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*Minnesota Council for Quality Stakeholder Update*  
*December 2002*  
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1. A Message from the President: A Time for Innovation

I do not need to tell you that times are tough for all organizations today. For nearly two years, organizations have been taking action to improve performance: many have laid off employees, enacted hiring freezes, tightened budgets and reduced spending, sold business units or other assets. But much of this activity has a) been reactive and b) focused primarily on the expense side of income statement.

However, I am now beginning to see a change in organizational behavior – from that of reactive to proactive, from that of expense control and budget tightening to revenue growth and innovation. And I'm optimistic about the long-term implications of this shift, because organizational innovation can lead to sustainable, healthy growth.

But what exactly is corporate innovation? Well, it is not as “touchy-feely” as you might imagine. A core value of the Baldrige Criteria, innovation means “making meaningful change to improve an organization’s products, services, and processes and to create new value for the organization’s stakeholders. Innovation should lead your organization to new dimensions of performance. Innovation is no longer strictly the purview of research and development departments, but rather is important for all aspects of your business and all processes. Organizations should be led and managed so that innovation becomes part of the culture and is integrated into daily work.”

So, innovation becomes a value within organizations – it becomes part of the fabric of an organization’s culture. It can (or should be) found in an organization’s training, in its new employee orientation, in its strategic goals and action plans, in employee reward and recognition systems, in the design of its work and jobs, and in its new product/service

design and delivery processes. Innovation is a climate within organizations – set by, communicated, and reinforced by leadership. It is a way of doing business. It gets recognized, rewarded, shared across units or areas, and integrated in to future products, services, and processes. And it drives results. Consider 3M’s long list of innovative product designs over the years, or Medtronic’s successful medical technologies, or Mayo’s continued new applications of treatment and research.

In a period of a challenging marketplace, oftentimes the inclination is to react by cutting costs, streamlining operations, and laying employees off. However, the more productive, healthier, more sustainable thing to do is to proactively set a climate, goals, and plans to create a culture of innovation, creativity, and growth. For more information on using innovation to drive results, see Article 4 below.

Wishing you and yours a happy holidays,

Brian Lassiter  
President, MN Council for Quality

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2. Malcolm Baldrige National Quality Award 2002 Recipients Announced

President George W. Bush and Commerce Secretary Don Evans recently announced three recipients of the 2002 Malcolm Baldrige National Quality Award, the nation's premier award for performance excellence and quality achievement. For the first time in the history of the Baldrige awards, a winner was named in the health care category.

The 2002 Baldrige Award recipients are: Motorola Inc. Commercial, Government and Industrial Solutions Sector, Schaumburg, Ill. (manufacturing category); Branch-Smith Printing Division, Fort Worth, Texas (small business category); and SSM Health Care, St. Louis, Mo. (health care category).

"The three 2002 Baldrige Award winners are role models of world-class excellence, and they have achieved extraordinary results. The men and women of these organizations represent the highest ethical standards in public responsibility and corporate stewardship. I am particularly pleased to join the President today in announcing a first-time winner in health care," said Evans. These three organizations are expected to receive the Baldrige Award in a ceremony in Washington, D.C., early next year.

The Malcolm Baldrige National Quality Award is given to U.S. organizations that have exemplary achievements in seven areas: leadership, strategic planning, customer and market focus, information and analysis, human resource focus, process management, and results. All applicants for the Baldrige Award undergo a rigorous examination process; final-stage applicants receive about 1,000 hours of review and are visited by teams of examiners to clarify questions and verify information. Each applicant receives a report citing strengths and opportunities for improvement. For more information the Baldrige Program or this year’s recipients, please see [www.baldrige.org](http://www.baldrige.org).

The Minnesota Quality Award, administered by the Minnesota Council for Quality, is the state's version of Baldrige. For more information on the Council's assessment process, please email [mc4quality@aol.com](mailto:mc4quality@aol.com).

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3. 2003 Evaluator Training Dates Scheduled; 2003 Criteria for Performance Excellence Released

The Minnesota Council for Quality has set dates for the spring Board of Evaluators training. New Evaluator applications are due Friday, February 21 and orientation training is Tuesday, March 4. Applications for returning Evaluators are due Friday, March 21 and training is scheduled for April 1-3. Times and locations will be released next month. If you are interested in learning more about the benefits of becoming an Evaluator or would like a 2003 application, please email the Council at [mc4quality@aol.com](mailto:mc4quality@aol.com).

In addition, the Baldrige Office has released the new 2003 Criteria for Performance Excellence. This year, there are quite a few changes to the Criteria, including an increased emphasis on ethics, additional focus on knowledge management, and some changes in process management and results. For the actual Criteria, please see [http://www.quality.nist.gov/Business\\_Criteria.htm](http://www.quality.nist.gov/Business_Criteria.htm). Minnesota Quality Award Criteria, nearly identical to the Baldrige Criteria, will be available early next month.

For organizations interested in an evaluation next year, attending the one-day orientation training March 4 is a great way to learn about the changes in the 2003 Criteria. For more information, please contact the Council at [mc4quality@aol.com](mailto:mc4quality@aol.com).

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4. The Innovation Equation: Using Innovation and Creativity to Improve Organization Performance: PIN Discussion 1/9

As today's business challenges become increasingly difficult to manage, organizations need innovative solutions to stay competitive. They need to move beyond current business practices to find new ways of doing business that will help ensure future success. The Performance Improvement Network (PIN) is pleased to present Mr. Paul Brown, Director of Organization Development (OD) at Kern, DeWenter, Viere, Ltd, and Dr. Jacqueline Byrd, President of the Richard Byrd Company, at our January 9 discussion. In this session, the speakers will talk about how to *assess* innovative strengths of each organizational contributor, how to *activate* the seven creativity and risk-taking drivers that impact capacity to innovate, and how to apply innovation and creativity to you – both personally and/or in your organization.

The discussion is from 8:00-9:00 a.m. on January 9 (networking and continental breakfast at 7:30) in downtown Minneapolis (location to be determined). For more information, visit [www.improvementnetwork.org](http://www.improvementnetwork.org) or email [lassiter\\_brian@hotmail.com](mailto:lassiter_brian@hotmail.com).

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5. Using Branding as a Strategic Tool: MSLF on December 17

The Minnesota Strategic Leadership Forum (MSLF), a partner of the Minnesota Council for Quality, is pleased to announce that Sue Lowum, vice president of Brand Strategy and Research at Yamamoto Moss, will speak at their December 17 discussion. Ms. Lowum will discuss the importance of developing a strong brand, of innovative approaches to discovering an organization's brand personality and attributes, and of creating a solid brand strategy.

The event will be held at the Minneapolis Campus of St. Thomas, 1000 LaSalle, Room TMH 204 A/B. Registration is 7:00 a.m, buffet breakfast at 7:30 a.m., speaker begins at 7:45 a.m., and Q&A is at 8:45-9:00 a.m. Cost is \$25 (\$15 for MN Council members). For more information or to register, please visit [www.slf-minnesota.org](http://www.slf-minnesota.org) or email [keith@hornbacherAssociates.com](mailto:keith@hornbacherAssociates.com).

MSLF's January 28 topic is "Strategic Skills for Corporate Officers," facilitated by Henry May, Regional Consultant with The Gartner Group.

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6. Achieving Business Excellence: January 29-30 (Rescheduled & Discounted)

The recent economic downturn means that the need for systemic change and improved organizational performance has never been greater. But, with so many quality and improvement tools out there -- like Six Sigma, Baldrige, and Balanced Scorecard -- which one should you select? And how do you use these tools to actually effect change?

The University of Minnesota's College of Continuing Education, in cooperation with the Minnesota Council for Quality, is offering a two-day course "Achieving Business Excellence: Quality 101." The course has been rescheduled for January 29-30 in St. Paul. The highly interactive course will explore some of today's contemporary quality and business improvement frameworks, will outline the strengths and limitations of each, will show how they overlap, and will demonstrate how they can be applied to your organization or department.

We are also pleased to announce that Council members will receive a \$100 discount for this course (\$795 instead of \$895). Please enter Code X027 on your registration form. For more information on the course or for a full course description, please see [www.cce.umn.edu/business](http://www.cce.umn.edu/business) or email [jhawkins@cce.umn.edu](mailto:jhawkins@cce.umn.edu).

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7. Century College Winter Curriculum Announced: Discounts for Council Members

Century College's Continuing Education and Customized Training, a partner of the Minnesota Council for Quality, has announced its winter course curriculum. Providing a

full array of training for quality professionals, Century will offer the following 13 courses:

- \* ASQ Certified Quality Manager (CQM)
- \* ASQ Certified Quality Auditor (CQA)
- \* Quality 101: ASQ Foundations of Quality
- \* ISO 9000-2000 Overview
- \* Internal Quality Auditor
- \* Print Reading for Manufacturing, Geometric Dimensioning & Tolerance (Basic and Advanced, two courses)
- \* Certified Mechanical Inspector Review
- \* Gage Calibration Methods
- \* ISO 9000-2000 Transition
- \* ISO 9001:2001 Lead Auditor Course
- \* ISO 9001:2000 Internal Quality Auditor
- \* ISO 14001 Accredited Environmental Systems.

Some courses begin in January and the winter term runs through May. In general, all employees of Council member organizations are entitled to a \$40-50 discount on each course. For more information, including timing, course descriptions, instructor bios, and cost, please contact Elaine Wallin at 651-779-3270.

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8. Please Help Us Build the Improvement Clearinghouse

As you may know, the Council is in the final stages of creating an improvement Clearinghouse, a web-enabled tool that will provide information and resources for improving organizational performance -- information such as whitepapers, articles, links to other sites, benchmarking resources, and announcements. The Clearinghouse is intended to be a comprehensive resource center for organizations desiring information on improvement frameworks, techniques, and tools.

The Clearinghouse will be ready for testing in January, but we are still populating it with content. Many of you have already contributed material to the Clearinghouse -- and we thank you. But we would like to invite the rest of you to provide your favorite -- or most helpful -- improvement material. Specifically, we are looking for improvement-related:

- \* articles,
- \* white papers, and
- \* website links.

We are looking for any material that addresses improving organizational performance, including (but not limited to): leadership, strategic and action planning, customer satisfaction or customer relationship management (CRM), performance measurement (including the Balanced Scorecard), information and knowledge management (including technology effectiveness), human resource (hiring, training,

rewarding/recognizing), process improvement and management, lean manufacturing, Six Sigma and Statistical Process Control (SPC), SEI Capability Maturity Matrix, ISO quality systems, Baldrige, or other appropriate topics.

Please forward the material (including the author and author/publisher contact information, if known) at any time. You may either email the content to [mc4quality@aol.com](mailto:mc4quality@aol.com), or mail to the Minnesota Council for Quality, Box 13033 Ridgedale Drive, Box 156, Minnetonka, MN 55305. Thank you for helping us build a tool that helps your organization!

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#### 9. Improving Quality in K-12 Education: MAEF Leadership Academy January-April

MAEF's Education Quality Leadership Academy's next cohort begins after January 2003. The Academy is a 5-day series spread over 4-5 months. The curricula addressed how education sites can advance from learning about quality to applying quality principles to achieving higher levels of results. Sessions address the Baldrige criteria and how to measure your site's performance using the Baldrige organizational rubric; how to lead and manage change, using the principles of highly acclaimed Change Leader Rosabeth Moss Kanter from the Harvard School of Business; how to understand and configure improvement teams based on personality preferences and styles; how to develop a measurable Strategic Plan and Scorecard. The Academy uses an interactive case study approach that combines learning with doing. Each small group activity generates a clear end-product for your team and its design is coached by the Academy faculty, Kathy Jenson, Owen Heiberg, Zona Sharp-Burk, Gary Floss, and guest speakers. For more information, contact the Center for Educational Performance Excellence at MAEF: [zsharp@MNAEF.org](mailto:zsharp@MNAEF.org).