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**"C" NOTE QUOTE:**

**"More emphasis should be placed on developing leaders and supporting the company's highest-paid employee to create a high-performance organization and succeed in these difficult times. Throwing the CEO a lifeline in the form of an experienced senior advisor is an important step for boards to consider in ensuring success for the CEO and the company."**

● **If you know who said this quote**, please call 952.942.2922 or send an e-mail to [kari.baltzer@proutyproject.com](mailto:kari.baltzer@proutyproject.com) with your answer by **Friday, October 30** – one guess per individual. If we have more than one correct answer, we throw those names into a hat and draw the winner of a \$100 gift card.

**And last issue's winner is... Joanne Kosciolek, Aeon, Minneapolis, MN.**



Joanne knew that Mark Hurd, CEO of Hewlett Packard said the following: *"I live by a code that I was taught very early in my career, that it's the company first, the employees second, and you're last... if that code gets inverted, it's not a good thing."*

*Congratulations Joanne!* Joanne plans to use her \$100 gift card to purchase items needed for their first tailgating party when the new outdoor stadium for Golden Gopher football opens!! Go Gophers!!

## Three Tweets

**Tweet #1:** I'd like to welcome our two interns from the University of St. Thomas, St. Paul, MN – Cassandra Marshall and John Hensel. Cassandra is a senior majoring in business, and John is a 2nd year MBA with a focus on organizational behavior. They are both doing a spectacular job with us!

**Tweet #2:** We're heading to the Amazon jungle June 17–27 for STRETCH 2010. For more information about this family-friendly, service-oriented STRETCH Expedition, please contact [jayna.wallace@proutyproject.com](mailto:jayna.wallace@proutyproject.com).

**Tweet #3:** Please check out our website, [www.proutyproject.com](http://www.proutyproject.com) for four fantastic, recently published articles from Team Prouty about core values, beating economic headwinds, stretch and strategy, and balanced dads. You'll be inspired.

Here's to good tweets and good strategic retreats in the 4th quarter.

Keep stretching,

[jeff.prouty@proutyproject.com](mailto:jeff.prouty@proutyproject.com)



## ● ORGANIZATION DEVELOPMENT

# INTERLOCKING CIRCLES FOR A SUCCESSFUL ORGANIZATION

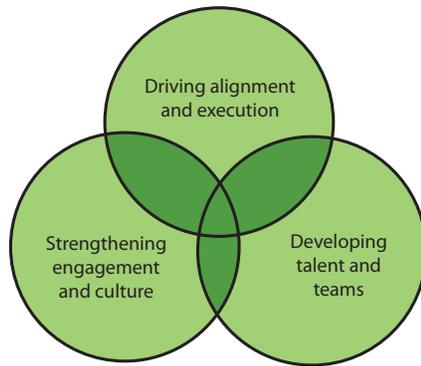


[grayce.belvedere.young@proutyproject.com](mailto:grayce.belvedere.young@proutyproject.com)

Article by  
Grayce Belvedere Young

When we are partnering with clients on a strategic planning engagement, we are often asked how the effort can engage and energize employees. Clients are seeking to ensure that employees embrace their strategic plan and will be committed towards the organization's future direction. We respond that our framework of Organization Development (OD) can be a useful approach to accomplish their objectives.

Leveraging our OD framework is the **execution component** for your strategic plan. Our OD framework focuses on these three areas:



The three components create an interlocking, virtuous circle that helps you accomplish your strategic plan and equally important, revitalize and strengthen your culture. We'd like to share an explanation of what we are referring to, offer client examples and some straight-forward ideas to apply to your own organization.

## DRIVING ALIGNMENT AND EXECUTION

Senior leaders are privy to many strategic level discussions about the direction of the business, the metrics, the results, and so on. They shape the strategy and understand the rationale behind the decisions that are being made. Many employees, however, do not have access to this information and they may only see the final plan or, perhaps, only aspects of the strategic plan. Often, the rationale for the decisions is not communicated as the plan is being rolled out.

One key factor for engaging employees is to clearly show how their work fits into the direction and results of the business. Employees wish to see the picture, the plan and their part in accomplishing the future vision for the organization. Therefore, **leaders must create alignment by translating vision, strategies, and critical priorities into goals at the organization, team, and individual levels.** Help them look through the telescope to see the future direction and drive alignment.

**Client Example:** We helped a CEO write a commu-

nication explaining the future direction for the business, what the strategic goals were for the company as a whole, and some expectations for departments to support the strategic plan. Then we worked with department leaders to help translate those into performance goals for both the department and for individuals. In this way, individuals could see how they fit in the direction of the business. We often use the phrase "context setting" when helping leaders write communications, so everyone understands the direction and the rationale behind the decisions.

**Application Ideas:** As you are finalizing your strategic plan for next year, create opportunities to discuss with employees. One idea is to conduct "town hall" meetings with employees as an entire leadership team. Ask each senior leader to share aspects of the plan, so employees can see alignment among the leadership team. Paint the picture for them, by providing the rationale behind the decisions in the plan, so all employees understand the "why" behind what path you're embarking upon.

Building on the first idea, as individual leaders, share and discuss the strategic plan during your regular staff meetings. Take the opportunity to reiterate the linkages between the entire organization, your department, and each person's individual work. Discuss how these will be translated into individual performance goals. Context setting and "connecting the dots" for employees through various communication approaches will be well worth the investment of your time and energy and will facilitate quicker execution towards your strategic priorities.

## DEVELOPING TALENT AND TEAMS

In all businesses, customers' expectations continue to evolve, and improving one's business is a natural response to the marketplace demands. To do this well, all employees must continue to grow higher levels of business acumen, broader and new skills, and deeper knowledge on solving our customers' challenges to keep pace and achieve results. **As leaders, it is imperative that we actively groom others' growth by defining performance expectations and providing ongoing development opportunities, while modeling leadership presence and behaviors in ourselves.** Investing in others' development is a vital link in accomplishing your strategic objectives.

Additionally, given the goals and structure of most businesses today, this also means improving the working dynamics within and among teams. Developing skills to be an effective team member is quite straight forward and





valuable for employees to learn. Crewing is a great metaphor for helping teams work well together as well as deepening their leadership skills.

**Client Example:** We partnered with a client who sought to groom the next generation of leaders. We facilitated a leadership development process that included launching several internal development opportunities for people to grow throughout the year. Additionally, the process helped the next generation leaders think broadly about development and apply their learnings back to the work they were responsible for accomplishing. Individuals created year-long development goals and we established a structure for them to receive feedback quarterly from their immediate boss to keep development at the forefront of everyone's minds.

One example of providing a development opportunity, included setting up "learning lunches" to promote discussions on a given business topic. Each month, the facilitation rotated among the next generation leaders, so everyone had a chance to learn and grow in facilitation (and, yes, we provided facilitation support as well). These are very straightforward actions that do not require significant investment, just the discipline to make it happen.

**Application Ideas:** Creating development opportunities within your own organization does not have to be a significant amount of time, effort or resources. A couple of ideas include:

- Leverage your talent to drive a "learning lunch" type effort on given business topics or set of skills.
- Dedicate time within each staff meeting to learn something new, including asking your talent to teach others a specific skill or best practice.
- Bring a peer from another department into a staff meeting to describe their work and skills required for success in that department. This can also reinforce the linkages and alignment between the departments regarding strategic priorities.
- Bring in an executive to share his/her career path and key learnings in his/her own career development.
- Ask a customer to speak at a staff meeting and share their insights about their business. Ask your team members to apply the learnings into a process improvement effort within your department.

## STRENGTHENING ENGAGEMENT AND CULTURE

Most businesses operate in a continually evolving environment that necessitates adaptation, creativity, and innovation for success. Doing this well involves engaging employees who offer ideas on serving customers better and who will continually improve work processes. **Leaders support this by living their organization's core values, demonstrating and reinforcing key attributes for navigating change effectively, and embracing improvement ideas.** These interwoven efforts contrib-

ute to a healthy, productive culture, like the strong roots and sturdy base of a majestic tree.

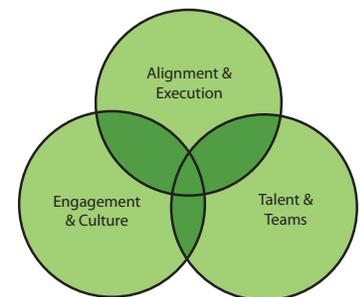
**Client Example:** We are launching a project with a client to help them manage a significant change effort that will involve redefined roles and responsibilities, new ways to engage others internally, new work flows, and ultimately, increased productivity on value-added tasks. This is not a headcount reduction effort; it is a way to serve internal clients by redefining the nature of the work with a new business model. Stay tuned – more to come as we launch this project.

**Application Ideas:** You may wish to revitalize your culture by taking the best aspects that are currently present and embed new components as well. This may begin with a review of your current core values for the organization and an exploration of what other actions could be undertaken to strengthen your core values. For example, you may have "innovation" as one of your core values and yet you realize that employees may not have the skills to be more creative or innovative. Provide learning opportunities around innovation – reading books/articles, sharing ideas among the team, and applying learnings to a specific project or process improvement effort.

Another idea is to better understand how employees manage change and their ideas for improving the service your team provides. Conduct a "pulse check" (through electronic survey) to ask for their ideas on what they are good at and what they would like to be better at in the future. Action their ideas within your team – it will increase their change resiliency skills (development opportunity), improve your business (better execution on your strategic priorities), and strengthen your culture (while engaging employees).



The OD framework is a way to align and execute your strategic priorities while developing talent and teams to strengthen engagement and culture. They are all interwoven and build on each other, creating momentum that propels your business forward.



## STRATEGIC PLANNING

### CEO PROFILE: DAVE ROBERTS



Interview by  
Jeff Prouty

[jeff.prouty@proutyproject.com](mailto:jeff.prouty@proutyproject.com)

We have had the pleasure of working with Dave Roberts when he was the CEO of Graco (\$800 million publicly traded), and in his current role as the CEO of Carlisle Companies (\$3.1 billion publicly traded). Down-to-earth, humble, race car driver, straight-shooter, and former Marine, are just a few of the adjectives I would use to describe Dave.

**Enjoy these excerpts from our most recent 6 a.m. discussion:**

*You were a Marine in Vietnam. What did you learn from that experience?*

I really never viewed myself as a leader. In bootcamp I was appointed platoon guide which is the recruit that carries the platoon banner and marches at the front of the platoon, and in Vietnam, I quickly became a squad leader. I learned early on that the challenge as a leader is to channel all the ideas of everyone.

*You also race Porsches. What have you learned on the racetrack?*

The key in racing – stay focused, or you're in trouble. I'm focused down the track trying to anticipate what somebody is going to do.

*You graduated from Purdue as an undergrad, and then on to Indiana for your graduate degree. If you were giving the commencement address at either of these schools, what would you share?*

Get a broad range of skills. Understand a balance sheet and an income statement. Learn your way around a factory floor.

*I always like to ask people what they learned from their mom and dad?*

My dad drove an 18-wheeler truck. He frequently would start at midnight and worked until 6 p.m. He worked hard, didn't call in sick, and went to work every day. I learned the value of hard work, and I learned I didn't want to drive a truck for a living.

My mom was neat and orderly, and she made sure I was up at 5 a.m. every morning for my paper route. I delivered the Chicago Tribune and the Chicago Sun Times. I believe factories that are neat, clean, and orderly will always be more productive. I thank my mom for instilling those values in me.

*Graco was your first CEOship for a publicly-traded company. What did you learn in that role?*

The big learning experience for me was dealing with Wall Street and a Board of Directors – as I'd never had 10 bosses before. Communicating my vision was something I learned very quickly. Being able to sort through all their ideas, determine the good and the bad, and then focus accordingly is a critical skill.

*What's the toughest leadership challenge you have faced over the years?*

We've let 2,300 employees go at Carlisle, which is 15% of our workforce, and we will have to cut more. The constant consideration of "who" to let go, and the impact on 2,300 families sticks with me.

*I know you are a very candid, direct communicator; who likes to roll up his sleeves with the masses. What's the toughest experience you recall in a town hall forum?*

Employees are so respectful. I think they appreciate my understanding of the factory. Occasionally, I will go into the plants and work with the employees to better understand what they do.

*To the 38-year old superstar who wants to be CEO of a publicly-traded multi-billion dollar company someday, what words of wisdom would you share?*

- Understand the suggestions from the board are just suggestions. Learn to sort out the "good and not so good" ideas.
- Accept the politics of the board. Do not be confrontational, but rather respectful and aware.
- Develop great communication skills. Establish credibility in the financial community by delivering on what you say you will do.
- You have to be driven to do better every day. Never become complacent, never be afraid of change.
- Recognize there will be folks who are capable of doing your job with some experience. Nurture those folks.
- Don't look back and second guess what you have done. Learn from the things you could have done better, and move on.

*On the nurturing front, any CEOs who were great mentors for you?*

Bob Pritzker. The one thing he told me that sticks in my mind: "Being a CEO is like directing an orchestra. You have all these instruments, now get them to play together."

*Any final words of wisdom for our readers?*

Hold on to your good people for the day when this economy turns!

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email [stretch@proutyproject.com](mailto:stretch@proutyproject.com)

the  
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**Thanks, Dave! Keep looking 300 yards  
down the track – keep anticipating.  
Good advice for all of us.**

THANKS!

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