

Join the ASQ
Section 1216
Group on
LinkedIn

<http://www.linkedin.com/groupRegistration?gid=2451778>

Quotes:

Formula for success: Rise early, work hard, strike oil.

— J. Paul Getty

It's a funny thing about life; if you refuse to accept anything but the best, you very often get it.

— Somerset Maugham

Failure is the opportunity to start again more intelligently.

— Henry Ford

A man who smiles when things go wrong has thought of someone he can blame it on.

— Murphy's Laws

Quality Link of the Month:

<http://www.army.mil/ArmyBT/KC/focus/cpi/tools3.htm>



February Meeting: Lean Six Sigma at Mayo Clinic

Location: Stony Creek Inn & Conference Center
3060 South Kinney Coulee Road
Onalaska, WI (ph: 608-781-3060)

When: Tuesday, February 16, 2010 at 5:30 PM

The February meeting will feature a presentation on Lean Six Sigma by Chris Schieffer from the Mayo Clinic. The presentation will cover:

- The Mayo Clinic Quality Construct
- Quality as a business strategy
- Mayo Clinic's Value Equation: Value = Quality (safety + service + outcomes) / cost over time
- Applying Lean Six Sigma in healthcare
- Current major initiatives at Mayo Clinic
- Select case studies in our application of Lean Six Sigma
- Creating "Mayo Quality Fellows"
- Spreading best practice
- Tracking measures supporting strategic objectives

Chris Schieffer serves as the Section Head for Quality Management Services at Mayo Clinic in Rochester, Minnesota. He joined Mayo in September 2006 as a Quality Improvement Advisor within Quality Management Services, facilitating improvement through teaching, consultation, and guiding teams. Chris is a commissioned officer in the Air National Guard, and a member of the faculty of Augsburg College in the Department of Business-MIS where he teaches in the MBA program.

Chris earned a BS in Electrical Engineering and an ME in Systems Engineering from Iowa State University. He is a member of ASQ, the Project Management Institute, and a certified Theory of Constraints "Jonah." His areas of interest include problem solving, conflict resolution, project management, data integrity, complex visualization, simulation, automation, and various methodologies of improvement, including Six Sigma, lean thinking, and the Theory of Constraints.

Following the presentation, Section members will have a buffet dinner of tossed green salad, baked chicken, baked potato, green beans and baby carrots, dinner rolls, and homemade chocolate cake.

Pay for this meeting and other events with **PayPal**[™] on the section website: <http://asq1216.homestead.com/SectMtgs.html>

ASQ Member Unit Satisfaction and Loyalty Study Open

All ASQ members can provide feedback on how well their Division, Forum, or Section serves their needs. We appreciate your participation in this survey. Your answers will be kept confidential and reported only in the aggregate. ASQ headquarters sent email invitations or postcards to eligible members beginning January 5. The study will be open through *February 28*. As a thank you, participants will be entered into a drawing to win one of eight \$25 ASQ Bucks.

To participate, please visit <http://www.marketprobe.com/svy/ASQ/ASQsurvey.asp>

ASQ Certification Exam Dates: <http://www.asq.org/certification/dates.html>
Recertification Information: <http://www.asq.org/certification/recertification/index.html>

Future of Quality Dialogue: ASQ-Baldrige National Quality Program

ASQ and the Baldrige National Quality Program co-hosted the first Future of Quality Dialogue at the headquarters of the National Institute of Standards and Technology (NIST) in Gaithersburg, Maryland, June 24, 2009. The dialogue, developed by Harry Hertz, Baldrige Program director; Roberto Saco, ASQ chair; and Paul Borawski, ASQ executive director and chief strategy officer, had surfaced as an idea over many years of partnership between ASQ and the Baldrige Program.

The agreed-upon objective for the event was “To gather as a diverse group of thought leaders to discuss the new directions that quality and organizational performance excellence must forge in the decade ahead to create a beneficial and lasting impact in business, industry, healthcare, education, and society—locally, nationally, and globally.”

Discussion Takeaways

ASQ’s Saco opened the dialogue by asking a series of questions: Are we on the brink of revolutionary breakthrough in various technologies? How does sustainability play into the drive for performance? Do we need to sacrifice performance for other priorities? What have recent crises (financial and economic) taught us about quality?

A summary of takeaways and insights shared by group members follows:

- The group struggled to define “quality,” yet shared a sense that quality values/principles are desperately needed. Some suggested that a follow-on effort could include drafting foundational principles around quality for the 21st century.
- A focus on quality and performance excellence relevancy tied to the total customer experience could be a driver that, in turn, would make quality and performance excellence relevant to executives. As one attendee noted, “There is a whole new frontier to get companies to understand the experiences they are delivering to customers....[Quality management] sciences of the past are important but not sufficient to take us where we need to go.”
- Quality and organizational performance excellence need a “messenger” who understands “what Baldrige and ASQ can offer and who has a foot in the executive office,” as one participant put it. The times and challenges call for heroes who can make quality and performance excellence inspirational as well as relevant and personal.
- One attendee pointed to the “need for entrepreneurs” who have demonstrated success with the Baldrige journey: “We’ve got to make them heroes, to inspire our country to want to be like them. The news does not get out. The leaders, the great stories, just don’t get out there. We need to better market the heroes of the quality future.”
- Championing the opportunity to “convert” those “not engaged in quality improvement disciplines,” the group listed several “targets of change,” including educators, the healthcare industry, enterprise and government employees, elected officials, and the general public.
- With the challenges and opportunities of globalization and innovation in the 21st century, quality and performance excellence must forge ahead in light of low labor costs in some areas, environmental considerations, differences in markets and cultures, new job markets, and industry reinventions. Quality can harness social responsibility trends and use the momentum, taking advantage of the online infrastructure to deliver excellent products, services, and experiences. However, finding the time and resources to think about and plan for quality in the long term while fighting daily fires can present a challenge.
- A sense of urgency and heightened attention to quality and organizational performance excellence is required and timely. In the words of one participant, echoed by others, ASQ and NIST face important paths to their futures: ASQ and NIST can “create a crisis to scare management into doing the right thing, or ASQ and NIST [can] create a compelling vision in which management cannot ignore the option of moving towards quality.” The group counseled the organizations to “distinguish between vision and hallucination.”

Co-host Hertz concluded by noting, “As we look to the future, the role of the quality professional and organizational performance excellence criteria is to help organizations face reality, think strategically, and implement efficiently and effectively, with the customer and other key stakeholders in mind.” He added, “Success will not be defined by financial data alone. Success will be driven by how well we accept and address challenges of innovation, customer and employee engagement, globalization, and societal responsibility.”

For more information on this discussion, please visit: <http://www.asq.org/2008-futures-study/index.html>

8 Dimensions of Excellence, Customer Voices, and Measuring Satisfaction

Wisconsin Forward Award is pleased to join six thought-leading societies from Alberta to Vermont in bringing you the top expert in customer-centered excellence, Robin Lawton. Rob is also a best-selling author who was recently ranked #1 of 88 speakers by an international organization. See him on Google and his 5-star rated book on Amazon, "Creating a Customer-Centered Culture: Leadership in Quality, Innovation & Speed".



Customers expect even more of us in tough times. Good thing you can meet the challenge without leaving your desk by attending the energizing and practical 3-part web-based series on Leadership in Excellence and Customer Focus. Attend one or more of these related events at noon-2 PM Eastern:

March 12: "ACHIEVING 8 DIMENSIONS OF EXCELLENCE: How to align strategy, service and measures with customer priorities"

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. This presentation will enlighten, inspire and equip you to get all 8 cylinders working together like you never thought possible.

This entertaining, provocative and pragmatic session is for change leaders wanting to go beyond tactical process improvement and focus on strategic outcomes customers (and competitors) will notice. Your top-rated speaker and author, Robin Lawton, presents leading edge concepts which are especially suited for your 21st century Knowledge Age work, NOT industrial practices. He provides you with new tools and outlines an eminently practical way to:

1. Describe customer priorities along four main dimensions
2. Connect them to mission-driven strategy & daily work
3. Balance eight (8) areas of performance and related measures.
4. Integrate and leverage existing improvement initiatives

March 19: "THE 12 VOICES OF THE CUSTOMER: How to uncover, translate & deliver what customers want"

You'd never tolerate multiple answers to the math problem, $7+5=X$. We've had years of math training, but little or none in linguistics. The ambiguity of our language and weak linguistic discipline remains a largely untouched challenge. This course supplies the needed rigor. You'll see how both improvement and innovation opportunities become unavoidably obvious.

Success in challenging times is more dependent than ever on understanding and delivering what customers want. But the well-meaning notion that we should listen to "the voice of the customer" is an insult to our intelligence. Everyone knows there is no such thing as the customer. This necessarily means there must be more than one voice to listen to. Yet we can make potentially fatal assumptions about (1) who "the customers" really are, (2) what questions to ask, (3) how to prioritize their answers and (4) how to define and measure success.

Don't even think about conducting a voice of the customer project, commissioning a customer survey or designing new services without the innovative framework and tools provided in this session. You'll learn a refreshing new way to uncover and translate the mind of the customer in ways you never thought possible, including how to:

- Create the strategic framework for your VoC initiative
- Consider the 7 most common ways to collect customer needs
- Avoid the ten most frequent failures of satisfaction surveys
- Determine who your customers really are in every context
- Ask the three "word formulas" that always uncover priorities
- Translate squishy perceptions into objective measures and innovative alternatives
- Connect customer satisfaction, product design and growth

April 16: "MEASURING SATISFACTION: With and Without Surveys"

If you get excited by calculating the velocity of a projectile with a known mass when a specific foot-pound of force is applied for seventeen minutes, this session is not for you. You are already a rocket scientist. For those of us mere mortals who simply want to use measures to connect enterprise performance, customer success and knowledge work, this session is perfect.

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As a change leader charged with the development and deployment of satisfaction surveys, performance measurement systems, or new product/service design, you will appreciate the humor and practical application that make an otherwise dry and technical topic fun and personally relevant. Common challenges this session will help you address:

- Surveys which ask the wrong questions at the wrong time of the wrong people for the wrong reasons, leading to misguided or limited improvement efforts
- Strategic objectives that look more like milestones or glorified to-do's than numerical measures of success, omitting important customer priorities
- Employees who don't understand or can't personally relate their daily work to enterprise strategy or customer satisfaction
- Performance measurement that invokes thoughts of boredom, depression or escape
- Squishy customer perceptions which appear to defy translation into objective, unambiguous measures
- Expensive knowledge work that is poorly measured (if at all)

Register more than 7 days before webinar for the Early Bird price, as ridiculously low as \$75/person per event at <http://www.imtc3.com/events/UpcomingEvents.cfm> (using your Friends of Forward-related promotion code on the registration sheet). If you are not currently one of our Friends of Forward, this is a great time to join and begin getting discounts on superb programs like this.

These interactive events are designed to introduce you and your team to new ideas and actually put them into practice during the session. To discuss how the webinar content will be personally relevant to you please call Robin Lawton's office at 941-907-0666

The principles and tools you will learn enabled organizations to save millions, jump from the middle of the pack to #1 in satisfaction and win state Baldrige Awards in record time. Those who drive these successes are heroes. Learn how!

18th National Quality Education Conference

November 7-9, 2010 • Rosemont (Chicago), IL

Call for Presentations

Conference Convenes: Sunday, November 7, 2010, 8:00 a.m.

Conference Concludes: Tuesday, November 9, 2010, 11:00 a.m.

The steering committee of the National Quality Education Conference (NQEC) invites the submission of presentations for the 18th NQEC, November 7-9, 2010, Rosemont, IL.

Purpose

The purpose of NQEC is to provide teachers, administrators, support personnel, and other stakeholders opportunities to examine continuous improvement principles that have been successfully used in education. Initial implementation is essential, but developing the capacity and systems to sustain the effort over time is what will make the true difference in how all stakeholders view continuous improvement in education. This conference is designed to establish and cultivate a market place of ideas in which proven methods of implementation and sustainability can be explored. In addition, previous attendees at the NQEC have found support, tools, and strategies to improve the processes they engage in and the results they achieve.

Benefits of Presenting

Exposure and positive promotion of your school's, district's, or company's achievements and ideas.

Recognition as a contributor to the premier conference on quality education.

Networking with professionals in your field.

One complimentary registration for the primary speaker.

Co-speaker rate registration (\$375.00) for up to two co-speakers. evaluation process for each of the recipients included about 1,000 hours of review and an on-site visit by a team of examiners to clarify questions and verify information in the applications.

For more information on submitting a presentation, please visit: <http://nqec.asq.org/call-for-presentations/>

The Minnesota Quality Award

Although the primary goal of our assessment is learning and improvement, we also recognize levels of performance excellence to eligible organizations through the Minnesota Quality Award.



Established in 1991, the Minnesota Quality Award is given to organizations that successfully complete a full assessment using either narrative-based or survey-based approach. Since 1991, 105 organizations have been recognized (listed below). We have four Award levels, intended to recognize organizations at the appropriate stage of their improvement journey:

Commitment

Organizations recognized at this level have demonstrated commitment to self-assessment as a catalyst for improvement and a means of promoting organizational excellence. They are in the early stages of developing and implementing approaches to address criteria requirements and obtaining results.

Advancement

Organizations recognized at this level have demonstrated progress in building and deploying systematic approaches responsive to the basic requirements of the criteria. Approaches for leadership, strategic planning, and customer and market focus are fully systematic, and the organization is demonstrating many good results.

Achievement

Organizations recognized at this level have established sound, effective approaches responsive to the overall requirements of the criteria. They are generally aligned throughout the organization and demonstrate some evaluation and refinement. They also demonstrate good results and trends for most areas important to their business requirements, with no major faults.

Excellence

Organizations recognized at this highest level have demonstrated organizational excellence relative to the multiple requirements of the criteria. These organizations show refined, fully deployed, systematic approaches, with positive trends in all key measures and results. They are well integrated and can serve as national and global role models.

If you would like to learn more about the Criteria, our assessment process, or the Minnesota Quality Award, please visit http://www.councilforquality.org/assess_org_award.cfm. We hope we can help you on your improvement journey.

ASQ Report: Innovation and Quality – A Marriage That Works Companies Take Fresh Approach to Balance Ideas, Efficiency

Milwaukee, Wis., January 27, 2010—Despite recent news reports to the contrary, quality processes are not stifling creativity at major U.S. corporations. In fact, some highly profitable companies are using unique approaches to strike a balance between efficiency and innovation, according to a new report released today by ASQ (American Society for Quality), www.asq.org.

In the report, ASQ profiles two major companies—DuPont and Procter & Gamble—well-known industry innovators that have taken steps to fully integrate the creativity-generating functions of R&D and product development with regular process management structures and practices.

DuPont uses a variety of Six Sigma methods as well as Stage-Gate®, a carefully designed business development process that encourages both consistency and speed. The aim is reduced waste in the design, development and commercialization of new products.

"There's no reason why Six Sigma should hamper innovation—if used properly," said Liz Keim, past president of ASQ who coaches businesses in quality management. "Companies need to understand that quality process tools aren't appropriate for all pieces of a job and should carefully analyze where they can best benefit the bottom line."

P&G maintains that a major driver of its innovation is a unique mix of quality processes that provide structure. Two major examples are Future Works, an organization of multidisciplinary teams that seek innovation opportunities outside of existing business units, and Corporate Innovation Fund, which focuses on high-risk, high-reward ideas.

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"More than any other factor, systems are the way we avoid dependence on 'eureka!' approaches to innovation," said Robert McDonald, P&G chief operating officer. "We select innovation projects, allocate resources and ultimately bring the best innovations to market with highly disciplined processes and systems."

The following are tips for businesses that are working to balance quality processes and innovation:

- Keep things in perspective: Quality is broader than Six Sigma, and innovation is broader than breakthrough invention.
- Innovation occurs in social systems. Treat it like a team sport involving real-life interactions of multitudes of real people.
- Go outside the boundaries of your own organization for innovation insights. Collaborate with customers, suppliers, business partners, and academia.
- Think of innovation not as a series of unrelated eureka moments, but rather as a process—a change process that can be managed with familiar change management and quality management methods.
- Establish a widespread culture of innovation in your organization. And build innovation-enhancing capabilities throughout a customer-centered value stream.
- Challenge the common assumption that innovation is inversely related to structure. Common knowledge will give you only common results no different than what everyone else is doing.
- Encourage divergent thinking during ideation and convergent thinking during development.

To view the complete report *Fresh Thinking on Innovation and Quality*, visit www.asq.org/2010/01/innovation/fresh-thinking-on-innovation-and-quality.pdf.

ASQ Offers Free Outsourcing and Supply Chain Webinars

Milwaukee, Wis., December 17, 2009—With the economy driving organizations to slash budgets—including professional development dollars—ASQ (American Society for Quality) is offering an opportunity to continue professional growth with two new free on-demand webinars. The webinars, titled "Quality in Outsourcing" and "Improving Supply Chain Management," are available for downloading in the Manufacturing section of the ASQ Web site at www.asq.org/manufacturing/why-quality/overview.html.

Quality in Outsourcing

Senior Quality Manager and Six Sigma Master Black Belt Govind Ramu shares how developing a body of knowledge dedicated to quality in outsourcing will strengthen processes and help companies exceed expectations in today's global economy.

Improving Supply Chain Management

Tara Holloway of Graham Packaging Company will explain how her organization implemented a supply chain management system that captured actionable information, reduced costs and improved overall process and product quality.

Ford CEO Mulally Headlines ASQ World Conference

Keynotes Include Founders of Travelocity, The Geek Squad

Milwaukee, Wis., November 30, 2009—Saving jobs by reducing waste and the costs associated with it; preventing food recalls; and saving lives by reducing patient errors can be achieved by expanding the reach of quality. Professionals from around the globe will have the opportunity to knowledge-share and learn new skills at ASQ's (American Society for Quality) World Conference on Quality and Improvement May 24-26, 2010, in St. Louis, Mo.

Hot topic sessions

In addition to marquee-name keynote speakers, the conference content—comprised of more than 90 breakout sessions—is designed to create, promote and expand the reach of quality on a global scale, through five focus areas: new applications for proven quality tools; quality in a global economy; making the case for quality; quality basics; and social responsibility. Sessions will cover topics crucial to a variety of industries including traditional manufacturing, healthcare, government, financial services and many more. Sessions are available for the novice to the expert.

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Four Conferences for the Price of One

Once again, attendees are able to attend three other "mini-conferences" that will be held concurrently with the ASQ World Conference, all for one registration fee:

- Institute for Software Excellence – 9 sessions
- Quality in Sustainability Conference – 12 sessions, 8 workshops and 1 keynote
- Institute for Continuous Quality Improvement – 12 sessions, 9 workshops and 2 keynotes

For more information visit:



<http://wcqi.asq.org/>

2009-2010 La Crosse - Winona ASQ Section 1216 Board

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