

KEN BLANCHARD
Author

GO-TO-LEADERSHIP BOOKS: *who's reading what*



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Iowa Association of Business and Industry. "The Voice of Iowa Business since 1903" is the largest business network in the state (serving as Iowa's state chamber) with a long legacy of advocating for a competitive business climate in Iowa. ABI offers its nearly 1,500 member companies and their employees opportunities to network, learn best practices in lean processes, workforce, workers' compensation, controlling health care costs, employee drug testing, environmental issues and leadership. ABI works "to foster a favorable business, economic, governmental and social climate within the State of Iowa so that our citizens have the opportunity to enjoy the highest possible quality of life."

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A VIEW FROM THE TOP



Mark Hanawalt
 ABI Chairman
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 Accessories, Waverly
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Ongoing learning *critical* to ongoing success

One of the things I enjoy most about being an ABI member is the opportunity it provides to meet successful business people. I learn a lot from the business leaders I meet through ABI.

Like most of those business leaders, I am passionate about improvement and always looking to make our company, United Equipment Accessories, better. Also like most of those business leaders and many of our UEA employees, I enjoy reading books about business and about leadership. They, too, can provide an edge and help our company improve.

One of my favorites is the best-seller *The One Minute Manager*, written by Ken Blanchard. In his book, Dr. Blanchard gives some sound advice about developing and managing people. For example, his counsel about identifying competency levels and then supervising appropriately is powerful.

Blanchard, of course, is just one of the terrific nationally known keynote speakers who will address ABI members at the association's annual Taking Care of Business Conference. I hope you have already registered for this year's conference, which will be held June 10-12 in the Quad Cities. If you haven't yet done so, you can register now at www.abitakingcareofbusiness.com.

For more on great business and leadership books, read the article about the topic included in this edition of Business Record Iowa. You will learn what some of your ABI colleagues consider some of the best books in that regard. If your favorite isn't among them, please contact us at ABI. We would enjoy hearing about the book you found most interesting and helpful. And as always, thank you for your investment in ABI.

MEMBERSHIP

ABI Ambassadors gain speed

For years, ABI has tried various ways to more actively engage our members in events, activities and the legislative work we do. As you probably know, our small staff wears many hats. A little over a year ago, two of ABI's most active leaders assembled a diverse group of members who were interested in cultivating deeper relationships with the members in an effort to give back to the association. Rand Fisher, president of Iowa Area Development Group, and Karen Novak Swalwell, with Francis & Associates, provided a forum for these members to help ABI achieve its engagement goals.

This group, known as the ABI Ambassadors, gathers once a quarter, usually surrounding an ABI event, to strategize ways to engage ABI members in their important work. Their job description reads: "The ABI Ambassador will represent ABI as an extension of the Association itself. The goal is to create advocates well-versed in all things ABI who can speak to members on behalf of its small staff." The work they've done in a short time in promoting engagement, retention and recruitment for ABI is amazing. In fact, one of the group's members, Ann Block with Tero International Inc., has made an extraordinary impact. ABI would like to recognize Ann as ABI's Spring Ambassador of the Quarter.

If you are interested in learning more about ABI's Ambassador Program, receiving complimentary registrations to select ABI events and access to some of Iowa's greatest business leaders, please contact Leisa Fox at lfox@iowaabi.org or 515-235-0575.



ANN BLOCK

Ann Block serves as director of client relations for Tero International Inc. She joined the Tero team in 2007.

Ann works with new and existing Tero clients to establish and maintain solid

relationships to ensure that all who are associated with Tero have a positive, quality experience. Ann helps organizations assess how macro trends and micro trends, along with organizational changes, are affecting the human dynamics in business. This assessment helps Tero clients ensure that the employee development initiatives they choose to implement are closely matched to organizational goals and don't risk falling into the category of 'training du jour.'

She brings more than 25 years of experience to her role.

Ann holds designations with the Fellow Life Management Association (FLMA), Health Insurance Association of America (HIAA) and Certified Life Underwriter (CLU) associations. She earned a B.A. from the University of Northern Iowa. You may also see Ann at Greater Des Moines Partnership or West Des Moines Chamber of Commerce events.





◀ EVENT REWIND



Iowa Lottery Tour

FEB. 18 | CLIVE

Iowa Lottery Tour CEO Terry Rich talks with Leadership Iowa participants during the recent tour.



Participants learn about the new Iowa Lottery facility, which opened recently in Clive.



Leadership Iowa participants tour the new Iowa Lottery facility.



Urbandale Chamber Meeting

FEB. 17 | URBANDALE

Urbandale Chamber members share information about their businesses during a recent Meet the Chamber event.



Urbandale Chamber Membership Director Jenice Whisenand discusses member benefits.



Leisa Fox, ABI Senior Vice President, Revenue and Programs, shares information about ABI's affiliate membership initiative.



Quad Cities Site Visit

FEB. 11-12 | QUAD CITIES

ABI conference committee leaders brainstorm conference activities with members of the Quad Cities Young Professionals Network.



ABI conference chairwoman Michele Farrell strategizes with local Quad Cities leaders at Johnny's Italian Steakhouse.



Quad City Chamber executives offer insight on the best venues to highlight at the ABI Taking Care of Business Conference.



Iowa Public Pension Reform Forum

FEB. 25 | DES MOINES

Gretchen Tegeler, President of the Taxpayers Association of Central Iowa, discusses the need for public pension reform to a full room at the Greater Des Moines Botanical Garden.



Terry Slattery, Executive Director of the Municipal Fire and Police Retirement System, explains how the program works.



Donna Mueller, Chief Executive Officer of the Iowa Public Employees Retirement System (IPERS) explains the ins and outs of the public pension program.

ELEVATE IOWA

NEW SCHOLARSHIP PROGRAM PROMOTES ADVANCED MANUFACTURING

Elevate Advanced Manufacturing is partnering with Iowa's 15 community colleges to provide scholarships for high school students interested in pursuing a manufacturing-related career.

The manufacturing industry employs nearly 209,000 Iowans, but many jobs still go unfilled because companies cannot find workers with the necessary skills.

These are well-paying careers that require education and training beyond high school, but don't require the often-burdensome cost of a four-year college degree. Recent studies show that two-year degree holders, especially in high-demand advanced manufacturing occupations, can earn salaries that surpass those of college graduates.

Simply put, pursuing a career in manufacturing means getting to work sooner with less debt.

Elevate Advanced Manufacturing - a collaboration of the Iowa Association of Business and Industry, Iowa's community colleges and private businesses - is working hard to help students recognize these great opportunities by promoting advanced manufacturing in K-12 classrooms.

"This new scholarship will allow Elevate to take that work a step further and help students financially who want to pursue these high-quality careers," Elevate program coordinator Michele Farrell said.

In 2015, Elevate will provide 15 \$500 scholarships to Iowa high school seniors interested in studying a manufacturing-related career at an Iowa community college. One scholarship will be awarded in each college region.

For more information or to fill out an application, visit www.elevateiowa.com. The deadline to apply is April 15.



"This new scholarship will allow Elevate to take that work a step further and help students financially who want to pursue these high-quality careers."

Michele Farrell, Elevate Program Coordinator



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VICE PRESIDENTIAL VISIT

Biden praises effort to close Iowa's skills gap



Vice President Joe Biden spoke with students, business leaders and community college leaders at Des Moines Area Community College during a trip to Iowa on Feb. 12.

Community colleges and their partnerships with advanced manufacturers are key to growing America's middle class, Vice President Joe Biden said during a visit with community college leaders, ABI leaders and students at Des Moines Area Community College in Ankeny last month.

Biden used the visit to highlight the importance of filling the skills gap and the role community colleges must play. DMACC President Rob Denson coordinated the discussion.

The shortage of skilled workers in Iowa's advanced manufacturing sector is expected to grow to 6,700 by 2018, according to state and regional business analysis. Nationwide, the number of jobs left vacant due to lack of qualified applicants is estimated in the hundreds of thousands.

Several DMACC students who are learning skilled trades such as welding and tool and die making attended the discussion.

"Every one of these people are going to be able to go out and make a middle-class living," Biden said. "This is how we're going to grow America again."

Biden was also stumping for President Barack Obama's plan to make community college more accessible.

ABI Chairman Mark Hanawalt told the vice president that Iowa businesses are working with community colleges to make their education and training more applicable.

"Before, businesses were going to community colleges and saying, 'Give us what you've got,'" said Hanawalt, president of United Equipment Accessories in Waverly. "Now, they are going to community colleges and saying, 'This is what we need.' It's a much more collaborative situation that's bringing to the workforce employees who can fill the needs."

Biden also praised the state's use of federal grant money to help purchase equipment, develop curriculum and build pathways to bolster the training available at Iowa's 15 community colleges.

The grant money also helped to establish Elevate Iowa, a partnership between ABI, Iowa's community colleges and private businesses. Elevate's mission is to educate K-12 students about the high-quality career opportunities available to them in advanced manufacturing.

"You're doing as good a job as anyone in the entire nation," Biden told the group. "We need to get the message out that these jobs are here to stay."

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Rowena Crosbie, President



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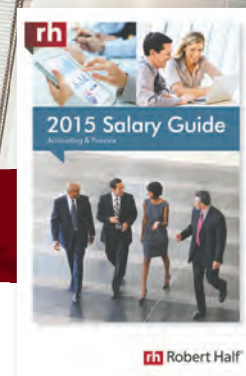
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GO-TO- LEADERSHIP BOOKS:

who's reading what

From personal development to practical business advice, strong business leaders are always looking for ways to learn, and many rely on their favorite authors for help.

Renowned business consultant and author Jim Collins drew more than 1,500 people to his speech at ABI's Taking Care of Business Conference in 2012. This year's speakers, Ken Blanchard and Patrick Lencioni, are generating even greater excitement.

Blanchard and Lencioni are considered thought leaders on management and team building, and their work has had an influence on thousands of companies and their leadership.

"It's been written that leadership is a practice," Tero International Inc. President Rowena Crosbie said. "If you compare it to medicine or law, those are things people practice. Just like medicine and law, when it comes to leadership, you constantly have to renew your knowledge."

Crosbie founded Tero, a Clive-based talent development company, in 1994. She has seen firsthand the tremendous growth the industry has experienced over the past two decades. Today, the leadership industry generates billions of dollars of revenues each year, including proceeds from training seminars, online learning and of course how-to books.

What was once thought of as a punishment for underperforming employees is now considered a benefit for top performers and rising stars.

"In the early '90s and before, you were sent to training if something needed to be fixed about you," Crosbie said. "The new generation, and probably the one that preceded it, they view training as compensation."

Many business leaders and those looking to advance in their careers do much of that learning on their own.

ROWENA CROSBIE
President, Tero International



Books by traditional business authors like Collins can provide practical, actionable advice. Todd McDonald, president of ATW Training & Solutions, points to Collins' *Good to Great* and *Traction*, by Gino Wickman, as two books that have had the greatest impact on his company.

"I like the concepts of *Good to Great* that challenge me to look at where we could take our organization," McDonald said. "I believe what Collins says: 'Good is the enemy of great!' We've used the key principles to challenge everyone in our organization to not be satisfied with good."

At Vermeer Corp. in Pella, Chairman Mary Andringa and her staff have spent the past 17 years implementing the basics of the Toyota Production System, which are outlined in Jeff Liker's book *Toyota Way*. The system is built on the philosophy of eliminating waste.

"There have been many books on lean, but this is one of the building blocks for the others," Andringa said. "We believe that lean has helped us to grow our business by increasing quality, adding value for customers and leveraging our returns from lean work to finance growth opportunities."

When Cindy Dietz, director of external relations at Cedar Rapids-based Rockwell Collins Inc., was researching how her department could better prioritize customer requests, she turned to John P. Kotter and his book *A Sense of Urgency*.

"Our department was overwhelmed with too many urgent requests from internal customers. We knew we needed to work differently if we were going to address the situations," Dietz said.

She and other department leaders read the book, which explains that people should focus on accomplishing something *important* on a given day rather than completing every task.

"We used this framework to help identify priority projects and action items and do a better job of responding to our customers' truly urgent needs," Dietz said.

"DON'T JUST *read books* THAT ARE BEST-SELLERS OR BOOKS THAT YOU AGREE WITH, *challenge your own thinking* AS YOU'RE READING."

Rowena Crosbie, President, Tero International

Understanding how to interact with others effectively is a critical component of strong leadership, Crosbie and others said. It's also a common theme in the leadership literature.

Iowa Workforce Development Director Beth Townsend points to *Team of Rivals*, a book by Doris Kearns Goodwin that presents President Abraham Lincoln's leadership approach.

"Lincoln put aside his ego and turned to the best people for the job, which included former rivals," Townsend said. "His uncanny ability to get past the individual personalities and forge a team that effectively handled the largest problems faced by this country at that time is a must-read in leadership training."

A key to growth, Crosbie said, is being open to being challenged.

"Don't just read books that are best-sellers or books that you agree with," she said. "Challenge your own thinking as you're reading."

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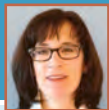


Tried and True Leadership Books



Todd Sommerfeld, Kreg Tool, Huxley: *Principle-Centered Leadership*, Stephen Covey.

"This is a great book on the holistic makeup of leadership, starting with internal self-awareness that leads to outward leadership actions, both personal and organizationally."



Beth Townsend, Iowa Workforce Development Director: *The Art of War*, Sun Tzu; *The Five Dysfunctions of a Team*, Patrick Lencioni; *Team of Rivals*, Doris Kearns Goodwin.

"All these books provide keys to thinking strategically, tactically and long term as well as provide key insights in how to properly identify talents and skills in all your team players."



Bob Wersen, Interpower Corporation, Oskaloosa: *Pearl Harbor: Warning and Decision*, Roberta Wohlstetter.

"This was Wohlstetter's Ph.D. dissertation at Stanford, and she analyzed why we were blindsided at Pearl Harbor. It forms the basis of my understanding of competitive intelligence."



Michael Sadler, CenturyLink Inc., Des Moines: *Succeeding Against the Odds*, John H. Johnson.

"Mr. Johnson is an African-American entrepreneur who founded a successful magazine and cosmetics company. This autobiography tells the story of how he was able to overcome the racial barriers of the time to succeed in business. It's a great story for anyone to read."



Rob Denson, Des Moines Area Community College, Ankeny: *Good to Great*, Jim Collins; *How the Mighty Fall*, Jim Collins; *The Coming Jobs War*, Jim Clifton.

"I refer all up-and-coming leaders to these three books as a foundation for leading any organization. The research was extensive and the lessons timeless."



Krista Tanner, ITC, Midwest, Cedar Rapids: *Leading Change*, John Kotter.

"*Leading Change* has been around for 20 years, but I think it is just as relevant today, if not more, than when it was first written. To be successful, a company must continue to innovate and change. Efforts to change a culture or implement new initiatives require a lot of planning, hard work and careful consideration of how people will be affected. Any time I am leading a change effort, big or small, I refer back to *Leading Change* to help me make my plan of attack."



Chris Nelson, Kemin Industries Inc., Des Moines: *Build to Last, Successful Habits of Visionary Companies*, Jim Collins and Jerry Porras; *The Servant*, James Hunter.

"The first book by Collins and Porras sets the strategy for excellent growth. The second demonstrates how you lead people to execute that growth."

What Members are Reading Now



Chris Nelson, Kemin Industries Inc., Des Moines: *The Soft Edge, Where Great Companies Find Lasting Success*, Rich Karlgaard.

"I am intrigued by the thesis that company values may be your most competitive edge."



Krista Tanner, ITC Midwest, Cedar Rapids: *The Confidence Code: The Science and Art of Self-Assurance – What Women Should Know*, Katty Kay and Clair Shipman.

"I think it's a 'must-read' for every professional woman. Despite all the gains that women have made in the workplace, it is still true that women are underrepresented at the top levels of corporate leadership. *The Confidence Code* seeks to understand why that is and what role confidence plays. The authors make the case that confidence is an essential element for professional success and that women can bolster confidence by being authentic, moving beyond their comfort zones and taking action."



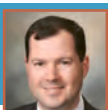
Michael Sadler, CenturyLink Inc., Des Moines: *Leaders Eat Last*, Simon Sinek.

"So far it's been a good read, dipping into why leaders need to care for their people first and foremost. If your people feel safe, performance is optimized."



Alex Taylor, University of Iowa Henry B. Tippie College of Business, Iowa City: *Emotional Intelligence*, Daniel Goleman.

"Mastering, managing and controlling emotions are good ways to isolate a problem or opportunity and, without getting too tied down by emotion, learning to effectively read a situation and persons, and lead those folks accordingly. Understanding our emotional intelligence helps us be good team members, and managed correctly, it can help us be good leaders."



Michael O'Donnell, Iowa State University Center for Industrial Research and Service, Ames: *Lean Startup*, Eric Reis.

"What we understand about how to develop products and services is changing rapidly, and this is the book that sparked it."



Todd McDonald, ATW Training & Solutions, Urbandale: *Start With Why: How Leaders Inspire Others to Take Action*, Simon Sinek.

"Simon is one of those up-and-coming authors that I think everyone should keep in mind when looking for ideas on how to become a better leader."



Steve Langerud, Fairfield: *Being Mortal: Medicine and What Matters in the End*, Atul Gawande.

"Gawande writes clearly about how we live and die. In both cases, the key is that we exercise autonomy to, in his words, write our own stories. What strikes me about the book is that either in our healthiest and most vibrant moments, during our careers and lives or in our end-of-life process, we have to do it by ourselves, but we do not have to, and cannot, do it alone. We rely on the kindness, advice and assistance of others. When we understand and accept this fact life goes more smoothly."

ABI TAKING CARE OF BUSINESS SPEAKER BLANCHARD SHARES HIS BEST LEADERSHIP READS

Ken Blanchard, author of several of the world's best-selling business books, obviously understands the impact a great book can have on the development of leaders. It's obvious because of all of the best-selling books he has written. But what about the books he has read? In a recent interview with the ABI Programming Committee, Blanchard discussed what he is currently reading and what he has read in the past that has made him a better leader of his own organization.

ABI: What leadership book have you read that has had a profound impact on how you lead your organization?

Blanchard: I really liked Jim Collins' book, *Good to Great*. The research that went into the book was fantastic. I really appreciated where he talked about Level 5 leaders and that Level 5 leaders had two significant characteristics: resolve and humility. I personally think that humility is one of the keys to being a successful leader.

ABI: What are a couple of books that you have on your reading list currently or maybe you have read in the past that you would suggest individuals consider reading.

Blanchard: I'm going to share two books, one most people won't be able to get and the other they can, and they both have something to do with politics. Personally, I think politicians struggle with leadership. I sometimes wonder if they really want to become better leaders. I think they want to be politicians, not leaders. Over the past

couple of years, I was corresponding with the late Warren Bennis, the great thought leader, before he died. We were trying to get the current administration in Washington, D.C., to read a paper entitled "A Leadership Vision for America" because our feeling is that we really don't have a vision for America—and as leaders of our nation, they need to have that. Suffice to say, we didn't have much luck getting them to read the paper.

The book that I'm reading right now that is extremely interesting and I think that everyone should read is entitled *Miracle in Philadelphia: The Story of the Constitutional Convention May - September 1787* by Catherine Drinker Bowen. It's the story of how a group of very opinionated leaders got together and overcame their own personal agendas to write our Constitution. The book really does a great job of showing how leaders set aside their personal agendas to do something bigger than themselves.

ABI: You've written a number of business books. Is there one of your books that you think sometimes gets overlooked that you think has great advice?

Blanchard: A book that I'm really proud of and that I think provides some great advice to leaders is a book I wrote with Sheldon Bowles, *Gung Ho!* It tells the story of a manufacturing plant supervisor establishing a culture of teamwork and quality improvement. It provides three great strategies that anyone can implement.



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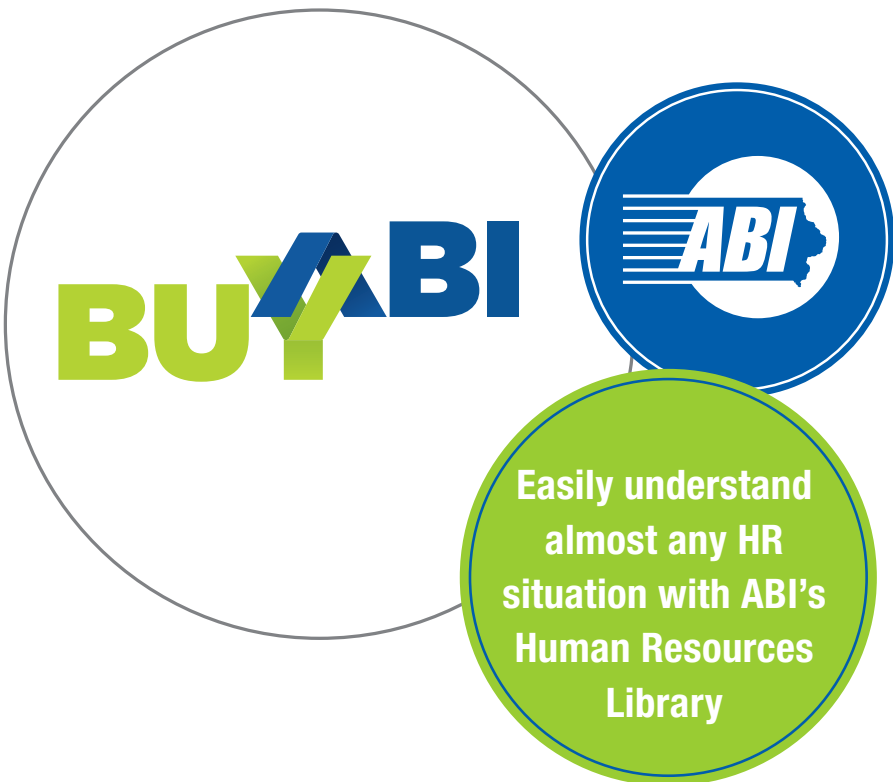
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The Iowa Legislature is approximately halfway through its 110-day session. The first deadline to keep legislation alive has passed, and we have a better understanding of what legislation has a real possibility of being enacted.

The best way to influence the process is to get involved. Legislators hear from the ABI public policy team every day during the session, but feedback directly from you can play a critical role in their decision-making. Make your voice heard and make the most of your interactions with legislators.

- 1. Attend forums.** The best way to see your legislator during the legislative session is to attend legislative luncheons or breakfasts in your district. The forums allow for a Q&A and usually one-on-one time with your legislator.
 - 2. Email your legislator.** If you are reading the ABI Legislative News and notice an issue that catches your attention, contact your legislator via email. Visit www.iowaprospersity.com to use ABI's Contact Your Legislator tool or email the person directly using the following format: `firstname.lastname@legis.iowa.gov`.
 - 3. Visit the Capitol.** If you are in Des Moines Monday-Thursday, swing by the Statehouse and say hello to your legislators. They will do their best to meet with you. Remember: They work for you.
 - 4. Set up a meeting.** Can't make it to the Capitol or a legislative forum but want to meet face-to-face? Request a meeting.
- Every individual has a different style when talking to legislators. If you have already developed a relationship, your style is likely to be more informal. If you are meeting your legislators for the first time, here are a few tips:
- **Be respectful.** Address your legislator as Representative or Senator.
 - **Introduce yourself.** Tell them who you are and whom you represent. Tell them about your company, how many people you/your company employs and your community involvement.
 - **Provide a takeaway.** Bring your legislator a one-page document with a few points on an issue of importance to you. Legislators see hundreds of bills each year. Providing a summary of an issue ensures they will better remember the information and will be able to discuss it with their colleagues.
 - **Thank them for their time.** Consider sending a follow-up email with the information you provided to them in person.

Remember, Iowa's legislative process is citizen-oriented. Legislators are elected by you and want to hear from you! Encourage your employees or co-workers to contact their legislator as well. Studies regularly show that employers are the most credible source for issue information, and communication with employees has led to them writing to an elected official.

ABI cannot be successful without you! Please consider contacting your legislator today. To learn how to get more involved with public policy or political affairs, contact Nicole Crain at ncrain@iowaabi.org



CALENDAR OF EVENTS



MARCH 25

Workers' Compensation Program

Prairie Meadows Event Center | 1 Prairie Meadows Drive | Altoona
8:00 AM - 3:30 PM

MARCH 27

Leadership Breakfast featuring Charlie Wittmack

Hilton Garden Inn | 8600 Northpark Drive | Johnston
8:00 AM - 10:00 AM

APRIL 9

Connecting Statewide Leaders

Kings Pointe Resort | 1520 East Lakeshore Drive | Storm Lake
10:30 AM - 1:00 PM

APRIL 17

2015 ABI Legislative Update Teleconference (members only)

Teleconference
9:00 AM - 9:30 AM

MAY 6

May Board Meeting (invite only)

location TBD
10:00 AM - 12:00 PM

MAY 7

Connecting Statewide Leaders

Dubuque
3:30 PM - 6:00 PM

MAY 15

2015 ABI Legislative Update Teleconference (members only)

Teleconference
9:00 AM - 9:30 AM

JUNE 10-12

2015 Taking Care of Business Conference

Waterfront Convention Center | Quad Cities

AUGUST 31

ABI Executive Open

Des Moines Golf and Country Club | 1600 Jordan Creek Parkway |
West Des Moines
12:00 PM - 6:30 PM



Visit www.iowaabi.org and click the "Events" tab for details on upcoming events.

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AHEAD OF THE CURVE



innovation.
opportunity.
unexpected.

BUSINESS HORIZONS

Innovation. Opportunity. Unexpected. Those are just a few of the words Business Horizons students use to describe the weeklong summer program that serves to introduce high school students to the world of business.

This June, dozens of teenagers from across Iowa will converge on Central College in Pella, where they'll learn the skills necessary to be successful in the business world.

During the program, students are challenged to create a product with materials they find in a pile of junk, create a marketing plan for that product and present it to a panel of actual investors. Thanks to Business Horizons' generous volunteers, participants get to spend the week interacting with and learning from energetic business leaders from a variety of industries.

Throughout the week, students tour area businesses and hear from renowned speakers like Business Horizons alum-

nus Adam Carroll, who delivers a powerful message about the importance of strong personal finance skills.

Students leave Business Horizons with much more than a greater understanding of the business world. The program offers participants an opportunity build their leadership skills and learn how to work as an engaged member of a team. Business Horizons influences their attitude toward school and classes, giving them a greater motivation to succeed.

The ABI Foundation is now accepting nominations for the 2015 Business Horizons program, which will take place June 28 – July 2 at Central College. Students can be nominated to the program or fill out an application themselves. Visit www.businesshorizonsiowa.org to nominate a student and encourage them to apply today.



EXPERT ADVICE

IS MY MARKETING EFFECTIVE?

You see the marketing expense on your income statement each month. But how do you know whether your marketing efforts were effective?

First, think back to your original marketing goal. Are you trying to build brand awareness in an overcrowded market place? Are you trying to create product differentiation? Are you trying to create positive association with your brand? Once you know your goal, look at the tactics you used and the call-to-action. Were you able to track these tactics?

Tracking marketing tactics is essential to determining the success of your campaign and how it affects your bottom line.

Not every tactic is so easily trackable, but most are, and below are a few easy solutions for those more common tactics so you can more efficiently track your effectiveness.

- **Newspaper and Print Materials:** Use a

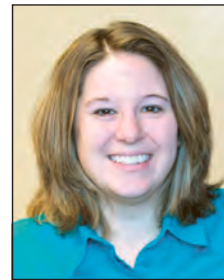
tracking number that redirects to your main line. This will tell you how many people called from those materials.

- **Digital:** Determine what your conversion goals are. Is it a form they fill out, a blog they subscribe to, a button for more information? Make sure you're tracking conversions as well as traffic patterns on your website.

- **Direct Mail:** Do you have a specific call-to-action? Include an offer they can bring in or include a code for online purchases.

Adding tracking helps to determine the effectiveness of your marketing spending and can tell you what your target audience gravitates toward in regard to messaging and tactics.

To find out more ways to identify if your marketing is effective, call Measured Intentions at 515-868-0240.



Kathleen Riessen

Account Manager
and Writer,
Measured Intentions
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intentions.com

ARE YOU AN ABI MEMBER? CHANCES ARE THE ANSWER IS YES.

ABI is Iowa's oldest and largest business network, representing almost **1,500 businesses** of all types and sizes employing **over 350,000 Iowans** in all **99 counties**. If you are not sure if your organization is a member of ABI, contact Dorothy Knowles at 515-235-0568 or dknowles@iowaabi.org.

TOP TIPS

IS YOUR KEY EMPLOYEE MORE AN 'INTRAPRENEUR' THAN ENTREPRENEUR?

Business owners attribute much of their success to the efforts of key employees. The owners want to reward and retain key talent, but if they aren't careful, they risk having the opposite occur.

Typically, a key person is either an "inside operator" who keeps the place running or an "outside salesperson" who is the face of the business. Either way, that person may be more an "intrapreneur" than an entrepreneur. In other words, the value comes from working in the business but not necessarily owning it. An intrapreneur helps the business succeed, but as a worker, not an owner.

So since stock doesn't make sense, what incentives might work instead? A good solution is to have the intrapreneur share in the company's success, not in its ownership. Consider a plan that not only pays an annual bonus but also provides "golden handcuffs" in the form of an incentive-based deferred compensation plan.

Each year, using a measure that pertains to the key person's efforts (sales, profits, etc.), a portion of the business's financial success is put into a deferred account that is only available to be paid out in the future. To be more than a mere promise, the tax-deferred bonus should be backed up with tax-deferred savings by the company.

This type of incentive plan allows the key person to succeed as an intrapreneur, be motivated to stay on and not be distracted with company stock.



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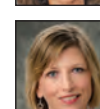
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