



Presents

**Align Your Leadership, Strategy and Culture:
Critical Skills in an Economic Environment of
Dramatic Change**

Wednesday, June 17, 2009

1:00 p.m. – 2:30 p.m. Eastern
12:00 Noon – 1:30 p.m. Central
11:00 a.m. – 12:30 p.m. Mountain
10:00 a.m. – 11:30 a.m. Pacific

**Moderator:
Howard Morgan**

**Presenter:
Al Vicere**

**Aligning Strategy, Leadership and Culture:
Critical Skills in an Environment of Economic Change**

**Unbound Ideas
50 Top Coaches & Advisors Webinar Series**

June 17, 2009

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“Whenever you persistently consume more than your income year after year (a household with negative savings, a government with budget deficit, a firm or financial institution with persistent losses, a country with a current account deficit) you are playing a Ponzi game...that eventually leads to outright insolvency.”

**--Nouriel Roubini
(aka Dr. Doom)
NYU**

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10% unemployment rate by summer ...and holding

“By our estimate the economy needs to create more than 100k jobs per month on a sustained basis to move the unemployment rate lower, we expect the unemployment rate will remain at a very deflationary double digit level though to the end of 2010.”

**--David Rosenberg
Merrill Lynch
April 24, 2009**

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Not accounting for inflation, [U. S.] household wealth more than doubled from 1990 to 2000, and then, after a pause, rose nearly 50% before the bust of 2009.

Households' net worth tumbled by \$11 trillion -- a decline in a single year that equals the combined annual output of Germany, Japan and the U.K. The data signal the end of an epoch defined by first and second homes, rising retirement funds and ever-fatter portfolios.

**--WSJ
March 13, 2009**

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Frugality Forged in Today's Recession Has Potential to Outlast It

**--WSJ
April 6, 2009**

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How Long Might It Last? Money Magazine Survey*

- **94% foresee long-term impact on how they manage money**
- **88% will be more frugal**
- **81% will play it safer with investments**
- **74% will not trust advice from Wall Street**
- **54% will spend less money on their children**
- **84% plan to pay for purchases with cash**

*Money surveyed 1227 Americans age 18 and older, half with incomes over \$75,000.00, March 2-5, 2009.

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Boomers holding on to their jobs

- Over past year, employment for those:
 - 55 and over up 1.8%
 - between 16-24 down 5%
 - between 25 -34 down 4%
- 55+ only cohort to see employment rise
- Only cohort whose labor force participation rate (close to 40%) has not declined
- Number taking on a second job (or more) in the last year up 6.3%
- Unemployment rate for younger segments of the population has jumped to nearly 22%

--David Rosenberg
Merrill Lynch, March 30, 2009

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We are living in a world where there is going to be, in the long run, more prosperity in more parts of the world, the US share of world GDP will decline, and that is a good thing.

--Amar Bhide
Columbia University

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R&D Spending Holds Steady in Slump

While most US companies are cutting jobs and wages, many are still spending on innovation. Major US companies spent as much on research and development in the last quarter of 2009 as they did a year ago. This comes even as revenue was down 7.7%.

**--WSJ
April 6, 2009**

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Start-ups tend to flourish in the years that follow a sharp downturn. ...triumph—and millions of newly minted jobs—can be born out of adversity.

--The Economist

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Simon's Law:
Everything put together falls apart sooner or later.

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Paul's Law:
You can't fall off the floor

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Pause for Perspective: Clarification and Discussion

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The Direction and Alignment (DNA)[®] Model

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METAPHOR:

Genome:
**The complete set of instructions
for making an organism**

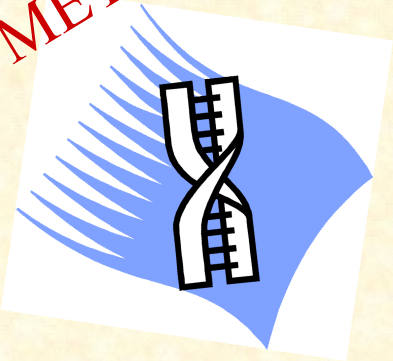
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The Essence of Organizational 'DNA'

METAPHOR:

*The Two Strands--The
"Backbone"*

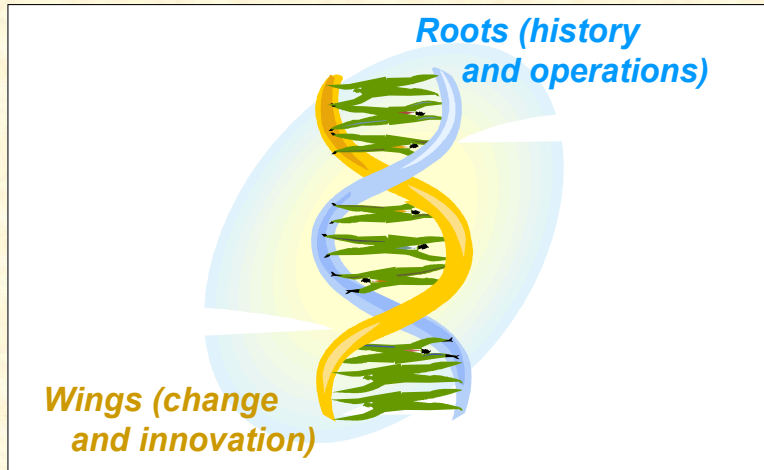


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Direction and Alignment (DNA)[®] Model *The Backbone*

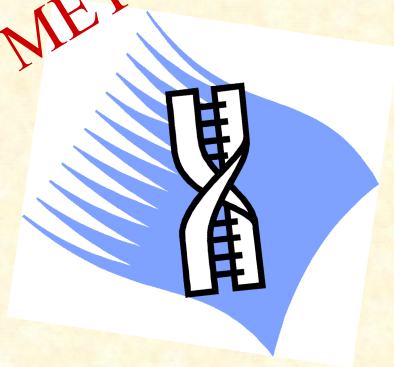


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The Essence of Organizational 'DNA'

METAPHOR:



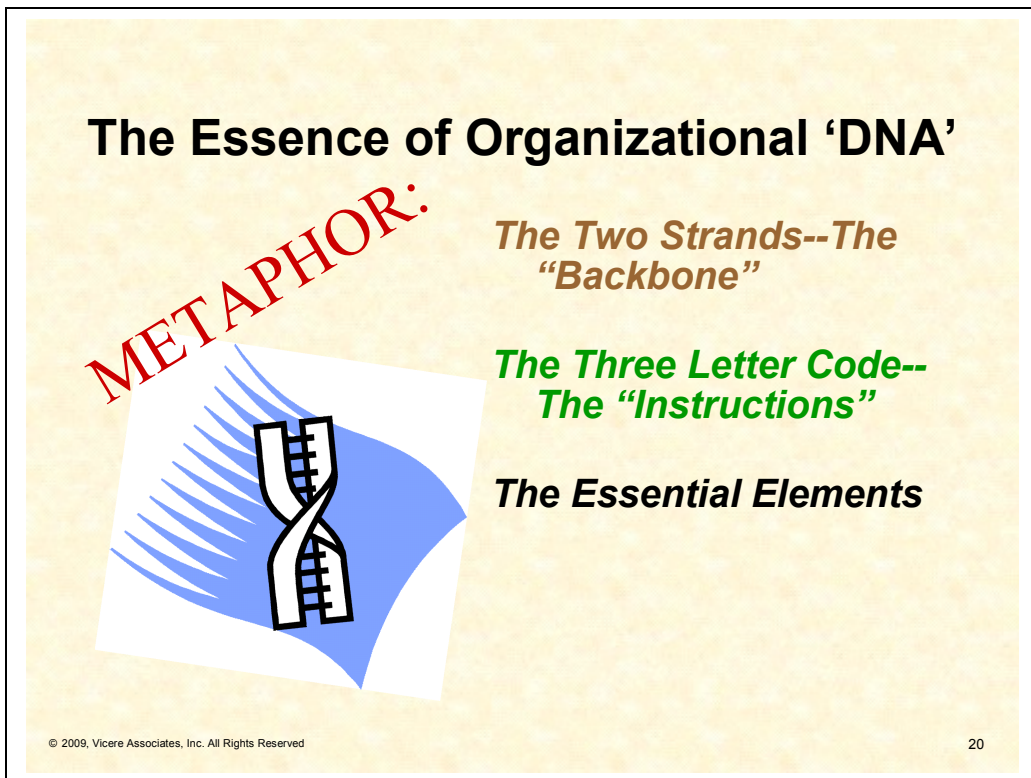
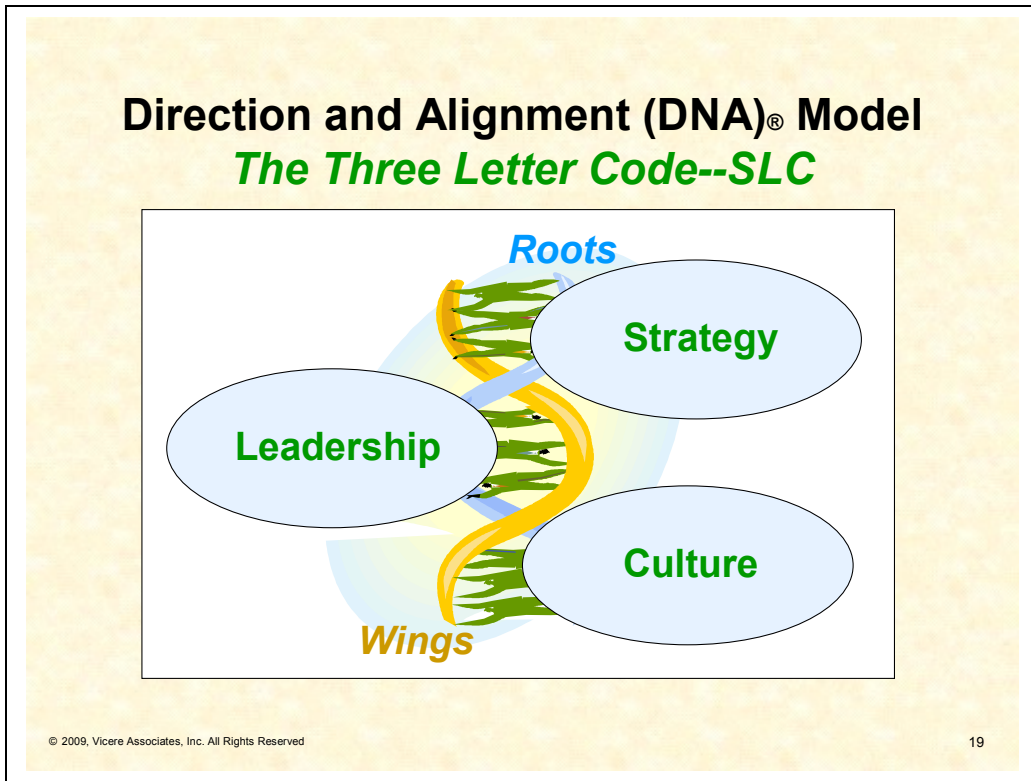
The Two Strands--The "Backbone"

The Three Letter Code--The "Instructions"

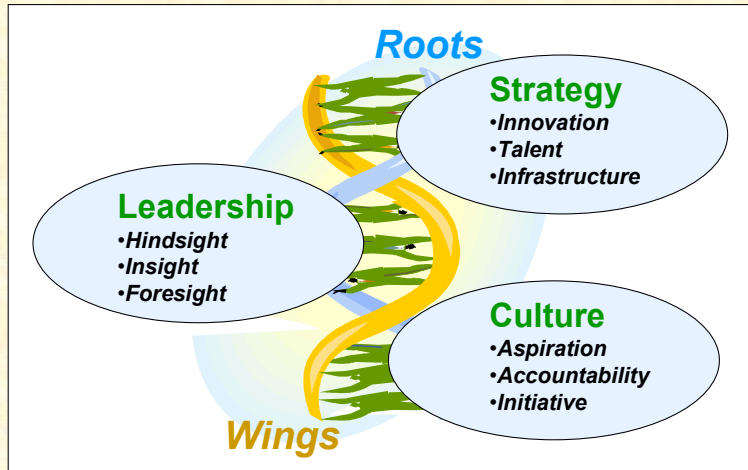
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Direction and Alignment (DNA)[®] Model *The Essential Elements*

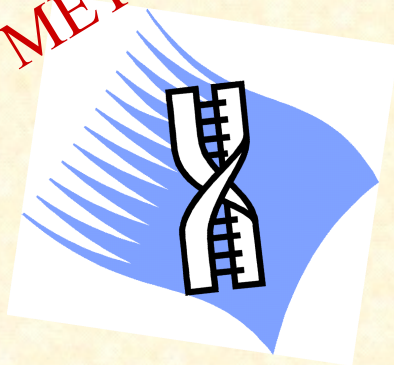


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The Essence of Organizational 'DNA'

METAPHOR:



*The Two Strands--The
"Backbone"*

*The Three Letter Code--
The "Instructions"*

The Essential Elements

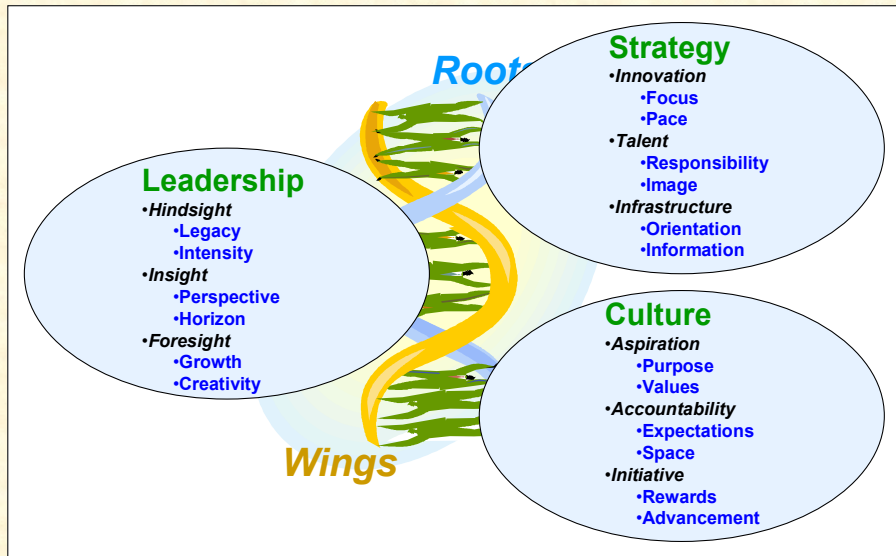
*Base Pairs—The
"Genetic Code"*

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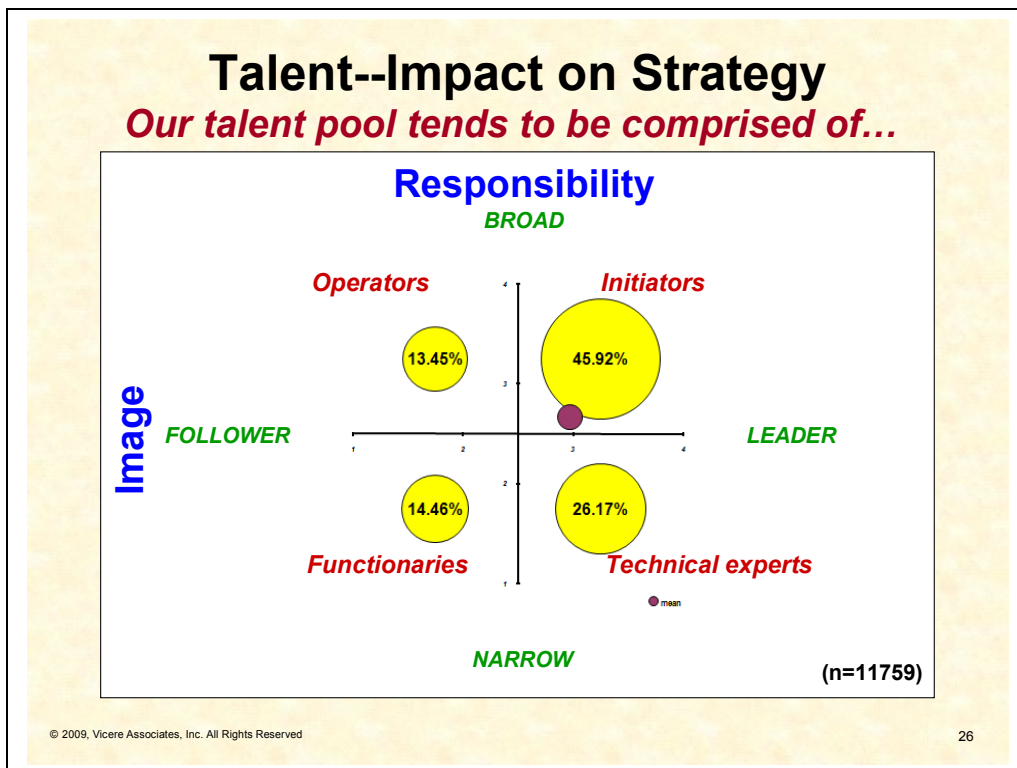
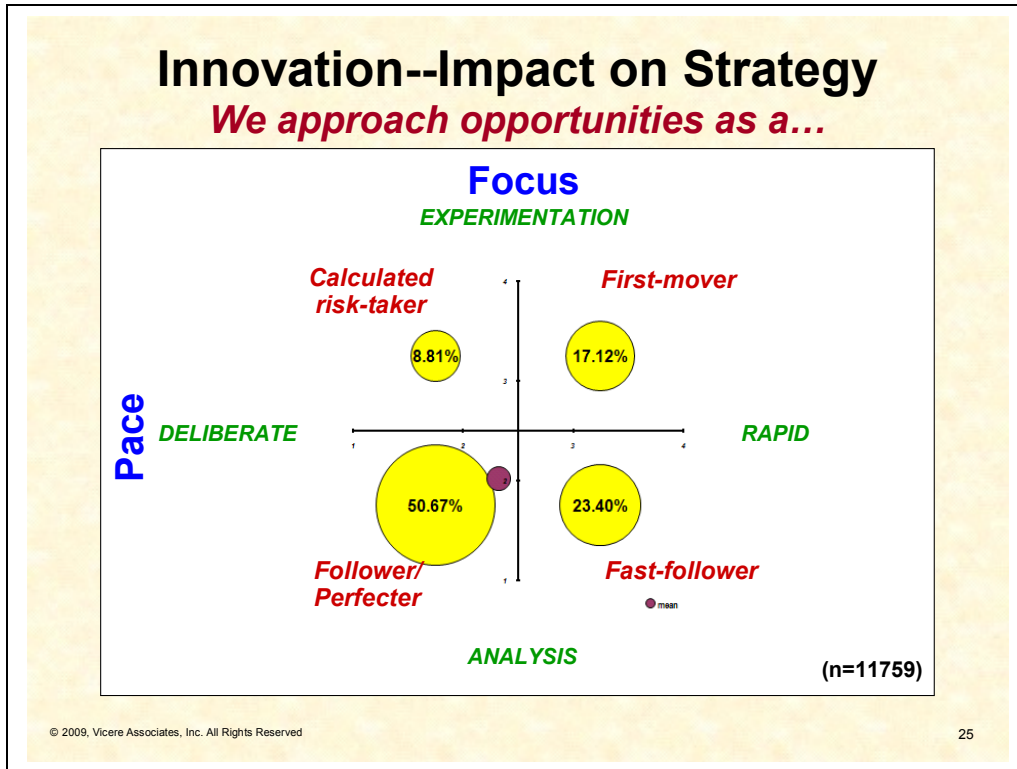


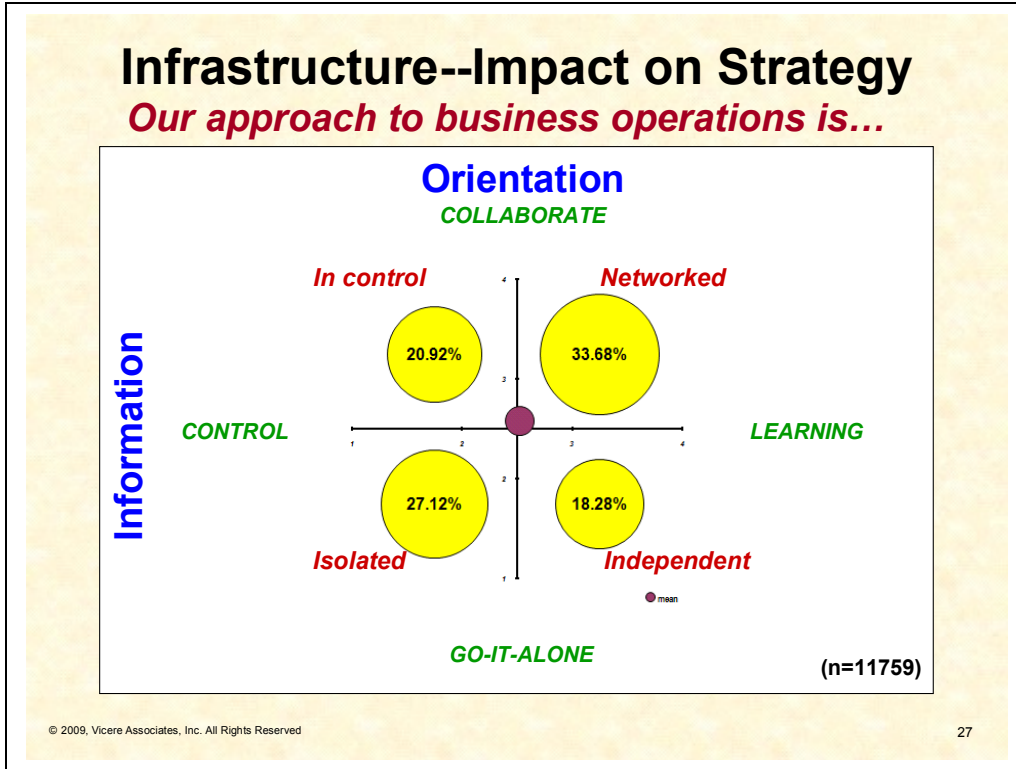
Direction and Alignment (DNA)[®] Model: *The Base Pairs*



Unlocking Your Organization's Code







The Strategy Leadership Culture Questionnaire (SLCQ®)

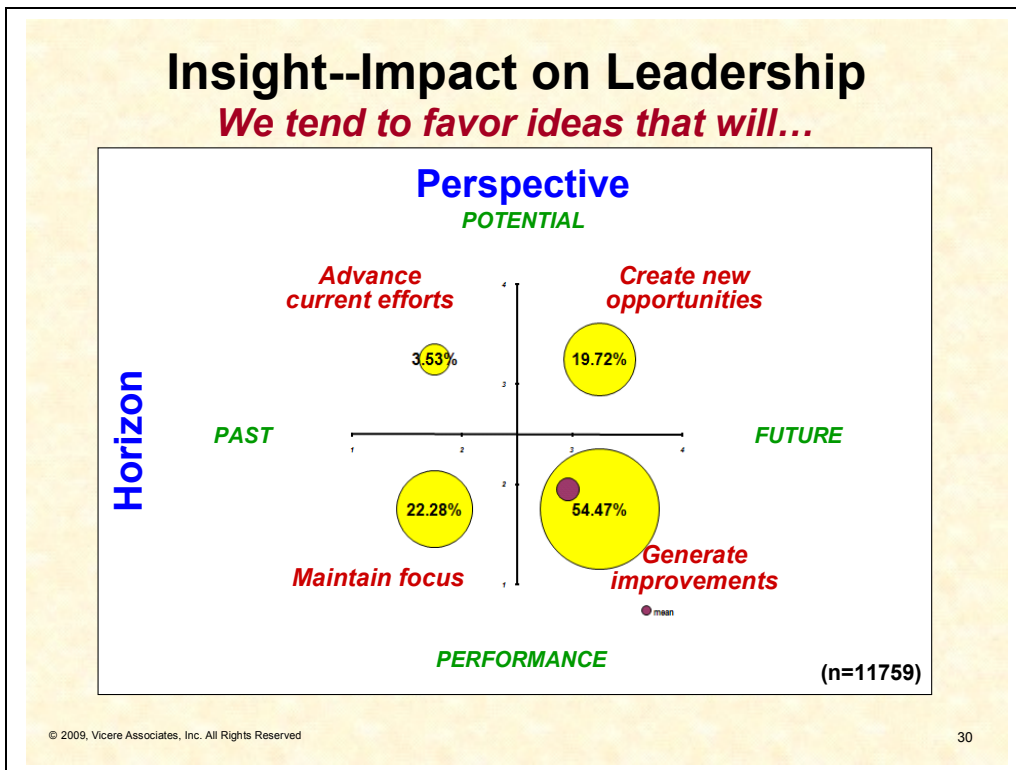
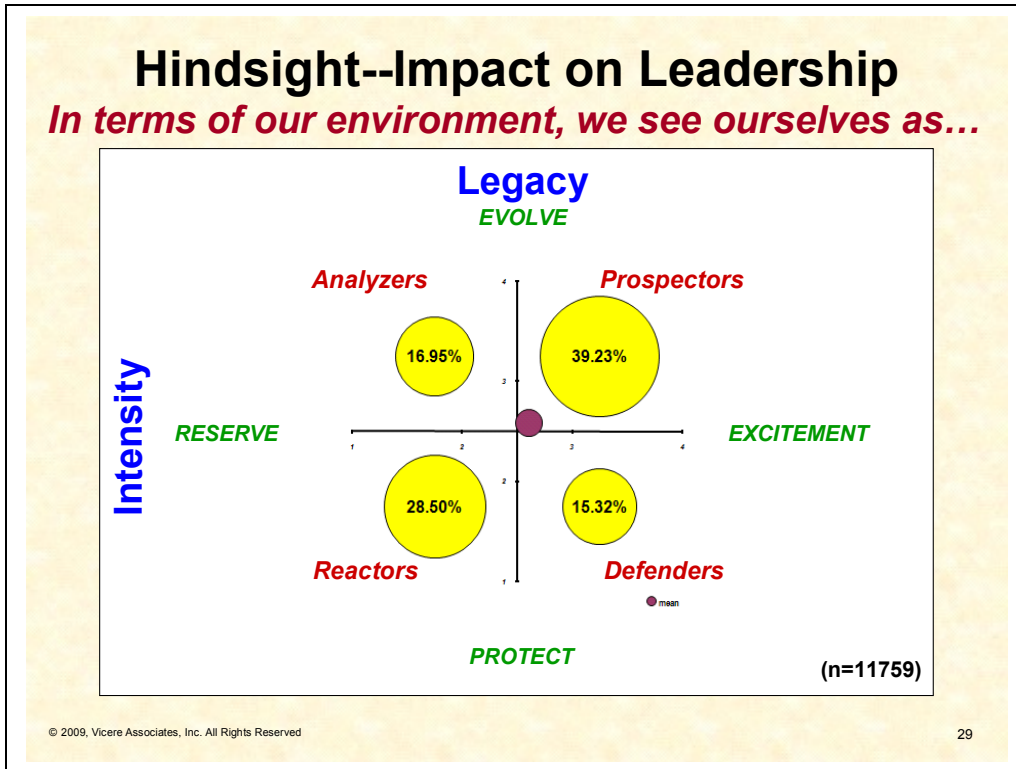
Perspective Comparisons

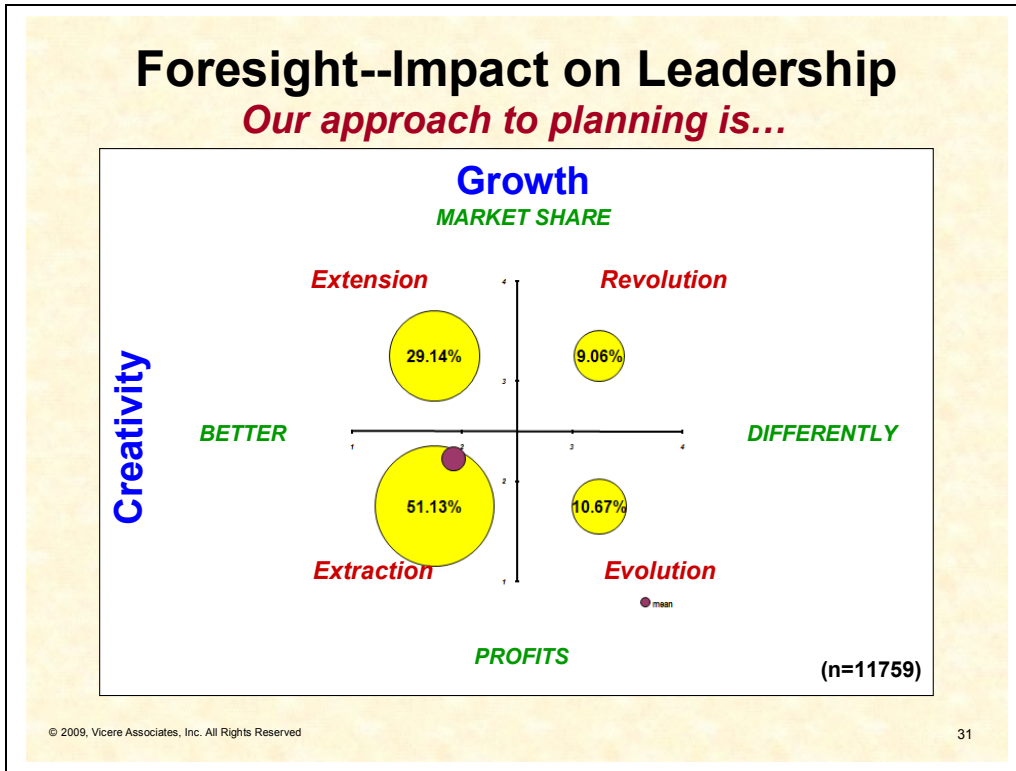
STRATEGY	Database	Your Profile	Comments
<i>Innovation</i> —We approach business opportunities as a:	Follower/Perfecter		
<i>Talent</i> —Our talent pool tends to foster the development of:	Initiators ~Technical Experts		
<i>Infrastructure</i> —Our approach to business operations is:	Networked ~Isolated		

~ strong back-up; notable comparison

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The Strategy Leadership Culture Questionnaire (SLCQ®)

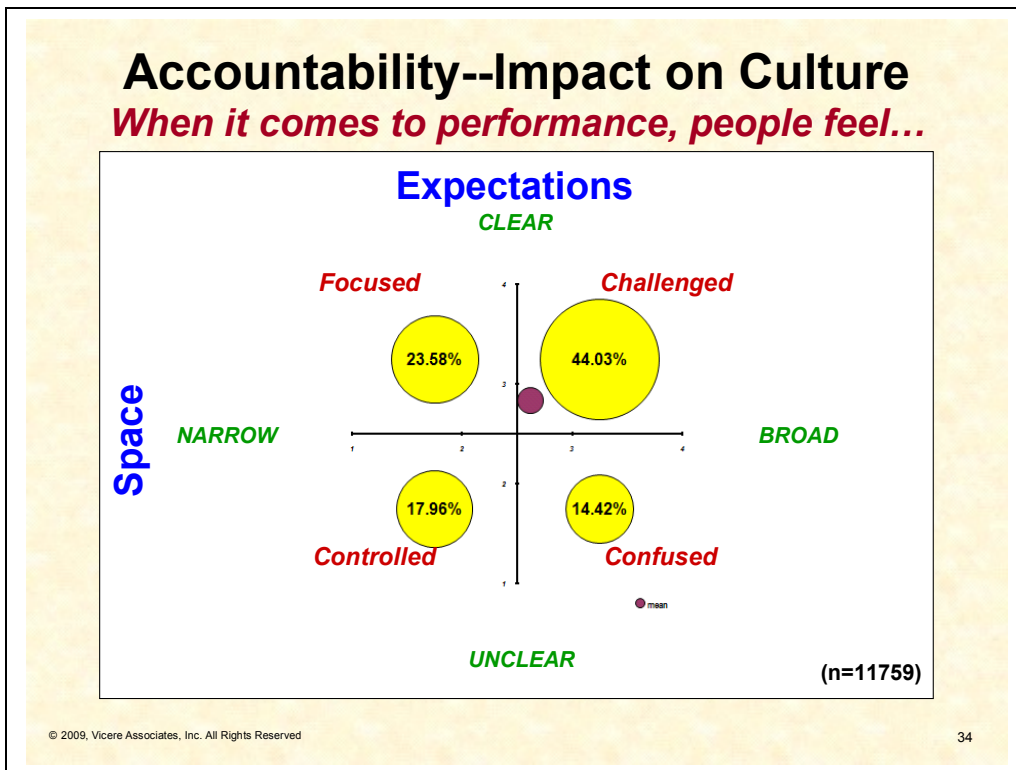
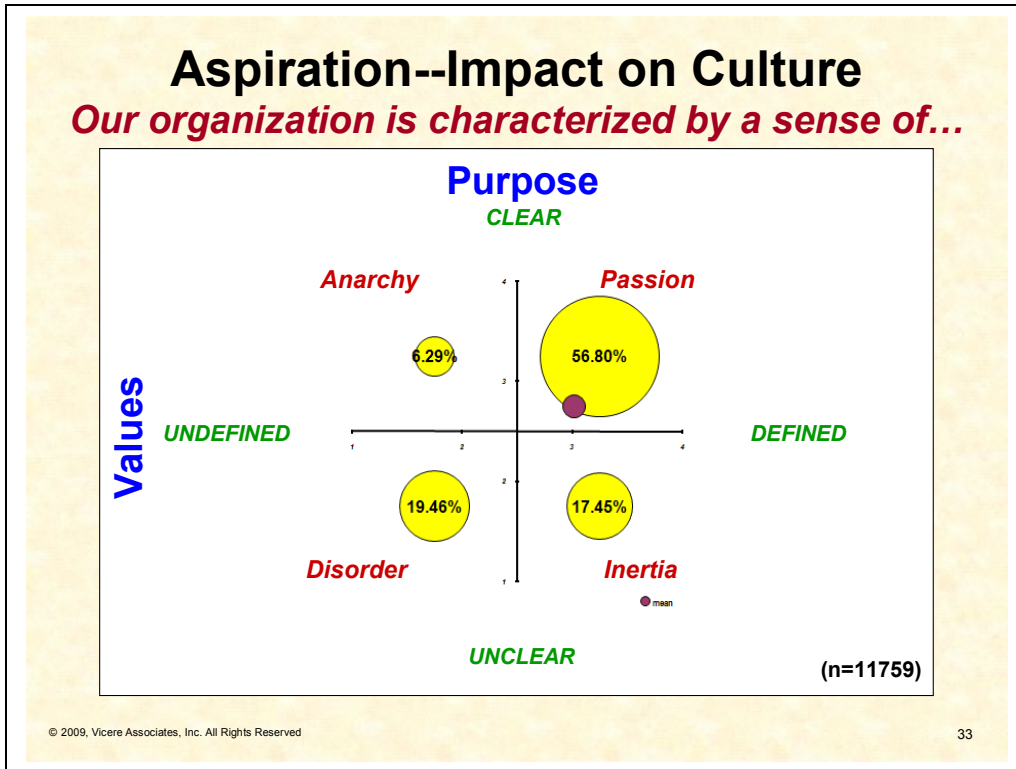
Perspective Comparisons

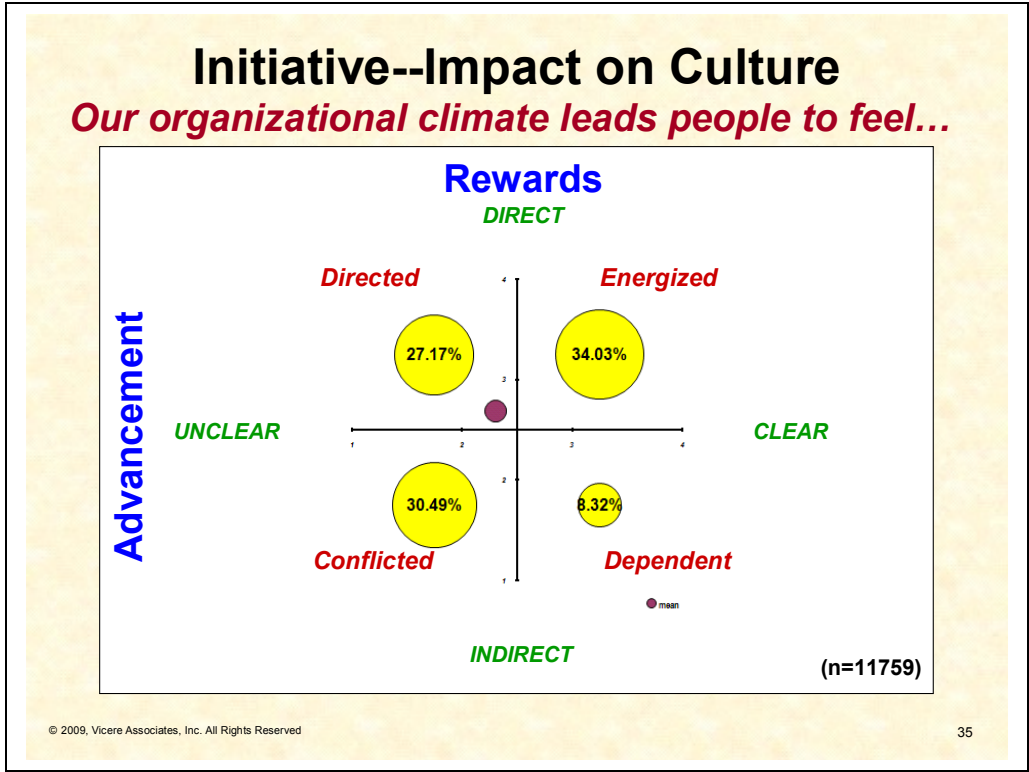
STRATEGY	Database	Your Profile	Comments
Innovation —We approach business opportunities as a:	Follower/Perfecter		
Talent —Our talent pool tends to foster the development of:	Initiators ~Technical Experts		
Infrastructure —Our approach to business operations is:	Networked ~Isolated		
LEADERSHIP			
Hindsight —In terms of our competitive environment, we see ourselves as:	Prospectors ~Reactors		
Insight —We tend to favor ideas that will:	Gen. Improvements		
Foresight —Our approach to planning is:	Extraction ~Extension		

~ strong back-up; notable comparison

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The Strategy Leadership Culture Questionnaire (SLCQ®)

Perspective Comparisons

STRATEGY	Database	Your Profile	Comments
Innovation —We approach business opportunities as a:	Follower/Perfecter		
Talent —Our talent pool tends to foster the development of:	Initiators ~Technical Experts		
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LEADERSHIP	Database	Your Profile	Comments
Hindsight —In terms of our competitive environment, we see ourselves as:	Prospectors ~Reactors		
Insight —We tend to favor ideas that will:	Gen. Improvements		
Foresight —Our approach to planning is:	Extraction ~Extension		

CULTURE	Database	Your Profile	Comments
Aspiration —Our organization is characterized by a sense of:	Passion		
Accountability —In terms of performance, people here feel:	Challenged		
Initiative —Our organizational climate leads people to feel:	Energized ~Conflicted ~Directed		

~ strong back-up; notable comparison

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Pause for Perspective: Clarification and Discussion

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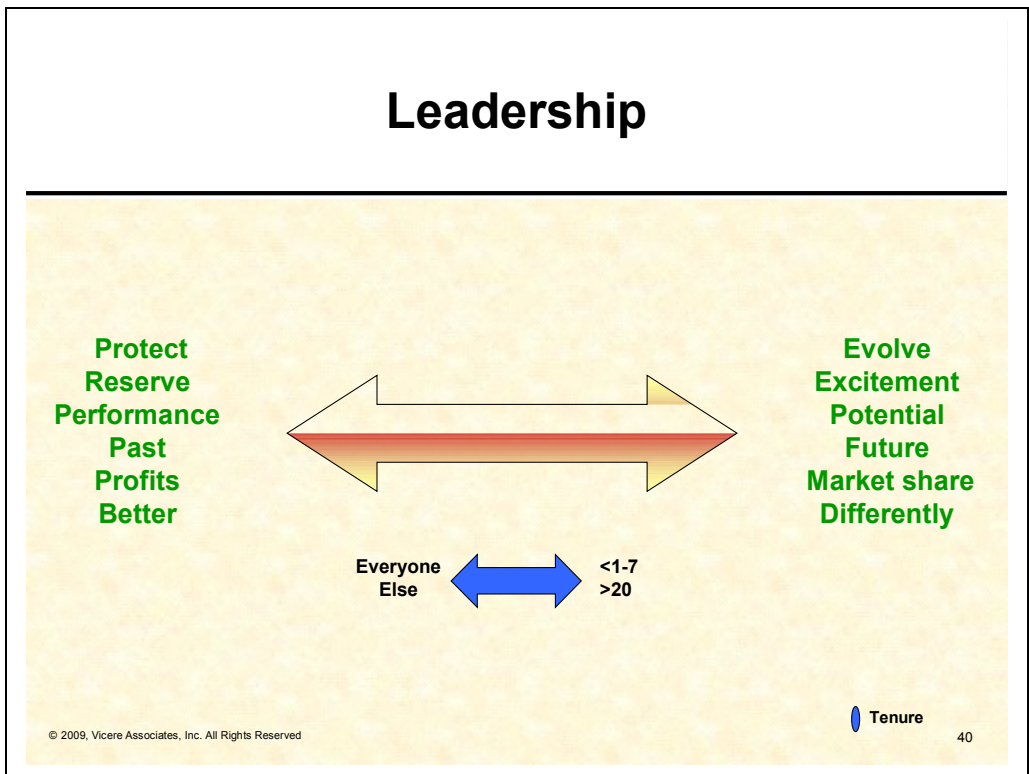
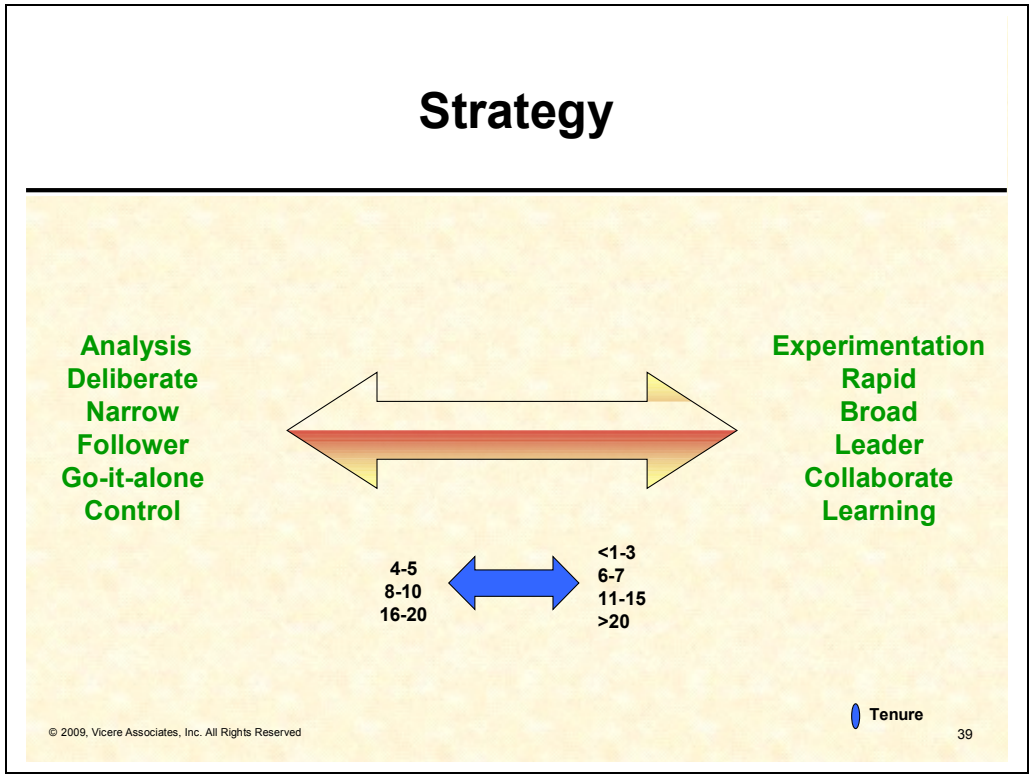
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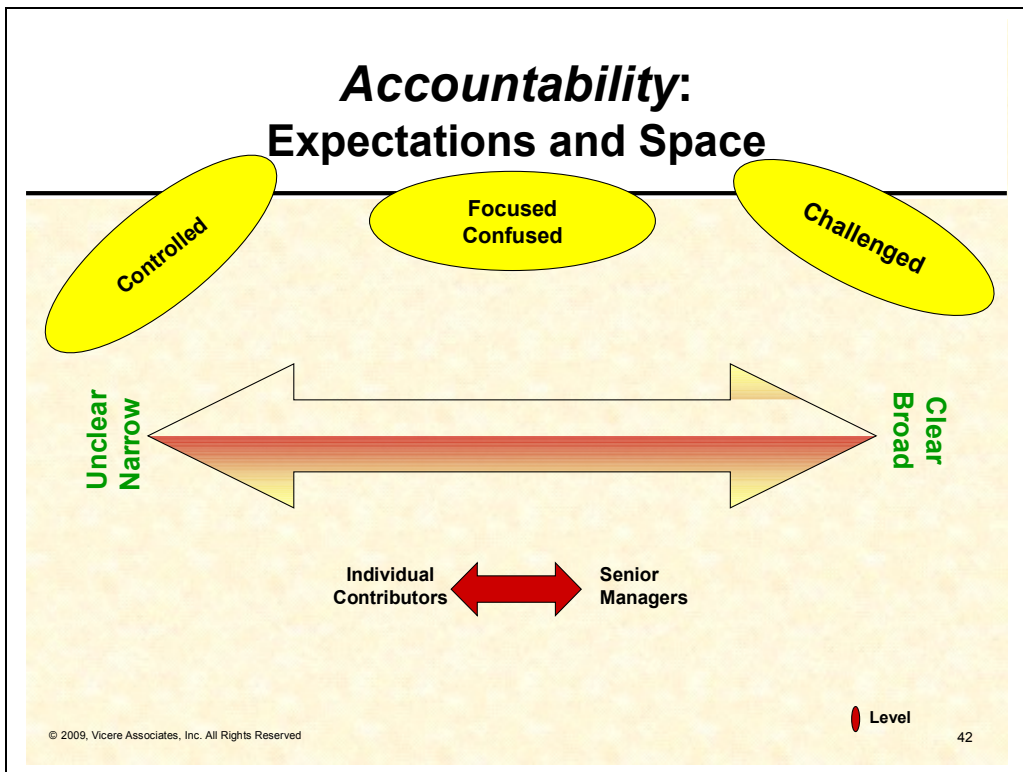
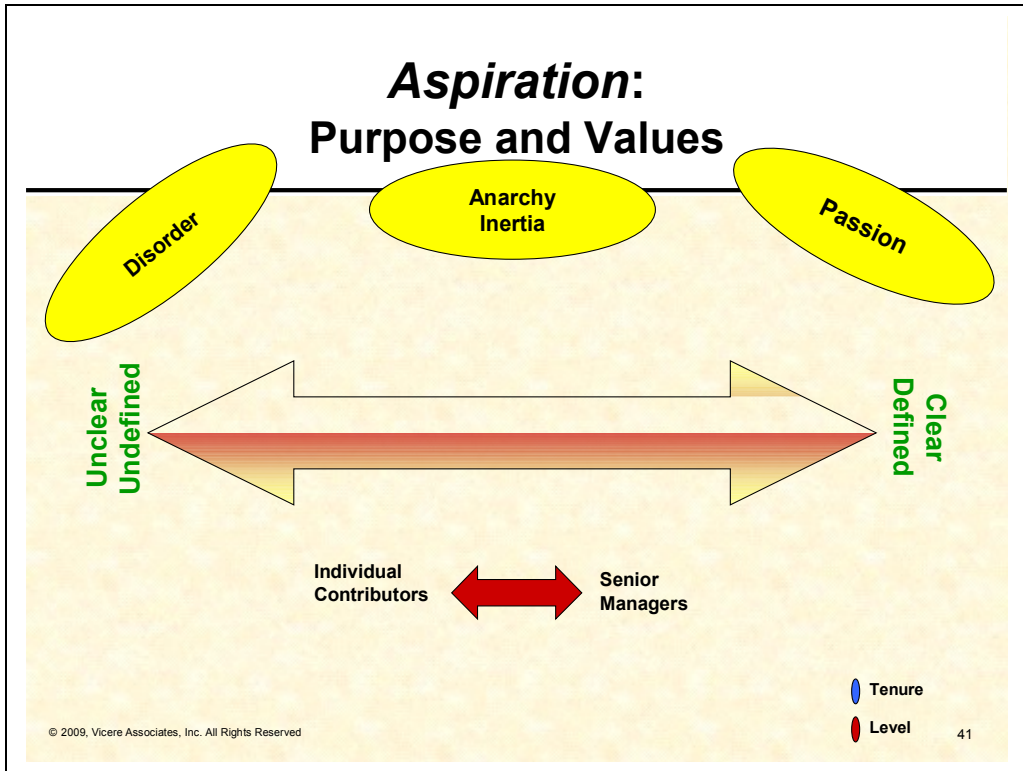
Analysis in Progress: *Early-stage Findings of Significance/Interest*

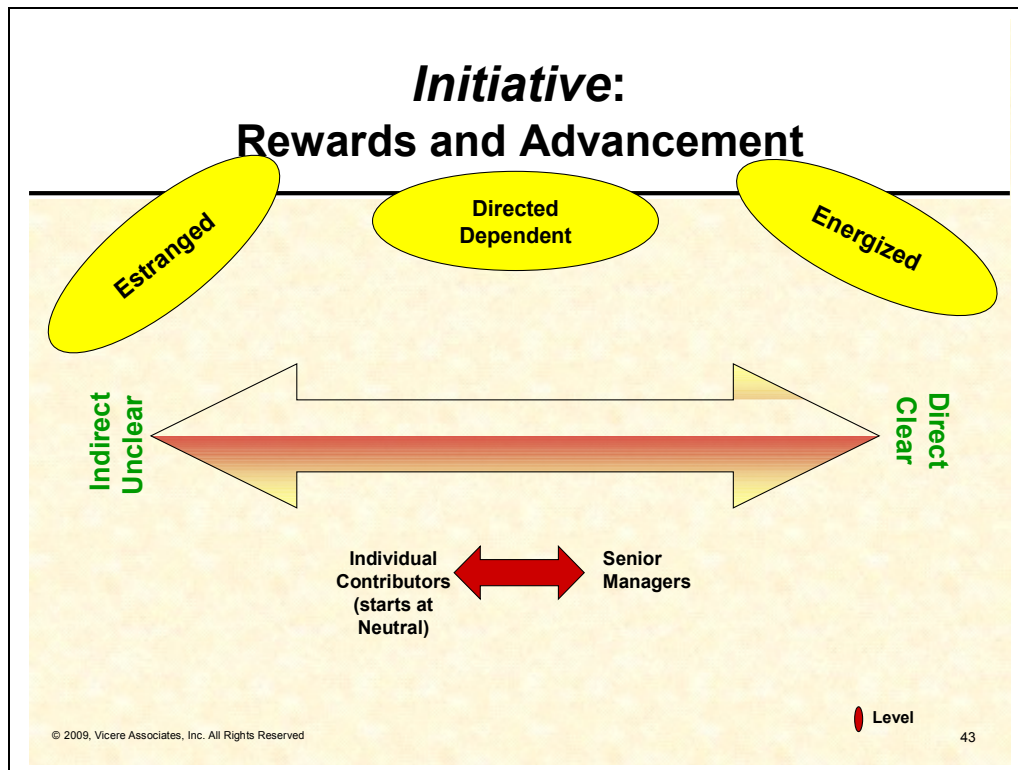
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- ## Some Implications....
- Leaders today tend to be internally focused
 - New hires usually are energized
 - Energy wanes—in predictable cycles (?)
 - Tenure and loyalty are related
 - So is tenure and the potential for closed-mindedness (?)
 - Seniority and a sense of direction and excitement are related
 - Senior leaders may not have a clue... (?)
 - Knowing the context is critical
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**The best way to predict
the future is to create it.**



-- Peter Drucker

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Discussion and Dialogue

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<http://eval.krm.com/eval.asp?id=15499>

Your feedback and comments are very important to us. Thank you in advance for taking the time to complete this evaluation!

