
Minnesota Council for Quality Stakeholder Update
October 2006

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1. A Message from the President: The Future of Organizational Improvement

A colleague recently asked me if I thought Six Sigma had run its course, and if so, what was the next big trend in quality. I had to chuckle at the question (silently, of course), because one could argue that Six Sigma had 'run its course' with Motorola 20 years ago and had relatively recently been resurrected as a popular management technique (thanks largely to its great success at the Welch-led General Electric).

I personally don't think Six Sigma is dead; in fact, hundreds of organizations in our network are still effectively using the tool to reduce variation and improve business performance. But the question had me thinking. We've all seen quality frameworks and tools come (and some go) over the years -- methods like ISO, Baldrige, Six Sigma, Balanced Scorecard, Lean Enterprise, TQM, quality circles, process reengineering, kaizen, quality function deployment, and SPC...to name only a few. So what IS next for quality? What does the future hold for organizational improvement?

I happen to think that we won't see a truly novel approach in organizational improvement...at least not in the near future. It's not because I don't believe that some guru somewhere won't discover a new and better method for organizational improvement -- that certainly might happen. But I think the more probable development in organizational improvement is the integration of existing frameworks and methods. In fact, we are likely in that evolution today.

I guess I'm saying that it's about the 'and' and not the 'or.' Rather than sub-optimizing their improvement efforts by selecting only one method in favor of all others, organizations are now finding ways to integrate various improvement frameworks and tools, maximizing the value of each.

For evidence of this, I reflect back on last year's Baldrige Regional Conference that we hosted in Minneapolis. In listening to the 11 recipients of the Baldrige Award who participated, most of them used other contemporary improvement frameworks in addition to Baldrige: 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). 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.

We will hear from six additional organizations in a workshop that the Council is co-hosting November 2 (see Article #3, 'Improving Business & Healthcare'). Organizations like Medtronic, 3M, Immanuel St. Joseph (Mayo Health System), and Park Nicollet will share how they are integrating Six Sigma, Lean, Baldrige, and/or Balanced Scorecard to improve their overall performance and optimize their management systems. And this is a key point: they have recognized that their organizations are systems, and therefore their approaches to improvement should also be systems-based.

Systems theory is not new. In fact, it probably goes back 50 years with managers' growing recognition that organizations are a collection of processes that need to be managed, aligned, and optimized so that performance is enhanced. Peter Senge made this thinking mainstream with his revolutionary book 'The Fifth Discipline' in the 1980s.

In applying systems thinking to organizational improvement today (according to one of the core values in the Baldrige Criteria), successful management of performance requires organization-specific synthesis, alignment, and integration. Synthesis means looking at your organization as a whole and building upon your organization's key organizational requirements, including your strategy and action plans. Alignment means using the key linkages among organizational processes to ensure consistency of plans, processes, measures, and actions. And integration builds on alignment in that individual components of an organization's management system operate in a fully interconnected manner.

So what does that mean for the future of quality? I believe that the most effective organizations will use a combination of proven, validated, data-driven methods to evaluate their organization's current performance, identify and prioritize gaps, focus resources on the quote 'right things,' and then apply additional systematic improvement methods to execute improvement initiatives. The integration of Baldrige, Six Sigma, Lean, and Scorecard may indeed provide a systems-based, data-driven combination that very effectively drives organizations to higher levels of performance.

If you can attend the November 2 workshop, I'd encourage you to register early as we will sell out this week. But whether or not you can attend, I invite you to participate in a 10-question on-line survey to help us better understand if your organization is using quality/improvement methods in an integrated way. Visit <http://www.zoomerang.com/survey.zgi?p=WEB225RVDDWL82> and take a 3-minute survey; I'll report the results in next month's newsletter.

Yours in Improvement,

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

2. Council Seeks Staff to Help Organizations in Southeast Minnesota

The Minnesota Council for Quality is seeking a part-time staff resource to facilitate growth in the Rochester area and southeast Minnesota (see article about the Rochester Area Quality Council becoming an affiliate of the MN Council for Quality in the September newsletter, found at http://www.councilforquality.org/about_newsletter.cfm).

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.

3. Improving Business & Healthcare Using Six Sigma, Lean, Baldrige, and Balanced Scorecard - - 11/2 Event & PIN Session

The Minnesota Council for Quality, in cooperation with the Minnesota Healthcare Quality Professionals (MHQP), is planning a full-day educational workshop on November 2 at the Holiday Inn Airport. The workshop is titled "Improving Business & Healthcare: How Six Sigma, Lean, Baldrige, and Balanced Scorecard Can Advance Excellence in Your Organization." Space is limited, and we expect to sell out later this week. So register today!

We are grateful for the support of Ecolab, a Silver Sponsor for this workshop.

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.

* "Park Nicollet Health Services Kaizen Journey," Gary Larson, VP, Kaizen Promotion Office, 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; Katie Foran, Division Quality Manager, 3M Medical.

* "Using Lean Sigma to Reach Excellence at Medtronic"; John Fechter, 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.

A special 90-minute keynote-only option is also available for MN Council for Quality members as our monthly Performance Improvement Network meeting. Seats are very limited. Cost is \$50 for MCQ 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.

4. Council Recognizes 34 Members in Third Quarter

The Council would like to recognize 34 organizations and individuals who joined or renewed their membership in the second quarter. These individuals and organizations became members last quarter (asterisks indicate renewal members):

Artistic Finishes, Roseville, MN
Braas Company Minnesota, Eden Prairie, MN*
Cargill Business Excellence, Minneapolis, MN*
David Cowan, Mankato, MN*
Dakota Communities, Inc., Eagan, MN
Db Ink, Big Lake, MN*
DuFresne Manufacturing, Vadnais Heights, MN*
Gary Floss, New Brighton, MN*
Barb Himelfarb, Bloomington, MN*
International Management Technologies, Inc., Bradenton, FL*
ISD 283 School Board & District Office, St. Louis Park, MN*
Robert Janeck, St. Paul, MN
Ross Johnson, Minneapolis, MN*
George Karayianes, Eden Prairie, MN*
Lifetouch Publishing, Eden Prairie, MN*
Logic Opera, Minneapolis, MN*
Marvin Windows and Doors, Minnesota Operations, Warroad, 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*
Pat O'Boyle, Eagan, MN*
PDP Services, Minneapolis, MN
Pillsbury United Communities, Minneapolis, MN*
Hal Schroer, Golden Valley, MN*
South Central College, North Mankato, MN*
Kevin Stone, Big Lake, MN*
True North pgs, Inc., Walla Walla, WA*
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*
Lynn Willenbring, Oakdale, MN*
Winona Health , Winona, MN*

We thank all members for their support. As of September 30, the Council represents a growing community of over 270 members representing over 160,000 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).

A current Council member recently called to say that his organization is saving \$6000 from a discount to a local university partner of the Council's. Their annual membership fee is \$250, so that's not a bad return on membership!

Individual memberships begin at \$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.

5. 2007 MN Quality Award Board of Evaluators Training Dates Set

As the 2006 Minnesota Quality Award cycle is nearing an end, the Minnesota Council for Quality recently announced Board of Evaluator training dates for the 2007 MN Quality Award cycle. Mark your calendars for February 27-March 1 (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.

We hope that you would consider (re)joining 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.

6. 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!

7. Clockwise Patterns of Innovation: The Tools of an Innovative Leader -- RAQC 12/5 and PIN 12/7

What do scientists, babies, great explorers, and successful entrepreneurs all have in common? The patterns they use to think and act. Research in diverse fields reveals that the process of creativity and discovery can be described as a well-defined sequence or pattern. Yet most of us fail to consistently follow that pattern because of choices we do not recognize that we are making. Bringing out the best in people and cultivating their best ideas means being able to identify and leverage these patterns, in ourselves and throughout our organizations.

The Minnesota Council for Quality is pleased to welcome Mr. Dennis Stauffer, founder of Insight Fusion, to our December 7 Performance Improvement Network (PIN) meeting and to the December 5 Rochester Area Quality Council (RAQC) meeting. Dennis will lead a discussion that helps you identify and leverage the key behaviors that promote creativity and innovation within yourself and within your organization. He will also discuss the critical importance of innovative leadership for getting the most out of people, addressing problems, and managing successfully. Finally, he will give you fresh insights into how to become a highly skilled innovator.

The Rochester RAQC discussion will take place Tuesday, December 5 from 7:50 to 9:00 AM at the University Center Rochester (room to be announced soon); networking and breakfast is from 7:15-7:50. Cost will be \$10 for members and \$20 for non-members. For more information, visit www.raqc.com. To register, contact Kay Wiegert at kay.wiegert@roch.edu or 507.285.7560.

The Minneapolis PIN discussion is from 8:00-9:00 AM on December 7 (networking and continental breakfast begin at 7:30 AM) 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.

8. 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.

9. Lean IT -- Manufacturers’ Alliance 11/9

How can information technology support and make business process improvements? Automation, integration, and information sharing are key IT issues. There are many trends: increased integration, web-based training, paperless offices, modular code writing, real-time dashboard metrics, and more. How are the business process improvement techniques being applied and supported by this important support function?

The Manufacturers’ Alliance, an alliance partner of the Minnesota Council for Quality, is pleased to announce their Monthly Educational Program on November 9, from 7:30 - 9:30 AM at Normandale Community College in Bloomington. Presenters include Gyrus ACMI, Minnetronix, and Rice Lake Weighing Systems. The discussion is moderated by Mary Poppendieck, president of Poppendieck LLC and co-author of “Lean Software Development.”

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.

10. Competitive Strategy in Healthcare -- MN Strategic Leadership Forum 10/31

The Minnesota Strategic Leadership Forum (MSLF), an alliance partner of the Minnesota Council for Quality, is pleased to announce their October 31 discussion “Competitive Strategy in Healthcare.” The discussion will be facilitated by Frederick (Fritz) J. Wenzel, MBA, FACMPE, assistant professor in the Health Care at the College of Business at the University of St. Thomas in Minneapolis.

Reform of the health care system has been talked about for over 40 years and yet it appears that little has happened. We have tried fee for service, capitalization, discounts, integration, HMO’s, PHO’s, market- and/or consumer-driven health plans, and an a variety of other approaches. We

even had a health reform report that went to the Hill in the early 90's that was dead on arrival. All of these measures were to encourage competition, and indeed they did -- but a competition that seems to have driven prices up rather than down.

In May of this year, Porter and Teisberg published a book entitled "Redefining Health Care," in which the authors proposed that we abolish the current competitive system and replace it with a competitive system based solely on value and quality. The building block for this system is the cycle of care where a condition is diagnosed, treated, followed, and managed over time. Competition and payment would be based on value and quality over the cycle of care. Currently, episodes of care are reimbursed and organizations compete on the basis that more is better rather than competing on value and quality for the patient.

This book has been characterized as follows: "In a book this big, there is something for everyone-- something to love and something to hate." We will review the concepts of competition advanced by Porter and Teisberg with a critical eye, agreeing up front that the current system is dysfunctional.

The discussion will be held Tuesday, October 31. 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>.

11. Manufacturing: Powering the Economy -- Minnesota Manufacturers Summit 10/25

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/>.

12. 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.sam-lq.org.

13. Beyond Change Management: How to Lead Transformational Change Successfully -- MNODN 11/7 & 11/8

The Minnesota OD Network (MNODN), an alliance partner of the Council, is pleased to announce its November 7 meeting: "Becoming Your Organization's Go-To Strategic Change Resource." The session will be facilitated by Linda Ackerman Anderson of Being First, Inc.

OD and HR are generally not positioned as essential players in the start-up of major change, or as on-going resources to help the change deliver its results. OD and HR services are not widely understood in the context of setting enterprise-wide changes up for success from the get-go. How can we reposition to provide a more strategic, continuous and full-service portfolio of services designed to ensure that the organization achieves what it needs from its transformation?

This session will describe how to get OD and HR off of the sidelines, out of piecemeal work, and into the executive planning process when major changes are being considered and initiated. This message applies to the related functions of training, learning, quality improvement, project management, and human resources. If you provide these services and deal with similar challenges, come to hear about a different way of positioning your role!

The discussion will be held November 7 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.

In addition, MNODN is pleased to offer a one-day workshop for leaders and change agents: "Beyond Change Management: How to Lead Transformational Change Successfully," also facilitated by Linda Ackerman Anderson. The purpose of this workshop is to increase your ability to lead transformational change successfully by:

- * Gaining insight about the people and process dynamics of transformation
- * Understanding the eight responsibilities of the change leader
- * Increasing your awareness of the importance of building an integrated change strategy and roadmap for change, and dealing effectively with the human dynamics of change

The discussion will be held November 8 from 8:30-4:30 at the Carondelet Center, 1890 Randolph, St. Paul. Cost is \$220 for members of MNODN or the Council before 10/25 (\$245 after) and \$260 for non-members before 10/25 (or \$280 after). For more information, visit <http://www.mnodn.org> or call 763-208-9119.

14. Becoming an Employer of Choice -- Winona SHRM 10/27

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 27 meeting: "Becoming an Employer of Choice." The meeting is scheduled for 11:30-1:30 at the Visions Event Center in Winona. Their next meeting is November 14.

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

15. University of Minnesota College of Continuing Education Announces Fall Courses, Including Balanced Scorecard

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.

One course, "Using the Balanced Scorecard to Improve Organizational Performance" on December 8, will be facilitated by Brian Lassiter, president of the Minnesota Council for Quality. The "balanced scorecard" approach to management provides a clear prescription for what companies should measure in order to 'balance' the financial perspective. This system enables organizations to clarify their vision and strategy and then translate them into action. It provides feedback on internal business processes as well as external outcomes in order to continuously improve strategic performance and results. In this highly interactive course, you will learn how to use the balanced scorecard approach to view your organization from four perspectives (innovation and learning, business process, customer, and financial), and then develop metrics and collect and analyze data relative to each of them

Upon successfully completing this program you will be able to:

- * Understand what the Balanced Scorecard is and how it can be used in your organization, department, or team
- * Learn how to build a BSC to reflect your organization's strategy and priorities
- * Discuss different approaches for BSC automation, measurement analysis, and reporting
- * Explore the strengths and limitations of the BSC and determine whether it is right for your organization
- * Hear case studies of how organizations have used BSC

* Network with other organizations that are interested in performance measurement, improvement, and the Balanced Scorecard

Mr. Lassiter has helped more than 10 organizations design and implement a balanced scorecard. Cost is \$395 (10% off for Council members). For more information, visit <https://register.cce.umn.edu/>. Enter event ID 179132 to register.

Other day courses offered by the University of Minnesota include:

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:

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.

16. 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:

10/19-20 Coaching and Mentoring, \$695
10/19 Principles and Tools of the Lean Enterprise, \$345
10/24 Lean Office, \$995
10/25 Communications Management, \$395
10/26 Business Grammar Update, \$295
10/26 Effective Product Management and Marketing, \$595
10/30 Six Sigma Green Belt Certificate, \$3795
11/1 Essential Supervisory Skills, \$895
11/1 Project Execution, \$395
11/1 Mini MBA® Program, \$1895
11/2 Conflict Resolution and Handling Difficult People, \$695
11/6 Mini Master of Business Communication, \$1795
11/8 Writing for Results, \$345
11/16 Inspiring and Motivating Employee Commitment, \$695
11/17 Project Management Requirements and Charter, \$395
11/30 Leadership Skills and Principled Negotiations, \$695
12/6 Project Control, Closure, and Finalization, \$395
12/12 Instructor Training Skills, \$995
12/13 Project Initiation, \$395
12/13 Time Management in Projects, \$395
12/14 Time Management in Leadership, \$495

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.

17. 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):

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
12/5 Project Management, \$235
12/12 AIAG FMEA & Control Plans; \$235
12/19 Supplier Quality Management & Improvement, \$235

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

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):

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.

This newsletter is provided as a benefit to Council members, friends, and stakeholders. Feel free to forward it to your colleagues. If you wish to be removed from the distribution, please email us at info@councilforquality.org.