



Program Guide & Change Leadership Course Overview

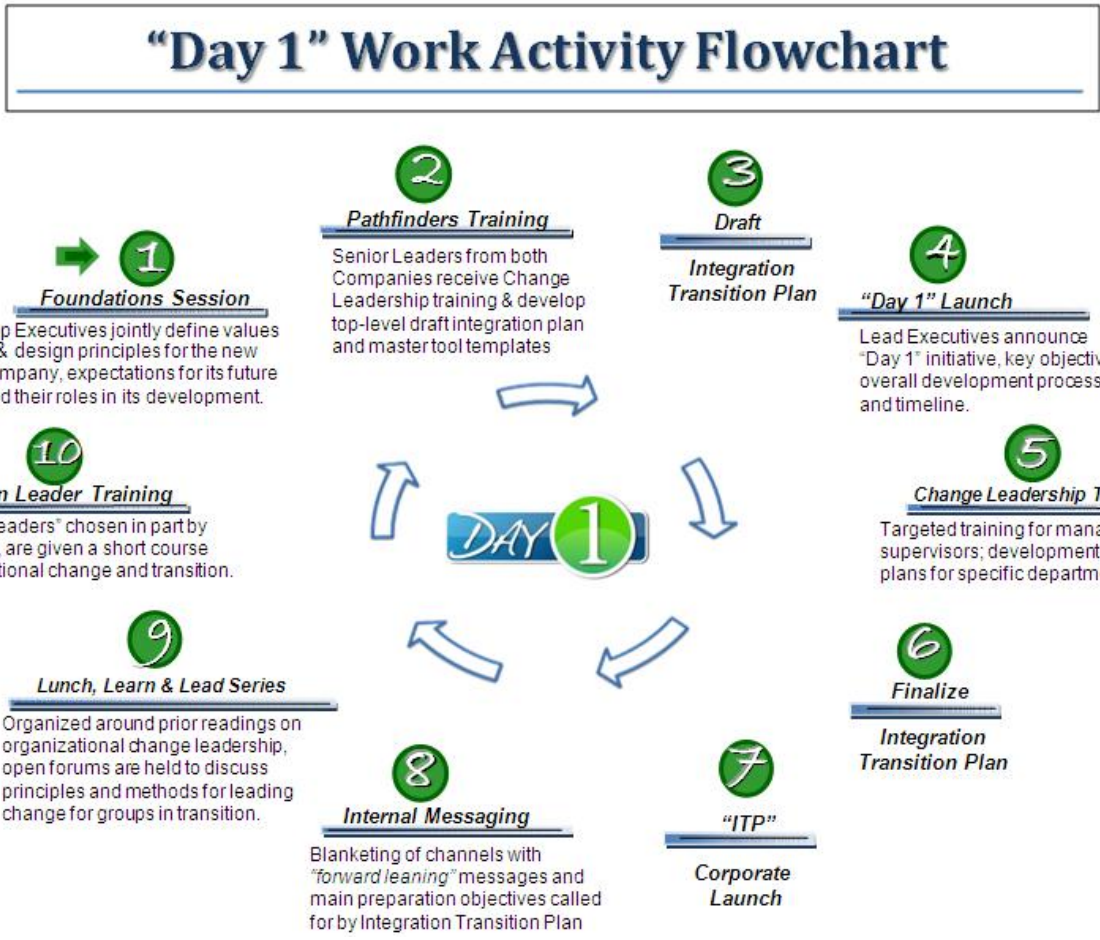
A collaboration of Axiom LLC and the Ithaca Consulting Group

An Evolutionary Concept in Organizational Integration Strategy

“Day 1” provides Senior Leaders with a platform of tools, developmental programs, and internal messaging strategies designed specifically for merger situations, both internal and external. Major integrations are accompanied by the predictable and undermining dynamics of limited communication and defensive routines that begin immediately upon the announcement of a pending merger or acquisition. Using a proven combination of change methodologies and proactive leadership, “Day 1” provides a comprehensive system by which Senior Leaders displace the information void and isolation typically experienced by employees and assists them in achieving a “forward-leaning” posture toward the integration process.

“Day 1” is largely self-directed, iterative, scalable, and designed for an immediate, hands-on role by the Senior Leadership of the combined organization. From the onset of implementation, the client’s Senior Leadership is front and center, leading the simultaneous execution of an Integration Transition Plan across the two companies and demonstrating a level of engagement and authenticity seldom seen in major integrations.

The “Day 1” methodology follows a 10-step program which channels a cascade of effort from the company’s Executive Leaders, through the Senior Leadership Team, its managerial and supervisor corps, even tapping the ranks of the company’s “informal leadership” structure as a means of reaching the Organization-at-Large. This “nested” approach, combined with the flexibility to adapt and improvise as appropriate throughout the process, delivers alignment and engagement at a speed and scope typically unattainable within an integration environment.



“Day 1” Program Core Elements

Step 1: Foundations Session



At the core of the “Day 1” approach is an initial joint exercise by a select group of Executive Leaders (Executive Core Team) from the integrating companies designed to discover and affirm a base set of key values and design principles for the new entity. While incomplete, this initial summary provides the critical “first look” into the new entity’s anticipated cultural attributes. These findings will ultimately provide employees with the baseline for an “Emotional Due Diligence” process by which each will make their values-based decisions whether to “align & commit” to the new organization. The “Foundations Findings” are integrated within the core curriculum of the various training and developmental efforts to follow, reinforcing the commitment by Senior Leadership to assure their realization within the new culture. This day-long, joint company exercise is facilitated by the “Day 1” team and marks the first step in a “Day 1” program.

Step 2: Pathfinders Training

Upon finalization of the Foundation Values and Principles, the full Senior Leadership teams of both organizations participate in the initial “Change Leadership for Organizations in Transition” course. This 3-day developmental program is focused on the special needs of leaders in transition and emphasizes the elements of “Clarity & Trust” as they relate to aligning and moving organizations toward a specific change objective. In this initial session, the Senior Leadership team is tasked with developing Operating Principles in support of the “Foundations Findings” and with completing a set of guidance tools which will serve as Master Templates for subsequent classes as they prepare department-specific action plans and strategies. Additionally, the “Pathfinders” provide program optimization guidance to the “Day 1” team, assuring the time invested by the managers and supervisors in subsequent classes focuses on the most relevant and useful aspects of the training.

Step 3: Integration Transition Plan (ITP) Preliminary Development & Curriculum Customization

The ITP serves a dual role, reinforcing the key elements of the change leadership strategy while preparing the organization via specific mitigation activities for the actual integration process which follows the formal integration launch (typically post Day 1). Upon the completion of the “Foundations” and “Pathfinders” sessions, the “Day 1” team supports the Executive Core Team in finalizing the preliminary draft of Integration Transition Plan elements and suggested revisions to the training curriculum. With this step, the integration strategy is temporarily fixed and ready for the next phase—delivery into the broader organizations.

Step 4: “Day 1” Company Launch

With the rollout to Senior Leadership and the initial draft of the Integration Transition Plan complete, the Senior Executives of each company are now prepared to formally launch the “Day 1” initiative to the Organization-at-Large via a town hall forum. A step-by-step introduction of the Integration Transition Plan and Change Leadership Concepts, the supporting rationale, program objectives, and implications for the employees instills clarity and confidence throughout the organization. Acknowledgment of the pending distribution of John Kotter’s text, *Our Iceberg is Melting*, and a group viewing of his short film, “Succeeding in a Changing World,” completes this initial outreach by the Senior Leadership. Effectively executed, the “Day 1” launch delivers a compelling and convincing case to enlist broad-based support for the change process.

Step 5: “Change Leadership for Organizations in Transition”

With the program formally launched, the emphasis shifts to preparation of the managerial and supervisory corps for their roles as “Change Leaders” through their participation in this optimized version of the initial 3-day

“Pathfinders” course. The course provides an introduction to formal change methodologies, as well as the underlying emotional and psychological drivers for change acceptance and resistance. Additionally, change styles and personal experiences are discovered and shared among the groups. Throughout the program, the Master Templates prepared in the “Pathfinders” session serve as guidance documents for the development of department-specific versions of the “From-to-Because Statement, Logic Model, and Action Planning Templates.” Upon completing the course, each participant is expected to review their updated tools with their respective departments and move forward with team implementations designed to support the overall objectives of the Integration Transition Plan.

Step 6: Finalization of the Integration Transition Plan

“Day 1” is an iterative program, designed around solid change management principles but sufficiently flexible to adapt as client-specific opportunities and needs are identified during the course of the program. In no respect is this more important than in the finalization of the Integration Transition Plan, the client-specific road map by which Senior Leaders and their teams navigate the turbulence of the pre-integration period. Based on the preliminary plan developed following the “Pathfinders” exercise, the final plan is enhanced to address any organizational learning deemed relevant stemming from the earlier program elements, most importantly those from the Change Leadership training for managers and supervisors. Adaptation of the preliminary plan by the inclusion of materially constructive input from the managers and supervisors provides operational focus, strengthening the potential for successful execution. Recognition of their contributions validates the investment of their time and intellectual capital and, in so doing, further “vests” middle management in the change process.

Step 7: Integration Transition Plan Corporate Launch

Having provided the managerial and supervisory corps with the fundamentals for leading change and finalized the elements of the Integration Transition Plan, Executive Leadership can now present the plan details to the Organization-at-Large through a town hall forum. Mission-specific details of expectations, objectives, benefits, and “unknowns” place the program in context and offer employees an objective baseline upon which to form their judgments of both the program and the intentions of their Senior Leadership. Distribution of the text *Our Iceberg is Melting* accompanied by further details on the identified learning objectives prepare the organization for their formal entry into the “Day 1” change process.

Step 8: Internal Messaging Campaign

Alignment of words and actions is a critical element for the “Authenticity of Leadership” in any initiative. In no instance is this more relevant than in an organizational transition. “Day 1” incorporates two internal communications elements which complement the standard corporate integration communications strategy. Designed specifically to reinforce the “Day 1” program initiatives, the elements provide both emotive and objective reinforcement of key messages while providing a highly visible platform by which the combined Senior Leadership teams can convey their engagement and perspective on the change process. “Insights” is a biweekly publication suited for electronic distribution and posting in poster form in public areas. “Insights” places an emphasis on the Foundation Values & Principles, allowing each member of the respective Senior Leadership teams to make a unique contribution to the company dialog on these topics. These single-page publications are written in lay style and designed for simple, effective

communication of key points on the given topic and tangible reinforcement of the unity and commitment of leadership to the core tenets of the integration plan. The second messaging element takes its lead from John Kotter’s 8-Step Plan, which emphasizes the need to provide objective feedback and celebrate “quick wins” achieved during the program. The incorporation of objective measurements and specific accomplishments or challenges realized throughout the program reinforces the sincerity of Senior Leadership’s commitment to the



program and their own personal expectations that the organization will achieve meaningful progress toward the integration objectives.

Step 9: “Lunch, Learn, & Lead”

The absence of structured leadership development programs in many companies results in a cadre of competent managers who prove unable to inspire or lead teams through a critical change process. The “Lunch, Learn, & Lead” Program provides Senior Leaders an ideal venue for engaging their managers and supervisors in an informal coaching format. The monthly sessions are voluntary, limited to small groups, and led by two-member teams from the Senior Leadership. The special needs of leaders in transition are emphasized, utilizing a series of articles on trust, fairness, and related topics, primarily sourced from the *Harvard Business Review* and other leading publications. Texts are distributed 2 weeks in advance, accompanied by three discussion questions to be reviewed during the session. Senior Leaders facilitate the program but are mindful that the primary objective is engagement and sharing by the participants. Customization of the program format by inclusion of relevant business texts from current or planned leadership development program curriculums is recommended. As an example, Jim Collins’ text *Good to Great* provides a wealth of well-suited material for this program. “Day 1” provides a recommended format, a suggested bibliography, and initial support but immediately transitions this self-directed and scalable initiative to the client for inclusion within its formal coaching and development program for future leaders. Properly led and executed, “Lunch, Learn, & Lead” is among the most powerful tools available to Senior Leaders to demonstrate “authenticity” of leadership and support of the managerial teams, while providing positive guidance and reinforcement of their development as Change Leaders.

Step 10: “Change Leadership for Employees in Transition” – A Diffusion Training Event


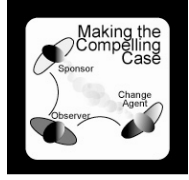


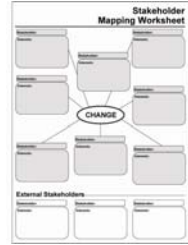
By this stage of the program, a positive momentum is typically building across the organization as employees explore the meaning of “The Iceberg” and the managers and supervisors engage in the change leadership process with their teams. In this phase, sound advice found both in John Kotter’s 8-Step Plan (“Don’t Let Up”) and in Jim Collins’ *Good to Great* (Spin the Flywheel) is applied through the identification and engagement of “informal leaders” across the organization. Department managers and supervisors are asked to seek employee recommendations for representatives to participate in a short-course version of the earlier Change Leadership program for managers and supervisors. Condensed to a half-day curriculum, the short course emphasizes the key themes, objectives, and supporting rationale of the company’s change initiative. In expanding the audience of formal participants and engaging the Organization-at-Large, Senior Leadership further reinforces the authenticity of their commitment to achieve real and lasting change for the new company. Inclusion of these informal “thought leaders” and influencers further vests the employees in the change process while delivering a multiplier effect for key messages and comprehension deep into the organization.



Adaptation, Improvisation, & the Realization of Success

No single program is optimized for any given situation, and the same is true for the various elements described within this guide. Fortunately, “Day 1” is designed to be sufficiently flexible to allow adaptation, improvisation, and enhancements as opportunities and ideas emerge during the transition period. Senior Leadership is encouraged to experiment with situation-specific modifications that remain true to the overarching objectives of the Integration Transition Plan and the stated Foundation Values and Principles. As an iterative program, “Day 1” is designed to grow and evolve through each integration experience, with a special emphasis on identifying elements which can be retained for the mid to long term, as components of the client’s routine internal messaging and leadership development platforms.

Change Leadership for Organizations in Transition

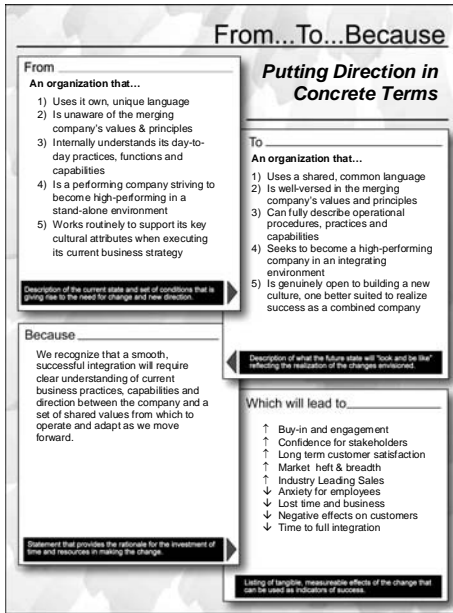
	DAY ONE	DAY TWO	DAY THREE
A.M	<p>Introductions and Overview</p> <p>Change as Organizational Adaptation</p> <ul style="list-style-type: none"> Concept of environmental fit Change track record (Kotter) <p>Change Principles</p> <ul style="list-style-type: none"> Clarity Inclusion Fairness and trust Discovery Unfreezing Context Diffusion Realignment <p>Concept of “Change Throughput”</p> <ul style="list-style-type: none"> Looking at change from an input-output perspective 	<p>Sub-Cultures and Change</p> <ul style="list-style-type: none"> Types of organizational culture Systems theory Schein model <p>Cultural Characteristics Exercise</p>  <p>Type the subculture(s) you will be working with and imagine implications for change process style and design</p> <p>Your Change Style</p> <ul style="list-style-type: none"> Change style differences: their characteristics, value, and challenges Adaptations in styles (our own and others) in change that requires collaboration and continuity 	<p>The Logic Model</p> <p>How</p> <ul style="list-style-type: none"> Distinguishing activities from outcomes Graphing your theory of change Planning for measurement <p>Role-Play: “Making the Compelling Case”</p>  <ul style="list-style-type: none"> Building the case Anticipating interests and concerns Customizing the message Improving dialogue with preparation
	Lunch Break	Lunch Break	Lunch Break
P.M	<p>Evidence-Based Change*</p>  <ul style="list-style-type: none"> Assessment as intervention tool Survey data collection and use Interpretation structured to be accomplished by Associates <p>Interactive session: “Ask the data!”</p> <ul style="list-style-type: none"> Connecting findings with interests Identifying first-order issues and focus <p>Selection of Course Example/Application</p>	<p>Direction by Initiative</p>  <ul style="list-style-type: none"> Using the “From-to-Because” Clarifying the rationale Identifying measurable outcomes Modeling the method <p>Stakeholder Engagement</p>  <ul style="list-style-type: none"> Stakeholder mapping and methods of engagement Sponsorship and affiliation from formal and informal opinion leaders 	<p>Campaigning for Change</p> <ul style="list-style-type: none"> Marketing campaign Engagement campaign Logistical campaign <p>Peer Consultation: Dealing with Difficult Cases</p> <ul style="list-style-type: none"> Participants practice process consultation technique of use of questions to elicit ideas and approaches <p>Concept of “Working Strategy”</p> <ul style="list-style-type: none"> Review of principles and practices that enable a strategy to have clarity, which allows it to be done in an aligned, simultaneous way <p>Course Evaluation</p>

* This component will rely on results from web-based surveys administered prior to the session by the Cornell University Survey Research Institute to members of the organization identified by participants and course coordinators.

Program Tools

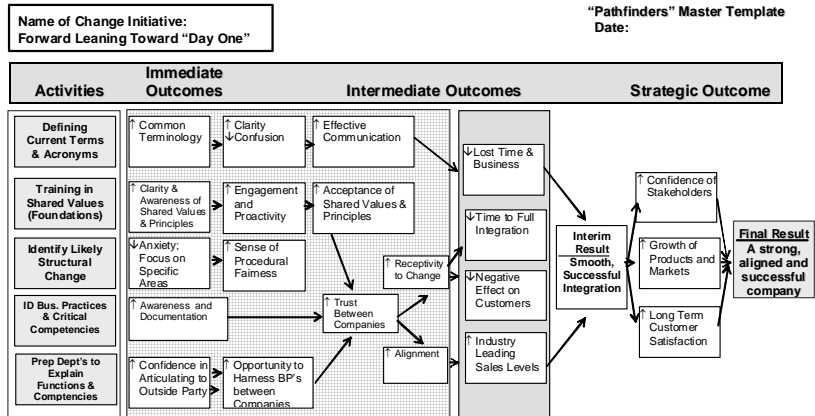
Simple-to-use and easily understood, the “Day 1” array of change management and integration tools are practical instruments designed for immediate application within the business setting. Proven effective in both academic and applied settings, “Day 1” emphasizes four primary tools which include: a “From-to-Because” statement, a “Logic Model,” an “Action Planning Template,” and John Kotter’s text *Our Iceberg is Melting* for the Organization-at-Large. These and other tools leverage the insights of Kotter, Lewin, and other leading academics and combine with 25+ years of field-based, organizational change experience to deliver a positive and interactive integration experience for employees across all levels and functions.

From-to-Because: A First Step Toward a New Vision



Organizations in transition need clearly defined objectives and a compelling case to motivate and engage employees. The From-to-Because statement provides a simple, concise, and practical platform by which Senior Leaders can share their vision and rationale for leading their teams through an evolutionary process toward a new and better company. A primary output from the “Pathfinders” session, the master template of the From-to-Because statements provides guidance and structure for the department-specific statements to be developed in later workshops.

LOGIC MODEL



Logic Model: A Corporate Road Map to Success

Once an overarching vision is defined, definitive activities must be identified for execution. The Logic Model provides a visual image of the results that should be achieved along the way. A second output from the “Pathfinders” session, this master template will be recreated throughout the managers and supervisors training for department-specific implementation.

Action Planning Template: A To-Do List for Managers and Supervisors

To assure immediacy of action following training, “Day 1” provides this organizing tool for managers and supervisors to capture specific work assignments resulting from their training experience. By identifying the detailed activities to be undertaken in support of the Integration Transition Plan while in session, “Day 1” participants turn training into action, stabilizing operational performance while accelerating the integration efforts.

