



## Organization Development

# Time to Take a "Day On"

by **Peter Bailey**  
peter.bailey@proutyproject.com

I was struck by the fast pace of my life lately. With the recent spate of work with clients that has been fulfilling but demanding, I could hear myself say the typical worker-bee mantra: "I need a **Day Off**." Then it hit me – what if I didn't take a **Day Off** where I might be inclined to "rest up," but rather, what if I found a way to take a "**Day On**" by staying in my office and getting re-inspired?

I tapped into three terrific people from three distinct perspectives – a poet, a holistic fitness coach, and an insightful ethnographer. Each gave me a perspective to help regain my sense of self and purpose, and re-inspire me to greater achievements. I want to share each of them to help you get re-inspired and start you on your own **Day On**!



**David Whyte**

The wonderful poet, **David Whyte**, once asked a friend for help with his exhaustion. The friend answered, "The antidote to exhaustion is not rest, the antidote to exhaustion is **wholeheartedness.**"

For more, I highly recommend watching David's TED.com talk: "Life at the Frontier: The Conversational Nature of Reality."

**Jenny C. Evans and Powerhouse Coaching**, [www.powerhouseperformancecoaching.com](http://www.powerhouseperformancecoaching.com), has a refreshing energy and bite to her message. Stress is killing us, she says, like salmon swimming upstream; we are burning ourselves up on self-administered cortisol secretions and then replenishing ourselves on the absolute wrong food



**Jenny C. Evans**

choices. We need to move more and move more often. Jenny eschews the "1-hour boot camp" in the morning, and encourages a much more doable framework of "10/10/10." Ten minutes of brisk exercise, three times a day. Ever since my first conversation with Jenny, I have followed her regimen and taken to standing at my desk every day instead of sitting. This adds years to our lives, she says, and it has made a huge difference in my energy and focus!



**Simon Sinek**

**Simon Sinek**, [www.startwithwhy.com](http://www.startwithwhy.com), is one of those rare individuals who captures the sighing exhale of a frustrated society and uses it to blow up a brightly colored balloon! Described as "a visionary thinker with a rare intellect,"

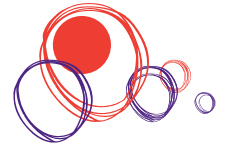
he teaches leaders and organizations how to inspire people. Simon is the author of Start with Why: How Great Leaders Inspire Everyone to Take Action. His TED.com talk "How Great Leaders Inspire Action" is an illuminating exploration of how we are often satisfied by "what and how," and yet the missing "why" is what is most compelling.

Take a few minutes today and tap into your inspiration sources. Push back your chair and find a box to put your computer on so that you can stand up instead of slouch. Right now is the best time to take a **Day On** and fan the flames of your source of energy. We need good people like you around for the short run and the long haul. "You have nothing to lose but your chairs."

PRESORTED STD  
U.S. POSTAGE PAID  
HOPKINS, MN  
PERMIT #1455

Strategic Planning • Organization Development • Board and Team Development

6385 Old Shady Oak Road, Suite 260, Minneapolis, MN 55344  
[proutyproject.com](http://proutyproject.com)



prouty project



# Puttin' the Stretch in your Strategy

A special thanks to **John and Mike Helledrung** (NASCAR Raceway Park in Shakopee, MN) for all your help with the Big Brothers Big Sisters Night. We had nearly 250 attendees and brought many smiles to kids' faces.

A special thanks to **Fred and Gwynne Bobich** (Sugar Lake Lodge in Grand Rapids, MN) for all your hospitality this year. If you have not experienced Sugar Lake Lodge, please check it out. It's a wonderful venue for your next Board or Senior Management retreat.

I hope you can join us on **Thursday, September 20, Golden Valley Country Club, 6-8 p.m.** for what will be a compelling presentation about human trafficking in our home state: **MN Girls Are Not For Sale**. Please RSVP to [rsvp@proutyproject.com](mailto:rsvp@proutyproject.com).

**STRETCH 2013** kicks off with an informational meeting at our office on **October 18, 6-8 p.m.** Please join us if

you'd like to learn more about our June 23-29 plans to stretch in the British Virgin Islands. Please RSVP for the meeting to [jayna.wallace@proutyproject.com](mailto:jayna.wallace@proutyproject.com).

A special thanks to **Briana Cain** who has been doing a beautiful job creating our corporate Facebook page. Please check out our page at [www.facebook.com/proutyproject](http://www.facebook.com/proutyproject). Become a "friend" and join forces with the next generation of CEOs.

As we head into the 4th quarter 2012, **and our next quarter century of business**, we want to say "thanks" to each of you. It's been a joy helping put the "stretch in your strategy" over the past 25 years, and we are just as excited about the next 25 years.

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

**"C" NOTE QUOTE:**  
*"You have to look at leadership through the eyes of the followers and you have to live the message. What I have learned is that people become motivated when you guide them to the source of their own power and when you make heroes out of employees who personify what you want to see in the organization."*

**Know the quote?**  
If you know who said this quote, please send an email to: [briana.cain@proutyproject.com](mailto:briana.cain@proutyproject.com) or call 952.942.2922 by **Friday, October 26** 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.

**Last issue's "C" Note Quote winner is...**  
**David Freeman, Grain Processing Corporation, Muscatine, IA.**  
**David knew that Marcel Proust, the French novelist and critic, said:**  
**"The real act of discovery consists not in finding new lands but seeing with new eyes."**

**Congratulations David!**  
David says, "I plan to use the gift card during a November vacation to Dominica with my spouse."



**David Freeman**

**Moving? Address incorrect? Receiving duplicate copies?**  
Let us know... call 952.942.2922 or email [stretch@proutyproject.com](mailto:stretch@proutyproject.com)  
**Thanks.**  
**Prouty Project**  
Phone: 952.942.2922  
Fax: 952.942.2927  
[proutyproject.com](http://proutyproject.com)  
6385 Old Shady Oak Road  
Suite 260  
Minneapolis, MN 55344



## Board and Team Development

# Leader Insights: Autonomy, Mastery, and Purpose

by **Grayce Belvedere Young**  
grayce.belvedere.young@proutyproject.com

Daniel Pink's book *Drive* offers leaders insights into motivation that impacts how we engage our team members. Pink's central premise is that there is a mismatch between what science knows and what business does. "The science shows that the secret to high performance isn't our biological drive or our reward-and-punishment drive but our deep-seated desire to direct our own lives, to extend and expand our abilities, and to live a life of purpose" (p.145).

The three components of motivation are autonomy, mastery, and purpose. "Autonomy is different from independence. It's not the rugged, go-it-alone individualism. It means acting with choice – which means we can be both autonomous and highly interdependent with others" (p. 90). You can help your team members shape their work by giving them choices in how they accomplish it. In doing so, you'll tap into their inner motivation while encouraging them to solve their own challenges and seize opportunities in a way that is important to them.

"Mastery is a mindset and involves pushing yourself to learn more and perform better" (p. 127). Engaging team members in a dialogue to understand what is important to them in their work is a starting point. What do they enjoy doing? What skills do they seek to grow? Once you have a better understanding of this, be creative in how

you can help your team members grow.

For example, if someone on your team wants deeper customer knowledge, consider asking her to do research on your customers as part of your strategic planning process. If another team member says he wants to deepen his financial acumen, consider involving him in the 2013 budgeting process. Finding projects to help your team members gain mastery is rewarding for them and helps accomplish your work.

The third component – purpose – supports autonomy and mastery. "Autonomous people working toward mastery perform at very high levels. The most deeply motivated people – not to mention those who are most productive and satisfied – hitch their desires to a cause larger than themselves" (p. 133).

If you find that one of your team member's purpose is outside of work, you may wish to encourage the person to serve on a non-profit committee or board that supports their passion. For example, if your team member is passionate about animals, encourage her to get involved on a committee that supports animals, while honing a specific skill that she needs in her role, like strategic thinking or relationship building. Your support of her interests will be beneficial to her, to you, to our community, and to your organization.

One of my personal passions is helping leaders to grow and develop. This ties a higher purpose for me – helping women and girls in our community live more fulfilled lives. For 12 years, I have been involved with committee and board service on the Women's Foundation of Minnesota.

On September 20, we will be hosting a friend and fund raising event to raise awareness of the growing problem in our community of the sex trafficking



(prostitution) of Minnesota girls. The FBI ranks the Twin Cities among the nation's 13 largest centers in the country for the trafficking of girls with the average age being 13.

However, MN is at the forefront for changing laws and creating a safer future for MN girls. If you are interested in learning more or coming to our MN Girls Are Not For Sale event on September 20, please check out our website for more information ([www.proutyproject/upcoming-events](http://www.proutyproject/upcoming-events)) or call me at 952-942-2922. We have the ability to end this for our girls.



## Social Media Strategy

by **Briana Cain**  
briana.cain@proutyproject.com

Every minute of every day, someone is posting, tweeting, recommending, or sharing through various social media platforms. This instant sharing can be an incredibly effective way to get an audience engaged and excited about your brand. There are nearly one billion users on Facebook, 140 million on Twitter, and the latest social media giant, Instagram, reached 80 million users. If you are not using social media, you are missing reaching a significant audience.

To illustrate how social media is being used in the business world, I asked a couple of unique organizations to share their experiences and strategies: UBELONG, a social enterprise that organizes international volunteering and learning experiences, and FINNEGANS a local, charitable beer company that donates its profits toward anti-hunger efforts in the community. Both organizations use social media extensively and have benefited from using multiple platforms.

Social media is a great way to promote your brand, share your story, gain brand followers, and receive feedback. It can be difficult to know where to start with so many different social media platforms to choose from. So it is important to consider your audience and understand how they might wish to interact with your brand. UBELONG co-founder, Cedric Hodgeman, explained that Facebook is a very powerful tool for UBELONG in that "it's the best platform for our audience to engage *with* each other." This type of online user-to-user engagement helps encourage interested users to sign up for international volunteering and learning experiences. "As much as our talking is important, there's nothing more potent than our clients talking to prospective clients and doing the recommending for us," says Hodgeman.

"Social media for FINNEGANS is really about getting the word out about who we are and making sure people know about the charitable aspect of the beer," says Martha McCarthy and Emily Pritchard of The Social Lights, who manage FINNEGANS' social media. FINNEGANS fans can quickly

create buzz as they can instantly re-post and share brand announcements with their friends through social media. Social media has also helped recruit and organize volunteers for their events. Recently, they had over 200 volunteers at different events over one weekend.

Another important aspect of social media is it allows you to receive and act upon feedback. Hodgeman stresses the importance of using social media to build a dialogue with your audience, "We don't talk *at* our audience, we talk *with* our audience." Receiving instant feedback from your fans can move your brand in the right direction, and help you spot issues before they spread.

So what is next for social media? According to a 2012 study by ROI Research, social media is moving in a more visual media direction. As our technology has become more mobile, we too have been simplifying the way we share. We have evolved from lengthy blog posts, to Facebook statuses, to 140 character tweets on Twitter, and now to shared snapshots via Instagram or pinned photos on Pinterest. It is becoming clear that the old adage "a picture is worth a thousand words" is in effect. In fact, 44% of the ROI Research study respondents indicated that they are more likely to engage with a brand if it posts pictures over other types of media.

Both UBELONG and FINNEGANS are applying this to their social media plans. "People want to see and hear people; they don't just want to just read text," Hodgeman says, "that's why we're investing in ramping up what we do with video and how we integrate it into our social media." McCarthy and Pritchard expand on this trend, "Everyone wants to see photos, especially from brands that have fun things going on behind-the-scenes."

Social media can be a powerful tool in taking your brand to the next level. Remember: share your story, understand your audience, engage them, create a dialogue, and listen to feedback. Follow these examples set by UBELONG and FINNEGANS and watch your brand grow!



## Strategic Planning

# Execution: The DNA of a Great Strategy

by **Mike Felmllee**  
mike.felmllee@proutyproject.com

At the beginning of 2012, we set out on a quest to explore the topic of execution. We said we would conduct three Science Experiments using our clients as guinea pigs. Our objective is twofold as follows:

1. Know what tools and techniques they used to execute their strategic initiatives.
2. Understand the benefits from those who do it really well.

In April, we featured Nash Finch Company in Science Experiment #1. We explored their use of The 4 Disciplines of Execution® (4DX), based on FranklinCovey's new best-selling book.

Science Experiment #2 features T.O. Plastics, a manufacturing subsidiary of Otter Tail Corporation. Last year, its CEO, Mike Vallafskey, introduced the concept of the Commitment Letter as described by Larry Bossidy and Ram Charan in their best-selling book, *Execution: The Discipline of Getting Things Done*.

The process was relatively straightforward but has had some amazing results.

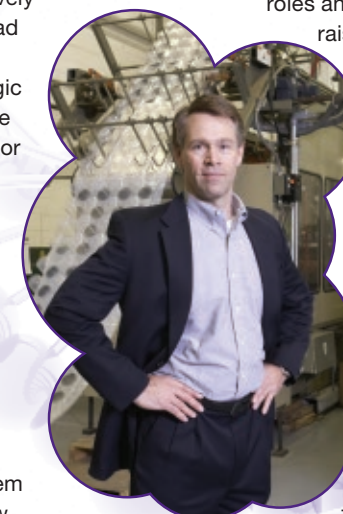
- At part of his strategic planning process, he had each of his senior leaders write him a letter explaining their individual 90-day commitments to move the plan ahead. The leaders then replicated the process with their colleagues.
- At the end of Q1, he met with each of them individually to review progress, share key learnings, and set Q2 individual commitments.
- At the end of Q2, he repeated the process but modified it slightly. He prepared a one-page document summarizing where the company was at after six months and what they needed to do as a leadership team to meet the goals and strategies they set for the full year. He shared this with each individual leader and had them

sign it showing their understanding and commitment to make it happen. This document (a group commitment complete with their signatures) was then shared with the entire organization.

I asked Mike to share three key learnings:

1. The power of The Commitment Letter is real. It's a simple handwritten document. But, it seems to be much more meaningful when you put something in writing. And, surprisingly, it's not really the words, but rather the act of signing your name that seems to make for a deeper commitment.
2. It provides colleagues opportunities to grow. No question we've seen some of our colleagues really grow as leaders. In fact, we now have assigned some of them to be team leaders in areas beyond their current roles and responsibilities. This has raised some eyebrows and has taken them a little out of their comfort zones.
3. It gives our colleagues a greater sense of belonging.

This has really been a by-product of the process. Our colleagues have mentioned how much more they enjoy their work. They appreciate that we may see something in them that maybe they didn't see in themselves. You can see their confidence grow and you can feel their ownership and commitment to the overall success of the



**Mike Vallafskey** company.

And best of all, it enables our senior leaders and me to focus on providing strategic direction and clarity, offering support and guidance; and getting out of the way so our colleagues can do something truly extraordinary.

Thanks Mike for your insights and perspectives and congratulations on your execution successes in 2012 and beyond.

Please call or email us if you would like to learn more about The Commitment Letter.