GUEST PANEL of CEOs & Presidents for ASQ Spring Conference
March 9, 2015

Kevin Edwards Cahill
Kevin built and sold a successful media sales company, ViewBridge, Inc. The company was founded in 1999 and through its operating division, AdConnections, implemented the first large-scale web-based sales system application for the broadcast television industry. Prior to starting ViewBridge, Kevin was Vice President N.W. Regional Sales Manager for media rep firm, Katz Communications. His study and application of Dr. Deming’s philosophy led to his 1988 selection as a founding member of the Katz Kosmic Committee, a group tasked with providing guidance and leadership in the transformation to a new sales system. As chairman of the committee from 1995-1998 he helped guide the design and implementation of various sales, technology, and management systems. Kevin is now the Executive Director of The W. Edwards Deming Institute® and is Dr. Deming’s grandson. Kevin is a member of the ASQ Deming Medal Committee.

W. Gregory Guy
CEO of Air Force One. AFO is a service partner to building managers on ways to improve the performance of their buildings. Greg and AFO are well-known in Columbus for having received many awards for fast growth and as a great place to work. AFO provides optimal building performance through design-build HVAC insights, proactive maintenance and mechanical services, and total facility automation. AFO has both a national presence as well as a strong regional base. Greg started on his Deming-based management journey in October 2013 by initiating an experiment with a commission-free sales environment in one of the company’s regional offices. This was a significant departure for AFO because the company’s past success was built on a pay-for-performance bonus model –not only for sales, but for operations and service, too. Greg will be delighted to share the results of the commission-free experience over the past 15 years, the affect on the company’s culture, and potential next steps.
Steven Haedrich
President of New York Label and Box Works. Steven’s family printing business has
roots to 1878. “This is a very tough and commoditized business. Many small
competitors will work at cost, just to get the cash flow, so they can stay in business –
hoping they can eventually sell it. They slash everything: benefits, full-time staff,
and quality. Yes, with Deming we win against them, over time, but there is such an
oversupply of printers, that it is challenging industry. On the other extreme of the
competitive spectrum, we are up against giant national firms that can operate below
their cost because of their sweet financial re-engineering deals. For them it is all
about the top-line growth. In contrast, with 60+ employees and two plants, we have
to make a profit. Without Deming’s Management Methods and quality insights, we
would have been out of business years ago.” Even during the recession NYL&B has
had the most profitable years in the company’s history.

Gordon McGilton
Serial entrepreneur, “rescuer” and grower of companies. Example: Gordon and his
partner acquired the assets of an insolvent, defense contractor that was $2MM in
debt, unable to deliver military vehicles per their D.O.D., risking de-certification by
D.O.D., and was down to fewer than 100 employees. The share price hovered around
$0.05 as “pink sheet” public company. Gordon replaced all traditional management
philosophies with Deming’s System of Profound Knowledge. Within 3 years the
company had 1800 employees, $1.4BB in sales and $100MM in the bank.
One of Gordon’s most recent acquisitions is a coating company, which he acquired
through a bankruptcy proceeding. When acquired, the company was on a run rate to
have $1MM in annual gross revenue. Within days of securing ownership the
company Gordon was notified of eviction from the facility within 3 weeks, and a
notification from the largest customer [65% of gross revenues] that all business
would be pulled within 30 days. Four years later, after applying Deming’s teachings,
the company has $7MM in gross revenues. “Any person in the company can explain
our entire management theory, there are no job titles, no org chart, all salary, no
written policies, no fixed work schedule, and every important business
measurement continues to move in the desired direction, by significant amounts.
Deming does the heavy lifting for us.”

Cheryl Herrick
Cheryl has worked closely with Gordon McGilton, including at the coating
company. She also participated in operating a fledgling startup medical
device company in the old style of management. Then, she became aware of
Dr. Deming’s System of Profound Knowledge and started the transformation,
which lead to innovation of product and service –and ultimately to capturing
market share and taking the fledgling startup to $4MM in gross revenue
within 3 years at margins above 75%. In her next venture she contracted to
provide leadership to the retail division of a private label apparel business.
Initial focus was to transform the division to a profitable enterprise and bail
it out its 3-year track record of $500,000 of annual losses. Using Deming’s
System of Profound Knowledge the division was able to transform into making a profitable contribution to the overall company system within 3 months.

**Sherm Moreland**
CEO of DesignGroup Architects and Planners. During the “great recession 2008 – 2013” commercial architecture firms across the country saw their revenue reduced by 40% and according to the American Institute of Architects, 1/3 of the design professionals either retired or found a different line of work. Many of DG’s competitors either went out of business or merged to survive. DG suffered, as well, of course, yet has emerged with the best financial results for 2 consecutive years in the firm’s 45-year history. Fortunately, DG was well along with its implementation of Deming’s Management Method and Sherm observes, “The Deming approach affects everything in the organization from how we do the work, to how we build our culture. It helped us survive and prosper. No performance appraisals, no pay-for-performance, simple ways to set pay, simple profit-sharing, and recognition. It’s efficient, effective, different and powerful for achieving quality, employee retention, sales, and enjoyment of work.” DesignGroup’s message to building owners/investors is, “You have the opportunity to build something amazing….make the most of it” DG applies that same advice to the building of its own company, as well.

**Jennifer Horvath**
Business Development & Sales Leader and part owner of DG. Jennifer was formally trained in development at Ford Motor Co, and has also worked in the construction industry. When she joined DG she was struck by how different the firm was from others. “The fact that DG had refreshing and engaging way of thinking and managing was clear even in the interview stage.” Jennifer’s first formal exposure to Deming’s Management Method was at a Deming Institute Seminar at Aileron Executive Center in October 2013. “It all came together for me. There is always more to learn and apply, but once you get the hang of the Deming approach, you just become a sponge to learn more.”
**Keith Sparkjoy**
Co-Founder of Pluralsight, a rapidly growing online professional training/development company. In July of 2013 Pluralsight had 20 employees. Today, with more than 300 employees and its second round of VC funding [of $135MM in August 2014], Pluralsight is now valued at $1BB. Keith was the driving catalyst for the founders to use the Deming Management Method [DMM] in this young and rapidly growing company. Keith will share the founders’ doubts and potential concerns in the early months of adopting the DMM, and he will provide insights about how simple and powerful the DMM really is. “We have perhaps the most productive firm in the industry, the most highly intrinsically-motivated sellers, and our customer service ratings that are off the charts. It’s about thinking differently and acting differently within a culture of thoughtfulness, shining a light on any dark areas, and showing appreciation. I won’t say it is dead easy, but it’s easier and better than anything else we’ve seen or tried.”

**Fred Warmbier**
Entrepreneur and President of Finishing Technology, a metal finishing company in Hamilton, Ohio, Fred has built several companies during his career and has learned a great deal from his good decisions and bad ones. In 2014 he co-authored a blog on operating a small business via the Deming Management Method for *The New York Times: Managing: the challenges of running an old-line business in a high-tech economy*. Fred began his Deming Management Method adventure in early 2014, “I was making plenty of money, but was stuck, and sick and tired of running the business the way I always had. It was boring, annoying, and it was killing me. As a result I was in constant pursuit of distractions. I became a pilot and bought a plane, I took up music, and played as much as possible, but still I wasn’t fulfilled. Using Deming’s approach to running the company has made it fun again, gave purpose and meaning to my work, and we are more productive than ever.” Fred is a down-to-earth guy who enjoys sharing the adventure and challenges of leadership with other leaders who might also be frustrated or who are looking for a competitive advantage.