

-----  
***Minnesota Council for Quality Stakeholder Update***  
***March 2004***  
-----

In This Issue:

=====

1. A Message from the President: Ensuring Future Success with Succession Planning
2. Recognizing the Spring Class of 2004 Board of Evaluators; Summer Session Approaches
3. Toro's Problem Solving Approach: Closed Loop Failure Analysis – PIN Discussion 4/1
4. Quality: Certification Standards and Awards – MTI Forum 3/19
5. Introduction to Performance Consulting – ISPI Rummler Discussion 3/20
6. The Greatest Threat to Your Brand May be Internal – MSLF Discussion 3/23
7. Learn from the Best – Quest for Excellence 3/29-3/31
8. The Good Corporate Citizen: A Practical Guide – Book Signing 3/29
9. Manufacturing Tomorrow: Improving the Future of MN Manufacturing – 4/5
10. How to Improve Leadership in Your Company – RAQC Discussion 4/13
11. Inver Hills Announces Spring Courses; Council Members Discounted 15%
12. Century College Announces Spring Courses; Council Members Discounted
13. U of M College of Continuing Education Announces Spring Curriculum

- 
1. A Message from the President: Ensuring Future Success with Succession Planning

The Minnesota Council for Quality recently completed a Minnesota Quality Award assessment with a mid-sized Twin Cities organization. One of the key challenges facing this organization is their aging workforce; in fact, they predict that nearly half of their employees will reach retirement in five years. Making matters worse: this organization anticipates a real shortage of skilled resources available to hire over the same timeframe.

Unfortunately, this organization is not alone. Currently about 70 million American workers are age 40 and older, representing 48% of the total U.S. workforce. By 2010, this percentage is expected to increase to 51% of the workforce, a 33% increase since 1980 (Bureau of Labor Statistics, Monthly Labor Review, November 2001). In addition, the number of workers aged 55 and older will grow from 13% of the labor force in 2000, to 20% in 2020 (Bureau of Labor Statistics, Monthly Labor Review, May 2002).

The data are worse for the public sector. Currently, nearly 40% of the federal civilian workforce is over 50 years old and over one-third of the federal workforce is eligible for retirement (US Government, Office of Personnel Management). Some experts predict that as much as 70% of the federal workforce will be eligible to retire by 2010 – a staggering number (Government Executive Magazine, October 2003).

Meanwhile, fewer younger workers are entering the workforce. According to the Employment Policy Foundation, the workforce will experience a shortfall of 7.4 million baccalaureate degree holders by 2012 (The American Workplace 2003: Realities, Challenges and Opportunities." Employment Policy Foundation, 2003, p.48. <http://www.epf.org/>). There just aren't enough people to replace the retiring Baby Boomers.

But enough of the data. The issue is obvious: because of our aging workforce, the US will face a significant labor shortage in about 5-7 years. Left unaddressed, this workforce shortage threatens to stifle economic growth, while likely increasing wages in high-demand occupations. That's on a macro level. What does it mean to your organization?

Regardless of your business, unless your organization is planning for this demographic shift, you may be faced with a devastating dearth of qualified human resources to run your processes, make your products, and service your customers or stakeholders.

The Malcolm Baldrige National Quality Award recognized this extreme challenge facing American organizations when they published their 2003 Criteria for Performance Excellence (a set of comprehensive criteria that assist organizations in achieving performance excellence and optimizing their results). The Baldrige Criteria now includes a requirement that encourages organizations to build processes for succession planning and career progression for ALL employees.

So what exactly is succession planning? The simplest definition might be: a process by which you get the right people in the right roles with the right skills at all levels of the organization. Succession planning requires several things: first you must know the strategic direction and goals of the organization such that you can identify what positions and skills will be required for future success. Next, you should evaluate current employees to see how their capabilities and skills match up with FUTURE organizational needs; in this step, many organizations also identify their "high potential" employees – those they wish to accelerate development for internal promotion. Third, you should create development plans and a career path for employees, customized to enhance their strengths and improve their weaknesses. These plans may include traditional training and education, but may also include job sharing, mentoring, job shadowing, and other creative mechanisms. Finally, you should simultaneously build mechanisms to transfer information and knowledge within your organization – from those more senior, experienced resources to the more junior employees. This last point is important in that it ensures that a high percentage of your "institutional memory" remains with your organization.

Regardless of your organization's mission and purpose, I recommend that leaders begin succession planning in the context of your overall strategic plans. In doing so, not only will you increase the chances that you have skilled resources in the future, but you will also be advancing the capabilities, knowledge, satisfaction, and loyalty of your current employees.

For more information or to locate relevant articles/white papers, do a search on “succession planning” in the Council’s improvement Clearinghouse ([http://www.councilforquality.org/improve\\_documents.cfm](http://www.councilforquality.org/improve_documents.cfm)).

Yours in Improvement,

Brian S. Lassiter  
President, Minnesota Council for Quality

-----  
2. Recognizing the Spring Class of 2004 Board of Evaluators; Summer Session Approaches

The spring training session of the 2004 Board of Evaluators was completed last week. The following 17 individuals successfully completed the training and joined the 2004 Board of Evaluators:

Barb Billing, BlueCross BlueShield of MN; Keith Dixon, Faribault Public Schools; Bruce Dornan, Tappe Construction; Tom Gavinski, Allina Hospitals & Clinics; Denae Grant, Xcel Energy; Shriyans Jains, Kohler Company; Eileen Johnson, Ceridian; Randy Johnson, Workforce Development, Inc.; Trista Johnson, Allina Hospitals & Clinics; Cindy Lambert, Consultant; Dave Lindblom, Empi; Tish Pasqual, Xcel Energy; Mark Paulson, Consultant; Craig Siiro, Virchow Krause; Mary Stoffel, Unisys; Jerry Wood, State of Minnesota; Michael Zugay, Xcel Energy.

We would also like to offer a special thank you to Cargill for hosting the training and Dr. Mark Blazey for facilitating the session. In addition, we thank several volunteers for assisting: Jean Bronk, Debra Bultnick, Rick Carlson, April Corniea, Mike Reagan, along with the Panel of Judges.

The Council will offer a summer Evaluator training session June 29-July 1 (in Rochester, using an education case study) and a fall session September 21-23 (in the Twin Cities, using a business case study). Applications for returning Evaluators are due June 25 for the summer session and September 17 for the fall session (and only require updates from your most recent application).

In addition to the full three-day training sessions above, new Evaluators are also required to attend a one-day orientation. New Evaluators can select one of three dates for summer orientation (June 2, June 3, or June 8) in Rochester; fall orientation dates include September 1, 2, or 8. Applications for new Evaluators interested in the summer sessions are due May 28 and August 20 for the fall session.

We hope that you would consider (re)joining the Board of Evaluators and/or encourage others to do so. For more information or for an application, please visit [www.councilforquality.org/assess.cfm](http://www.councilforquality.org/assess.cfm), email us at [mc4quality@aol.com](mailto:mc4quality@aol.com), or call 612-462-3577.

-----  
3. Toro's Problem Solving Approach: Closed Loop Failure Analysis – PIN Discussion  
4/1

Closed Loop Failure Analysis (CLFA) begins and ends with the customer. Whether you have 100 customers with the same complaint or as many customers with differing complaints, CLFA looks at the entire value stream to identify the root causes of customer dissatisfaction. It then requires an organization to implement sustainable corrective actions and process improvements that prevent complaints from recurring. Because CLFA uses Six Sigma as its foundation, this process can be used in any organization: product, service, or solution.

The Minnesota Council for Quality is pleased to welcome Ms. Wanda Vorters, Leader in the Toro's Company's Business Process Management Office, to the April 1 Performance Improvement Network (PIN) discussion. In her discussion, Ms. Vorters will provide a high level overview of how to begin a CLFA discipline in your organization. More specifically, her discussion will outline how to use a fact-based, data-driven process that 1) uses cross-functional teams to identify the root causes, 2) enables the development of sustainable solutions that address and eliminate existing quality problems, and 3) proactively drives "lessons learned" back into business processes so that your organization "does it right the first time."

The discussion is from 8:00-9:00 a.m. on April 1 (networking and continental breakfast begin at 7:30 a.m.) at the University of St. Thomas in downtown Minneapolis, Murphy Hall Room 203. Admission is FREE for Council members; \$20 for the public. For more information or to register, visit [www.improvementnetwork.org](http://www.improvementnetwork.org) or email [lassiter\\_brian@hotmail.com](mailto:lassiter_brian@hotmail.com).

-----  
4. Quality: Certification Standards and Awards – MTI Forum 3/19

Minnesota Technology Inc. (MTI), in partnership with the MN Council for Quality and sponsored by Cargill, is offering a one-day forum on quality.

What: Quality -- Certification Standards and Awards

When: March 19, 2004

Where: Pearl Conference Center, 111 Third Ave, S. Minneapolis

Cost: \$149; includes lunch/refreshments

Keynote: Overview of the Six Sigma Business Scorecard by Praveen Gupta, President of the Quality Technology Company and author of the "Six Sigma Business Scorecard." In his presentation, Praveen Gupta provides a new framework by merging two powerful performance strategies, Six Sigma and the Balanced Scorecard, to innovate The Six Sigma Business Scorecard.

Six Sigma Overview: Eric Anderson, CH Robinson. The concept of Six Sigma has regained popularity among American organizations the last few years as a preferred management and improvement framework. But why did it return to prominence? How did it start? What has it grown into and what does it mean to organizations today and in the future?

ISO Quality Standards: Fred Nelson, AQS Management Systems, Inc.

ISO Certification Case Study Presentation: Barb Shultz, Ideal Aerosmith, Inc.

Malcolm Baldrige Awards, an Overview: Brian Lassiter, President, MN Council for Quality. Baldrige Criteria for Performance is a validated method of assessing and improving organizational performance. Learn what the Baldrige Criteria can do for your company.

Malcolm Baldrige Awards - A recipient's story: Ann Burns, Sunny Fresh Foods. Ms. Burns will share how Sunny Fresh began its Quality Journey using Baldrige-based criteria with the goals of creating competitive advantage, reducing customer complaints, and reducing the cost of 'doing things wrong'.

For more information, please email Jonathan at [jfernands@mntech.org](mailto:jfernands@mntech.org) or visit <http://www.minnesotatechnology.org/events/TechForums/forum.asp?forumId=97>.

-----  
5. Introduction to Performance Consulting – ISPI Rummler Discussion 3/20

The Minnesota Chapter of ISPI is proud to announce a one-day workshop on March 20, "Introduction to Performance Consulting," led by Dr. Geary Rummler. The Minnesota Council for Quality is an Affiliate for this event, so Council members receive \$20 discount.

Dr. Rummler's workshop will reflect his latest thinking about how to improve individual performance and organization results. The tools and templates are powerful and can be immediately put to use in your organization. Attend this workshop to learn how to make an even bigger impact in your organization, through systematic improvements that go beyond the job level and individual performers.

The workshop is Saturday, March 20, from 8:00am to 4:00pm at the Four Points by Sheraton (400 Hamline Avenue North in St. Paul). Cost is \$185 to the public, \$165 for Council members, and \$145 for ISPI members.

Dr. Geary Rummler is the founding partner of Performance Design Lab, a research, training, and consulting organization specializing in the design and development of organizational performance systems. Prior to founding Performance Design Lab, Geary was the founding partner of The Rummler-Brache Group. Dr. Rummler has published a variety of books ranging from labor relations to the development of instructional systems,

and his articles have appeared in numerous professional and management journals and handbooks. In 1988, Rummler co-authored *Training and Development: A Guide for Professionals* with George S. Odiorne. In 1990, he co-authored *Improving Performance: How to Manage the White Space on the Organization Chart* with Allan P. Brache. Rummler has served as president of ISPI, as a member of the Board of Directors of the American Society and Development (ASTD), and a member of the editorial board of *Training* magazine. He is an Honorary Life Member of ISPI.

For more information or to register, please visit [www.mnispi.org](http://www.mnispi.org). You can also find more information in the “events” section of the Council’s Clearinghouse ([http://www.councilforquality.org/improve\\_events.cfm](http://www.councilforquality.org/improve_events.cfm)).

-----  
6. The Greatest Threat to Your Brand May be Internal – MSLF Discussion 3/23

What strategic planning session does not include a “branding discussion” on the agenda? Today’s leaders are well aware of the power of brands to win the hearts and minds of their customers, but the greatest threat to brand integrity may not be from the competition – it may be from the organization itself.

The Minnesota Strategic Leadership Forum (MSLF), a partner of the Minnesota Council for Quality, is pleased to announce that Mr. Karl Speak, President, Beyond Marketing Thought, will speak at their March 23 discussion. He will explore the importance of branding in the context of strategic planning and overall organizational success, and he will provide some insightful and provocative ideas to help you put your brand under a microscope.

The event will be held at the Minneapolis campus of St. Thomas (Murphy Hall, Room 201). Registration is at 7:00 a.m., buffet breakfast is at 7:30 a.m., the speaker begins at 7:45 a.m., and Q&A discussion is between 8:45 - 9:00 a.m. Cost is \$25 (\$15 partner rate for MN Council members). Space is limited. For more information or to register, please visit [www.slf-minnesota.org](http://www.slf-minnesota.org).

-----  
7. Learn from the Best – Quest for Excellence 3/29-3/31

Do you want to improve your organization’s performance results, stay abreast of the competition, create an environment that fosters legal and ethical behavior, and increase your organization’s effectiveness? Then attend the official conference of the Malcolm Baldrige National Quality Award: the Quest for Excellence XVI. The event will be held March 29-31 at the Marriott Wardman Park, Washington DC. The cost is \$1050 (discounts available for groups, faculty, and students).

The event will showcase the seven organizations that received the 2003 Malcolm Baldrige National Quality Award: Medrad Inc (Indianola, PA), Boeing Aerospace Support (St. Louis), Caterpillar Financial Services Corp (Nashville), Stoner Inc (Quarryville, PA), Community Consolidated School District 15 (Paletine, IL), Baptist

Hospital Inc (Pensacola), and Saint Luke's Hospital (Kansas City). Leaders within these outstanding organizations will candidly share their exceptional performance practices, their journey to performance excellence, and their lessons learned. Learn about the tool used by business, education, and health care leaders to evaluate and focus their efforts on performance results, leadership effectiveness, customer and employee satisfaction, and process management. Discover how senior leaders sustain their focus on excellence during economic downturns and prosperity. This conference is considered by many to be the best opportunity to learn more about performance excellence and to network with leaders from across the country.

For more information, visit the "event" section of the Council's Clearinghouse ([http://www.councilforquality.org/improve\\_events.cfm](http://www.councilforquality.org/improve_events.cfm)) or visit the Baldrige website directly at [http://www.baldrige.org/Quest\\_for\\_Excellence.htm](http://www.baldrige.org/Quest_for_Excellence.htm).

-----  
8. The Good Corporate Citizen: A Practical Guide – Book Signing 3/29

Minnesota Council for Quality members are invited to a party for the publication of a fellow Council member's book, "*The Good Corporate Citizen: A Practical Guide*." The book is written by Doris Rubenstein and published by John Wiley & Sons.

The party will be on Monday, March 29 from 5:00-7:30 PM at the headquarters of one of the Twin Cities' best corporate citizens: Bachman's, 6010 Lyndale Ave. S, Minneapolis. There will be book signings, live music, food, and an art exhibit. For every book sold, \$1 will be donated to Minnesota Green. For more information, please visit [www.pdpservices.com](http://www.pdpservices.com). If you cannot attend the event, the book can also be ordered through amazon.com or bn.com and will be available in bookstores starting in early April.

-----  
9. Manufacturing Tomorrow: Improving the Future of MN Manufacturing – 4/5

As one of the largest, most diversified manufacturing economies in the nation, Minnesota is qualified to lead the discussion on Manufacturing Tomorrow. On April 5th, Minnesota manufacturers, state and federal leaders will gather at the Minneapolis Hilton to voice their ideas about how to strengthen the future of U.S. manufacturing.

Join those committed to growing the role of manufacturing in the U.S. economy by examining:

- \* the U.S. manufacturing supply chain and its critical role in the national economy
- \* the future direction of U.S. manufacturing and its large and small suppliers
- \* how to drive state and federal policies to more effectively support future growth

The event will be held from 7:30am to 3:00pm at the Minneapolis Hilton. Governor Tim Pawlenty, two US Congressmen, and the Assistant Secretary for Manufacturing (US Commerce Department) are all invited. Cost is \$80.

We hope you can join us in the discussion. For more information or to register, please visit [http://pub.psbpr.com/MnMfg/2004/manufacturing\\_tomorrow.html](http://pub.psbpr.com/MnMfg/2004/manufacturing_tomorrow.html)

-----  
10. How to Improve Leadership in Your Company – RAQC Discussion 4/13

Please join the Rochester Area Quality Council (RAQC), a partner of the Minnesota Council for Quality, for a very special half-day event on Wednesday, April 13, when they welcome David Branch, CEO of Branch-Smith Printing (Fort Worth). Branch-Smith Printing is a recipient of the 2002 Malcolm Baldrige National Quality Award, indicating they are among the best performing organizations in the US. As a 68-person, \$10 million manufacturer, Branch-Smith is among the smallest Baldrige recipients ever.

Mr. Smith will provide a description of Branch-Smith Printing's business profile and challenges. Mr. Smith will also provide an overview of its performance excellence system (they call "Innovating Excellence"), and how it is deployed throughout the organization. The model consists of the four subsystems of strategic planning, leadership accountability, management review, and quality information. These address the need for the organization to create value, develop results, drive agility, and access knowledge, respectively. Branch will then describe the company's performance excellence journey through the four phases of organizational process maturity as it moved past reacting to problems and advanced to its integrated approach.

The event is \$89 (\$79 for RAQC or MN Council members); save another \$10 by registering before April 7. This program will be held from 7:30 to noon at the Best Western Apache in Rochester. For more information or to register, please visit [www.raqc.com](http://www.raqc.com), call Kay Wiegert at 507-285-7560, or contact her by email at [kay.wiegert@roch.edu](mailto:kay.wiegert@roch.edu).

Also, mark your calendars for a half-day event on May 7: "The Disney Keys to Excellence Program." Attended by hundreds of professionals last year, this event promises to offer tremendous learning and networking opportunities. Motorola Commercial, Government, and Industrial Solutions Sector (also a 2002 Baldrige recipient) will visit Rochester on June 2.

-----  
11. Inver Hills Announces Spring Courses; Council Members Discounted 15%

Inver Hills Community College recently announced its upcoming management and advanced IT networking classes. Council members receive a 15% discount on all listed tuition.

3/23 through 5/13, Fundamentals of Wireless LANs: focuses on the design, planning, implementation, best practices, operation, and troubleshooting of wireless networks; \$2495.

3/18 through 5/13, Fundamentals of Network Security (CISCO): improve skills and knowledge in three key areas of network security: firewalls, intrusion detection systems, and virtual private networks; \$2495.

4/6 through 5/13, Check Point™ Security Overview: covers the principles of network security, and managing implementation of Check Point's FireWall-1™ product as an enterprise-level Internet security solution; \$1950.

For more information on any of these courses, call Bill Zwicky at 651-450-8679 or visit <http://www.inverhills.edu/learnIT/>.

-----  
12. Century College Announces Spring Courses; Council Members Discounted

Century College in White Bear Lake recently announced its spring 2004 courses. In partnership with the Minnesota Council for Quality, Council members can receive a discount to certain courses when mentioning your membership at the time of registration.

Upcoming courses include:

3/30-5/11: ASQ Certified Quality Auditor, \$795 (members \$745)

For more information on these courses, contact Frank Schultz at 651-779-1740 or [f.schultz@century.mnscu.edu](mailto:f.schultz@century.mnscu.edu). Or visit the "events" section of our Clearinghouse at [http://www.councilforquality.org/improve\\_events.cfm](http://www.councilforquality.org/improve_events.cfm).

-----  
13. U of M College of Continuing Education Announces Spring Curriculum

The College of Continuing Education (CCE) at the University of Minnesota recently announced its spring curriculum. Upcoming organizational improvement-related courses include the following:

3/24-3/25: Project Management Essentials, \$895

4/5-4/9: The Successful Manager's Leadership Handbook Program, \$2995

4/13-4/14: Strategic Talent Management, \$895

4/20: Relationship Selling, \$695

4/21-4/22: Dynamic Facilitation Skills for Trainers, \$895

5/12-5/13: Coaching for Maximizing Performance, \$895

5/25: Executing a Strategic Measurement Framework, \$695

6/6-6/11: The Successful Manager's Leadership Handbook Program, \$2995

For more information about the courses or customized programs, please call 612-624-1228, email [business@cce.umn.edu](mailto:business@cce.umn.edu), or visit <http://www.cce.umn.edu/business>.

\*\*\*\*\*

This newsletter is provided as a benefit to Council members, friends, and stakeholders. Feel free to forward it to your colleagues. If you wish to be removed from the distribution, please email us at [mc4quality@aol.com](mailto:mc4quality@aol.com).