

Happy March 1st

March is *Hexagonal Awareness* month!

Congratulations

“If it is to be – it is up to me!”

ALP = Advanced Leadership Program
CLP = CommScope Leadership Program
ELD = Enterprise Leadership Development - CommScope
EMP = Executive Management Program
IMP = In-house Management Program
MCG = Managing Change Workshop
NEG = Negotiation – CommScope Program
PSP = Professional Sales Program

Congratulations

BERNAUER, Mike – (EMP-05) - is now Owner & Operator – Grand Interiors LLC, (Budget Blinds, BB Commercial Solutions & Inspired Drapes,) 8520 Allison Pointe Blvd., Suite 220, Indianapolis, IN 46250 – Bus – 317-354-1334 – Cell – 317-789-7736. mbernauer@budgetblinds.com.

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2014 - Seminars

Executive Management Program

CLASS 47

► **Week 1 – Jun 16 – 20, 2014** ◀

Week 2 – Sep 15 – 19, 2014
Week 3 – Dec 08 – 12, 2014
Week 4 – Mar 16 – 20, 2015
Week 5 – Jun 15 – 19, 2015

CLASS 48

► **Week 1 – Oct 13 – 17, 2014** ◀

Week 2 – Jan 19 – 23, 2015
Week 3 – Apr 13 – 17, 2015
Week 4 – Jul 13 – 17, 2015
Week 5 – Oct 19 – 23, 2015

(To enroll participants in any class please contact Tom Stevens at inmco@mindspring.com.)

Chronological Calendar

2014

EMP 45/3 • MAR 10 – 14
EMP 46/2 • MAY 19 – 23
► **EMP 47/1 • JUN 16 – 20** ◀
EMP 45/4 • JUL 21 – 25
EMP 46/3 • AUG 11 – 15
EMP 47/2 • SEP 15 – 19

Steven's Statement

Acquisition Smartness

Even when all the rules have been faithfully observed, many acquisitions end up failing or at least take forever before they live up to their expectations. Legally, the acquired business is now part of the acquiring company. However, politically, the people in the acquired company become "us" determined to defend their business and the way they manage it against "them," the people in the acquiring company. Sometimes it takes a generation before these invisible but impenetrable barriers disappear. It is therefore imperative that, within the first few months after the acquisition, a number of people on both sides are promoted to better jobs across company lines. This way both sides see the acquisition as a personal opportunity.

The goal is to convince managers in both companies that the merger offers them personal opportunities. This principle applies not only to executives at or near the top, but also to younger managers and professionals, the people whose dedication and efforts a business primarily depends on for success. If they see themselves blocked because of an acquisition, they will "vote with their feet," and as a rule, they can find new jobs even more easily than displaced top executives can.

Executive Search firms love acquisitions. The minute they hear of an acquisition they are on the phone to the top talent in both companies testing the waters of discontent.

ACTION PLAN – Make sure you promote people at all levels from both companies in the wake of an acquisition.

INM has an "Acquisition Audit" that answers the question – "What information should we collect on a company that we might be interested in acquiring." Acquisitions are expensive in the "due diligence" process, the potential loss of talent and the risk of the unknown. This "Acquisition Audit" contains detailed questions covering 25 areas that you must understand about a potential acquisition in order to make a wise acquisition decision and minimize the risk. This "Acquisition Audit" can be obtained, at no cost, by emailing Tom Stevens at inmco@mindspring.com.

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"Behold the turtle – it only makes progress when it sticks its' neck out." James B. Conant

"You must realize that your control can never be complete, that you must be prepared to take a risk, and this is because all action takes place in time and future time is necessarily unknown to us." A. R. C. Duncan

"Those who will not sail until all dangers are over must never put to sea." Thomas Fuller

"Educated risks are the keys to success." William Olsten  
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John's Jottings

Sixty days of your journey is completed. You are 1/6 of the way to your destination. When a pilot begins a flight, completes the take off sequences, and settles into the cruise portion of the route, they take a few minutes to review several related issues. Given the actual winds aloft, am I headed in the right direction? Are the radios on the correct frequencies? Are the timers set? What's the latest weather? How's the fuel supply? It is now time for you to do the same thing for your business.

What are your company's expected results for 2014? Your division's? Do you know what they are, exactly? How are you coming on your accountabilities? How would you evaluate your performance sixty days into the year? Where do you need to put special emphasis? What do you feel good about? What are the areas that concern you?

Review your Impact Areas. Are you working on the right things? Do they need to be modified?

What about your leadership? Are you giving good direction and feedback to your direct reports? How are you relating to your co-workers? Your supervisor? Your customers and/or distributors?

One thing we frequently see in class, when discussing the survey on compensation practices, is that supervisors are NOT perceived as evaluating performance very frequently. Only a VERY SMALL percentage of supervisors are providing quarterly evaluations or feedback. Yet, "How am I doing?" is one of the most important questions on the minds of your direct reports.

This is one of your greatest leverage opportunities, i.e., the benefit of doing frequent assessments is greatly disproportionate to the time it takes to do them.

So, pull out your direct reports' accountability plans. Ask them to set aside time to review their progress with you. Ask them what they are doing well - ask them where you might be of assistance. Ask them what changes may need to be made - how the company could do better. LISTEN – THINK – TAKE ACTION!

As you expect your pilot to keep the plane on course, your customers depend on you to keep your company, your division, your team on course. That great pilot, Abe Lincoln once said, "Always bear in mind that your own resolution to succeed is more important than any other one thing."

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GLOBAL BUSINESS - the annual revenues of the companies in the S & P 500 stock index are almost evenly produced from both inside and outside the USA, i.e., a 50/50 split. Twelve years ago only 30% of sales for the S & P 500 companies came from outside the USA. What is your company ratio? Source - Financial Times.  
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Follow Your Dream

It seems like cars have always had radios, but they haven't. Here's the true story. One evening, in 1929, two young men named William Lear and Elmer Wavering drove their girlfriends to a lookout point high above the Mississippi River town of Quincy, Illinois, to watch the sunset. It was a romantic night to be sure, but one of the women observed that it would be even nicer if they could listen to music in the car.

Lear and Wavering liked the idea. Both men had tinkered with radios - Lear had served as a radio operator in the U.S. Navy during World War I. It wasn't long before they were taking apart a home radio and trying to get it to work in a car. However, it wasn't as easy as it sounded. Automobiles had ignition switches, generators, spark plugs, and other electrical equipment that generated static interference, which made it nearly impossible to listen to the radio when the engine was running.

One by one, Lear and Wavering identified and eliminated each source of electrical interference. When they finally got their radio to work, they took it to a radio convention in Chicago. There they met Paul Galvin, owner of Galvin Manufacturing Corp. Galvin needed a new product to manufacture. When he met Lear and Wavering at the radio convention, he found it. He believed that mass-produced, affordable car radios had the potential to become a huge business.

Lear and Wavering set up shop in Galvin's factory, and when they perfected their first radio, they installed it in his Studebaker. Then Galvin went to a local banker to apply for a loan. Thinking it might sweeten the deal, he installed a radio in the banker's Packard. A good idea, but it didn't work. A half hour after the installation, the banker's Packard caught fire. (*Galvin didn't get the loan.*) Galvin didn't give up. He drove his Studebaker nearly 800 miles to Atlantic City to show off the radio at the 1930 Radio Manufacturers Association convention. Too broke to afford a booth, he parked the car outside the convention hall and cranked up the radio so that passing conventioners could hear it. That idea worked. He got enough orders to put the radio into production.

The first production model was called the 5T71. Galvin decided he needed to come up with a catchier name. In those days, many companies in the phonograph and radio business used the suffix "ola" for their names -- Radiola, Columbiola, and Victrola were three of the biggest. Galvin decided to do the same thing, and since his radio was intended for use in a motor vehicle, he decided to call it the Motorola.

But even with the name change, the radio still had problems. When Motorola went on sale in 1930, it cost about \$110 uninstalled, at a time when you could buy a brand-new car for \$650, and the country was sliding into the Great Depression. In 1930, it took two men several days to install a car radio. The dashboard had to be taken apart so that the receiver and a single speaker could be installed, and the ceiling had

to be cut open to attach the antenna. These early radios ran on their own batteries, not on the car battery, so holes had to be cut into the floorboard to accommodate them. The installation manual had 8 complete diagrams and 28 pages of instructions.

Selling complicated car radios that cost 20 percent of the price of a brand-new car wouldn't have been easy in the best of times, let alone during the Great Depression. Galvin lost money in 1930 and struggled for a couple of years after that. However, things picked up in 1933 when Ford began offering Motorola's pre-installed at the factory. In 1934, they got another boost when Galvin struck a deal with the B. F. Goodrich tire company to sell and install the radio in its chain of tire stores. By then the price of the radio, including installation had dropped to \$55. The Motorola car radio was off and running. (*The name of the company was officially changed from Galvin Manufacturing to "Motorola" in 1947.*) In the meantime, Galvin continued to develop new uses for car radios. In 1936, the same year that it introduced push-button tuning, it also introduced the Motorola Police Cruiser, a standard car radio that was factory preset to a single frequency to pick up police broadcasts. In 1940, they developed the first handheld two-way radio - the Handie-Talkie - for the U. S. Army.

Many of the communication technologies that we take for granted today were born in Motorola labs in the years that followed World War II. In 1947, they came out with the first television to sell under \$200. In 1956, the company introduced the world's first pager. In 1969, it supplied the radio and television equipment that was used to televise Neil Armstrong's first steps on the moon. In 1973, they invented the world's first handheld cellular telephone.

The two men who installed the first radio in Paul Galvin's car, Elmer Wavering and William Lear, ended up taking very different paths in life. Wavering stayed with Motorola. In the 1950's he helped change the automobile experience again when he developed the first automotive alternator, replacing the inefficient and unreliable generators. This invention led to such luxuries as power windows, power seats, and eventually, air-conditioning.

Lear also continued inventing. He holds more than 150 patents. Remember eight-track tape players? Lear invented them. However, what he's really famous for are his contributions to the field of aviation. He invented radio direction finders for planes, aided in the invention of the autopilot, and, designed the first fully automatic aircraft landing system. In 1963, he introduced his most famous invention of all, the Lear Jet, the world's first mass-produced, affordable business jet.

They all followed their dreams – are you following your dream? Do you even have a dream?

"No dream will ever come true unless you wake up and go to work."

"If it is to be – it is up to me!"