

A light gray world map is centered in the background of the slide. The text is overlaid on this map.

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MINNESOTA MANUFACTURERS

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PATTERSON THUENTE IP AT A GLANCE

1991

Year founded

21

Attorneys

56

Employees

11

Average # of years at the firm

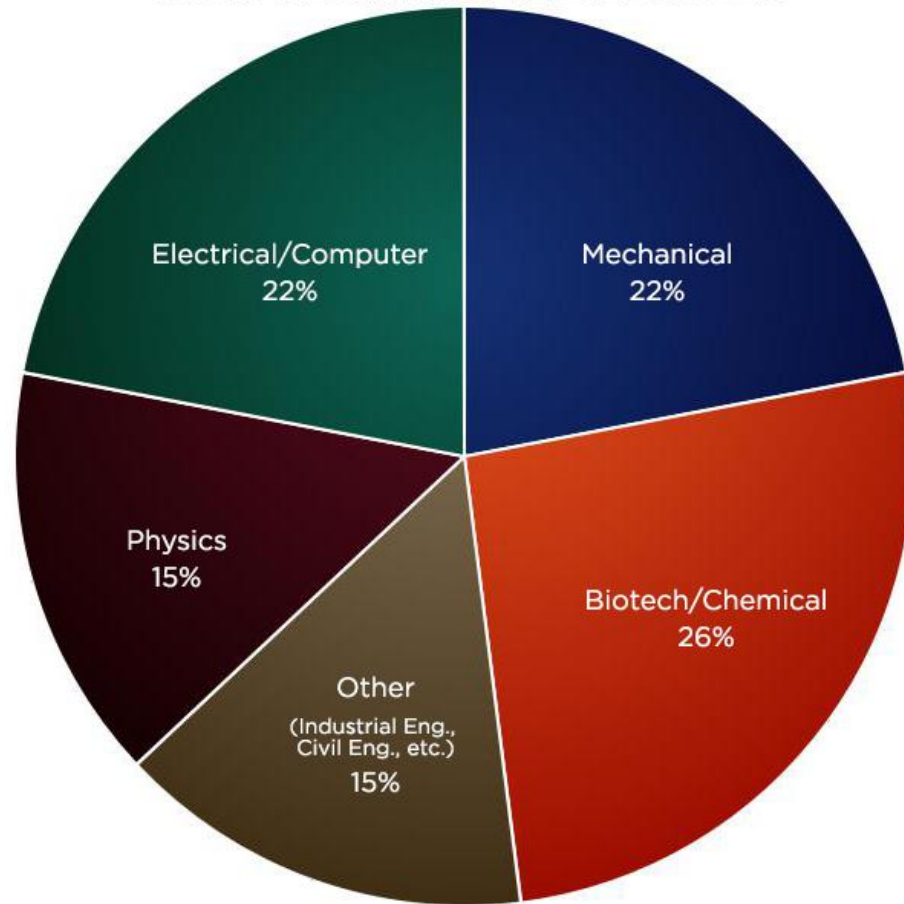
1061/709

Patents
filed/granted
in 2020

118/87

Trademarks
filed/registered
in 2020

OUR TECHNICAL DEGREES



OUR FULL-SERVICE APPROACH

PATENTS

- Filing, prosecution & maintenance
- Portfolio management
- FTO & patentability opinions
- Due diligence & valuation
- Post-issuance proceedings (PTAB)
- Licensing

TRADE SECRETS

- Counseling
- Investigations

TRADEMARKS

- Filing, prosecution & maintenance
- Complimentary global watch service
- Oppositions
- Portfolio management
- TTAB appeals

COPYRIGHTS

- Registration
- Licensing

LITIGATION

- Patent, trademark, copyright, trade secret & trade dress enforcement
- Inventorship disputes
- Licensing rights
- False advertising
- Domain name disputes
- District Court & Federal Circuit Appeals
- Contract disputes

YOUR IP PARTNER



TJERNLUND PRODUCTS, INC.

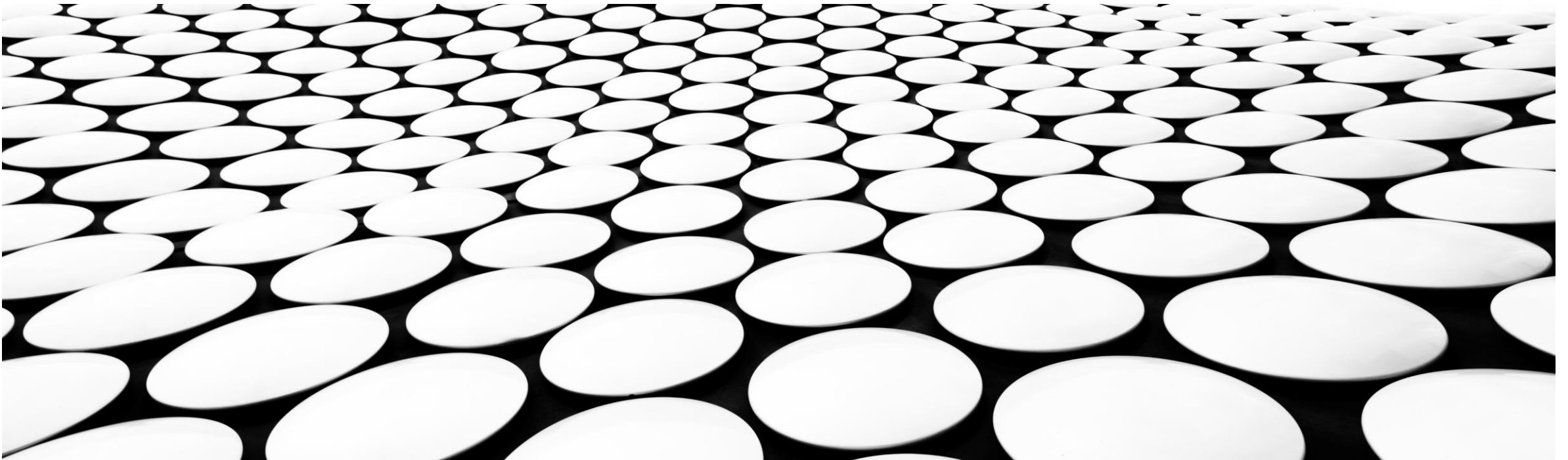


THANK YOU!

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COACHING TEAMS FOR CONTINUOUS IMPROVEMENT - FINDING EMPOWERED TEAM LANGUAGE

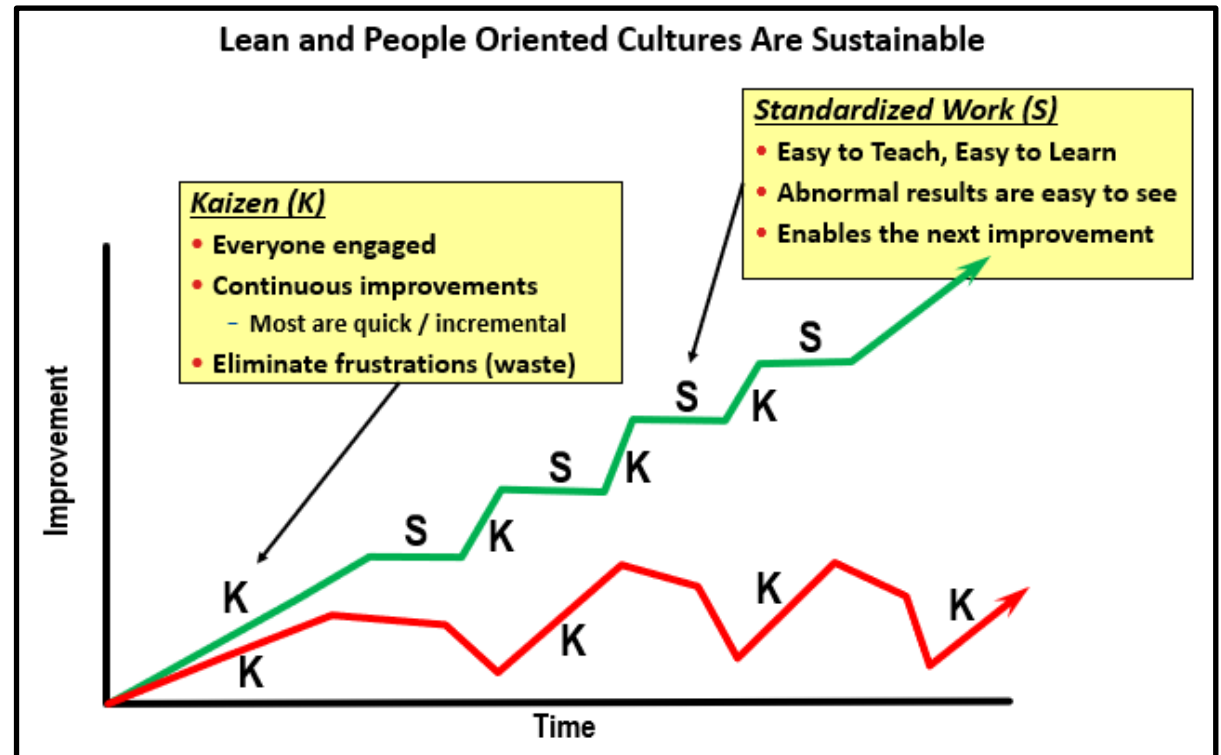
LEIGH J. ERICKSON



WHY DOES LANGUAGE MATTER?

Organizations Seek:

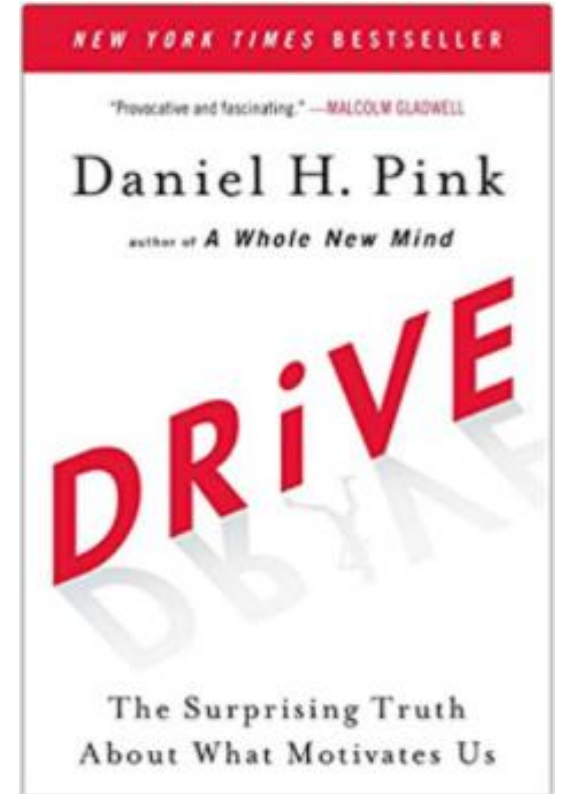
- Business growth and sustainment
- Agility and speed in the work we do
- Culture that attracts people and values their contributions
- Building Lean acumen to create common language
- Building leaders to support Continuous Improvement and Respect for People



WHY DOES LANGUAGE MATTER?

Individuals Seek: (as found in Daniel Pink's book Drive)

- **Autonomy** is our 'default setting'
 - The ability to be self directed over task, time and technique whenever able
- **Mastery**
 - Growing and using our natural strengths and abilities in our work
- **Purpose**
 - To contribute and to be part of a cause greater than ourselves



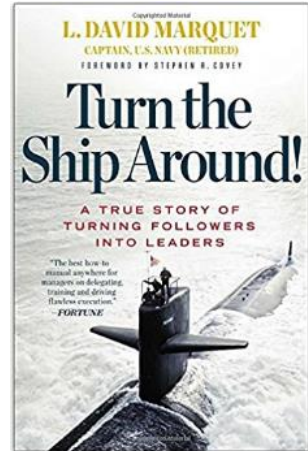
EXERCISE #1

- Take 2 minutes to think about your last communication with your leader. What were the exact words used for that request?
- Written communications are easier to follow for this, but if you are using your phone – remember, 2 minutes!
- How would you change the words in that communication to make it more actionable or get a faster response time?



MARQUET'S 'LADDER OF LEADERSHIP'

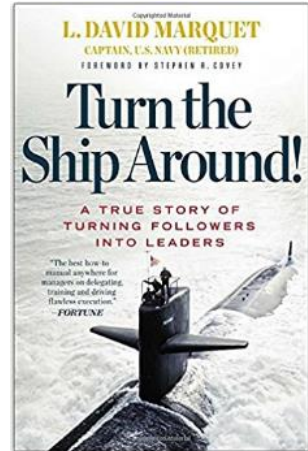
	Team Member Statements	Leader Questions	Organization Decision Speed
Level 7	I've Been Doing...	What Have You <u>Been</u> Doing?	<div>High</div>  <div>Low</div>
Level 6	I Have Done...	What Have You <u>Done</u> ?	
Level 5	I Intend To...	What Do You <u>Intend</u> To Do?	
Level 4	I Would Like To...	What Would You <u>Like</u> To Do?	
Level 3	I Think...	What Do You <u>Think</u> ?	
Level 2	I See...	What Do You <u>See</u> ?	
Level 1	Tell Me What To Do	I'll Tell You What To Do...	



- Teams can learn to build autonomy and gain more control of decision making by modifying language
 - Team members can migrate towards 'I intend to...' statements
 - Leaders can ask 'What do you intend to do?' to prompt the statement
- Individuals move up the ladder step by step – leaders should focus on the next step and remind people that the goal is to achieve 'I intend to' language consistently

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- As you move up the ladder, decisions become better and faster for the organization
 - People feel more creative and able to utilize the information available to them
 - People no longer wait for approvals, they 'get to the doing'
 - Managers decide what they need to be involved in and what the team can answer on their own
 - Managers are not expected to know everything that is happening in the organization or make every decision
 - People explain their reasoning and 'I intend to' logic to grow their understanding of organizational decision making

EXERCISE #2 – CHANGING LANGUAGE

- Go back to your request - How would you word that request differently based on Marquet's 'Ladder of Leadership?'
- Discuss with your team for 5 minutes to learn where others are at on the ladder and how they would change their questions
- After this we'll review as a group



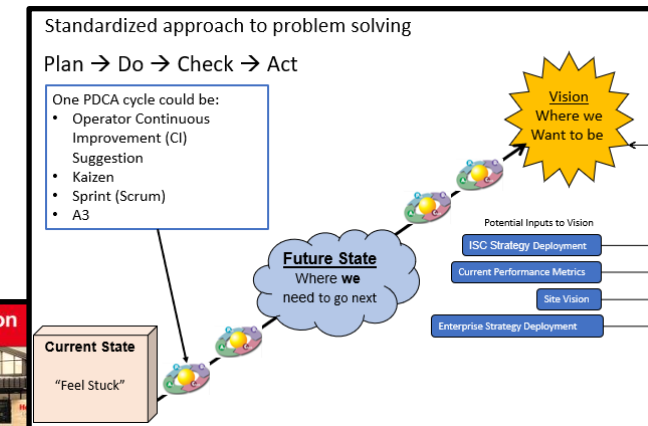
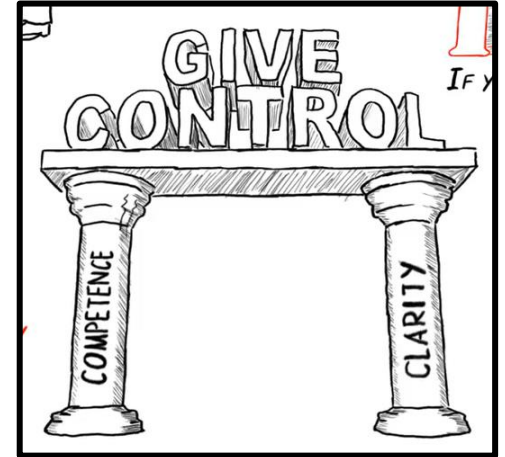
WHAT IF SOMEONE IS 'WAY OFF' BUT THEY USE THE WORD 'INTENT'?

Giving Control creates the environment for thinking and has two components:

- **Competence (Mastery)** – the skills, training, ability to perform a task or objective
- **Clarity (Autonomy, Purpose)** – the organizational understanding of the vision, where we are going, what needs to be accomplished

People lose the ability to have Control through:

- Not having **Competence** – **Individual** responsibility to Learn
 - Needing a specific skill – the ability to weld, for instance
 - Requiring training – may be able to complete the task in a very inefficient manner, like using an ERP system for material movements
 - Not knowing a procedure or guideline – like LOTO (Lock out, Tag Out)
- Not having **Clarity** – **Leader (Organization)** responsibility to Teach
 - Not knowing core company values
 - Not knowing the future organization vision
 - For a particular task, not knowing 'Why we do this'

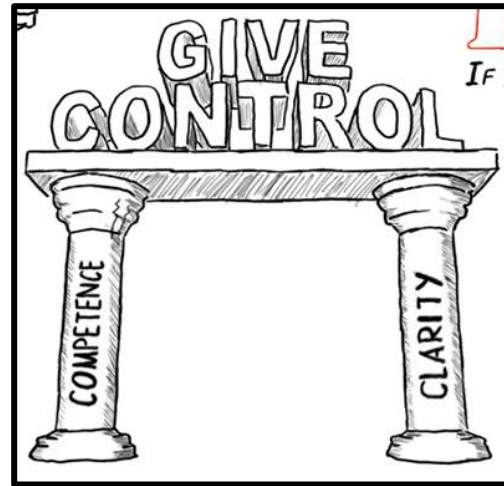


EXERCISE #3 – THE TEAM

- Find two questions asked of you - either from your team or a peer.
- Where are those questions on the ‘Ladder of Leadership?’
- How can you respond to help people see the next level of the ‘Ladder of Leadership?’
- Discuss with your team for 10 minutes
 - Where is your team at?
 - Does this match your wider organizational culture?
- After this we’ll review as a group



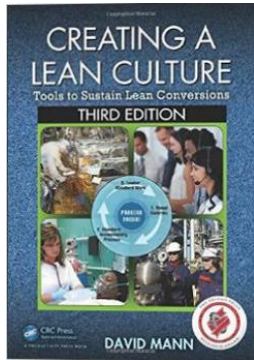
INTENT BASED LEADERSHIP



- Change 'Tell me what to do' or 'I suggest' to 'I intend to'
- Helps people understand the business well enough to know what to do and why they do it
- **Competence** = skills and abilities to perform action
- **Clarity** = knowing what the team and business need to succeed and improve
- Once attained – then a person is ready to **have the control!**
- Individual/team ability to make quick decisions that meet the business vision
- A high communication, efficient culture in which everybody matters

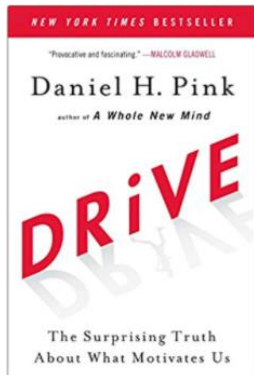
To Act Your Way To A New Way Of Thinking – Use The Word 'Intent'

KEEP LEARNING AND BUILDING YOUR TEAMS TODAY!



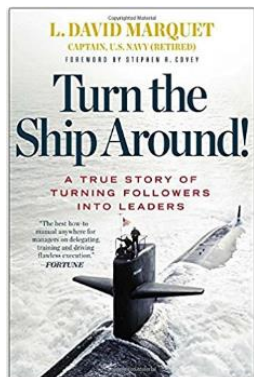
Lean Tools

- Creating a Lean Culture (David Mann), 3rd ed., 2014
 - How to implement Lean Tools across operations and office areas
 - Filled with examples for Visual Controls, Standard Accountability and Leader Standard Work
 - Reads differently every time you read it (context changes as you learn)



Growing Self-Awareness, Motivation Theories

- Drive (Daniel Pink), 2011
 - Scientific review of individual motivations
 - Detailed breakdown of Autonomy, Mastery & Purpose



Self Managed Work Teams, Intent Based Leadership

- Turn the Ship Around (L. David Marquet), 2013
 - Check out his 'What is Leadership?' video for a 9.5 minute summary of Intent Based Leadership
 - Organizations give control to the teams and support improvement