
Minnesota Council for Quality Stakeholder Update
October 2005

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1. A Message from the President: Insights to Excellence: Learning from the Best

Last month, the Minnesota Council for Quality had the pleasure of hosting the Baldrige Regional Conference in Minneapolis. This was the first time the conference visited Minnesota, and I am pleased to report that we sold the event out: the conference drew over 425 attendees, representing 29 states (plus a contingent of quality friends from New Zealand). This attendance, by the way, is nearly DOUBLE the average for this conference, indicating a strong and growing interest in organizational excellence in this area.

The conference featured 11 recipients of the prestigious Malcolm Baldrige National Quality Award, each sharing the practices and approaches they use to drive world class performance results. Before sharing some of my insights from this conference, I'd like to mention (and thank) the 11 organizations:

- * Robert Wood Johnson University Hospital Hamilton; health care; 2004 Baldrige recipient
- * The Bama Companies; manufacturing; 2004 Baldrige recipient
- * Kenneth W. Monfort College of Business; education; 2004 Baldrige recipient
- * Caterpillar Financial Services Corporation; service; 2003 Baldrige recipient
- * Community Consolidated School District 15 (Palatine, IL); education; 2003 Baldrige recipient
- * St. Luke's Hospital of Kansas City; health care; 2003 Baldrige recipient
- * SSM Health Care (St. Louis); health care; 2002 Baldrige recipient
- * University of Wisconsin-Stout; education; 2001 Baldrige recipient

* Pearl River School District (New York); education; 2001 Baldrige recipient

* Sunny Fresh Foods (Cargill); manufacturing; 1999 Baldrige recipient

* 3M Dental; manufacturing; 1997 Baldrige recipient

The purpose of the conference was to learn from the best. Here are just some of the things I learned from these role models...

Insight 1: Many of these organizations used other contemporary improvement frameworks in addition to Baldrige. Out of 11 organizations, four used Lean or Six Sigma (or some combination), five used Balanced Scorecard (although all 11 used some systematic measurement framework), and several used other frameworks (such as ISO, Kano, and Quality Function Deployment). I think this is notable, since many organizations today still debate which framework they should "pick." The 11 organizations -- all obviously using Baldrige -- see the value in other methods and frameworks, and have found a way to integrate them into a comprehensive management system. For them, it's not about the "or" but about the "and" (for more thoughts on this subject, see my January 2003 newsletter column (http://www.councilforquality.org/about_newsletter.cfm)).

Insight 2: Performance excellence is not confined to certain sectors or types of organizations. As my column in the August newsletter stated (see http://www.councilforquality.org/about_newsletter.cfm), systematic improvement is not just for business. Sure, manufacturers and service companies are still using improvement frameworks like Baldrige, Six Sigma, and Lean. But a growing number of "non-businesses" -- school districts (and individual schools), health care organizations (hospitals, clinics, long-term care, and payers), and not-for-profits (non-profits, governmental and public sector agencies, and professional associations) are beginning to use these tools to improve their outcomes, their operations, and their performance. Just look at the list of participants: three from health care, two from K-12 education, two from higher education, and, yes, three from manufacturing and one from service (the not-for-profit sector was just approved by the US Congress and will be an eligible for the national Award in 2006 or 2007).

Insight 3: All of these high performing organizations had the "basics" in their management system nailed. They all had robust leadership systems: they all had clearly articulated missions, visions, and value statements; they all had transparent governance systems; and they all had effective communications processes. They all had systematic planning processes (and they all seem to do a better job than most at deploying those plans). They all had listening and learning posts to understand customer (or student, patient, or stakeholder) needs. They all had numerous human resource processes to ensure a capable, motivated, and engaged staff. And they all invested in improving their core processes -- in first identifying them (no small feat for some organizations!), in designing them to meet stakeholder requirements, and in measuring and improving them over time. Though there were differences across the 11 organizations in relative strengths, none of them had glaring weaknesses.

Insight 4: They all made extensive use of measures and data -- to monitor performance, to make changes to plans, to make decisions (at all organizational levels), and to improve processes. Decisions were rooted in data, not instinct or intuition.

It also seemed that all 11 organizations had built a culture for improvement. They all used PDCA (or some variation of the Plan-Do-Check-Act method) to analyze and improve processes. And they all had built learning not only within their processes, but across processes, departments, units, shifts, and so forth. Sharing best practices and knowledge were routine in these organizations (I believe that many other organizations struggle with this).

Insight 5: Finally, these organizations had mastered something that is achieved, in my opinion, by a small percentage of organizations: alignment and integration. As I mention in my July newsletter column (http://www.councilforquality.org/about_newsletter.cfm), alignment is one of those hard-to-define notions in organizational science -- one of those "I'll know it when I see it" things. The Baldrige Criteria says "alignment refers to consistency of plans, processes, information, resource decisions, actions, results, and analysis to support key organization-wide goals." Paraphrased, alignment is when various parts of an organization are congruent with each other -- they are consistent, in agreement, in balance. Why is strategic alignment important? Without it, I submit, organizational results are sub-optimized. If actions do not support goals...if decisions do not support strategy...if processes do not support strategic direction, then waste is created. Wasted time, wasted money, wasted materials, wasted energy.

Integration is one step further: it's about connecting or combining various processes in the organization. For example, while many organizations have a strategic planning process and employee training and development processes, few actually have as a part of their planning process a step to identify training needs to advance strategy and action plans. If done throughout the organization, integration can lead to incredibly superior performance results because resources are perfectly aligned. And these 11 organizations certainly serve as case studies for that.

When it comes to organizational excellence, it certainly helps to learn from the best. We were fortunate to have 11 world class organizations converge for a full day for learning and sharing. (If you'd like information on the Baldrige "Quest for Excellence," the annual three-day conference featuring the current Baldrige recipients, visit www.baldrige.org. Information on next fall's Baldrige Regional Conferences, scheduled for Albuquerque and New England, will be announced next summer.)

Yours in Improvement,

Brian S. Lassiter
President, Minnesota Council for Quality
www.councilforquality.org

2. Three Elected to the 2005 Minnesota Quality Award Panel of Judges

The Minnesota Council for Quality, Minneapolis, is pleased to announce the recent election of three new judges to the 2005 Minnesota Quality Award Panel of Judges:

- Dr. Debra Bowers, Superintendent, ISD 283 (St. Louis Park Schools)
- Dr. Mary Ann Nelson, Assistant Commissioner of Academic Excellence, Minnesota Department of Education
- Rachelle Schultz, President and CEO, Winona Health.

"With the election of the three new Judges, the 15-member Panel of Judges now better represents the diversity of our economy," says Brian Lassiter, president of the Council. "The Panel includes representatives from the manufacturing, service, health care, education, and public sectors. They represent leaders in their fields, and have a tremendous depth of knowledge and management experience upon which to judge the quality and performance levels of Minnesota organizations."

The primary role of the Panel of Judges is to determine levels of recognition for organizations participating in the Minnesota Quality Award. Judges also provide coaching and feedback to evaluation teams as they conduct organizational assessments for the Award.

Founded in 1991, the primary objective of the Minnesota Quality Award is to help organizations improve their performance results. The Award also serves to recognize performance excellence throughout the state. The Minnesota Quality Award is given at four levels – Excellence (the top Award), Achievement, Advancement, and Commitment – and is the culmination of a rigorous assessment process that uses the Criteria for Performance Excellence of the Malcolm Baldrige National Quality Award. Since 1991, 70 organizations have received recognition at various levels; a full list can be found at http://www.councilforquality.org/assess_org_award.cfm.

Organizations that participate in the process receive comprehensive feedback that outlines their strengths and improvement opportunities along several dimensions: leadership; strategic planning; customer and market focus; measurement, information, and knowledge management; human resource focus; process management; and results. This feedback is used for organizational learning, planning, and improvement.

The current Panel of Judges include the following members: Dr. Debra Bowers, St. Louis Park Schools; Jean Bronk, Mortensen Construction; Rick Carlson, Medica; Gary Floss (Chief Judge), Marvin Windows and Doors; Dr. Julie Furst-Bowe, University of Wisconsin-Stout; Paul Grizzell, Studer Group; Dr. Robert B. Jones, Department of Human Services; Lois Mackin, Independent Consultant; Linda Mazzuco, Unisys Corporation; Dr. Mary Ann Nelson, Minnesota Department of Education; Pat O'Boyle, Unisys Corporation; Mike Reagan (Chief Judge), Brainerd Regional Human Services, retired; Ken Rich, Independent Consultant; Rachele Schultz, Winona Health; and Michael Wirth-Davis, Goodwill/Easter Seals of Minnesota.

3. Recognizing Third Quarter Council Members

The Council would like to recognize 48 organizations and individuals who joined or renewed their membership in the third quarter. Special recognition goes to Allina Hospitals & Clinics and the Mayo Clinic-Rochester for renewing as Sponsoring Members. Their contributions help support more affordable memberships for individuals and smaller organizations.

“Allina and Mayo are two organizations dedicated to high quality clinical and patient care,” says Brian Lassiter, president of the Council. “Both organizations are also firmly committed to organizational performance excellence. We thank them for their continued support.”

In addition to Allina and Mayo, these individuals and organizations became members last quarter (asterisks indicate renewal members):

Acorn's End Training & Consulting, Stewartville, MN
Allina Hospitals and Clinics, Minneapolis, MN*
Ambient Consulting Quality Assurance and Business Systems, Minneapolis, MN
Braas Company Minnesota, Eden Prairie, MN
Cargill Business Excellence, Minneapolis, MN*
Chaska District 112, Admin Team, Chaska, MN*
Colder Products, St. Paul, MN*
Db Ink, Big Lake, MN*
Dover-Eyota Schools, Eyota, MN*
DuFresne Manufacturing, Vadnais Heights, MN
Edna Rask Erickson, St. Paul*
Gary Floss, New Brighton, MN*
Guidant Corporation Process Excellence Team, St. Paul, MN
Hayfield School District, Hayfield, MN*
HealthPartners Regions Quality/Care Management, St. Paul, MN*
Hennepin/Ramsey Courts Administration Departments, St. Paul, MN*
Barb Himelfarb, Bloomington, MN*
International Management Technologies, Inc., Bradenton, FL

ISD 283 School Board & District Office, St. Louis Park, MN*
John Hardy's Bar-B-Q, Rochester, MN
Kingsland Public Schools, Wykoff,, MN*
Tiffany Larson, Andover, MN
Liberty Paper, Becker, MN
Marvin Windows and Doors, Minnesota Operations, St. Paul, MN
Mayo Clinic Rochester, Rochester, MN*
MDA Leadership, Minneapolis, MN*
Minnesota Army National Guard Corporate Office, Cottage Grove, MN*
Robert, Mitchell, Maplewood, MN*
MN Governor's Council on Development Disabilities, St. Paul, MN*
Mosaic Consulting, Detroit Lakes, MN
Pace Dairy Foods Administrative Staff, Rochester, MN*
Pillsbury United Communities, Minneapolis, MN*
Quality Culture Institute, Rochester, MN*
Quality Software Technologies, Rochester, MN*
Quest Analytical, Inc., Eden Prairie, MN*
Rochester Area Math and Science Partnership (RAMSP), Rochester, MN*
Rochester Public Schools #535, Rochester, MN*
Rofls & Associates, Kasson, MN*
Dennis Schreiber, Rochester, MN
Hal Schroer, Golden Valley*
Schwarz Williams Companies, Inc., Minneapolis, MN*
Schwickerts, Rochester Office, Mankato, MN
Tetra Pak Quality Management Forum (QMF), Minneapolis, MN*
University of Minnesota - Duluth ASSL, Duluth, MN*
University of Minnesota College of Continuing Education, St. Paul, MN*
University of Minnesota Quality Liaison Group, Minneapolis, MN
Tina Uphoff, Plymouth, MN
Winona Health , Winona, MN*

We thank all members for their support. As of September 30, the Council represents a growing community of over 230 members representing over 150,000 employees. A complete list of members is available at <http://www.councilforquality.org/member.cfm>.

Why should you or your organization consider membership? There are many reasons. Your or your organization receives:

- * recognition (in this newsletter, in press releases, on the website, and with a certificate/letter);
- * discounts to Council services (Evaluator training, organization assessments);
- * access to Council services (Clearinghouse, Consultant Referral Network, and free admission to Performance Improvement Network discussions); and
- * discounts to our partners' services (other improvement-related non-profits, universities/colleges, and professional/trade associations).

Individual memberships are \$100 and organization memberships begin at \$250. For more information on the benefits of becoming a member, please visit www.councilforquality.org/member.cfm or email the Council at info@councilforquality.org.

4. Looking for a Consultant? Try the New Consultant Referral Network at No Charge

Looking for a Six Sigma consultant? An ISO auditor? A leadership coach, a diversity trainer, or a strategic planning expert?

Sometimes locating an organizational improvement expert is difficult. There are many out there, but unless you already know who they are -- or you get lucky through word of mouth -- it is oftentimes challenging to find them.

The Minnesota Council for Quality -- in cooperation with the Michigan Quality Council, the Ohio Partnership for Excellence, and the Wisconsin Forward Award -- is pleased to announce the launch of the Consultant Referral Network(c). Located at www.consultantreferralnetwork.org, the Consultant Referral Network is a dynamic, web-enabled search tool that connects organizational improvement experts to client organizations seeking them. This service allows clients to outline their needs in terms of subject matter expertise sought, type of assistance desired (consulting, training, coaching, speaking, or facilitating), sector/industry expertise required, size of consulting firm desired, desired location of consulting firm, and years of experience preferred. The client can also weight the relative importance of each variable. The tool will then identify up to five consultants or firms that best match the client's needs.

What makes this service unique? Two things. First, it focuses on organizational improvement. There are other tools that help you 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 vendors based on their specific needs. So rather than sorting through dozens or hundreds of possible consultants on a particular subject matter expertise, this tool will allow you to narrow your search for the consultants that meet your specific requirements -- requirements such as sector/industry expertise, location, size, and years of experience.

The process is simple. If you are a client, it takes you about 5 minutes to conduct a search (if you are a consultant, it takes you about 15 minutes to register and select your listing fee option). To learn more about the service or to use the tool, visit www.consultantreferralnetwork.org.

5. Council Considers Benchmarking Service(s)

The Minnesota Council for Quality frequently gets requests from our members to help with benchmarking (connecting member to member to learn process best practices) and/or with finding appropriate comparative data for specific metrics (to see how performance compares and/or set goals). As a result, the Council is considering formalizing a new benchmarking service offering(s) that might offer value to our members.

We are currently conducting an on-line survey with our 235 member contacts. If you did not receive an invitation to participate in this survey but would like to offer your input on this service(s), please send your email address to brian.lassiter@councilforquality.org.

If demand is sufficient enough for new member benchmarking service(s), development and announcements would come in early 2006.

6. Benchmarking Service Excellence at Mayo Clinic -- PIN Discussion 11/3

Have you ever wondered if there is a better way to seek out and find great ideas from other organizations? Do you wonder whether it is okay to get ideas from organizations outside your industry because they "might be different"? If you have ever thought about these questions or wanted to learn more about benchmarking and sharing best practices, the November PIN meeting is for you.

The Minnesota Council for Quality is pleased to welcome Ms. Joan Broers, Mr. Doug Parks, and Ms. Cathy Altwegg from Mayo Clinic to the November 3 Performance Improvement Network (PIN) discussion. The three speakers will share the benchmarking methodology that they used to learn some great ideas about service excellence from other organizations – in health care and outside the sector. The group will discuss the steps they took in their journey as well as share some tools that were used along the way.

The discussion is from 8:00-9:00 a.m. on November 3 (networking and continental breakfast begin at 7:30 a.m.) at the Minneapolis Community and Technical College (MCTC) – note the location change!! MCTC is located at 1501 Hennepin (15th and Hennepin), downtown Minneapolis, Room L3000 (Wheelock-Whitney Library). Parking is available at their ramp across Hennepin. Admission is FREE for Council members; \$10 for partner organizations; \$20 for the public. Space is limited so register today by emailing brian.lassiter@councilforquality.org. For more information, visit www.councilforquality.org/performance.cfm.

7. 8 Dimensions of Excellence & 12 Voices of the Customer -- Two Workshops 11/9-11/10

The Minnesota Council for Quality is pleased to announce two thought-provoking, content-rich, and interactive workshops on November 9 and 10. Both workshops are presented by Robin Lawton, best-selling author and internationally-known consultant to world-class leaders in both industry and government. Rob is an engaging, top-rated speaker you won't want to miss, and we have arranged these workshops at special discount for you.

The first session, "8 Dimensions of Excellence: Aligning Strategy and Measures with Customer Priorities," will be held November 9 from 1:00-5:30pm. Participants will receive an autographed copy of Mr. Lawton's best-selling book. This half-day course will enlighten, inspire, and enable you to achieve improvement you never thought possible.

Learn how to drive change from outcomes and customers inward (rather than from process outward). You will see how to apply a powerful but elegantly simple framework and process that consistently produces high results in even the most challenging environments. You will see why two organizations won their state quality awards as a direct result of applying these principles and tools. You can reasonably expect results of at least 5-to-1 returns on investment (ROI) from strategic initiatives and key projects using these methods.

Early bird (before 10/21/05) registration for this session is \$170 (\$125 for members); standard registration is \$195 (\$150 for members). Teams of three or more registering before 10/21/05 are \$145 each (or \$95 for members).

The second session, "The 12 Voices of the Customer," will be held November 10 from 8:30am-5:00pm. This humorous, high-content workshop interactively shows you how to uncover what customers care most about. Customers often don't tell you their highest priorities, yet they'll hold you accountable for knowing and satisfying them. This session builds mind-readers. It will significantly enhance your Six Sigma initiative, satisfaction surveys, innovation, and other efforts to enhance business growth and competitive position.

This workshop will address our fatal assumptions about 1) how to unambiguously identify and segment customers into their three key roles, 2) what questions to ask, 3) how to prioritize their answers, and 4) how to translate squishy perceptions into objective product design criteria.

Early bird (before 10/21/05) registration for this session is \$350 (\$250 for members); standard registration is \$395 (\$295 for members). Teams of three or more registering before 10/21/05 are \$295 each (or \$195 for members).

The location for both events has not yet been set, but will be in the Twin Cities Metro.

These sessions are intended for executives, managers, change agents, Six Sigma practitioners, and project teams. You will gain fresh insights on how to uncover and satisfy customer priorities, from both a strategic and operations perspective.

Register BY OCTOBER 21 for the early bird discount by calling 800-729-1468. For detailed course descriptions and registration information, please go to each course listing shown at <http://www.imtc3.com/events/UpcomingEvents.cfm>.

8. Minnesota Manufacturers Week -- Summit Planned for 10/25

Join the Minnesota Manufacturers Coalition in recognizing Minnesota manufacturers and the important role they play in our local and state economy during Minnesota Manufacturers Week. The Coalition, an organization of more than 20 associations in Minnesota (including the Minnesota Council for Quality), is hosting a half-day summit in St. Paul on Tuesday, October 25, and three Greater Minnesota roundtables facilitated by Commissioner Matt Kramer, Department of Employment and Economic Development, on October 26 and 27.

The Minnesota Manufacturers Coalition serves as the unified voice of manufacturers on issues that impact competitiveness and raises the visibility of manufacturing to Minnesota's economy.

Join us at one of the events below to learn more about the role of manufacturing in Minnesota's economy and what the future holds for Minnesota manufacturers in the global marketplace.

The main event, Tuesday, October 25, runs from 8:00 (7:30 registration) to 1:30, and will feature the following discussions: opportunities and challenges for manufacturers today, developing our workforce for today and tomorrow (Superintendent Ted Blaesing, White Bear Lake Schools; Michael Murphy, Associate Vice Chancellor for Strategic Partnerships & Workforce Development, MnSCU; Commissioner Matt Kramer, Minnesota DEED), manufacturers surviving or thriving in Minnesota (Fred Zimmerman, professor, University of St. Thomas), United States Secretary of Commerce, Carlos M. Gutierrez; and the state's commitment to manufacturing and job growth (Tim Pawlenty)

Roundtables with Commissioner Kramer will be held Wednesday, October 26 (Brainerd/Merrifield at 10:00-11:30 a.m. and Duluth at 2:00-3:30 p.m.) and Thursday, October 27 (Rochester at 9:00-10:30 a.m.). Manufacturers are invited to join in regional discussions with Commissioner Matt Kramer, Department of Employment and Economic Development, at three Greater Minnesota roundtables. Commissioner Kramer will spend some time updating participants on key policy issues related to manufacturing, but the majority of the time will be spent listening to manufacturers and discussing issues specific to each region.

The cost of the Summit is \$59 per person. There is no charge to participate in the roundtables, but advance registration is required.

To register for the Summit and/or the Roundtable, visit our web site at www.mnchamber.com/news/event_regcfm. Or call Carole Keller, Minnesota Chamber of Commerce at 651-292-4676 or email ckeller@mnchamber.com.

9. RAQC Session 11/1

Please join the Rochester Area Quality Council (RAQC), a partner of the Minnesota Council for Quality, for their next monthly meeting on November 1. The topic and speaker will be announced very shortly. The meeting will be held at the University Center Rochester, Coffman Building,

Room CF206-208 from 7:30 to 9:00 a.m. Cost will be \$10 for members and \$20 for non-members. Save the date and please check the website, www.raqc.com for program details.

10. Leveraging Leadership Development as a Platform for Driving Change and Accelerating Performance -- MN Strategic Leadership Forum 10/27

The Minnesota Strategic Leadership Forum (MSLF), an alliance partner of the Minnesota Council for Quality, is pleased to announce their October 27 discussion "Leveraging Leadership Development as a Platform for Driving Change and Accelerating Performance." The discussion will be facilitated by Cindy L. Johnson, Manager of Leadership Development for 3M.

In the highly competitive consumer retail space, forward-thinking marketing strategy helps keep retailers such as Minnesota-based Best Buy at the top of its industry. Barry will share how he and his team guide the company's brand strategy, drive the development of new marketing capabilities, empower marketing innovation and create a culture that enables this work, as the company puts the customer at the center of its business model.

Cindy Johnson will address the roles of the Learning Organization during the CEO transition(s) at 3M. She will discuss:

- How they leveraged CEO relationships during transitions,
- How they tied learning and development to the business imperatives,
- Developed their leadership attributes and
- Drove learning and development into the culture of the organization through their leaders teaching leaders programs

Cindy Johnson has responsibility for setting the strategic direction and scope for Global Leadership Development at 3M in support of global, regional and local business goals, needs, and requirements. She has over 20 years experience in executive and global leadership development, employee development programs and facility management. The focus of her work is directed at designing and building Global Leadership Development Programs to accelerate the development of future leaders for 3M. Johnson joined 3M in 1973 and has spent her entire professional career with the company. She has been responsible for the creation, development and management of many individual contributor, supervisory, management, and executive skill-building and personal development programs.

The discussion will be held Tuesday, October 27. Registration, networking, and breakfast is at 7:00 AM; the program is from 7:45-9:00 AM. The meeting location is the University of St. Thomas, 1000 LaSalle Ave in Minneapolis, Opus Hall. Cost is \$35 to the public or \$25 for members of Council (free for MSLF Premium members). For more information or to register, visit <http://www.slf-minnesota.org/calendar.htm>.

11. Effective Purchasing Metrics -- Manufacturers' Alliance 11/10

Purchase dollars can be the largest expense item in the budget. Are you relying primarily on accounting-based records of dollars purchased? There are many other value metrics that impact the success of operations and relationships, for manufacturers or other businesses.

The Manufacturers' Alliance, an alliance partner of the Minnesota Council for Quality, is pleased to announce their November Monthly Educational Program on November 10, from 7:30 - 9:30 am at Hennepin Technical College in Brooklyn Park. The discussion will focus on the question: "How can you really tell if purchasing is meeting management's expectations?" The discussion will be lead by Hearth & Home Technologies, Entegris, and Tescom.

Come learn from the Alliance's experienced practitioners as to what has worked well and what has not worked for them. Cost is \$30 for non-members of Manufacturers Alliance. Council members (from manufacturing companies) are entitled to one free pass per monthly educational program; visit www.mfrall.com/free_pass.htm to print a free pass. For more information or to register, visit www.mfrall.com.

12. 2005 Annual Conference -- OD Network 11/13-11/15

Please make plans now to join the OD Network for their annual conference this November 13-15 at the Minneapolis Hilton and Towers. This is the first time the event will be held in the Twin Cities and is hosted by the Minnesota OD Network, a partner of the Council.

"So, what's in it for ME?" you ask?

This year's conference is centered around the four mission-critical areas of focus that reflect what OD and HR professionals told the OD Network you need to know to maximize your personal and organizational success: Systems Thinking, Strategic Thinking, Bottom-Line OD, and Leadership.

The program is specifically designed to meet your professional development needs and help you address your on-the-job and in-the-trenches challenges - while providing an environment for connection among peers who share similar challenges, values and fresh ideas.

And, in order to help you better define and communicate the value of OD within your own organization, you'll get an inside look at how successful OD initiatives made the grade and won praise from senior leadership teams at major organizations, including: American Express, Banco Popular, Boeing, Children's Hospital, Goldman, Sachs & Co., H.B. Fuller, Honeywell, Lockheed Martin, Novartis, Pfizer, and others.

Plus, you'll hear riveting speakers -- who represent the founders of OD, as well as the next generation of leadership -- and enjoy scores of skill-building, relevant workshops and core sessions that offer you answers that you can implement as soon as you return to work.

The conference is \$995 for members of MNODN (\$1195 for non-members) or \$795 before 8/22 (\$995). There are senior and student rates available.

For more information or to register, visit <http://www.odnetwork.org/conf2005/index.php>.

13. South Central Technical College Announces Fall Courses; Council Members Get 10% Discount

South Central Technical College, Faribault and Mankato campuses, is pleased to announce their fall quality and performance improvement curriculum. Council members are entitled to a 10% discount.

The following courses will be held at the Faribault campus (prices before member discount):

Process Control, 10/25/05, 8a-12p, \$95
Understanding & Implementing ISO 9001:2000, 11/2/05, 8a-4:30p, \$235
Internal Auditor Skills, 11/3/05, 8a-4:30p, \$235
Introduction to Six Sigma , 11/8/05, 8a-4:30p, \$255
Six Sigma Tools & Analysis Using Microsoft Excel, 12/8-12/9/05, 8a-4:30p, \$390
Project Management , 12/13/05, 8a-4:30p, \$235
Microsoft Project 2003, 12/14/05, 8a-4:30p, \$235

The following Certification Review courses will also held in Faribault (prices before member discount):

Certified Calibration Tech (CCT) Review - **ITV**, 10/24-11/21/05, 6-9 p, \$250

Cert Quality Improvement Assoc (CQIA) Review, 10/25-11/22/05, 6-9 p, \$250

The following courses will be held at the Mankato campus (prices before member discount):

Problem Solving Tools & Methods, 11/08/05, 8a-4:30p, \$235

ISO, Continual Improvement & Management Responsibilities, 11/22/05, 8a-12p, \$95

Understanding & Implementing ISO 9001:2000, 11/30/05, 8a-4:30p, \$235

Internal Auditor Skills, 12/01/05, 8a-4:30p, \$235

Project Management, 12/6/05, 8a-4:30p, \$235

Microsoft Project 2003, 12/7/05, 8a-4:30p, \$235

The following Certification Review courses will also held in Mankato (prices before member discount):

Certified Calibration Tech (CCT) Review - **ITV**, 10/24-11/21/05, 6-9 p, \$250

For more information, please contact Laura Hardy at 507-332-5802 or at

laura.hardy@southcentral.edu or contact Brian Knutson at 507-332-5874

(brian.knutson@southcentral.edu). You can also find more information on the Council's Clearinghouse at www.councilforquality.org/improve_events.cfm.

14. University of Minnesota College of Continuing Education Announces Winter Courses

The College of Continuing Education (CCE) at the University of Minnesota, Twin Cities, is pleased to announce their winter improvement and business certificates and courses. Council members receive a 10% discount on all CCE courses.

Certificates:

Project Management Certificate – For more information on our Project Management Certificate and to register for courses, please visit <http://www.cce.umn.edu/certificateprograms/pmt/>

NEW! Diversity in the Workplace Certificate - For more information on our Diversity in the Workplace Certificate and to register for courses, please visit <http://www.cce.umn.edu/certificateprograms/div/>

Information Technology Infrastructure Library (ITIL) Certificates – For more information on our ITIL Foundation, Practitioner and Service Manager Certificates and to register for courses, please visit <http://www.cce.umn.edu/professionalcertification/itil/>

Individual Courses:

Problem Solving and Decision Making, 2/8, 9AM-4PM., Event ID 178372

Succession Planning, 2/14, 9AM-4PM, Event ID 178376

Advanced Project Management: Risk Management, 2/16, 9AM-4PM, Event ID 178378

Personal Influence and Leadership: Making a Difference, 3/22, 9AM-4PM, Event ID 178394

Free! Successful Manager's Leadership Program, Learn more about this program and how you can develop leadership excellence. 2/21, 8:30AM-9:30AM, Event ID 178397

For more information on any of these courses or to register, visit CCE's Continuing Professional Development website at <http://www.cce.umn.edu/professionaleducation/> or call 612-624-4000.

15. Century College Announces Fall Courses; Council Members Get Discount

Century College, White Bear Lake, 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 at your worksite. Century College is pleased to announce the following fall quality courses:

Six Sigma Executive Overview; November 9 from 9:00am-12:00pm; \$119 (\$69 for Council members)

To register, contact Century College at 651-779-3341. For more information, contact Lorrie MacGillivray at 651-747-4048 or l.macgillivray@century.edu or visit www.century.edu/cect.

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