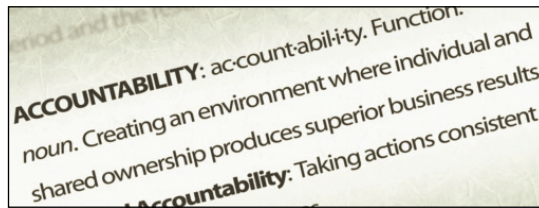
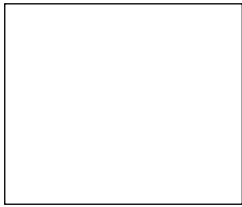


Leaders at Every Level

Simple, Rapid Execution for Sustainable and Measurable Results



Leaders at Every Level

Each person takes ownership for the success of the organization by not only performing their role with excellence, but also supporting the success of others. Leaders at all levels focus on achieving results through innovation, teamwork, engagement and striving for the highest levels of effective and efficient execution. Ultimately, the improvements in execution, team relationships and focus on priorities results in breakthrough, sustainable business results.

Leaders at Every Level is a proven transformation process that ensures measurable results within 6 months and provides a system for measuring and sustaining results for years to come. Some of the transformations include:

Common Changes from Implementing Leaders at Every Level

Before Implementation	After Implementation
Micro-Management and activity-driven, with no clear sense of priority	Outcome-driven based on clear priorities and desired results
Managers are silo oriented, dedicated to their functional area and hoard information and resources	Managers are business leaders who understand and do what is best for the business as a whole
Individual accountability is emphasized resulting in blame game posturing	Individual, team and cross-functional accountability optimizes execution
Projects regularly miss deadlines and/or are over-budget	Projects regularly meet or exceed expectations including schedule, budget and desired results
Crisis management and fire-fighting is a regular occurrence	People anticipate breakdowns and take initiative to solve problems before becoming a crisis
Decision making suffers from paralysis by analysis, rehashing decisions or leaving out stakeholders	Decisions are made in a timely manner, with input from stakeholders and actively supported afterwards
Meetings are viewed as a waste of time	Meetings are valued for solving problems and making decisions to ensure results
Balanced scorecards, dashboards and cascading accountability doesn't address breakdowns in execution	Integrated and meaningful dashboard measurements lead to rapid root cause analysis for solving breakdowns in execution
Management is top-down with little ownership and engagement at all levels of the organization	Employee engagement at all levels takes initiative to achieve and improve performance and results
People don't feel valued, adequately developed for future advancement and are seldom acknowledged	People at all levels feel valued, developed and are acknowledged regularly resulting in high morale, loyalty and dedication

Results by Fortune 500 and Leading Worldwide Organizations

Leaders at Every Level produced the following results within the first year and most experienced results within the first 6 months.

1. World-Wide Tire Manufacturer

Business Results in 12 Months

- Implemented a new service delivery model in just 12 months instead of the planned 18 months (with a 2-year history of resistance and failure)
- Targeted KPI's went up 50%
- Project adherence to schedule, budget and deliverables went from 20% to 75% (Priority projects went to 100%)

Execution Improvements

- 21 of 28 Key Success Factors of Execution improved including, cross-functional coordination, decision making effectiveness, and follow-through
- Meeting effectiveness for global problem solving improved by 36%

Relationship Improvements

- Trust improved by 46%
- Resolving conflict improved by 39%

2. Medical Center – Part of a Large Chain of Medical Centers

Business Results in 6 Months

- Patient satisfaction went from 9.24 to 9.35 (out of 10) representing an increase of 14%). Highest of all medical centers and quality went from bottom of 4th quartile to 2nd quartile
- Physician schedules being met went from under 50% to 90%
- Doubled their budget savings goal (exceeding all expectations)

Execution Improvements

- Monitor and track measurable results and commitments improved by 83%
- Leverage and share resources cross-functionally improved by 50%

Relationship Improvements

- Openly sharing information improved by 59%
- Effectively managing conflict improved by 53% and trust improved by 49%

3. Nuclear Generating Station

Business Results in 3 Months

- Emergency Response Index went from mid 50's to mid 70's (now meeting industry average)
- Corrective Maintenance went down from 50 to 12
- Elective Maintenance went down from 1500 to 1100
- Cycle time for dealing with Operations concerns went from 4 weeks to 2 weeks

Execution Improvements

- Communicating direction, priorities and expectations improved by 50%
- Meeting scope, schedule and budget on projects improved by 25%

Relationship Improvements

- Open and honest communication improved by 41%
- Trust improved by 35%

What Makes Leaders at Every Level Different from Other Leadership Programs?

Guaranteed Measurable Improvements in execution, relationships and achieving business goals

- Implemented over time to ensure gradual measureable results, the ability to modify + refine skills for even better results
- Applies *Rapid Team Results* – a unique system that insures leadership alignment, cross-functional accountability and breakthrough results which is measured every 6 months for sustained results
- Linkage and consistency between all levels of the organization
- Applies a system of leadership that integrates and contributes to hiring, orientation, performance management, team building, continuous improvement and recognition
- Continued learning. Sustained performance improvements. Efficiency communication + teamwork *1 year after completion*.

Leaders at Every Level – 3 Programs

IMPAQ offers 3 “leadership” development programs that guarantee to enhance/transform the culture in order to achieve breakthrough business results that are sustainable. Each series develops accountable leaders at every level of the organization including

Accountability Based Leadership (ABL) for Senior Managers and Directors/Managers

Accountability Based Supervision (ABS) for Supervisors and Leads

Accountable Customer Service (ACS) for Individual Contributors

Each organization can customize their choice of series and each particular series based on the specific needs, constraints and goals of their organization. This information sheet includes the optional modules and typical implementation strategies for each development series.

Typical Modules Included in Each Accountable Leadership Series

Each module is offered once per month in the following order. Prior to beginning the series, an accountability assessment will be completed in order to clarify business outcomes, challenges to be overcome, and the desired changes in execution to achieve business outcomes. At the conclusion of the series, each participant will be provided a self-learning system to improve team and individual performance for sustainable results.

Module	Accountability Based Leadership	Accountability Based Supervision	Accountable Customer Service
Fundamentals of Accountable Leadership	1	1	
Rapid Team Results	2		
Leading High Performance Teams		2	
Accountable Change Leadership	3	4	
Accountable Performance Coaching	4	3	
Critical Thinking and Innovative Problem Solving	5	5	3
Measuring/Reporting Success	6	6	
Power of Personal Accountability			1
Service Excellence			2
Self-Learning Programs to Sustain Results After the Leadership Series	Rapid Team Results	Success Through Accountability	Taking Action Now



Outcomes and Outputs for Creating the Accountable Organization

Senior & Middle Management

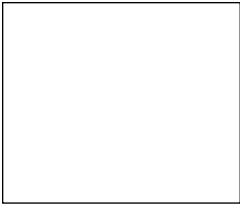
- A "Picture of Success" that integrates business results, execution and the culture to sustain success
- Unified and aligned leaders dedicated to organizational success over functional success
- System for tracking measurable results related to business results, execution and relationships
- Strategy and skills for leading organizational and culture change
- Performance coaching plans and skills for developing direct reports
- Team leadership skills for building functional and cross-functional commitment, support and trust
- Effective project leadership, meetings and problem solving to address systemic organizational breakdowns and challenges
- Communicating with one voice and leading the organization with clear direction, priorities and support
- 60% to 80% improvement in execution and 15% to 35% improvement in team relationships

Supervisors

- Agreed upon expectations of the supervisors role in organizational improvement and success
- Accountable delegation and holding others accountable in a supportive way
- Improved skills in performance coaching
- Team leadership skills to improve execution, communication and teamwork
- Improved coordination between supervisors to enhance cross-functional performance
- Managing change to increase ownership, improve morale and ensure success
- Improved critical thinking for effective problem solving
- Increased engagement of direct reports in solving problems and making decisions
- Development of direct reports to enhance leadership and continuous improvement
- Improved communication and recognition of direct reports

Individual Contributors

- Increased personal and team accountability
- Clear understanding of internal and external customer needs
- Improved teamwork and communication
- Contribute ideas for improving efficiency, productivity and effectiveness
- Enhanced accountability for delegated assignment and outcomes with increased problem solving, initiative and less excuses
- Improved coordination with others and enhanced communication to ensure effective results
- Greater acknowledgement of others' support and contribution to team success
- Improved critical thinking for more effective problem solving and taking initiative
- Enhanced self-development and ownership for results, career growth and empowered engagement



Frequently Asked Questions

1 Can each Accountable Leadership Series be customized?

Yes. Based on the goals, needs and constraints of the organization, and its past history of development, each Accountable Leadership Series can be customized to include or not include each module.

2 Can we integrate previous training concepts or terminology into your program?

Yes. We believe that development efforts should be integrated and not fragmented. We also believe that development efforts shouldn't be "flavor of the month" effort. Therefore, we do our best to reinforce and integrate other development efforts into our Accountable Leadership Series.

3 Can we implement single modules rather than the entire series?

Yes. Each module is sold separately or part of the entire or customized series.

4 Can we adjust the implementation schedule?

Yes. We designed the training schedule so that accomplishments can be achieved one month at a time and to give people time to implement the skills they learn to get results. However, we are very open to adjust the schedule based on your needs.

5 What does Guaranteed Measurable Results mean?

There are two levels of measurable results three levels of measurable results that we track.

- a | Each month of implementation requires the participants to commit to applying the skills taught in the program for improving performance, teamwork, communication and efficiency. At the beginning of each new session, the participants document and report their team improvement results and the improvement of their direct reports. IMPAQ documents all of the results, highlights measurable results and provides that report to all participants, upper management and/or internal change agents.
- b | When the Rapid Team Results session is implemented, there are three different metrics identified: Project Priority Goals, Execution and Team Relationships. During the follow-up session, measurable results are identified and correlated for understanding root cause relationships.
- c | For employee leadership, customer service is tracked for measurable improvements.

The guarantee is that your organization will achieve measurable improvements in teamwork, performance, efficiency, and/or customer service within the six months of implementation or your organization is reimbursed the costs of the delivery fee.

6 Are there exceptions to the Guarantee?

Yes. The guarantee is based on implementing Rapid Team Results and/or a series that measures results over time. If single modules are implemented other than Rapid Team Results, we are unable to offer a money back guarantee for measurable results. Individual modules are treated like every other training and development program that has no way to measure a return on investment.

7 If we have multiple groups being developed at the same time, can people switch groups during the six-month Accountable Leadership Series?

Yes. Participants are able to attend any of the same modules applied to another participant group.

Leadership Modules

The following leadership modules make up the Accountability Based Leadership series, the Accountability Based Supervision Series and the Accountable Customer Service Series.

Fundamentals of Accountable Leadership – 1 day

- Personal and team accountability
- The Personal Accountability Model
- Five levels of organizational accountability
- Creating or reviewing a clear picture of organizational success
- The role of leadership at every level in contributing to organizational success
- Accountability-based questions – a tool for coaching self and others Accountable delegation
- Holding others accountable in a supportive manner
- Creating a personal vision of excellence
- Taking action to improve leadership

Rapid Team Results – 2 days

- Assess leadership team relationships in 15 areas of team performance including trust, support, communication, managing conflict, meeting effectiveness and making decisions
- Develop a clear vision of leadership related to direct reports, cross-functional teamwork and benefit/value to customers and the organization
- Identify 15 to 20 Success Factors of Execution with baseline measurements to improve consistent leadership practices and effectiveness
- Agree on 3 to 5 areas for improving leadership execution and effectiveness
- Identify the organization's top business priorities with shared ownership and individual leadership to enhance cross-functional project leadership
- Establish a new process for meeting effectiveness that focuses on keeping projects on time and on budget by proactively solving organizational challenges
- Develop Team Interaction Agreements for improving team relationships in support of better execution
- Develop a strategic communication plan to prepare for organizational change and speak with "one-voice"

Leading High Performance Teams – 1 Day

- Understanding the core competencies of a high performance team
- Developing "Shared Accountability" to increase individual ownership for team results
- Creating a team vision of excellence for customer service and operational excellence
- Developing Success Factors of Execution with measurements
- Establishing a team continuous improvement process
- Meeting Leadership for effective and meaningful results
- Holding the team and individuals within the team accountable
- Developing Accountable Agreements for improving team trust, communication and managing conflict
- Acknowledging team success

Accountable Change Leadership – 1 day

- Linking external drivers to the direction of change
- Planning change to ensure effective execution and rapid results Communicating change effectively to others
- Implementing the 6 stages of organizational change Execution and the roles of various roles of leadership
- Facilitating accountability for making changes and balancing “safety” with “accountability”
- Effectively dealing with the resistance to change
- Using Team Agreements to support others through change
- Avoiding the “discouragement trap” when implementing successful change

Accountable Performance Coaching – 1 day

- Diagnosing individual performance effectiveness
- Three coaching strategies for improving performance effectiveness
- Eight support needs that individuals have and diagnosing direct reports needs and responding to those needs
- The impact that support needs have on teamwork
- Four stages of employee development and growth
- Developing a clear strategy for job orientation and initiating employees into the culture of the organization
- Identifying three different forms of acknowledgement that people need for acknowledging one’s direct reports
- Developing a strategy for coaching each direct report to improve performance, communication and teamwork

Critical Thinking and Innovative Problem Solving – 1 day

- Overview of the difference between critical thinking and problem solving
- Review the use of each of 6 critical thinking skills and self-assessment of strengths/opportunities for improvement including:
 - | Objectivity
 - | Global Thinking
 - | Detail
 - | Perspective
 - | Symptom-Source Link
 - | Integration
- Apply critical thinking to a real workplace challenge to identify new approaches for resolution
- Use the 4 methods for enhancing innovation to solve challenges and problems
- Apply critical thinking to enhancing team effectiveness and problem solving

Measuring and Reporting Success of Change and Business Results – 1 day

- Identifying and categorizing general and measurable accomplishments
- Re-rating Success Factors of Execution and analysis
- Review success on chosen improvement goals
- Re-prioritizing Success Factors of Execution for improvement
- Review the progress made on Business Priorities and resolving any challenges
- Re-take the Team Interaction Questionnaire
- Assess the correlation between relationship scores, execution scores and achievement of business priority projects
- Develop Team Interaction Agreements for improving team relationships

The Power of Personal Accountability – 1 day

- Becoming indispensable to your customers and teammates including:
 - | Purpose driven
 - | Playing “Big”
 - | Adaptable
 - | We-centered
 - | Priority-focused
 - | Value others
- Definitions of personal and team accountability
- The Personal Accountability Model
- Identifying one’s clear intentions for top performance
- Using accountable questions for improving performance, teamwork and leadership
- Creating accountable delegation and agreements
- Holding others accountable in a supportive manner
- Accountable teamwork
- The three zones of change and overcoming the wall of fear
- Developing a personal vision of excellence
- Applying the vision of excellence to ensure success through challenges
- Taking action to achieve results

Service Excellence for Internal and External Customers Continued – 1 day

- Critical partnership in achieving effective customer service
- Identifying and responding to the needs and wants of customers Improving quality to support effective customer service
- Improving efficiency and productivity in support of customer service
- Developing a service-oriented mind set for authentic customer service
- Enhancing “ownership” as a core competency for customer service
- Developing clear action plans for improving customer service

