



Today's corporate leaders define clear, compelling goals that are meant to last 3 to 5 years. And they try not to change them too much—because change is often mistakenly considered the enemy. It takes a long time for a big organization to execute effectively. Repeated changes in direction confuses the troops and makes it even harder to overcome corporate inertia. It's like turning the proverbial battleship.

## How effectively are you implementing your strategy?

In today's organization, relentlessly evangelizing your vision and having aligned goals at every level of the organization is not enough. You have to know, with certainty, how well everyone is executing the corporate strategy. And you need to create the right culture to make the whole organization respond dynamically to fluctuations in the business environment.

### What if you knew, with certainty—based on real-time data—how well everyone is executing your corporate strategy?

Then you could adjust your strategy in small increments as needed. Change would become an asset rather than an obstacle. Change becomes your competitive weapon. You could create “levers” to make the whole organization respond dynamically to continuous change in today's business environment. Your organization would be like a school of fish moving through the water—where each individual reacts to change appropriately and immediately.



▶▶▶ Best practices and innovative e-survey software from **EverChange** enable your whole organization to react immediately to changes in leadership direction.

The EverChange Institute understands that you have to make sure your vision is translated into strategic initiatives that people understand how to implement as part of their daily tasks. That requires a systematic framework for managing change, implemented with a facts-based tracking mechanism that allows year-to-year performance trending.

The **EverChange Institute** helps you achieve this new management paradigm. We give you proven best practices and innovative, non-disruptive e-survey tools to **close the gap between organizational strategy and individual execution**. With EverChange, you can track and *change* organizational and individual behavior to match business needs, providing unprecedented flexibility in corporate strategies—and new opportunities for *execution excellence*.

## How to achieve execution excellence?

The EverChange Institute helps you make fundamental, lasting improvements to your business. With EverChange, **you build an organization capable of continuous change, learning, and improvement** as part of your personal legacy. Like other EverChange clients, you will be able to:

- ▶ Adopt and execute competitive strategies focused on rapid, proactive change, cost containment and fast cycle times.
- ▶ Develop and align shared values consistent with producing a fast, flexible, performance focused organization.
- ▶ Enrich innovation platforms—including product strategy, product architecture, and product development.
- ▶ Tackle previously impossible breakthrough opportunities for growth and profit.
- ▶ Refocus the organization for growth by building organization-wide leadership support for initiatives.
- ▶ Install mechanisms to address external pressures from customers, competitors, suppliers, new technology, government regulations, or other sources.
- ▶ Fulfilling the need for competently prepared employees and a “knowledge-transfer” culture.



## Is this your organization?

The following questions may give you a sense of where your organization is today and how it is poised to cope with the **increasing rates of change** in both the internal and external environment:

- ▶ Are you frustrated with the way your organization executes?
- ▶ Does your company have a clear, compelling, competitive advantage?
- ▶ Are both your customers and employees aggravated with your business processes?
- ▶ Does your organization have an up-to-date vision for the next three years? Does it realistically guide organizational programming?
- ▶ Has your organization shown a rational pattern of growth within the last five years? Do you have a set of reasonable, internally developed standards for growth?
- ▶ What pressures for change are you experiencing from: customers, competitors, suppliers, new technology, government regulations and potential new markets? What actions have you taken to respond to the relevant changes? When must your organization respond?
- ▶ Have you had serious turnover of long-term employees? What programs have you instituted to increase loyalty and retention of critical employees?
- ▶ Has your organization a high incidence of slow or late delivery of new products and services to customers?
- ▶ Does your management experience repeated frustrations in reaching financial, marketing and/or quality goals for products and services?
- ▶ Is there an increasing recognition that the organization needs to be more change friendly? Is it slow to adopt effective management practices? Is there a realization that “riding the wave” of previous success won’t work and even successful change processes must improve?
- ▶ Has the lack of company sponsored training resulted in poor performance?
- ▶ Is the company properly positioned to take advantage of existing or new market conditions?
- ▶ Is there recognition that the current operating practices of the organization are designed for permanence and have become blocks to dealing with a more rapidly changing world?
- ▶ Is the organization concerned that competition is beating the company to market with more sophisticated products? Are key managers providing leadership to change this situation?
- ▶ Are employees, suppliers and partners able to articulate the company mission, vision and values?
- ▶ In your view, where will the organization have to make the most changes in order to implement a sustainable development approach throughout the company?



## Enable rapid corporate agility

EverChange offers a systematic framework and the right set of metrics to improve how well your business adapts to change. Eight performance dimensions are used to diagnose current organizational performance, and to pinpoint elements that significantly affect that performance.

An e-platform based on the EverChange business improvement framework gives you new capabilities to baseline organizational performance, track trends, and gain feedback on what's working and what's not. It's a proven, highly effective roadmap for defining the right organizational strategies and to verify how well those strategies are working.

The EverChange "secret sauce" is an enterprise feedback management diagnostic platform implemented with the latest e-survey technology. It provides you with an executive decision-making tool based on facts rather than emotion or intuition. Detailed, real-time information about the organization's capacity to execute change is placed at your fingertips. And it's not just your organization—the platform combines original research from over 1,400 organizations so you can benefit from industry best practices in laying out your own detailed goals, objectives, and action plans.



## Real-world deliverables

The EverChange Institute has gained its expertise through 150 cumulative years of real-world business experience with more than 1,400 organizations around the world. Sample deliverables include:

- ▶ A business improvement framework and e-survey software tools for diagnosing and tracking an organization's change capacity.
- ▶ An Organizational Development Plan, which is the outcome of consulting services for assessing and increasing change capacity.
- ▶ Knowledge transfer workshops.
- ▶ One-on-one CEO mentoring, enablement and execution.
- ▶ Organizational consensus building.

"Is your organization capable of continuous change? The EverChange Institute provides an excellent framework for answering this question as well as providing the tools for developing this essential capability. ECI provides a means for rising above the clutter of fads and fashions that populate the management landscape."

— Michael Beer

*Professor of Business Administration  
Harvard Business School*

## Find out more today

EverChange supplies the missing link between corporate strategy and tactical implementation. We help you develop a truly agile business that is skilled at creating, acquiring, and transferring knowledge at the individual, team, process, and organizational levels. **Find out more today by calling (858) 485-6645 or visiting us at [www.eci-now.com](http://www.eci-now.com).**

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Lawrence Livermore National Lab  
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Council of Community Clinics  
Manor Care  
Prime Therapeutics  
Sharp HealthCare  
Sisters of Charity  
Sodexo  
Watson Pharmaceuticals

### Hospitality

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McDonald's  
National Car Rental  
Viejas Casino  
Waffle House

### Manufacturing

American Licorice Company  
Bobrick  
CableCraft  
C&H Sugar  
E&J Gallor Wineries  
Guardian Industries  
Harris-Moran Seed Company  
Hiram-Walker  
Hunt Wesson  
Intralase (medical)  
Johnson Controls  
Levelor  
McKesson Distribution Company  
Memec (medical)  
Rand-McNally Map Company  
Thoratec Medical Products  
USG  
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Ziff Communications

### Oil and Gas

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Chevron  
Marathon Oil  
Mobil Oil  
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Alignment Strategies  
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Boole & Babbage  
Cool Strategies  
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Skyworks  
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