



Iowa Quality Newsletter



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

Volume 15, Issue 9

May 2007

Winning the War for Talent

Deb Oliver, Organizational Performance Specialist,
Iowa Quality Center

My article this month is going to focus and build on what Jim Collins, author of Good to Great, calls "getting the right people on the bus". This is your chance to review and consider how recruitment and selection for your organization is currently managed.

It is no secret that the demographics of the workforce in the U.S. is changing. Minorities are making up an increasing percentage of our available labor pool. Nearly every organization is facing a loss of many of its key employees that are classified as Baby Boomers within the next 5-15 years. Last but not least, college graduates are technologically savvy and truly products of the digital age. Considering all of these factors, what are the secrets for organizations to recruit and manage their employees effectively in this period of sweeping change?

The reality of the matter is that organizations are faced with competing in what has been termed "a war for talent." How does your organization compete against its rivals to assure that you are able to attract AND retain the best fit for your organization? How can you find the "right people" to put on your bus to success? Where do you start?

Exploring Collins' ideas more in-depth, he believes there are **5 Characteristics** that describe the "right" people for your organization.

1. The first characteristic is that they must **share the core values** that your organization is built upon. That means that these core values (i.e. integrity, innovativeness) must be a part of the fabric of their being. You cannot teach values; you cannot change people. As individuals, they must believe and follow the same core values of your organization. A critical question you need to

ask is....are our core values stated and known by our current employees? If not, the first step to remedy this gap is determine the core values of your organization.

2. The second characteristic is that the "right" person for your organization **does not need to be "managed"**. In other words, when you hire the right person, they "get it". They understand the organization, they understand their role and you do not need to spend a lot of energy and time on managing them. Be cautious to fully understand Jim's message here. As a manager, you guide, teach and lead the right people. If you are forced to spend a lot of time managing (really micro-managing them to assure they don't screw up), you most likely have made a hiring mistake.

3. The third characteristic is the strength of your **key positions** in the organization. Are the people that hold the key positions capable of being the "best in the industry"? That doesn't mean that they are currently leaders in their area, but with some coaching, do they have the potential that they could grow to be leaders in their industries?

4. The fourth characteristic lies in the individual. The individual **understands the difference between having a job and accepting responsibility and accountability**. If they see a gap, they take action to fix it. Collins describes them as "productively neurotic." They completely understand their role in the organization and believe that they make a difference. This is a vital understanding that I have often seen missing in organizations.

5. Last, but not least, is the fifth characteristic. This is when the hiring party decides after they have hired someone and have gained knowledge of their workplace behavior and skills, **would they rehire the person** for the position again?

Continued on page 6.....

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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, TUESDAY, MAY 8, 2007

<p>Tour MetoKote 2320 North East Drive, Waterloo, IA (319-232-9664) Meet at Ryder Logistics building next door</p> <p>Presentation Real Time SPC in the Lab Our tour guide and presenter, Bruce Jefferson, has been technical and quality manager at MetoKote Corp. Plant 24 for 10 years. Prior to MetoKote he worked in the circuit board industry and taught high school chemistry and physics. Away from work he helps his wife with the family owned greenhouse and orchard business.</p> <p>MetoKote Corporation is the world leader in advanced coating applications. MetoKote operates more than 100 coating lines in 40 plants located across North America, South America and Europe. The Waterloo facility has a 3 shift electro coat line and a 1 shift powder paint line.</p> <p>Schedule</p> <table border="0"> <tr> <td>5:15-6:00</td> <td>Tour of Metokote</td> </tr> <tr> <td>6:00-6:30</td> <td>Travel to Brown Bottle Restaurant</td> </tr> <tr> <td>6:30</td> <td>Order dinner</td> </tr> </table>	5:15-6:00	Tour of Metokote	6:00-6:30	Travel to Brown Bottle Restaurant	6:30	Order dinner	<table border="0"> <tr> <td>6:45-7:30</td> <td>Presentation: Real Time SPC in the Lab</td> </tr> <tr> <td>7:30-8:15</td> <td>Dinner</td> </tr> <tr> <td></td> <td>Final announcements/door prizes</td> </tr> <tr> <td>8:15</td> <td>Adjourn</td> </tr> </table> <p>Dinner - The Brown Bottle, 209 West 5th Street Waterloo, Iowa (319-232-3014) Menu choices (to be made at restaurant): Lasagna, Vegetarian Lasagna, Cannelloni, Baked Cod Fish, Chicken Marsala or Chicken Parmesan – (all include salad and garlic bread, soft drink, tax and tip). Cash bar is available.</p> <p>Event Cost</p> <table border="0"> <tr> <td>ASQ Section Member</td> <td>\$19.00</td> </tr> <tr> <td>ASQ Section Member and Spouse</td> <td>\$36.00</td> </tr> <tr> <td>Non-Section Member</td> <td>\$20.00</td> </tr> <tr> <td>Full Time Student</td> <td>\$12.00</td> </tr> </table> <p>RSVP Contact Jeff Christiaansen by noon on Tuesday, May 1. E-mail preferred: jeff.christiaansen@amana.com Phone: 319-622-2651</p>	6:45-7:30	Presentation: Real Time SPC in the Lab	7:30-8:15	Dinner		Final announcements/door prizes	8:15	Adjourn	ASQ Section Member	\$19.00	ASQ Section Member and Spouse	\$36.00	Non-Section Member	\$20.00	Full Time Student	\$12.00
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WELCOME - WELCOME

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

Mr. Collin W. Anderson, Cedar Falls, IA	Mr. Todd M. Matrise, Coralville, IA
Mr. Steven R. Bricker, Cedar Rapids, IA	Mrs. Brenda D. Merta, Cedar Rapids, IA
Mr. Travis J. Frush, La Porte City, IA	Mr. Cristiano Silva De Oliveira East Moline, IL
Mr. Gene E. Gerber, Cedar Rapids, IA	Mrs. Kim A. Peil, Dubuque, IA
Mrs. Heather Hopkins, Cedar Rapids, IA	Mr. James I. Sackett, Reinbeck, IA
Mr. Andrew Jones, Eldridge, IA	Mr. Leo M. Schinstock, West Point, IA
Mr. Asif S. Khan, Cedar Rapids, IA	Mr. Benjamin H. Schneider, Waterloo, IA
Mr. Brandon J. Larson, Muscatine, IA	Mr. Brian Ross Wakeham, North Liberty, IA
Mrs. Pat S. Little, Marion, IA	Mr. John Welter, Peosta, IA

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.

Dr. Scott M. Dennis, Johnston, IA	Mr. Richard Scott Moore, Johnston, IA
Ms. Ann M. Helwig, Knoxville, IA	Mr. Ty Reckling, Ankeny, IA
Ms. Mary J. Herrick, Johnston, IA	Ms. Denise Roach, Johnston, IA

ASQ Central Iowa Section 1308

SECTION MEETING, TUESDAY, MAY 8, 2007

**Tuesday, May 8th - 5:30 p.m.
Meskwaki Casino, Tama, Iowa**

Please join us at Meskwaki Casino for our final meeting of the year on May 8th. Casino management will give a presentation on how they incorporate quality and value into the casino experience. Then we will have a special presentation on probability, and how it affects your experience.

Drawings will be held following the meeting for ASQ Gift Certificates and other goodies you won't want to miss. (You must be present to win).

Schedule

Social Time: 5:30 – 6:00

Dinner: 6:00 – 6:30

Presentations: 6:30 – 7:00

Quality and Value in a Casino Operation
What's Your Probability?

Event Cost

Member Cost: \$20.00

Non-Members: \$25.00

RSVP

RSVP by noon, Friday, May 4th, to Patty Barchman by e-mail (preferred) at prbarchman@pella.com or by phone at (563) 370-6613.

For directions or questions please contact Patty Barchman at prbarchman@pella.com or Kira Clark at kira.clark@colorbiotics.com



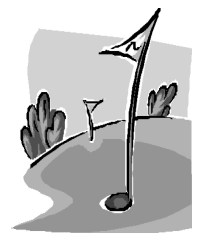
HOPE TO SEE YOU THERE!



GOLF CLASSIC 2007

Date: Monday, May 21, 2007

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



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

Payment: prepay by 11 May 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)

For more information: email: BTMurchieQET@yahoo.com or (563) 359-7771



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

Upcoming Events

Two-Day Problem Solving

This two-day workshop will provide participants a combination of learning experiences with emphasis on learning through activities that teach quality tools and the application of those tools within a nine step problem solving method. The nine step problem-solving method is based on the Plan, Do, Study, Act (PDSA) cycle of W. Edwards Deming and is a method designed to support continuous improvement in organizations. As part of the training experience, as participants will complete and present a storyboard showing their work and how they used the tools.

Dates: May 3 - 4 and May 17 - 18
Location: Iowa Quality Center, 3375 Armar Dr., Marion
Fees: \$185

The Power of Innovation

This interactive workshop, which is built around case studies and “fun” challenges, reinforces the fact that everyone is creative, just in different ways. When problem-solving, some people excel at generating ideas; others choose to focus on solutions. Both “styles” are critical to creative problem-solving and managing change. Take-aways include 10 tools that can be implemented immediately.

Dates: April 30 - May 1 and May 30 - 31
Location: Iowa Quality Center, 3375 Armar Dr., Marion
Fees: \$ 299

May & June Learning Networks

Jones County Quality Learning

May 1 & June 5

Lean Six Sigma

May 9 & June 13

Quality Systems/ISO

May 10 & June 14

Quad Cities Quality Learning

May 16 & June 20

Cedar Valley Perf. Excellence

May 17 & June 21

Leadership

May 17 & June 21

Iowa City Quality Learning

May 22 & June 26

Systems Thinking

May 23 & June 27

Visit www.iowaQC.org to Register



Save the Date!

The 2007 Bridges to Excellence Conference

Thursday, September 20, 2007

Iowa State University - Scheman Center



IOWA QUALITY CENTER
PARTNERING FOR PERFORMANCE EXCELLENCE

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

Governor's Celebration of Performance Excellence

Over 200 people joined Lt. Governor Patty Judge in West Des Moines to recognize the ten applicant organizations for the 2006 Iowa Recognition for Performance Excellence (IRPE). By using the Criteria for Performance Excellence and the IRPE process, these organizations have demonstrated their commitment to improving their organizations, their communities, and the state of Iowa.



The Keynote speaker for the event was Sr. Mary Jean Ryan, President and CEO, SSM Health Care, the first Health Care recipient of the Malcolm Baldrige National Quality Award. Sr. Mary Jean shared her experiences in "how we tap into people's desire to help their organization be the best; that is, how do we tap into this desire for excellence?" Her message was that this quest for excellence is about personal integrity and the human spirit or inner spark that drives us all; organizations that are successful in their excellence journey have tapped into that human side of their business.

Gary Nesteby, Executive Director, Iowa Quality Center, recognized the IRPE Board of Examiners for the many hours of evaluation, analysis and feedback they provide to applicant organizations to help them improve their performance. What these volunteers provide is much like advice an organization gets from expert consultants, however the IRPE applicants say that it has more value at less expense than the typical consultant. To show the impact to the state of Iowa from the volunteer IRPE Board of Examiners, a "check" was presented to Lt Governor Patty Judge representing the "consulting value or economic impact" of the IRPE Board of Examiners to Iowa - \$1,004,200!!

The organizations recognized for 2006 are:

Applicant

NOAA's National Weather Service, Quad Cities Forecast Office
Mississippi Valley Regional Blood Center, Davenport

Bronze Level

Cedar Rapids Community School District
Hearth & Home Technologies, Mt. Pleasant

Eaton Corporation, Shenandoah

Silver Level

Great River Medical Center, West Burlington
St. Luke's Hospital, Cedar Rapids

The HON Company, Oak Steel Plant, Muscatine

Gold Level

John Deere Credit, Johnston

If you want to find out more about these organizations, visit the Iowa Quality Center web site at www.iowaQC.org and sign up for the April 12 Spring Conference where you can hear presentations by many of these organizations.



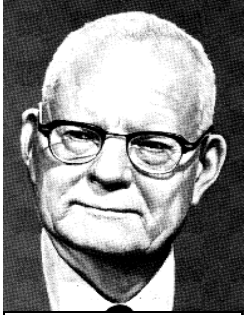
Save the Date!

2007 Bridges to Excellence Conference

Thursday, September 20, 2007

How's Your "Constancy of Purpose"?

J. Jay Marino



W. Edward Deming

Deming's famous "14 points" have been the foundation of quality since their inception. By design, point #1 is "*Constancy of Purpose*" which basically means maintaining a focus of the important long term vision- *NO MATTER WHAT*. Leaders establish constancy of purpose by anticipating and assessing the impact of future changes, nursing the culture of the organization needed to adopt the changes, and implementing the changes necessary to make the vision a reality.

Within a strong focus on the important long-term factors, many organizations waste huge amounts of resources shifting focus from one crisis to the next without ever making sustained progress. Leaders ensure the day-to-day issues don't result in a shirking of resources and attention from the organization's "critical few" priorities to the shifting priorities of the day. Without *constancy of purpose* the rate of improvement over the long term will be greatly diminished.

Constancy of purpose means that quality decisions are not situational. End of month quality is the same as beginning of month. It means that the long-term benefit of the organization is not sacrificed to make short-term targets. It means having your eye on the competition, whether it is in your industry or coming from elsewhere, with plans to stay ahead.

Constancy of purpose doesn't require the threat of a customer leaving to implement corrective actions based on root cause. It means that while your team may argue about how best to accomplish it, no one is confused about the commitment to deliver reliable quality. *Constancy of purpose* can only exist when leadership lives it, demonstrates it, and won't accept anything else.

What does *constancy of purpose* look like in your organization? Do your employees, stakeholders and customers see *constancy of purpose* in you and your organization?

J. Jay Marino is the Associate Superintendent for Organizational Effectiveness and Accountability in the Cedar Rapids Community School District and editor of [Quality Across the Curriculum](#), a book published in 2004 by The American Society for Quality.

Learn more from the American Society for Quality's national "Quality in Education" blog authored and moderated by Jay Marino. View the blog online at <http://www4.asq.org/blogs/edu/>. Sign up for free notifications whenever a new blog entry is posted. Hear what educators around the country are saying about implementing continuous improvement in their systems.

Continued from page 1...

If it is decided that they would not hire that person again, the decision-maker must be completely fair to the individual. Are they not a good fit for the business OR is this a "seat" problem? Would they succeed if they were in another position within the organization?

A quote from Collins puts the value of talent into perspective: "Money is a commodity, talent is not. Time and talent can overcome any lack of money. Money cannot compensate for the 'right people'."

I would like to close this month's article with one of my favorite quotes from an unknown source that I believe expresses the individual's perspective of the world of work. Everyone is familiar with the negative cliché, "Take this job and shove it." Here is a twist to that message that I believe represents the individual's perspective in the formula Collins describes for organizational success.

Take this job and love it...."We all have work that our soul is calling for us to do. The work we are guided to---if we only listen---is what we should be doing. Those things we truly want to do are the things we came to do. It is when we are doing that work that we have joy in our lives. It is when we are doing that work that we can truly make a difference---in our own lives, in the lives of the people we love, in our communities, and in the world."

Good luck with your future hiring decisions to get your bus moving on the road to success. Please contact me if you have any comments or questions at deb@iowaqc.org or (319) 398-5671.

Faces of Quality



Joseph T. Basala
QI SIGMA Consulting, Inc.
(Previously with CNH Global
13 Years)

Job Title: Quality Consultant/
Six Sigma Master Black Belt
Primary Industry: Consulting

How does your use of quality tools and processes

make an impact in your organization? When I was with CNH Global, I was the corporate Master Black Belt. With Six Sigma tools and techniques we saved approximately \$30 million for the corporation over the course of a few years. The initiative was considered very successful and I am told continues to this day. I consider it a highlight in my career to have played a role in leaving such a legacy behind.

How does your use of quality tools and processes make an impact in your community and in your world? I do training and consulting work for several Six Sigma providers (including ASQ). With this I have had the opportunity to work with numerous companies domestically and internationally. I get a great deal of satisfaction when I mentor Six Sigma projects that touch the external customer. In the end I know that I have contributed in some small way to improving a person's buying experience/satisfaction.

How does your use of quality tools and processes make an impact in your personal life? The tools of quality are very powerful, not only for business but in your personal life as well. For example, my wife and I used a CT Matrix when purchasing our home. It simplified our decision and brought clarity to an otherwise very confusing situation.

How has ASQ assisted me in my career? My ASQ certifications (CQE, CRE, CQA, CQMgr, CSSBB) have allowed me to document my knowledge, and gave me a direction for my studies over the years.

How or why did you become interested in and involved with quality? Early in my career, a wave of downsizing occurred. I was spared, but it made me re-evaluate where I wanted my career to go. Quality seemed like a natural progression.

What was your first job (inside or outside of quality)? Draftsman

What did it teach you? An appreciation for the power of computers.

What lessons did you learn at that job that you still use today? Details matter.

What path did you take to get where you are today? Working with people/groups that wanted help and wanted to work with me.

OPPORTUNITIES

Kaizen/Continuous Improvement Manager

Our manufacturing client has been building quality Agricultural products for over 50 years and is known in its industry to build products that last. Due to growth, they are seeking a Kaizen/Continuous Improvement Manager. This position is responsible for the training of Kaizen principles to management, employees, support groups, maintenance and suppliers. This position plans and maps the Kaizen events and activities that support the organizations goals. This role also supports the mentoring and implementing of lean practices and guides employees toward the long-term sustainment through continuous improvement.

Position Requirements:

- Bachelors Degree in Engineering or Business.
- 3 + years of manufacturing experience relating to Lean principles.
- Knowledge and experience specifically with Kaizen philosophies.
- Strong leadership and analytical skills.

Strong preference given to those with Lean certification and Six Sigma Green or Black Belt.

We are looking for leaders who want a great opportunity to grow within an outstanding organization. Excellent compensation, bonus, and benefits package, including relocation is being provided. To learn more about this opportunity please call David Leto, Palmer Group, 515-225-7000, or email resume to dleto@thepalmergroup.com.



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