



CELEBRATE 2012 TOP CHAMPIONS

Anne Marie Pernice | Director, OD & Learning, Cardiac & Vascular Group, Medtronic, Inc.



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Anne Marie Pernice, Director of OD & Learning for the CVG Group of Medtronic, is receiving the ToP Champion Award in acknowledgment of her remarkable mentoring and leadership initiatives, as well as for introducing innovative thinking processes across Medtronic HR and beyond.

In 2007, Anne Marie was introduced to the Technology of Participation methods. It was then that she recognized the potential for individual insight to be accessed. She brought the first “sticky wall” into Medtronic where she thought there would be no way a group could reach consensus because of the diverse agendas and ever present time constraints. ToP processes provided a path around those obstacles.

Jennifer Johnson is a colleague at Medtronic who describes Anne Marie’s leadership, “Six years ago Anne Marie had the courage to use the “paper and pencil approach” with people in a highly innovative technical company. This was a culture clash, actually! However, she was determined to help groups have better conversations.”

Over the last two years, Anne Marie and others she has mentored have been encouraging leadership teams to continue to build skills in this area. “Our strategy this year has been to build this new skill set with firm foundations,” Jennifer reflected. “To my delight, Anne Marie provided support for a new ToP Community of Practice (CoP) within the company that I had envisioned for the last four

years. It is now a powerful and accepted skill-building structure.”

Jennifer also credits Anne Marie with creating a way through the “rocky gray space” on how direct reports align around goals and objectives. Using the ToP approach, achievable goals are set and direct reports are better equipped to avoid the “overwhelmed” reality of the past.

This Medtronic group knows that sometimes you have to see to believe. Jennifer remembers the first time ToP Action Planning was used to create a work plan, “At a leadership offsite, we shared the work we had done with the action plan to set objectives after a major reorganization and there was complete silence. No reaction whatsoever...we thought we were in disgrace! Later, however, each director quietly came forward to find out how that plan came to be. This project was the beginning of how goal setting for 12-18 months became the norm.”

Anne Marie says that her task now is to provide space for these methods to grow and be used. She shares her growth strategy:

- Establish consistent messaging
- Find funding resources
- Connect the dots for the organization between the strategic and tactical
- Determine strategic inquiry areas where ToP approaches are needed
- Think through how to utilize the methods strategically so teams have bigger impact
- Support and leverage the CoP for ongoing skill development and best practice sharing

Anne Marie wishes to thank Jennifer Johnson, Kristi Olson, and Kevin Commers for their support, without which this work would not be going forward.

MNTToP extends its congratulations to Anne Marie and the Medtronic team, and looks forward to deepening the application of ToP in years to come! ■