

Hi,

The previous newsletter - on having the right focus - resulted in comments from six readers :-). Read the previous letter as a [PDF](#)

Two of these confirm that, with the help of control limits which automatically follow the process in X-R charts, they have overcome costly disruptions and problems. Two more readers want to know more about this.

Said and done. But instead of filling the email with a lot of text, I've provided a link to the glossary at Nielsen Consulting's sister site **statisticalprocesscontrol.info** if you want to read more about [sub groups](#) and [control limits](#). Also, check out the [FAQ](#).

What about the remaining two comments?

Well, one came from an ISO/TS 16949 auditor and I quote: "Your observations correspond well with mine. There are many good companies that use the tools correctly. But there are also those that are constantly looking for simple shortcuts to avoid having to do the job properly. Typically, these companies, in the end, have more work clearing up errors and inefficiencies."

The second came from a bank official (!) stating that even he recognizes the reasoning to focus on activities that look good on paper, but that do not benefit the business.

Regards,

[Michael Nielsen](#)

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