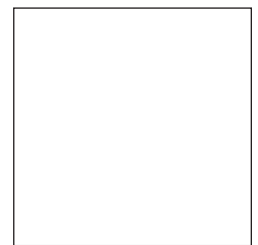
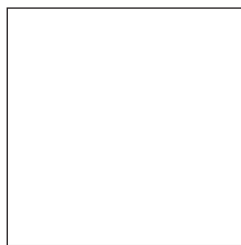
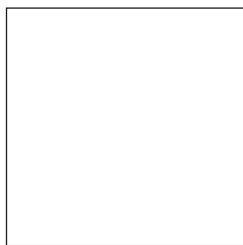
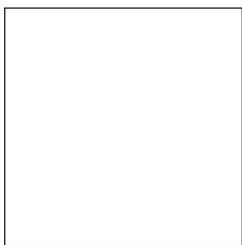


RAPID CULTURE CHANGE

To Achieve Measurable Business Results

a 3-day workshop

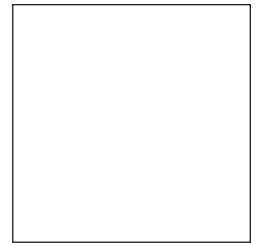
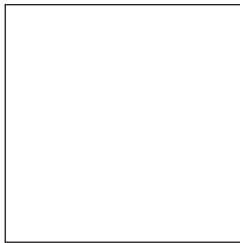
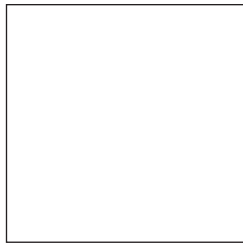
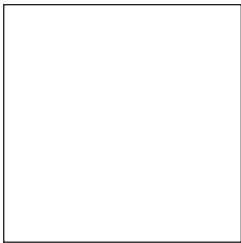


While other Culture Change efforts focus primarily on values, our Rapid Culture Change Workshop produces business results within 6 to 9 months due to the following key elements:

- Culture Change focuses on improving execution to achieve business results rather than only considering values
- The Culture Change measures execution, relationships and deliverables which are directly linked to business results
- The Change breaks down silos to create cross-functional collaboration and accountability

This 3-day workshop is for Executives, Senior Managers, External Consultants/Coaches and Internal Change Agents from Human Resources, Organizational Effectiveness or Organizational Development. You will learn and practice the strategies, systems and tools to change the culture, improve execution across your organization, increase “ownership” and “accountability”, and develop a new level of leadership at all levels of your organization.

During this workshop, you will have the opportunity to diagnose your organization’s challenges, develop a strategy for intervention and design a Culture Change effort to sustain results. You will leave this high-level workshop with a clear understanding for resolving major breakdowns in your current culture and an implementation plan to achieve measurable business results.



Attributes of a Culture Change Based on Execution

- Cross-functional collaboration rather than silos
- Proactive problem solving rather than “blame-game finger pointing” and victimization
- Meaningful measurements for execution, relationships and deliverables that directly link your culture to your business results
- Direction and priorities are absolutely clear so that people at all levels understand the “non-negotiable” priorities that drive success and resources rather than getting confused and frustrated by fragmentation and overwhelm caused when everything is a priority
- Managers lead and develop their direct reports to high performance rather than micro-managing them, which has resulted in low performance and morale
- The organization is “outcome-driven” rather than “activities-driven” so that wasted meetings, effort and resources are minimized or eliminated
- Organizational breakdowns are quickly diagnosed and resolved rather than depending on months of assessment, meetings and expensive consultants to improve the organization
- Leadership and a sense of “ownership” and engagement is developed at all levels of the organization instead of people just “doing their jobs”
- Culture Change and improved business results are measured within 6 to 9 months as opposed to the typical estimate of 1 to 2 years

Benefits You Receive for Participating

- Learn the biggest misunderstanding in order to improve execution
- Apply 5 keys for improving execution and establishing meaningful measurements
- Utilize habits of execution to make your core values come alive and link to business results
- Establish “non-negotiable” priorities while responding to a changing business environment in order to leverage resources and keep people focused

- Learn and practice diagnosing previously unresolved organizational challenges with complete understanding for why it was unresolved and the key elements for resolution
- Increase trust, support and engagement between levels and functions through improved execution
- Break down silos and victimization while increasing ownership and accountability for organizational results
- Key strategies and tools for planning change, making decisions, communicating with influence and monitoring results
- End the “Flavor of the Month” change cycle forever
- Reduce “burn-out” and “overwhelm” while completing projects on time and on budget more consistently
- Strategies and systems for Culture Change linked to business transformation including the implementation of new technology, new organizational structure, merged organization, or new service delivery/business models
- Three keys for effectively implementing any organizational change in less time with better results and sustained improvement

Workshop Facilitator, Mark Samuel

Mark Samuel, CEO of IMPAQ, is considered the Execution Expert by organizations that have benefited from Mark’s Culture Change system and services. He is the author of the best selling books, *The Power of Personal Accountability* and *Creating the Accountable Organization*. His focus on personal, team and organizational accountability has enabled him to understand the root causes of execution breakdowns and find unique solutions that achieve measurable and sustainable results. Mark combines his degrees in organization development, applied psychology and applied statistics along with his 30 years of experience assisting organizations to achieve breakthrough results to develop the concepts and strategies taught in this workshop. While Mark’s methods are practical and innovative, his style of presentation is informal, direct and fun.

Leading Culture Change Agenda

DAY 1

Diagnosing the Strategy for Culture Change to Improve Business Results

Part 1 | Improving Culture, Execution, Relationships (Values) and Business Results

- The difference between value-based culture and execution-based culture
- The dynamics for implementing any significant change based on improving execution and business results
- Breaking the “flavor of the month” cycle of change
- *Application Activity:* Developing a “picture of success” for Culture Change and business transformation
- The breakdown of execution at various levels of management
- *Application Activity:* Identifying key habits of execution (strengths and areas for improvement)
- Why training programs rarely impact execution, relationships and business results in a sustainable way
- Increasing trust, accountability and effective communication as core competencies for effective execution
- A roadmap for implementing Culture Change to support business change initiatives (technology, organizational structure, mergers, new service delivery models, or other significant organizational changes)
- Measuring execution, relationships and business results—a linked approach
- *Application Activity:* Identifying key aspects of Culture Change to support a business change

Part 2 | Diagnosing Root Cause Solutions for Addressing Organizational Breakdowns

- Understanding human and organizational dynamics based on the “Safety-Accountability” Cycle
- *Application Activity:* Applying “Safety-Accountability” questions to improve individual performance, communication and leadership
- Diagnosing the stages of organizational dysfunction and breakdown
- Five Guidelines for developing root cause solutions to organizational breakdown or dysfunction
- Using the “Wall of Fear” as input for diagnosing root cause changes in execution
- *Application Activity:* Demonstrating the development of a root cause solution to an unresolved organizational breakdown (live demonstration from an attending workshop participant)

DAY 2

Strategies and Tools for Improving Execution and Measurable Business Results

Part 1 | Outcome-Driven Roles, Execution and Relationships to Achieve Deliverables

- Using “external drivers” to determine organizational direction
- Using “non-negotiable” priorities to support focus, measure progress and achieve success
- *Application Activity:* Identifying “non-negotiable” priorities in your organization
- The roles of execution for Executives, Middle Managers, First-Line Supervisors and Individual Contributors
- How Middle Managers can become your biggest asset as change agents
- Creating a meaningful and “tested” Vision of Leadership (Picture of Success) in 1 to 2 hours
- The process for changing “habits” of execution at any level with measurements to track results
- *Application Activity:* Creating habits of execution with measurements to improve your performance, communication, leadership and teamwork
- Change Agent roles, relationships and expectations
- *Application Activity:* Identifying your role, key relationships and expectations as a change agent in your organization

DAY 2

Part 2 | An Outcome-Driven Approach for Planning, Implementing & Communicating Change

- Six execution stages to implementing significant change
- Outcome-driven planning to speed up implementation, reduce resistance to change, and insure sustainable results
- *Application Activity*: diagnosing the stage of change implementation you are in with a plan for moving forward
- The Discouragement Trap resulting in “flavor of the month” change
- The River Theory for strategizing your communication plan to reduce resistance
- The “Choice-Analysis” for communicating change and making decisions
- Outcome-driven communication and presentations
- *Application Activity*: Diagnosing a root cause solution to an unresolved organizational breakdown coming from other participants

DAY 3

The Evolution of Culture and Sustaining Success

Part 1 | Developing Meaningful Follow-Up and Measurement Programs to Track Progress

- The drawbacks of typical assessments, assessment tools and instruments
- Team measurement systems that are quick and practical
- Measurement systems that link Execution, Relationships and Deliverables
- Designing outcome-driven training programs that link to Culture Change and measurable results
- Tracking top priorities at different levels of the organization
- *Application Activity*: Designing your organization’s measurement and tracking program based on a planned change effort

Part 2 | Leading Culture Change Over Time as an Evolution Responding to Changing Business Conditions

- Matching Culture Change to different stages of business—Entrepreneur, Growth, Maturity, Downsizing, Merging
- Moving from functional departments to cross-functional business units
- The changing roles of leadership based on organizational conditions
- The evolution of organizational transformation and trust over a 5 year period
- *Application Activity*: Diagnosing a root cause solution to an unresolved organizational breakdown coming from other participants

Program Materials

In-depth Participant Workbook. Copy of Mark’s Book, Creating the Accountable Organization. Worksheets and Templates for use after the workshop.

Prerequisite for Participation

Rapid Culture Change to Achieve Business Results is for experienced leaders and professionals. The concepts, strategies and tools are not to attain a basic knowledge of change management, leadership or Culture Change. This workshop is designed for people with enough experience to advance their knowledge of Culture Change, change management and leadership. **Participation is limited to the first 20 participants.**

Enroll and Apply Today

Dates February 8-10, 2012

Place Los Angeles, CA

> Reserve your seat \$500

> Tuition \$2,495

Early Enrollment \$1,995 by January 18, 2012

For more info and to receive your application call or email 323-969-0088 ext. 204
info@impaqcorp.com