

# The Packed Column

American Institute of Chemical Engineers - Upper Midwest Section

November 2006

## CHAIR'S CORNER

by Kurt Waananen

### Feeling Crazy Busy?

One of the challenges of a busy life is making time to read books. They can be especially hard to fit in given tight deadlines and schedules packed with meetings, conference calls, and plant trials. About a year and a half ago, a colleague took the initiative to start a book club with co-workers. The format was simple, starting with the selection of a book, sometimes done by a vote, and concluding with a gathering over pizza to share key insights and learning.

Not only has it provided an opportunity for education on current business topics, but it has created a fun forum for group interaction that has helped build new relationships. The list below shows titles that have been included:

- **Blink** by Malcom Gladwell
- **The World is Flat: A Brief History of the 21<sup>st</sup> Century** by Thomas Friedman

- **Freakonomics** by Steven Levitt and Stephen Dubner
- **The 21 Irrefutable Laws of Leadership** by John Maxwell
- **Crazy Busy – Overstretched, Overbooked, and About to Snap!** by Edward Hallowell
- **The 10 Faces of Innovation** by Tom Kelly with Jonathan Littman

Sometimes a long plane flight has been just what I've needed to get through a book. Those that are available on CDs for the drive to and from work provide another convenient option. With the holidays on the horizon, maybe you will find some time to read up on a new topic of interest.

If any of you have book recommendations or tips on successful book clubs to share, please drop me a note.

Hope to see you at a future meeting.

Kurt Waananen  
[kurt.waananen@genmills.com](mailto:kurt.waananen@genmills.com)

Chair	Kurt Waananen	General Mills Corporation	<a href="mailto:kurt.waananen@genmills.com">kurt.waananen@genmills.com</a>	763-764-7446
Vice Chair	Matt Atkins	Fluor Global Services	<a href="mailto:matt.atkins@fhr.com">matt.atkins@fhr.com</a>	952-492-5315
Symposium Co-Chair	Jim Easton		<a href="mailto:jimeaston@mn.rr.com">jimeaston@mn.rr.com</a>	952-947-4083
Symposium Co-Chair	Brian E. Jensen		<a href="mailto:brianejensen@prodigy.net">brianejensen@prodigy.net</a>	952-926-2141
Recording Secretary	Dongsheng Guan	General Mills Corporation	<a href="mailto:dongsheng.guan@genmills.com">dongsheng.guan@genmills.com</a>	763-764-3533
Membership Secretary	Nathan Johnson	Pace Analytical	<a href="mailto:doc_curtis@rocketmail.com">doc_curtis@rocketmail.com</a>	651-737-0144
Treasurer	Elizabeth Gonzales	3M	<a href="mailto:eegonzales1@mmm.com">eegonzales1@mmm.com</a>	651-737-5226
Past Chair	Mark Arlinghaus	General Mills Corporation	<a href="mailto:Mark.Arlinghaus@genmills.com">Mark.Arlinghaus@genmills.com</a>	763-764-5808
Continuing Ed & Awards	Eric Hockert	Boston Scientific	<a href="mailto:Eric.Hockert@bsci.com">Eric.Hockert@bsci.com</a>	763-494-1892
Webmaster	Gordy Siers	Hutchinson Technology Inc.	<a href="mailto:gsiers@member.aiche.org">gsiers@member.aiche.org</a>	320-587-9542
Young Professionals Chair	Sarah Hansen	AMEC E&C Services	<a href="mailto:sarah.hansen@amec.com">sarah.hansen@amec.com</a>	612-252-3655
U of M Chapter Liaison	Dr. Satish Kumar	University of Minnesota	<a href="mailto:kumar@cems.umn.edu">kumar@cems.umn.edu</a>	612-625-2558
General Mills Chair	Thomas Kempf	General Mills Corporation	<a href="mailto:thomas.kempf@genmills.com">thomas.kempf@genmills.com</a>	763-764-2873
Boston Scientific Chair	Eric Hockert	Boston Scientific	<a href="mailto:Eric.Hockert@bsci.com">Eric.Hockert@bsci.com</a>	763-494-1892
Publicity Chair	OPEN			
3M Chair	OPEN			
Your Company Chair	OPEN			

**MAKE SURE TO CHECK OUT OUR WEB SITE AT:**

**<http://www.aichelocal.org/tc>**

# NOVEMBER MEETING

## Praxair Tour

When: Thursday, November 16<sup>th</sup>, 2006 at 5:00 PM, the tour will begin at 5:30 PM

RSVP to: [matt.atkins@fhr.com](mailto:matt.atkins@fhr.com)

Dinner: Praxair will be providing a light dinner

AIChE Board Meeting: Board meeting to follow tour at a location to be determined

### **About Praxair**

Praxair is a global, Fortune 300 company that supplies atmospheric, process and specialty gases, high-performance coatings, and related services and technologies.

Praxair's primary products are:

- » atmospheric gases -- oxygen, nitrogen, argon, and rare gases (produced when air is purified, compressed, cooled, distilled, and condensed), and
- » process & specialty gases -- carbon dioxide, helium, hydrogen, semiconductor process gases, and acetylene (produced as by-products of chemical production or recovered from natural gas).

The company also designs, engineers, and constructs cryogenic and non-cryogenic supply systems.

Over the near century of its existence, Praxair has remained a leader in the development of processes and technologies that have revolutionized the industrial gases industry. The company introduced the first distribution system for liquid gas in 1917, and developed on-site gas supply by the end of WWII. In the 1960s, Praxair introduced non-cryogenic means of air separation, and since then has continued to introduce innovative applications technologies for various industries. The company holds almost 3,000 patents.

Praxair serves a wide range of industries: food and beverages, healthcare, semiconductors, chemicals, refining, primary metals, and metal fabrication, as well as other areas of general industry.

### **Directions:**

Praxair Inc

11499 Courthouse Blvd E

Inver Grove Heights, MN 55077 - 5909

(651) 437-9499

<http://www.google.com/maps?f=q&hl=en&q=11499+Courthouse+Blvd+E,+Inver+Grove+Heights,+MN+55077+-+5909&ie=UTF8&z=15&ll=44.781591,-93.038621&spn=0.015078,0.042915&om=1&iwloc=addr>

Directions for entering the Praxair facility will be provided when you RSVP to [matt.atkins@fhr.com](mailto:matt.atkins@fhr.com).

# DECEMBER MEETING

## Summit Brewery Tour



When: Saturday, December 2<sup>nd</sup>, 2006 at 1 PM  
Space is limited to 30 lucky individuals!  
Please RSVP to: [matt.atkins@fhr.com](mailto:matt.atkins@fhr.com)

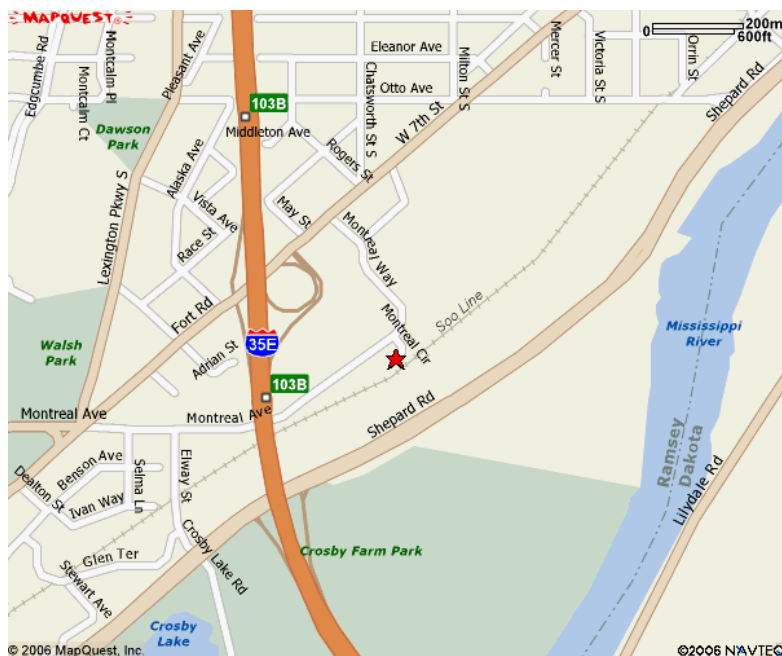
Join AIChE on our tour of the Summit Brewery! Learn from the brew master about the fermentation process and maybe some taste testing, for quality control of course!

### Summit Brewery

910 Montreal Circle St. Paul, MN 55102  
PHONE (651) 265-7800

Detailed directions can be found at:

[http://www.summitbrewing.com/data/pdf/Summit\\_Directions.pdf](http://www.summitbrewing.com/data/pdf/Summit_Directions.pdf)



## **Metropolitan (Pig's Eye) WWTP Tour**

Rescheduled from the October Seneca WWTP Tour



When: Wednesday, December 6<sup>th</sup>, 2006 at 2:30 PM

**You must RSVP by November 30<sup>th</sup> with your full name and date of birth.**

Please RSVP to: [matt.atkins@fhr.com](mailto:matt.atkins@fhr.com)

Built in 1938 near Pig's Eye Lake in St. Paul, the Metro Plant was the first wastewater treatment plant in a major city located on the Mississippi River. It is the largest treatment facility in Minnesota and is among the nation's largest, averaging 215 million gallons of wastewater every day from 62 communities and 617 industries. About 75 percent of the wastewater generated in the Twin Cities metropolitan area is treated at the Metro Plant. The Metro Plant utilizes the activated-sludge process for treating wastewater to an advanced secondary treatment level prior to discharge to the Mississippi River. A very high level of ammonia, phosphorus and other conventional pollutants are removed. Sludge is processed by thickening, chemical and/or thermal conditioning and high-pressure or centrifugal dewatering prior to incineration. Ash from incineration is transferred off-site for beneficial use. Energy recovered as steam in the waste-heat boilers is used to heat buildings, to thermally condition sludge, or to power steam turbines.

### **Metro Plant Statistics**

**Located in:** St. Paul, Minnesota

**Type:** Advanced secondary with chlorination/dechlorination

**Capacity:** 251 million gallons/day

**Discharges to:** Mississippi River

**Communities served:** 62

**Population served:** 1.8 million

**Interceptors to plant:** 332 miles

**Directions will and special instructions will be provided upon RSVP.**

**Place an ad here and get results! Reach over 700 chemical engineers!**

**Nathan Johnson, [doc\\_curtis@rocketmail.com](mailto:doc_curtis@rocketmail.com)  
651-737-0144**

**Professional Development Workshop -  
Making a Transition to Managing  
(In partnership with IEEE)**

**When:** Saturday, December 9<sup>th</sup>, 2006 8am to 5pm

**Where:** Symantec (Veritas Building) 2815 Cleveland Avenue; Roseville, MN 55113

**Cost:** \$50 AIChE Members, \$100 Non-Members *(Includes the book **What Every New Manager Needs to Know: Making a Successful Transition to Management** for those pre-registered by Dec 1st)*

**Questions:** call Dave Hendrickson 612-709-7675

**Registration:** [www.tc-IEEE.org](http://www.tc-IEEE.org)

Whether you are about to take on a managing responsibility or are a manager you have final responsibility and accountability for results. You may ask; why should I attend this workshop? Henry Mintzberg reminds us that:

No job is more vital to our society than that of the manager. It is the manager who determines whether our social institutions serve us well or whether they squander our talents and resources.

Fulfillment of that phrase places a great deal of responsibility on the manager. At the same time organizations basically take their best-qualified professionals from all disciplines and ask them to put on the management hat without any preparation as to what it takes to be a manager. The discipline of managing is probably the most difficult because it deals with human behavior that is not governed by traditional mathematical algorithms. Management is a matter of judgment and not always with the factual data.

In this workshop we'll consider the critical issues:

- A few management fundamentals
- Managing people or activities
- Learning to be a manager
- Challenges on the learning curve
- The knowledge, competencies, skills, and attitudes
- Making the critical people decisions
- Avoiding major obstacles
- Developing your managing model
- Measuring the manager's performance
- Managing your career as a manager
- Getting started as a manager
- The seven management hats
- Making the critical people decisions
- Managing individual and team performance
- Managerial leadership
- Developing a philosophy for managing

**Learning Objectives:**

- Explore the issues involved in making a transition from technology professional to manager.

- By learning some of the requirements of the effective manager, help participants determine if they really want to build a career in the art and practice of managing. Participants need to answer the following questions at the end of this Management Workshop:
- Should they give up the technical ladder?
  - Why go for the managing ladder? What are the benefits?
  - What are the requirements?
  - What do they bring to the managing table?
  - Have you given serious thought to managing?
  - Can they make the difficult decisions?
  - Do they have the energy and drive to succeed?
  - Can they develop the necessary management competencies?

Taking on the mantle of management is not for everyone. Management is a discipline and involves integrating theory and art and practice. Management by the numbers does not exist. Management has its rewards but only for those who can live with some level of ambiguity.

#### BIO – Gerard H. (Gus) Gaynor

Gus Gaynor brings fifty-years of technical and management expertise in managing engineering, technology, and innovation. After many years of work in upper atmosphere research, development of process control systems, and as an entrepreneur, he began a 25-year career at 3M where innovation was not a matter of choice but an expectation.

At 3M Gaynor held positions in research, product and process development, and general business management. These positions included managing the activities of multi-disciplinary technical groups; developing strategic technology directions related to new product innovation; auditing innovation, product, and technology programs and their management; proposing and obtaining approval for major product related investments; integrating technology requirements for a multiplicity of product lines for 3M divisions; and meeting the technology expectations from a business operational perspective.

During seven years of residence in Belgium and Italy he was a member of the Executive Committee of 3M Europe and the Board of Directors and Executive Committee of 3M Italy. Mr. Gaynor's final assignment as Director of Engineering for the worldwide operations of the Graphic Technologies Sector included sector and corporate activities. Gaynor chaired corporate task forces on innovation; automation; process research and development; performance improvement in research and engineering; future trends in technology; and project management processes.

After completing his tenure at 3M as a technology executive Gaynor organized G. H. Gaynor and Associates concentrating in managing technology and innovation from a systems perspective. He has published papers on management of engineering and technology and authored five books. *Achieving the Competitive Edge Through Integrated Technology Management*, *Exploiting Cycle Time in Technology Management* and *the Handbook of Technology Management* (also translated in Spanish) were published by McGraw-Hill. The American Management Association published his more recent books *Innovation by Design* and *What Every New Manager Needs to Know*. *Innovation by Design* is now in the process of being translated into Chinese.

Mr. Gaynor was designated a Senior Fulbright Scholar on two occasions. He is a Fellow of the Institute of Electrical and Electronics Engineers, taught in the University of Minnesota graduate program in Management of Technology, and was an Adjunct Professor at St. Thomas University in St. Paul, Minnesota.

Materials distributed: Full setoff PowerPoints.

. 0.8 CEUs (converts to 8 PDHs)

Registration: [www.tc-IEEE.org](http://www.tc-IEEE.org)

*The IEEE is an Authorized Provider of  
Continuing Education and Training through  
the International Association for Continuing  
Education and Training (IACET).*  
IACET CEU Provider #1255



General Mills  
[www.generalmills.com](http://www.generalmills.com)

The Upper Midwest section of the AIChE wishes to thank General Mills for their support of the annual Symposium this year.



**American Institute of Chemical Engineers  
Upper Midwest Section  
c/o Nathan C. Johnson  
8500 177<sup>th</sup> Lane  
Forest Lake, MN 55025**