

Keynote Speakers:
Thursday, October 28th, 8:30 – 11:30 am
 Main Auditorium



People
Driven
Execution

Rich Teerlink
Formerly
Harley Davidson

Prior to joining Harley-Davidson, Rich Teerlink had more than 20 years experience with large and small, public and private manufacturing organizations where he had corporate and divisional positions with line and staff responsibility. In August 1981 he went to work at Harley-Davidson as Chief Financial Officer. During the subsequent 18 years he assumed the responsibilities of President, Chief Operating Officer, Chief Executive Officer and Chairman of the Board. Being an integral part of the Harley experience during the tough times and the good times, he reached the conclusion that an organization's only sustainable competitive advantage is its people. Furthermore, he discovered that a leader's primary job is to create an operating environment in which people can do great things. To accomplish this requires leaders to understand that leadership is not a person but a process in which people work together toward mutual goals because they want to, not because they have to.

Since his retirement in 1999 he has been carrying this message throughout the world to audiences interested in change and leadership. In addition, he has remained current by actively participating on public and private boards.



**Shirley
Rogers-Reece**
McDonalds

McDonalds'
2004-05 Global
Training
Strategic
Overview



**Diana
Thomas**

Shirley Rogers-Reece began her career with McDonald's Corporation 23 years ago and today serves as Training Leader for the Restaurant Solutions Group. In this role she serves as McDonald's standard-bearer for training, ensuring that we have world class training and development programs for the McDonald's system.

Most recently, Shirley was the QSC -Vice President for the Ohio Region which includes over 700 restaurants in Ohio and parts of Kentucky, Pennsylvania, and Indiana.

Prior to this, Shirley was the Vice President and Regional Manager of McDonald's Oklahoma Region. She also held the position of Director of Operations and General Manager of Indonesia where she helped the Indonesia market grow from 15 to 102 restaurants in three years. Shirley has also served as the Dean of McDonald's Hamburger University where she provided strategic direction to the learning and development of restaurant managers and staff members around the world.

In the past, Shirley has served on the boards of the Urban League, Ronald McDonald Charities, and First Tee. She has been a board member of Columbus Academy since 1999 and she is also a member of the Upward Bound Dominican Academy Advisory Board at Ohio Dominican College and Greater Columbus YWCA.



**Vince
Serritella**
WW Grainger

Finding the
"Seam" in
Effective
Governance
of the
Learning
Organization

Vince Serritella serves as the Chief Learning Officer for W. W. Grainger Inc. and as the senior executive for the Grainger Learning Center, the company's primary training and education organization. Grainger was founded in 1927 and is a market leader in MRO business-to-business sales and services with revenue of \$4.6B in 2002. The Grainger Learning Center provides learning solutions for each of the company's ten business units using traditional classroom training, on-the-job training and self-study methods. The Grainger Learning Center has also deployed a technology based learning platform through its Internet site www.graingerlearningcenter.com. Mr. Serritella joined W.W. Grainger Inc. after a seven-year career as a Director with Motorola University. He served in senior management positions responsible for long range and business planning, marketing, communications, business development, evaluation, quality, strategic alliances, and customer briefings. He is a nationally recognized expert in the design and development of corporate universities and learning organizations as these entities deliver strategic training and educational services to their business customers.



Supporting the Abbott Quality Systems Initiative

Jeff Flesher, Director, Training & Organizational Development
Abbott Diagnostics Division

Thursday, October 28, Afternoon Breakout Session

STRATEGIC CHALLENGE

Our challenge was to support the development of over 130 learning interventions and build a new training infrastructure for our primary manufacturing facility as part of a major quality systems improvement project. The training team needed to create a scalable process model, ramp up resources, implement new technology-based systems and tools, meet constant short cycle deadlines, and provide flexibility in solutions to limit negative impacts on production. This work was accomplished while significantly shifting the culture, structure, and approaches used in the training function.

SOLUTION

A training infrastructure and a content solution team were formed. The training groups were also restructured into a shared services model with formalized plant and division reporting relationships. Project plans, milestones and deliverables were developed, and improved instructional design practices put into place. Design teams worked closely with project groups to craft targeted solutions that included web-based, instructor-led, and structured O-J-T activities with assessments. Over 50,000 hours of training were delivered and every project timeline met. The infrastructure team determined the areas of focus, chartered teams, and delivered on strategy, policy, structure, LMS, and structured-on-the-job training initiatives.

LESSONS LEARNED

1. The shared services model and reporting structure proved to provide the flexibility, expertise, and scalable capacity to address the demands of client groups.
2. The initiative provided the opportunity to make a significant improvement in training systems and processes that became pilots for ongoing improvements.
3. A scalable instructional design process was implemented that resulted in targeted training using appropriate methodologies and assessment.
4. Structured-on-the-job training modules achieved significant reductions in cycle time to competency and provided the framework for a transition from position certification to task qualification.



Is ROI Dead?

Chris Foley, Accenture Learning, Senior Manager

Thursday, October 28, Afternoon Breakout Session

STRATEGIC CHALLENGE

There is no denying "ROI" is firmly entrenched in the minds of learning managers and executives. Furthermore, it is hard to find an article in CLO Magazine that is not dedicated to this topic. The focus on ROI has served to improve the value of learning and the credibility of learning executives.

SOLUTION

While ROI is an excellent approach to manage value on an "initiative" or "project" basis, there is more we need to do to continuously align learning with business.

LESSONS LEARNED

Within many of our larger learning enterprises, a multi-year focus on operational efficiency and portfolio management has provided our clients with deeper insights into how their business is running, relative to the outcomes that training can help drive AND is providing valuable INSIGHT into new approaches to enable the business. The results have proven to be:

- More strategic in the impact learning can make on the business
- More sustainable as impact is tied to operations and not interventions or programs.



"One LMS for One Aon"

A case study about how a successful human capital management system implementation is helping achieve corporate business goals across a highly diversified enterprise

Kim Hagan, **Director of Worldwide e-Learning**, Aon
Steven Seymour

Thursday, October 28, Afternoon Breakout Session

STRATEGIC CHALLENGE

Aon is global company comprised of many operating units with unique business and learning needs. The strategic challenge was to bring our businesses together to provide one solution for our clients. "One Aon" and "interdependency" among our businesses is integral to our success. We needed a learning and performance management system that would help us in our goal to become "One Aon" and at the same time allow for our businesses' different needs and growth paths in learning and human capital management.

SOLUTION

We found and implemented a human capital management system that allowed us to choose and customize functionality for each business individually, pay only for the functionality we needed, add functionality as needed and still provide a single interface for centralized system administration and reporting. Our solution has proved to be flexible and cost effective and has allowed our businesses to have "their own" LMS within a centralized system. We will present and demonstrate each of our main businesses needs and show how our solution (Cornerstone by CyberU) has successfully met these needs.

LESSONS LEARNED

- 1. Learn about all your different businesses needs**, in addition to the overall corporate business needs.
- 2. Select a human capital management system** based not only on features and functionality, but also on flexibility, user-configurability, TCO, and a vendor willing to work as a partner.
- 3. Involve your key players (HR, IT, Trainers and Managers) in your project and rollout plan** – be especially adaptable and flexible about rollout and communication plans
- 4. Make the LMS "theirs"** – give ownership to internal users, and listen and respond to needs
- 5. Create and utilize an ongoing communication and marketing plan** – continue to involve and educate everyone (HR, IT, Trainers, Managers and Users)



THE CHALFONT PROJECT

ORGANISATION ARCHITECTS

The Human Element of Change from Traditional to e-Learning

A Case Study and Method for successful change

Kevin Cookman, Managing Director

Thursday, October 28, Afternoon Breakout Session

STRATEGIC CHALLENGE

Brought in to a client where a global e-learning system had been implemented to replace 60%+ of current traditional class room based learning. Usage of non-required classes was extremely low and there was not even full compliance on use of "required courses". Usage was highly variable from department to department and between geographic areas. Middle Management and HR in many places was highly resistant to the new e-Learning system and content, even though all areas had representatives on the project team that had chosen the LMS system and the content providers. Some of the resistance was even coming from former members of the project team. In some areas where usage of the system had started out well it was now dropping off. Some people were blaming the LMS system as being too difficult to use, many were saying the content was not appropriate or fit for their needs as compared to the former classes. Many just said they never had time to go through any of the courses or other priorities got in the way when they tried.

SOLUTION

The problem was diagnosed finally as one of people and behaviours, both management behaviours and employee behaviours. A Behavioural Change Management Methodology was adopted and implemented to "rescue" the E-Learning system. Now usage is up over 90% with good feedback and user satisfaction with the system. The Methodology is now an integral part of implementing new systems or course tracks.

LESSONS LEARNED

- Most E-Learning Technology is not so strong as to create a drive to new and different behaviours.
- The things that motivate people to try something new, do not reinforce a continuation of that new behaviour
- Managers can inadvertently block usage of a system because they do not see and have not been told of the changes they must make to help it succeed
- New Behaviours need different reinforcements than habits, and vice versa
- It is not as hard to create new Behaviours as it is to get rid of old ones
- Great Training on a new system does not necessarily motivate people to use that new system
- Equal time and attention should be placed on roll models and skeptics



Launching Leadership Development at Grant Thornton

A Leadership Case Study

Bob Dean, Partner and Chief Learning Officer, Grant Thornton LLP

Don Beeman, Director of Leadership Development, Grant Thornton LLP

Thursday, October 28, Afternoon Breakout Session

DESCRIPTION

Grant Thornton, a leading accounting, tax, and business advisory services firm, based in Chicago, has launched an enterprise wide leadership initiative during the past year. This initiative, called LEADS, has recently featured a unique leadership development program for the firm's partner candidates. **Don Beeman**, Director of Leadership Development, and **Bob Dean, Chief Learning Officer**, will tell the story from the spring of 2004 of this ground breaking program as they begin to design the program for 2005.

STRATEGIC CHALLENGE

Increase the pipeline of future leaders as part of the partner development program

SOLUTION

Develop a 4 month learning and development solution that will embody many components of the firm's leadership development initiative. The Solution will result in promotion of the right individuals to partner during the promotion year and set the stage for an expanded learning and development solution in the upcoming year.

LESSONS LEARNED

- The power of a multi channel learning and development solution
- The critical importance of executive support in launching a leadership initiative
- The synergy of leadership competencies and thought leadership
- The power of learning innovation and leadership in a high performance organization.



Meaningful Metrics

Improving Organizational & Individual Performance

Judith A. Hale, Ph.D., CPT

Thursday, October 28, Afternoon Breakout Session

OBJECTIVES

Participants will come away with:

1. A three-point model for evaluating initiatives.
2. A menu of metrics for measuring the effectiveness of initiatives at the organizational, work, and worker level.
3. A tool for surfacing stakeholder expectations and for what is known versus conjectured.

DESCRIPTION

This session will describe a three-point model for evaluating programs and projects embraced on the assumption they will improve organizational and individual performance. The model, metrics, and discussion tool are designed to show where measurement can and should occur and help clients identify reasonable ways to track results.



The Learning and KM Partnership:
A Performer-centered approach

Jon Powell, Chief Knowledge Officer
Susan Guest, Learning Delivery & Distributed Learning
Leader

Thursday, October 28, Afternoon Breakout Session

*Does your organization think the solution to every learning or performance issue is a class?
Do you struggle with meeting business requirements for speed in delivery and reduced time to
proficiency?*

*Hewitt is preparing to meet these challenges through a performer-centered approach to learning
and support. In this model, the lines between formal learning, on-the-job learning, and
performance support disappear as we look at our business requirements holistically.*

STRATEGIC CHALLENGE

Increasing mean-time to proficiency and improving performance. How to satisfy short- and long-term business objectives simultaneously, or at least smoothly. Partnering with the business ensures that we deliver business results, not just solutions.

SOLUTION

Our solution is to take advantage of a new Learning Management System implementation to integrate content, community, expertise profiling/location and tools around performance support and improvement. We will introduce the conceptual model we are using to communicate to others and guide our work.

LESSONS LEARNED

One of our key lessons learned is to use the language of our business partners, and to avoid using the language of our particular (and sometime peculiar) functional expertise. However, this also requires us to coach our business partners to use their language with us (sometimes they get a solution in mind before the problem is understood).

Begin with small, actionable chunks of work that demonstrate the business benefit. Our business partners live in a highly distracted world, with many competing demands for their attention and resources. The quicker we can draw the line from A to B, the more likely it is to maintain momentum and enthusiasm for full deployment, not to mention their level of partnership with us.



From eLearning to Blended Learning: *The Transition at Kohl's Department Stores*

Jon Kaupla, Sr. Manager, Kohl's Department Stores
Rohan Dharmasena, Asst Mgr, e-Learning

Thursday, October 28, Afternoon Breakout Session

STRATEGIC CHALLENGE

Kohl's continues to experience dramatic growth as an organization – approximately 20% per year. Currently at over 635 stores nationwide, Kohl's will reach 1,000 stores quickly.

This rapid growth by adding almost 20,000 Associates per year to an already significant base of 90,000 Associates has caused the team to re-think delivery methodology, learning strategies and solutions design. Along with this growth Kohl's is redesigning it's team structure within the stores to run a more efficient and team based organization.

In Fall, 2003 Kohl's surveyed all store management and associates asking for feedback on the associate training program. With a response rate of over 50%, the feedback stated that computer based training (which currently makes up almost 70% of associate training) provides too much information in one sitting. The feedback also said that the CBTs are too long (average CBT course length is 2 hours).

We also found that about 15% of associates were completing the "hands-on" portion of the associate training program. This hands-on training provides associates the opportunity to practice skills learned in the CBTs.

SOLUTION

Kohl's embarked on the re-design of all e-Learning/CBT courses in early 2004. This includes:

- **Introduced branding** - Transitions of various course templates into one consistent look and feel for all courses
- **Incorporated industry standards** (SCORM) to course development - Breaking large courses into smaller (~15 min) "learning-objects" to allow for flexibility and better retention
- Began the **transition of e-learning to blended learning** for better retention - moving select content to hands-on/on-the-job
- Redesigned hands-on/on-the-job training to **ensure consistent execution** across Kohl's

With over 40 hours of eLearning content, we needed to prioritize by focusing that impact the largest audience: 1) Register Training, 2) Customer Service Training, 3) Department Associate Training, and 4) Assistant Store Manager Training.

We will share a case study of the work that we have done with the Register Training course.

LESSONS LEARNED

- ❑ Time to Redesign
- ❑ Maintenance of Content vs. Re-design of Content
- ❑ Execution Needs to Be Easy
- ❑ Budget & Change Issues



Selecting the 'Best' LMS for your Unique Business Needs -
A Case Study: SC Johnson

Pat Bohman, Organizational Development Manager, SCJ
Guenter Weydauer, Senior Technical Consultant

Thursday, October 28, Afternoon Breakout Session

STRATEGIC CHALLENGE

In February 2004 SC Johnson launched an initiative to find a Learning Management System solution to replace the approach used to today which included three separate Learning Management Systems.

SOLUTION

The solution needed to have all the usual LMS functionality: competency management tools, online registration, on-line and classroom based learning management, etc. The trick was in finding a single system that could be shared across business units and fulfill requirements unique to each business unit.

The session will cover the following topics:

- **Context:** Who were the stakeholders? What solution was in place today?
- **Business Case:** What problems would be solved and opportunities created?
- **Process:** What was the plan?
- **Current State:** Where are we now?

LESSONS LEARNED

- What went right?
- What would we have done differently?



Strategic Executive Coaching: Intentionally Growing Leaders for your Organization's Future

Philip C. Davis, Managing Member
Roycee Kerr

Thursday, October 28, Afternoon Breakout Session

STRATEGIC CHALLENGE

Most companies go through a rigorous process to articulate their vision and outline the business plans to get them there. But few apply the same discipline preparing current and future leaders to champion and manage the change to this desired "future state". Phil Davis likes to engage with organizations and determine if they have:

- Determined the capabilities (knowledge, skills and behaviors) required of current and future leadership to champion and manage organizational change?
- Designed an approach to developing executives that aligns individual, team and organizational needs?
- Managed executive development efforts systemically to ensure that there is consistency in messages, quality of learning and business results?
- Created a system to measure the results of leadership development efforts?

SOLUTION

St. Charles Consulting Group (StCCG) believes that for leadership to survive and prosper in today's environment, it cannot rely on business as usual, and it cannot be left to chance. And this development must be linked with the company's strategy to ensure optimum effectiveness and results.

LESSONS LEARNED

Over our many years of supporting various organizations' efforts to develop the competencies and skills of their executives and managers, we have learned that only a customized, strategic approach to executive development truly achieves business results. To customize a coaching program to meet the needs of an organization and its executives, a company should follow a consistent approach that:

- Provides support to the organization through the seamless integration of executive development with the business strategy and its execution. This means creating individualized development plans, anchored by organizational goals, culture and values, balanced with individual needs and delivered through customized coaching.
- Implements this plan using the "right" coaches to provide "on demand" competency and skill development around tough business topics and issues.
- Measures the results of the coaching intervention and tracks progress of the program against the developmental plan.
- Provides periodic and final assessments of the executive's development, including additional developmental interventions and change management needs.



Increasing Salesforce Effectiveness
while Partnering with Extended Business Users

Roy Martinez, North America Learning & Development Manager
Jm Biel, , North America Learning & Development
Glenn Coombs

Thursday, October 28, Afternoon Breakout Session

STRATEGIC CHALLENGE

The challenge: providing fast, easy, interesting learning interventions for remote users across North America. Our day to day business requires our training team to deliver various learning opportunities to our remote teams. Specific Technical training, as well as General Skill training with limited time and financial resources drive the need for alternative learning practices. The choice of the "how" is not an event, but more of a journey on arriving on the right solutions for these challenges.

SOLUTION

An approach to develop and deploy alternative learning practices will be highlighted, with a focus on actual examples and experiences by a Corporate Training and HR Group.

The presentation outlines an execution methodology incorporating two major actions:

- 1) Learn, understand, master, and fully leverage the capabilities, tools, experience, and knowledge your organization currently has available to develop and deliver alternative learning curriculum and content; and
- 2) Treat the adoption and acceptance of these new learning methods by your target audience as a change management initiative.

LESSONS LEARNED

1. Implementation of new capabilities and tools requires a new way of thinking for the learning leaders, senior management, and the target audience.
2. Plan and monitor the adoption and acceptance of these new learning techniques as a change management initiative.
3. Do not underestimate the technical challenges for both the learning leaders and target audience, even for seemingly simple tools and capabilities.



Partnering with Executives to Develop Leaders:
The VA Story

Michael Huck, M.A., Education Officer, VA Great Lakes Health Care System, U.S. Department of Veterans Affairs

Thursday, October 28, Afternoon Breakout Session

STRATEGIC CHALLENGE

What would you do if you worked in an organization where 98% of senior executives are eligible to retire by 2005 and 60% of all employees are eligible to retire by 2010?

The Veterans Health Administration (VHA) of the U.S. Department of Veterans Affairs (VA) is facing just such a challenge.

SOLUTION

VHA has responded to this challenge by implementing the High Performance Development Model (HPDM) as the foundation of its development efforts. It has used this model to build its succession plan, which includes local, regional and national leadership programs.

LESSONS LEARNED

- A developmental model "comes to life" quickly if used concretely.
- Executives own a succession plan and educational programs when they are "woven" into its framework.
- Even a large agency can respond nimbly and creatively.
- Participants respond well if the emphasis is on their personal development rather than on meeting mandatory requirements. The "spirit" of the program makes a difference.
- Humor and creative learning are key to successful programs.

PANEL DISCUSSION**Leadership, Outsourcing, Talent Management**

Three Hot Business Issues Ripe for Learning
A Panel Discussion

Moderator: Jeanie Egmon

Thursday, October 28, Afternoon Breakout Session

LESSONS LEARNED

No matter what aspect of human capital we call home base, most would agree that **leadership development, talent management** and **outsourcing** are "hot" issues in businesses across every sector.

More and more companies are outsourcing and off-shoring transactional and non-essential work, while expecting employees, at all levels, to improve their capabilities for leading strategies and for leading people in globally competitive, dynamic environments. While they are often thought of as distinct, we do not have to dig very deeply to see the underlying question that ties them together. It goes something like this, "How do we enable the learning and development necessary for knowledge workers, at all levels, to execute more strategic leadership in their day to day work?"

These issues and that question have led us to put together a panel to speak to the role of learning in leadership development, talent management and outsourcing. Our panelists use learning as a strategic solution to these human capital issues and will share with us their strategies, insights and lessons learned.

Moderating the panel is **Jeanie Egmon**, Director of the Center for Learning & Organizational Change at Northwestern University and president of Third Angle, Inc.

Panelists:

- Jeanie Egmon**, Moderator, Director of the Center for Learning & Organizational Change at Northwestern University and president of Third Angle, Inc
- Don Beeman**, Director of Leadership Development, Grant Thornton LLP
- Anjani Iyengar**, Hewitt & Associates
- Tami Tammen**, First Vice President, ABN AMRO

PANEL DISCUSSION



Running Training Like a Business

A Panel Discussion

Moderator: John Nawn, President, Learning Strategies, Inc.

Thursday, October 28, Afternoon Breakout Session

LESSONS LEARNED

Training and development is at one of those proverbial forks in the road.

Most training organizations take the familiar and well-worn path, crowded with committed, enthusiastic, and highly capable corporate training and development (T&D) specialists from around the world. The discussion on this path consistently revolves around difficult, often intangible goals such as "creating world-class knowledge workers" and "delivering competencies." Traffic moves at a steady, purposeful pace, as it has for decades.

We believe that innovative people will take a different path. On this road less traveled, the pace is fast, the destination clear. Here, training is driven to be better, faster, and cheaper by the relentless forces of impatient customers and the bottom line. This path has been cleared by true pioneers who realize that training organizations, like the businesses they support, must deliver unmistakable, tangible value to their customers.

This panel will provide an overview of the strategic and tactical issues involved in running training like a business from the people challenges to the technology challenges.

Panelists:

- John Nawn**, Moderator and President, Learning Strategies, Inc.
- Steve Alfano** , Live Meeting Specialist, Microsoft
- Judy Braun**, Chief Development Officer, Seyfarth Shaw LLP
- Roy Haythorn**, Vice President Sales Operations, MeridianKSI
- Ed Trolley**: Author, 'Running Training Like a Business'

PANEL DISCUSSION**Innovative Learning Approaches**

A Panel Discussion

Moderator: Marian F. Cook, Futurist and President of Ageos

Thursday, October 28, Afternoon Breakout Session

LESSONS LEARNED

Few would contest that innovation is a critical key to success in any industry, and increasingly important in today's highly competitive, global economy. On the other hand, innovation is inherently risky, and rampant innovation can keep any industry as a whole from maturing.

As e-learning professionals, we are in a unique position both to innovate within our field and to support the innovation efforts of the organizations we serve. In an industry as young and crowded as ours, however, how can we know when it is best to innovate and when to conform? Where is innovation most needed? What are some of today's most exciting, long-awaited innovations, and which of them are the most promising? What benefits can we expect from them, and what innovations will be needed next? What are the biggest roadblocks to innovating in these areas? And how can we best support the innovation efforts of the organizations we serve?

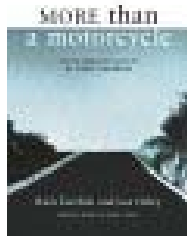
Each of the experts on this panel is known for having driven numerous successful innovation efforts over the years with their own companies and client organizations. Join them for an insightful exploration of what innovation might mean for you!

Moderator **Marian Cook** is a futurist, strategist, business executive and speaker. She is also President and CEO of Ageos Enterprises (Chicago, Denver), a business and technology consulting firm that helps clients find innovative ways to drive profitable growth.

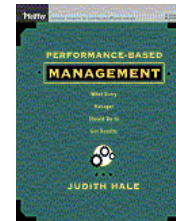
Panelists:

- Marian Cook**, Moderator and President/CEO of Ageos Enterprises
- Anna Belyaev**, Managing Member, Type A
- Ed Prentice**, President and CEO, Centrax Corporation
- Joe Gorup**, CEO, Catavo, Inc.
- Ron Edwards**, President, Ambient Performance

Featured Authors @ Book Signing Thursday, October 28th, 4:30 pm



More Than a Motorcycle: The Leadership Journey at Harley-Davidson by Rich Teerlink



Performance-Based Management : What Every Manager Should Do to Get Results by Dr. Judith Hale;

This book is the Story behind the Story of One of America's Most Beloved Brands - Harley-Davidson's Unlikely People-Based Transformation. While the business press was celebrating Harley-Davidson's remarkable financial turnaround in the late 1980s, the company's leader, Rich Teerlink, was deeply concerned. He knew that the storied motorcycle maker-flush from having beaten back an assault by skilled and determined Japanese competitors-now faced a new and even more formidable challenge: maintaining and improving upon its success in the absence of an external crisis. Teerlink did something extraordinary: he moved beyond the top-down strategies that had just saved the company from extinction and began building a different Harley. The new Harley would be driven not by its top executives, but by its employees at every level.

More Than a Motorcycle is the story behind the story of the purposeful transformation of an American icon-as told by the two individuals who were most deeply involved in that process. While marketers and the media alike have long celebrated Harley, this candid inside account goes behind the headlines to reveal the highlights and lowlights, the victories and setbacks, and the breakthroughs and dead ends experienced by Teerlink and others as the company engaged in this transformational change effort. Part corporate biography and part memoir of a rare CEO/consultant partnership, the book chronicles Harley's difficult journey from a traditional "command-and-control" culture to an open, participative organization in which employees no longer went along for the ride, but took new levels of responsibility for charting their course.

Teerlink delivers three fundamental messages: that people are a company's only sustainable competitive advantage; that there is no "quick fix" to effect lasting and beneficial organizational change; and that leadership is not a person, but a *process*, to which every employee must contribute.

An inspiring, against-the-odds story of a business road less traveled, **More Than a Motorcycle** encourages today's organizational leaders to look around the next bend-and to give everyone within the organization a view of the road from the driver's seat.

This book is for first line managers, supervisors, and HRD and performance improvement consultants. It is full of techniques, examples, and guidelines for helping people be more productive.

"...brimming with practical advice, useful tips and techniques....Whether you are new to supervision or a seasoned veteran, this book is a must!"

The chapters are:

1. How leaders set direction
2. How to identify objectives
3. How to provide direction
4. How to set expectations
5. How to identify behaviors that lead to performance
6. How to get the most from training & orientation
7. How to use job aids to support performance
8. How to make giving feedback less painful
9. How to recognize & reward people