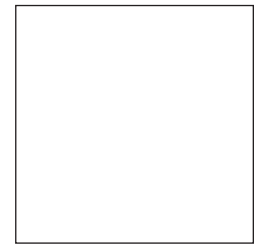
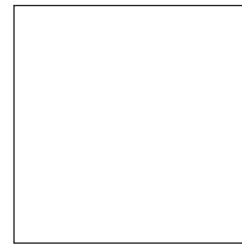
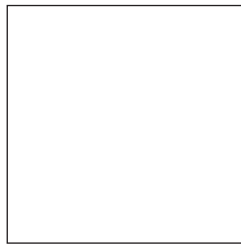
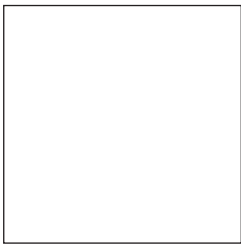


# Agreements for Excellence® (AFE)

a culture change system for executive, leadership, project and functional teams



Agreements for Excellence (AFE) is a series of hands-on working sessions and represents our flagship performance improvement methodology. AFE is delivered over a six month period to intact and cross-functional teams charged with producing specific, measurable business results. After developing clear stretch goals, individual and team agreements are created to improve performance, achieve project deliverables and improve team interactions. Territorialism and nonproductive competition are minimized while open sharing of information and resources is maximized. Anticipating that virtually all plans will run into snags, we install a Proactive Recovery Planning process that will enable teams to address unanticipated missteps, while quickly and efficiently returning the wayward program to its intended target.

Since the mid-1980's, we have helped major organizations in **healthcare, manufacturing, aerospace, energy, life sciences, automotive, and high technology** to improve measurable performance against critical business objectives. We work with executive, cross functional program, project, and departmental teams to create measurable, significant and sustainable change. Typical areas of focus include the implementation of new business and service delivery models, along with new roles and expectations driven by re-organization, merger and significant technology changes. The common thread is our focus on team performance and cross team execution.

Based on Mark Samuel's book *Creating the Accountable Organization*, the AFE program helps managers acquire accountability based leadership skills to develop highly engaged top performers, build effective teams and measurably increase performance against critical company goals and objectives. Regular monitoring of results, along with appropriate modifications of improvement plans allow the Agreements for Excellence system to remain dynamic and vibrant, enabling performance and morale gains to become sustainable for years to come.

## Purpose and Outcomes

- Develop an aligned vision of the future, including goals, strategic priorities and leadership roles
- Build an environment of trust and increased teamwork to improve information sharing, collaborative decision making and continuous performance improvement
- Install a coaching model to manage team and individual performance, including skills to hold each other accountable for results
- Build links between functional departments, eliminate "silos" and develop shared accountability across departments and among different levels of the organization
- Install measurement, monitoring and reporting systems to keep projects and performance-improvement plans on track

## Typical Engagement Schedule

### PHASE 1

#### Accountability Assessment–2 Days | Month 1

- Management views on critical issues, including current barriers and challenges, impact on performance and high-potential areas for improvement
- Current levels of accountability and performance execution
- Management's views of the primary business goals and deliverables for the management team relative to the change journey
- Current communications challenges between management team members, various administrative and operating units and key employee groups
- Potential sources of conflict in terms of decision making, implementation and performance monitoring
- Specific challenges related to people development, including non-performance

### PHASE 2

#### AFE Working Session–2 Day | Month 2

- Clarify the desired outcomes for change
- Develop a Vision of Leadership and Team Accountability
- Generate 25–30 success factors of leadership performance execution  
Establish 3-5 improvement goals and action plans
- Identify the top 10 strategic business improvement initiatives  
Create clear project and action plans for each initiative with milestones
- Create system of shared accountability for execution and recovery
- Develop Interaction Agreements for improving team relationships and communications
- Develop Strategic Communications Plan to prepare the organization for change

### PHASE 3

#### Monthly Tracking, Measurement and Coaching–1 to 2 Days | Months 3-6

- Monthly 2 hour calls with leadership team
- Review progress to date
- Provide individual and team coaching
- Adjust projects plans and deliverables as necessary

### PHASE 4

#### Six Month Progress Check–1 Day | Month 7

- Revisit success factors of leadership performance execution  
Report target vs. actual improvement measures  
Modify as necessary
- Evaluate progress on strategic business initiatives and modify initiatives as necessary
- Assess current leadership team relationships and effectiveness  
Evaluate progress on Interaction Agreements and modify
- Reprioritize success factors and develop action plans for next six months
- Develop a plan for communicating successes and areas for improvement

## PHASE 5

### Monthly Tracking, Measurement and Coaching–1 to 2 Days | Months 8-12

- Monthly 2 hour calls with leadership team
- Review progress to date
- Provide individual and team coaching
- Adjust projects plans and deliverables as necessary

## PHASE 6

### Twelve Month Progress Check–1 Day | Month 13

- Revisit success factors of leadership performance execution
  - Report target vs. actual improvement measures
  - Modify as necessary
- Evaluate progress on strategic business initiatives and modify initiatives as necessary
- Assess current leadership team relationships and effectiveness
  - Evaluate progress on Interaction Agreements and modify
- Reprioritize success factors; develop action plans for next six months
- Develop a plan for communicating successes and areas for improvement. We are known for our ability to help clients produce measurable performance improvement in compressed time frames.

## Breakthrough Results in Compressed Timeframes

The following results were all produced within the first six months of each assignment:

### A leading bioscience manufacturing company:

- reduced its raw material inventory by 41% (\$10 M)
- produced a \$17M positive manufacturing budget variance
- Improved product release cycle time by 20%, from 33 days to 26 days
- reduced unit costs by 20%
- became the vendor of choice for their contract client

### An electronics manufacturing concern:

- reduced product costs by 8% while virtually eliminating rework

### A leading hospital:

- improved patient satisfaction by 42%
- reduced operating budget by 10% from an already aggressive goal
- increased nurse deployment on direct patient care from 24% of their time to 50%

### A global IT department for a leading automotive industry organization:

- successfully implemented a new service delivery model across multiple business units, overcoming two years of internal resistance
- reduced open projects from 1,300 to 250
- accelerated overall project performance from 20% to 85% meeting schedule, cost and deliverable milestones and from 30% to 100% for critical projects
- targeted KPI's (Key Performance Indicators) improved by 50%