



Economic Development
Association of Minnesota

EDAM Winter Conference

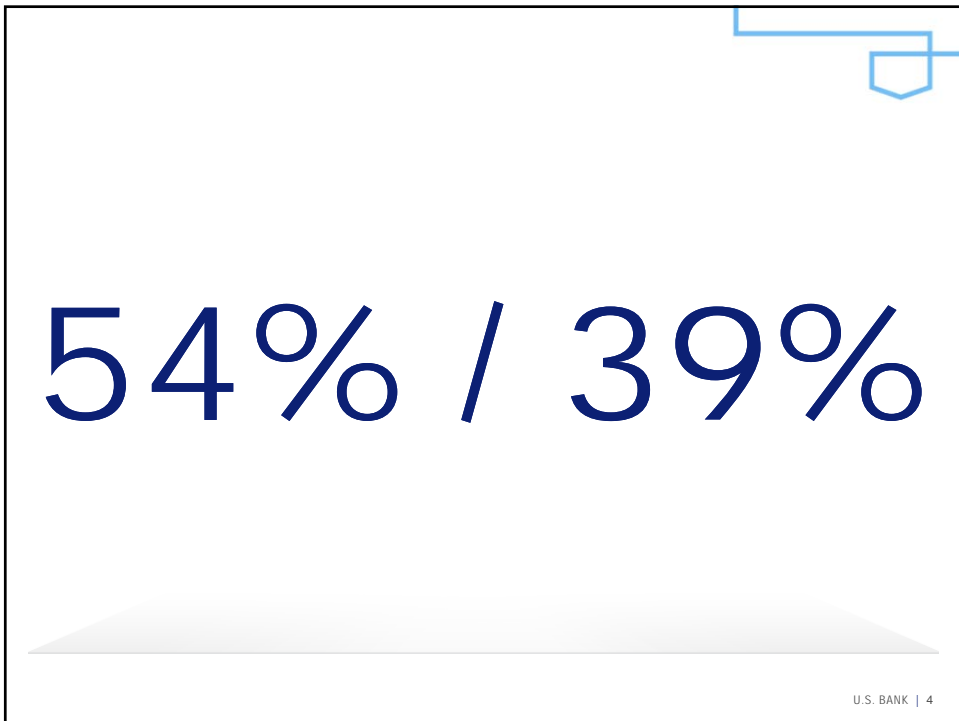
Richard K. Davis
Chairman and Chief Executive Officer



Leading From Here








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Five 'game changers' could act as catalysts for US growth

Game Changer

-  **Energy:** Capture the shale opportunity and benefits for energy intensive manufacturing
-  **Trade Competitiveness:** Increasing US competitiveness in knowledge intensive industries (e.g. automobiles, aerospace)
-  **Big Data:** Find new efficiencies by harnessing the deluge of data (e.g. transactions, medical/legal records)
-  **Infrastructure:** Raise infrastructure spending to compensate for past underinvestment
-  **Revamp:** Revamp post-secondary education and redesign K-12

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Leading From Here



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Civic & Corporate Partnerships

Civic:

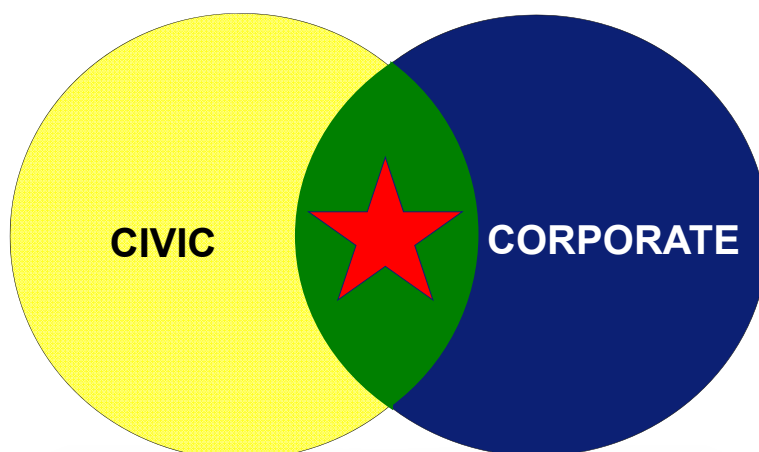
- Government, Education & Citizens

Corporate:

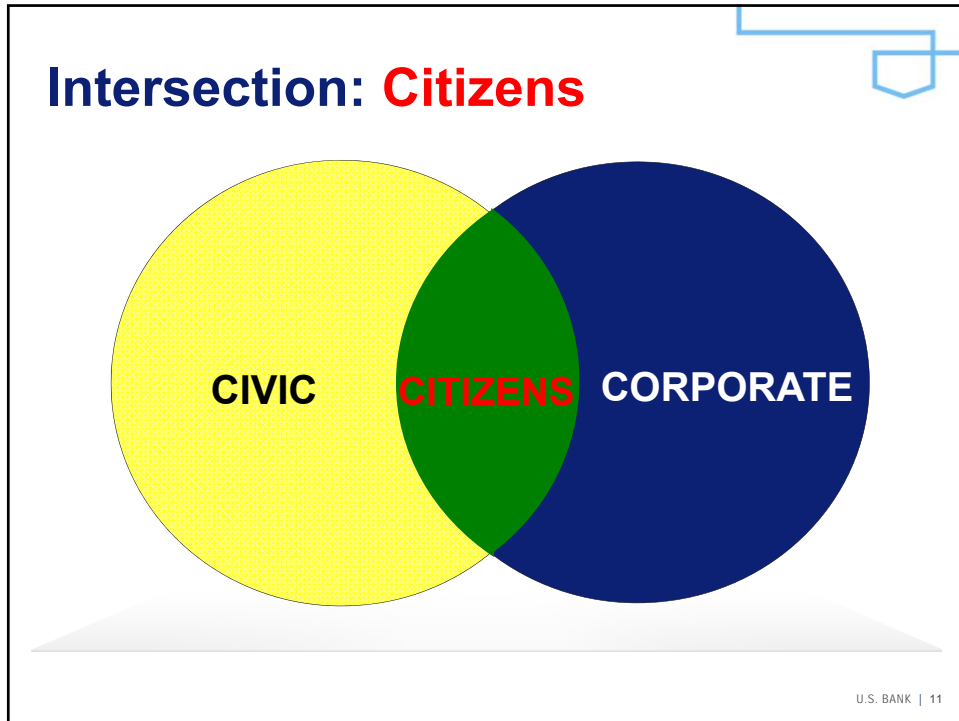
- Companies, Non-Profits & Citizens

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Intersection



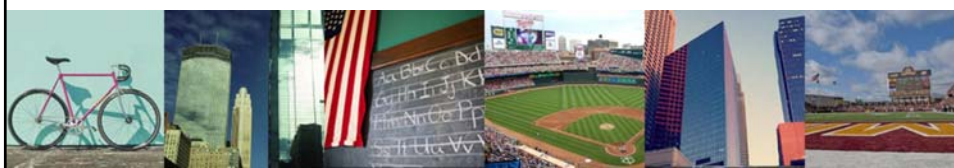
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- ## Intersection: **Citizens**
- **Greater MSP**
 - **Itasca**
 - **Minnesota Business Partnership**
 - **Vikings Stadium / Super Bowl LII**
 - **Transportation**
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Intersection: **Citizens**

- **Greater MSP**



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Intersection: **Citizens**

- **Itasca**



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Intersection: **Citizens**

- **Minnesota Business Partnership**



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Intersection: **Citizens**

- **Vikings Stadium / Super Bowl LII**



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Intersection: **Citizens**

Transportation



Infrastructure



Transit

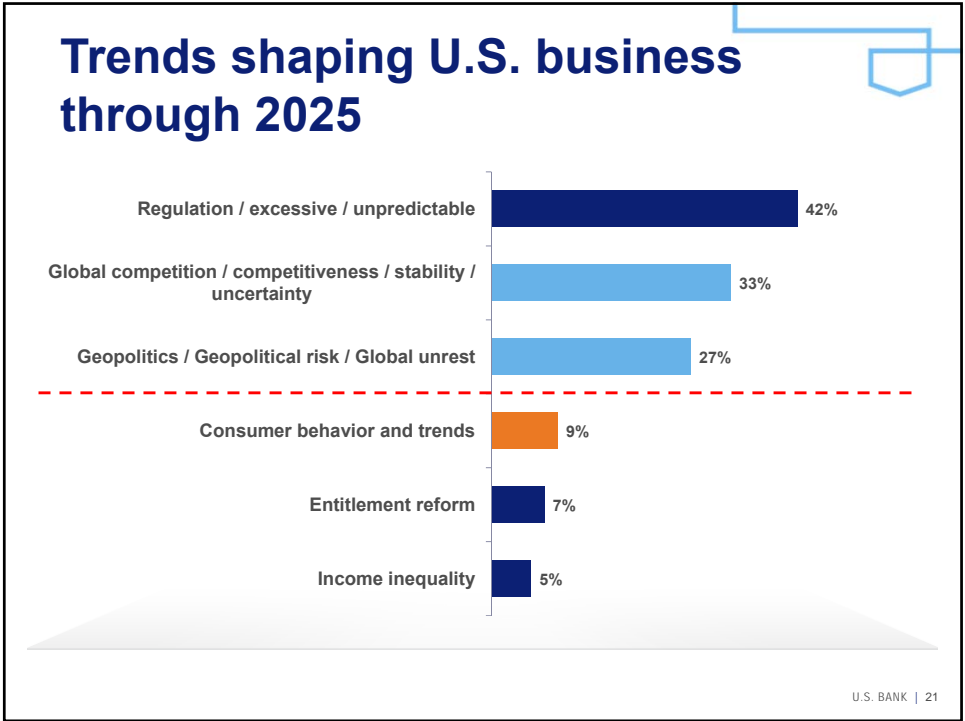
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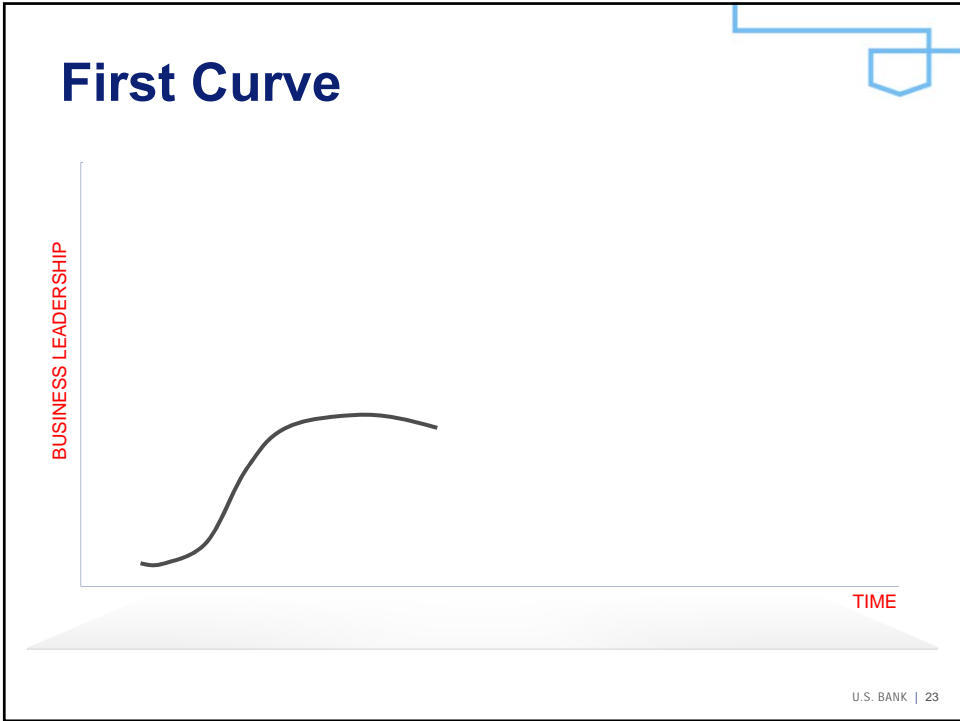
Key Ingredients to Success:

- **Positioning**
- **Communications**
- **Tracking**
- **Celebrating**
- **Leadership**

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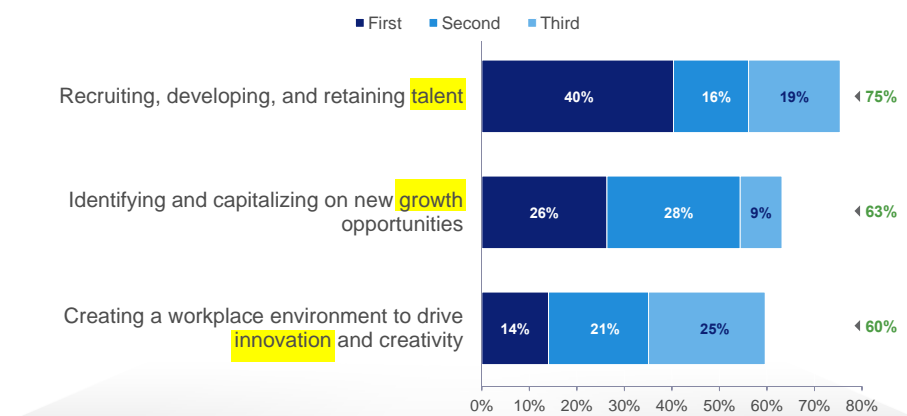


Leadership Expectations

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Top three business challenges through 2025

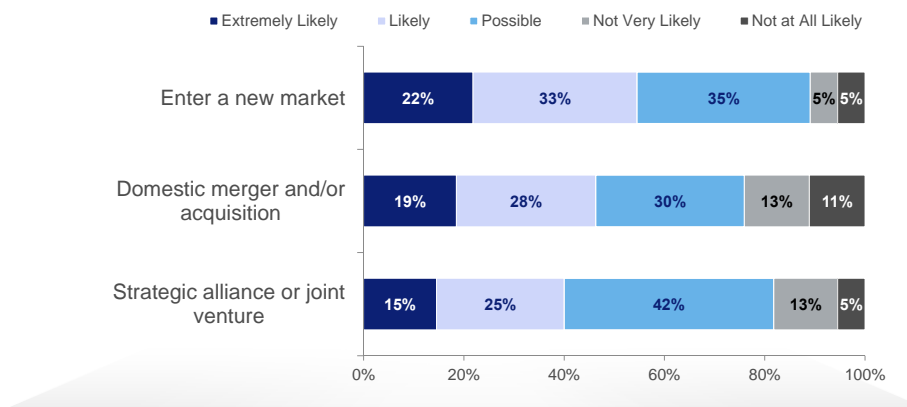
Please rank the top five challenges your company must address over the next 10 years.



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Positioning for growth

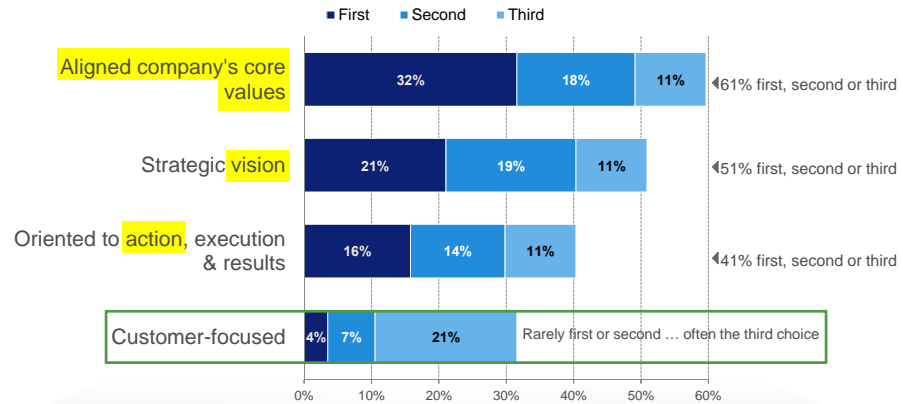
What is the likelihood that your organization will initiate the following in the next 12 months to drive innovation and position your organization for growth?



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Qualities for C-level leadership

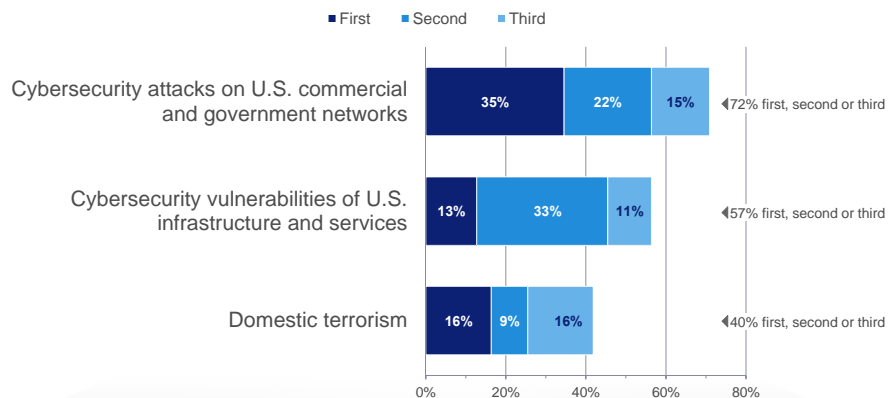
Please rank the top 5 qualities and characteristics you seek in your company's C-level leadership.



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Leadership concerns – security

Which of the following do you see as the top five national security challenges? (Ranked by first and second combined)



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Business Ethics

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Why is it Important

Organizations That Build an Ethical Culture:

- Do It Because It's The Right Thing To Do
- Outperform Organizations That Don't
- Reduce Their Exposure To Ethical Lapses That Cause Breakdowns

Business Perceptions and Messaging. The Business Council 9/2015

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What is an Ethical Culture?

- Based on **integrity**
- Discerns and chooses **right versus wrong**
- Reaches for the **higher standard**
(in the gray areas when all options seem right)

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Corporate Responsibility

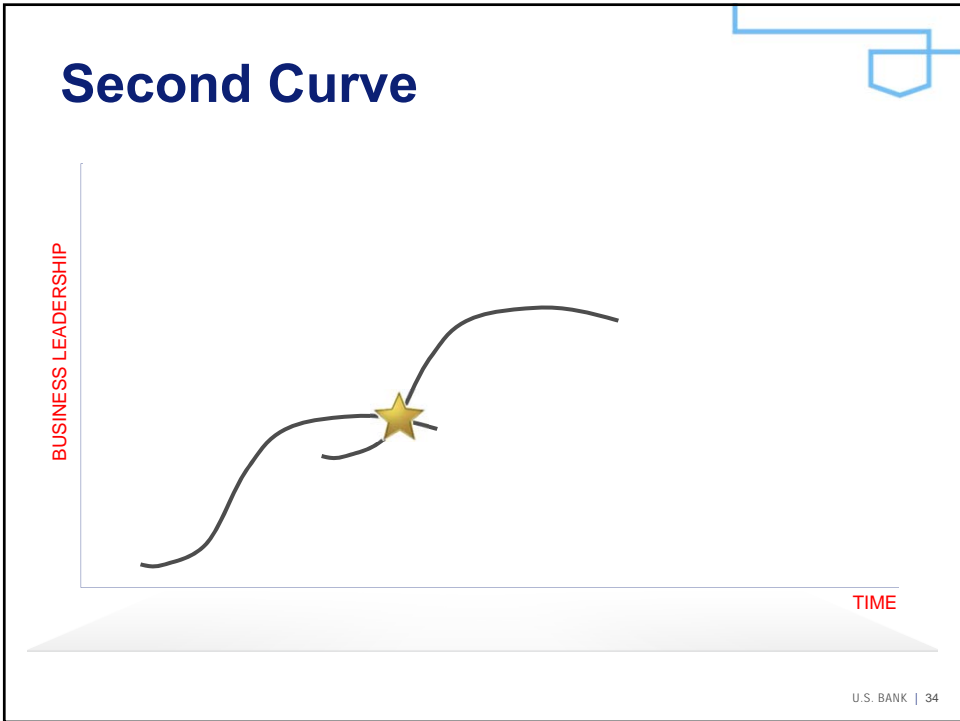
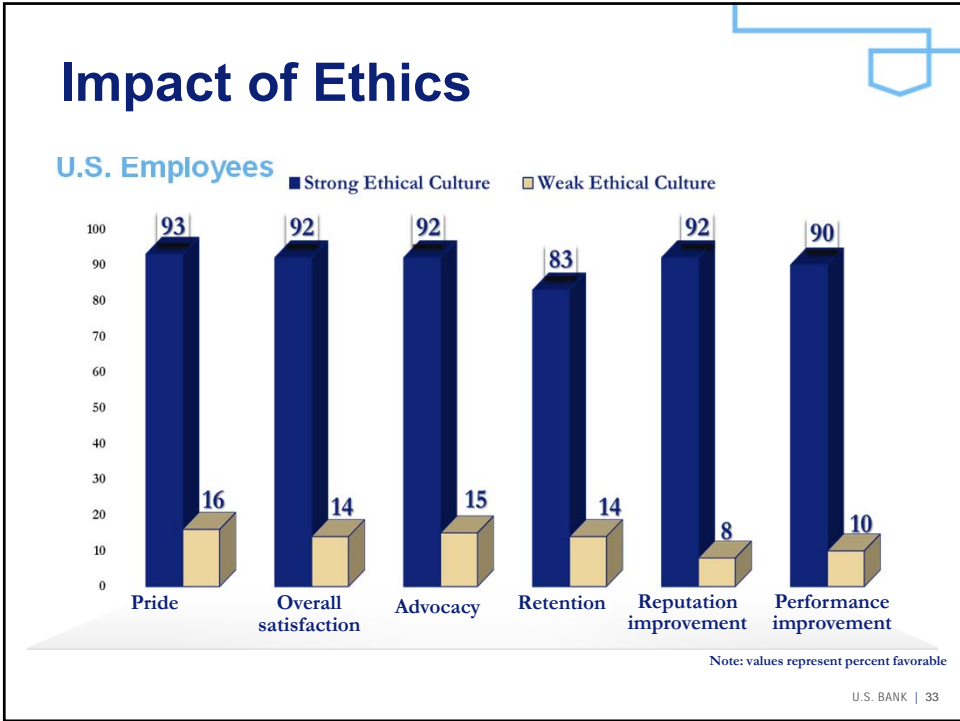
“In the long-run there is no
capitalism without conscience.”

“There is no wealth without character.”

“There are no privileges without
obligations.”

32 | U.S. Bank Confidential

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Future Leadership

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Millennials...why do they matter so much?

- Millennials have surpassed (in Q1 2015) Gen Xers as the largest generation in the workforce
- One in three workers are Millennials
- Gen Xers only dominated the workforce for three years
- Boomers continue to decline as a force in the workforce

Workforce by Generation

Generation	Percentage
Boomers	45%
Gen Xers	53%
Millennials	53%

Pew Research Institute - May 2015 Population Study

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Understanding Millennials

- Millennials are shaped by technology
- Their values are focused on community, family and creativity in their work
- College-going Millennials are more likely to study social sciences or applied fields
- Millennials are more likely to focus on school versus combining school and work
- Investments in human capital are likely to have substantial payoff for Millennials



Millennials Report, Whitehouse.org, October, 2014

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Millennials & leaders – an important connection

As leaders, we believe big business contributes great value to the economy

Millennials are less negative about big business...but they are not without skepticism

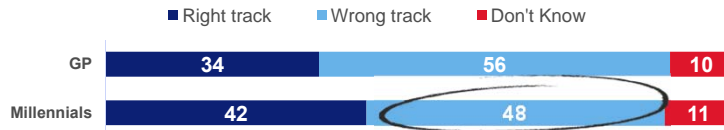


Understanding...messaging can improve Millennials' perception on job creation and more

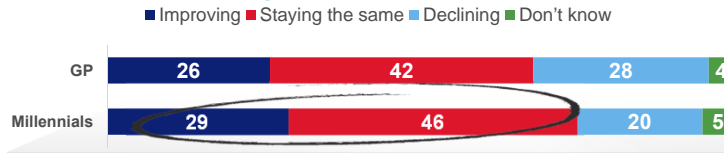
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Millennials are also more optimistic about the economy compared to the General Population as a whole

In general, do you think the economy is on the right track or is it off on the wrong track?

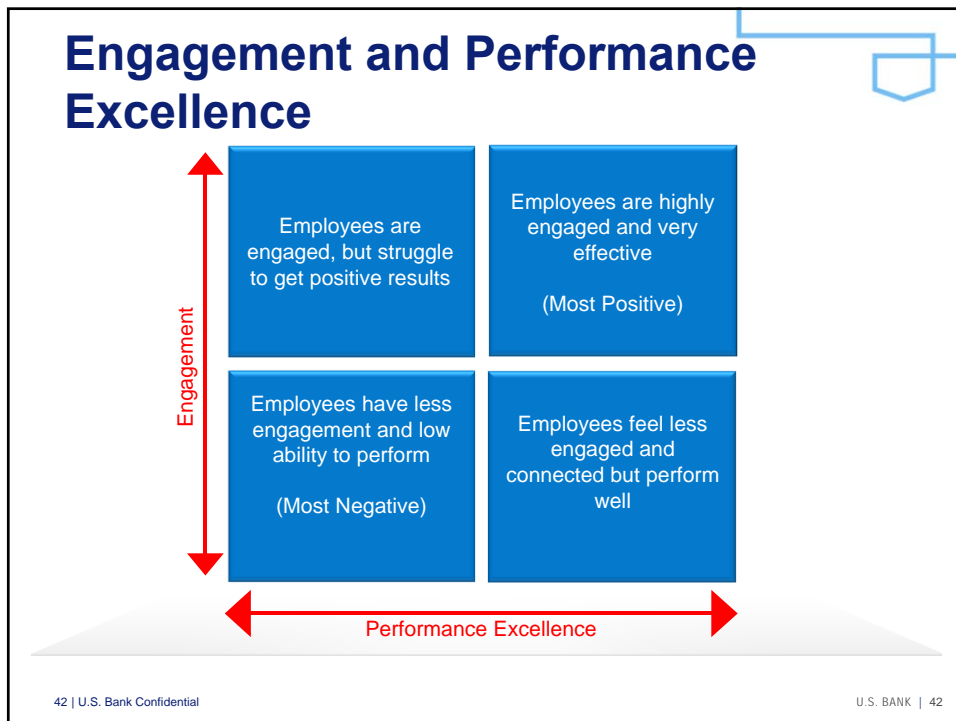
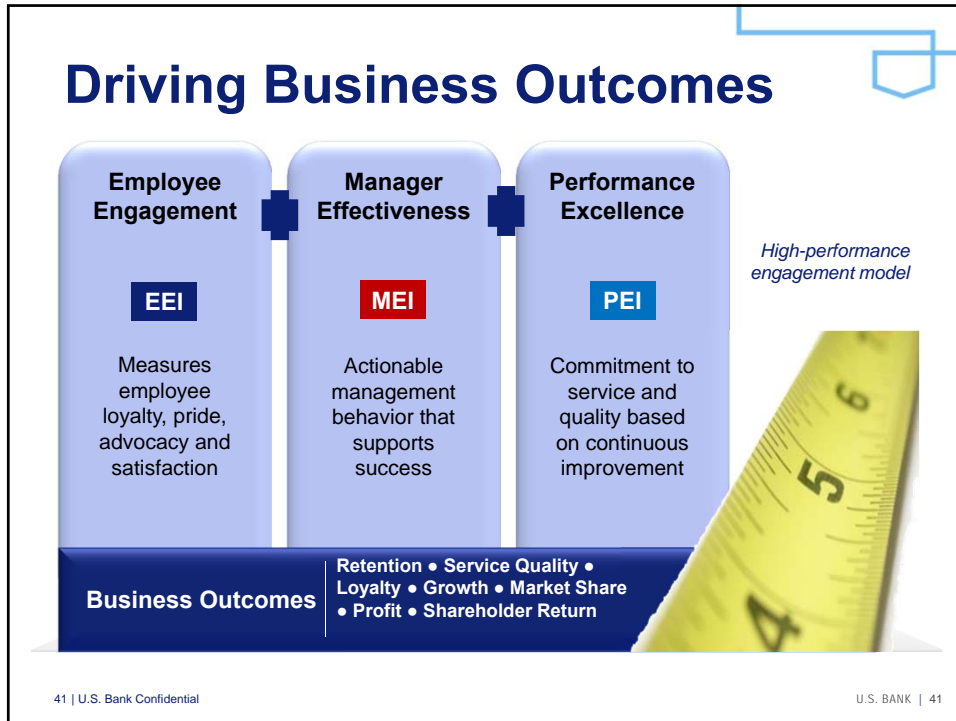


In general, how would you describe the current state of the U.S. job market?



Less than half of Millennials think the economy is on the wrong track, and 75% say the job market is either improving or staying the same

Employee Engagement



Employee Engagement

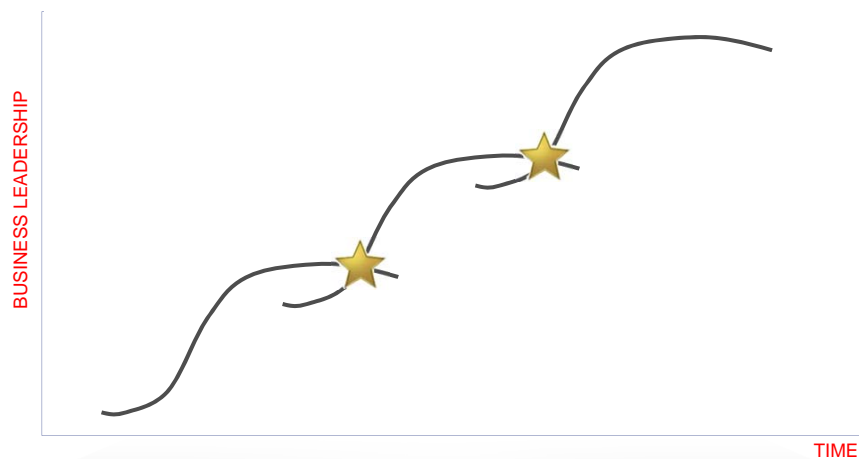
#1 Engagement Factor:
Trust in Management

#1 Engagement Factor (2014→):
**Belief in the Future Vision of the Company
... and seeing themselves in that Future.**

Millennials Report, Whitehouse.org, October, 2014

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Third Curve



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