

Mayberry Newsletter

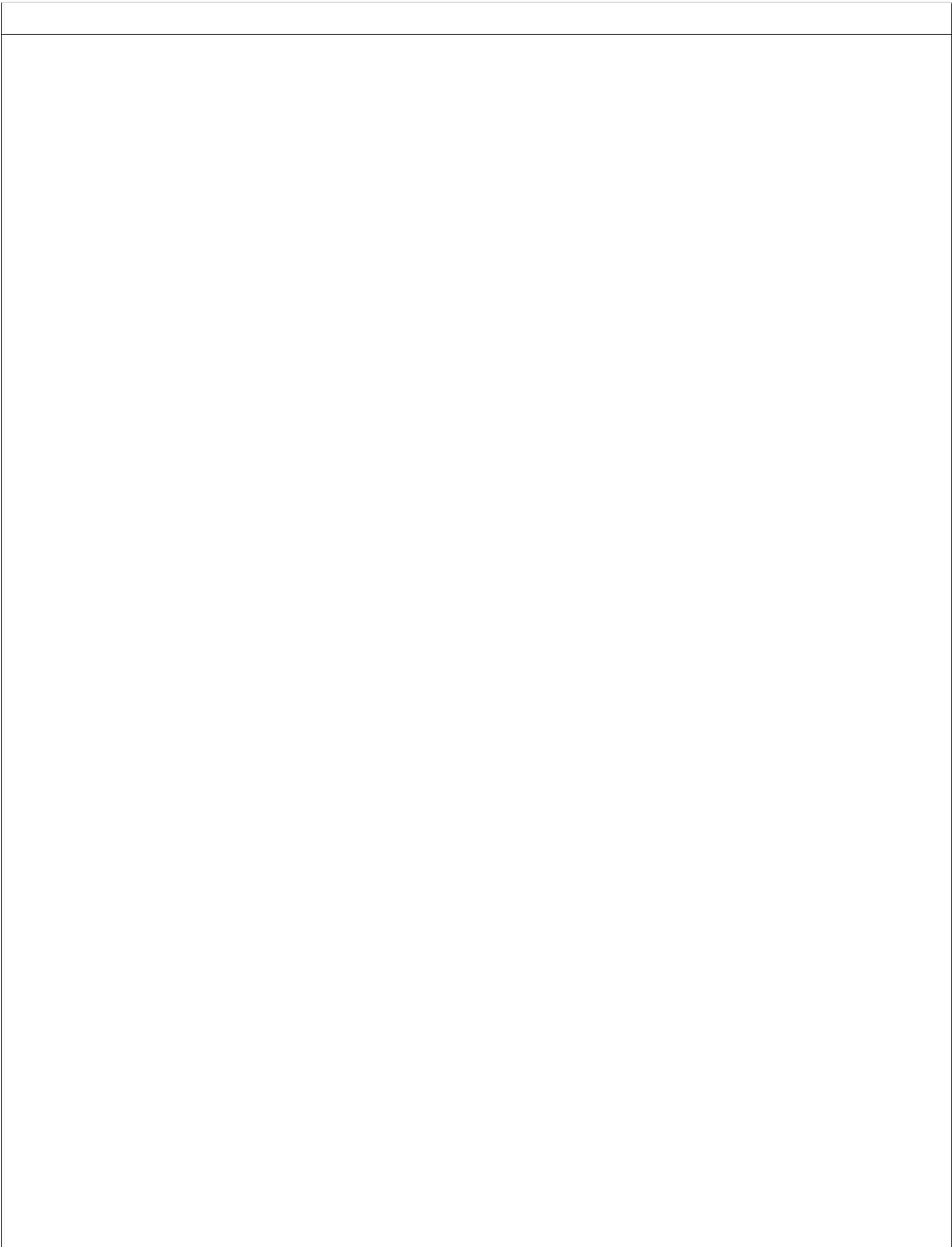
The W. E. Mayberry Center for Quality and Performance Excellence

Tennessee Technological University • College of Business • Fall 2004



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Activities and Accomplishments (cont'd)

- The Center continued its partnership with the TTU School of Interdisciplinary Studies and Extended Education (ISEE). serves as an advisor on planning to ISEE.

- wrote an invited spotlight "Promoting Quality With a Body of Knowledge That Connects Process and Results," for the *Production and Operations Management Text*, Martin K. Starr, author.

- Annual meeting of Decision Sciences Institute in Washington, D.C. "15 Years of Baldrige: Pre-History, Design, Perspectives" with November 23, 2003.
- NY State Quality Award Keynote Speaker "Evolution of Quality Management," May 5, 2004.
- NY State Quality Award Wrap-up Speaker "Excellence Characteristics," May 5, 2004.
- Baldrige Award Conference (QEXVI) "Conference Themes."
- Baldrige Salute to on his 100th birthday, May 6, 2004.
- "Balancing Organizational Perspectives Seen From Different Compass Points," with TTU President and ISEE Dean, Tennessee Center for Performance Excellence Conference.
- "Perspectives on the Quality Movement: Academic Perspective," The Summit, Carlson School of Management, University of Minnesota, June 15, 2004.

attended the meeting of the Global Manufacturing Research Group in Istanbul, Turkey, July 7-9, 2004, and presented the paper "How Competitive is U.S. Manufacturing?" In July 2004, he visited the College of Business and Economics in Doha, Qatar, the Administrative Staff College of India in

Hyderabad, India, and The Indian Institute of Management in Bangalore, India.

- Mayberry Graduate Assistant served on the 2003 Board of Examiners of the Tennessee Center for Performance Excellence (TNCPE). He also attended the Quest for Excellence Conference in April 2004 in Washington, D.C.

Mayberry Graduate Assistant, is serving on the 2004 Board of Examiners of the TNCPE.

New Advisory Board Members

and joined the Mayberry Advisory Board in 2004.

David is Operational Excellence Manager for Siemens EMC in Johnson City, TN. During the past 22 years he has held individual contributor and leadership positions as an engineer, supervisor, and manager in Design, Manufacturing, Applications Engineering, Product Safety, and Quality/Reliability Assurance in the industrial electronics field. He served on the Tennessee Center for Performance Excellence (TQA/TNCPE) Board of Examiners from 1994 to 1998 and the Panel of Judges from 2002 to the present. He is also currently in his seventh year with the Malcolm Baldrige National Quality Award where he serves as an alumni examiner.

Jean is Associate Director, Corporate Purchases, Procter & Gamble. Jean has worked for P&G for 26 years. She has eleven years of experience in leading a number of P&G organizations responsible for sourcing and supply chain management for P&G's global operations. In addition, Jean has fifteen years of experience in Total Quality Management, strategic planning, engineering, and manufacturing. Currently Jean has responsibility for a number of governance and legal systems for P&G's worldwide Purchases organization and leads P & G's Contract Manufacturing Center of Excellence. Jean has served as a judge for the Malcolm Baldrige National Quality Award.

Welcome on board!

The Fall 2003 Mayberry Lecture was delivered by Victor Tang. At the time of the lecture he was a researcher at the Center for Innovation in Product Development (CIPD) and a Ph.D. candidate in MIT's Engineering Systems Division. Prior to MIT, Vic was an executive in IBM. His work included some of IBM's most strategically important initiatives. Vic led the strategy formulation for IBM Global Services, a \$35 billion organization. He was VP of IBM China and was the director of strategy, market development, and technology development for the IBM AS/400. He led the initial Baldrige application that ultimately won for the AS/400 that

that managers and executives own “stone age” products and their careers depend on them. While they are maintaining these antiquated products they have not developed new skills which position them for better jobs. They feel threatened and therefore they will find ten thousand reasons why that product has to keep going. A number of things can be done to do better. One is you have to develop new skills constantly. This applies to you (students) particularly. I believe the half-life of what you learn in college is two years.

Management nowadays is quite ruthless and if

they do not have any use for you it is good-bye! I do not think that is a good policy because 70% of the system level knowledge walks out with you. Companies have to create an environment and ways to train people for better positions. Companies and people have to recognize that moving somebody laterally so they can learn new skills—maybe even with a pay cut—is not a bad thing. Because there is a body of knowledge and experience that goes with those people and what they learn and the meaning to them is deeper than it would be to people who do not have that experience.



Left to Right: Dr. Curt Reimann,
President Robert Bell,
Mayberry Lecture
Speaker - Mr. Victor Tang,
Dr. Nat Natarajan, and
Dean Bob Niebuhr.

Where Are They Now? An Update From Nick Brown!

*Recently, we heard from **Nick Brown**, a former Mayberry Graduate Assistant. Here are some excerpts from his note:*

“Upon graduation in December 2002, I obtained a position with Dell, Inc. I was a Small-Medium Business Sales Representative in Nashville, TN. While working for Dell, Inc., I became involved with many BPI projects, and Efficiency Training opportunities. Even though I was extremely successful in the sales arena, I continued to pursue a career utilizing my education in engineering. Late 2003, I received an opportunity to work for the Murfreesboro Electric Department as Planning Engineer. I am responsible for the entire city mapping operations for the electric department, many commercial and residential developments, as well as day-to-day maintenance and operation of the electrical distribution

grid. I am currently working on new outsourcing opportunities and process improvement areas that will help improve overall efficiency of the organization. Also, I am working on a few different certifications in the Power Distribution area for my personal improvement. I became engaged in early March. Mary Leigh, my fiancée, graduated from TTU in May. We are planning to reside in Murfreesboro, TN. I volunteer time to my college fraternity by being the Assistant Alumni Advisor for the Middle Tennessee State University (MTSU) chapter, along with returning to the Cookeville chapter as much as possible. I enjoy the continuing relationship with my Tennessee Tech friends and colleagues. I cherish the memories, education, and experiences of the Mayberry Center, Colleges of Business and Engineering, and TTU.”

Congratulations, Nick, on all that you have accomplished!

2004 Baldrige National Quality Program Quest for Excellence XVI

by Brad Leimer *

The Malcolm Baldrige National Quality Program's Quest for Excellence XVI was held at the Marriott Wardman Park Hotel March 28 – 31, 2004, in Washington, D.C. Seven organizations were recognized for their accomplishments. They are:

(Indianola, PA, manufacturing)
(St. Louis, MO, service)

(Nashville, TN, service)
(Quarryville, PA, small business)

(Palatine, IL, education)
(Pensacola, FL, health care)

(Kansas City, MO, health care)

I had the chance to follow Stoner, Inc., in the breakout sessions, and I was extremely impressed. Stoner has 43 full- and five part-time employees. It is the smallest business ever to receive the Malcolm Baldrige National Quality Award. The company's core values include exceeding customer expectations, fostering and developing a motivated team, being safety/health/environment responsible, innovating new and better solutions, and improving continuously. The company's three-step continuous improvement system revolves around the simple approach of leadership,

strategy, and process. It was interesting to see how ingrained this process was with everyone in the company.

The leadership team uses a scorecard called "Stoner 60" to set goals and measure business initiatives. The scorecard identifies 60 key operational measurements, linked goals and strategic milestones for each of the next five years. To manage data and increase customer satisfaction, Stoner implemented an enterprise resource planning system that has helped ensure that 100 percent of orders are shipped on the same day that they are received.

New team members receive a two-week orientation before starting their jobs. In addition to ethics and safety training, new team members spend one day shadowing every job in the company and have a personal meeting with the company president. This helps to explain why Stoner's overall favorable percentage of satisfied team members has increased from 72.8 percent in January 2002 to 79.5 percent in July 2003 – exceeding the benchmark of 64.8 percent.

Overall the conference was a great experience. I had the opportunity to speak with _____ who is the President of Caterpillar Financial Services Corporation and _____ who was the President of Boeing Aerospace Support. I was able to spend a significant amount of time with _____ and _____

It was good to meet _____ who will soon be an Advisory Board Member for the Mayberry Chair of Excellence and it was great to see over 1000 people who shared my enthusiasm about improving organizations here in the U.S. and abroad. This experience has me excited about serving a second year as a Tennessee Quality Award examiner and I plan to apply to become a Baldrige examiner next year.

The conference ended with Dr. Curt Reimann receiving the ASQ Distinguished Service Medal. During his acceptance speech, Dr. Reimann recited the lyrics to his self-written song the "Baldrige Blues." The next time you see Dr. Reimann, ask him to sing it for you!



From left to right: Anna LaBar Lueker, TTU Alumna; Brad Leimer; Dr. David Spong, CEO, and President of Boeing Aerospace Support; and Dr. Curt Reimann.

In the beginning, concerns were focused on two areas:

(1) without the protection of the sovereign immunity afforded to State entities, the University Research Foundation (URF) would be exposed to additional liability; and

(2) the financial base from which the URF would operate was uncertain.

The main issues raised by the campus community were discussed and a consensus favoring establishment of the URF was achieved. A proposal for the URF was presented to the Tennessee Board of Regents.

Marie Williams Honored



Pictured from left to right: Dr. Curt Reimann, Marie Williams, Dr. Nat Natarajan, and Brad Leimer.

Upon her retirement as president of the Tennessee Center for Performance Excellence, Marie Williams was recognized by the Mayberry Center team for her numerous contributions to the Mayberry Board, the College of Business and to TTU. Since the creation of the Mayberry Board in 1998, Marie has served with distinction, great energy, and enthusiasm. All Center participants - students, faculty, board members, and staff - wish to express our sincerest thanks and warmest best wishes to Marie for a long and healthy retirement.

Newsletter prepared by Judy Hees, Brad Leimer, Dr. Nat Natarajan and Dr. Curt Reimann. It will also be available on the Mayberry website: www.tntech.edu/mayberry/ Your comments are welcome.

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THE W. E. MAYBERRY CENTER FOR
QUALITY AND PERFORMANCE
EXCELLENCE