

# **Welcome to Parker's Employee Empowerment Summit**

Tuesday February 13<sup>th</sup> – Thursday February 15<sup>th</sup> 2007  
Cleveland, OH USA



## **Strengthening Our Foundation To Win**

Maximizing Empowerment - Leveraging Diversity - Declaring Our Guiding Principles  
Regarded As An Employer Of Choice

## **Participant Workbook**

**Name:** \_\_\_\_\_

## Parker Appreciative Inquiry Summit on Empowerment

Welcome to Parker's Employee Empowerment Summit and thank you for being here. It is an exciting time to be an employee and stakeholder with Parker. Our business is strong and our Win Strategy has positioned us for seizing new opportunities and success in the future. At the foundation of the Win Strategy is one word. That one word is EMPOWERMENT—which is all about our people and the creation of the principles and practices that can continue to build and advance our company. Empowerment in motion, that's what we are here to work on.

Imagine something for a moment. Imagine a Parker organization of **60,000 empowered people**, a place that is energized top to bottom and where 60,000 people are fully engaged and actively taking responsibility to improve and enhance the success of their work, each other, and the business. Imagine a place that **leverages our human diversity** in ways that make us win. Imagine the many more thousands of people outside of Parker that are realizing that this organization is a destination workplace—one of the best among our peers, **an employer of choice**. And imagine an organization that is built to last, a place where a backbone of **guiding principles** is shared and allows us to spark tremendous innovation, growth, and positive change without losing sight of that special Parker “core”—things we believe deep down that we should keep, even as we change in a changing future.

As you look around the room you will see more than one hundred Parker people from every level of the company and from all around the world. You will see interns as well as future recruits—younger people who have a stake in Parker being a company of choice. You will see Parker people from around the globe and examples of Parker's own pockets of excellence. And you will see friends of Parker—suppliers, world class companies, and valued customers like The Boeing Corporation. These are our important external stakeholders who share with us a desire for Parker to be strong and continue to be a great partner in the future.

Why did we bring this large group together? There are two reasons. First, the task of this summit is complex and it's strategically important to the business. People from different levels and parts of the world have different perspectives, experiences, and ideas and we need the best thinking from every quarter of the company and beyond. Secondly, we need ambassadors for action, all across the company and around the world. We know that what we are working on here is too important to the future to just have a nice conversation. We need you to help take the message forward.

Thank you in advance for your best thinking and full engagement. I am pleased that the leaders of the employee empowerment council have proposed this step—and thank everyone on the council for the many hours of preparation, analysis, and focus you have given to this work. This summit will be a success, in my view, when we identify a focused set of initiatives for moving the ball forward. It's about securing the winning advantages that can come from 60,000 sources, our people. “Empowerment in Motion”—that's the mandate of this meeting.

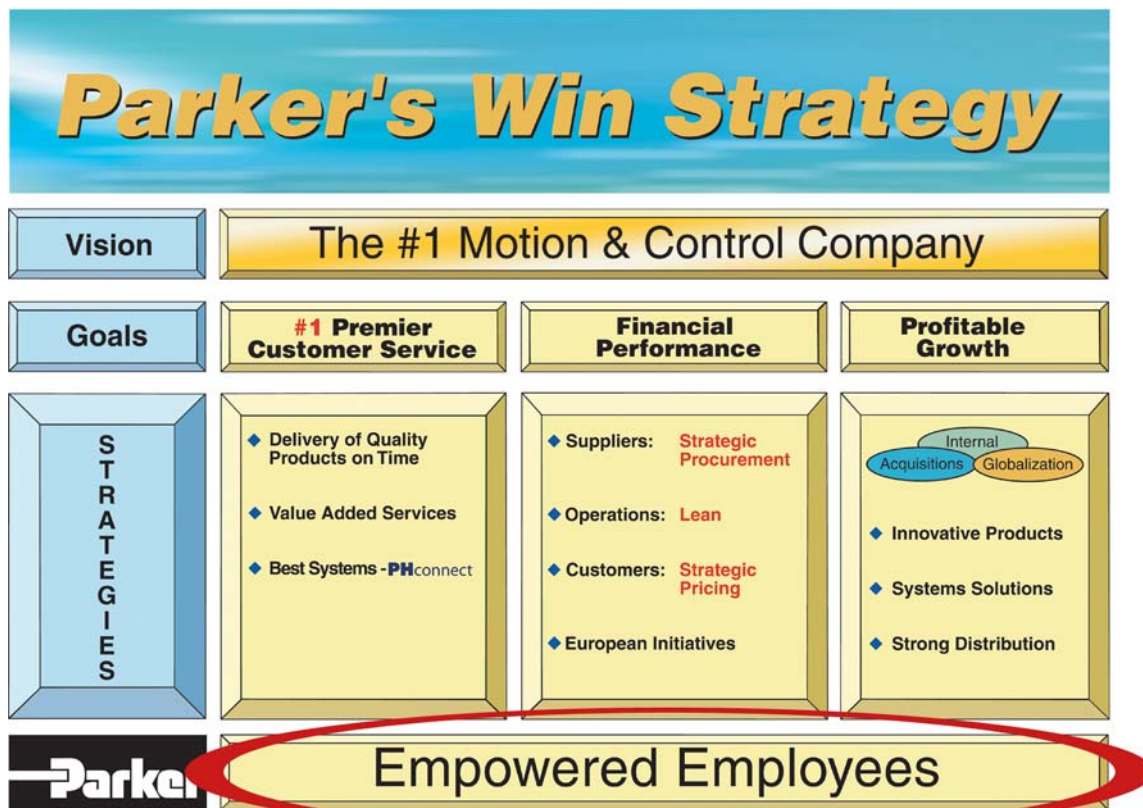
Sincerely,

Don Washkewicz



## Summit Task

Strengthen the Foundation of Parker's Win Strategy by Maximizing Empowerment, Leveraging Diversity, Declaring Our Guiding Principles, and Becoming Regarded as an Employer of Choice



## Summit Objectives

- **DISCOVER** Parker's core strengths, valued past, and emerging best practices—those things we want to keep, celebrate, and build upon as we strengthen our foundation to Win by putting “Empowerment in Motion”.
- **DREAM** and envision the shared future we want to create—our vision for strengthening every aspect of our business through maximizing **empowerment**, leveraging **diversity**, declaring our **guiding principles**, and being regarded as an **employer of choice**.
- **DESIGN** prototypes—real initiatives and innovations—that will help take the opportunities and ideas we have generated into the heart of our day-to-day services, operations, and culture.
- **DEPLOY** and set in motion a focused set of high priority actions (with metrics) to actively propel us in the direction of our shared aspirations and commitments.

## Summit Agenda

### Tuesday, February 13 (DISCOVERY)

Timeframe	Task
morning – begin at 8:00	Welcome and Opening Addresses <ul style="list-style-type: none"> <li>• Focus for Summit: topics, objectives</li> <li>• Current state of the business</li> <li>• Business case for empowerment</li> </ul> Overview of Appreciative Inquiry Summit methodology <ul style="list-style-type: none"> <li>• How we will be working for the next three days</li> <li>• 4-D cycle and our agenda</li> </ul> Set up and conduct 1:1 interviews Table share (max-mix groups) and report outs
	Lunch
afternoon	Identifying “Proudest Prouds” and Success Factors in stakeholder groups Two benchmark examples – stories and opportunities

### Wednesday, February 14 (DREAM & DESIGN)

Timeframe	Task
morning – begin at 8:00	Welcome and Overview for day Positive Image/Positive Action Image of the future: Our dreams of the Parker we want—five years into the future <ul style="list-style-type: none"> <li>• Groups create their visions and aspirations</li> <li>• Presentations</li> </ul>
	Lunch
afternoon	Discovery of opportunity areas (those that have most impact on summit topics) Introduce Design and Prototyping Methods Build new groups around opportunity areas <ul style="list-style-type: none"> <li>• Brainstorming</li> <li>• Rapid Prototyping</li> </ul>

### Thursday, February 15 (DEPLOYMENT)

Timeframe	Task
morning – begin at 8:00	Check in and receive task for morning <ul style="list-style-type: none"> <li>• Present prototypes of valued initiatives</li> </ul> Work in groups to refine and prioritize prototypes and initiatives <ul style="list-style-type: none"> <li>• Action planning to move prototypes forward</li> </ul>
	Lunch
afternoon – end by 4:00	Presentations/commitments <ul style="list-style-type: none"> <li>• Next steps to build momentum and organizational action</li> </ul> Open microphone reflections Closing

## What is an Appreciative Inquiry (AI) Summit?

The **WHOLE SYSTEM** participates—a cross-section of as many internal and external stakeholders as possible—people and groups that care about and have a stake in the future of the organization. This means more diversity and less hierarchy than is usual in a working meeting, and a chance for each person and stakeholder group to be heard and to learn other ways of looking at the task at hand.

**TASK FOCUSED**—a summit is task focused, not simply an educational event or a conference. We are here to accomplish the task of building our vision and plan of action for becoming a high empowerment company in ways that strengthen the real foundation of our WIN strategy—creating new sources of shareholder value, employee and customer value, and societal value.

Future scenarios are put into **HISTORICAL** and **GLOBAL** perspective. That means thinking globally together before acting locally. This enhances shared understanding and greater commitment to act. It also increases the range of potential actions.

People **SELF-MANAGE** their work, and use **DIALOGUE and INQUIRY**—not “problem-solving”—as the main tool. That means helping each other do the tasks and taking responsibility for our perceptions and actions.

**COMMON GROUND** rather than “conflict management” is the frame of reference. That means honoring our differences and then discovering areas for action where we have strong common ground.

**APPRECIATIVE INQUIRY (“AI”)**—To **appreciate** means to value—to understand those things worth valuing. To **inquire** means to study, to ask questions, to search. **AI** is, therefore, a collaborative search to identify and understand the organization’s strengths, the greatest opportunities, and people’s aspirations and hopes for the future.

**COMMITMENT TO ACTION**—Because the “whole system” is involved, it is easier to make more rapid decisions, and to make commitments to action in an open way that everyone can support and help make happen.



## Discovery – Part I

### Opening Interviews

Question Guide for Individual Reflection & Conversation In Pairs  
Completed by \_\_\_\_\_ o'clock

Note: Please take notes, and use your skills as an interviewer as you listen and go deeper into your partner's experiences, visions, and stories.

#### 1. High Point Story

- A. Please reflect back on your whole career at Parker—from the moment you made a decision and said “yes” to work at Parker. As you think over your many experiences, there have obviously been ups and downs, peaks and valleys, high points and low. We’d like you to reflect on one of the most memorable high point moments. Think about a time that most stands out as a “high point” for you—a time when you felt most **empowered**, engaged, and free to be innovative and creative. Now tell the story. What happened? Feelings? Challenges? How were they overcome? Insights?
  
- B. In his book *Good to Great*, Jim Collins says there is one key question every business should frequently ask itself: “When are the people of this organization most passionate?” Likewise, we want you to start in a similar place: from your observations, when are Parker people most passionate and alive? Can you share one or two examples?



## 2. Parker's Strengths: What are the Things We Should Keep?

Charles Darwin once said: "it's not the strongest of the species that survive nor the most intelligent, but the ones most responsive to change." Likewise we know that Parker must change, evolve, and transform in the future. But great organizations know how to preserve what they do best *and* they know how to innovate and change at the same time. Let's look at our core strengths and identify "pockets of excellence" in Parker in three key areas: empowerment, diversity, and being an employer of choice.

A. From your perspective...

- Share a story that illustrates when Parker has **maximized empowerment** in ways that strengthened our capacity to Win.
- Share a story that illustrates Parker's strength in relation to **leveraging diversity** in ways that strengthened our capacity to Win.
- Share a story that illustrates Parker's strength in relation to becoming an **employer of choice** and creating a work environment that magnetically attracts and keeps people here and strengthened our capacity to Win.

B. Finally, it is obvious that Parker, like any company, must change in the future. But in your view what are the three best things about Parker—strengths, values, qualities, ways of working, or best practices—that **we should keep**, even as we move into a new and changing future?

1.

2.

3.





### 3. Images of an Exceptional Future: Parker in 2012

Let's assume that tonight you fall into a sound sleep...and it lasts for five years. When you wake up it is 2012. During those five years, many positive innovations and changes happened throughout Parker. Parker became the organization and business you most want. It is exciting to see—Parker has become the kind of company you most want to see in terms of empowerment; diversity thrives, powerful guiding principles are in place, and the company is recognized world-wide as an employer of choice. During those five years some miracles even happened and Parker is now the place you would be most proud to be a part of.

Describe what you see happening—things that are new, different, or the same but even better. Talk about what is going on in 2012 that demonstrate the ideal Parker you would be most proud to see. What's happening in terms of empowerment at the shop floor level? Throughout the company? How about leveraging diversity? Our reputation as a place to work? With customers and suppliers? How about our culture and shared principles—are there beliefs that are sacred, core, and shared? What are some of those core beliefs about people and the business? What do you see in terms of business results? Are we winning? Why?

A. Please make notes on what you see and complete this sentence. "I will be most proud of Parker 2012 when..."

B. Now with this future in mind, what is the smallest step we could take today that might have the largest impact to become the future company you want?

C. What is one big and bolder step we might consider, perhaps something we've never thought of before?



## **Forming Groups**

### **Suggested Self-Management and Group Leadership Roles**

Each small group manages its own discussion, data, time, and reports. Here are useful roles for managing this work. *Leadership roles can be rotated.* Divide up the work as you wish.

- **Discussion Leader:** Ensures that each person who wants to speak is heard within the time available. Keeps group on track to finish on time.
- **Time Keeper:** Keeps group aware of time left. Monitors report-outs and signals time remaining to the person talking.
- **Recorder:** Writes group's output on flipcharts, using the speaker's words. Asks people to restate long ideas briefly.
- **Reporter:** Delivers report to large group in time allotted.

## Discovery – Part II

### Discovering the Resources in Our Community

#### Purpose:

To welcome and appreciate each other, to learn about special experiences, strengths, capabilities, and resources people bring to this summit, and to touch on every aspect of our “task” for the whole summit.

#### Guidelines:

Note: Select a discussion leader, timekeeper, recorder, and reporter.

- 1) Go around the table and introduce your interview partner in one or two minutes by sharing a couple of highlights from your interview—things from your partner’s stories or visions that stood out most for you. Everyone introduces their partner.
- 2) Next, go deeper into one of the interview questions assigned to your table. Everyone shares their stories and observations. Group listens for patterns/themes.
  - Tables 1-5 focus on the high point question—#1 A & B
  - Tables 6-10 focus on the things Parker should keep question—#2 A & B
  - Tables 11-15 focus on the images of the future question—#3 A, B, & C
- 3) *Recorder* will fill out the designated worksheet (see next pages) for your table’s assigned question.
- 4) *Reporter* should prepare to give a three-minute report-out, being sure to include **one or two of the most powerful stories/examples** that came from your group.



Empowerment in motion

### Tables 6-10: Things Parker Should Keep Worksheet

Best Practices and Stories of Pockets of Excellence From <u>Question 2</u>	Possible Guiding Principles (For example: “customer is king” or “commitment to innovation”, etc.)
Maximizing Empowerment	
Leveraging Diversity	
Becoming Regarded as an Employer of Choice	
<p><b>Continuity: As a group name three strengths, qualities, or values that Parker should keep no matter how much it changes in the future</b></p> <p>1.</p> <p>2.</p> <p>3.</p> <p>Note: choose one or two of the group’s best stories to illustrate as examples.</p>	

## Tables 11-15 – Images of the Future Worksheet

**Images of the Parker We Want: 2012**  
**(Everyone Shares From Question 3 and Listens for Patterns and Group Themes)**

**Next, create the front page of the Feb 13<sup>th</sup> 2012 edition of the *Wall Street Journal* with a cover story dedicated to Parker. What's the exciting headline? What are some of the key elements and the heart of the story?**

*Wall Street Journal's* Headline in 2012:

Key Elements in the Parker Story:

Actions Parker Took to Get There:

## Discovery – Part III

### Strengths in Our Various Stakeholder Groups

#### Purpose:

To look at the things we are doing—from the perspective of our stakeholder group—that we are most proud of, our strongest strengths.

#### Guidelines:

Note: Select a discussion leader, timekeeper, recorder, and reporter.

- 1) List what your stakeholder group is doing—or has done—that you are most PROUD of and/or the strengths that you bring in terms maximizing empowerment, leveraging diversity, demonstrating good guiding principles, and helping Parker become an employer of choice:

**Empowerment** - In an empowered organization, authority and control are shared; people freely and confidently take initiative to make decisions and solve problems that fall within their sphere of influence. Employees are engaged, and actively take responsibility to improve and enhance the practices and processes of the organization.

**Diversity** - Organizations that truly leverage diversity celebrate and value the unique skills, abilities, and talents of every individual. They effectively mobilize the differences and similarities of their people to spark exciting and dynamic cross-pollination of ideas that lead to increased innovation, synergy, and creativity.

**Guiding Principles** - Truly great organizations are guided by a set of unwavering principles and values that profoundly impact the way everyone in the organization thinks and acts. The principles are enduring and authentic; they are the organization's character. They are a code of conduct—deeply held beliefs—that inspire devotion and that people abide by courageously, even in the face of opposition.

**Employer of Choice** - An employer of choice is able to attract, optimize, and retain the very top talent by providing employees with the most enjoyable and fulfilling work environment possible. It's a magnet for the best where people choose to work for the organization, dedicate themselves to its success, and choose to stay with the company even if other opportunities arise.

- 2) Select your “**Proudest Prouds**” or “**Strongest Strengths**” as a group.
- 3) Identify and record your top two “**Proudest Prouds**” or “**Strongest Strengths**” and root causes of success.
- 4) Identify *one story* to share with the group—one story to illustrate your stakeholder group's “**Proudest Prouds**” or “**Strongest Strengths**.”
- 5) In addition, answer this question: “As a stakeholder group our biggest hope for this summit is...”
- 6) *Reporter* should be prepared for 2-3 minute report-out.





## **Stories and Opportunities from a Benchmark Company**

Becoming a High Engagement, High Empowerment Company:  
Models, Tools, Practices, and Analysis of Business Results

### **The Boeing Corporation**

Key Messages and Themes:

## **Stories and Opportunities from within Parker**

Key Messages and Themes:

## Dreams and Visions of the Future

### Ideal Future Scenario of the Parker We Most Want

#### Purpose:

To imagine a future you want to work toward—a future at Parker where empowerment is in full motion everywhere and is happening in ways that strengthen our capacity to “Win”.

#### Guidelines:

Note: Select a discussion leader, timekeeper, recorder, and reporter.

- 1) At your tables, share highlights from interview question three.
- 2) As a group, put yourselves in the year 2012. Visualize the Parker you really want—as if it exists now. What is happening that is new, better, different as it relates to empowerment, diversity, guiding principles, and being an employer of choice? As you create your image of the future, here are some things you may want to consider:
  - Organizational structure, purpose, culture, and quality of work life
  - Customer relationships
  - Characteristics of Parker people
  - Nature of leadership—visionary, empowering, servant, and so on
  - Nature of internal relationships—with senior leadership, between colleagues at all levels
  - Operations and the work itself
  - Decision-making, problem-solving, and planning processes
  - Collaboration, teamwork, inclusion, and levels of innovation
  - Ways of attracting and retaining top talent
  - Uses of technology, networks, e-learning, and sharing of information
  - Excellence in training, learning, and development
  - Image and reputation
  - Communications practices
  - Business results
  - Sources of competitive advantage
  - What do people rally around?
  - Others?

2) (Continued)

Spend enough time to imagine concretely the empowered Parker organization your group wants to see. Be bold. This is an exercise in dreaming and imagination—of the kind of Parker you want to work toward.

3) Now choose a **creative** way to present your vision as if it is happening now.

Examples:

- TV special
- Magazine cover story
- Drama
- A day in the life
- A work of art
- Other – a panel presentation, etc.

4) Keep a tally on the worksheet of the things you like, etc.

## Things I Like in the Images of the Future

(take notes from each of the presentations)

Elements of the Visions I Find Most Important or Exciting (What)	Opportunities and Possibilities for Action (How)

## **Stories and Opportunities from within Parker**

Key Messages and Themes:

## Design – Part I

### Working With Key Opportunity Areas:

Holding a “Brainstormer” in the Area You Have Most Energy For

#### Purpose:

To brainstorm as many ideas as possible related to your group’s opportunity area—ideas that can move Parker in the direction of our future visions and dreams. The key question:

Assuming anything imaginable is possible in relation to your opportunity area....  
*“How might we....” ?*

#### Brainstorming rules:

- Defer judgment—don’t dismiss any ideas
- Encourage wild ideas—be radical
- Build on the ideas of others—no “buts” only “ands”
- Stay focused on the topic
- Hold one conversation at a time
- Be visual
- Go for quantity

#### Guidelines:

- 1) Each breakout group manages its own discussion, data, time, and reports. Here are useful roles for self-managing this work. Leadership roles can be rotated. Divide up the work as you wish:
  - **BRAINSTORMER RADICAL** – Assures that the group is challenged to contribute bold, wild ideas.
  - **TIMEKEEPER** – Keeps group aware of time left.
  - **BRAINSTORMER FACILITATOR** – Facilitates the brainstorming session by upholding the brainstorming rules and raises questions to keep the brainstorming moving. Challenges the group to go for quantity—try to get as many ideas and “post its” as possible on the board.



## Design – Part II

### Rapid Prototyping

#### Purpose:

To focus in and take the most promising areas from the brainstorming session and build and design a “prototype” or model of it that can be brought into Parker to help us realize our visions. The goal is to begin prototyping an initiative that has strategic value for the company.

#### Guidelines:

Note: Select a discussion leader, timekeeper, recorder, and reporter.

- 1) Do a quick read of the promising ideas or combination of ideas from the brainstorming session. Think about ideas that can be designed into something that is tangible—a value creation initiative. It might be a new structure or service, a training manual, a re-design of a program, a new communication program, tools for efficiency, new process design, a program with customers, or others.
- 2) For the sake of building at least one prototype, narrow and prioritize the brainstormed list. One way to do this is to use colored “dots” and have each group member take five dots and place them on the items they most want to work on (someone could put all five dots on one item, or they could vote for five different items).
- 3) If the prototype has several discrete elements you might want to form subgroups to work on different pieces.
- 4) Build the prototype and make it visual, for example:
  - A drawing
  - A bodystorm (skit with props)
  - A storyboard
  - A business proposal format
  - A three dimensional model
- 5) Be prepared to do a 3-5 minute presentation of the prototype to the whole group. After your demonstration, we’ll ask you to name the discrete design elements or big ideas you included. Be ready to make the case—the empowerment and business case for the initiative you are prototyping.

## Deployment – Part I

### Action Planning

#### Purpose:

To refine the prototype and build an action plan to find the quickest, cheapest, and lowest-risk ways to put the prototype into practice.

#### Guidelines:

Note: Select a discussion leader, timekeeper, recorder, and reporter.

##### 1) Steps:

- Name your prototype.
- Describe clearly your initiative and what it is intended to accomplish: key objectives.
- Whose input or partnership (some structure or group in the organization or with external stakeholders we should collaborate with) would be most valuable at this stage of development?
- Assess business/financial logic.
- Identify challenges and requirements for execution.
- Create an action plan (use the worksheet on the next page if desired).
- Determine how you will measure success
- Communications: how will you do it best to help the prototype succeed?
- Name the group members who will continue with this initiative and their contact information

##### 2) Reporters will use the PowerPoint slide template for your final (3-5 minute) presentation. Whole group joins for the final presentation in the large group.

Empowerment In Motion: Strengthening Our Foundation To Win  
Summit Participant Worksheets

Plan of Action for _____ (name the initiative)			
What Will Be Done	Persons Responsible (name group & chairperson)	Completion Date	Help Needed from Specific Others

## Deployment – Part II

### Ambassadors for Success at Parker

#### Guidelines:

With your original interview partner, discuss the following:

1. Name the three most important things that happened at this Summit.

- One key area of learning for me was \_\_\_\_\_
- One high point in the summit for me was \_\_\_\_\_
- One of the most important outcomes in my view was \_\_\_\_\_

2. What one message will you communicate to ensure the success of Parker?

- \_\_\_\_\_

3. What are your personal commitments and to do's:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_