



Gazeta Global

The staff at ASQ headquarters appreciates the support received through e-mails and letters during this time of tragedy and grief. Our prayers and thoughts are with the families and friends of those affected in the events of September 11.

www.libertyunited.org/



A Message From ASQ President Tom Mosgaller

Moved by the September 11 events, ASQ President Tom Mosgaller sent a message to the ASQ community on how quality professionals can use their skills to help recover from the tragedy. Visit www.asq.org to read his message. While you are there, you can also read how ASQ members and friends responded to ASQ with their thoughts. Let us be strong, work together, and help those in need.

Experience a Borderless World With ASQ

Did you know that ASQ has members in 109 countries? New members are joining us from distant and exotic places such as Mauritius, Macau, and Trinidad and Tobago where quality is becoming a key factor in helping individuals and organizations to compete in the global marketplace.

Quality professionals around the globe are interacting more with colleagues from other countries to share their success stories and learn the latest advances and best quality practices. Events such as the European Organization for Quality Congress or ASQ's Annual Quality Congress attract individuals from more than 25 countries, and many countries hold quality-related events throughout the year.

Understanding other cultures and communicating globally can present some challenges if you are a quality entrepreneur who interacts with colleagues or other ASQ members from diverse cultures in person or via electronic forms (e-mail, online discussion boards, chats). We would like to help you build your communication skills with the following communication tips and techniques.

International body language

Nonverbal communication is used in all cultures, and understanding the differences can help you avoid misinterpretations and conflicts and become a better cross-cultural communicator when dealing with others at the personal and professional level.¹



- *Gestures* are often utilized when conversing with persons, and many are used in place of words. Northern Europeans are quite reserved in using their hands and maintain a lot of personal space, whereas Southern Europeans use more gestures and involve their bodies to a higher degree.¹

A specific gesture in a particular country can convey a positive message, while it might communicate a very negative meaning in another country. For example, using the finger-and-thumb OK sign in the United States indi-

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cates that something was completed successfully. In Southern France, this would indicate that something is worthless; in Brazil, this would be a very insulting symbol.²

- *Eye contact* is a very important action that influences perceptions and attitudes when doing business internationally. For example, in Latin American cultures, a person of the same social status who avoids or does not maintain eye contact is perceived as not friendly, insecure, impersonal, and even rude.
- *Punctuality* and timeliness impact interactions. In Canada and the United States, being punctual for meetings and presentations is important and considered a sign of respect. Showing indignation or impatience for people who are late to appointments is rude in other parts of the world.
- *Space* is also important to consider in cross-cultural communication. In Latin American countries, people enjoy standing close to those they're talking with. This same practice could make people from other cultures feel uncomfortable or even embarrassed. People need to be sensitive and understand this to avoid misinterpretation. For example, if a Westerner is uncomfortable having a conversation with someone standing close to him or her, backing away from the other person could be taken as a negative reaction to the individual, rather than the proximity.
- *Social interactions* and the establishment of appropriate personal rapport are essential to conducting business in some countries. In Latin America, getting to know a business partner on the personal level is common conversation at business dinners.

“Despite popular beliefs to the contrary, the single greatest barrier to business success is the one erected by culture.”

—*Hidden Differences: Doing Business with the Japanese*, by Edward T. Hall and Mildred Reed Hall

Culture = Communication = Culture

Communicating via e-mail

E-mail is the most popular online activity, and is used by 96% of the people online.³ When e-mailing to those in other cultures, avoid ambiguous messages, be specific, and provide background or context for the communication so there can be no misinterpretation. Summarize information in different words to clarify, remembering that body language and voice intonation are not present to complete the message.²



If you're sending business e-mail, be cautious with the length and spacing of lines. To ensure that the person who receives your e-mail will not read a message that has unbalanced spacing between the lines, make sure you type in no more than 60 characters (including spaces) per line, with a hard return at the end of each line. This will align all your lines so they are neatly presented.³



When you send or forward e-mail to a large group of people, it is recommended that you put their e-mail addresses in the Bcc (blind carbon copy) field. By doing this, the recipients won't see the addresses of those receiving your e-mail, and they won't have to scroll down through all of the addresses before they get to your message.

Participating in chat environments

The chat environment (chat rooms, chat events, and so on) on the Internet provides individuals across cultures with a new form of communication and a new virtual world community. As in any community, there are norms that are the basic guidelines for behavior and interaction. Here are some points to remember when you enter a chat area.²

- Scan back a few posts to determine the tone of the conversation before posting your message.
- Create a nickname that is appropriate to the chat area.
- Your first post should be to greet everyone in the chat.
- You may introduce yourself briefly if you do not know the participants.
- Wait for your post to be recognized before posting more messages.
- In ASQNet chat events, the messages are sent to a moderator first who can then post selected/approved questions or comments to the chat event. Chat events are hosted by a moderator and have featured guest speakers. Chat events differ from chat rooms in that they are only available during specific time periods.
- Keep your posts short, clear, concise, and on topic. This will allow the dialogue to flow back and forth between you and others.
- When you are ready to leave the chat area, indicate that you are leaving.

How to meet other international members

The following are a few methods and resources you can utilize to help you meet other ASQ members around the world:

Contact your country councilor. ASQ has country councilors in 40 countries who facilitate interactions among members. Visit the ASQNet International Channel to download a complete listing of councilors.

Visit the Interact channel in ASQNet to meet others using the following online tools:

- Click on "Find Individual Members" to locate other members who live in your area or other country who are interested in similar professional topics. You can also create your profile to share your expertise and knowledge.
- Discussion boards. Post your comments and questions related to specific topics, and learn and exchange insights with other members through the different discussion boards.
- Chat events. Every Wednesday from noon to 1:00 p.m. U.S. Central time for 10 weeks beginning in October join the Interact channel on ASQNet for live chat events with Quality Press authors and other well-known ASQ members.



REFERENCES

1. Michael R. Czinkota and Pietra Rivoli, *International Business* (Fort Worth: The Dryden Press, 1992), p. 206.
2. Philip R. Harris and Robert T. Moran, *Managing Cultural Differences* (Houston: Gulf Professional Publishing, 1999), pages 43-49.
3. emarketingassociation.com
4. dragon.minopher.net.au

A Look at the Quality Movement in United Arab Emirates

United Arab Emirates (UAE), located in the Middle East, with a population of approximately 3 million, is comprised of seven Emirates: Abu Dhabi, Dubai, Sharjah, Ajman, Ras Al Khaimah, Fujairah, and Umm Al Quwain. Abu Dhabi is the capital. UAE is truly a cosmopolitan country. It is not uncommon to find people from more than 30 nationalities working together as a team in a company of 3,000 employees.

Though UAE appears as a tiny dot on the world map, it has been at the forefront of adopting the latest management techniques including quality management. As early as 1994, under the dynamic and visionary leadership of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai, UAE took the first strategic initiative of instituting the Dubai Quality Award (DQA) for the private sector. DQA was based on the Malcolm Baldrige National Quality Award of the United States. Around the same time a small group of managers, Mr. Glyn Ashley, Prem Upadhyaya, Farid Mohammed Ahmed, and Monish Roy, took the initiative of founding the Dubai Quality Group (DQG) with the blessings of the Department of Economic Development of Dubai. Today, DQG has a membership of more than 300 corporate houses and has played a significant role in actively promoting quality not only in Dubai, but also all over the Gulf Region.

While a lot was happening at government and managerial levels, in 1993, the University of Woollongong, Australia, started its master's program in quality management in Dubai. Many practicing managers started enrolling as students and visiting faculty in the program. This provided support for managers in theoretical concepts coupled with practical case studies.

This set the quality movement in motion in UAE. Many companies in all sectors of economy—trading, construction, banking, hospitality, manufacturing, ports, and so on, from the public and private sectors, small and large—started using quality as one of the strategies to enhance their performance and competitiveness. Typically companies started with ISO 9000 and, as a result, many quality management consultants from the United Kingdom, India, and Europe started visiting UAE to provide consulting and training support. This led to many quality system certification bodies like Lloyd's, BvQI, DNV, and RWTUV, and consultants to set up offices in UAE. More than 200 certificates to ISO 9001/9002 have been issued in UAE.



With the foundation for quality firmly laid and companies realizing its benefits, the movement got a major shot in the arm when Dubai set up the Dubai Government Excellence Program for government departments and companies.

Not far behind, in 1999 Abu Dhabi Chamber of Commerce and Industry (ADCCI) instituted Sheikh Khalifa Excellence Award (SKEA) for different sectors like tourism, manufacturing, services, finance, and construction. SKEA is modeled on the European Quality Award. DQA business excellence model has also been changed to model the European Quality Award. ADCCI is also in the process of setting up the Abu Dhabi Quality Forum.

Some winners of quality awards in UAE are:

Dubai Quality Award	Dubai Government Excellence Award	Sheikh Khalifa Excellence Award
Dubai Aluminum Limited Emirates Petroleum Products Co. Federal Express Mashreq Bank Forte Grande Hotel Dubai Cable Company Emirates Transport Welcare Hospital Jumeirah Beach Hotel Oman Insurance Company	Dubai Municipality Dubai Police— Criminal Investigation Dubai Ports Authority	Al Bawardi Group Advanced Pipe and Cast Federal Express

Quality awards provide a good opportunity to practicing managers to be trained as assessors and senior assessors for DQA and SKEA. This has significantly enhanced the awareness of business excellence models in the community, and assessors can use the learning in their own companies. ASQ members Mr. J.C. Achinadka, Dr. Mohamed Guidoum, and Mr. Sunil Thawani have actively contributed to the DQA/SKEA assessment process.

In addition to these initiatives, the 35 or so ASQ members in UAE meet on a regular basis to share best practices, learn from each other's experiences, and network. Some visiting ASQ members from other countries like Mr. Manu K. Vora, vice president of ASQ, USA; Mr. Janak Mehta, managing director TQMI, India; and Dr. Hans Bajaria, a Fellow of ASQ and president of Multiface Inc., USA; have also addressed ASQ members in UAE.

The local newspapers *Gulf News* and *Khaleej Times* have also contributed to the quality movement by publishing regular supplements on TQM and ISO 9000. *Quality World*, published by the ASQ International Chapter, and this e-newsletter, *Gazeta Global*, are circulated to a few non-ASQ members in UAE to increase the awareness of quality and ASQ.

As most of us know, quality is a never-ending journey. Many companies certified to ISO 9000 have moved up the ladder to implement other improvement methodologies like employee suggestion/employee involvement programs, business process reengineering, customer care strategies, balance score card, process measurement, ISO 14000, integrated management systems, and business excellence models, etc.



Other companies in Sharjah, Ajman, and Ras Al Khaimah have also started quality initiatives, and their growth is slowly gaining momentum.

With the major drive for e-commerce in the country, quality professionals will face new kinds of challenges in years to come. Quality and IT professionals will need to work more closely than ever before to ensure that newly designed IT-enabled processes are efficient, customer-driven, and, above all, user friendly.

With ASQ, DQG, DQA, SKEA, and Quality Evenings (QE), one of the intangible benefits has been the creation of a community of quality professionals in the Emirates and very good networking.

There is also good opportunity and need to start other initiatives like a National Quality Month, quality education in schools (ASQ's Koalaty Kid program), and quality awards by large corporate houses for their various business units.

With UAE recently becoming full member of ISO, in Geneva, and various other initiatives, the future of the quality movement in UAE seems quite promising.

A special thanks to Mr. Sunil Thawani, ASQ country councilor for UAE, for submitting this article. He can be reached at thawani@emirates.net.ae.

Yugoslavia's National Quality Improvement Strategy

Yugoslavia's economic relations with other countries are based on principles of the World Trade Organization. In the case of a small-scale economy like the Yugoslav economy and its great dependence on foreign trade exchange, the quality of products and services is a priority of national significance.

The Federal Institute for Standards of Yugoslavia adopted the ISO 9000 standards in 1991, and published them as its own national standards JUS ISO 9000. Based on these standards, and on the suggestion of the Ministry of Science and Technology, the government of Serbia adopted its own program of quality improvement in December 1992. The government of Montenegro adopted a similar program in July 1993¹.

The government's program of quality improvement in Serbia has been formulated as an integral concept of the long-term support to economic subjects in accordance with the ISO 9000 standards (JUS ISO 9000). It contains inductive measures to be undertaken at the government level and at each individual enterprise in order to provide the appropriate placement at the international market. The program also envisions numerous measurements aimed at developing resources to support the introduction of the quality systems in services and industries.

At present about 2,000 enterprises in Serbia are in the process of implementing their own quality assurance programs in accordance to ISO 9000 standards.

The government sets aside considerable funds from its own budget, in order to financially support the implementation of the program and to stimulate individual enterprises to adopt the ISO 9000 (JUS ISO 9000) standards in their organizations.

In the past eight years, 468 individual enterprises obtained financial support from the government for these activities. 350 enterprises certified their systems with the Federal Institute for Standardization and within the framework national legislation,



and 100 were registered from foreign certification bodies from Germany, Switzerland, Austria, United States of America, and Great Britain. In the field of education, the Council for Quality Improvement² together with the Chamber of Economy of Serbia have organized more than 45 courses for leading professionals and enterprises (specifically managers). Approximately 1,200 professionals have participated.

In view of the role of quality in the world and its significance for the overall economic and social development, it is necessary to accelerate the introduction of quality management systems and environmental management systems in Yugoslavia in public enterprises, government institutions, banks and insurance companies, health care institutions, and scientific research and educational institutions.

Considering that we already have undertaken some measures to adopt our legislature to the international experiences in the fields of accreditation of products, laboratories, quality systems, and personnel, we sincerely hope that at the appropriate time the international community will help us make appropriate measurements to harmonize them completely and support us in obtaining mutual recognition of national certificates for quality management and other systems.

One of the best ways to help the Yugoslav economy is to exchange experiences in quality management systems among professionals and experts from leading countries in the field like the European Union, the United States, Japan, and Yugoslavia.

Special thanks to Dr. Mirko Djapic, ASQ country councilor for Yugoslavia, for submitting this article. He can be reached at mdjapic@lola-ins.co.yu.

The following individuals contributed to the preparation of this article:

Dr. Ratko Uzunovic, president of YUSQ (Yugoslav Union for Standardization and Quality)

Mrs. Borislava Jaksic, adviser to the minister of Science, Technology, and Development, secretary of the Council for Quality Improvement of the Republic of Serbia.

FOOTNOTES

1. The Federal Republic of Yugoslavia is divided in two republics (Montenegro, Serbia); and two nominally autonomous provinces (Kosovo, Vojvodina).

2. The Council for Quality of the Republic of Serbia is constituted like an advisory expert's body, which implements the quality program and proposes new measurements and actions for quality policy on the republic level.

ASQ International News

ASQ's WorldPartner program

Since 1998 ASQ has been working to redefine its role in the world assisted by a special task force commissioned to study the changing needs of ASQ members and customers and the changing nature of business in the world. The WorldPartner program is intended to fill the gaps in ASQ's international undertakings—not to compete with national quality societies for members. The program's aim is to meet local needs through the exchange of knowledge and to provide the mechanisms for value-added, mutually beneficial activities between quality organizations.



Six new WorldPartners approved

The ASQ board of directors at its May meeting in Charlotte, NC, United States, approved the applications of six organizations as WorldPartners. They are: The Union of Japanese Scientists and Engineers, Excellence Ireland, Center for Excellence Finland, Hong Kong Society for Quality, Israel Society for Quality, and PGQP Brazil. These join IPACE of Argentina, bringing to seven the number of participating organizations. Pictured above, ASQ Chairman Greg Watson (seated, left) congratulates PGQP President Jorge Gerdau Johannpeter on signing of the WorldPartner agreement in Charlotte, NC, United States.



For more information on the WorldPartner program, visit <http://www.asq.org/global/worldpartners/>.

Certification exams offered in translation

Until recently, quality professionals living outside the United States had just one way to earn an ASQ certification, and that was to take the exam in English. But beginning this past February, the exams have been translated into several different languages on a pilot basis.

The Certified Quality Engineer exam was piloted in February in Mandarin Chinese in three cities: Beijing, Shanghai, and Guangzhou. And on July 14, the Certified Quality Technician exam was also piloted in China.

Offering the exams in translation is a way to meet growing global demand for ASQ certification. "ASQ certification is highly sought after, especially in the Far East and Latin America," said Greg Weiler, ASQ group manager of education.

This coming December, the CQE exam will be given again in China, in Mexico City in Spanish, and for the first time in the Japanese language in Tokyo. The Japan exam will be administered by JUSE, the Union of Japanese Scientists and Engineers.

Weiler commented on the high degree of complexity involved in conducting these exams in translation. "We've made very good contacts in all of these areas," he said, pointing out how important it is to work with someone who can be your eyes and ears in the country in order to make sure everything goes smoothly.

After the December round, all the exams in China, Japan, and Mexico will be carried out on the regular exam schedule, twice yearly, on the same days as the exams are scheduled to be administered in English. Training will be given by our partners under license from ASQ using ASQ training materials.

The experiences will be evaluated after the December round of exams to help determine if additional exams should be translated. Certified Quality Auditor and Certified Quality Technician exams would be the likeliest candidates for expanding the process. There also is some interest in the Certified Reliability Engineer and



Certified Software Quality Engineer exams. In addition, the China National Accreditation Board has expressed interest in the CQA-HACCP exam for the country's food inspectors. ASQ certification officials are currently working with this group to determine if it would be feasible.

2002 CERTIFICATION EXAM DATES

	<u>Exam Dates</u>	<u>Application Deadline</u>
CQT/CRE/CMI/CQA-HACCP Certified Quality Manager Six Sigma Black Belt Biomedical Pilot exam	March 2	January 11
ALL EXAMS OFFERED AT AQC Denver, Colorado, USA	May 19	N/A
CQE/CQA/CSQE/CQIA	June 1	April 5
CQT/CRE/CMI/CQA-HACCP Certified Quality Manager Six Sigma Black Belt	October 19	August 23
CQE/CQA/CSQE/CQIA	December 7	October 4

Announcements From ASQ Quality Press

Are you a published author?

Do you have an idea for a book?

ASQ Quality Press is interested in learning about ASQ members who have published books on quality. If you have previously published a quality-related book, please let us know the title, topic, publication date, language the book is printed in, and the name of your publisher. Please send this information to Craig Powell at cpowell@asq.org.

Quality Press is also interested in your ideas for new books. We are the world's leading publisher of quality related books, offering resources for every level of quality professional—from quality newcomers to quality experts across a vast array of industries. To find out how to submit your book proposal, please visit <http://qualitypress.asq.org/author/> and read our proposal guidelines or contact Customer Service at cs@asq.org and request item B1000 to receive a printed copy of the guidelines.

Save more through Quality Press

Recently, ASQ Quality Press benchmarked our member prices for more than 50 titles with several other online booksellers including: Amazon, Barnes & Noble, Borders, Books-a-Million, Varsity Books, and Fatbrain. ASQ member prices were on average \$5.02 less per copy than any of the other sites. In addition, the other online booksellers' prices were an average of 6.9% to 18.2% greater than ASQ Quality Press member prices.



In July, Quality Press surveyed international members to find out how to make purchasing books easier. Many of you indicated that you purchase Quality Press titles from Amazon.com. We wanted to make you aware that a change of Amazon business practices is going to make the difference between our member price and the Amazon price even greater. With this new development, all books published by Quality Press and sold on Amazon will be distributed at list price. Member rates are 20% less on average than the list price, so it will be less costly for you to purchase through our online bookstore. This gives you one more reason to purchase directly from ASQ Quality Press. In addition to saving you money, you support your society and are assured of your order being placed in and processed from a customer service center and distribution center that follow ISO 9000 guidelines.

Another thing you shared in the survey is that our shipping costs are sometimes higher than other online sellers. We are working to make shipping prices more competitive. One reason for the cost is that we only send packages through mailing companies that can track your purchase. It is our only way of assuring that your books reach you. Thank you for making us aware of ways we can work to serve you better.

Not only can you save more by using your membership benefits through direct purchases, but you can also receive notices of special sales, new releases, and more by selecting “yes” as your member e-mail preference to receive ASQWire and by opting in to the QPress News on the front page of the bookstore. Encourage those in your country to subscribe to the ASQWire by having them contact ASQ customer service to verify their e-mail preference. To receive news and specials directly from Quality Press, visit the front page of the Quality Press bookstore and scroll down to “Subscribe to Quality Press News” and enter your e-mail address.

Attention Spanish Speaking Members/ Atención Socios de Habla Hispana

ISO 9000:2000 standard now available in Spanish

ASQ Quality Press is happy to announce the new Spanish-language version of the ANSI/ISO/ASQ Q9000:2000 series of standards can now be downloaded at <http://e-standards.asq.org/perl/catalog.cgi>. This will greatly benefit organizations with Spanish-speaking employees who would prefer reading the official Spanish translation.

Revisiones en Español de ANSI/ISO/ASQ Q9000: 2000—Normas en Manejo de Calidad

Hemos recibido las revisiones del año 2000 de las normas en Sistema de Manejo de Calidad de ISO 9000. Estas normas nacional-americanas en manejo en calidad y seguro de calidad son reconocidas internacionalmente como idénticas a las normas de calidad ISO 9000:2000. Los documentos de las normas ANSI/ISO/ASQ Q9000-2000, ANSI/ISO/ASQ Q9001-2000, y ANSI/ISO/ASQ Q9004-2000 están incluidos en este paquete por un precio especial.

Cada una de las normas en este paquete están disponibles individualmente por Internet en <http://e-standards.asq.org>.



Comuníquese con nosotros en Español

Si usted tiene alguna pregunta sobre su membresía o necesita ayuda con algún producto o servicio, por favor mándenos su mensaje por correo electrónico o e-mail a cs@asq.org. Nuestros (as) representantes de Servicios al Cliente le responderán en Español.

Update on Member Benefits

Each One Reach One program

International members can join ASQ's Each One Reach One program by sponsoring new ASQ members from any country before December 31, 2001. You will receive recognition from ASQ and the opportunity to win one of five grand prizes, including an all-expense-paid trip to Denver, Colorado, USA, to attend the 56th Annual Quality Congress. For more details, visit "Your Account" in ASQNet at <http://www.asqnet.org/members/account/eoro.html>.

Call for International Articles

We are looking for international quality articles for upcoming issues of *Gazeta Global* in the following areas:

- Success stories
- Best practices
- News updates about your industry or country
- Case studies
- New topics and suggestions

If you would like your article considered for *Gazeta Global* newsletter, e-mail them to lzysko@asq.org. Submit your article in 800 words maximum in Microsoft Word or other text form. Include your name, contact information, and a brief author biography. **Articles may be in English or any language**, but articles submitted in other languages must include an English version.