



Iowa Quality Newsletter



A joint publication of ASQ Section 1303, 1308, and the Iowa Quality Center

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March 2007

Building Global Competitiveness in Iowa

As we were discussing the theme for the Spring Conference it became apparent that we viewed the word "competitive" differently between individuals. Some of us were thinking about whether our high school team was going to win the Friday night basketball game. Others thought about the issues surrounding the loss of jobs that provide security to our communities. Still some of us were asking about how education, health care and business would react to a theme with so many different definitions.

How does the word competitiveness relate to the "Quality" professional and how would we draw enough people to the conference to support the learning that we intended to provide was our top concern.

We took the perspective that everything we do is in some way competitive. Whenever we ask people to make a decision that offers several choices, we are asking them to select the one that offers the best value. When a customer selects our product over our competitor's then we feel like a winner and the competition begins. Iowa loses when an organization elects to locate their manufacturing facility in another state. The USA loses when an organization elects to send their manufacturing out of the country. In education, the school in our area loses when we take the opportunity to send our child to a different school. All of a sudden we have created competition in our schools.

The word "competitiveness" conjures up ideas of win/lose. How can we take this situation and focus it on creating a win/win situation?

If we look at the competencies that are required to be competitive and attain "best in class" we find a similarity to the competencies within the quality profession.

Our competitors will have difficulty challenging us if we have:

- Leadership that is committed to providing the direction needed to sustain the organization.
- A strategic plan addressing those challenges that could move our customers to select our competitor.
- Relationships with our customers so that we never lose touch of their needs and their hearts.
- Processes that are aligned to ensure that our quality is consistent, our service is timely and our culture of performance improvement is always evident.
- Results that show continuous cycles of improvement toward attaining world class.

Our conference this year will focus on all of these issues through the eyes of our leaders and the experiences of some of Iowa's most progressive organizations involved in the Iowa Recognition for Performance Excellence.

We hope that you will invest in this day of learning and sharing so we can add value to you as an individual, the organization for which you work and the community in which you live.

Mark Sullivan
Director, ASQ Section 1303

Gary Nesteby
Executive Director
Iowa Quality Center

See page 4 for more details on the Spring Quality Conference 2007: *Building Global Competitiveness in Iowa*.

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ASQ Section 1303 - State University of Iowa

"Serving Quality Professionals Since 1944" - Meet us on the web at "www.quality.org/asq1303.htm"

SECTION MEETING, THURSDAY, MARCH 15, 2007

Tour

Clipper Windpower Products

4401 Bowling Street SW, Cedar Rapids, IA 52404

Clipper Windpower, PLC. is a rapidly growing wind turbine manufacturing and wind project development company. With offices in California, Colorado, Maryland, Virginia, Mexico and the U.K., and an ISO 9001:2000 QMS Certified assembly facility located in Cedar Rapids, Iowa, the company designs advanced wind turbines, manufactures its 2.5-MW Liberty wind turbine, and actively develops wind power generating projects in the Americas and Europe. Over recent years, Clipper also developed the Intrepid and Flying Cloud Wind Power Projects in Northwest Iowa.

Clipper is the second wind energy company founded by Jim Dehlsen, an environmentally focused entrepreneur. Mr. Dehlsen and members of his longtime core management team started Zond Systems, Inc., a pioneering wind company which began operations in 1980. From its pioneering beginnings in the hills of Tehachapi, CA, the wind company was eventually acquired by GE, which is today one of the world's most successful wind turbine manufacturers.

Presentation: Lean's Role within Quality Management

The meeting's program will be led by Deb Oliver of the Iowa Quality Center whose passion for Lean and organizational improvement in general has evolved from her experience in leading 70+ teams over the last 6 years utilizing Lean to improve processes. She was employed as a Lean consultant within Rockwell Collins from 2000-2004 and joined the Iowa Quality Center in 2004 as an Organizational Performance Specialist. Plan to attend the March meeting to gain an understanding of what impact Lean Thinking would have to your organization –

manufacturing as well as non-manufacturing organizations

Schedule

- 5:15-6:00 Tour of Clipper Windpower
- 6:00-6:30 Travel to Restaurant
- 6:30 Dinner served
- 7:15-8:00 Presentation: Lean's Role within Quality Management
- 8:00-8:15 Final announcements / door prizes
- 8:15 Adjourn

Dinner - Bishop's Buffet, 2600 Edgewood Road SW, Cedar Rapids (Westdale Mall)

Full buffet, drinks and dessert

Event Cost

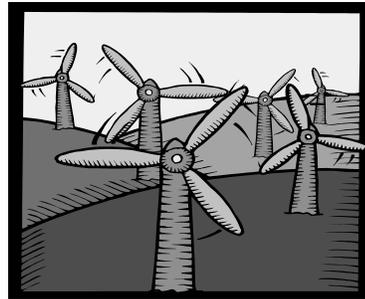
- ASQ Section Member \$10.00
- ASQ Section Member and Spouse \$19.00
- Non-Section Member \$12.00
- Full Time Student \$9.00

RSVP

Contact Jeff Christiaansen by noon on Thursday, March 8.

E-mail preferred: jeff.christiaansen@amana.com

Phone: (319) 622-2651



WELCOME - WELCOME

It is our pleasure to welcome the following new members to section 1303:

Mr. Richard D. Albert, Ottumwa, IA
Mrs. Julie A. Behr, Cedar Rapids, IA
Mr. Roger J. Conlan, Dubuque, IA
Mr. Adam L. Davis, Tiffin, IA
Mr. David J. Engle, Eldridge, IA
Ms. Judith A. Fetrow-Smith, Cedar Falls, IA
Ms. Roberta L. Giese, Cedar Rapids, IA
Mr. Daniel E. Ginter, Cedar Rapids, IA
Mr. Steve J. Heit, Cedar Rapids, IA

Mr. Gary Million, Iowa City, IA
Mr. Dennis C. Muszalski, Waterloo, IA
Mr. Arlin D. Post, Muscatine, IA
Mr. Concepcion Rivera, Iowa City, IA
Mr. Stephen D. Ryno, Moline, IL
Mr. Timothy Shinbori, Davenport, IA
Mr. Robert Stanfield, Preemption, IL
Mr. Stephen G. Tolley, Rock Island, IL
Mr. Theodore T. Tyler, Moline, IL

ASQ Central Iowa Section 1308

Please watch your email for a later announcement on the Section 1308 March meeting.

WELCOME NEW MEMBERS

We would like to welcome the following new members to Section 1308. We thank you for being part of this growing section and we look forward to being of service to you and your participation in the section activities.

Mr. Adam L. Davis, Tiffin, IA
Mr. Ben Ford, Waterloo, IA
Mr. James Gruening, Marshalltown, IA
Mr. Joel C. Johnson, West Des Moines, IA
Ms. Mary Kanak, Cedar Rapids, IA
Mr. John J. Pauli, Carroll, IA
Mr. Concepcion Rivera, Iowa City, IA
Mrs. Theresa M. Schaefer, Cedar Rapids, IA
Mr. Casey D. Schrock, Ankeny, IA
Mr. Marcus Stuit, Pella, IA
Mrs. Chantel M. Weeden, Marshalltown, IA
Mr. Richard B. Wince, West Des Moines, IA

ANSI/ISO/ASQ 9001:2000 Internal Auditor Training

April 17–19, 2007

8 a.m.–5 p.m. each day

Class location is the Des Moines, IA area with exact location to be announced.

\$595.00 per person

The class will teach how to audit according to ANSI/ISO/ASQ QE19011S – 2004, *Guidelines for quality and/or environmental management systems auditing*. The class will also teach how to conduct process audits: the tools, techniques and audit protocol to use for successful audits and an understanding of ISO 9001:2000. The last day of class is an audit off-site to practice the skills learned during the class. Prior experience with a quality management system is not required for this class.

Who Should Attend?

Anyone interested in learning how to be an ISO 9001:2000 internal auditor or anyone who is to implement an ISO 9001:2000 system.

Interested in Attending?

Please contact Verl 'Andy' Anders at vanders@iastate.edu

GOLF CLASSIC 2007

Date: Monday, 21 May 2007

Location: Pinnacle Golf & Country Club (*Private Club*), 11928 Knoxville Road, Milan, Illinois (309) 787-5446

Time: Register – 12:15 PM, Golf Tee Time – 1 PM (shotgun start), Post Game Meal – around 6 PM

Game: Four Person Best Ball Scramble/Preferred Tournament

Cost: \$60 per person - \$240 per team [\$20 per person for dinner only] (deduct \$5 for ASM members) - Includes golf, cart, food, prizes, fun

“Sponsor a Hole” - \$100 (post your name on a hole, at the clubhouse, plus announce). “Promote your organization” - donate promotional products/prizes/gifts. Contributions will support the academic outreach for students in the Quad Cities.

Guests: All interested parties are welcome....**open invitation** -invite friends, family, members, co-workers, employer, employees, suppliers, customers, etc.

Group Size: up to 20 teams (80 individuals) - first come

first served. Four person team (individuals will be assigned to a team)

Payment: Prepay by May 11, 2007

-make check payable to 'ASM International'

-mail payment and registration info to:

Barry Murchie, QET Consultants

PO Box 353, Bettendorf, Iowa 52722

(Attn: ASM Golf)

-email: BTMurchieQET@yahoo.com

-questions: (563) 359-7771

Registration Info: (for each individual register by mail before May 11, 2007)

Name: _____

Email: _____

Address: _____

H. Phone: _____

Company: _____

W. Phone: _____

Spring Quality Conference 2007

Sponsored by ASQ Section 1303 and the Iowa Quality Center

Thursday, April 12, 2007, 8 a.m. - 4 p.m.

Building Global Competitiveness in Iowa



ASQ Section 1303 and the Iowa Quality Center's annual Spring Quality Conference is the place to go in Eastern Iowa to learn from top organizations across our state. Sign up now so you can join colleagues from all sectors to share ideas, learn best practice techniques and spot new trends.

For session descriptions and other information, including an up-to-date schedule of events, please visit www.iowaqc.org or www.quality.org/asq1303.

Featured Keynote

Speakers:

Clay Jones, *CEO*

Rockwell Collins

David Markward,

Superintendent and

Jay Marino, *Associate*

Superintendent

Cedar Rapids Community

School District

Cost:

Early Bird (*deadline April 1*)

\$ 99 IQC/ASQ Members

\$ 125 Non Members

Regular (*after April 1*)

\$ 125 IQC/ASQ Members

\$ 150 Non Members

To Register:

Online - www.iowaqc.org

Email - Info@IowaQC.org

Phone - (319) 398-7101

Sessions will include:

- **Lean Into It: Using lean tools to improve your process(es)**
Jeff Christiaansen, *Senior Engineering Specialist and CQE, Amana Commercial Products*
- **The Continuous Improvement Journey in Food Manufacturing**
Mike Becker, *Senior Quality Engineer and CQE ICSSBB, General Mills*
- **Six Sigma Training in the Workplace**
J. Tate Hamann, *Senior Quality Engineer, Rockwell Collins*
- **Iowa State University Facilities Planning & Management Journey to World Class**
Don Chrusciel, *Associate Director for Facilities Planning and Management, Iowa State University*
- **The Human Side of Lean**
Glenn Hartshorn, *Manager Government Systems Technical Support, Rockwell Collins*
- **Deploying Six Sigma at John Deere Credit**
Krista Schmidt, *MPP, Credit Delivery, John Deere Credit*
- **The Power of Innovation**
Deb Oliver, *Organizational Performance Specialist, Iowa Quality Center*
- **Rapid Continuous Improvement at The HON Company**

Don't miss out on the learning and networking that will take place during this event – register today!



*Providing Leadership for Performance Excellence by
Connecting Individuals, Organizations and Communities*

Welcome Sarah Pavelka to the Iowa Quality Center

The Iowa Quality Center has always been in the business of partnering for performance excellence, now they are continuing that partnership with another member. Sarah Pavelka has joined the Iowa Quality Center to focus on organizational performance and continuous improvement in the health care community. The Iowa Quality Center worked with Sarah over the last 3 years when she was employed by the Iowa Foundation for Medical Care.

Sarah has 10 years of experience teaching and coaching in organizational performance. Her background includes speaking and coaching engagements in business, industry, education and healthcare. Sarah is a Six Sigma Black Belt and is board certified in occupational therapy, ergonomics, healthcare quality. "I have always blended my clinical experience with my perspectives from industries and now I get the chance to do this full time" commented Sarah.

Sarah is a state examiner for the Iowa Recognition for Performance Excellence and a task force member for the Iowa Hospital Association and the Iowa Healthcare Collaborative. She is the co-chair and president for the Des Moines University Alumni Board and serves as an adjunct faculty member for DMU's College of Health Sciences. She is also active in many other professional and civic groups.

While at the Iowa Foundation for Medical Care, Sarah held the position of Quality Management Coach. In this role, Sarah supported corporate-wide efforts on business process and continuous improvement. Sarah's previous experience includes serving as director of business and industry relations for Pella Regional Health Center in Pella, Iowa. She also held the position of director of occupational therapy at that facility.

Sarah holds degrees in biology and psychology from Luther College in Decorah, Iowa as well as a degree from Concordia University Wisconsin in Occupational Therapy in addition to a Master's degree in Healthcare Administration from Des Moines University. You can contact Sarah at spavelka@iowaqc.org.



"I am very excited to be joining the Iowa Quality Center. The healthcare community in Iowa as well as the nation has really flourished in the areas of performance excellence, quality and continuous improvement and now I hope to help even more."

Save the Date!



**Bridges
to
Excellence**

**2007 Bridges to Excellence Conference
Thursday, September 20, 2007**

Iowa State University - Scheman Center



We Want YOU!!

Section 1303 is looking for members interested in joining our leadership team. Currently, we have openings for both elected positions and committee chairs. Here's an opportunity for you to learn new skills (or improve on those you already have) and contribute to the continued growth of the section. Most positions require only a few hours of time per month. Quality happens through people and so does the success of our section.

If you are interested in learning more, please contact Mike Geurtsen at 319-786-7680 (days) or email at MichaelGeurtsen@alliantenergy.com.

OFFICIAL BALLOT
AMERICAN SOCIETY FOR QUALITY
STATE UNIVERSITY OF IOWA SECTION 1303

VOTING INSTRUCTIONS

Place an X in the box preceding each candidate's name to cast your vote for that person. Write-in votes for current Section 1303 Members are valid. Vote for no more than one (1) person for each office. Return your ballot to **Myron Wilson, 4221 Trailridge Road SE, Cedar Rapids, IA 52403**. Must be post-marked by March 17, 2007.



SECTION CHAIR

- | | | | |
|--------------------------|--------------------|--------|-----------|
| <input type="checkbox"/> | Jeff Christiaansen | Maytag | Amana, IA |
| <input type="checkbox"/> | _____ | _____ | _____ |

PROGRAM CHAIR/VICE CHAIR

- | | | | |
|--------------------------|-------|-------|-------|
| <input type="checkbox"/> | _____ | _____ | _____ |
| <input type="checkbox"/> | _____ | _____ | _____ |

SECRETARY

- | | | | |
|--------------------------|--------------|-------|-------|
| <input type="checkbox"/> | David Burger | | |
| <input type="checkbox"/> | _____ | _____ | _____ |

TREASURER

- | | | | |
|--------------------------|------------------|------------------|------------------|
| <input type="checkbox"/> | Chad Van Dorston | Rockwell Collins | Cedar Rapids, IA |
| <input type="checkbox"/> | _____ | _____ | _____ |

True Empowerment: Releasing the Power of Your Employees

Deb Oliver, Organizational Performance Specialist Iowa Quality Center

The success of today's organizations truly lies in the "power" of your employees. This phenomenon will only become more important in the future as the amount of available skilled workers dwindles as the baby boomers retire. Over the next few months, I will explore how you can assure that your organization is doing everything it can to hold onto its best employees and attract talented employees to, as Jim Collins, author of Good to Great states, "get the right people on the bus". In my studies of management, I believe that this task is still one of the more challenging that faces managers today who strive to build a high performance work team within their organization.

In my view, empowerment is the one of the most overused words today in business. It often comes across as a magical aura that once given, wonderful things take place. The truth is...you can give people the power to make decisions and make a difference in the workplace but you cannot force them to "be" empowered. If the cultural conditions are not right for employees to feel comfortable taking action to improve the workplace, they will not move to make a difference.

According to Zapp! The Lightning of Empowerment by Byham and Cox, there are four critical elements people require to become empowered. They are: Direction, Knowledge, Resources and Support. All four elements are essential for your employees to feel "free" to take responsibility for improvement in the organization and move them to action. You may find that two elements are missing, you may be missing only one. The worst case scenario is...all four may need some attention. Don't dismay! You need to start somewhere....the time is now.

Direction. Is it clear where your organization is headed? Do you have a clear strategy that is known by all employees? Recently I worked with a small firm that 4 out of the 5 top management leaders agreed that they were missing a stated strategy. The one dissenter believed their strategy was clearly stated in the mission and vision. The other leaders quickly convinced him that this was not sufficient to qualify as a "known" strategy. On the other hand, many companies go to the other extreme. They spend a week every year offsite creating a strategy that stays on the shelf until the next year's retreat, never bringing the strategy to life. These are the two extremes. Where does your company fit? Direction must define the key result areas of the business, specific goals and, last but not least, must include measurement. Many businesses utilize an organizational scorecard that includes the vital measures of their success. The best scorecard includes measures that **every** employee can relate to and believe their work has an impact on the measure. If an organization does not have clear direction, how will its employees

be able to judge success? Simply, clear direction is essential.

Knowledge. In order to make a difference in this area, employees must be given support to sharpen their skills and given access to organizational information and specific company goals. An example of a skill is creative problem-solving. It is not inherent in most people to use creativity when solving problems. Most often, our knee jerk reaction is to come up with the answer to problems we face, as quickly as possible, without considering the many alternatives that are open to us. Specific training is available to build these skills. The new Power of Innovation Workshop offered by the Iowa Quality Center is one avenue to help people realize that, although we are very different from one another, we all have creative abilities to solve problems. Building on the fact that direction is needed in the form of a scorecard of some type with specific goals, employees need access to organizational information. A caution: don't follow the belief that it is risky to let your employees know what is happening within the organization. The more open you can be with them, the better. Even if the company is in dire straits, bad news can often unite a workforce. You can't improve if you have no baseline to judge your progress.

Resources. For a workforce to be empowered to act, they must have the needed resources to take action. These resources include some of the standard ones: money, tools, materials, and facilities. Another resource that is often not talked about specifically is time. 3M is an example of a company that encourages their employees to dedicate 15% of their work hours to innovation. One leader tells his people if you haven't made 3 mistakes today, you are not pushing the envelope far enough. The consideration of resources moves us naturally into the fourth element....Support.

Support. Leadership must recognize the importance of support toward any improvement effort. The power of empowerment can be squelched so easily if the ideas of the employees are either not taken seriously and/or critiqued harshly. One expert on creativity believes that any change should be considered. What is the worst that can happen? Even if it fails, that is a lesson on how it can be improved. Many times the best ideas are born out of other ideas. One idea may save the company \$50 but that idea may spur an idea that could save the whole company thousands of dollars. The bottom line is that support in the form of approval, coaching, feedback and encouragement is essential to truly empower employees.

Considering these critical elements, where does your organization stand in supporting empowerment? What actions can you take to create an empowered culture? For more information on this subject, check out the Iowa Quality Center library at www.iowaqac.org for the Zapp! Book described earlier and other resources. Have a great March! Next month's topic....Meeting the Challenge of "Getting the right people on the bus".



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Dick Stump at:

Phone: 319-337-8283, or

E-mail: StumpRB@AOL.com

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