

Immersion Programs

Creating Alignment to Maximize Performance (CAMP)

CAMP is an intensive and challenging conditioning session designed to prepare everyone in the organization to combine and channel their energies toward their vision. CAMP sessions can accommodate as few as eight and as many as 50 participants. Our objective is to manage participation such that the extended organizational system is represented in the room (i.e. a diagonal “slice” of the organization, plus supplier and customer representation).

Although no two organizations are alike, hence, no two CAMP sessions are exactly alike a common framework is used as the basis for CAMP agenda design. This framework incorporates all Four Transformation Cornerstones: Self Mastery, Interpersonal Mastery, Value Exchange, and Change Methodology:

- **Self-Mastery/Mindsets:** This thrust focuses on change and improvement at the individual level. Here, a facilitator manages dialogue around several core concepts: increasing levels of effectiveness; Attitude is a choice; and At-Cause vs. At-Effect.
- **Interpersonal Mastery/Relationship Management:** Our experience has taught us that poor interpersonal relationships within an organization are a primary driver of problems in performance, yet few attempt to address these interpersonal tensions directly and constructively. CAMP sessions help break down barriers between team members by providing opportunities to improve Management of agreements and breakdowns, Trust and Feedback.
- **Value Exchange/Requirements for Success:** All the TQM in the world will not suffice if managers and leaders do not understand the requirement of success for their organization. CAMP sessions provide opportunities to develop and share knowledge about the critical factors that contribute to an organization’s survival and success.
- **Change Methodology/Systems for Change:** Finally, CAMP sessions focus energy toward the methods by which the transformation is accomplished. We typically work with teams chartered to lead large-scale, total system change and improvement, where the system targeted for improvement might be a distribution warehouse, a telecommunications corporation, a Navy program, or a finance division.

During a CAMP session, we take organizational teams through the exercise of building a “Wall.” The “Wall” is a physical representation of the group’s collective knowledge about their organizational system and how to best improve it. Collaboration about where the organization is now, where it is going, how to get there and how you will know you are there when you get there are key focus areas. This involves documenting the Past, Present, Desired Future, and identifying Key Performance Indicators and Visible Measurement System.

As a 5-day off-site session, CAMP serves as a key component of the Transformation Cycle. The Transformation Cycle has been developed through over many years of research and field-testing. It integrates our knowledge and experience, along with world leaders in the area of organizational change. The Transformation Cycle has been applied successfully in numerous public and private sector organizations.

This cycle includes many of the traditional components of strategic planning, such as assessing and diagnosing the organization, defining a mission and vision, and identifying improvement objectives. The approach is unique in the attention paid to important activities that support large scale transformation such as building commitment to the transformation plan, managing implementation, developing a performance measurement system to track progress, systematically improving knowledge and skills, and aligning individuals and teams toward common objectives.

The Transformation Cycle

