The Leadership Challenge

“Two roads diverged in a wood, and I (WE) took the one less traveled by, and that has made all the difference.”

_The Road Not Taken_
Robert Frost

Cardiac Rhythm Medical Division
Agenda

Who are we?
- Quick facts
- Our culture
- Our people
- Our products
- “LIVING” with our technology

CRMD & TLC
*The Road We Have Taken...*
- Why it has stuck
- Bearing fruit
- Applying TLC
- The BEST parts of the road
• Medical technology company - supporting those who treat cardiac, neurological and chronic pain
• St. Paul, Minnesota based
• Founded in 1976
• 14,000+ employees worldwide
• Four focus areas:
  1. Cardiac Rhythm Management
  2. Atrial Fibrillation
  3. Cardiovascular
  4. Neuromodulation
Meredith - Senior Marketing Manager
Patient Initiatives - Neuro Division

Ramon - Director, Training & Recruiting - Sales, Austin

Enzo - Technical Services Specialist
CRMD - Las Vegas

Charles - Electrical Engineer
Neuro Division
Taral - Sr. Software Engineer
Sunnyvale, California USA

“I have a great sense of accomplishment hearing first hand from patients how one of our devices improved his or her quality of life or even saved a life.” Our products truly make a difference in the lives of many.

Sofie - Supervisor, Leads Manufacturing
Veddesta, Sweden

“The most challenging aspect of my role as supervisor is to get a team of people to work well together while still seeing and appreciating individual contributions.”

Leif - Principal Clinical & Systems Engineer
Veddesta, Sweden

“A rewarding project I have worked on was adding long range radiofrequency (RF) telemetry capabilities to our latest generation of ICDs.”
CRMD Vision

We will provide physicians with optimal solutions to predict, diagnose, monitor, and treat heart disease and associated illnesses to assure the best possible outcome for every patient while reducing healthcare costs. Through continuous innovation in technology, processes and services and delivering on our brand promise of “more control, less risk,” we will enable clinicians to ensure that their patients enjoy fuller and more productive lives.
CRMD Pillars

RESULTS DRIVEN

QUALITY  INNOVATION  CONTINUOUS IMPROVEMENT  TEAMWORK  PERSONAL COMMITMENT  CUSTOMER FOCUS

INTEGRITY

Cardiac Rhythm Medical Division
Our Products

St. Jude Medical
Syreem, CA USA

Anthem
PM3004  C3DDAV
S/N 423456

Current DR RE
Model 2207-36  High Voltage Con
S/N  DEMO
V/ED DOOR

St. Jude Medical
SYLMAR, CA USA

Cardiac Rhythm Medical Division

St. Jude Medical
More control. Less risk.
Making a Difference

Luana Phipps
Sand Point, Alaska
The Leadership Challenge

What’s leadership got to do ... got to do with it?????

• Quality
• Speed
• Process Sharing
• Constant & Consistent Communication
• Functional Teams / Matrixed Teams
• Multiple worldwide sites
Why The Leadership Challenge

• A determined President...
• A compelling case for leadership...
• A model for leadership that “works”!

Why Has It Stuck?

• A Senior Leadership Team committed to:
  • Model the way
  • Speak for and stand for a cultural “shift”
  • Invite Everyone to walk “the road less traveled”
• Create an environment of new opportunities for continued leadership growth
Bearing Fruit
Leadership for Extraordinary Performance

- TLC-Based - ✿
- TLC-Influenced - ♡

- LDP Pilot
- Mentor Program
- Heart of Mgmt
- Team Dev.
- Internal Coach
- Executive Coach
- Sixth Practice

Cardiac Rhythm Medical Division

St. Jude Medical
More control, less risk.
Program History

- Leadership for Extraordinary Performance*
- Internal Custom Facilitations
- Executive Coaching
- Getting to the Heart of Management at SJM
- The Sixth Practice: GTTHOL at SJM*
- Next Leadership Program
- Mentoring Program

Years:
- 2002
- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- 2009
When we know that TLC message is making a difference...

- Language
- Expectations
- Continuous improvement
- Conversations
- Actions

- Pillars/Guiding Principles/Vision
- Teambuilding/working requests
- Functional ownership
Sixth Practice Example
Applying TLC

- Leadership for Extraordinary Performance (232)
- The Sixth Practice (144)
- Key Impact
  - LPI & comments
  - Challenging the process
  - Practical application
  - Follow-up
  - Facilitating “organic” change
- Keep it alive and visible
Kouzes Posner Model

Constituents’ assessment of managerial effectiveness.

55%

45%
Kouzes Posner Model

Constituents’ assessment of managerial effectiveness.

Communication

55%

45%
LPI 55%

Everything Else 45%
Experiential Value

- Retest of the Leadership Practices Inventory
- Application to all five practices
- Real-time coaching
- Video recorded practice
- Post-workshop activity
Best Parts of the Road

- The Leadership Challenge programs & focus
- Continuous journey - diverse approaches
- Most impactful/enduring parts of the “walk” for CRMD:
  - Internal momentum & initiative
    - Team Facilitations (*REALLY* big!)
    - Leadership Development Program (LDP)
  - Observing the internalization of leadership habits...
Questions?
Two roads diverged in a yellow wood,
And sorry I could not travel both
And be one traveler, long I stood
And looked down one as far as I could
To where it bent in the undergrowth;

Then took the other, as just as fair,
And having perhaps the better claim,
Because it was grassy and wanted wear;
though as for that the passing there
Had worn them really about the same,
And both that morning equally lay
In leaves no step had trodden black.
Oh, I kept the first for another day!
Yet knowing how way leads on to way,
I doubted if I should ever come back.

I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I -
I took the one less traveled by,
And that has made all the difference.