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Building a Healthy Company

Short Term Improvements Can Build Long Term Industry Leadership

Companies and leaders are under stress today. Our challenges are significant and good quality outcomes have never been more important. I don't believe I've seen the quest for earnings growth, or earnings sustainability, any greater in the past 30 years.

Building a healthy company is the objective we all constantly strive for, in good times and bad. In challenging times such as these, financial and other issues become critical and require large amounts of organizational attention. Our leadership challenge is to connect these momentary issues back to our over-riding goal, our "healthy company."

We find that our challenge in addressing these issues is remarkably similar across a broad range of improvement opportunities:

Executive alignment. The leadership team has often not yet coalesced around the nature and need for the improvement, nor their willingness to address it, nor its worthiness of their involvement and attention. Some can be more focused on their personal win than stewarding the overall organizational benefit.

Cross-functional problem solving. A degree of complexity exists that goes beyond the scope of a single executive. Teams can struggle with the seemingly amorphous nature of the challenge.

No agreed upon path forward. Without a plan, structure, and committed time-frames and deliverables, teams can struggle along for awhile before eventually giving up and quietly exiting the effort. Teams need reassurance that success awaits them, and that the plan and approach provides the confidence and roles-and-responsibilities they need to feel comfortable that success will be forthcoming.

A business case that is measurable and sustainable. We all know that we have difficulty managing what we cannot measure -- what counts, counts. Without a business case in place, with the proper key-performance-indicators, failure can lurk as the increasing likely outcome.

Change Management and "I'm too busy" support. Objective, apolitical support is crucial to the success of something new and different in the organization. Accomplishing an objective

forward. Our experience in overcoming these is as follows:

Start simple and find out what your team thinks. Yes, keep it simple. Get started. Avoid confrontation. Make the connection. Like in a chess game, it's often the way the early moves are played that determine the outcome of the match.

Understand where your "Key Stakeholders" are coming from. Private discussions go a long way. Gaining their insights enables team-building around their common themes and beliefs.

Approach the opportunity from several vantage points. Team Members often begin their involvement with pre-conceived notions and strong positions. A collaborative approach with multiple assessments alleviates many of their convictions and builds a shared belief regarding what's important going forward.

Team-Build the common goals. There's typically strong agreement regarding some beliefs and parts of the challenge at hand. These are a good place to start, and with your direction can form the foundation for future team issue resolution.

Set up cross-functional teams to problem-solve the other issues. Ownership comes from involvement. The tougher the problem the more important the

"In business, words are words, explanations are explanations, promises are promises, but only performance is reality."

Harold Geneen

team and its capabilities. We all have plenty of tough problems in need of a solution, so this capability needs to become a core part of our on-going improvement.

Best wishes during these uncertain times, in *building a healthy company*, benefiting from the challenges now facing you.

Today's Struggles Can Form The Basis For
Tomorrow's Competitive Advantage

**Maximize
Your Company's
Potential**

**By Making Improvements
Faster Than Your Competitors**

that's to the common good is difficult for some stakeholders to support when they feel it may diminish or reduce their or their area's importance or level of authority. If politics doesn't limit your success, the "I'm too busy" may well do so. Our support needs to overcome both of these issues.

It's all about developing your team. We're all familiar with "you either change the people, or you change the people." Improvement opportunities offer huge rewards in the development of the next level of leadership within the organization. Cultural change is the typically desired outcome.

Successfully addressing these issues and connecting them in a *healthy company* way can be simple and straight

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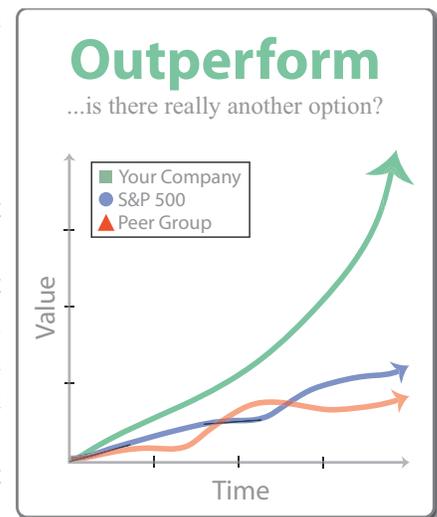
This copy is provided to our selected clients and prospective client leaders on a royalty free basis. It’s intent is to provide current insights into what other leaders and businesses are experiencing today, and the outcomes of their work against the challenges reflected herein.

William W. Rutherford & Associates *A bit of background about us*

We believe in helping successful leaders like you. Leaders of well-managed organizations, focused on achieving improvements in their competitive position. We understand the many factors that make such improvements increasingly difficult in today’s world: financial uncertainty, global competition, challenging internal processes and culture, organizational complexity combined with the additional issues that bi-model tenure and a troubled economy brings. Organizational performance options that you may not have recently considered, are becoming a basic requirement for your on-going viability.

Today’s leaders typically know those areas critical to their success. They want to do what is required to significantly improve their organization’s performance and affect cultural change. Past efforts to design and implement strategies to realize this vision have often been less successful than expected. Internal organizational issues, personal agendas and inadequate skills and capabilities have been problematic. In some cases employees lack of varied industry and “outside-their-function” experience further contribute to the challenge of making meaningful progress.

Our Approach: We start with the your vision, your desired improvement and build a customized approach to achieve it. “Measurable, sustainable results and improved competitive position are a must” is a frequent comment. “We need a new, more robust approach” is another. Leaders tell us that with our assistance they make faster, more significant progress in today’s increasingly competitive world. They say that we have “energized their organizations for achievement” and “substantially reduced the time required to successfully attain these results” and “created the environment for accelerated growth and learning.” Effective improvement initiatives are a lasting and rewarding leadership decision.



We provide leaders with:

- The attainment of significant, measurable and sustainable goals
- Strategic and operational achievements leading to business performance breakthroughs
- Organizational learning, tools, skills, measures and the confidence to accelerate future gains in competitiveness
- A sustainable legacy of success for their businesses and stakeholders

We work together with leaders and their organizations to make otherwise difficult company, industry and market demands achievable. Experience has shown that both tangible and intangible benefits are needed to accomplish the new level of business performance needed to “win” in this environment.