

DELIVER THE FULL POTENTIAL VALUE OF YOUR ORGANIZATION

You want to deliver on the full potential enterprise value of your organization. For your company to thrive, it must act accountably and decisively to implement its strategies. Yet you struggle with bringing innovation to market and seizing on opportunities.

THESE WARNING SIGNS CAN HOLD YOU BACK

- ✔ Too many balls are dropped, commitments fall through the cracks, and no one takes ownership of the problems.
- ✔ Managers have difficulty finding the balance between developing their people and holding them accountable.
- ✔ Business functions work in isolation and productivity is sacrificed.
- ✔ Too many organizational levels and silos result in bureaucratic delays and lost business.
- ✔ You cannot find the right person to staff the right role, because the person-to-role fit is ill-defined and not monitored.
- ✔ Coaching, mentoring, and succession planning are not fully developed, resulting in talent-pipeline gaps.
- ✔ There is poor morale, pervasive levels of disengagement, and weak collaboration and innovation.
- ✔ "We just finished an expensive process reengineering project, but there are still conflicts and delays due to disagreements about which roles have what authorities."

OUR GUIDING PRINCIPLES

- We use time-tested organizational science to accurately diagnose the sources of your problems and we understand the unique complexities of your situation.
- We help you determine how to structure your organization and processes where accountabilities are aligned with authorities, the right people are placed in the right roles, and value-adding, accountability leadership practices are implemented.
- With your company optimized, you will emerge as a strong, respected, innovative industry leader.



We stay with you until we get it done

We deploy the right level of expertise at each organizational level of work complexity



We are a value multiplier

We view your organization as an integrated system
We support all steps from diagnosis through implementation

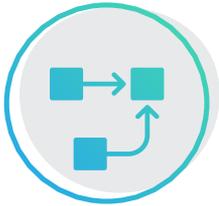


We utilize a "train the trainer" approach

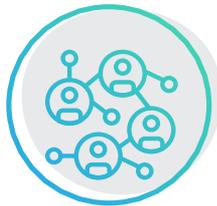
Our success is to enable you to do it yourself
We work in joint teams to maximize knowledge transfer

Using a systems approach based on organizational science, we diagnose and eliminate the root causes of your organization's symptoms. We translate the complexity of your strategy into requisite structures and processes. We help you assess and select effective talent for each role. We help you develop value-adding accountable leaders who leverage potential by engaging, aligning, and developing their people.

Throughout the journey, we ensure knowledge sharing. That way, your organization can sustainably repeat the process and create additional value after our departure.



Design structures and processes in which accountabilities align with authorities



Get the right people in the right roles



Implement value-adding, accountability leadership practices



Implement HR systems necessary to drive and sustain this plan

WITH OUR HELP, FORTUNE 500 COMPANIES CAN TRANSFORM THEMSELVES

All the systems in your organization are interconnected and an issue in one system will affect your organization's other systems. With that fact in mind, here is an example of a successful turnaround using Levinson by Pariveda methodologies.

A major North American steel company emerging from bankruptcy for the second time in 10 years hired an innovative CEO from the paper industry with a background in Strategic Organization and a history of success in turnarounds.

The company's data revealed myriad problems with the existing strategy, business model, org structure, leadership practices, and its approach to holding employees accountable. Parts of the organization had eight layers, but only six were needed. The absence of a product/service development function blocked any market differentiation. Business processes were inefficient; they lacked clear accountabilities and authorities. All first line (and some second line managers) and engineers were unionized. No employees were being called to account.

For decades, the company strategy was to lower prices until production capacity was filled. There was little precedent for proactively designing the work, structuring the organization, clarifying the specific accountabilities and authorities for roles, and holding people accountable.

There was a culture of entitlement and a lack of any sense of urgency. There was an unwillingness to confront employees who failed to deliver on commitments. Instead, there was a culture of blaming others. There was no systematic means for evaluating and improving process capability or efficiency. There was a deeply ingrained "union" mentality of seniority for promotion. In addition, company managers blocked any serious efforts to evaluate and reward employees' actual or potential effectiveness. What was to be done?

- We implemented a systematic Strategic Organization transformation as a major CEO initiative with a strong internal project team.
- We implemented an accountability leadership system across the entire organization.
- We reconfigured the entire sales value proposition to ensure maximum net revenue over fixed production costs.
- We created efficiencies, removed overlapping functions, and generated a more effective and efficient operating model. For example, the company was able to cut the retirement deficit in half in only three years.

As a result, the company moved from the bottom decile of profitability in the North American market to the top decile. The company paid down its debt and drove \$180 million in annualized improvements over a three-year period. The stock price went from \$3.50 per share to \$56.00 per share. **The company increased equity value from \$73M when the CEO took over to \$1.85B (when it was sold) after returning \$500M to shareholders for a gain of over 3,200% over a five-year period!**