
Minnesota Council for Quality Stakeholder Update
September 2006

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1. A Message from the President: When Strength Becomes a Weakness

Every once in awhile, I have a professional epiphany -- one of those insightful lessons that really sticks with me. I had one of those occurrences a few weeks ago, and thought it might resonate with you all.

We recently completed an assessment for an organization. During the “Improvement Planning Session” (a half-day session in which we deliver the Feedback Report to senior leaders), a theme continued to emerge. This particular organization was having trouble proactively managing parts of its business. Their planning process is near-term (only one year); they do not have mechanisms to predict the skills employees need in the future; and they do not have systems to determine customers’ future requirements and expectations. The theme was clear: their challenge is effectively focusing on the future.

But (and here’s the beginning of my insight) the reason also became obvious. This organization’s business model requires them to be adept at reacting to crisis. When there is a failure of some type, this organization very quickly mobilizes teams, analyzes problems to find root causes, and successfully restores service. But their key strength -- maintaining reliable service by quickly reacting to problems -- also appears to be a thematic weakness: their management system is mainly focused on the short-term. Once they understood this tendency, it may make it easier to build processes with a longer-range focus.

A few weeks later, a similar insight occurred at the end of another customer’s assessment. This institution, a health care organization, has three distinct business units, each focusing on very different products and market segments. This focus has become a compelling strength: they are able to thoroughly understand customer needs within each unit and build products, services, and processes that satisfy those unique needs.

However, this fundamental strength has also become one of their fundamental challenges, in that they have consequently built independent and autonomous divisions (some organizations might call them “silos”) that are oftentimes not aligned, integrated, or coordinated. The result: they sometimes experience inefficiencies, communication challenges, lack of coordination, and an overall feeling of fragmentation. Now recognizing their “blind spot,” this organization is working to build an infrastructure -- things like a measurement system, a common strategic plan, consistent human resource processes, and so forth -- that ensures consistency across their strong independent units.

So, now the insight grows. Looking for a third example to test my theory, I hearkened back to my days when I was with a property-casualty insurer. This organization was expert at managing risk: they had some of the best underwriters in the country and consequently had an admirable “loss ratio” and a strong balance sheet. However, their propensity to manage risk meant that they didn’t take many: they were fairly reluctant to be early-to-market with new products, to embrace new technology, or to be early adopters with management tools. While risk aversion served them well in their core business, this tendency likely caused several lost opportunities.

So there’s my epiphany: organizations (like people, I suppose) sometimes leverage their overwhelming strengths to such an extent that they become their fundamental weaknesses.

The good news: if an organization can recognize their tendencies, it can address the issue by building processes and mechanisms that continue to maximize their strengths while reducing (or controlling) their weakness.

So what's your organization's compelling strength? And is it such a major strength that it is also becoming your organization's inherent weakness?

Yours in Improvement,

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

[This President's Column was reprinted from May 2004. For back-issues of any president's Column, visit http://www.councilforquality.org/about_newsletter.cfm.]

2. Rochester Area Quality Council (RAQC) Becomes Affiliate of Minnesota Council

The Boards of the Minnesota Council for Quality (MCQ) and the Rochester Area Quality Council (RAQC) recently voted to approve an alliance that makes RAQC an affiliate of MCQ, bringing the benefits of MCQ membership to all RAQC members and increasing the value both organizations bring to the Rochester community.

Under the agreement, all RAQC members become members of the Minnesota Council for Quality. The RAQC brand name will remain the same, and the RAQC board will remain intact.

"The Rochester Area Quality Council has a long and successful history," says Brian Lassiter, president of MCQ. "We felt it was important to keep local leadership and the local brand in place to preserve the successful formula that RAQC has built. MCQ's role in this new arrangement, then, is to bring additional resources and infrastructure to help RAQC grow and offer more value to organizations in southeast Minnesota."

Jeff Leland, president of the RAQC Board agrees: "Both RAQC and MCQ seek to improve the performance of organizations in the Rochester area. Making RAQC an affiliate of MCQ allows us to continue to advance our mission and accelerates our efforts at improving performance of organizations in our community."

RAQC and MCQ have had a relationship for many years. MCQ was founded in 1987 and helped create RAQC, along with approximately 20 other community councils, shortly thereafter. In 2002, MCQ created an ex Officio position on its board to give the Rochester community an official and formal voice in the governance of MCQ. In the same year, both organizations agreed to market each other's programs, which eventually led to joint programming and offering "partner" discounts to programs for members of the other organization. In 2003, MCQ began offering Rochester-based organizations the

option of a joint membership, with more than half RAQC members electing to become MCQ members over the last three years.

Earlier this summer, MCQ elected two new Rochester-based directors to its Board: Dr. Peter Carryer, Chair of the Mayo Health System, and Roy Bauer, President and COO of Pemstar. In addition, MCQ is seeking a part-time staff resource to focus on member relationships and RAQC programming (see article below).

“The addition of volunteer and staff resources will support our efforts to grow the member community in the Rochester area,” says Leland. “And additional resources will also help us improve the value we bring to our members.”

Lassiter continues: “A formal affiliation allows us to more effectively leverage the resources and assets of both organizations, offer increased value to the Rochester community, and have greater impact in executing our combined mission and purpose -- which is to help organizations improve their performance.”

For more information on the Rochester Area Quality Council, visit www.raqc.com. For information on RAQC’s October program, see the first article in the “partner” section of this newsletter.

3. Council Seeks Staff to Help Organizations in Southeast Minnesota Improve

The Minnesota Council for Quality is seeking a part-time staff resource to facilitate growth in the Rochester area and southeast Minnesota (see article above). The position, reporting to the president of MCQ, has the following responsibilities:

- * Manages/maintains current member relationships to encourage participation, increase value of membership, promote excellence in member organizations, and encourage retention/positive referral
- * Acquires/builds relationships with new members, making them aware of MCQ/RAQC services and encouraging participation
- * Participates in general outreach on Council’s behalf (attends appropriate local association/networking meetings, delivers talks to appropriate forums, submits articles to local media, etc.)
- * Provides staff support for the local RAQC; is member of local RAQC Board; provides administrative support to RAQC programming events (i.e., pre-registration for events, on-site venue management in support of volunteer resources, registration, program evaluation, etc.); provides administrative support for RAQC board meetings (such as meeting room reservations, agenda preparation, minutes)

* Works with MCQ's Member Services Director to secure/cultivate alliances/partnerships in geographic area

* Provides support to other Council member services and supports other Council activities, as needed

The ideal candidate will have three or more years experience as a Minnesota Quality Award Evaluator (or Baldrige Examiner), with a continuing expectation that the incumbent keeps his/her Baldrige skills and knowledge current (through BNQP or neighboring state's program). In addition, the candidate would have seven or more years experience in organizational excellence roles and at least a Bachelors degree.

The candidate would also have sales/relationship management experience; excellent interpersonal, presentation, and communication skills; be a self-starter and effective at working in a virtual organization; be savvy with technology and have good communication/marketing skills; and have excellent diagnostic, problem solving skills. The preferred candidate would also come from southeast Minnesota and have an established network in the community.

The position offers a flexible work schedule, which averages about one day a month to provide administrative support to RAQC, plus flexible time spent on member development. The position will focus on southeast Minnesota, including an area approximately 40-50 miles in radius around Rochester. Compensation includes a base rate plus variable compensation.

If you are interested in and qualified for the position, please submit your resume to kathryn.mackin@councilforquality.org.

4. Experienced Evaluators Sought for 2006 MN Quality Award; 2007 Training Dates Set

The Minnesota Council for Quality is seeking experienced Evaluators for the 2006 MN Quality Award cycle. Training is October 3-5 (at Unisys in Roseville), and there is some flexibility offered on training/pre-work requirements for our most experienced Evaluators. Applications for returning Evaluators (which only require updates from your most recent application) are due 9/22.

We hope that you would consider rejoining the Board of Evaluators. For more information or for an application, please visit www.councilforquality.org/assess.cfm, email us at kathryn.mackin@councilforquality.org, or call 612-462-3577.

In addition, Board of Evaluator training dates have been set for the 2007 MN Quality Award cycle. Mark your calendars for February 27-March (in the Twin Cities), June 19-21 (in Rochester), and October 2-4 (in the Twin Cities). New Evaluator orientation dates (which are approximately three weeks ahead of full training) will be set shortly.

5. Using the Balanced Scorecard to Align Strategy and Resources at SMDC -- PIN
Discussion 10/5

Research has shown that up to 90% of organizations that fail do so not because they lack a strategy, but rather, they fail because the strategic plan is put “on the shelf” and never truly implemented. In addition, many organizations struggle to align key initiatives with strategy and/or and align individual performance with organizational priorities, resulting in wasted resources and ineffective efforts. However, a growing number of organizations are using frameworks like the Balanced Scorecard not only to measure organizational performance, but also to manage strategic execution and improve organizational alignment.

The Minnesota Council for Quality is pleased to welcome Ms. Barbara Possin, VP of System Quality & Strategic Alignment at St. Mary’s Duluth Clinic Health System (SMDC), part of the Benedictine Health System (BHS) and a member of the Council, to our October 5 PIN meeting. SMDC Health System has used the Balanced Scorecard as both a strategy development framework and performance management tool to focus and align its system of hospitals and geographically dispersed clinics to achieve outstanding financial, clinical and patient satisfaction results.

Barbara will share a brief history of why SMDC began using the Balanced Scorecard methodology, its initial implementation process, and current status including how scorecards have been cascaded down to the individual clinic and department level. She will also discuss the interface of quality improvement activities into the scorecard process, describing how these linkages continue to benefit the organization.

The discussion is from 8:00-9:00 a.m. on October 5 (networking and continental breakfast begin at 7:30 a.m.) at the Minneapolis Community and Technical College (MCTC), 1501 Hennepin (15th and Hennepin), downtown Minneapolis, Room L3000 (Wheelock-Whitney Library). Parking is available at their ramp across Hennepin (for \$5). Admission to PIN 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.

6. Improving Business & Healthcare Using Six Sigma, Lean, Baldrige, and Balanced
Scorecard -- Register Now for 11/2 Event

The Minnesota Council for Quality, in cooperation with the Minnesota Healthcare Quality Professionals (MHQP), is planning a full-day educational workshop this fall. Scheduled for Thursday, November 2 at the Holiday Inn Bloomington, the workshop is titled “Improving Business & Healthcare: How Six Sigma, Lean, Baldrige, and Balanced Scorecard Can Advance Excellence in Your Organization.” Space is limited, so register today!

As a result of the workshop, participants will be able to:

- Compare and contrast the strengths and limitations of Six Sigma, Lean, Baldrige, and Balanced Scorecard
- Describe the challenges and success factors organizations have encountered implementing the various improvement frameworks
- Learn how multiple improvement frameworks can be successfully integrated
- Identify tips, tricks, and techniques for implementing quality in your organization
- Describe the impact validated/reliable measurement has on process improvement
- Identify contacts and network with other business and health care leaders interested in organizational improvement

The workshop will feature a morning keynote address by Gary Floss, director of Quality Assurance and Continual Improvement at Marvin Windows and Doors. In his session “Getting Better at Getting Better: A Systems Perspective on Integrating Performance Excellence Tools,” Mr. Floss will introduce the four improvement frameworks (Six Sigma, Lean, Baldrige, and Balanced Scorecard), sharing the strengths and limitations of each. His talk will set the context for the day, providing an overview of today’s contemporary improvement frameworks and offering examples of how they might be combined to achieve performance excellence. Mr. Floss has senior-level quality experience at Control Data (now Ceridian), Medtronic, and Marvin Windows and Doors.

The workshop will also feature a plenary session by Davis Balestracci, Statistician/QI Specialist at Harmony Consulting, LLC. Mr. Balestracci’s talk, “Logic + Humans = Change? ...Think Again!!” will focus on the human side of change efforts -- something critical to four frameworks. Mr. Balestracci will present three techniques to become truly effective in implementing organizational change initiatives; he will also demonstrate a simple model to understand human and organizational behaviors through recognition of inherent “belief systems.”

The workshop will include four breakout sessions (two from health care and two from business) from organizations that have implemented two, three, or all four frameworks:

* “A Journey of Excellence: How Immanuel St. Joseph’s (ISJ) has Incorporated Baldrige, Six Sigma, and Lean to Support its Strategic Plan”; Theresa Mees, RN, MS, Quality Resources Executive, Immanuel St. Joseph’s Health Care System, Mankato.

* “Lean: Improving Value, Safety, and Efficiency at Park Nicollet Health System”; speaker TBD, Park Nicollet Health System.

* “Using Six Sigma and Dashboards to Improve 3M Medical”; Suzanne M. Danielson, RAC, Regulatory Affairs and Quality Director, 3M Medical Division.

* “Using Lean Sigma to Reach Excellence at Medtronic”; John Fechter (invited), Master Black Belt, Medtronic.

The organizations will highlight the frameworks that worked for them, the challenges they endured, and the results they have seen thus far.

Finally, the workshop will feature two specialty breakouts that focus on how measures and data play into organizational excellence and change:

* “The Role of Measurement and Reporting in Health Care Quality Improvement,” Jim Chase, MHA, Executive Director, Minnesota Community Measurement.

* “Quality Measurement in Subspecialty Medical Practice”; Dr. John I. Allen, MD, MBA, Medical Director, Minnesota Gastroenterology, P.A.

We expect professionals from both business and health care to attend; attendees will represent all organizational levels (senior leaders/administrators, mid-level managers, quality professionals, practitioners). Some will have experience with these contemporary improvement frameworks, but many will not and will attend to learn more about how they can improve their organizations’ performance.

CEUs will be available. The workshop is \$150 for members of the MN Council for Quality or the MN Healthcare Quality Professionals (\$250) for non-members.

Register by sending an email to brian.lassiter@councilforquality.org. Include your name (how you wish it to appear on the name badge), title, organizational affiliation, contact information (email, phone, and address), membership status, and preferred method of payment (invoice/check or Visa/Mastercard).

Space is limited, so register by October 26.

7. 8 Dimensions of Excellence & 12 Voices of the Customer -- Two Workshops 12/12 - 12/13

The Minnesota Council for Quality is pleased to announce two thought-provoking, content-rich, and interactive workshops on December 12 and 13. 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. These sessions were sold out in 2005.

The first session, “8 DIMENSIONS OF EXCELLENCE: Aligning Strategy and Measures with Customer Priorities,” will be held December 12 from 1:00-5:30pm. Participants will receive an autographed copy of Mr. Lawton’s best-selling book. (To see an article on "8 Dimensions of Excellence" in the April 2006 issue of “Quality Progress,” <http://www.imtc3.com/library/articles.cfm> and access Article 2.)

How would you feel to discover your car engine was only running on one or two of its eight cylinders? Whether your “car” is an organization or a key project, you wouldn’t knowingly continue to drive it that way. Change initiatives often promote customer success as a priority but put all the attention on improving process. That only improves performance on 1 of the 8 Dimensions. Come learn, by yourself or with a team, about how to get all 8 cylinders working together like you never thought possible.

Learn 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 Baldrige-based 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 registration **by 11/15/06** is \$195 (\$165 for members); standard registration is \$225 (\$195 for members). Teams of three or more registering by 11/15 are \$175/person (\$145 for members).

The second session, “THE 12 VOICES OF THE CUSTOMER,” builds on the content from the first session and is held December 13 from 8:30 am-5:00 pm. 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 common but fatal assumptions about (1) the value of surveys, (2) what truly drives satisfaction, (3) the three questions that always uncover wants and needs, (4) how to prioritize their answers, and (5) how to translate squishy perceptions into objectives measures and tangible product/service design criteria.

Early Bird registration is \$350 (\$295 for members); standard registration is \$395 (\$350 for members). Teams of three or more registering by 11/15/06 are \$275 each (or \$225 for members). Attending “8 Dimensions of Excellence” is a prerequisite for this workshop.

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 NOVEMBER 15** for Early Bird discounts. To register and for detailed course descriptions, please go to <http://www.imtc3.com/events/UpcomingEvents.cfm>. Select the event and click on “View Details.” Fill out the Register Form on the right and fax to 941-907-0667. For more information, please call 800-729-1468.

Space is limited, so register today!

8. Our Community of Excellence: Five MN Quality Award Recipients Share -- RAQC
10/10

The Rochester Area Quality Council (RAQC), an affiliate of the MN Council for Quality, is pleased to announce a special half-day program for their October meeting. The session, "Our Community of Excellence," will feature five of the 2005 Minnesota Quality Award recipients: Rochester Public Schools, Mayo Health System, Kasson-Mantorville Schools, Rochester Catholic Schools, and Winona Health.

These five local organizations have been recognized by the Minnesota Council for Quality for their commitment to excellence and implementation of quality principles. The early morning session will include leaders sharing their best practices in the areas of leadership, strategic planning, and customer focus. The late morning session will offer breakout sessions so that attendees can learn in-depth about these organization's best practices for achieving better outcomes, improving productivity and financial/budget performance, and improving customer/stakeholder results.

The session will be held Tuesday, October 10, from 7:50 to 11:30 AM at the Rochester Public Schools Educational Services Center (334 -- 16th Street SE, Rochester). Cost is \$10 for the first hour overview or \$20 for the entire morning; breakfast is included.

For more information, visit www.raqc.com. To register, contact Kay Wiegert at kay.wiegert@roch.edu or 507.285.7560 (include name, organization, email, billing address, whether you are attending the first hour only or the entire morning).

9. Beyond Satisfaction: Striving for Customer Delight & Loyalty – MAQC 9/27

The Mankato Area Quality Council (MAQC) is pleased to announce its September meeting: "Beyond Satisfaction: Striving for Customer Delight & Loyalty." The discussion will be held September 27 from 2:00-5:00 PM at Midwest Wireless, 2000 Technology Drive, Mankato.

Facilitated by Brian Lassiter, president of the MN Council for Quality, the discussion will focus on: how to listen to your customer and marketplace needs; how to provide access for customers to make inquiries and conduct business; how to measure and respond to customer complaints; how to build relationships to encourage loyalty and positive referral; how to develop and deploy service standards that align employee behavior on customer service; how to measure customer satisfaction; and how to align your customer-focused processes with other parts of your organization (such as employee training, work design, and performance management systems).

Cost is \$20 for MAQC (or MCQ) members; \$30 for non-members.

For more information, visit <http://www.mnsu.edu/mktqual/>. To register, email Gloria.zachow@na.manpower.com.

10. Annual Minnesota Section ASQ Conference -- 10/9-10/10

The Minnesota Section of the American Society for Quality (ASQ), a partner of the Minnesota Council for Quality, is pleased to announce their 53rd annual Minnesota Quality Conference on October 9-10 at the Minneapolis Airport Marriott.

The keynote presentation, "The Top 10 Quality Mistakes," will be led by Craig Cochran, author of "The Continual Improvement Process: From Strategy to the Bottom Line." The easiest way to improve is to learn from the mistakes of other people. Craig Cochran has spent the last 20 years analyzing, investigating, and helping to fix quality mistakes in a wide range of organizations. Please join us for an entertaining and engaging discussion of the most common quality mistakes and what can be done about them.

In addition to Craig, Monday highlights include concurrent sessions and an exposition. Topics are Six Sigma, quality tools, supplier quality, Voice of the Customer, and leadership. Tuesday's highlights include full-day workshops for more advanced and hands-on learning.

Cost for one day (ASQ or MCQ member) is \$300 or for non-members is \$350. Cost for both days is \$500 (member) or \$600 (non-member).

For more information or to register, visit <http://www.mnasq.org/MNQualityConference.htm>.

11. Developing Lean Suppliers -- Manufacturers' Alliance 10/12

How do you get your supply chain to become lean? To become really lean, you need to involve your suppliers. Hear from both our OEMs and their suppliers as to what they are doing to ensure they are both on the same Lean team. How they got there will be part of the presentation.

The Manufacturers' Alliance, an alliance partner of the Minnesota Council for Quality, is pleased to announce their Monthly Educational Program on October 12, from 7:30 - 9:30 AM at Hennepin Technical College in Brooklyn Park. Presenters include 3M (and their supplier Walter G. Anderson) and Honeywell (and their supplier IRD Glass). The discussion is moderated by Mark Guerrino, Sourcing Manager at 3M.

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. Shaping the Future Roadmap of Best Buy and Strategies for Entering International Marketplace -- MN Strategic Leadership Forum 9/26

The Minnesota Strategic Leadership Forum (MSLF), an alliance partner of the Minnesota Council for Quality, is pleased to announce their September 26 discussion “Shaping the Future Roadmap of Best Buy and Strategies for Entering International Marketplace.” The discussion will be facilitated by Kal Patel, EVP, Strategy and International at Best Buy.

Kal will discuss how Best Buy has developed its plan for global expansion and how it is putting this plan in place. The biggest consumer electronics outlet in the US is also the best -- Best Buy, that is. The company operates a chain of almost 785 stores in the US and Canada offering a wide variety of electronic gadgets, movies, music, computers, and appliances. In addition to selling products, the stores offer installation and maintenance services, technical support and subscriptions for cell phone and Internet services. Join MSLF to learn more about Best Buy's global initiative! This program is sure to be very popular so be sure to sign up today.

The discussion will be held Tuesday, September 26. 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 202. 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>.

13. Two Manufacturing Conferences in October: Chicago and Minneapolis

The Minnesota Manufacturers Coalition, of which the Minnesota Council for Quality is a part, would like to announce its annual Manufacturers Summit on Wednesday, October 25. The summit, titled “Manufacturing: Powering the Economy,” will feature a variety of speakers and topics including:

* The national outlook for manufacturers: Michigan Governor John Engler, president and CEO, National Association of Manufacturers

* Our energy future -- cost, supply and reliability: Keith McCoy, vice president, Energy and Natural Resources Policy, National Association of Manufacturers; Mike Franklin, manager of energy policy, Minnesota Chamber of Commerce; Martha Hewett, assistant director of research and engineering, Center of Energy and Environment

* Governor Tim Pawlenty (invited)

* Does your company need a global strategy? -- A Panel: Wayne Fortun, president & CEO, Hutchinson Technology; Patrick Peyton, CEO, Despatch Industries; Tony Larusso, director, Minnesota Trade Office (moderator)

* Developing a prepared manufacturing workforce: Leo Reddy, CEO, Manufacturing Skills Standards Council; James Retka, CTR Manufacturing Specialist, Northland Community and Technical College

* The future of manufacturing in Minnesota: presented by a Manufacturing CEO (TBD)

The summit will be held at the Minneapolis Hilton, 1001 Marquette Avenue. Cost is \$79/person. For more information, visit <http://www.mnchamber.com/>.

The Council is also happy to announce a second event that focuses on manufacturing: “Manufacturer Live Conference” at the Sheraton Chicago Hotel & Towers on October 4-5. This event will cover stories and innovations across the 7 Pillars of Manufacturing:

- * Design & Innovation
- * World Class Manufacturing
- * Skills & Human Resources
- * IT in Manufacturing
- * Logistics & Supply Chain
- * Manufacturing Operations

Hear how: Steelcase cut energy costs through efficiency alone; Hewlett-Packard created a supplier conduct program; AstraZeneca cut compliance costs; Bombardier centralizes its global design silos; and Ford automated its production floor with RFID.

The conference is \$695/person. For more information or to register, visit www.themanufacturer.com/us/live and enter

14. Improving Public Value through Strategy-Aligned Management -- Minneapolis
11/15-11/17

The Council is pleased to announce to its stakeholders a special event this November 15-17: “Improving Public Value through Strategy-Aligned Management.” Sponsored by ASPA, The Senalosa Group, Hamline University Graduate School of Management, Insightformation Inc., and the Minnesota Council for Quality, this conference is dedicated to the strategic management issues facing local governments that need to do more with less and improve public value in times of change.

The objectives of the event are as follows:

- * Applying Strategic Leadership and Change Management to Turn Visions into Reality
- * Learning to Successfully Apply the Balanced Scorecard Methodology in Local Governments

- * Improving Public Value by Aligning People, Processes and Technology
- * Practical, “Real World” Tools and Techniques for Strategic Performance Management
- * Receive a Certificate from Hamline University’s Graduate School of Management

The tools and techniques of “Strategy-Aligned Management” can improve success in the public sector, and this conference can accelerate your journey in learning how.

“Strategy-Aligned Management” or “SAM” is a collection of leading practices that have demonstrated their value in the real world. At the core are tools like Cascading Strategy Maps, Balanced Scorecards, and the proven principles for how to use these tools to achieve alignment, performance management, and results. Strategy-Aligned Management also integrates practical concepts for strategy refinement, communication, collaboration, change management, and follow-through to overcome the obstacles that often hinder the execution of strategy.

The event is November 15-17 (pre- and post-conference available) at the Hilton Mall of America. Cost is \$1295 (\$1095 before October 15); Council members can receive a \$200 discount.

For more information or to register, visit www.samlg-org.

15. ASTD Regional Conference -- 11/16

ASTD-Twin Cities Chapter, a partner of the Council, is proud to announce its Regional Conference: “Designing the Future: Business Savvy, Influence and Skills for the Learning & Performance Professional.” The conference will be held Thursday, November 16, 2006 (pre-conference November 15), at the RiverCentre in St. Paul, Minnesota. The conference and expo will be marketed to over 700 ASTD-TCC members, as well as more than 1500 members of other ASTD chapters in the region and local professional organizations for the learning and performance industry.

ASTD-TCC is pleased to announce Kevin Oakes, Board Chair of ASTD’s National Chapter, as the opening keynote speaker for the conference. Oakes is President of SumTotal Systems, the largest provider of learning and business performance technologies and services. Kevin has served as chief executive officer, President and a Board member of technology-based training companies since 1997. Kevin’s keynote presentation, “*What will the future look like for learning and performance professionals?*”, will examine traditional trainers to strategic partners in developing, designing and accomplishing strategic business goals. To learn more, go to www.sumtotalsystems.com.

John G. Miller, author of “*QBQ! Question Behind the Question* and *Flipping the Switch*,” will be the closing speaker for the conference. He is the founder of QBQ, Inc., an organizational development firm based in Denver, Colorado, dedicated to helping

organizations make personal accountability a core value. He has been actively involved in the organizational development industry since 1986. John's concluding remarks will challenge us to take the next steps to design the future and use QBQ to apply our newfound skills and knowledge for professional and personal growth.

To learn more, go to www.qbq.com.

In addition to the keynotes, the conference will feature 15 breakout sessions and a wine and cheese expo for networking.

The American Society for Training and Development (ASTD) represents approximately 70,000 training and development professionals in more than 100 countries. Of ASTD's more than 150 local chapters worldwide, ASTD-Twin Cities Chapter (ASTD-TCC) is one of the top ten with more than 700 members. Members specialize in areas including instructional design, group facilitation, training delivery, organizational development, performance improvement, career development, sales and marketing, computer-based training and total quality management.

Cost is \$145 (ASTD member) or \$195 (non-member) for the 11/16 conference only. Cost for the 11/15 pre-conference only is \$85 (member) or \$125 (non-member). For both days, the cost is \$195 (member) or \$255 (non-member).

To learn more about the ASTD-TCC Regional Conference, please visit www.astd-tcc.org.

16. Credits and Funding for Your Performance Improvement Initiatives -- MNISPI 9/19

The Minnesota Chapter of the International Society of Performance Improvement (MNISPI), an alliance partner of the Minnesota Council for Quality, is pleased to announce its next meeting on Tuesday, September 19. The topic, Credits and Funding for Your Performance Improvement Initiatives, is really two topics. First, Nick Maras, Vice-President Century College Foundation, talks about how to add college credit and CEUs to your training programs. Second, Joe Mulford, Dean of Customized Training, Hennepin Technical College, talks about how to fund development initiatives through Minnesota Job Skill grants. These are two value-added strategies.

The session is September 19 from 6-8PM at TIES, 1667 Snelling Avenue North, St. Paul. Council members are entitled to half-price admission.

For more information, visit <http://www.mnispi.org/> or email contact@mnispi.org.

17. Below the Waterline for Strategic Change -- MNODN 10/3

The Minnesota OD Network (MNODN), an alliance partner of the Council, is pleased to announce its October 3 meeting: "Below the Waterline for Strategic Change." The

session will be facilitated by Ginny Belden Charles, partner with Waterline Consulting. More details are forthcoming.

The discussion will be held October 3 from 4:30-6:30 (networking at 4:00) at the University of St. Thomas Minneapolis Campus, Opus Hall Room 201. Cost is \$20 for members of MNODN or the Council and \$25 for non-members. For more information, visit <http://www.mnodn.org> or contact Anne Sturdivant at annesturdivant@aol.com.

18. Aligning Human Resources with Strategy -- Winona SHRM 9/12

The Winona Chapter of the Society for Human Resource Managers (SHRM), an alliance partner of the Minnesota Council for Quality, is pleased to announce its October 10 meeting: "Roundtable Discussions with Russian Delegation." The meeting is scheduled for 12:00-1:00 PM at the Tao Center of Winona State, Winona. Their next meeting is November 14.

As more information becomes available, visit <http://winona.shrm.org/>.

19. University of Minnesota College of Continuing Education Announces Fall Courses

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

Day courses include:

- 9/19-20 Finance and Accounting to Improve Operational Performance, \$750
- 9/20 Administering COBRA, HIPPA and ERISA, \$395
- 9/21 High Impact Presentations, \$395
- 9/21 Employee and Labor Relations, \$395
- 9/22, 10/6, 10/20 Project Management Professional (PMP) Test Preparation, \$995
- 9/26 Getting Your Point Across, \$395
- 9/27 Strategic HR Planning, \$395
- 9/27-28 Marketing Basics, \$750
- 9/28-29 Strategic Planning, Innovation, and Implementation, \$750
- 10/3 Employee Benefits Practices and Trends, \$395
- 10/4 Building Teamwork and Commitment, \$395
- 10/5 Delegation: Enhancing Job Performance, \$395
- 10/10 Effective Interviewing and Selection Processes, \$395
- 10/11-12 Project Management: Project Planning and Leading, \$750
- 10/12 Leading Your Cross-Generational Team, \$395
- 10/17 The Self-Defeating Habits of Otherwise Brilliant People, \$395
- 10/18-19 Increasing Your Organizational Savvy, \$750
- 10/19 HR's Role in Mergers and Acquisitions, \$395

10/20 Advanced Project Management: Conquering Chaos, \$395
10/24-25 Management Fundamentals, \$750
10/25 Legal Issues in HR and Management, \$395
10/26-27 IT Service Desk and Incident Mgmt, \$1140
10/26 How to Work with Difficult People, \$395
10/27 Data-Driven Decision Making, \$395
11/1 Verbal and Nonverbal Communication Skills, \$395
11/2-3 IT Change Management, \$1140
11/2 Thinking Strategically, \$395
11/2 Managing Workplace Harassment, \$395
11/3 Advanced Project Management: Negotiation and Conflict Skills, \$395
11/7 Performance Management Process, \$395
11/8-9 Developing Leadership Skills, \$750
11/8 Intercultural Communication Strategies, \$395
11/9-10 IT Problem Management, \$1140
11/9 Working Assertively, \$395
11/10 E-mail Efficiency , \$395
11/15 Designing Employee Orientation Programs, \$395
11/16-17 IT Configuration Management, \$1140
11/17 Project Management: Leadership and Implementation, \$395
11/28-30 Principles of Supervision, \$995
12/5 Coaching for Excellence, \$395
12/6 Effective Business Writing, \$395
12/6 Advanced Project Management: Integrated Project Management for Teams, \$395
12/7 Diversity Recruiting and Interviewing, \$395
12/8 Using the Balanced Scorecard to Improve Your Organization's Performance, \$395
12/12 Exercising Organizational Influence, \$395
12/12 Managing During Change, \$395
12/13 Principles of Employee Compensation, \$395
12/14 Handling People with Tact and Diplomacy, \$395
12/15 Project Management: Communicating and Connecting, \$395

And evening courses include:

9/11 & 13 Project Management: Project Initiation, \$395
9/11, 13, 18, 20, 25, & 27 Principles of Supervision, \$995
9/12 - 11/28 Human Resource Certification Test Preparation, \$845
9/18 - 11/20 Successful Manager's Leadership Program, \$2995
9/26, 28, 10/3, 5 Project Management: Project Planning and Leading, \$750
10/ 3 - 24 ITIL Foundation Certificate, \$1500
10/10 & 12 Effective Business Writing, \$395
10/16 & 18 Project Management: Leadership and Implementation, \$395
10/17 & 24 Take Charge of Your Career, \$395
10/24 & 26 Handling People with Tact and Diplomacy, \$395
10/31 & 11/2 Proposal and Report Writing, \$395
11/6 & 8 Project Management: Communicating and Connecting, \$395

11/14 & 16 High Impact Presentations, \$395

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

20. University of St. Thomas Announces Fall Courses

The Center for Business Excellence at the University of St. Thomas Minneapolis Campus, an alliance partner of the Council, is pleased to announce their fall improvement curriculum. Council members are entitled to a 15% discount for the following courses:

9/20 Mini Master of Financial Management; \$1795
9/21 Mini Master of Business Communication; \$1795
9/21 Team Dynamics; \$695
9/26 Project Negotiation Management; \$395
9/27 Human Resource Basics of Compensation; \$345
9/27 Board Development Recruitment and Orientation; \$25
9/28 Design, Development, and Evaluation of Training; \$995
10/4 Handling Difficult People; \$395
10/4 Managing Diversity and Global Human Resources; \$395
10/4 Nonprofit Board Chair Overview; \$90
10/5 Project Planning; \$725
10/5 Critical Reasoning and Systems Thinking; \$695
10/6 Becoming an Influential Leader; \$2995

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

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

South Central College, Faribault and Mankato campuses, in cooperation with Ridgewater College-Hutchinson, 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):

9/11-10/16 Certified Quality Technician (CQT) Review; \$300
9/11-10/9 Certified Mechanical Inspector (CMI) Review; \$250
9/19-10/17 Certified Manager of Quality/Organizational Excellence Review; \$450
9/25 Applying SPC & Statistical Tools; \$235
9/26 Technical Writing for the Quality Professional; \$125
10/11 Project Management; \$235
10/12 Microsoft Project 2003; \$235

10/16 Electrostatic Discharge Basics; \$235
10/24 Supplier Quality Management & Improvement; \$235
10/30-11/27 Certified Quality Improvement Associate (CQIA) Review; \$250
11/1-11/29 Certified Quality Auditor (CQA) Review; \$250
11/8 Understanding & Implementing ISO 9001:2000; \$235
11/9 Internal Auditor Skills; \$235
11/14 Food Safety Management Systems ISO22000; \$235
11/15 Planning & Conducting Food Safety Audits; \$235
11/30 Problem Solving Tools & Methods; \$235
12/12 AIAG FMEA & Control Plans; \$235

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

10/10 Problem Solving Tools & Methods; \$235
10/17 AIAG FMEA & Control Plans; \$235
12/5 Project Management; \$235
12/6 Microsoft Project 2003; \$235
12/19 Supplier Quality Management & Improvement; \$235

The following courses will be held at the Hutchinson campus of Ridgewater College (prices before member discount):

9/27 Understanding & Implementing ISO 9001:2000; \$235
9/28 Internal Auditor Skills; \$235
10/17 Calibration Processes; \$125
10/17 Calibration of Dimensional Gages; \$125
10/18 Gage Repair; \$235
11/13 Electrostatic Discharge Basics \$235

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.

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