

2009

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George Henderson

EXECUTIVE MANDATE

A CEO'S RAPID DEPLOYMENT GUIDE TO A CREATING A PERFORMANCE-DRIVEN CULTURE

Scoring financial wins when time is short, budgets are tight, failure is not an option and YOU are in charge

**[2009 LEADERSHIP SERIES
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Executive Mandate: A CEO's Rapid Deployment Guide to Creating a Performance-Driven Culture

Everyone favors change as long as someone else is doing the changing. This not-to-miss executive workshop will teach leaders how to use pain points to rally support for immediate solutions while developing the organizational discipline for continuous improvement. Executive teams will learn the five essentials of managing change: Leadership, Strategy, Structure, Execution and Endurance, and how to put them in place.

Unlike programs that elaborate on the obvious or that are overly complex, this series is actionable. It is the CEO's blueprint for eliminating waste while improving customer satisfaction when budgets are tight, time is short, excuses are unacceptable and tough choices must be made.

Participants will learn how to:

- Link financial statements to operational metrics to improve both
- Deploy business intelligence tools and methods requiring broad-based organizational acceptance
- Jump start the change process by turning pain into participation
- Implement a performance-driven culture supported by visibility and accountability for results
- Gain the expected value from technology
- Create shared financial incentives rewarding efficiency and partnering for change
- Engage associates in their own solutions
- Boost productivity by 15% or more by recognizing and dealing with Nincompoops
- Focus the executive team by enabling discussion, embracing disagreement, and addressing dissent

Presenter George Henderson writes, "Culture is an outcome of environment. Breakthroughs come by helping people discover and express their abilities in support of a larger vision. Management's role is to create that environment." This workshop gives executives the tools and Transforming Leadership skills to achieve this.

Who Should Participate

The Executive Mandate Series is for senior executives including CEOs, CFOs and COOs as well as those involved with Quality and Excellence Initiatives. It will be especially useful to organizations deploying business intelligence tools and methodologies requiring broad-based organizational acceptance (Activity Based Costing, Six Sigma, etc.).

Delivery Options

Executive Mandate can be delivered in a one-week intensive, an eight-week facilitated progression, or as webinars.

Presenter's Biography: George Henderson, Navigator Consulting Services

Formerly a nationally recognized rugby coach, George Henderson has helped Fortune 500 companies achieve more than \$120 million of financial benefit since 2002. He and his team have facilitated tough business transformations including mergers and acquisitions, organizational and management restructurings, start-ups, shared services, and in-sourcing and outsourcing key functions. George has 25 years of experience in consulting, business process re-engineering, Activity Based Costing, Six Sigma, the Balanced Scorecard and leadership in the change management environment. He graduated from Tulane's Executive MBA program in 1996.

A CEO's Rapid Deployment Guide to a Creating a Performance-Driven Culture

Session One: "What is a 'Performance-Driven Culture' and how do I get one?"

- Developing the organizational discipline for continuous improvement
 - Improving financial performance and customer satisfaction simultaneously
 - Declaring war on waste and obstructionism
- Why Change Initiatives Fail
 - People rarely get excited about a 3-5 year strategy
 - People do get excited about resolving the pain they feel
- The Three Essentials for Driving Change
 - The "Burning Platform" making the nest no longer safe
 - The Shared Vision that overrides individual interests
 - Represents a large Financial Win
 - Resolves an organizational pain point felt by all
 - Creates Competitive Advantage
 - The Executive Mandate
- Questions that organizations and individuals can answer in a Performance-Driven culture:

STRATEGIC QUESTIONS	TACTICAL QUESTIONS
○ Where are we now?	○ What is my job?
○ Where are we going?	○ What are the standards?
○ How will we get there?	○ How well am I doing?
○ Why does it matter?	○ How do I know?
○ What's in it for me?	
- Steps to enrolling and aligning the organization
- What you will gain from this series and how it will be structured

Session Two: Transforming Leadership: A Guiding Coalition of Visionary Executives

- YOUR Three Essentials for Driving Change
- What is "Transforming Leadership?"
 - Seeing people for their potential, and bringing that out
 - Evil is "Live" spelled backward
 - Change the world, if only for those outside your door
- What is the cost of a Nincompoop?
- A model for governing change led by a Guiding Coalition of Senior Executives
 - The Iceberg Team: The need for a cross-functional view of the organization
 - A culture of Leadership Development & Strategic Thinking
- Overview of the START® Change Management Methodology
 - Strategic Intent
 - Targeted Customers & Services
 - Aligned Processes
 - Reporting & Measurement
 - Technology
- Turning Pain Into Participation
- YOUR Executive Mandate

Session Three: Leadership Roles in the Performance-Driven Culture

- Review: A model for governing change across organizational lines
- Key People in Key Roles
 - The Executive Sponsor
 - The Chief Performance Officer
 - Analytical Roles
 - Program & Project Management Roles
- Your Shared Vision Over-Riding Individual Interests
 - Large financial win
 - Solves an organizational problem felt by all
 - Creates competitive advantage
- YOUR Executive Sponsor
 - Your Project Charter
 - Your Executive Mandate

Session Four: Strategic Intent in the Performance-Driven Culture

- Have you recruited your Guiding Coalition of Senior Executives?
- What are you trying to achieve? Gaining Consensus Among the Executive Team
 - The Executive Summary Document
 - The Guided Discovery: "If we can't agree, let's agree on a way of keeping score."
 - Visibility, Accountability & Fact-Based Decisions
 - Build the stage, turn on the lights and how people perform is up to them
 - Tools for managing the detail
 - Common Measurement Tools & Management Disciplines
 - The Balance Scorecard
 - Customer Profitability Analysis
 - Activity Based Costing
 - Six Sigma
 - Create shared financial incentives by accurately billing & budgeting
- Project Scope & Scale: Going from the Executive Mandate to Project Charter(s)
 - Using Pain Points as self-funding initiatives to enroll support and train leaders
 - Identifying early wins
 - Credibility: If strategy does not address organizational pain, what good is it?
 - Solutions Teams: Analyzing Pain Points from the START® Perspectives
 - Building the Business Case(s)
 - Vetting and Decision Making within the Governance Model
 - Scalability under the START® Change Management Methodology
 - Performance Management Tools & Technologies
 - Specific Initiatives
 - Six Sigma (Highly compatible but not required)

Session Five: Structure in the Performance-Driven Culture

- YOUR model for governing change across organizational lines
- YOUR Key People in Key Roles
 - Chief Performance Officer
 - Business Analyst Roles
 - Program & Project Management Roles
- YOUR Implementation Team
- Deploying Performance Measurement Tools
 - Modeling the Organization
 - Beta Testing
 - Developing the Early Reporting Environment
- Identifying & vetting YOUR early wins
 - Matching business requirements & process improvements with new technology
 - Using the wins to recoup technology investments
 - Leveraging the technology to help achieve The Shared Vision
 - Large Financial Win
 - Solves a large organizational problem felt by all
 - Creates Competitive Advantage
- The Rise of Resistance: Cashing in on Strategy Work

Session Six: Execution in the Performance-Driven Culture

- Formal Rollout of Performance Measurement Tools
- Accurate billing to create financial shared incentives
- Mature Reporting Environment
 - Active review of relevant reporting
 - Making Business Intelligence integral to daily operations
- Execution of YOUR Pilot Projects
 - Building momentum by resolving pain points
 - Everything should be measurably self-funding
 - Developing the organizational discipline for continuous improvement
- Identification & vetting of further wins

Session Seven: Endurance in the Performance-Driven Culture

- The pitfall of declaring “Victory!” too soon
- Visibility & Accountability: Comforting the Afflicted and Afflicting the Comforted
- Anchoring Excellence
 - Controls in place
 - Documentation
 - Knowledge transfer
 - Formal Training
 - Calendar for all continuity activities
- Project Post Mortem
 - Update Strategy Documents
 - Refine reporting with new learning
 - Identify & commission sub-initiatives as-needed
- Recognition / Rewards
- Executive Summit to report results, refocus and redeploy

About i-nexus:

i-nexus serves companies by providing a pre-eminent web-based enterprise software and related services for enabling improved performance in Fortune 500 leaders worldwide. Our proven approach has enabled global leaders including Pfizer, Royal Bank of Scotland, ALSTOM, AREVA, Staples, Vodafone, Harley Davidson, Hamilton Sundstrand, Dresser Inc., Carl Zeiss, CIBA Vision and Toshiba to accelerate improvement and deliver hundreds of millions in bottom line benefits.

As the only commercially available enterprise software to integrate corporate performance management, project portfolio management and business process management capabilities in a single product, **i-nexus** underlying technology provides the foundation for 'out-of-the-box' solutions, including Lean Six Sigma Deployment, Business Excellence Deployment and Balanced Scorecard Deployment.

Today **i-nexus** applications are driving benefits globally for nearly 50,000 people, managing over 20,000 improvement actions and generating upwards of \$5 billion in financial benefits. **i-nexus** is used in over 100 countries and in 10 languages. ***i-nexus Performance Improvement. Delivered.***

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Dates & Times

- **Session #1: “What is a ‘Performance-Driven Culture’ and how do I get one?”**
 - Tuesday, March 10, 2009 from 3:00 pm to 4:30 pm EST

- **Session #2: Transforming Leadership: A Guiding Coalition of Visionary Executives**
 - Tuesday, April 14, 2009 from 3:00 pm to 4:30 pm EST

- **Session #3: LEADERSHIP ROLES in the Performance-Driven Culture**
 - Tuesday, May 12, 2009 from 3:00 pm to 4:30 pm EST

- **Session #4: STRATEGIC INTENT in the Performance-Driven Culture**
 - Tuesday, June 9, 2009 from 3:00 pm to 4:30 pm EST

- **Session #5: STRUCTURE in the Performance-Driven Culture**
 - Tuesday, July 14, 2009 from 3:00 pm to 4:30 pm EST

- **Session #6: EXECUTION in the Performance-Driven Culture**
 - Tuesday, August 11, 2009 from 3:00 pm to 4:30 pm EST

- **Session #7: ENDURANCE in the Performance-Driven Culture**
 - Tuesday, September 8, 2009 from 3:00 pm to 4:30 pm EST

Register by visiting: www.i-nexus.com or www.NavigatorTeam.com