

The objective of the Newsletter is to increase awareness, interest and involvement in Section activities and quality-related subjects.

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**L**ouis Gialloredo, Professor and Director of Programming at the McGill Executive Institute will talk about

## Customer satisfaction and brand loyalty measurement



**DATE:** CHANGED TO

**TUESDAY, MARCH 5, 2002**

**TIME:** 6:00 PM

**PLACE:** Hilton Hotel — Dorval Airport

**COST:** Members \$25 Non-members \$30

*And, we pay the Parking !!*

For reservations or information :

Branimir TODOROV (514) 843-5115 or Fax (514) 286-6078

## NEW EXECUTIVE ELECTED

February 13 the General Assembly unanimously elected the slate proposed by the nominating committee.

Join us in welcoming the new Executive

Details on page 3.

*Stop! Before your file it away,  
fill out the reader survey on the back*

**READER SURVEY—THE FIRST IN TWO YEARS.  
LET US KNOW YOUR SATISFACTION AS CUSTOMERS**

LOOKING FOR A CHANGE ??

CHECK PAGE 3 AND THEN YOUR SECTION'S WEB PAGE FOR CAREER OPPORTUNITIES  
[WWW.ASQMONTREAL.QC.CA](http://WWW.ASQMONTREAL.QC.CA)





## *The Editor's Corner*

By Eric STERN, CQA,  
Newsletter Editor, [eric@cam.org](mailto:eric@cam.org)

### **SATISFACTION: MEASURE IT, EXPRESS IT**

**C**ustomer satisfaction is a key element of quality. ISO 9001:2000 makes its measurement mandatory. You will have an opportunity to learn from and discuss with Louis Gialloreto some of the means for measuring satisfaction. Exceptionally, the meeting will be held a Tuesday, March 5. Make your reservation if you have not done it yet.

It is also the time in the cycle of the section development to ask you, the readers, how satisfied you are with this Newsletter. Please take a few minutes to answer our survey; as quality professionals you do know how valuable this feedback is.

A new executive has been elected and functions on the committee need to be filled. Some current members will continue on their jobs, others positions will be available. Come to our meetings, talk to our officers and discover all the opportunities for self-development, contribution to the community and sheer fun in interacting with a neat group of professionals.

We notice a strong drop in the number of paid members in our section. There is no recession in Canada, but we all know someone who lost a job or a contract because of economical conditions. In times like these, active participation in a strong network like the one provided by our association is an effective tool for advancing in our professional and business projects. There are also those left behind who now need to put in large numbers of extra hours to compensate for the loss of manpower in their organizations. Constructive ideas from our community may assist them in more effectively using their resources and access the power of the association. We asked those who left us: why did they leave and what would bring them back? Your comments on the subject are all welcome.

This month we have information for members who retire and would like to continue their membership and even maintain their certification.

It's **YOUR** Newsletter. [Q](#)

## *Coaching and quality*

By Eric STERN

*The Newsletter Editor, Eric Stern, is a chemist, MBA, CQA, who lately has taken on coaching as a part-time activity and career interest. He has coached participants in "Self-Expression and Leadership", "Communication Access to Power" and "Communication Power and Performance" courses, people with interest in personal growth and entrepreneurs committed to breakthroughs in their business. This article is the third in a series of short bulletins on what coaching is and how it fits in the field of quality activities.*

### **A review**

The first article in this series "What is coaching" (in Vol. 50, Issue 6) distinguished coaching as a new profession directed at discovering the strengths of people, the facilitation of choices, the enhancement of their productivity. Some of the tools used by coaches were mentioned.

The second, "Coaching Operating Principles" (in Vol. 51, Issue 1) described some essentials of coaching: mutual respect, trust, freedom of expression between the coach and the coaching client, pragmatism, constant learning by the coach as well as the client, matching of the interactions to the current condition of the client and, last but not least, creativity. A parallel to the Plan / Do / Study / Act cycle of continuous improvement was suggested.

### **Another parallel with quality tools**

Some of the most important tools for quality professionals include fact based, analytical, statistically struc-

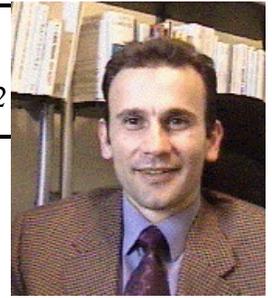
*(Continued on page 5)*

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## Upcoming Events

By Branimir TODOROV, Program Chair 2001-2002

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### Learn to measure customer satisfaction and brand loyalty!

Dear ASQ Members,

I am delighted to invite you to the next upcoming activity at March 5, 2002 on Customer satisfaction and Brand Loyalty. Why customer satisfaction? 5% increase of customer retention can result in 50% profitability increase in the long-term. Exceed customer expectations, enhance employee motivation and decrease cost of customer dissatisfaction — these are a few key benefits that the customer focused organization enjoys.

Louis Gialloredo, Professor and Director Programming from McGill Executive Institute, will present the evolution of balanced scorecard measurement and the link between the Customer satisfaction, Brand loyalty and Profitability. A longtime in the "brand front" with different multinational organizations, Louis is acting professor, consultant and invited broadcasting speaker. Don't miss this exclusive special event! Join us! ☺

## SECTION NOTICE

The following officers have been elected in the General Assembly for the 2002-2003 Executive.

<b>Section Chair:</b>	Isabelle Lemieux	<b>Vice Chair :</b>	Inteaz Alli
<b>Secretary :</b>	Martin Gagné	<b>Treasurer :</b>	Raymond Dyer

The following positions and committee chairs must be filled :

\* Examining \* Recertification \* Newsletter \* Koalaty Kid \* Education  
\* Data Chair \* Membership \* Awards \* Internet Liaison \* Programs  
\* Historian

To volunteer for a role on the various committee of the Section, or to obtain further information, please contact: Bernard Doiron at (450) 653-4879. **NOTE:** To apply for any of the positions above, you must be a member of the Section in good standing. The Examining and Recertification chairs must hold a valid ASQ Certification and will not be able to apply for ASQ Certifications for a period of two years. ☺

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## Looking for a New Career or for a Career Change

By Norman DICKINSON, CQA, Internet Liaison

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**H**ead over to [www.asqmontreal.qc.ca](http://www.asqmontreal.qc.ca) and check out *Career Opportunities*. New quality-related positions are being added all of the time. Better yet why not get an *e-bulletin* mailed to your In-basket each time a new opportunity is posted.

To subscribe to the service, just send an *e-mail* request to [n.dickinson@alumni.concordia.ca](mailto:n.dickinson@alumni.concordia.ca) with "Add to Job List" in the Subject Line. The address that you send the request from must be the address that the e-bulletins will be sent to. You **MUST** be a member in good standing of the ASQ Montreal Section to benefit

from this service.

### Note to Employers

Do you have a quality related position that you want filled by one of ASQ Montreal's highly qualified professionals?

Head over to [www.asqmontreal.qc.ca](http://www.asqmontreal.qc.ca) and follow the link to *Career Opportunities*. There are specific instructions on the page. You can also send the relevant information to me at [n.dickinson@asqnet.org](mailto:n.dickinson@asqnet.org). ☺



(Continued from page 2)

tured modes of information collection, analysis, and interpretation and objective models for structuring systems and processes for optimal results.

Coaching deals with human phenomena, where facts are often secondary to emotions, interpretations, moods, and habits. Those who have experience in organizations have long realized that our choices are influenced not only by facts and objective understanding of phenomena, but also by many other factors going much deeper in determining our behaviour.

An essential tool in coaching is the examination of the interpretations of the facts. A coach can help individuals discover how ingrained interpretations can be misleading and limiting their power. As the root cause analysis helps discover better tools for dealing with objective problems, an analysis of the interpretation of situations can get people to realize that alternative explanations are possible for specific situations. Those coaching conversations help discover possibilities never considered before. Relationships can be easily made more productive when participants stop to look at alternative modes of interaction.

Resistance to change is a well-known factor in the field of quality. It slows advances, reduces productivity and competitiveness. Coaching of key individuals can smooth interactions, help find the positive interactions that respect the values of participants and generate positive

contributions to all of them.

The manifestation of the effects of coaching can then be measured by fact-based assessments that quality professionals have traditionally used and constantly develop.

## **Benefits / The practice**

The National Association of Business Coaches quotes an article published in the Public Personnel Management Journal, discussing the study of 31 managers who underwent a "conventional" management-training program. This was followed by eight weeks of one-to-one executive coaching. The training program itself increased productivity by 22.4%. (Public Personnel Management; Washington; Winter 1997; Gerald Olivero)

The executive coaching, accompanied by the usual methodologies of goal setting, collaborative problem solving and other skills, found that the added coaching increased overall productivity by 88% – a significantly greater gain compared to the training alone.

The literature is more and more abundant with success stories, establishing relationships between business, personal successes and the coaching that supports these successes. While the contribution of education and training to quality has been long well established, coaching, as an activity that supports the development of individuals and organizations, starts to be recognized as a significant tool of improvement.

*You can reach Eric at [eric@cam.org](mailto:eric@cam.org).*

## **Retired or Planning to:**

Did you know that the ASQ has "retired" status for its members. Just because you are fully retired doesn't mean that you have to give up your ASQ membership. Plus, depending on your continuous years as a member, there is a dues reduction right down to nothing at all on basic dues under the right conditions.

Do you have certifications? They can also be "retired" as well either in conjunction with your membership or independent from it.

An application form in PDF format is available from our web-site.

For more information call the ASQ at 1-800-248-1946.

## **Correction:**

The easy way to access the Montreal Quality discussion group is at [http://groups.yahoo.com/group/Quality\\_Montreal/](http://groups.yahoo.com/group/Quality_Montreal/)

## Schedule of the executive meetings and events organized for the 2001-2002 season

Date	Title	Description
March 5, 2002	Customer satisfaction and brand loyalty measurement	Louis Gialloreto, Professor and Director of Programming McGill Executive Institute talks about the balanced score-card approach to measurement
March 20, 2002	Executive meeting	
April 10, 2002	Organization evaluation using ISO 9004:2000 and the Malcolm Baldrige Award	Pierre l'Espérance, Qualiso ISO 9004:2001 expert and Nathalie Lecours, senior Quality Manager Nortel Networks overview their policies for implementation and use.
May 22, 2002	TBA	
May 29, 2002	Executive meeting	
June 2002	Executive meeting	

**WE ALWAYS HAVE SPACE FOR YOUR ADS**  
 Please contact Eric Stern at (514) 483-6264, or [eric@cam.org](mailto:eric@cam.org)

## *ASQ Certification Exam Dates*



*Please bear in mind that these exam dates were correct at the time of posting. They may be revised by ASQ at any time.*

*For the latest dates please contact ASQ directly at 1-800-248-1946. ☪*

2002	EXAM DATES	APPLICATION DEADLINE
CQT/CRE/CMI/HACCP / Certified Quality Manager/Six Sigma Black Belt	March 2	January 11
CQE/CQA/CSQE/CQIA	June 1	April 5
CQT/CRE/CMI/HACCP / Certified Quality Manager/Six Sigma Black Belt	October 19	August 23
CQE/CQA/CSQE/CQIA	December 7	October 4
2003		
CQT/CRE/CMI/HACCP Biomedical/Certified Quality Manager / Six Sigma Black Belt	March 1	January 10
CQE/CQA/CSQE/CQIA	June 7	April 4

A repeated request from Norman Dickinson, Recertification Chair: “members who may be interested in preparing their **journals for recertification**, please let me know”.

**Bernard Doiron, membership chair**, extracted the following data regarding membership and certifications in our Section 401. Please note that we keep mailing this Newsletter to former members who are still listed by ASQ for several months after their paid membership expires.

MEMBER TYPE			CERTIFICATIONS	
			Quality Auditor	36
STUDENT	12		Quality Engineer	24
MEMBER	319		Quality Manager	9
SENIOR	16		Reliability Engineer	4
FELLOW	4		Software Quality Engineer	3
HONORARY			Improvement Associate	3
SUSTAINING	3		Mechanical Inspector	2
TOTAL	354		Quality Technician	2
			HACCP Auditor	1
Primary	346			
Secondary	5		<b>TOTAL</b>	84
			Members with more than 1 certification	7
WOMEN	86		Women with certification	10
MEN	265		Men with certification	67

## ***Sustaining Members in the Montreal Section:***

**Bombardier, Hydro-Québec and Novaxa Consulting.**

## ***Welcome to our new members:***

Ms. Carolee M. Cosgrove, Mr. B.A.S. Dammers, Ms. Melanie Dunnigan, Mr. Luc Lemieux, Dr. Jeff D. McLaughlin, Mr. Carlos Eduardo Perez Alvarez, Ms. Linda Plat, Mr. Krishnan Ramanathan, Ms. Maria Rodriguez Coutino, Mrs. Elena Serysheva

## ***Congratulations to members on their certification:***

**Certified Quality Auditors:** Mr. Dominic Rivard, Mrs. Linda Reid, Mr. Charles J. Blair, Ms. Jo-Anne Hodges

**Certified Quality Engineers:** Mr. Douglas A. Mason, Ms. Jennifer Finlayson, Mr. Krishnan Ramanathan, Mr. Michel Archambault

**Certified Software Quality Engineer:** Mr. Carlo Fraticelli



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**SGS ICS Training Sets the Standard for Excellence**

ISO 9001:2000 Lead Auditor Course -\$1,595.00  
(ANSI-RAB NAP Approved)

March 11 - 15                      Montreal in English  
April 22 - 26                      Montreal in French

ISO 9001 : 2000 Internal Auditor Course - \$795

March 27 - 28                      Montreal in English  
April 2 - 3                          Montreal in French  
May 2 - 3                            Montreal in English

ISO 9002:2000 Seminar - \$295

April 12                              English Montreal  
May 7                                  French Montreal

ISO 9001 Internal Auditor - \$795

March 25 - 26                      Montreal in English  
April 17 - 18                      Montreal in French

ISO 14001 Lead Auditor Course -\$1,795.00  
(ANSI-RAB NAP Approved)

April 29 - May 9                      Mississauga

One-Day 1994 Internal Auditor Tune Up  
To ISO 9001:2000 - \$395.00

March 18                              Montreal in French  
April 22                              Montreal in English

ISO 9001:2000 Lead Auditor Transition Course - \$895

April 4 - 5                              Montreal in French  
May 10 - 11                          Montreal in English

OHSAS 18001 Health & Safety  
Internal Auditor - \$795

March 20 - 21                      Montreal in English

**For Information on all training courses and seminars you may call or e-mail**

**Nicole Auger-Riley in our Montreal office**

**Phone: 514-695-3310 or 1-888-695-4769 E-mail: nariley@sgs.com**



**Early Bird Discounts : enroll more than 30 days in advance  
and Receive a 10% discount**

*All of the above courses can also be provided at your own location.*

The Montreal Section *Newsletter* is prepared by its members and published 8 times a year for members and friends.

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*The opinions expressed in the Newsletter are those of the authors and not those of ASQ. Articles may be reproduced if the source is stated.*

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**Vice-chair:** Harry COIFMAN

**Secretary:** Victor MIHAIL

**T**he American Society for Quality (ASQ) is a not for profit Society incorporated in 1946 as the American Society for Quality Control. In 1997, the Society changed its name to the American Society for Quality (ASQ) to better reflect its mission "...*(to) advance individual and organizational performance excellence worldwide by providing opportunities for learning, quality improvement, and knowledge exchange.* "

**ASQ's Vision Statement :**

*"A World of Improvement Through the American Society for Quality".*

ASQ is a society of individual and organizational members dedicated to the ongoing development, advancement, and promotion of Quality concepts, principles, and techniques. With a network of over 133,000 members in 64 countries, it's initiatives focus on enhancing the quality profession and on quality's role in the marketplace. Leading people with a commitment to quality into action is ASQ's mandate, stemming from the belief that the best way to improve quality is by helping people improve themselves.

The Montreal Section, was accepted as the 43rd Section of the American Society for Quality in 1950 and designated **Section 0401**. ☐

**The Montreal Section Mission**

*« To promote and enhance the quality profession by providing support to our Section membership, offering information, educational programs and events, and promoting the awareness and value of quality in the community. »*

**Come visit at [www.ASQMontreal.qc.ca](http://www.ASQMontreal.qc.ca)**

Ad size (8½ x 11 page)	ASQ Member	Non- Member
1/6 page	\$ 55	\$ 75
1/4 page	\$ 75	\$ 100
1/2 page	\$ 135	\$ 165
3/4 page	\$ 175	\$ 210
1 page	\$ 200	\$ 240
2 pages	\$ 330	\$ 380
Sponsoring the <i>Newsletter</i>	\$ 150	\$ 200

**R**ates apply for placing an ad in one Newsletter issue only. Discounted rates are available for the same ad in multiple issues.

Contact **Eric STERN, Newsletter Editor & Publicity** at (514) 483-6264 or e-mail at [eric@cam.org](mailto:eric@cam.org).

# READER SURVEY

Please give us your opinion. We'd like to know if you find this Newsletter interesting and informative. Your input will help us make it more valuable to you. Complete and **mail** this survey by March 15 to our section: *Newsletter Survey, P.O.B. 39, Cote Saint-Luc Station, Cote Saint-Luc, QC, H4V 1H8*. If you prefer to **e-mail** back a Word-document ask for the survey form from [eric@cam.org](mailto:eric@cam.org). Alternatively **fax** it to Inteaz Alli at (514) 398-7977.

1. How many stories do you read in each issue?

- All or almost all                       More than half  
 Less than half                               None

2. Rank the following story subjects as:

1. *Very interesting*, 2. *Somewhat interesting*, 3. *Slightly interesting*, 4. *Not at all interesting*

- Details about events \_\_\_\_\_
- Book review notices \_\_\_\_\_
- Member certifications and new members \_\_\_\_\_
- Leadership, coaching, standards, environment, trends in quality \_\_\_\_\_
- Other \_\_\_\_\_

3. Rate the newsletter on the following:

	Excellent	Good	Fair	Poor
Overall opinion				
Writing				
Ease of reading				
Appearance				

4. Stories are generally:     Too long     Too short     Just right

5. I have a story idea: \_\_\_\_\_

Comments: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_