

ABI WRITES:

Members author books to better
themselves and help other business leaders

TODD MCDONALD *president, ATW Training Solutions*



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The Iowa Association of Business and Industry (ABI) is the voice of Iowa business. It is Iowa's oldest and largest business network, representing 1,500 businesses that employ more than 333,000 Iowans. ABI benefits members by advocating on their behalf at the statehouse, connecting them with decision-makers to share ideas and services, offering solutions and best practices for issues that affect their businesses and developing our state's business and civic leaders.

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Business Record® (USPS 154-740, ISSN 1068-6681) is published by Business Publications Corporation Inc., The Depot at Fourth, 100-4th Street, Des Moines, Iowa 50309, (515) 288-3336. Contents © 2019 Business Record. Published weekly. Annual subscriptions \$69.95. Single copy price is \$1.75. Copies of past issues, as available, may be purchased for \$4.50 each. Periodicals Postage Paid at Des Moines, Iowa. POSTMASTER: Send address changes to Business Publications, The Depot at Fourth, 100-4th Street, Des Moines, Iowa 50309.

A VIEW FROM THE TOP



Cindy Dietz

*ABI Chair
Collins Aerospace
Cedar Rapids*

ABI Members: Well-read and Well-informed

This edition of *Business Record Iowa* features ABI members who have written books. It's no surprise that ABI members tend to be well-read and well-informed. And it's certainly no surprise that the authors and books you will see featured here are interesting and thought-provoking. I hope you enjoy the article.

On a different matter, ABI is in the middle of a multitude of events of special interest to Iowa manufacturers. The annual Legends in Manufacturing Awards Dinner, the Iowa Advanced Manufacturing Conference with keynote speaker and Winnebago CEO Michael Happe, and the manufacturing matchmaking event were just last week. The digital manufacturing roadshow is coming up in the next few weeks. Go to www.iowaabi.org for more information and to register for this high-value event.

If you tend to focus a bit further into the future, it is not too early to finalize your plans to attend two other important ABI events. On January 15, 2020, ABI will hold its annual Legislative Reception. This event draws hundreds of Iowa business leaders and more elected officials of both parties than any other similar event. And June 9-11 is the 2020 Taking Care of Business Conference, ABI's 117th annual convention. Cedar Rapids is pulling out all the stops to make sure your 2020 conference experience is the best ever! The conference is simply Iowa's very best business event of the year, and you will not want to miss it.

In the meantime and as always, thank you for your support of ABI and for helping ABI put your future in focus! ■

EXPERT ADVICE

The Internet of “Insecure” Things



Sean Johnson

*VP of Operations, ACS
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Everything is “smart” nowadays. Fridges, watches, sensors, handheld scanners and manufacturing equipment are almost all connected to the internet and are therefore considered part of the internet of things (IoT) or IoT devices. IoT has given rise to “Smart Manufacturing” and “Industry 4.0,” but before we get to enlightened operations, we must first secure these IoT devices to ensure our businesses remain resistant to cyber threats.

The best way to secure IoT devices is to treat them as you would any other part of your technology environment. At their core, they are just another device to be managed, patched, updated and secured. Following a layered security strategy ensures that critical data and operations are shielded behind many defense mechanisms. A layered security approach should include the following tiers:

- Human Layer
- IoT Layer
- Data Center Layer
- Core Layer
- Access Layer
- Edge Layer

Utilizing a layered security approach ensures that your customer information, financial information and intellectual property are more difficult for both external and internal threats to access, steal and hold hostage.

An example of compromised IoT was the 2016 Distributed Denial of Service (DDoS) attack that used smart baby monitors, thermostats and other “smart devices” to crash many popular websites, overloading those sites with millions of requests at the same time.

The DDoS attack can easily be replicated at a business by bogging down the network so employees cannot effectively access the internet, files or process digital operations. It could also affect manufacturers by accessing the Programmable Logic Controllers (PLCs) in floor equipment and adjusting proprietary recipes or product dimensions just enough to cause a manufacturer's defect that would be undetectable until it's already been sold to a consumer.

With proper identification and management, IoT devices provide many opportunities to increase revenue, increase efficiencies and reduce costs. ■





EVENT REWIND

Executive Open

August 26 | Des Moines Golf and Country Club

Over 120 of Iowa's top business leaders played in the Executive Open on August 26 at the gorgeous Des Moines Golf and Country Club. Despite the original forecast, it was a great day for golf—and an even better one for networking. Congratulations to the winning group: David Dickson, Ryan Heiken, Jeff Kraber and John Textor. Thanks to a terrific turnout and enthusiastic sponsors, the Executive Open continues to be one of ABI's most popular events. ■



LI NEXT

September 5-6 | Hotel Pattee | Perry

Organized by Leadership Iowa alums to gather and feature Leadership Iowa alums, the inaugural event LI NEXT served as a forum for attendees to collaborate and conceptualize with other leaders and innovators. Presenters included Kathleen Riessen (LI '16-'17) of Kathleen Riessen & Company, Bob Riley (LI '02-'03) of Riley Resource Group at Feed Energy, Molly Varangkounh (LI '17-'18) of Hy-Capacity, Dan Culhane (LI '02-'03) of Ames Chamber of Commerce, Charity Tyler (LI '18-'19) of Cedar Rapids Public Library Foundation and Jason Gross ('12-'13) of EMC Insurance. Hosted at the Hotel Pattee, Leadership Iowa looks forward to returning to Perry this month for the Leadership Iowa Class of 2019-20's opening session. ■



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CAPITOL BUSINESS



ABI Board Sets 2020 Legislative Priorities

At the conclusion of the 2019 legislative session, ABI staff traveled around the state to provide a legislative update to members and to get feedback about the key issues facing Iowa business leaders in all corners of the state. In August, more than 175 members in all industry sectors met in Des Moines to review and make recommendations for the association's 2020 legislative policies. The ABI Board of Directors discussed and established the 2020 policies and priorities during their September meeting in Cedar Rapids. When the policy development was completed, approximately 300 people participated in the grassroots, member-driven process.

Thanks to the strong participation, the association continues to be seen as a resource to elected officials and those in state government. ABI staff looks forward to the opportunity to represent you and share your priorities with all 150 state legislators and the governor next year. With that, we want to share with you the priorities approved by the ABI Board of Directors at its September meeting:

2020 LEGISLATIVE PRIORITIES

The Iowa Association of Business and Industry has proudly served as the voice of Iowa Business since 1903. A member-driven organization, representing 1,500 member businesses that employ more than 330,000 working Iowans, ABI's 2020 legislative priorities reflect the goals of business and community leaders in Iowa's 99 counties.

Workforce

ABI supports legislative efforts to recruit, retrain and retain talent in the state. ABI encourages the Legislature to continue funding Future Ready

Iowa, work-based learning opportunities, apprenticeship programs and other initiatives that will help upskill our existing workforce and prepare students for the careers of tomorrow. ABI supports innovative solutions and incentives to help businesses and employees overcome barriers to employment, such as childcare and adequate and available workforce housing. Further, as part of ensuring a qualified workforce, ABI encourages the Legislature to enact policies that are conducive to safe workplaces and that allow employers to address drug and alcohol use.

Competitive Business Climate

In order to compete in a global economy, Iowa must have a business climate that is conducive to attracting and maintaining businesses. ABI encourages the Legislature to continue broadband expansion to ensure that businesses can attract workers to all parts of the state. ABI supports efforts to enhance Iowa's business tax climate in order to make our state an even more attractive place to do business.

Regulatory Reform

ABI members strive to comply with a wide scope of regulations at the local, state and federal levels. These regulations can often overlap, be outdated or are overly burdensome. Therefore, ABI supports:

- Streamlining environmental permitting requirements, reducing cost and time for businesses and the state.
- Modernizing notification requirements for employment drug testing.
- Reviewing and eliminating policies and regulations that hinder small business expansion.



Nicole Crain

Senior Vice President,
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JOIN US

Manufacturing Technology Roadshow Heads to Minneapolis



ABI and CIRAS are partnering to help Iowa manufacturers see firsthand how new digital technologies can change your manufacturing floor today.

Join us on a two-day bus trip to Minneapolis on November 12-13 to see leading-edge technologies in action. Visits will include CIRAS (Ames, Iowa), Metalcraft (Mason City, Iowa), Stratasys (Eden Prairie, Minn.) and Graco, Inc. (Minneapolis, Minn.)

"This trip highlights some of the best of manufacturing," said Kathy Anderson, vice president of member development and programs for ABI. "Participants get exclusive access to outstanding manufacturing locations. It's a lot of innovation packed into two days."

This event is designed specifically for manufacturing leaders in the roles of CEO, operations, plant manager, engineers or others considering manufacturing automation.

This is the event's second year. The 2018 Manufacturing Technology Roadshow traveled to Chicago.

Register now and see who else is attending at www.iowaabi.org/events.

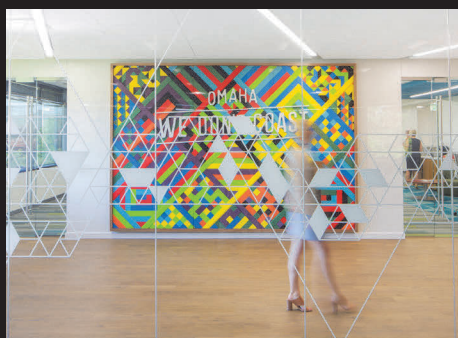
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ABI Writes:

Members author books to better themselves and help other business leaders

Ask almost most anyone who has authored a book, and they'll tell you: An idea is just the start. To see a book through to completion, it takes determination and perseverance. After all, most books aren't short-term projects. They typically take years to finalize.

Take Tero International founder Rowena Crosbie and Deborah Rinner, co-authors of "Your Invisible Toolbox," for example. They came up with the idea for their book, which focuses on millennials and interpersonal skills, around 2009. It took them eight years and more than a few frustrating moments to publish the book and release it to the masses.

Whether the purpose of their books is to inform, inspire or entertain, there are a few ABI members who have authored something of their own. But that doesn't mean there weren't roadblocks and challenges along the way, moments many of them took as opportunities to grow and learn themselves.

"Just persist," Rinner said. "Just keep persisting. These take shape and form over time."

A survey and a story

Todd McDonald has spent years researching the topic of servant leadership, the term applied to a managing style that centers around employees. He owns two training and consulting companies, ATW Training and Consulting, which helps businesses with leadership, teamwork, customer service and communication skills, and New Horizons Computer Learning Center, a software training business.

Those many years of research left him with a lasting philosophy.

"When it comes down to it, companies need to look at their employees as any customer," McDonald said. "And like any customer, it starts with identifying the customer's wants and needs."

McDonald wanted another outlet to discuss servant leadership, so he conducted an online survey asking a simple question to employees: "In order to be more efficient and more productive, I wish my manager would just ..." and left it to respondents to complete the sentence.

An overwhelming 5,000 responses gave McDonald a problem and, even more important, an idea. First, he had to go through the laborious process of condensing all the responses into a few bullet points. He turned those notes into a presentation, but the managers in attendance at McDonald's speaking engagements asked a consistent question: Why not do the same thing, but for employers?

McDonald got to work. He created a similar online survey for



TODD MCDONALD *president, ATW Training Solutions*



“What it comes down to is why do you want to write a book?”

managers, asking them what they wished employees would do. From that, he created a flip book in 2003 called “I Wish You Would Just ...” One side was geared toward employees, the other toward managers. McDonald partnered with a publisher in Texas and has sold more than 75,000 copies to date.

“The idea is that success is a partnership between the manager and the employee,” he said. “If they met in the middle, they can both be successful.”

McDonald’s second book revolves around time management. Called “Finding 100 Extra Minutes a Day,” the book, published with Tony Jeary in 2004, assesses common ways people can find at least 100 extra minutes every day for work. To make the concept simpler, McDonald and Jeary converted time into dollars and cents.

“The old adage is that time is money,” McDonald said. “You want to make sure you are getting paid for the time you are investing in things. As we break the model down into priorities, avoiding procrastination, improving organizational skills and delegation, we have assessments for people to identify where they can be more disciplined.”

McDonald plans to update his previous two published works for the modern age, focusing on millennials and Generation Z. He also receives inquiries from budding authors who want to create something of their own. His first question to them is always, “Why?”

“In most cases, people are not going to get rich by writing a book. You have to sell a lot of books to make any money on them,” McDonald said. “But I do know there are a lot of authors, including myself, that didn’t do it from the standpoint of making money, but it does create credibility. It allows you to build relationships. What it comes down to is why do you want to write a book?”

A creation of collaboration

Crosbie and Rinner, chief learning officer at Tero, have a background in writing training manuals, which are admittedly unique from books.

“They are extremely boring; nobody reads them,” Crosbie said with a laugh. “They are extremely academic. We knew we were in trouble when we put the first few chapters in front of our team members and had a lot of blank faces looking at us. We went through some learning curves on writing style.”

The eventual product, “Your Invisible Toolbox,” was published in 2017 and has been the fuel for a number of spinoffs. Crosbie and Rinner host a semi-regular YouTube show that tackles different commu-

nication issues with various Central Iowa business leaders. They’ve also used information in the book for speaking presentations, a card game, an audiobook and more.

The goal is to find as many avenues as possible to share their message. “At Tero, we study the process of learning,” Crosbie said. “We study how people consume information. We’re all very individual in our processes, and we fully intended to make sure that this could be as user-friendly as possible.”

The process of writing was difficult at first, especially since neither Crosbie nor Rinner had experience co-writing on a project like this before. During the eight-year writing process, the pair spent many hours at retreats trying to focus on finishing the book.

At first, they used the same laptop and attempted to write together with the same voice. But when that didn’t work, they wrote separately in different rooms, then gathered late in the afternoon to compare notes. That’s when progress really started to take off.

“We really collaborated well at that point, and it took us a while for us to get the form,” Rinner said. “When it finally took shape and when we knew individually we could write, that’s when the engine started to run.”

Crosbie and Rinner laugh when asked if they’ve considered writing a second book — mostly because they’ve fielded the same question many times before. They concede there is plenty of content for a second book, but there’s nothing in the process at the moment.

“We don’t know if a second book goes faster, but we’re still trying to maximize the value of the first one before we start launching into a new one,” Crosbie said. “But maybe stay tuned.”

Simplifying business

Putting many different random thoughts and bits of information down onto many pages is a difficult task. Andrea Belk Olson, who started a career in tech and eventually started her own marketing and communication consulting company, Pragmadik, more than a decade ago, felt that firsthand.

Belk Olson is an avid reader herself, mostly with materials touching on continuous learning. When the idea to write a book first came to her mind in 2010, she had plenty of content and thoughts of value to businesses. She turned to writing.

“I never thought about a book per se, but there was so much content here and this needed to be put together in an organized fashion,” Belk Olson said. “You have all these random thoughts, but when you put that into a book, you make that a tool that people can use as



A CUSTOM PUBLICATION FOR ABI

ABI members featured in new leadership book

Reading about great leaders and their advice is one of the best ways to grow as a leader yourself. Perhaps that's why you're reading this story in the first place — to glean tips and tricks from ABI leaders throughout the state.

A new book, titled "You Are Destined for Greatness," from Aaron Putze is a helpful tool for those interested in absorbing valuable information in quick fashion. A number of sports figures, education leaders, government officials and more from a variety of industries are a part of the book, dishing out their approaches and insights to key business decisions. There are also many ABI members featured, including:

- Miriam Erickson Brown (Anderson Erickson Dairy, Des Moines)
- Randy Edeker (Hy-Vee, West Des Moines)
- Gene Meyer (Greater Des Moines Partnership, Des Moines)
- Bob Myers (Casey's General Stores, Ankeny)
- Suku Radia (Bankers Trust, Des Moines)
- Doug Reichardt (Holmes Murphey, West Des Moines)
- Kirk Tyler (Atlantic Coca-Cola Bottling Co., Des Moines)
- Wendy Wintersteen (Iowa State University, Ames)

The book can be found on most book retailer websites.

a guiding light as to where they want to grow their organization."

Her first book, "No Disruptions," released in 2016, is manufacturing-centric. Many of Belk Olson's manufacturing clients hadn't grabbed hold of the future, which is increasingly focused on technology. The book helped businesses with the basics, like updating software, enterprise resourcing planning systems and more.

The second book, "The Customer Mission," helps organizations understand the wants and needs of customers. Belk Olson noticed that many companies were looking too inward, rather than outward. They needed to focus on the bigger picture: what their customers' problems were and how to solve them.

Belk Olson has received wonderful feedback and has used her book subjects in a number of speaking engagements. One of the positive comments she received said it simply: She cut through all the noise.

"The way I wrote it and the way I wanted this to be presented is very candid and practical insights rather than this large, lofty example of Amazon or Walmart," Belk Olson said. "Amazon and Walmart are who they are. Nobody is in that game. It had to be really practical and things that people can relate to. It was to show them they can get out of this, and they can grow their organization. This is how."

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Sustainable solutions

Adam Hammes considers reading one of the most valuable tools for self-improvement. He frequently used books and other written materials to grow professionally at Kum & Go, where he eventually became the first manager of sustainability within the company.

That's where he wrote his first book, "Stress Free Sustainability," and how Hammes learned about the publishing process on a smaller scale.

When he launched the Iowa Sustainability Business Forum, a business group focused on sharing sustainability best practices, about six years ago, Hammes took that knowledge with him. There were plenty of great stories about sustainability that could help businesses around the state.

Hammes took those case studies and condensed them into a book, diving into implementation, management and more. He released "Sustainable Business in Iowa" in January 2018.

"I had to go out and find companies that were a perfect representation of different stages for a particular chapter topic," he said. "I wanted to write a book that combed over those issues and showed people that there are companies that are doing this successfully. Here's a story, and you can do the same thing."

Hours of research were poured into the book, but about halfway through writing, Hammes was bored. Not because of the subject at hand, but because he had already laid the book out in his head. It was just a matter of translating those thoughts onto the page.

"I've thought about this a million times, and by the time I start writing it, I'm bored because you've already felt like you've written it but you don't have it on paper," he said. "You have to have the power to push through the late stages and the last half of the book."

Despite those roadblocks in the process, Hammes said the book has been well received. The topics have been adopted into 10 different business colleges in Iowa, and Hammes has attended book signings and speaking engagements.

The next step for Hammes is writing on a more granular level. He wants to release nine or 10 more books that are about 100 to 120 pages long, homing in on particular sustainable subjects. He'll also create video content with each to provide a different avenue for delivering the material.

"I continue to go around the state and share with Iowa companies that never thought that Iowa was a successful home of corporate sustainability programs," he said. "Most people look to the coasts or Europe, and they don't think of Iowa as having sustainable companies." ■

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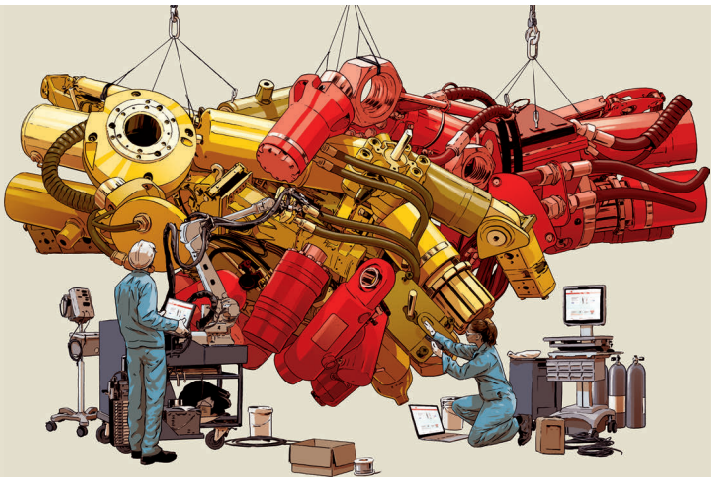
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CALENDAR OF EVENTS



NOVEMBER 7-8

Leadership Iowa

Iowa Falls

NOVEMBER 12-13

Manufacturing Technology Roadshow

Tour Locations from Ames to Minneapolis

DECEMBER 5

Connecting Statewide Leaders

Fort Dodge | 10:30 a.m.

DECEMBER 5-6

Leadership Iowa

Fort Dodge

JANUARY 15

Legislative Briefing and Reception

Iowa Events Center | Des Moines | 4 p.m.

MARCH 5

Connecting Statewide Leaders

Muscatine | 10:30 a.m.

MARCH 5-6

Leadership Iowa

Muscatine

MARCH 11

Iowa Business Day on the Hill

ABI Office | Des Moines

APRIL 2-3

Leadership Iowa

Glenwood/Council Bluffs

MAY 7-8

Leadership Iowa

Waverly

JUNE 9-11

Taking Care of Business Conference

Cedar Rapids Convention Complex | Cedar Rapids

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TOP TIPS

Beware of Cobra Farms – Three Tips on Employee Engagement



Rowena Crosbie
President, Tero International
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Carrots and sticks. Incentives and penalties. These are common tools for employee engagement. During my ABI Taking Care of Business Conference keynote, I cautioned how good intentions can backfire. Consider this story from the book *Primed to Perform* by McGregor and Doshi.

When India was a British colony, cobras were plentiful and a problem. The government put a bounty on dead cobras. With compensation for dead cobras came the innovation of cobra farms. When the leaders realized what was happening, they removed the bounty. What did the farmers do with the cobras when the bounty was lifted? They released them.

After I shared this story at the ABI Conference, a leader there confessed to leaving the door to her childhood home open to entice flies into the house. Why? Her parents paid her a few cents for each fly she swatted.

We’ve all seen examples of cobra farms in the workplace. Incentives or quotas frequently result in goals achieved at the expense of ethics, values and customer interests.

Instead of relying on external motivators, look for opportunities to tap inner motivation. Here are the top three:

- **Play:** Find out what people love to do. Working for the enjoyment of the work itself, leads to the highest levels of engagement.
- **Purpose:** This motive is at work when people see how the impact of their work matters.
- **Potential:** When the work leads to other goals. Stepping-stone jobs are examples.

Beware of cobra farms. ■

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Call for Support: Contributions Impact Iowans and the Future of Our State

How do we meet our workforce needs, generate industry growth and foster innovation across Iowa? For more than 35 years, the ABI Foundation has actively analyzed and directly addressed these questions.

As the ABI Foundation's new fiscal year begins, we ask for your support in reaching our \$400,000 goal for our statewide educational leadership programs: Business Horizons, Leadership Iowa University and Leadership Iowa, serving Iowa high school students, college students and professionals.

As a 501c3 non-profit organization, your tax-deductible contributions would directly support expenses such as:

- Financial assistance to decrease or eliminate costs to participants
- Program experiences such as tours, speakers and activities
- Outreach and engagement efforts to past and future participants
- Program expenses including meals, lodging and transportation
- Needs and materials to support staff and program volunteers

Business Horizons received a record number of "scholarship" requests this year. These scholarships allow participants to attend the program at a discounted rate, or sometimes no cost at all. We have never and will never turn away a high school student who is eager to gain valuable experience due to the inability to afford the cost to attend. More than half of our participants were provided the experience thanks to the support of their local business leaders, individual donors and corporate support.

The student cost to attend is \$325, but the expense to the ABI Foundation for the 5-day program is over \$1,500 per student. You have the opportunity to provide a scholarship to support a local student in your community or any participant in need.

Our goal of \$127,500 will support 85 students at Business Horizons in 2020.

Leadership Iowa University this year found more businesses investing in their interns with 15 of our 20 college students sponsored by their internship company. This experience bridges the gap between college and career by connecting students to a new network of Iowa leaders and a greater understanding of the opportunities Iowa has to offer.

While tuition for participants is \$500, the expenses per student for the five-day program is approximately \$2,500. Build your company's talent pipeline by contributing to a student's participation, or enhance your own internship program by offering your future employees the Leadership Iowa University experience.

Our goal is \$72,500 in funding for Leadership Iowa University in 2020.

Leadership Iowa selects 40 Iowa leaders from a wide variety of backgrounds for eight, two-day sessions that provide a fresh, realistic perspective on the state's needs and opportunities. Experts provide insights into agriculture/renewable resources, education, government, manufacturing/community vitality, economic development, healthcare and more.

Each month, session costs can exceed \$5,000 to provide unique experiences and showcase great Iowa communities in each region of the state. Your company can be recognized for sponsoring a meal, transportation or materials for the Class of 2019-20. This group will convene monthly, October through June (excluding February), in Perry, Iowa Falls, Fort Dodge, Des Moines, Muscatine, Glenwood/Council Bluffs, Waverly and Cedar Rapids. Make supporting our state's leaders your legacy in Iowa.

Our goal is \$200,000 through annual and session support for Leadership Iowa 2019-20.

Consider partnering with our mission-driven organization today, and help sustain a multi-generational leadership infrastructure that continues to make a difference in the lives of Iowans. To continue the conversation on sponsorship opportunities and benefits for supporting our programs, please contact me, Becky Coady, at rcoady@iowaabi.org or 515-235-0569.



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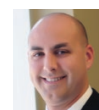
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