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*Minnesota Council for Quality Stakeholder Update*  
*October 2003*  
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1. A Message from the President: Does Your Scorecard Measure Up?

The “Balanced Scorecard” – first conceived by Robert Kaplan and David Norton in the early 90s – is still one of the most popular management frameworks in use today. About 3-4 years ago, the Gartner Group estimated that at least 60% of Fortune 1000 companies had scorecards in place. Today, my sense is thousands of smaller businesses are using scorecards and many non-businesses (non-profits, schools, government agencies, hospitals, and so forth) have implemented them.

If you are not familiar with the concept, a balanced scorecard is a collection of financial and non-financial measures that represent – indeed “balance” – the needs of various stakeholders. The four perspectives of the traditional scorecard are financial, customer/market, internal process, and innovation and learning. Managers identify measures in each of the four perspectives, connecting them into a series of cause and effect hypotheses that they can then test with actual performance data. The intent of the scorecard is to: 1) help managers make data-based decisions rather than decisions based only on intuition, 2) communicate organizational priorities to all stakeholders, and 3) help leaders manage and align their organizational “system” by helping them understand the various connections between stakeholders, processes, and action plans.

But I personally feel that many organizations stop short of maximizing the real value of the scorecard. You see, the balanced scorecard is not just a collection of non-financial measures (though that is a valuable feature of the tool). Instead, the scorecard should be a reflection of an organization's strategy and priorities. Managers should select a measure only if it represents – or impacts – a key organizational goal. So just having a non-financial measure on the scorecard because it was easy or convenient to collect is not

a good criterion for inclusion; indeed, organizations should make a genuine effort to identify those indicators that truly monitor their progress towards strategic objectives. Not only will the scorecard then have more meaning, but it will also be more powerful as a management tool for making decisions, adjusting action plans, and validating strategic assumptions.

If you would like to learn more about how to implement a balanced scorecard in your organization (or department or team), consider attending the U of M's scorecard course (see Article 8 below). Or visit our improvement Clearinghouse (<http://www.councilforquality.org/improve.cfm>) to find articles, white papers, links to scorecard websites, and a listing of training and events on the scorecard.

Yours in Improvement,

Brian S. Lassiter  
President, MN Council for Quality

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2. Recognizing the 2003 Board of Evaluators Fall Class

The fall training session for our 2003 Board of Evaluators was completed last month at Medtronic Energy and Component Center in Brooklyn Center. Training was conducted by Dr. Mark Blazey.

The following 27 individuals successfully completed training and have joined the 2003 Board of Evaluators:

Vicki Albu, Minnesota Department of Public Safety; Ted Amundson; Ken Athmann, Micro-Tech Hearing Instruments; Scott Bolin; Mary Ann Bucher, Unisys; Michelle Carlson, Alliant TechSystems; Mike Choi, North Memorial Health Care; Bob Christenson, Medtronic; Lorraine Cummings, UCare Minnesota; Jim Cushing, Unisys; Myron Dummer, Winland Electronics; Deb Fischer, Mayo Clinic; Jim Hill, Nuclear Management Company; Pete Hogerton, 3M; Jim Holthaus, Nuclear Management Company; Dave Mallinder, Colder Products; Ken McCormick, Hennepin County; John Mestad, Nuclear Management Company; Sylvia Rolfs, Rolfs & Associates; Mary Sather, Cargill; Hal Schroer; Alicia Spindler, Unisys; Jay Stroebel, Minnesota Department of Administration; Jackie Vaale, Unisys; Dan Waters, Quality Process Solutions, Inc.; Russell Williams, US Army Corps of Engineers; and Chris Zabel, Bethel Lutheran Church.

We would like to offer a special thank you to Medtronic for their in-kind donation of the use of their facilities and Unisys for their donation of printed material. Your contribution is greatly appreciated!

Dates for 2004 Evaluator training will be announced next month.

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3. Recognizing Third Quarter Members; Allina Hospitals & Clinics and Xcel Energy

The Council would like to recognize 42 organizations and individuals who joined or renewed their membership in the third quarter. Special recognition goes to Allina Hospitals & Clinics and Xcel Energy for joining as a Sponsoring Members. As such, Allina's and Xcel's contributions help support more affordable memberships for individuals and smaller organizations. "Xcel has been a long-time supporter of the Council's mission dating back to the early 90s as NSP," says Brian Lassiter, president of the Council. "We thank them for their continued support. And Allina is keenly interested in improving their performance and quality, and therefore is very supportive of our mission and services. As several health care providers begin to use our improvement tools, we welcome Allina as a leader in their sector."

In addition to Allina and Xcel, these individuals and organizations became members last quarter (asterisks indicate renewal members):

Accomplir LLC, Hackensack  
Bethel Lutheran Church, Rochester\*  
Tim Bloudek, Eden Prairie\*  
Cargill Business Excellence Department, Minnetonka  
Celestica-Minnesota, Rochester  
Chaska District 112 Admin Team, Chaska\*  
Colder Products, St. Paul\*  
David Cowan, Mankato  
Db Ink, Big Lake\*  
Direct Response Insurance Administrative Services, Inc. (DRIASI), Chanhassen\*  
Douglas Watsabaugh Consulting, Eden Prairie  
Kathleen Ganter, Minneapolis  
Gary Floss, New Brighton\*  
Governor's Council on Development Disabilities (DD Council), St. Paul\*  
Hennepin County District Court Administration Dept, Minneapolis\*  
Huberty Performance Learning, Minneapolis\*  
Diana Huseh, Minneapolis\*  
George Karayianes, Eden Prairie  
Logic Opera, Minneapolis  
Micro-Tech Hearing Instruments, Plymouth\*  
Minnesota Army National Guard Corporate Office, Cottage Grove\*  
Robert Mitchell, Maplewood  
PDI Organizational Solutions Group, St. Paul  
PDP Services, Richfield\*  
Quality Culture Institute, Rochester\*  
Quality Software Technologies, Rochester  
Quest Analytical, Inc., Eden Prairie\*  
Rewarding Reporting, Inc., Eden Prairie  
Rochester Area Math and Science Partnership (RAMSP), Rochester\*

S Mark, Inc., Oakdale  
Schwarz Williams Companies, Inc., Golden Valley  
Strategic Innovation Partnerships, St. Paul\*  
SW & Associates, Minneapolis  
Tetra Pak Carton Chilled Inc. IQe Department, Minneapolis  
University of Minnesota - Duluth ASSL, Duluth\*  
University of Minnesota College of Continuing Education, St. Paul  
US Army Corps of Engineers, St. Paul District, St. Paul  
Winona Health, Winona  
Woodruff Company, Rochester  
Words at Work, Minneapolis\*

We thank all members for their support. As of September 30, the Council represents a growing community of 121 members representing over 58,000 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: you get recognition (in this newsletter, in press releases, on the website, and with a certificate/letter); you get discounts to Council services (Evaluator training, organization assessments); you get access to Council services (Clearinghouse, Vendor Referral Service, and free admission to Performance Improvement Network discussions); and you get discounts to our partners' services (other improvement-related non-profits, universities/colleges, and professional/trade associations).

Individual memberships are \$100 and organization memberships begin at \$250. For more information on the benefits of becoming a member, please visit [www.councilforquality.org](http://www.councilforquality.org) or email the Council at [mc4quality@aol.com](mailto:mc4quality@aol.com).

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4. Council's Clearinghouse in Twin Cities Business Monthly

The Minnesota Council for Quality's improvement Clearinghouse was featured in this month's Twin Cities Business Monthly (TCBM). A dynamic resource center for organizations or individuals wanting to learn more about specific ways to improve their organization's performance, the Clearinghouse includes nearly 200 articles and white papers, links to over 100 websites specializing in organizational improvement, a directory of nearly 100 events and training offerings. So if you want to learn more about Six Sigma, Lean Manufacturing, Baldrige, Balanced Scorecard, leadership development, customer satisfaction or a variety of other topics, visit the Clearinghouse and do a search on your topic. Council members have the ability to refine and focus their searches.

Soon the Clearinghouse will offer a robust benchmarking section, an improvement resource center, and a Vendor Referral Service (a search engine for consultants, trainers, facilitators, and coaches).

To view the TCBM article, please see [http://www.councilforquality.org/about\\_press.cfm](http://www.councilforquality.org/about_press.cfm).  
To contribute to – or access – the Clearinghouse, please visit  
<http://www.councilforquality.org/improve.cfm>.

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5. Seagate's Integration of Baldrige, Six Sigma, and ISO – PIN Discussion 11/6

As organizations continue to improve their quality system and reach maturity, it sometimes becomes a challenge to continue to “raise the bar” for quality and performance expectations. Seagate Technology has found a way to take the process further: it has implemented a corporate-wide Quality System Review (QSR) Process that integrates ISO 9000, Six Sigma, and certain Baldrige Criteria.

The Minnesota Council for Quality is pleased to welcome Ms. Mary Paneno of Seagate Technology to our November 6 Performance Improvement Network (PIN) discussion. Ms. Paneno, with the Process Quality Organization at Recording Head Operations of Seagate, will outline how the QSR method scores operational performance based upon approach, deployment, and results. Ms. Paneno will discuss what led Seagate to use the QSR as well as how the standard was implemented and revised to reflect the changes in the standards and the organization's business model. Seagate's QSR method has proven to be such a success, that the standard is on its second revision.

The discussion is from 8:00-9:00 a.m. on November 6 (networking and continental breakfast at 7:30) at the University of St. Thomas in downtown Minneapolis, Murphy Hall Room 203. Admission is free for Council members; \$20 for the public. For more information or to register, visit [www.improvementnetwork.org](http://www.improvementnetwork.org) or email [lassiter\\_brian@hotmail.com](mailto:lassiter_brian@hotmail.com).

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6. Igniting Growth: Strategies for Building Revenue – MSLF Discussion 10/28

The Minnesota Strategic Leadership Forum (MSLF), a partner of the Minnesota Council for Quality, is pleased to announce that Brent Koehler, president of Summit Consulting, and Mary Jo Hansen, Organization Development Consultant, will speak at their October 28 discussion. Mr. Koehler and Ms. Hansen will explore how to develop and implement go-to-market strategies through channel distribution processes and outsourcing management. They will also address leadership and process issues related to go-to-market strategies.

The event will be held at the Minneapolis Campus of St. Thomas. 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 partner rate for MN Council members). Space is limited. For more information or to register, please visit [www.slf-minnesota.org](http://www.slf-minnesota.org).

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7. Street Smart: Street Tough – RAQC Discussion 11/4

Please join the Rochester Area Quality Council (RAQC), a partner of the Minnesota Council for Quality, on Tuesday, November 4th when they welcome Burke Phillips, Quality Manager from McNeilus Truck. Mr. Phillips will present “Street Smart – Street Tough.” He will give a brief history of McNeilus, will discuss their ISO implementation, and will review the benefits and challenges of ISO certification.

To register, please visit [www.raqc.com](http://www.raqc.com) or call Kay Wiegert at 507-285-7560 or contact her by email at [kay.wiegert@roch.edu](mailto:kay.wiegert@roch.edu). This breakfast program will be held at the University Center Rochester, Coffman Building, Room CF206/208 from 7:30 to 9:00 a.m. The cost is \$10 for members (of RAQC or MCQ); \$20 for non-members. See you there!

Also, plan ahead to attend RAQC’s December 3 special event: “The Southwest Airlines Way Day.” The half-day seminar will change the way you see leadership, performance, and company culture. For more information, please see the attached brochure. Council members are entitled to the member rate.

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8. U of M Continuing Education’s Fall Curriculum; Council Members Get Discount

The College of Continuing Education (CCE) at the University of Minnesota recently announced its fall curriculum. As in the past, the CCE has agreed to offer a \$50 early bird discount to all Council members and a \$100 discount off the November 4 Balanced Scorecard course. Upcoming organizational improvement-related courses include the following (all prices are before Council member discounts):

10/21-10/22: Win-Win Negotiating, \$895

10/28-10/29: Fundamentals of Accounting and Finance for Managers, \$895

11/4: Using the Balanced Scorecard to Improve Your Organization's Performance, \$695

11/13: A Systems Approach to Managing Your Work, \$695

12/2-12/3: The Engineer and Technical Professional as Manager, \$895

Although all of these courses are valuable, the Balanced Scorecard course offers an additional discount to Council members (\$100) because Brian Lassiter of the Council is the instructor. The course, scheduled for November 4, will introduce the BSC as a strategic measurement and management framework and demonstrate how it can be used in any organization – of any size, any sector, or any marketplace. Through a highly interactive discussion, this course will also provide the participant with tools that can be taken back to your job to help you design and use a Scorecard.

For more information on the Balanced Scorecard course (or any of these courses), visit <http://www.cce.umn.edu/business> or email Jodi Gowan at [jgowan@cce.umn.edu](mailto:jgowan@cce.umn.edu).

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9. St. Thomas Offers Quality Curriculum to Council Members at a Discount

The Management Center at the University of St. Thomas recently announced its fall courses. In partnership with the Minnesota Council for Quality, Council members can receive a 15% discount by mentioning your membership at the time of registration.

Upcoming courses include (prices are before member discount):

- 10/21-10/22: The Leader as Coach and Collaborator, \$595
- 11/17-12/9 (8 sessions): Six Sigma Green Belt Training, \$3895 (see below)
- 12/4-12/5: Introduction to Six Sigma, \$595
- 12/16-12/17: Basic Statistical Process Control (SPC), \$655

The Six Sigma Green Belt certificate is designed for anyone from any type of organization interested in leveraging the power of Six Sigma techniques. It is also appropriate for Six Sigma teams who will be supporting Black Belt projects. For more information on this program, please visit our improvement Clearinghouse in the Events section. Members can search “six sigma” keyword; non-members can find the program on November 17.

For more information on any of the other courses please see <http://www.stthomas.edu/mgmtctr/>.

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10. Hennepin Technical College Announces Lean Courses; Council Members Discounted 10%

Hennepin Technical College, Eden Prairie, is pleased to announce a new 12-credit certificate on Lean Manufacturing. Lean is one of today’s most popular management and improvement tools for manufacturers and non-manufacturers. The first two courses in this series will be offered this spring:

\* Fundamentals, Quality Concepts, and Systems (METS 1500): 3 credits offered Tuesday evenings from 5:00-7:00 pm from January 13-May 18 in Eden Prairie.

\* Principles and Practices of Lean Manufacturing: Lean Tools and Techniques. 3 credits offered Thursdays from 2:00-4:50 pm from January 15-May 13 also in Eden Prairie.

The instructor for both courses is Mark Paulson.

Council members will receive a 10% discount on tuition.

For more information, please visit <http://www.hennepintech.edu/index.htm>.

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