

**“Either We All Come  
to the Surface or No  
One Does”**







WYOMING PERISCOPE MOUNT  
TYPE: (SEE INVENTORY)  
PERISCOPE AREA  
SERIAL NO.  
SERIAL NO.  
SERIAL NO.  
POWER  
CONTRACT  
U.S. NAVAL SYSTEMS COMMAND  
SERIAL NO.  
FIELD CHANGES ACCOMPLISHED

USS WYOMING (SSBN 742)  
WHITACRE







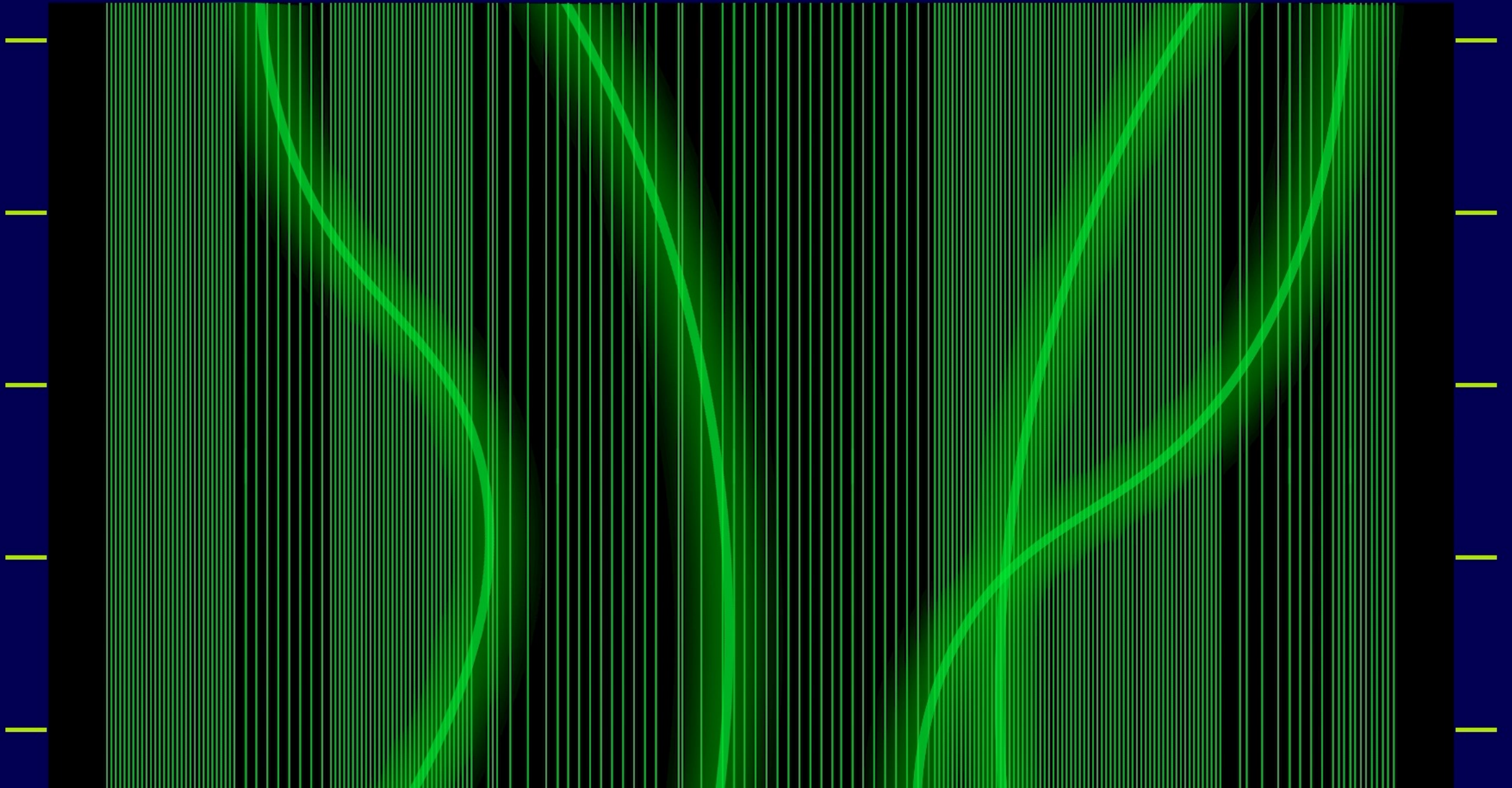
S

270

N

90

S











SEWAGE # 6

# FAST ATTACK LEADERSHIP









1

Honor  
Serving

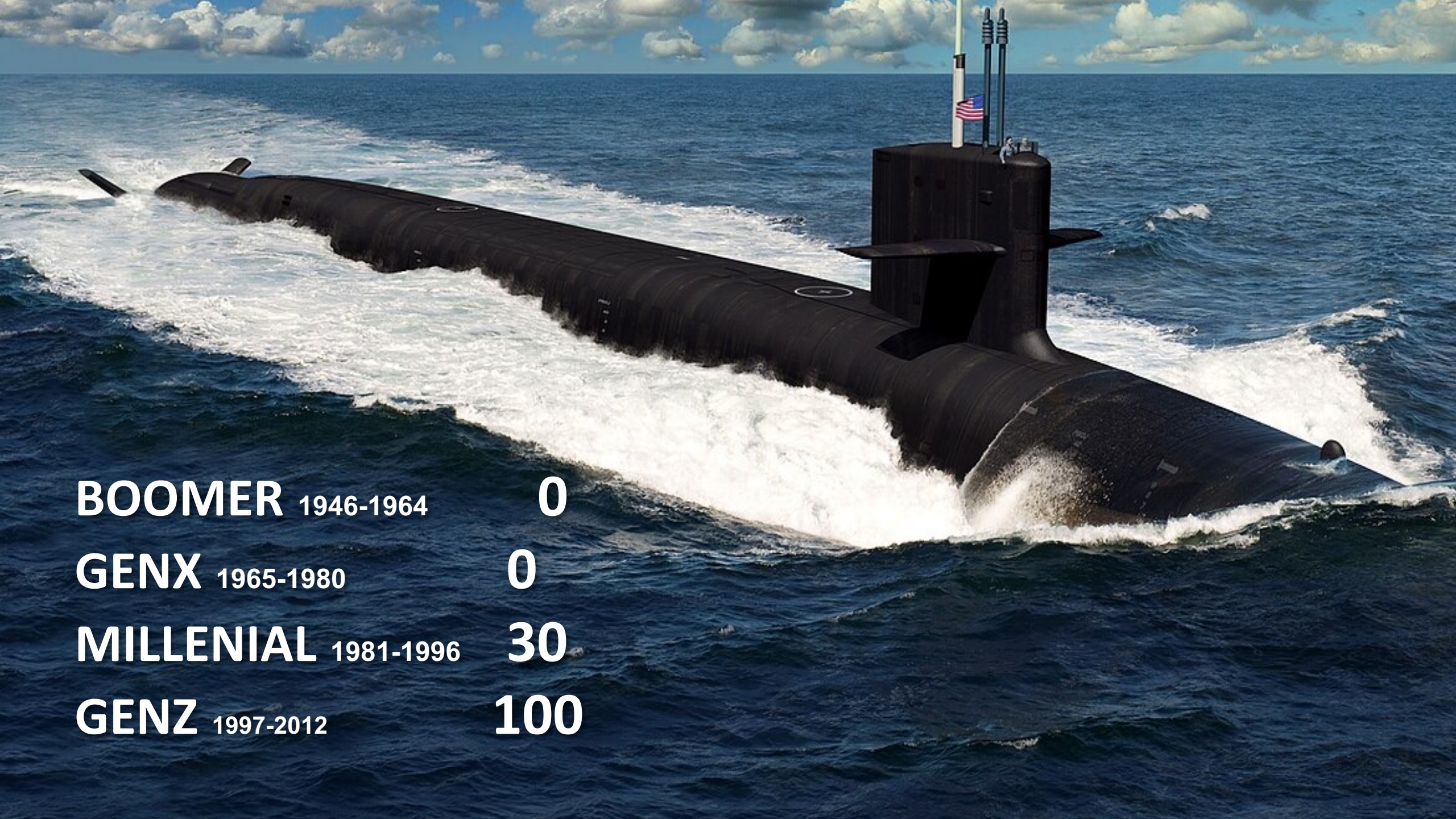


2

130 Team  
Members

3

High turnover



**BOOMER** 1946-1964 **0**

**GENX** 1965-1980 **0**

**MILLENIAL** 1981-1996 **30**

**GENZ** 1997-2012 **100**



# FAST ATTACK LEADERSHIP



**#1**

**Connect to  
mission**



# MISSION

*We are dedicated to capturing the hearts of our customers by nurturing long-term relationships, using the most innovative technology, world class processes, and excellent customer service resulting in total satisfaction, the best quality, and the highest returns*



Leaders Perception  
on Alignment

68%

Capture employees and customers hearts with great workplace & products

7



Finance & HR



Plant Manufacturing



Customer Service



Technology IT



Supply Chain Operations



Sales & Marketing

Growth, Profitability, and a Positive Impact in Society

1

Manufacture the Best, most innovative Products for Customers

2

Provide Excellent Customer Experience and Solutions

3

Deliver Best in Class, Competitive, Products Accurately, Safely, and Consistently

4

To Grow

5

Build heartfelt Lasting Relationships with Clients and Employees and Delight Them

6

Leaders Perception  
on Alignment

68%

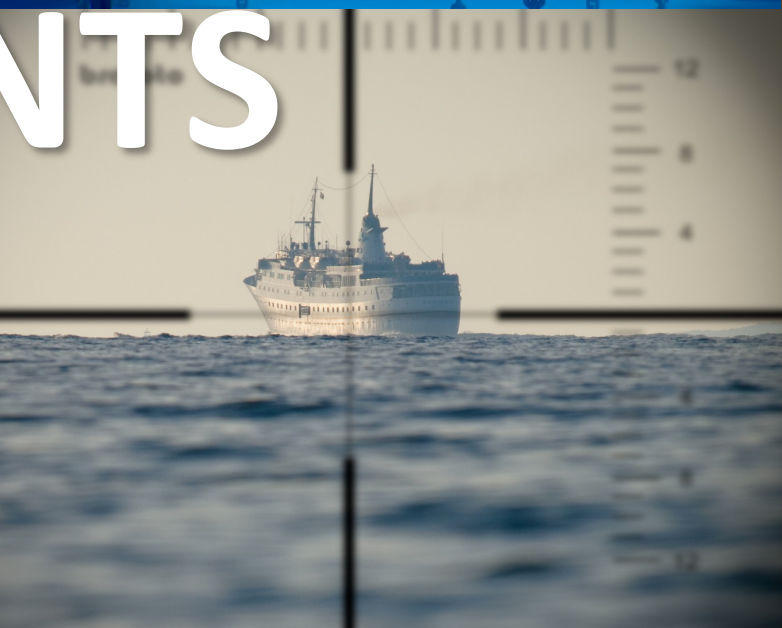
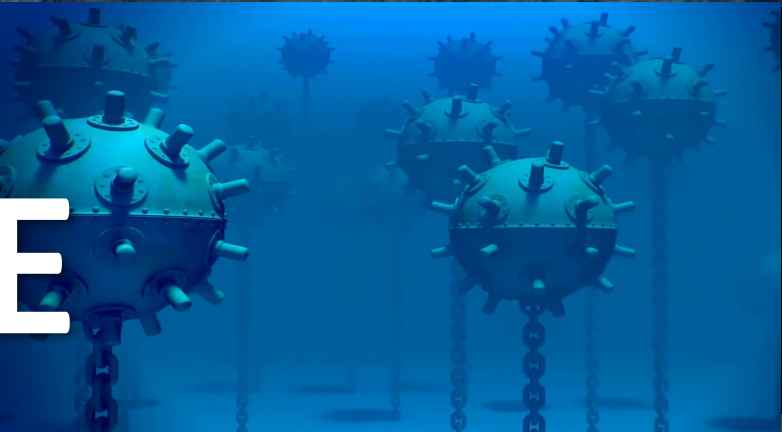
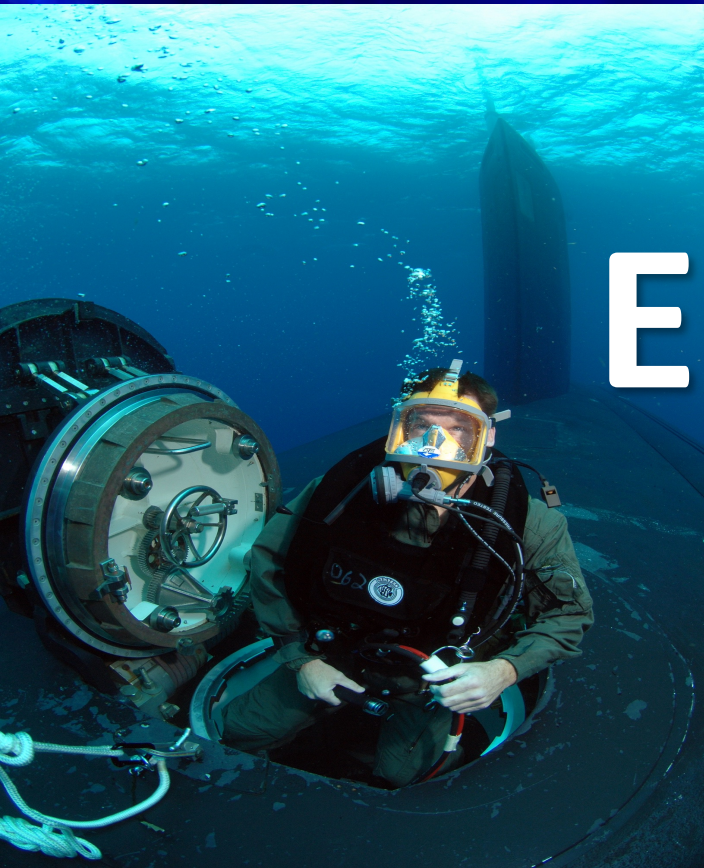
Actual Alignment

9%




90%





# WILDLY DISRUPTIVE ENVIRONNMENTS

A large group of workers, many wearing hard hats and work clothes, are gathered in front of a massive, dark, cylindrical industrial component, likely a reactor core, in a factory setting. The workers are arranged in several rows, some standing on a raised platform. The background shows industrial buildings and scaffolding. The text "EVERYONE is a Leader" and "MINDSET" is overlaid in white on the image.

**“EVERYONE is a Leader”  
MINDSET**



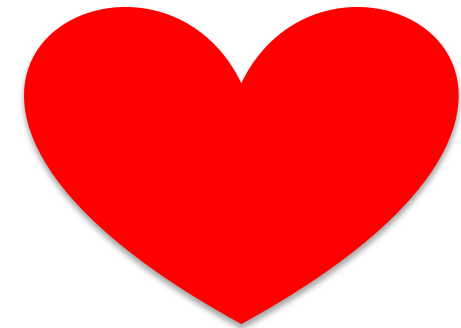
**ENGAGED & FOCUSED**

## Initial

*We are dedicated to **Capturing** the **Hearts** of our customers by nurturing long-term relationships, using the most innovative technology, world class processes, and excellent customer service resulting in total satisfaction, the best quality, and the highest returns*




## Fast Attack



**Capturing  
Hearts**

Create a great

**CAPTURING HEARTS**   
great products




Finance &  
HR

Growth,  
**CAPTURING HEARTS**   
Impact in  
Society




Plant  
Manufacturing

Manufacture the  
**CAPTURING HEARTS**   
Products for  
Customers




Customer  
Service

Provide Excellent  
**CAPTURING HEARTS**   
Solutions



Technology  
IT

Deliver Best in Class,  
**CAPTURING HEARTS**   
Safely, and  
Consistently




Supply Chain  
Operations

**CAPTURING HEARTS** 



Sales &  
Marketing

Build heartfelt  
**CAPTURING HEARTS**   
Delight Them



# HUMAN BEINGS

- Crave Simple Meaningful Messages
- Belong to Something Bigger
- Excited When Make Difference & Recognized



# CONNECT THE meat

## Ranch



## Butcher Case



## Family Dinner



# 1. Connect Mission

C

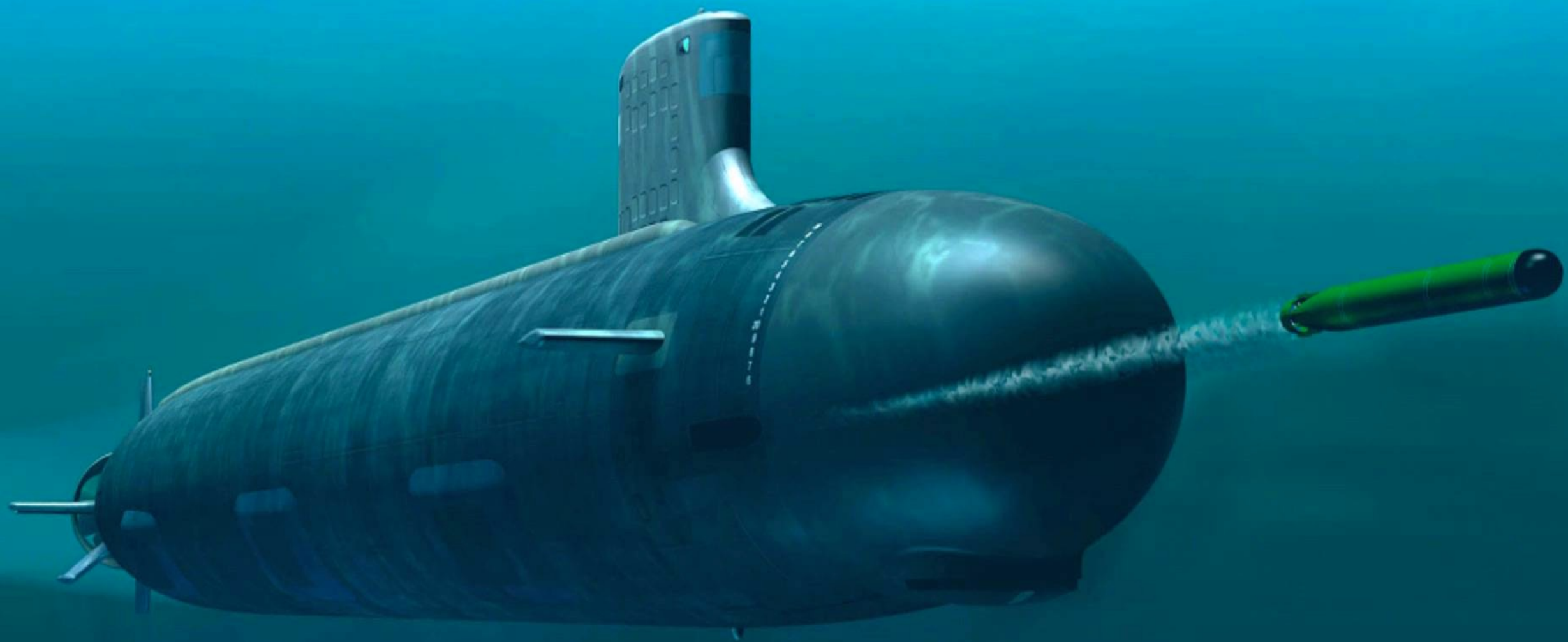
M




#2

Take the  
shot







The *MOST*,  
*SMART DECISIONS*,  
the *FASTEST*

# COMPANY A

(Directive)

30

10

5

# COMPANY B

(Empowered)

52

8

4

8

4

8

4

7,500

2

6

2

6

1

3

4

13,500

3

3

4

3

2

3

2

3

2

3

2

# Captain Daily Decisions



45% 10% 1% 60% 35%

The image features a large white number '1' in the center. Surrounding the '1' are several percentages: '45%' at the top left, '10%' at the top right, '1%' at the bottom right, '60%' at the bottom left, and '35%' at the bottom right. The background is a dark blue circular radar chart with concentric circles and radial lines, and a large white '1' is also visible in the background.

*Time*  
MANAGEMENT  
NT





# CHOICE MANAGEMENT T



Decisions are  
**65%**  
More Complex

# MORE “DIMMER SWITCH” CHOICES

85% Decision fatigue and overload

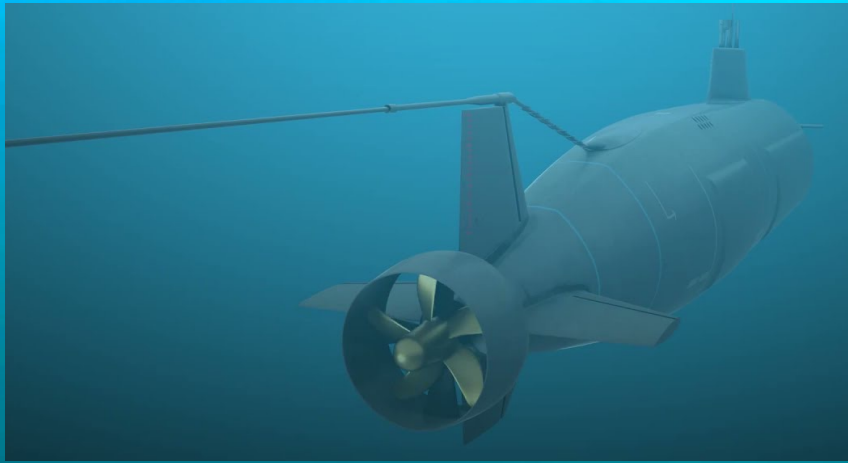
Yes or No



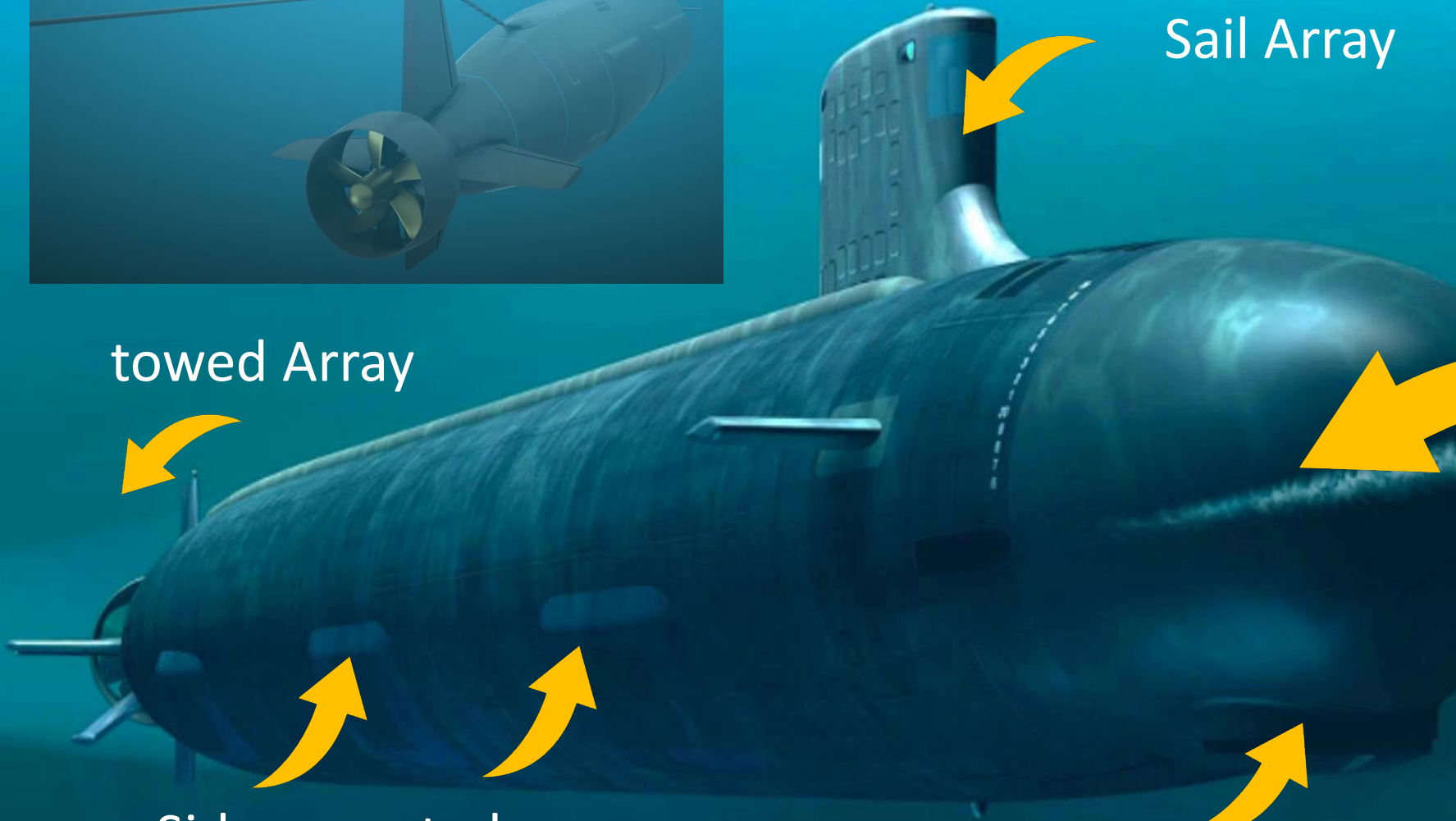
100 Choices







towed Array



Sail Array



Spherical Array

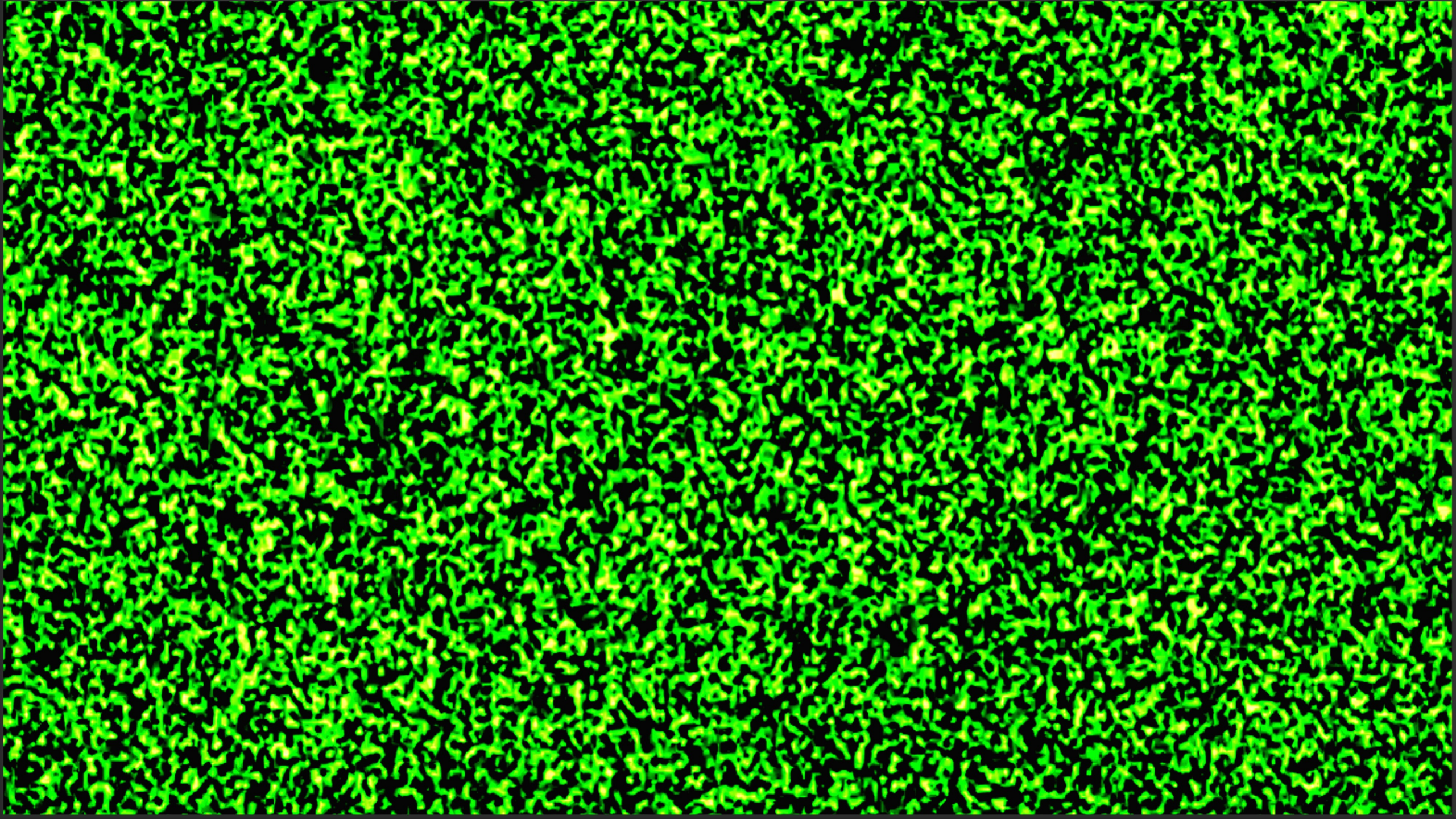


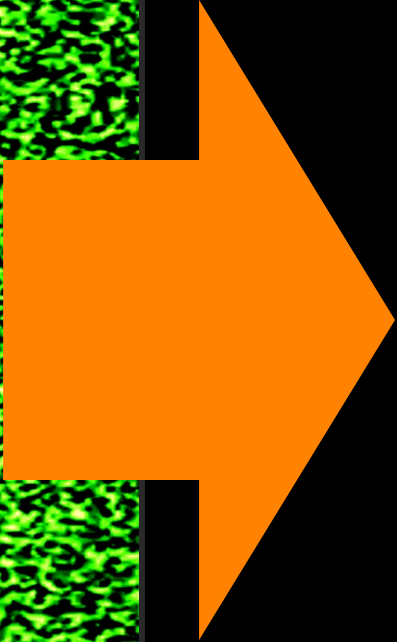
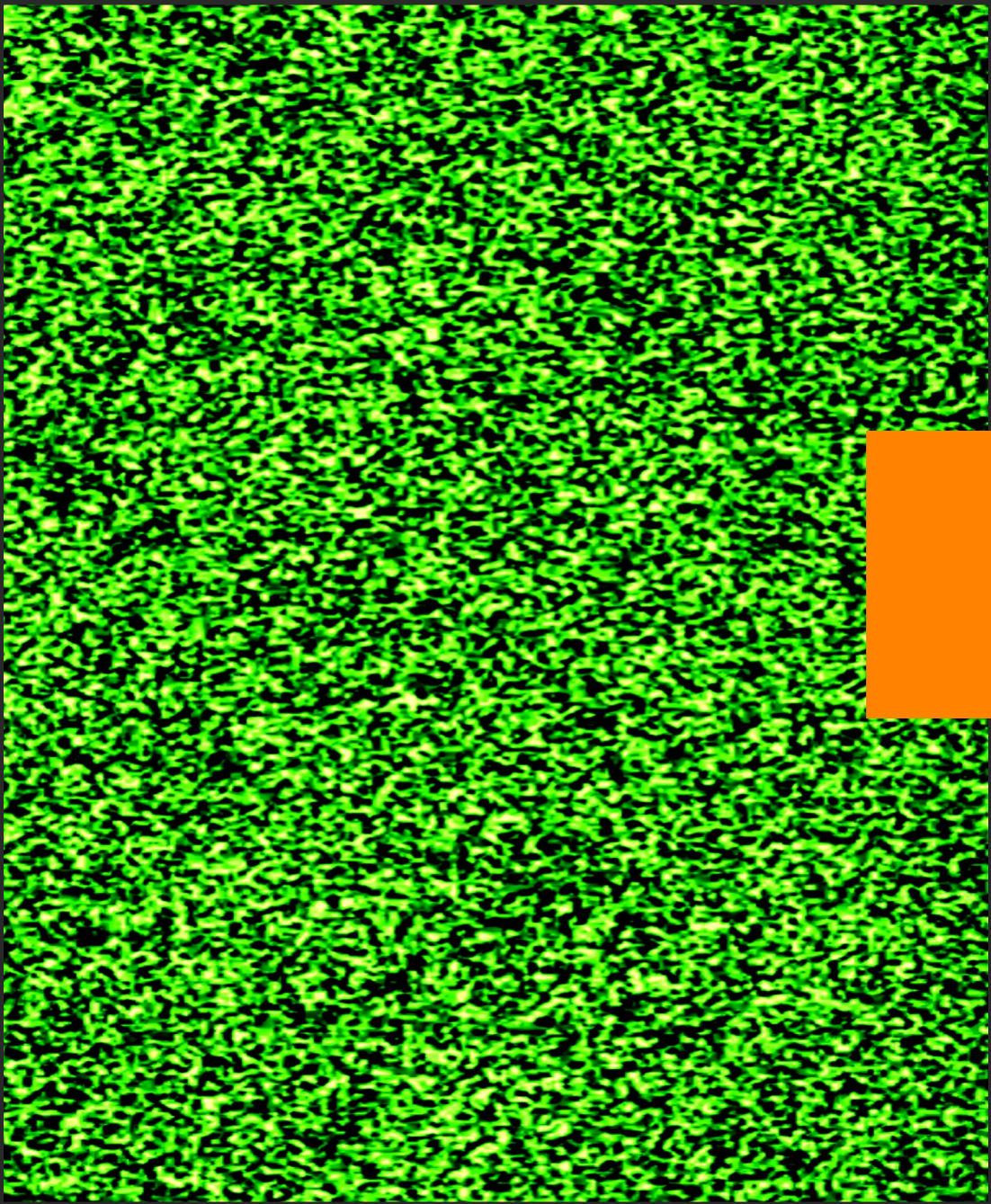
Side mounted Array



Chin Array

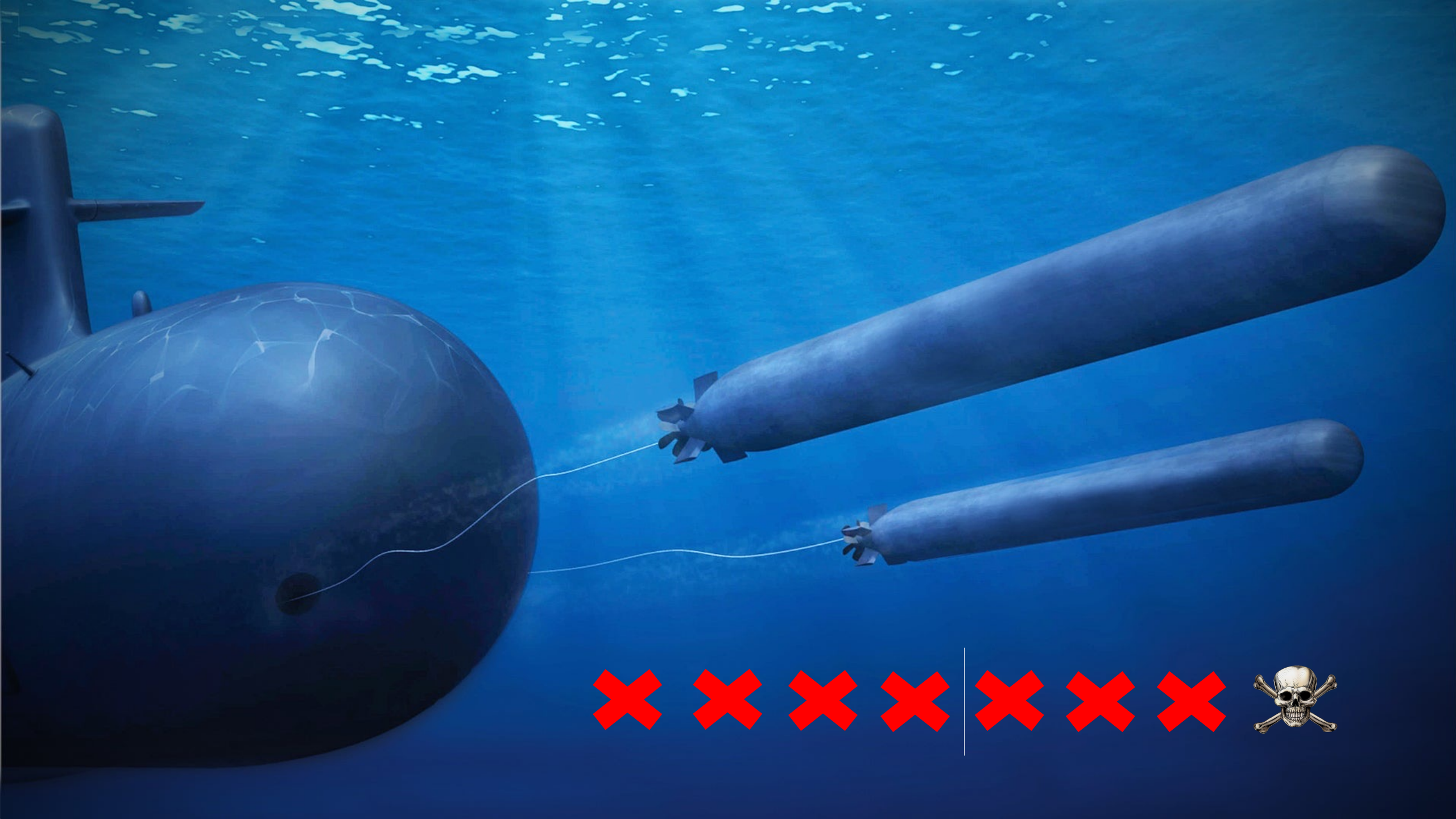






Ambiguity mindset

40% - 70%



1. **Connect Mission**
2. **Take the Shot**

C

T

M

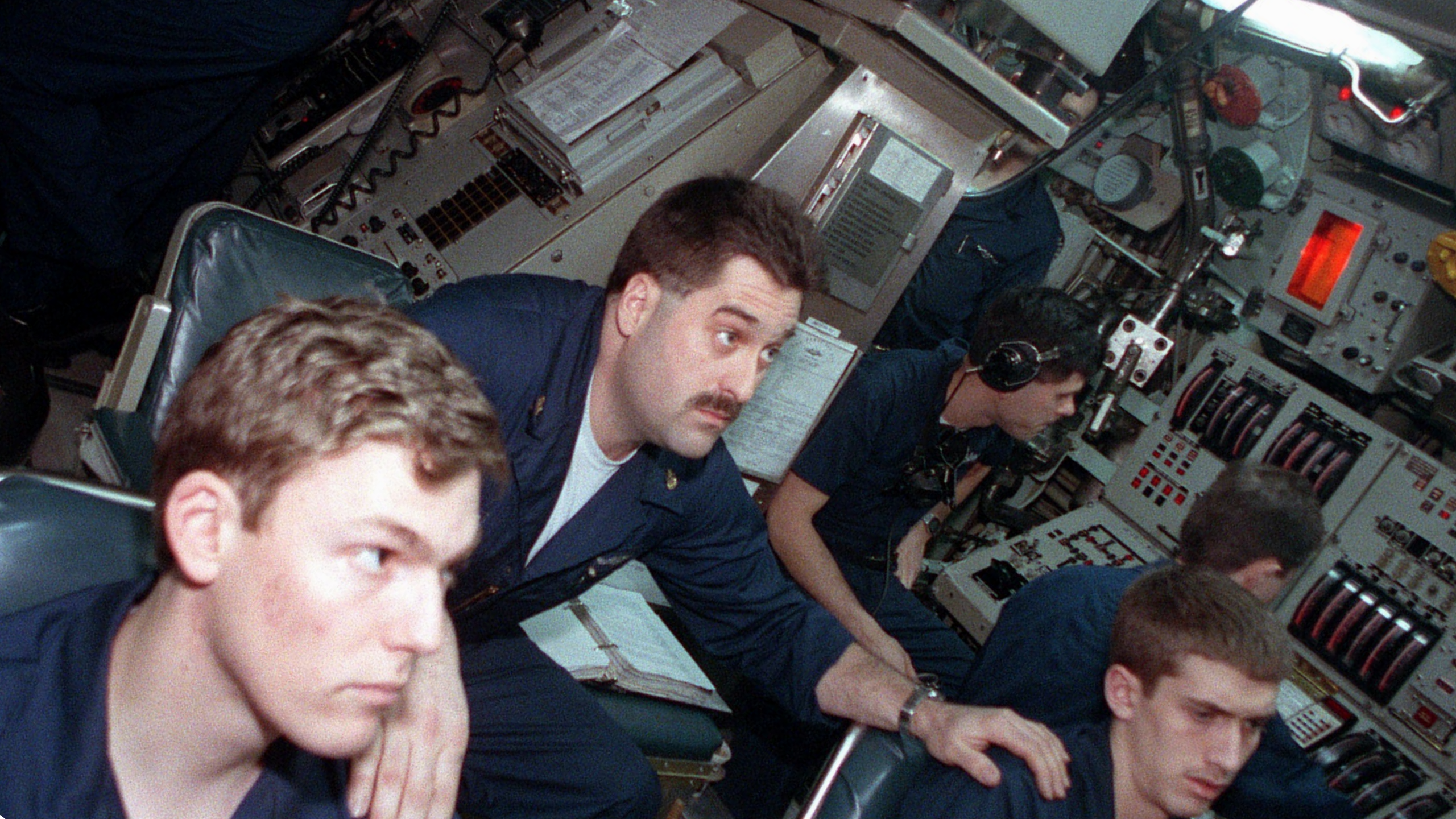
T



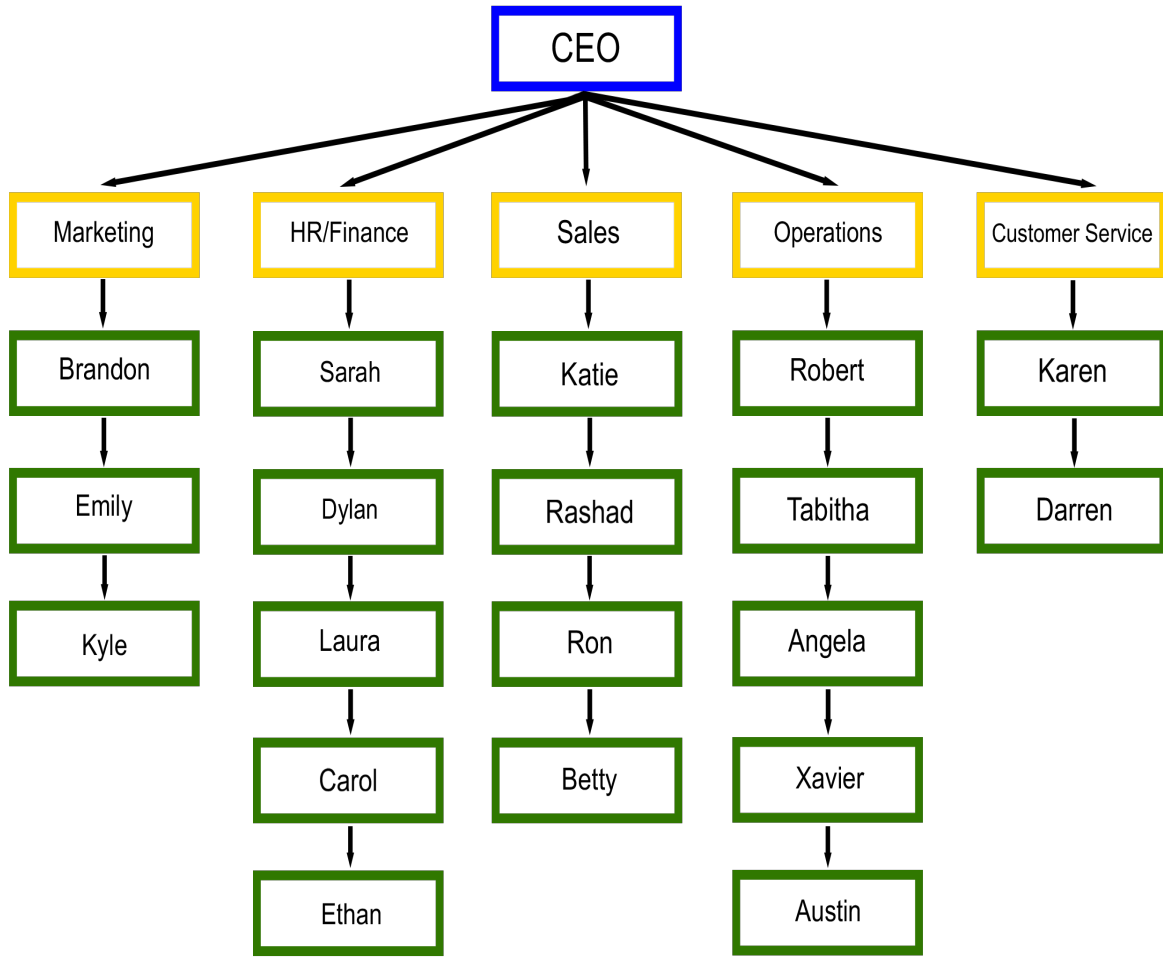
**#3**

**Empower JAM  
DIVES**











developing  
decision makers

An Empowerment Approach to Coaching

Lynn Kidman

Featuring Wayne Smith  
(former Canterbury Crusaders and current All Blacks coach)

Copyrighted material

# *Guided Decision Making*

WHAT DO  
YOU THINK



“When Your Values  
are clear, your  
decisions are easy”

Roy Disney

# Why Empower Jam Dives?

- **79% Engaged**
- **67% More Effort**
- **21% More Profitable**

1. **Connect Mission**
2. **Take the Shot**
3. **Empower Jam Dives**

C e e T E

M E T



**#4**

**Recognize your  
bravo zulu**



The Commander Submarine Group 9

takes pleasure in commending

Lieutenant (junior grade)  
MARC RICHARD KOEHLER  
United States Navy

for service as set forth in the following

CITATION

"For outstanding performance of duty while attached to and serving in USS POGY (SSN 647) as Main Propulsion Assistant from May 1990 to May 1991. Lieutenant (junior grade) Koehler consistently performed his demanding duties in an exemplary and highly professional manner. Lieutenant (junior grade) Koehler's forceful leadership and superior technical knowledge contributed significantly to the successful completion of POGY's non-refueling overhaul. As Main Propulsion Assistant, his refreshing ideas, conscientious execution of all assigned tasks, and thirst for accomplishment were instrumental in the timely completion of Engineerroom Steaming, Hot and Cold Operations and the Criticality test program. Lieutenant (junior grade) Koehler's outstanding professional performance and total dedication to duty reflected great credit upon himself and were in keeping with the highest traditions of the United States Naval Service."

*L. R. Marsh*

L. R. MARSH  
Rear Admiral, United States Navy







**82%**

**Say not recognized Enough**

# Maslow's Hierarchy of Needs



## Self-actualization

desire to become the most that one can be

## Esteem

respect, self-esteem, status, recognition, strength, freedom

## Love and belonging

friendship, intimacy, family, sense of connection

## Safety needs

personal security, employment, resources, health, property

## Physiological needs

air, water, food, shelter, sleep, clothing, reproduction

# EMPLOYEES Hierarchy of Needs



Autonomy &  
Development

Cared for & Recognized

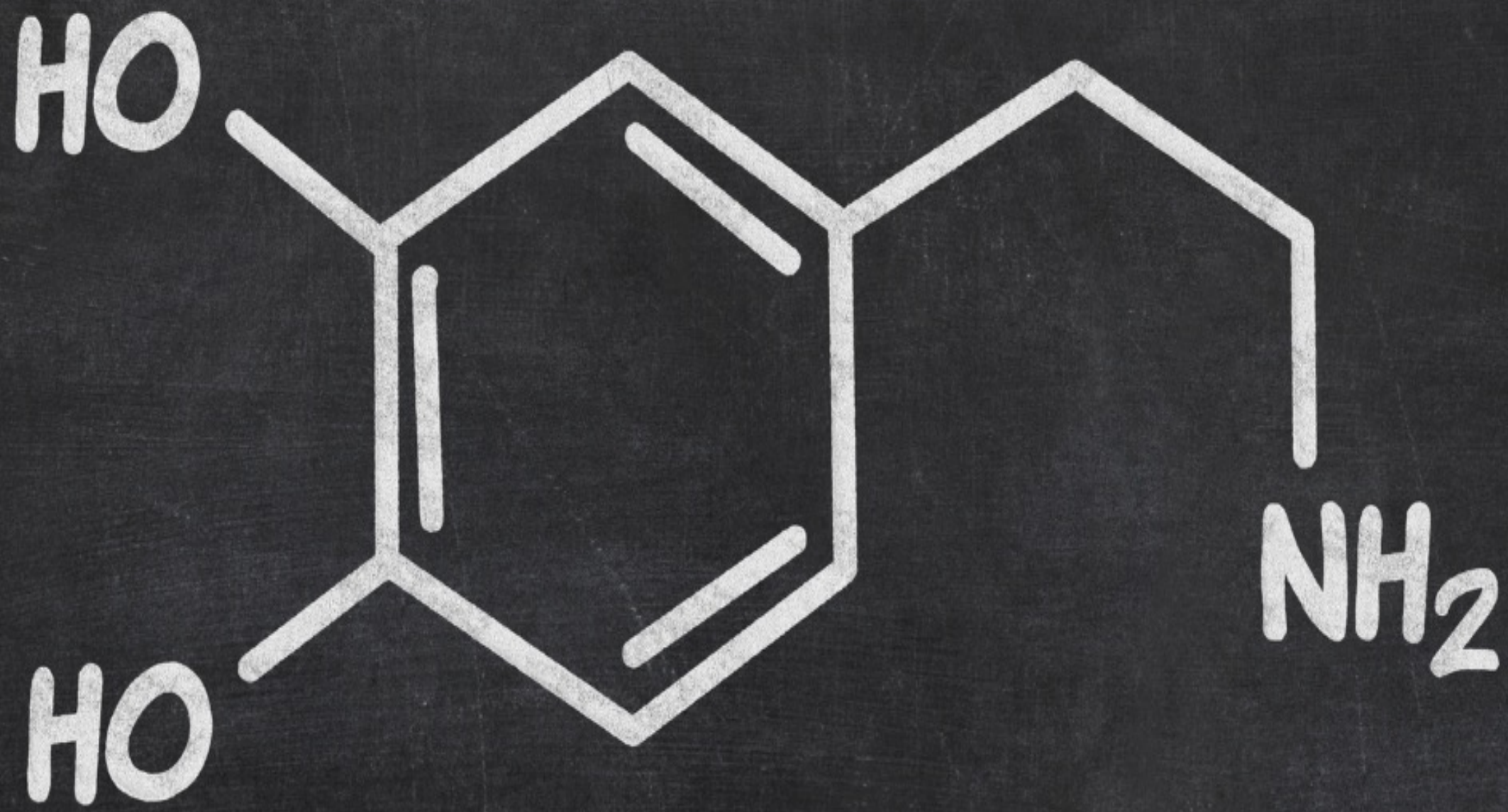
Purpose, Values,  
Belonging

Pay & Benefits

Safe &  
Secure Job



**WHAT HAPPENS?**





**DOPAMINE RELEASE = FEEL GOOD**

**STRENGTHEN  
BELONGING  
& BEHAVIORS**



**92% Repeat**

# RECOGNITION IMPACT ON ENGAGEMENT





# STORYTELLING 101

## WERNICKE'S AREA

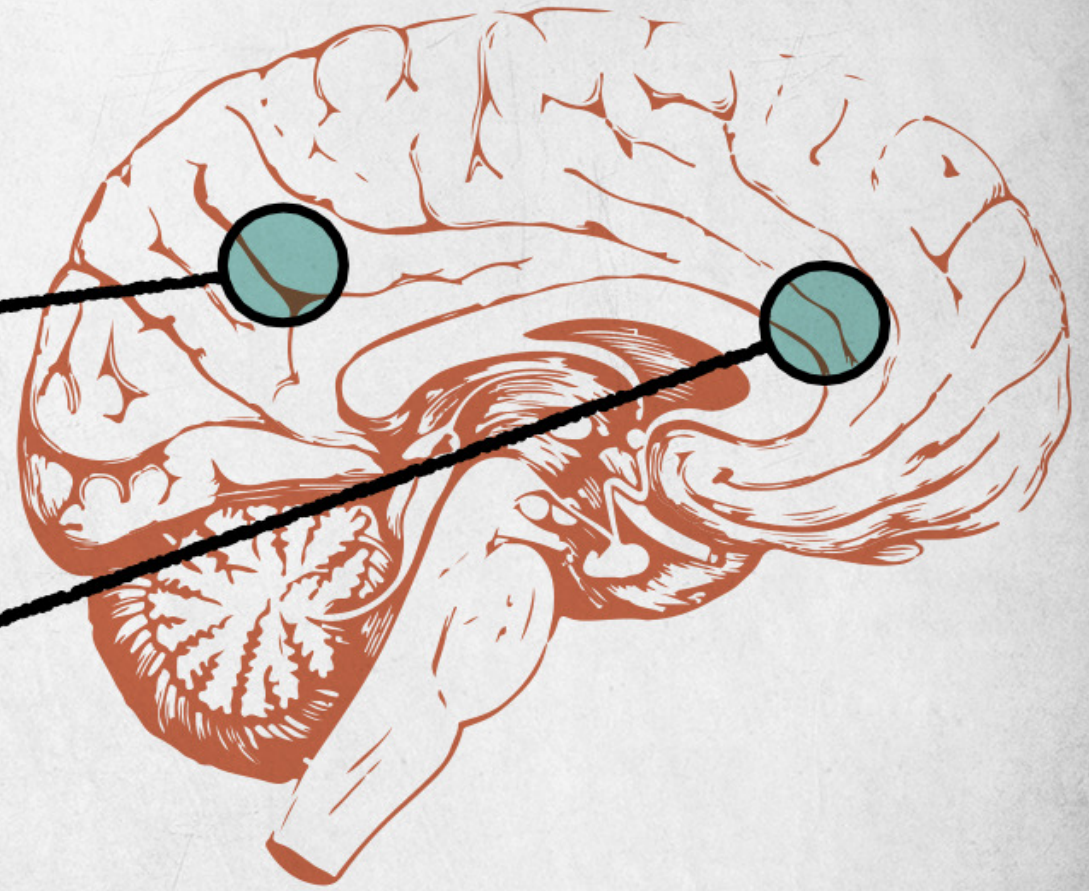
LANGUAGE COMPREHENSION

---

## BROCA'S AREA

LANGUAGE PROCESSING

---



# YOUR BRAIN ON STORIES

## VISUAL CORTEX

COLORS & SHAPES

## WERNICKE'S AREA

LANGUAGE COMPREHENSION

## OLFACTORY CORTEX

SCENTS

## AUDITORY CORTEX

SOUNDS

## BROCA'S AREA

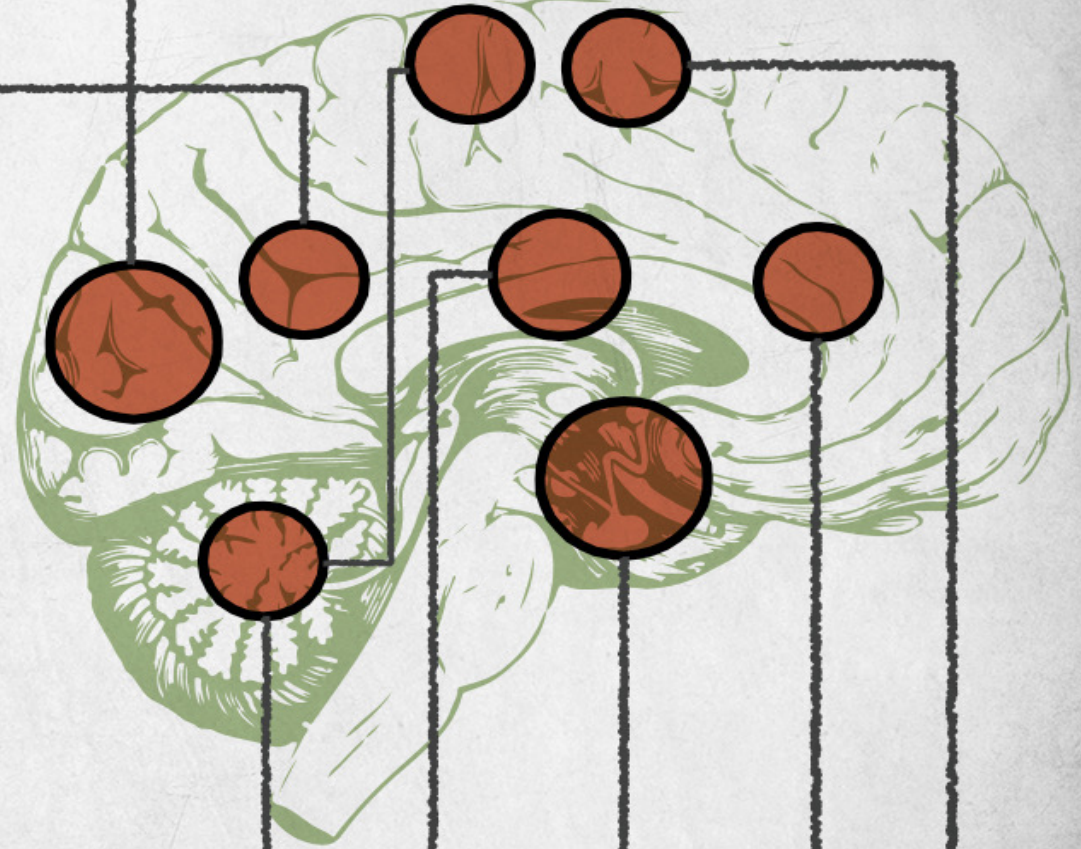
LANGUAGE PROCESSING

## MOTOR CORTEX

MOVEMENT

## SENSORY CORTEX & CEREBELLUM

LANGUAGE COMPREHENSION





**“MENTALIZING”  
REGION**

# 4 Part STORYTELLING Structure

## HERO

I want to recognize Employee Name(s).

## CHALLENGE

Describe the challenge, problem, disruption or goal accomplished.

## ACTIONS

Describe specific actions. Use one of the Values in descriptions.

## OUTCOME

Describe the result/impact and why the world is a better place.

**ALWAYS, ALWAYS, ALWAYS...  
PRAISE IN FRONT OF OTHERS**



85%

simple, verbal

**RECOGNITION**

1. **Connect Mission**
2. **Take the Shot**
3. **Empower Jam Dives**

4. **Recognize Your Bravo Zulu**

C e e B R T E

M E T



**#5**

**Steady as  
she goes**





89%

*Communicating  
Well Extremely  
Important*

9%

*My Leader  
Communicates  
Well*



***YOU DON'T RISE  
TO THE LEVEL OF  
YOUR GOALS,  
YOU FALL TO  
THE LEVEL OF  
YOUR HABITS***

**JAMES CLEAR  
ATOMIC HABITS**



# DAILY HABIT

- Leadership Development
- 40-70 Decision Making
- Build Culture

# WEEKLY HABIT

The screen displays a project management dashboard with the following sections:


- Corporate Goals - 2015 Q4**
  - Complete: Each employee 50% of Job Description Processes Completed
  - On Track: Integrate and train all employees on Billpack Billing Software
  - Complete: Identify What Conflicts of Interest Are
  - Complete: Create process for organizing client files on z/ Drive
- Litigation Goals - 2015 Q4**
  - Complete: Complete 1 Reg A Filing
  - Complete: Establish 3 new foreign investor relationships
  - Complete: Develop 3 relationships with key influencers in EB-5 space
  - Complete: Develop and Implement Private Placement Memorandum automation software
- Marketing Goals - 2015 Q4**
  - Complete: Hire Senior Litigation Attorney
  - Complete: Attend 2 Industry Conferences and Make 15 Friends Per Conference
  - Complete: Customize Status Report for Paralegal Input to Send to Client Weekly
  - Complete: Create Calendaring System
  - Complete: Finalize Litigation Checklist
- Default Services Goals - 2015 Q4**
  - Complete: Develop Procedures and Templates
  - Complete: 3 Additional Loan Servicing Clients
  - Complete: Create Rate Sheet for Clients (New/GR)
- SWOT Analysis**
  - Strengths:** Culture, Passionate, Energetic
  - Weaknesses:** Lack of Processes, Disorganized
  - Opportunities:** Adding Value, Harness Technology, Clients Concentration
  - Threats:** Technology, Non-Lawyer Disruptive



# #1 Leadership Activity to Develop Strong Relationships?

## One Meaningful Conversation Weekly

- Goals & Priorities
- Collaboration
- Recognition



**85%**

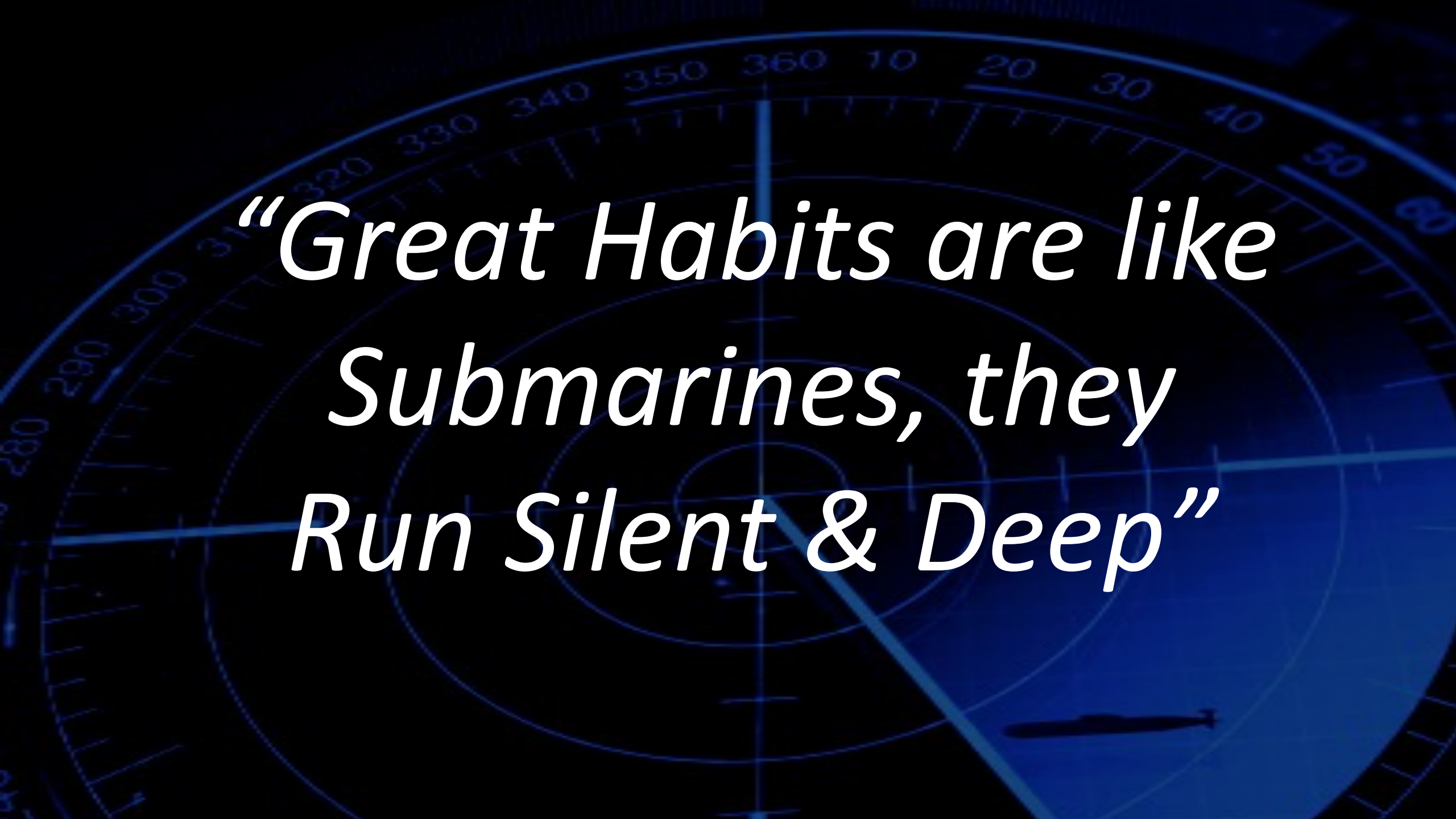
*Most Motivated  
with Weekly  
Updates*

# MONTHLY 1on1 HABIT



# 3 Communication Habits

- **Daily (15 min)**
- **Weekly (1 HR)**
- **1on1 Monthly (30 min)**



*“Great Habits are like  
Submarines, they  
Run Silent & Deep”*

1. **Connect Mission**
2. **Take the Shot**
3. **Empower Jam Dives**

4. **Recognize Your Bravo Zulu**
5. **Steady As She Goes**

CeLeBRATE

MEAT



# FAST ATTACK VOYAGE





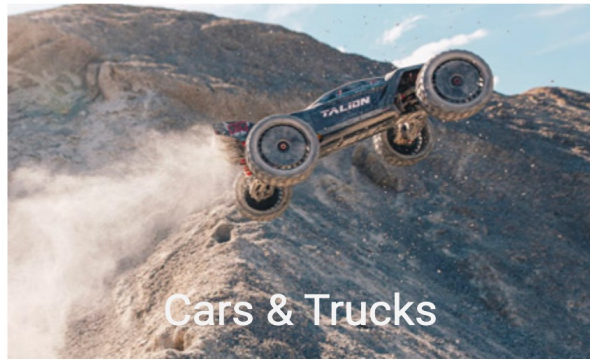
## Discover What's New

Check out the new RC Cars, Trucks, Airplanes, Helicopters and Accessories from Horizon Hobby. All backed by the best service the hobby has to offer.

[SHOP NEW RELEASES](#)



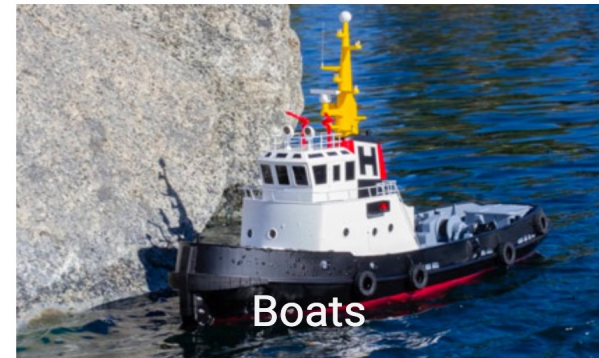
Airplanes



Cars & Trucks



Helicopters



Boats



Radios



Photo Credit: Shane T. Mason

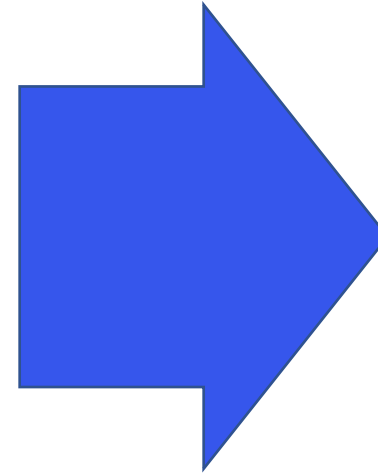
Trains



# #1 Connect To mission

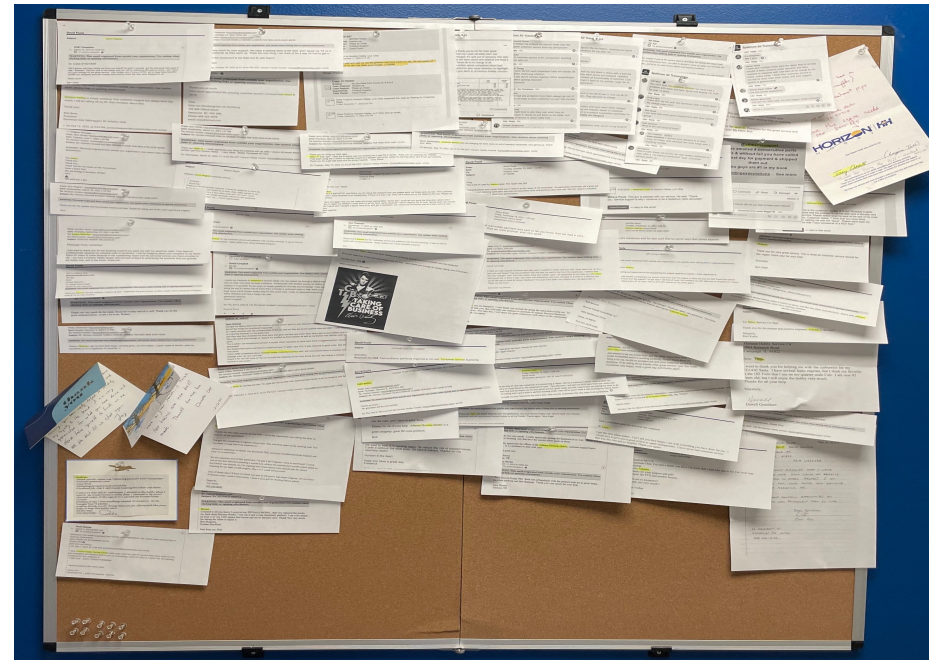
We impact the world for good through the influence of Horizon and our people. We provide an exceptional customer experience through world-class innovation and outstanding support.

**13%**



**Inspiring Dreams.  
Building Memories.**

**100%**



#2  
Take  
the  
shot

### Sales Goals

- 1 - Rebrand Website ● At Risk
- 2 - LinkedIn > 3,000 Members ● Complete
- 3 - Generate 3 New Clients/Projects ● On Track

### Human Resources Goals

- 1 - Update OPS Role Descriptions ● Critical
- 2 - Best Places to Work Application ● At Risk
- 3 - Q3 to Q4 Transition ● On Track

### Manufacturing Goals

- 1 - 1,280,542 Units Manufactured ● On Track
- 2 - Visual Plant V1 ● At Risk
- 3 - New Plant Layout Plan V2 ● On Track

### Finance Goals

- 1 - Bill \$800K Rev ● On Track
- 2 - Financials by 10th of Every Month ● Past Due
- 3 - Cost Analyze Projects Dashboard ● Critical

### Leadership Goals

- 1 - Recognitions Leadership Training ● On Track
- 2 - Read "This is Marketing by Seth Godin" ● On Track
- 3 - 1 on 1 Leadership Development Training ● Critical

### Quality Goals

- 1 - Launch QA Program Annual Plan ● Complete
- 2 - Identify/Update KPI's ● On Track
- 3 - Quality Error < 1.25% on Projects ● On Track

40% - 70%

**#3**

**Empower  
jam dives**

# VALUES



**Golden  
Rule**



**Customer  
Focused**



**Innovation**



**Driven**

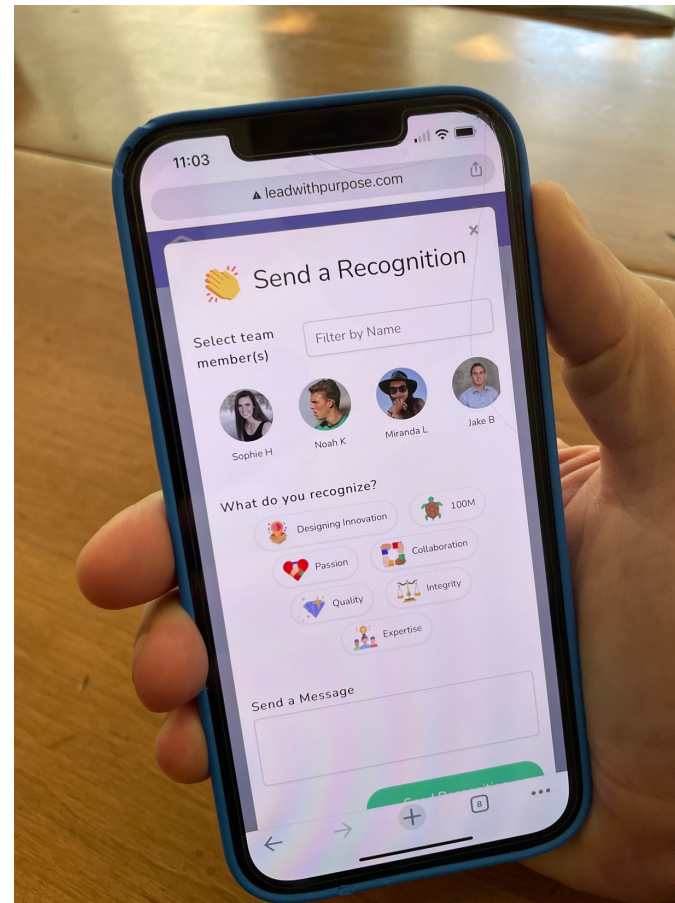


**Team 1st**

---

**What do you think?**

# #4 Define your bravo zulu



## 12,873 Recognitions

~2 / employee / month

**#5**  
**Steady as  
she goes**

# Monthly 1on1's

## Daily Meeting



# EMPLOYEE ENGAGEMENT

Implement  
Fast Attack



Jan 21



Sept 21

● HH ● Gallup

# FAST ATTACK LEADERSHIP



**“Either We All Come  
to the Surface or No  
One Does”**



**AMC** ANNUAL MEAT  
CONFERENCE™

**“Either We All Come  
to the Surface or No  
One Does”**



**AMC** ANNUAL MEAT  
CONFERENCE™