
Leadership Through Serving

Minnesota Council for Quality

Best Practices in Leadership Effectiveness & Employee Engagement

November 10, 2011

Background & Experience





Over 25 Years of Technology & Business....

■ Corporate V.P. Contractor Business & CIO

- ❑ Exmark , Micro Irrigation, Compact Utility Equipment Businesses
- ❑ Corporate Accounts
- ❑ Red Iron Acceptance, LLC (Joint Venture)
- ❑ eBusiness Solutions
- ❑ Information Services Solutions & Infrastructure

■ Experience

- ❑ Manufacturing, Logistics, Operations, & Technology
- ❑ Technology, Food, Consumer Products, Multiple Channels
- ❑ Toro, Cargill, Pillsbury, Presys Consulting, MDS
- ❑  Advisory Board, Computer Science & Engineering
- ❑  University of Minnesota, Carlson School of Mgmt

...Multiple Cultures & Ethical Landscapes

Discussion Outline

Servant Leadership

- **Visible Leadership:** The World We Live In
- **Business Leadership:** The Toro Culture
- **Applied Leadership:** A Framework for Success

Framing our discussion...

The World We Live In...

November 8, 2011



Early Cain Accuser Is GOP-Leaning Independent, Long-Time Federal Worker



Bloomberg Businessweek

Tuesday November 8, 2011

MF Global Settlement Over Losses in Doubt Amid Bankruptcy Filing

MarketWatch

Nov. 8, 2011, 11:29 a.m. EST

Italy's Berlusconi wins vote, loses majority Confidence vote seen unless longtime premier resigns

The New York Times

Published: November 8, 2011

Penn State Said to Be Planning Paterno Exit Amid Scandal

THE ECONOMIC TIMES

9 NOV, 2011, 01.31AM IST, ET BUREAU

Europe debt turmoil



Italy's debt too big to bail out unlike Greece: Douglas Blake

Times are Changing

We live in turbulent times...

- Global Markets
 - Economic challenges
 - Complex value streams
 - Regulatory compliance requirements
- Political Partisanship
 - Gridlock
- Ethical Challenges
 - Political
 - Business
 - Sports
 - Religious



...driving need for strong leadership

Discussion Outline

Organizational Purpose

- **Visible Leadership:** The World We Live In
- **Business Leadership:** The Toro Culture
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Building a Lasting

The Toro Company

Our Purpose:

To help our customers enrich the beauty, productivity, and sustainability of the land.

Our Brands:



Our Markets:

■ Residential

- Mowing Equipment
- Home Solutions
- Snow

■ Professional

- Golf
- Grounds
- Ag Irrigation



Caring relationships → market leadership through innovation → building on a legacy of excellence

Trusting Relationships; our Foundation

“Reputation is achieved only by constant and continuous sincere effort, frowning upon methods which are temporarily lucrative, cultivating business ethics which are cherished by those with whom we deal.

The men [and women] behind this Company appreciate full well the good will that has been extended to us and pledge a continuance of the policies which have brought this about.”



A handwritten signature in black ink, appearing to read "J. S. Clapper". The signature is fluid and cursive.

- John Samuel Clapper



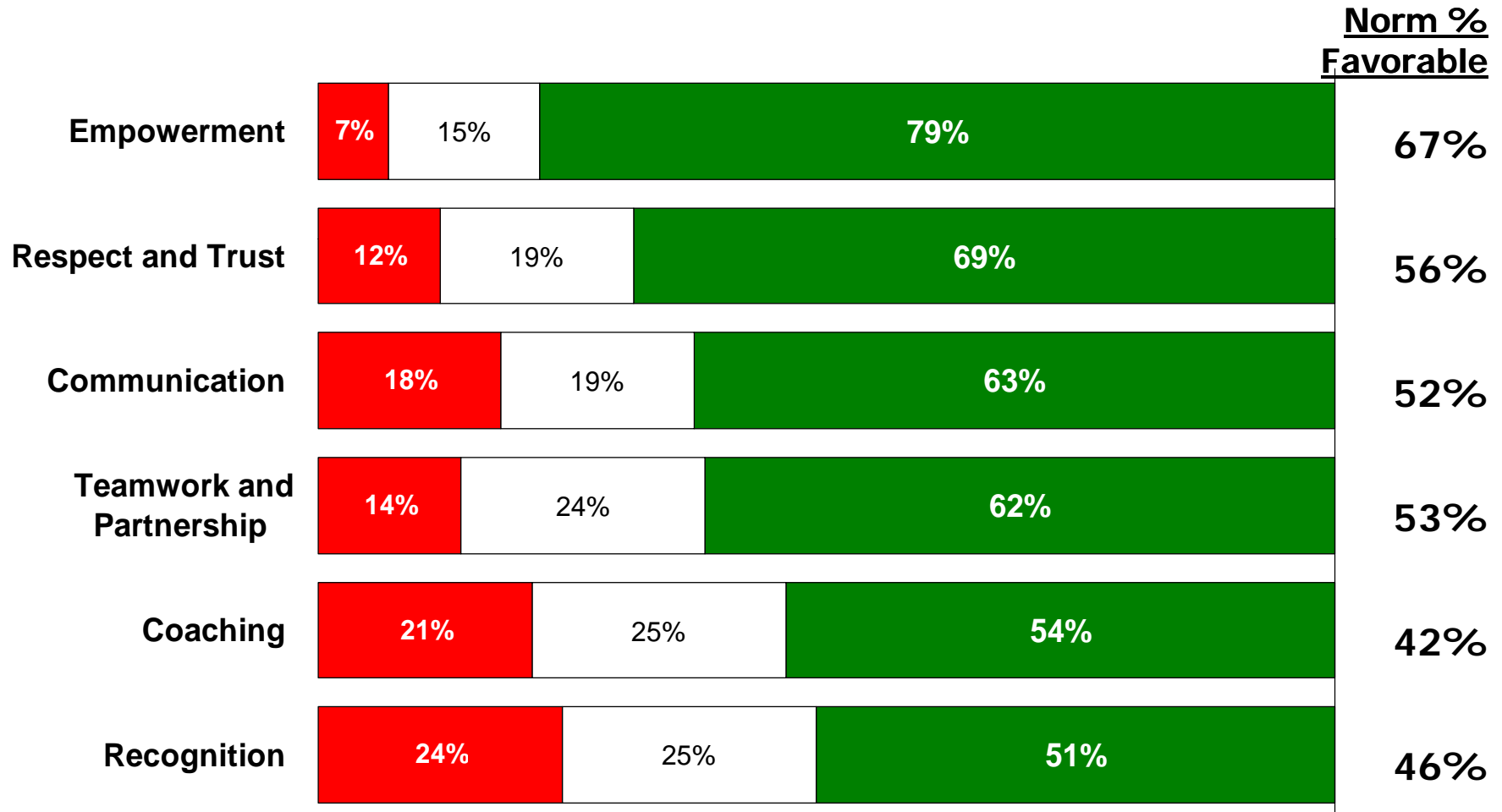
A founder and the first President of Toro
President 1914 – 1943, Chairman of the Board 1943 – 1944

Toro Culture: Pride In Excellence

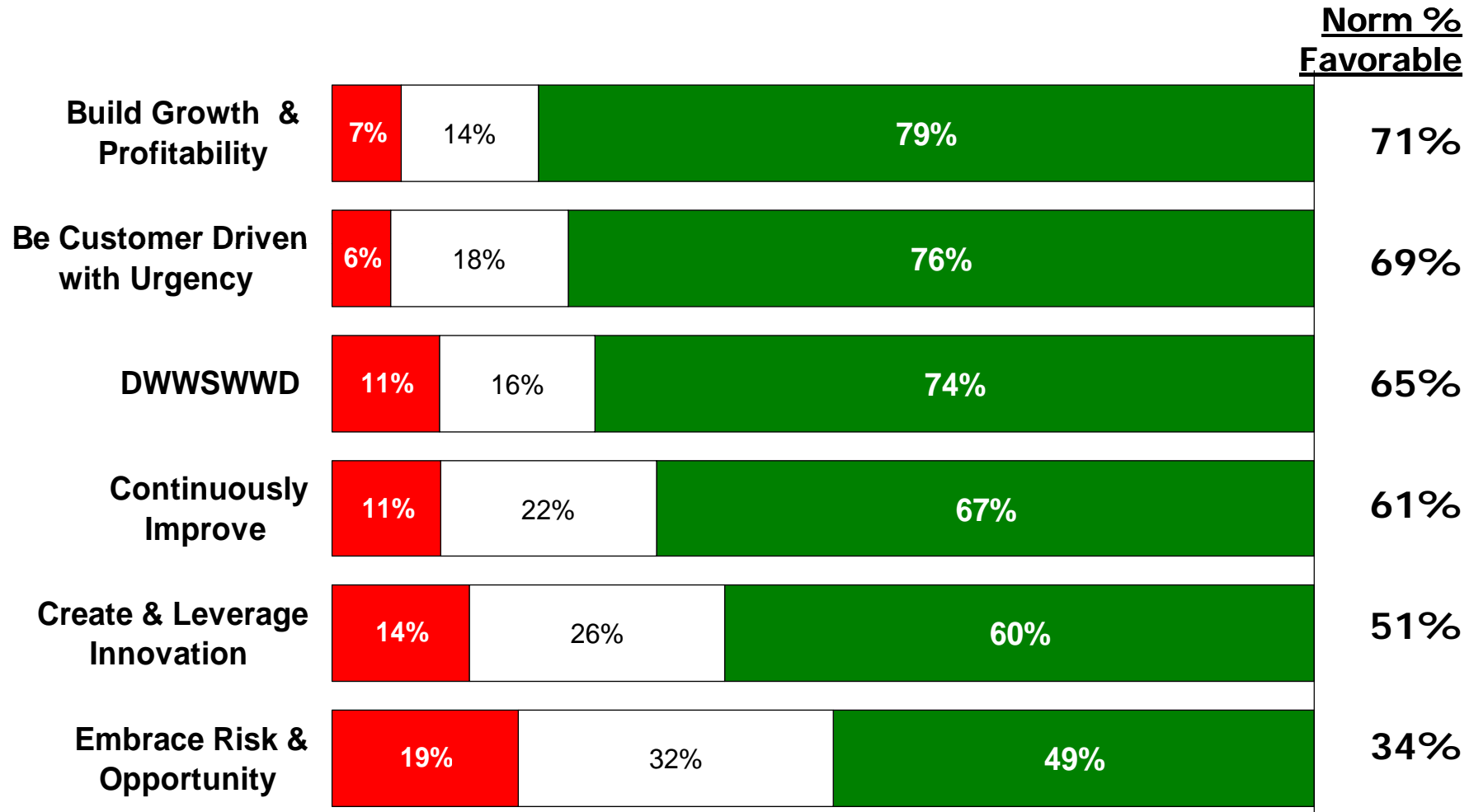
Both a Social Contract and a Performance Contract



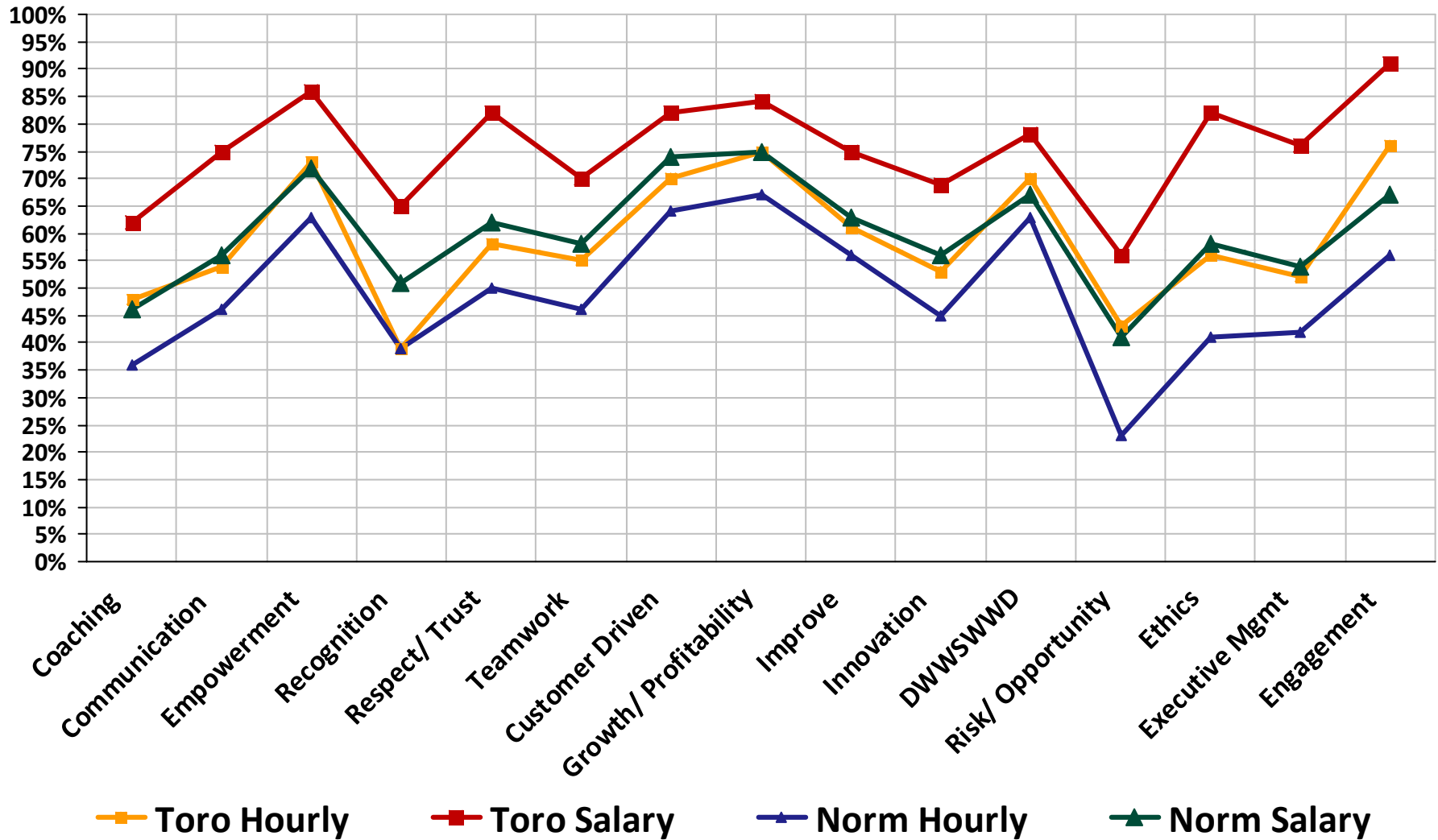
Dimension Results – People Values



Dimension Results – Performance Values



Dimension Differences from Norms

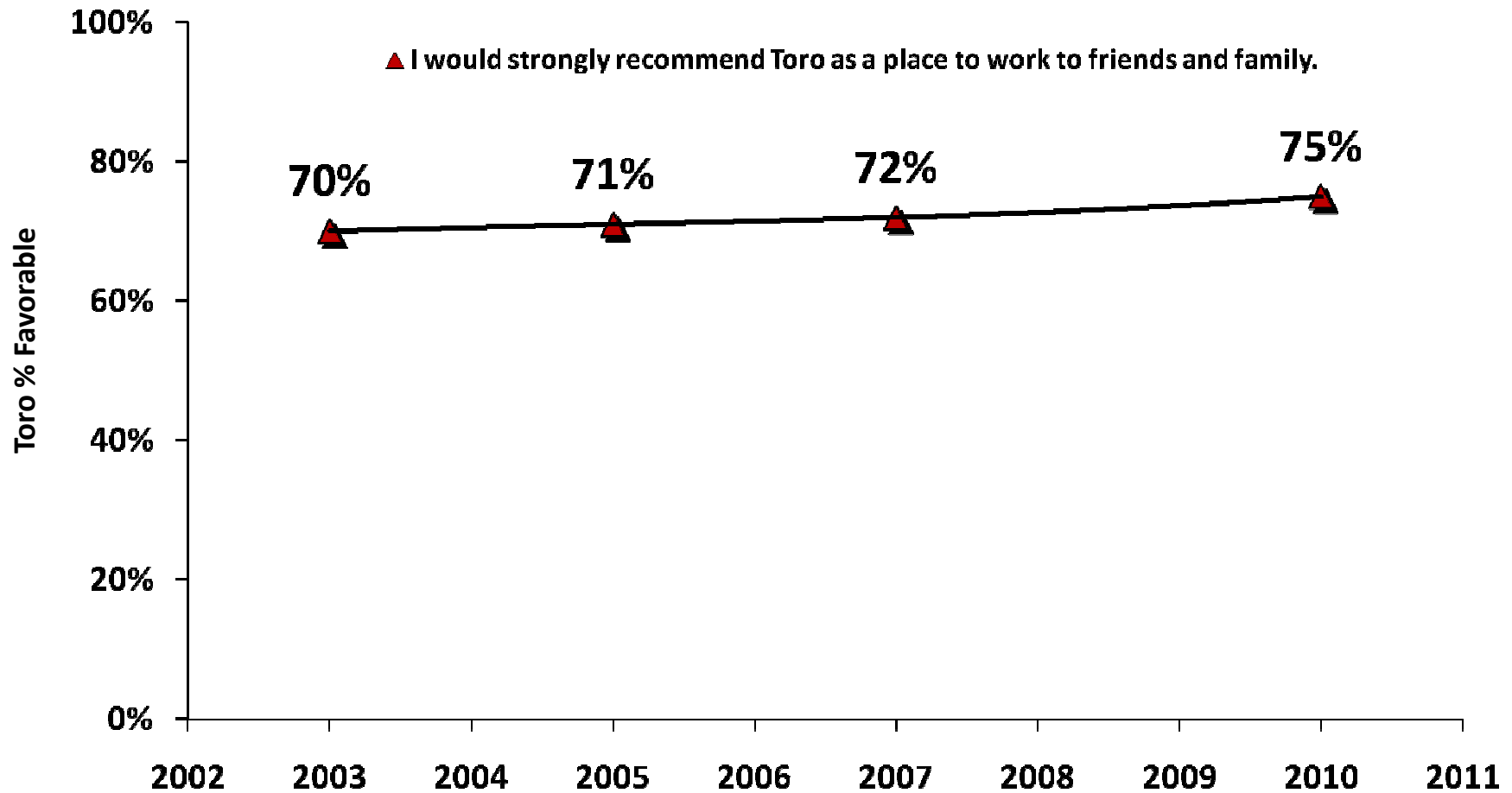


Stability of Perceptions over Time

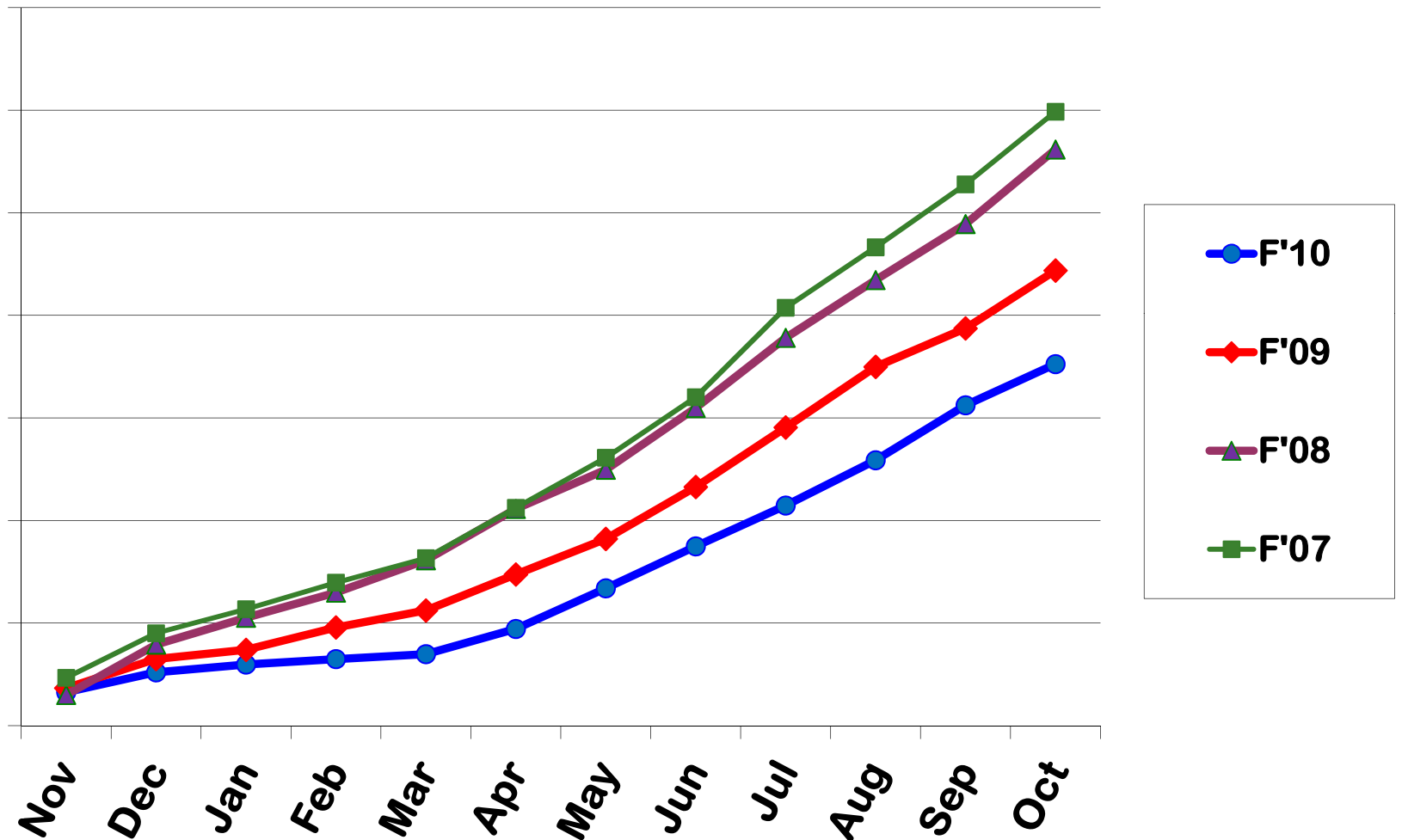


* 9 categories have different questions from previous years

Our Employees are Great Ambassadors for Toro

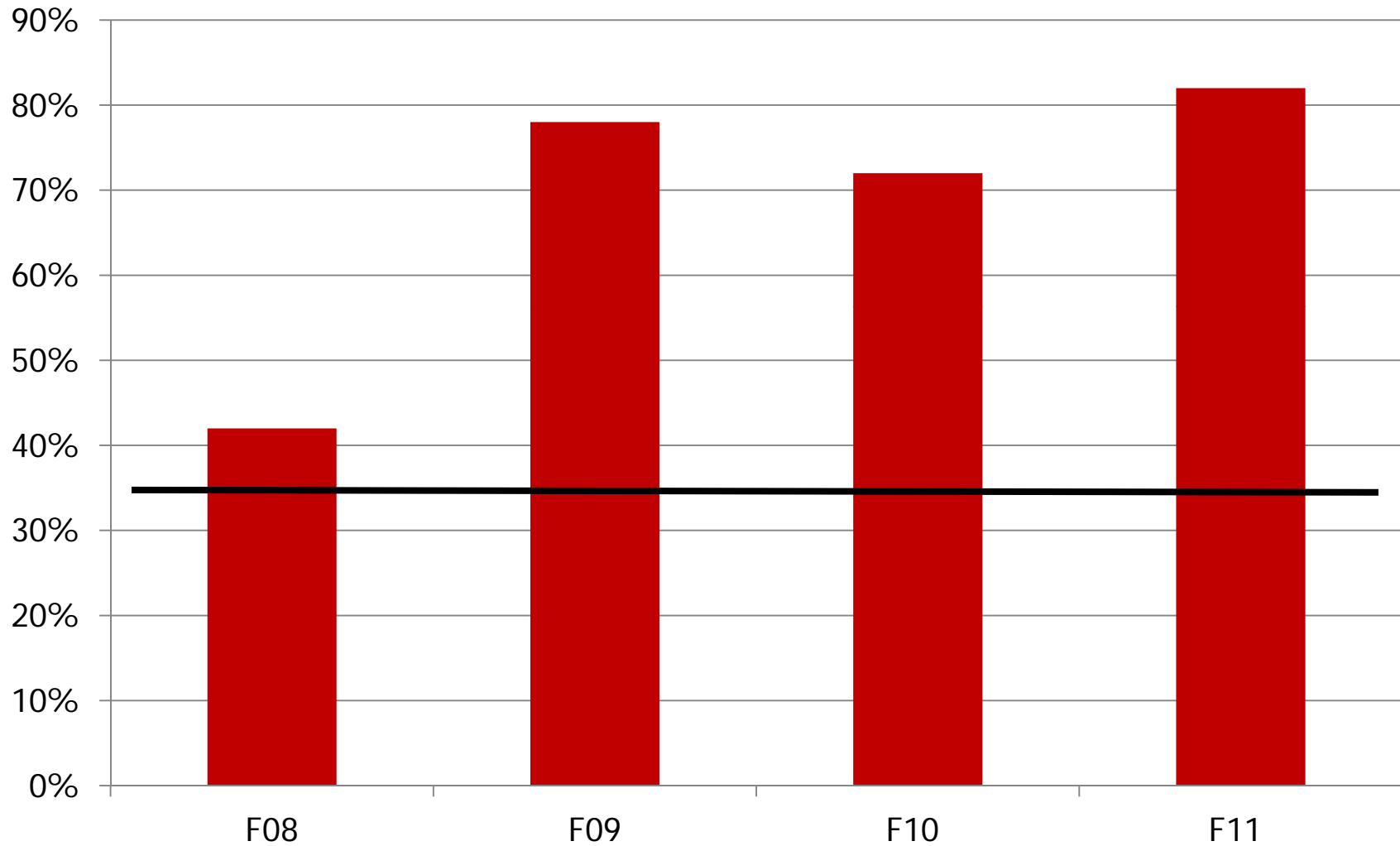


Quality



Warranty Claims Tracking

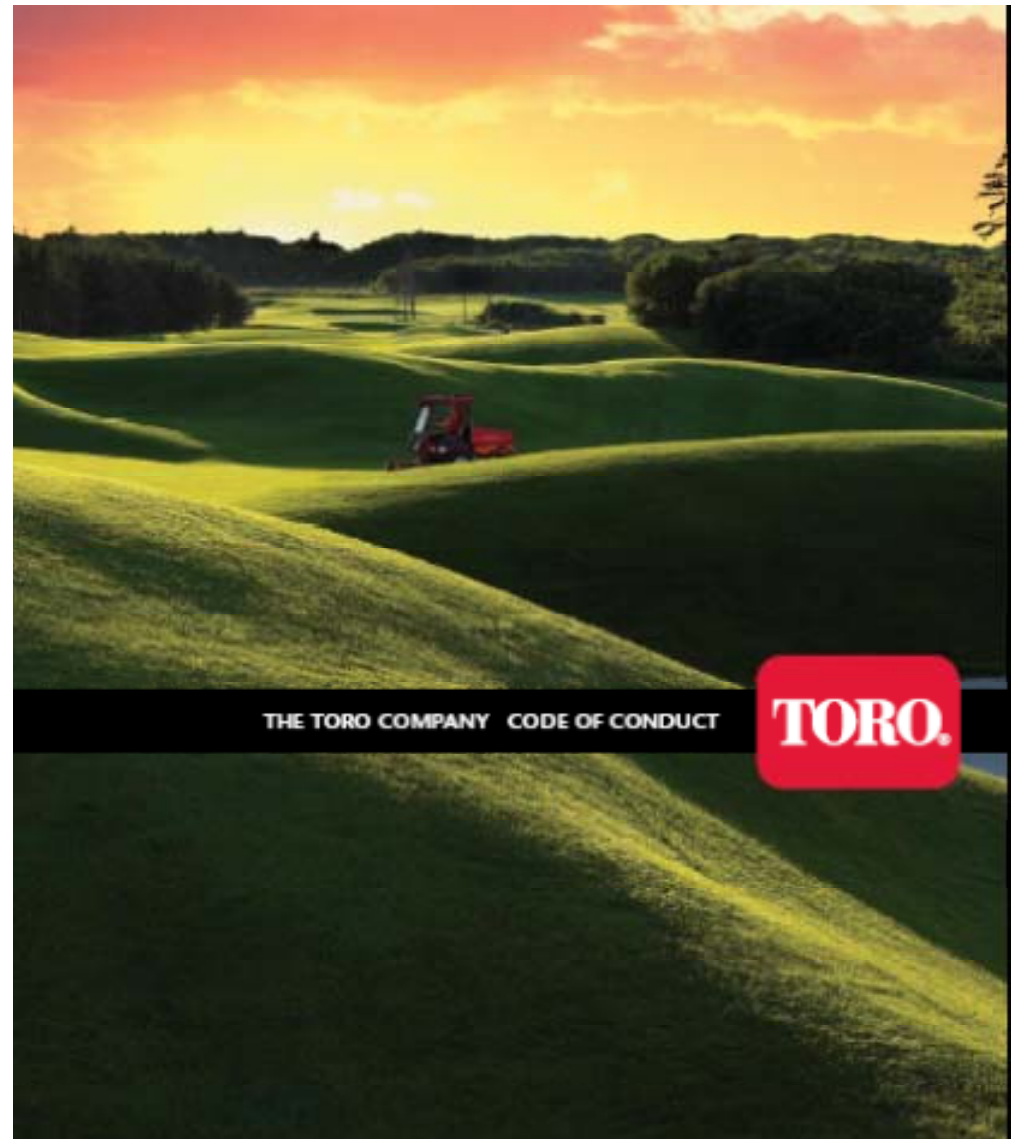
Innovation



New Product as a % of Sales

Ethics...it's Everyone's Business

- Is my action or decision the right thing to do?
- Could my action or decision withstand public scrutiny?
- Will my action or decision enhance Toro's ethical reputation?



Discussion Outline

Leadership and Decision Making

- **Visible Leadership:** The World We Live In
- **Business Leadership:** The Toro Culture
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Operating Principles meant to Guide our Actions and Decisions

Ethical Perspectives

Our “Ethical Lens” Frames our Views and Behaviors

■ Kantian View

- ❑ The *categorical imperative* ... rationality of the good will, expressed in recognition of moral duty, must not treat another *exclusively* as a means to their ends.

■ Machiavellian View

- ❑ *All actions may be appropriate*, regardless of their (im)morality ... the ends justify the means

■ Friedman View

- ❑ Business is *not a person*, but an entity...the sole responsibility of business is profit for its shareholders

■ Max DePree

- ❑ *Servant-oriented leadership* ... serving others while focused on achieving results in line with the organization's values

Leadership Behaviors

Outstanding “People” and “Performance” Values

- Focus on Sustainable Success¹
- Operate with Personal Integrity¹
- Manage with Effective Business Systems²
- Empower, Develop & Recognize²



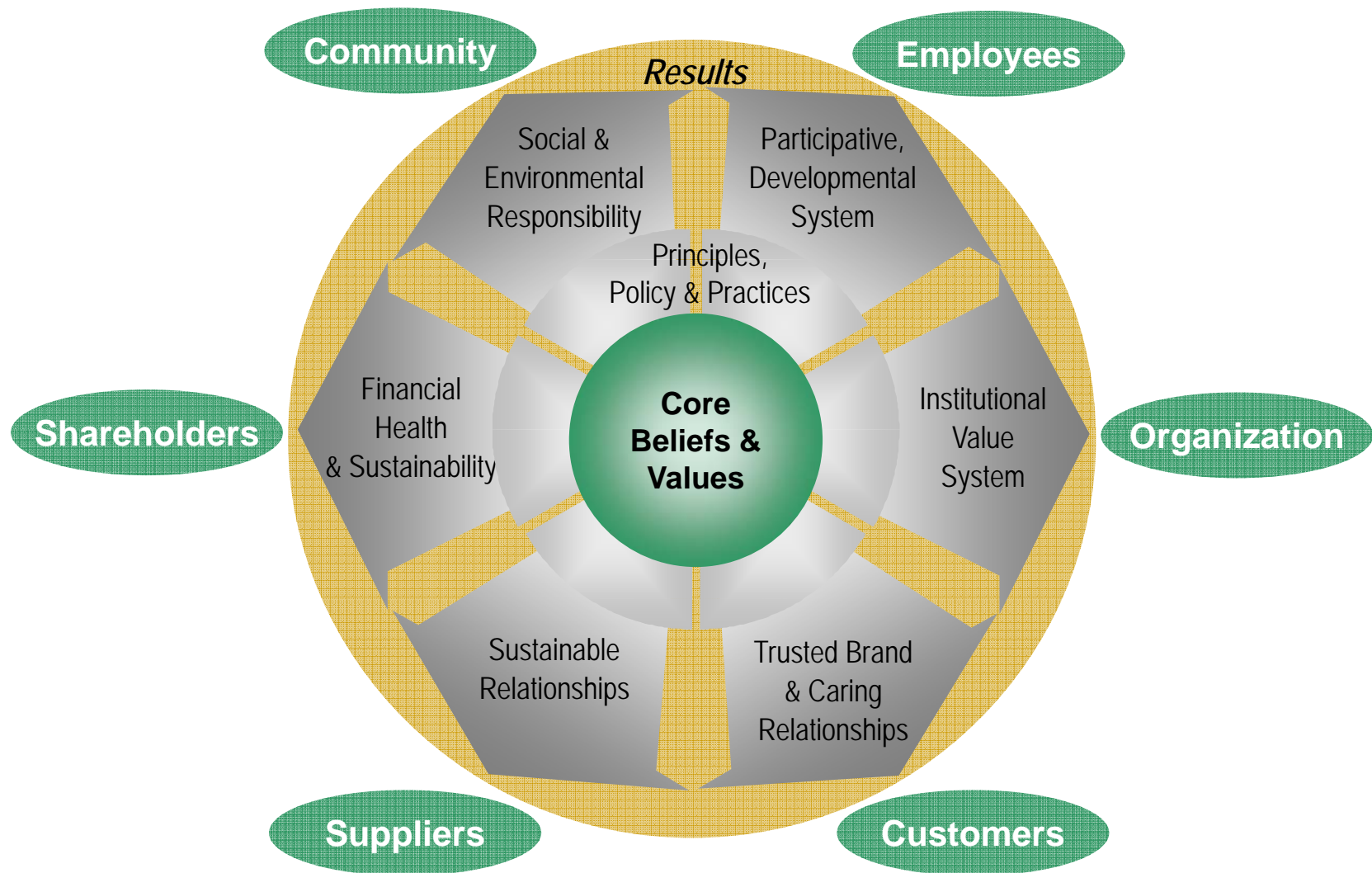
Communication
Relationships
Execution
Service

¹ Expanding the Horizons of Leadership, Norman Bowie

² Leadership is an Art, Max DePree

My Leadership Framework

Leadership Model Driven by Core Beliefs to Achieve Valued Results



Reflections for you...

- Continuous learning a must
 - Emerging capabilities
- Flexibility
 - Be open to change
 - Build in Agility
- Voice of Customer
 - Listen
- Rely on Employees
 - Vision, Mission, Goals
 - Conversations for Possibilities
 - Conversations for Results
 - Make Clear Declarations



Keep Learning. Keep Growing. Keep Leading.

Thank You!

Questions?



“What's interesting is that if you change the course of a vector near its origin, by the time it gets a few miles out its course is radically different”.

Steve Jobs