



by **Devon Walker**  
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In part one of this series, we concluded that an organization cannot “get buy-in,” persuade, cajole, compel, incent, or even force employees to be genuinely inspired by its organizational vision. Of course, most of us try anyway. We end up spending a lot of time, energy, and money failing to access that most powerful of prizes: A group of people working with intrinsic motivation to achieve a shared vision. After all, organizations that successfully achieve this hold more than just the power to crush the competition or make a lot of money; they hold the power to change the world.

We further concluded that perhaps the only way to ensure BHAG buy-in is to create at least two pieces of alignment within the organization:

1. The organization’s core values and its employees’ core personal values must be sufficiently aligned.
2. The BHAG itself must sufficiently align with the organization’s core values.

The argument goes like this: If values are the source of intrinsic motivation, and if the organization’s core values are aligned with the employees,’ then the employee will be intrinsically motivated to accomplish an organizational goal, provided that doing so will make a positive impact relative to his or her core values.

### But how do you ensure your organization’s core values and your employees’ personal values are sufficiently aligned?

There are at least two necessary conditions for this sort of alignment:

1. The organization must have a very clear and accurate set of core values. The idea being that “a clear and well-articulated ideology attracts to the company people whose personal values are compatible with the company’s core values; conversely, it repels those whose personal values are incompatible.”<sup>1</sup>

2. The organization must make people decisions based on these values. Full alignment doesn’t happen on its own. It is necessary to actually hire AND fire based on your core values. In other words, “Find people who are predisposed to share your core values and purpose; attract and retain those people; and let those who do not share your core values go elsewhere.”<sup>1</sup>

### How do you ensure that your BHAG is sufficiently aligned with your organization’s core values?

1. Make sure accomplishing the BHAG will have a direct “value payoff.” By “value payoff,” I mean a surge of energy and motivation that comes from directly advancing the cause of company (and personal) values. To find an example, think of those times in your life when you’ve truly “felt alive.” Were you achieving a goal closely linked with one of your core values?
2. Make the BHAG measurable, such that it can be broken down into smaller goals. If each goal is clearly contributing to overall completion, then achieving each short term goal can give a rejuvenating “value payoff” to fuel the next.

If these conditions are in place, BHAGs can have enormous power as the central motivational pillar of the organization. Employees new, old, or even former will deeply care about the BHAG, not because they get paid to, but because they regard it as a manifestation of their world view.

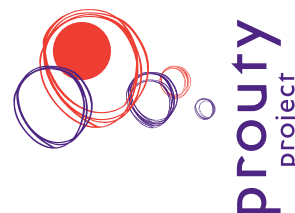
In other words, “buy-in” requires a BHAG that is a measurable symbol of what the organization (and its employees) believes is truly important. This is the sort of shared vision organizations need to have a chance at transcending achievement by compliance and unlocking the incredible power of intrinsic motivation.

<sup>1</sup> Collins and Porras in their article, “Building Your Company’s Vision.”

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# Prouty Performance Index

We recently asked 20 client CEOs how they would grade out their business on three variables (on a 0 low – 10 high scale):

1. Customer satisfaction (8.1 average)
  2. Employee satisfaction (7.7 average)
  3. Cash flow (8.2 average)
- Overall (8.0 average)

How would your business grade out? What do your 12/31/13 results look like?

We asked each of the CEOs to reflect on their scores and share any observations / ahas as they head into the New Year. Enjoy their nine quotable quotes:

1. “Things are getting better, customers are slightly more optimistic about 2014.”
2. “Growth and change are difficult for employees. It takes leadership, it takes communication.”
3. “Our employees struggle with uncertainty, our customers are stressed with the economy.”
4. “Employee engagement is under siege as a sense of fatigue sets in with the new norm.”

5. “Baby boomer retirements are starting to have an impact.”
6. “There’s what you plan for and then there’s what actually happens. More often than not, they are not the same; be prepared to navigate!”
7. “Government leaders need to show leadership, and govern.”
8. “We need to win with what we have.”
9. “Change effort is linear, change RESULTS are non-linear.”

Please enjoy this newsletter and here’s a toast to a fantastic 2014,



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**“C” NOTE QUOTE:**  
“The pessimist complains about the wind, the optimist expects it to change, and the realist adjusts the sails.”

### Know the quote?

If you know who said this quote, please send an email to: jayna.wallace@proutyproject.com or call 952.942.2922 by **Monday, February 3**; 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 \$200 gift card. Yes, that’s right, \$200 this issue because we stumped you all in our last issue! There was no winner! Therefore, we are giving last issue’s gift of \$100 to this issue’s winner!

So, for those curious to know . . . **Mike Serbinis**, CEO of Kobo, said the following: **“I learned that there are a million people who will tell you something is impossible, but you can’t find out for yourself unless you give it a try.”**

Thanks to all of you that entered your guesses! Better luck this quarter!

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**Let us know...** call 952.942.2922 or email stretch@proutyproject.com

**Thanks.**

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## Board and Team Development

# Color Your World: Applying Insights Discovery® in the Workplace

by Peter Bailey  
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*"How might I modify my behavior to be even more effective at my job?"*

*"What can I do to build better relationships with my co-workers?"*

*"How can I improve my understanding of how my clients communicate and buy so that I can build better solutions for them?"*

Questions like these are frequently heard in conversations with our clients. Business leaders and members of senior leadership teams are continually looking to improve the Emotional Intelligence of their employees through enhanced Self-Awareness and Self-Management. While there are numerous books and tools available to help people build on their strengths and address some of their weaknesses, we at the Prouty Project are having tremendous success with the Insights Discovery® Personal Profile.

As a long-time certified MBTI practitioner, I am impressed by how stunningly accurate the Insights Discovery® Profiles, also based on Carl Jung's preferences, have been for our clients and how easily they grasp the learning concepts behind the color quadrants of red, yellow, green, and blue energies.

One of our clients, a Senior Director of R&D from a Fortune 500 company says, *"I find the tendencies to be quite useful. At first, I was skeptical because I understand and use MBTI. How could a 2-axis characterization be any better than a 4-axis characterization? However, I now agree with you. I find it easier to observe the green, yellow, blue, and red tendencies."*

And another Senior Manager from the same company says, *"This program helped me build a relationship of trust with my colleagues as well as helped break certain barriers that were hindering self-awareness."*

One of my favorite aspects comes when we interpret the two graphs indicating the conscious and less conscious persona and the preference flow chart. That is where I get to see how much effort I am expending to modify my behavior for my "game face;" the "me" I think the world requires me to present. By comparing my two personae,

I get to confront myself and make my own assessment of my energy and effort levels. This is usually very enlightening for our clients, too.

*"People were surprised how very accurate the profiles were given the very short investment in time to complete the inventory. The fact that it's derived from MBTI gave it instant credibility. But the simplicity of the colors gives it a practical functionality for everyday use. I proudly display my colors on my desk and often find myself thinking about how to tailor my arguments to others based on their colors. In this way, it's a great tool for team harmony and for speedy decisions. Insights® was a hit with our executive team."* – Bruce Larson, VP of HR – North America, Capital Safety

This past June, thanks to Scott Schwefel and the Twin Cities Insights Discovery® team, we were able to put every one of the sailors and captains through the evaluators in time for our Stretch Expedition to the British Virgin Islands. Each of us wore our color wristbands indicating our own leading color energies, which proved invaluable as we handled the challenging pressures put to us by the Offshore Sailing School skippers.

Whether sailing 50-foot yachts with a brand new crew or managing international leadership teams, developing a cohort of high potentials or preparing your senior leadership team to draft your next strategic plan, Insights Discovery® has been an exciting addition to our Prouty Project tool kit.



We welcome your calls and inquiries to learn more about how conducting an Insights Discovery® session can increase the effectiveness of your team prior to strategic planning, teambuilding, or board development. Yes, it just might be time to **color your world!**

Join Us!

# Jammin' 2014

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	No Jammin' Session due to the New Year's holiday.
No. 187	February 4	<b>Kieran Folliard</b> , Founder, 2 GINGERS® Whiskey <b>"Whiskey Wars: The Battle Against Two Goliaths"</b>
No. 188	March 4	<b>Jay Gubrud</b> , Owner, Jay Gubrud Inc. <b>"Jumping in the Driver's Seat"</b>
No. 189	April 1	<b>Stevie Ray</b> , Executive Director, Stevie Ray's Improv Company <b>"Think . . . Out of the Box"</b>
No. 190	May 6	<b>Jerry Allan</b> , President of Criteria Architects Inc. and Chair of Entrepreneurial Studies and Advertising at Minneapolis College of Art and Design <b>"What is Economic Sustainability Between Human Nature and Mother Nature?"</b>
No. 191	June 10	<b>Dr. John Tauer</b> , Head Men's Basketball Coach, Professor of Psychology, and President of Johnny Tauer's Championship Basketball Camp, University of St. Thomas <b>"Intrinsic Motivation, Team Building, and Sustainable Excellence"</b> (Session note: This is NOT the first Tuesday of the month)
	July	No Jammin' Session due to the 4th of July holiday.
No. 192	August 5	<b>Dina Simon</b> , President, and <b>Mandi Simon</b> , Founder, Simon Says Give® <b>"Mother Daughter Duo: Developing the Next Generation of Leaders"</b>
No. 193	September 2	<b>Eric Howell</b> , Writer, Producer, Director, and Creative Ideation, StoryForge, LLC <b>"Sex, Film, Love, and How to Title Your Session"</b>
No. 194	October 7	<b>Dyanne Ross-Hanson</b> , President, Exit Planning Strategies, LLC <b>"Ownership Transition: 8 Common Mistakes"</b>
No. 195	November 4	<b>Megan Blohowiak</b> , Co-owner and Vice President, Service Ideas Inc. and Co-owner, Murray's Restaurant <b>"Thriving Through Generational Business Transformation"</b>
No. 196	December 2	<b>Kevin D. Wilde</b> , Vice President, Organization Effectiveness and Chief Learning Officer, General Mills <b>"Growing Leaders: Lessons of the Generals"</b>



## Strategic Planning

# Prouty Red Teams on the Move

by Mike Felmlee  
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Nick Tasler



Robyn Waters

We are honored to share that one of our original Prouty Red Team sessions is featured in Nick Tasler's New York Times best-selling book entitled, *Why Quitters Win*. We've included an excerpt here for your convenience.

In addition, we're thrilled to announce that Robyn Waters, one of our premier "Red Shirts" and our new Red Team Ambassador, recently spoke at the Association for Corporate Growth (ACG) in Minneapolis about the Red Team process and how it enhances your strategic thinking and helps you solve thorny business issues.

No question, Prouty Red Teams are on the move!

### Why Quitters Win by Nick Tasler:

A few years ago, David Mortenson, the executive vice president of Mortenson Construction, stared across the table at four strangers. At the time, the economy was starting to slump and taking the construction industry down with it. Residential building had nearly screeched to a halt and commercial building wasn't far behind. And now, Mr. Mortenson and his executive team found themselves presenting the strategy for their company's future to this small group of visitors.

They weren't bankers. They weren't customers. They weren't board members. They were the Red Team. Four months prior to that day, Mortenson Construction had called in a boutique strategy consulting firm that I work with called The Prouty Project. They wanted the Prouty consultants to help them reimagine what Mortenson Construction could do to maintain their competitive advantage in the brave new world that was fast approaching. After a few weeks Mortenson's management team made a breakthrough.

"The biggest epiphany for us was realizing that customers assume on-time and under-budget building projects,"

Mortenson said. That meant that "on-time" and "under-budget" was not a valid differentiator. After months of deliberation they concluded that in order to stay ahead of the competition, they would need to deliver an exceptional experience, not an expected one. They had developed a hypothesis about what that experience would look like, and how to deliver it. But at the moment, it was just that—a hypothesis. They had to ask themselves "Was this new direction correct for us?"

This is where the Prouty Red Team comes into play. The Prouty Red Team is a small group of executives and thought leaders from outside the client's industry that can provide a truly external voice at the end of a strategic planning process. They come from very different worlds so they have accumulated a very different set of "common knowledge" than the client team. They also have the added advantage of not being privy to the discussions that led to the current strategic plan so they have no emotional attachment to one course of action versus another. The Red Team (or the Anti-You's) not only shed light on some of the real risks lurking in the shadows of our mind, they also help leaders like Mortenson's senior team confidently answer that important question *Is this direction right for us?*

To be clear, a strong track record of success and collective experience has given the Mortenson team plenty of confidence. Yet, even the boldest leaders have moments of self-doubt — not so much about the quality of their judgment — but about which variables they might not be able to see or control. Anti-You's, like the Red Team provide, help insure that your team is not only clear about the strategic direction, but that they are choosing to pursue a course that aligns with that direction.

**If you'd like to create Red Team #28, please e-mail us at [redteam@proutyproject.com](mailto:redteam@proutyproject.com).**