

In September/October we focus on:

TECHRON[®]

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Pictured at Techron's first open house in Plant 1:

(L-R) Dawn Meyer, Line 1 (Techron) Supervisor; Don Eger, Division Manager; Sheryl Pendill, Sales Coordinator

THE MEASURE OF SUCCESS

by Julie LaFollette

"One of my greatest challenges over the years has been in leaping beyond the engineering background and the world of 'things' into developing the 'people' skills of management," says Techron division manager Don Eger. "But it has been very rewarding." He likens people working together to, "...the embers of a fire, scattered. If you pull them together in a bundle and nurture them, you will soon have a blazing flame. Any one ember by itself will burn out."

In this metaphor can be seen the dynamic which drives the vision of Techron with its people oriented philosophy and the various programs and policies which operate among the Techron family.

A philosophy to which Don subscribes is that the individual is "...created with great value, and that we ought to celebrate life, the beauty of the earth, and life's activities." To this end, Techron enjoys many "people activities," such as birthday celebrations encouraged by social director Margaret Eaton. Another Techron tradition is the 8:00 am meetings where all are encouraged to share successes of their lives and jobs.

Yet another well attended event is the monthly divisional luncheon where, besides good food and fellowship, lines of communication among work groups open new avenues for problem-solving. "While I had hoped these times would help us get to know one another," Don says, "I'm finding an unexpected benefit. Many are really talking about challenges being faced in our work. I find it a really productive time."

Open communication adds strength to Techron's marketing efforts as well, because "...our marketing of systems requires much customer interac-

tion," explains Don. "We develop multiple contacts inside another company. Besides sales and marketing, our QA groups may work with theirs as do our manufacturing and engineering groups. It requires us to carefully identify those skills among our people to accomplish this, and we will continue to focus on those kinds of relationships."

Akin to celebrating the value of people is the commitment to developing and sharing resources among people. Don has been studying various management styles that encourage discovery and growth of the many individual skills of people in unique ways. Don hopes to experiment soon with some of these management styles.

Similar attitudes underpin recent structural changes in the organization with the addition of more applications and product development engineers to help meet customers' needs. "We have not reached our optimum in this area, so this will continue in the future, since customers request things that require engineering changes or something new. This places a high demand on engineering resources," explains Don.

This year, Techron will achieve the goal of bringing Techron assembly operations into the group, and plans are being formulated to accomplish this. Don speaks of a "form-fitting-function" approach to the physical layout plan so that communication will be a natural consequence of the close proximity of groups who need to interact. This approach will allow the over-the-popcorn-bowl style of communication that has become a Techron tradition enabling people from different disciplines to come together and talk.

Bringing HCJB and Techron together is another goal, because of Techron's increasing interest in

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Success...., cont'd

radio frequency business equipment. "By sharing space and being in close proximity we should be able to share our resources with each other," explains Don. "It, indeed, might happen."

To what does he attribute the success he has achieved with the Techron division? Without hesitation, Don says, "Solomon said to ask God for wisdom and He'll give it. That's the only answer I can give." He goes on to say that although you can read magazines and books, "Only God gives you the ability to put one little piece with another and have a new insight—and then, take that new insight, put something else with it and have something new."

"The only success I have," he says, "is the success of those who work with me. If they have achieved their goals by *their* measure of success, that's *my* measure of success."

To summarize Don Eger's attitude toward Techron, he states that there is a very fine balance between being diligent for the good of the division and cooperating with others. "There are only so many resources available. If we horde that which we gain, nobody gains in the overall. We also need to balance our demand on the resources for the good of all, but be diligent in getting what is needed to get the job done."



Doing It Right

QIP News and Updates

by Dave McLaughlin

Last month we introduced our QIP approach to quality as a way of life. The five steps to solving quality problems were listed, and we started to analyze an example of the process at work. As we complete the example, I will review four definitions of acronyms that appear often in quality discussions and training:

QIP- Quality Improvement Process: overall program name.

QES- Quality Education System: management training seminars.

QWG- Quality Work Groups: training groups formed to reach all employees with QIP information.

PONC - Price of Non-Conformance: extra cost resulting from repair, scrap, rework and lost business that happens when customers' requirements are not met.

In last month's example, we looked at the problems being caused by a high rejection rate for PIP cards. Step 1 of the 5 steps in the Crosby approach to problem solving is "Define the Problem." The Fabrication Department did this by:

- Looking at the requirements for the cards.
- Listing the defects occurring.
- Calculating the cost of overcoming the defects, or PONC. This was determined to be over \$40,000 each year.

Step 2, a short term fix of the problem, had to cover two major areas. The problem definition had shown that paint problems were the leading cause of rejects, followed by problems with the fasteners used to attach connectors to the cards.

The fix and the longer term action were the same for the paint problems. When the situation was analyzed, the requirements for the painting were found to be incomplete. Completing and communicating the requirements dropped the reject rate dramatically, from a level of hundreds a month, down to less than 20 per month. Simply reviewing and defining the requirements properly made a huge difference. Steps 3 and 4 in the process, which call for finding root causes of the problem and then taking more permanent corrective action, were combined with Step 2, the short term fix. The measurement of the results came as part of Step 5, which calls for evaluation and follow-up action.

After the paint problems, the most significant failure to meet requirements came from the fasteners that attached connectors to the PIP cards. They did not hold the connectors reliably as they were being used. Step 2, the immediate fix, was to use a pop rivet to attach the connectors temporarily. This held securely, but did not seem to be the best long-term solution. Step 3, identifying the root cause, and Step 4, putting in a long-term fix, led to the decision to employ screws to attach the connectors.

The actions taken require ongoing evaluation to determine the effect on the PONC. Step 5 in the QIP process is the monitoring of the process to keep the problems identified from happening again, and to detect new problems and solve them as early as possible. Already, most of the \$40,000 PONC from this example has been eliminated as a cost in the future.

Next month we will look at an example of timely, creative problem solving in the Board Room.



VOTER REGISTRATION

The following employees are deputized to register voters for the U.S. November elections in Elkhart County

Dennis Badke - Plant 1

Dana Dillon - Line 4

Greg Eby - Stockroom

Lynn Etherington - QA

Evelyn Hochstetler - Line 2

Doris Howard - Line 9

Diana Malcolm - Line 2

Sandi Walters - Plant 1

Risa Wright - Plant 1 (coordinator)

April Wyatt - Wire Cut

Bob Sproston - Techron - St. Joe County

Risa says registration for absentee ballots must be done in September. Shut-ins and others not able to go to their polling place in November may need your help!

What Every sound Contractor has been Waiting for:

The Techron TEF-20

by Bruce Bartlett

Techron's new TEF System-20 combined with Sound Lab software is generating lots of excitement among sound contractors and consultants. It's a small black box that connects to the user's desktop or laptop computer. Like its predecessor the TEF-12, the TEF-20 works as a sophisticated, portable sound analyzer. But the TEF-20 offers many new advantages.

Imagine that you're a sound-system contractor or installer. What features does the TEF-20 provide you?

*It's small and lightweight. After lugging around a 50-lb. TEF-10 or TEF-12, you really appreciate the 20's portability.

*The TEF-20 costs a fraction of what the TEF-10 and TEF-12 cost, so many more contractors can afford it.

*The 20 works with laser printers and provides color graphics.

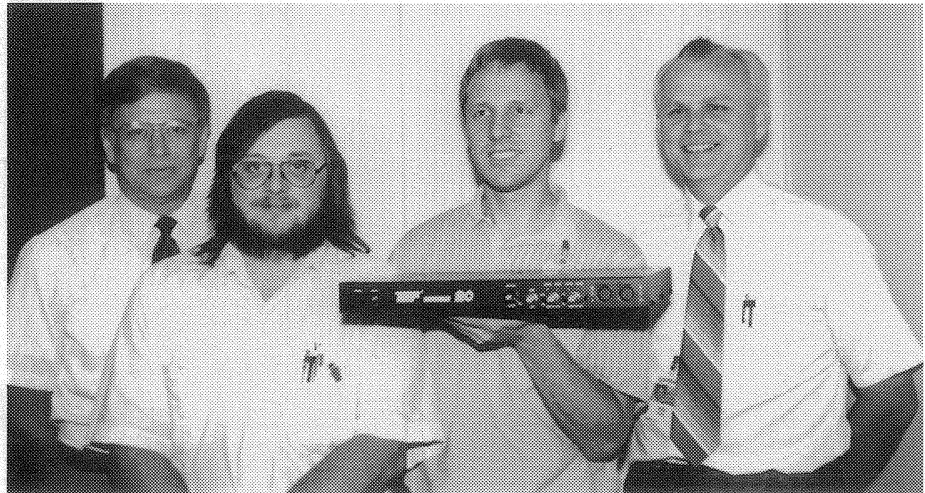
*Operation is easy, thanks to pull-down menus. Measurements are grouped in the order they're needed.

*Techron offers technical service in the form of telephone support, newsletters, and training classes.

By using the TEF-20, you can learn many things about a sound system or room acoustics. For instance, you can pinpoint the distance, direction, and loudness of echoes in a room. You can measure how intelligible a sound system is. Or you can measure the frequency response to predict the tone quality of your system.

If you need to measure changes in environmental noise over a day, or over a minute, the TEF-20 will do it. It can help you set up your speakers in the best way for highest sound quality. Or it can generate special test signals, act as a filter, measure distortion — the uses go on and on.

Based on early reaction from the field, we expect the TEF-20 to be one of our greatest success stories.



L-R: Ron Bennett, Software Applications Mgr.; Brian Flinn, High Level Programming on MAC; George Fridley, Technician on loan from Specialty; Don Schwing, Programming for PC.; Keith Jebelian (not pictured) designs the digital signal processing (DSP) programming and hardware.

RESPONSIBIITY— THE ESSENCE OF EXCELLENCE

Submitted by Jim Putz
(from the PRESTON VISION, Preston Trucking
newsletter.)

Author Larry Miller suggests that there are lessons to be learned about excellence and achievement from those people at the other end of the spectrum. By working as a counselor for 350 young inmates convicted of murder, rape, kidnapping, and armed robbery, Miller learned a great deal about human motivation. His education started when he began talking to each inmate and was told time after time that they didn't belong there.

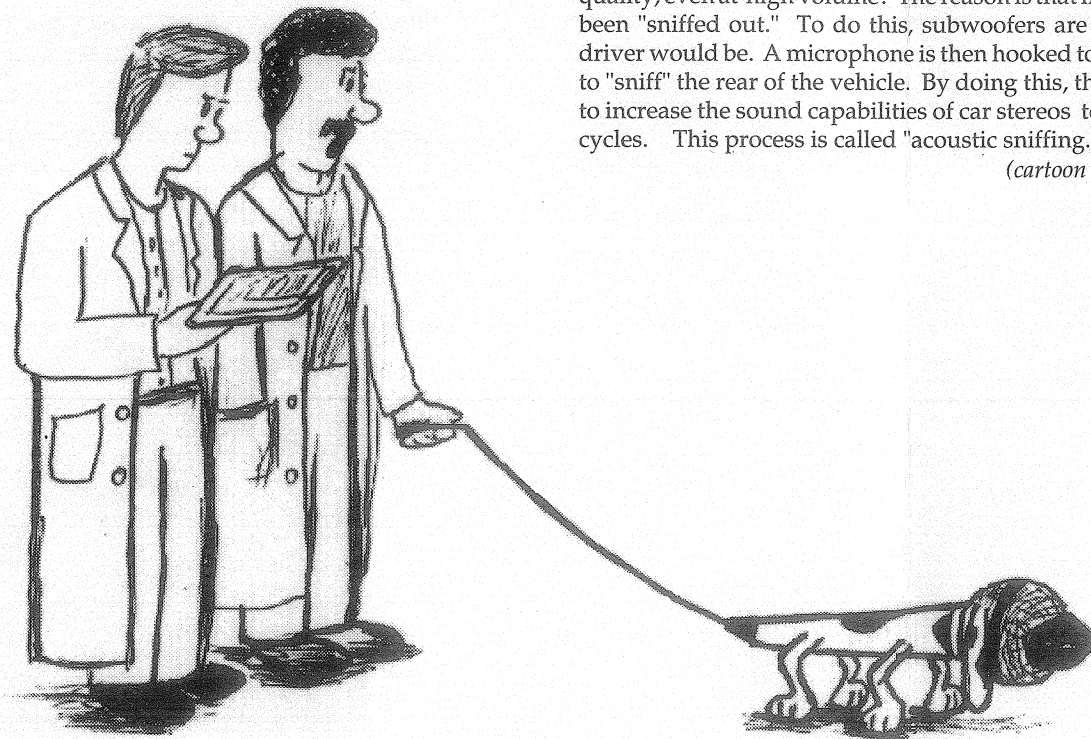
Each inmate reported "a reason" for being in prison that had little to do with their own behavior. One inmate explained that a judge who sentenced him had also sentenced his brother and, as a result, he didn't get a fair trial. Another explained, with equal sincerity, that a court-provided lawyer wasn't interested in helping him. Almost all inmates had stories about the heavy influence of "the other guys." Their stories would go something like this:

"I was on parole, sitting 'at home,' watching TV, minding my own business. Suddenly, these old friends of mine stopped over and begged me to go with them and get just one beer. I said I had a curfew and I couldn't go. They just grabbed me and said 'let's go.' So I'm ridin' around in the car and suddenly the guy driving says there's a little gas station down the road that must have at least 300 bucks in the cash register. I tell them to let me out, I don't want any part of this action. Before I know what happens, they pull up to the gas station and rob it. They throw the money in the car, and those guys run in the woods, leaving me sitting in the car without the keys. Up pull the cops and there I was." "It wasn't me...it was the other guys." Miller suggests that most of these guys were in prison because they never accepted the responsibility for their own actions.

They viewed events as being beyond their control. When Miller started working with companies in trouble, he started by interviewing key people in the organization. He was dumbfounded when he often found the same type of responses as he found in prison. It's the other guys...if the economy...if the customers would only...if the union would only, etc.

People with the greatest problems place the responsibility for their actions outside themselves. His point: People who achieve excellence respond to events in a highly internal manner and see themselves as the focal point for all responsibility. They see themselves in control of things, responsible for the way they are, good or bad.

Do you?



Have you noticed how many of the new cars have GREAT sound quality, even at high volume? The reason is that many of them have been "sniffed out." To do this, subwoofers are placed where the driver would be. A microphone is then hooked to a TEF and is used to "sniff" the rear of the vehicle. By doing this, they have been able to increase the sound capabilities of car stereos to a 12db gain at 60 cycles. This process is called "acoustic sniffing."

(cartoon by Tim Matteson)

OH HE'S VERY FRIENDLY AND PROFESSIONAL.—
I JUST DON'T LIKE HAVING TO CARRY
HIS PERSONAL FIRE HYDRANT EVERYWHERE.

THE REAL NEED

by Larry Stevens
Techron Product Line Manager
(power amplifiers and MRI gradient systems)

"The real need is the solution that is fashioned in the mind of the person who has a need. The real price is what meeting that real need is worth. The real product satisfies the need and has that worth. The mission of the Product Line Manager (PLM) is two fold: (1) understand the real need and the real price and then transform them into a real product and (2) manage that product so that both the customer and company win."

The PLM is responsible for the profitability of the product line and is the manager of the Techron Applications Engineering Department. This department plays a key role in understanding and identifying the real need of the customer. We work as technical liaison for both the company and the customer. Typically an applications engineer (AE) works closely with the sales department. Once there has been a relationship established through sales we often receive calls directly from our customers. The AE department has been structured with a product/market focus. There are three general market areas that the AEs support: industrial amplifiers, magnetic resonance imaging (MRI) gradient systems and the instrumentation systems (TEF).

Bill Miller's primary responsibility is the industrial amplifier market. This market provides a variety of opportunities for unique applications and the customer's requirements for systems are always a challenge. Bill's customers are often new to our products and become users of our standard products such as the 7500 and 7700 families.

The AEs work well together and provide technical support to one another. For example, one day Bill received a call from a customer who was having trouble with one of our amplifiers. Bill worked with this customer but they could not seem to identify the problem. Tim Chapman, another AE, overheard Bill's side of the conversation. Without leaving his office Tim told Bill (over the partition) to take the amplifier out of mono. Bill asked the customer if the amplifier was in the mono (single channel) mode. It was, and with a flick of a switch the problem was solved.

Tim's primary focus is providing technical support for the TEF product line and software applications. Tim works closely with the TEF sales

group and worked with the TEF engineering department during the design of the TEF-20. Working with TEF is a new assignment for Tim and he is being given ample opportunity to listen to a customer's problem, turn to his TEF, learn, and then apply what he has just learned to solving the problem, all in the same 20 minute phone call.

Bob Sproston's primary area of responsibility is supporting the MRI market. He accepted and met the challenge of providing support to our MRI customers in the first week of employment, one year ago. The MRI customers are usually original equipment manufacturers (OEM). We develop specialized products to meet their needs. These products are based upon the 7700 (also known as ISA) technology. Bob, working with Gerald Stanley, Research Manager, has improved the utilization of the gradient simulator software package. The use of the simulator has been significant in meeting the system requirements of our industrial customers (both MRI and non-MRI).

Bob and Bill often support one another on projects. Once they were working together on a project and didn't know it. Two people from the same company called with the same problem. Bill was working with one and Bob, the other. When Bill walked over to ask Bob a question concerning his customer's application, they soon recognized the duality of support. No, they didn't give different solutions to the customers!

Additional AE support is needed and we hope to increase our staff in 1991. We recently hired Rhonda Chapman to be secretary to the product line manager. Rhonda has started the task of improving the communications flow, working out the bugs in procedures and will be involved in market/marketing research. Her assistance in research is another way to identify the real needs of our customers. Rhonda is implementing a project tracking system for the AE department. This project tracking system is designed to improve our response time and increase our effectiveness in meeting the real need.



New Employee Profiles



PATRICK PREDD - (Oct. 18) Engineering Flex-Force

Patrick will graduate in electrical engineering from Purdue next spring. He lives in LaPorte and likes to play baseball, basketball and tennis. Music and audio electronics are his interests.



DARIN MAST - (July 11) Fab Flex-Force

Darin plays baseball and basketball in high school. His goal is to earn a college degree and become a teacher and coach.



LEANNE HERROLD - (Jan. 30) Literature Room Flex-Force

Leanne likes to ride horses and is a cheerleader, active in Pep Club at high school.



KIMM EASH - (July 14) Production Line 2 Assembler

Reading, sprint car racing, volleyball and tennis are Kimm's favorite activities. Her ambition is to become a legal assistant and be married this fall.



GARTH DEXTER - (May 11) Quality Assurance Engineer

Racing sports cars is Garth's hobby. He is on the Board of Directors of the South Bend Region Sports Car Club of America. He also likes music and his ambition is to do his best at whatever he does.



PHILIP HOOVER - (Sept. 23) Stockroom Bulk Picker

Phil's hobbies are drums and God. He plays ping-pong, softball and basketball. To survive and be happy are his goals.



STACI RAE BARNES - (June 20) Fab Flex-Force

Staci has been playing violin for 11 years and her ambition is to perform with an orchestra in New York, travel and be married. She is also interested in writing, reading, criminal justice and likes swimming and taking walks.



JANICE GREEN - (Feb. 8) Human Resources Flex-Force

Janice is starting college this fall. She plays basketball and enjoys puzzles and reading too.



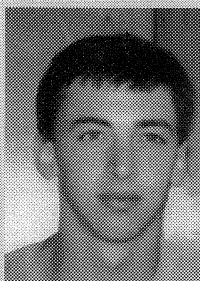
KIRK MYERS - (Sept. 15) Maintenance, Night Janitor

Kirk commutes from Union, Michigan. He likes bicycling, camping and grows his own food which he likes to eat. Music is another interest; he would like to become a master blues saxophonist and be self-employed some day.



SANDY L. PETERSON - (Sept. 15) Production Line 2 Assembler

Hair styling is a specialty of Sandy's. Her activities include bowling and bicycling. Being the best worker she can is her goal.



CHRISTOPHER ENDRES - (Apr. 20) Stockroom Receiver

Christopher, a South Bend resident, enjoys hunting, fishing and sports. His goal to complete his college education.



LANCE PONDER - (July 11) Customer Service, Tech Service Rep

Referrals led Lance to Don Peterson. After a six hour interview Don seized the opportunity and hired him to start the next day. His goal is to learn as much as Dale Kauffman, Dave Engstrom and Don Peterson combined. Lance is interested in asset management and serves as an associate member of the WNIT Community Advisory Board. He likes to fish and play ping-pong.

Employee Committee News

Employee Committee Financial Report

Balance as of August 1, 1990		\$317.19
<i>Receipts:</i>		
* Canteen	\$462.74	
* Candy Money	262.17	
* Hats	250.00	
* Miscellaneous	32.68	
Total receipts	1007.59	+1007.59
		\$1324.78
<i>Expenditures:</i>		
* Picnic	\$1012.07	
* Misc. (last day, ect.)	145.00	
* Volleyball (trophies, etc.)	42.37	
Total expenditures	\$1199.44	- 1199.44
Chiphone Balance 9/13/90		\$125.34

Up-coming Events:

Oct. 31 Halloween costume contest. Be creative and join the fun (but careful that the costume doesn't interfere with your work).

Nov. 3 Shopping Trips: Three buses will leave at 7:00 am and arrive back at 10:00 pm. Destinations: Union Station, Indianapolis; Water Tower and Woodfield Mall, Chicago.

Nov. 9 or 18 Bus trip to Colts game, Indianapolis.

Nov. 14 (Wed.) Thanksgiving carry-in.

Nov. or Dec. "Annie" at the Drury Lane Theater in Chicago.

JOIN THE FUN! The 1990 Employee Committee Election Campaign will begin soon. Call a committee member as soon as possible if you are interested in becoming a member for 1991.

Bulletin Boards are in place in Plants 1, 2A, and 4 vending areas. Check them for the latest!

CLYDE MOORE won the limbo contest at the roller skating party Sept. 17, literally "hands down!" Fifty people had fun, including LINDA JERVIS and DIANE TURPIN who won gift certificates.

The committee recognized, with \$25.00 gift certificates, the following people who are leaving:

ROSE BOWMAN - After eight years of service on Line 2, Rose plans to stay home with her baby.

SABRINA GALL - AMFAB has called Sabrina to work in their Customer Service Dept. after training to familiarize her with the company. It offers the opportunity to use the education and training she has received at Ivy Tech and I.U.S.B. in office management and communications.

MARK YODER - Mark has worked in the Engineering Dept. at Crown for two years. He has been hired by Miles Inc. to work in the Diagnostics Division.

Results of the Second Annual Crown International Golf Outing at Raber Golf Course, Bristol:

Ladies' longest drive - Renee Stanley

Men's longest putt and drive - Rod Growcock

Ladies' best score at 107 - Nina Myers and Kim Biller.

Men's best score at 70 - Steve Myers and Rod Growcock.

Ladies best score at 107 - Nina Myers and Kim Biller

Men's best score at 70 (two below par) - Steve Myers and Rod Growcock.

Employee Notes:

Congratulations to MELINDA LECOUNT on the birth of a son, Cameron Dale, Wed., Sept. 19.

TIM (Engineering) and ROBIN KUEPPERS have accepted an opportunity to study at the Bible Institute in Schroon Lake, New York, for a year beginning this fall. This is the home town of Crown Board member Cliff Rogers who has helped them find housing.

SUSAN WHITFIELD (Engineering) has returned to Purdue University to complete her degree in electrical engineering.

LINDA JERVIS was welcomed to the HR Dept., Sept. 20, as the new Benefits Facilitator. She assumes part of the duties of the Benefits Administrator, Beth Burch, who will become a full time mother in December.

Crown International EMPLOYEE CHRISTMAS BANQUET - Friday, November 30, 1990. Helpers are needed for all committees, i.e., programs, decorations, food, music and sound, set-up and more. Please call Beryl Moore at Ext. 217 to volunteer.

Facilities Planning Note from Terry Frick at assembly Sept. 19, in order of priority depending on funding:

1. Plant 3 (former Pierce Bldg. to the north) - Fabricated Components, Amcron Div.
2. Plant 2/2A - Techron and HCJB
3. Plant 1 - (northeast section) - Techron Engineering.
4. Plant 1 - Crown Marketing and Sales to vacated Techron engineering space.

BASKET CLASS NOT BASKET CASE!

by Sherry E. Hochstetler

Basket weaving is more fun than you think! Laughter, talking and some good jokes happen when Crown International's basket weaving class meets to weave. It's not official corporate business but it's not monkey business either. It is a great stress reliever according to Geneva Miller, so her friends persuaded her to share the fun and teach a class for them.

Geneva started off with a fairly easy basket for them to learn. She supplied all the materials which include lots of reed and water to soak it in to make it pliable. Each week the baskets are more difficult. She talked her ladies through the difficult parts with the patience of a saint. Trust me on this one. I had several difficult moments myself. I was not the only one. One weaver became so upset she did not wait for help. She stood up and threw her basket across the room saying loudly, "No wonder those people in the sanitarium, who weave baskets, never get out. They keep weaving these baskets for therapy and they only get worse!"

After a long day's work some of the ladies were a little tired. You could tell by the way they weaved. For instance, one weaver was going along just fine with no troubles when she screamed. Everyone looked up to see that she had a reed wrapped around her neck and her forearm. She had to

unweave a few rows of her basket to get herself out of her predicament.

There was never a dull moment. Someone was always yelling "911!" for Geneva to help. One weaver was notorious for whipping her reed around while she was weaving and hitting people in the face and arms and whatever was nearby. We also spilled a few water buckets, but everyone said it was worth any trouble they might have caused. Geneva has never been heard to say that.

An advanced class began several months after the original class. It started July 9th in the Plant 4 lunch area and lasted until August 20. The classes started at 5:45 PM and usually lasted about two hours, depending on the difficulty of the baskets. Each of the ladies said that they really enjoyed the class. They hope to extend the current one by at least a few more weeks. They suggest anyone interested sign up at the first opportunity. They guarantee you will get more out of it than you put in and you will not be disappointed.



TECHRON QUALITY IMPROVEMENT ACKNOWLEDGED

Tom McFarland of GE sent this article from WINNERS, GE Medical Systems newsletter, to Howard King along with his expression of appreciation for our performance. Howard shares this to express his appreciation to the many people whose contributions and commitments to product improvement are reflected in the 8607 gradient amplifier.

SIGNA'S QUALITY PLEASES CUSTOMERS

Customer response to the Signa Advantage has been tremendous and shows that a quality product which addresses customer's needs will be a winner every time.

Customers are pleased with several aspects of the Signa Advantage according to Erwin Thomas, MR product sales specialist, Southeast Region. Most frequently mentioned improvements include: the increased speed of the system — due in part to the system's ability to simultaneously scan and reconstruct images; the improved image quality; the flexibility of new sequences; and the increased reliability — particularly the gradient amplifiers.

Dr. James D. Acker, neuro radiologist, Baptist MRI Diagnostic Center, Memphis, Tennessee is

one of many satisfied customers.

"With the older system we had certain limitations on the number of slices we could obtain," said Acker. "The Signa Advantage produces a larger number of slices and better quality images in about half the time."

Dr. Eugene Patterson, medical director of radiology, Schumpert Medical Center, Shreveport, Louisiana is another happy customer. When Schumpert Medical Center received its Signa Advantage Patterson noted a 40 to 50 percent increase in throughput during the first month they had the new system.

"We are very satisfied with the new system at this point" added Patterson. "And now additional applications support is important to us so that we can make use of more of the system's features."

"Most of our customers are extremely satisfied with the Signa Advantage," said Thomas. "The people at MR—from engineering to manufacturing—should be proud of the quality product they are producing because it has impacted so positively on customer satisfaction."



Reporters

Needed: Reporter for the night shift.

Please give your news and notes to your reporters!

CROWN CRIER

The Crown Crier is the monthly newsletter for Crown International employees. Its purpose is to be informative, inspirational and entertaining.

Your involvement is highly prized. Please contact a CC Reporter with any material you would like to see in future issues.

Publisher: Beryl Moore
Editor: Libby Marshall
Staff: Dave McLaughlin
Bruce Bartlett
David Harris
Dennis Badke
Ron Ray
Alan Wigent
Cilla Meachem

Reporters:
Kim Laffoon
Art Rowe
Pam Fothergill

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