



THE HUMAN ELEMENT

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Breaking News: HD&L Leadership Council openings: Webinar Chair, Newsletter Editor, Assistant Treasurer and Social Media Chair

Letter from the Chair

By Bill Barton, Ph.D. barton.bill.e@gmail.com



Over the last four years we have developed a fantastic team. We can thank Adil Dilal, Past Chair, for creating a legacy in our team membership, our culture and our strategic plans. We continue to capitalize on this legacy, growing and maturing nicely, and executing our **strategies**. We look forward to great things from our new Training and Workshops, Vice Chair, Carol Ann Wolfgang. Welcome, Carol Ann!

I wanted to take a moment to publicly thank our team who helped make the 2014 WCQI a tremendous success. And I want to thank all of you who came to visit us at our booth, breakfast, or said hello when we met walking down the hall. We really value our Human Development and Leadership members, and our member participation in all the services and offerings we provide. As a division we are a very special group. The knowledge and expertise you exhibit is astounding.

I really appreciate all the hard work from everyone who contributed to making WCQI a success. We generated new members, potential member leaders, and a lot of good will from both our booth and breakfast. We also have some new business opportunities and made great contacts that will hopefully lead to new membership value propositions.

First and foremost I want to thank Wanda Sturm, Chair-Elect and Programs Chair. Without all her hard work we would not have had a 2014 WCQI at all. She did the leg work in finding us rooming, setting agendas, working presentations, getting posters organized and not to mention our \$100 gift card giveaway. She did so much I am sure I am forgetting something! Thanks Wanda from all of us.

Doug Samuels, Marketing and Communications Vice-Chair, worked behind the scenes setting up and taking down the booth almost single handedly. A tiring and rather thankless job unless it doesn't get done right, but nary a word was said pointing to a terrific job done.

Thanks to everyone who manned the booth, but a special thanks to Doug, Brooks Carder, Webinars Chair, Marilyn Monda, Publications Chair, David Winney, Voice of the Customer, Vice-Chair, and Gilberto Concepcion, Personal Well Being and Scholarships Chair, who were there giving it their all.

At the Human Development and Leadership Division Breakfast, I want to thank Wanda, Brooks, Marilyn and Gilberto for helping get the quality

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presentation out that was very well received. Thanks to you all. We got great feedback!

Finally, Stephanie Thompson, Secretary, who represented HDL in a panel discussion and helped get our name out there with her ever-present effervescent personality.

We continue to hold webinars twice each month. At this time these are free to attendees and can be used for recertification points as well as great knowledge download on wide ranging topics in the human development and leadership arenas. These take a lot of effort to put on so take advantage of the wealth of information to be gained.

Make sure to visit our division website at www.asqhdandl.org. It is ably maintained by our Technology and Internet Vice Chair, Peter Mahalik. It contains or will contain a list of upcoming events, like our Caribbean Cruise for Professional Development and the TCC Conference that the division will be leading and participating in, respectively. The Cruise is being led by Marilyn and John Breckline, Membership Chair, and should prove to be an exciting and fun event. The TCC Conference participation is being led by Adil and supported by committee member, Robb Richardson. Adil has lined up a fine group of speakers for the human development and leadership track and, we are proud to say, will be featured as one of the keynote speakers at the event. We look forward to meeting and greeting those of you attending these events.

On another note, I just started reading a new quality book from Joseph DeFeo, President and CEO of Juran Global. Its focus is on the benefits of strategic planning, culture change, goal-setting, innovation and benchmarking. While I am not far enough into it to give a book review it looks like it will be a good read. If you would like to read a book review I suggest you check out Mike Richman's review at <https://www.qualitydigest.com/inside/quality-insider-news/juran-s-quality-essentials-leaders.html>.

While we have other open volunteer positions within the Human Development and Leadership Division leadership council, I want to highlight a search we are doing for a new leadership position. Due to the widely varying communication channel usage by various age cohorts and our earnest desire to connect with all age groups, including targeting younger age groups that we may be missing through our traditional membership content outlets, we have opened a position for Social Media, Chair. This is a very important role to our division as social media is to ASQ as a whole. If you or anybody you know is up to this challenging but rewarding role or any of our other leadership roles, please contact me at bill.barton.e@gmail.com.

Calling all Members!!! Please apply for HD&L Leadership Council openings: To volunteer, contact Bill Barton, HD&L Chair at bill.barton.e@gmail.com

Webinar Chair. This Member Leader position will work closely with our Book of Knowledge Chair to ensure a vital and exciting webinar series. It provides the opportunity to interact with some of the leading authors and presenters in leadership theory and practice.

Newsletter Editor. This Member Leader position will work closely with our Publication Chair to compile and edit one of our most important communication channels – “The Human Element” - the HD&L quarterly newsletter. It provides the opportunity to connect directly with our membership, providing them with the latest news, articles and resource opportunities.

Deputy Treasurer. This Member Leader position serves in a complementary role to the Treasurer with regards to financial planning and analysis, as well as budget reconciliation. It provides the opportunity to learn firsthand how to operate the critical financial function of a large ASQ Division.

Social Media Chair. This Member Leader position will help us to leverage social media and help us to execute our earnest desire to connect with all age groups, including targeting those we may be missing through our traditional membership content outlets, for example, websites and newsletters. It provides the opportunity to create a new and vital communication channel from the ground up.

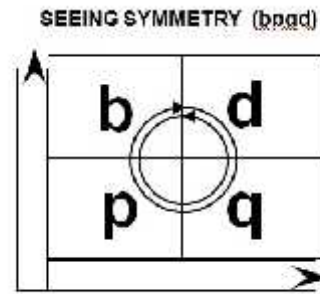
Seeing Symmetry in Human Development

Jesús Gilberto Concepción G. Ph.D., PE.
HD&L Wellbeing Chair

In our last publication we wrote on Symmetry in Human Development and introduced to you the symmetry concept bpqd. In the last ASQ Word Conference for Quality and Improvement at Dallas, Texas, I was fortunate to see the Opening Conference of graffiti artist and motivator Erik Wahl. His final painting looked like a cat, however, when it was inverted it was Albert Einstein face, it was symmetric. After the session, I had the opportunity to speak with Wahl and told him that with one figure I could draw four. I gave him our primer on Wellbeing and signed it “bpqd”. He saw the symmetry immediately and told me that he will accept the book, however from now on my signature will be bpqd!

Reading the book recently published by Michio Kaku, *The Future of the Mind*, inspired me to remind you all of the importance of science in understanding the brain, innovation, leadership and management. According to Kaku there have been two stellar scientific moments that have brought great understanding of our universe. The first occurred four hundred years ago when the telescope was introduced. It helped us to see outside of our world and showed us details of the moon, the sun and led to the discovery of other planets. It was possible to see the moon craters, black spots in the sun, Jupiter’s moon, Saturn has rings. Scientists and people learned in a decade more than they had learned across human history.

The telescope lets us transition from classical physics to modern physics, from Cosmology to Quantum Mechanics to the beginning of the universe with the Big Bang. Nearly five hundred thousand years from the Big Bang, protons, neutrons and electrons formed and the first Hydrogen atom was born. Transition of the electron to a higher state produces a photon; its decay transmits a wave with frequency of 21 centimeters. New telescopes can capture this frequency and this phenomenon is known as 21 Centimeter Cosmology. Presently, a new platform of serial telescopes has been built to collect this frequency of energy before the formation of atoms.



J.G. Concepción, *El Cambio. Dinamizante. Sankar.*
Revista Ahora, Enero 7, 54, 2014.



Everything in the universe was dark until the formation of the first Hydrogen molecule near one hundred million years after the Big Bang. Stars developed; we then had light in the universe. The universe continues expanding; the first galaxies appeared after one billion years. Our own solar system followed near the time ten billion years inside the Milky Way galaxy. During this period, the Carbon atom was formed, and organic matter started to evolve. From Methane (CH₄, in our nomenclature Cbbbbb) to asymmetric organic Carbon (we named Cbpqd), we see the symmetry we commented in our previous article. Asymmetric Carbon produces living cells and life began. All this knowledge is due to the first revolution, the telescope.

The second revolution is brain imaging technique. In the beginning of last century brain electroencephalography was introduced. It led to studies that showed the brain has four energy levels. After the fifties brain imaging using nuclear magnetic resonance produced new images of the brain and shed light on how the brain’s specific parts were used in specialized actions. New advances have confirmed these findings with even better precision. Brain imaging has been used in many of the studies that have mapped the functions and the abnormalities of the brain. At present, brain images have gone as deep as one Angstrom (that is equivalent to ten millions of a meter). At this depth lighting due to electron excitation of neurotransmitters is observed. It resembles a sky full of stars. Going deep into our body is similar to looking at our outside universe. With these two twin revolutions; the telescope and brain imaging techniques; the visual effects are similar.

In order to comment on this particular effect, we have to go even deeper into the brain, one thousand times smaller. There is no physical imaging

technique to observe the brain working at this level. It goes beyond nanotechnology scale to excite electrons from the molecules of neurotransmitters and of the Sodium and Potassium ions to help in the reaction and functioning of these molecules. However, Electromagnetic spectrographic techniques show that symmetry is the process that permits molecules to react. There have been a few Nobel laureates who have written about these phenomena. Roger Penrose wrote on a similar neuron interaction process in his book *The Emperor's New Mind*. First steps have been taken showing neurons shooting lights from neurotransmitters like a sky full of stars. These are photons coming from excited electrons. Now symmetry of these electrons excitation can be explained by the angular momentum of the orbit where electrons spin. In a simple way, the symmetry process bpqd.

We have used a similar approach of bpqd symmetry named Dynamic System Evaluation, SED© in order to find symmetry in brain thinking styles of managers, leaders and elite athletes. This condition increases the possibility of success in process improvement in organizations. Brain thinking at neurotransmitter level resembles a sky full of stars with a common denominator, symmetry. In quality, Deming's cycle (PDCA) and the theory of Profound Knowledge (Psychology, Systems, Variation and Knowledge), are both characterized by four levels. Quality is using a scientific approach which will give it a higher probability for success. As Einstein said, we have to follow a scientific process if we want to keep things simple. We have to understand our universe from the outside to the inside and symmetry is what makes this process more beautiful and simple.

jconcepcion@claro.net.do

References

- 2014, J.G. Concepción, Seeing Symmetry in Human Development, HD&L Spring Newsletter, ASQ
 2014, M.Kaku, *The Future of the Mind*, Doubleday, New York, NY.

READ THIS! The Influence of Senior Leaders in Successful Change by Rick Maurer

The July issue of *The Journal for Quality and Participation* contains an article that is especially relevant to HD&L Members as it is based on a survey that included 64 HD&L respondents.



The intent of the article is to confirm and extend information about specific behaviors of senior leaders that would differentiate successful and unsuccessful changes behaviors that the author previously studied.

The eight leadership behaviors under investigation are:

- Assessment of organizational readiness—Did the senior leader assess the organization's readiness for change?
- Active demonstration of support—Did the senior leader demonstrate his/her strong support for the change from beginning to end?
- Change process—Did the leader encourage people to use a single change management approach when talking about the change?
- Trust in team—Did the leader demonstrate trust in the people to whom he/she assigned or delegated responsibility for the project?
- Stakeholder preparation—Did the leader make sure that a significant number of stakeholders knew why this change was critically important to the organization before he/she ever talked about particular plans for the change?
- Stakeholder support—Did this leader only start projects that stakeholders could see were critically important to the organization?
- Readiness of superiors—Did this leader make sure that the people to whom he/she reported (e.g., the board or senior leaders/executives at the corporate headquarters) were in the loop and supported this change?
- Learnings application—Did the senior leader learn anything about the change process that he/she was able to apply to future projects?

Check out the full article for Maurer's interesting findings. It can be found on our website, www.asqhdandl.org

The Southern California Connection: Development of the HD&L Book of Knowledge (BOK)

Brooks Carder, Ph.D., HD&L BOK Chair

Sometime in the spring of 2010 I was contacted by Karen Maskell, then Chair-Elect of the Human Development and Leadership Division. I had responded to a division survey by indicating that I was interested in volunteering for the Division. By summer, I was the new Publications Vice Chair, with responsibility for primers and newsletters, the latter being under the Newsletter Editor at that time, Don Sayre.

My first task was to correct the pronunciation of primer. According to the dictionaries I have consulted, primer with a long “I” is a kind of paint or the device that detonates ammunition. The small book is primer with a short “I”, except in ASQ, where they use the wrong pronunciation. But in my Division the booklet is primer with a short “I. If you need verification, this link will actually let you hear the pronunciation that goes with the definition.
<http://www.merriam-webster.com/dictionary/primer>

Kidding (on the square) aside, the first thing I did was to finish the editing and publication of Bruce Waltuck’s primer on Chaos and Complexity, which had been hung up for over a year for some reason, perhaps because there was no Publications Vice Chair.

I loved the work and in the next three years managed to participate in the publication of four newsletters each year and a total of seven primers, one of which won the ASQ’s Gryna award, “Presented for the paper that made the largest contribution to the extension of understanding and knowledge of the philosophy, principles, or methods of quality management during the past year.”

In 2013 several things happened, most importantly the return to San Diego of my old friend and colleague Marilyn Monda. After we worked together briefly in San Diego in the early 1990s, Marilyn moved to the East Coast where she served as a Quality Leader and MBB for GE Real Estate and Executive Director for Strategy Execution at Merck. Marilyn holds a Master’s degree in Behavioral Statistics from Baylor University. She and I share a deep affection for Dr. Deming and for the principles he taught. From time to time Marilyn served as Dr. Deming’s assistant at his four-day seminars. On her return to San Diego Marilyn agreed to join me in the work I was doing for the division.

Something that almost worked out was the addition of Marlene Johnson to our leadership team. Marlene had been the division Secretary when she lived in the Midwest, and recently started a new job in San Diego. She agreed to be Newsletter Editor, but as it turned out the demands of

her new job were simply too great to edit our newsletter. We hope things will let up in the future and Marlene will return to our team.

Finally in May of 2014, Carol Ann Wolfgang joined our team as Vice Chair of Training and Workshops. She holds an undergraduate degree from University of Pennsylvania, where I received my doctorate (not Penn State). She received her doctorate in natural resource management with concentration in hydrogeology from the Australian National University. In addition she holds numerous certifications in both safety and quality. Carol Ann lives in Ventura, north of Los Angeles, but serves as safety and quality director of a firm with an office in San Diego. Consequently she travels here frequently which means she, Marilyn, and I can have meetings periodically. To date these meetings have been very productive and serve as both brainstorming/idea gathering and collegial discussions on relevant quality topics for the division.

In addition to having a vacancy at the Newsletter Editor position we were confronted with a vacancy in the position of Webinar Vice-Chair.. I took over that role and Marilyn became Publications Chair. In addition to the Webinar position; which I hope is temporary; I took over the Body of Knowledge (BOK) Chair from Wanda Sturm our Chair Elect.

Our strategy is to use our webinars, our workshops, and our publications in service of the development of our BOK. Thus as we prioritize the content areas of the BOK, we will solicit primers, webinars, and workshops on those areas. Our first topic is motivation, and Marilyn, Carol Ann and I recently submitted a proposal for a workshop on that topic for the 2015 WCQI. We made progress rapidly, in part because of the convenience of face-to-face meetings. In addition to Motivation, other critical BOK topics include Change Management, Conflict Management, Systems Thinking, Communication and Coaching/Mentoring.

Finally, if this comradery and the learning that characterizes the HD&L leadership team interests you, please consider volunteering for either the Webinar Chair or the Newsletter Editor. For further information, please see the box on Page 2 of this newsletter. And if you live in Southern California, all the better.

Coaching Tips; Helping a Leader through a 360 Degree Assessment

Wanda Sturm, HD&L Chair Elect



A 360 degree assessment requires collecting performance feedback from managers, peers, direct reports and customers. This can be uncomfortable for a leader, but it is also an act of courage and an indication of the desire to improve and learn. As leaders take on this challenge, those of us in the role of coach should acknowledge the leadership it requires asking for

this type of feedback.

Helping leaders interpret their results from a 360 assessment and determine what, if anything, to do differently can be a daunting task. The revelation of the often frank feedback in an assessment can be both a positive and negative experience. As a coach, you can make the difference in whether this is a discouraging or inspiring experience for the leader.

Approaching the coaching role requires us to think through the best way to connect with the leader. One tried and true method that we can use is the GROW model – What is the Goal? What is the current Reality? What are the Obstacles standing in the way/ What Options are there to address the Obstacles? What is the Way Forward – the action steps?

However, as a coach, you may want to consider not jumping directly into the fray. Instead, begin your coaching by simply getting to know the leader better.

In your first connection with the leader, you should work to establish a rapport and build credibility. One of the best ways to begin is to simply ask questions and really, REALLY listen! Here are a few questions you can consider asking the leader you are coaching to help to build rapport

- What in the feedback was what you expected?
- What in the feedback was a surprise to you?
- What in the feedback did you disagree with?
- What from the feedback do you view as your greatest strength?
- What from the feedback do you view as the area you would most like to improve?

Listen carefully to what the leader expresses, as well as what is NOT expressed. What other questions come to mind as you listen? Also, consider the overall tone of the feedback and the leader responses to your questions. Was it positive or negative? Make a note of these impressions as they may be useful as you continue to coach the leader through understanding their 360 results and creating a personal development plan. Now that you have taken the first step in building a relationship and rapport with the leader you can build on these impressions and insights and use them to move deeper into your coaching relationship with the leader.

Treasurer's Corner

Michael Rivera, HD&L Treasurer

How are HD&L activities funded?

All HD&L supported events (conferences, primers, meetings, etc.) are paid via the division's checking account, which receives allocations from ASQ's General Fund. We do not maintain a separate checking account at this time. In an effort to boost revenue through ecommerce sales, our member leader team opted not to establish a separate account in order to save on potential fees in a meeting held in June.

How does the division generate revenue?

Revenue comes from multiple channels, including membership dues, conferences, course registration, retail sales, and interest/dividends on savings and investments.

Mid-way through 2014, division revenues allocated to HD&L are \$15,192.81. This is a decline in income of \$544.28 from 2013. 93% of the revenue generated has come from membership dues.

What kinds of expenses does HD&L have?

Like any organization, HD&L has multiple sources of expenses, ranging from travel and meeting costs, to licensing and operations fees, as well as scholarships and contractual obligations.

The division also shares in costs for ASQ conferences, including the TCC (a council created this year). YTD expenses = \$28,672.17 (4k of which have been transferred to HQ in support of the TCC).

Additional News

The HD&L Division is still seeking a Deputy Treasurer. This position serves in a complementary role to the Treasurer with regards to financial planning and analysis, as well as budget reconciliation. If interested, please contact me, or indicate your interest to a member of the Division Leadership team.

AMERICAN SOCIETY FOR QUALITY
HUMAN DEVELOPMENT AND LEADERSHIP DIVISION BALANCE SHEET
June 30, 2014

DISPOSITION	Amounts			Change	
	Current	Year-End	Last Year-End	This Month	This Year
ASSETS					
CURRENT ASSETS					
CASH ON HAND - EQUIVALENTS					
BANK OF AMERICA CHECKING	11,690.27	15,129.00	21,000.00	1,538.00	1,000.00
BANK OF AMERICA CHECKING					
WELLS FARGO	35,000.00	35,000.00	35,000.00	0.00	0.00
CREDIT CARD DEBIT					
AMERICAN EXPRESS					
AMERICAN EXPRESS					
TOTAL CASH ON HAND EQUIVALENTS	46,690.27	50,129.00	56,000.00	1,538.00	1,000.00
ACCOUNTS RECEIVABLE					
GENERAL ACCOUNTS RECEIVABLE			400.00		400.00
UNPAID INVOICES	1,000.00	1,000.00	1,000.00	0.00	0.00
DEBIT FROM CONFERENCE					
TOTAL ACCOUNTS RECEIVABLE	1,000.00	1,000.00	1,400.00	0.00	0.00
OTHER CURRENT ASSETS					
TRAVEL OUTSIDE					
CASH ADVANCES					
TRAVEL ADVANCES					
ADVANCES					
PREPAID EXPENSES - GENERAL					
PREPAID EXPENSES - CONFERENCES					
PREPAID EXPENSES - TRAVEL					
TOTAL OTHER CURRENT ASSETS	0.00	0.00	0.00	0.00	0.00
TOTAL CURRENT ASSETS	47,690.27	51,129.00	57,400.00	1,538.00	1,000.00
LONG TERM ASSETS					
PROPERTY					
PROPERTY - EQUIPMENT					
PROPERTY - EQUIPMENT	1,000.00	1,000.00	1,000.00	0.00	0.00
PROPERTY - EQUIPMENT	1,000.00	1,000.00	1,000.00	0.00	0.00
TOTAL LONG TERM ASSETS	2,000.00	2,000.00	2,000.00	0.00	0.00
TOTAL ASSETS	49,690.27	53,129.00	59,400.00	1,538.00	1,000.00
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES					
GENERAL ACCOUNTS PAYABLE			100.00		100.00
DEBIT TO	1,000.00	1,000.00	1,000.00	0.00	0.00
TOTAL CURRENT LIABILITIES	1,000.00	1,000.00	1,100.00	0.00	0.00
DEFERRED REVENUE					
DEFERRED REVENUE					
DEFERRED REVENUE					
TOTAL DEFERRED REVENUE	0.00	0.00	0.00	0.00	0.00

Call for Papers

HD&L division is devoted to publishing original, informative and short (about 5000-words) primers that move beyond the confines of single-school or single-theory approaches to leadership. HD&L primers focus beyond theory, to the application of that theory. Earlier primer topics have included employee engagement, leading through change, well-being, and profound knowledge and leadership among others. To download HD&L primers, please go to <http://asqhdandl.org/publications.html>

We are asking you, our division members, to submit abstracts for papers for our 2014 Primer series. If you have expertise and a unique take on application in Motivation, Change Management, Conflict Management, Systems Thinking, Communication, or Coaching/mentoring please submit an abstract of 250 words or less along with a short bio to Marilyn Monda at mmonda@mondaconsulting.net.