



**I. Welcome & Call to Order by HRP President & CEO E. Dana Dickens**

**II. Vision Hampton Roads milestones by Dana Dickens**

Mr. Dickens shared with the group some of the milestones achieved since the last meeting of the Vision Strategy Committee.

- A. The final document was sent to the Economic Development Administration (EDA) on April 1. Since June 2010, when our Task Forces began meeting progress reports have been made at quarterly Partnership Board meetings (both written and oral), electronic board briefs distributed each month include plan updates, and all task force meeting notes and new resource library materials continue to be posted on the *Vision Hampton Roads* website.
- B. On November 23, 2010, HRP received the official letter from the EDA approving *Vision Hampton Roads*. EDA officials have pointed to *Vision Hampton Roads* as a model CEDS for both the process and product.
- C. *Vision Hampton Roads* has triggered a number of important activities in Hampton Roads. Dr. Jim Koch included the *Vision Hampton Roads* dashboard in the 2010 State of the Region report. LEAD Hampton Roads has initiated a project that addresses a component of the plan we refer to as Sense of Place with their *IMAGINE* Hampton Roads Project.
- D. The Hampton Roads Chapter of the Urban Land Institute is planning a Reality Check initiative in 2012, connecting it to our planning process
- E. The Hampton Roads Partnership successfully lobbied for funds during the 2010 General Assembly session to support Medical Modeling & Simulation, a key plan component.
- F. In presenting *Vision Hampton Roads* at most of the local city council and county board meetings, it is clear that components of the regional plan have been included in municipal plans. Thanks to the efforts of Jim Spore, many of our local government Chief Administrative Officers have agreed to commit members of their leadership staff to assist with specific needs of our *Vision* Task Forces.
- G. Jim Batterson shared progress made in promoting Science Technology Engineering and Math (STEM), especially the “engineering” component within the Region II School Districts. He referenced two **slides (attached)** that highlight how STEM advances innovation and the necessary skill components that need to be in place for that to happen. Rick Lally and Joe Bouchard have been working with Mr. Batterson on this project. While innovation often involves science and math, it is really the child of engineering. The current K- 12 model of math and science coursework is the same one that has been in place since we all were in school. K-12 engineering is considered a career and technical education course – the same as “shop” or what used to be called vocational education. The time for change is now. Change in public policy as well as current efforts to build awareness around the need for that change is important. Building intellectual and human capital is closely associated with all four elements of STEM – including engineering as the parent of innovation.

We want the average citizen to understand and appreciate the need to fill the current gap that exists in building engineering thinking skills at the K-12 level, all part of creating an innovation mindset.. The Portsmouth Public School System is currently the only system requiring all its students to go through engineering – providing all students one-week pullout engineering experiences at their Starbase Victory (<http://www.starbasevictory.org/>) in the fourth, fifth, and sixth grades.

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A presentation on engineering, science, and innovation including the K-12 situation was sponsored by NASA for the general Hampton Roads education and business community on Feb 24 at NASA Langley. Noted author and professor of engineering and history at Duke University, Henry Petroski, spoke to approximately 60 local citizens who responded to invitations issued through the Hampton Roads Partnership, *Innovate!Hampton Roads™*, Technology Hampton Roads (the region's tech council) and the Region 2 (Hampton Roads) school superintendents group.

Senate Joint Resolution (SJ308), "Requesting the Department of Education to establish shared goals for an engineering program of study, and assign a shared responsibility for this program between the existing science, mathematics, and technology disciplines" recently passed in the General Assembly. This appears to the VA Department of Education to marry some of their current career and technology programs with their math and science programs. Sen. Frank Wagner was patron and the wording was due in a large part to the great efforts of John Ledgerwood of the VA Beach Public Schools.

- H. Dr. Roy Whitney (Federal Sub-Committee chair) shared Jefferson Lab's plans to establish a Hampton Roads Energy Corridor designed to provide long-term sustainable power options for the region's facilities. The project fits perfect for Hampton Roads due to the area's unique regional assets requiring sustainable power. The Hampton Roads Energy Corridor will also serve as a centerpiece for business development, R&D, as well as education and training for the region, state and nation.

Dr. Whitney said that Jefferson Lab is growing to megawatt scale. They envision the unique federal facilities in Hampton Roads being integrated into the energy corridor. Jefferson Lab is, with ADM Quigley of Hampton Roads Military and Federal Facilities Alliance (HRMFFA), to look at the federal facilities that exist. They will look at opportunities to tie into commercial facilities along the corridor as well. They will work with the Partnership to get national political leaders engaged. Dr. Whitney indicated that Department of Energy (DOE) has money to advance prototypes. The only way to make this work is through a public private partnership.

The question was asked whether this initiative was connected in any way into Virginia Coastal Energy Research Consortium (VCERC) and Virginia Offshore Wind Coalition (VOW). Dr. Whitney indicated they are looking for opportunities to integrative the concept with other energy groups. Art Moye (Virginia Maritime Association) is chairing VOW and expressed interest in learning more about the project.

It was also suggested that the coastal energy cluster of *Innovate!Hampton Roads™* be part of the discussion. Dr. Whitney added this initiative will only work if the entire region is behind it.

While this is a good list things of things that are happening as a result of *Vision Hampton Roads*, our Task Forces need more traction. Goals are grand, but you must ask when do you know you've successfully met those goals?

Mr. Charlie Brown, a Client Partner with Franklin Covey, will help answer that question. He also chairs the Regional Competitiveness Committee of the Hampton Roads Quality Management Community (HRQMC). Mr. Brown read our plan last year and suggested the HRQMC use a plan already in place that addresses regional competitiveness – *Vision Hampton Roads*, i.e., Franklin Covey and the quality management community assist with an area that is typically one of the most challenging following a planning process – executing the plan, establishing measureable goals and a reporting schedule. He briefed us on the process he has been training task leaders to follow (at no cost to the Hampton Roads Partnership).



**III. The Four Disciplines of Execution by Charlie Brown (Client Partner, FranklinCovey)**

- A. Mr. Brown reinforced the interest expressed by the HRQMC to do what they could to promote *Vision Hampton Roads* and offer expertise and assistance to execute the plan.
- B. Mr. Brown observed different degrees of passion among *Vision Hampton Roads* task forces. As a client partner with FranklinCovey, he has a system and process that will add value to our efforts to implement the plan.
- C. He indicated he has had twelve years worth of study on the discipline of execution. What we face is a challenge being a volunteer organization. When you accomplish something in this environment, it is like “herding cats” (<http://youtube.com/watch?v=Pk7yqITMvp8>). We want results. There are things you can and cannot control. For those things you can control, you must have a strategy and the ability to execute. *Vision Hampton Roads* has laid the groundwork. The question is – “how are we going to get it done?”
- D. Execution requires people to behave differently. You must make sure behaviors align to ensure success.
- E. FranklinCovey has studied execution for years and found three common themes must be in place for execution to be effective:
  1. Know the goal;
  2. Know the actions, what you have to do to accomplish the goal; and
  3. Create a support structure that enables those involved to get the task accomplished
- F. The biggest obstacle to getting anything done is your day job, known as the “whirlwind.” If somebody comes in, the whirlwind drives them out. The whirlwind feels urgent, and it acts on you, while goals are important activities that you act on. Urgency will always trump importance. If you want to drive a goal forward, create a sense of urgency around what is important.
- G. Everyone has a whirlwind of their own. New goals must be captivating enough to generate a sense of urgency. Great execution is actually counter-intuitive. It’s against your gut instinct; it doesn’t come naturally.

**H. Execution is done through 4 key disciplines:**

1. **Focus on the Wildly Important Goal** – Narrow the number of goals, because we can’t chase everything. You can’t narrow the whirlwind, because it acts on you. How many goals can you execute with excellence and still maintain the day job? The law of diminishing returns takes effect: the larger the number of goals, the fewer can be executed on. If everything is important, nothing is important.

*There will always be more good ideas than there is capacity to execute.*

- Execution 4:37

You have to say no to good ideas and that doesn’t feel right. Successful companies like Apple have to say no to great ideas every day and focuses on just a few.

Important goals have significance, while Wildly Important Goals (WIGs) make all of the difference and failure to achieve them renders everything else inconsequential. The whirlwind moves the needle of measures incrementally while the WIG is transformational.

**Rules for Discipline #**

- No more than 1-3 WIGs per person at the same time.

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- The battles have to win the war – choose the things that will have the greatest impact on the goal.
  - You can veto, but don't dictate – promotes buy-in and ownership
  - A WIG must have a gap – Every goal should be expressed as “from X to Y by when.” **If you have no gap, you have no goal.** This is important because it infuses the executors with enthusiasm.
- 2. Act on the Lead Measures** – *Lag measures* are after the fact and measure the goal itself (you either met the goal or you didn't, win or lose)

*Lead measures* are something that leads to the goal, serve as a predictive of reaching the goal. We can influence them directly.

Example used: Goal – to lose weight (with a gap of losing 10 lbs. in 3 months)

The *Lag* measure is losing 10 pounds and is the result of the lead measure. The *Lead* measures are controllable and could be the number of calories (from X to Y by when) and miles run (from X to Y by when).

How long you set the time-frame for the goal reflects how your behavior will change. If it is too long, it lacks enthusiasm. If it is too short or too high, and it becomes unobtainable. Lead measures drive the lag measures and provide more frequent accountability and help predict the goals outcome.

- 3. Keep a Compelling Scoreboard** – People play differently when they are keeping score. The scoreboard should be simple and in context, so you need at least two measures for comparison and highly visible.

Having the right lag and lead measures is important to tell us immediately if we're winning or losing. Great metrics get people excited, because they see progress.

- 4. Create a Cadence of Accountability** – This is achieved by developing a rhythm with a weekly commitment from everyone on the team asking themselves a key question: “*What are the 1-3 most important, tangible things I can do as a team member this week to impact the scorecard?*” (This requires leadership and buy-in for the *Vision*).

You must force priorities within the whirlwind. Each person develops their own “work compass” whereby they wedge the objectives for the week into the whirlwind (look at your daily calendar). Peer to peer pressure is bigger than peer to boss. A weekly WIG session is where each reviews last week's commitments and update how it impacts the scorecard, then you set goals for the next week.

**Draft WIG and sub-WIGs**

**WIG = Grow GRP by \$10 Billion in Five Years**

**Sub-WIGS = (1) Municipal strategies aligned with *Vision Hampton Roads*; and (2) High impact Task Forces are measurably progressing.**

To do this each task force is challenged to come up with lead measures.

**Questions and discussion in response to the draft WIG and sub-WIGs**

- What does it (the goal) mean? What happens when you miss the goal? Does failure in not meeting the goal give us a black eye?
- \$10 billion in five years sounds ambitious and that might be a good thing (the GRP currently rests between \$75 - \$80 billion /roughly 2.7 percent annualized)

# **CEDS Strategy Committee Meeting**

## ***Comprehensive Economic Development Strategy***

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- A key question to ask is: what would we get if we continue doing what we are doing currently? After you have the answer to that question you could set the WIG.
- How do we capture short-term impacts (i.e., intellectual & human capital and STEM)? How much long term change and short term gain?
  - Each task force puts goals together
  - Federal will be high impact, big drivers
  - We want at least three or four of the high impact
- We struggle with what we can control and not control (things like federal policy or General Assembly actions)
  - Although we may not control a final decision of the General Assembly we can control the things we do that give us the highest potential
- Is this the right measure for a WIG?
  - Raising Regional Per Capita income makes good sense, but can it be effectively measured monthly or quarterly?
  - You can't assume generating dollars in income will grow GRP on the inside and outside – you can meet intermediate targets
- Can we drill down to the number of jobs generated or other major metrics that the public can relate to? Being able to say our goal is to generate 1000 or more new jobs is a goal that gets attention. GRP is not as clear. This kind of definition would be very useful.
- How public do we want to make the goal, keeping in mind that the general public knows little about what Gross Regional Product (GRP) is?
  - It was agreed that transparency is always the best approach
- There is more to the story – if we reach this kind of GRP, this is the kind of outcome that will help local elected leaders
  - What is the expectation?
  - Is it a commitment to lifelong learning?
  - What is the commitment of the community?
- The WIG could be unveiled at Regional Day on May 6, 2011 – this presents the opportunity to create something the regional leaders (public and private) can celebrate and embrace
  - Getting localities on board is doable
  - Localities must be onboard, making adjustments to their own plans, based on *Vision Hampton Roads*
- Focus on things that will have the biggest impact until the culture changes
- If \$10 billion equals roughly 3 percent growth per year it is unlikely we will see that rate increase in each Task Force area. If broken down into individual components of the plan as follows, could we expect the following?
  - Federal (not likely to see 3 percent growth)
  - Port (could conceivably see 3 percent growth)
  - Tourism (could conceivably see 3 percent growth)
  - Innovate (hopefully we will see 3 + percent growth)

#### **IV. Next Steps by Dana Dickens**

There was consensus to pursue the WIG proposed, but with more definition, taking into consideration suggestions made during the meeting today

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It was also agreed that it is important to build momentum among localities. Dwight Farmer (HRPDC) and Mac McReynolds (representing the Hampton Roads Chief Administrative Officers) will work with Dana Dickens on ways to gain additional community involvement.

**Next Report Meeting -- HRP BOARD of DIRECTORS Meeting**

March 18, 2011, 8:00 am to 10:00 am

Virginia Modeling, Simulation & Analysis Center (VMASC), 1030 University Blvd, Suffolk

**Committee members present:**

- Mr. James Batterson
- Ms. Judy Begland (Opportunity Inc./Intellectual & Human Capital Task Force Co-Lead)
- Dr. Joseph Bouchard (Cox Comm./ *Innovate!Hampton Roads™* Task Force Lead)
- Mr. John Broderick (Old Dominion University)
- Mr. Charlie Brown (Franklin Covey)
- Mr. Art Collins (Opportunities Task Force Lead)
- Mr. Dana Dickens (Hampton Roads Partnership)
- Mr. Dwight Farmer (Hampton Roads Planning District Commission)
- Dr. Larry "Chip" Filer (Old Dominion University)
- Mr. Greg Grootendorst (Hampton Roads Planning District Commission)
- Mr. Robert Harper (Northrop Grumman - retired)
- Mr. Russell Held (Virginia Port Authority/Port & Maritime Task Force Co-Lead)
- Mr. Rick Lally (*Innovate!Hampton Roads™* Director)
- Mr. James "Mac" McReynolds (York County/ Representing Hampton Roads CAOs)
- Dr. Juan Montero (Mid-Atlantic Shipper's Association)
- Mr. Art Moye (Virginia Maritime Association/Port & Maritime Task Force Co-Lead)
- Ms. Suzanne Puryear (The Planning Council)
- RADM (ret.) Craig Quigley (Hampton Roads Military and Federal Facilities Alliance/Federal Task Force Lead)
- Mr. Douglas Smith (Kaufman & Canoles Consulting)
- Mr. Digby Solomon (The Daily Press)
- Mr. David Tynch (Cooper, Spong & Davis)
- Dr. Roy Whitney (Jefferson Lab)

**Hampton Roads Partnership Staff present:**

- Ms. Donna Morris
- Mr. Andrew Sinclair
- Ms. Joyce Thacker