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.....
WELCOME - WELCOME

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

Mr. Collin W. Anderson, Cedar Falls, IA
Mr. Steven R. Bricker, Cedar Rapids, IA
Mr. Travis J. Frush, La Porte City, IA
Mr. Gene E. Gerber, Cedar Rapids, IA
Mrs. Heather Hopkins, Cedar Rapids, IA
Mr. Andrew Jones, Eldridge, IA
Mr. Asif S. Khan, Cedar Rapids, IA
Mr. Brandon J. Larson, Muscatine, IA
Mrs. Pat S. Little, Marion, IA

Mr. Todd M. Matrise, Coralville, IA
Mrs. Brenda D. Merta, Cedar Rapids, IA
Mr. Cristiano Silva De Oliveira East Moline, IL
Mrs. Kim A. Peil, Dubuque, IA
Mr. James I. Sackett, Reinbeck, IA
Mr. Leo M. Schinstock, West Point, IA
Mr. Brian Ross Wakeham, North Liberty, 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
Ms. Ann M. Helwig, Knoxville, IA
Ms. Mary J. Herrick, Johnston, IA

Mr. Richard Scott Moore, Johnston, IA
Mr. Ty Reckling, Ankeny, IA
Ms. Denise Roach, Johnston, IA
**ASQ Central Iowa Section 1308**

**SECTION MEETING, TUESDAY, MAY 8, 2007**

<table>
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<tr>
<th><strong>Tuesday, May 8th - 5:30 p.m.</strong></th>
<th><strong>RSVP</strong></th>
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<tr>
<td><strong>Meskwaki Casino, Tama, Iowa</strong></td>
<td>RSVP by noon, Friday, May 4th, to Patty Barchman by e-mail (preferred) at <a href="mailto:prbarchman@pella.com">prbarchman@pella.com</a> or by phone at (563) 370-6613.</td>
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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**

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<tr>
<td>5:30 – 6:00</td>
<td>Social Time</td>
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<tr>
<td>6:00 – 6:30</td>
<td>Dinner</td>
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<tr>
<td>6:30 – 7:00</td>
<td>Presentations</td>
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- Quality and Value in a Casino Operation
- What’s Your Probability?

**Event Cost**

- Member Cost: $20.00
- Non-Members: $25.00

**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
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

Save the Date!
The 2007 Bridges to Excellence Conference
Thursday, September 20, 2007
Iowa State University - Scheman Center
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
- Heath & Home Technologies, Mt. Pleasant

**Silver Level**
- Great River Medical Center, West Burlington
- St. Luke’s Hospital, Cedar Rapids

**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.

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**Save the Date!**

**2007 Bridges to Excellence Conference**

**Thursday, September 20, 2007**
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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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