

# 14th Annual Deming Conference

## LEADERSHIP, MANAGEMENT, AND QUALITY



August 13, 14 and 15, 2000

Northern Kentucky Convention Center  
Covington, Kentucky

(Just across the river from Cincinnati)

*The Ohio Quality & Productivity Forum offers you a unique opportunity to learn from the insights and experience of internationally-known authorities and experienced practitioners, and to advance your knowledge of how to deal effectively with real-world issues.*

### **PRESENTERS INCLUDE:**

**Nida Backaitis, Marcia Daszko, Jamshid Gharajedaghi, Frances Hesselbein, Jeffrey Miller, Dan Oestreich, Anton Tolman, Michael Tveite, Myron Tribus, John Whitney, and David Whyte**

### **Presenters at this conference will address:**

- Finding courage and creativity in the newly emerging workplace
- Leadership lessons from Shakespeare
- The ethical use of power and authority
- Implications for leaders from new insights into how people learn
- Ways to release the human potential in an organization
- Drawing the patient into the physician's decision-making process
- Learning from real-life experiences in organizational transformation
- Insights into the impact of the e-Revolution
- Leadership challenges and opportunities in the new century
- How better thinking is leading to better doing at The Boeing Company
- A system for coaching and conferencing with employees
- Methods for designing an effective organization.

*Conference at a Glance*



August 13-15, 2000

Northern Kentucky Convention Center, Covington, Kentucky

**Sunday, August 13th, The Forum**

Michael Tveite <i>When the Rubber Meets the Off-Road</i> .....	1:00 - 2:15 PM
Breakout Sessions (Choose one) .....	2:30 - 3:45 PM
• Dr. Robert Wubbolding <i>The WDEP System for Coaching and Conferencing</i>	
• James Robert Crow <i>Crashing with the Nose Up: The Competitive Advantage of Cooperation in the Workplace</i>	
• Open Space Session (Proposed and led by attendees)	
Breakout Sessions (Choose one) .....	4:00 - 5:15 PM
• David Maley <i>Using Goldratt's Theory of Constraints Tools to Improve Implementation</i>	
• Pat Clark <i>Experiencing Joy in Work</i>	
• Open Space Session (Proposed and led by attendees)	
Michael Tveite <i>Round Table Discussion</i> .....	5:20 - 6:00 PM
Deming Association Network Representatives' Dinner Meeting .....	6:30 - 9:00 PM

**Monday, August 14th**

Conference Opening .....	8:00 - 8:15 AM
John Whitney <i>Business with the Bard - Shakespeare's Lessons in Leadership and Management</i> .....	8:15 - 9:30 AM
Dr. Nida Backaitis and Marcia Daszko <i>Leading in the e-Era: Insights from the Work of W. Edwards Deming</i> ...	9:45 - 10:45 AM
Breakout Sessions (Choose one) .....	11:00 - Noon
• Charles Burger, MD, and Linda Turner <i>The Use of Clinical Decision Support Tools in a Primary Care Practice: Drawing the Patient into the Decision-Making Process</i>	
• John Whitney <i>Follow-up Discussion</i>	
Lunch .....	Noon - 1:15 PM
Breakout Sessions (Choose one) .....	1:15 - 2:15 PM
• Dr. Bill Bellows, Timothy Higgins, and Joe Onstott <i>How Better Thinking is Leading to Better Doing</i>	
• E. J. McMahon, MD <i>Improving Medical Laboratory Testing: A Deming Approach</i>	
Dr. Anton Tolman <i>Integrating the Concept of Emotional Intelligence with Deming's System of Profound Knowledge</i> .....	2:30 - 3:30 PM
Frances Hesselbein <i>What Business Can Learn from Non-Profits</i> .....	3:45 - 5:00 PM
Conference Reception - Embassy Suites lobby .....	5:00 - 6:00 PM

**Tuesday, August 15th**

Jamshid Gharajedaghi <i>Design as the Third Generation Of Systems Thinking</i> .....	8:00 - 9:15 AM
David Whyte <i>Courage and the Creative Life: New Conversations in the Workplace</i> .....	9:45 - 10:45 AM
Dr. Myron Tribus <i>Leading with the Brain in Mind</i> .....	11:00 AM - Noon
Lunch .....	Noon - 1:15 PM
Breakout Sessions (Choose one) .....	1:15 - 2:30 PM
• Ron Hicks <i>Becoming Lean at Lantech</i>	
• Dr. Gipsie Ranney <i>Study of Variation</i>	
Dr. Jeffrey Miller <i>Putting Servant-Leadership into Practice Where You Live and Work</i> .....	3:00 - 4:00 PM
Dan Oestreich <i>Finding the Philosopher's Stone: How Moments of Change Happen in the Lives of Leaders</i> .....	4:00 - 5:00 PM

## Conference Aim:

To convene a community of learners.

To contribute to the study and application of a theory of management and organizational improvement.

To use Deming's System of Profound Knowledge as the core of our theory.

## This conference provides you with:

- Insights on the latest thinking about organizational improvement methods and strategies.
- An active learning environment with frequent opportunities to question and exchange ideas with conference speakers and fellow attendees.
- New strategies for personal and organizational success.
- The opportunity to step aside from day-to-day work pressures and gain a clearer, longer-term perspective on what you want and need to accomplish.
- Renewed energy and enthusiasm for work and the challenges ahead.
- Plus: A Resource Center with books authored by speakers and books pertaining to current management issues.

**Sunday, August 13, 2000**

## Sunday Afternoon Workshop



1:00 - 2:15 pm

### *When the Rubber Meets the "Off-Road"*

Polaris Industries manufactures recreational motorsports vehicles, including snowmobiles, all-terrain vehicles, personal watercraft, and cruiser-class motorcycles (hence "off-road" in the title). Polaris is also a dynamic, growing, goal-oriented company. Dr. Tveite will reflect on being a part of this kind of organization. How can someone with a Deming orientation survive and (he hopes) thrive there?

**Michael Tveite, Ph.D.**, is acting Director of Quality for Polaris Industries. Dr. Tveite has been in this position only since February 2000, but already he sees how different the world looks from *inside* an organization. Prior to working full-time for Polaris, Dr. Tveite was a college professor for three years and a management consultant for fourteen years. As a consultant, he focused on learning about and applying Deming's ideas, working with organizations in a variety of industries including manufacturing, social services, education, retail sales, financial services, mining, and government. Dr. Tveite serves on the Board of Trustees of the W. Edwards Deming Institute and on the Board of Advisors of the Deming Scholars MBA program at Fordham University. He has presented at eleven of the previous thirteen OQPF conferences. He had frequent opportunities to learn from Dr. Deming, helping Deming with 25 of his famous four-day seminars between 1986 and 1993. He has an undergraduate degree in mathematics from St. Olaf College, and M.S. and Ph.D. degrees in statistics from Iowa State University.

## Forum "Open Space" Session Option:

We will conduct Open Space sessions as an option during the two breakout sessions in Sunday's Forum. This approach allows the people who attend to set the agenda for the sessions. Time will be set aside at the beginning of this session to explain the approach and allow conference participants who wish to conduct a session to set the agenda for these sessions. This is an opportunity to bring your issues, thoughts or questions and invite a group of individuals with similar interests to share a session with you on your topic. Open Space "technology" has proved to be a valuable way for people to connect with others with similar concerns or interests and to meet and get to know others who can contribute to their information network. For people who prefer a more traditional approach, two presentation sessions will run parallel to each Open Space Session.

Sunday, August 13, 2000

Sunday Afternoon Workshops (Choose one) 2:30 - 3:45 pm



*The WDEP System for Coaching and Conferencing*

In this session on coaching employees, Dr. Wubbolding emphasizes the importance of conferencing with employees about their wants (W), what they do (D), whether and how they self-evaluate (E), as well as plan (P) and the impact on the organization, the team, and the individual. Conferencing simulations illustrating the art of asking relevant and helpful questions will follow an explanation of how employees are motivated by five internal universal needs. Attendees will learn practical, immediately useable skills that enhance competence, confidence, and mutual respect.

**Robert E. Wubbolding, Ed.D.**, is a professor of counseling at Xavier University in Cincinnati, Ohio, and the director of the Center for Reality Therapy. He is a psychologist and a professional clinical counselor, and Senior Faculty of The William Glasser Institute in Los Angeles. Dr. Wubbolding has taught Choice Theory and Reality Therapy in the United States, Europe, Asia, and the Middle East. He has written over 100 essays and chapters in textbooks and has published two videos on Reality Therapy. His seven books include *Using Reality Therapy* and *Understanding Reality Therapy*. He writes a regular column on professional issues for the *Journal of Reality Therapy* and is currently writing a book on counseling, titled *Reality Therapy for the 21st Century*.



*Crashing with the Nose Up:  
The Competitive Advantage of a Cooperative Work Environment*

Pay for performance, quotas, profit centers, performance appraisals, and employee reward and recognition programs are all implemented by companies in the belief that they drive performance. What they do instead is to create an adversarial work environment that ignores the existence of a system, makes it difficult for the organization to focus its energy, destroys teamwork, and prevents the members of the organization from enjoying their work and each other. By identifying and removing these “motivators,” managers can begin to create a working environment that allows the intrinsic motivation within people to come forth and release the human potential within their organization.

**Robert Crow** has been responsible for management development for three Fortune 200 companies and now manages his own consulting group. The Crow Group assists companies in developing a competitive advantage in the global market through continuous quality improvement. Mr. Crow’s process for implementing continuous improvement is called Customer Focused Management, based on over 25 years of experience in human resources and on studies of companies attempts at implementation. He has presented at conferences, including the Third International Multidisciplinary Congress on Quality and Reliability in Paris, France, and has published articles in the *Journal for Quality and Participation*.

*Open Space Sessions*

Proposed and led by attendees.

Sunday Afternoon Workshops (Choose one) 4:00 - 5:15 pm



*Using Goldratt’s TOC Tools to Improve Implementation of Deming’s Philosophy*

Implementation of Dr. Deming’s philosophy has frequently been met by resistance. The primary aim of this presentation is to assist the audience in overcoming common implementation problems by incorporating some of Dr. Eli Goldratt’s Theory of Constraints (TOC) methods. A secondary aim is to show that Dr. Deming’s System of Profound Knowledge and Dr. Goldratt’s TOC are complementary rather than competing ideas. Mr. Maley will discuss implementation issues including competing priorities, unfocused improvements, and resistance to change, and will offer specific solutions.

**David Maley** is Director of Supply Chain Management at Invensys/Ranco in Columbus, Ohio. He has studied Deming’s and Goldratt’s ideas for more than a decade. He is a certified Jonah from the Goldratt Institute and holds certifications in quality engineering and reliability engineering. Mr. Maley holds degrees in electrical engineering and applied economics from Ohio State University and Wright State University.

## Sunday, August 13, 2000



### *Experiencing Joy in Work*

Dr. Deming said that “Workers are entitled to Joy in work...” “Joy on the job comes not so much from the results, the product, but from contribution to optimization of the system in which everybody wins.” In an interactive session, participants will examine Joy and Joy in Work (Individual), Joy in the Workplace (Organizational), and Leadership for Joyful Work. Participants will explore the connections between joy and flow, artful work, ecstasy, harmony, intrinsic motivation, pride, physiology, passion, learning, creativity, innovation, spirit, and soul. The contradictions between joy and fear, thrill, reductionism, extrinsic rewards, addiction, controls and stress will also be explored.

**Pat Clark's** management consulting practice focuses on strategy, organizational effectiveness, and system and process improvements including integrating technology tools into work processes. Recognizing quality management as a way to align an organization's purpose with its customer's needs, she takes a systems approach to quality and business management and particularly enjoys working to develop high performance organizations. She holds an MBA from Rutgers and has worked in a business management capacity in government, corporations, and non-profits. For the past five years Pat has been working on the Deming Institute's project to apply Dr. Deming's principles to a community in a Learning Collaborative partnership with Tacoma/Pierce County, Washington to improve victim safety with family violence service agencies.

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### *Open Space Sessions*

Proposed and led by attendees.

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5:20 - 6:00 pm

### *Round Table Discussion Facilitated by Michael Tveite*

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### **Deming Association Network Representatives' Dinner Meeting 6:30 - 9:00 pm**

Representatives of the Deming Associations around the world are encouraged to attend a DAN networking meeting on Sunday, August 13, from 6:30 to 9:00 PM in conjunction with the OQPF Annual Deming Conference. Focus of the meeting will be on sharing experiences, “products” and ideas that will help sustain, grow and strengthen the significant number of Deming Associations around the world. If you plan to attend this dinner meeting, it is important that you check the DAN Meeting box when you register for the conference.

## Monday, August 14, 2000



8:15 - 9:30 am

### *Business with the Bard - Shakespeare's Lessons in Leadership & Management*

William Shakespeare as a management consultant? “Nonsense,” you say? Not so fast. Shakespeare wrote 154 sonnets, several long poems, and 39 plays, and explored in them topics such as good and evil, love and hatred, justice and mercy, pride and humility, guilt and innocence, war and peace. But the one subject he returns to again and again is leadership. Join business turnaround expert, author, and Columbia Business School professor John Whitney as he explores many of the leadership lessons found in the works of William Shakespeare in this interactive session.

**John O. Whitney** is Professor of Management and Executive Director of the Deming Center for Quality Management at Columbia Business School. Formerly, Professor Whitney was a member of the faculty and Associate Dean at Harvard Business School. He serves on numerous corporate boards and consults with the top management of corporations worldwide. His first book, *Taking Charge: Management Guide to Troubled Companies and Turnarounds*, grew out of his successful work as chairman, president, or director of half a dozen turnaround companies. His most recent book, *Power Plays: Shakespeare's Insights for Leaders, Managers and Followers* (with Tina Packer) will be published by Simon & Schuster in June 2000.

Monday, August 14, 2000



**Nida Backaitis**



**Marcia Daszko**

9:45 - 10:45 am

*Leading in the e-Era:  
Insights from the Work of W. Edwards Deming*

The Internet Revolution is revolutionizing the way we buy, sell, compete, learn, research, window-shop, play, communicate, do business, and conceptualize time and space. Initially, it will create a great divide between those who get it and those who don't, and between those who participate and those who don't. Is the e-Revolution creating a new e-Economy? What does this new system look like? What role will the customer play? Will there be a focus on Quality?

We will examine the insights that can be generated around these issues from the work of W. Edwards Deming. We will ask some fundamental questions about the impact that the e-Revolution is having on human, business, and technological infrastructures, and draw on Deming's principles to develop grounded strategies for participating in the Internet Revolution.

**Nida Backaitis, Ph.D.**, consults to organizations in business, government, and education on aligning internal processes and competencies to meet external challenges. She worked with Dr. Deming as an intern in his consultancy and seminars, and in the writing of *The New Economics*. She serves as an Advisory Board member for the Deming Scholars MBA program at Fordham University and for Quality Network News, a publication of the American Association of School Administrators. Dr. Backaitis earned her Ph.D. from Columbia University in Management of Organizations and Corporate Strategy.

**Marcia Daszko** is a business strategist and executive coach. She guides organizations in developing leadership, new business models, strategies, and systems for the Internet Age. As a catalyst for change, she guides leaders as they transition their organizations from traditional revenue models in to the e-commerce world; she also helps young firms learn sound management principles and apply them to create an infrastructure for growth and innovation. Ms. Daszko is a founder of the Bay Area Deming User Group in northern California. Her education includes a B.A. degree from Santa Clara University and an M.S. from San Jose State University.

**Monday Morning Workshops (Choose one) 11:00 am - Noon**



**Charles Burger**

*The Use of Clinical Decision Support Tools in a Primary Care Practice:  
Drawing the Patient into the Decision-Making Process*

For the past 15 years, Dr. Charles Burger has been integrating clinical decision support tools known as Problem Knowledge Couplers into his primary care practice. These tools enable the clinic to efficiently and effectively do triage, diagnosis and patient management with a focus on the needs of the patient. Dr. Burger and Linda Turner will discuss the potential of these tools to improve quality of care, reduce medical error, and allow patients to more fully participate in the medical decision making process. They will also consider the implications for training health care providers in the future.

**Charles Burger, M.D.**, has been in private primary care practice in Bangor, Maine since 1971. He has applied his interest in information technology and TQM principles to improve office efficiency and patient care. His practice was the first to demonstrate the usefulness of the Problem-Oriented Medical System. In 1984, Dr. Burger began working with the clinical decision support system known as Problem Knowledge Couplers. In the early 1990's, the practice initiated the use of electronic medical records and electronic scheduling systems. Dr. Burger received his medical education at Case-Western Reserve University, with internship and residency training in internal medicine at Cleveland Metropolitan General Hospital and Duke Medical Center.

**Linda Turner** is the Operations Coordinator in Dr. Burger's office, where she is an active proponent of Total Quality Management principles. She acts as consultant to other medical groups who are using Dr. Burger's office as a model practice. Ms. Turner has participated as Guest Faculty with the Institute for Healthcare Improvement's national project to develop the Idealized Clinical Office. Dr. Burger's office has been featured on *The McNeil-Lehrer Report* and *ABC's World News Tonight*.

*Follow-up discussion with John Whitney*

Participants have an opportunity for in-depth discussion with John Whitney.

Monday, August 14, 2000

Monday Afternoon Workshops (Choose one) 1:15 - 2:15 pm



Bill Bellows



Tim Higgins



Joe Onstott

*Boeing Rocketdyne Team*

*“How Better Thinking is Leading to Better Doing”*

Dr. Bill Bellows, Timothy Higgins, Joe Onstott and their colleagues at The Boeing Company are promoting *better thinking* as a means to achieve *better doing*. They will discuss the roles they are engaged in and how *better thinking* enables their organization to promote variation management (vs. reduction), seeing sub-systems (vs. systems), and *investment thinking* (vs. sub-optimization). Better thinking is the result of

traveling along a *Thinking Roadmap*, which is connected to a vision of an environment where “sharing knowledge is power.” Dr. Bellows will present a vision of this sharing environment. He will be followed by Timothy Higgins, who will present a Thinking Roadmap as an enabler of better thinking and better doing. Joe Onstott will present an example of how investment thinking (better doing) has been applied to resolve product-process design challenges.

**Bill Bellows, Ph.D.**, is the Process Leader for Investment Thinking, Experimentation and Learning at Boeing's Rocketdyne Propulsion and Power business unit in Canoga Park, CA. He provides consultation and instruction in the implementation of *better thinking*. He earned his B.S., M.S., and Ph.D. in Mechanical Engineering from Rensselaer Polytechnic Institute. **Timothy Higgins** is a Project Advisor in the Quality and Systems Safety organization. He provides consultation and instruction in *better thinking*. He earned his B.S. in English and his M.A. in Teaching from Whittier College. **Joe Onstott** is the Process Leader for Combustion Devices Design in the Engineering organization. He provides leadership in the application of *better thinking* to the design of liquid rocket engines. He earned his B.S. in Mechanical Engineering from Oregon State University.



*“Improving Medical Laboratory Testing: A Deming Approach”*

Franciscan Shared Laboratory was begun in 1988 in Milwaukee, Wisconsin by a Catholic healthcare system (Covenant Healthcare) to achieve both economies of scale and increased excellence in medical laboratory testing. It was believed that Deming’s philosophy would operate synergistically in Covenant’s faith-based corporate setting. An opportunity was identified to recommend a plan for the appropriate placement of testing to maximize efficiency, productivity, and cost effectiveness while continuing to meet the necessary levels of service provided to physician customers and patients. This presentation will demonstrate how various aspects of Deming’s methods were applied in a distinct area of a large integrated healthcare system.

**Eugene J. McMahon, M.D.**, has been in the Medical Director’s Office of Medical Science Laboratories since 1994. He holds a bachelor’s degree in economics from The College of the Holy Cross in addition to his medical degree from Georgetown University. Dr. McMahon is a member of many professional and scientific associations, including the American Academy of Clinical Chemists, the American Society of Clinical Pathologists, and the American College of Physician Executives. He is also a charter member of the Outcomes Committee of the College of American Pathologists and is on the Medical Advisory Committee of The Blood Center of Southeastern Wisconsin.

Monday, August 14, 2000



2:30 - 3:30 pm

*Integrating the Concept of Emotional Intelligence  
with Deming's System of Profound Knowledge*

Psychology is one of the four components of Dr. Deming's System of Profound Knowledge. In this presentation, Dr. Tolman will argue that the concept of Emotional Intelligence as described by psychologist Daniel Goleman is a useful concept for managers to understand. As managers work to develop and improve their own emotional intelligence and to foster the development of this process in others, their efforts to apply other elements of the System of Profound Knowledge will be enhanced.

**Anton Tolman, Ph.D.**, is Manager of Psychological Services and Quality Management Coordinator for Wyoming State Hospital and is a founding partner in a private psychological practice. Dr. Tolman is a Registrant of the National Register of Healthcare Providers in Psychology, and has been awarded the designation as a Certified Professional in Healthcare Quality (CPHQ). He is a member of the State Associations Division of the American Psychological Association and a member of the National Association of Healthcare Quality. He is currently president-elect of the Wyoming Psychological Association and serves on the Community Quality Council Committee of the American Society for Quality. Dr. Tolman has published articles in professional psychology journals and is preparing articles for publication in *The Journal of Healthcare Quality*. He received his Ph.D. in clinical psychology from the University of Oregon.



3:45 - 5:00 pm

*What Business Can Learn from Non-Profits*

A common assumption is that non-profits have something to learn from business, but not vice versa. Frances Hesselbein will speak on "What Business Can Learn from Non-Profits"— a reversal of the usual assumption. Some of the lessons to be learned focus on leadership challenges in the new century, the power of mission and innovation, what it means to be demographics-driven, barriers to leadership, and the remarkable opportunities that lie ahead for leaders who are determined that their organizations will be viable and relevant in 2010.

**Frances Hesselbein** is Chairman of the Board of Governors of the Peter F. Drucker Foundation for Nonprofit Management, and served as its founding President and CEO from 1990-1998. She is also Chairman of the Board of Governors of the Josephson Institute for the Advancement of Ethics, and serves on many other nonprofit and private sector corporate boards. Mrs. Hesselbein has chaired world conferences and has spoken at conferences in the Netherlands, Switzerland, Peru, Austria, and Mexico. She has led Drucker Foundation teams to Argentina, Poland, and the Philippines to present sessions on leadership and management to leaders. Mrs. Hesselbein has presented leadership sessions for the U.S. Army, the World Bank, Texaco, Hewlett-Packard, and Vice President Gore's "Reinventing Government" conference. She was awarded the 1998 Presidential Medal of Freedom, the United States' highest civilian honor, in recognition of her leadership as CEO of Girl Scouts of the U.S.A. and her role in leading social sector organizations toward excellence. Mrs. Hesselbein is Editor-in-Chief of the quarterly journal *Leader to Leader*. She is a co-editor of the book of the same name, as well as the three volumes of the Drucker Foundation Future Series: *The Community of the Future*, *The Organization of the Future*, and the best-selling *The Leader of the Future*, which has been translated into sixteen languages.

5:00 - 6:00 pm

*Quality Time (Social Hour)*

Embassy Suites



Tuesday, August 15, 2000



8:00 - 9:15 am

*Design as the Third Generation of Systems Thinking*

The imperatives of interdependency, reducing endless complexity, and producing manageable simplicity require a framework that allows us to focus on relevant issues and avoid the search for more details, while drowning in useless information. Systems thinking, despite its relevance, significance, and potency in dealing with this challenge, has yet to provide the marketplace with a methodology that is satisfactory. Design as the core of the third generation of systems thinking is beginning to produce some excitement in the marketplace; however, just telling people to design is not sufficient. Mr. Gharajedaghi will discuss an explicit, more practical, and accessible design methodology.

**Jamshid Gharajedaghi** is Managing Partner and CEO of Interact. He has more than twenty-five years' experience with the practice of systems methodology in design and the development of business architecture and solution of business problems. He began his career with IBM's World Trade Corporation where he served as a Senior Systems Engineer. He has served as CEO of the Industrial Management Institute and has held teaching positions at The Wharton School of the University of Pennsylvania and at the University of California, Berkeley. He has consulted internationally with numerous organizations. His book, *Systems Thinking: Managing Chaos and Complexity*, was published in 1999.



9:45 - 10:45 am

*Courage and the Creative Life: New Conversations in the Workplace*

The world of work we inherited from our parents has changed forever. The newly emerging workplace holds more opportunities for creativity, imagination, and responsibility on the one hand, and more uncertainty about the future on the other. Many of the qualities now asked for in the post-modern workplace are qualities close to the human heart, qualities which cannot be legislated or coerced. Creativity, adaptability, vision, and passion all appear when individuals place their work in the greater perspective of their own destiny. If we are serious about asking for these qualities, we need to make our conversations in the workplace larger and more compelling. Using the insights of great poetry and poets, David Whyte brings a unique perspective to courage, creativity, conversation, and change in the evolving workplace.

**David Whyte** has worked in a wide variety of corporate settings, including Fortune 500 companies and nonprofit corporations. Using poetry and insightful commentary, Mr. Whyte leads clients to recognize the way signs and obstacles that confront them in the process of change, bringing to life issues that are normally difficult to articulate and identify. Mr. Whyte grew up among the hills and valleys of Yorkshire, England. He holds a degree in Marine Zoology, has worked as a naturalist guide in the Galapagos Islands, and has led anthropological and natural history expeditions in Peru, Bolivia, and Chile. He now lives on Whidbey Island, Washington, working full-time as a poet. He reads and lectures throughout the U.S., Canada, and Europe, and leads poetry and walking tours of Ireland and the English Lake District. Mr. Whyte is the author of three books of poetry, an audiocassette lecture tape series, and an album of poetry and music. His latest book, *The Heart Aroused: Poetry and the Preservation of the Soul in Corporate America*, was published by Doubleday/Currency in 1994.



11:00 am - Noon

*Leading with the Brain in Mind*

Modern developments in the neurological sciences, particularly the ability to look into brain activities while people are dealing with problems, gives us new insights into how people learn and deal with uncertainty. On the one hand, we are concerned with how a person manages his or her own brain. On the other hand, we are also concerned with what is going on when we try to manage the activities of a collection of brains. What are the implications for leaders when these new results are taken into account?

**Myron Tribus, Ph.D.**, is a consulting engineer, specializing in Quality Management with special emphasis on education. He is one of the co-founders of Exergy, an energy company specializing in the design of advanced, high efficiency, power production systems. He recently retired from Exergy after 12 years as a director. In retirement, Dr. Tribus devotes his attention to the improvement of education, with special emphasis on the K-12 years of schooling. His work involves the integration of quality management principles as taught by Dr. W. Edwards Deming, and the principles of cognitive modifiability as developed by Dr. Reuven Feuerstein of Israel. He is one of the founders of the American Quality and Productivity Institute, which is devoted to teaching and promoting the fundamentals of quality management. The AQPI merged its efforts with others to foster the growth and development of community quality centers across the USA. Dr. Tribus is a member of the National Academy of Engineering. He holds a B.S. from the University of California, Berkeley, and a Ph.D. from UCLA.

Tuesday, August 15, 2000

Tuesday Afternoon Workshops (Choose one) 1:15 - 2:30 pm

*Becoming Lean at Lantech*

Lantech began its journey to become a lean manufacturing enterprise in 1992. During the first full year of implementation, Lantech converted from an MRP-based push production process to a manufacturing process patterned after the Toyota Production System. Improvements to date include an increase in inventory turns from 3 to 15, a reduction in manufacturing leadtimes from 5 weeks to 10 hours, a 50% reduction in labor content, and an improvement in on-time delivery from 40% to 90%. Specific process tools used include cellular manufacturing, one-piece flow, and visual information centers. This session will review: value chain identification and the sequence of lean implementation across the entire chain, how to gain involvement and ownership of the change process, and the kaizen break-thru process as a tool for radical change. A discussion of lessons learned will include the need for know-how, passion, champions, and a supportive culture; and how to maintain the gains and sustain the momentum.

**Ron Hicks** is presently Vice President of Operations for Lantech, Inc. — the world's largest manufacturer of stretch wrapping machines and bundling systems. Lantech is located in Louisville, Kentucky. With his 20+ years of manufacturing experience, has helped place Lantech on a growth fast track with the implementation of lean production methodology utilizing the kaizen process. Prior to Lantech, he spent 14 years with General Electric and 5 years with Dannaer Corporation, and was instrumental in the implementation of lean production in five different plants. Mr. Hicks holds a B.S. in Industrial Engineering from the University of Tennessee.

*Study of Variation*



Dr. Ranney will discuss fundamentals of Walter Shewhart's approach to the study of variation and will provide examples of how various structures in variation are revealed through methods used to gather and summarize data. Some examples of the importance of knowing about the context from which variation arises will also be discussed.

**Gipsie Ranney, Ph.D.**, is Professor of Management at Belmont University and a consultant to organizations on organizational improvement and statistical methodology. Dr. Ranney is a member of the Board of Directors of OQPF. Dr. Ranney holds a Ph.D. in Statistics from North Carolina State University and has co-authored two books and numerous papers on theory and methods for improvement of organizational performance. The American Society for Quality awarded her the Deming Medal for 1996.

3:00 - 4:00 pm



*Putting Servant-Leadership into Practice Where You Live and Work*

Servant-Leadership, as defined by Robert K. Greenleaf, begins with conscious choice by an individual who wished to serve first. Greenleaf (who died in 1990 after serving for many years as a Vice-President of AT&T and as a noted consultant, lecturer, and author) has been called "a prophet before his time," whose ideas are more relevant today than ever before. Servant-Leadership is a practical philosophy concerned with the ethical use of power and authority. Servant leaders believe that power and authority are for helping others grow; not for ruling, exploiting, or gaining advantage by setting individuals or groups against one another. Dr. Jeffrey Miller will present Greenleaf's philosophy and discuss questions raised about the effects of its use.

**Jeffrey P. Miller, Ph.D.**, is an educator and consultant with the Robert K. Greenleaf Center for Servant-Leadership. In his role with the Greenleaf Center, Dr. Miller is responsible for Servant-Leadership program development, education, training, and consultation with Center partners and clients. For the past three years Dr. Miller has served as the convener for the *National Network for Collaboration*, a consortium of 20 land-grant universities. He is a charter member and board member of the Association of Leadership Educators. Dr. Miller has Bachelor's and Master's degrees from The Ohio State University and a doctorate from Pennsylvania State University.

4:00 - 5:00 pm



*Finding the Philosopher's Stone:  
How Moments of Change Happen in the Lives of Leaders*

Early in the journey to improve organizations, a common question leaders ask of themselves is "How can I more rapidly bring change to this enterprise?" Later, people often find themselves asking, "How best can I bring change to myself?" A shift of focus from exterior change efforts to their more subjective interior side may be a natural evolution, but it is one much less well understood. The journey takes on a more difficult aspect, without known reference points, principles, or guides. The search for one's own personal "philosopher's stone" - the missing substance that turns "lead into gold" is the subject of this meditation on the nature of genuine leadership.

**Dan Oestreich** is principal of Oestreich Associates, an organization development and leadership coaching consulting practice in Redmond, Washington. Mr. Oestreich has worked for twenty years with the connections between personal and cultural change within organizations and is known for his work as author and consultant on "driving fear out of the workplace." His client base includes manufacturing, health care, utilities, and service organizations of all kinds. While most of his time is spent consulting within organizations, he does offer small group workshops to help individuals answer their own deeper inquiries about leadership.

## CONFERENCE INFORMATION

**Conference Registration** – Fill out the registration form on the back of this brochure and return to: Ohio Quality & Productivity Forum, P.O. Box 17754, Covington, KY 41017-0754. Call 859-344-1698 to register, or fax your registration to 859-344-0280. Register on-line at [www.oqpf.com](http://www.oqpf.com).

**Conference Refreshments** – Lunch and snack breaks are offered daily. The conference reception will be held on Monday evening and will include appetizers and drinks. Note that the room rate for the Embassy Suites hotel includes a full cooked-to-order Breakfast Buffet.

**Overnight Accommodations** – We have made special arrangements with the Embassy Suites on the Kentucky riverfront to provide accommodations. Embassy Suites Cincinnati Rivercenter is located at 10 E. RiverCenter Boulevard, Covington, Kentucky. Phone 859-261-8400. Conference room rates of \$129 King Non-View or \$149 Double/Double Non-View or King River-View Single Occupancy have been arranged and will be honored until June 30, 2000. The room rate includes a full cooked-to-order Breakfast Buffet, two-hour Manager's Reception (5:00 - 7:00 PM) each day and self-parking in the hotel garage. Please mention the Deming Conference to receive the special conference rate. Early hotel reservations are advised. See insert. The hotel is located just a few hundred feet from the new Northern Kentucky Convention Center.

**Conference Location** – The conference will be held at the Northern Kentucky Convention Center located at One W. RiverCenter Boulevard, Covington, Kentucky.

**Travel Information** – A map and directions for those traveling by car will be included with your confirmation materials. The Cincinnati/Northern Kentucky International Airport is the destination for air travelers. You can choose Jet-Port Express or taxi service for the 15-minute commute to Covington.

**Confirmation, Cancellations and Substitutions** – Confirmation materials will be sent to you upon receipt of your pre-paid registration. No refunds will be made for cancellations after July 21, 2000. We will accept substitutions at any time.

### At our website at [www.oqpf.com](http://www.oqpf.com) you can:

- Register on-line for the 14th Annual Deming Conference.
- Follow easy one-click links to a number of other Deming-related websites.
- Download the conference brochure and other OQPF publications for free.
- Find a list of books about Dr. Deming and his teachings.
- Add your name or the names of others to the OQPF mailing list.

*We are planning plant tours for Wednesday, August 16th. Call the OQPF office at 859-344-1698 or watch the website for more information.*

### *You should attend . . .*

If you are a leader, manager or change agent who wants to help create vibrant, successful, and personally satisfying organizations, this conference is for you. The issues and ideas to be discussed apply to any organization. The conference brings together today's foremost leaders and practitioners to explore the interrelationship of leadership, management, and quality.

REGISTRATION FORM

Name \_\_\_\_\_

Organization \_\_\_\_\_ Title \_\_\_\_\_

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

City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_

Country \_\_\_\_\_ E-mail \_\_\_\_\_

Voice Phone (\_\_\_\_\_) \_\_\_\_\_ Fax (\_\_\_\_\_) \_\_\_\_\_

**Attendance Selection**

Conference ■ August 13-15, 2000 ■ \$500.00  
Includes proceedings binder, lunch and snack breaks each day, and Monday evening reception.

Group discount for 10 or more registered from company on one list ■ \$450.00

Deming Association Network Representatives' Dinner Meeting  
Sunday Evening ■ August 13, 2000

**Payment Method**

Check Enclosed # \_\_\_\_\_  Visa  MasterCard  American Express  
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