Some Thoughts on “Seeing Things Whole”

ED MOSEL

IT SEEMS LIKE SCARCELY YESTERDAY that I first heard the words “ministers to the world, all of the congregation”, when something touched me and re-kindled a priestly call that first bubbled up in my Roman Catholic youth. The words jumped boldly from the top of the worship service bulletin, but I wasn’t quite sure either what they meant or just what to do with the concept.

As a grammar school student, I felt the call of God, first through my attempt to become an altar boy (my Latin took second place to sports!), and second, as I thought about the priesthood. Life went on and the call to seminary never jelled, but a seed was planted.

When I became a member of the United Church of Christ in Norwell, MA in 1983, the seed began to germinate.

In 2003, when David Specht and Dick Broholm invited me to co-author a paper for the “Business As A Calling The Calling Of Business” symposium in Spain, it gave me an opportunity to reflect a bit on the path of ministry that I had been walking since that day in 1983, and particularly about a leadership model called “seeing things whole”. As an organizational leader in a corporation that designs and manufactures
products for a very demanding, global industry, my challenges are immense. The ongoing tension between
the demands of the competitive workplace and my intention to walk each day faithfully as a Christian had
encouraged me to look for places where others were exploring this same tension. Unfortunately, few
seemed to exist.

But in the early 1990’s, I began to engage with others who shared my interest in faithful workplace
ministry, and I started to explore the model of the three fold office and the concept of “seeing things
whole”. A great deal of background work had been done since the 1970’s, particularly by Dick Broholm.
The paper that I co-authored with Dick & David clearly outlines the background of the development of the
model as me and my colleagues sought to practically apply Christ’s model and his message to our
organizations. In particular, the three fold model of Christ attributed to John Calvin spoke most clearly to
me – Jesus as Prophet, Priest and King- and it became my foundation for faithful ministry.

A significant gap needed to be overcome, however, between this model which spoke to me personally
with explicit religious language and my workplace where such language and discussion is not only
unacceptable, but it is against the law. This paper will describe my journey in corporate America in trying to
bridge this divide.

**Practicing seeing things whole**

**The early days**

I first introduced the 3 fold model concept at a strategic planning meeting for our leadership in August,
1997. As the Division General Manager, it was a natural thing for me to facilitate this session and to
introduce new ways of developing our strategies. So I first introduced the model by categorizing all of our
strategic objectives under one of the three pillars – fiduciary responsibility, purpose and identity. I then
asked the leadership to rank the organization’s performance within each of these three dimensions. This
created the first benchmark for a divisional self analysis and allowed me to introduce the concept of
“tension”, the inevitable push & pull among the three pillars (Exhibit 1).

Another important element of the journey has been regular meetings, usually monthly and over lunch,
with my colleague David Specht. This time became very meaningful to me as a space for reflection and to
gain a balcony perspective on my thoughts. While initially there were just the two of us, in 1998 I made the
decision to expand the group to include two other colleagues from my organization, a step that carried both
risk and excitement.
Before continuing on with the historical perspective, I would like to return to a key concept that was discussed in the Bilbao paper. An important step in operationalizing the seeing things whole model is to identify the core values of the organization that align with each of the three dimensions - fiduciary responsibility, purpose and identity - and to use those values as a lens when an organization wrestles with real world issues. From that paper, “the operating assumption here is that just as the organization must pay attention to multiple bottom lines which are frequently in some measure of tension with each other, so also must it manage the tension among the values related to each of the three dimensions”.

So in 1998, our next step in the journey became identifying our organizational core values.

We used our time of “breaking bread” with David to begin this process, and drew from organizational documents and discussions over the years that reflected our mission, our vision and our values. We also extended this conversation to the broader management group and continued the discussion. The results were core values which are attached in Exhibit 2.

Identifying our core values turned out to be the easy step, operationalizing them so that they would serve as an effective resource for decision making was much more difficult.

Our first opportunity to combine the seeing things whole model and our core values in a meaningful discernment process came as we wrestled with the decision about whether to move production lines from the US to Mexico. Globally competitive pricing in our industry had limited our manufacturing options on new business, but the thought of relocating existing product lines and eliminating jobs in the US was a painful one, and one that would test our core values.

As a management team, we used the seeing things whole model to identify all of the stakeholders, which for the first time, opened some eyes to the competitive reality of our market and to the fact that we were becoming a global player with global responsibilities. The open discussion that followed was at times very tense as we wrestled with the potential loss of jobs in the US and the implications for the organization and for each of us personally. While the seeing things whole model didn’t bring us a tidy resolution, it did offer us the means to thoughtfully look at the whole picture and arrive at a place of understanding that formed the basis for our strategic direction.

**Troubled times**

Another very important milestone in the journey occurred during a time of particular stress and challenge in the organization. Two new products that were a significant part of our future were experiencing some application problems at our customers, we were also dealing with a new enterprise wide business
management computer system that was suffering through start up problems and we acquired a product line to incubate our first Mexican operation. It is not surprising that this product line was troubled and that the start up produced even more nightmares. Finally, we acquired a division in Europe, but more about our global expansion later.

After about 18 months of this extremely challenging environment, the seeing things whole model provided us yet another interesting perspective. In one of our monthly leadership meetings early in 2001, with the organization feeling besieged, we stepped back to catch our breath and to try to assess where we were. Against a backdrop of the three pillars and our core values, we described all of the major activities that were currently taking place and categorized them by the three pillars. Not surprisingly in retrospect, our identity dimension – the dimension focused on the character and quality of life for those who work for the organization - had virtually no activity. The demands of our customers and shareholders as we went about solving our numerous problems was all being done at the expense of our identity. The core values we had established for this dimension were being neglected.

The result of this eye opening experience was an intense focus on our core values in identity and a series of actions that became a key part of our strategic plan for 2002. Looking back, I believe this happened not a moment too soon. The following year turned out to be a bellwether year of improvements, and while I won’t give all of the credit to seeing things whole, its influence was undeniable.

Since that time we have explicitly used the seeing things whole model and our core values to wrestle with a wide spectrum of challenges including reductions in force, and facility closures. I will re-emphasize that the use of this model doesn’t lead to painless solutions; rather it promotes candid discussion during which the organization views the whole and utilizes its core values to shape a solution.

One additional important event that happened during this period of time was the expansion of the monthly gathering with David to include two new people. Originally, I extended the invitation to two colleagues whom I knew were of the Christian faith. The next two were not, and this again seemed like an important moment which would continue to move us beyond the potential limitations of religious language and into an accessible discussion that focused on core values.

Expanding cultures

Up until our expansion into Mexico in 1998 and our acquisition of a European division in 1999, the establishment of the seeing things whole model and the acknowledgement and use of our core values was
self contained in one physical facility. In addition, although the workforce included Cape Verdeans and Vietnamese, it was a relatively homogeneous population. This was obviously not the case in Mexico and Europe. As I tried to introduce the model and identify core values at each operation, I learned some valuable lessons.

During my presentations to all employees in the European acquisition immediately after the purchase, I introduced the company that was acquiring them using our core values and the three elements of seeing things whole. As we started up our operation in Mexico, we made our core values explicit to the new workforce. But little of this took root in either operation. As I’ve reflected on this, I’ve made a few observations.

First, the seeing things whole model and related core values cannot be mandated. It needs to be championed in the organization and owned by that organization as beneficial. Second, it can’t be done from a distance. The champion and ownership need to be on site. Third, it must be operationalized and used in ways that involve the organization participating in the process and using the model to wrestle with real world challenges. Fourth, the organization needs a balcony perspective, regularly scheduled, with a person(s) outside of the organization to provide perspective. Fifth, both the leadership & the organization need to interact and engage with other organizations in this process.

These lessons learned from my personal experience are serving me well as I now have moved to a new, global management assignment.

Can seeing things whole be corporate and global?

In June of 2004, I was promoted to a position of management with responsibility for all operations of our corporation. As a global company with operations in North & South America, Europe and India, this was a stimulating and challenging assignment. As I traveled to each facility and met many of my colleagues, not only was I impressed with their capabilities, but I became captivated by their cultures. From the Swede’s resistance to individual recognition to the Indian’s search for common ground and understanding to the English’s dedication to time with their family, I realized that any attempt at using the seeing things whole model to establish a set of corporate core values would be both exciting and daunting.

My first opportunity to introduce the concept across the corporation occurred in mid 2004 at our annual strategic planning session with all of the corporate leadership. I borrowed a page from my earlier experience, and as the group discussed our company goals and strategies, I introduced the three dimensions
of STW’s model. We began to capture these goals as fiduciary responsibility, purpose or identity. Later in the meeting I shared with the group the core values that we had established when I was a division manager. By the end of the meeting, the concept was reasonably clear to the leadership, and I challenged them to develop their strategic plans by classifying their divisional strategies using the same approach. Three months later, our corporate goals, along with all of the strategies in every divisional strategic plan were explicitly listed as fiduciary responsibility, purpose or identity. When our annual report was published in 2005, one full page is dedicated to our corporate goals and the seeing things whole model. (Exhibit 3)

Now with the corporate and divisional leadership engaging in this discussion, I wanted to expand the understanding to more of the employees in the corporation. During the early part of 2005, I visited every operation and presented a corporate update to the extended leadership teams of each division. In this presentation, I discussed the seeing things whole model at length and why it was a viable method to help us manage our business.

In addition, I chose five strategies (I drew at least one from each of the three offices) from each divisional plan (Exhibit 4) and tasked the division to focus on them in the coming year. Further, in our quarterly management meetings, each division reported on their progress on each strategy and shared with the group their experiences.

As a management team we were able see the model at work, explore the tensions among the three pillars, and learn new approaches to our organizational challenges. The seeing things whole model, in less than one year, had been become part of the language of our corporation.

This past June, at our annual strategic planning, our leadership team was tasked to speak to the group about their personal perspective on the internal and external factors facing our business. As each person spoke, we gathered their input as fiduciary responsibility, purpose and identity (Exhibit 5). These will provide the backdrop for each division as we start the strategic planning process for 2006 along with further imbedding our model into our organizational thinking. A further activity that resulted from this discussion was the formation of a five person team who, on behalf of the corporation, will begin to identify our corporate core values. Both of these will be works in progress as we head into 2006.

Concluding comments

From my early personal resonance with Calvin’s theological three-fold understanding of Christ to my most recent application of STW’s Three-Fold Model of Organizational Life in the secular world, I have experienced a unique dynamic when I engage in “seeing things whole”. It has both encouraged my ministry
and benefited the organizations to which I belonged. Over the years, it has created a wonderful common
ground for many organizations to share their journey and learn from each other. This aspect of the journey
may be the most rewarding part.
### PERFORMANCE MANAGEMENT MATRIX
For Period Ending: June 1996

#### OUR IDENTITY

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<tr>
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**Score: 7.56**

#### NOTES
1. Lack of core integration: holes between teams; leadership communications better than teams.
2. Weak: facilities overloading CAS.
3. Strong program: services.
4. Average: rating: high on technical capabilities.
5. Communications re-energized; recognition is spotty; informal communications network destroyed; uncertain job security; individual career paths unclear.

#### SCORING GUIDELINES

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### PERFORMANCE MANAGEMENT MATRIX
For Period Ending: June 1997

#### OUR PURPOSE

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**Score: 6.9**

#### NOTES
1. Execution inconsistent: quality issues on newly launched products, other metrics off.
2. Limited execution of market segment strategies: sales, customer service effectiveness remains an issue (e.g., former marketing group)
3. Core technology resources have been diluted; lack of dedicated people resource.
5. Need manufacturing presence: business relationships weak, need to develop European office capabilities.
6. We don't drive our suppliers as we are driven: SQA needs better definition, improving supplier commitment.

#### SCORING GUIDELINES

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<tr>
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#### 1996 Planning Session Notes

1. Learning difficult. BC63 process good; planning: plan not good, quality slipping - what has process contributed to execution?
2. Made progress in all areas; was it proactive or reactive (warrant)? How is world class in core integration defined?
3. Have tried for a few years: is it different, or has it changed based on: new organization, still @ 75% of market range, still functional (not multi-skilled).
4. Star points system is step forward, new value-added program lost opportunity for a public company (stock incentive).
5. Education doesn't deliver: new hire and Polak culture, education options and quality of training is there but time isn't, need new HR administrator on board to close loop.
6. Policies have improved but practices have not kept up, need a consistent communications mechanism.

#### 1997 Planning Session Notes

1. Chrysler negative and has backing in customer's mind. Ford positive and stable; customers' perceptions vary.
2. Lack of cohesive team (Marketing, teams, field still an immature relationship).
3. Core Tech has improved, what are SCPs? (e.g., core competencies). Teams improved except in quality area, core competency discussions do not occur on teams.
4. Sensor technology and ADL: relationship is an improvement.
5. Functional customer communicating with team Polak, not following customer or Polak processes, warranty, program has improved, does customer perception match Polak perception.
6. Maturity successful, have developed European business, manufacturing capacity essential, world class comparison is LTA etc., which far exceeds SPD.
### Performance Management Matrix

#### Our Fiduciary Responsibility

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#### Scoring Guidelines

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<tr>
<td>10</td>
<td>World Competitive</td>
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#### Notes

1. Extremely strong performance.
2. Strong performance.
3. Prudent risk taking; no potential home runs being funded.
4. Scuttlebutt issues: CAO continues to be a problem; customer communications below average.

#### 1999 Planning Session Notes

1) Still at world class or above levels, but have slipped from last year, high level of expectation may hurt us, knowledge of finance within teams.
2) Cost reduction temporary; causality of lean organization; strong Q1 masked productivity decline; organizational support of cost reduction less since individual contribution/leaders don't have cost to move program, have level of new employees diluted knowledge of cost reduction?
3) FDGS and sponsor contains risk and investment?
4) Capability may be world class, but can employees use and apply it? need Microsoft Office training, use of tools and training lacking.

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Exhibit 1
Our Shared Values
(Exhibit 2)
Shared Values

Our Identity:

This focuses our organization on the question “Who are we?” How does our organization structure the character and quality of our life together? Do we meet the full range of employee needs through attention to?

* the work environment
* how we recruit, hire and dismiss employees
* how employees are motivated, disciplined and rewarded
* how information is shared internally
* how power and responsibility is distributed & used
* the rituals and customs that shape our organization’s life

Core Values for the organization within Identity:

Teamwork: We value a highly collaborative style of working together, in which our employees function as teams committed to understanding and responding to the needs of our customers through the development and production of products that effectively serve them. We continually seek collaboration among all business units within the organization. We will use best practices councils to reinforce this value and our goal of being best in class in all disciplines in the corporation.

Integrity: We value honesty, and seek to create an environment in which people are committed to accurately assessing and describing both successes and failures, delivering and receiving both good news and bad.

Shared costs and benefits: We value all employees throughout the organization and demonstrate that by combining competitive benefits & wages along with variable compensation. Everyone participates in the evolving well being of the company by sharing in any value gained or lost resulting from the performance of the business unit.

Education: We are committed to be a learning organization, where we value a commitment to education, training and continuous self-improvement for all employees.

Recognition: We will strive to recognize the achievements of all employees, for contributions both large and small, that help improve the quality of life of our organization.

Individuality: We understand that a primary source of our creativity and performance is the individual. We encourage each individual to make independent decisions in the best interests of the organization. We will recognize and reward those who accept the responsibility and accountability beyond the limits of their job descriptions. We encourage individuals to assume leadership in response to new challenges, threats and opportunities, and will support each person in the face of associated risks and consequences.
Shared Values

Our Purpose:

This focuses us on the question “What do we do?” looking at the kind and quality of the products we provide to our customers. We justify our corporation’s existence through attention to:

* how well we define our mission
* how our organization projects itself publicly
* how we go about producing a product that is needed and valued
* how we serve our customer in the use of our products
* how the organization relates to our competitors and to the wider community

Core Values for the organization within Purpose:

Collaboration: Just as we value teamwork as a way of working together within our company, we seek it as well in our working relationships our suppliers and customers. We will seek collaborative relationships with customers who share our values. We will adapt this philosophy so that it is operationalized in the context of the realities of our market.

Superior Quality: We will serve the global marketplace through providing products of superior quality and value to our customers, delivered in a timely manner, and will strive for constant improvement in our products and the processes through which we develop and produce them.

Acceptance of Change: We believe that the fact of ongoing change is a constant in life which must be embraced rather than resisted, and we will seek to anticipate the opportunities which flow from it, and adapt in ways that enable us to serve excellently in their midst.

Core Competencies and Process Excellence: We will seek to identify, nurture, and maximize the potential of our core competencies as an organization, as a way of focusing our service to the world around us. We understand that our capacity to serve well is dependent on the processes and systems which enable us to do our work, and commit ourselves to strive for sustained excellence and innovation in our ongoing development of our process and systems capabilities.
Shared Values

Our Fiduciary Responsibility:

This focuses us on the question “How do we do it?” asking us how our organization utilizes its resources (human, financial, material) so as to sustain its viability over time while balancing the legitimate needs of all of its stakeholders. We will do this through attention to:

* how our organization secures essential resources for its mission
* how we allocate our resources consistent with our core values and the legitimate needs of all of our stakeholders
* how we balance stakeholder needs
* how our organization makes decisions and shares information
* how we mediate disagreements and balance contending issues

Core Values for our organization within Fiduciary Responsibility:

**Sustainability:** We will seek to balance the quarter to quarter demands of the investment community with maximizing long term Return on Investment. This will enable us to fulfill our obligations to all of our stakeholders, including our shareholders, our employees, our customers, and the local community to which we belong.

**Integrative Decision-Making:** We will seek to make decisions in ways that draw upon and attempt to integrate diverse perspectives within the company, and to make the logic of our decision making process explicit and transparent.

**Growth:** We will orient ourselves toward growth through prudent risk taking. Our organizational environment will be one where all business units can creatively pursue growth strategies balanced with the commercial management of our existing business, within the context of corporate goals, divisional metrics and business unit budgets.
2005 > the next level

The preceding pages outlined the company’s plans for reaching higher levels of performance through achievements in product and technology, global expansion, lean operations, and the development of a learning culture. For 2005, the Company’s progress in each of these areas will be measured on the basis of how well it meets the goals listed below.

These strategic goals fall into three categories: goals of purpose (developing and producing quality products, serving customers, competing effectively, strengthening supplier relationships); identity goals (work environment and quality of the organization, personnel decisions, motivation, discipline, reward, responsibility); and fiduciary goals (balancing needs of stakeholders and shareholders, utilization of human, financial and material capital).

Goals of Purpose
> Broaden our customer base in our served market
> Align with customers who value our business proposition
> Become a fully capable supplier in every major geographical region of the world
> Strengthen our competitive position through:
  – Targeted applications where we can exploit a distinctive advantage
  – Strong marketing capabilities and knowledge of competition, technology trends, system architecture and other key data
  – Innovative design and development
  – Demonstrating lean management of all processes

Identity Goals
> Establish formal programs at each operating unit to nurture a culture of continuous learning and empowerment of associates
> Guide and motivate associates to achieve their full potential and measure success through their accomplishments
> Become a merit-based organization where recognition, reward and longevity of employment are based on demonstrated performance

Fiduciary Goals
> Attain a return on invested capital that is consistently in the upper quartile of our peer group
> Achieve a minimum of 8 percent compounded revenue growth rate over a five-year period through a combination of:
  – Accelerated organic growth
  – Regional acquisitions
  – Joint ventures, technology agreements and product line acquisitions
> Mitigate effects of customer price-downs and higher material and labor costs by:
  – Expanding global footprint
  – Developing a best-cost producer global supply chain
  – Optimizing product life-cycle management

The entire organization is making a concerted effort to meet these goals. The results of the Company’s progress toward achieving these objectives in 2005 will be communicated in next year’s annual report.

Exhibit 3
2005 Strategic Objectives
(For a specific operating division)

- Stabilize and strengthen the senior leadership (Identity)
- Fully deploy the SPS in an autonomous, best in class manufacturing operation in Estonia (Purpose)
- Re-establish a strong relationship with VGT (Purpose)
- Expand the current customer base (Purpose)
- Advanced technology development to move us into new application areas (Purpose)
- Flawless launch of the 1b electronic tachograph (Fiduciary)

Exhibit 4
Strategic Planning Input (Exhibit 5)

IDENTITY

- Examine our own potential for arrogance regarding our business model
- Business transitions (line moves) affecting fundamental identity and organizational structure, skill sets needed, etc.
  - How do we take care of people who will not be part of business going forward?
- Focus on Corporation vs Division
  - Communication / trust between divisions required for many global programs
  - Who takes the lead? Who manages the customer relationship?
- Many people in our organization are “rattled”
  - Seeing increased turnover (voluntary)
  - Communication to people regarding future plans
  - Extends beyond opns?........where does it end?
  - Framing the vision and how are people fit…or do not…is the key
    VISION
  - Role of leadership during this critical time
  - To our current employees globally
- Change in character of BOD
- Employee recognition
- Each division needs a game plan and metrics around the identity piece
- Hire people who can think (common sense)
- Articulate values and act upon them
- Do not have corporate values
- Recognition
- Transparency of data
- Corporate executive presentations at divisions were favorably received, continue with CEO, CFO, COO, VPs
- Recognition by corporate executives (tie in with operating review or executive communication at divisions)
- Change management guidelines - have been developed
- Succession planning – need common approach, templates to have pool of available candidates available across the corporation
- Common salary and wage matrix and performance review criteria are being established
- Evaluating / comparing benefits with goal of standardizing (as practical); goal is to be cost neutral
- “Chief technologists” are turning over 50%; given that we are an engineered products company, this is very concerning
- HR leaders also have turnover
- Many council members are doing multiple high-priority corporate tasks
SESSION II: THE THREE-FOLD MODEL AND ORGANIZATIONS

PURPOSE

- Accessing emerging markets
- OEM’s model proliferation
- Reposition customer base to align with those creating value
- Global US regional – by division
  - Customers we covet
  - Customers we have
- Full service provider
  - Definition into future?
- Nurture strategic suppliers
- Production / logistic / price strategy
- Focus R&D spend for growth
- Focus, focus, focus
  - Remember our size, available resources
- Opportunity in China for heavy truck
- Aftermarket sales – divisionalized, not cohesive
- Contract development business model
- Strategy to drive tactics in Asia
  - Ownership structure (JV or Wofe)
  - China – Division or manufacturing center
- Current price down model with “Big 3” auto not sustainable
- Map Asian customers versus our resource plans
- Metrics on business development with new domestics
  - Roadmap
- Best practice councils
SESSION I: THE THREE-FOLD MODEL AND ORGANIZATIONS

- European tech center for automotive switch / sensors needed?
- Consolidations – consider risk and loss of experience
- Utilize SRO Office
- Consolidate supply base
  - Fully capable in Americas, Europe, Asia
FIDUCIARY

- Starve the supply chain? Trend
- Reposition ourselves in market?
- Global to make money
- Best use of resources
- Weakness in customers financial state (OEM’s & Tier 1’s)
- Joint ventures in China? Don’t be afraid to go it on your own
- ’06 flat commercial vehicle ’06 auto may show weakness
  ’07 40% decrease (HD & MD)
- Bankruptcy surprises
- Cash impact
- Break even point (reduce control)
- Increase inventory turns (free up working capital)
- Measure return in investment in D&D and R&D
- Overhead as a % of sales
- Labor cost
- Establish enterprise metrics consistency
- New business tracking process
- Fully capable global supplier
- Balance; Identity……Purpose……Fiduciary