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***Minnesota Council for Quality Stakeholder Update***  
***December 2004***  
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1. A Message from the President: Reflecting on Previous “Messages from the President”

Instead of the normal “Message from the President” column, this month I felt compelled to reflect on some of the other articles written the last year or so. It’s certainly not that I have run out of topics to discuss or insights to share, but some of you are new to the Minnesota Council for Quality’s community (welcome) and might benefit from seeing some of the previous articles. And even for the majority of you who have been Council stakeholders for awhile, there may be a new insight from an old article.

So, to wrap up the year, I offer a catalogue of sorts to the 2003 and 2004 President’s columns. If any of the topics interest you, I would invite you to download the full article.

All can be found on our website: [http://www.councilforquality.org/about\\_newsletter.cfm](http://www.councilforquality.org/about_newsletter.cfm).

- \* What's Most Important to Organizational Success?, Part 2 (November 2004)
- \* What's Most Important to Organizational Success? (October 2004)
- \* Five Common Measurement Mistakes (September 2004)
- \* Managing Organizational Knowledge (August 2004)
- \* You Get What You Pay For (July 2004)
- \* Strategic Planning Deciphered (June 2004)
- \* When Strength Becomes a Weakness (May 2004)

- \* The Importance of Consistent Process Deployment (April 2004)
- \* Ensuring Future Success With Succession Planning (March 2004)
- \* The Value of Organizational Learning (February 2004)
- \* Improving in an Improving Economy (January 2004)
- \* Proof That Having Satisfied Customers Matters (December 2003)
- \* Valuing Employees During Tough Times (November 2003)
- \* Does Your Scorecard Measure Up? (October 2003)
- \* Building A Community (September 2003)
- \* Proving the Value of Quality (August 2003)
- \* Building an Improvement Clearinghouse (July 2003)
- \* Strategic Planning (June 2003)
- \* Any Organization Can Be Improved (May 2003)
- \* Defining Organizational “Goodness” (April 2003)
- \* A Time for Addressing Employee Needs (March 2003)
- \* What Makes Organizations Successful? (February 2003)
- \* Why All the Fighting Over Quality Methods? (January 2003)

I hope that you find value in one or more of the above topics, and I hope that you all have wonderful holidays.

Yours in Improvement,

Brian S. Lassiter  
 President, Minnesota Council for Quality  
[www.councilforquality.org](http://www.councilforquality.org)

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 2. Recognizing National Role Model Organizations: 2004 Baldrige Recipients Announced

President George W. Bush and Commerce Secretary Don Evans recently announced four organizations as recipients of the 2004 Malcolm Baldrige National Quality Award, the nation’s only Presidential award for organizational performance excellence.

The 2004 Baldrige Award recipients are:

- The Bama Companies, Tulsa, Okla. (manufacturing category);
- Texas Nameplate Company, Inc., Dallas, Texas (small business category);
- Kenneth W. Monfort College of Business, Greeley, Colo. (education category);
- and
- Robert Wood Johnson University Hospital Hamilton, Hamilton, N.J. (health care category).

This is the second time that Texas Nameplate has been named a recipient of the Baldrige Award; the first time was in 1998. Baldrige Award recipients can reapply for the award after five years.

“President Bush and I are proud to name these outstanding organizations as recipients of the prestigious Malcolm Baldrige National Quality Award,” said Commerce Secretary Don Evans. “They embody the Baldrige themes of ethical leadership, sustainability, innovation and continuous improvement. I salute these organizations and their workers for their contributions to America’s economic and competitive strength.”

The 2004 Baldrige Award recipients were selected from among 60 applicants. All four recipients were evaluated rigorously by an independent board of examiners in seven areas: leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; human resource focus; process management; and results. The evaluation process included about 1,000 hours of review and an on-site visit by teams of examiners to clarify questions and verify information in the applications.

“We are confident that the 2004 Baldrige Award recipients will serve as role models for every U.S. organization striving to improve. It is truly gratifying for those of us on the Baldrige Award board of examiners who volunteer to evaluate these organizations to see them recognized for their exemplary performance,” said Harry Reedy, chair of the private-sector Baldrige Award panel of judges and vice president and director of quality for State Street Corp., Boston, Mass.

The 2004 Baldrige Award recipients are expected to be presented with the Baldrige Award in a ceremony in Washington, D.C., early next year.

Named after the 26th Secretary of Commerce, the Malcolm Baldrige National Quality Award was established by Congress in 1987 to enhance the competitiveness of U.S. businesses. The award promotes excellence in organizational performance, recognizes the quality and performance achievements of U.S. organizations, and publicizes successful performance strategies. The award may be presented to five types of organizations: manufacturers, service companies, small businesses, education organizations and health care organizations. The award is not given for specific products or services. Since 1988, 62 Baldrige Awards have been presented to 59 organizations. In October, President Bush signed into law legislation that authorizes the National Institute of Standards and Technology (NIST) to expand the Malcolm Baldrige National Quality Award Program to include non-profit and government organizations. The program may begin to solicit applications for the award from non-profit organizations in 2006.

The Minnesota Quality Award, a product of the Minnesota Council for Quality, is the state’s version of Baldrige. For more information on the Minnesota Quality Award, please visit [www.councilforquality.org](http://www.councilforquality.org); for more information on the 2004 Baldrige recipients or the Malcolm Baldrige National Quality Award, please visit [www.baldrige.org](http://www.baldrige.org).

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### 3. Raising the Bar: 2005 Baldrige Criteria for Performance Excellence Released

The Criteria for Performance Excellence of the Malcolm Baldrige National Quality Award are a set of requirements for achieving organizational performance excellence. Now in its 18th year, the Criteria continue to evolve: they change every other year to reflect the dynamic challenges facing businesses and the changing requirements for business success. Changes in the Criteria are not theoretical or hypothetical. Rather, the Criteria change as a result of studying organizations which have demonstrated strong performance results and identifying what elements of their management system have made them successful. In this way, the Criteria represent what has been called “the leading edge of validated management principles.” In essence, the Criteria are a set of proven best practices that can be used by any organization to gauge their performance versus role model organizations, identify their key improvement opportunities, and monitor their progress over time.

The 2005 Business Criteria for Performance Excellence were recently released by the Baldrige National Quality Program (Education and Health Care Criteria will be released soon). This year’s Criteria offer some key changes for organizations to consider:

- \* Leadership (Category 1) now has a more defined focus on senior leaders’ key responsibilities for guiding and sustaining an organization and for overseeing its ethical stewardship. A key change in this category is the notion of organizational “sustainability” -- of creating a management system that not only addresses current business needs, but also possesses the agility to prepare successfully for its future business and market environment. In this context, sustainability addresses organizational innovation, performance improvement, succession planning, and organizational and personal learning.
- \* Strategic Planning (Category 2) has been given a clear focus on planning and executing plans for short- and long-term organizational sustainability. Included in this category is a new requirement for modifying organizational strategy and action plans if circumstances require a shift in plans.
- \* Measurement, Analysis, and Knowledge Management (Category 4) now has an enhanced focus on all aspects of organizational performance review and information quality. Senior leaders’ analysis and review of organizational performance (which used to be in Category 1, Leadership) are now part of this Category. In addition, the Criteria show a tighter alignment of organizational performance review and analysis with organizational strategy.
- \* Process Management (Category 6) has a new focus on operational planning to ensure availability of financial resources and continuity of operations in an emergency.
- \* Business Results (Category 7) now includes a specific focus on results related to the leadership effectiveness of an organization’s senior leaders. Specifically, the Criteria now call for measures of stakeholder trust in senior leaders and the organization’s governance.

For a PDF copy of the Criteria, please visit the Baldrige website at [www.baldrige.org](http://www.baldrige.org). Hardcopy booklets will be available shortly and can be obtained from the Baldrige website or by sending an email to the Council at [info@councilforquality.org](mailto:info@councilforquality.org).

If you are interested in using the Criteria to assess your organization's performance and to identify and prioritize improvement opportunities, please visit the Council's website ([www.councilforquality.org](http://www.councilforquality.org)) and click on the "Organizational Assessment" link.

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#### 4. Achieving Excellence in Health Care: January 5 Event SOLD OUT

"Achieving Excellence in Health Care" a special full-day event on January 5 has sold out and will be closed to further registrations. The event is hosted by the Minnesota Council for Quality, in collaboration with the Institute for Clinical Systems Improvement (ICSI) and with the generous support of Allina Hospitals & Clinics and with Padilla Speers Beardsley as a Communication Sponsor.

Scheduled for Wednesday, January 5, 2005, the event will feature the three health care recipients of the prestigious Malcolm Baldrige National Quality Award: Baptist Health Care of Pensacola (2003), St. Luke's Hospital of Kansas City (2003), and SSM Health Care of St. Louis (2002). Executives from all three organizations will share how they are using Baldrige and other frameworks to improve clinical outcomes, increase patient and customer satisfaction, improve staff-related results (such as satisfaction, retention, morale), improve financial and operational performance, and advance their missions and strategic objectives.

"The demand for this event is incredibly strong," says Brian Lassiter, president of the Minnesota Council for Quality, the event's host organization. "Health care and business leaders from throughout Minnesota and surrounding states are very interested in learning from role model health care organizations. This is a unique opportunity to learn lessons from three truly outstanding health care providers."

The Council has initiated a waiting list, in the event that some registrants cancel. To be placed on a first-come-first served waiting list, please email [brian.lassiter@councilforquality.org](mailto:brian.lassiter@councilforquality.org). The Council is also exploring the possibility of taping the event for those who cannot attend; details will be forthcoming. For more information on the event itself, please visit our homepage at [www.councilforquality.org](http://www.councilforquality.org).

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#### 5. Seeking Improvement Consultants: An Invitation to Join a Unique New Service

The Minnesota Council for Quality is pleased to announce the pre-launch of our Consultant Referral Network. Located at [www.consultantreferralnetwork.org](http://www.consultantreferralnetwork.org), the Consultant Referral Network is a unique tool that connects consultants to the organizations (clients) that seek them. The Council is inviting consultants, trainers,

facilitators, and coaches that specialize in some aspect of organizational improvement to join this unique service.

What makes this service unique? Two things. First, it focuses on organizational improvement. There are other tools that help locate doctors, dentists, and plumbers. But there are very few resources available to locate organizational improvement consultants. Second, the tool allows the hiring organization (the “client”) to search for consultants based on their specific needs. So rather than sorting through dozens or hundreds of possible consultants in a directory-format, this tool will allow the client to narrow their search for the consultant(s) that meets their specific requirements -- requirements such as sector/industry expertise, consultant location, firm size, and years of experience.

Why would a consultant consider listing on this service? The Consultant Referral Network can uniquely supplement a consultant’s existing marketing strategies. The service may increase a firm’s exposure and brand awareness, as well as generate client leads and serious prospects. This service can benefit consultants because: 1) it offers a potential channel of leads and a legitimate mechanism to create market awareness for the consultant’s services and capabilities; 2) it is neutral, independent, and unbiased (each search produces a list of up to 5 vendors depending on how many match the client’s requirements); and 3) it is reasonably priced. Fees are flexible so the consultant can choose what best matches their needs -- a higher up-front listing fee with no subsequent referral fees for projects secured through the service, or a lower up-front listing fee with moderate referral fees.

We invite you to consider listing on this service. For more information or to register, please visit [www.consultantreferralnetwork.org](http://www.consultantreferralnetwork.org) or email us at [info@consultantreferralnetwork.org](mailto:info@consultantreferralnetwork.org).

(The Consultant Referral Network is a service offered in collaboration with the Michigan Quality Award, the Ohio Award for Excellence, and the Wisconsin Forward Award, and was made available with the initial support of 15 sponsors.)

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#### 6. Using the Balanced Scorecard in Government/Non-Profits -- PIN Discussion 1/6

The Minnesota Council for Quality is pleased to welcome Jeff Leland, Administrative Services Manager for the Rochester Fire Department, to the January 6 Performance Improvement Network (PIN) discussion. Jeff will provide an overview of the Rochester Fire Department and its implementation of the balanced scorecard, a tool that is being used by thousands of organizations across the country and recently is gaining acceptance in the non-profit, government, and other non-business sectors.

Mr. Leland will also share an overview of the department's quality initiative process, objectives, measurements, targets and initiatives. Fundamental aspects of maintaining the balance between external and internal customers, finances, processes and the department members will also be discussed.

The discussion is from 8:00-9:00 a.m. on January 6 (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; \$10 for partner organizations; \$20 for the public. For more information or to register, visit [www.councilforquality.org/perform](http://www.councilforquality.org/perform) or email [brian.lassiter@councilforquality.org](mailto:brian.lassiter@councilforquality.org).

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7. Quality at the Rochester Post-Bulletin -- RAQC Session and Tour 1/11

Pease join the Rochester Area Quality Council (RAQC), a partner of the Minnesota Council for Quality, for their next monthly meeting on January 11. Instead of the usual breakfast presentation, RAQC will begin the 2005 year with a tour of the Rochester Post-Bulletin. Come and see how a newspaper company can keep quality at a high level even as they produce a new product literally every day. The Post-Bulletin newspaper, located at 18 First Avenue SE in Rochester, will also have an on-site presentation. A tour of the plant will include how a company has set up procedures, handles problems, trains employees, and reduces errors all in a fast paced environment.

Registration will begin at 7:30 a.m., followed by networking. The presentation will begin at 7:50 a.m. and conclude at 9:00 a.m. The \$10 fee for members (of RAQC or MCQ) and \$20 fee for non-members includes a continental breakfast. You can register online at [www.raqc.com](http://www.raqc.com), or by calling Kay Wiegert at 507-285-7560.

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8. Intentional Interventions -- MNODN 1/26-27 Workshop

The Minnesota Organization Development Network (MNODN), a partner of the Minnesota Council for Quality, is hosting a workshop January 26-27 entitled "Intentional Interventions." The workshop will develop the attendee's knowledge and skills in intentional interventions. In this forum, you will learn powerful, practical ways to intervene effectively with your client organizations to gain involvement in and commitment to desired changes. The attached information describes the outcomes you can expect and how to register.

Roland Loup and Paul Tolchinsky will be the session leaders. Roland has been instrumental in developing Large System change conference methods with Kathy Dannemiller and Paul has been an innovator in applying organizational design methods to optimize technical and social systems. These people are creative innovators in the field of organizational change and we are lucky to have them for this session.

The discussion will be held January 26-27 from 8:30-4:30 both days at 451 Opus Hall, University of St. Thomas Minneapolis Campus. Cost is \$300 (\$275 before January 10) for MNODN or Council members; \$350 for the public. For more information, visit <http://www.mnodn.org> or contact Al VanArsdal at 952 210-7676 or [vanarscon@aol.com](mailto:vanarscon@aol.com). To register, call Pat at Bushee Services at 952 891-3500.

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9. 3rd Annual Manufacturers' Marketplace -- PMA & MPMA Manufacturers Supplier Exposition 1/25/05

As a supplier or service organization, you will not find a more economical way to display your wares than the Third Annual Manufacturers' Marketplace. Sponsored by PMA and the MN Precision Manufacturing Association (a partner of the MN Council for Quality), this expo was designed for vendors Midwest Manufacturing industry. Over 500 customers are expected to be at this marketplace: you do not want to be absent! Who will attend? Shop foremen, manufacturing, industrial and quality engineers, inspection personnel, business owners and managers will all be in attendance (there is no cost to attendees, and complimentary hors d'oeuvres will be served).

The MPMA and the PMA join together to draw in the real decision makers. Plus, as an added attraction, Battle Bots and Super Mileage Displays will add to the excitement. A keynote speaker will be announced soon, adding to the attraction. Exhibitor space consists of display tables six feet in length with cloths and skirts. A maximum of two tables may be rented. Table reservation is only \$250 for members of either of the two sponsoring associations, \$500 for non-members, and \$350 for members of the Council who are not members of either PMA or MPMA. Reservations are on a first serve basis. All fees must be paid prior to the event.

The specifics...

Date: Tuesday, January 25, 2005

Location: Hennepin Technical College, Brooklyn Park Campus

Time: 3:00-7:00 p.m. Warm (and cash bar) hors d'oeuvres: 4:30-7:00 p.m.

For more information or to register, call MPMA at 763-566-5696 or email at [mpma@mpma.com](mailto:mpma@mpma.com).

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10. Century College Announces Winter/Spring Courses; Council Members Receive \$50 Discount

Century College, White Bear Lake, is pleased to announce their winter and spring quality curriculum. Council members are entitled to a \$50 discount for the following courses:

\* Fundamentals of the Balanced Scorecard Methodology; 1/18 and 1/25; \$259 Council members, \$309 non-members

\* Building a Balanced Scorecard; 2/8 through 3/22; \$875 Council members, \$925 non-members

\* Six Sigma Executive Overview; 2/1; \$345 Council members, \$395 non-members

- \* Appreciative Inquiry; 2/14; \$325 Council members, \$375 non-members
- \* ISO 9001:2000 Internal Quality Auditor; 2/8-9; \$545 Council members, \$595 non-members
- \* Certified Quality Manager (CQM); 1/18 through 3/1; \$745 Council members, \$795 non-members
- \* Certified Quality Improvement Associate (CQIA); 5/3 through 5/24; \$525 Council members, \$575 non-members
- \* Certified Quality Engineer (CQE); 3/2 through 5/25; \$825 Council members, \$875 non-members
- \* Certified Quality Auditor (CQA); 3/29 through 5/10; \$745 Council members, \$795 non-members

You can also find more information on the Council's Clearinghouse at [http://www.councilforquality.org/improve\\_events.cfm](http://www.councilforquality.org/improve_events.cfm). Century College offers a comprehensive program of Quality training, certificate and certification courses to meet the needs of business and industry. Courses may be customized and delivered to your organization's work site. For more information on the above courses or any of Century's offerings, please contact Nancy Hoglund, CQM at 651-747-4048 or [n.hoglund@century.edu](mailto:n.hoglund@century.edu).

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 11. South Central Technical College Announces Spring Courses; Council Members Get 10% Discount

South Central Technical College, Faribault and Mankato campuses, is pleased to announce their spring quality and performance improvement curriculum. Council members are entitled to a 10% discount for the following courses at the Faribault campus (prices before member discount):

- Applying SPC & Statistical Tools; 2/24; \$235
- Geometric Dimensioning & Tolerancing; 3/8-3/9; \$375
- Understanding & Implementing ISO 9001:2000; 3/15; \$235
- Internal Auditor Skills; 3/16; \$235
- Introduction to Lean Manufacturing; 3/17; \$235
- Problem Solving Tools & Methods; 4/7; \$235
- Introduction to Quality; 4/19-4/20; \$370
- Supplier Quality Management & Improvement; 5/5; \$235
- Certified Quality Manager (CQM) Review; 1/4-3/1; \$450
- Certified Quality Technician (CQT) Review; 1/24-2/28; \$250
- Certified Mechanical Inspector (CMI) Review; 1/24-2/14; \$250
- Certified Quality Auditor (CQA) Review; 5/5-6/2; \$250

Council members are entitled to a 10% discount for the following courses at the Mankato campus (prices before member discount):

Introduction to Lean Manufacturing; 3/16; \$235  
Introduction to Quality; 3/30-3/31; \$370  
Project Management; 4/6; \$235  
Corrective & Preventive Action Systems; 5/3; \$235  
Introduction to Six Sigma; 5/5-5/6; \$390  
Certified Quality Technician (CQT) Review; 1/25-2/22; \$250  
Certified Mechanical Inspector (CMI) Review; 1/25-2/15; \$250  
Certified Quality Auditor (CQA) Review; 5/5-6/2; \$250

For more information, please contact Laura Hardy at 507-332-5802 or at [laura.hardy@southcentral.edu](mailto:laura.hardy@southcentral.edu). You can also find more information on the Council's Clearinghouse at [www.councilforquality.org/improve\\_events.cfm](http://www.councilforquality.org/improve_events.cfm).

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12. St. Thomas Announces Winter Courses; Council Members Get 15% Discount

The Center for Performance Excellence at the University of St. Thomas Minneapolis Campus is pleased to announce their winter improvement curriculum. Council members are entitled to a 15% discount for the following courses:

- \* Mini MBA Program, 1/11-4/12
- \* Planning Company Growth: Information Session, 1/13
- \* *FastTrac II - Planning* Information Session (From our Small Business Development Center), 1/13
- \* Project Management: Negotiating For Success In Projects, 1/14
- \* Project Management: Project Initiation, 1/19
- \* Introduction to Six Sigma, 1/20-1/21
- \* Mini Master of Financial Management, 1/24-4/25
- \* Mini Master of Marketing Management, 1/24-4/25
- \* Decision Tools For Managers, 1/25
- \* The New Leader, 1/25- 5/18
- \* Mini MBA in Family Enterprise: Information Session, 1/26
- \* FastTrac II – Planning (From our Small Business Development Center), 1/26-4/6
- \* Project Management: Conquering Chaos, 1/28
- \* Six Sigma Black Belt Certificate, 2/7-5/23

For more information on any of these courses or to register, visit the Center for Business Excellence's website at [www.stthomas.edu/cbe](http://www.stthomas.edu/cbe) or call 651-962-4600.

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