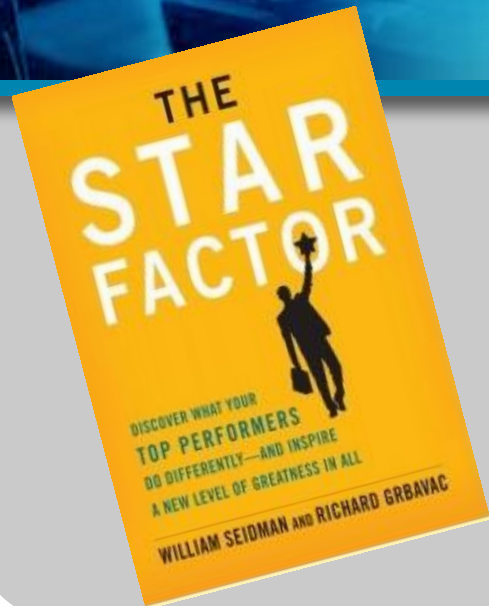


Mediocrity or Greatness? *Transformational Leadership in an Incremental World*



Cerebyte

Bill Seidman
Rick Grbavac



Agenda

- **SLIPPING INTO MEDIOCRITY**
 - What happened to 10X and why?



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 - The Star Factor Approach to Transformation



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- **TRANSFORMING TO 10X SOLUTIONS**
 - Achieving Greatness



The Shock of Mediocrity

- **The Terrified Manager**





The Shock of Mediocrity

- The Terrified Manager



- Symbolic Leadership Training





The Shock of Mediocrity

- The Terrified Manager



- Symbolic Leadership Training



- The Absence of Innovation





What Happened to 10X Thinking?

- Recession





What Happened to 10X Thinking?

- Recession



- Disincentives





What Happened to 10X Thinking?

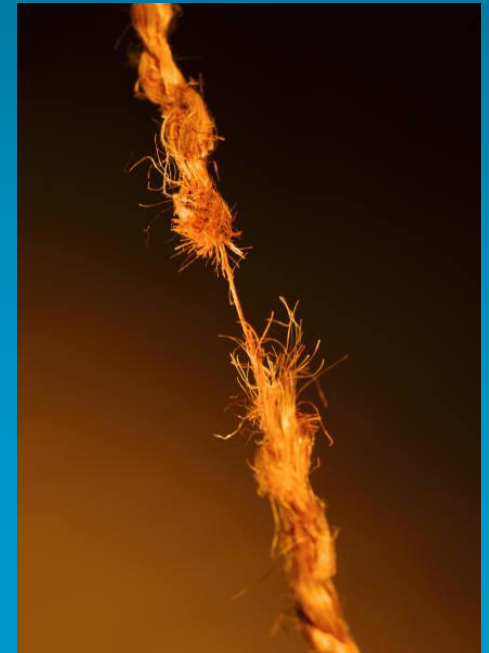
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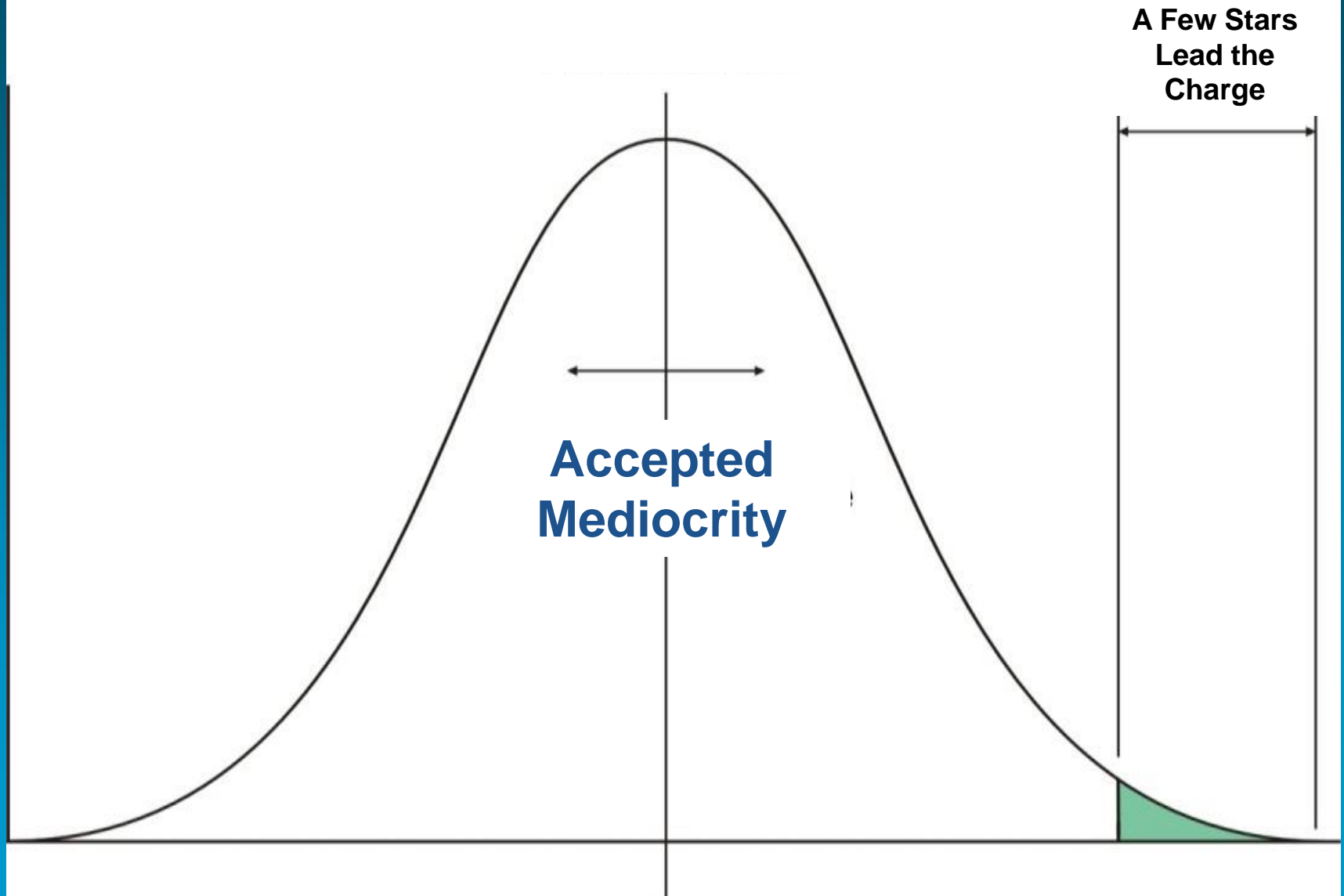


- Weak Methodologies





Most Organizations





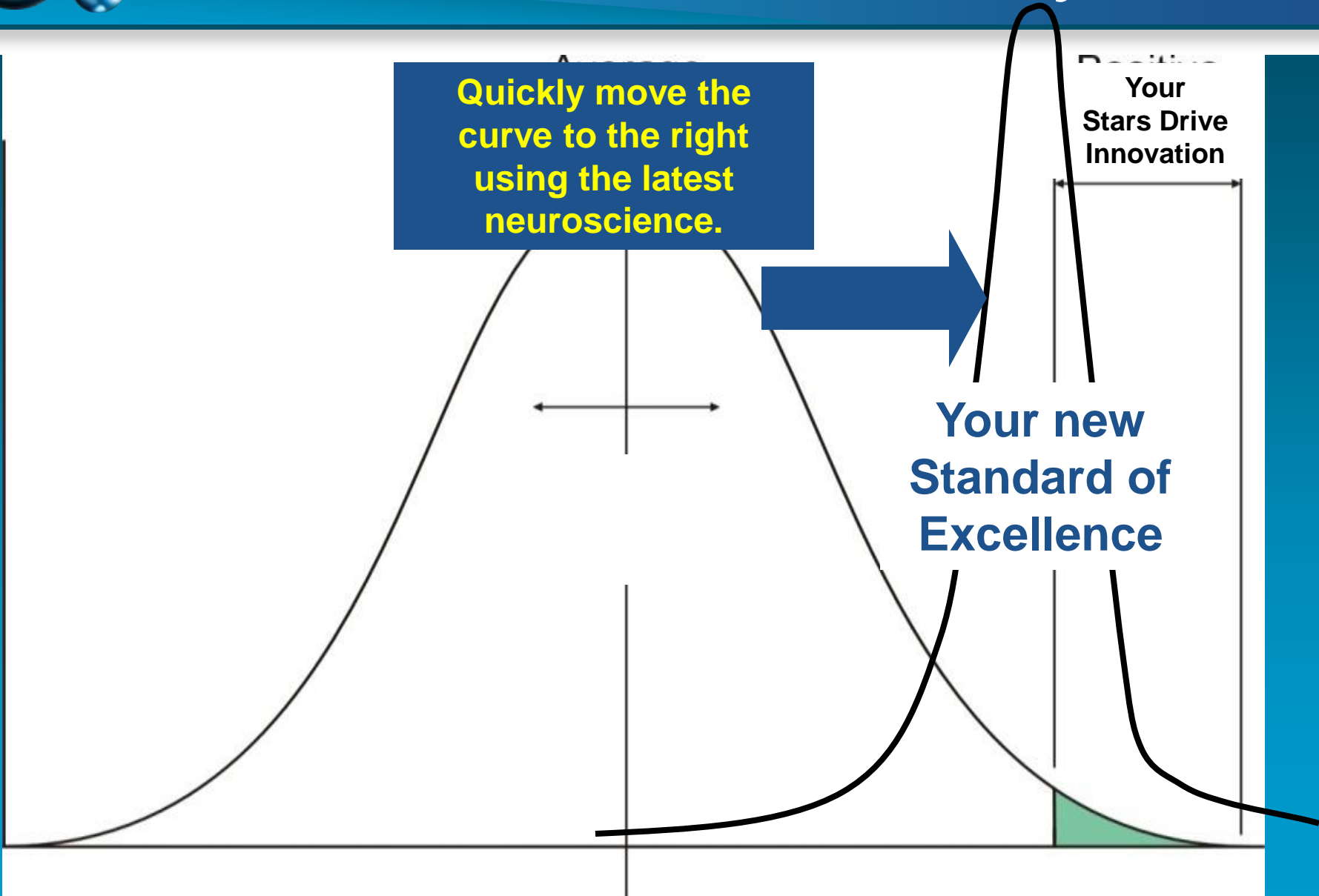
To break out of mediocrity...

Quickly move the curve to the right using the latest neuroscience.



Your new Standard of Excellence

Your Stars Drive Innovation





New Science Applied to Performance Improvement

- Formal Certification Programs – 90+% demonstrate attitudes and behaviors



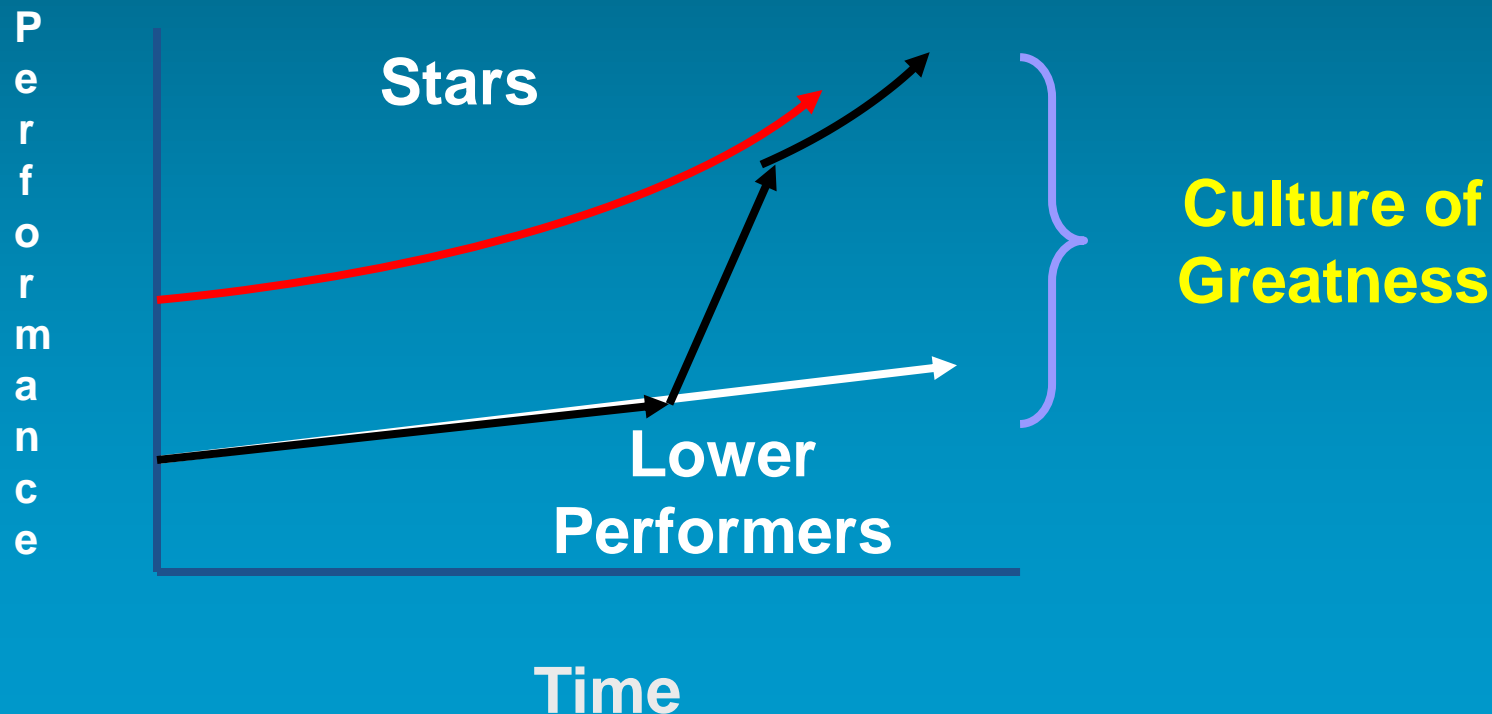
New Science Applied to Performance Improvement

- Formal Certification Programs – 90+% demonstrate attitudes and behaviors
- **Expected ROI = 20X (Measured High=39X)**



New Science Applied to Performance Improvement

- Formal Certification Programs – 90+% demonstrate attitudes and behaviors
- Expected ROI = 20X (Measured High=39X)





The Star Factor Methodology

**Star's
Wisdom**

+



=

**Change
Sustained
AND
Predictable**

**Guided Practicum
System**



Affirmative Transformation Model





Affirmative Transformation Model

Set the Bar

Motivate
Change

Sustain
Change

Capture expert wisdom:

- Higher Purpose
- Standards
- Processes

Science:

Positive Deviance

Motivation 3.0



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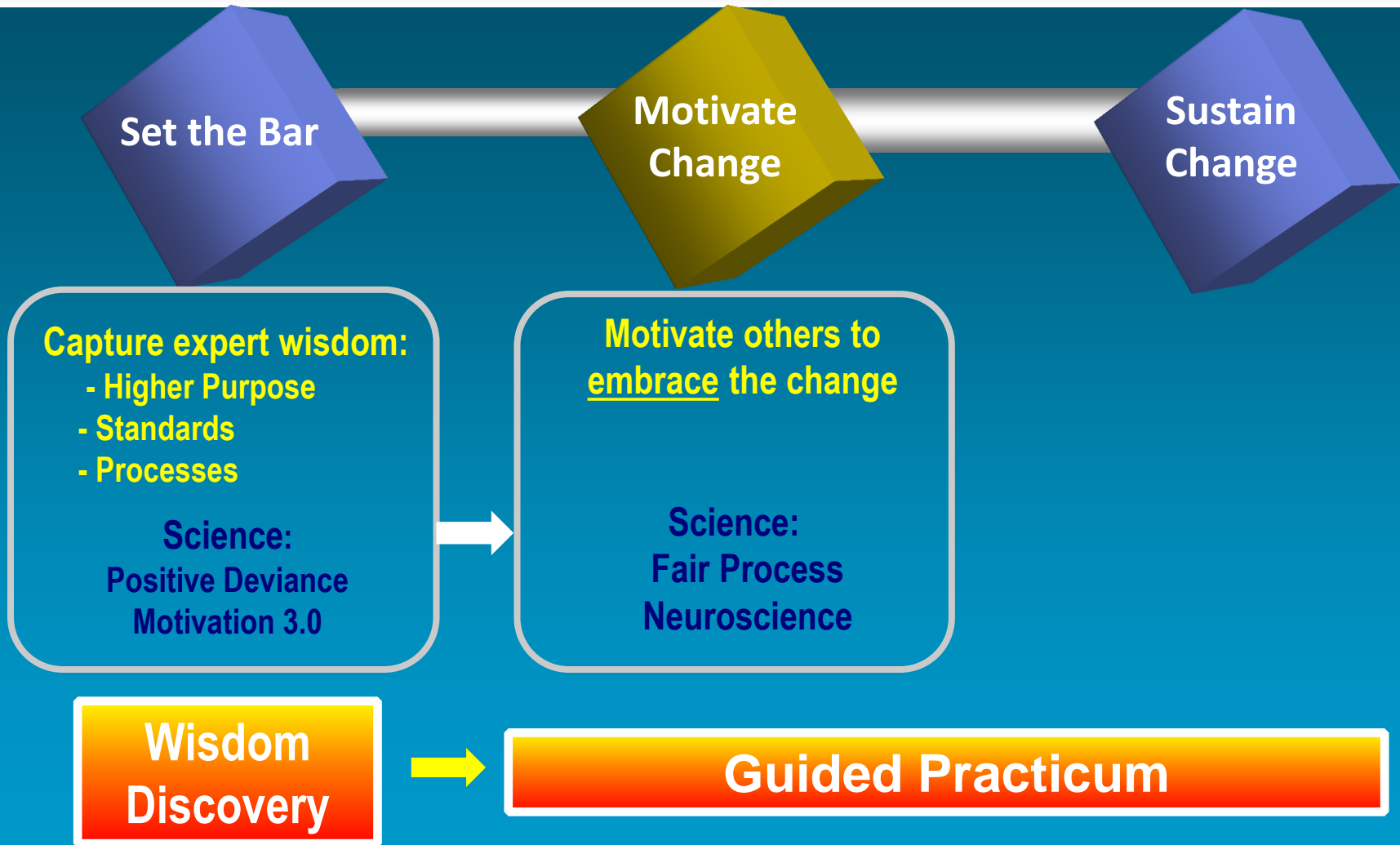
Wisdom
Discovery



Guided Practicum

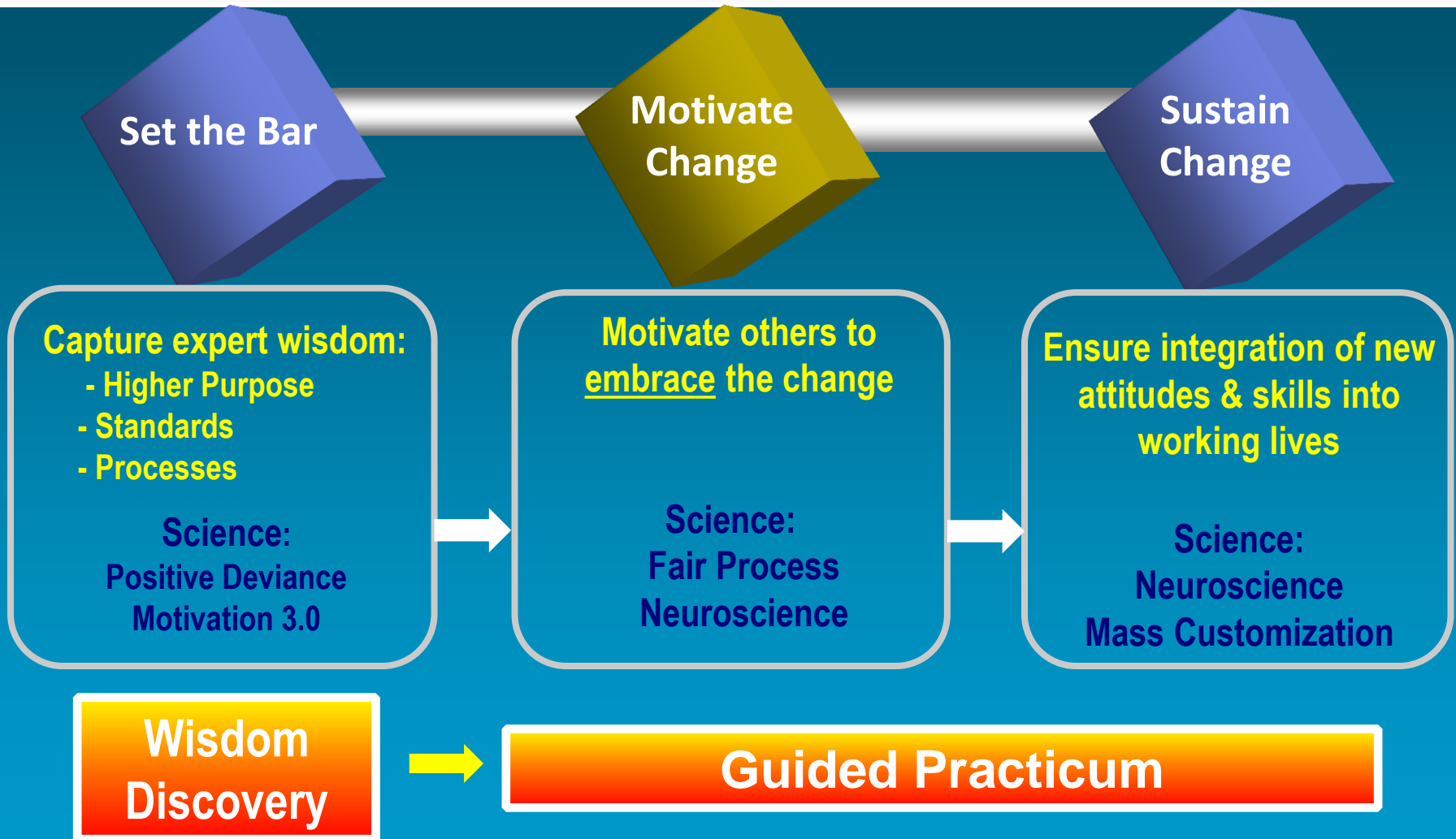


Affirmative Transformation Model



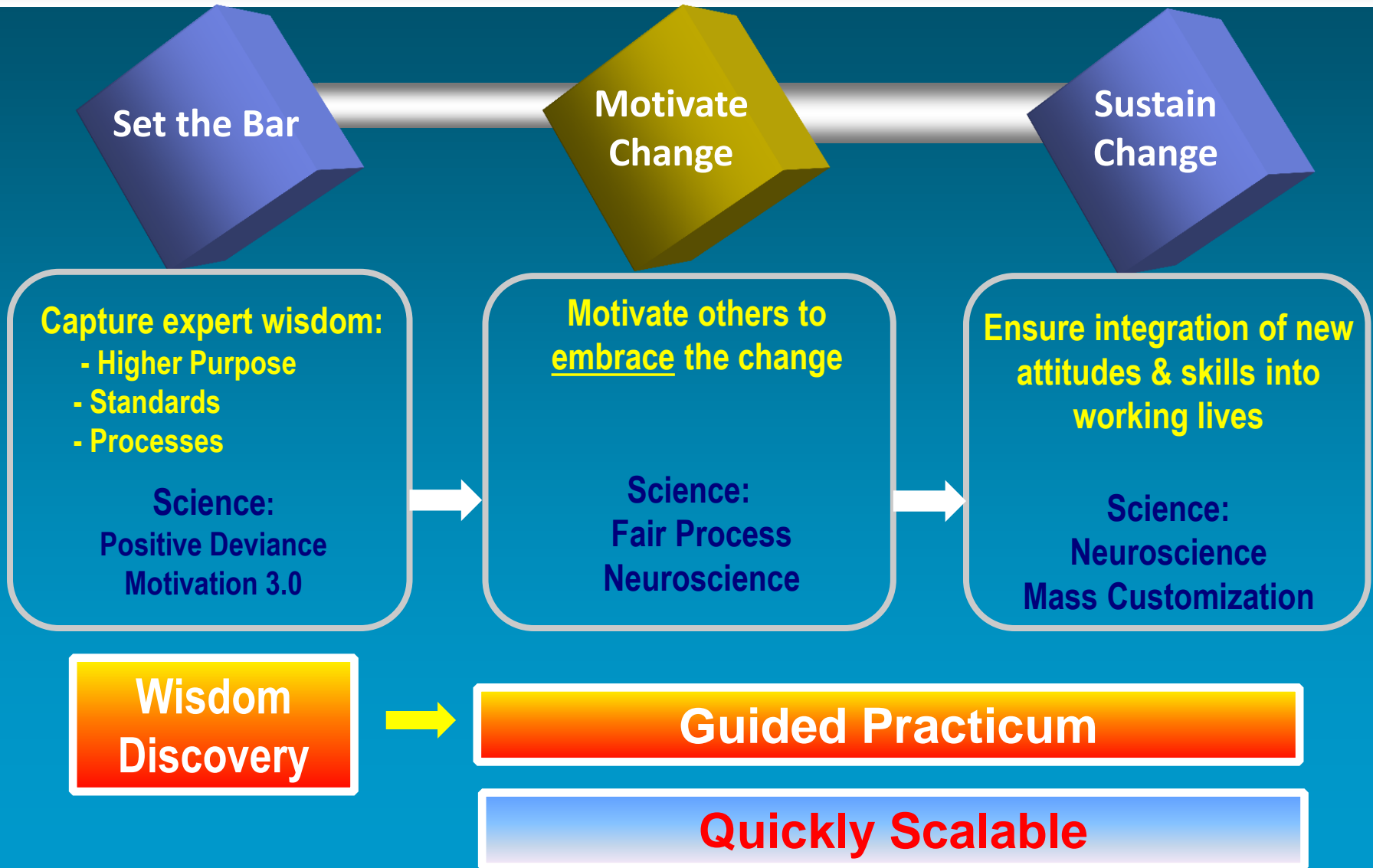


Affirmative Transformation Model





Affirmative Transformation Model





From 10% to 10X

10X
Solutions

Effort

**Workshop
Programs**

Short (4-8 hours)

**10%
Solutions**

Impact



From 10% to 10X

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**Workshop
Programs**

Short (4-8 hours)

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**Sustainer
Programs**

Multiply the impact and value of your current training programs by applying the classroom experience in the field

Impact



From 10% to 10X

10X
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Workshop Programs

Short (4-8 hours)

10%
Solutions

Sustainer Programs

Multiply the impact and value of your current training programs by applying the classroom experience in the field

Transformational Programs

4-5 month transformational learning experience

90+% Think and Act Like the Stars

- Wisdom Discovery (From your stars or customized from the Cerebyte Library)
- Coach Training
- Launch workshops
- Guided Practicum

Impact



Success Stories

Company A: Grew sales 5.25% more in 12 weeks than control groups using traditional learning approaches

Company B: Insurance agents increased policy counts 15% in 6 months compared to 2.9% increase for groups using traditional approaches

Company C: Doubled sales of digital solutions (converting from “product selling”) in 4 months

Company D: Reduced ramp-up time for new manufacturing engineers by 2/3

Company E: Reduced ramp-up time for new call center Customer Service reps by 3/4 and turn-over from over 100% per year to under 10%



Transformational Program

Discovery

Launch

Practice

Transformational Program

Discovery

Launch

Practice

**Wisdom
Discovery**
(3 Days)



10 Stars developed
the content of this
roadmap

Transformational Program

Discovery

Launch

Practice

**Wisdom
Discovery**
(3 Days)



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**Coach
Launch**
(6 Hrs)



Leadership
training for
coaches

Transformational Program

Discovery

Launch

Practice

Wisdom Discovery (3 Days)



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Coach Launch (6 Hrs)



Leadership
training for
coaches

Launch Workshop (6 Hrs)



Group Learning
Kick-off
Our Example



Transformational Program

Discovery

Wisdom Discovery (3 Days)



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Launch

Coach Launch (6 Hrs)



Leadership
training for
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Group Learning
Kick-off
Our Example

Practice

Guided Practicum (~3-5 mo./2 Hrs per week)



On-going Group
Learning



Transformational Program

Discovery

Wisdom Discovery (3 Days)



10 Stars developed
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Launch

Coach Launch (6 Hrs)



Leadership
training for
coaches

Launch Workshop (6 Hrs)



Group Learning
Kick-off
Our Example

Practice

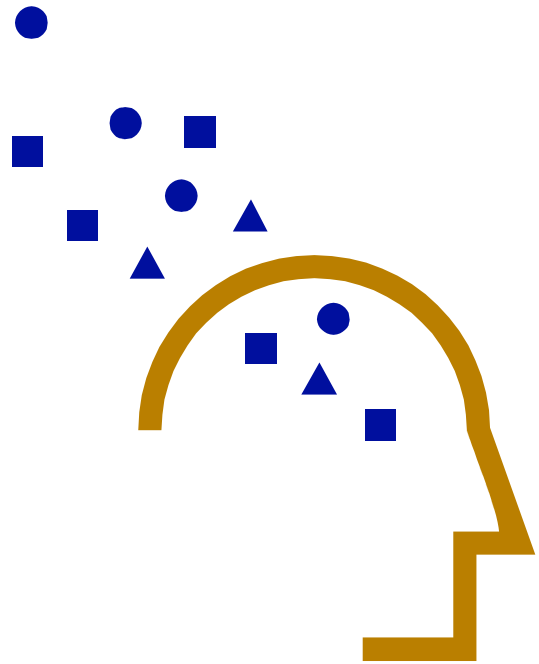
Guided Practicum (~3-5 mo./2 Hrs per week)



On-going Group
Learning

Sustainer

Long-term
reinforcement



C E R E B Y T E

unlocking the power of intellectual capital



Proof of Impact

Data to answer the executive question:
“What do my people get from this program?”

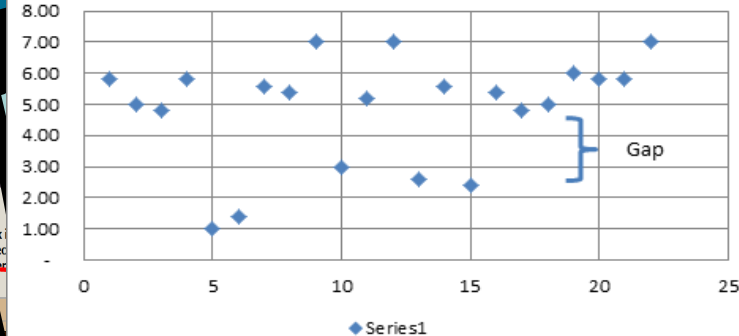
Correlation to Business Outcomes (if metrics available)

Demonstration of Capability (Optional)

Admin/Exec monitor progress and learning summaries

Coach reviews progress and learnings and “confirms”

Avg of Participant Ratings



Coachee	Status	Learnings
E1.1.1 Complete the Group Learning Kick-off		
Greg Hutelmyer	Complete	I learned that this process will help my team as well as I approach things from a different used to.
Miltades Kolonias	Complete	Learned the importance of open discussion relating to managing our workforce. I listened incorporate things I feel will be beneficial. Overall, I understand this program will improve
Tammyra McSeed	Complete	I was not present on 4/13/2012, however I met with Rachid Elomar today 5/09/2012.
Angela Thorbs	Complete	I learned the benefits of writing my thoughts down electronically, sharing them with peers beneficial to improving our perspectives toward alignment with CIGNA goals.
E1.1.2 Write 1-2 sentences about what it means to "Own" and "Live" Cigna's core values of customer health me as a CPM Supervisor. Be ready to share this with my learning group.		
Greg Hutelmyer	Complete	"I own" and "live" Cigna's core values of customer health it will better allow me to relate showing this, it would ultimately rub off on my team. I must show by example.
Miltades Kolonias	Complete	This task allowed me to think of how important our work truly is. We are much more than "health, well-being and sense of security."
Tammyra McSeed	Complete	By owning and living the Cigna core values, I am able to freely express the value that Cigna compassion I have for the company and its products, they too will have the feeling of own
Angela Thorbs	Complete	Cigna's core values are my values, standards and moral guide for leading, managing and n

Owner	Project
My Projects	
Work On Change Me	Leading Group Lea
Coachees With Projects	
View Change Greg Hutelmyer	Moving from Good
View Change Miltades Kolonias	Moving from Good
View Change Tammyra McSeed	Moving from Good
View Change Angela Thorbs	Moving from Good

Learnings Overview

Each task associated with the selected big step is displayed. The coachee's learnings are shown. 'None' indicates that the coachee has not yet entered any learnings.

Roadmap: Test Prototype of MSA Achieving Superior Alignment in... Rick
Big Step: We internalize and clearly articulate the vision of this org... respect
focus on the patient and our dedication to creating a Destination C...

Coachee	Status	Learnings
E1.1.1 Enlist a small team to articulate the Vision and Values for this...	Complete	I was surprised by the diversity of opinion. I should always start by this e...
Test Coachee2	Complete	I learned a lot from the discussion. Joe really... presented the current hospital vision statement... distant and objective. It works better to start with...
Test Coachee5	Complete	none
E1.2 Create the Vision and Values statement for the Joint Initiative. (Create Vision...	Complete	The first big step is called "Sourcing Myself" because the ability to source oneself... to both deliver and to participate. Sourcing, as a distinction, is more than just bringing your inner being into play - it is larger, and includes bringing order and/or focus to what you are doing and how you are doing it. And, it exists in me as a consultant as well as in the space with the client (and in the client's space itself).
Test Coachee2	Complete	none
Test Coachee3	Complete	none
Test Coachee5	Not Started	none
E1.3 Align Hospital Administration and Senior Management with the Vision and Values of the Destination Center Initiative. -- this is bill's test		

Coachee records learnings applied