



Let's look at a success story. And using the system, we'll illustrate the process, **so you can see** how we went from worst to first! Parkway Electric was ready to file for Bankruptcy – Chapter 7 Liquidation. With no ability to meet payroll, The Rock Group (engaged by Fifth Third Bank) found an interested investor, The Huizenga Manufacturing Group (HMG).

**Focus on what works.** Build on each success. I made sure Parkway invested in the personal development of each individual. For example, Doug Mitchell, Parkway's new President, spent a year-long CEO peer professional development process with Twist Think. Additionally, a number of field leaders spent 2 weeks at Purdue's Project Management Institute (Electrical Contractor Focus). All employees could see and feel that I was interested something specific, meaningful, and relevant to them, their personal growth.

As our first effort, we bid and landed the electrical portion of the new construction of West Ottawa High School job. It was a \$4 million job, and in Parkway's backyard. We taught and practiced the basics of everything. The job and the school became a showcase!

I **focused on what works!** Out of the blocks, we acknowledged each milestone as the team collaborated to build West Ottawa's new High School.

I used that job as a beacon of hope. It instilled confidence to the team that was bankrupt just months before. Everyone could see and feel it. How did I do that? While I did use the common components of *care, commitment, trust & hope*, what was the unique process? We'll describe the systematic approach shortly.

Sales doubled (\$9 million to \$20 million) in three years. There was a total and complete about face in performance. In 3 years, **losses of \$2.5 million** turned into **net profits of over \$2.5 million**. All in all, Parkway, which had a negative value (liabilities far exceeded assets) is now **valued at more than \$20 million** to the community, employees, and owners.

