

Grant Bausserman, Director, ACE for Carrier Corporation delivers commencement address

I want to thank the National Graduate School for asking me to participate in this year's commencement ceremony. It is a real honor for me to share in the personal recognition of such an important accomplishment.

Congratulations to the 18 graduates, their families, and friends gathered here tonight. Since 1996, over 200 UTC employees have graduated from this program, as you are today.

The potential combined savings from the projects this graduating class worked on as part of the degree process is nearly \$12M.

Your accomplishments, collectively and individually, are impressive. Now that you have finished, what do you plan to do with your new skills? I hope you will choose to be agents of change.

UTC Chairman and CEO George David established the Employee Scholar Program in 1996. Under the program, UTC provides tuition, books, academic fees and paid time off for employees to pursue degrees in fields of their choice. Graduates are awarded UTC stock. Since 1996, UTC has invested \$689 million in the Employee Scholar Program.

Believe and you can achieve

There motto might have been "If you believe then you can achieve." Firstly, though, you have to believe that something is possible. Belief and self-belief are strange intangible things. You can't see them, yet they are powerful forces. It is the force that took you through the last 16 months.

Of course, market forces and economics all play a part. We need to accurately structure cost and affordability for the product, and for the market. There is a limit to what one will pay for the ideal, but there is no limit to our desire to attain it. Every customer, after all, wants the best product they can afford. Opinion is variable. People are fallible, but largely if your product meets and exceeds its expectations and if it offers value for money then it will succeed

Belief in yourself and the products you support comes from the inside. This is where we must begin. It must begin with substance.

Know your product. Study it from all angles, not just the function you support. Challenge yourself to find faults. All the time you should be asking, how can it be improved? Ask what you can do to make it better? Every day you should be asking this of yourself.

Why is quality important?

The most successful organizations are those that give customers what they want. This is true whether your customers are the end customer, that is to say the consumer, or another company that takes your product and integrates it into something they sell. Satisfied customers are loyal to those suppliers they feel best understand their requirements. As a result they will make repeat purchases and will recommend a business to their friends. Additionally, there is the personal satisfaction that comes from knowing you are making a great product that people can rely on.

There are going to be times when we have to manage multiple large projects, competing priorities, limited resources, qualify new materials or methods, or approve new suppliers. Wherever you and I work in UTC, we must be vigilant everyday to challenge the status quo and strive for the ideal state. Using the principals of ACE as our guide, we must commit ourselves to high standards.

Change agent

In my earlier remarks I asked the rhetorical question "What do you plan to do with your new skills?" and said I hope you choose to be agents of change.

So, what is a "Change Agent?"

In my mind, change agents strive to "make the world better" through their daily actions and the choices they make in every situation.

For a dictionary definition, I would say that a change agent is someone who "alters human capability or organizational systems to achieve a higher degree of output or self-actualization." Beginning with the end in mind, the goal of a change agent is obviously to make changes that stick. The result of change agent activity is to enable people to do more, or find a new and better perspective on life. Sometimes this latter idea is the foundation for future change which achieves outcomes that were previously not attainable.

- A change agent lives in the future, not the present.
- A change agent is fueled by passion, and inspires passion in others, Change is hard work. It takes a lot of energy. Don't underestimate this.
- A change agent has a strong ability to self-motivate.
- A change agent must understand people.

At the end of the day, we at UTC have a very powerful lever for change - ACE. With that lever, we can bring very powerful change to our organizations. But in order to do so, we need to embrace the "way of the Change Agent" and not lock ourselves in Ivory Towers of the status quo.

Congratulations again on your accomplishment, thank you.