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***Minnesota Council for Quality Stakeholder Update***  
***November 2006***  
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1. A Message from the President: The Innovation Imperative

Have you noticed the topic of innovation coming up more often these days? In my visits with businesses, leaders more frequently mention the importance of continual innovation as a way to remain competitive with other companies. Political leaders, too, have been more frequently focusing on the importance of innovation within our companies, our education system, our healthcare system, and so forth as a way for cities, states, and the US to remain competitive on a global level. And for good reason: we now have evidence that the US is beginning to slip in worldwide competitiveness.

As an economy, we are finding ourselves competing in new and different ways with international competition, probably not like what we have seen since the 60s or 70s. The reasons for this growing competition may be different, but the reality facing us is the same: we are in a growing dogfight with foreign competition for global market share.

Want fresh evidence? The World Economic Forum's 2006-07 Global Competitiveness Report, issued about six weeks ago, put the United States as the sixth most competitive economy in the world (behind, if you're curious, Switzerland, Finland, Sweden, Denmark, and Singapore, but ahead of Japan, Germany, The Netherlands, and the UK). I guess it's good that we are still in the top 10, but our fall from number 1 to number 6 is the largest drop in this year's survey.

Here is an interesting take on the situation, according to Augusto Lopez-Claros, Chief Economist and Director of the Global Competitiveness Network:

“The top rankings of Switzerland and the Nordic countries show that good institutions and competent macroeconomic management, coupled with world-class educational attainment and a focus on technology and innovation, are a successful strategy for boosting competitiveness in an increasingly complex global economy.” [Visit <http://www.weforum.org/en/initiatives/gcp/Global%20Competitiveness%20Report/index.htm> for more information on the report.]

There it is: that word innovation again. Truth be told: we are losing our position in the world economy. And innovation -- in terms of education, public policy, business practices, technology, and product/service development -- may be the one thing that keeps us at a competitive advantage.

So, what exactly is ‘innovation’?

The Council's next Performance Improvement Network (PIN) and Rochester Area Quality Council (RAQC) meetings will feature Mr. Dennis Stauffer, founder of Insight Fusion (see Article 6 to the right/below). Stauffer, author of ‘Thinking Clockwise: A Field Guide for the Innovative Leader,’ believes that innovation is a result of a systematic pattern of thinking: a process that starts with imagining possibilities, experimenting to see if they work, observing the result, and using those observations to imagine new possibilities. That feedback loop of using observations to imagine new possibilities Stauffer calls an ‘Insight Loop’ -- one that takes data from your observations and converts it into knowledge which drives future insight.

I think there are at least three points to be made on this thinking.

First (and this is Stauffer's point, not mine): there is a distinct difference between knowledge and insight, and insight always trumps knowledge. He provides some compelling examples (page 5 of his book):

\* People had been experimenting with electricity for well over a century and researchers all over the world understood how it worked; [only] one of them invented the light bulb and the infrastructure that made it viable.

\* Many companies knew how to make automobiles -- and were doing it very profitably; a guy named Ford started doing it on an assembly line.

\* IBM understood the computer business like no one else in the world -- or so it thought. So it gave what it considered to be the least profitable part of a new venture to a fledgling company called Microsoft.

These are only three of literally dozens (or hundreds) of examples of people whose insight beat everyone else's knowledge. The point here? Most of us (as individuals and as organizations) continuously strive to increase our knowledge (in fact, there is another swelling trend in business today to share and leverage that knowledge...most call it, simply, Knowledge Management). But organizational learning and true corporate innovation may come from harnessing that knowledge and turning it into useful insight that enables real transformation to occur: transformation in products, in technology, in educational models, in health care treatment, in community problem solving, and so forth.

The second point is perhaps more obvious: Stauffer's Insight Loop is a systematic way to promote innovation (where 'systematic' implies a consistent, repeatable, data-driven process). By the way, notice the similarities in the Insight Loop to the Deming PDSA? Viewed in this way, innovation is a process...and we all know that processes can be measured, managed, and improved. I will bet that this view of innovation makes the concept a little less squishy -- and a little more tangible and manageable -- for many leaders and professionals.

Which brings me to the third point: the role of leaders in promoting organizational innovation. If innovation is a process, we know that processes are more effective when consistently deployed, integrated (with other organizational processes and systems), and managed. Of course, that is the role of organizational leaders. Stauffer contends that leaders should create an environment that encourages all employees to be innovative -- to create a system that is able to harvest and implement great ideas that benefit the organization and its stakeholders.

How do leaders do that? They create an environment (and articulate it through mission, vision, values, and other statements) that reinforces and/or promotes innovation as a core value -- an environment that encourages risk-taking, promotes collaboration and partnership, and rewards insight. They promote a good flow of information (remember: knowledge can be converted into insight), and they allow for open communication. They build trust, encourage experimentation, and allow for mistakes. And they eliminate policies and processes that impede innovation -- that discourage insights and risk-taking.

I invite you to attend the 12/5 discussion in Rochester or the 12/7 discussion in Minneapolis (both will likely sell out, so register early) to learn more about how you and your organization can systematically become more innovative. Innovation, after all, may be the key to your company remaining competitive and our country maintaining its status as an economic world leader.

Yours in Improvement,

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

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2. Council Seeks Staff for Rochester, 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](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 [brian.lassiter@councilforquality.org](mailto:brian.lassiter@councilforquality.org).

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3. 8 Dimensions of Excellence & 12 Voices of the Customer -- Two Workshops 12/12 - 12/13

If you have been reading the newspaper lately, it is clear why the December 12 and 13 MCQ-sponsored workshops should be on your must attend list. Sign up by November 29 for the Early Bird savings on already great prices.

A top executive of a major car company listened to customers say they wanted more miles per fill-up. Did this understanding lead to (a) improving fuel efficiency, (b) innovative engines, (c) competitive advantage, or (d) bigger gas tanks? Our award-winning presenter and author, Robin Lawton, shows how easy it is to confuse what you heard with what customers said. The executive's design team rushed to market with bigger gas tanks. One result was to lose over 40% of the firm's stock value. Was this just a fluke?

This was a strategic error, not just a tactical misstep, and is amazingly common. The literal voice of the customer is easily confused with the untapped mind of the customer. Customers often don't tell you their highest priorities, yet they will hold you accountable for knowing and satisfying them. See the course description for **The 12 Voices of the Customer** and registration details at <http://www.imtc3.com/events/UpcomingEvents.cfm>. If you have questions, call Mr. Lawton's office at 800-729-1468.

You will also want to attend the thought-leading half-day session, **The 8 Dimensions of Excellence** (prerequisite for the 12 Voices workshop), before you even think about taking another step toward the following:

- Developing a balanced scorecard or strategic plan
- Conducting Voice-of-the-Customer or Six Sigma projects
- Designing a customer survey
- Strengthening Baldrige based on criteria in several key areas (Customer Focus, Managing by Fact & Visionary Leadership, Focusing on Results, Creating Value, and Managing for Innovation, Focus on the Future)

These sessions were sold out in 2005, so we recommend your immediate action. For more information on these stimulating, fast-paced, and pragmatic sessions (or to register) visit <http://www.imtc3.com/events/UpcomingEvents.cfm>. Together, these sessions will provide you with a refreshing new way to achieve dramatic improvement your customers and competitors will notice. Examples from government, healthcare and such recognizable firms as Starbucks, Amazon.com, Southwest Airlines, Honda, Motorola and Google illustrate the growth potential possible by using the easy-to-understand but rigorous methodology described in these sessions.

Space is limited, so register today!

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4. Seeking a Consultant to Help Your Organization?

Are you looking for strategic planning consultant? Are you looking for training on leadership? Are you looking for assistance with Six Sigma, Lean, Balanced Scorecard, Baldrige, or ISO? Are you seeking help with Organizational Development and change efforts?

The Minnesota Council for Quality -- in cooperation with the Kansas Center for Performance Excellence, the Michigan Quality Council, the Ohio Partnership for Excellence, the Washington State Quality Award, and the Wisconsin Forward Award -- is pleased to offer a free on-line service, the Consultant Referral Network®, to help organizations find experts to help them improve their business.

Located at [www.consultantreferralnetwork.org](http://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.

Organizations can also peruse a directory of all consultants, sorted by subject matter expertise, location, and other factors.

“Use of the Consultant Referral Network continues to grow,” says Brian Lassiter, president of the Minnesota Council for Quality. “With over 100 consultants listed in the service, the tool’s value to clients continues to increase. In fact, 93% of clients are satisfied with the tool, and 63% are very satisfied.”

The Consultant Referral Network was officially launched March 1, 2005, by the state quality award programs in Minnesota, Michigan, Ohio, and Wisconsin. Since then, Kansas and Washington have joined in the partnership of programs offering the service. The Network now averages about 1100 views a month and has about 20-30 client searches a month.

“Our goal is to increase the awareness and use of this tool,” continues Lassiter. “As organizations seek experts to help them with their improvement efforts, we hope that they are aware of this unique and valuable tool. And as the number of clients using the tool increases, the tool becomes more valuable for consultants as a source of possible leads.”

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

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](http://www.councilforquality.org/assess.cfm), email us at [kathryn.mackin@councilforquality.org](mailto:kathryn.mackin@councilforquality.org), or call 612-462-3577.

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6. 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](http://www.raqc.com). To register, contact Kay Wiegert at [kay.wiegert@roch.edu](mailto: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](mailto:brian.lassiter@councilforquality.org).

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7. Factors Affecting our Economic Future -- MN Strategic Leadership Forum 11/21

The Minnesota Strategic Leadership Forum (MSLF), an alliance partner of the Minnesota Council for Quality, is pleased to announce their November 21 discussion “Factors Affecting our Economic Future.” The discussion will be facilitated by Gary Stern, president and CEO of the Federal Reserve Bank of Minneapolis.

The U.S. is experiencing much change at this time, both domestically and internationally. While not all developments are positive, the economy continues to expand on a sustained basis. Our speaker will address factors underpinning this performance and discuss risks to its continuation as well.

Gary Stern became president and chief executive officer of the Federal Reserve Bank of Minneapolis in March 1985. Stern, a native of Wisconsin, joined the Federal Reserve Bank of Minneapolis in January 1982 as senior vice president and director of research. Before joining the Minneapolis Fed, Stern was a partner in a New York-based economic consulting firm. Stern's prior experience includes seven years at the Federal Reserve Bank of New York. Stern serves on the board of trustees of Hamline University and the Minneapolis College of Art and Design, and the board of directors of the National Council on Economic Education, the Minneapolis Club, and the Carlson School of Management at the University of Minnesota. Stern is co-author of *Too Big to Fail: The Hazards of Bank Bailouts*, published by The Brookings Institution (2004). Stern holds an A.B. in economics from Washington University, St. Louis, and a Ph.D. in economics from Rice University, Houston.

The discussion will be held Tuesday, November 21. 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>.

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8. Training that Gets Results -- Manufacturers' Alliance 12/14

Your competitiveness always relies on your people and their skills. Training dollars are required to protect this valuable asset. Yet, training dollars can easily be ill spent. So, what are various ways to get the greatest return on this investment, and can it be measured? Our presenters will share their experiences of what has worked, what has not, and why.

The Manufacturers' Alliance, an alliance partner of the Minnesota Council for Quality, is pleased to announce their Monthly Educational Program on December 14, from 7:30 - 9:30 AM at Hennepin Tech in Brooklyn Park. Presenters include American Medical Systems, Colder Products (a Council member), Crystal Cabinet Works, and Reell Precision Manufacturing. The discussion is moderated by Kelley Buckentine of Omni Workspace Company.

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](http://www.mfrall.com/free_pass.htm) to print a free pass. For more information or to register, visit [www.mfrall.com](http://www.mfrall.com).

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9. Lean Sigma Prescription for Healthcare -- 2/12/07 through 5/25/07

Medtronic, a Sponsoring Member of the MN Council for Quality, is pleased to announce a unique training offering developed in collaboration with Johns Hopkins University: "Lean Sigma Prescription for Healthcare." The course runs from February 12 through May 25 (13 days over three weeks, one in February, one in March, and one in May).

The Lean Sigma Prescription for Healthcare course combines Lean Methodology with Six Sigma Methodology; it teaches two of the most powerful improvement approaches available. The goal of Six Sigma is to meet customer expectations and to reduce performance variation by applying a disciplined statistical approach to identify root causes of defects. The ultimate goal of Six Sigma is to drive down the number of defects. Six Sigma Methodology has been a driving force behind improvements at GE and Motorola and is gaining ground in healthcare. The thrust of Lean Methodology is to reduce lead time and cycle time by eliminating the non-value-added components of a process. Lean Methodology focuses on optimizing flow, increasing speed, and reducing waste in the system. The most noted application of Lean Methodology is the Toyota Production System. Lean has also been gaining ground in healthcare. The complete

Lean Sigma course is conducted in three one-week sessions over the course of three to four months. Participants are expected to complete a Lean Sigma project at their own institution during the course.

The faculty includes:

Laura Winner, Lean Sigma Deployment Manager for Johns Hopkins Medicine

Rich Hill, Quality and Innovation Coach for Johns Hopkins Medicine

Greg Johnson, Director of Medtronic Process Solutions

Susan Frank, Medtronic's Lean Sigma Prescription for Healthcare Deployment Leader

This activity is intended for healthcare executives, physicians, nurses, hospital and medical office administration staff, industrial and management engineers, laboratory and specialized healthcare services staff, clinical staff, insurance company staff, pharmaceutical staff and all others interested in applying Lean Sigma methodology to a healthcare system.

Cost is \$10,500. All training takes place at Johns Hopkins in Baltimore, MD.

For more information or to register, call 410-955-2959 or visit

<http://www.hopkinscme.net/etrakwebapp/calendar.aspx> (type keyword "Lean Sigma" in the "Find a Course" tab).

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10. Prescription for Profit in the Life Sciences Supply Chain -- Workshop 12/8

PRAGMATEK Consulting Group is pleased to announce a special half-day workshop on Friday, December 8 (8:30-11:30 AM): "Prescription for Profit in the Life Sciences Supply Chain."

The complimentary session will enlighten participants about how organizations in the life sciences industries (hospitals, clinics, pharmaceutical manufacturers, medical device manufacturers, and health insurers) are acting on Gartner's imperative and overcoming their most pressing business issues. Hear how life sciences organizations are applying innovative ideas and proven methodologies to bolster their bottom line while improving quality and service delivery.

Hear how PRAGMATEK and Winthrop Resources have helped private-sector companies and life sciences organizations apply best practices in financial management and business process improvement to:

- \* Immediately reduce operational costs
- \* Build competitive advantage
- \* Better leverage technology
- \* Define metrics for data-driven measurement of success or progress
- \* Expose critical bottlenecks to efficiency

- \* Consolidate the best aspects of proven business improvement methodologies (Lean, Six Sigma, etc.) to drive cost out of the healthcare supply chain
- \* identify, scope, and prioritize process improvement opportunities

The session will be held at the Edina Country Club (Thornhill Room), 5100 Wooddale Ave, Edina 55424. Continental breakfast is available at 8AM, and attire is business casual.

Space is limited and registration is required. Call 612-333-3164 for more information or to register.

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11. Building a Business Case for Organization Change and Development -- MNODN  
12/5

The Minnesota OD Network (MNODN), an alliance partner of the Council, is pleased to announce its December 5 meeting: "Building a Business Case for Organization Change and Development." The session will be facilitated by John Johnson, principal consultant and president of Changmaking Systems, LLC.

John Johnson is one of the Twin Cities' most successful change consultants, blending his form of strategy development and organization change to enhance organizational effectiveness. For years he has built and maintained a healthy roster of local and national clients in all sectors of the economy made up of most sizes of organizations.

In this session, John will engage participants in a peer coaching/action learning process to apply marketing and business development insights he has mastered over the years to help OD professionals grow their practices, whether you are internal or external consultants.

Session format:

- \* Input/focus on business case marketing of OD
- \* Group ideation, marketing principles from participants' practices
- \* Formation into small groups/cafes with table tasks; participants consult with each other on the marketing issues presented in the tasks
- \* Group debrief

The discussion will be held December 5 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 Kathy Curran at [kmcurren@mm.com](mailto:kmcurren@mm.com).

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12. Globalization: Factors Influencing E-Learning Decisions -- MNISPI 12/8

Our world is getting smaller. Globalization impacts everyone. In today's environment, government, higher education, and corporations are becoming reliant on technologies to simplify their processes and train their employees. E-learning can train employees and help to meet the globalization challenges. What are the ways to implement a successful global e-learning solution?

The Minnesota Chapter of the International Society for Performance Improvement (MNISPI), an alliance partner of the MN Council for Quality, is pleased to announce their December event: "Globalization: Factors Influencing E-Learning Decisions." The session will be led by Greg Sales, PhD, President and CEO of Seward Learning Systems.

This workshop will examine the obstacles to implementing a successful e-learning program, what has worked in different organizations to overcome the obstacles, and how to generate strategies for achieving the desired solutions. Participants will learn from case studies and will learn to develop practical solutions that work. The session will be participatory. As a result of attending this workshop, participants will be able to:

- \* Recognize major obstacles to successful global e-learning implementations
- \* Develop strategies for addressing and overcoming identified obstacles
- \* Generate solutions to implementation problems

Greg Sales is an expert in technology-based training. His clients include Fortune 500 companies, the US government, retail businesses, medical establishments, and large universities. In addition to recommending customized training solutions for specific business challenges, Greg provides guidance in the development of a comprehensive e-Learning strategy to organizations seeking to improve training productivity while reducing costs.

The event will be held December 8. Registration, networking, and breakfast are 8AM. The workshop is from 9AM-12PM and will be held at Open Book, 1011 Washington Ave S, Minneapolis 55415 (located west of 35W at 10th and Washington). Cost is \$60 for MNISPI members and students, \$75 for affiliates (including Council members), and \$90 for nonmembers.

For more information or to register, visit [www.mnispi.org](http://www.mnispi.org) or email [contact@mnispi.org](mailto:contact@mnispi.org).

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13. Winona SHRM Holiday Party 12/12

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 holiday party on December 12 at Betty Jo's at 5PM. As more information becomes available, visit <http://winona.shrm.org/>.

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14. Next MN Facilitators Network Meeting 1/4/07

The Minnesota Facilitators Network (MNF), an alliance partner of the Council, is pleased to announce their next meeting is Thursday, January 4, 2007, from 5:30-8:30 PM at the St. Paul Area Council of Churches (1671 Summit Ave W, St. Paul 55105). The topic and speakers will be announced shortly, but mark your calendars. For more information, visit <http://www.mnfacilitators.org/>.

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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 [http://events.cce.umn.edu/events/section\\_detail.aspx?sect\\_key=179132&cluster\\_cd=WB15](http://events.cce.umn.edu/events/section_detail.aspx?sect_key=179132&cluster_cd=WB15)

Other day courses offered by the University of Minnesota include:

- 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

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.

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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:

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  
1/4 Algebra Review, \$895  
1/10 Six Sigma Champion Training, \$1795  
1/11 Interpersonal Communication, \$695  
1/15 Lean Thinking and Medical Practice Operations, \$320  
1/18 Mini MBA® in Health Care Management, \$1995  
1/19 Mini MBA® for Nonprofit Organizations, \$700

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

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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):

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

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