

October 25, 2023

Executive Message

What is the difference between EQ and IQ?

EQ is a shortened acronym that refers to Emotional Quotient or Emotional Intelligence. Most of us are familiar with IQ—Albert Einstein, of course, is well known for his incredible IQ, but little is known about Emotional Intelligence even though, according to many studies, it is a better indicator of success.

Emotional Intelligence refers to your emotional abilities and social skills, including cognitive empathy, emotional regulation and motivation. Said in simpler terms, it measures how we treat each other, how we communicate and relate to other people and how we control our emotions.

EQ, of course, is best measured when the pressure is on, and the stakes are higher than normal.

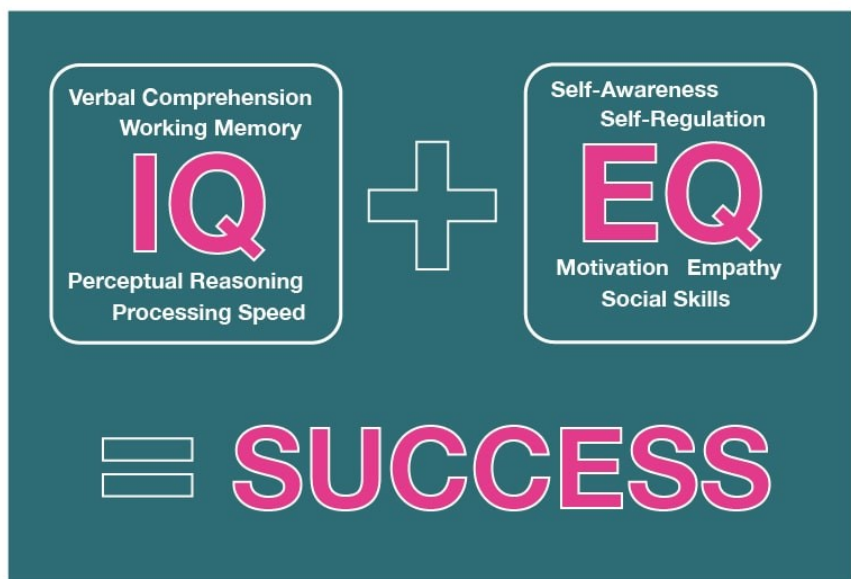
Naturally, we all have moments when we fail emotionally—we bark at a friend or lose our cool when arguing with a spouse, child or friend. We let stress get the best of us and act in a way that we regret.

Still, the good news about EQ, quite different than IQ, is that Emotional Intelligence is something that we can improve—it is something that we can work on and develop.

A few years ago, I was involved in a very stressful job where I felt the General Contractor, along with their Project Manager, were abusing us at AMF. It was stressful, contentious and every conversation was extremely difficult.

One early evening, after normal business hours, I was watching one of my boys play soccer. The game was physical and stressful to watch. My phone rang. I was already irritated watching the soccer game. Even worse, it was this PM from hell calling me.

I answered the call and was immediately aggravated. He started barking orders at me and then, in a flash, I told him, “You are undoubtedly one of the top three of the worst Project Managers I have ever worked with...I take that back, you are the worst Project Manager I have ever worked with in my entire thirty year career!”



Well, that comment did not turn out well for me. Without getting into all the details, I ended up in a much, much worse situation—if that could even be possible. I was suddenly stuck with pending lawsuits, liquidated damages, withheld payments, cancelled change-orders and many more person-to-person confrontations.

I wish I had used more Emotional Intelligence even though, by any measure I could find, he deserved every word I shouted at him.

This is an extreme example, but may I point to just a few areas that might help us each improve:

- ◆ Do not send angry text messages or emails.

Text message fights and email fights are so, so easy to get into. For some reason, we are more apt to type things that we wouldn't say to a person's face.

If you feel emotional about something and want to fire off an email or angry text, stop and don't do it. Listen to that little voice in your mind.

Good advice I heard and try to follow is to sit on angry emails overnight. Letting the email cool will often prevent you from sending something you will later regret.

I would argue that hard conversations are best had face-to-face. Do not fall into the trap of having a hard conversation over text or email.

You can also de-escalate the thread by directly stating, "Hey, it is too easy to fight over email...lets talk on the phone and figure this out person-to-person."

- ◆ Take time to write down your emotions in a journal or on your phone. It is okay to write down those emotions and try and identify what you are feeling and why you are feeling a certain way. I am a big fan of this...it is like having a very productive self-talk.

You might be surprised at the advice you give yourself and the insights you gain from having a deep, unfiltered conversation with yourself. (It sounds a bit hokey, but I promise it works!)

- ◆ Take a deep assessment of what brings joy to your life. (I promise, shocking as it may seem, it is not found in pop-culture, TikTok or the movie screen.)

If you take the time to deeply consider your emotions, you might be shocked to discover new insights.

Many times, wisdom is discovered too late in life. Work on it now.

Joy comes from honest relationships and simple experiences—most of us look past the mark and refuse to consider we might be wrong until life knocks us down for so long that we finally learn the hard way.

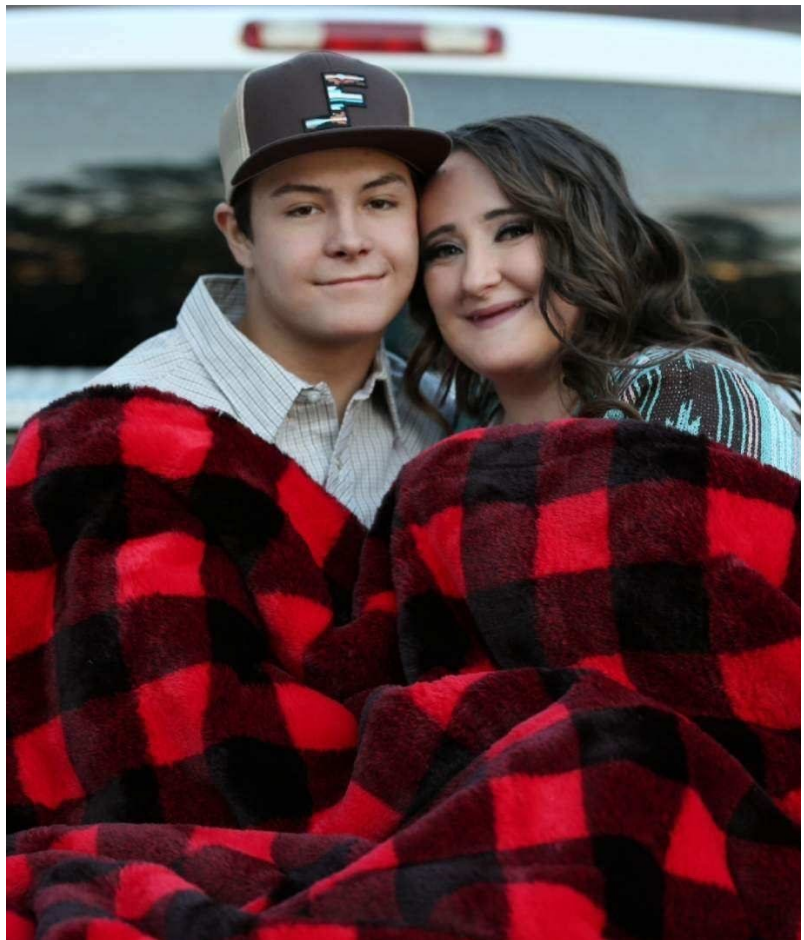
Emotional Intelligence can be learned and can bring us more joy but, like any good habit, it requires work and recognition.

I encourage each of us to stop, recognize what we are feeling, learn, work and seek to improve our Emotional Intelligence—it will make your world a better place!

Employee Spotlight

Wyatt T

- 1. What is your favorite hobby?** Shooting and Hunting
- 2. What's the first concert you ever attended?** Ned LeDoux
- 3. What's the next place on your travel bucket list?** Alaska
- 4. Are you currently binge-watching any shows?** Whatever my wife is hooked on that week.
- 5. If you had to eat one meal every day for the rest of your life, what would it be?** Steak, corn, and mashed potatoes
- 6. What's one item you can't live without?** Guns
- 7. Where is your favorite place to be?** With my wife on some kind of adventure
- 8. Where is the best place you've traveled to and why?** Salmon, Idaho (Great town folk, scenery, and family)
- 9. If you could learn to do anything, what would it be?** Underwater Welding
- 10. What's your favorite indoor/outdoor activity?** Shooting
- 11. What music is on your phone?** Country
- 12. What chore do you absolutely hate doing?** Laundry
- 13. If you could meet anyone, living or dead, who would you meet?** John Wayne (Marion Robert Morrison)

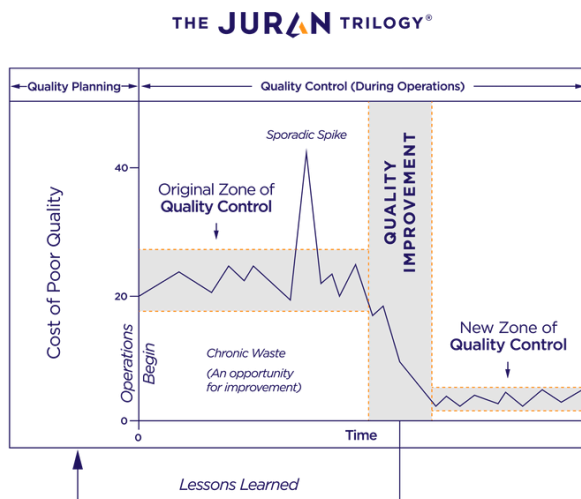


Quality Message

Unveiling the Juran Quality Trilogy: Elevating Quality at All Metals Fabrication (AMF)

In the realm of manufacturing, the pursuit of quality is a never-ending journey. Precision, accuracy, and adherence to specifications are the hallmarks of success in companies like All Metals Fabrication (AMF). To navigate this path to perfection, the Juran Quality Trilogy emerges as an invaluable guiding light. Named after Dr. Joseph M. Juran, a luminary in the realm of Quality Management, this trilogy comprises three essential components: Quality Planning, Quality Control, and Quality Improvement. In this article, we will embark on a journey to uncover the Juran Quality Trilogy and explore how it can be better applied at AMF to further enhance the pursuit of quality excellence.

The Juran Quality Trilogy



1. Quality Planning

The first cornerstone of the Juran Quality Trilogy is Quality Planning. This phase serves as the compass that directs the journey towards quality excellence. It involves the meticulous definition of clear, measurable quality objectives for a given project.

At AMF, where precision in metal fabrication is non-negotiable, Quality Planning is the foundation for success. Here, project managers collaborate closely with customers, sales teams, and the programming/design team to establish exacting quality standards. This involves crafting detailed project specifications, material requirements, and setting clear inspection criteria. By defining these parameters upfront, AMF ensures that all stakeholders comprehend the anticipated outcomes, significantly reducing the risk of costly errors down the line.

2. Quality Control

Quality Control, the second keystone of the Juran Trilogy, revolves around maintaining quality during the execution of tasks. In the context of AMF, this phase entails real-time monitoring, meticulous inspection, and rigorous verification of work at each fabrication stage.

AMF leverages cutting-edge technology, highly accurate programmable laser, tube laser, and forming machines, to maintain the highest levels of precision. Routers contain stringent quality checkpoints to assure that every component meets the specified standards.

3. Quality Improvement

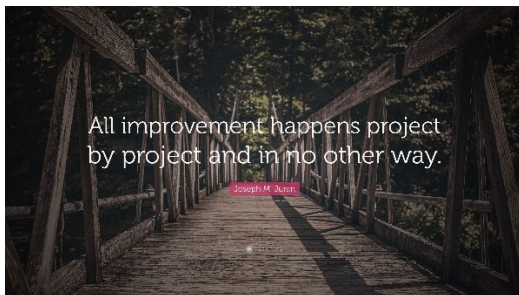
The third and final facet of the Juran Trilogy is Quality Improvement. This phase, often the soul of the quality journey, focuses on analyzing data and feedback to continually enhance processes and outcomes. At AMF, this means being proactive in identifying areas where improvement is possible.

For instance, if a recurring issue surfaces during a project involving a specific manufacturing process, AMF's continuous improvement team engages in collaborative problem-solving to devise innovative solutions. This unyielding commitment to ongoing improvement cultivates a culture of continuous learning at AMF, ensuring that the company remains at the forefront of quality metal fabrication.

Better Application at AMF

To further enhance the application of the Juran Quality Trilogy at AMF, several strategies can be considered:

- 1. Employee Communication:** Ensuring that all team members are well-versed in the principles of the Quality Management, AMF's Quality Policy, and Quality Initiatives such as Continuous Improvement, and Waste RIP (Rest-In-Peace) projects, as most improvement ideas are derived from the people on the floor, doing the work.
- 2. Streamline Operations:** An initiative is currently ongoing to introduce more Bill of Material (BOM) routers onto the floor as new laser automation is imminent. This will allow AMF to build assemblies or multiple part work orders in a more efficient way.
- 3. Customer Collaboration:** With our recent surge in workload, it is critical to build even stronger partnerships with customers and general contractors. Involving them in the Quality Planning phase leads to a better understanding of their specific quality requirements, reducing the potential for misunderstandings, delayed shipments, or revisions later in the project. AMF also strives to receive feedback from customers to use for further improvements. Thanks go to the sales department and project managers who lead this initiative.
- 4. Foster Innovation:** The Quality Improvement phase fosters a culture of innovation at AMF. The company continually explores ways to refine processes and embrace emerging technologies, maintaining a competitive edge in this industry. If your processes haven't changed in a while, it is time to look for what can be improved with a critical eye and suggest the needed changes through your management team.
- 5. Cost Efficiency:** The Quality Control and Improvement phase mitigate the need for rework and waste, leading to cost savings. AMF can then allocate resources more effectively to go to further improvements, innovation, employee happiness initiatives, and ultimately reduce costs. Rework is the equivalent to burning money.



The Juran Quality Trilogy stands as a timeless framework for pursuing quality excellence in the realm of manufacturing. For All Metals Fabrication (AMF), where precision is required, this trilogy offers a well-defined path towards perfection. By embracing the principles of Quality Planning, Quality Control, and Quality Improvement, AMF can continue to elevate its standards, reduce costs, and maintain a competitive edge in the world of metal fabrication. By working by these principles AMF aspires to reach new heights in quality, innovation, and productivity.