

CEO Advantage Breakfast: May 18, 2005 Skyline Club, Downtown Indy

7:30 a.m.	Event Starts
7:40 a.m.	Darrin Introduces Barb B/ Barb B introduces Cathy
8:00 a.m.	Cathy Speaks
8:30 a.m.	Darrin facilitates the discussion
8:50 a.m.	Darrin wraps
9:00 a.m.	End

Outline of Speech

Greetings & Thanks. Acknowledgement of what CEO Advantage stands for.

Background about Langham

Today's Takeaway: three thoughts (risk, responsibility, possibility)

The President

Action

Q&A

As Promoted on the CEO Advantage Website:

Building your business through networking and the help of George W. Bush

Join us as we hear from Cathy Langham, president of [Langham](#), as she shares how networking led to a meeting with "W" and how government incentives helped her to grow her business.

CEO Advantage

The Mission:

- monthly forum and virtual network for CEOs and Presidents of closely-held Indianapolis area businesses
- goal: build relationships with their peers, share ideas and best practices, facilitate growth through networking and discuss common issues in order to create long-term success.

Who is Responsible?

A group of local CEOs, the Greater Indianapolis Chamber of Commerce and (formerly) Union Planters Bank are teaming up to bring you the *CEO Advantage* forum.

Advantages & Value

- Learn and exchange key ideas for managing a successful business
- Allow invited CEOs to make executive contacts outside normal circles
- Open doors to new marketing opportunities
- Facilitate the formation of new relationships for business and non-business issues
- Take randomness out of networking - create a "golden rolodex" of peers
- Allow members to utilize the Chamber to get messages distributed, when appropriate
- Encourage political action, referrals and sharing of common problems

SPEECH:

Barb, **Thanks** for the great introduction. ..

Good Morning! I'm excited to see so many other business leaders who like to get the day started this early. We may have beat the traffic in getting here, but I'm sure that each of you made a variety of concessions to get here on time. So on behalf of the entire Chamber, I want to express our appreciation for your commitment.

Being a speaker at this morning's forum is a thrill—not because I'm at the podium, but because CEO Advantage comes as a critical time for our City, our Chamber, and business owners like you and me. As someone who has participated in almost every flavor of business networking, I can tell you that this type of exclusive forum *will* make a positive impact on your business if you allow it.

The goal for each of these forums is to leave you with Best Practices for strengthening your business. Today, like the we promised, I will focus on networking and its positive impact on my business growth, but this is by no means a textbook lesson. The double-digit growth that Langham has experienced year over year is a result of three things:

1. Being clear about our strategy
2. Drawing up a strategic plan and being faithful to it,
3. Taking measured risks
4. Doing what we do best

A large part of what we do best at my company is develop and nurture strong relationships. It's my belief that networking has "worked" for Langham, because when guests come to our headquarters or employees interact with prospects or customers – there is a consistent, positive experience.

It was about 20 years ago that I began doing exactly what CEO Advantage is all about and that is **relationship building**. Granted, relationships do not just "happen"... First, there is a spark of mutual interest ... then a relationship grows with consistent interaction and attention.

Even though the way we communicate has been dramatically affected by technology (in the last 10 years let alone 20), the basics haven't changed. In fact, with as many gadgets as there are...and the ability to communicate no matter where you are makes it a little less intimate. (QUESTION) You don't have to raise your hand and incriminate yourself but think to yourself, when is the last time you used your cell phone at a restaurant table? in the boardroom? While driving? While in a public rest room?!!!

Voicemail, PDAs, Bluetooth technology, and Blackberries can't enhance or make-up for the importance of real interaction. We need forums like CEO Advantage to break down some of the barriers that "technology convenience" has created.

During the next 10-15 minutes, I'll share some of my best practices on relationships building that make it distinct from casual networking. Please understand that what I'm focusing on is not so much the venue but what you do with it.

Before I go any further, let me tell you just a little about Langham.

I started this company 17 years ago with my sister Margaret and brother John. They are still with me helping to run the company—Margaret focuses on Operations and John heads up Administration, Finance and the Warehouse. I am responsible for Sales and Marketing and Strategic Direction.

We are a global freight management company, and our clients are located across the U.S. Imagine something like a travel agent for freight...

Even though we do not own planes, trucks or any type of fleet, we ship around the globe. The freight can be any size, any shape. It moves from anywhere to anywhere, and everything we do has a sense of urgency to it. This business is an all or nothing business...the shipment either gets there on time or it doesn't.

In the early years of our business, I spent most of my selling and networking time in front of "traditional" buyers of transportation services. An example might be a warehouse manager or a director of logistics or operations. Today, how I sell and where I spend my time is very different, because EVERY executive at the corporate level is impacted by freight cost.

From a practical standpoint, freight is the #3 largest expense for a company. For a CEO or CFO or anyone with budgetary responsibility, it readily becomes apparent that if you can better manage your freight spend, you can take cuts at one of your Top 3 expense buckets.

That's easier said than done, especially for large corporations. Fortune 500 companies such as Lilly (here in town), Pepsi, Quaker Oats, Con Agra, and SBC Ameritech are under constant pressure to reduce their spending. So I'm now spending my time talking with executives about issues such vendor compliance and whether vendors

are making smart shipping choices; the national shortage of equipment and drivers and what that does to overall prices and service; and even information management and how a company like Langham can do analysis and studies to help drive more intelligent business decisions.

So having said that my prospects are under pressure and they know something has to change, BUT there remains a very real challenge.... They GUARD THEIR TIME fiercely. It's almost like there's an inverse relationship to an executives daily business headaches and the time he or she can afford to talk about them.

This is actually a good segue to our topic, because Langham's growth (and my own professional development) traces a path of the way I've used my time to network and build the trust of busy decision makers.

In preparation for today, my publicist asked me to play a name game with her. She prompted me to name people who are now close to me and who have become a part of my professional inner circle. She wanted to talk about the people I really know, people who would take my call or make a lunch date a priority. Here's what we came up with; and I share it with you, not to wave some Who's Who list around but to demonstrate the power of really engaging with the people you meet.

Mitch Daniels: we met _____ years ago when he worked for Lilly and my company decided to present Lilly with a very big transportation program. Today, he's our governor. And at his invitation, I have joined a group of highly respected people to focus on building our state's economic picture.

John Mutz: John is the former president of PSI Energy, a former two-term lieutenant governor of Indiana, and a former president of Lilly Endowment. You may have seen his regular column in the *Indianapolis Business Journal*, and is the author of the recently published book *Fundraising for Dummies*.

John and I met while both serving on the Board of the Indy Partnership. Today, my business partners and I count John as a true friend and advisor. In fact, he sits on our company's advisory board.

Al Hubbard is a gentleman I met through the Indiana Chamber of Commerce. Al is now Indianapolis chairman of the National Economic Council and assistant to President Bush for economic policy.

Don Marsh, who we're all familiar with, is someone I've known since my early days of networking with the Indy Chamber. For ____ years, I've been privileged to serve on the Board of his organization, which is a publicly traded company.

Senator Richard Lugar, last but not least, came to Langham for a very exciting reason and today we stay in touch regarding air cargo security. Senator Lugar visited Langham in September 2003 when President Bush came to Langham for a televised speech on the economy.

All of these people—and they are just a few—are a direct result of the way I use the opportunity to truly become engaged with the people I meet.

In today's takeaway, I am emphasizing THREE best practices for building strong business relationships:

- 1. Take the risk**
- 2. Assume the responsibility for the nurturing the relationship**
- 3. Think like "anything is possible"**

It boils down to 3 words: **risk, responsibility, and possibility.**

So let's start with risk. Every time you dare to meet someone new—especially when they may have no clue of who YOU are, you are taking a big risk. Would you agree that networking (even on a good day) can make you sweat?

Cathy: insert comments about introducing yourself and "selling" even to people who share a board seat with you!

In my 20-plus years as an entrepreneur and as a sales professional, the greatest risks I've seen or have personally taken have been the **risk of following a gut feeling**. Personally, I can attest that the wins have outnumbered the losses. My company has grown year over year since its inception 17 years ago.

For those of you with financial backgrounds, the thought of putting gut before analysis might be hysterical. I will agree that having the numbers to precede every decision is a comforting thing. If you are working with a high growth company, as many of you do, you will find that there isn't always historical data or metrics. You have to go with your instinct. You take the risk.

The mere act of networking is a form of risk that will take you to the next level of development.

As for the second Best Practice, which is about **responsibility**, I am preaching to the choir because you are living it right now. You demonstrate your responsibility by taking advantage of golden opportunities that the Chamber puts together. I would also guess that many men and women in this room give some measurable amount of time to giving back to the community.

Visible signs of responsibility are something I immediately look for—not just in my employees or prospective hires. When I evaluate potential vendors, I want to know what contingency plans they have in place should service falter. I also look for that same quality when I am networking. Shouldn't our goal be to stretch and get to know people who we would truly enjoy spending time with?

At Langham, we follow a code of **100% Responsibility**. Each member of our management team signs a piece of paper that says he or she will be 100% responsible day in, day out regardless of who could've or should've owned the situation. Each manager is responsible for teaching his or her team what 100% looks like and sounds like.

Is it easy? No, it's not. The paradox is that when you are in a fast-growth company during uncertain times, it isn't always easy. There are distractions and unexpected opportunities. There are fires to put out. There are glitches to fix. **Being 100% responsible demands you to react to the present moment but work within the context of your greater goals.** The bottom line, though, is that 100% simply is...doing what you promise.

Let me give you an example of what 100% responsibility looks like at Langham.

In September 2003, all of us at Langham stepped up to the 100% challenge. The visit by President George W. Bush was, as Dr. Phil would say, a Defining Moment for us.

With only a week's notice, we were asked by the White House if we were open to a visit by a high ranking White House official. The WH was seeking a small business that had taken advantage of recent tax law changes, and we had been recommended by the Indianapolis

Chamber of Commerce. We soon learned that the high ranking official would be President George W. Bush himself.

We knew that a special White House team would be assigned to the event and we understood that the White House controlled almost every aspect of the process. But logistics is what we do best, so we created our own in-house team to make this event successful **without any disruption to our daily business or inconvenience to our customers.**

During that Labor Day weekend that preceded his visit, the first wave of WH and Secret Service staff set up camp at Langham, and we spent the weekend getting a glimpse of what the visit would look like. By Monday, the headcount in our building had immediately doubled because of the pre-President activity. Secret Service agents set up a command post; telecommunications experts ran over 60 phone lines; the WH press team set up its own offices in the back of our warehouse. A special team drew up the plans to convert our busy 300,000 square foot distribution center into a made-for-TV stage set.

Our warehouse was **truly** transformed. There was enough seating for the 700 anticipated people, many of whom showed up before 9 a.m. to get in line. Over 100 members of the press were ready to go, and an entirely new (and extremely focused) team of security personnel showed up. Our team worked up to the moment that we had to clear the building so that it could be secured for the President's arrival.

I couldn't be prouder of our entire staff, because during that week of preparation every person at Langham embraced the excitement and the responsibility. Many of our employees took on special assignments while handling their day-to-day jobs. One employee came in over the weekend to paint the walls. Another employee contacted all of our neighbors to ask for their help or cooperation. Still others took to the phones to invite special Langham guests. Multiple employees reached out to our vendors for extra equipment or supplies. Even in the 11th hour, we had a salesperson posting signs for the temporary parking area our staff had to use. That is what I call 100% responsibility.

You know, so many people have asked me, "Why Langham? What are you doing over there to attract the attention of the White House?" I've even been asked " How much money did you have to give?"

The real answer lies in our attitude which gets me to the 3rd Best Practice for this morning. **It is the attitude of possibility.** When

people ask me that question, I answer with, "Why NOT Langham?" Every day our employees come to work with excitement and commitment for what they do. They genuinely like each other. They like our customers, and our customers enjoy us. That's important at Langham. Every day we do something to improve ourselves and what we do. It's an attitude we have any time we pursue new business or tackle a complex problem. More than ever before, **we simply choose to believe it's all doable.**

So I encourage you to think about these three best practices, and put them to work by asking a few questions of yourself. Ask them everyday, especially before you come to any networking event.

1. Who have I helped today? What am I willing to risk in order to help someone get what she or he needs?
2. What ideas do I have that are out of my comfort zone? Who can I share them with or how can I act on them?
3. Where in my professional life can I step up and take on 100% responsibility? How can I pass that concept on to someone else?
4. What would be possible if I knew I couldn't fail?

It wouldn't surprise me at all that you have already asked yourselves these questions. My challenge to you is to evaluate your entire organization and to ask yourself how the whole group embraces these ideas?

I encourage you to just do what it takes, and you will be pleasantly surprised what you get.

On that note, I'll turn the lead back over to Darrin, and we can turn this into discussion. Thank you again!

