

Chicago Tribune



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BREAKING NEWS AT CHICAGOTRIBUNE.COM

Power plants releasing hotter water

Waivers issued because of weather; environmentalists worry about fish

By ERIN MEYER AND JULIE WERNAU
Tribune reporters

As fish die in record numbers across Illinois this summer because of the intense heat and drought, state officials are granting power plants special exemptions to flush massive amounts of hot water into

already stressed lakes and rivers.

The Illinois Environmental Protection Agency is allowing power plants to dump hundreds of millions of gallons of water per day at temperatures approaching 100 degrees into the state's waterways, the Tribune has learned.

Temperature-sensitive

fish already have been swimming deeper to find cooler water or have been abandoning environmentally inhospitable areas during the heat and drought. But with power plant operators dumping hot water at record amounts, environmentalists say the fish, along with the rivers and lakes they live in, could face increased risk.

Regulators and power plant operators say the waivers to release water

hotter than normal are necessary so they can continue providing adequate power in August, following the warmest July in U.S. history when energy demand from air conditioners was soaring.

"Do you want people to start dying, or do you want to save some fish?" said Julia Wozniak, of Midwest Generation, whose job is to make sure the plants remain

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CHUCK BERMAN/TRIBUNE PHOTO

Sharon and Elliott Pequette fish with their twin grandsons, Camden and Cade, near the Braidwood Nuclear Plant.



JON HILKEVITCH
Getting Around

Bus rapid transit won't be so rapid

CTA planning manager Joe Iacobucci is the first to acknowledge at the transit agency that "if you ask the average person in Chicago what BRT is, you get a blank look."

BRT, or bus rapid transit, is Iacobucci's special project. He hopes to transform those blank looks into satisfied smiles.

Yet riders of top-notch BRT service in cities like Bogota, Colombia, and Cleveland might not recognize the CTA's first foray into BRT as "rapid" — because a much-abbreviated form will hit the streets toward the end of the year on the No. 14 Jeffery Express route between the South Side and downtown.

In its pure form, BRT operates like a transit rail system on city streets. Traffic problems with cars and trucks all but disappear. Bus commuting times dramatically shrink, creating opportunities for quick transit-to-transit connections that could tempt even the most die-hard motorists to give BRT a try.

Under BRT criteria, bus stops are more widely spaced than on traditional bus routes, up to a half-mile apart, to provide quicker trips. The bus lanes are dedicated to buses around the clock, like railroad tracks are to trains.

In addition, passengers pay their fares at stations and then when the bus arrives they board quickly at more than one door on raised platforms that are level with the bus floor. And the buses are equipped

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Volleyball star from Wheaton killed in St. Louis

Megan Boken was sitting in her car when police say a gunman opened fire. Boken was a member of the 2006 Chicago Tribune All-State volleyball team and had attended St. Louis University. **Chicagoland, Page 8**

In Will County, another murder trial set to begin

Prosecutors say Christopher Vaughn shot his wife and three children to death off Interstate 55. His trial opens next to Peterson's. **Chicagoland, Page 4**

"If there's no jobs, people are going to be unhappy, and that's going to affect the politics."

— Joe Knilans, Republican in Janesville, Wis.



MICHAEL TERCHA/TRIBUNE PHOTO

Chrysler's assembly plant in Belvidere, Ill., is bustling with production. It's a rare bright spot in an economically depressed part of the state.

A divided highway

Interstate 90 in Illinois and Wisconsin spans red and blue, good times and bad, on the road to November election

By BOB SECTER AND RICK PEARSON
Tribune reporters



JANESVILLE, Wis. — An isolated billboard on South Jackson Street in this old Rock County manufacturing town pitches a sandwich chain as the "life of the party."

Directly behind the sign is a landscape of little life and almost nothing to celebrate.

Weeds are reclaiming the empty parking lot of the sprawling General Motors factory that

churned out Chevrolet Suburbans and other light trucks until it was idled a few years ago, throwing thousands out of work at the plant and nearby suppliers.

Drive 45 minutes south on Interstate 90, and the scene couldn't be more different. There, outside Rockford, Chrysler's Belvidere assembly plant is

running full tilt making gleaming new Dodge Dart compacts — a rare bright spot in a slice of Illinois still saddled with the state's highest unemployment rate.

Those two plants bracket a stretch of highway that spans two states and serves as a metaphor for a nation facing a presidential campaign dominated by deep fiscal uncertainty and an even deeper political divide over how best to break

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CHUCK BERMAN/TRIBUNE PHOTO

RAMADAN REFLECTIONS

Muslims celebrate Eid al-Fitr, which ends the holy month of Ramadan, on Sunday at Toyota Park. Dr. Zaher Sahloul, of Burr Ridge, who took part in the celebration in Bridgeview, shares his story of adopting the U.S. as his home, becoming a Muslim leader and aiding refugees from the unrest in his native Syria. **Chicagoland, Page 8**

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Chicago Tribune BUSINESS

Whatever happened to workplace accountability?

DISCLAIMER: I am in no way responsible for the content of this column. Any errors, overstatements or outright fabrications are entirely the fault of editors, saboteurs or readers.

Now then, let's talk about accountability.

In the past decade, the concept of taking responsibility for mistakes made at work has become a bit foreign. (Lookin' at you, Enron, JPMorgan, Gold-



REX W. HUPPKE
I Just Work Here

man Sachs, every politician everywhere, guy who stole my sandwich from the break-room fridge ...)

This aversion to accountability has trickled down

from the heads of huge corporations to the bosses and managers of small businesses and to all workers in between. A recent study by Avatar HR Solutions Inc. found that 49 percent of workers believe their company encourages employees to openly admit their mistakes.

We teach our kids to fess up when they've done something wrong, in part so we can trust them. So it

makes sense that the lack of accountability in the workplace has led to a breakdown in trust. In June, an Interaction Associates survey found 27 percent of employees have a high level of trust in management.

Diane Swanson, chairwoman of the Business Ethics Education Initiative at Kansas State University, said accountability began to slide in the late 1990s with "a general movement of

deregulation."

"We've had a decade of not only deregulation but an ideology that supports deregulation," she said. "When you have deregulation, society is putting more pressure on self-accountability in the private sector. To me, it's inevitable that there will be slippage."

Lauren Bloom, a business ethics specialist, said: "Unfortunately, at the same time deregulation was

going on, Wall Street developed very unrealistic expectations for profits. It was kind of a perfect storm of growing expectation and at the same time less accountability."

So here we are, and if you think this an issue not to be taken seriously — by everyone from workers to middle managers to CEOs — you're wrong. A lack of

Please turn to **Page 4**

Analysis helps put value on employees

Market capital per worker ranks 4 oil producers in top 10

By **KATHLEEN CHAYKOWSKI**
Bloomberg News

Energy companies such as Anadarko Petroleum Corp. are creating more market value per employee than any other industry, aided by technology that helps them bring oil and gas out of the ground.

Four oil producers made the top 10 in an analysis showing which Standard & Poor's 100 stock index companies have the most valuable employees, based on their Aug. 3 market capitalization divided by the number of workers. Simon Property Group Inc., the nation's biggest mall operator, led the list, and Apple Inc. placed fourth, according to data compiled by Bloomberg.

The analysis is one way to look at the efficiency of companies, allowing investors to compare those with similar operations and head counts, said Howard Silverblatt, a senior index analyst at Standard & Poor's Financial Services.

"If you take Apple, for example, you get a sense of how much you can charge for their product," Silverblatt said by telephone.

Energy companies can educe head count with technology, said Samuel Brothwell, a Bloomberg Industries analyst.

"If you visit a drilling site today, there is a lot more high technology employed relative to people out doing the work," said Brothwell, based in Princeton, N.J.

Anadarko, an independent oil and gas exploration company based in The Woodlands, Texas, which had a market capitalization of \$33.1 billion on Aug. 3, ranked seventh, with a so-called employee value of \$6.9 million, according to the data. Occidental Petroleum Corp. was eighth and Apache Corp. and Exxon Mobil Corp. were ninth and 10th, respectively.

Simon Property, the Indianapolis-based real estate investment trust, had an employee value of \$15 million.

Apple, the Cupertino, Calif.-based maker of the iPhone and iPad, had an employee value of \$9.4 million.

EXECUTIVE PROFILE RICH HORWATH

Conveying a method to end the madness



RICK TUMA/
TRIBUNE ILLUSTRATION

CEO of Strategic Thinking Institute grasped his value while watching an operation; now, clients learn that sound strategy isn't brain surgery

By **ERIN CHAN DING**
Special to the Tribune

A dozen managers sat around a rectangular table at the Wit hotel in the Loop, their attention fixed on a man in an Armani suit standing in the front of the room.

They waited quietly, the CTA Red Line train periodically rumbling by, until the tall, blue-eyed man spoke.

When Rich Horwath did, he began with a story.

"A recent Saturday morning, I'm sitting in my home office, and I'm listening to a CD I recorded on strategy," he tells the sales managers and marketing leaders from Ferring Pharmaceuticals who had gathered in a fourth-floor conference room.

"I'm just checking the CD to see if I need to make any changes. And a little while later, my (then-5-year-old) son, Luke, comes in the room. And he plops down on the brown leather chair and he listens a minute. And finally, being the dad, I had to ask, 'So, Luke, what do you think about Dad's new CD on strategy?' Right? I'm excited, and he pauses for a minute and says, 'It sounds like church.'"

"And so, not making that connection, I said, 'So how is it like church?' And he said, 'Well, there's a lot of talking. I don't understand most of it. And I think I'm getting sleepy.'"

Laughter erupts around the table, and with that, Horwath establishes a convivial atmosphere for the 3½-hour workshop he would lead on strategic thinking.

Horwath, 45, the best-

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Expanded coverage in the **Chicago Tribune Business** report

Conveying method to end madness

Continued from **Page 1**

selling author of “Deep Dive: The Proven Method for Building Strategy, Focusing Your Resources and Taking Smart Action,” knows that the topic of strategy can appear theoretical and wonky, or as he puts it, “textbook-ish” and “not real-world.”

But he views it more simply, as a way to combat a haphazard approach to life. Most people, he said, operate like bumper cars, bouncing from one activity to another without thinking.

“In business, I think insanity is when we do the same things, the same initiatives, year after year after year and we expect miraculous new growth,” said Horwath, who runs the one-man Strategic Thinking Institute.

“I call it the organizational lobotomy: working without really thinking about our work.”

Horwath’s clients have included FedEx Corp., Abbott Laboratories, Kraft Foods Inc. and Motorola Inc. This spring, Google Inc. invited Horwath to its headquarters in Mountain View, Calif., to speak to its employees about how they can create personal strategies for their careers.

Companies, he said, are telling employees, “‘Look, you’ve got to have a plan.’ We can give you the gym and the financial lessons and all that, but look, you’ve got to kind of put it all together.”

Horwath’s rates run \$20,000 for a keynote address or \$35,000 to \$50,000 for a full-day workshop, which includes a three-phase training program that can last a year. Before the workshop, he reviews business plans, interviews participants and administers assessments and surveys. Follow-up can include counseling by phone and email, and evaluations of progress based on criteria set by him and the client.

David Hammond, president of Wonderlic Inc., a maker of surveys and tests applied to potential employees and students, brought Horwath into the company’s Vernon Hills headquarters last year for two daylong training sessions.

“The actual case study is your own business,” said Hammond, 39. “You’re really turning on that whole lens of introspection on the work that you do.”

Seeing the whole field

In Horwath’s second-floor home office in Barrington Hills, where he prepares and studies strategy when he’s not flying around the country to train managers, three plaques line a shelf, given to “Coach Rich Horwath” from the Barrington Area Soccer Association.

Horwath, who spent most of his childhood growing up with a sister in Hoffman Estates, played the sport through college. After graduating from Hoffman Estates High School, he went to the University of Connecticut, playing there for two years, with his team making it to the Sweet 16 of the NCAA tournament. When Horwath transferred to DePaul University out of a desire to be back in the Chicago area, he spent two more years playing soccer as a Blue Demon.

He played goalie, perhaps the most pressure-packed position on the field.

“As a goalkeeper, I think a lot of that time — the preparation, the independence, the thinking — really shaped what I’m doing today,” Horwath said. “As a goalie, you have the opportunity to see the whole field and help direct and lead the players to the right positions. As a strategist, the real intent is to be able to see the big picture of the business and to be able to put those pieces together in a way so that you can be providing that value.”

After graduating with a bachelor’s degree in operations management, Horwath took a job in medical sales. Out of curiosity, he asked to spend the night in the trauma unit at Cook County Hospital, now the John H. Stroger Jr. Hospital of Cook County. He remembers, in particular, watching a neurosurgeon operate.

“At that point,” he said, “the thing that I realized is that the way to provide the most value is to be an expert. And when you watch a trauma surgeon, you realize what expertise really is. And I think that sparked within me a desire to truly try and find, you know, ‘What is my expertise? Where is the area where I can provide value and help other people get better?’”

While studying for his Master of Business Administration degree at DePaul, Horwath became taken with marketing management. What followed was a full-on immersion in the study of strategy — military, business and political — as attested to by 3-inch binders on his office bookshelf, filled with notes and diagrams he has drawn



ALEX GARCIA/TRIBUNE PHOTO

Best-selling author Rich Horwath, 45, CEO of the Strategic Thinking Institute, knows the topic of strategy can appear theoretical and wonky, or as he puts it, “textbook-ish” and “not real-world.” But he views it more simply, as a way to combat a haphazard approach to life.

Rich Horwath, CEO, Strategic Thinking Institute

Lives in: Barrington Hills with wife Anne, 43; children Luke, 9, and Jessica, 7; a yellow Labrador named Breeze; and a bearded dragon named Beardy.

Hobby: Shooting sporting clays with his Browning shotgun at the Max McGraw Wildlife Foundation in Dundee.

While working, listens to: Orchestral/electronic “Tron: Legacy” movie soundtrack; pianist George Winston; and indie rock band The National.

Standard breakfast: Caramel Nut Blast Balance Bar Gold

Workout regimen: Exercises six days a week, sometimes waking at 4:30 a.m. to do 60-yard interval sprints in his backyard, and to use free weights and punching bags in his basement gym.

Improved his public speaking by: Taking an improv course at The Second City for a year. “I thought, ‘Hey, that’s a good experience, to get in front of people and just make stuff up.’ So what I do now is actually easier, because I’m not making it up. The other big premise of improv is, ‘Yes, and ...’ You never, ‘Yes, but ...’ people. ‘Yes, but ...’ means, ‘I heard you, but you’re wrong.’ ‘Yes, and ...’ meaning, ‘I heard what you say, and I’m going to build on that.’ So that whole idea of building on other comments, that’s especially prominent in business.”

while delving into books and research articles.

His first year operating his Strategic Thinking Institute, he earned \$70,250. In the 10 years since, he has written “Deep Dive” and “Strategy for You: Building a Bridge to the Life You Want,” both published by Greenleaf Book Group. He also put out two comic books, “Strategylock and Dr. Tactics in the Case of the Dead Strategy” and “The Secret Powers of Strategyman.”

The books and conferences have thrown more attention Horwath’s way, and he averages four workshops a month, earning revenues of \$1 million to \$3 million annually.

Company leaders, Horwath said, tend to approach him not in times of crisis, but out of a desire to strengthen their management skills. In some cases, they want to ensure that their midlevel managers are also thinking strategically.

At Abbott Laboratories, Horwath provided two strategic-thinking and skills-development sessions to 160 people in the company’s integrated managed care and policy division. At Novartis Pharmaceuticals Corp., he conducted eight-week virtual training sessions via phone with key account managers.

Bradley Hartmann, 34, of Wood Dale, said Horwath’s guidance and success as an entrepreneur inspired him to start his own company, Red Angle, which specializes in teaching Spanish to construction companies. He was a student in Horwath’s strategic thinking class at the Lake Forest Graduate School of Management.

“He’s just got a great way of delivering the material, especially something very ambiguous like strategy. He just has a real gift of bringing it to life and making it relevant and something you could grasp a little more,” Hartmann said. “I immediately wanted to do as good with Spanish as this guy is with strategy.”

Horwath understands skepticism toward

his business but says his face-to-face training and partnership with management teams goes beyond what can be gleaned by reading a couple of books — even if they are his.

“If you wanted to be a surgeon, you could read some of the best textbooks on being a surgeon,” he said.

“That doesn’t mean that you’re going to be able to go into the operating room by yourself, having just read two textbooks, and perform a successful surgery. In the same token, you can read a couple of books on strategy, but unless you’re actively thinking strategically and using questions, frameworks, and tools to generate new insights, then the strategy is not just going to automatically appear.”

‘Gotta dig down’

Horwath said most of his business comes from firms where someone has read his books or subscribed to his free monthly newsletter, “Strategic Thinker.” When he shows up, he makes sure to project an aura of confidence.

On a Friday morning, he grasped the wheel of his carbon gray Porsche Panamera as he navigated through traffic on the Kennedy Expressway, Canali shirt peeking beneath the sleeve of his steel-blue Armani suit.

“I’m not going to own 100 suits, but the ones you own, you want them to be good quality,” said Horwath, adding that he frequents Nordstrom on Michigan Avenue for business attire. “Sometimes, I’m working one-on-one with an executive, and sometimes with 400 people. You want to look good and feel good so that you can convey that you’re serious about helping folks.”

At the Wit, Horwath’s customized workbook for the Ferring Pharmaceuticals managers, plus personalized interactions — he made sure to learn each manager’s name

— kept his audience interested. Aside from whiteboard markers, diagrams and discussion time, he referenced a clip from the movie “Walk the Line,” in which Johnny Cash, played by Joaquin Phoenix, auditions for music executive Sam Phillips, played by Dallas Roberts.

Cash starts by singing a popular tune, but Phillips stops him, telling Cash the song wouldn’t sell and he can tell Cash doesn’t believe in what he’s singing. After some prodding, Cash sings his own, deeply felt “Folsom Prison Blues,” mesmerizing Phillips.

Horwath pointed out how, despite the tension of the moment, Phillips’ honest assessment propelled the situation forward.

“The reality is, sometimes it seems like we’re on a sales call or we’re in a meeting with a C-suite person from a physician group, and we think the goal is to walk out arm in arm singing ‘Kumbaya,’” Horwath said. “Sometimes, as leaders, you’ve got to have those challenging conversations. You’ve gotta dig down.”

Nicholas Canes, 29, Ferring’s southwest district sales manager for reproductive health, said Horwath’s conversational, adaptive style proved “really, really helpful for what we do. You think you know what strategy is, you think you know what goals are, but you put it in this context, and it’s a huge reframing. He really knows our business and is trying to put it in the right context for us.”

Strategy, for Horwath, exists beyond the business realm. It’s partly responsible, he says, for his temperament, which comes across as calm and rational. As in business, he finds little benefit in being reactionary. It’s also the catalyst for prioritizing time with his children, Horwath said, sometimes to the detriment of spending time with his friends.

“I wanted to create a life where I was always being true to who I am as a person,” he said. “Strategy is about where you invest your resources, your time, your talent. And so my wife and I, one of the goals that we’ve had is that while our kids are young, we’re going to invest our time and our talents, whatever those may be, as much as possible with them. We definitely made a conscious effort to where we want to invest time with our kids, help them grow, help them develop.”

When he arrived home about 4:30 p.m. that recent Friday, he greeted his wife, Anne, whom he met at graduate school and who describes her husband as “so well-researched and well-read,” with a kiss. He hugged his two children, Luke, 9, and Jessica, 7.

Their puppy dashed across their front lawn and onto the street, and Anne ran after it, barefoot.

After an hour of downtime, Horwath, still wearing Armani slacks, slid behind the wheel of a Nissan Quest minivan, interior smudges and all, and drove off with his family to get pizza.

What happened to workplace accountability?

Continued from **Page 1**

trust poisons a workplace, and any boss with a lick of sense should want employees to feel comfortable taking responsibility for mistakes.

Bloom and Swanson agree that for a workforce to develop a strong sense of accountability it has to come from the top.

“With accountability I really see a dilemma in that if it doesn’t come from the top, it’s really tough in an organization to be accountable for any situations that run counter to what the top managers want to hear,” Swanson said. “If someone wants to be accountable on the lower level, they have to know it will be welcome on the higher level.”

This can involve anything from adopting an anonymous whistle-blowing hot line to putting an ombudsman in place. Leaders need to speak openly about the importance

of accountability and, above all else, hold themselves accountable when they screw up.

“The really good news is there’s a lot you can do and it doesn’t cost money, and it feels good,” Bloom said. “It starts by saying, ‘We’re going to make ethics important.’ And then asking the right questions: When did you last train on ethics? What is your culture like? If someone makes a mistake, are you going to crucify them? If that’s the case, then nobody is going admit mistakes.”

It’s key to have ethics rules that everyone knows and demonstrate that nobody is above them. Mixing in humility helps.

The cocky banking chumps who got us into our financial mess clearly thought they were infallible. That kind of self-aggrandizement should not be encouraged. People need to recognize that mistakes are a part of the human condition, and that’s OK.

The good news is there are signs that the

pendulum of accountability might swing back toward reason.

“There is a small movement, and it’s coming out of firms that want to brand themselves as socially responsible,” Swanson said. “There are firms that want to identify with being accountable to various stakeholders, they want to be accountable for their decisions, to show that they are striving for ethics.”

Some — though not most — business schools are incorporating ethics courses into their programs. And groups such as the Corporate Responsibility Officer Association are trying to draw more businesses into the ranks of professional and social accountability.

“This notion that the sole purpose of a corporation is to make money for its shareholders is the root of so many of our problems,” Bloom said. “Unless several somebodies take an active turn to change that, it

is going to become untenable.”

What’s on the line is public trust, worker dedication and the ability of companies to function smoothly. It may sound like I’m overdramatizing this, but I believe our willingness and ability to fess up to mistakes is crucial.

And it has to start with each person giving a damn about doing what’s right.

I’m reminded of a pointed quote from Dr. Seuss’ story, “The Lorax”:

“UNLESS someone like you cares a whole awful lot, nothing is going to get better. It’s not.”

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