph.D., Norwegian University of Science and Technology, Norway

This presentation focuses on maximizing customer value by leveraging innovation capability. It provides guidelines on converting unmet customer needs into commercially successful products. The overall objective is to demonstrate how Lean can become a pre-competitive factor in product innovation. Findings from research have been systemized into Six Core Components. Mr. Welo is a professor of Mechanical Engineering at Norwegian University of Science and Technology (NTNU) in Norway. He holds a Ph.D. and has twelve years industrial experience in the automotive industry in the US and Europe. Dr. Rolvag is a Professor at the Department of Engineering Design and Materials, Norwegian University of Science and Technology

2:10 PM - 2:45 PM; #L-143

### Application of Six Sigma DMADV Tool in Construction Projects

Abdul Razzak Rumane, Ph.D., SSH International Engineering Consultants, Salmiya, Kuwait

Six Sigma is a process quality technique focusing on reducing process variation and preventing product deficiencies. Quality for construction is different from manufacturing/service industries as the product is non-repetitive, a unique piece of work with specific requirements. This presentation will discuss how Analytical tool DMADV (Define, Measure, Analyze, Design, and Verify) can be used to develop construction schedule. Dr. Rumane is a certified consultant in Electrical Engineering. He holds his Ph.D. from Kennedy Western University.

2:45 PM - 3:00 PM; Refreshment Break

## Quotes from Our Past Attendees

*“The 2010 LSS Conference was a great way to refresh my convictions of Lean Six Sigma as a powerful tool for leading continuous improvement in our companies. The Conference offered a wide range of knowledge and experience.”*

*Todd Brogan, The Coca Cola Company*

*“With over 20 years of Quality Management experience at a major aerospace company as a foundation for continuous improvement, the international LSS Conference provided me the necessary tools to drive change and facilitate cultural transformation.”*

*Ron Ochsner, Bivar, Inc.*

*“The Conference far exceeded my expectations for learning opportunities and I will be able to directly apply new tools and perspectives in our LSS program. Thank you for arranging such a great event!”*

*Beth Galt, MPI Research*



## Track 15 Learning from the Healthcare Industry

Lone Star Ballroom B  
Session Chair: Michele Boulanger

1:00 PM - 1:35 PM; #L-151

**Lean Six-Sigma Deployment in Healthcare**  
Alberto A. Yanez-Moreno, Ph.D., TMAC/UTA, Fort Worth, TX

Some of the most significant LSS projects in the healthcare industry will be presented, where a simple Green Belt project in a hospital can have a net financial impact from \$50K to \$500K and can be achieved within 3 months. A video exhibiting the deployment of Lean in a hospital will be presented and the main points will be discussed. Dr. Yanez-Moreno has driven continuous improvement programs in health care, energy, manufacturing, design, and other industries during his work with the George Group and the Texas Manufacturing Assistance Center of the University of Texas at Arlington (TMAC/UTA). He holds a Ph.D. in mechanical engineering.

1:35 PM - 2:10 PM; #L-152

**LSS in Patient Safety & Clinical Care**  
Angelo Pellicone, North Shore - LIJ Health System, Great Neck, NY

Productivity, efficiency, and effective utilization of staff resources have become critical ingredients in reducing expenses with a rapidly diminishing capital and operating dollars in health care. Yet, two vital elements, patient safety and clinical care, must never be compromised when seeking process improvement. This presentation will demonstrate how the concept of "value analysis" team structure was implemented successfully at the North Shore – LIJ Health System, the largest integrated health system in the New York state. Mr. Pellicone is a Certified Master Black Belt within the Center for Learning and Innovation at North Shore – LIJ Health System. He has a Masters degree in Public Administration.

2:10 PM - 2:45 PM; #L-153

**Lean in Healthcare - Faith and Fundamentals Forward**

Christian Wolcott, KAIZEN Institute Lean Advisors, Scottsdale, AZ

Healthcare customers are different, or are they? Healthcare management is different, or is it? Lean in healthcare is similar, should it be? Let's discover what the Lean journey offers for both client and practitioner with reality based reviews and commentary about this exciting and challenging area of service. Christian Wolcott is a senior advisor with Kaizen Institute Lean Advisors with over 19 years of experience in corporate, private, profit, and non-profit business. His background includes Lean in Healthcare, Manufacturing and Government Services, Change Management, Culture and Leadership Development, Strategic planning, ISO, quality systems and project management.



2:45 PM - 3:00 PM; Refreshment Break

## Track 16 A3 Problem Solving Workshop

Lone Star Ballroom B  
Session Chair: Dan Blakely

Mini  
Workshop

3:00 PM – 4:30 PM; #L-161WS

Mike Osterling, Osterling Consulting, Inc., La Mesa, CA

Many organizations have realized significant improvements through the adoption of pull systems, creation of flow, integration of standard work, and other Lean methodologies. While these efforts have had measurable impact, the true power of Lean has yet to be achieved in most transformations. To achieve true success, we need to change the way we approach, address, and resolve problems. This requires the development of "thinking problem solvers." In this session you will:

- Receive an overview of the features of the A3 Management and Problem Solving Process.
- Gain an understanding of how A3 coaching is different from traditional coaching.
- See how to use the A3 methodology as a coaching and development tool.
- Learn the benefits of the A3 approach and how it can be used as a mechanism to live the PDCA (Plan-Do-Check-Act) process.

Learn what set-based countermeasures are and how they will invariably lead to better solution design.

Mr. Osterling has more than 25 years of leadership experience in the US, Mexico, and Europe. He is the co-author of the "how-to" book "The Kaizen Event Planner: Achieving Rapid Improvement in Office, Service and Technical Environments," and co-developed "Metrics-Based Process Mapping: An Excel-Based Solution."

## Organizing Committee

### Conference Chair

Ashley Stroud-LoVerde, PMP, LSS Black Belt, Allscripts

### Conference Co-Founders

Marco Luzzatti, MBB, Greenville Technical College  
Sermin Vanderbilt, Ph.D., American Quality Institute

### Immediate Past Chair

Mercedes P. Bartow, 370 Consulting Group

### Conference Vice-Chair

Dan Blakely, BB, Greenville Technical College

### Technical Committee

- Chair: John Gray, U.S. Air Force
- Beth Galt, MPI Research
- Brian Clark, engines, inc.
- Darren Flynn, Allscripts
- Dean Kirkeby, Gold'n Plump Poultry
- Eric Quesnel, Itron
- J. J. Cartledge, APM Terminals Americas
- Jason Price, Price Perrott Limited
- Jennifer E. Beckley, Advanced Technology Serv.
- Kimberly Watson-Hemphill, Firefly Consulting
- Michele Boulanger, JISC-Statistics
- Pervin Uren, MBA, American Quality Institute
- Ron Ochsner, Bivar, Inc.
- Russ Sillery, Olin Winchester
- Sharyn E. Mlinar, The Boeing Company

## Track 17 Case Studies and Practical Applications of LSS

Lone Star Ballroom A  
Session Chair: Ashley Stroud-LoVerde

3:00 PM - 3:35 PM; #L-171

**Lean Six Sigma - The Best Offense Against a Recession**

Ernesto Echeandia, APM Terminals Americas, Charlotte, NC

During difficult times, organizations must adjust their strategy to deal with the uncertainty. The Process Excellence program has used the Lean Six Sigma principles to become what APM Terminal's CEO describes as "our best offensive weapon against the recession." The focus of this presentation is on the essential aspects of this successful implementation in spite of the failure of previous TQM and re-engineering programs. Today the program has won over the skeptics. Mr. Echeandia joined APM Terminals in 2004. In his current position, he is responsible for master planning, engineering and design for North and South American marine terminals and operations.

3:35 PM - 4:10 PM; #L-172

**The Fascinating Growth of Kanban Systems in Software Development & IT**

David J. Anderson, David J. Anderson & Associates, Seattle, WA

Many Lean practitioners recognize Kanban systems as a tool for managing inventory and controlling fluctuations in flow; however, Kanban systems have been gaining traction in the fields of software development and IT operations. This talk will discuss how, where, and why Kanban systems variants are being adopted using examples from around the world. Mr. Anderson is the VP of the Lean Software & Systems Consortium and has authored 2 books, "Kanban – Successful Evolutionary Change for your Technology Organization" and "Agile Management for Software Engineering – Applying the Theory of Constraints for Business Results."

4:10 PM - 4:45 PM; #L-173 – End Keynote

**Fundamentals of Value Stream Costing in Accounting**

Frances A. Kennedy, Ph.D., Clemson University, Clemson, SC

Does your accounting system work for you or against you? As companies adopt Lean strategies, managers are increasingly aware that traditional accounting information, such as periodic income statements, departmental budget status statements, and variance reporting, no longer supply the information needed to manage their business. However, there is an alternative costing method based on value streams. Dr. Kennedy teaches managerial accounting in the School of Accountancy, Finance and Legal Studies at Clemson University. She was presented the 2009 Lean Six Sigma Leadership Award from AQI and the Lean Accounting Summit's 2007 award.



4:45 PM - 5:00 PM; Closing Remarks



# CONFERENCE REGISTRATION INFORMATION

ISO 9000 Conference; March 13-15, 2011 ★ Lean & Six Sigma (LSS) Conference; March 15-17, 2011



## Early Registration Gifts for the ISO 9000 and/or the LSS Conference

### Early Registration Deadline: February 4, 2011

The Conference provides an Early Registration Gift because your early registration gives us the ability to estimate the number of attendees in advance. This results in cost savings. We pass on these savings to you in the form of an Early Registration Gift. If you register for the ISO 9000 and/or LSS Conference, using the registration code "A2011," you are entitled to an Early Registration Gift. Selection of Early Registration Gifts include the following:

- GPS
- External Hard Drive (*Western Digital 120 GB*)
- Digital Photo Frame
- iPod Shuffle
- \$50 ASQ Gift Certificate to be used at the ASQ booth during the conference.



Early registration gifts are available only by phone, fax, or mail, and not available by online registration. The reason being, registration by phone or mail does not carry the high transaction fees applicable to on-line registrations.

- **Gift Selection for the ISO 9000 Conference:** External Hard Drive, Digital Photo Frame, iPod Shuffle, or a \$50 ASQ Gift Certificate.
- **Gift Selection for the LSS Conference:** External Hard Drive, Digital Photo Frame, or an iPod Shuffle.
- **Gift Selection if you are attending both conferences:**
  - a) You can select one GPS, instead of two separate gifts, or
  - b) You can select one gift for each conference as listed above.

There is a \$15 S&H fee for individuals for each gift, with the exception of ASQ Gift Certificates. Please note that the S&H fee is waived for Government attendees of both conferences. To qualify for the Early Registration Gift, your conference registration fee must be paid in full by the Early Registration deadline. ASQ gift certificates will be available during onsite registration; remaining gifts will be available for you to pick up during the Conference(s) you are attending.

## Guest or Virtual Attendance

**Guest Passes for ISO 9000 Track 1:** Interactive session on Audit Performance, is open to public, based on space availability. However, you must pre-register as a Guest. There will be no walk-ins.

**Virtual Attendance:** If you cannot attend either the ISO 9000 or the LSS Conference in person, you can sign up for Virtual Attendance, and receive a complimentary invitation to download Conference Proceedings from the Internet. Virtual Attendance is limited to thirty (30) people on a first-come-first-served basis. Please note that you must have a unique e-mail address to sign up as a Guest or a Virtual Attendee.

## ISO 9000, Lean & Six Sigma, and/or Workshop Registration Fees

For the ISO 9000 Conference, the fee includes admission to technical sessions, exhibits, reception, continental breakfast, and lunch for Monday and Tuesday. For the LSS Conference, the fee includes admission to technical sessions, reception, continental breakfast, and lunch for Wednesday and Thursday.

Attendees for either conference will receive an electronic copy of the Proceedings, and a certificate of attendance for 1.8 CEUs/RUs for the ISO 9000 Conference, and 2.0 CEUs/RUs for the Lean & Six Sigma Conference. There will be additional CEU/RU and Certificates for pre-conference and post-conference workshops.

Please note that you must pick up your Conference/Workshop Certificate onsite. If you are registering as a group of three or more individuals from the same organization for either the ISO 9000 and/or the Lean & Six Sigma Conference, each registrant must complete a separate registration form. When requesting the group rate, you must submit the names and payment for all other individuals in your group.

| ISO 9000 Conference Registration Fee   | Until Feb 4, 2011 | After Feb 4, 2011 |
|--|-------------------|-------------------|
| ISO Conference for individuals   | \$995             | \$1,045           |
| ISO Conference for Government or Groups of 3 or more   | \$945             | \$995             |
| LSS Conference Registration Fee  |                   |                   |
| LSS Conference for individuals   | \$895             | \$945             |
| LSS Conference for Government or Groups of 3 or more   | \$895             | \$895             |
| LSS Yellow Belt Workshop & Certification Registration Fee  |                   |                   |
| LSS Yellow Belt Workshop for ISO and/or LSS Conference attendees                                   | \$195             | \$295             |
| LSS Yellow Belt Workshop if you are <u>not</u> attending either the ISO 9000 or the LSS Conference | \$395             | \$495             |

For the remaining pre-and post-conference workshop registration fees for either the ISO 9000 Conference and/or the LSS Conference, please see the Registration Form for details. There will be an additional \$100 late registration fee for on-site registrations

Please note that the Conference rate applies to you if you are attending the ISO 9000 Conference and/or the International Lean & Six Sigma Conference using the "A2011" Code.

## On-Site Registration Hours ISO/LSS Conference

|                           |   |
|---------------------------|---|
| Saturday, March 12, 2011  | 4 PM - 6 PM                                 |
| Sunday, March 13, 2011    | 7 AM - 10 AM & 11 AM - 1:30 PM; 5 PM - 6 PM |
| Monday, March 14, 2011    | 7 AM - 10 AM & 11 AM - 1:30 PM              |
| Tuesday, March 15, 2011   | 7 AM - 10 AM & 11 AM - 1:30 PM              |
| Wednesday, March 16, 2011 | 7 AM - 10 AM & 11 AM - 1:30 PM              |
| Thursday, March 17, 2011  | 7 AM - 10 AM                                |

## Register by Mail, Phone, or Fax

For either the ISO 9000 Conference, or the Lean and Six Sigma Conference, you may register as follows:

- ✉ By Mail: ISO 9000/Lean Six Sigma Conference  
Four Camden Drive, Pittsburgh, PA 15215 USA
- ☎ By Phone: 1-412-782-3383; Toll free: 1-866-500-3383
- 📠 By Fax: 1-866-500-9081
- ✉ E-mail: [info@iso9000conference.com](mailto:info@iso9000conference.com) or [6sigma@iso9000conference.com](mailto:6sigma@iso9000conference.com)

Visit us on our website at: [www.iso9000conference.com](http://www.iso9000conference.com) or [www.sixsigmaconference.com](http://www.sixsigmaconference.com)

## Cancellation & Substitution Policy

- There will be a \$200 for each conference, and \$100 each workshop, processing fee if your cancellation notice is received, in writing, on or before, February 4, 2011.
- Any cancellation notice received after February 4, 2011, will result in forfeiture of the full registration fee.
- Refunds are not granted for failure to attend, late arrival, unattended events, or early departure.
- Refunds are not granted for individuals who do not attend the conference (no shows).
- Substitutions can be made only until March 1, 2011.
- All refunds will be processed within 30 days after the Conference.

## Conference Policy

*The International Conference on ISO 9000 and the International Lean & Six Sigma Conferences, hereby referred to as "The Conference," are organized by the European Quality Institute, a 501 (c) (3), a nonprofit organization based in Pennsylvania.*

*The Conference reserves the right to rearrange workshop content/instructors and Workshops may be cancelled, or instructors may be changed at the discretion of the Conference organizers. The Conference cannot assume responsibility for penalties, loss arising from cancelled travel plans, tickets, and any other type of arrangements, for loss of any articles during the Conference, the exhibits, or any associated program.*

*We reserve the right to substitute the early registration gift, with another item with a list price of \$50, if an item becomes unavailable. Actual early registration gifts may look different in color and size than those in this printed in the brochure or the website.*

*The Conference is not responsible for any typographical errors.*





# CONFERENCE REGISTRATION FORM

ISO 9000 Conference; March 13-15, 2011 ★ Lean Six Sigma Conference; March 15-17, 2011

Please fill out a separate Registration Form for each attendee



## Conferee Contact Information

Please tell us what you are registering for. Check all that apply.

- ISO 9000 Conference
- LSS Conference
- ISO or LSS Workshop
- Guest for ISO Track 1
- Virtual Attendee
- Speaker

Please note that the conference materials may be shipped to the address provided on this form. Your confirmation letter will be sent by e-mail only.

- Mr.
- Ms.
- Dr.
- Business Address
- Home Address *(Please note that PO Box is not acceptable for shipping Conference materials).*

Name: \_\_\_\_\_  
*First MI Last*

Job Title: \_\_\_\_\_

Company: \_\_\_\_\_

Mailing Address: \_\_\_\_\_  
\_\_\_\_\_

City, State: \_\_\_\_\_

Zip Code, Country: \_\_\_\_\_

Email 1: \_\_\_\_\_  
*There must be a valid, unique, e-mail address for each Conferee.*

Email 2: \_\_\_\_\_

Business Tel: \_\_\_\_\_ Ext: \_\_\_\_\_

Cell Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

## ISO/LSS Conference Early Registration Gift

- To qualify for the Early Registration Gift, please use the registration code "A2011." Early Registration Deadline is **February 4, 2011**.
- Early registration gifts are available only by phone, fax, or mail, and not available by online registration.

If you are attending both conferences, instead of two separate gifts, you can receive one GPS. Please check to indicate your selection:

- GPS
- Two separate Gifts

Select your ISO 9000 Conference Gift:

- External Drive
- Digital Photo Frame
- iPod Shuffle
- \$50 ASQ Gift Certificate

Select your LSS Conference Gift:

- External Drive
- Digital Photo Frame
- iPod Shuffle

## Register by Mail, Phone, or Fax

✉ By Mail: ISO 9000/Lean Six Sigma Conference  
Four Camden Drive, Pittsburgh, PA 15215 USA

☎ By Phone: 1-412-782-3383; Toll free: 1-866-500-3383

☎ By Fax: 1-866-500-9081

✉ E-mail: info@iso9000conference.com or  
6sigma@iso9000conference.com

Visit us on our website at: [www.iso9000conference.com](http://www.iso9000conference.com) or  
[www.sixsigmaconference.com](http://www.sixsigmaconference.com)

### ISO 9000 Conference Registration Fee

• ISO Conference until Feb 4, 2011 @ \$995 for individuals;  
\$945 for government or groups. \$

• ISO Conference after Feb 4, 2011 @ \$1,045 for individuals;  
\$995 for government or groups. \$

### Lean & Six Sigma Conference Fee

• LSS Conference until Feb 4, 2011 @ \$895 for individuals,  
government or groups. \$

• LSS Conference after Feb 4, 2011 @ \$945 for individuals;  
\$895 for government or groups. \$

### ISO and Lean Six Sigma Workshop Fee

• **ISO Workshop #501** - Improving Your QMS through  
Procedure Writing and Corrective Action; Conference rate  
\$645; Non-conference rate \$695. \$

• **ISO Workshop #502** - Aviation, Space, and Defense Industry  
New Standards; Conference rate \$645; Non-conference rate  
\$695. \$

• **ISO Workshop #503** - Competitiveness and the Quality  
Management Systems; Conference rate \$295; Non-  
conference rate \$345. \$

• **LSS Workshop #505** - Use 3 TRIZ Methods for Creative  
Problem Solving; Conference rate \$295; Non-conference rate  
\$345. \$

• **LSS Workshop #506** - Evaluating the Measurement Process;  
Conference rate \$295; Non-conference rate \$345. \$

### LSS Yellow Belt Certification Fee

LSS Workshop #504

• Conference rate until Feb 4, 2011 @ \$195; after @ \$295. \$

• Non-conference rate until Feb 4, 2011 @ \$395; after @ \$495. \$

### S&H for the Early Registration Gift(s)

• Add \$15 for S&H for each gift selected, with the exception of  
the ASQ Gift Certificate. Please note that S&H is waived for  
Government attendees of both conferences. \$

**Total Fees Due** (U.S. Currency Only) \$

For Office Use Only

# A2011

Registration Code

## Payment Information

- AMEX
- VISA
- MC
- CHECK

Government PO#: \_\_\_\_\_

Government PO Contact Info: \_\_\_\_\_

Credit Card#: \_\_\_\_\_

Exp. \_\_\_\_/\_\_\_\_/\_\_\_\_ Credit Card Verification#: \_\_\_\_\_

Name on the Credit Card: \_\_\_\_\_

Billing Address (If different from above):  
\_\_\_\_\_  
\_\_\_\_\_

City/State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Signature: \_\_\_\_\_

For, either, or both, the ISO 9000 Conference or the Lean & Six Sigma  
conference, make checks payable to "ISO 9000 Conference."

**How did you hear about us?**  Past Attendee  Word-of-Mouth  
 Direct Mail  Website  Magazine Ad  E-mail  Other

**Where will you be staying?**  Grand Hyatt Riverwalk  Other

**Other Contact Info:** (if registering for other than self, please provide the  
name, phone, and the email address as the contact person)

Name: \_\_\_\_\_  
*First MI Last*

Email: \_\_\_\_\_

Business Tel: \_\_\_\_\_ Ext: \_\_\_\_\_