



Foundation Update

Volume 6, Issue 6

September/October 2006

GET ENGAGED

[Name the newsletter](#)

Please send suggestions to:

Bdenney@texas-quality.org

Shirt and gift

for the best idea

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NOTES FROM THE CEO

Bill Denney

MY APOLOGIES AND WELCOME TO A NEW BEGINNING

Dear fellow travelers on the road to excellence:

Mea Culpa. I admit I am remiss in my communications and I apologize. It's entirely my fault. I haven't been communicating as well as you or I would like, but there have been so many big rocks to deal with I simply put off some important but less critical issues like communicating to all our customers, volunteers, and stakeholders. My intention is for this to be a bi-monthly communication. Other information may come through special announcements or press releases.

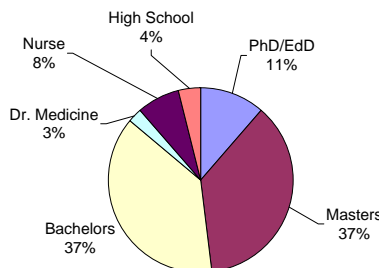
Having written and published far too many newsletters, I have to admit I am not one to just fill pages with unnecessary drivel. I will share information that I think is important or useful and will look to you to let me know what type of articles or information you want to read. My bottom-line intention is to inform and share.

What Makes Us Great

I've only been on the job three months, but this is an easy one - our volunteers, and among our volunteers especially our examiners.

I've had requests from organizations in other states asking if they could apply in Texas because they know we give superior feedback for improvement. We produce more Baldrige winners than any other state. Why? The answer to that is clearly our Board of Examiners, our Board of Overseers (who are responsible for the overall program), and the training team who ensure the high level of professionalism we deliver to our customers. The graphs give perspective to the strength of Board of Examiners. Our examiners come from broad backgrounds and diversity of experience - doctors and nurses, therapists, psychologists and oncologists; all levels of business management from CEOs and vice presidents, production workers, supervisors and field management; teachers, superintendents, administrators and coordinators; academics, college professors, trainers, consultants, business advisors; government administrators, tax assessors - every job, field or sector you can imagine.

Educational Level



What do all these people have in common? They have a strong passion for learning and service. Being an examiner is a leadership epiphany. When we first learn about the Criteria there is a sudden insight - a realization that there is a better way to manage, to lead, to treat staff, to plan, to measure. And, we discover that we are not alone in this revelation. Other people are doing these things successfully. From all this, we grow personally and professionally.



CEO NOTES CONTINUED

Having this gift of knowledge, we are compelled to share – pass it on to others that they may understand, learn and succeed. Every organization we help make successful through the feedback we provide, saves jobs, strengthens our economy, makes for a better community and a better nation. What could be more patriotic than to serve others in this way?

There is another group that's very important to us – all the business consultants that assist our customers in improving, and guiding them through the Criteria and into our program. We are grateful for their help because they are an indispensable ingredient in our success.

What's Happening

Many good things are on the horizon for Quality Texas.

Strategic Planning

On August 29, twenty Board members, examiners, and other stakeholders attended a strategic planning meeting held at our office in Dallas. The purpose of the meeting was to align projects with what we need to accomplish as an organization. Several tactical approaches were developed to support our four Key Performance Indicators:

1. Engaged Leadership
2. Customer Needs Met
3. Engaged Volunteer Base
4. Organizational Solvency

The entire plan (and ongoing updates) are on our website on a new page titled, "Notes From The CEO".

Website

Check out the new website layout www.texas-quality.org. We've been working on our website to bring it up to date and provide more useful information. There's still much to do but some pages are shaping up. Keep checking back to see the upgrades and send me your suggestions on website improvement.

We've established a Resource Library page for our customers. If you have any articles, on any business topic that would be useful to organizations wanting to understand the Criteria, prepare for a site-visit, learn the fundamentals of strategic planning, etc., send them to me. We'll review for publication on the website. Please keep it simple – article title, name, text. I don't care about size (one page to book length). The only requirements are – professional, informative, and useful (actionable) for organizations on the improvement journey.

Check out the examples on our website under "Resource Library" on the left panel.

Training

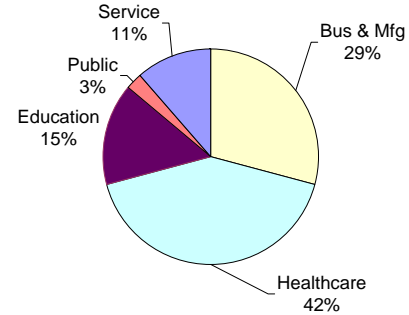
A training team is looking at courses we can offer to help our customers strengthen their organizations and prepare for the award process.

We already have one course that we have been teaching several times a year, **Managing for Performance Excellence (what is the Criteria?)**. This is a basic introduction to what the Criteria is and how it's used. This course is being supplemented by, **A Roadmap for Performance Excellence (How to deploy the Criteria)**. This course will provide actionable approaches to implement the Criteria in an organization. Other courses will follow, but we plan to extend our reach across the state with these two as phase one of our broader training plan.

An ad for upcoming training appears later in this newsletter.

Extending our training reach will also provide needed income. We must earn our own way. Our members and contributors are critical to our success, but we can't just be an organization with our hand out.

Examiners By Sector - 2007



Upcoming Events

Quality Texas is participating in the following events.

October 17-19, 2006

Association for Manufacturing Excellence Conference
The largest Lean Conference in North America
Dallas—More info: <http://www.ame.org/>

Key Role for Quality Texas

October 27, 2006

ASQ Dallas Annual Quality Conference
"Driving Quality – Tools for Success"
Dallas—More info: <http://www.asqdallas.org/>

November 1-3, 2006

Texas Association for Healthcare Quality Conference
"Building Success for Tomorrow's Healthcare Improvement"
San Antonio—More info: <http://www.txquality.org/>

November 12-14, 2006

ASQ National Quality Education Conference
"Connecting Results to Excellence"
Dallas—More info: <http://nqec.asq.org/>

Key Role for Quality Texas

March 1-2, 2007

ASQ Quality Management Division Conference
"The Essentials for Excellence"
Dallas—More info: <http://www.asq.org/conferences/quality-management/index.html>

CEO NOTES CONTINUED

Awards

The Panel of Judges is looking into the opportunity to provide additional awards and recognition to organizations at different stages of progress on the journey to performance excellence. I look forward to their recommendations. Many of our customers have asked for additional recognition and this will get us out of the current winner-take-all program.

I would also like to see a Texas Governor's award. We've had difficulty getting his attention, so if anyone is close to him, please contact me.

Get Engaged

You will hear more about this in the coming year. I'm looking for help with a campaign to encourage more people to Get Engaged with Quality Texas.

- Get Engaged as an examiner
- Get Engaged as a volunteer
- Get Engaged as a board member
- Get Engaged in the journey
- Get Engaged as a member

Volunteers

We need help in the following areas that are critical but which remain generally undefined – that's why I need your help.

Volunteer Positions Needed

- Director of Funding
- Director of Outreach/Marketing
- Director of Volunteer Activities
- Trainers for customer classes
- Various committee work
 - * Awards conference – Texas Quest for Excellence
 - * Branding
 - * State and community relations
 - * Education outreach
 - * Business outreach
 - * Non-profit outreach
 - * Grant writing
 - * Special events coordination
 - * Sponsorship coordinator
 - * Training logistics coordinator(s)
 - * "Get Engaged" program coordinator

What did I forget? What can you help with? **Contact me** – bdenney@texas-quality.org

Conclusion

I guess that's the dilemma of waiting so long to communicate. I'm excited about our future and there is so much to share about our direction and growth.

Thanks for your past and future help. Quality Texas makes an important contribution to society – better businesses, better schools, better healthcare, better organizations of all types – but only because of you.

If you have been thinking about writing me, give in to the temptation. I welcome your comments – bdenney@texas-quality.org.

**Our Gold Level
Members
\$25,000 or More
THANK YOU**



**"Information is not
knowledge. Let's not
confuse the two."
- W. Edwards Deming**

Announcements about Quality conferences or information of value to our customers?

**Send to
Bill Denney
bdenney@texas-quality.org**

Special Recognition Awards

Special awards and recognitions were presented for the first time at the 2006 Awards Recognition ceremonies to honor those individuals and organizations that have shown high levels of commitment and performance excellence in their support of Quality Texas, its Vision, and its Mission.

Leadership Award was presented to Diana Pollard, Chair of the Board of Overseers. The award recognizes an individual who has actively participated in the leadership of the Quality Texas Foundation and the Texas Award for Performance Excellence process and demonstrated outstanding commitment to the organization, adherence to Quality Texas organizational values, and consistent, exemplary behaviors in support of Quality Texas, its mission and vision, and its role in support of performance excellence in Texas organizations. Diana guided the award process through significant transitions and evolution. Improving at an exponential rate, the Board has achieved significant refinement for the process. With a legacy already developing of role model behavior and significant refinement, Diana's leadership has set a high bar for subsequent leaders in the organization.

Ambassador of the Year Award recognizes outstanding volunteer service to the Quality Texas Foundation and its stakeholders. The 2006 honoree, Mac McGuire, has shown exceptional dedication and given outstanding leadership and service to fulfilling the Vision and Mission of the Quality Texas Foundation. As Chairman of the Panel of Judges, Mac has created a positive environment for the Panel, made significant improvements in the Judges' processes and has developed an atmosphere of mutual respect and cooperation on the Panel. Mac is an integral part of the Examiner training program as the primary facilitator for New Examiner Orientation. Mac's passion and drive for the Criteria and Quality Texas make him a strong advocate for performance excellence and Ambassador for the Texas Award for Performance Excellence.

Changes to the Board of Directors

David Branch
Chair

After finishing a busy year that brings me to the halfway point in my term, I can honestly say I have enjoyed my work as Chair of such a great board. It's been a year of huge transition, not the least of which has been the introduction of our new CEO, Bill Denney. Bill and I have worked as a wonderful team and I admire his leadership and commitment to the cause. At the same time, there are a lot of big things to accomplish that came out of our strategic planning which will help us accomplish the ends we agreed upon at our board meeting a year ago. Bill will be actively looking for assistance to move us forward toward our new vision to "Engage all Texas organizations in a journey toward world class performance excellence."

At our recent board meeting, Tim Lewis, Vice President for DynMcDermott (pictured on the right), was elected to the both the Board of Directors and further into the role of Chair-Elect. Tim has served on the Chairman's Council since the Big Hill site that he manages won the Texas Award for Performance Excellence in 2005. Tim will replace our good friend Glen Bounds who chose not to continue on the board due to his retirement to the family farm in Oklahoma. We wish Glen the best and look forward to Tim's leadership and succession to the Chairman role in September, 2007. Also elected to the board were Janet Bacon from Verizon and Bo McBee who will serve a second three year term.



Rolling off the board is one of my personal favorites, Dale Crownover. Dale has been very busy in his second Baldrige winner's circle and we wish him well on his victory laps. Dale preceded me as Chair and set things up right.

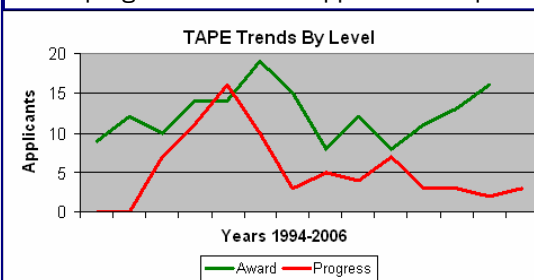
Award Cycle Begins

Jane Westbrook
Director of Programs

The 2007 cycle for the Texas Award for Performance Excellence is well underway with high levels of excitement and anticipation for examiners and applicants.

Examiners: New Examiner Orientation was held in San Antonio and Dallas in early September with 122 new examiners completing the training. They will be joined by 72 returning examiners for the three-day Examiner Training scheduled in Houston, San Antonio and Dallas with all training to be completed by October 25. This represents a 10% increase in the number of examiners selected and scheduled for training over 2006. Examiners will begin the application review process in mid-November.

Applicants: For the 2007 Award Cycle, 16 organizations have submitted eligibility certification forms for the Award Level and one organization has submitted for eligibility certification at the progress level. The applications represent all sectors: Education, Health Care, Manufacturing, Public, Service and Small Business. Organizations are distributed geographically from the Dallas/Fort Worth area, Houston area, San Antonio, and Central Texas area.



Applications are due on November 1, 2006 for the Award Level and on November 15 for the Progress Level.

Improvement to the Award Cycle for 2007

Diana Pollard
Chair Board of Overseers

Quality Texas held its first Improvement Day last June with members of the Board of Overseers and several invited Examiners. This was our pilot run for future Improvement Days and we hope to hold one every year. We invited suggestions for improving the award cycle from a large circle of Quality Texas volunteers: Judges, Board of Overseers, Team Leaders, as well as Quality Texas staff. Debbie Kosarek, the Board Of Overseers Process Team Leader summarized the suggestions and selected those related specifically to the award process. Suggestions related to training or Examiner issues were forwarded to the appropriate Board Of Overseers team.

The participants in the improvement meeting reviewed each suggestion and accepted, revised or declined it. Some of the key changes made this year:

- New Examiners will complete about one-half of the case study scorebook. This will give the new Examiners experience in writing comments without the full workload of an entire scorebook.
- Examiners may request a mentor to answer general questions about the case study or Stage 1 Independent Review. Call Jane Westbrook 214-565-8550 to request assistance.
- The improvement group refined the roles and responsibilities for Team Leader, Feedback Writer and Observer for each stage of the award process. This allowed us to better align and coordinate the work of each of these key positions.
- Site visit teams will send the list of requested information and data to the applicant two weeks before the site visit. The team will also give the applicant a list of interview schedules two weeks before the visit. This will give the applicant time to prepare for the visit and reduce some of the stress for everyone.
- As the use of cell phones becomes standard corporate practice, we have established guidelines for their use during key Examiner activities. Use of cell phones or VOIP phones during the consensus planning call or the consensus call must have prior approval of the applicant. Team members using a cell phone must have the capability for a continuous 8-hour phone call. Only the Team Leader and Observer may use a cell phone during site visit.
- Team Leaders will be provided detailed schedules for Stages 2 and 3 activities instead of having to create their own. This will save the Team Leaders time and promote consistency across the teams. Leaders will be provided a range of dates for activities requiring the entire team.
- Both the Examiner Reference Manual for Stage 3 and Stage 3 training materials have been improved to better address applicant interviews. This will help examiners obtain the information needed to close out site visit issues and provide appropriate feedback so the applicant understands the next steps to move up the scoring band.

We look forward to next year's Improvement Day. If you are participating in the award cycle this year, please note your suggestions about how to improve it. We will be asking for your ideas in April and expect to have as many excellent suggestions as we had this year.

"The first erroneous assumption is that quality means goodness, or luxury, or shininess, or weight. We must define quality as conformance to requirements if we are to manage it. The second erroneous assumption is that quality is an intangible and therefore not measurable. In fact, quality is precisely measurable by the oldest and most respected of measurements - cold hard cash."

- Philip Crosby

Carroll Morrison Examiner Award, recognizes an individual examiner who has shown exceptional dedication, leadership and service to Quality Texas and the TAPE Award process over multiple years. Kathryn LeRoy, the first recipient of this distinguished award, demonstrates outstanding commitment to the award process and models consistent behaviors promoting performance excellence through customer-focused initiative, high performance teamwork, and commitment to and passion for organizational culture and values of the Quality Texas Foundation. These values were modeled by Carroll Morrison in his many years of active involvement with Quality Texas. Kathryn has been described as a role model for her teams, regardless of the role she played on the team - leader, back-up leader, feedback writer, or process observer. She always stays true to the process by keeping the team grounded in the criteria and to the information provided in the application. Commitment and passion for the process describe Kathryn and that commitment and passion are contagious to those around her.

Hall of Fame Award recognizes an organization that has provided consistent, continuous support of the Quality Texas Foundation and the Texas Award for Performance Excellence, in the form of financial support, in-kind donations of services, equipment, materials and supplies, and volunteers. The first Hall of Fame member is AT&T, a major sponsor and supporter since 1997. AT&T (formerly SBC) is a Gold Sponsor Member, a Quest sponsor, has hosted New Examiner Orientation and Examiner Training annually in San Antonio, has donated equipment and conference door prizes, and provided numerous volunteers to serve on special committees, the Board of Directors and Chairman's Council. Maureen Merkle, President of Procurement, currently serves on the Chairman's Council after several years as a member of the Board of Directors.

Distinguished Partner Award is presented to an organization that has provided outstanding support during the past year for the Quality Texas Foundation and the Texas Award for Performance Excellence, including financial support, in-kind donations of services, equipment, materials and supplies, and volunteers for the Board of Directors, Board of Overseers, Chairman's Council, Panel of Judges, Board of Examiners and other volunteers. Clarke American Checks, Inc., the Distinguished Partner for 2006, provided strong financial support as a member and Quest sponsor and outstanding volunteer support with Chuck Dawson, President and CEO, serving on the Chairman's Council. Additionally, numerous staff members served in various volunteer roles with Quality Texas, including Lauri Birkelo, Panel of Judges; Debbie Schmidt, Board of Overseers; and Rosylene Bethea, Conference Planning Committee.

Rookie of the Year Award recognizes outstanding service by a first year examiner to the Quality Texas Foundation and its stakeholders. Eric Kihl, the 2006 Rookie of the Year, epitomized the Quality Texas Foundation through his focus on "serving the customer" and adhering to the Baldrige Criteria as the driver for the "organization to achieve and sustain world-class performance." As a new examiner, Eric never failed in his commitment to developing a deep understanding of the Criteria, how it applied to the applicant, and how to use the Criteria to provide the applicant with actionable feedback to further their quality journey. At every stage of the process, Eric demonstrated superior work ethic and understanding of what is required of a high performing team—dependability, commitment, openness, mutual respect, persistence, and a sense of humor. According to his team leader, the team benefited from his ability to problem-solve, to remain positive under stressful conditions, and his willingness to offer help to others as needed. Eric shows exceptional dedication and gives outstanding leadership and service to fulfilling the Vision and Mission of the Quality Texas Foundation. In addition, he models excellence in high performance teamwork and commitment to and passion for the organizational culture and values of the Quality Texas Foundation.

Why Make the Decision to Adopt and Implement the Baldrige Criteria

Mac McGuire, Ph.D.
Chair, Panel of Judges

I am constantly amazed in my travels about how many senior executives and other senior leaders ask how much time adopting and implementing the Baldrige Criteria for Performance Excellence sponsored by the Quality Texas Foundation will take. Time and profitability seem to take a front seat in organizational priorities. In order to decide about whether or not to adopt/implement the criteria, there are a number of considerations.

First, the senior leaders must see a compelling requirement to evaluate their organization against a proven set of questions/criteria for the expressed purpose of improving operations at all levels of the organization. The criterion is NOT a short term proposition and may involve a culture shift depending upon how far the organization is from conducting solid business practices on a daily basis.

Second, there must be a training component directed toward educating the workforce about the criteria. This training must be deliberate and intentional thereby directing the efforts of the people involved. Senior leaders need to attend some of the training and one senior leader should step up and be the training representative of the senior leadership team. Organizational explorers, better known as change agents, should undertake the training first to lead the way and set the high standard.

Third, the organization should identify those change agents who are not afraid of challenges or innovation caused by criteria utilization. These brave souls are the heart of organizational improvements and should be treated with great dignity to lighten their path and their burden.

Let me be very clear on this, adopting and implementing the criteria has never been and never will be an addition to your daily work – IT IS prioritization of your daily work. Organizations need to understand that using the criteria will change how you conduct business for all involved parties, customers (business), clients, patients (hospitals), suppliers, partners, students (education), and all stakeholders. For organizations looking for a quick fix with "flash in the pan results", Baldrige is NOT the solution. But IF your organization is considering improving in a systematic manner, Baldrige is the appropriate framework.

*The following article is reprinted from the Houston Business Journal
July 17, 2006*

Drive to Competitive Advantage by Taking the Road to Excellence

William B. "Bo" McBee
Vice President, Hewlett-Packard Co
Member, Board of Directors, Quality Texas Foundation

With individual organizations applying distinct criteria to what constitutes quality, the word "quality" has virtually lost its significance in the business world. However, world-class organizations all seem to have the same fundamentals in place that drive them to competitive advantage and higher growth rates over their peers, regardless of whether their definitions of quality differ.

Achieving a deeper understanding of these fundamentals can help ensure that a company's approach to achieving quality is driving the company to greatness. The criteria for the annual Malcolm Baldrige National Quality Award, the nation's highest honor for business performance excellence and quality achievement, mentions the word "quality" only four times, focusing instead on core values and concepts common to businesses that excel.

MCBEE CONTINUED

Core values

World-class organizations all:

- Have visionary leadership.
- Are customer-driven.
- Foster learning at the organization and individual level.
- Value their employees and partners.
- Are socially responsible.
- Are data-driven.
- Focus on process to achieve results and create value.

Using today's knowledge of what makes companies great pays off. Studies by the National Institute of Standards and Technology, universities, business organizations and the U.S. General Accounting Office have shown the shareholder value of organizations that have achieved recognition through the Malcolm Baldrige National Quality Award have outperformed their peers in the stock market 2-to-1.

Successful execution

A flawless strategy, when executed poorly, is a failure. Successful execution requires that senior management set a clear direction and consistently lead in that direction. Leaders must know if their vision, mission, values and plans are being deployed and are fully understood, not only by the leadership team, but by every employee. When leaders do well in this area, employees know what is important without need for constant explanation.

World-class companies are almost fanatical about taking care of their customers and balance achieving financial and operational results with improving customer loyalty. Because the customer is the ultimate judge of an organization's quality and performance, quality should be approached as conformance to customer requirements. These requirements must be clear, mutually agreed to characteristics of the company's product, service or solution.

For example, an internally focused business may emphasize accounts receivable days outstanding, while a customer-focused company will add measurement of billing errors to this same process. Improving billing accuracy results in more timely payments and from a customer perspective, translates to superior quality and performance, which in turn drives loyalty.

Another important characteristic of world-class organizations is that they find novel ways to involve customers in their businesses. Some use customer advisory councils to help shape strategy. Feedback loops can give employees real-time response on their performances. Customer surveys provide insight on specific areas. There are a variety of ways to bring your customers and employees together.

Measuring performance

The most competitive businesses measure performance and use facts to make decisions far more than average performers, where PowerPoint presentations and personal opinions are common. As one company put it, "In God we trust, everyone else better bring facts."

A company that wants to improve performance faster and better than its competitors, will follow the lead of most world-class businesses and invest in training and tools that enable employees to both do their jobs and improve performance. In the business environment, all work is a process and processes are linked to form a system with people and technology. While many companies deploy strategies and goals down through the organization chart, world-class companies deploy strategies to process owners.

Managing for excellence requires leadership from the top to set direction, determine priorities and allocate resources. It also requires a systematic data-driven approach to improvement that everyone in the organization can learn and leverage to improve the business. In

2006 Texas Award for Performance Excellence Recipients

Aldine Independent School District, Houston, TX (Education)

Aldine Independent School District, lying adjacent to the Houston Intercontinental Airport, is the 11th largest public school district in Texas. The district serves over 58,400 students on 70 campuses and in 19 academies. Aldine ISD has adopted a continuous learning approach to improvement through self assessment, benchmarking, process mapping, a culture of sharing best practices and extensive opportunities for employee learning that demonstrates commitment to ongoing organizational learning and a focus on the future. The district is creating a mission-focused system focused on learning.

Goodwill Industries of San Antonio, San Antonio, TX (Public)

Goodwill Industries of San Antonio is a public, not-for-profit organization consisting of 727 team members (employees) across 23 Texas sites consisting of retail stores, Job Help Centers, donation stations, an administrative office, and a distribution center, plus seven job locations. The mission of Goodwill Industries is to help change lives through the power of work. The organization defines its primary customers as its participants (employees with disabilities or barriers to employment), with the focus on human capital results leading to financial investment into lives and the processes that support/develop human outcomes (results). Goodwill Industries is dedicated to two-way communication, recognition, reward and career development for team members and participants. Maintaining high levels of quality, loss prevention, and safety standards are given utmost priority because many team members and participants have disabilities.

2006 Texas Award for Performance Excellence Recipients

Medical City Dallas Hospital, Dallas, TX (Health Care)

Medical City Dallas Hospital is a full 598-bed tertiary hospital offering over 95 specialties, Inpatient, Outpatient, Emergency Department and in-house clinics located on a single campus in the Dallas metropolitan area. Medical City Dallas focuses on five Centers of Excellence: Women's Services, Pediatrics, Cardiovascular, Oncology, and Surgery. The for-profit hospital has four buildings on one campus, a 24/7 childcare facility in partnership with a children's learning center, and is currently undergoing a \$212 million construction and renovation project. The hospital is committed to being a valued citizen in the communities where it operates and demonstrates sincere concern for its community by providing health awareness services and remaining active and visible within the community on several levels. Medical City's culture of shared leadership, ownership in improvement and process, and employee empowerment has yielded a staff that is passionate about the quality of health care they deliver

Sanden International (U.S.A.), Inc., Wylie, TX (Manufacturing)

Sanden International, located on approximately 100 acres in Wylie, employs 673 individuals to manufacture and service automotive air conditioning compressors. Key success factors for Sanden include: customer satisfaction; employee satisfaction; business process and effectiveness; business continuity; financial performance; supplier excellence; and new business opportunities. The organization demonstrates a commitment to management development, continuous cycles of improvement, deployment of processes, and integration through its Hoshin Kanri process. A system of visual management techniques to increase communication among employees representing 37 cultures and languages allows communication through a system of diagrams and pictures and reduces opportunities for misunderstanding through translation.

MCBEE CONTINUED

world-class organizations, this frequently involves use of a standard such as a Lean or Six Sigma.

Regardless of the approach, three simple, yet powerful, questions can be used to frame improvement efforts at all levels:

- What are we trying to accomplish? If the answer isn't crystal clear, don't move forward!
- How will we know when a change results in improvement? Rely on data and measurement to make sure your changes have a positive impact.
- What changes can we make that will result in improvement? Create ideas, devise alternatives and experiment.

Although not for the faint-at-heart, the roadmap for excellence is available in the criteria of the Malcolm Baldrige National Quality Award and embodied in the 80-plus organizations that have been recognized through the National Quality Award process. Look to these for further guidance, but remember, excellence will be achieved only by those leaders and companies who make it an explicit goal and are willing to stay the course

TRAINING ANNOUNCEMENT

MANAGING FOR PERFORMANCE EXCELLENCE

November 14, 2006 in Dallas, Texas

Held at The Bill Priest Institute, 1402 Corinth Street, Dallas 75215

Purpose

Introduce organizations to the Texas Criteria for Performance Excellence and how the criteria frame a world class management system. Also introduces and explains the various organizational assessment and feedback approaches available to you, to fit wherever your organization may be on the journey of continuous improvement, customer focus, and managing for performance excellence.

Who Should Attend

The course is directed toward executives and others in your organization who can make the most progress and impact in setting the improvement next steps in motion.

Teams of two to five are encouraged to attend for maximum benefit and learning.

What You Will Learn

The value proposition—why you should be involved in a process of improvement

- Background of performance improvement as a strategy
- The criteria for Texas Award for Performance Excellence and Baldrige Award
- The criteria as a framework for a world class management system
- Core values as they support the management system
- Use of Criteria-based assessments
- Different ways assessments can benefit your organization
- Plus much more

What You Will Receive

- Course notebook with all presentation slides
- Texas Award Self Assessment manual (contains 3 options for self assessment). Soft copies also available on request
- Texas Award for Performance Excellence Criteria book

Sign up on our website or call 214-565-8550

ASQ / QUALITY MANAGEMENT DIVISION
19TH QUALITY MANAGEMENT CONFERENCE

“ESSENTIALS FOR EXCELLENCE”

March 1 – 2, 2007
Adam’s Mark Hotel – Dallas, TX

COURSES: February 26 – 28 & March 3 – 4, 2007
CERTIFICATION EXAMS: March 3, 2007

Tough competition and a tightening economy compel today’s organizations to pursue superior products and services. The 19th Quality Management Conference enables your pursuit by providing the essentials for excellence.

KEYNOTE SPEAKERS



MAJ. GEN. ARTHUR J. ROONEY, JR.
*Vice Commander,
Electronic Systems Center,
Hanscom AFB, MA*



DOUGLAS B. DOTAN
*President, CRG Medical Patient Protection
& Risk Reduction Solutions*



DENNIS ARTER
*“Quality Audits for Improved Performance”
author, lecturer, and trainer*



MAXINE SHAPIRO
*Inside the Box™
keynote speaker and trainer*

FOR INFORMATION & REGISTRATION visit “www.asq.org/qm/conferences” or call ASQ at 1.800.248.1946.

SPECTACULAR EVENING EVENT

CONFERENCE BANQUET AT THE DALLAS WORLD AQUARIUM
Thursday, March 1, 2007



Visit the Aquarium, Rainforest,
and Tribal Gallery Venues
Enjoy Conference Banquet &
World-Renowned Speaker
HARRY HERTZ, DIRECTOR
Baldrige National Quality Program



SPECIAL PURCHASE TICKET REQUIRED See “www.asq.org/qm/conferences” for details