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May 31 1994

From: Dr. Mikel J. Harry
To: Ms. Inge Marquardt
FAX 615-694-5367
Subject: General Communication

Inge;

This correspondence is to confirm that the Black-Belt training activity has been scheduled for the week of August 14, 1994. I fully recognize that the delay is somewhat of an inconvenience for you. I most humbly apologize for this inconvenience; however, my management asked that I "clear my calendar" for the scheduling activity (conducted March 17th) in Germany. As a consequence of this activity, the pools of time (between now and August) were evaporated.

To overcome this limitation and increase added value to your venture, I have developed a plan which will ensure a "win-win" strategy. As you know, I must visit one of your locations to survey the lay-of-the-land, so to speak. Naturally, such a visit is merely an overview. As a consequence, follow-on meetings will be required for developing an in-depth understanding of what ABBES does, how they do it, and how Six Sigma can be best utilized to derive substantial benefits. With such information, the Black-Belt curriculum and supporting materials can be customized to meet your specific needs.

To accomplish these preliminary activities (in light of my schedule), I strongly recommend that you involve Mr. Reigle Stewart. Reigle and I have worked together for years. In fact, he co-authored a book with me on Six Sigma mechanical design tolerancing. He knows what to look for and what questions to ask so as to draw a picture of the ABBES topology from the perspective of a Six Sigma practitioner.

On a periodic basis, Reigle will meet with me in Phoenix to share what he has observed. In turn, the two of us will integrate this information into the course materials and application tools which must be readied for the August event. Also during this time with ABBES, he will be able to conduct a training program on Six Sigma tolerancing methods. The BATPT designers received this course last summer from Reigle and were very enthusiastic about its content and ABB applications.

Since Reigle works for the ABB Transmission Technologies Institute (Raleigh, NC), you will have to contact him directly for availability and scheduling. I would suggest that you contract his services for 1 month. During this month, he can begin the aforementioned task of data collection and, as time becomes available, conduct one day "Understanding Six Sigma" training for non-Black-Belts. In this manner, we can get a lot of the preliminary and support activities out of the way between now and August; thereby, improving the overall efficiency and effectiveness of subsequent Black-Belt activities. In addition, I will have the Master Black-Belts from Europe come to ABBES and participate in these preliminary activities.

In essence, this approach will provide you several sources of support for a very small cost. I hope this approach will off-set any inconvenience induced by the scheduling difficulties recently encountered. At your convenience, please let me know your decision, so that I can schedule the Master Black-Belts from Europe, as they will be here with me next week. If you have any comments or would like to discuss further, please feel free to contact me at the Sigma Ranch.