



## Strategic Planning

# Execution: The DNA of a Great Strategy

by Mike Felmlee  
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Over the past six months, we have introduced the FranklinCovey *The 4 Disciplines of Execution* (4DX)<sup>®</sup> concept and highlighted the Commitment Letter featured in *Execution: The Discipline of Getting Things Done* by Larry Bossidy and Ram Charan.

In this science experiment, we asked Franklin Cardenas, VP Global Engine Aftermarket, and Mark Christensen, Global Business Process & Training Lead of Donaldson Company, to share their thoughts on the topic of execution. Donaldson is a leading worldwide provider of filtration systems

and replacement parts. It has a history of execution excellence and it's on track to meet its growth objectives of \$3 billion (by FY 2016).

After a few minutes of listening to them articulate how they use Hoshin strategy deployment tools, I had to ask them the following question:

### What do the "X" Matrix and a bowling chart have to do with executing your strategic plan?

The "X" Matrix is a one-page summary of your strategic plan. It contains four elements:

1. The company's five-year breakthrough objectives;
2. The current year's annual objectives;
3. Top level annual improvement priorities (AIPs);
4. And the current year's targets or deliverables.



Mark Christensen

It also provides a high-level view of the interrelationships of each of these components and the primary and secondary responsibilities for each of its AIPs. It's a great way to display your strategic plan, the work to be done, and who's responsible for getting it done.

To see an example "X" Matrix please go to: [proutyproject.com/prouty-in-the-news](http://proutyproject.com/prouty-in-the-news)

Mark explains this further, "Franklin and I work with global leaders from many different countries to ensure these objectives, AIPs, and related targets are aligned with their regional and local efforts. We hold an annual meeting to bring leaders together to get to know each other, share best practices, and to use the "X" Matrix to secure local, regional, and global commitments to move the global aftermarket business forward."



Franklin Cardenas

"To evaluate progress on our strategic plan, I review 'bowling charts' highlighting the status of the AIPs and associated targets to improve by each business region. It shows the monthly, as well as YTD, plans and results for each business region," says Franklin, "While the summary includes a lot of numbers, it's easy to tell where I need to focus my efforts as the bowling chart is color-coded (red or green)." To see an example of the bowling chart please go to: [proutyproject.com/prouty-in-the-news](http://proutyproject.com/prouty-in-the-news)

I asked Franklin and Mark how these tools have helped their execution process. Here are their thoughts:

• **It's a great communication vehicle.** Once you understand the flow of the "X" Matrix, it's easy to know what you're trying to accomplish and how key strategic priorities link to these objectives.

• **It's easy for us to tell where we need to focus our efforts.** The color-coding of the bowling chart helps us focus our efforts. For example, the red highlights where we should help. The green highlights where we need to recognize and reinforce behaviors.

• **It's a great motivator.** Each of our global leaders know how they're doing and how they compare to their peers each month. Often, that's all we need to present to them. They take care of the rest.

Thanks Franklin and Mark for your thoughts and keep your bowling scores high in 2013!

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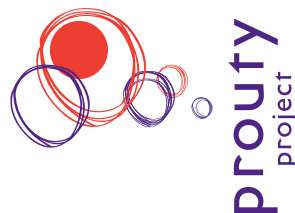
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ISSUE  
**1**  
2013

# A New Year's Toast

As our team can attest, I do enjoy writing a poem every now and then to provide a little levity or energy. Here's a little ditty to kick off the new year, enjoy:

Here's a toast to you, as you bring in the year;  
Have you considered, drinking FINNEGANS beer?

FINNEGANS has, a "Board of Inspiration,"  
A team of six, a governance sensation.

Our goal is simple, inspire the CEO, Jacquie Berglund she is, a woman on the go.

Unique about FINNEGANS, a true rarity,  
All profits donated, to charity.

Help eliminate hunger, that is the FINNEGANS cause;  
With the start of a year, a good time to pause.

As you draft, your shareholders letter; What are you doing, to make the world better?

Can you become, a social entrepreneur?  
With a share of your profits, help the world mature.

And for those of you, who are not beer drinkers; Keep stretching your minds, we need every thinker.

Whether it's beer, or whether it's pop,  
Here's a toast to you, find your cause and don't stop.

Set your goals high, and be tenacious,  
The view from the summit, blue skies, and spacious.

And to Jacquie Berglund, we call her JB,  
Thanks for leading the way, helping us all to see.

We all have potential, to make a big dent,  
Put your heart into it, until you are spent.

Here's to a great year for all, Two-Zero-One-Three;  
Our creative think tank awaits, enjoy the journey.

Keep stretching,

(Member, FINNEGANS Board of Inspiration)  
[jeff.prouty@proutyproject.com](mailto:jeff.prouty@proutyproject.com)

## "C" NOTE QUOTE:

*"Many people mistake uniformity for unity; sameness for oneness. One word—boring! Differences should be seen as strengths, not weaknesses. They add zest to life."*

## 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, February 1**; 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...

**Leigh J. Johnson, Custom Communications Inc., Rochester, MN.**

Leigh knew that Dame Anita Roddick, the English Entrepreneur and Founder of The Body Shop, said:

**"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."**

**Congratulations Leigh!** Leigh says, "I am going to use the gift card as a prize in the drawing for our United Way of Olmsted County Fun Drive."



Leigh J. Johnson



## Organization Development

# Wind, Water, and Wisdom

by **Peter Bailey**  
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A few years ago, I took a "Fast Track to Cruising" class where I learned more than just the basics from my Offshore Sailing School instructors. I learned a new vocabulary, new behaviors, and a new appreciation for what it takes to really sail. From the very first day, we were given the helm, the mainsheet, and the jib to manage, whilst our instructor guided us through the solid basics of sailing. We started with identifying the standing and running rigging and proper sequencing for springing a boat off the dock. With a forward-going stern spring line and a bow line, we reverse and then nose the bow into the channel.

Excitement is high when one leaves a dock. Outward Bound, the international adventure leadership school, took its name from this very moment: when one leaves the comfort and certainty of home and points one's bow out to sea into deeper water and unknown adventures yet to come. At first, I fumbled with new terms and duties, calling lines "ropes" and fenders "bumpers" and often mistaking an outhaul for a jib sheet. But soon I was snugging leech lines, trimming cunninghams, and heaving-to in strong winds and getting more and more comfortable with controlled jibes and rescuing our "crew overboard" buoy without stress. Each day I could feel my confidence rising.

Over the next five days on the Hunter 41, I learned the electrical, water, waste, and fuel systems of this sturdy cruiser with our instructor Kevin Wensley. While philosophically similar to a small boat, learning the feel of a larger boat was a big step for me. I particularly loved the Bimini-covered cockpit, the cabin space below



decks, and the towering 65-foot mast with its furling jib and mainsail.

Perhaps I am a hopeless romantic, but there are a few things that stir me at such a primal level like gripping a wide wheel on a heeling deck, close-hauled in tropical waters. There is something timeless in catching sea air in fully-trimmed sails, the surging insistence of weather helm tugging us up into the wind, and the splash and spray of salt water across the foredeck wetting us all and extracting full-toothed grins from our faces. The sea does strange things to people. Some want to drive speed boats, race, or parasail on it. For me, the sea offers an invitation to become one with the elements, to read the signs, respect the forces, and feel the deep connection between wind, weather, sea, and vessel. With Steve and Doris Colgate, and Offshore Sailing School, I have learned the basics from the best.

For now, back in Minnesota, I am on land again. I drive my kids home from school after work. I stop at the red light and let the power vehicle to my starboard go first. He was in my danger zone...at 112.5 degrees, two points abaft my starboard beam. He has the right of way...and he the stand-on vessel.



## Join us on the 2013 STRETCH EXPEDITION:

Adventure Sailing in the British Virgin Islands led by Peter Bailey and in partnership with the Offshore Sailing School from June 23-29, 2013. For more information, contact Jayna Wallace at 952-229-8960 or jayna.wallace@proutyproject.com

Join Us!

# Jammin' 2013

We are excited to present our *Jammin' Series* schedule. These are high-energy, interactive, and engaging sessions designed to stretch your thinking about business and leadership strategy.

Held the first Tuesday of each month, from 7:30 – 9:00 a.m. in our **creative think tank** or **strategic leadership lab**. Seating is limited, so we ask that you register online at [proutyproject.com](http://proutyproject.com) and click "Prouty Events" or email [jayna.wallace@proutyproject.com](mailto:jayna.wallace@proutyproject.com)

**A \$20 donation will be accepted at the door benefitting the Prouty Project's STRETCH Fund of the Minneapolis Foundation. Please bring cash or check payable to the Prouty Project.**

	January	<b>No Jammin' Session due to the New Year's holiday.</b>
No. 177	February 5	<b>Mark LeBlanc</b> , Speaker, Author, Coach, Pilgrim, Small Business Success <i>"Focused! The Quest for Your Personal Best"</i>
No. 178	March 5	<b>John Warder</b> , Principal Coach and Trainer, Top Ten Talents Group <i>"Leveraging High Performance With Your Team"</i>
No. 179	April 2	<b>Vednita Carter</b> , Founder and Executive Director, Breaking Free Inc. <i>"Sex Trafficking 101 and Introduction to Breaking Free"</i>
No. 180	May 7	<b>Kenneth Bartlett</b> , Ph. D., Professor and Associate Dean for Graduate, Professional, and International Programs, University of Minnesota <i>"PEAK Learning: Lessons from Highpoints"</i>
No. 181	June 4	<b>Mark Walinske</b> , CEO and President, CFC Technology <i>"Measuring the Likelihood of an Entrepreneur (Intrapreneur's) Ability to Attain Success"</i>
	July	<b>No Jammin' Session due to the 4th of July holiday.</b>
No. 182	August 6	<b>Joe Topinka</b> , CIO, Red Wing Shoe Company <i>"Making IT Business Partnerships Work"</i> (Session Note: To be held on our boat, the Think Tank II)
No. 183	September 3	<b>Sue Kruskopf</b> , Co-Founder, My Wonderful Life <i>"How a Razor Sharp Strategy Can Help You Survive the Shark Tank. Maybe."</i>
No. 184	October 1	<b>Mia Mulrennan</b> , Senior Consultant and Executive Coach, MDA Leadership Consulting <i>"Talent Acumen: Do You Have It?"</i>
No. 185	November 5	<b>Karen Turnquist</b> , CEO, Turnquist Consulting <i>"The Trusted Advisor: Why You Need One, How To Be One"</i>
No. 186	December 3	<b>Nick Hernandez</b> , CEO and Co-Founder, Aeritae Consulting Group, Ltd. <i>"The Power of a Life Board: How to Turbocharge Your Life and Career"</i>



## Board and Team Development

# Strengthening Your Emotional Intelligence

by **Grayce Belvedere Young**  
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## A New Year's Resolution You Can Keep:

Emotional Intelligence is a leadership model that has been around for over forty years. I've been using Daniel Goleman's Emotional Intelligence model in leader development efforts for fifteen years and I continue to be amazed at the transformative nature of these twelve competencies to help leaders become more effective leaders. When leaders consistently demonstrate these attributes, the longitudinal research is clear: these attributes distinguish the outstanding performers from those who are merely adequate. As you create your New Year's resolution plans for 2013, please consider focusing on how you can grow as a leader to accomplish better results, personally and professionally.

The twelve competencies or attributes of Emotional Intelligence (EQ) fall into four quadrants: Self-Awareness, Self-Management, Social Awareness, and Relationship Management. Please see sidebar for a full description.

Self-Awareness is the heart of the model. Knowing your own emotions is the fundamental step. Tune into the "voice in your head." When you are working on a project or leading a meeting, what are you thinking or feeling? This impacts how you behave, how you interact with others, and how others perceive and respond to you. Think about when you hear kids laughing, you tend to smile or laugh yourself, right? Similarly, when someone is frustrated or stomping around the office, you tend to avoid that person, right? Emotions spill from all of us, in good ways and in not-so-good ways. This impacts our ability to work with others.

People often dismiss models such as EQ as "touchy-feely" and are quick to say that this is not who they are. Yet, for most people, they accomplish their work through interactions with other people, and if other people don't want to work with you, how will you get your work accomplished? That's not "touchy-feely," that's a pragmatic business approach.

As you are planning your New Year's resolutions, consider how you would like to strengthen your leader capabilities – how do you wish to better interact with others? How do you wish to be perceived by others? How do you want to build your team or

influence key leaders in your organization? EQ is an excellent framework from which to build, as we can all grow in these twelve competencies. For more resources about EQ check out our Facebook page: [www.facebook.com/ProutyProject](http://www.facebook.com/ProutyProject)

## Emotional Intelligence

### Self-Awareness:

- Emotional Self-Awareness — Knowing one's own emotions and their impact on others; knowing one's strengths and development areas; exuding balanced, self-confidence.

### Self-Management:

- Achievement Orientation — Striving to improve or meet a standard of excellence.
- Adaptability — Being flexible in handling change.
- Emotional Self-Control — Keeping emotions in control and knowing how to handle disruptive impulses.
- Positive Outlook — Demonstrating persistence in pursuing goals despite setbacks.

### Social Awareness:

- Empathy — Awareness of others' perspectives, feelings, needs, and concerns.
- Organizational Awareness — Reading groups' currents and power relationships.

### Relationship Management:

- Conflict Management — Negotiating and resolving disagreements.
- Coach and Mentor — Developing others.
- Influence — Wielding effective tactics for persuasion.
- Inspirational Leadership — Inspiring and guiding others.
- Teamwork — Creating group synergy in pursuing collective goals.