



August 21, 2009

Looking Sideways to Move Forward

Thank you to Keith Derks for sharing the book *Managing Sideways* with us. According to *Managing Sideways*, changing the fundamental focus of a company can be as simple as shifting its perspective 90 degrees, to look *across* a company – at all employees, initiatives and processes – rather than up and down the corporate hierarchy. Encourage Business Partners to think not only about individual tasks, but also to focus on the overall collection of tasks, or the *process*, producing the desired end results. Below are some Change Management concepts and strategies to use every day.

One of your primary responsibilities is to create value for the customer. It's not enough if our internal measures indicate we are doing a good job, it's what our customers tell us that is important. Encourage Business Partners to perform for the customer, because a customer-focused approach should drive all Company activity. When we hear from customers we should use that opportunity modify our processes to meet their needs.

Eliminate handoffs and waste in day-to-day operations. Most processes are cross-functional, meaning they span the boxes on the organizational charts. Abandon comfortable and familiar ways of doing business, if they are not working. Organizations are only as effective as their processes, and even the most heroic performers can't succeed long-term when handicapped by weak processes.

Make sure you are coaching and facilitating, instead of controlling. Don't spend too much time issuing orders and policing individual performance. Encourage Business Partners to be self-directed and to operate with a higher degree of autonomy to become better at finding their own solutions.

Communication is the oxygen change needs to thrive. In any change effort, you may encounter confusion, fear and uncertainty. Business Partners are always eager for information that will help them do their jobs better.

Keep moving forward. As we continue to evolve and maximize effectiveness, we need to keep improving processes and ensure they stay in place. As you read through this booklet, I would be interested in discussing any ideas for improvement within your own area of responsibilities or across the Company, and to work through any questions that you might have.

Sincerely,

A handwritten signature in black ink that reads 'Fred L. Lowstetter'. The signature is written in a cursive style with a large initial 'F'.

Fred Lowstetter
Change Management Leader





August 28, 2009

Ways to Lead Change

Human nature provides a host of basic, powerful motivations that go right to the core of how we operate. In your efforts to increase revenue, reduce operating expenses and engage in the Change Management initiatives that will transform Brink's, keep in mind some of the below insights from an article in a recent issue of *The Globe and Mail*, a daily, Toronto-based, Canadian newspaper.

What motivates you doesn't motivate them – Operating expenses are not edicts from corporate headquarters, but are essential measures to stay strong in a tough economy. Business Partners care, but they may not care exactly the same way you do. Be sure to frame your message in a way everyone at all levels of the company can understand why change is important to them.

Leaders believe, mistakenly, they are above change – Don't wait for others to act first. Lead by example, let change begin with you, and look like a champion. Your behavior sends a signal to everyone watching – not just to company leaders, but your fellow Business Partners and everyone who reports to you.

Influence leaders aren't a panacea for making change – The best drivers of change aren't necessarily the highest ranking individuals in the corporate hierarchy or those with the strongest personalities. Sometimes the quietest voices can present the revolutionary ideas needed to really make a difference.

Employees are what they think, feel and believe in – As you communicate such important strategic initiatives as cost savings, keep the thoughts, feelings and beliefs of your Business Partners in mind. Consider their perspectives and their way of looking at the world, and how any Company changes might impact them.

Good intentions aren't enough – Be patient as people take on new roles and responsibilities, as well as new ways of thinking and doing things. Give them the support and time they need to succeed.

Sincerely,

A handwritten signature in black ink that reads 'Fred L. Lowstetter'.

Fred Lowstetter
Change Management Leader





September 11, 2009

Don't Change the Constants

We have Rob Hess to thank for bringing the accomplishments of John Wooden to our attention. A minimalist overview of his career as a basketball coach would note an unequaled win-loss record of 885-203. During his 27 years as UCLA head coach his teams achieved a 620-147 record and won an unprecedented 10 NCAA championships – including seven in a row from 1967 to 1973.

One of his players once was asked to choose one word to describe Wooden. He chose "saint". Since 1976 the John R. Wooden Award has been presented annually to the nation's best male college basketball player. In 2004 it was joined by the Women's Wooden Award, honoring the top female college basketball player. Although Wooden's coaching career ended in 1975, he still teaches personal values, discipline, hard work and self-improvement.

A few of his many life lessons can be found on the attached Pyramid of Success. Here are three that apply particularly today:

"Good values attract good people." At our center, underneath the talking points and strategies, the short- and long-term objectives, are the core values that make us who we are. Make sure yours are in the right place, because they will inform everything you do. Creating an atmosphere of dignity and respect will pay off in everything from media coverage to customer satisfaction to attracting and retaining top talent at Brink's.

"The carrot is mightier than the stick." The old adage, "You can catch more flies with honey than you can with vinegar" was never more applicable than to influencing cooperation with Change Management initiatives. Ask rather than demand, and don't miss an opportunity to thank someone for their hard work and a job well done. Let them know their role is vital in our overall success.

"Make greatness attainable by all." No matter how talented you are, you can't do it by yourself. You'll need help while traveling the road to success, and you don't want to be alone when you get there. Provide the training and tools your teams need to triumph, and work together to remove any barriers standing in the way of success.

Sincerely,

A handwritten signature in black ink that reads "Fred L. Lowstetter". The signature is written in a cursive, flowing style.

Fred Lowstetter
Change Management Leader





September 18, 2009

Change is Forever

Change is not an event. It is a process – a process that never stops. What would it be like if we all could learn not just to accept change, but to *thrive* on it? The first step to thriving on change is to accept the world as it is and, in the same moment, realize it may be very different as soon as tomorrow.

One change in progress here at Brink's involves standardizing branch structure, including, as just one example, making sure the right number of supervisors are in place for the number of routes. This change is not an event – it will become an ongoing process and an integral part of our culture. Another philosophical shift involves a fluid restructuring of branch routes going forward to maximize productivity. And reviewing travel to ensure it generates value, although once seen as an event and a change, is rapidly becoming institutionalized. A few months ago it was an initiative that caused no small amount of agonizing. Now it's in the process of becoming a matter of course. Consider the three truisms below and how their acceptance can make you a part of the process.

The best time to change is before you have to. The pace of change is accelerating, and if you stand still you soon will be obsolete. At some point much current knowledge and accepted practice will be outmoded. The question is not if it will become obsolete, but *when*. By 2050, or by this time next year? As Larry Rodo is fond of saying, "Remain relevant."

Your reaction to change is totally within your control. Some changes will be minor, and some will dramatically alter the way you work and live. Although few people like change done to them, almost everyone likes change done by them. If that's true, then change isn't the problem. It's really about where change comes from and what level of control you have over it. While you cannot always control the changes that come your way, you can choose how you react, and perception is everything.

If change is inevitable and you try to maintain the status quo, then you set yourself up for change to come in the form of crisis. Whether you want it to or not, change is going to happen. Embrace it and incorporate it, as it occurs, into the way you work. By remaining adaptable you will find it easier over time to keep up with the ever-accelerating pace of change.

Sincerely,

A handwritten signature in black ink that reads "Fred L. Lowstetter". The signature is written in a cursive, flowing style.

Fred Lowstetter
Change Management Leader





September 25, 2009

Trust is Key

Thank you to Morgan Craven for bringing this article on trust to our attention. To be trustworthy you must be worthy of trust. Traits worthy of trust can be studied and learned, and they are indispensable in the workplace. The attached article contains essential insights on the nature of trust and why it must be incorporated into everything you do. Here are a few traits of trustworthy people:

- **They influence others without attempting to control them.** Not much explanation required here. There is a difference between “good manipulation” and “bad manipulation”. The motives behind good manipulation are good: using personality-specific tactics to coach team members or employing targeted motivation methods to help make Business Partners happier while doing their jobs.
- **They communicate in a clear ... manner without hoarding information.** Information siloing is a bad habit that plagues many companies and teams. When it is done unintentionally it can slow the progress of initiatives and cause different divisions to duplicate work. Intentional information hoarding is another story. Not only does it have the same effects as siloing, it can crush morale and destroy trust. Share what you know when you know it, and do it frequently in weekly communications and speak outs.

Although being trustworthy is essential, being able to trust others is equally important. This is especially true for leaders. Here are a few parts of the formula for trusting others:

- **Communicate clear expectations.** For the members of your team to trust you and fulfill your expectations, they have to know what you want and hear it or read it in clear, uncluttered language. If the Business Partners you lead receive a message they can understand, you may be amazed at what they can do.
- **Coach if failures occur.** When mistakes happen, fix the problem and put the emphasis on coaching to make sure you reduce the potential for recurrence. Ensure your communications and directives are clear to everyone. Make sure you are available for mentoring when necessary to help Business Partners be successful.

Sincerely,

A handwritten signature in black ink that reads 'Fred L. Lowstetter'.

Fred Lowstetter
Change Management Leader





October 2, 2009

Motivate to Boost Morale

This week the attached article on improving morale comes from Darrell Quinn. According to author Mark Schnurman, a common predicament facing managers is the challenges they face when motivating other people. During times of change there is an increased demand to motivate Business Partners. The secrets to boosting morale, especially in a tough economy, may seem elusive. However, as challenging as it may be, as we work toward retaining top performers it is imperative you create an environment that allows all Business Partners to reach their potential. Here are a few strategies:

Communicate clearly and ensure there is a shared understanding. To motivate Business Partners, talk to them more. Make sure everyone knows where new directives and initiatives are coming from and precisely why they are important to Brink's. Don't assume or leave ongoing communication to chance. Instead, be proactive in encouraging regular, shared dialogue.

Explain the cogs in the machine. Make sure Business Partners understand their role at Brink's and exactly how they can contribute to the success of the Company. To motivate, meet with your Business Partners regularly, express the importance of their positions and help them understand exactly why what they do is important. Tell them how the safety best practices they created, their latest sales or the support calls they answered that satisfied the customer positively affect the Company. Whether they are helping to save lives or impacting the bottom line, let them know they are appreciated.

Set SMART goals. There now is a greater need for clear, smart objectives. SMART stands for specific, measurable, achievable, realistic and timely. It's a powerful message and a great standard for evaluating goals. Not only do Business Partners need to understand where they fit in, they need to know exactly what they can do to help the department and the Company succeed. Work with your reports to involve them intimately in the goal-setting process to get them to invest themselves just as deeply in the results.

Although seemingly contrary to conventional wisdom, salary increases can soon be forgotten, but recognition for achievements can last a long time. When you publicly acknowledge and reinforce good behavior, you usually get more of the same. The secrets to motivating Business Partners and boosting morale need not be so secret after all.

Sincerely,

A handwritten signature in black ink that reads 'Fred L. Lowstetter'.

Fred Lowstetter
Change Management Leader





October 9, 2009

Take Responsibility

We often joke about “no whining,” but in times of increased change it can sometimes be all too easy to wear your heart on your sleeve, decrease communication and feel victimized. Right now it is more important than ever to quickly address negative issues in the workplace, and spend the bulk of your energy emphasizing and magnifying the positive aspects of what you do and how you relate with the Business Partners on your teams. Here are a few ideas:

Be aware of disengaged Business Partners. Based on the results outlined in the attached article, a Gallup study concluded that the longer an individual stays with an organization, the more disengaged they become. If you see Business Partners who are “not there” or who are clearly unhappy, stop and talk to them, and listen to what they have to say. Maybe there is a situation in the workplace that needs your attention. Or there could be trouble at home affecting them at work. Most often they can be reenergized and reengaged.

Get to the root of bad behavior. Negative energy manifests through seeing oneself as a victim of circumstances, a prisoner of others and helpless and powerless to act and impact the external world in which we live. Such behaviors as blaming, defensiveness, denial, procrastination and self pity don’t help. Most people want to do a good job, and it can often be a broken process or similar issue causing the negative behavior. Take a minute and try to get to the root cause. Your people are worth the effort.

Take 100% responsibility and encourage others to do the same. The antidote to the “victim” mindset is a 100% responsibility outlook. Replace the false belief that others are responsible for your circumstances with: “I am 100% responsible for how I choose to respond to circumstances.” It is a way of looking at things that can completely transform the way you see everything. Once you’re ready to lead yourself, you’re ready to lead others, and you can encourage the Business Partners on your teams to take 100% responsibility for everything they do. Help them change the way they think about themselves and their reactions to external circumstances. Encourage them to make a conscious choice to live life without excuses, blaming or self pity. Instead of simply complaining about problems, encourage them to suggest solutions. You are there to listen and lead, but they have to take ownership of what they do and the circumstances they create.

Sincerely,

A handwritten signature in black ink that reads 'Fred L. Lowstetter'. The signature is written in a cursive, flowing style.

Fred Lowstetter
Change Management Leader





October 16, 2009

Rephrase the Question to Become Responsible

The attached article is from *The Oz Principle Blog*, a weekly blog written by *New York Times* bestselling authors Roger Connors, Tom Smith and Craig Hickman. If it hasn't happened today, it may not be too long before someone misses a deadline or fails to follow through on one of your requests. When that happens, the question "How did that happen?" might come to mind. Unfortunately, asking "How did that happen?", and by concentrating on what went wrong and who is responsible, does nothing to fix the problem. Instead, the article suggests changing the wording of the question to put yourself, literally, in the middle. Asking "How did I let that happen?" doesn't make you the primary party responsible for the error, but it does make you part of the solution and changes the way you look at mistakes. Here are some benefits to this perspective:

It creates more positive relationships. Someday, perhaps sooner than you think, you will make a mistake. When that happens, after you own up to your part in where things went awry, you will most likely want those around you to concentrate on the total value you bring to Brink's, and not just on your mistake. Treat everyone on your teams the same way. Coach them when they need it, and share the information you have with them as soon as you have it, so they can always do the best job for you and the Company. When they slip, be there to get them back on track, and think about what you could have done to prevent the mistake from happening in the first place.

Accept your accountability for getting things done through others. Set the standards and follow your own example. In a culture of accountability, everyone clearly communicates expectations, makes sure they are understood and takes 100% responsibility (see last week's letter) for getting things done. When this happens the best ideas are never siloed, but always are on the table. Hesitation and blamestorming quickly becomes things of the past.

The result is a positive work environment. Dignity and respect are more than buzzwords. They should drive everything we do. In a positive work environment where everyone takes responsibility, innovation trumps caution and morale soars. Everyone shares their ideas without worrying about repercussions and everyone takes responsibility for making sure projects succeed. If you touch it, you own it.

Sincerely,

A handwritten signature in black ink that reads "Fred L. Lowstetter". The signature is written in a cursive, flowing style.

Fred Lowstetter
Change Management Leader

