

Jammin' 2016

We are excited to present our Jammin' 2016 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 and click "Prouty Events" or email 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.

NO JAMMIN' SESSIONS IN JANUARY AND JULY DUE TO THE HOLIDAYS.

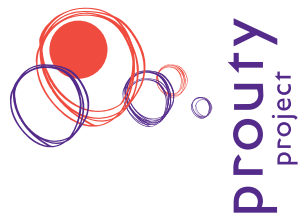
- #207
FEB 02
- NANCY DAHL, President & COO, Tastefully Simple
"Innovation in Age of Experience"
- #208
MAR 01
- NICOLE MIDDENDORF, CDFA, CEO, Prosperwell Financial
"Live Life to the Fullest"
- #209
APR 05
- MIKE ALLISON, Financial Executive
"Corporate Fraud: Its Impact and Its Lessons Learned"
- #210
MAY 03
- HOWIE MILSTEIN, Provocateur, The Institute to Stop Taking Yourself So Seriously![™]
"You're Probably Dead a Long Time: How Considering this Imminent Event will Help Your Business RIGHT NOW!"
- #211
JUN 07
- PAM BORTON, President & CEO, Borton Partners
"Inspiring Teams: Driving Peak Performance"
- #212
AUG 02
- JAMIE HUNTE, Director of Talent Management, Bentz Whaley Flessner
"Psychopaths in the C-Suite: Measuring the Return on Character"
- #213
SEP 06
- ROSS LEVIN, CFP®, Founding Principal and President, Accredited Investors Inc.
"Spend Your Life Wisely"
- #214
OCT 04
- DEAN BACHELOR, Chairman & Founder, Platinum Group
"Meaningful Capitalism"[™] – The Anatomy of a Turnaround"
- #215
NOV 01
- ALICIA WEIDMAN, Client Relations Manager, The Partners Group
"C is for Cookie: 16 Years Inside Sweet Martha's Cookie Jar"
- #216
DEC 06
- RICHARD LEIDER, Founder, Inventure – The Purpose Company
"How to Unlock the Power of Purpose"



Strategic Planning • Organization Development • Board and Team Development

6385 Old Shady Oak Road, Suite 260, Minneapolis, MN 55344
proutyproject.com

Accepting L³ Applications



L³ LEADERSHIP FOR LEGACY

Now accepting applications for a unique cohort-based leadership development program beginning in 2016. Our L³ program focuses on Leading Self, Leading Others, and Leading the Business.

For more information please contact Christina Devine at christina.devine@proutyproject.com or call 952.942.2922.

www.facebook.com/ProutyProject

Congratulations Bob!

Twenty-six years ago, I met Bob Weiss, shortly after he, Dave Peterka, and Dean Friesen started what is now Beacon Bank. It's been an absolute joy working with the Beacon team over the past 26 years. Recently, Beacon was acquired by Grand Forks-based Alerus, and we wish them the best as they head into the next phase of their corporate lifecycle. Congratulations to Bob and all the Beaconeers!

As we head into year 29 of our business, we'd like to say a "big thanks" to other clients with whom we've worked for more than a decade:

- 3M (Saint Paul, Minnesota)
- AECOM (Ellerbe Becket) (Los Angeles, California)
- AgStar (Mankato, Minnesota)
- Airgas (Radnor, Pennsylvania)
- Carlson Companies (Minneapolis, Minnesota)
- Central Bank (Sioux City, Iowa)
- Chart Industries (Cleveland, Ohio)
- Christensen Group (Minneapolis, Minnesota)
- Ecolab (Saint Paul, Minnesota)
- General Mills (Minneapolis, Minnesota)
- Hoogwegt (Chicago, Illinois)
- Iowa State University Foundation (Ames, Iowa)
- JMS Custom Homes (Minneapolis, Minnesota)
- Landscape Structures (Delano, Minnesota)
- Lifetouch (Minneapolis, Minnesota)
- Minneapolis Heart Institute Foundation (Minneapolis, Minnesota)

- Mortenson Construction (Minneapolis, Minnesota)
- Opus (Minneapolis, Minnesota)
- PricewaterhouseCoopers (New York, New York)
- Star Exhibits (Minneapolis, Minnesota)
- The Emmerich Group (Minneapolis, Minnesota)
- UnitedHealth Group (Minneapolis, Minnesota)
- UnityPoint Health (Des Moines, Iowa)
- Viking Electric/Sonepar (Minneapolis, Minnesota)
- Western Bank (Saint Paul, Minnesota)

As we look back at our years in business, we can't help but wonder how perspectives on life and business change over time. So this quarter's newsletter focuses on perspectives from five CEOs, each in a different phase of their life and career. We asked them the same five questions to gain insights into that process of evolution.

How has your view of business changed over time? How has your view of leadership changed? How has your view of life changed?

Here's to a new year, new thinking, and continued long-term relationships. Thank you,

Jeff Prouty
jeff.prouty@proutyproject.com

"C" NOTE QUOTE:

"Moments that break you from your routine are what define you."

Know the quote?

If you know who said this quote, please send an email to: melissa.gennert@proutyproject.com or call 952.942.2922 by **Monday, February 1**; one guess per person. 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 Magy, of Abeln, Magy, Underberg & Associates, Inc.

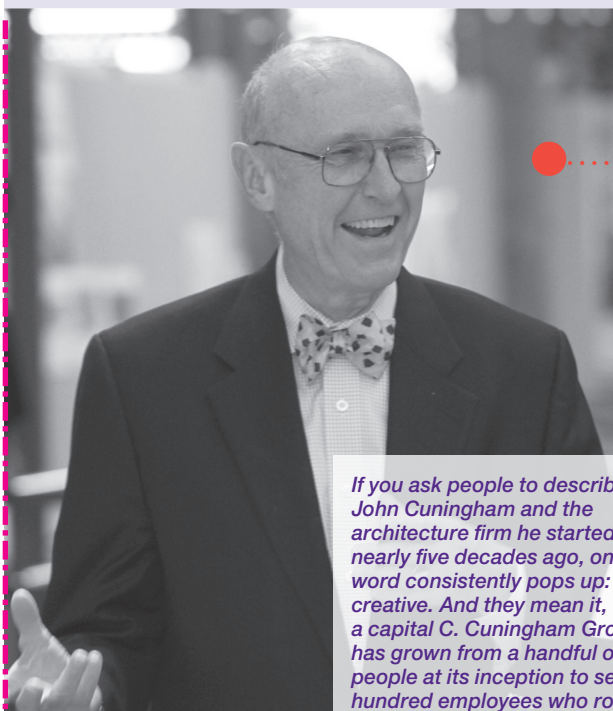
David knew that Larry Fitzgerald of the Arizona Cardinals said the following: **"One thing you learn is that everybody has 24 hours, whether you're President Obama or a working-class gentleman. Everybody has 24 hours, and how you spend it is up to you."**

Congratulations, David!

David says, "It's the holidays...\$100 goes a long way when buying toys for Toys for Tots – and I will match it with another \$100. My wife's employer is a collection site as well (she is a firefighter for the City of Plymouth). It all fits!"



David Magy



John Cuningham

FOUNDER OF CUNINGHAM GROUP

If you ask people to describe John Cuningham and the architecture firm he started nearly five decades ago, one word consistently pops up: creative. And they mean it, with a capital C. Cuningham Group has grown from a handful of people at its inception to several hundred employees who roll up their sleeves to truly collaborate with clients to create innovative, beautiful, sustainable designs around the world.

Who is the leader you most admire and why?

ABRAHAM LINCOLN. It's easy to talk. Promises are easy. But he followed through. He knew without the Emancipation Proclamation, the amendment would last a very short time. So he passed that, and then he twisted arms and got that constitutional amendment. The wisdom, the forcefulness, the follow-through. That's a hero.

ERNEST SHACKLETON. The polar explorer and captain of the *Endurance*, who took all of his men down to Antarctica, got frozen in, survived for a year, and then rowed for 800 miles to escape. And amid that, he never asked his men to do anything he wouldn't do.

What is your leadership philosophy?

Don't ask anybody to do anything you wouldn't do yourself. It's my responsibility to get the best people, equip them with the best resources, and then inspire them to do their best work. That's it. It's sort of simple. People ask me "How'd your office get so big?" Well, I love doing the work, but I love to see other people having a good time doing it. If I had to get all the credit, I'd still be a four-person firm.

What big changes do you see on the horizon for business today?

Speaking business in the big B sense, I think one is finding meaning. Millennials are asking for meaning, and they're asking for it right away. I am excited about this. The best thing about youth is the idealism. Talk isn't cheap. Cynicism is cheap.

In my business, the public is making more demands on us, which I welcome. They're asking us to be more sustainable and save more energy. They're asking for us to make recommendations about how to make cities better. And I love to say yes.

“The best thing about youth is the idealism. Talk isn't cheap. Cynicism is cheap.”

—John Cuningham



by: Andrea West
andrea.west@proutyproject.com



Gloria Lewis

**PRESIDENT AND CEO OF
BIG BROTHERS BIG SISTERS
OF THE GREATER TWIN CITIES**

When Gloria Lewis stepped into her current role as CEO, she was given a relatively ambiguous situation and only a short list of names to call for assistance. Now, 10 years later, she is leading the 6th largest Big Brothers Big Sisters agency out of 400 in the country. The agency serves over 2500 matches (children matched with an adult) and provides ancillary programs such as enrichment activities and education programs that lead to high school graduation, college, and jobs.

What's the most effective rhythm and ritual you live by?

Daily prayer. Growing up, I spent a lot of time with my grandmother because my mother was a public school teacher. I remember the day the head of my favorite doll was torn off. I sat in the living room of my grandmother's house crying. She came in and suggested I pray to God to fix my doll. Later that evening my father sewed the doll head back on and gave it to me the next morning saying there was nothing like that God. And, that with prayer, I could do anything. I believe it. So, I start each and every day with this little prayer: "God, wrap me in your armor and take me through this day."

What advice would you give to your younger self?

I would remind myself to be fearless. I still don't believe people entrusted me with the responsibilities they did at such a young age. But, they believed in me. And, to honor them, I needed to be fearless and courageous. It didn't matter that I was a young woman or had a small child. They entrusted millions of dollars of their assets in me and I had to rise to the challenge.

Who is the leader you most admire and why?

I really admire Herb Kelleher, co-founder, Chairman Emeritus and former CEO of Southwest

Airlines. As we look back, no one would say the airline business was an easy industry to survive in much less thrive. And, he and colleagues made it look easy. I absolutely loved his playfulness, his ability to rally his troops, and his intention to surround himself with really smart people.

What is your leadership philosophy?

I learned very early on in my career that I don't know everything. Far from it. Thus, I needed to find people who know what I don't know. I also learned that my job is about being a leader. It's not to manage but to lead. Not to diminish managing people, it's very important. But, leading is different and requires one to take risks and be true to them. As the leader, I can't stand behind a veil of being in charge. Sometimes I have to fall on the sword, take it, and keep going.

What big changes do you see on the horizon for business today?

I think one of the big changes we are already starting to face is how we will tap and harness the energy, creativity, and brilliance of our younger generation. Whether we want to believe it or not we're already experiencing a change in the work life habits and personal missions of these individuals. I liken it to the "Zuckerberg Effect" as these young men and women have moved quickly from "let's get the money" to "let's use the money to serve others and do good." And, it's a much bigger need for them than simply investing in their own lives or those that live around them. They want to make a global impact, which is so important and worthy.

This generation is poised to be the most productive generation yet. And, in my opinion, the employers that figure out how to do this well will win big and those that don't will suffer greatly.

Dave St. Peter

**PRESIDENT OF THE
MINNESOTA TWINS**

Few people know the value of an internship like Dave St. Peter. He began his 26-year career with the Minnesota Twins as an intern in 1990. Twelve years later, he was named the fourth president in Minnesota Twins history. Today he oversees the team's day-to-day operations, strategic planning, and interaction with Major League Baseball.

What's the most effective rhythm and ritual you live by?

Now, it's delegation. I am a self-described 100% workaholic, which is maybe on some levels admirable and on other levels despicable. I have made a multitude of mistakes, and continue to do so, but I think I am a lot smarter today in the way I approach a day, a week, a month, a baseball season. I understand the ebbs and flows much better, have a greater confidence and faith in my ability to delegate certain tasks and understand and believe in people. I have learned to stay focused on what the high-level priorities should be for our brand, for our organization – both in terms of financially and our standing in the marketplace.

I have been blessed to work for the Pohlad family my entire career. It is a family very deeply rooted in philanthropy and it is a family very deeply rooted in what is best for the community. I have learned from day one within the Twins how important those factors are. So I have taken that part of the job very seriously and have tried to be someone who can nurture that and ultimately grow that.

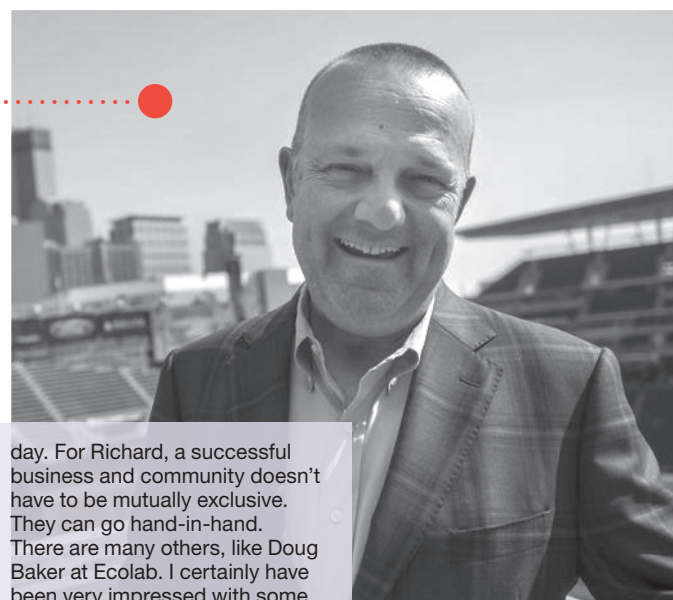
What advice would you give to your younger self?

Believe in yourself and believe in those around you. The biggest thing is believing that people will deliver not only equal results, but frankly, better results, because they might be better equipped to do so.

Who is the leader you most admire and why?

I have great admiration for the way the Minnesota Wild organization is run. I give Craig Leipold and Matt Majka a tremendous amount of credit for the discipline required to do what they have done for the brand and for the State of Hockey. Their willingness and ability to take some risks has paid off for them. So from the sports perspective, they would be right at that level.

What Richard Davis does at U.S. Bank inspires me every



day. For Richard, a successful business and community doesn't have to be mutually exclusive. They can go hand-in-hand. There are many others, like Doug Baker at Ecolab. I certainly have been very impressed with some difficult, challenging decisions that Brian Cornell needed to make at Target. One of the guys who has been a good friend of mine and has done a tremendous job growing a relatively small shop into a behemoth is Greg Kurowski at Periscope. What Greg did there has really set the table for growth in this market. It was really incredible. But he did that by focusing internally on the people inside Periscope.

What is your leadership philosophy?

I have been blessed to work for the Pohlad family my entire career. It is a family very deeply rooted in philanthropy and it is a family very deeply rooted in what is best for the community. I have learned from day one within the Twins how important those factors are. So I have taken that part of the job very seriously and have tried to be someone who can nurture that and ultimately grow that.

What big changes do you see on the horizon for business today?

We have to work really hard to ensure that we remain relevant amongst future generations. There are a lot of things going on for kids. We have to make sure that our game is one of the choices and ultimately the compelling choice. It goes without saying that we have to do a better job of continuing to ensure accessibility of the game through all demographics and socio-economic levels. To me, the keys to that are ensuring that we are out in front so that the games are accessible, but more importantly that we are delivering the product to the right future generations of fans.

“Believe in yourself and believe in those around you.”

—Dave St. Peter



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

Amy Langer

CO-FOUNDER OF SALO

From a young age, Amy Langer had an entrepreneurial spirit. Her small town farming roots instilled that in her. When in her 20s, she decided to quit her job one day after September 11, 2001 to start Salo with co-founder John Folkestad. Her hard work and entrepreneurship has made Amy a visionary and inspiring leader of an organization that creates meaningful experiences in finance, accounting, and human resources that expands careers and solves business problems.

What's the most effective rhythm and ritual you live by?

On the personal side, I make it a priority to get in my early morning workout. When I don't, I feel off all day. It's important to me because after getting up at 5:00 a.m. to work out, I have the mindset that I can tackle the world. In terms of business, our Monday morning "standing" meeting is really important. It's standing in the sense that it's every Monday, and in the sense that we literally stand, which creates a mindset of action.

What advice would you give to your younger self?

Whether my younger self or today, it's the same. Don't stress out so much. It's ok. It will all work out. It has been helpful for me to remember, you can only control what you can control, and often the only thing you can control is how you react to a situation and how you react really matters.

Who is the leader you most admire and why?

If I had to narrow it down, I'd say Richard Davis, CEO of U.S. Bank. I don't know Richard well. I've only met him a couple of

times. I love his storytelling and overall presence. Additionally, the business we're in provides a unique insight to an organization's culture, and Richard has made a huge difference in the overall environment at U.S. Bank.

What is your leadership philosophy?

Give space to others so they can explore. Ask them a lot of questions to help them get to where they need to be.

What big changes do you see on the horizon for business today?

In the knowledge workforce, we need to be especially focused on how we are developing ourselves and the next generation of leaders. Organizations want team members who are not only great "doers" but great "thinkers." We see companies wanting people who can see the big picture and get in and execute and they want individuals who work well together. You have to be good in relationships with others.

We all have an opportunity to encourage the next generation of leaders to ask a lot of questions and find what works. I want them to dig in with confidence and an open mind. I think we all want the best, and when you assume most people want good in business and life, it's easier to make it through.

“Organizations want team members who are not only great 'doers' but great 'thinkers'.”

—Amy Langer



by: **Sam Smith**
sam.smith@proutyproject.com

Brian Warren

CEO OF SIGMA PHI EPSILON

When Brian Warren began his undergraduate degree at the University of Virginia, little did he know that he would soon be running the largest fraternity in the country. Brian was named CEO of Sigma Phi Epsilon in 2010, just 6 short years after graduating college. The fraternity's mission is to build balanced men to become leaders for the world's communities by practicing sound mind and sound body.

What's the most effective rhythm and ritual you live by?

I wake up early and am in the office by 7:00 a.m. every day, having reviewed my schedule before anyone else gets here. If there is a void in the schedule, someone will try to fill it, and I want to be proactive about how my time is utilized to advance the priorities of the organization.

I'm a new dad (with a 2-year old, and we're expecting a baby girl, soon), so I make sure I "put things down" when I get home, and focus on my wife and kids. I always hear from older executives that they wish they had spent more time with their family. As a young CEO, I continuously ask myself, "Can I better balance work and family?"

What advice would you give to your younger self?

I wish I had learned how to develop healthy, confident relationships at a younger age. Most conversations I see young people having today are superficial. I was very similar to that. If you really want to get to know someone and have a strong relationship with that person, you have to know how to ask thoughtful and meaningful questions.

I also wish I had learned how organizations run at a younger age. In high school and college I did a lot of extracurricular and academic activities. In hindsight, I wish I had chosen to engage in more

"real world, work" experience that helped me apply what I was learning in a business setting and better prepared me for life after college.

Who is the leader you most admire and why?

I admire leaders who invest time in the development of others. Fortunately, I've had a lot of very successful people take time to help me become a better person and professional. Our board of directors and our educational foundation board of trustees are filled with remarkable people. They take time to support our staff and they challenge us to focus on efforts that will "dramatically move the needle." I learned quickly from them that "busy doesn't mean effective."

What is your leadership philosophy?

I'm a big believer in Barry Posner's work. Barry is a professor at Santa Clara University and author of "The Leadership Challenge," which identifies five critical practices to achieve exemplary leadership:

1. Model the Way – Clarify the values of the organization and lead by example.
2. Inspire a Shared Vision – If you do this, you don't need to micromanage. Talented and passionate people will work toward that vision, and other talented and passionate people will want to join you in making that vision a reality.
3. Challenge the Process – The world is changing at such a fast pace. We must always be looking for opportunities to be more efficient, more effective, and in our case, more relevant to college students and institutions of higher learning.
4. Enable Others to Act – We work hard to find the right fit for each person on our staff. When we align responsibilities with the right skill sets and passions, we liberate the

“Can I better balance work and family?”

—Brian Warren

strengths of our employees and put them in a position to be extraordinarily successful.

5. Encourage the Heart – In a fast pace world, we have to be intentional about pausing for a moment and celebrating the contributions and achievements of our staff – individually and collectively. Appreciation isn't something that is readily available in the world today.

What big changes do you see on the horizon for business?

Customers and constituents are always looking for services to be delivered faster and through a medium that is preferable to the customer segment. Companies need to be able to change quickly and meet customers where they are. If a company can't innovate and streamline, they will quickly become irrelevant.



by: **Jeff Prouty**
jeff.prouty@proutyproject.com