



**A Twice-Monthly Newsletter for our Team. September 1, 2023**

If you really look closely, most overnight successes took a long time.

*Steve Jobs*

Laziness pays off overnight; however, hard work pays off throughout your life.

*Ahmed Ali*

Work hard, be kind, and amazing things will happen

*Conan O'Brien*

To succeed, work hard, never give up, and above all, cherish a magnificent obsession.

*Walt Disney*

It's hard to beat a person who doesn't give up.

*Babe Ruth*

# JUST CHILL

HYDRATION  
to counteract  
PERSPIRATION



**KEEP YOUR COOL**

That's the message this month. Stay hydrated, and help our customers do the same. Let's be sure we have plenty of water and electrolyte replacement beverages available (like Gatorade, Powerade, Squincher and so on).

They are shelf stable so better to have a bit extra for those increasingly common, super-hot days with heat indexes above 100° F. Please plan ahead for your location's needs. Thanks!

## BAKED 'FRIED' CHICKEN



Let's take care of those folks who love fried chicken but shouldn't be eating it. This simple, oven baked product will satisfy most anyone. Serves 12

4	cups	saltine crackers, crushed
2	tsp	Tony's creole seasoning
1/2	tsp	garlic powder
1	cup	margarine, melted, cooled
12	each	boneless thighs or breasts

- Preheat the oven to 425 F.
- Prep a sheet pan with parchment or food spray. Set aside.
- Mix cracker crumbs with spices in a bowl.
- Cut the breast or thighs into tender sized pieces about 1" thick or so.
- Dip each piece of chicken in margarine, then press lightly into cracker crumbs until each piece is well-coated.
- Place onto sheet pan. Don't let them touch each other.
- Bake about 30 minutes and check for doneness with a thermometer. If it reads 165F, the chicken is done. Or, if the juices run clear when the meat is pierced with a knife, it is done.
- Remove, place in shallow steamtable pans on a drain grate and serve.

## SICILIAN ROAST CHICKEN

This is a simple roasted chicken, using cut fryer pieces, boneless thighs or breasts. Serves 12

2	each	cut fryers (16 pieces) or:
12	each	boneless breasts or thighs
1	tsp	salt
1	tsp	black pepper
1	tsp	garlic powder
1	tsp	dried oregano
2	tsp	paprika

- Preheat the oven to 425 F.
- Prep a sheet pan with parchment or food spray. Set aside.
- Place the chicken on the pan, spray lightly with food spray.
- Combine seasonings in a small dish, then sprinkle onto the chicken.
- Turn the chicken and repeat the seasoning.
- Bake about an hour but check at 30 minutes if you're using boneless chicken. It is done when the thermometer reads 165 F, or when juices run clear when the meat is pierced.
- Remove and arrange in a steamtable pan.





## Are You Storing Food Safely?

Whether putting food in the refrigerator, the freezer, or the cupboard, you have plenty of opportunities to prevent foodborne illnesses.

The goal is to keep yourself and others from being sickened by microorganisms such as *Salmonella*, *E. coli* O157:H7, and *C. botulinum*, which causes botulism. Keeping foods chilled at proper temperatures is one of the best ways to prevent or slow the growth of these bacteria.

These food storage tips can help you steer clear of foodborne illnesses.

### Storage Basics

- **Refrigerate or freeze perishables right away.** Foods that require refrigeration should be put in the refrigerator as soon as you get them home. Stick to the "two-hour rule" for leaving items needing refrigeration out at room temperature. Never allow meat, poultry, seafood, eggs, or produce or other foods that require refrigeration to sit at room temperature for more than two hours—one hour if the air temperature is above 90° F. This also applies to items such as leftovers, "doggie bags," and take-out foods. Also, when putting food away, don't crowd the refrigerator or freezer so tightly that air can't circulate.
- **Keep your appliances at the proper temperatures.** Keep the refrigerator temperature at or below 40° F (4° C). The freezer temperature should be 0° F (-18° C). Check temperatures periodically. Appliance thermometers are the

best way of knowing these temperatures and are generally inexpensive.

- **Check storage directions on labels.** Many items other than meats, vegetables, and dairy products need to be kept cold. If you've neglected to properly refrigerate something, it's usually best to throw it out.
- **Use ready-to-eat foods as soon as possible.** Refrigerated ready-to-eat foods such as luncheon meats should be used as soon as possible. The longer they're stored in the refrigerator, the more chance *Listeria*, a bacterium that causes foodborne illness, can grow, especially if the refrigerator temperature is above 40° F (4° C).
- **Be alert for spoiled food.** Anything that looks or smells suspicious should be thrown out. Mold is a sign of spoilage. It can grow even under refrigeration. Mold is not a major health threat, but it can make food unappetizing. The safest practice is to discard food that is moldy.
- **Be aware that food can make you very sick even when it doesn't look, smell, or taste spoiled.** That's because foodborne illnesses are caused by pathogenic bacteria, which are different from the spoilage bacteria that make foods "go bad." Many pathogenic organisms are present in raw or undercooked meat, poultry, seafood, milk, and eggs; unclean water; and on fruits and vegetables. Keeping these foods properly chilled will slow the growth of bacteria.
- **Following the other recommended food handling practices will further reduce your risk of getting sick** — clean your hands, surfaces and produce, separate raw foods from ready-to-eat foods and cook to safe temperatures.

### Refrigeration Tips

- **Marinate food in the refrigerator.** Bacteria can multiply rapidly in foods left to marinate at room temperature. Also, never reuse marinating liquid as a sauce unless you bring it to a rapid boil first.
- **Clean the refrigerator regularly and wipe spills immediately.** This helps reduce the growth of *Listeria* bacteria and prevents drips

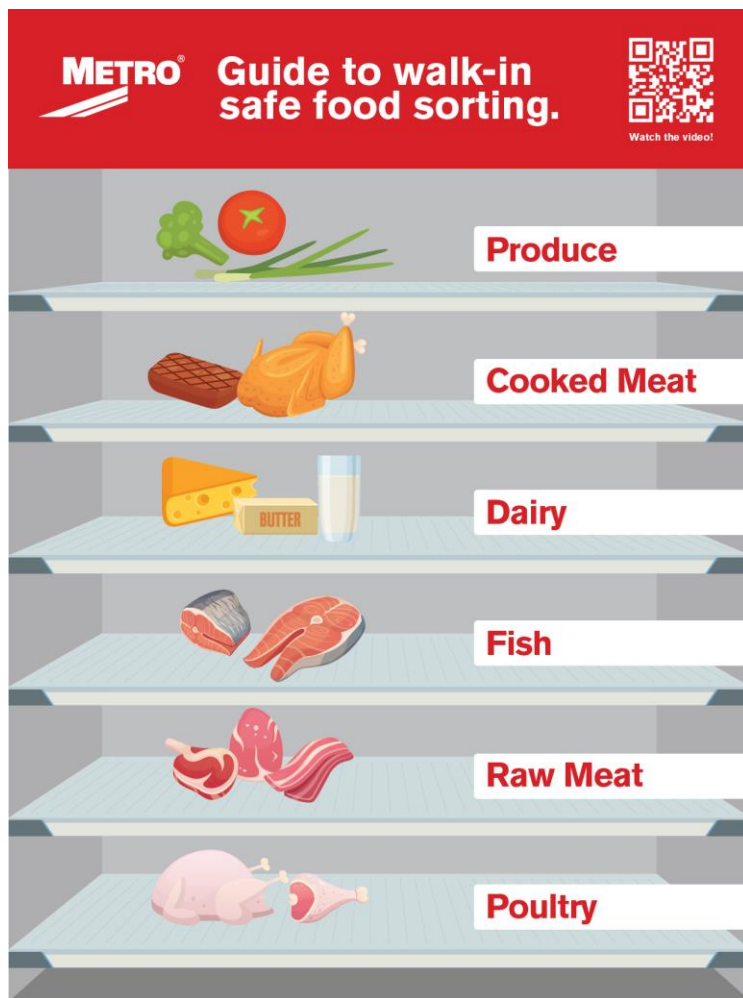
from thawing meat that can allow bacteria from one food to spread to another. Clean the fridge out frequently.

- **Keep foods covered.** Store refrigerated foods in covered containers or sealed storage bags, and check leftovers daily for spoilage. Store eggs in their carton in the refrigerator itself rather than on the door, where the temperature is warmer.
- **Check expiration dates.** A "use by" date means that the manufacturer recommends using the product by this date for the best flavor or quality. The date is not a food safety date. At some point after the use-by date, a product may change in taste, color, texture, or nutrient content, but the product may be wholesome and safe long after that date. If you're not sure or if the food looks questionable, throw it out.

### Freezer Facts

- **Food that is properly frozen and cooked is safe.** Food that is properly handled and stored in the freezer at 0° F (-18° C) will remain safe. While freezing does not kill most bacteria, it does stop bacteria from growing. Though food will be safe indefinitely at 0° F, quality will decrease the longer the food is in the freezer. Tenderness, flavor, aroma, juiciness, and color can all be affected. Leftovers should be stored in tight containers. With commercially frozen foods, it's important to follow the cooking instructions on the package to assure safety.
- **Freezing does not reduce nutrients.** There is little change in a food's protein value during freezing.
- **Freezer burn does not mean food is unsafe.** Freezer burn is a food-quality issue, not a food safety issue. It appears as grayish-brown leathery spots on frozen food. It can occur when food is not securely wrapped in air-tight packaging and causes dry spots in foods.
- **Refrigerator/freezer thermometers should be monitored.** Refrigerator/freezer thermometers may be purchased in the housewares section of department, appliance, culinary, and grocery stores. Place one in your refrigerator and one in

your freezer, in the front in an easy-to-read location. Check the temperature regularly—at least once a week.



### Tips for Non-Refrigerated Items

- **Check canned goods for damage.** Can damage is shown by swelling, leakage, punctures, holes, fractures, extensive deep rusting, or crushing or denting severe enough to prevent normal stacking or opening with a manual, wheel-type can opener. Stickiness on the outside of cans may indicate a leak. Newly purchased cans that appear to be leaking should be returned to the store for a refund or exchange. Otherwise, throw the cans away.
- **Keep food away from poisons.** Don't store non-perishable foods near household cleaning products and chemicals.



## THE BEST CINNAMON ROLL YOU EVER ATE ●

Enough said. This recipe yields 24 large rolls.

### Dough

2	Tbsp	yeast
2	cups	milk, warmed to 110 F
1	cup	sugar
2/3	cup	butter, melted
4	each	large eggs
2	tsp	salt
8-9	cups	flour

### Filling

1 ½	cups	brown sugar (packed)
1/4	cup	cinnamon (don't skimp here)
1/2	cup	butter, melted

### Frosting

1	cup	butter, softened
1/2	cup	cream cheese, softened
1	tsp	vanilla extract
1/4	tsp	salt
3	cups	powdered sugar

- In mixer, add the dough ingredients above except 1 cup of flour (hold in reserve).
- Mix on low speed until it comes together. If it is very sticky, add more flour until a soft dough is formed (it will still be somewhat sticky).
- Turn up the mixer a little to knead the dough for 5 to 8 minutes, until you have a smooth, elastic dough. Don't mix on high speed! :-)

- Cover the mixer bowl with plastic and proof until doubled (about an hour)
- Remove from the bowl and put on a floured work surface.
- Roll out the dough to a piece about 12" wide and whatever length, and about ¼" thick.
- Brush the dough with melted butter to about 1/2" from the edges.
- Mix cinnamon and brown sugar, then apply evenly over the buttered portion of the dough, leaving about ½" uncoated.
- Roll up the dough like a jelly roll and pinch the seam together to seal the roll.
- Cut in pieces about 1 to 1 ½" thick.
- Arrange on a sheet pan with a parchment sheet. You should be able to fit 12 on a pan, and they should not touch.
- Let proof until doubled again (about an hour).
- Bake at 350 F for about 20 minutes or so, until they are golden brown.
- Remove and allow to cool about half an hour. Don't try to frost while hot or very warm.
- Mix frosting while waiting 😊
- Combine all frosting ingredients in mixer and blend with paddle or wire whip attachment.
- Frost the top of each cinnamon roll with an equal amount of frosting.
- Place on a serving tray and take a bow!



# 5 Principles of Purposeful Leadership

By Hubert Joly

Growing up, I thought successful leaders were supposed to figure out all the answers on their own. Being smart — and making sure everyone else knew it — seemed to be their most striking attribute. The best schools were supposed to lead to the best jobs, which produced the best leaders. Power, fame, glory, and money were the measure of professional success. Early in my career, prominent business leaders like GE's Jack Welch were revered for their intellect, strategic sense, and hard-charging style. They were considered infallible geniuses, inspiring a quasi-cult following.

This traditional model of the leader-hero who saves the day, knows it all, is the smartest person in the room, and is too often driven by power, fame, glory, or money is not appropriate in today's environment. This is true for several reasons:

Unsurprisingly, people today expect a different kind of leader. While each company needs to define its own leadership point of view, here's the philosophy we deployed at Best Buy as part of our surprising turnaround and resurgence. It's based on five attributes. This philosophy underpins the leadership principles that I believe are at *The Heart of Business* today.

## **Be clear about your purpose.**

That is, your purpose, the purpose of those around you, and how that connects to your company's purpose.

The staggering number of employees leaving their jobs or seriously thinking about it over the last several months has shed renewed light on the pre-Covid realization that purpose, both individual and collective, is at the heart of business. I've written about several aspects of corporate purpose, from how to define it and make it come to life to why it's an essential element of motivation. For corporate purpose to be successful, leaders themselves must

first be clear about what drives them and the people around them.

Corie Barry, my successor as CEO of Best Buy, once shared with me that her personal purpose is to leave something a little better than when she found it, which she connects to the company's mission to enrich lives through technology. Every day, she maintains her connection with that purpose by asking herself how things at Best Buy were a little better that day because she was there.

Just as crucial for leaders is understanding what drives people around them. Recently, a CEO I coach felt members of his team worked primarily to advance their own functional areas rather than the organization as a whole. Together, we realized that, although he was clear on his own purpose and his organization's, he didn't know much about what drove the people around him. Without that knowledge, he was unable to help connect their purposes with the organization's and to provide a common, overarching pull for all team members.

## **Be clear about your role.**

A leader's key role is to create energy and momentum — especially when circumstances are dire. It's to help others see possibilities and potential, creating energy, inspiration, and hope. I would have dismissed this idea 30 years ago, but it's essential to the role of a purposeful leader. As Dolly Parton is thought to have said: "If your actions inspire others to dream more, learn more, do more, and become more, you are a leader."

The late Marriott CEO Arne Sorenson's video message to employees during the worst of the Covid-19 pandemic powerfully illustrates this "Be." He first offered support to employees directly affected by the virus. He then explained that the pandemic was severely battering Marriott's hospitality business and what the company was doing to mitigate the crisis. There was no sugarcoating, but no panic either. Finally, he focused on signs of recovery in China before concluding on a hopeful note, projecting to the day when people would start traveling again. His

message was honest, heartfelt, and moving, while at the same time uplifting and inspiring.

You cannot choose circumstances, but you can control your mindset. Your mindset determines whether you generate hope, inspiration, and energy around you — or bring everyone down. So, choose well. I was reminded of this every morning when I worked at Carlson. A statue of Curt Carlson, the company founder, stood in the lobby of the company's headquarters, engraved with the words *Illegitimi non carborundum* — mock Latin best translated as “Don't let the bastards grind you down.”

More generally, your role as a leader is to create the right environment for others to flourish in support of the company's purpose. For example, under Reed Hastings, Netflix, a company whose purpose is to “entertain the world,” has created a culture of “freedom with responsibility” that values people over process and innovation over efficiency, resulting in growth and reinvention that have defied all expectations.

### **Be clear about whom you serve.**

Hint: It's not yourself.

A fundamental element of purposeful leadership is to be clear about who you serve in your position, both during good and challenging times. As a leader, you must serve the people on the front lines, driving the business. You serve your colleagues. You serve your board of directors. You serve the people around you, by first understanding what they need to give their best so you can do your best to support them.

In fact, view *everyone* as a customer. The way you treat airline employees or waitstaff, for example, will greatly influence the service you receive. This is a lesson that a top executive in one of the companies where I used to work learned the hard way. He was once stuck in an airport after his flight had been canceled. While standing in line at the service desk, waiting to get rerouted, he lost his patience and marched to the front of the queue. “Do you know who I am?” he hissed to the person behind the desk. “Ladies and gentlemen, I need your help,” said the airline employee, addressing travelers in the queue.

“We have a case of forgotten identity. This man here does not know who he is!”

It takes vigilance and a healthy dose of self-awareness to avoid sliding into the trap set by power, fame, glory, and money. Before speaking or acting, be clear about your motivation and whom you're trying to serve. “If you believe you're serving yourself, your boss, or me as the CEO of the company, it's okay — it's your choice,” I once said to the officers of Best Buy. “But then you should not work here. You should be promoted to customer.” I meant that there was no room at Best Buy for people whose main purpose was to advance their own interests. Some leaders think that having sharp elbows and listening to their ego will serve their career. But as my friend Jim Citrin, who leads Spencer Stuart's CEO practice, wisely remarked: “The best leaders don't climb their way to the top over the backs of others, they are carried to the top.” And serving others is how it happens.

### **Be driven by values.**

When I worked for McKinsey early in my career, I sought some leadership advice from one of my partners. “Tell the truth and do what's right,” he said. For the most part, we all agree on what is right: honesty, respect, responsibility, fairness, and compassion. On paper, every company has great values. But values are no good if they remain on paper. Being driven by values is *doing* right, not just *knowing or saying* what's right. A leader's role is to live by these values, explicitly promote them, and make sure they're part of the fabric of the business. Johnson & Johnson, for example, is famous for its credo, first written in 1943 by the company founder's son. Its opening sentence reads: “We believe our first responsibility is to the patients, doctors and nurses, to mothers and fathers and all others who use our products and services.”

The company's decision in 1982 to quickly stop its production of Tylenol, one of its bestselling products, and voluntarily recall all 31 million bottles that had already been distributed throughout the country, illustrates how the company leaders lived by its credo. The decision was made after several people in the Chicago area had died after ingesting tablets that

were found to have been contaminated with cyanide. While the recall was costly in the short term, it is widely remembered as a model of good leadership and crisis management.

Doing what is right is not always simple, of course, particularly during crises, when overwhelming stress and pressure can obscure our sense of values. Harry Kraemer, professor of leadership at Kellogg and an executive partner with the private equity firm Madison Dearborn, points out that one of the main principles for leaders to embrace is to firmly believe that they are going to do the right thing and do the best they can. If you surround yourself with people you trust and whose values align with yours and the organization's, you don't have to figure out on your own what's right in these situations. You will determine the right thing together, and then act on it the best you can.

Being driven by values also means knowing when to leave when you're not aligned with your environment, be it your colleagues, your boss, your board, or your company's values and purpose. Have the wisdom to know the difference between what you can and cannot change, as the saying goes.

### **Be authentic.**

When I stepped down from Best Buy in 2020, I sent an email to our senior leaders and board members and a farewell video to all company employees. "I love you!" was the title of the email. I concluded the video to employees with similar feelings. Laying bare my heart and my soul in this way would have been unthinkable a few years before. Like many leaders of my generation, I long believed that emotions were not meant to be shared in a business context. I have been told that the longest journey you'll ever take is the 18 inches between your head and your heart.

It's a long and arduous journey indeed, and it took me a lifetime to embrace the fifth (and for me by far the hardest) "Be": Be yourself, your true self, your whole self, the best version of yourself. Be vulnerable. Be authentic. Being vulnerable and authentic does not mean offloading everything to your colleagues. For

leaders, it means sharing emotions and struggles when appropriate and helpful to others.

As many of us were forced to work from home over video over the past two years, we revealed more of our whole selves — children, dogs, cats, wifi problems, etc. This was not always comfortable or easy. But we all had to see each other in a new light, as full human beings. Employees expect leaders too to be human. This starts with making ourselves vulnerable, including by acknowledging what we do not know. Brené Brown points out that vulnerability is at the heart of social connection. And social connection, in turn, is at the heart of business.

The way we lead has profound implications on people around us and how we do business. We cannot transform companies, and more generally capitalism, unless we reflect on who we are as leaders, and particularly on the following questions:

- Have you decided what kind of leader you want to be?
- How would you describe your purpose?
- How would you describe your role?
- What are you doing to create an environment in which others can thrive and flourish?
- Who are you serving?
- What values define you?
- Are you doing your best to be authentic, approachable, and vulnerable?

So, start with yourself. Be the leader you're meant to be. Be the change you want to see.

*Source: Harvard Business Review*

