

EXECUTIVE



summary

ASQ SOCIAL RESPONSIBILITY
THINK TANK

November 16 – 17, 2009
Discovery World • Milwaukee, WI



ASQ'S VISION:

By making quality a global priority, an organizational imperative, and a personal ethic, ASQ will become the community of choice for everyone who seeks quality concepts, technology, and tools to improve themselves and their world.

Think Tank Overview

Local and worldwide accountability and transparency on social, financial, and environmental issues are bringing about an increased interest in social responsibility (SR). An emerging international standard—ISO 26000—provides guidance to organizations that seek assistance in integrating SR into their practices. The importance of SR and the many wide-ranging and critical issues currently facing society prompted ASQ to embark on a major initiative to align quality methodologies to socially responsible practices and systems. The initiative aims to help organizations, institutions, and other stakeholders understand how quality supports the development of sustainable initiatives, and in turn how these initiatives can impact an organization's objectives, performance, and results. Quality management and improvement tools are ideally suited to support the changes, measures, cost savings, and gains expected from socially conscious and sustainable organizations.

The ASQ SR Think Tank was designed to engage thought leaders and organizations in a strategic dialogue about SR and the role of quality. The desire was to facilitate an international dialogue and potential collaborations on the lasting contribution quality can make to the SR movement and provide direction and scope to the ASQ SR agenda.

SR Think Tank Participants



Front Row: Susan Sarfati, Beyond Excellence, Aimee Iverson, Potawatomi Bingo Casino, David Spong, Former Boeing CEO and President Elect, ASQ, Roberto Saco, Aporia Advisors, Geneva Johnson, Leader to Leader Institute, Chris Jordan, Chris Jordan Inc., Michelle Mason, ASQ, Dr. Joan Prince, University of Wisconsin–Milwaukee, Tom Mosgaller, University of Wisconsin–Madison.

Back Row: Daniel Aronson, IBM, Charles Bartles, Manpower Inc., Ken Scalf, Architectural Energy Corporation, Spencer Hutchens Jr., Interlink, William Marquardt, Marble Leadership Partners, Mark Huber, Aurora Healthcare, Dr. Jose Guerrero, Georgetown University School of Business, David Rodbourne, Center for Ethical Business Cultures, Ron Atkinson, Past President, ASQ, Paul Borawski, ASQ, Clem Bezold, Institute for Alternative Futures.

Not in picture: Randall Hoth, Better Business Bureau–Wisconsin, Dianne Markut, Potawatomi Bingo Casino.

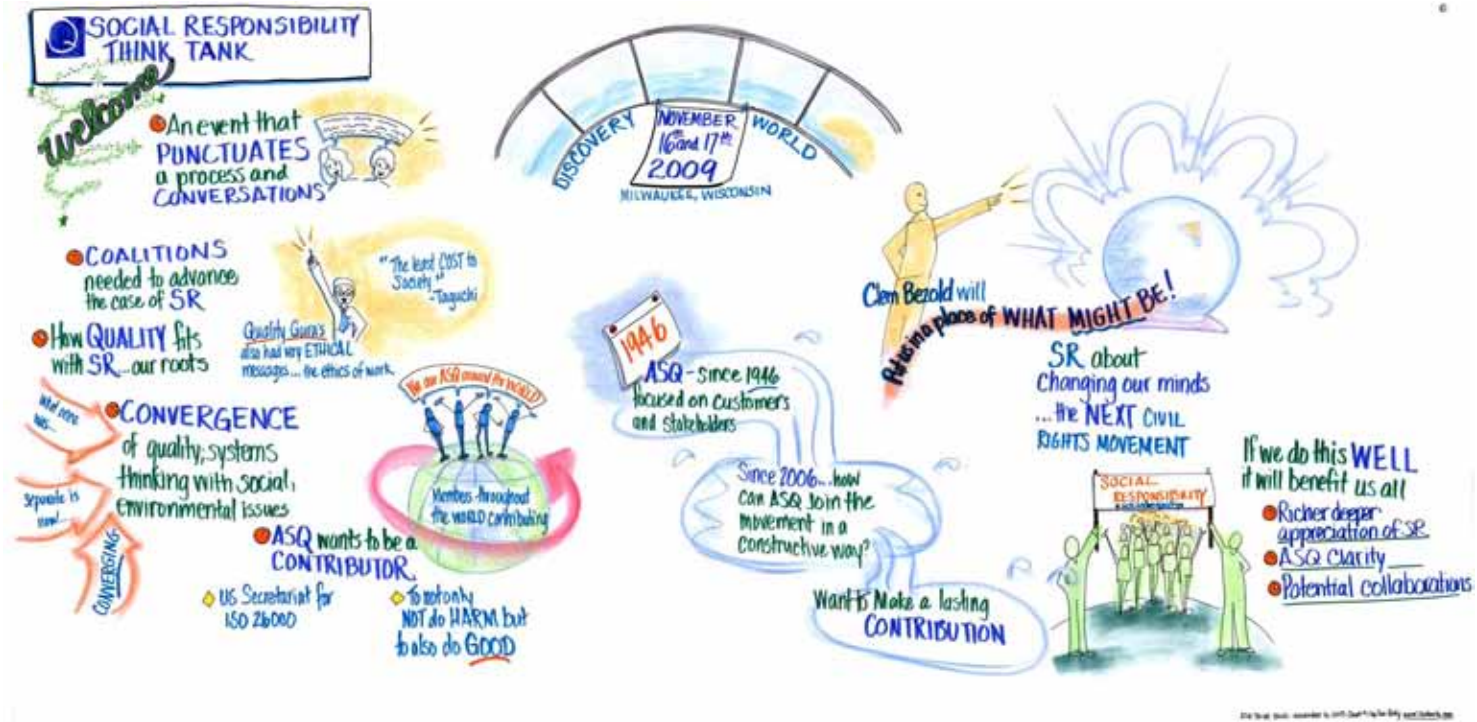
Objectives of the SR Think Tank

The Think Tank is one of a series of events in a three-year timeframe for the development and deployment of ASQ's SR initiative. While ASQ served as host for the event, it does not assume to have a privileged position in the SR arena and prefers to pursue a collaborative effort with like-minded parties and stakeholders. The nature and scope of these collaborations will continue to evolve over time. ASQ drafted the following objectives for the Think Tank:

- To advance a collective understanding of the present conditions and future directions of SR, and to bring clarity to the array of developments in and around SR.
- To understand how quality methodologies can be integrated into SR intentions to attain better results.
- To explore a few areas in the realm of SR in which participants wish to engage.
- To establish and enhance connections among participants and stimulate future collaborations.

Participants' Expectations:

- A passion for SR and the need to understand progress, opportunities, and measurement.
- To understand the soon to be released ISO 26000 guidance standard on SR and its national and international impact.
- Better alignment of national and international SR initiatives.
- To learn from others in the area of SR and network with diverse thinkers.



SR Definitions—A Shift in Culture

There is no standard definition for SR. There are broad and wide sweeping interpretations that lead to confusion.

The ISO 26000 Guidance on Social Responsibility is designed to provide context and coordination for understanding and adopting SR principles for private and public sector organizations of all types. The international consensus encourages the implementation of best practices in SR worldwide.

The definition of SR from the ISO 26000 guideline standard states:

“The responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior that contributes to sustainable development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behavior; and is integrated throughout the organization and practiced in its relationships.”¹



Participants' Insights:

- A cultural shift occurs because there are constraints in the system or because business processes and values change. SR benefits business and society.
- SR is emerging from different parts of the organization. Most organizations do not have a strategic road map for success.
- Organizations are focusing on the “triple bottom” line – societal (people), economic (profit), and environmental (planet).
- More research is required on the measurement system in terms of impact.
- SR is not just philanthropy; it is smart business strategy.
- Harmonized business management is needed, i.e., ISO standards (ISO 9000, 14000, 26000). Summarize and correlate for understanding and SR.

Point to the Literature:

- Preliminary findings from research currently being conducted by the United Nations Research Institute for Social Development (UNRISD) suggests that an increasing number of large national and transnational corporations are engaging with the CSR “movement,” not simply in a reactive sense—although many do respond to pressures of various sorts—but more proactively, given a range of benefits that derive from CSR. While serious concerns have emerged about the limited scope and effective implementation of CSR initiatives, it is also apparent that many CSR companies, business associations, and business-interest NGOs are involved in an active learning process and are evolving gradually toward more rigorous standards and practices, and in the process, the CSR agenda is being broadened.²

¹ International Standard ISO/DIS 26000: Guidance on social responsibility. Page 3.

² Utting, Peter. “Promoting Development Through Corporate Social Responsibility: Does it Work?” United Nations Research Institute for Social Development. Global Future, Third Quarter, 2003.



Point to the Literature (cont.)

- More than two thirds of organizations surveyed by IBM focus on corporate SR as part of an integrated business strategy to grow new revenue streams and control costs.³
- According to 95 percent of CEOs in the McKinsey Quarterly survey, society has greater expectations than it did five years ago that companies will assume public responsibilities. More than half predicted that these expectations would increase during the next five years.⁴
- The future ISO 26000 guidance on SR will provide harmonized, globally relevant guidance for private and public sector organizations of all types based on international consensus among expert representatives of the main stakeholder groups and encourage the implementation of best practice in SR worldwide.⁵
- According to the Center for Ethical Business Cultures, corporate responsibility is not new; its foundations lie in the 18th and 19th centuries. The last 60 years, however, have witnessed dramatic social, economic, environmental, and regulatory challenges to business both in the United States and globally. Scholars have written extensively on the “concept” of corporate responsibility, but less has been written on how business in the United States and around the globe has translated questions of responsibility into strategy and practice.⁶

³ Riddleberger, Eric and Jeffrey Hittner. “Leading a Sustainable Enterprise: Levering Insight and Information to Act.” IBM Institute for Business Value Corporate Social Responsibility.

⁴ Bielak, Debby, Sheila M.J. Bonini, and Jeremy M. Oppenheim. “CEOs on Strategy and Social Issues.” McKinsey Quarterly. October 2007.

⁵ Frost, Roger. ISO 26000 – Social Responsibility. Executive Briefing on ISO 26000. ISO Management Systems. Vol. 9 No. 5, page 7.

⁶ Corporate Responsibility: A History. Center for Ethical Business Cultures. Updated August 2009.

The Role of Quality and Responsibility

Quality practitioners and researchers have a responsibility to take a leadership role in promoting ethical and transparent operations so that ethical practices of quality are not overlooked but rather integrated into the fabric of business operations and quality management. This approach will avoid deploying an excessive number of initiatives and conflicting harmful stand-alone approaches to change. SR is a moving target that cannot be fully achieved by a one-time set of activities and decisions. Instead, SR is a journey rather than an endpoint. Good quality practices make a sustainable SR program possible.

Participants’ Insights:

- The scope and depth of quality has changed in the last century. Quality is integrated into business operations.
- Quality is no longer related to just production and performance of products and services. It correlates to transparent and ethical practices to protect stakeholders.
- An integrated system approach to corporate SR will achieve results.

Point to the Literature:

- SR must have an ethical anchor if it is to develop systematically.
- Quality management can act as a foundation and key catalyst for developing corporate SR within organizations.
- A March 2008 *Quality Progress* Quick Poll indicated 82.8 percent of the respondents agreed that SR and environmental sustainability should be considered a part of quality management.⁷
- Despite the recession, consumers are still spending with companies and brands that have a social purpose. Edelman Goodpurpose™ Consumer Study, a survey of 6,000 people in 10 countries, revealed that during this recession, 57 percent globally say a company or brand has earned their business because it has been doing its part to support good causes (with Asian countries coming in highest with China [85 percent] and India [84 percent]). Two out of three (67 percent) globally also say they would switch brands if another brand of similar quality supported a good cause, peaking in Brazil (83 percent) and Italy (74 percent).⁸

The Ethical Aspects of Quality and SR

Ethics in business are an essential foundation upon which businesses are founded and through which improvement can be achieved and better communities developed. Quality's roots begin with SR. Good quality practices make for a socially responsible and sustainable organization. The quality gurus dating back to the early 1900s had a strong sense of ethics. They were instrumental in creating a workplace environment that was safer, more effective, and more productive. They created and identified systems that would help companies manufacture products that were wanted by consumers and to make those products "defect free." Genichi Taguchi drew a direct connection between quality and SR when he said that a product or service demonstrated good quality if its production and use caused little to no harm to society. Another well-known quality guru was W. Edwards Deming who created his 14-point theory for (quality) management, which is recognized and followed in many organizations today. Deming's points highlighted the "driving out of fear" to release the ability to ask questions and express ideas, break down barriers between staff, encourage pride in workmanship, and establish self-improvement for everyone. Deming supported an organizational climate where dealings between managers, employees, and customers were conducted on an ethical basis.⁹

⁷ *Quality Progress* Quick Poll. qualityprogress.com. March 2008.

⁸ 2009 Global Edelman Goodpurpose™ Study. October 21, 2009.

⁹ McAdam, Rodney and Denis Leonard, "Corporate social responsibility in a total quality management context: Opportunities for sustainable growth." *Corporate Governance*. Vol. 3 No. 4 2003, pp 36-35.

Deming's 14 Points

1. Create constancy of purpose toward improvement of product and service, with the aim to become competitive and to stay in business, and to provide jobs.
2. Adopt the new philosophy. We are in a new economic age. Western management must awaken to the challenge, must learn their responsibilities, and take on leadership for change.
3. Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.
4. End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move toward a single supplier for any one item, on a long-term relationship of loyalty and trust.
5. Improve constantly and forever any system of production and service, to improve quality and productivity, and thus constantly decrease costs.
6. Institute training on the job.
7. Institute leadership. The aim of supervision should be to help people and machines and gadgets to do a better job. Supervision of management is in need of overhaul, as well as supervision of production workers.
8. Drive out fear, so that everyone may work effectively for the company.
9. Break down barriers between departments. People in research, design, sales, and production must work as a team, to foresee problems of production and in use that may be encountered with the product or service.
10. Eliminate slogans, exhortations, and targets for the work force asking for zero defect and new levels of productivity. Such exhortations only create adversarial relationships, as the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the work force.
- 11a. Eliminate work standards (quotas) on the factory floor. Substitute leadership.
- 12b. Eliminate management by objective. Eliminate management by numbers, numerical goals. Substitute leadership.
- 12a. Remove barriers that rob the hourly worker of his right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality.

"Quality is the methodology to advance the application of SR."

– Paul Borawski, ASQ Executive Director and Chief Strategic Officer

- 12b. Remove barriers that rob people in management and in engineering of their right to pride of workmanship. This means, inter alia, abolishment of the annual or merit rating and of management by objective.
13. Institute a vigorous program of education and self-improvement.
14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.

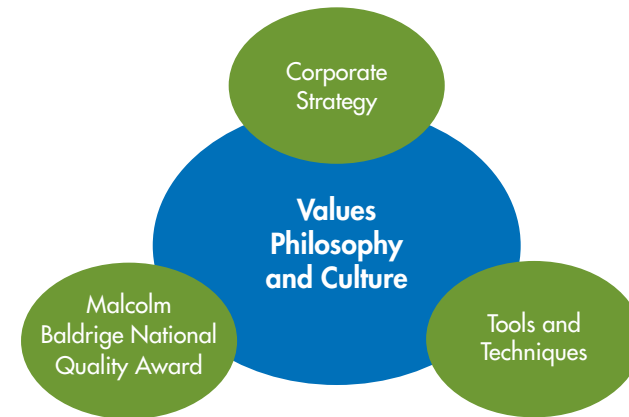
Participants' Insights:

- The corporate culture and socially responsible practices will have major impact on the decision for future talent to accept a position.
- Interest in SR is exploding. Changing buying behavior. Not to expectation.
- ASQ should create a partnership or collaboration with the Better Business Bureau to expand the code of ethics around business practices in sustainability to include quality.
- The worsening economic environment and hopes for improvement and greater accountability is driving the movement of ethical practices and socially conscious businesses, government, and nonprofits.
- Future employees will only work for ethical, transparent, and credible organizations.

With Corporate Social Responsibility adopted by many as the means of assuring values based corporate governance, the quality community now has the opportunity and responsibility to take leadership in posing ethical business practices and driving CSR to regain consumer confidence.

– *Quality Progress*, October 2003

Point to the Literature:



The Quality Management Environment
Corporate SR is at the core.¹⁰

ASQ's Role in SR

ASQ is the U.S. secretariat for the ISO 26000 Guidance Standard on Social Responsibility to be released at the end of 2010. In that role, ASQ will help businesses and individuals to understand what the standard is trying to accomplish, and how to apply it.

The ISO 26000 standard is an international standard that provides guidance to all types of organizations on SR, being developed under the auspices of the International Organization on Standardization (ISO), Geneva, Switzerland. Experts from more than 70 countries are developing a draft international standard for organizations to understand and address a wide range of SR issues, which includes the environment, community engagement, and organizational governance. ASQ is coordinating the U.S. involvement, serving as the U.S. Technical Advisory Group secretariat for the standard to be published in December 2010. The involvement of ASQ and its members is a direct extension of its existing leadership role in standards development and commitment to the integration of quality into SR practices.

¹⁰ Leonard, Denis and Rodney McAdam, "Corporate Social Responsibility." *Quality Progress*, October 2003.

While ASQ's history goes back to 1946, its SR initiative began in 2006. It is aware that corporate SR and ethical contributions have been around for much longer than it has been involved. Many good things have already been accomplished. Yet it was clear through the dialogue of the Think Tank that ASQ can still find a constructive role to play to establish its leadership role.

Futurist Clem Bezold, the SR Think Tank facilitator, is chairman of the Institute for Alternative Futures. IAF works with organizations, associations, communities, and corporations on better understanding and creating the future. He has done several projects on the future of quality, including facilitating ASQ's first three rounds of futuring. He has seen the evolution of SR as part of quality for years. The growth of SR is tied to other trends related to society changing its mind. SR includes concern for fairness and justice. While this is taking many forms, including SR, it is part of the next civil rights movement. He sees the ISO 26000 guideline (and SR) as engaging companies and organizations, and the global community generally in greater justice and fairness. The draft 26000 guideline clearly reflects this. Shepherding the guideline and enhancing ASQ's role in SR are important actions.



Participants' Insights:

- In Fortune 500 companies, tangible measures aren't as prevalent as one would think. We need to quantify what we're doing.
- We need to use language that people can understand, and tie it to the things business cares about such as financials.
- What are the operational areas to pay attention to? Measuring performance.
- How can we use Baldrige to help organizations assess against their core values. What is missing is not the definition. What is missing is the process of measuring how effective you are, and measuring success. There is an urgency being felt to measure SR impact and results.
- Specific techniques need to be created to increase the bottom line. This is where you get attention. Businesses have to make their numbers. Review the triple bottom line. Traction is gained when able to link environment with economic SR. Find the "and" between profit and SR.

Point to the Literature:

Key Drivers for Quality and SR¹¹:

- Product manufacturing and integrity
- Modern understanding of quality and its value to society
- New career paths for quality professionals
- Systematic measurement of sustainable results
- Aggregation of responsible business practices
- Operational efficiencies and cost savings
- Credible and standardized tools, information, and resources
- Consumer preferences to green (environmental) products and services
- Emerging government mandates to reduce greenhouse gas emissions
- Pressure from a diversity of stakeholders
- Regulatory standards focused on ethical behavior

¹¹ ASQ Social Responsibility Business Case. 2009.

SR and Talent Attraction

Organizations with strong SR practices are being viewed as “employers of choice” by today’s job seekers across the globe who overwhelmingly prefer companies that focus beyond performance outcomes and promote larger social goals, according to the latest findings from an international workplace survey.¹² Satisfied employees are more likely to be productive contributors to the bottom line of any organization. The connection between a strong work force and positive corporate performance is clear. It should be no surprise that some of the best corporations to work for have strong SR programs.

According to Manpower Inc., every job is impactful. The benefit to the individual is obvious: A job is essential to the pursuit of independence and self-sufficiency. But a job represents much more, with benefits that reach beyond the immediate effect on a single person. Every job has a ripple effect, supporting not just the wage earner, but his or her family as well. The wages pay for goods and services that, in turn, help support other wage earners and drive engines of commerce throughout the surrounding community. And, of course, the wage earner provides his or her service to the employer, thereby helping an enterprise function more effectively sustain it and generate additional business that will potentially create even more jobs and thus support the greater community. From this perspective, it is easy to understand how a job for one can turn into a benefit for many.¹³

Finding the AND is a breakthrough approach to creating shareholder value by transforming corporate social responsibilities into corporate social opportunities, and converting those opportunities into sustainable competitive advantage. It bypasses the debate about the corporation’s role in society to discover sources of innovation, growth, and shareholder value by addressing social issues.

– William H. Marquard and Ann B. Graham
Shareholder Value OR Social Responsibility? How Corporations Find the AND

¹² Social Responsibility Key to Attracting Top Talent. Kelly Services International Survey. October 28, 2009.

¹³ People and Purpose: Manpower Corporate Social Responsibility Update – 2009.

Participants’ Insights:

- What do the 85,000 ASQ members need to be more relevant in their jobs? How do we make them more relevant?
- They have a discipline and process for doing things—cross-functional teams (quality folks can help connect the dots)
- Quality tools and techniques can help
- Dissemination and awareness of what SR is and help them build it in their organizations

Point to the Literature:

- International Workplace Survey by Kelly Services finds employees across all age generations and regions gravitate to organizations with well-developed social, ethical, and environmental policies. In deciding where to work, baby boomers (aged 48-65) were found to be even more discerning than their younger Gen Y (aged 18-29) and Gen X (aged 30-47) colleagues.¹⁴
- Towers Watson, in the Global Workforce Study, found that corporate SR is the third most important driver of employee engagement overall. For companies in the United States, an organization’s stature in the community is the second most important driver of employee engagement, and a company’s reputation for SR is also among the top 10 drivers.¹⁵
- Towers Watson found that when employees view their organization’s commitment to socially responsible behavior more favorably, they also tend to have more positive attitudes in other areas that correlate with better performance. They believe their organizations recognize and reward great customer service, act quickly to address and resolve customer concerns, and are led by people in senior management who act in the best interest of customers.

¹⁴ International Workforce Survey. Kelly Services. December 2009. [www.irkellyservices.com](http://irkellyservices.com)

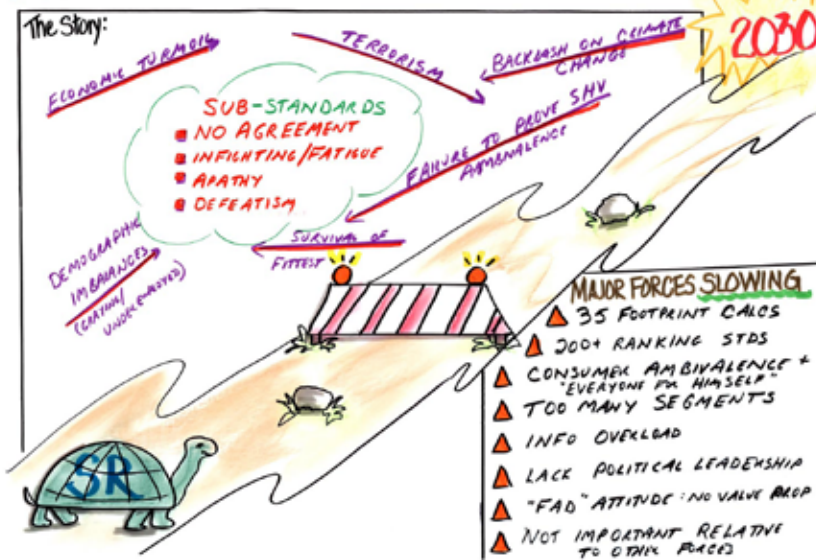
¹⁵ Corporate Social Responsibility: It’s No Longer an Option. Towers Watson. July 2008. www.towerswatson.com

Future Mapping (2010-2030)

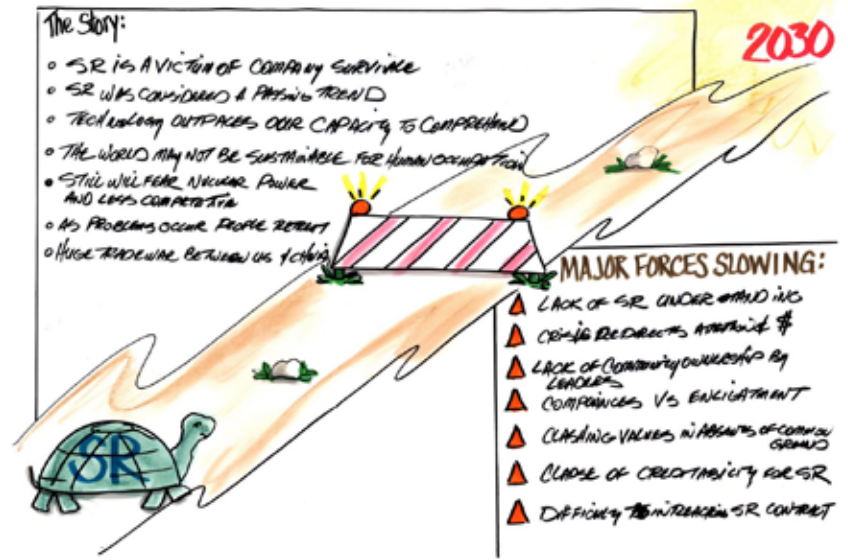
What in the environment for SR is evolving and likely to impact the future? How will components evolve over the decade? What will be accelerated or not?



CHALLENGING SCENARIO: PARADOX OF CHOICE



CHALLENGING SCENARIO: TURTLES DON'T FLY



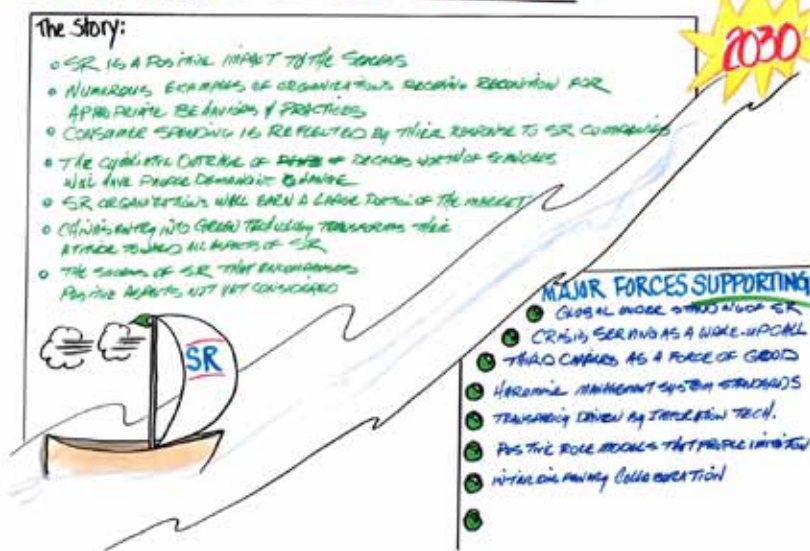
SR Scenarios

Participants were asked to form two groups that focused on challenging and visionary scenarios of SR. They identified challenging scenarios that more than 50 percent felt were likely to come true.

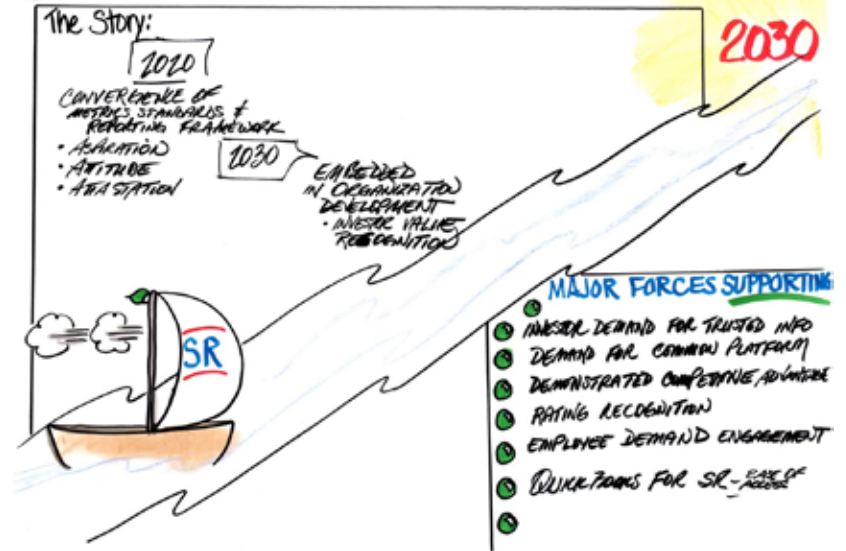
Challenging Scenarios:

Customers have too many choices; can't make decisions. No standards. Sub standards. No agreement on SR. In fighting and confusion; too many standards; world not sustainable for humans; more than 50 percent of the group thought these scenarios were likely. And many thought they didn't reflect tough enough challenges.

VISIONARY SUCCESS SCENARIO: - FIRST BOAT TO CHINA -



VISIONARY SUCCESS SCENARIO: AAA



The visionary success scenarios showed more conversion of metrics and standards and reporting formats, and showed SR embedded into organizations.

Visionary Success Scenarios:

Consumer spending is reflected by their response to SR companies and people are demanding change. Technology is providing transparency.

The Last Day of the SR Think Tank

This part of the Think Tank was about process. ASQ is looking for its contribution in terms of quality and SR. SR is definitely moving forward and emerging for organizations. It's not just strategic philanthropy. A parallel item is ISO 26000—what does it reflect and how will it help the field move forward?

ASQ's leadership role is to provide quality tools and resources to create sustainable programs that deliver bottom-line results. There was some discussion about the fact that the energy of quality leadership is focusing on other exciting new things like bio mimicry. ASQ has an opportunity to focus its 85,000 members toward leading and translating SR in terms of quality.

Next Step Actions, Coalitions, and Opportunities

Participants brainstormed ways they felt ASQ could impact the SR movement:

- Measurement: ASQ is about measures and tools. ASQ is very pragmatic. Is there something ASQ can do or lead to gather metrics? Gather metrics for SR and relate to the bottom line—show improvement or not. Adopt a set of common metrics.
- Connect the dots (data implosion, tools, and pragmatism).
- Is there an opportunity for ASQ to sponsor research? Take 50 companies and do inventory of SR to measure shareholder value. The benefits would be: engaging ASQ members; proven practices; articles as a spin off of research; and relevancy to increase member profile.
- Best practices in an area of SR. What are people actually doing today? Measurement and BP. Cataloging of organizational successes (Federal Express). Find partners willing to share information.
- Build collaborative. Help accelerate SR by companies working together. Not just a convener but an accelerator. Business case—link needs to be solid. Audience.
- Advocate for simplicity: “quick books” for SR; simple is not dumb—simple is clear. Develop quick books for tools and standards with notes for details.
- Get employees involved. Good team building. Research and partnerships that evolve around employee engagement. Organizations that have defined and mature SR programs.
- What is the management process to systematically do the analysis? Discipline and methodology built on Baldrige. Integration across the organization. Organizational planning and implementation process.
- Is there standardization? Is ASQ best suited? Assets: ASQ-specific membership (systems), not just quality. There is a level of rigor used.
- Leverage membership.
- ASQ’s opportunity is to simplify the process.
- Conceptual tools to take a unified program forward.
- Common language among the standards.
- Mentoring and communication. Mentoring program.
- Public awareness.
- Consider the small businesses, not just large. Segment audiences.
- Related goodness to company improvement.
- Hierarchy of needs. The combination is missing. Expected to move from compliance to strategic growth over time as you become more sophisticated.
- Developmental approach. Developmental curve for SR. As they develop you advance to different stages. Start to use sophisticated tools and insights to push the envelope on SR. What measures do you use at each stage? Interest is increased based on sophistication; sophistication or effective research; sophistication or effective ratings (complication and sophistication not the same).
- In the beginning there is a network of ASQ and other members who can provide a “help desk” of measures for carbon footprint and others. Create a community of helpers.
- Fifty company research survey. Link metrics.
- Partners who have successfully implemented to share lessons learned. Regional focus; cataloging success stories; create a repository of them; make links and connections; need gradients of size for relevancy.
- Mapping exercise: Principles on left side and key stakeholders across the top. Management processes and tools come out of the intersection of the points.
- Set of criteria to evaluate all the tools out there. Screen mechanism.
- Early entrance for small organizations.
- Clearinghouse: SR 101 with bibliography.
- Network of contacts (help desk).
- Why one should be socially responsible.
- Start to generate conditions for organic convergence.
- Is ASQ the strongest convener or in collaboration? Build a collaborative of groups setting the standards (BSR, GRI, etc.). Make ASQ a convener and catalyst.
- Simplicity of design: The magic is simplicity. Synthesize and analyze. Conceptual tools.
- Systematically ask questions and test performance against them.
- Awareness: media, PR, mentoring, medium and small companies, nonprofit and other organizations, flesh out potential partners.

Three Projects for ASQ

After extensive dialogue and improvement upon ideas, the participants voted on which three projects they thought ASQ should move forward. The categories of the projects were:

- Research
- Measures
- Partners

Project 1: Research Scope

1. Quantitative results of how SR is measured and linked to shareholders' value and other stakeholder outcomes.
2. Qualitative results of what was achieved; the process; who owned it; actual calculations; what data was gathered; period of time; quality principles involved; and organizational structure.
3. Executive summaries, reports, and conference presentations.

Project 2: Measures Scope

1. Understand requirements of the standard.
2. Develop metrics to measure seven core areas.
3. Link results to quality tools and principles.

Project 3: Partners (Action Learning Network)

Assemble a community of stakeholders and interested parties to address a major issue or problem impacting the implementation and development of effective SR initiatives.

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*Clement Bezold, SR Think Tank facilitator, founder, and chairman of the board,
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About ASQ

The American Society for Quality (ASQ) is the world's leading authority on quality. With more than 85,000 individual and organizational members, the professional association advances learning, quality improvement, and knowledge exchange to improve business results and to create better workplaces and communities worldwide.

As champion of the quality movement, ASQ offers technologies, concepts, tools, and training to quality professionals, quality practitioners, and everyday consumers, encouraging all to **Make Good Great**®.

ASQ sees quality and social responsibility as a natural fit. As social responsibility becomes increasingly more important to decision-makers in examining the future impact of today's choices on the environment, community, and customer perceptions, the role of quality becomes central in helping organizations and individuals to grow in socially responsible ways.

Globally, ASQ has formed relationships with other nonprofit organizations that have comparable missions and principles. Our international strategic alliances are helping to meet the quality needs of companies, individuals, and organizations worldwide.

ASQ members have informed and advised the U.S. Congress, government agencies, state legislatures, and other groups and individuals on quality-related topics.

And since 1991 ASQ has administered the United States' premier quality honor—the Malcolm Baldrige National Quality Award, which annually recognizes companies and organizations that have achieved performance excellence.

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