



ENLIGHTENED
LEADERSHIP
SOLUTIONS

Breakthroughs in Organizational Performance

IPTs: Integrated Project Teams

Breakthroughs in Cross Functional Collaboration

INTERAGENCY
COORDINATION

DEPARTMENTAL
COLLABORATION

PROCESS
MAPPING

OPTIMIZING
STRUCTURE

RAPID
RESPONSE
TEAMS



How we partner with organizations:

Interagency Coordination

Facilitating the integration of processes and communication between organizational partners (i.e. military, government agencies and private sector)

Departmental Collaboration

Facilitating the integration of processes and communication among multi-disciplined teams within your organization.

Process Mapping

Identifying the processes and roles required to achieve your organization's vision and objectives.

Optimizing Structure

Developing a structure that maximizes and leverages your organizational assets and resources.

Rapid Response Teams

Evaluating and determining what your organization and people need to realize high performance.

The Organizational Challenge

Advancing technologies and a global marketplace is changing how organizations work. Customers are more informed and demand better quality at lower costs. The time from idea to implementation is critical in responding to market pressures and conditions.

To meet these challenges companies are reorganizing and becoming flatter and more matrixed. The human dynamic, however, continues to provide obstacles to this effort. Organizations face the challenge of breaking down silos, getting different departments or functions to share information and collaborate, quickly overcoming cultural differences and eliminating turf guarding.

Key questions organizations are asking:

- How do we create a shift in thinking so that the mission becomes more important than individual agendas?
- Are our existing systems and structures capable of responding to customer needs in a rapidly changing environment?

The Breakthrough Solution

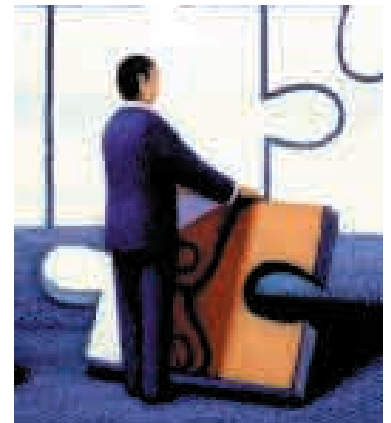
An Integrated Project Team (IPT) is a solution to project development that links stakeholders throughout the lifecycle of a project. IPT's align departments and functions of an organization, or different organizations, to make better decisions-faster.

Our unique approach to IPT's quickly breaks down the barriers that get in the way of getting work done. We guide organizations through the process of building IPTs using a proven roadmap to get real impact and bottom line results.

The process of creating teams consists of more than just a workshop designed to build trust and cohesiveness. Our approach puts teams on the path to high performance through a clear "how to" approach that fosters confidence and commitment, it also accelerates team capability and effectiveness. We excel at integrating IPTs into one cohesive process and structure.

As a result, organizations can leverage and maximize resources by:

- Reducing bureaucracy and implementation time
- Improving the timeliness and quality of decisions
- Increasing customer satisfaction
- Improving results in cost, schedule and performance



Results

Team Turnaround

A technical manual development team had become dysfunctional over its 5 year life. Executive management was unable to effectively resolve product related problems the team was experiencing. The program was rapidly approaching a critical milestone that was a deciding factor in its continued existence. Overall success was dependent on the team's ability to resolve the product problems. Management had very little confidence in the team's ability to overcome their challenges. Within six months of our consultation, the team was able to develop, communicate and implement an effective plan to achieve their program goals. One year after implementation of the plan, the team turned around what appeared to be a doomed program.

Performance Improvement

A joint military, federal government and private sector management team faced enormous political pressure to get an aircraft program involving acquisition, production and delivery teams to perform at a higher level. Ineffective collaboration between the government and the military was affecting the quality of aircraft being produced. By implementing our Integrated Project Team processes, the teams were able to develop and implement a strategy that integrated managers and their teams into a multi-disciplined team environment. This allowed for the rapid identification of organizational challenges with representation from all departments, resulting in sustainable solutions. These clients have continued to use this approach on projects ever since.

Salvaged Project

A software project was slated for termination because it was over budget, and over a year behind schedule. After implementing the ELS Integrated Project Team process, the project was turned around and delivered in less than five months, salvaging a \$20 million investment.

Collaboration

With 17 people dying each day in the United States while waiting for an organ transplant, the Division of Organ Transplantation realized that a different approach to the problem was needed. We worked with this client to develop cross-functional teams that include hospital administrators, doctors, nurses, and key leaders from various organizations in order to change the process for organ procurement. The project is on-going and organ donations have increased dramatically each month across the nation.

Project Turnaround

A complex fixed bid IT project was 18 months behind schedule with only 10 months to go before a \$30 million dollar penalty for late delivery was enforced. By introducing the tools and processes of Enlightened Leadership Solutions, this multi-national team was able to deliver the project one month ahead of the original delivery date, saving the \$30 million in penalties plus the huge costs that late delivery would have added to the penalty.



Three different times today I have said to myself, "We hired the right company."

- Brian Callaghan
CEO, Apex Systems

"After 25 years, I have finally been furnished with some leadership tools that get results."

- Bill Duis
Director of Engineering & Planning
Virginia Planning

"Whatever money we spent for this, it was worth far more. This is the best thing we've ever done at Allen-Edmonds."

- John Ganter
Director of Operations
Allen Edmonds Shoe Corporation

"I had just come back from three weeks at the Kennedy School of Government at Harvard. I got more value out of these three hours than the whole three weeks at Harvard. This blew what they are doing away."

- Danny Defenbaugh
Special Agent in Charge, FBI



Enlightened Leadership Solutions is a contracted vendor authorized to operate under the Federal Government's Management, Organization and Business Improvement Services (MOBIS). Specific expertise within SIN's 874-1, 874-4 and 874-5. For 17 years we have successfully worked within many departments of the Federal Government. Some of the organizations include the CIA, Department of Veterans Affairs, HUD, USDA, FBI, EPA, Department of Labor, Secret Service and NASA. Additional information is available at www.gsalibrary.gsa.gov.

The ELS Integrated Project Team (IPT) Model

Key Components

Shared Ownership

Teams, not individuals, are responsible and accountable for products, processes and performance.

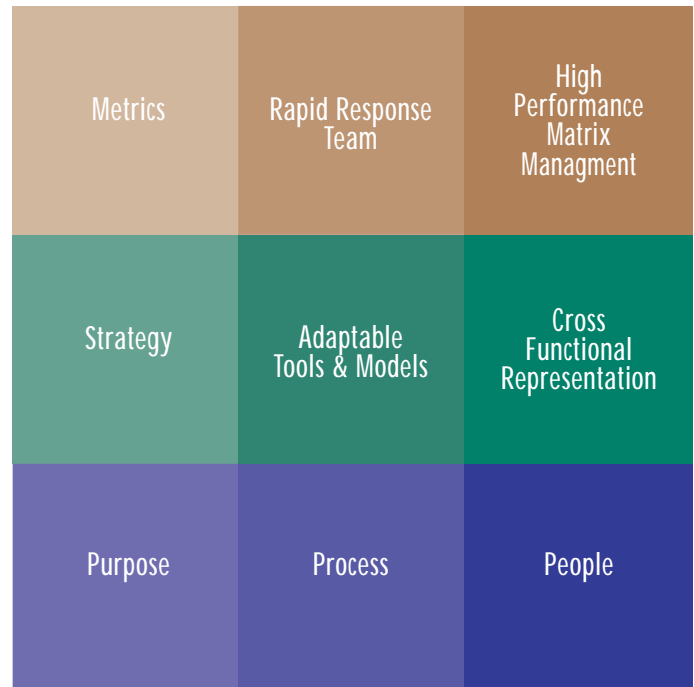
Clear Boundaries

Clear boundaries encourage teams to push the limits of individual and organizational capabilities. Clear roles, responsibilities, decision making authority and expectations are essential to team performance.

Action Learning

Teams create unique opportunities to learn through others. Unlike typical team building approaches, action learning simultaneously develops people and fosters productivity in the Integrated Project Team.

Our high performing Integrated Project Teams (IPTs) model provides clarity of purpose and strategy, as well as the involvement of the right people. They establish a level of flexibility in an organization that allows it to rapidly adapt to an ever-changing market place. These changes are sustainable and remain relatively transparent to customers and to the workforce. The IPT model functions at three interrelated levels.



Foundation

Purpose

The cornerstone of a successful IPT is defining a clear and compelling purpose. This step is based on our experience that people, aligned and focused on a common purpose, will be committed to instituting the necessary changes and seeing it through, despite any obstacles they encounter.

Process

Central to the theme of building an adaptable and flexible integrated team is understanding how you currently do business. By mapping how information flows, organizations are able to evaluate the effectiveness of current procedures and processes, identify gaps, and develop a new or modified process. Processes, when properly developed and formalized, help drive the preferred behavior and sustain the success of the team.

People

The most valuable resource of any organization is its people. The talents, skills and dedication that people bring are the driving force behind organizational performance and results. IPTs focus on coordinating people from all levels of the organization and all key stakeholders in the process. By defining a clear purpose and process, an organization will begin to leverage the talent and commitment of their people, helping to create a truly integrated environment.

■ Outputs & Outcomes

Metrics

Measurement drives an organization's focus. Focus the organization on the correct metrics and you will drive the desired behavior. When people help develop what is measured and how it is measured, those metrics become more meaningful and motivating for them.

Rapid Reponse Teams

The ability to respond quickly and efficiently to customer and project needs is paramount. Our approach answers this need by creating Rapid Response Teams. These teams expand and contract from within the IPT, as multi-disciplinary elements. Their primary role is to develop pre-designed templates that anticipate a variety of potential requests that are outside of the organization's normal operating parameters. When a request is received, the teams are able to respond with formalized procedures and a known result, rather than reacting and potentially jeopardizing the progress of the team.

High Performance Matrix Management

All organizations strive to operate as high performance teams where motivated employees drive efficiency and productivity. Successful IPTs help make that goal a reality. IPTs are matrices where managers influence and coordinate process, policy and people outside of their direct control. This promotes high performance by establishing a structure and environment where managers leverage flexibility within clearly established boundaries.

■ Action

Strategy

In order to take initial action, build the right tools and get the right people involved, it is imperative to establish a sound and comprehensive plan of action. The first step of this plan is to develop a strategy that fits the unique requirements of the project as defined in the purpose. Focusing on the right strategy will dramatically increase the teams probability of success.

Adaptable Models & Tools

Establishing the foundation and strategy for developing a highly functioning IPT allows the organization to focus on the unique requirements necessary to achieve those objectives. ELS partners with our clients to develop the right tools and models in response to those objectives. The models and tools developed are designed to be adaptable to a variety of circumstances and environments within the organization, making them an enduring resource.

Cross Functional Representation

One of the greatest single contributors to the successful implementation of IPTs is involving the right people at the appropriate time. Cross functional representation ensures that all the requisite and resident expertise and knowledge are involved, reducing the bias that can occur when departments and teams operate in isolation. Cross functional representation is an essential component to the success of the team and its goals.

Key Components

Total Representation

All the resident knowledge, expertise, function or authority required for the team to make a decision and execute are represented in the Integrated Project Team.

Information Relays

Timely, accurate, and consistent information directly impacts results. Effective team structures establish natural paths to link departments, teams and external organizations.

Matrix Management

Integrated Project Teams are matrices where you may not have direct authority over an individual or group. Management of such teams require the ability to effectively influence and coordinate process, policy and people outside your direct control.

The ELS Integrated Project Team Process

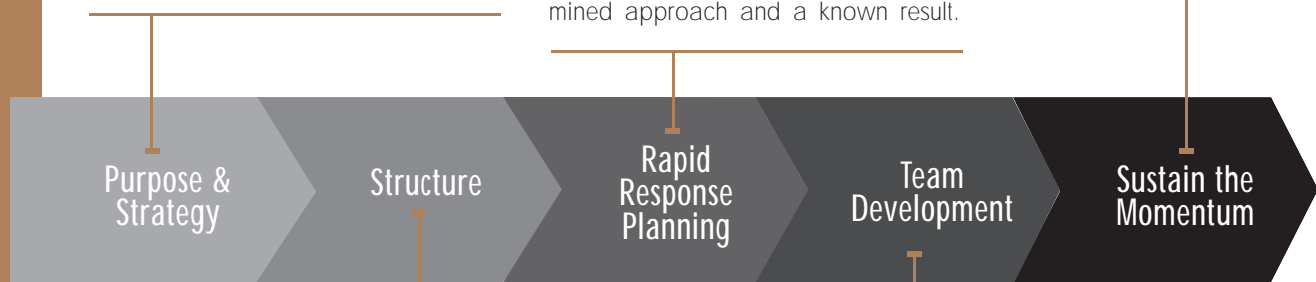
■ The Total Solution

A successfully implemented Integrated Project Team is a collaborative one.

1 Start with the end in mind by defining meaningful objectives and outcomes. Create an implementation strategy and build a process roadmap that will get you there.

3 We facilitate your teams to develop templates that anticipate a variety of potential requests that coincide with the change. Then, teams are able to respond proactively with a predetermined approach and a known result.

5 Sustain momentum and ensure long term results by effectively communicating the changes throughout the organization and adapting the project plan.



2 Define the team and organizational structure required to achieve the desired outcome. The right structure facilitates change faster and easier by overcoming elements of turf protection and breakdowns in information sharing and communication.

4 Change is most effective when led from within. Our model develops internal change agents and teams who manage the change process.

■ Our Services

Not all organizations need a total solution. Our services allow organizations to choose what they need most in a partner.

Business Solutions

Organizational Surveys – ground-breaking online instruments provide valuable organizational insight

Organizational Needs Analysis – identifying the root cause of human performance issues

Process Mapping – linking and optimizing the steps required to complete a task or function

Benchmarking – identifying and modeling areas of excellence to teach organization-wide

Rapid Response Teams – team planning to adapt to new conditions and unexpected events

Facilitation – open agenda sessions where participants guide the direction to best fit their objectives

Consulting – performance solutions integrated with internal expertise to create sustained results

Learning and Development

Individual Assessments – profiles to evaluate personal skills, behaviors and motivators

Content Needs Analysis – clarify development objectives and needs with a quick assessment

Blended Learning – using the right combination of learning experiences to produce optimal outcomes

- Workshops – off-the-shelf, integrated and designed options

- e Learning – blended approach

Learner Analysis – tailoring the solution based on the learning style common in your organization

Peer Groups – applying and teaching internal knowledge and best practices through co-worker interaction

Action Learning – methods to ensure participants apply learning concepts on the job

Coaching – improving performance through individual and core group focus

Where to Start

With the key elements of the process defined and various performance solutions available, the natural question is “where to start.” Typically, a client solution starts with one or a combination of the paths shown below.

Discovery

We help you assess the individual and organizational needs by taking a systems view of your performance needs. We then identify the levers that will have the greatest impact on your business results.

The first few steps in the process are...

- Meeting with key stakeholders regarding objectives, scope and desired outcomes
- Choosing the appropriate discovery approach which may include focus groups, surveys, learner analysis and interviews
- Performing the discovery
- Reviewing and analyzing the findings
- Recommending ‘How to’ solutions and action plans to improve identified performance issues

Learning & Development

Our approach is flexible which allows you to choose from a large array of our proven modules of material that we integrate with your organization’s culture. This gives you the impact of ‘custom’ learning at the speed and cost of ‘off-the-shelf’.

Your choices range from a single workshop to an entire learning program. Our full line of design services includes:

Modular Content
Facilitated Working Groups
Blended Learning
Custom Designed Workshops

Training Series

Some example of core workshops in the IPT series are:

- Creating High Performance Teams
- Driving Results Through Cross Functional Collaboration
- Breaking Down Organizational Silos

Project

ELS partners with clients in rolling out major initiatives and projects. Our experience and tools allow us to assess and scope the organizational solutions that will have the greatest impact on your company’s performance.

Having a variety of services and learning opportunities available, a client project or initiative may include some of the following:

- Project review meetings
- Assessing project requirements, including: scope, resources, impact, skill sets and measures of success
- Building the roadmap that uses proven tools and techniques, including learning and consultative components, to get you to a solution
- Developing action plans to guide execution
- Launching execution teams to implement a project plan



Breaking down silos, overcoming cultural differences, eliminating turf guarding and aligning people is like putting the pieces of a puzzle together. As projects become more complex and require more diverse pieces, the need to assemble the parts into the big picture becomes critical. Our proprietary process brings clarity of purpose and strategy, as well as involvement of the right people. A level of flexibility is created that allows an organization to rapidly adapt to an ever-changing marketplace and these adaptations are sustainable. This aligns the pieces to create a rapidly responding, decisive and enduring organization.

Enlightened Leadership Solutions is a professional services firm driven to help our clients achieve breakthroughs in organizational performance.



About Enlightened Leadership Solutions

We excel in creating breakthroughs in the performance of your leaders and managers. Enlightened Leadership Solutions is a professional services company with more than 17 years experience providing top organizations the edge in achieving breakthroughs in organizational performance. We execute performance improvement through a blend of the following practices:

- Consulting
- Assessments & Surveys
- Training and Development
- Workforce Involvement/Partnerships

Areas of Expertise

Leadership and Management Development

- Supervisory, management and executive development programs
- Learner profiling and needs assessments
- Models and processes built from the best practices of high performers within your organization
- Design solutions for custom workshops or development programs

Integrated Project Teams (IPTs)

- Cross Functional Teams
- Effective matrix structure design
- Process mapping
- Rapid response and implementation teams
- Team development and training

Change Management

- Consulting services to successfully roll out change initiatives
- Evaluation of organizational effectiveness and design model for change
- Communication flows and processes to enhance change readiness
- Change management skills for leaders and managers

Talent Selection and Development

- Job benchmarking and competency development
- Selection and promotion processes
- Employee surveys and research
- Employee development programs

We work behind the scenes as a partner to assess your organizational challenges and provide tailored solutions. Our unique process to shift mindsets, coupled with a balanced and comprehensive approach of action learning, facilitation, training, personalized processes and consulting services reduces the most complex problems into achievable solutions. You get easily transferable "how to" tools with action plans for sustainable results.



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