

The Execution Tune-up[™]

Getting from Vision to Execution



- 1980 UW-M Graduate
- 1983 Started ACG
- 1989 192 Inc 500
- 1990 Computer Show with Ram and Rom,
- **First TEC meeting, 1/10/1991**
- 1998 Revenue > \$50MM, 350+ employees
- 2003 ACG Sale
- 2004 Purchase Tranquilease, Earned 3 patents
- 2010-2012 Led 5 turnarounds
- Vistage Chair TEC 6/20, Northern Region Chair of the Year, 2017
- 12 Growth Clients, 3 Boards
- Founded “Allied CFO’s” Peer Group
- Corporate Anthropology, planning, adjunct member of executive team.



Let's do an Execution-Tune up!

Our Goal for today:

Take away at least one thing you can use in your organization

Provoke some thoughts on expanding your teams' leadership capacity

Provide some tools to help your organization become excellent at execution



Challenge:
Identify one thing you will take from this and
implement **in the next month (Subject to the
Vistage 24 hour Rule).**

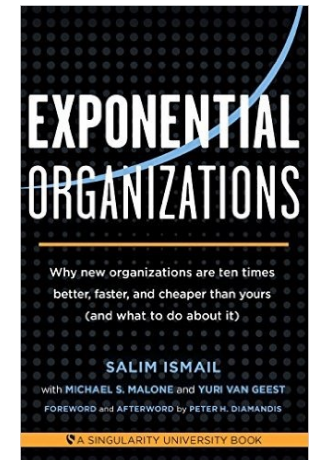
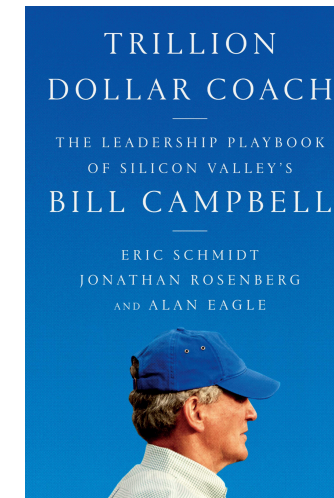
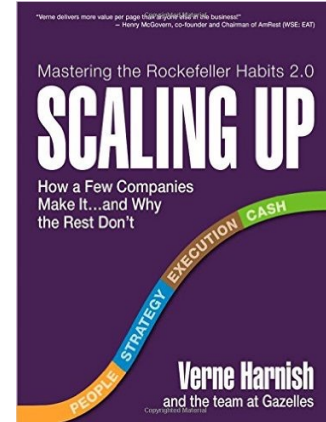
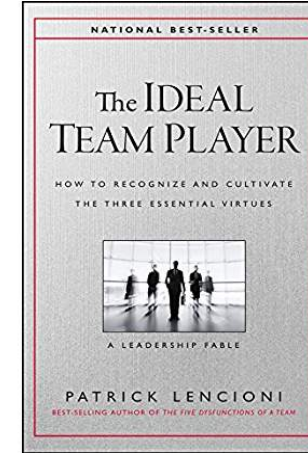




Reading List

- Good to Great by Jim Collins
- The Advantage by Patrick Lencioni
- The Ideal Team Player by Lencioni
- The Five Dysfunctions of a Team by Lencioni
- The Hard Thing About Hard Things by Ben Horowitz
- Trillion Dollar Coach by Eric Schmidt
- Scaling Up by Vern Harnish
- Exponential Organizations by Salim Ismail
- American Icon by Bryce G. Hoffman

<http://www.alliedcg.com/reading/>





History

1997: Solutions at Work – Jim Alampi and partners, including associate Gino Wickman, begins to combine Harnish, Collins, and Lencioni work.

2000: Jim Alampi founds Execution Maximizer and begins award winning speaking run with Vistage.

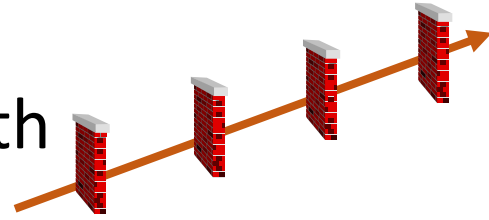
2002-2016: Adds 6 former CEO Advisors to help more than 500 clients in North America and Europe.

2017: EM Advisor, Rom LaPointe acquires 80% of the business and becomes CEO.

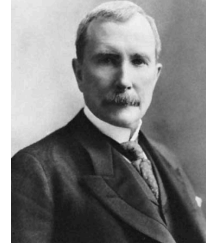


Our Agenda Today

Barriers to Growth



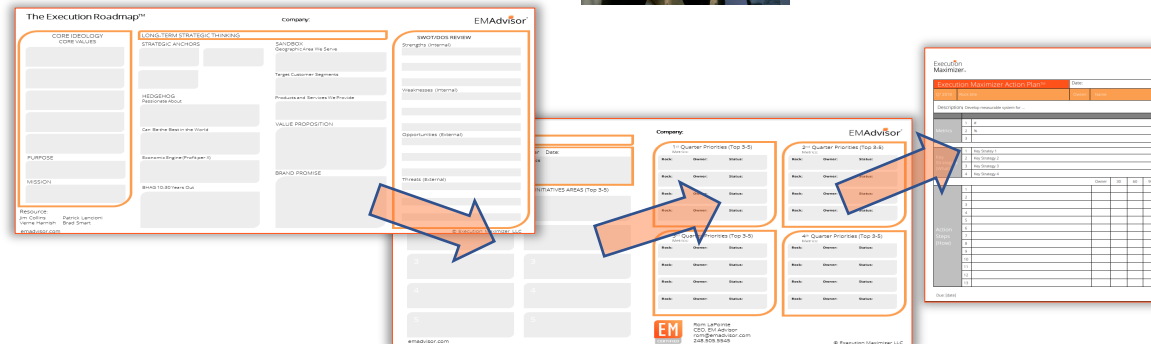
Rockefeller Habits



Building your "A" Team



The Execution Roadmap







Have you Ever....

CEO!



Felt Like this?



Does Your Team Act Like this?



Is There an Elephant in the Room?





How do you run your business?



*Lifestyles of the
Rich and Famous*



Leave a Legacy

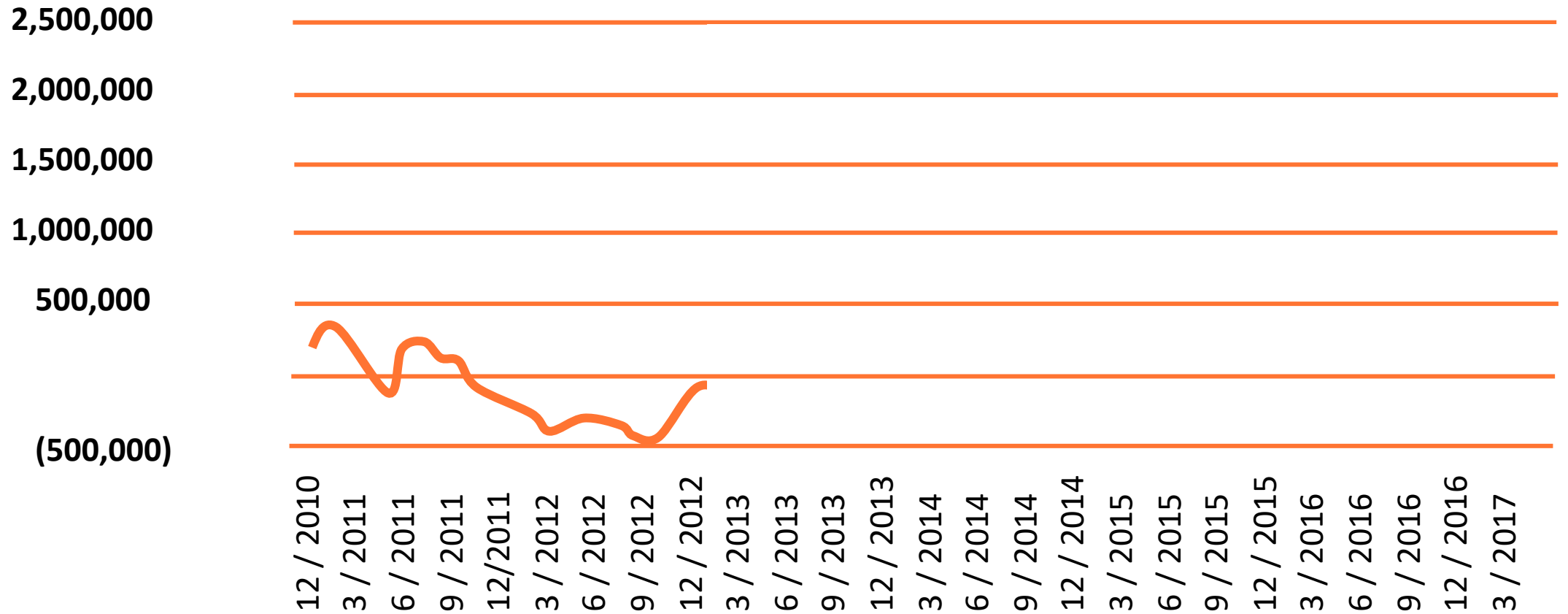


Built to Sell



OP for a “Lifestyle” Business

Operating Profit – 12MMT



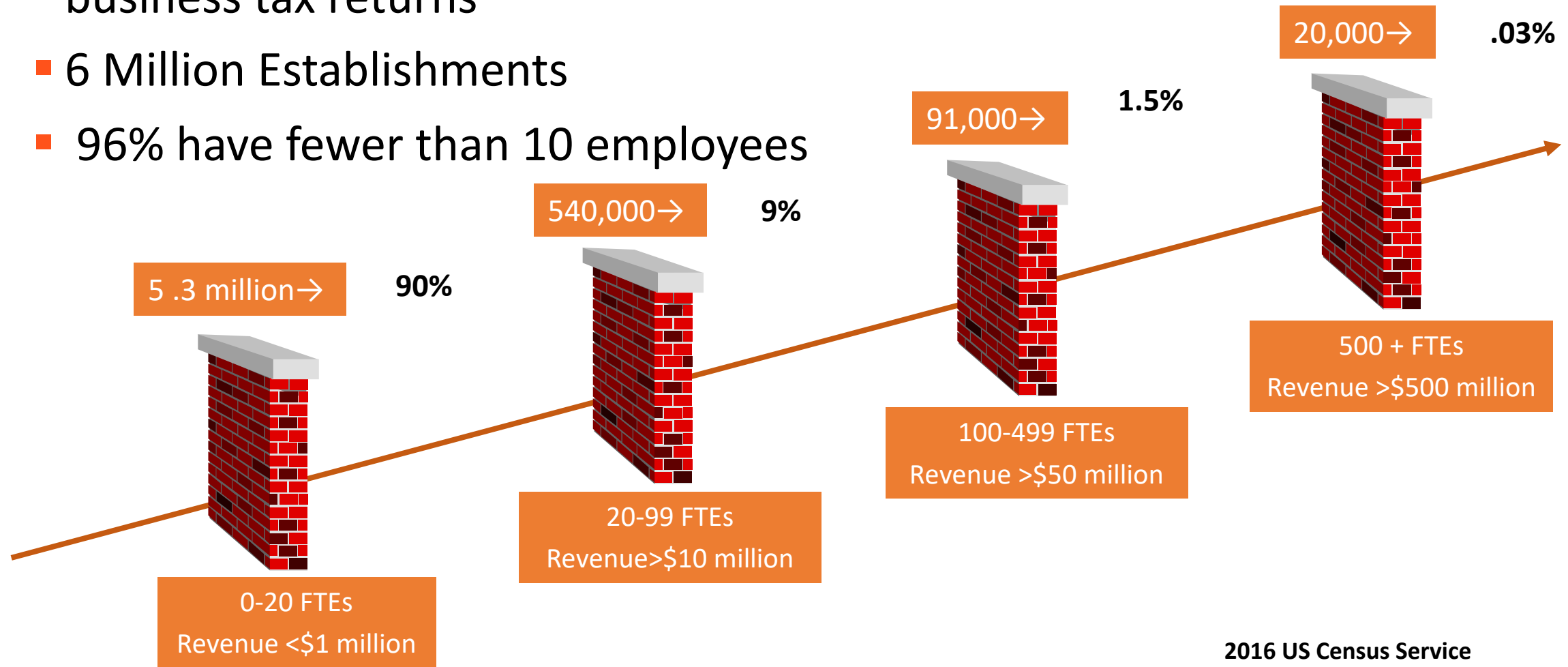
A scenic view of a river flowing through a dense forest. The river is filled with numerous large, smooth, grey and brown boulders of various sizes. The water is clear and turbulent, creating white rapids as it flows over the rocks. The surrounding forest is lush with green trees, and the overall atmosphere is serene and natural.

There are very predictable barriers
to a company's profitable **growth**.



Barriers to Growth

- 30 million U.S. companies file business tax returns
- 6 Million Establishments
- 96% have fewer than 10 employees

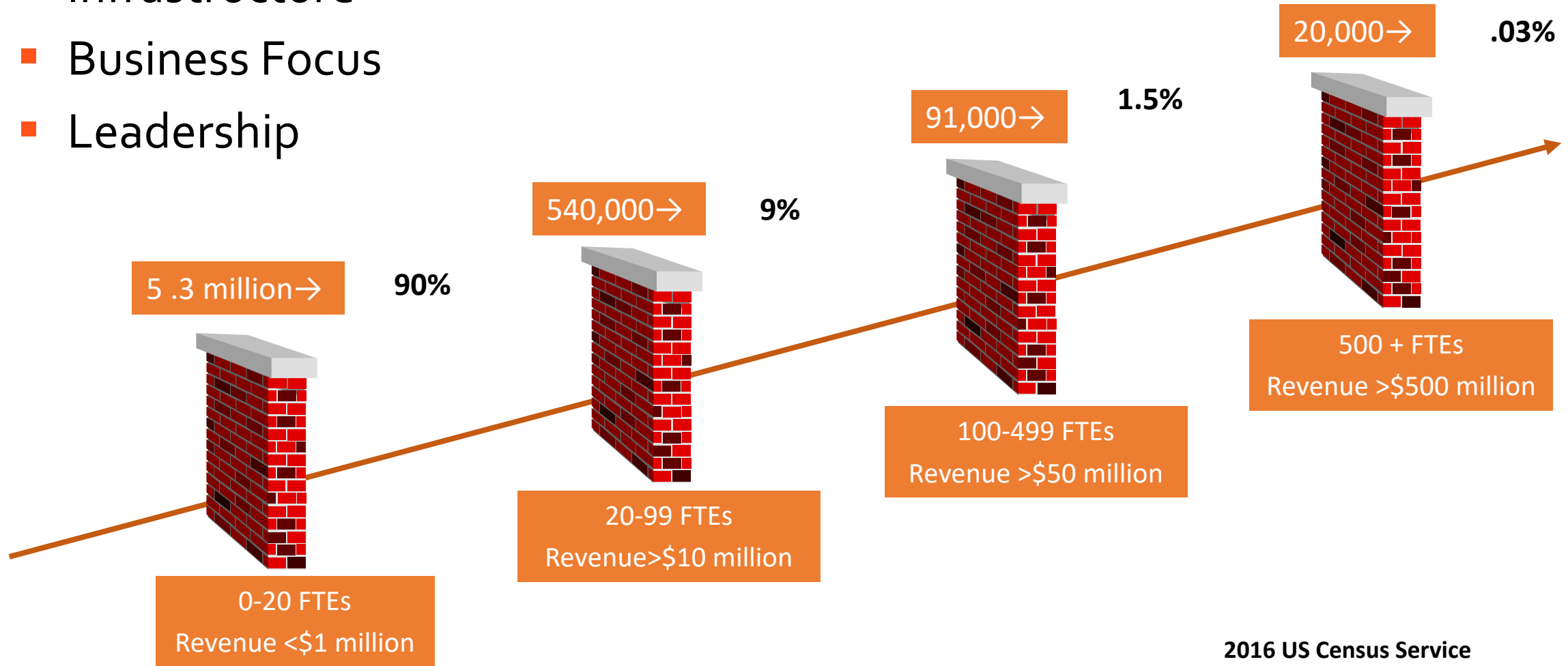


2016 US Census Service



Barriers to Growth

- Infrastructure
- Business Focus
- Leadership

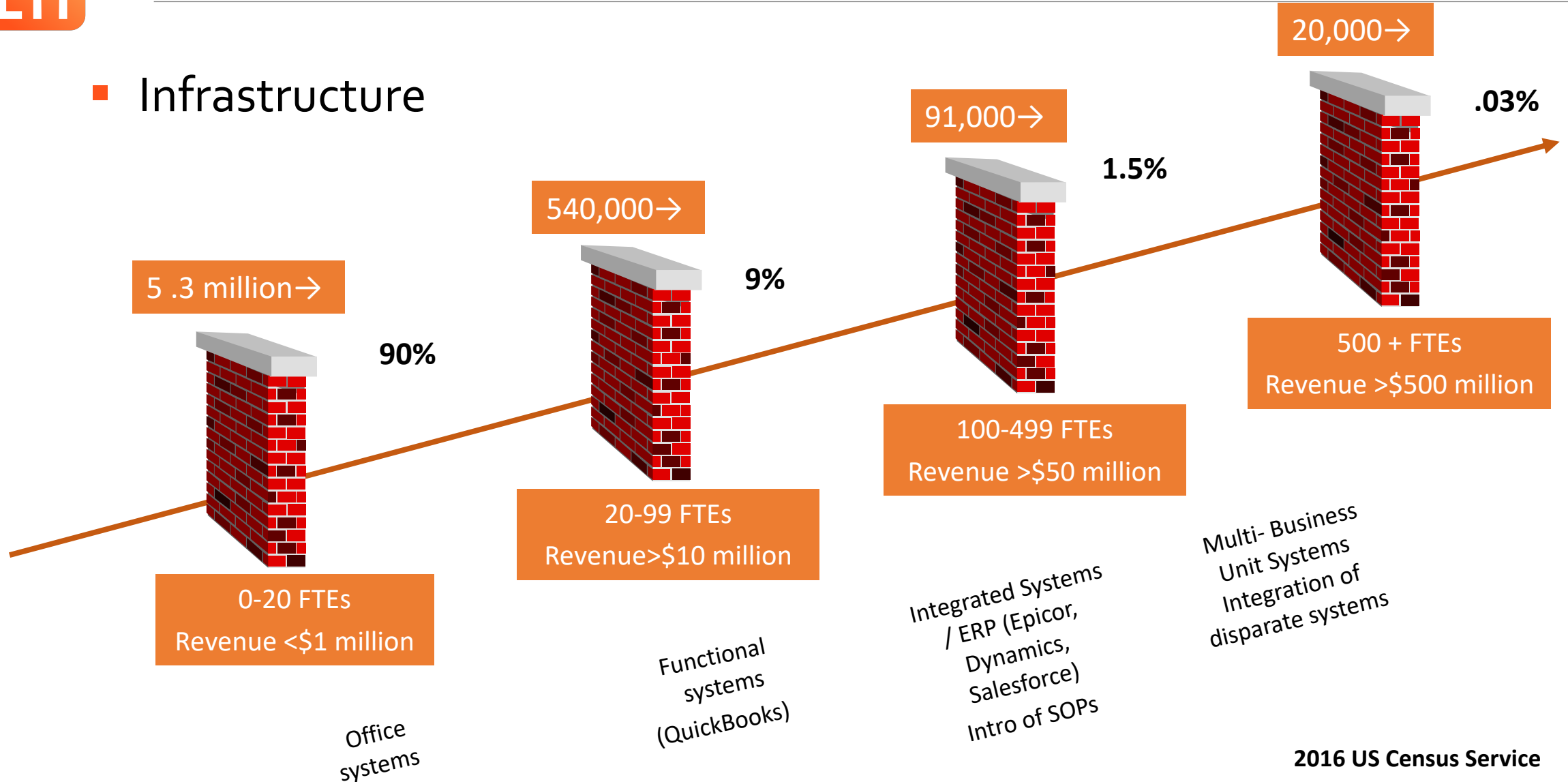


2016 US Census Service



Barriers to Growth

Infrastructure

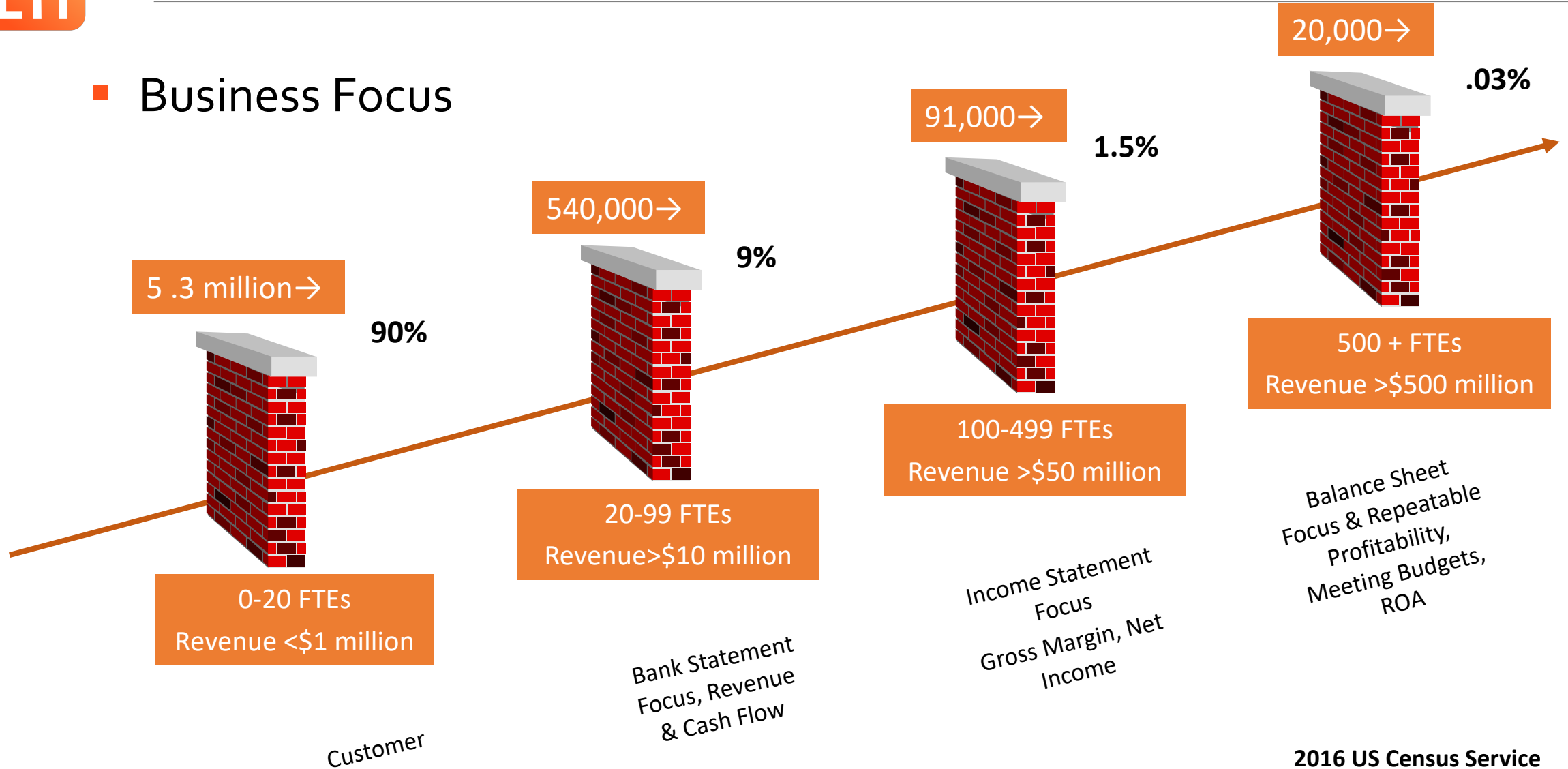


2016 US Census Service



Barriers to Growth

Business Focus

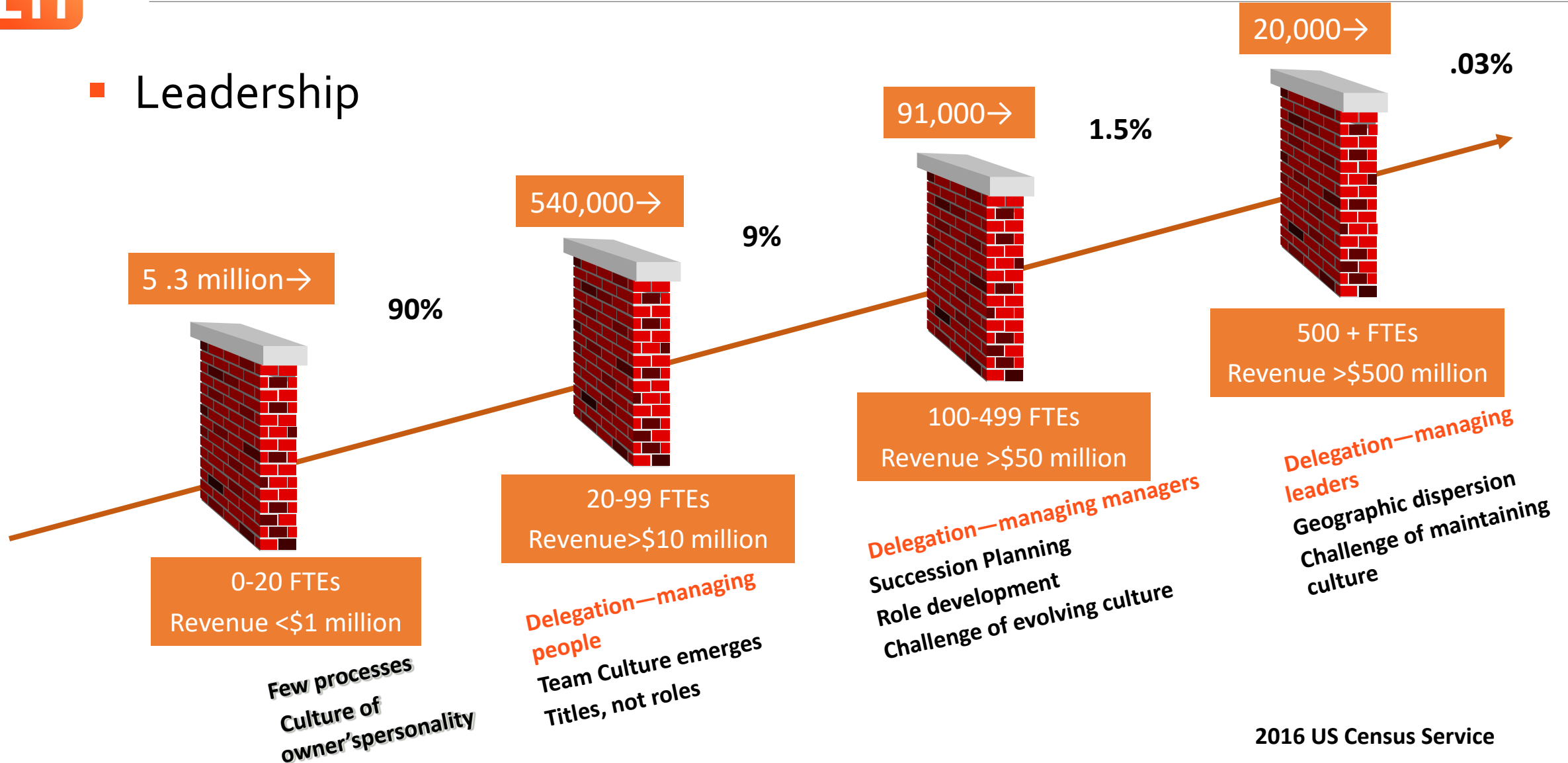


2016 US Census Service



Barriers to Growth

Leadership



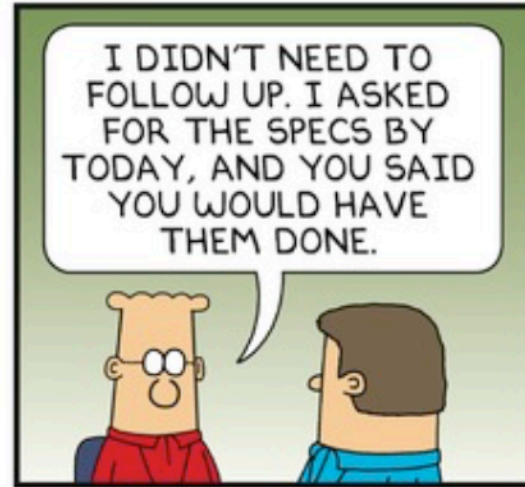
2016 US Census Service



Delegation

DILBERT

BY SCOTT ADAMS





Delegation

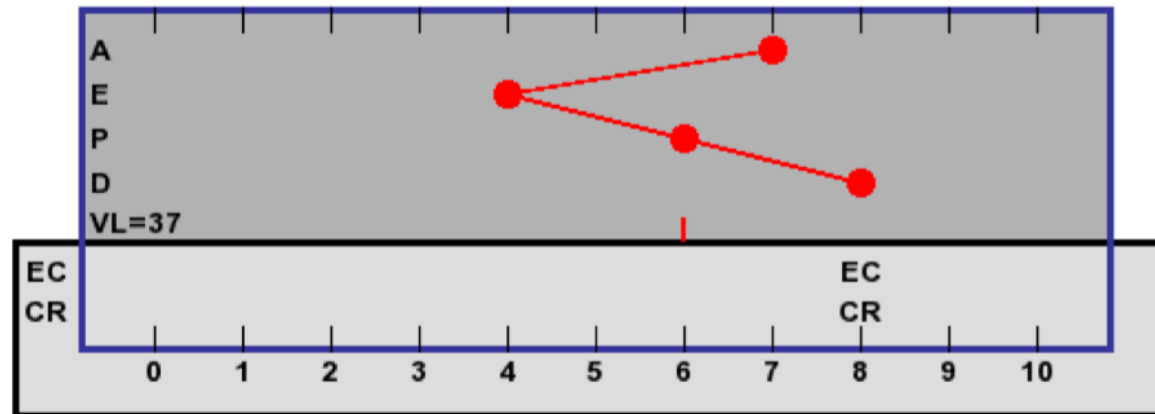
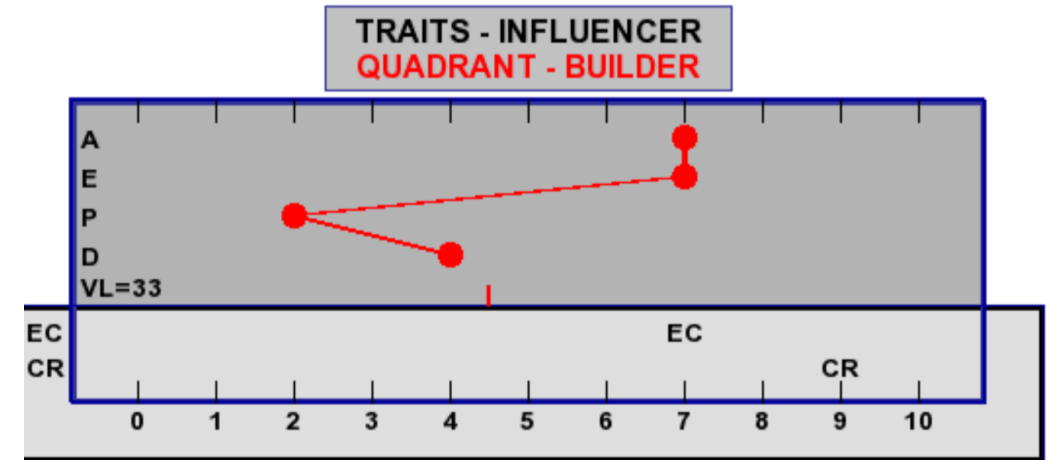
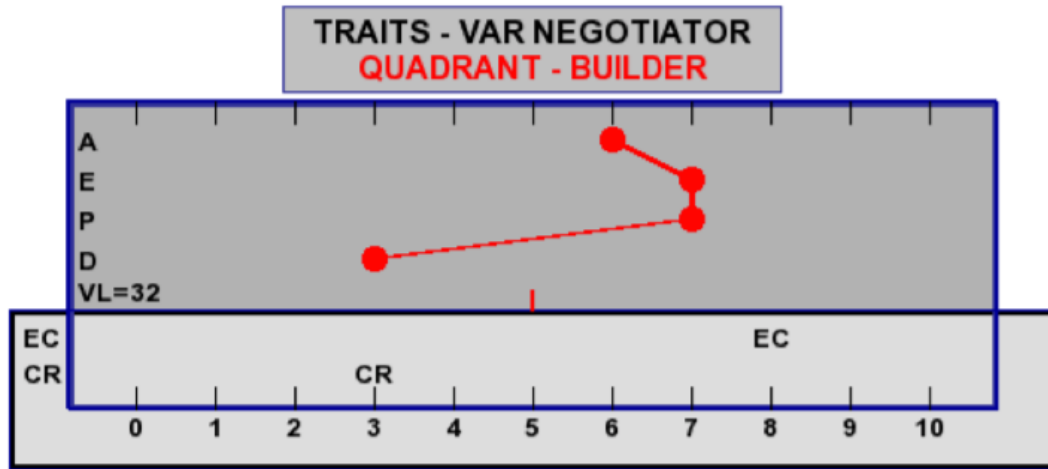
- Pinpoint
- Feedback
- Risk Tolerance
- Recognition

Great leaders delegate results, not tasks.



Delegation & Personality Type

Personality Impacts Delegation





Eric Coryell Delegation Matrix

Decision Level	Eric Coryell Delegation & Decision Tree Matrix	
Level 1	Leader's Decision	
Level 2	Owner's Decision, but must be discussed with leader first. Ultimately owner's decision	
Level 3	Owner's Decision, but keep leader in the loop and with final outcome	
Level 4	Owner's Decision. Leader doesn't need/want to know anything about it.	

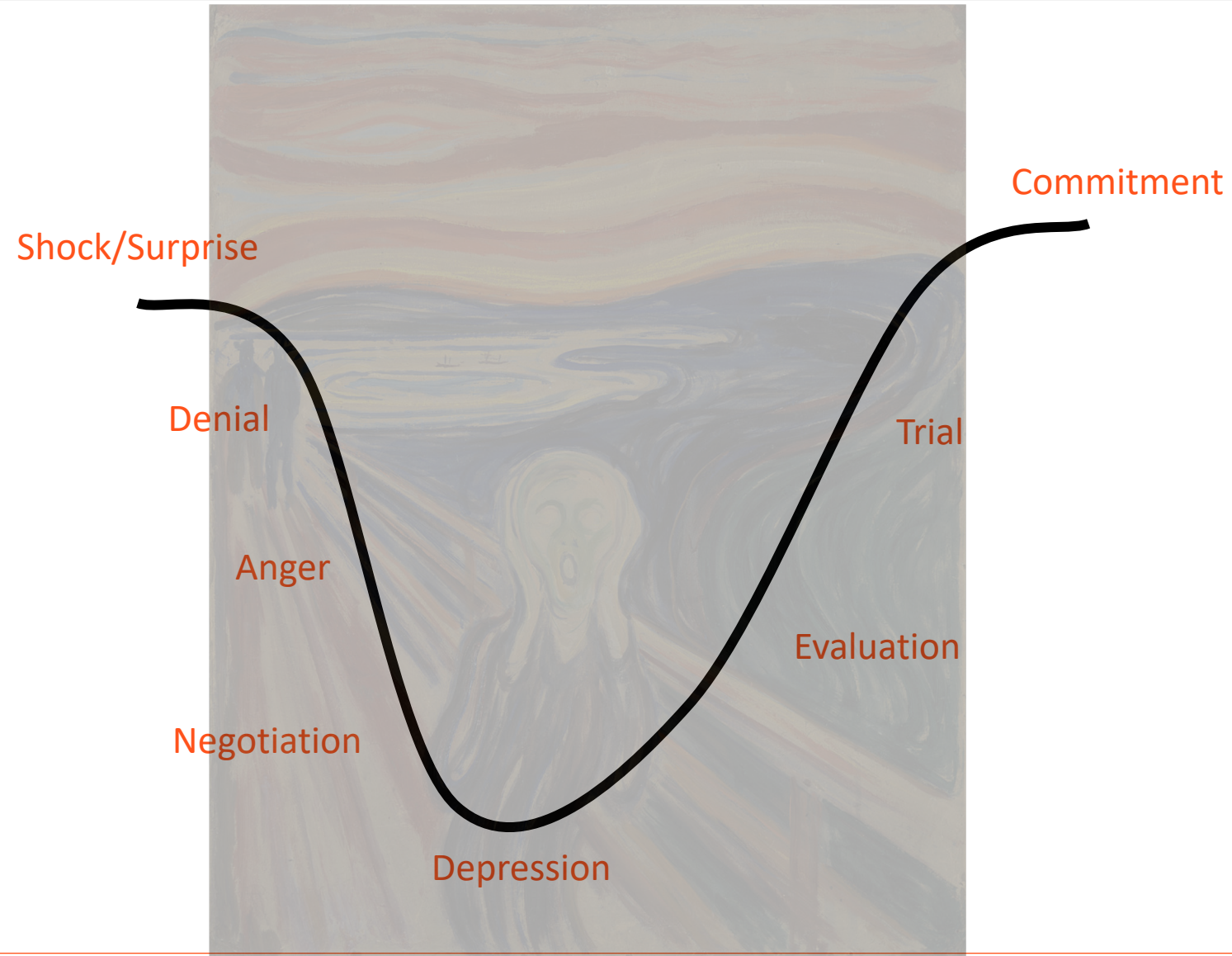
Entity & Decision Level	Owner	Decision Description
John (1) ELT (2)	Any ELT member	Change in GTM strategy
John (1) ELT (2)	Any ELT member	Change in people strategy (core values, purpose, bonus pool, etc)
John (2)	Bill	Change in health insurance or 401K provider
John (2)	ELT	Change in employment Req. Budget
Jill (1), Ryan (2), John 3	ELT	Change in CRM vendor or policies
John (3)	Kirk	Change Banks
Kirk (2) John (4)	Jill	Inventory purchases for stock > \$100,000

What is one thing you are doing today that you should **delegate** to someone else?





Change Management Curve





Break Time!

What are the barriers to growth **in your company?**





Overcoming Barriers to Growth

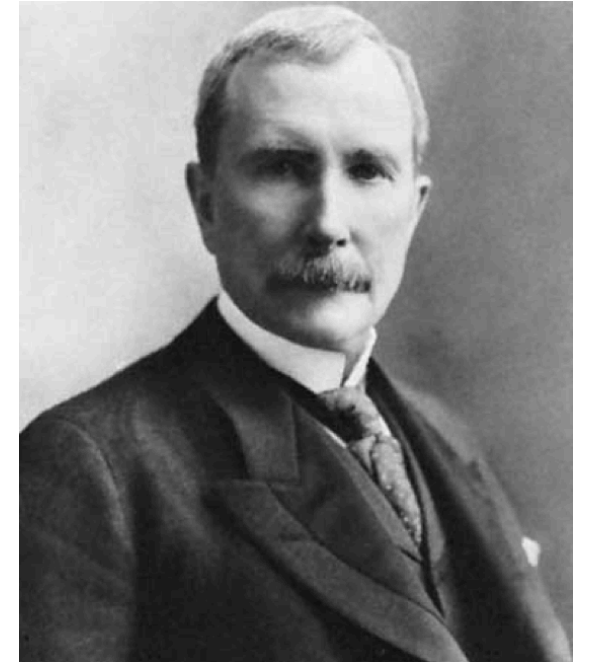
The good news is that there are some simple, practical habits that will help you **overcome** these barriers.



Strengthen Your Executive Team

- Priorities
 - Top 3-5
- Rhythm
 - Executive Team Meetings
- Data Driven
 - Metrics

Rockefeller Habits





Strengthen Your Executive Team

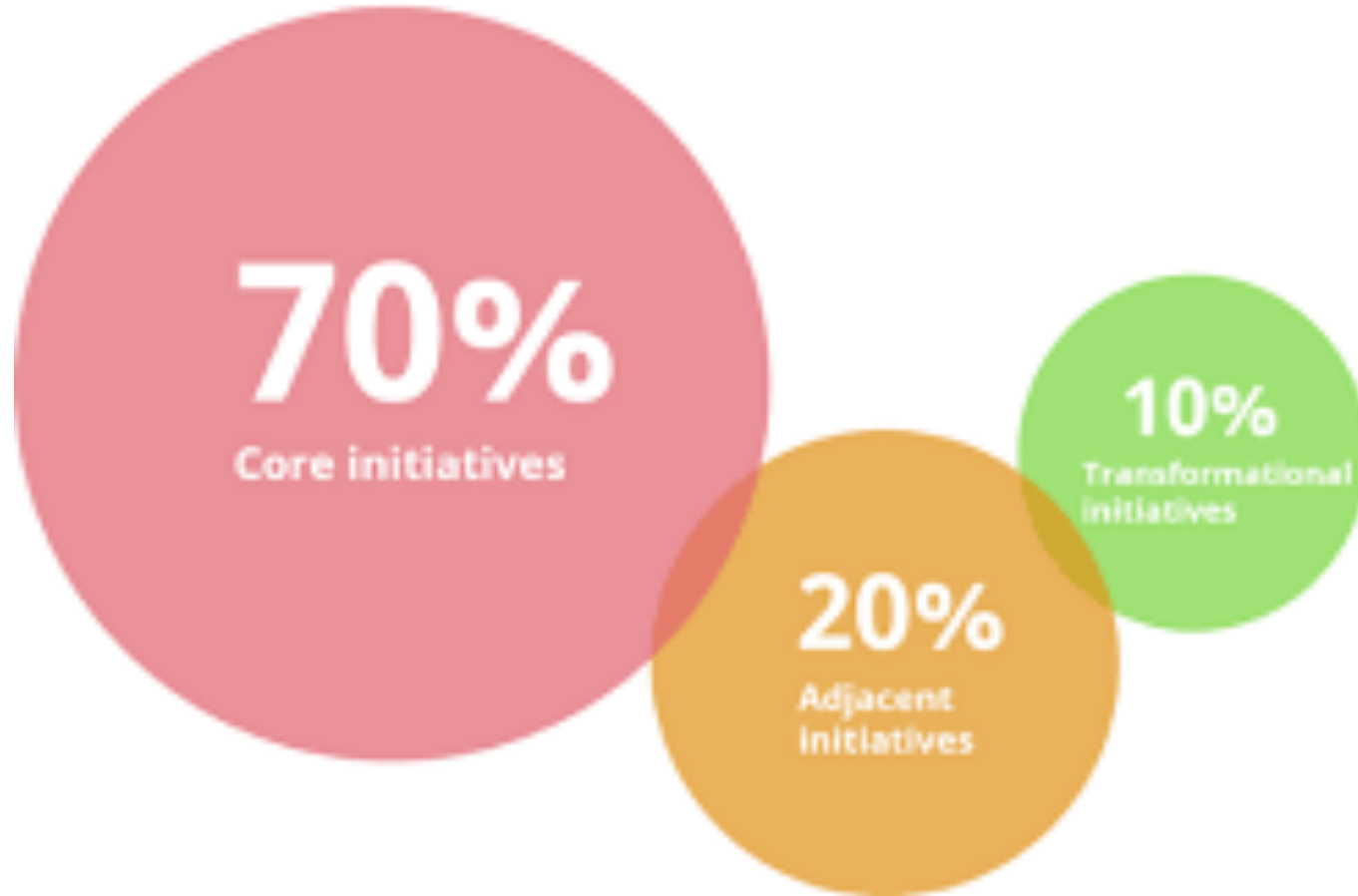
Habit #1: Priorities

- Priorities are the basis for accountability for your organization
- Priorities have to start at the company level and cascade down
- Top 3 to 5 focus areas (max) and know #1
- For 10 Years, 3 years, One year, and next quarter
- For company / department / individual levels



Google Priority Model

Google's 70-20-10 Model





Strengthen Your Executive Team

Habit #1: Priorities

The Execution Roadmap™

Company: EMAdvisor®

CORE IDEOLOGY
CORE VALUES

PURPOSE

MISSION

LONG-TERM STRATEGIC THINKING

STRATEGIC ANCHORS

HEDGEHOG
Passionate About

Can Be the Best in the World

Economic Engine (Profit per X)

BHAG 10-30 Years Out

SANDBOX
Geographic Area We Serve

Target Customer Segments

Products and Services We Provide

VALUE PROPOSITION

BRAND PROMISE

SWOT/DOS REVIEW

Strengths (Internal)

Weaknesses (Internal)

Opportunities (External)

Threats (External)

Resource:
Jim Collins Patrick Lencioni
Verne Harnish Brad Smart
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Company: EMAdvisor®

Date:

INITIATIVES AREAS (Top 3-5)

1st Quarter Priorities (Top 3-5)
Metrics:

Rock: Owner: Status:

Rock: Owner: Status:

Rock: Owner: Status:

2nd Quarter Priorities (Top 3-5)
Metrics:

Rock: Owner: Status:

Rock: Owner: Status:

Rock: Owner: Status:

3rd Quarter Priorities (Top 3-5)
Metrics:

Rock: Owner: Status:

Rock: Owner: Status:

Rock: Owner: Status:

4th Quarter Priorities (Top 3-5)
Metrics:

Rock: Owner: Status:

Rock: Owner: Status:

Rock: Owner: Status:

emadvisor.com

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Execution Maximizer Action Plan™ Date:

Q7 2018 Rock title Owner: Name

Description: Develop measurable system for ...

Metrics	#	%
1		
2		
3		

Key Strategy (What)	Owner	30	60	90
1 Key Strategy 1				
2 Key Strategy 2				
3 Key Strategy 3				
4 Key Strategy 4				

Action Steps (How)	Owner	30	60	90
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				

Due (date)



Strengthen Your Executive Team

Habit #2: Meeting Rhythm

- Annual executive team off-site: 2 days
 - Day One Vision and Long-term Thinking
 - Day Two--3-Year, 1-Year, 90-plan
- Quarterly executive team meeting: 1 day
- Monthly executive team meeting: ½ day
- Weekly executive team meeting: 1 -1½ hours
- Daily huddle: 15 minutes maximum

This structured rhythm utilizes only
5% of an executive team's total annual time!



Quarterly Meeting Offsite Agenda--Strategic

- **Good news check-in**
- **Welcome kick off remarks--Leader**
- **Financial & KPI Walk Through**
- **Leadership Exercise**
- **Update on Rocks, On Track/Off Track**
- **IDS Issues for Quarter**
- **Other Issues**
- **Prioritize top 3 to 5 Q2 Rocks with accountabilities, metrics & dates**
- **Teamwork on strategic topics**
- **Commitments/cascading messages**
- **Wrap – one sentence close**

EM Tactical Weekly Meeting Agenda

- Same Day, Same Time, Start on time, End on time
- Good News Check-in, One Business, One Personal (5 minutes)
- Reporting (15 minutes) Scorecard on/off track, off-track moves to the issues list, Rock review, off-track moves to the issues list,
- Prioritize and Discuss Issues (60 minutes).
- To do's
- Cascading messages
- Meeting score and comments

Date: Wednesday, June 24, 2015 **Time:** 08:30AM to 10:00AM
Good News Checkin *Share good news; one personal item and one business item*
Reporting (15 minutes):

*Scorecard (On Track/Off Track; Off Track Moves to Issues List)
 Rock Review (On Track/ Off Track; Off Track Moves to Issues List)
 Customer/Team Member Headlines (Good/Bad News; Bad to Issues List)*

Review Last Week's To Do List (5 minutes):
 Done/Not Done - Goal is 90% Done

#	Item	Who	Done	Not Done
1	Review CRM analysis	Jim		
2	Recruit Engineering Leader	Bill		
3	Launch new Website landing page	Jason		
4				
5				
6				
7				
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15				

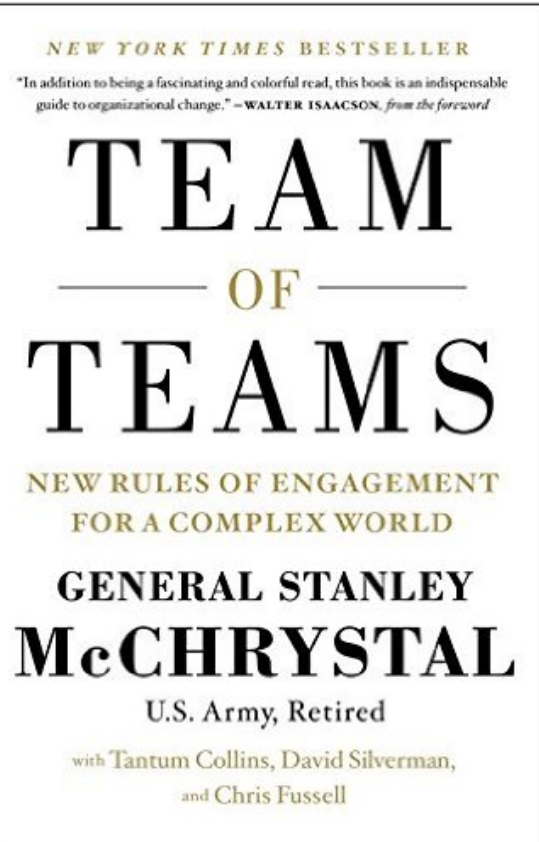
Issues List (60 minutes):
 Prioritize top three, the IDS, then next 3, then IDS....)

#	Item	Who	Done	Not Done
1	Chicago Sales Leader quit, Replace?			
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
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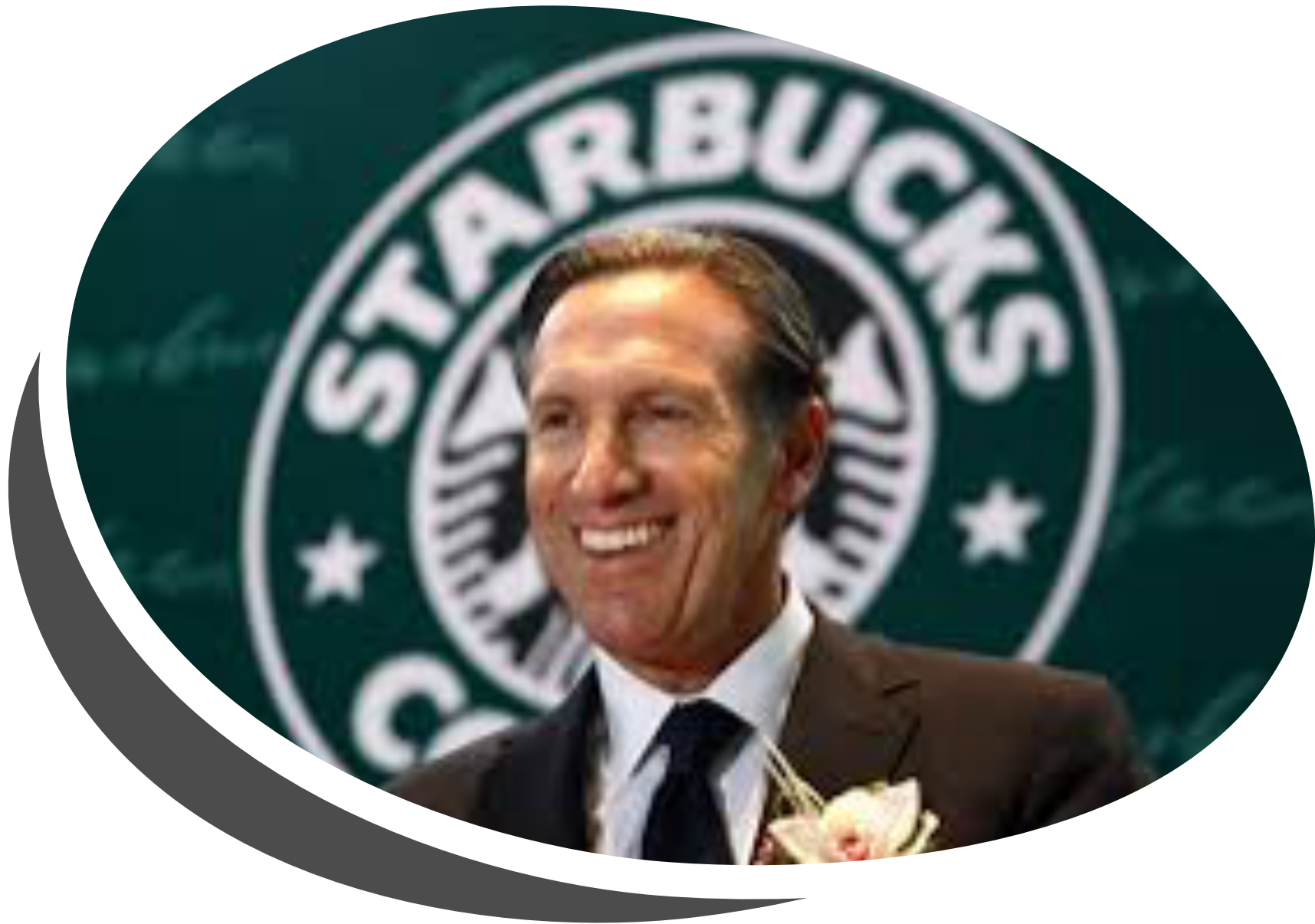
Commit, Follow through, Deliver

Conclude (5 minutes):
 Recap New To Do List (Not done from last week and To Dos from Issues List)

#	Item	Who	Done	Not Done
1	Hire Recruiter for Chicago Team Leader			
2				
3				
4				
5				
6				
7				
8				
9				



Value of the Daily Huddle





Daily Huddle



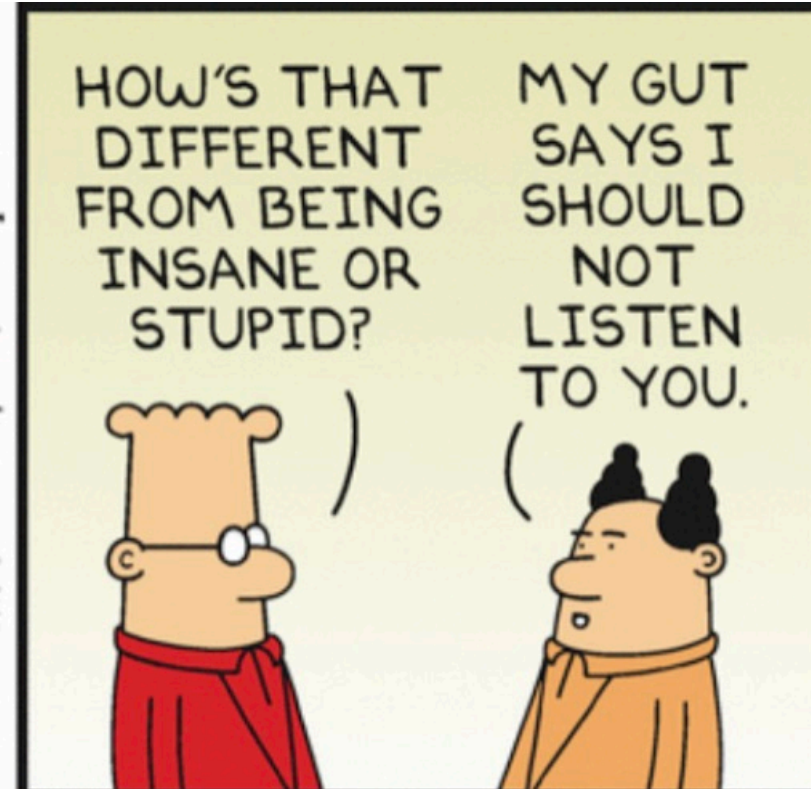
Rockefeller Habit #3--Data Driven



DILBERT.COM @SCOTTADAMSSAYS



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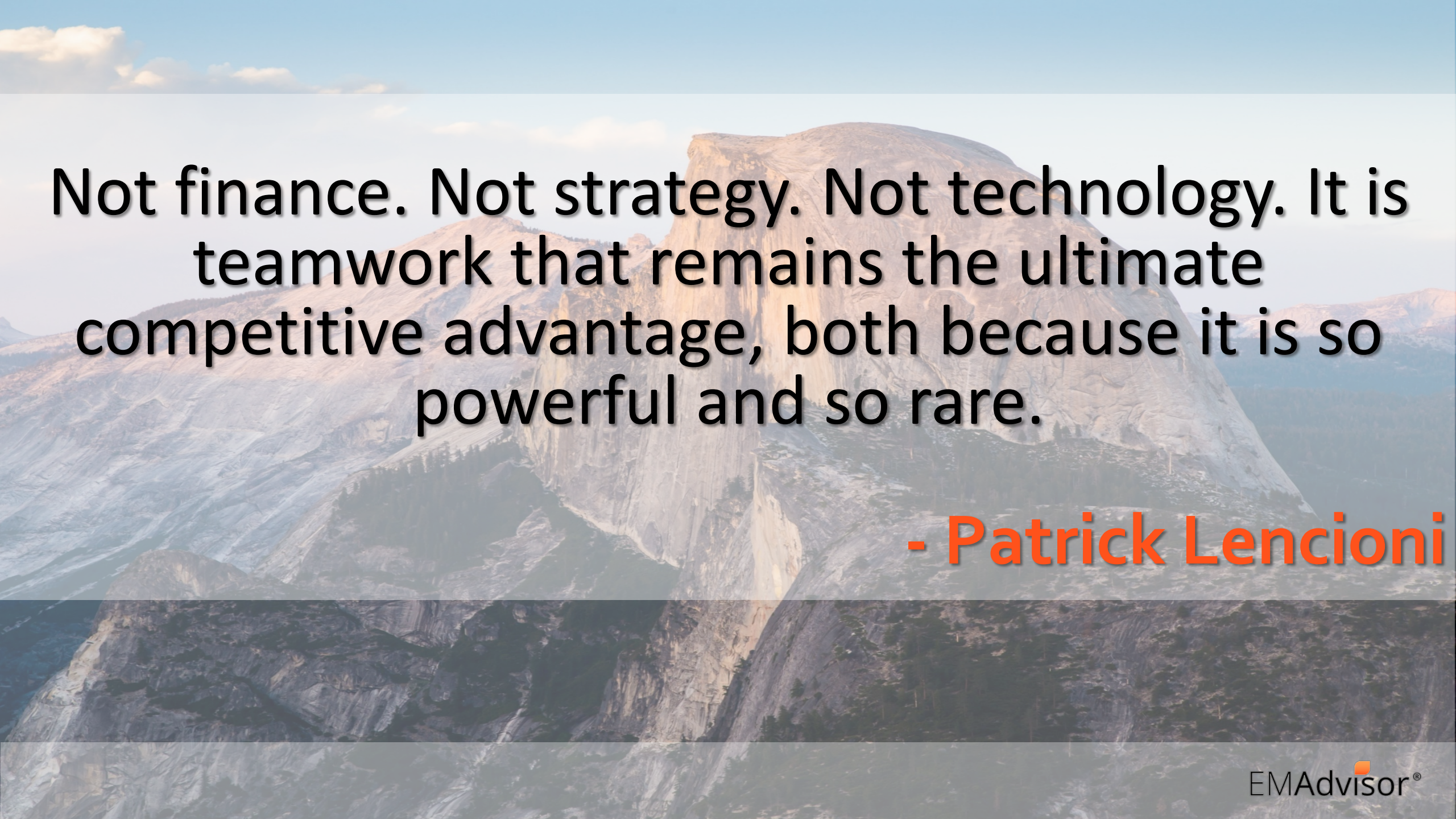




Strengthen Your Executive Team

Habit #3: Data Driven

- Standard Corporate Numbers
 - Financial and operational numbers/ratios
 - Rear-view look and final when you see them
- Smart Numbers—KPI's
 - Typically 1 - 2 in any organization
 - 12 TTM Revenue, EBITDA
 - Leading indicators – what is around the corner?
 - Revenue per Employee
 - Price per X for commodities
- Critical Numbers
 - 1 or 2 numbers targeted to a critical business drivers
 - Top 10 Customers, 12 TTM this year to last year
 - NPD Revenue as % total revenue



Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.

- Patrick Lencioni



Leadership Team

An organization needs to be both to be successful.

SMART

- Strategy
- Marketing
- Sales
- Operations
- Finance
- Technology

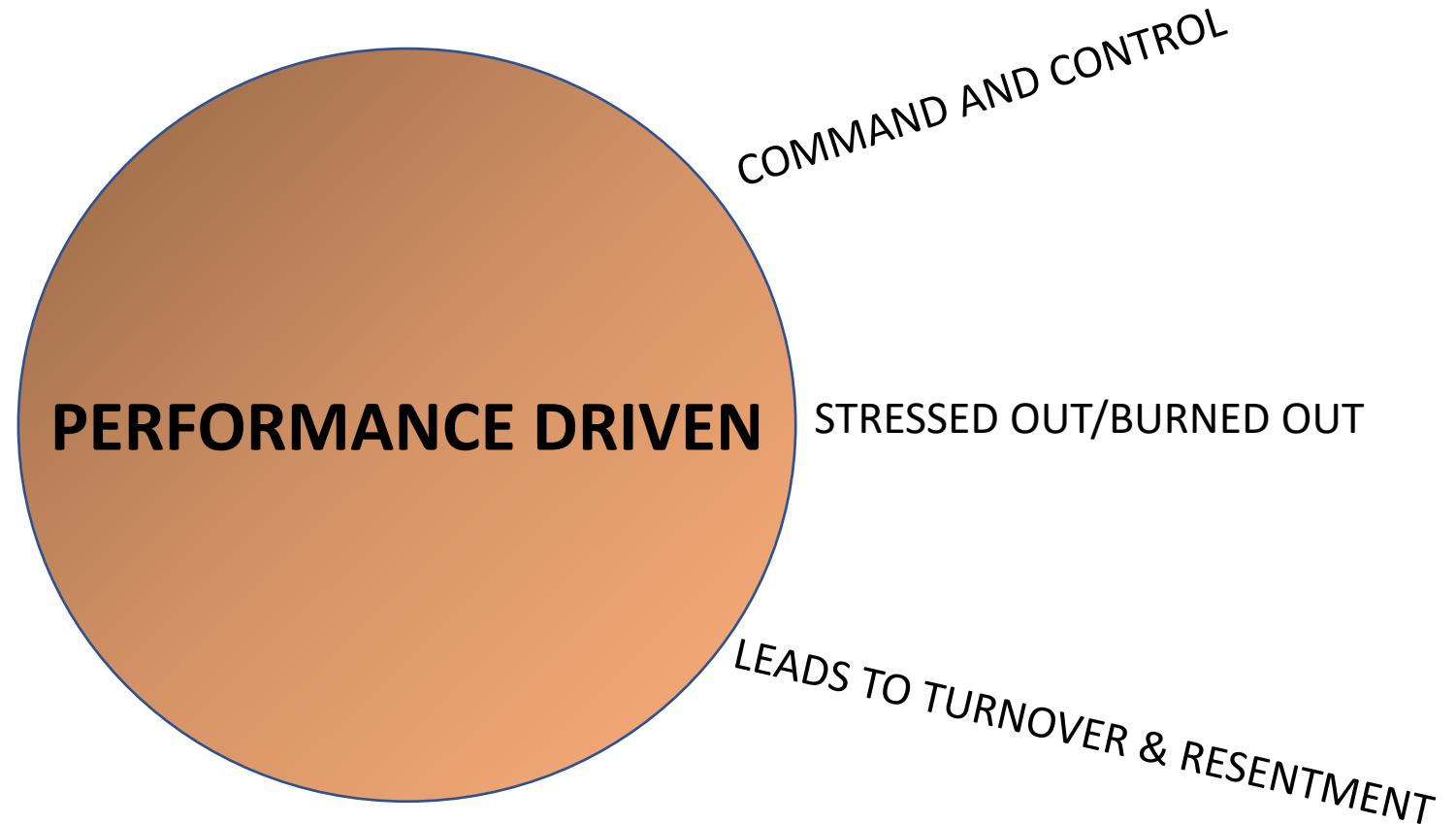
HEALTHY

- Less Politics
- Less Confusion
- Higher Morale
- Higher Productivity
- Lower Turnover

* Source: *The Four Obsessions of An Extraordinary Executive*, Patrick Lencioni, The Table Group, Inc.

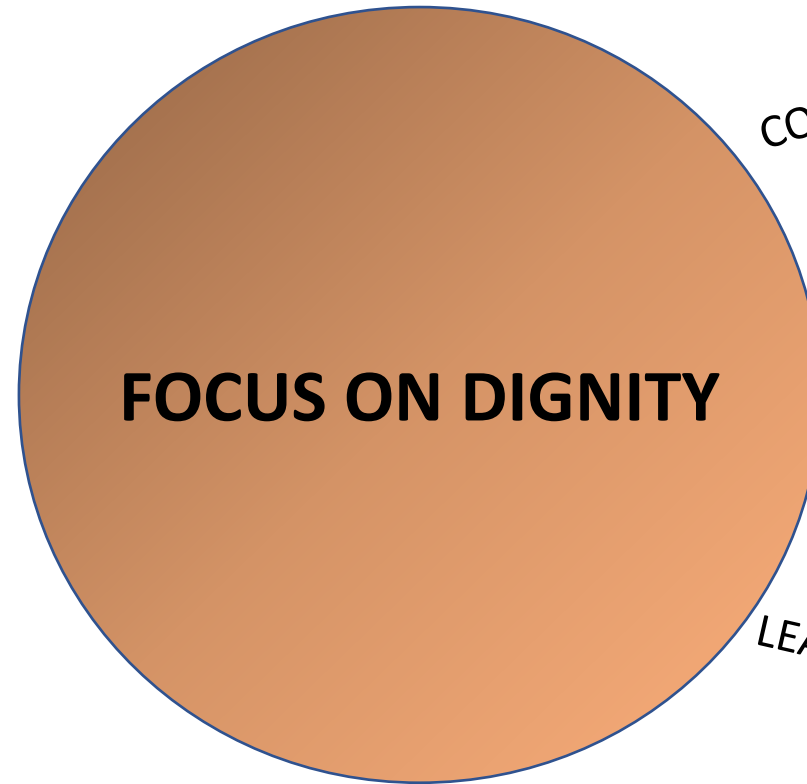


How Do You Run YOUR Business?





How Do You Run YOUR Business?



CODDLED WITH LITTLE ACCOUNTABILITY

MEDIOCRITY ACCEPTED

LEADS TO TURNOVER OF "A" PLAYERS



How Do You Run YOUR Business?

PERFORMANCE + DIGNITY

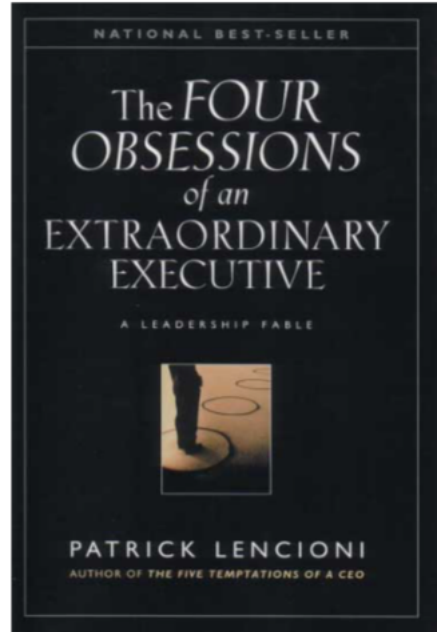
HIGH PERFORMANCE—"A PLAYERS" MOTIVATED

HIGHER RETENTION OF THE BEST PEOPLE

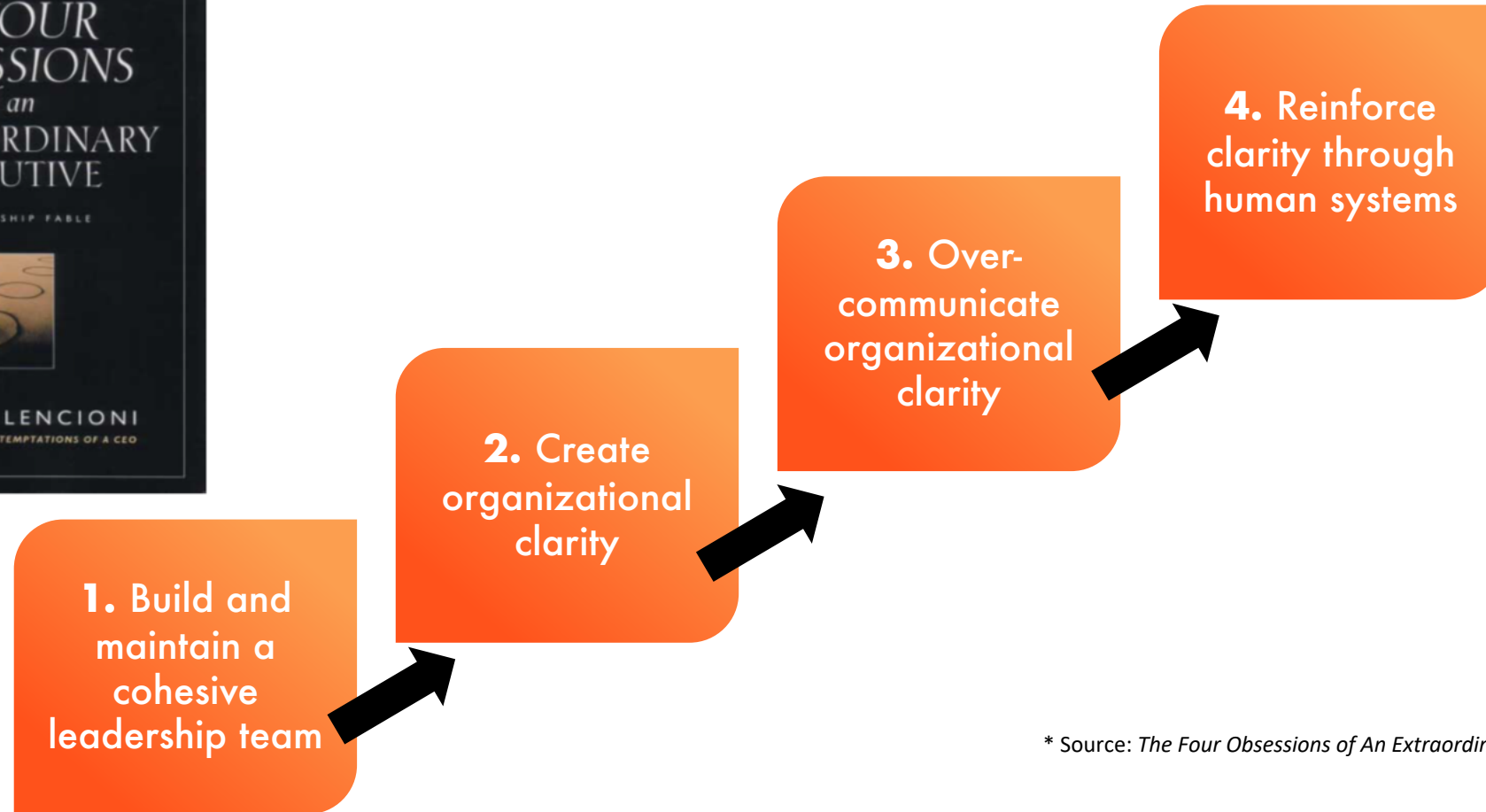
REPEATABLE AND PREDICTABLE PROFITABILITY



Leadership Team



The Four Obsessions



* Source: *The Four Obsessions of An Extraordinary Executive*, Patrick Lencioni, The Table Group, Inc.

Building a visionary company requires **1%** vision
and **99%** alignment



Creating Your A Team



***"Don't create followers,
create more leaders"***

- Tom Peters



Creating Your A Team

- Define the role
- Assess, assess, and assess
 - Personality assessments
 - Industrial Psychologists
 - Interviews
- Spend time with your “A” team
 - Meeting Rhythm
 - 121 Meetings
 - Social
- Agree on definition of accountability
 - Metrics

Metiss Group™ Job accountability

ABC Company – VP, Sales Accountabilities

Accountability	Priority	Percent Time	Success Factors
Talent Management <ul style="list-style-type: none"> Coach/Develop/Mentor Build team and bench Conduct regular one-on-ones Development and succession plans for direct reports Conduct quarterly performance reviews Ride-alongs with direct reports Personal development 	1	30%	<ul style="list-style-type: none"> Demonstrated positive team interactions Team member goals met Team members demonstrate core values Zero avoidable turnover of "A" players Demonstrated team member growth Quarterly reviews conducted and documented timely Successful new hires; become "A" players Personal development plan achieved
Sales Management <ul style="list-style-type: none"> Develop and implement (teach) sales process Problem solve sales issues Create and develop sales channels Strategic sales planning Support sales team (remove obstacles, provide resources) Develop prospect plans and strategies 	2	25%	<ul style="list-style-type: none"> Develop sales strategy plan Increase consulting to 401k sales ratio Achieve sales goals Incentive plans aligned with strategic sales plan
Marketing Management <ul style="list-style-type: none"> Manage messages; strategies COI management Nurture leads; getting leads sales ready Identify new partners Support marketing team (remove obstacles, provide resources) 	3	20%	<ul style="list-style-type: none"> Develop marketing plans Lead targets achieved COI lead targets achieved Demonstrated client and internal message awareness
Customer Retention Management <ul style="list-style-type: none"> Support CRM team (remove obstacles, provide resources) Select client ownership Develop retention plans and strategies Oversee processes Vendor/Partner Program management 	4	15%	<ul style="list-style-type: none"> Increased clients' view of FOF as "partners" Client retention plans in place Measured success in Partner Program
Executive and General Administrative Activities <ul style="list-style-type: none"> Budgeting Business strategic planning Work with peers and departments Coordinate group activity Executive/management team member Executive team rock ownership Work with CRM system (Net Suite) Coordinate activity and KPI reports 	5	10%	<ul style="list-style-type: none"> Positive team member feedback Positive management feedback Expenses within budget Reports meaningful, timely, and accurate





Creating Your A Team

- Define the role
- Assess, assess, and assess
 - Personality assessments
 - Industrial Psychologists
 - Interviews
- Spend time with your “A” team
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- Agree on definition of accountability
 - Metrics



Achieving Your Vision

The Execution Roadmap™

Company:

EMAdvisor®

<p>CORE IDEOLOGY CORE VALUES</p> <p>[]</p> <p>[]</p> <p>[]</p> <p>[]</p> <p>[]</p> <p>[]</p> <p>PURPOSE</p> <p>[]</p> <p>MISSION</p> <p>[]</p>	<p>LONG-TERM STRATEGIC THINKING</p> <p>STRATEGIC ANCHORS</p> <p>[] []</p> <p>[]</p> <p>HEDGEHOG Passionate About</p> <p>[]</p> <p>Can Be the Best in the World</p> <p>[]</p> <p>Economic Engine (Profit per X)</p> <p>[]</p> <p>BHAG 10-30 Years Out</p> <p>[]</p>	<p>SANDBOX Geographic Area We Serve</p> <p>[]</p> <p>Target Customer Segments</p> <p>[]</p> <p>Products and Services We Provide</p> <p>[]</p> <p>VALUE PROPOSITION</p> <p>[]</p> <p>BRAND PROMISE</p> <p>[]</p>	<p>SWOT/DOS REVIEW</p> <p>Strengths (Internal)</p> <p>[]</p> <p>[]</p> <p>Weaknesses (Internal)</p> <p>[]</p> <p>[]</p> <p>Opportunities (External)</p> <p>[]</p> <p>[]</p> <p>Threats (External)</p> <p>[]</p> <p>[]</p>
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Resource:
 Jim Collins Patrick Lencioni
 Verne Harnish Brad Smart
 emadvisor.com

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“It all starts with a vision (core ideology) combined with a specific plan and a process to execute that vision fail for lack of vision.” –Jim Collins



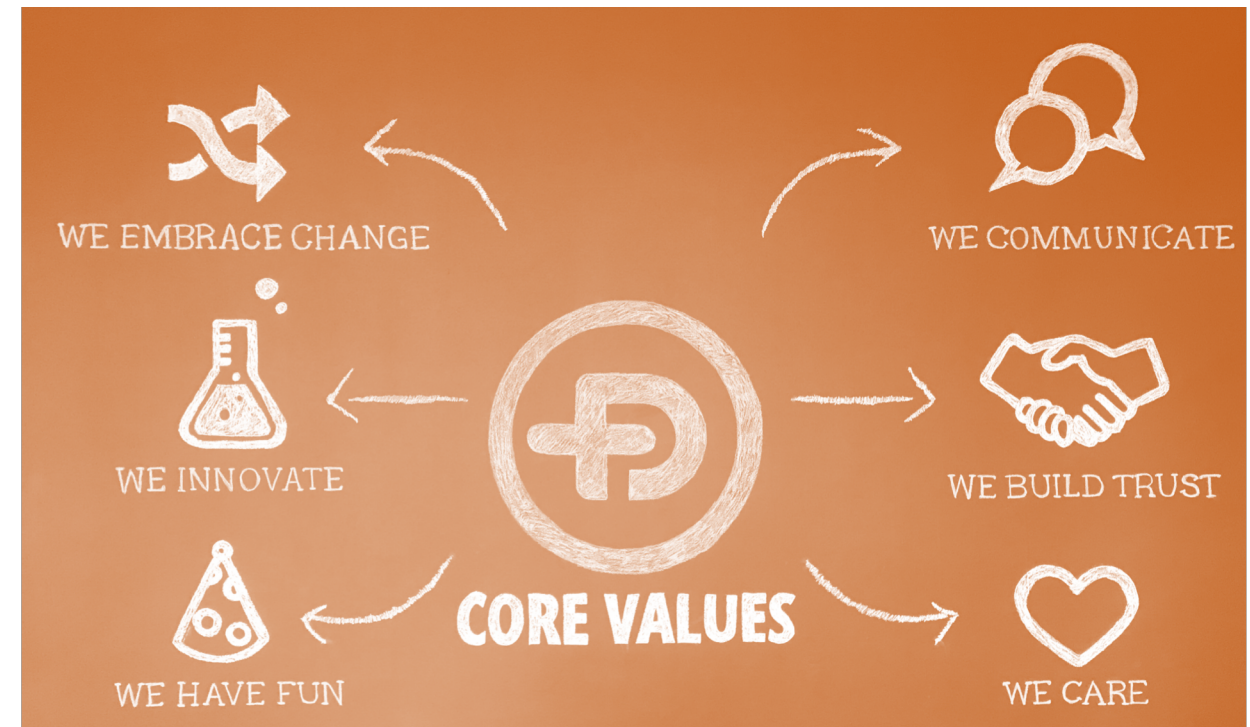
Elements of Vision for the Organization

- The Key Elements of the Vision Component of Strategic Plans
 - Core Values--**Observational**
 - Purpose--**Aspirational**
 - Mission—**Back of the Business Card**
 - Strategic Anchors—**Our Execution “Special Sauce”**
 - Hedgehog—**Our Key to Success**
 - BHAG—**10 Year Target**
 - Value Proposition—**Who do we Serve?**
 - Brand Promise—**For What will we be Remembered?**



Core Values—Observed Behavior

- Guidelines to behavior
- Decision-making framework
- Hiring
- Annual performance appraisal





OUR WILL TO GROW
DRIVES US TO DO IT BETTER

VALUES

Trust

We earn trust by having integrity, being accountable, communicating openly and developing our relationships and capabilities.

Teamwork

We work best when we are collaborating with each other.

Safety

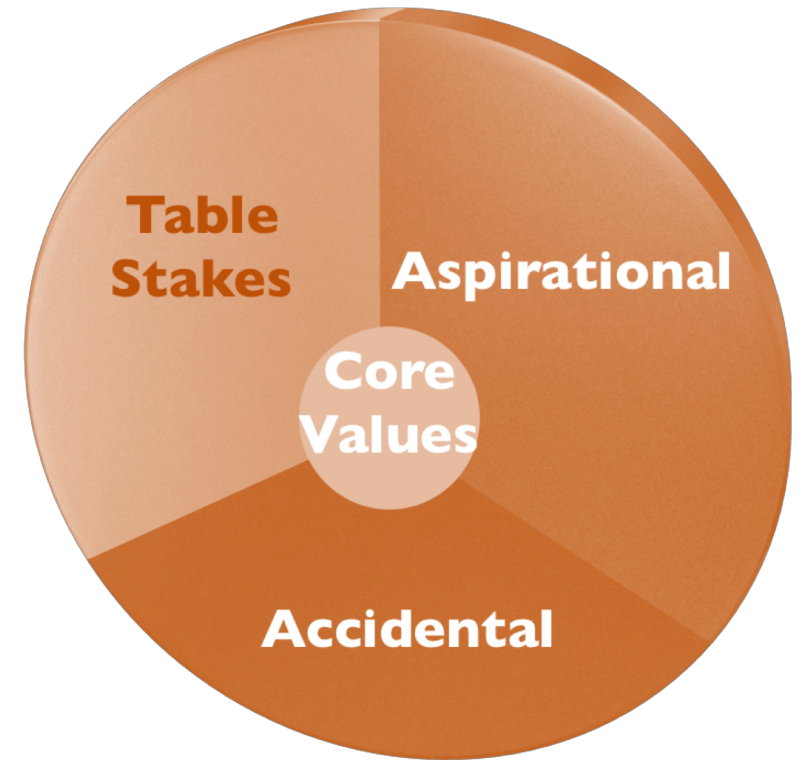
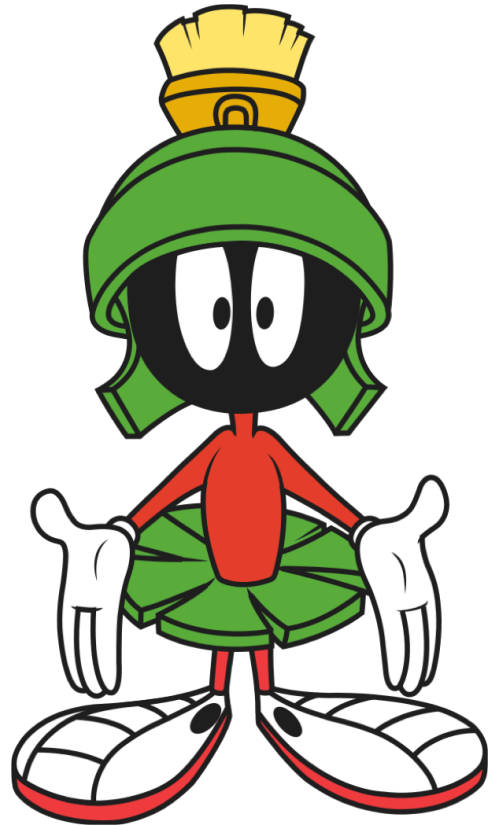
We want everyone to finish their work, in the same condition they started.

Continuous Improvement

We strive to get better every day.



Core Values—Observed Behaviors



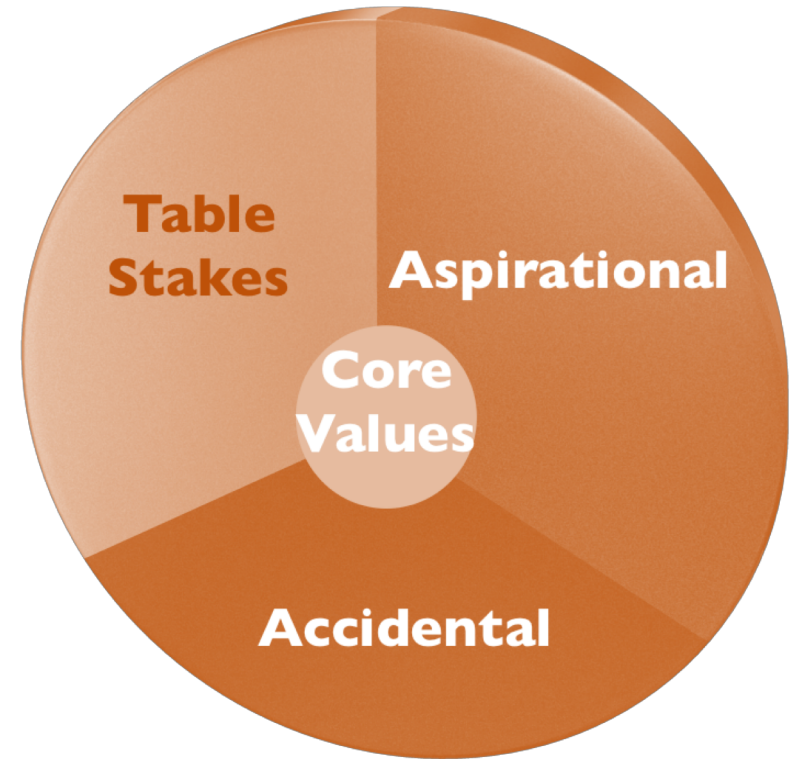


Core Values



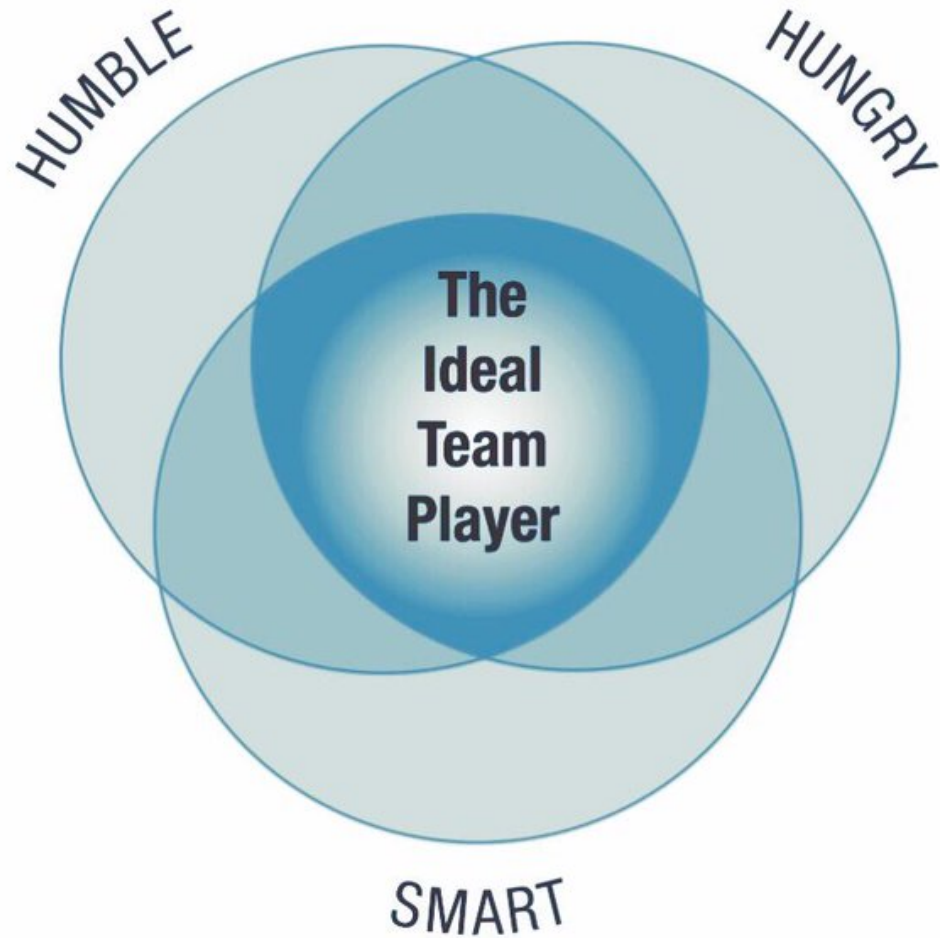
THE FOUR-WAY TEST
OF THE THINGS WE THINK, SAY OR DO

1. IS IT THE TRUTH?
2. IS IT FAIR TO ALL CONCERN?
3. WILL IT BUILD GOOD WILL
AND BETTER FRIENDSHIPS?
4. WILL IT BE BENEFICIAL TO
ALL CONCERN?





Core Values



The Table Group



**HOW TO SPOT
IDEAL TEAM PLAYERS**

By Patrick Lencioni



With enough time, patience and attention from a good manager, almost anyone can learn to become a team player. I believe that.

Having said that, some people are better at teamwork than others. These are the kind of people who add immediate value in a team environment and require much less coaching and management to contribute in a meaningful way.

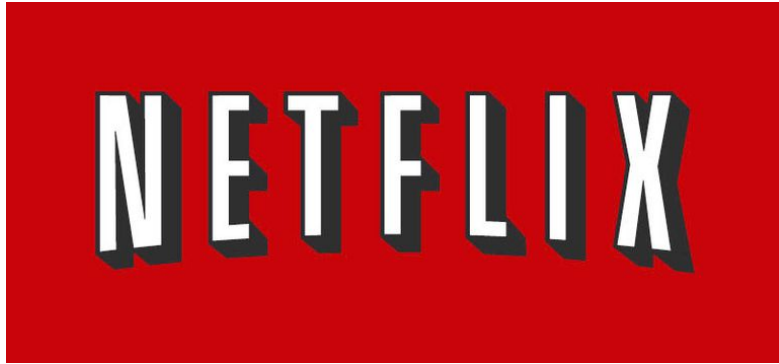
So, there are two obvious questions. What do these people look like? And how do we find them? As it turns out, they have three qualities or virtues in common: they are humble, hungry and smart.

Before I explain each of those virtues, let me explain how this theory came about. Like so many of my ideas, this one surfaced as a result of my work with clients over the past twenty years. Whenever I worked with CEOs and their leadership teams to identify core values, I often was asked about the values of my own firm, The Table Group. When we revealed our three values, many of our clients would ask us if they could adopt those values for themselves.

Of course, we would say 'no,' explaining that they needed to come up with concepts that reflected their unique history and culture. We were a company oriented around teamwork and known for *The Five Dysfunctions of a Team*, so the values of humble, hungry and smart made sense for us. What we failed to realize was that our clients, almost all of whom were committed to the idea of teamwork, were drawn to our values because those were the building blocks of real team players. Once we realized this, the idea for this book was born.



Core Values



NINE CORE VALUES

JUDGEMENT

COMMUNICATION

IMPACT

CURIOSITY

INNOVATION

COURAGE

PASSION

HONESTY

SELFLESSNESS



Operationalize your Core Values

Company Core Values Guide



Core Value	Supporting Phrases	What Does It Mean?	What Does It NOT Mean?	How It Shows Up	Why It Is Core
All In!	Show Up every day ready to do your best. Always strive to make yourself and others better. Good enough, isn't enough.	You are motivated and truly want to do great work and be an ambassador for the company. Delivering for clients (both internal and external) is priority.	Talking a lot. Actions matter more than words. Complacency.	You get excited about a project, you get lost in the moment/flow, you tell people outside of the company how much you like being a part of the team. You strive to learn more and excel in your career.	Our business process, budgets, and brand all rely on talented driven people to execute at a high level. People want to work with people who are passionate about what they do.



Operationalizing Core Values

Core Value	Supporting Phrases	What does it mean?	What does it NOT mean?	How it shows up?	Why is it Core?	What Stories describe the core value
Help First	Rolling up your sleeves. Teamwork. Solve problems.	Go beyond your own job. Customers first.	Enabling bad behavior. Doing somebody's job for them.	Pick up litter off floor. Observant. Stepping "back". Willingness to pitch in .	Portrays Teamwork. Caring for others success.	
Do the Right Thing	Work safely. Keeping yourself and the company safe. Integrity. Doing right things right.	Living our core values.	Shortcuts. Unethical practices. Violating safety. Poor quality.	Less re-work, less loss time accidents, Risk management, speaking up, No retribution for speaking up. Builds trust with customers and employees. Growth.	Makes company better, hold ourselves accountable. Doing what is in company interest.	
Do What you Say	Accountability. Follow-thru. Dependable.	Commitment, Consistency	Lying, dishonesty, missing deadlines. Being over-extended. Backing off of commitments. Letting team down. inflexibility	Strong work ethic. Attendance. Deliverables . Results. Strong team member.	Makes the company stronger, creates better teams	
Humble Confidence	No task is too small. Acknowledging strengths weaknesses. Confident in our ability to achieve.	More about "we" than "me".	Conceit. Bragging. Meekness. Rejecting other's ideas. Disparaging competitors.	Hanging out on shop floor. Volunteering yourself. Admitting when you are wrong. Advocating for our company. Being a servant leader. Giving credit to team, rather than taking all the credit	Servant Leadership is the core of our culture	
Growth	Personal & professional, continuous improvement. Willingness to change, adaptability. Pushing thru barriers. Tenacity. Taking calculated Risks. Passion to keep going. Drive. Forward looking. Self motivated. .	Culture of Learning	Resisting Change. Pessimism. Lack of stability. Growth for growth's sake. Being a victim.	Hungry, ambition, hard-work. Dedication. Shares new ideas. Continuous learning. Growth mindset. Happiness. Self-assessment/reflection. Strategic Planning.	Grow or Die!	



Purpose—Highly Aspirational, Inspiring

MTP (Massive Transformative Purpose)

- People need to serve a higher order
- Typically lasts the life of the leader/founder(s)
- Internal use, not a marketing slogan

MASSIVE

Audaciously big and aspirational.

TRANSFORMATIVE

Can cause significant transformation to an industry, community, or to the planet.

PURPOSE

There's a clear "why" behind the work being done. Something that unites and inspires action.



Massive Transformative Purpose--Aspirational



Accelerate the transition to sustainable transportation



Organise the worlds information



Ideas worth spreading



Radical breakthroughs for the benefit of humanity



Vision-Level BHAG

- It's clear and compelling
 - ✓ At least 10 years out
 - ✓ Requires thinking beyond current capabilities
- Beyond current trends, forces and conditions
- Gulp factor; audacious but not braggadocios
- Must reinforce core values, purpose and business fundamentals
- Center of Hedgehog





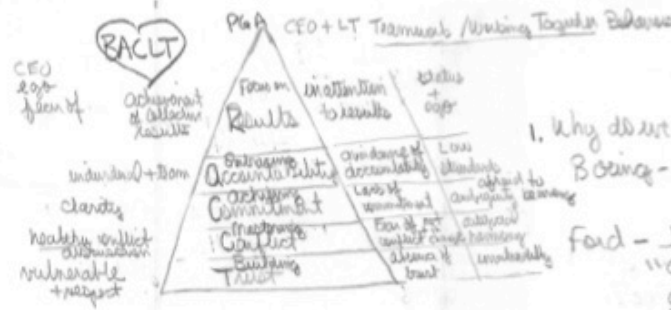
Alan Mulally

*Former President
& CEO*

Ford Motor Company



■ HIGH (3.75 AND ABOVE)
■ MEDIUM (3.25 TO 3.74)
■ LOW (LESS THAN 3.25)



1. Why do we exist?
 Boeing - Safe + Efficient Transportation
 Getting People Together P&A
 Ford - Safe + Efficient Transportation
 "Opening the Highways To All Mankind"
 Great Products, Strong Business, Better World
 People Working Together As a Global
 Enterprise for Alternative Leadership
 As measured by customer, employee,
 union, financial, stock holder,
 supplier, state, service, and
 community satisfaction P&A

LT -
 collectively responsible
 for achieving
 a common purpose
 for their organization

Coherent Leadership Teams - Working Together
 Boeing new airplane
 programs and TTT leader
 Boeing Defense Systems CEO
 Boeing Commercial
 Airplanes CEO
 Boeing Company EVP
 Ford CEO
 AMS
 Alan



2. How do we behave? AMS - process behavior
 Working Together
 3. What do we do?
 Design, Build, and Support
 Boeing - commercial airplanes
 Ford - Cars, trailers, + trucks
 4. How will we succeed?
 AMS + Healthy Company WT
 ONE FORD ONE BOEING P&A
 5. What is most important right now?
 Business Plan Review Summary AM
 6. Who must do what?
 Business Plan Review Summary AM

* Smart + Healthy *
 Boeing
 Innovation
 Finance
 Technology
 minimum politics
 minimum confusion
 High morale
 High productivity
 Low turnover

RC

AMS
 ONE BOEING
 ONE FORD
 Recruiting
 Performance Management
 + Development
 Succession Development
 Performance + Behavior
 Bias tolerance + persistence
 Compensation - near + long term
 Company P&A
 Salary, Bonus + stock
 Bonus = (% salary) (company performance) (individual performance)

Alan Mulally

"Working Together" Principles + Practices
 Expected Behaviors + Culture
 "Leading Together"

AMS
 ONE FORD Card - all stakeholders
 BOD Meeting
 Business Plan Review Meeting - Cascade
 Throughout
 Special Attention Meeting
 Strategic Meeting
 Product Meeting
 Process Meeting
 People Meeting
 Executive Calls - quarter, year, first year
 Team Halls
 News Clips
 Week Ahead
 Issues and Answers
 Journalists
 Consistent
 Recorded
 Working Together Principles + Practices
 Alan


OC

AMS = Alan's Management System
 GP, BOD, LT, WT, CVR, BPR, S, P, P, P
 + SAR

SKILLED AND MOTIVATED TEAMS



WORKING TOGETHER: PRINCIPLES, PRACTICES AND MANAGEMENT SYSTEM

- People first...Love them up 
- Everyone is included
- Compelling vision, comprehensive strategy, and relentless implementation
- Clear performance goals
- One plan
- Facts and data
- Everyone knows the plan, the status, and areas that need special attention
- Propose a plan, positive, “find-a-way” attitude
- Respect, listen, help, and appreciate each other
- Emotional resilience — trust the process
- Have fun — enjoy the journey and each other

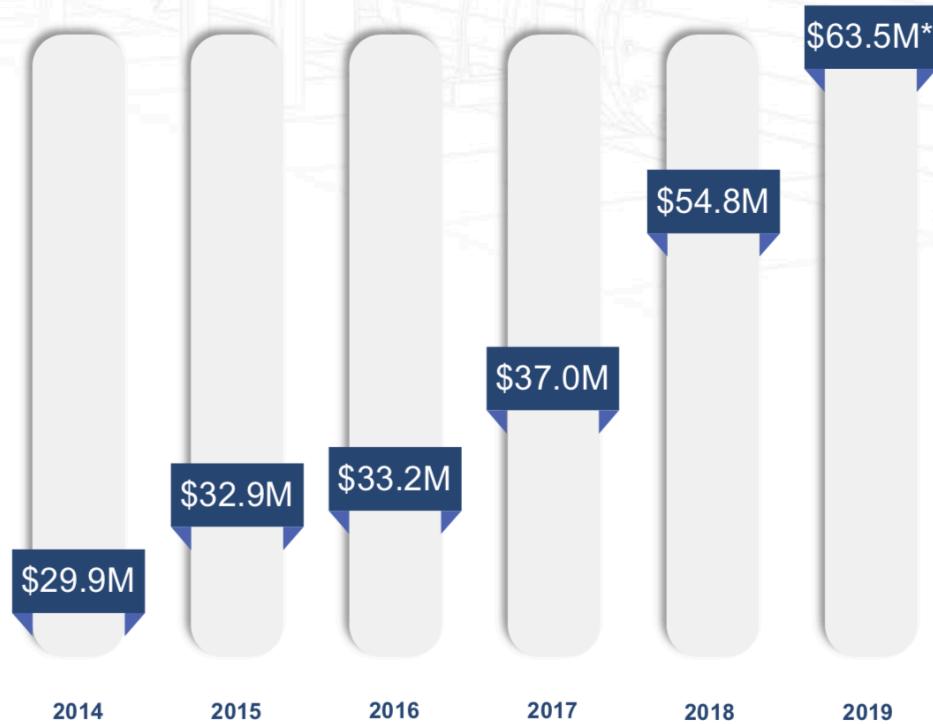
Alan





Does It Work?

Annual Revenue & Gross Profit Performance



***Projected Revenue: 63.5M**

15.9% Increase over previous year

16.3% Compound Annual Growth Rate

Year Over Year Growth

91%
Year 3

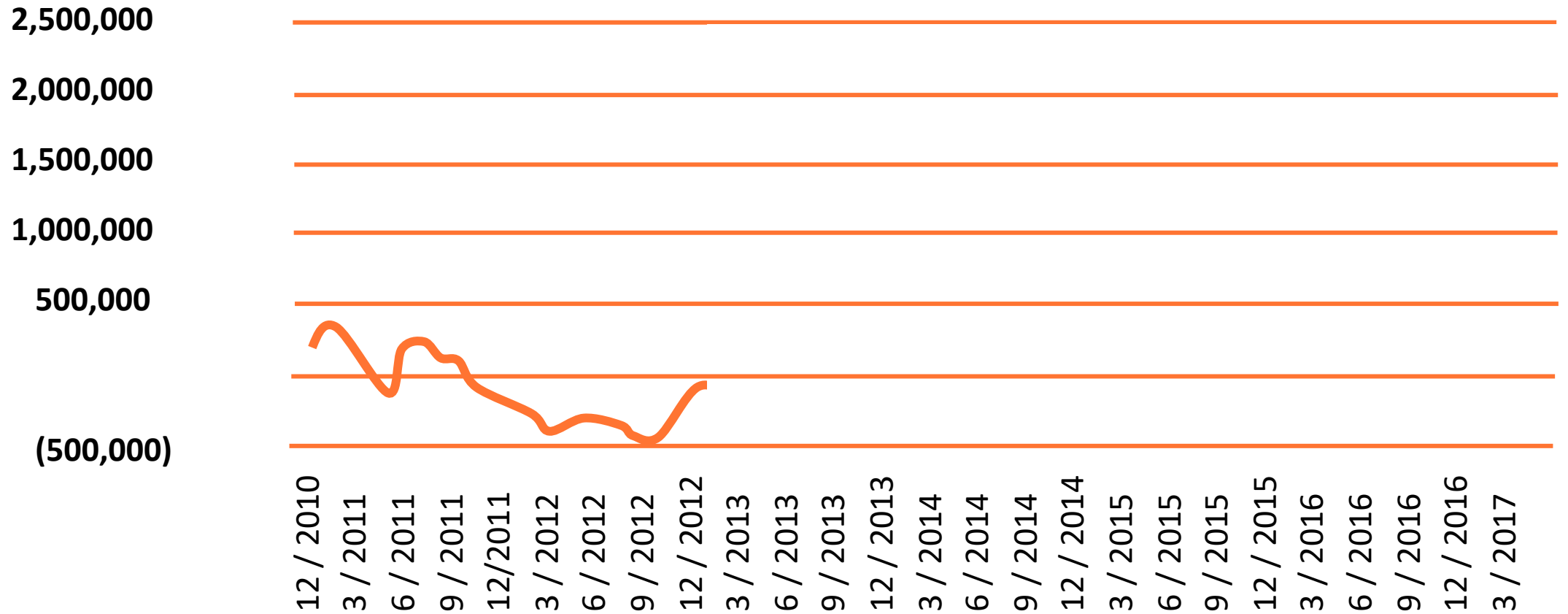
142%
Year 7

112%
Year 5



Does your net income look like this?

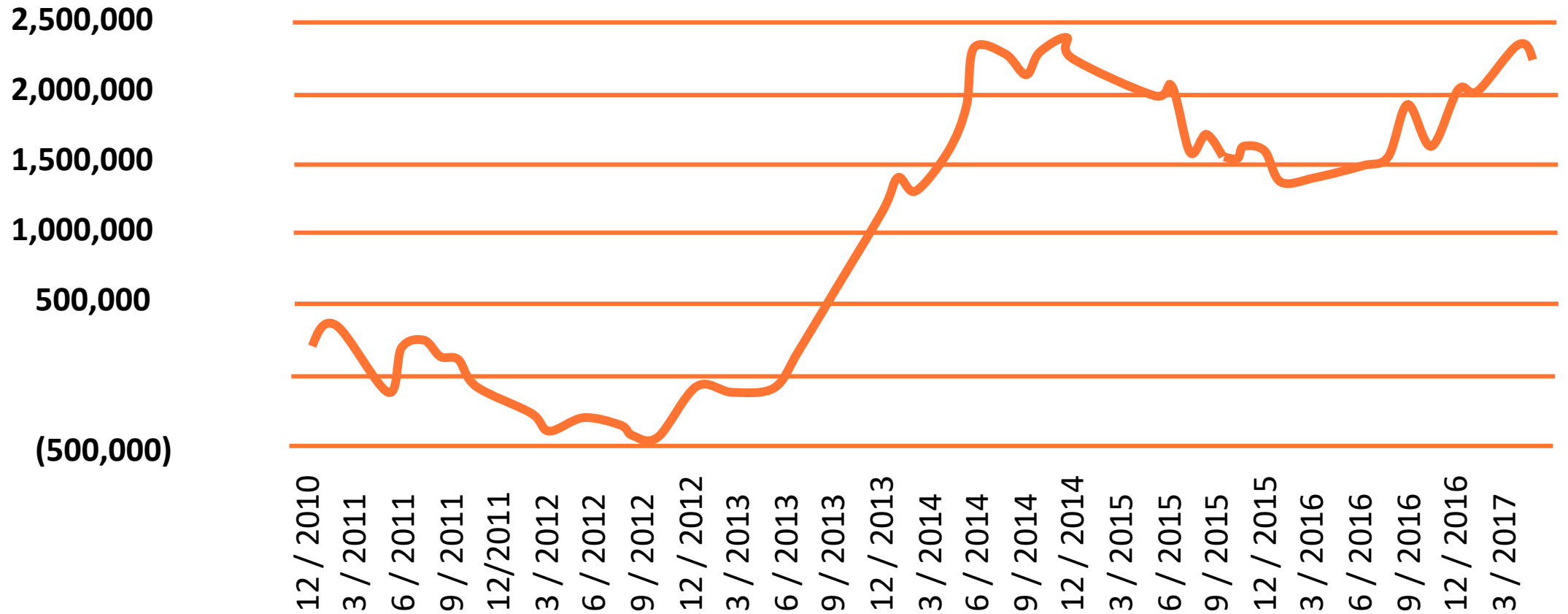
Operating Profit – 12MMT





Does It Work?

Operating Profit – 12MMT





Execution Tune-up Wrap

- What's your 1 Thing?
- What worked?
- What would you improve?
- Value of your time 1-10?



Meeting Wrap Tool

What is your meeting rating today? 0-10

Were your expectations met?

What worked?

What would you improve?

One person I want to acknowledge (not in this room and not in my reporting area) is:

Who I would like to follow up:



Thank You



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