

culture

The CULTURE of ACCOUNTABILITY® PROCESS

The BUILDING an Accountable Culture Track®

This proven approach to accelerating cultural transition is based on Partners In Leadership's New York Times No. 1 Bestselling leadership book, *Change the Culture, Change the Game: The Breakthrough Strategy for Energizing your Organization and Creating Accountability for Results*. The Partners In Leadership Culture of Accountability Process enables organizations to define and create needed shifts in the way their people go about achieving results and create a Culture of Accountability. Central to the Partners In Leadership's methodology is the proprietary process for developing desired Cultural Beliefs,® which embody the key shifts that must occur for an organization to achieve its key organizational results.

The primary tool used to achieve this accelerated culture change is The Results Pyramid,® a simple yet powerful model that captures the essence of organizational culture change. Utilizing the key culture management tools essential to implementing the new Cultural Beliefs, people at every level in the organization participate in making this needed culture a reality. This collective organizational effort accelerates the shift to a Culture of Accountability. Any organization or team can use this high-impact, results-oriented process to transform itself and greatly improve organizational results.

PURPOSE OF THE CULTURE OF ACCOUNTABILITY® PROCESS

The purpose of the process is to accelerate the transition to a Culture of Accountability where people at every level of the organization think and act in the manner necessary to achieve key organizational results.



Process Objectives

- Apply **The Results Pyramid®** to accelerate change in the organizational culture and create a **Culture of Accountability**.
- Increase the leadership effectiveness of the management team in leading the cultural transition.
- Assess the widely held existing beliefs and past experiences, which provide the basis for the current culture.
- Develop both individual and organizational capability in implementing the key **Culture Management** tools essential to accelerating change.
- Implement **Focused Feedback®** throughout the organization as a vehicle for personal improvement in living the new culture.
- Identify and implement the **Cultural Beliefs** needed to create the changes needed in the culture.
 - Align the organization around the **Key Organizational Results**.
 - Create greater individual and organizational accountability for results using the **Steps To Accountability®**.



Partners In
Leadership®

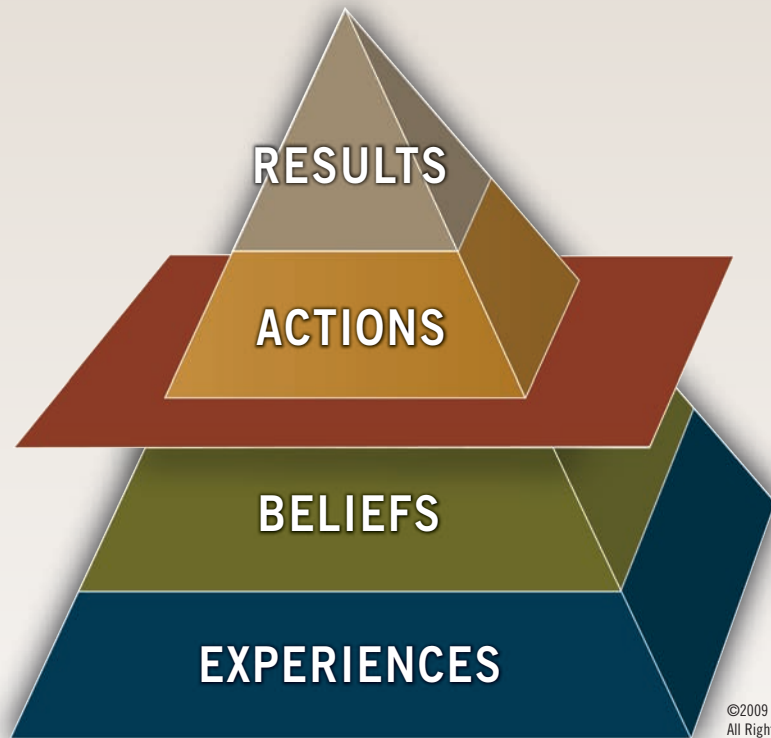
THE ACCOUNTABILITY TRAINING COMPANY

"The transformation of corporate culture is perhaps the single most important leadership challenge facing organizations today. Partners In Leadership's processes for cultural change work not only in theory, but also in practice. They provide hands-on, concrete tools for helping organizations fulfill their potential."

Sidney Taurel
Chairman and CEO
Eli Lilly and Company

The Results Pyramid®

At the heart of the No. 1 bestselling book on accelerating culture change through accountability, *Change the Culture, Change the Game* is The Results Pyramid—the classic model that organizations throughout the world have used to create a culture of greater employee ownership and engagement for achieving Key Organizational Results. The Results Pyramid is an easy-to-remember and ready-to-use model



“The process has assisted leaders in creating hundreds of millions of dollars of increased value in the way of gained market share, increased sales and profits, and decreased costs. The principle is simple: change your culture and you will change your results!”

“An organization’s culture determines the results it achieves. Either you will manage your culture, or it will manage you!”

*Roger Connors and Tom Smith,
The New York Times Bestselling
Authors of Change the Culture,
Change the Game*

that explains how to make culture change happen effectively, accurately, and efficiently in an organization or team. While many change initiatives focus on what people need to do differently, The Results Pyramid helps leaders add emphasis on how people need to think differently. Once leaders learn how to shape beliefs by providing new experiences, they find that their efforts make a much stronger and longer lasting impact on their company’s culture. With Partners In Leadership’s Culture of Accountability Process, leaders learn how to tap the powerful technology around creating experiences—experiences that truly make a difference.

Accountability produces results.

Mike Eagle
Vice President
Eli Lilly & Co.,
Global Manufacturing

“Management today is more complex than ever, and the literature is full of techniques with many gimmicks. Accountability Training is so fundamental, and easily understood, that I believe it can have a positive impact in any organization. I will continue to encourage its application in every organization with which I am affiliated.”

Measurable Results



Partners In Leadership's New York Times Bestselling book, *Change the Culture, Change the Game*, details the startling impact of the Culture of Accountability Process on their clients around the world. The book outlines the cutting-edge Partners In Leadership approach to accelerating the transition to a Culture of Accountability and presents the models, principles and process that provide the foundation to fast and effective cultural transition. Its many examples and case studies document the measurable impact of the process on business results.

The Partners In Leadership Culture of Accountability Process creates rapid culture change throughout the organization, which always translates into a huge impact on results:

"ALARIS was experiencing low growth and had heavy debt combined with significant problems in execution, which were an anchor on the company's performance. I concluded that the organizational culture needed to change and identifying Partners In Leadership's logical approach led us to embark on transitioning our culture to one we defined, not one of which we were the victims. Within months after beginning our Cultural Transition Process, I noticed a marked change in the performance of the company.

Over the past two years, we have developed a culture where execution continues to improve, enthusiasm is at an all time high, and our financial performance is above expectations. Two and a half years since we began our cultural transition, I remain committed to this process."

Dave Schlotterbeck
President and CEO
ALARIS Medical Systems

Here are a few examples of the tremendous effect on results the process has produced for clients:



MEDICAL DEVICE MANUFACTURER

Strategic Position: Although the company was enjoying phenomenal sales growth, it had not developed a new product in years. The pipeline continued to be void of products that would sustain their growth and all efforts to acquire new technology had failed. It became a strategic imperative to make the transition from "growing by acquiring" to "growing by developing new products," while maintaining a market leadership position.

Accountability produces results.

"Change the Culture, Change the Game provides the methodology and approach every leader must master in order to achieve a culture based on accountability and focused on achieving key results. A must-read for every team interested in ensuring that they deliver and perform at the top of their game!"

Paul J. Byrne
President
Precor Incorporated

“The more time an organization spends Above The Line, the greater will be its results”

*Roger Connors and Tom Smith,
The New York Times Bestselling
Authors of Change the Culture,
Change the Game*



Result: After implementing the Culture of Accountability, the company created what observers called a “new product development machine,” which produced 14 new products in 14 months and transformed the company into the global market industry leader. They grew from \$250 million to over \$1 billion in annual sales with only a 20% increase in workforce.

FOOD PRODUCER

Strategic Position: A key region of a food products company had consistently experienced an annual accident rate of 12 accidents for every 100 employees. The manufacturing plant had one of the worst safety records in the company.

Result: After focusing their effort on developing a culture where every person in the plant embraced their accountability for safety, the region achieved a 75% decrease in its annual accident rate, with recordable accidents over the next year dropping to less than three per 100 people.

PHARMACEUTICAL COMPANY

Strategic Position: The global manufacturing group realized that they needed to reduce cost to remain a market leader in the competitive pharmaceutical industry. To address this, they established an aggressive goal of reducing unit cost by 25% over four years, while simultaneously improving the level of quality.

Result: In just three years, they achieved their 25% reduction in costs and a 90% to 97% increase in customer service measures. Cost reductions increased to just over 40%, the percentage of lots manufactured correctly the first time went from 80% to 95%, the number of recalls dropped, the on-the-job accident rate fell 50% and regulatory compliance rose dramatically.

MANUFACTURER

Strategic Position: The company desperately needed to achieve 15% growth (in a market growing 7%) and successfully alter the business proposition from a provider of technical services to a business solution provider.

Result: Growth quickly jumped to 17% for the company as a whole and in some regions to 25% and 30%. In three years, one region doubled its business, tripled its profitability, dropped turnover from 20% to 7%, and boosted customer satisfaction scores by 10 points.

Accountability produces results.

David J. Wunderli
President
OGIO International Inc.

“In this new competitive world where resources are thinning and expectations expanding, consistently delivering results that hit the mark is not only challenging, it’s critical. Partners In Leadership has masterfully integrated relevant, factual stories with sound insights that leave lasting imprints of practical advice. The truths conveyed provide a platform on which a culture of accountability is not only built but also sustained.”



RETAIL SALES

Strategic Position: Competitive pressures and a difficult economy were putting pressure on both top-line sales and gross margins. Although the company had initiated ten different strategic efforts to correct the negative trend and capture growth, the CEO reported that only the Partners In Leadership Culture of Accountability Process had worked.

Result: 7%+ growth in top-line sales, with almost 90% of the participating stores performing above plan in customer, revenue and profit categories for the first time in 8 years, despite consistently declining trends in the marketplace.

Creating a Culture of Accountability®

"We rarely use consultants at CPI and have chosen to work with only three during my tenure as COO; a regulatory law consultant, a sales force compensation consultant and Partners In Leadership. These consulting relationships are ongoing and continue because of our level of trust created by a significant history of results. Partners In Leadership services are not inexpensive and CPI budgets are tight, but given the extent to which they are helping us change our culture, we've chosen to cut other expenses to finance the inclusion of Partners In Leadership training."

Jay Graff

Former President and COO
Cardiac Pacemakers, Inc.
Current Group Chairman

Partners In Leadership's distinctive and proven expertise in developing greater individual and organizational accountability provides the essential foundation for any organizational change effort. They are the pioneers and developers of Accountability Training® and continue to be innovative market leaders in the development and delivery of Accountability Training services and technology.

The most effective change efforts create this foundation of individual and organizational accountability early in the process. Experience has shown that, during times of change, human nature often motivates people to externalize the need for change and to avoid efforts that require new ways of thinking and behaving. The Partners In Leadership approach creates an environment where people internalize the change and ask the question, "What else can I do to embrace the change and take personal accountability for making it happen?" Nothing can more effectively accelerate the change process.

The Partners In Leadership Steps To Accountability chart captures the essence and simplicity of what it means to take personal ownership and accountability. Operating Above The Line® and taking the steps to See It®, Own It®, Solve It® and Do It® creates accountability at all levels of the organization. Getting everyone in the organization to buy-in, become personally invested and take accountability for the change effort produces a huge impact on performance and results.

Accountability produces results.

Craig L. Hendrickson

President & CEO
Overlake Hospital Medical Center

"Partners In Leadership presents practical, useful, and easy to apply techniques for holding others accountable. They give you a thoughtful and straightforward approach to this complex subject of developing a Culture of Accountability. Working with this process has improved our communication and teamwork and helped us achieve important results for our leaders, managers, employees, and, most importantly, our patients. Their tools have even made the journey fun!"

Steps in the Culture of Accountability® Process

The Partners In Leadership Culture of Accountability Process is a powerful approach to speeding up culture change and boosting morale. There are four basic steps for implementing the Process in your organization. Each of these steps are tailored to meet the unique needs of the client:

- STEP ONE** Develop the Cultural Beliefs Workshop
- STEP TWO** Present the Cultural Beliefs Workshop to Management
- STEP THREE** Present the Cultural Beliefs Workshop to All Employees
- STEP FOUR** Ensure On-going Accountability and Sustainability

Each step is customized to deliver the Partners In Leadership process and curriculum to quickly cascade the models, methodologies, and tools that accelerate culture change through every level in the organization for maximum positive affect on achieving Key Organizational Results. Partners In Leadership is expert at planning and customizing the Culture of Accountability Process client implementation to meet unique needs and accommodate their specific organizational design.

STEP ONE: DEVELOP THE CULTURAL BELIEFS® WORKSHOP

This workshop creates alignment at the senior management team level around the key organizational results that the culture needs to produce, as well as the shifts needed in the way people at every level need to think and act in the culture to achieve those results. The team will experience Partners In Leadership's proprietary and proven process for defining their desired management culture in the context of Cultural Beliefs, and they will practice and apply the proven culture management tools that bring the Cultural Beliefs to life and accelerate change. This initial process includes:

Week One - Organizational Assessment: The Culture of Accountability Process begins with a Cultural Assessment of the organization. Partners In Leadership Executive Facilitators interview selected members of the management team in one-on-one telephone interviews. These anonymous interviews capture perceptions of the current "beliefs" and "experiences" of the organization and key management teams. They also identify the specific cultural shifts that must occur in order to achieve key business results. When appropriate, individual leader feedback and extended on-line surveys can also assist in the assessment and data gathering process.

Week Four - Executive Debrief, Coaching and Planning: Upon completion of the Assessment, Partners In Leadership provides an Executive Presentation of the findings for the organizational leader. The feedback from the Assessment is organized and presented around common themes in the Executive Presentation. In addition, the leader receives recommendations on how to proceed with the Senior Management Team



Accountability produces results.

Dave Schlotterbeck
President and CEO
ALARIS Medical Systems

"This has been the most successful equity story we have been associated with. We had over a 7000% return on equity investment from when we started our work with Partners In Leadership to when we were successfully acquired, which is really a success story."

Develop the Beliefs Workshop. During the Executive Presentation, Partners In Leadership provides specific coaching to the organizational leader in preparation for their role in the workshop and in the subsequent implementation of the larger Culture of Accountability Process.

Week Six - One or Two-Day Develop the Cultural Beliefs Workshop: In either a one or two-day format, largely determined by whether or not the Executive Team has completed The Oz Principle Accountability Training, Partners In Leadership Executive Facilitators guide the team to examine the shifts the management team, as well as the rest of the organization, needs to make in the way they think and act in order to produce desired business results. The workshop helps leaders create an aligned view of both the current culture and the desired culture. They experience the Partners In Leadership proprietary process for developing their organizational Cultural Beliefs, which will serve the driving force for the entire culture transition process. The Workshop Agenda focuses on both content and the skills associated with accelerating the Culture of Accountability Process. As with all their efforts, Partners In Leadership customizes the workshop to fit the unique and specific needs of the team, determined by both the assessment and consultation with the respective organizational leader.

STEP TWO: PRESENT THE CULTURAL BELIEFS WORKSHOP TO MANAGEMENT

This powerful one-day Present the Cultural Beliefs Workshop helps the rest of the management team participate in the cultural transition. Culture change accelerates when the change occurs in the context of intact teams. These one-day Management Team Workshops at the functional management team level are instrumental in creating ownership, buy-in, and accountability to follow-through with the Cultural Beliefs and implement the key culture management tools that produce and accelerate change.

STEP THREE: PRESENT THE CULTURAL BELIEFS WORKSHOP TO ALL EMPLOYEES

The one-day Present the Cultural Beliefs Workshop helps people at all levels of the organization develop ownership and buy-in for the new culture. Employees at every level experience many of same steps in the process that benefited the senior executive team when they were developing the Cultural Beliefs, including the identification of the shifts people need to make in the way they think and act in order to achieve key organizational results. Since culture changes one person at a time, every participant in the process identifies the changes they personally need to make by shaping specific Transition Plans that focus on actions they will implement in their respective areas of responsibility.



Partners In Leadership Executive Facilitators conduct the Culture of Accountability Process Workshops using an interactive and engaging methodology that helps participants experience the results-producing power of the models and methods introduced in *Change the Culture, Change the Game*. Workshop participants receive:

- A copy of The New York Times Bestselling book, *Change the Culture, Change the Game*
- The Culture of Accountability Process Workbook
- The Results Pyramid 8.5x11 Wall Chart
- The Steps To Accountability 8.5x11 Wall Chart
- Focused Recognition Cards
- Focused Feedback Scorecard

Accountability produces results.

“One of the most remarkable benefits that I personally felt from the Culture of Accountability process was the shift in some of the senior leader’s mindset and attitudes and ability to be a part of the team. They are very bright talented people but we weren’t on the same page and today to see them on the same page, see them productive is very satisfying.”

Brad Mason
Group President
North America Orthofix, Inc.



“Orbital TMS began the Cultural Transition Process with a two-day event where my entire staff was introduced, trained, and certified as Partners In Leadership facilitators. What a process! The material and practical exercises led each of us to evaluate ourselves individually, as well as how we related to each other. We followed the two-day event with the personal training of every TMS employee. Seven months later we are a different organization. The organizational boundaries that prohibited our progress are gone. The indifference to one another’s problems has been replaced with cross-functional ownership. The disparate view of how TMS works has been replaced with a set of TMS specific beliefs that guides our actions. And, most importantly, we are aligned to hit our goals. I’ve never looked back at my investment in your process. It has yielded a significant return.”

David L. Mathisen
 President
 Orbital Transportation
 Management Systems

Partners In Leadership brings vast experience in tailoring the training content and delivery of this one-day workshop to meet the specific needs of front-line workers, unionized workforces, challenging work environment schedules, the distinctive characteristics of an hourly workforce, retail stores locations, geographically dispersed employee bases, unique organizational structures, as well as most any other client workforce requirement.

Train-The-Facilitator (TTF): Partners In Leadership Executive Facilitators will train and certify line leaders from various levels of the organization as Internal Client Facilitators who can subsequently conduct the one-day Present Beliefs workshop throughout the organization. The TTF process creates internal champions and provides the credibility people need as they look for visible commitment to the cultural transition from their leaders. The TTF further prepares leaders to perform their vital role in enrolling others in the organization in the Culture of Accountability Process. Internal Client Facilitators can include high-potential people, line managers, senior executives and front line supervisors. To read more about the TTF, see the Train-the-Facilitator Certification document provided by Partners In Leadership.

STEP FOUR: ENSURE ON-GOING ACCOUNTABILITY AND SUSTAINABILITY

Partners In Leadership provides a number of proven best practices for ensuring that an organization will sustain the Culture of Accountability Process over time and integrate it into the every aspect of the organization. Some of these activities include:

90-Day Follow-up Implementation Meetings: These one-day and half-day meetings are designed to further facilitate the leadership team’s effectiveness in using the Partners In Leadership key culture management tools. In these meetings, the team reviews progress made and needed to accelerate the cultural transition. Executive Facilitators provide feedback to the team on their role in the process and lead the team in interactive evaluations and practice sessions. Generally, these 90-day follow-up meetings occur over a 12-18 month period.

Accountability produces results.

John Gardynik
 President & CEO
 RX America

“Our employees have become much more engaged in our activities, before perhaps, waiting to be told what to do now they understand not only what to do but are looking for ways to take our efforts to the next level – we find very often now associates asking “what else can I do?” to accomplish our key results.”



"After a year of struggle to build a team, we began to use the Partners In Leadership process and to understand the power of staff alignment and the need for everyone to be accountable—Above The Line. In a very short time we heard the terms, "alignment," "accountability," "victim," "powerless," or "powerful" being used throughout the organization. Even more impressive were the changes in behavior that were observed as the process was spread."

Mike Eagle
Vice President
Eli Lilly & Co.,
Global Manufacturing

Executive Coaching and Feedback: Feedback is collected using on-line 360° anonymous feedback instruments throughout the process to target improvement efforts and to gauge progress. Partners In Leadership's models and methodologies serve as the basis for the Executive Coaching Process that focuses leaders on what they individually need to do on a daily basis to accelerate the change process and ensure that their actions are aligned with the desired culture. To read more about Executive Coaching, see the Executive Coaching document provided by Partners In Leadership.

Integration Activities: Executive Facilitators coach clients to form teams and organize efforts to ensure that all traditional and day-to-day organizational systems reflect the behaviors and actions associated with the Cultural Beliefs. This critical effort to align organizational systems with the new culture helps ensure the full integration of the cultural transition into the organization.

On-going Training throughout the Organization: Over the course of the process, additional training to reinforce the foundation of accountability further solidifies ownership for the new culture. Implementing the third training track offered by Partners In Leadership, The Accountability Sequence® Training, assists clients in their efforts to ensure that the cultural transition continues on over time. To read more about the Accountability Sequence Training, see the Others Track Description provided by Partners in Leadership.

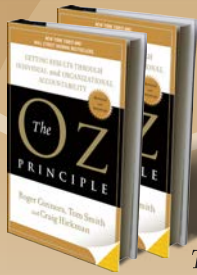
Partners In Leadership demonstrates great flexibility in adapting and customizing their approach to meet the needs of the client. Every consulting and training effort addresses client needs and deliverables. Partners In Leadership's Culture of Accountability Process is a proprietary approach that has been refined over the last two decades and embodies their proven technology for accelerating the transition to a Culture of Accountability that is focused on achieving the business results clients must obtain.

Accountability produces results.

"The kind of accountability that produces true alignment and real trust can be the determining factor in winning or losing for any organization. Partners In Leadership offers a practical and powerful solution that is a positive and principled guide to holding people in any organization accountable to achieve its key results."

Perry Lowe
President & CEO
AXIS Dental Corporation

The Three Tracks to Creating Greater Accountability®



self

The OZ PRINCIPLE®
ACCOUNTABILITY TRAINING®

The TAKING Personal Accountability Track™

This Track lays the foundation of personal accountability for achieving organizational results. The training introduces the Steps To Accountability and is based upon The New York Times Bestselling book, *The Oz Principle: Getting Results Through Individual and Organizational Accountability*.

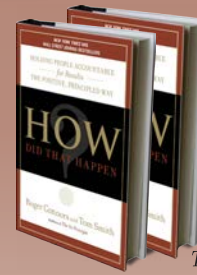


culture

The CULTURE of
ACCOUNTABILITY® PROCESS

The BUILDING An Accountable Culture Track®

This Track builds on the foundation of the Self Track by accelerating the transition to a Culture of Accountability®. The process introduces The Results Pyramid and is based upon The New York Times Bestselling book, *Change the Culture, Change the Game: The Breakthrough Strategy for Energizing Your Organization and Creating Accountability for Results*.



others

The ACCOUNTABILITY
SEQUENCE® TRAINING

The HOLDING Others Accountable Track®

This Track completes the comprehensive program for implementing greater accountability at every level of the organization. The training introduces The Accountability Sequence and the groundbreaking approach to holding others accountable presented in The New York Times Bestselling book, *How Did That Happen? Holding People Accountable for Results the Positive, Principled Way*.

About Partners In Leadership®

Partners In Leadership is a widely respected international management consulting and training company and the premier provider of Accountability Training® services around the world. They have assisted thousands of companies and hundreds of thousands of people, from the executive suite to the front-line workforce, in understanding how to create greater accountability for key business results on their teams and in their organizations. Partners In Leadership's Three Tracks to Creating Greater Accountability helps organizations achieve:

- Performance Improvement
- Leadership Development
- Teambuilding/Alignment
- Change Management
- Personal Development
- Accelerated Culture Change

Partners In Leadership's Accountability Training services are used in more than 50 countries by companies in most major industries. Their clients include all 13 of the "most admired" pharmaceutical companies in the world, almost half of the Dow Jones Industrial Average and nearly half of the Fortune 50 largest companies.



Partners In
Leadership®

THE ACCOUNTABILITY TRAINING COMPANY

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