

Business

BUSINESS & PROFESSIONAL NEWS

Think Mutual Bank announces promotions

Rochester-based **Think Mutual Bank**, has announced the following promotions:

- **Mike Snyder** was named senior vice president and chief business officer. Snyder will oversee all of Think's business lines, including home financing, consumer banking, business services, Hirman Insurors and Investment Services, along with marketing and communications. Snyder brings 15 years of financial services experience, eight with Think. Previously, Snyder was senior vice president of consumer financial services.

- **Chad Murray** was named vice president of marketing. Murray recently was vice president of business marketing with BBVA Compass in Birmingham, Ala. Before that, he served as sales and marketing director for S&C Banco in New Richmond, Wis. Murray has experience as a personal banker, product development officer and branch manager with banks in Illinois.

- **Larry Guse** was named senior vice president and chief people officer. Guse will lead the bank's employee services area and oversee organizational development, leadership growth and human capital. Guse has been with the bank since 1999 in a number of roles, including branch manager, regional manager and vice president of delivery services. Most recently, Guse was vice president of organizational and community development.

- **Kari Jo Pugh** was named chief of staff. In this senior administrative leadership position, she will facilitate strategic planning and board governance and oversee executive internal and external communications. She has been manager of administration at the bank for seven years.

Think Mutual Bank is community bank headquartered in Rochester with eight full-service offices in Rochester, Edina, and St. Paul. Think focuses on consumers and small businesses, providing a full array of banking, investment and insurance services.

Benike recipient of AGC Leadership Awards

The Associated General Contractors of Minnesota has presented the Skill-Responsibility-Integrity Award to **James Benike**, executive vice president/treasurer of Alvin E. Benike Inc. in Rochester.

Benike was recognized for leadership contributions and commitment to his community and the construction industry. Benike has served as a director and officer of AGC of Minnesota, chairing the board in 1995.

Associated General Contractors of Minnesota, a St. Paul-based association, was founded in 1919 to promote the legislative and economic strength, image and well-being of the Minnesota construction industry.

Weimer joins Marriott

Chef **Mark Weimer** has joined the Marriott Rochester Mayo Clinic Area culinary team as food and beverage manager.

With Weimer, the hotel will reinvent its restaurant and catering operations.

Weimer operated the award-winning Chardonnay from 1991 to 2009.

Before that, Weimer spent three years opening and overseeing Meadow restaurant at the Radisson Hotel in Rochester. A certified food handler, Weimer is also known for his wine expertise.

He is accredited with the Society of Wine Educators, was recognized by Wine Spectator from 1994-2008, and his wine list was named one of the best in Minnesota by Minnesota Monthly magazine.

Business and Professional Notes includes promotions, appointments, awards and other business news. Please submit information to Business Editor Mike Klein at mklein@postbulletin.com, or mail to Post-Bulletin, c/o Klein, 18 First Ave. S.E., Rochester MN 55903.



Weimer

Internal competition can destroy a company

Dear Dave: At my company many people are out for themselves and only doing things that will benefit them, and not the company. I am a competitive person, but this is taking it too far. How can we understand what each of us wants should be something that can benefit the company? It's like we are constantly fighting each other for selfish recognition. — Concerned

Dear Concerned: First, let me say that I believe respectful debate and varying perspectives are mandatory for organizational improvement. However, self-serving behaviors and unhealthy competition are not. Leaders must inspire creativity and organized dissension, while selling unity of purpose.

Carole Nicolaidis, of Progressive Leadership, Inc. believes internal competition can destroy your organization. "Internal competition drives business results" has become a mantra of U.S. companies and has actually backfired, reducing communications and causing information hoarding, she writes.

I believe that internal competition can become so damaging that it leads to isolation of information, loss of employees and corporate disloyalty. The solution is to create a true "team" environment, improving the "corporate good" through collaboration and sharing.

Jerome Dyba, business and information technology consultant in southern Minnesota, believes organizations need to provide employees what they expect of them in clear and certain terms.

"One way of accomplishing this is to require employees to include in their goals and objectives what they will accomplish to help achieve the organizational goals, both individually and collaboratively. This could provide the employee buy-in and accountability. The employees' goals and objective can then be part of periodic evaluation reviews to continue moving in the organization's direction, not just one person's direction," Dyba says.

Unfortunately, the reality is different — people are still getting compensated and evaluated based on factors that kill knowl-

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edge sharing and team synergy, including:

- Individual contribution (employee of the month);
- Performance evaluations that give only a few people the highest evaluation simply because everyone can't have an "A";
- Forced distributions on merit, meaning if one employee within a department receives a raise then another cannot;

- And contests between employees for various monetary and non-monetary prizes.

Quality management guru W. Edwards Deming argued that relative

performance evaluations and merit ratings breed internal competition, and causes leaders to label people as poor performers, even though their work is well within the range of high quality.

When employees are trying to "look out for only No. 1," how can we expect to produce knowledge sharing and organizational cooperation? Here are some management tips to overcome unhealthy internal competition:

1. Hire and reward employees based on their ability to work cooperatively to reach corporate goals.
2. Fire people who destroy united communication.
3. Focus people's attention on identifying opportunities rather than competing with one another.
4. Create new compensation measures based on team goals.
5. Promote employees who have a history of building collaborative and unified teams.

The bottom line is that internal competition can create rifts within teams. Companies must sell employees on the benefits of true knowledge sharing and collaboration.

Contact Dave Conrad with questions or comments at dac05@charter.net. Conrad is a professor for the Augsburg College MBA program and directs the MBA program in Rochester.

NUGGET OF THE WEEK

"Everything that irritates us about others can lead us to an understanding of ourselves."

— Carl Jung

ROCHESTER AREA ECONOMIC SNAPSHOT

Consumer price index

U.S. percent change, seasonally adjusted

January: 0.2 percent
December: 0.2 percent
November: 0.4 percent
October: 0.3 percent
September: 0.2 percent
August: 0.4 percent
July: Unchanged
June: +0.7 percent
May: +0.1
April: no change
March: -0.1
Feb.: +0.4
Jan.: +0.3
Last 12 months: 2.6 percent

Source: U.S. Bureau of Labor Statistics

Single-family home construction

Permits issued in Rochester

February: 8
January: 13
December: 15
November: 30
October: 31
September: 33
August 2009: 26
July 2009: 21
June 2009: 36
May 2009: 33
April 2009: 29
March 2009: 16
February 2009: 1
January 2009: 3

Source: City of Rochester

Gasoline prices

On Wednesday:
Duluth: \$2.82
Eau Claire, Wis.: \$2.83
La Crosse, Wis.: \$2.75
Minneapolis: \$2.76
Rochester: \$2.73
St. Cloud: \$2.82
U.S. Price: \$2.77
Minnesota Price: \$2.77

Source: AAA

Jobless rate

Not adjusted, January rate:
Duluth-Superior: 9.1 percent
Mankato: 6.5
Minneapolis-St. Paul: 7.7
Rochester: 6.7
St. Cloud: 8.5
Minnesota: 8.2
United States: 10.6

Monthly housing data

Residential sales in city of Rochester in February, with change from a year ago.

New listings: 284, down 3 percent
Active listings: 1,007, up 10 percent
Pending listings: 103, down 17 percent
Sales: 68, down 24 percent
Sales, year-to-date: 125, down 20 percent
Median sales price: \$152,000, down 4 percent
Average days on market before sold: 140, up 3 percent
Average days on market, year-to-date: 136, up 7 percent

Source: Southeast Minnesota Association of Realtors

Net sales tax collections

In city of Rochester
November: \$696,097
October: \$776,453
September: \$974,311
August: \$736,498
July: \$942,498
June: \$642,684
May: \$713,499
April: \$724,611
March: \$411,242
February: \$678,865
January: \$754,251

Source: City of Rochester finance department

Building permits

Dollar value of building permits in City of Rochester

February: \$24.3 million
January: \$8.9 million
December: \$4.35 million
November: \$10.4 million
October: \$9.4 million
September 2009: \$15 million
August 2009: \$6.2 million
July 2009: \$11.7 million
June 2009: \$27 million
May 2009: \$23.5 million
April 2009: \$21.4 million
March 2009: \$27.5 million
February 2009: \$5.6 million
January 2009: \$15.7 million
December 2008: \$14.6 million
November 2008: \$26.7 million
October 2008: \$26 million
September 2008: \$18 million
August 2008: \$25.8 million
July 2008: \$19.8 million

Source: City of Rochester

Net hotel-motel tax collections

In city of Rochester
November: \$253,773
October: \$322,079
September: \$343,511
August: \$350,597
July: 503,506
June: \$273,590
May: \$283,789
April: \$277,226
March: \$275,026
February: \$234,416
January: \$242,424

Source: City of Rochester finance department

Airport passengers

Commercial passengers at Rochester International Airport:

January: 17,988
December: 19,544
November: 21,346
October: 22,928
September: 19,927
August: 22,655
July: 21,188
June: 22,547
May: 22,198

2010 Spring Membership Drive

- Join as a Foursome and pay ZERO initiation fees.* (Threesome, twosome and individual initiation plans also available.)
- Sign before April 15th and receive SIX MONTHS golf dues credit.*

Don't delay! Contact Tim Shea for more details and to take advantage of these great Spring promotions and other membership opportunities. 507-775-3700

*24 month membership commitment

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