

Additional Q&A from 3-2-1 Engage Briggs/Howick event June 24, 2009

Q. How did you cascade this strategy of engagement from Corporate to the plant level?

A. People in the organization's various facilities are included in the Mid-Manager program and other development programs. Several plant managers have attended the Mid Manager programs and take the philosophies back to their facilities. We are inclusive as we invite employees from all locations.

Q. Do your talent reviews go across the businesses? If yes, at what level; senior, middle or front line?

A. Talent reviews are conducted in each business/function through the mid level. All domestic divisions included operations management personnel. An Overall Talent Review is held with Todd Teske, President and COO. This Overall Talent Review spans all business at a more senior level.

Q. Could we have a paragraph description of your development programs?

A. Yes, below please find the descriptions, beginning at the bottom of the pyramid.

New Hire Program-this program outlines a series of on-line courses that new hires must take in the first 90 days of their employment. These courses are a mix of company specific information and compliance materials.

Operations Management-This one-year program is broken up into several modules and gives employees who are new to supervision in a production facility valuable information on being successful in a Briggs & Stratton operation.

Emerging Talent-This program will be launched in September of 2009. The target audience is high performing people early in their chosen careers and under five years with Briggs and Stratton. This program will be international in scope and delivered virtually.

New Manager-This one year blended learning program is broken up into several instructor led and online course modules and gives employees who are new to supervising salaried employees valuable information on how to be a successful manager.

Mid Manager- This program is approximately seven months in duration and includes a business related capstone project. It is aimed at improving the engagement and collaboration skills of mid level managers.

Leadership Development-This is a two year program for employees deemed to be high potential for senior leadership positions. This program blends business projects, leadership education, mentoring, individual development planning, senior leader visibility and focused individual development.

Leadership Group Development-the top managers from all global operations meet four times a year to discuss the state of the business. The Leadership Institute is responsible for delivering relevant training to that group of top managers at least once a year at their offsite meeting.

Executive Development-The senior leadership of the organization participates in the various development initiatives delivered by the Leadership Institute. By working with the senior leaders first and gaining their support, rollouts to the larger organization are readily accepted.

Q. How has business processing outsourcing impacted your culture?

A. The business is always looking for ways to reduce waste, become more efficient and streamline processes. Being the low cost provider is written into the Powerful Solutions strategy and the employees recognize it as a key value. The business process re-engineering efforts simply reinforce that mindset.

Q. How have you worked with managers and staff to address change and maintain engagement?

A. The top 65 managers at Briggs are called the Leadership Group. This group gets together four times a year to discuss the business and the changes that the business is driving. These meetings offer an opportunity to openly discuss change initiatives and encourage buy in and early adoption. This group has discussed topics such as the business process re-engineering initiatives, employee recognition, candid conversations and improved performance management and new development programs, just to name a few.

Q. Explain more about your expanded succession plan (ie: features, specific to position, tie person to position.)

A. The expanded succession planning process has several new features:

1. The process has been driven deeper into the organization
2. The process is being done in a group discussion format (the head of the business/function and his or her direct reports)

3. An Overall Talent Review rolls up all of the information from the individual businesses and functions into one snapshot for senior management.
4. Stronger tie between OD and the HR community

Employees are identified for specific position(s) on either a short term or long term basis but the real focus of the discussion is on the overall strengths and development needs of the group. These development needs then translate into development initiatives.

Q. How do leaders respond to taking additional time out of their day to attend leadership programs?

A. Senior leader support has been incredibly strong and consistent. The senior leaders have assisted in:

1. Program design discussions
2. Program nominations
3. Project reports by participants
4. Lessons learned discussions
5. Mentoring Leadership Development participants
6. Serving as Executive Sponsors to projects
7. Reviewing training plans for the upcoming fiscal year.
8. Teaching Leadership Development classes

Senior Leader support has been a key factor in the successful launch of each of these programs.

Q. Did you have to convince Senior Leadership of the value of Leadership Programs? If so, how?

A. Actually, Senior Leadership has been driving the OD group to develop and launch these programs. At times, they have indicated that they believe that a certain activity or program or project will not provide the desired result and the OD group has had to modify the approach.

Q. Have you measured the success or the programs thus far and if so; what were the results? what lessons did you learn? what would you change?

A. With each program we have launched we have done it in a “pilot” form. We set the objectives, design the program, launch the program and then do a debrief or lessons learned with participants and senior leadership. We incorporate that feedback into the next class design.

Q. How do you fund your programs?

A. Each year, the senior leaders are invited to an internal Learning Council meeting during which all development programs and associated costs are presented to the executives. In that meeting, decisions are made in terms of what will be spent, on what programs and what will be funded by the HR budget or by the businesses. We reach agreement prior to the start of the fiscal year. From time to time, as business conditions change, those expenses may need to be deferred or cancelled. There is complete visibility to those decisions, as well.

Q. How do you engage staff that may not be interested in a management/leader position?

A. The business process re-engineering teams have proven to be very popular with employees who are good subject matter experts but may not have interest in further advancement. The projects engage them in a highly visible business issue.

Q. Do all employees in the business units see the same Corporate Portal and is it used to promote engagement?

A. Earlier this year, Briggs launched MyBriggs which is a communication and collaboration site. My Briggs has proven to be very popular with project teams who post their progress on the site, to individual employees who use the Fuel site (a business oriented Facebook site) to connect to other employees and to employees who enjoy reading Todd's blog.

Q. If you aren't an owner/top executive in the company, however you want to take a leadership role and start "employee engagement" how do you suggest doing this?

A. First, make sure you understand the business strategy and direction. If you begin to engage employees and you yourself are not aligned, you will be going in the wrong direction. To ensure that you are aligned you may want to ask a more senior level manager whom you trust and admire to be your informal mentor. By getting to know that person and discussing the business and its issues you will be more equipped to offer insights and encourage the buy in of your employees.

Then, armed with information and your own commitment, start moving your employees "up the engagement pyramid".

Q. How do you choose who enters the Leadership Development program?

A. The senior leaders defined Leadership Criteria prior to the launch of the first class. These criteria focus on high performance, high potential and the lack of any career derailers. Once those criteria were established, the senior leaders

nominated employees from their areas. Since there are always more nominees than available spots, each senior leader must “defend” his or her nominees to an Executive Oversight Committee, which makes the final selection.

Q. What attributes do you use to describe the Briggs & Stratton culture?

A. The culture is evolving. Specific cultural attributes the leadership is deliberately driving at this time are accountability, candor, fact based decision-making, and collaboration.

Q. How do you specifically identify people for the Emerging Talent program?

A. Employees are nominated for the program through the succession planning process. They can be nominated by their own functional leaders or by functional leaders in another business/department. There is an electronic nomination form that members of leadership access to nominate employees. Criteria include: educational background, length of time with the company, length of work experience, overall performance, mobility, and a set of behavioral criteria which the leadership has identified as critical to long term success.

Q. How do we talk so executives will listen to the opportunity cost of not doing it versus the lost production for the time it takes to pursue this?

A. Executives must see that there is both a short term and a long-term benefit to pursuing employee development. Typically, the long-term benefit is easier to see: better retention rates, employees with greater readiness and ability to assume more responsibility, employees more aligned to the organization’s goals and objectives and thereby making better decisions.

In order to emphasize the short-term benefits, align development efforts with real world applications. In the Mid Manager program, the Leadership Development program and the Business Process Re-Engineering projects, learning is centered on actual company problems or opportunities. The leadership recognizes that they are getting increased production time as employees “do their real jobs” at the same time that they are working on specific company initiatives.

Q. What do the flags in the room represent?

A. The flags represent each country in which Briggs & Stratton sells its products.

Q. What are the measures of success for the Mid Manager program?

A. The focus of the Mid Manager program has been to improve the engagement level of employees throughout the organization by improving the skills of the Mid Manager group.

Measures of success include:

Mid Manager understanding of the business strategy and their ability to align their employees performance goals to specific elements of the strategy.

.Success of the Capstone projects as measured not only by the metrics of the projects but in how employees in various divisions work together to accomplish one goal

Q. Please talk more about Employee Skill Building.

A. Each year, through the succession planning process and other executive needs analysis interviews, specific development needs are solicited by business and function. It is the responsibility of the employees in the Global University to incorporate those specific development needs into the training plans for each year.

For example, in the Engine Division, a need was surfaced for lean training. The Training Manager for the Engine Division was responsible for working with the business leaders to better understand the need, the objective, the audience and to develop and execute a program to meet that need.