



Michael Brainard Subject Heading List

1. Aligning Strategy and Performance: Implementing the Performance Scorecard as a Management System. Making strategy everyone's everyday job.
2. Teaming for Success
3. Leading with Courage
4. Strategic Change Management: How to Avoid the Productivity Dip
5. Building your Internal Brand & Aligning that value proposition with your External Brand
6. Preparing your Company for Sale
7. Integration Planning and Success
8. ROI of Executive Coaching

1. The Performance Scorecard is an iterative process that helps management develop and deploy an *integrated* strategic plan across the organization, defining the specific actions needed to deliver competitive advantage at every level in the company.

Value to Members:

Why use the Performance Scorecard?

- ◆ The Performance Scorecard framework creates connectivity across the company – between enterprise functions, operating units & geographies
- ◆ Realistic & aligned financial *goals* and *metrics* are analyzed and established to facilitate deployment and review progress

Coaching and Teaching the Performance Scorecard Process

- ◆ Every employee should be evaluated and compensated based on performance against their personal objectives
- ◆ Ensure there is full linkage from Executive Team's OGTM down to each employee
- ◆ Consistent performance and linkage to the Company's OGTM drives desired outcomes

How & Why to Successfully Implement the Performance Scorecard

Strategy - Communicate core strategies to all levels and functions in the organization so that the strategies are understood and action is taken

Focus - The Performance Scorecard acts as a “navigation” aide that ensures that every resource and activity in the organization is aligned to the strategies

Organization - The Performance Scorecard provides the logic and the architecture to establish new linkages across business units, shared services, and individual employees

Compensation - The Performance Scorecard links compensation to achievement of the identified goals, measured by metrics

What is the Performance Scorecard?

1. A **Management System** (not only a measurement system) that...
2. Enables organizations to clarify their vision and strategy and translate them into action
3. Provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results
4. Transforms strategic planning from an academic exercise into the nerve center of an enterprise

2. Teaming for Success

REAL team building - the kind that creates lasting behavioral changes that work - requires commitment, training, and practice. Michael Brainard’s approach is designed to promote interaction and provide insight into the way in which we as individuals think, communicate, solve problems, and manage conflict. By gaining a better understanding of ourselves and the other members of our team, we can enhance our ability to interact and increase the effectiveness of our communication. The result is increased commitment, positive behavior, improved working relationships, and superior team performance.

Value to Members:

Team Building and Executive alignment involves facilitating an understanding and appreciation of team member roles and responsibilities and how these fit into the overall functioning of the organization. When individuals are strategically aligned, their skills and expertise are fully utilized for synergistic results. Michael Brainard has extensive experience in leveraging Patrick Lencioni’s 5 Dysfunctions of a Team Assessment tool and model for outstanding results. Michael Brainard discusses teambuilding as “management competency” rather than an external event that a facilitator conducts...

3. Leading with Courage

As a result of our rapidly changing business environment and the impact of the information age on business practices, many organizations face the serious problem of providing necessary and effective leadership to guide their companies to future success. Most organizations understand that culture and leadership behavior are key drivers of organizational performance and global competency.

Value to members:

It has become evident that sustainable behavioral change is difficult to achieve. It requires a change in the beliefs, values, and assumptions that cause current behavior, as well as enhanced skill development. Moreover, it requires an on-going process approach to support the desired behavior. The purpose and benefits of Leading with Courage is to improve individual, team and organizational performance by:

- Increasing leadership capacity
- Increasing effectiveness
- Increasing courage and appropriate risk-taking
- Shaping organizational culture
- Improving communication, teamwork, and support across functions and departments
- Building personal credibility and integrity
- Creating conditions to empower others
- Managing and resolving conflict effectively
- Creating a critical mass of change leadership
- Improving quality of problem-solving, decision-making, and system-thinking
- Increasing individual and organizational learning, and performance capabilities

4. Strategic Change Management: How to Avoid the Productivity Dip

The assertion that “change is the only constant” in organizations today has become a cliché, but it is nonetheless true. Change, both planned and unplanned, is buffeting most organizations, and the current business climate can be characterized by one word: uncertainty. Drivers of change include mergers and acquisitions, restructuring, downsizing, leadership change, deregulation, and new technology and strategy implementations.

Value to members:

Michael Brainard’s approach helps organizations and their people build the **agility** they need to successfully and consistently manage change. An agile organization creates a workforce with the attitudes, processes, and energy to plan, communicate, and flexibly execute strategies for new business situations.

Michael's solutions help clients successfully plan, implement, and achieve their goals for planned change—or to properly respond to unplanned change. We have the specific tools, methods, and experience to impart to members re; the way organizations plan and manage strategic business change. Just as a change is a constant we ought never plan to get to some safe destination spot, rather we ought to build our agility to enable the constant success during ever changing business climates.

5. Building your Internal Brand & Aligning that value proposition with your External Brand

Being an “employer of choice” is no longer merely a nice thing to do, it is a smart business decision that will differentiate the winners. The workforce has become more savvy in differentiating between the companies that give “lip service” and true “employers of choice.” Every organization has a reputation for how they treat their employees.

Value to members:

Important notes on why an Employment Brand is becoming more important

- What do you want to be known for in the Market
- Re-engagement and re-energizing the workforce
- How will your employees demonstrate their commitment today and when the employment market turns?

Why create an employment brand?

- Presents a value proposition to employees and potential employees that differentiates a company.
- Utilizes traditional marketing principles to create an employment brand; a value proposition associated with working for the organization.
- Drive productivity, commitment, and alignment with consumer brand
- The Bureau of Labor Statistics reports a 3.5 percent increases in the Employment Cost Index, which measures compensation cost changes including wages, salaries and benefits.

What is an Employment Brand and what is the payoff?

Defined: - The package of functional, economic and psychological benefits provided by employment and identified with the employing company.

Goal: - Ensures that a company manages, understands and values its employees with the care and coherence that it would employ in the case of a valued customer.

6. Preparing your Company for Sale

Whether or not a sale is imminent most entrepreneurs are thinking one thing and doing another. We are all interested in maximizing value and preparing a company for sale but in many cases, and for many good reasons we are often late or lacking in this critical set of tasks. We all know there are hundreds of reasons why a company is difficult or even impossible to sell, most of which can be attributed to a total lack of planning.

Value to Members:

You will hear about:

- Pre-sale positioning
- Pre-sale planning
- Making the decision to sell
- Management
- Balance sheet & Income Statements
- Legal considerations
- Tax planning
- Selling price

Careful preparation and advanced planning can significantly increase the likelihood of a successful business sale and have a positive effect on valuation. The above are proactive steps a business owner should take prior to beginning the business sale process.

7. Integration Planning and Success

Integration is never easy. Don't expect it to be. This concept may not sound pretty but Michael Brainard has real "street smarts" to pass on relative to defining success metrics, being quick, and allowing some things to go wrong in hopes of getting the "BIG" things right.

Value to members:

- **Establish a Merger Project Management leader and team** - Assign key senior managers to coordinate activities between merger-related project teams, assess and report progress against major milestones, and ensure the timely communication of risks to executive management.
- **Develop a Comprehensive Integration Plan(s)** - Structure open communication between project teams to ensure coordination of efforts. Provide short term planning and progress reports throughout the organization to minimize the loss of valued employees. Provide longer term vision and plans to align all.

- **Focus Project Teams on Your Key Merger Goals** - Define a small set of clearly stated goals for the merger, regularly re-communicate goals in project team meetings, and review all project team objectives to ensure their support of the merger goals.
- **Use a common toolset and planning matrix** - This will facilitate cross-team views of integration status.

8. ROI of Executive Coaching

A coach provides both an opportunity to assess the current situation and an interactive learning process to deal with issues, development needs and the required behavior changes. Coaching then equips the executive with the tools, knowledge, and opportunities for self-development in order to grow personally and professionally. A coach also supports, provides perspective and context, as well as provides the client with the opportunity to think through priorities, actions and strategies to enhance performance. The coach is a partner whose sole focus is on the client's success.

ROC = Return on Coaching

Value to Members:

- Quantify the business driver impact of the individual
- To what extent (a measurable number) is either
 - This person's inability to perform impacting this number
 - Or, this person performance exceeding this number
- What are the expectations of the coaching engagement?
- How and when are we going to measure the ROC?

ROC = two measures: cut turnover by 50% and increase sales by 20%.

Expectations of the coaching engagement – change leadership style/approach to reduce turnover by 50%.

Measure? Use a 360 to verify the validity of the turnover causes. At yearend, measure both turnover and sales revenue increases. Take a six-month, midyear “read” on both and adjust the coaching program as necessary.