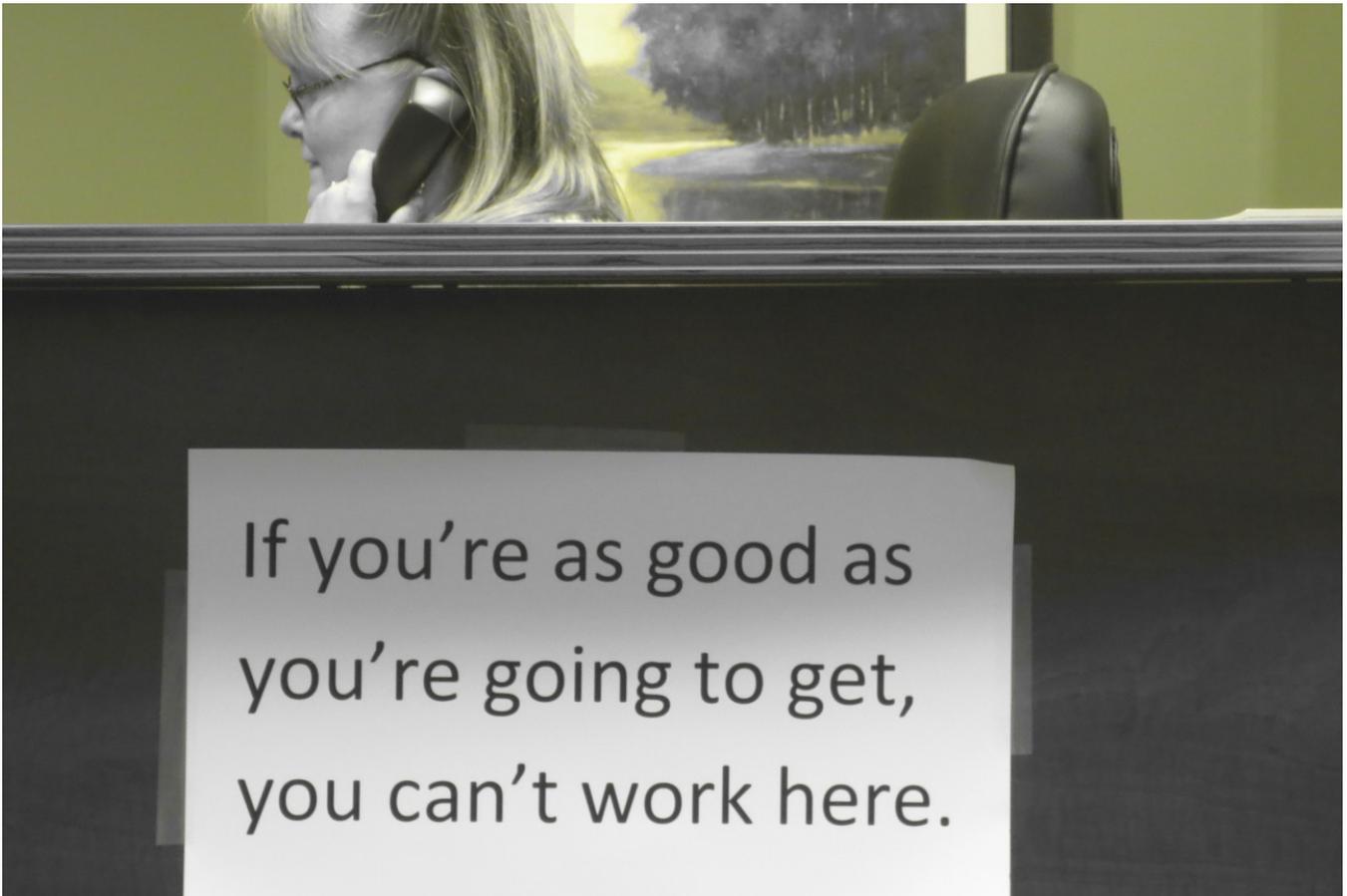




Building a Sales Force That Keeps Getting Better: Case Study of Deschutes Brewery



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Would you have the courage to post this sign on your desk? If not, what's holding you back?

When I ask CEOs and Sales Vice Presidents this question, I hear these justifications:

"There's hardly sufficient time to get our real work done. Taking our sales reps off the streets to a classroom for training is a luxury we can't afford."

"If we set the bar that high, at least one-third of our team would be thinking, 'This isn't what I signed up for.'"

"As a senior management team, we're already quite proficient on basic leadership skills."

Underlying these justifications is an unsatisfactory compromise: "Work is a race to get things done *efficiently*." Business leaders are content to operate with the precarious hope of freeing up time for improving and expanding capabilities.

Deschutes Brewery's sales organization doesn't rely on hope. Instead, they strive to perform a very challenging core value "Do our best and *next time* do it better." And next time isn't next year. It might be the next day. Or even the next sales call.



Deschutes work process is driven by a contrarian mindset, “All there is at work is time to get better.” Better means accomplishing key business metrics, improving skill proficiency, expanding capabilities, and raising performance standards. Over time, Deschutes talent development strategy delivers a game-changer advantage: Superior capabilities trump efficiency.

Deschutes’ work process is designed to deliver unprecedented productivity—they build capabilities in the midst of getting daily tasks done. The sales team employs the Practice While Real Work Gets Done Process, which is designed to naturally generate job-embedded development routines for practicing core skills and distilling lessons learned from just-completed tasks. This work process innovation, developed by Art Turock, Elite Performance Game-Changer, adapts best principles from high performance fields like sports and military combat. If you were to accompany a Deschutes sales rep doing sales calls, you’d witness job-embedded development routines, such as:

- When a sales team member engages in blaming or victim language, a colleague will toss an NFL coach’s red challenge flag to call for a timeout to rephrase the remark using the language of accountability.
- Every sales call gets debriefed following the renowned Navy SEALs debriefing process.
- Managers keep scorecards to stay mindful of mastering new habits. To curtail multi-tasking, several Deschutes managers invite their sales reps to rate them on a 100-point scale on “percentage of time spent fully engaged” during a day of making sales calls.
- Deschutes managers don’t “hold” people accountable by telling employees what they did wrong or asking for explanations for unwanted outcomes. Instead, they invite team members to take accountability for their own mindset, the root cause of unwanted outcomes. Comparable to sports teams, the Deschutes coaching model focuses on generating a mindset conducive to optimal performance.
- The Deschutes sales team engages in “deliberate practice” (based on the research of Dr. Anders Ericsson, featured in the book *Peak*), a method used by experts in many fields including professional athletes. Deliberate practice differs from the way most businesses treat practice, as a warm up, walk through, or plateauing at the current skill proficiency.



How Deschutes solves three pervasive learning and development dilemmas

In September 2013, Andy Tysler, Deschutes VP of Sales, redefined his role while participating in Art Turock's ninety-minute presentation about his book, *Competent is Not an Option*:

“In listening to Art, I had an epiphany. I used to think training was something that happened by listening to slide presentations in a classroom. Now I realize there's nothing but time to do training and coaching while we get work done. And I now hold my role differently. For years, I've lead my team to execute the sales plan and make the numbers. Now I have an additional role—developmental leader—to help my managers and sales reps to keep performing better.”

Andy Tysler's epiphany led to collaboration with Turock to install the proper mindset and skills for orchestrating the Practice While Real Work Gets Done Process. As a result, Deschutes solved three pervasive dilemmas about performance improvement.

Dilemma #1: An efficiency-driven work process leaves no other choice but settling for random acts of training and development.

Dilemma #2: Performance management ignores mastery of mindset--the root cause of plateaus, slumps, and breakthroughs.

Dilemma #3: Performance standards remain static for years. They describe a proficiency level that most employees can accomplish, but never articulate an evolving proficiency for “elite” performance.

Quantifiable results: sales + employee engagement + retention + profitability

- After the first year of installing their new work process, Deschutes posted outlier results on 2014 Gallup Employee Engagement scores. Their sales team's total engagement scores were 88% engaged, 10% unengaged, and 2% disengaged. For comparison, the average Gallup 2012 scores for sales workers showed only 29% were engaged. And for managers and executives, only 36% were engaged.
- In 2013, 2014, and 2015, Deschutes was voted a top 100 company to work for by *Outside Magazine*
- For 2013-2016, the compounded annual growth rate was 8.7%. According to AC Nielsen research, the total US beer sales showed a 4.07% compounded annual growth rate during this period.
- Over the last three years, Deschutes attained an average of 98.5% of sales plans.
- In 2015 and 2016, Deschutes was the 8th largest independent craft brewer in the US.
- Over the last 4 years, 5 employees left to take jobs that advanced their career or a lateral move, while 55 employees retained their employment with Deschutes.



Instead of benchmarking their industry’s best practices to address these dilemmas, Deschutes pioneers three game-changer solutions:

- a game-changer work process,
- a game-changer coaching process, and
- a game-changer routine to raise performance standards.

A Game-Changer Work Process: Practice While Real Work Gets Done

“We are what we repeatedly do. Excellence, then, is not an act, but a habit.”

—Aristotle

Most companies are pre-occupied with efficiency habits like multi-tasking, winging-it, micromanaging, and doing tasks the way we’ve always done them. The cumulative effect blends good news and bad news. Fortunately, the sales team accomplishes short term business goals. Unfortunately, they settle for a team of competent performers who never get significantly better. In an ever-changing supply channel, failing to upgrade performance is a recipe for eroding sales results. Sustainable success is impossible.

Like any pervasive dilemma, senior management recognizes the long-term danger, but can’t fathom any viable solutions. They face a massive stumbling block—little or no experience in devising work process innovations.

Deschutes addresses this missing capability by collaborating with an outside resource, Art Turock. His work process innovation alters the habitual cadence of work from “getting tasks done efficiently” to “engaging with customary tasks as learning occasions.” The sales team adheres to a distinct sequence of habits that fortify their commitment to keep getting better.

Any enduring habit consists of a triggering event, which activates a job-imbedded development routine, which ultimately leads to a small win. So the simple formula is:

Trigger → routine → small win



The rhythm to drive Turock’s Practice While Real Work Gets Done Process comes from five triggering cues, called the 5Ps. Each of the 5Ps signal team members to drop time-efficient habits and instead engage in job-imbedded-development routines:

Time Efficient Work Process	Practice While Real Work Gets Done Process
Presume basic skills are sufficiently mastered	P1/Prepare: Daily plans to refine basic skills
Task gets done expediently	P2/Practice while real work gets done: Mindfully designing and improvising deliberate practice drills
Going through the motions of getting a task done using a comfortable, familiar method	P3/Perform in game-on situations: Generating full capacity—the right energy, focus of concentration, intentions, and empowering emotions—in the moments of performing a task
Completing an activity and swiftly moving to what’s next	P4/Perfect the process: Extracting valuable lessons learned from the just-completed task
Absorbing learning for your own usage	P5/Publicize fresh learning: Sharing learning generously with team members, supply channel partners, and customers.

To illustrate, Deschutes deploys the 5Ps during “work withs” where a sales manager provides coaching and on-the-job training to a sales rep. Besides triggering job-imbedded development routines, each P serves as a cue for the next one following in the sequence.

Each day begins with a preparation routine (P1) known as a Grounding for Greatness, where everyone identifies specific skills they intend to improve plus ideal practice opportunities. Drive time in a car and meal breaks are considered practice fields, ideal for role playing and strategizing for the upcoming sales call (P2). During each sales call, everyone practices designated selling skills in performing before buyers, and also take notes to use in giving feedback afterwards (P3). In perfecting the just-completed sales call (P4), participants use the Navy SEALS debriefing protocol to capture lessons learned and deliver performance-based



feedback. At day's end, the sales team asks "Who else might benefit from what we've learned?"(P5), and then send e-mails to their boss, sales colleagues, and even beer distributors for Deschutes products.

Since the 5P routines are ingrained as a work process, they also get deployed in joint sales calls conducted by Deschutes personnel and their beer distributor reps. A day in the field with Deschutes is a strikingly superior learning experience for distributors compared to time spent with other beer manufacturers. Deschutes achieves a "trusted partner" status because their products, market insights, and work process are viewed as integral to their distributor's long-term success.

The rhythm of the Practice While Real Work Gets Done Process endures because the time spent engaged in job-imbedded development routines delivers small wins such as:

Credibility with distributors. Market Manager, Brandon Whitaker says, "The 5Ps begin with P1/Preparation. Our focus on superior preparation on setting goals and marketing strategy establishes credibility with our beer distributors, who are our business partners. We don't just throw up obscure target numbers for annual sales. Instead, we share the basis of growth opportunities filled with data and logical reasoning. We want our distributors to succeed as much as we want to succeed."

Distributor reciprocity. Distributors offer Deschutes more time with their sales team to educate on new product information and sales campaigns than other beer manufacturers.

Training is not an annual ritual. It's a daily opportunity to keep improving skill sets. After a year with Deschutes, Pat Bohn, Market Manager observed, "With my previous employers, we hired a third party firm to conduct an occasional day of training. Very few managers knew how to maintain the training back on the job. With Deschutes, training is natural in the course of the day. If a sales pitch doesn't go as planned, my manager and I acknowledge what we did wrong, and perfect our approach for a return sales call. The whole process is very natural. You just think of starting at P1 and finishing at P5, and all the other steps fall in place."

Imagine the number of deliberate practice hours generated and lessons learned compiled by a 60 member sales team in a day, a week, a month, or a year.

Now contemplate the cost to professional development from missing out on those job-imbedded development opportunities.



A Game-Changer Coaching Process: Coaching for Mindset Disturbance

“You will never touch a level of greatness until your comfort zone is disturbed.”

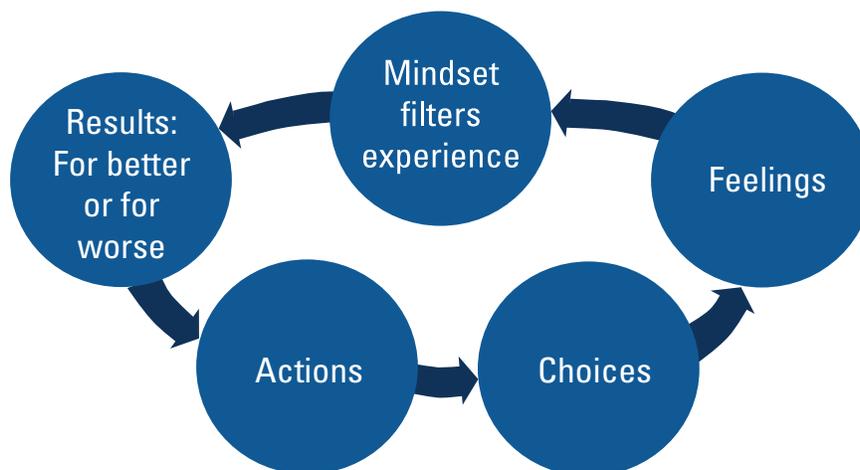
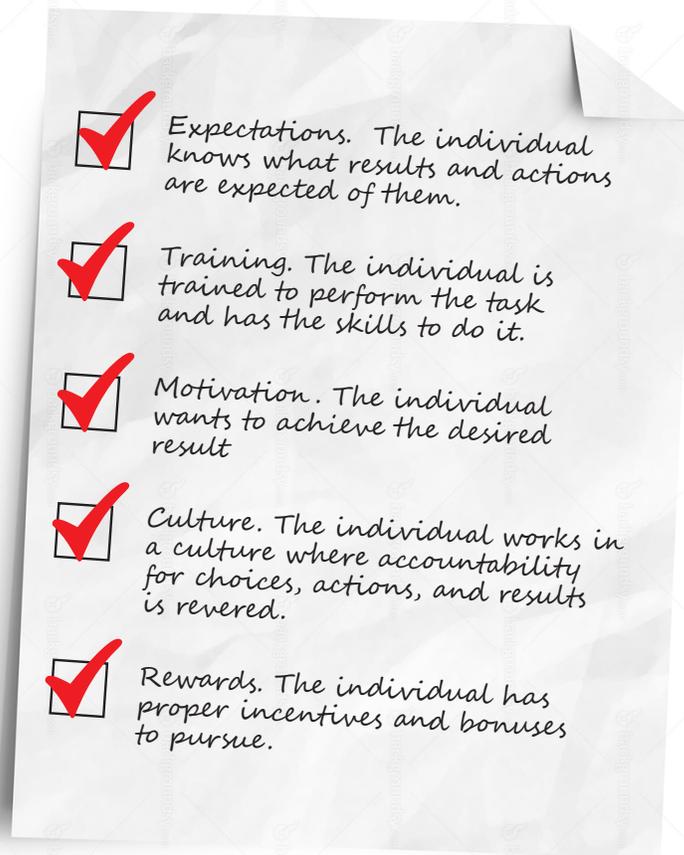
—Ray Lewis, all-time great linebacker for the Baltimore Ravens

Every sales manager is familiar with employees who won't do what they've been trained and are expected to do. Sales reps don't do cold call marketing. Managers don't delegate. People receive feedback and don't put it into practice. Facing these types of problems, most sales managers who attempt to hold people accountable, exhaust the customary checklist of potential causes:

So what's going on?

Even talented, well-trained, and full engaged employees fail to pursue goals that require expanding their comfort zone. They seek to avoid taking on seemingly unreasonable effort or risk.

Comfort zones are governed by our mindset. A mindset is a habitual, automatic, pre-ordained filter that influences how we experience a situation—either as a threat to avoid or an opportunity to seize. The way our mindset gauges the degree of effort or risk needed to accomplish a goal determines the ensuing sequence of choices, actions, and ultimate results. Consequently, **mindset is the root cause of our performance slumps, plateaus, and breakthroughs.**



Unfortunately (maybe tragically), most managers are ill-equipped to coach employees to master their mindset. It's not a skill set covered in management training. Why not? Coaching about mindset requires managers to engage employees in sharing their inner thoughts and feelings that seem to be too personal to discuss at work. Managers operate with a self-limiting mindset—"At work, especially with their boss, people are reluctant to express their doubts, fears, irrational thoughts, and negative predictions."

In sharp contrast, Deschutes' managers regard self-reflection on mindset as the vital foundation for all performance improvement efforts. Mindset mastery gets practiced not only in formal coaching sessions but in spontaneous mini-coaching opportunities, known as the "throw the red flag drill."

Coaching for mindset disturbance.

Imagine we are eavesdropping on your managers' attempts to hold their direct reports accountable for unsatisfactory results. We'd probably hear questions like these:

BLAMING ENHANCEMENT QUESTIONS:

- What happened that prevented you from achieving your goals?
- What got in the way of your improving on weaknesses covered in the performance appraisal?
- What caused you to miss the deadline?
- Why didn't the results we planned for get accomplished?

Be ruthlessly honest. How do these widely-used questions prompt people to respond? Instead of holding anyone accountable, they encourage forms of blaming-- rationalizing, explaining, justifying, spinning, and story-telling. They divert attention from where it needs to be—focusing on self-imposed obstacles to producing results.

Blaming enhancement questions prevent people from taking accountability. Even worse, they encourage practice in fabricating a victim mindset (a skill which most people are already well-practiced).

So if the customary blaming enhancement questions don't work, what's the alternative? Accountability-driven questions invite coachees to engage in skill practice in the precise self-reflection required to take accountability for their mindset and ensuing choices, actions, and results. By owing their role in producing undesirable results, coachees are freed up to make uncomfortable but vital behavior changes.



In learning to coach for mindset disturbance-shifting blaming to taking accountability, Deschutes managers carried laminated cards containing the following “accountability-driven questions”:

ACCOUNTABILITY-DRIVEN QUESTIONS:

- What result(s) (i.e., behavior change, metric, project completed) are you committed to accomplishing?
- What’s the compelling benefit or sense of passion you have for delivering on this commitment?
- What actions have you chosen to take or avoid that undermine your commitment?
- What justifications do you choose to accept as “valid reasons” for continuing actions that undermine your desired results?
- What short-term payoffs do you choose to accept when you tolerate missed results?
- If you choose to continue these undermining behaviors and accept the short term payoffs, what unwanted outcomes are likely to continue or even intensify in the future?
- What new actions will you choose to take to deliver on your commitment?
- How can you reframe this uncomfortable situation so you look forward to being fully engaged in a new course of action?

Notice the stark difference between accountability-driven questions and the way managers typically attempt to “hold” people accountable—by asking blaming-enhancement questions or offering their own explanations for deficient performance. No wonder accountability conversations are dreaded by both managers and their direct reports.

Andy Tysler realized passing out laminated cards with accountability-driven questions wouldn’t break his managers’ well-ingrained habit of asking blaming-enhancement questions. In early 2015, he designated fourteen zone managers and market managers as Champions for the 5Ps. In turn, Tysler invited Art Turock to conduct workshops on “Coaching for Mindset Disturbance,” followed by 12 months of coaching phone calls with pairs of these Champions. These coaching calls were designed for the sales managers to engage in deliberate practice to replace customary blaming enhancement questions with a novel sequence of accountability-driven questions.



The year of coaching calls to practice accountability-driven questions paid big dividends for the Deschutes Champions. For examples, half of the group stopped long-standing micromanaging habits and became effective delegators. As one standout example, Zone Manager Mike Foy generated a powerful mindset disturbance:

“I used to think that if I don’t do the job myself, it won’t be done right. Since I was doing tasks that were my direct reports’ responsibility, everyone was underperforming their roles. I was screwing over my team by curtailing their professional development, plus I’m not developing their capabilities. I’m being a doer, not a developmental leader.”

Foy kept a log of his hours freed up from doing direct reports’ jobs that now became available to pursue his top priority activities. He calculated the typical hours allocated to perform the delegated task multiplied by the number of times the task got done per year. In 2015 and 2016, he freed up 493 hours per year of his own time. In addition, Foy became a developer of delegators. His two direct reports freed up 865 hours through their delegation efforts. (See Exhibit 1, on page 15, to see Mike Foy’s scorecard to calculate results of delegation)

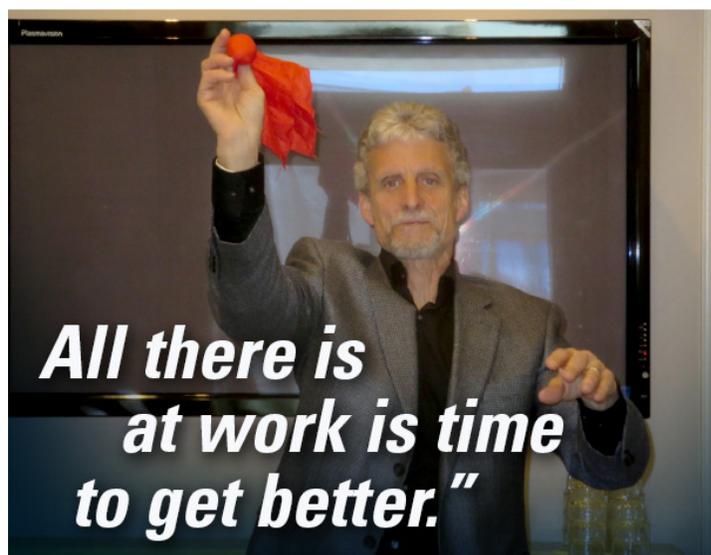
The Deschutes team mastered a vital lesson in performance management. **Stop holding people accountable. Start inviting accountability—not only for their choices and actions, but for their mindset.**

If you’re already seeing opportunities to take action to improve your team’s performance, you can scan to page 19-20 for an assessment to determine your next steps.

The Throw the Red Flag Drill.

In pro football, a coach who disagrees with a referees’ call can throw a red flag to request a review of a videotape replay. Bad calls get overturned.

At Deschutes, anyone can toss a red flag to call out victim language and invite a colleague to instantly restate the issue by taking accountability for his/her choices and actions. Victim language attributes the cause of ineffective behavior or poor results to unfavorable circumstances, inadequate talent, upset feelings, or past history of per-



formance. By taking accountability for their mindset, team members dispute these self-imposed constraints and regain their full performance capacity.

Deschutes team members realize what's at stake and bring red flags to team meetings. If a team member offers up a vintage victim phrase like "I get sucked in by the daily hazards of being a sales manager," red flags get tossed. Instantly, the perpetrator is invited to restate his/her last comment using the language of accountability—"I chose to let other people's requests take precedence over my private time slotted to work on high priority projects." Finally, this teachable moment creates an opening to choose more effective courses of action, like alerting teammates in advance about "no interruption" time slots and assertively declining non-emergency requests for time.

Does the idea of throwing red flags sound hokey or gimmicky? That's exactly why the drill works. It turns a conversation to correct improper behavior into a playful game among team members who genuinely care for each other. Ultimately, everyone comes to realize the value of seizing these red flag drills to accumulate more practice reps in taking accountability. (Notice how practice in blaming occurs naturally and doesn't require a pre-arranged triggering cue, other than an unwanted outcome).

For two years, Chad Travertini, a Deschutes market manager, kept a scorecard to track the frequency of red flags drills. In 2015, from September-December, he recorded 5.25 red flag interactions per month. In 2016, there were 3.5 red flag interactions per month. Travertini concluded, **"People I communicate with regularly learn that the blame game won't be tolerated. We operate in a no-spin zone."**

Travertini recalls these victim remarks that drew red flags and instant coaching with his own team members:

"This is the way we have always done it."

"I have so many accounts, I don't have time to sell."

"It's out of my/our control."

"That's above my pay grade."

"It's not the right time."

"There is no way we can reach that sales goal..."

Since beer distributors partner with Deschutes in a shared accountability to produce sales

Victim Language

I get sucked in by the daily hazards of being a sales manager.

Accountability Language

I chose to let other people's requests take precedence over my private time slotted to work on high priority projects.



results, they participate in red flag drills. Travetini's sales team says the words "red flag" to call out beer distributors' reps or managers who use victim language like:

"Your beer doesn't sell in this kind of account/market."

"It's so slow right now, no one is buying beer."

"We would sell more of your beer if you spent more time and money in our market."

"We are maxed out when it comes to distribution of your products in our market."

"I can make my quota and performance goals just by doing what I'm comfortable selling—wine and spirits. Beer sales are only 4% of our sales anyway."

These erroneous yet unchallenged beliefs get falsely legitimized as persistent, harsh reality. Over time, the subtle habit of adopting self-limiting beliefs produces a massive yearly loss of sales revenue.

Notice who's accountable? Distributor managers haven't been trained in mindset disturbance coaching. They fall for the same self-limiting beliefs as their reps. Even worse, the managers perpetrate self-limiting beliefs that are readily adopted by their reps. When Deschutes team members call for red flag conversations, they are actually doing the job of a distributors' management team.

With Deschutes personnel initiating red flag practice drills, distributors catch on to their taken-for-granted obstacles, and are able to conceive fresh marketing and sales approaches. A fundamental mindset shift occurs--from resignation about overwhelming roadblocks to inspired collaborations that deliver breakthrough results.

What's the emerging game-changer advantage Deschutes is positioning for in the future? They don't want to mimic other beer manufacturers who just offer their products as solutions for distributor and retailer problems. Instead, they will be able provide unique value added capabilities like mindset disturbance coaching and valuable skill practice during work with so distributors are better equipped and motivated to sell Deschutes' brands.

**Are you still thinking, "I can't imagine people throwing red flags in my office?"
If so, throw a red flag on yourself for harboring such a self-limiting belief.**



A Game-Changer Routine for Raising Performance Standards

“If you don’t raise the bar too high, you’ll never be disappointed. You’ll never find out what you’re capable of.”

—Paul Strikwerda, vocal artist

World class sales organizations are distinguished by criteria such as:

- Criteria 1: A formal sales process to follow
- Criteria 2: Plentiful opportunities to receive performance-based feedback
- Criteria 3: Continually upgrade their processes for selling and sales management.

Without question, criteria 3 is the most difficult to implement. Sales organizations aren’t mindful of the importance of continually upgrade their performance standards. So standards remain static, with an etched in stone quality. Most likely, revisions occur every decade... or two. Consequently, performance standards describe what average employees are capable of doing or depict the way tasks are customarily performed.

The best way to orchestrate time for any vital but not urgent activity, like raising performance standards, is to devise a job-imbedded development routine. Each year, Andy Tysler stages a few Raise the Bar Periods around calendar-driven management tasks, like conducting mid-year performance reviews or writing individual development plans at the start of a year. Deschutes’ sales managers focus on their practice of the designated task in order to distinguish valuable lessons learned to incorporate in revised performance standards.

As an illustration, Annual Business Planning Meetings with craft beer distributors get scheduled in the fourth quarter. Deschutes sales personnel were expected to set stretch goals for annual percentage increase of cases sold, causing distributor partners to feel out of their comfort zone of realistic performance. Tysler got pushback from some sales managers who argued, “I don’t want to appear like a dictator who tells a distributor to raise their distribution goals to a number that seems unattainable.” So he decided to disturb this “play it safe and set the bar low” mindset.

Through concerted coaching efforts, Tysler helped his key players to realize that setting easy-to-achieve goals underestimates their distributors’ ability to develop more effective go-to-market plans. In fact, setting “realistic” goals means targeting sales plateaus or minor increases year after year. It’s actually doing a disservice to distributor partners.

Besides coaching to produce this mindset disturbance, Tysler knew his team needed to raise their performance standards for conducting Annual Business Planning Meetings. After performing these meetings in 2015, Deschutes middle managers (N=14) submitted 60 lessons learned from success and failure, both in writing and in phone interviews.



Take for example, the lesson “Avoid questions that might raise defensiveness. Ask questions that inquire into the distributors reasoning/decision-making process” So rather than asking a distributor, “Where did you come up with that number?” which might raise defensiveness, a more effective question would be, “What was the basis of your reasoning in arriving at that number?”

Tysler and Art Turock communicated the 60 lessons in a succinct collection to share with the entire sales management team. The dominant theme in the lessons learned was abundantly clear. Turn the slide show narrative displaying Deschutes recommended goals and marketing approach into a collaborative conversation that leverages the distributors’ market insights, strategic thinking, and ownership for executing the overall plan.

The lessons learned collection conveys the upgraded performance standard, one that exudes collaboration in preparing, conducting, and debriefing distributor planning meetings. In this Raising the Bar period, the standard for performing Annual Business Planning Meetings got upgraded in the course of getting work done.

THE BEST WAY TO SUCCEED IN THE FUTURE IS TO INVENT IT

“Do today what others won't; Do tomorrow what others can't.”

—Smoke Jumpers Credo

Andy Tysler repeatedly declares, “We’re inventing the future of the beer industry.” **Deschutes competitive advantage comes from inventing solutions to pervasive dilemmas in talent development.**

The Practice While Real Work Gets Done Process enables team members to achieve unprecedented productivity—improving their skill proficiency while achieving today’s metrics. This innovative work process makes it natural to engage in daily deliberate practice, receive plenty of helpful feedback, and discover lessons learned to do a better job next time. The Deschutes team is living the core principle: “All there is at work is time to get better.”

Coaching for mindset disturbance focuses managers on the root cause of performance slumps, plateaus, and breakthroughs. By rushing to take accountability for their mindset, people discard self-limiting beliefs and get freed up to discover their full capabilities and produce extraordinary results. As they replace the repetitive practice of blaming with urgency to take accountability, the entire sales force becomes a no-spin zone.

By raising performance standards year after year, the Deschutes team keeps figuring out ways to improve their work processes and skill proficiency. They discard stale best practices and invent “next practices” for the beer industry. Upgrading performance standards is not an unpredictable flash of brilliance but a well-orchestrated routine.

By galvanizing these three game-changer solutions, Deschutes out-practices, out-coaches, out-learns and ultimately out-performs their competition.



Some Deschutes managers use scorecards to track their behavior changes and results. This scorecard emphasizes the change from micromanager to delegator as illustrated tracking “New responsibilities taken on through delegation” to a team member.

EXHIBIT 1. Scorecard to Calculate Hours Freed Up By Delegating

Team Member	Scheduled Work With Date	Work With Canceled or Rescheduled/Reason	Work with Form Completed	5 P's Discussed and Used 90%	Sales Calls Debriefed 90%	Coach Present and Focused Time % Rating	Work With Recap Completed
Bill Smith	30-Apr	No	Yes	Yes	Yes	100%	Yes
New Responsibilities taken on in Delegation		Task			Time Required For Task in Hours	Annual Frequency of Task	Total Annual Time Delegated in Hours
		New Item Set up for Columbia Oregon and Washington			0.5	10	5
		GSM, and Planning Deck Building for Columbia Bend, P&E, and Graybeal			1	5	5
		Weekly and Monthly Update Framework Building			0.5	52	26
Total					2	67	36





Deschutes Brewery was founded in 1988 as a brew pub in Bend, Oregon. Still family and employee owned 28 years later, the brewery is known for brewing a diverse line-up of award winning beers including the popular Fresh Squeezed IPA, Black Butte Porter, and Mirror Pond Pale Ale. From the beginning, the focus has been on crafting the best beer and food using only the finest ingredients. In 2008, the brewery opened a second pub in Portland's Pearl District. Deschutes Brewery now ships beer to 28 states, the District of Columbia, and around the world from its main brewing facility located on the banks of the Deschutes River.



Art Turock is an elite performance game-changer who helps clients develop A-player leaders, achieve unprecedented productivity, and ignite their hidden leadership capacity. His professional engagements include keynote speeches, seminars, executive coaching, and year-long leadership development projects (aka, Mission Unreasonable Projects).

Art has been a valued resource to over 120 Fortune 500 companies, including IBM, Procter & Gamble, Nestle, Merck, and Kroger. He has spoken to hundreds of trade associations and executive education groups such as American Society of Association Executives and Young Presidents' Organization. Articles by Art and references to his work have appeared in Success, USA Today, Fortune, Readers Digest, Association Management, Top Sales World Magazine, Bloomberg News, CNN, the book, Peak, the HBO/Sports Illustrated documentary, "Sport in America," and a Starbuck's cup in "The Way I See It" series.

As a masters track pentathlete, Art competes in five events, and won a bronze medal (2015) and silver medal (2016) at the USA Track & Field Masters Championship, and earned a #8 world ranking. As an elite performance game-changer, Art's diverse skills are analogous to baseball's "five-tool player," who is talented in all the core skills of position players.



Five Tools of an Elite Performance-Game-Changer

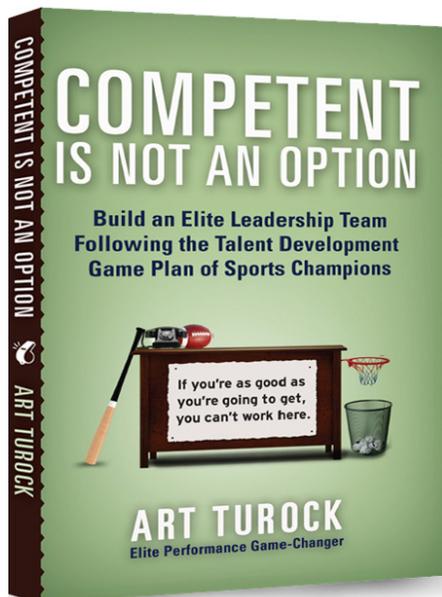
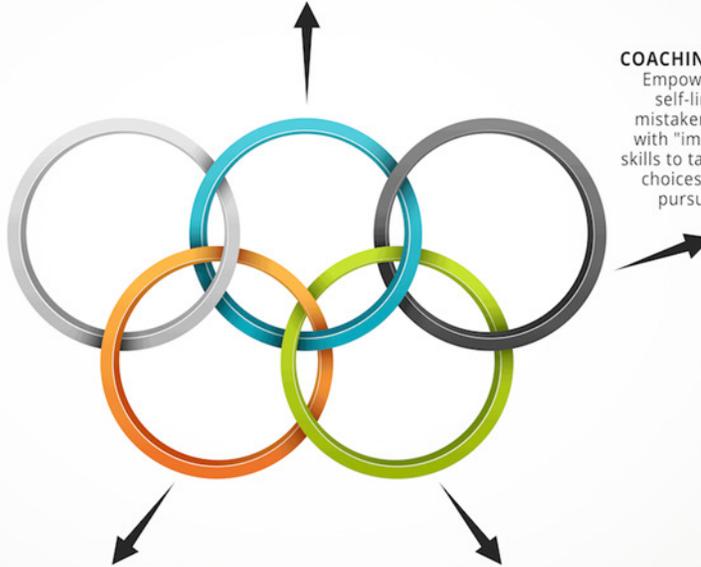
ELITE PERFORMANCE CONSULTING:
Consulting to write elite performance standards, create tools to guide deliberate practice, assess measureable behavior changes, and compile lessons learned from important managerial responsibilities.

COACHING FOR MINDSET DISTURBANCE:
Empowering leaders to reveal their own self-limiting assumptions where they mistakenly collapse "unreasonable" effort with "impossible" obstacles. They acquire skills to take accountability for their mindset, choices, and actions and are freed up to pursue breakthrough opportunities.

SPEAKING
Presenting unique expertise in leadership development ("dual focus leadership") and world-class selling ("creating sales calls customers would pay for") to enable you to reinvent roles and raise performance standards.

TRAINING DESIGN
Designing training experiences so trainees can capitalize on three sources of learning --prework, training program, and follow up-- so newly-learned skills are immediately put to use back at work.

WORK PROCESS INNOVATION:
Orchestrating the Practice While Real Work Gets Done Process so your organization becomes saturated with job-imbedded development routines. Everyone engages in deliberate skill practice and distills lessons learned while going about daily tasks.



The game-changers solutions featured in this case study are described in much more detail in Art Turock's latest book, *Competent is Not an Option: Build an Elite Leadership Team Following the Talent Development Game Plan of Sports Champions*.

To order a copy, click on this link:

<https://www.amazon.com/Competent-Not-Option-Leadership-Development/dp/1497486939>





Instructions: This Reality Check will help you determine your next step to derive tangible benefits from this case study. Be ruthlessly honest in your assessments. Based on your responses, I'll suggest tools to improve your team and organization.

On a 1-5 scale, to what degree do these statements describe what goes on in your business?

1=never happens 3=true 50% of the time 5= the way it is 90% of the time

1. Work is a race to get daily tasks done and to orchestrate periodic change initiatives, leaving hardly any time left for training and development.

Rating:

2. Our work process is designed to orchestrate job-imbedded development routines, so on-the-job training, coaching, mentoring, and deliberate skill practice occurs every day

Rating:

3. Mindset disturbance coaching is a key part of our management training program.

Rating:

4. In debriefing unwanted outcomes, our team members don't resort to blaming unfavorable circumstances, but immediately take accountability for what they did to undermine achieving their desired results. We operate in a "no spin" zone.

Rating:

5. Every year, we raise performance standards on several high impact tasks or work processes.

Rating:

BONUS: Over-riding elephant in the room

6. We recognize these limitations reflected in the ratings 1-5, and don't seriously discuss how to make definite improvements.

Rating:



YOUR NEXT STEP: AN OPPORTUNITY TO SAMPLE ART TUROCK'S TOOLS

I invite you to field test some of my tools to sample their tangible benefits to your organization and your own professional development. Consider this offer as a test drive experience of my skill set, so I'm offering free time and expertise to you. So look at your scores on the Reality Check.

If you scored 6 or more on question 1 or 4 or less on questions 2, then tool 1 is an ideal next step.

TOOL 1 – Work Process Innovation.

I'll provide you with a tool, "Conditions for Leadership Development Audit," to determine how effective your work process is for helping managers build capabilities and improve their skill proficiency. I will orchestrate a conference call with your team to generate valuable insights from your findings and offer recommendations for improvement.

If you scored 4 or less on questions 3 + 4, then tool 2 is an ideal next step.

TOOL 2 – Coaching for Mindset Disturbance.

I offer a 30-minute coaching call to empower you or a designated decision-maker to discard seemingly overwhelming constraints your top priority goal this year. You'll gain a first-hand appreciation of the potential impact of having your team undergo this extraordinary type of coaching and to become fluent in influencing each other's mindset.

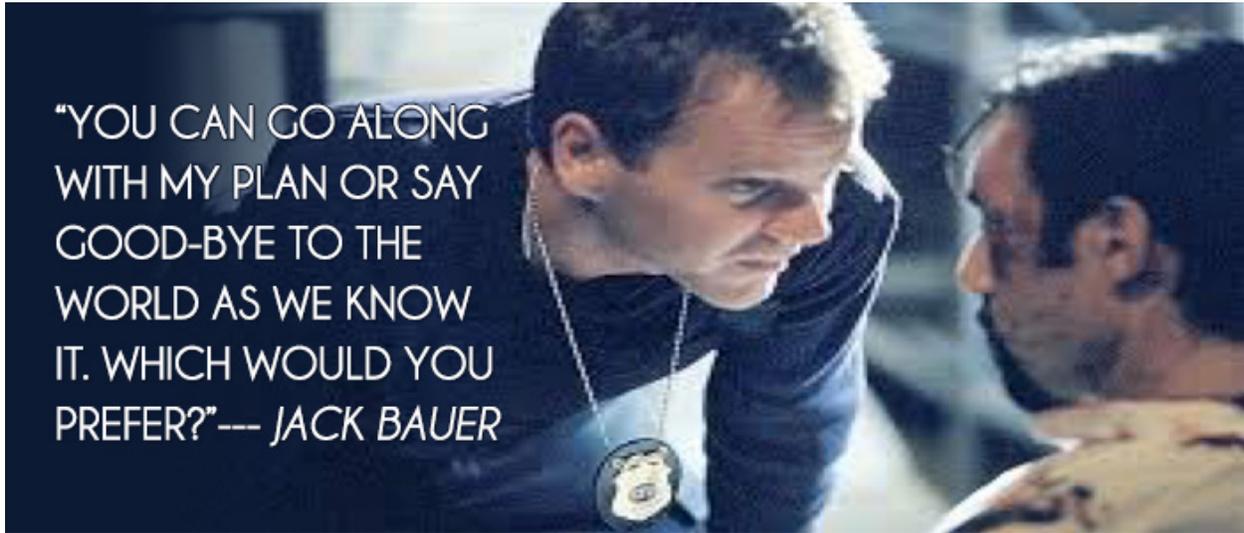
If you scored 4 or less on questions 5 and 6 or more on question 6, then tool 3 is an ideal next step.

TOOL 3 – Elite Performance Consulting—Pick Art's Brain Session.

When you share your challenges in developing elite leaders or sales professionals, I'll recommend best practice adapted from sports champions to address your issues. Pulverize me with questions until I offer original solutions. Note: Sports fans love this conversation.

Tell Art your choice of options at
425-814-3038 or e-mail art@turock.com





The future of the world may not be at stake as it was for Special Agent Jack Bauer in the television classic, *24*. But the foreseeable destiny of your organization and your leadership legacy is definitely at stake.

Do you believe your people will capitalize on Art Turock's field-tested approach to develop elite performers?

How will you respond to this game-changer opportunity?

