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- Educate professionals in the latest advancements.
- Provide tools and techniques to accelerate improvements and innovations.
- Improve the bottom line.
- Improve the working condition.

Elevate Manufacturing™

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INSIDE THIS ISSUE

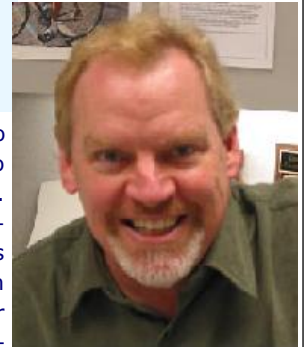
Data Dashboard Delight	1
Webinar Announcement	1
Conflict as an Asset	2
Inspiration Corner	2
Optimize Your Supply Chain	3
Everything New Hires Need to Succeed	3
Subverting the Hero Culture	4
Training and Onboarding Using High Impact Mentoring	5
Feasibility Studies	6
Climate Change Impacts Sales and Supply Chain Management	7
The Role of Story in Leadership	8
Editorial	8
Columnists	8

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Data Dashboard Delight

by Scott Zellmer



One of the most important strategies

for manufacturing is the intelligent use of data. It requires data to validate the processes used to manufacture product, monitor performance, identify problems and determine the path to improvement. At times it feels like we're swimming in data. How can we best make sense of it all? For monitoring performance, identifying problems and pointing the way to improvements, the dashboard is a great tool.

It is common today that a single manufacturing process requires more than 100 parameters to be monitored simultaneously. This is driven by the detailed test data, process control data, pass/fail decisions and traceability information required. Quality, cycle time, process stability and cost must all be monitored. There are several methods available to meet this purpose (see the chart.)

Throwing engineering labor at the problem is costly and not the best use of talent. Multivariate control charts are a good technical solution, but interpreting a warning or alert is difficult

which leads to slower response to solving problems. The use of drill-down dashboards allows a quick high level notification or warning. The drill-down feature allows rapid identification of the offending parameter and insight into the root cause. This enables rapid response to alerts with effective improvement efforts.

Drill-down dashboards are interactive, flexible and highly configurable for individual needs. They can accommodate continuous variables, categorical variables, pass/fail data and descriptive text. Consider trying a dashboard to monitor your processes today!

Option	Pros	Cons	Comment
Hire engineers to monitor SPC charts	Thorough and flexible review	Monitoring 100 charts, once per hour, even automated at 1 min per chart, is \$160k annually just for the initial identification of a problem	Not cost effective
Utilize multivariate control charts	Fast and efficient	Difficult to combine different variable types and if an alert is generated it is difficult to isolate the cause of the alert	Better, but not great support of solving problems
Utilize drill-down dashboards	Flexible, fast, efficient, automated emails, easy to find the cause of alerts	Hard to keep our heads buried in the sand (avoidance) when problems become visible	PROVEN RESULTS!

StatSoft and Z-Consulting Webinar

Scott Zellmer from Z-Consulting

presented a webinar sponsored by StatSoft on "Learning How to Monitor Hundreds of Parameters in Real Time" on 22-Jun-2010. Scott demonstrated the use of drill-down dashboards, a new feature in Statistica Enterprise version 9.1, to manage the large number of parameters that are prevalent in high-technology manufacturing processes. Scott will be presenting at StatSoft's upcoming events in San Francisco and San Diego this summer. For more details see: www.statsoft.com and www.z-consulting-llc.com.

StatSoft, Inc. of Tulsa, OK was founded in 1984 and is now one of the largest global providers of analytic software worldwide and is also the largest manufacturer of enterprise-wide quality control and improvement software systems in the world.

Z-Consulting, LLC of Beaverton, OR helps its clients shine a spotlight on those frustrating road-blocks that prevent dramatic improvements to quality and reliability. With Z-Consulting manufacturing routinely becomes a strategic weapon and a showcase.

Conflict as an Asset

The idea that conflict is a good

thing is pretty counter-intuitive—especially when it comes to the smooth operation of a business. So much of human effort is focused on conflict avoidance and conflict resolution that it is hard to appreciate that conflict is incredibly valuable.

There is one place in which the value of conflict is made very clear, however: story. Conflict drives every good story forward. We all know this intuitively. Imagine any good story, any story you love. Now strip away the conflict. The story will fall apart. It won't be about anything. Conflict is the heart of every great story and an essential asset for every great storyteller.

So how can we be so put off by conflict in real life when we are so fascinated and engaged by it in the context of stories? I believe it's because, in the abstract of a story, divorced from the discomfort it causes us, we can see the true value of conflict. While conflict can certainly be scary and potentially harmful, it is also the engine that drives growth and positive change. The trick is to look at conflict in the right way so as to be able to embrace it rather than try to solve it.

The main problem in getting the value out of conflict is that most people tend to think of conflict as between a good thing and a bad thing—like between control and chaos or between efficiency and waste. The real energy in conflict is tapped, however, when you learn to recognize that most human conflicts

are actually between two positive but conflicting needs, like the need for control versus the need for passion or the desire for efficiency versus the desire for delight.

The lesson that story teaches is that most conflicts can't really be resolved without losing something valuable—without giving up on one need or another, or without compromising both to the extent that you wind up in an unsatisfying, mushy middle. The goal shouldn't be to resolve the conflict, but to understand the conflicting needs that underlie it and work to satisfy both. Embracing the conflict is how characters grow in stories, and it's a hallmark of businesses that connect powerfully with their consumers and their employees.

by Jim Hardison

Inspiration Corner - It's About You

by Lou Radja

I have good news and bad

news! First the good news; the most important ingredient in the recipe for your success in life is you! Well, now the bad news; your biggest challenge in closing that gap between where you are and where you want to be in all areas of your life is....you guessed it; you!!! Sadly, you and I spend too much time seeking answers outside of ourselves. There is nothing external about fulfillment and success, it is first and foremost an inside job. You cannot give from an empty cup; start by taking time to fill your own cup with love, joy, respect, wisdom, and creativity and you'll have something to share with the world. For instance, you'll find it very difficult, if not impossible, to love another human being

if you do not have love for yourself. It's hard to forgive others if you can't forgive yourself. All respect begins with self respect! One best way to rid our planet of hatred is to remove it from our own heart. You cannot teach what you don't know and you cannot lead where you won't go!

I could go on and on; the message is simple and powerful, it's about you! If you have a problem or challenge, the person you should have a consultation with is always available, that person is you! It's time for us to stop neglecting ourselves for the sake of everything else. The irony of life is that by neglecting ourselves, we end up causing more harm to the very people and the things we care about the most. Remember the wisdom behind the words you've heard from just about every



flight attendant during pre-flight instructions, "...first put on your oxygen mask before you can help someone else"! In the words of Mahatma Gandhi, *"We must be the change we want to see in the world"*. Decide today to look inward and start your journey in self mastery, it will be the best gift you can give to yourself and to the world!

Ralph Waldo Emerson on Tomorrow as a New Day

Finish each day and be done with it. You have done what you could. Some blunders and absurdities no doubt crept in; forget them as soon as you can. Tomorrow is a new day; begin it well and serenely and with too high a spirit to be encumbered with your old nonsense.

Marilyn Monroe on The Desire to Improve

My illusions didn't have anything to do with being a fine actress. I knew how third rate I was. I could actually feel my lack of talent, as if it were cheap clothes I was wearing inside. But, my God, how I wanted to learn, to change, to improve!

Optimize Your Supply Chain - Best Practices

Supplier Selection

by Anja Bump



In the previous columns we have talked a lot about managing your interaction with your suppliers. Improving it, measuring it, planning it. So by now you have an idea of which situations are good for you and which ones are not. This is why you will now be able to appreciate the art of supplier selection.

You are in the enviable position of selecting a supplier. Fabulous! Now you get to make sure that you pick

someone that matches your goals and strategies. Someone that can support your growth plans and deliver the quality and consistency you need. Someone that picks up the phone on a weekend if you need to place an unexpected order. You get my drift - this is your chance to ensure you add a supplier that has a lot of the attributes you are working so hard on implementing with the others. Selecting suppliers that match your goals will minimize their management. The

figure below shows the steps that lead to selecting a great long-term supplier.

Make sure your internal customers are part of the selection team and on board with your long and short lists. Wherever possible, define the specifications in your suppliers' sweet spot. It will make for much better quality and on-time delivery. Involve the supplier in the specification development where possible - they usually have pretty amazing input that you may not have thought of.

And last but not least - consider the suppliers' financial health and overall risk management required (location, currency, political climate, etc).



Everything New Hires Need to Succeed in the First Year of their Career

[OnBoard Yourself™](#) is a member community and e-learning site to help recent college grads become superstars in their first career job. Using articles, interviews, podcasts, videos, discussion forums, online courses and webinars, it teaches new hires the basic business knowledge and skills they need to get onboard and up to speed quickly. This frees up busy supervisors and managers to focus on teaching company-specific and business critical information instead of Business 101.

Montgomery Strategic has used and recommends [OnBoard Yourself™](#) . If you know anybody who is looking for a job or recently got hired - tell them to check out this exciting new service. And if you are doing the hiring yourself, [OnBoard Yourself™](#) can create a program for your new hires, tailored to your company.



"Lying rides upon debt's back." - Benjamin Franklin

Walt Disney on Making Dreams Come True

Somehow I can't believe that there are any heights that can't be scaled by a man who knows the secrets of making dreams come true. This special secret, it seems to me, can be summarized in four Cs. They are curiosity, confidence, courage, and constancy, and the greatest of all is confidence. When you believe in a thing, believe in it all the way, implicitly and unquestionably.

Subverting the Hero Culture by George Perry



One of the characteristics of a healthy organization is that it makes good use of the information that is available to it. This sounds like commonsense but organizations will only do this if two conditions are regularly met:

1. Management is committed to information based decision making.
2. Management has an expectation that the information needed for information based decision making is available.

Even if management is working in an information vacuum, they do not have the option of not acting when facing situations that require decisive action. If decisions are consistently made in an information vacuum, then the habit of driving to success by acting forcefully, overcoming obstacles primarily by will and luck, becomes cultural.

One of the side effects of this "hero" culture is that, even when information is available that if used in an effective and timely manner will guide managers to optimal decisions, the information will often be disregarded as the organizational "heroes" depend on their forceful wills and common sense to gut their way to success.

As a manufacturing engineer committed to the success of the organization that

you are supporting, what are usable strategies for working in a "hero" culture while you strive to supplant the hero culture with information driven decision making?

1. You must have a sponsor whose support you can count on.
2. You must be willing to step up to the hero role when necessary, even while you work to subvert the entrenched hero culture.
3. You must be alert to the signs that show some part of the organization is starved for information, and then find a way to feed that hunger for information.

Some representative signs that will alert you that there is fertile ground to wage your battle for a healthy information driven organization are:

1. Assembly procedures that contain sections that largely consist of admonitions that "the following sections are important and need to be followed carefully".
2. Large amounts of accumulated work in process (WIP).
3. Sporadic material shortages.
4. Sporadic missed ship dates.
5. Engineering change orders tightening specs to address material quality problems.
6. Significant amounts of inactive inventory.

What is common to each of these signs is that they represent a significant failure or waste of resources that is occurring with regularity in the organization. As a manufacturing engineer committed to the success of the organization, your challenge is to rise above dealing with these issues in a fire-fighting mode, understand how to address the information deficit that is driving the waste, and develop the systems that will give the organization effective information driven tools to successfully manage the wastes so that they do not trigger the crises that drive the hero culture.

You may not be able to drive management to commit to information driven decision making, but you can get management used to expecting to have the information needed to make informed decisions. And that is a strong first step towards fostering a healthy organization.

Mark Twain on Dreams

Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover.

"There is more stupidity than hydrogen in the universe, and it has a longer shelf life." - Frank Zappa

Training and Onboarding Using High-Impact Mentoring

by Todd Hudson



Mentoring programs can be highly effective for onboarding new employees, transferring knowledge, ensuring proper behaviors, and many other uses. Today's companies do not have a dollar or a nanosecond to waste in ineffective, so-so training and knowledge transfer.

Here are just a few of the challenges we face.

- Face time is harder and harder to get, especially with managers and subject matter experts. This precious time needs to be productive.
- Frequent changes to product and service offerings, regulations and organizational structure make quick learning essential.
- Employees stay in individual jobs for shorter periods of time. Getting them productive sooner is paramount.
- Younger workers are more easily discouraged and leave companies more quickly today. Building strong relationships and concrete skills through mentoring is a way to keep them longer.
- Mistakes are less and less tolerable, especially during an economic downturn when resources are already stretched thin.

However, the lack of a structured approach often means companies that start mentoring programs come up short. Typically implementations are loosey-goosey; hoping that pairing people up will lead to something good. This approach usually delivers so little that the program loses credibility as an effective knowledge transfer process.

There are four traits that describe an effective high-impact mentoring program.

1. A Structured Approach

The hard and soft skills a mentee needs to succeed are well-articulated, logically arranged, and clear to both mentor and mentee. These skills are divided up into 'chunks' that are quickly taught and easily assessed.

Mentors learn specific skills to teach what they know efficiently and effec-

tively. The only model most of us have for sharing information is K-12 education, which is basically "sit down, shut up and listen." Most of us try to teach too much at once and drown people with a fire hose of knowledge.

2. Relevance and Just-in-Time Learning

Mentees need to clearly understand how what they are learning to do impacts them and the business. Younger workers today are particularly concerned with building a resume of useful skills and positively influencing their workplace.

Mentees need to learn at the exact moment they require the new information or skill. Retention rates go up dramatically as the gap between learning and application shrink. Mentees need opportunities to practice and master new skills right away. Mentors need to make sure they get those opportunities to 'seat' the new learning.

3. Individualized Learning

Content and delivery are tailored to each mentee, and take into account previous knowledge and experience. For example, a new hire in the software industry with only basic computer skills needs a whole different level of instruction than an experienced virtual worlds gamer.

Content and delivery also need to be framed in the context of the mentee's natural learning style. Too often we start people out by saying "Here read this document first." In fact, only ten percent of people prefer to learn by reading first.

Mentors need to teach to the appropriate learning style. Does the mentee learn by watching? Doing? Hearing an explanation? When we do this, receptivity, retention and mastery increase dramatically. In addition, mentors frequently assess how much learning is taking place and adjust their delivery accordingly.

Focus on Results

A well-structured mentoring program not only outlines key skills to learn, but

also establishes deadlines. Deadlines make mentees more assertive about acquiring skills, and encourage mentors to spend the needed time.

What constitutes mastering a skill also needs to be clear to both the mentor and mentee. Too often mentors rely solely on seeing the mentee perform the skill to assess mastery. Mentors must be able to articulate what constitutes mastery before the mentee attempts the skill or task. In this way, the mentee knows clearly what to focus on and practice.

The benefits of high-impact mentoring over other forms of training, for example classroom or online, are immense.

It's cost-effective. High-impact mentoring uses existing personnel and resources; no additional support staff necessary. It does not require any special hardware or software or programming (like e-learning or simulations). Mentor training is straightforward to learn and easy-to-apply.

It's flexible. Learning can take place face-to-face or remotely and at any time of day. The content and order of learning can change depending on business situation. The speed and amount of teaching are elastic based on mentee's previous knowledge and experience and innate abilities.

Given these benefits, high-impact mentoring should be an integral part of every companies' training and knowledge transfer process.



Developing Your Process - Feasibility Studies edited by Scott Zellmer

In the previous issue we described how to gather information about the process you are going to develop. With this knowledge the process engineer sets out to design the process. A feasibility study does not guarantee success, but the risk of failure is considerably reduced and the

1. Narrow down the number of factors to less than ten by common consent between the team members. This is done purely by technical knowledge and analogy to known processes. It does not matter, if this assessment is 100% correct. It is more important, that the team members are in agreement with what they think might influence the process.

may help later on explaining unexpected results and will help you to find errors quicker.

Documenting the Results

The results will be plotted in a diagram like Figure 3. In this example the process results are set arbitrarily to one for all factors "low" and ten for all factors "high".

The interpretation will go as follows. Taking into account a variability in the results as the number of repetitions is small, all results above eight will count as showing no effect. This means only factors two, four, six and possibly eight will have an impact on the process results. So only those of the ten factors need to be considered when evaluating parameters in more detail.

Conclusions

With the feasibility study we have proven that the process works and gained first hand experience with the process. We identified the vital few factors that really influence the process result. Most importantly, we have discovered potential pitfalls that could have sabotaged the project if discovered at a later date.

Ident.No	Category	Factor	Property	low level (0)	high level (1)
1	Environment	Humidity	relative humidity at 25°C	30%	75%
2	Man	Alignment in fixture	distance to edge	0,5mm	1,5mm
3	Man	fixation	force	1 N	10N
4

Figure 1: Factors Affecting the Process Outcome

influence of key factors will be determined.

Preparing for the Feasibility Study

Before you plunge into the details of what you want to do and prove, it is advisable to think first. First answer this simple question: What do I want to show? Most of us will think: What a stupid question! We want to show that the process will work! But here starts the dilemma: What does it really mean, that the process works? The main players are still the production, the quality and the process engineer. If you put this question to them individually, you will get three different answers.

Here you can cash in the first dividend from painstakingly documenting the information about the process, especially the specification for the process results. You have the agreed upon criteria of what a "good" process will look like!

The next step is to identify factors that are likely to influence the process results. The best practice here is to follow the Ishikawa approach, which sorts the factors according to categories like material, method (design), and man.

This again uses the team approach. In a table you list all possible factors, that might influence the outcome (see Figure 1). In reality only a few will do so. To identify the few with a high degree of probability we follow a two step approach:

2. For the remaining important factors you design a screening experiment to show the influence of each factor. One efficient and effective method is the Shainin design. This is a precise method for swapping factors to determine which effect the output. Figure 2 shows a Shainin design for ten factors.

Property Factor	Experiment all low (0)	Experiment all high (1)	change factor 1	change factor 2	change factor 3	change factor 4	change factor 5	change factor 6	change factor 7	change factor 8	change factor 9	change factor 10
1	0	1	0	1	1	1	1	1	1	1	1	1
2	0	1	1	0	1	1	1	1	1	1	1	1
3	0	1	1	1	0	1	1	1	1	1	1	1
4	0	1	1	1	1	0	1	1	1	1	1	1
5	0	1	1	1	1	1	0	1	1	1	1	1
6	0	1	1	1	1	1	1	0	1	1	1	1
7	0	1	1	1	1	1	1	1	0	1	1	1
8	0	1	1	1	1	1	1	1	1	0	1	1
9	0	1	1	1	1	1	1	1	1	1	0	1
10	0	1	1	1	1	1	1	1	1	1	1	0
Results:												

Figure 2: Shainin Experimental Design

Conducting the Feasibility Study

When conducting the experiments it is essential to stick to the designed experiments plan.

If you start changing the factors or levels you will end up in confusion. If you discover no real differences in the results, start a new design with different choices of levels. Note all the observations meticulously, they

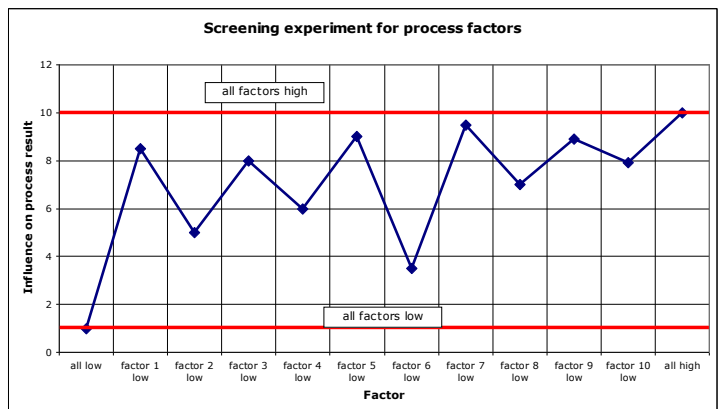


Figure 3: Screening Experiment Results

"To array a man's will against his sickness is the supreme art of medicine." - Henry Ward Beecher

Climate Change Impacts Sales and

Supply Chain Management

by Alex Schay

Companies are greening their

operations for a variety of reasons. Some want to save money. Some change out of a sense of social responsibility. Still others understand that customers, including retail customers, corporations, government agencies, and even the military, want to partner with companies that conduct business in a sustainable manner. As a result, small & medium size enterprises face both threats and opportunities when addressing climate change.

Image Pressworks, for instance, is a respected Portland-area printing company that represents well-known accounts such as Nike, Leatherman, and Columbia Sportswear. Last summer, two of Image Pressworks' key clients informed Image that as of 2011, they would only do business with "carbon-neutral vendors." Consequently, Image measured its total carbon footprint, including consumption of paper and aluminum sheets used as printing plates. They are now in the process of selecting viable options to mitigate that footprint. Alternatives include purchasing offsets, such as forestry offsets and Renewable Energy Certificates, as well as establishment of onsite renewable energy resources, such as construction of a modest wind turbine or adding a solar roof. In the process, Image Pressworks' sales team has recognized opportunities to leverage sales by touting their green initiatives.

Based in Hoquiam, Washington, Grays Harbor Paper (GHP) manufactures a variety of virgin- and recycled-content office paper. Like many paper manufacturers, GHP has noticed an overall decline in paper consumption. At the same time, the cost of key inputs, such as pulp, are on the rise. This situation has created a need to identify product lines that offer greater

growth opportunities and lower price sensitivity within this commodity-based industry, and GHP has a champion product in this regard: Harbor 100. Because GHP's facility gets 100% of its process heat by burning sustainably-harvested forest residues, because the electricity it consumes is derived primarily from hydro power, and because Harbor 100 is made entirely from 100% post-consumer, recycled-content pulp, Harbor 100 has a carbon footprint that is about 75% lower than most virgin-content office paper and 55% lower than typical recycled-content paper. GHP is using this green & sustainable story to leverage sales of this higher-end product to companies and government agencies that either choose to or must reduce their environmental impact.

Ironically, sustainability is taken into consideration even when cleaning up messes, such as fuel spills. Remediation Services International (RSI) removes fuel spills from soil – at brownfields and on military bases. Based on our review of site-specific data at two military sites, as well as comparison of this actual data with hypothetical energy inputs associated with use of the leading competing fuel-remediation technology, we have found that RSI's remediation process results in release of between 20% and 25% fewer Greenhouse Gas (GHG) emissions per unit of fuel remediated. Significantly, RSI may enjoy opportunities to reduce the carbon footprint of its fuel-remediation process even further when remediated fuel is used to generate electricity or when excess engine capacity is utilized to condense remediated fuel vapor into usable liquid fuel. Interestingly, the military, and especially the Air Force, has shown real interest in contracting the greenest and most sustainable fuel-remediation processes available. As a result, RSI believes it will enjoy increased sales by effectively communi-



cating its technology's green attributes.

Still other companies are concerned about negative consequences that could result through failure to measure emissions of greenhouse gases. This may be particularly true of industrial companies that manufacture components needed for hydro power, wind power, and other forms of renewable energy. In many cases, such companies elect to determine their GHG inventory and then hold on to that information, as a sort of insurance policy, in the event the press or other groups come calling.

At the risk of sounding trite, climate change is changing business climate. Many times, taking a proactive stance with respect to climate change can enhance a company's image and even increase sales. At other times, failure to take your company's impact on climate change into consideration may have unforeseen negative consequences. At nearly all times, however, it will behoove the conscientious and forward-thinking business owner to at least measure, and perhaps mitigate, their firm's impact with respect to global warming.

For further information regarding preparation of carbon footprints, assessment of GHG inventories, as well as determination of available GHG-mitigation alternatives, please feel free to contact Alex Schay, Owner of Carbon Solutions Northwest. Alex may be reached by phone on: (503) 460-9502, or via e-mail at: alex@carbonsolutionsnorthwest.com. Alternatively, feel free to visit Carbon Solutions Northwest at: www.carbonsolutionsnorthwest.com.

The Role of *Story* in Leadership

by Scott Zellmer

My good friend Jim Hardison

(see this month's article "Conflict as an Asset", page 2) has taught me that many times there are three conflicting considerations: Science, war (competition) and *story*. I find that these three considerations are drivers of high-performing teams.

Science is the driver that motivates teams to find better ways to do business. Science, and its partner technology, enable teams to change the tools they use to be more effective, produce higher quality output, and improve profits.

War and competition drive teams to continually improve so that they can "beat the other team." This may be by out selling the competition, or growing

faster than the market as a whole, or taking advantage of a competitor's failure in the market. As it has been said, nothing brings a team together like a common enemy!

So where does *story* lie? My experience is that *story* binds the conflicts together, keeping the team motivated and working together, even when the science and war are missing, or are in conflict themselves. A common occurrence at everyone's workplace is two colleagues who end up looking across the meeting room table at each other with smoke coming out of their ears. It could be anything, the cafeteria is out of coffee, the baby kept one of them up all night, the manufacturing engineering wants quality while the design engineer wants technology, but the conflict is holding everyone back.

What happens next? In the War driven scenario, this could easily melt down into a test of wills with neither one giving an inch. In the Science scenario this could become an endless debate about who has the best approach or who is the smartest. But if there is a common, shared *story* between the two colleagues, there tends to be communication and common work towards a good solution. These colleagues will know the *story* that needs to unfold and they will subordinate their pride and feelings to accomplish the goal and fulfill the *story*.

Leaders, take this to heart. Create the *story* now. Embrace the conflict before the wind turns foul and problems rear their ugly heads. Communicate the *story* every day to everyone who is on or near the team. Good leading!

Editorial - Customer Service, is it gone for good?

Welcome to the June edition of

the Elevate Manufacturing™ newsletter. During the past month I have heard several stories from colleagues that have me wondering if customer service is gone for good?

One example of the slip in customer service is the good old ThinkPad. In the past, IBM provided the state of the art in laptops in the ThinkPad. The ThinkPad was rugged, fast and dependable, and the service provided by IBM top-notch. No customer issue would be left unresolved. Today Lenovo seems to have lost the formula for delighting customers, and has become worse than "run of the mill." A hardware or software problem for Lenovo becomes an opportunity to

make the customer foot the bill for the problem in both the customer's time, effort and money.

Similarly, the satellite and cable companies seem to believe that customers are to be exploited. The dumping of obsolete hardware, charging existing customers the highest fees, raising fees without notice and service personnel (the face of the company to the public) who belittle and lie to customers seems to be the norm.

I think that we consumers should take back the marketplace. Let's not allow these untrained, short-term focused "customer service reps" to treat the paying customer so poorly. Speak up, post reviews, tell your friends who is good and who is bad. Let's bring back Customer Service to be proud of!

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