

Asian Business Council (ABC) Organized for Success

David Lum
ABC President

Agenda

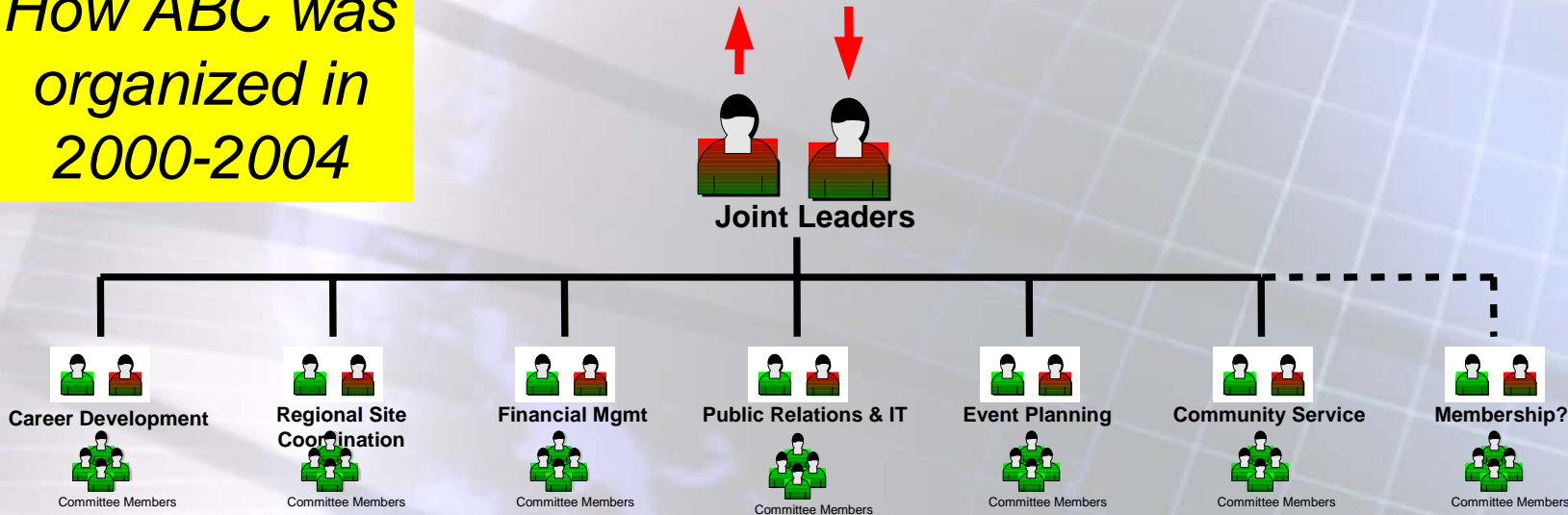
- Traditional Volunteer Organizations
 - Organizational Structure
 - Challenges and Issues
- The New ABC Operational Model
 - Vision & Mission
 - Operational Strategy
 - Target Markets
 - Organizational Structure
 - Processes, Organizational Policies
 - Why It Works
 - Critical Success Factors
 - Expected Results
- Results & Observations from my Product Managers
- Personal Reflections (My Lessons Learned)
- Q&A
- Summary

Quick Note

- The model being presented is a **possible solution** on how you can manage your affinity group
 - Not a perfect solution, but one that is optimized for win-win between volunteers and company
- You can still leave your group organized as-is if you desire
 - Our hope is that you can use some of the ideas here to improve on your group's issues & challenges

Advisory Board
 Appointed from among Senior Management

How ABC was organized in 2000-2004



To be elected by ABC Members.
 - Candidates should be Senior Managers





Each committee consists of two (Joint Leaders).
 - One elected
 - Second appointed
 - Appointments made by elected leaders



Committee Members appointed (Ad Hoc) by respective committee leaders

Legend :

 Appointed

 Elected
 -candidates should be Senior Managers

Appointments made by elected leaders (Elections held annually).

Key Challenges Over Time

- Long-term sustainability
 - Initial euphoria, then slow death
- Loss of enthusiasm and volunteers over time
 - Question of value returned vs. time spent
- Constant organizational re-learning
 - Yearly turnover of volunteers causes lack of continuity
- Value proposition over time
 - Is group providing value back to company?
- Lack of cohesive vision at all levels
 - Ultimately, why do this? To what end?

Issues in Corporate Environment

- Bureaucratic structure
 - Great for democratic government processes, but not for business environment which demands speed
- Mismatch between accountability, responsibility and authority
- Operation not intuitive to volunteers
- Not structured to produce meaningful and impactful long-term results
 - Committees either make decisions, coordinate, or make recommendations
 - Volunteers need to feel their work has meaning

Vision & Mission

- Vision Statement created and constantly communicated to all ABC volunteers (what I want)
 - *Be the network that everyone talks about, wants to be a part of, and that makes a difference!*
- Mission Statement (relatively unchanged since 2000)
 - To build awareness of Motorola within the Asian community;
 - To support mentorship and career development processes, with assistance from HR, for ABC's membership and all other Motorolans;
 - To add value to Motorola by developing and maintaining strategic relationships with Motorola management;
 - To build and maintain Alliances and partnerships with groups within the Motorola Asian community and outside of Motorola

New ABC Operational Model Strategy

- How do we achieve our vision?
 - *ABC becomes a training ground for developing leaders*
 - ABC will be a **learning environment**, used to train people to be leaders and managers, while doing value-added things for Motorola and Motorolans (target customers)
 - Deliver our products & services that will be **valued by Motorola and ABC members**
 - Why do volunteers participate in company affinity groups?
 - Social aspect, sense of achievement, power motivation
 - All volunteers want to know that their work has meaning, and that the result of their work will have longer-term positive impact
 - Volunteers deserves something in return for their time & energy

Run like a real Motorola business, with all processes, check & balances, but modified as-needed to grow leaders

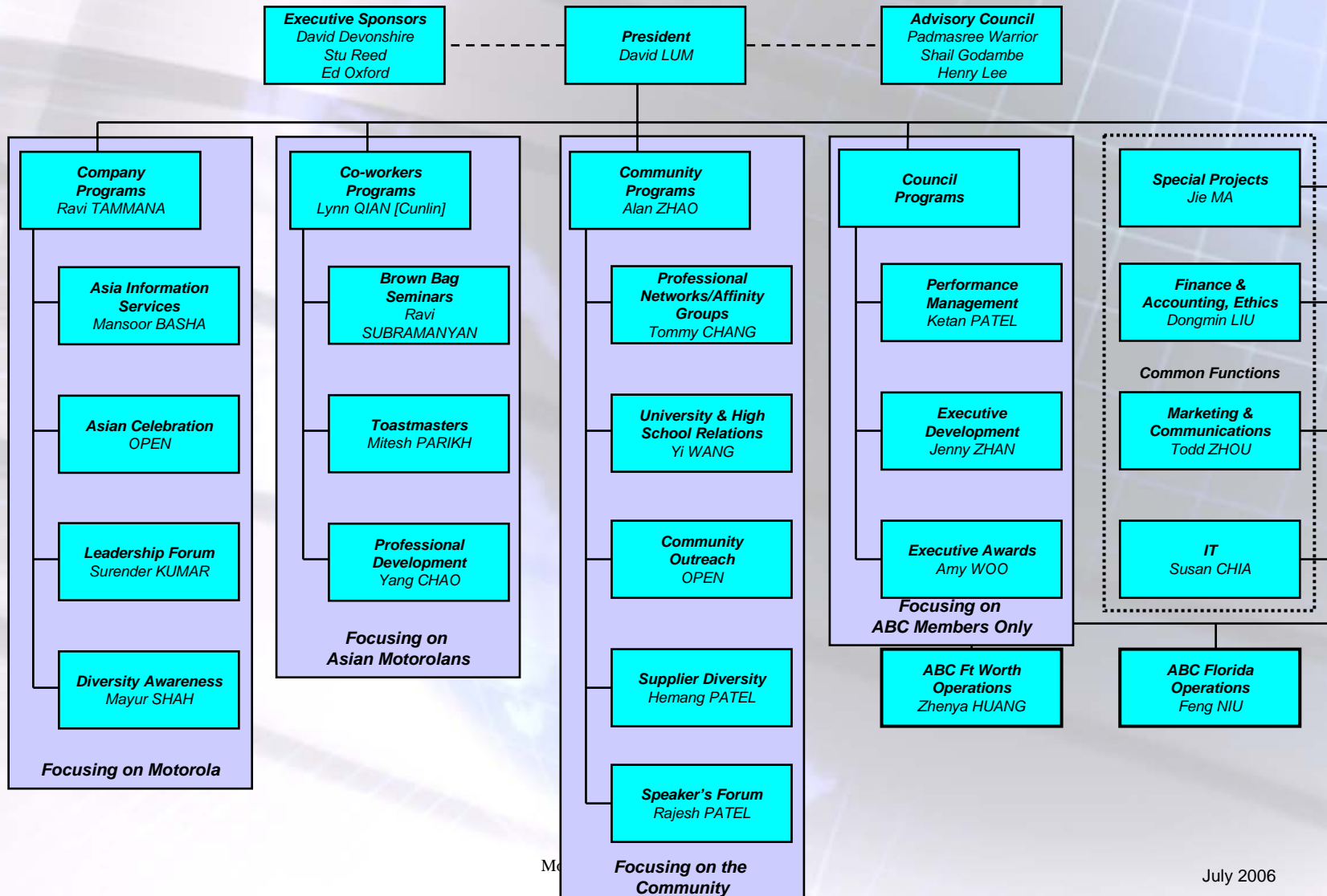
New ABC Operational Model Strategy

- Be truly adding value to Motorola by attacking and solving real business issues
- Be a role-model organization that new members will be attracted to
 - Goal was to attract more volunteers in 2005 for 2006, where the real work will take place; build foundation first, growth second
- Create an “on-going” operation, as opposed to a limited-term based organization.
 - Needed to re-vitalize organization from “volunteer” mentality to new business model
 - Ongoing operations are where the real lessons in leadership are discovered and learned; events & projects limit learning depth
- Re-invigorate ABC
 - Energy and “smiles”; fun is good too

Target Markets (Our Customers)

- All of Motorola; Asians can and should participate
- Asian Motorolans, and non-Asians are welcome to join in
 - Source of volunteers
 - Talent pipeline for Motorola
- Community-at-large, anyone can join
- Active ABC volunteers
 - Different than the general membership; passionate
 - Must differentiate rewards for their time
- Stakeholders
 - Executive Sponsors and Advisory Council
 - Global Inclusion & Diversity Office

2006 ABC Organizational Structure



Organization Structure

- For optimum learning and maximum effectiveness:
 - Product manager positions filled with current individual contributors whose next step up is management
 - Director positions filled with 1st line or people managers whose next step up is business/functional management
 - President position filled with Director- or VP-level person, who knows business but *can also execute and mentor*
 - Cannot and should not be a figure-head position
 - Can still be implemented if leaders are not exact fit
- Establishes effective mentorship relationships
 - Structure teaches leadership and management lessons before the leaders move into real work positions
- Once in the job, stays until they are moved, they leave, or asked to leave

Organization Structure

- Product groups are formed to fulfill a real business need with product or service
 - Requires clear understanding of company issues
 - Every need doesn't require a new product team
- Goal is to grow organization as if it were a real business
 - Grow only as needed; goal is NOT to get as big as possible
 - Successful products will cause growth, thereby enlarging product team, thereby creating more jobs and leadership opportunities
- Product managers and leaders are carefully chosen
 - If none qualified, leave open until one is found
 - The higher the level, the more selective, just like the real world
 - Firings are also experiential learnings

Organization Structure

- Decisions are made at lowest possible level
 - Authority is given with responsibility at lowest possible levels
 - Budget and organizational decisions made by product mgrs
 - Managers forced to learn to live with consequences
 - Everyone learns from mistakes; safe environment to learn within
 - Clear mandates and policies must be taught to insure no violations that can cause real problems
- Feedback is expected to be given at all levels from mgmt on leader performance as product team executes
- Chapters mimic structure to insure re-use and consistent vocabulary; Regional Dir of Ops have same responsibilities as President locally

ABC Processes, Org Policies

Processes

- Succession planning
- Leadership development & mentoring
- Monthly Operations Review
- Performance Management & Feedback
 - Reverse feedback
- Recruitment
 - Product mgr responsible
 - Selective placement
- Budget management
- 2 yr rolling product roadmaps
- Marketing in product teams

Organizational Policies

- Run like a business
 - Responsibility, authority, accountability, and budget pushed down
- No burn-out policy
 - Participation in no more than 2 teams at any time
- No resources, no program
- Learning and mentoring always
- Motorola 1st, ABC 2nd
- Diversity inside ABC
- Product mgrs also measured on volunteer retention

Why It Works

- Meets volunteers' desire of value-for-time
 - If no value, then no time, commitment, or passion
 - Learning how to be a leader, gaining experience useful for work, getting true developmental and behavioral feedback
 - Using company processes generates relevant key learnings
 - Volunteers also understand their work is part of a larger goal
- Customers see value (we're solving real issues!) and want more, causing sustaining operations and growth
- Meets Motorola senior leadership's expectation for diversity initiatives – being business relevant!

Why It Works

- Accountability is built-in
 - Operations Reviews causes implicit peer competition
 - Visibility to upper mgmt generates pressure for action
 - Incentives also given to volunteers for motivation & thanks
 - Possible dismissal is deterrent to inaction; dismissal causes loss of focused learning and mentoring
- Growing organization to grow leaders!
 - Experiential learning of leadership and risk-taking
 - Success begets success and self-confidence; needed for leaders
 - Growth only occurs if the business is succeeding; you don't grow for sake of growing, just like the real world
 - Growth is self-limiting. Leaders expected to mentor their direct reports. Too many employees = too much time & effort

Critical Success Factors

- Requires a real VP- or Director-level leader at the top who can...
 - ...translate strategy & goals into next level plans & execution
 - ...mentor and grow the next-lower-level leaders
 - ...has the time to commit to making this work
- Requires passionate leaders who are...
 - ...willing to learn and grow, risk-taking
 - ...are willing to commit to making this work
- Everyone working the processes and playing the roles
- At least a semi-supportive company management
 - Full support not required, but sincerely appreciated; just don't want any roadblocks!
 - Approach is to prove first that Asians can contribute uniquely
- Commitment of leaders to stay more than 1 year
 - Managing projects & events are easy compared to running an Operation, where the real lessons of leadership & management are learned

Expected Results

- Better Motorola employees at work
 - Sensitive to their manager's viewpoints and issues
 - New values and attitudes towards team & people
 - If promoted, next level will be familiar and easier
 - Personal growth and leadership development
- Company finds value in diversity teams – relevant!
 - New business issues for ABC to solve that company cannot
 - New leaders identified that regular process would've missed
- ABC truly saves the company \$\$\$, time, effort
- Improved productivity and resourcefulness of all ABC members; trained, creative, happier, and committed

Don't take my word for it...

Let's hear from some of my leaders...

Asian Business Council ED & DA

From the Desk
of
Mayur Shah



April 22, 2006

Agenda

- My involvement/role in ABC
- Impact of new ABC structure on ED
- Observations before and after 2005
- What I personally learned

My Role

Product Manager Executive Development (ED)


Focuses on personal/career development programs tailored to meet specific needs of all active volunteers.
It is a win-win for both volunteers as well as Motorola.

Mission: We grow volunteers to be leaders ...

Product Manager Diversity Awareness (DA)

Focuses on sensitizing & educating the Non-Asian Motorola Managers (who have Asian reports), to understand why Asians think & act the way they do.
Will improve relationships between Managers & reports.

Impact of New ABC Structure on ED



Increased Volunteers
Clear Scope of Customers
Clear Idea of Impact of our efforts
Having a Vision & Mission helped all team members
Reverse feedback through one-on-ones was crucial
Feedback inspired me to form tracks & appoint Leads
Sand-box to practice Leadership
Allows for volunteer's growth
Lots of Fun

Observations before & after 2005

- Old structure had **committees with two co-chairs**
- New structure mimics **real organization**
- Easier** to get Management support
- Tables **turned around** in seeking volunteers
- Increased** volunteers & less attrition
- Clear scope** of who our customers are
- Clear idea of Impact** of our efforts
- Safe environment to **practice Leadership**
- Allows for **volunteer's growth**
- Monthly meetings are more **structured**
- Less tiring & lot more fun**

What I learnt

- ❖ Needed to show more energy & passion
- ❖ Energize, motivate & push more
- ❖ Assign clear cut, well defined steps for ideas/tasks
- ❖ Take risks to try out new ideas
- ❖ Make Team meeting attendance mandatory
- ❖ Having one-on-one dialogue with each member early on helps build relationship
- ❖ Communication is the key to success
- ❖ Delegation is another key to learning leadership
- ❖ Leadership style needs to be adjusted for different people

Final thoughts

There are four types of people in this world:

1. One who **knows not** but **knows not** that he knows not
2. One who **knows not** but **knows** that he knows not
3. One who **knows** but **knows not** that he knows
4. One who **knows** and **knows** that he knows

(Asleep)
Wake
him up !!

(Fool)
Stay
away !!

(Simple)
Help
him !!

(Wise)
Follow
him !!

David Lum

Professional Networks & Affinity Groups

“Empowering ABC to Reach Beyond Motorola”

Tommy Chang
PNAG Product Manager

PNAG Team Structure & Goals

- 9 group members split into two functions, 2 team leads
- Professional Networks
 - Encourage Motorolans to grow their personal and professional networks
 - Create opportunities for Motorolans to practice and enhance their networking skills
 - Evaluate and recommend sponsorships of external organizations
- Affinity Groups
 - Connect with affinity groups of external companies
 - Create mutually beneficial relationships that can bring value to all companies involved through collaborative programs
 - Assist affinity groups in Chicago to grow stronger as a whole

PNAG Team Observations

- Team leads interviewed and selected for lead positions in PNAG group based on their passion and vision of their team
 - Puts the right people in place to lead and execute
 - Ensures everyone is placed into the most effective role to create a win-win relationship
 - Focus is on the volunteer and their needs. Meeting their needs gives them motivation to meet goals of PNAG
- Team members see the impact of what they do for ABC and PNAG
 - Roles are defined and agreed upon by everyone
 - A vision and direction at the team level keeps the team focused
- Decentralized structure puts decision making in their hands
 - Team members learn to make tough decisions and are held accountable for the outcomes
 - PNAG Team leads are charged with helping their team members succeed and learn from the experience, grow the leader in themselves
 - Learning environment means everyone can make mistakes and recover, no one is perfect and all are still learning

What's Different in the New ABC?

The Old

- Centralized structure
 - Leader of ABC makes all key decisions, slow
 - No sense of accountability at the volunteer level
- Not business-value driven
 - No clear goals set, everything done as it comes
 - No one to answer to for money not well spent
- Not focused on growing the volunteers
 - Lack of motivation after a while due to lack of return to the volunteer
 - Not much learning, just executing
- Success of ABC dependent on the strength of a few strong volunteers
 - High workload and lack of help

The New

- Decentralized structure
 - Product teams make all decisions & are accountable
 - Decisions are quickly made and executed
- Stress on value for Motorola
 - Every group has a focus and a purpose
 - ROI Metrics collected to show the value of programs
- Focused on growing the volunteer
 - PMs grow as leaders as they lead, mentored and feedback given
 - Knowledge learned is expected to be passed down to team members
- 17 product groups, all with their own volunteers
 - Workload and success shared by all

Who I Am Today

- Vision of myself and knowledge that I am making a difference in other people's lives
 - Knowing where I want to go and who I want to be gives me the motivation to do what I do
 - I personally gain from using ABC to my advantage
 - Personal confidence and satisfaction in who I am
- Leadership skills and responsibilities
 - Doing what I cannot do now in my real job, but will be in the future
 - Practice ground to try different strategies and ideas
 - Set a Vision and Mission to show direction
 - Invaluable lessons learnt from hands-on experience from handling conflicts to situational breakdowns
 - Holding myself accountable for the decisions I make and the well being and growth of my team members
- Motivation makes a volunteer organization go
 - People are the biggest assets, help them and they will help you
 - Time is an asset to everyone, show them the value of their time

ABC IT

Susan Chia
ABC Chief Information Officer

My Role

- What is the IT product group?
 - **Vision**
Make ABC seamless on the inside of Motorola
 - **Mission**
Providing high quality solutions for Asian Business Council and making the organization more successful.
- Role
 - To provide the solutions and tools for ABC to communicate with all product managers, members and Motorolans
 - Building a team to support all the activities
 - Communicate with all the product groups and finding their needs

Impact of the new ABC Structure on my team

- Old structure had committees with two co-chairs
 - Focused on social events (internal and external)
- New structure has Directors, Product Managers, and Product Groups
 - Structuring ABC like a real Motorola business
 - Bring more benefits for Motorola and ABC members
 - Attracting more volunteers
 - Organizing monthly meetings more effectively

My Observations Before and After the new Structure

- Increased volunteers
- Organization is more structured and organized
- Gained more support from upper management
- Safe environment to practice Leadership
- Volunteers and members are always learning and growing within ABC
- Bring more benefits to Motorola

What I have Personally Gained or Learned from this new structure

- Leadership skills
 - Motivate my team
 - Grow my team
 - Delegate the tasks
- How to think like a manager
- Time management
- Discover my strengths and weaknesses
- Define my personal mission

University & High School Relations

Yi Wang
ABC Product Manager

University & High School Relations (UHSR)

Yi Wang (1)

Tutoring

**Yi Wang (1)
Anh Duong (1)**

BusinessTrek

**Jenny Zhan (1)
Ed Jung (1)
Sarah Gao (0.5)
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Sanjay Kumar (1)
Rohit Sunghay (0.5)
Sravanya Nannapaneni (0.5)
Muralidhar Kallem (1)
Antuanet Sanchez (1)**

University Relations

Muralidha Kallem (1)

Speaker Forum

Open

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Zhiyuan Li (1)**

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Sangeeta Walsh (1)**

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Ankush Chatterjee (1), Michele Ting (1)
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Karthic Ramachandran (1), Yuxing Tian (1)
Margaret Nadworny (1), Rahul Raman (1)
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What I have learned

- That makes me a leader
 - Vision
 - Success consciousness
 - RESPONSIBILITY
- That makes me a better Motorolan
 - Self-confidence
 - Communication skills
- That makes me a better person
 - Personal vision
 - Plan
 - Charge!

Executive Awards

Amy Woo
ABC Product Manager

What is the EA product group?

- Executive Awards (EA)
- Use recognition and awards to promote diversity and leadership
 - Diversity Awards (Scope: Motorola)
 - Recognize Asian and non-Asian Motorola leaders and managers who show exceptional dedication supporting diversity
 - Leadership Awards (Scope: ABC)
 - Award product teams, product managers, and active volunteers
- Develop full process including nomination, selection, and ceremony
- Share with Florida ABC and Texas ABC
- Will share with other Motorola Business Councils

ABC Approach of Running Team

- Learning Advertising & Marketing
- Building functional areas within team and assign roles/responsibility to team members
- Budgeting
- Developing team members
- Vision and mission development

What have I learned about myself?

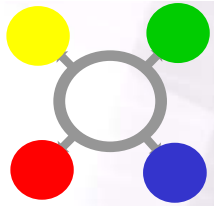
- Building a team and gaining trust from my team members
- Controlling myself to not do the actual work, but to delegate and manage
- More confident in myself
- Patience
- Recruitment of people

What do I think about ABC leaders?

- Eager to learn
- Energetic
- Friendly
- Takes responsibility
- Willing to spend personal time to help Motorolans and non-Motorolans

Professional Development

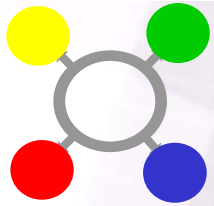
Yang Chao
ABC Product Manager



Professional Development Team — Who are we?

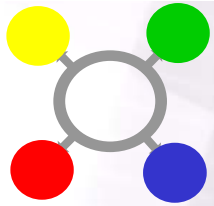
- We offer premium and effective training, seminars and networking programs to benefit Asian Motorolans
 - Communication & Leadership
 - Language and Culture
 - Career Development
 - Work/Life Balance
- Vision

“More productive, effective, and happier Asian Motorolans.”



The New Structure's Impact to PD Team

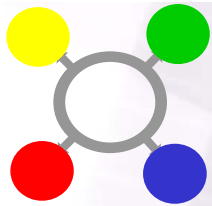
- Organized for learning and growing
 - A mechanism to learn leadership and management skills
 - Product manager learns to manage a team
 - Top performing team members grow into sub-team leaders
 - Trainings and awards tailored to benefit active volunteers
 - Motivations and incentives for team members to perform
 - Career Coaching
 - President and Director -> product manager
 - Product manager -> team members



Hence, Our Successes

| | Q1 06 | Q2 06 | Q3 06 | Q4 06 |
|----------------------------|----------------------------|--|-------------------------------------|-------------------------------|
| Communication & Leadership | | Building Productive Relationships (June) | Breakthrough Leadership | |
| Language & Culture | Team Building | Intercultural Training (June) | Intercultural Training (Sept) | Accent Reduction |
| Career Development | Activity Planning | Negotiation Workshop (April) | Executive Integration Part I (Sept) | Executive Integration Part II |
| Personal Life Management | Drina Yue's Career Seminar | | Corporate Benefit Assessment (Aug) | Financial Planning |

- Five high impact workshops to date
- Very **positive** feedbacks from the participants
- An **expanded** team and **motivated** team members



What I Have Learned

- Have a Vision
 - It will guide you through peaks and valleys
- Build a Team
 - Pick the right people
 - CARE about your people
 - Connect with your people
 - Motivate your people
 - Give them a piece of you
- EXECUTE!
 - Plan well
 - Follow up often
 - Hold the responsible person accountable
 - Be there for your team

Personal Reflections

David Lum
ABC President

What have I learned?

- Power of a Vision (re-visited lesson)
- Self-confidence is fundamental to leadership
- Responsibilities of being a leader
 - People matter! I matter! The organization matters!
- Managing a business at GM level is tough!
 - Balancing deliverables, expectations and limitations
 - Managing my own patience, and being more tolerant
 - Business is impersonal and brutal
 - Best leaders emerge under toughest conditions
- Asians must develop their business skills to succeed in the business world – can be done!
 - Asians have much to *experience & do*

What have I learned?

- When leaders and managers work hard for the employees, the employees work hard for the organization
- Asians are great followers, make good managers, and tough to make great leaders
 - Desire is there; values & cultural barriers are the issues hindering break-through
- Focus on the customer and their issues
- It's easy to execute events, but much harder to run an ongoing business
 - Most people think that running multiple events successfully is leading and managing successfully – WRONG!
 - This is where great Asian leaders emerge (and can be developed) or just become average managers

What have I learned?

- Asians do handle responsibility well. Value of risk-adversity, fear of shame from failure stall many in decision-making
 - “Wants guidance”, but really wants a decision
- Feedback mechanism (up and down) works well in developing all leaders; clear action and benefit resulting
- As 2nd generation Asian-American, my own values are helping and hindering my growth as a leader, which helps and hinders the growth of the organization
 - Humility, being honest with self, not being satisfied with current successes for the benefit of all contributes to the better leading of the organization; these identify the problems and obstacles
 - Self-discipline and courage to execute the solution

What have I learned?

- My network and connections have lasted over time
 - Established in 1995, and still in use today for our benefit
- Values and attitudes of leaders matter!
 - Select your leaders carefully, especially the senior ones
- Sharpens my own leadership skills
 - Can look into each product team and diagnose issues quickly
 - The higher up you are in the org, the more that business issues are resolved organizationally and people-wise, not technically
 - Chance to articulate the values, attitudes and behaviors of leaders, so that my own learning is deepened
 - Management of events, procedures, and people takes time, and effective leadership takes even more time and emotional energy



Questions?

Where is ABC *really* going with this?

- Promoting new ABC model to insure success of all affinity groups; your choice to use whatever
- Creating common groups so that we can “synergize” across companies with programs
 - Imagine impact of UHSR if all affinity groups focused on educational institutions together!
- ***Developing leaders today for impactful leadership tomorrow***
 - For business, community, and government
 - For a better America and American society

Diversity is not about race

- Even though affinity groups are organized by race, ethnic groups, common culture, or shared values, it still isn't about race
 - Affinity groups may be easiest way to tackle diversity issues and provide momentum & focus
- Diversity is all about **diversity of thought, opinions, and ideas** and **maximizing the potential of each and every employee** for the benefit of our customers and the company
 - Creatively solving business issues from new perspectives
 - ***Ultimate aim is to get the very best from each employee and to insure & maximize their potential for success***

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