



EXPLORING POSSIBILITIES

WITH TRANSFORMATION SYSTEMS INTERNATIONAL





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Contact Transformation Systems International
at info@tsi4results.com or learn more about us at www.tsi4results.com.



WHAT WE DO

We help leaders make the transition from good management to transformational leadership.

We work with everyone within the organization, using training and coaching to uproot legacy mental models and form new patterns of thinking.

We help everyone to re-awaken to his or her individual and collective sense of purpose and the intrinsic joy that can be found in organizational life.

We build individual, relationship, and organizational competency within the system to produce transformational results.

OUR PHILOSOPHY

Our mission is to create organizations of change.

Our vision is to create organizations of the future...those that achieve exceptional and sustainable results, and are alive with energy and spirit. We work within engaged and enlivened partnerships and – together with our clients -- we experience the joy of being fully alive.

Our core values are:

- Performance – Our partners' results are our results.
- Intentional Living – Being grounded in self, relationships, and community; doing what's right; and being held accountable at the highest level.
- Community - Being in community with all participants connected and relating in meaningful ways.
- Being for the World – Living a difference and experiencing joy.

Transformation Systems International defines transformation as a marked change in people, relationships and organizations and serves as a catalyst to make this happen for our clients. We work with an array of organizations, including nonprofits, for-profits, associations, governments, and communities and have seen first-hand change that creates breakthrough results.

We employ a systematic approach to transformation that is based on decades of action-research conducted in partnership with people and organizations around the world. As a team of professionals, we possess diverse backgrounds in organizational leadership, government service, business management, consulting, and applied research. We are interested in what works, seeking out the approaches and techniques for change that hold a proven track record. And when the answers are not yet discovered, we conduct original research to seek out the most practical solutions.

What makes us unique?

- A robust methodology based on more than 30 years of research into transformation and leadership.
- A strong academic foundation.
- A practice grounded in-- and elevated by -- individual knowledge and a community of experts.

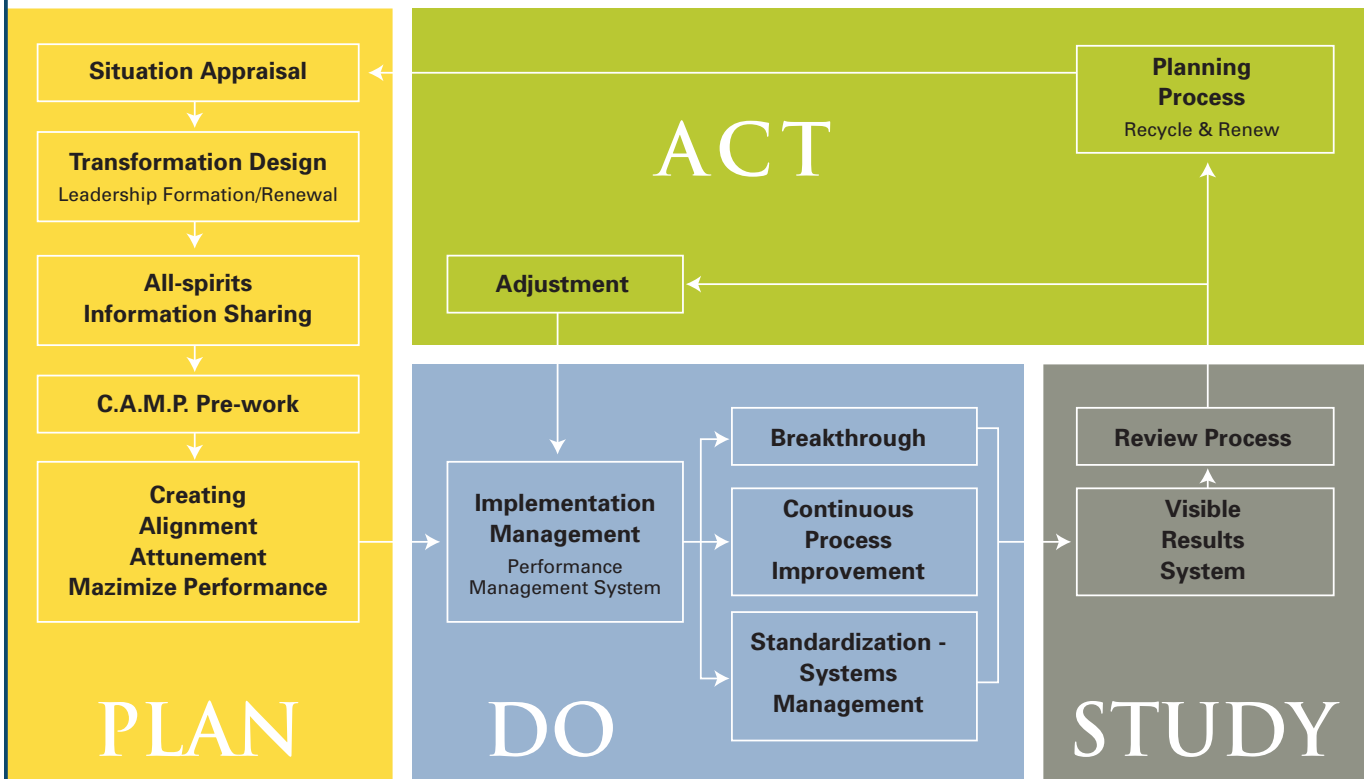


I learned how powerful determining and being conscious of one's purpose (in life) can be, and that it really affects your day to day activities."

OUR PROCESS

Our passion is to bring a transformation context, ideas, and practical tools to those organizations that are highly committed to producing step-function improvement in results. To achieve this, we have a proprietary process (or methodology) that we call the Transformation Cycle.

THE TRANSFORMATION CYCLE



Ongoing. Targeted Education. Training and Development At All Levels.

We adopt a multi-disciplined approach to transformation design. We work with leaders and improvement-design teams to develop, implement, and periodically review a transformation plan to produce improved performance in targeted areas. With the Transformation Cycle as our core framework, we have a demonstrated track record of assisting organizations to achieve breakthrough results.

Our distinctive client has already made multiple efforts to improve and has achieved some results, but not the breakthrough results they want. They recognize that the existing beliefs, complexities of the work, and the inertia of “doing things as we have always done them” are very hard to overcome.

Our client is ready for a bold, generative and integrated approach, which, ultimately, is required to achieve organizational transformation.

Moving beyond traditional vendor-customer relationships, we work with our clients as committed partners. We are less about advocating a particular body of knowledge as being “the solution” and more about exploring how different methods and tools “fit” together to form a more complete effort that is uniquely suited to each organization we work with.

We encourage leaders to plan their performance breakthroughs using a systems design approach. We have expertise across nine macro systems within organizations and we work with the organization to design initiatives that fully consider and plan for the impact of improvement efforts throughout all the systems of the organization.

By bringing forth what we term “The Transformation Cornerstones,” we can take a more complete approach to transformation design. For example, the transformation cornerstones show that a plan to implement a new tool alone, such as balanced scorecard or Lean, without careful consideration to the impact on the culture of the organization is at risk of failure.

In addition to bringing new tools into the organization, we plan for improvement in ourselves (personal mastery) and in how we work together (interpersonal mastery). In the words of Gandhi, “We must be the change we wish to see in the world.” In addition, unless we stay current on the evolving needs of our customers (i.e., the evolving value exchange), we are, at best, sub-optimized in our ability to fully live our mission, and, at worst, obsolete.



I have a new and positive attitude regarding feedback, and relish asking for feedback and also sharing my feedback with others. My networking abilities have been expanded, especially in the area of being a team member where the other members are in different geographical areas. I have set my short-term and long-term goals and am now developing my plan of action to achieve those goals.”



I learned to ask for feedback and that I can do with it what I want. I can accept it, consider it and, if valid, use it for an area of growth. I learned that feedback is good."

We are also able to partner with other experts to bring forth needed knowledge and talent.

To our clients' benefit, we leverage all the best ideas and tools available in the transformation and quality management sciences. We focus the organization on achieving clarity of vision and specific goals using the latest knowledge in strategic planning and performance management systems. We also bring forth knowledge to develop or expand effectiveness in leaders and change agents at all levels of the organization.

Finally, we have found that focusing on regular reviews of performance against the established strategic plan is the key to achieving results. As such, we have developed a systematic review process that helps management and leadership tap into the personal and collective purposes at work to enhance individual and team performance.

"The human mind once stretched to a new idea never goes back to its original dimensions." Oliver Wendell Holmes



OUR PRACTICE

Our transformational leadership model draws upon the extensive body of knowledge on leadership that our team offers. And, at the core of the model is the ring of consciousness that addresses self, relationships, and the enterprise.

Conscious individuals forming conscious groups working toward a shared purpose and vision are vital ingredients to creating a conscious enterprise. Consciousness of enterprise is seen when the entire organization has the ability to reflect and learn.

Moving out from the core, the eight attributes of great managers and great leaders are shown as polarities, such as visionary versus analytical, creative versus administrative, energetic versus empowering, performer versus community builder.

Our research shows that, as transformational leaders, it is insufficient to obtain just one skill represented in each end of the polarity. Rather, transformational leaders must discover and master capacity in both ends of the polarity. *Effective leaders call upon the management or leadership skills needed for the given situation, not the ones they are biased toward.*

To this end, we offer the following immersion programs and short courses taught by renowned experts. As you review the immersion and short courses we offer, keep in mind that Transformation Systems International strives at all times to create awareness and increase capacity for the self, for relationships, and for the enterprise.

Self

- Trust
- Empowerment and Engagement
- Critical and Systems Thinking
- Leadership

Relationships

- Teaming
- Coaching
- Decision Making Processes
- Change Management
- Customer Service

Enterprise

- Strategic Planning
- Project Management
- Quality Methodologies
- Measurement
- Forecasting

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).

No two organizations are alike so no two CAMP sessions are exactly alike, but 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 organizations 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 arrive are key focus areas. This involves documenting the Past, Present, Desired Future, and identifying Key Performance Indicators and Visible Measurement System.

As a five-day off-site session, CAMP serves as a key component of the Transformation Cycle. The Transformation Cycle has been developed 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.



I learned how team dynamics really work and what they are and how to build a team. And more importantly, that work groups are not teams. Conscious intent can enhance listening and general communication. I have learned to use it – to be more aware of using it.”





"I sincerely think that this program is valuable to anyone seeking leadership skills. I learned things that I will carry with me for the rest of my career. I feel that the program furthered my career goals."

Mini-CAMP

CAMP (Creating Alignment to Maximize Performance) is an intensive and challenging conditioning session designed to prepare leaders within an organization to combine and channel their energies toward a collective vision. CAMP normally includes creating a transformational plan for the organization; however, a mini-CAMP is shorter in time and focuses upon building effective leadership toward an existing organizational direction. The mini-CAMP begins in the afternoon of Day 1 and proceeds to lunch on Day 4. In other words, three days of sessions over a four-day span.

No two organizations are alike, so no two mini-CAMP sessions are exactly alike, however, 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 organizations 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.
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What are the objectives of a mini-CAMP?

Developing effective, high-performance leaders starts with internal strength. The mini-CAMP facilitator guides participants through a consciousness-raising process that supports each person to understand alignment to the organizational mission/vision/values within his or her own personal life and work. As a result, the following is achieved:

- Self-aware leaders are ready to move the organization forward utilizing internal motivation connected to personal purpose and vision.
- With new and effective mental models on how best to lead and how to add their own unique value to the organization, individuals can transcend any experience of being a victim of change in the past.
- Improvements in communication competency.
- Increased understanding of co-workers and shared understanding about how to better create transformative change in the workplace
- Collective knowledge of the organization's direction and how to leverage individual energies.

What is the learning style utilized?

The program is designed to transfer the theory, operational definitions, and methods of leading change. Participants come to understand that transformation is not just about the methods but also about personal change and growth. In addition, simulations and demonstrations are embedded in the program to help develop skills. This is experiential learning and, therefore, engaging and community building in nature.





I am now able to step back and put down my barriers and actually listen to the recommendations of others with an open mind. And vice versa, I am now willing to give feedback to others, whereas in the past I might have kept my thoughts to myself. Also, I have realized that leadership is not found only in managers and supervisors, but anyone can be a leader regardless of their professional status. I have found the importance of purpose and defining one's purpose and how one's mind-set can move one forward in growth both personally and professionally."



How does this work fit within the broader subject of transformation?

The CAMP and mini-CAMP methodology is the centerpiece of the Transformation Cycle.

The Transformation Cycle has been developed over many years of research and field-testing. It integrates our knowledge and experience, along with best practices from 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 that is given 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.

Focused Leadership Experience (FLEX)

FLEX is an advanced program for executives and senior leaders designed to expand knowledge and skills to lead transformative change while promoting peer learning and relationship creation. It is held over a two-week period and includes many unique and intensive learning opportunities. It is held in Portland, Oregon, and often includes travel to other cities.

What are the objectives of FLEX?

- Build understanding of the unique characteristics of transformational leadership that are needed to create breakthrough results.
- Assess self-knowledge and skills as a transformational leader and develop individual action plans for growth as a leader.
- Analyze the results of transformational leadership in other organizations and develop organizational plans to put into action key models and approaches learned.

Coursework

Effective Coaching to Build Clarity of Purpose and Vision: Participants are coached one-to-one or in small groups to gain clarity and deepen commitment toward life and organizational goals.

Site Visits to World-Class Organizations: Our site visits provide leaders and change agents with the unique opportunity to see, hear and experience firsthand how other successful organizations make change happen. The organizations we frequently visit include Hewlett Packard, St. Charles Medical System, Intel, Oregon Museum of Science and Industry, Oregon State Government, Metro Services and others.

Personal and Interpersonal Mastery Coaching: Topics in this area include: Transformational Leadership; Eagle Coaching; Forming a Pack of Wild Dogs; Organizational Resiliency; Leading Organizational Culture; Accountability; Execution; Mind-set for Performance; and Performance Reviews (how to conduct as leader).

Knowledge Building in Change Methodologies: Specific knowledge and application tools are gained in building effective performance management systems and understanding the whole-systems approach to managing change.

Time for Leisure and Reflection: While each two-week program is an intensive learning experience, we realize that integral to any learning opportunity is the need to allow time devoted to reflection and fun. We have built several reflective and leisure activities into the curriculum during the evenings and weekend.



I learned how to take an idea and turn that idea into a feasible design or implementation of a new process. I learned the importance of communication on all levels, with co-workers, supervisors, and our customers."



The whole program had a huge impact on me and I appreciate the opportunity to participate.”

Change Agent Training and Leadership Strategies (CATALYST)

Catalyst is designed for mid-level managers and change agents, people who are responsible for deploying the organization’s vision and facilitating breakthrough improvement. The purpose of the program is to foster leadership, peer relationships, and to provide practical knowledge and skills required to translate organizational vision into results. It is held over a two-week span in Portland, Oregon. People who participate in CATALYST leave changed and engaged.

What are the objectives of CATALYST?

- Gain working knowledge about the fundamental principles of transformation.
- Learn methods and tools for application.
- Build intentionality as a change agent.
- Target and begin work on a demonstration project.

Coursework

Effective Coaching to Build Clarity of Purpose and Vision: Participants are coached one-to-one or in small groups to gain clarity and deepen commitment toward life and organizational goals.

Site Visits to World-Class Organizations: Our site visits provide leaders and change agents with the unique opportunity to see, hear and experience firsthand how other successful organizations make change happen. The organizations we frequently visit include Nike, Microsoft, Boeing, King County, Washington State Government, Oregon Progress Board, Oregon State Bar, Oregon Zoo, Starbucks, Vancouver Public Schools, Norm Thompson, and others.

Personal and Interpersonal Mastery Coaching: Topics in this area include: Base Concepts and Tools in Transformation (e.g., Four Cornerstones, the Wall, Alignment); Resiliency; High Performance Work Teams; Measurement; Communication, Five Parts of Change; Project Management; Trust; and Life Planning.

Knowledge Building in Change Methodologies: Specific knowledge and application tools are gained in building effective performance management systems and understanding the whole-systems approach to managing change.

Time for Leisure and Reflection: While each two-week program is an intensive learning experience, we realize that integral to any learning opportunity is the need to allow time devoted to reflection and fun. We have built several reflective and leisure activities into the curriculum during the evenings and weekend.

Transformational Coach Certification Program

This is an advanced and challenging course designed to launch participants powerfully on their journey toward becoming an effective transformational coach. The primary objective of this course is to build competence in leaders and change agents to influence the performance of others. Specifically, our intention is that graduates of this course report that they have developed more knowledge, expanded capacities, and a higher level of skills in the following areas:

- Coaching others to achieve clarity of purpose, vision and goals.
- Aligning and attuning individuals within the organization.
- Promoting an at-cause/intentional mind-set through individual or team coaching.
- Ability to distinguish the mental models (or mind-sets) at play in a conversation both in self and in others so that the thinking, commitments, and corresponding actions taken are transformed (from what can't be done, to what's possible).
- Influencing (without manipulation) the actions taken by others such that breakthrough results are possible.

Program Purpose

To awaken your highest potential self as a transformation coach and to rigorously develop the *capacity and competencies* needed to fulfill that potential. (Capacity is defined as the ability to hold, receive and absorb knowledge; *Competency* as the state or quality of being adequately or well qualified; a specific range of demonstrated skill, or ability.)

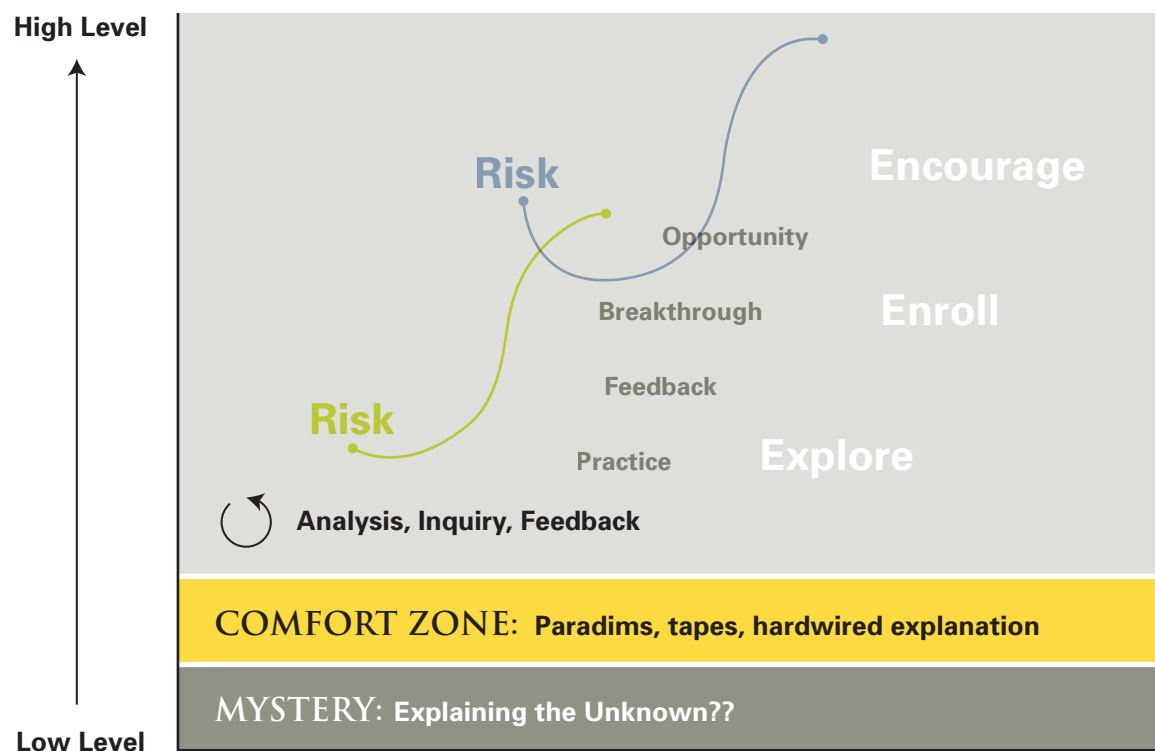


One result that can be seen in my work as a direct result of participating in leadership development is my ability to communicate effectively with my co-workers. I am able to verbalize my problems and concerns and not feel inhibited in expressing myself. I think my improved communication skills are a direct result of the work we did with feedback. Another result I can see in my work is a more streamlined sense of purpose. If ever I am feeling overwhelmed or overworked or just plain grouchy, I can think about my purpose and why I am here. And even turn the table around and imagine what it would feel like to be unemployed right now. By having this mindset, I am able to send a little spark to our customers, a little enthusiasm to encourage them to keep searching for work, interviewing, and increasing their skills."

Program Objectives

- An expanded capacity to achieve breakthrough, organizational results through *being present*.
- Greater capacity to *self-correct* (capacity to observe gaps and to make course corrections in the moment or post-event) and *self-generate* (capacity to renew self).
- Increased competency to *coach others*, both individuals and groups.
- Enhanced competency to *effect transformational change*.
- The power of a self-generating, *self-organizing community*, which is committed to the transformative organizational results.

TRANSFORMATIONAL COACHING



Learning Approach and Methods

The program is designed to transfer the theory, operational definitions, and methods of transformation coaching. Participants come to understand that transformational coaching is not just about the methods but also about “being.” In addition, simulations and demonstrations are embedded in the program to develop skills. Assessment tools are used to determine knowledge and skill level; e.g., fundamental, advanced, or mastery levels. The requirements for each level of coaching skill will be shared at the beginning of the program.

To increase knowledge of transformation coaching, the program embodies six learning elements. These elements have been incorporated to address theory, operational definitions, methods, skill development and mastery.

- Classroom sessions that cover theory, operational definitions and methodologies.
- Cohort sessions (engaged group of five members) that promote inquiry and continual study of theory and methods, and sharing of demonstration experiences.
- Assigned reading to expand on theory and methodology.
- In-classroom ‘simulations’ and outside ‘demonstrations’ to build skills.
- Multiple self-assessments by candidates to evaluate growth and performance in the program. In addition, program leaders at the beginning of the program will make assessment of capability.
- Candidates will periodically request others to evaluate evidence of their performance as transformation coaches. In addition, the program leaders will evaluate each candidate throughout the program, including individual feedback sessions.

The program’s content and methodology are based upon the groundbreaking text, *How to Coach Individuals, Teams, and Organizations to Master Transformation: Surfing Tsunamis*.



I was able to re-evaluate and know myself better. My skills, aptitudes and goals were brought back into focus. I found that I have many of the attributes of a good leader and that I did not need to have a managerial position in order to be a leader. In fact, being a good manager is not prerequisite to being a good leader.”



I have already seen progress in my personal life; in making time and planning for doing the things that really are important to me: my family, my horses and dogs and cats, and my friends.”

Selection Criteria

The best candidates for this program are individuals who have significant working knowledge about many of Transformation Systems International’s models for change, they are attuned and committed to the theory and ideas, and they have actual experience in teaching these models to others. (By “experience” we mean they can point to both successes and failures in working with others using the models for change, and they have gleaned insights and new understanding from those experiences.)

Ideal candidates understand that there are distinctly different capacities and skills required as they move

from “teaching” or providing instruction in the models to utilizing the models to “awaken consciousness and spirit in others,” and, finally, to influencing the awakened spirit and consciousness of an individual or group to achieve higher levels of performance.

For example, we know that effective “teaching about” our change models requires understanding of the theory, knowledge, and the key concepts embodied in the model. Using the models to raise the consciousness/spirit of individuals requires something more than knowledge of the key concepts for each model and how they relate to one another. It requires the higher-order skills of inquiring, listening, and coaching. This course is designed to expand capacity of participants in those higher-order skills.

Expectations

This is a challenging development program, designed to generate breakthrough results in transformation coach effectiveness. There is a high degree of accountability rooted in the program so participants who are selected must have high commitment to their own development and to the overall transformation of the organization.

To participate in the program, participants commit to attend the full year of classes. In addition, participants agree to complete all assignments and to participate and generate value within their learning cohort. Several mandatory texts will be used in the program. In addition, participants will be given an extensive reading list to assist in the creation of their personal development plan.

The cohort groups are intended to be a learning community. Participants are expected to make a commitment to create full value for themselves and others in the cohort group, including holding all members accountable to committed participation and attendance.

Finally, participants will be expected to maintain a journal of reflections and insights throughout the program. The quality and commitment to journaling is included as a requirement for meeting the fundamental level as transformation coach and will be evaluated by the participant’s assigned mentor.

Mentors

Each participant is assigned a TSI Master Level Coach as a mentor during the program. The Mentor's job is to provide feedback, support, and advice to deepen participant's learning and development as a transformation coach. The assigned Mentor may shadow a participant who is on track for Advanced or Mastery Level certification. The Mentor, in conjunction with the Program Chair (Stephen Hacker), will assess the participant for level of certification at the end of the program.

Classroom Session Outlines

Session #1 focuses on the transformation of self and formulating a personal vision as a transformation coach. Qualities of a transformation coach are explored. Alignment, commitment, and conviction to the journey to be a transformation coach are deepened. Mindsets for performance are introduced. Review of life narrative (re-interpretation as needed) in preparation for the journey includes the release of old habits/patterns/belief that will not serve. Foundation knowledge of transformation sciences, including the difference between management and leadership (role of transformation coach in leadership) is conveyed. Integral approach will be taken including meditation and reflective practices. Capacity is expanded with the introduction of big ideas, including the work of Ken Wilber. Coaching philosophy is introduced. Participants are charged with practices between classrooms to expand their capacity for self-correcting and self-generating using mindsets for performance.

Session #2 focuses on relationship and coaching others (moving from self to "we" perspective). Coaching methods are conveyed and practiced. We cover how to coach individuals to higher and more effective performance, including life planning coaching methods. Focus is on 1:1 coaching relationships and small groups, including senior leadership teams. Participants participate in demonstrations to begin to build competency.

Session #3 explores the dynamics of teams and larger groups. We will explore the nature of conversation and presence in sensing the future as it emerges from the collective consciousness. We will explore seeing the world, which transcends downloading (simply re-enacting habits of thought) and heightens the capacity to sense with open minds, open hearts, and open will. Participants take the next step in demonstrations and continue competency development. Current best approach to building high performance teams will be addressed.

Session #4 examines the transformation of systems and the role of the transformation coach in designing whole systems transformation. Concepts from prior sessions will also be integrated into the gestalt. Demonstrations and performance evidence is reviewed. Certification determinations made by Master Coach, including graduation ceremony.

Cohort Meetings: Periodically participants will convene in smaller groups outside of official meetings to coach and support each other in their learning and in their demonstration projects. Participants will meet in their cohorts at least monthly between formal sessions. Sessions are designed to expand capacity for participants to engage in new ideas.

Government Leadership in Action

This program creates a powerful community of purpose made up of leaders and change agents from across a government entity. The community learns together and identifies areas where “collective” intentionality and action can produce transformative change.

We aspire to build leadership competence within government in a consistent and conforming manner so as to have a sustainable cultural shift...a bias for leadership. Through our work we seek to expand leadership capacity to co-create new organizational futures through shared leadership, ownership, idea generation, and breakthrough performance while enhancing the effectiveness of others. We care about deeply involved leadership, which is leadership that brings forth a passion for self, relational, and organizational transformation.

Expected Outcome

Individually, to see each self anew, bringing forth renewed passion and energy for life. Collectively, to create an intentional community of purpose that holds the possibility of transformative change in the Public Service.

Objectives for Participants

- Expand your ability to more powerfully deal with breakdowns, and to make the right choices for you and the organization.
- Achieve new capacities to adopt productive mindsets (filters/contexts) that bring forth the results you want. Transcend victim consciousness on all levels.
- Understand three types of change and gain greater access and capacity to generate transformation at work and in life.
- Gain knowledge and tools in the areas of transformational leadership and customer service.
- Experience the power of authentic community. Interact with others from a place of virtue opposed to fear or scarcity.
- Catalyze results in streamlining government regulations while preserving the quality of life, safety, and health of the larger community.

Format

Participants attend a total of six classroom days over a three-to-six month period, with small group assignments in between. The six classroom sessions address the following:

- Transformational Leadership and Leading a Life of Meaning
- Create Our Community of Purpose (field projects are introduced)
- Transcend Unproductive Mindsets That Hold You Back
- Being Passionate About Service
- Execution and Systems Management: Getting to Results
- A Return to Where We Began: Reflection, Appreciation and Future Action

SHORT COURSES

Transformational Leadership - Secrets of the African Wild Dogs

This program is designed to re-engage the top leadership team of an organization in creating the organization of the future. Leaders are re-energized and, perhaps more importantly, fully aligned to once again take the helm of the organization.

Seminar Purpose

Often executive leaders become bogged down in near-term tasks just to keep the organization afloat. This offering is designed to re-engage leadership with the job of strategic leadership and with creating the organization of the future. Forming the vision, culture, and processes, and acquiring the personnel required for the future is a leadership mandate. At the end of the workshop, leaders will be equipped with the mental models necessary for success and recommitted to once again take the helm with confidence. In addition, strategic plans for the organization will be brought to life.

Course Content

Based upon the popular text, *Leading Peak Performance: Lessons from the Wild Dogs of Africa*, focus is brought to how the slippage back to organizational management versus organizational leadership occurs. Participants are facilitated through a discovery process of their current priorities...their true (not desired) expenditure of will. Through a frank assessment of targeted goals and actual results, genuine performance is evaluated. The power of will, conscious or unconscious, is made explicit. Strategies to improve performance are developed.

The African wild dog is used to demonstrate key transformational leadership characteristics. Based upon original research conducted by Transformation International Systems' staff, these characteristics and skills have proven to be the basic building blocks of high-performance leaders.



This learning was good for me regarding my work life but it was EXCELLENT for me as a whole person. I see the things I learned and the decisions I make cross over to me as a person not just an employee. The person I am is the employee I am."

Creating a Performance Culture

Designed for leaders and change agents who know that the culture of the organization is holding back performance and want to do something about it. It is also suitable training for frontline personnel about performance culture and the personal alignment of work and life.

Seminar Purpose

Immoveable organizational culture is often decried as the reason for change effort failures. But is the culture not a key to change? Instead of blaming the culture, this workshop targets organizational culture as the vehicle to shift results to a higher plain.

Course Content

Utilizing decades of organizational performance research, the presenters walk participants through understanding the cultural performance criteria. An assessment of the participants' cultures with respect to these proven cultural performance criteria provides the basis for building an action plan to improvement.



I was able to increase my learning by listening to others. I will be presenting some of the information regarding team play, decision-making and delegation to my work team. I feel increased respect from my work team and from other section leaders in the agency."

This course proceeds in four phases.

1. Explores a deeper understanding of the organization's culture. What are the artifacts? What are the values in use? What are the basic assumptions of the organization?
2. Is designed to help participants understand the aspects of the culture that are productive and the aspects of the culture that are non-productive.
3. Is where participants develop practices and processes to change those elements of the culture that are non-productive.
4. Is where participants learn techniques to cement the new culture.

Developing an Executing Organization

This short course explores why the best strategic plans are only partially achieved and what to do about it.

Seminar Purpose

Most organizations create wonderful plans. If not, they hire consultants that give them wonderful plans. The problem with organizations is that they frequently do not execute the plans they have created. This seminar is designed to give leaders and their organizations the necessary tools to become an executing organization.

Course Content

Utilizing decades of research, examples from clients we have helped, and examples from successful executing organizations, the goal of this course is to help leaders become more consistent in executing their plans.

This course proceeds in three phases:

1. Deepens an understanding of what execution means, how is it different from planning, and how it involves but is not limited to implementation.
2. Is where leaders develop the skills needed to become more successful in execution. During this phase we develop the core skills necessary (questioning, persistence, and follow-through) to enable you to become more consistent in your execution abilities.
3. Is where participants refine (and in some cases, develop) new plans that will enable them to be successful in executing their organization's strategic plans.



I gained greater understanding of the concept of having a vision."





"I learned that I am a leader in many ways. In the past I have been told that I was but I was not really conscious of that before."

Five Ingredients to Successful Transformation

This short course offers an excellent synthesis of the most important ingredients of transformation. Designers have researched the body of knowledge in change management and identified the most critical elements. Based upon the text, *Successful Organizational Transformation: The Five Critical Elements*, the course will guide leaders of change through the often-confusing models and theories of transformational change.

Seminar Purpose

One subject that is receiving a lot of attention is organizational change. Whether it is re-inventing government, re-engineering corporations, or reforming churches, all kinds of organizations are attempting major transformations. One only has to scan the business section of any local bookstore to see that there are numerous titles on the subject. While each book may be interesting, the collection of books does not build upon each other and sometimes offers contradictory ideas and concepts.

This program identifies the underlying key elements that are central to many of the issues being discussed in numerous organizational change books. As such, the goal is to not to introduce new ideas and concepts, but to summarize the existing body of knowledge in a way that captures the basic building blocks of many organizational change concepts.

Course Content

This course will "walk" participants through the five ingredients of transformation:

- Burning Platform (why should you do anything)
- Vision (where are you going?)
- Leadership (who will lead the effort?)
- Technical Plan (how will you close the gap between the vision and the burning platform?)
- Social Plan (who will you enroll in the plan and how?)

At the end of this program, individuals will understand why change efforts fail; what ingredients are needed to ensure success; and what skills are needed at the individual, group and organizational levels to maximize improvement efforts.

Trust Imperative Workshop

Time and again, trust is identified as the element missing in unproductive relationships and teams. Usually an exercise is pulled from the consultant's bag of tricks to address the deficiency. However, given the depth and complexities of trust, the instant fix fails to have any lasting value. It is critical that leaders build proficiency in the essential skill of trust building.

Seminar Purpose

This workshop delivers a firm understanding about trust components and teaches participants how to build trust in team and organizational settings. Based upon the popular text, *The Trust Imperative*, this course provides practical and straightforward methods to create trust in the workplace and shares dynamic models that allow for further discovery.

Participants will obtain:

- A comprehensive understanding of the trust imperative and why trust is an increasing requirement for today's workplace. The expansion of work being accomplished through teams demand cohesion and esprit de corps. Also, the variety of teams (virtual, cross-functional, pack teams) calls for faster and more effective methods to build trust.
- Knowledge of the different aspects of trust and trust modeling.
- Proven methodologies to build trust and experimenting with tools and approaches in the workshop.
- Skill acquisition and the ability to build trust rapidly.



I learned the value of putting an end to downward spiral speaking; an end to negativity; and the value of learning something every day."



Course Content

The course is experiential in nature, calling upon participants to play an active role. The offering can be one to two days in length, depending on the scope of work desired. A single presenter guides a class of 10 to 60 people through key learnings. Following are several items addressed during the workshop:

- **Obtaining Consciousness Prior to Launch.** Participants are directed to be accountable for their learning, to be accountable to building skill.
- **Ground Rules for our Interaction.** Ground rules are set and commitment to them is tested to ensure honest and enlivened discussion.
- **What is Trust?** - The three C's of Trust (Commitment, Consistency and Capability) are fully explored and understood at a personal level.
- **Why is Trust of Value?** Participants build knowledge in the cost/benefit of creating trust in the workplace.
- **What Aspects of Trust are of Value to Your Present Situation?** Real-time relationships are used to better understand the characteristics of trust and distrust.
- **How Trust Is Built?** Participants are asked to refer back to their experiences in building trust with others. How did it happen? The process of effectively building trust is explored followed by skill building within the classroom setting.
- **Risk for Trust.** If risk and vulnerability are instruments for producing trust, why do they often fail to work? Insights to how we self-destruct our trust building processes are gained.
- **How to be Causal in Creating High-trust Relationships.** No more excuses. A key mental model in accomplishing measurable progress in trust building is explained in an experiential manner.
- **Trust Assessments.** The six trust assessments, which have been used in many organizations, are addressed. Needed to measure real progress, these assessments are found in full within *The Trust Imperative* text.
- **Building a Trust Wall.** The process of building a comprehensive plan to build organizational trust is made alive using an actual case scenario.



I learned about myself as a person and how those learnings are reflected in my personal life as well as my career."

Proven Effectiveness

Many leading companies and government entities have sought the Trust Imperative Workshop out. Testimonials to its effectiveness have been received from such diverse organizations as IBM, United Way, NASA, U.S. Department of Energy, and the State of Oregon. The approach is prized due to measurable improvement experienced by participants.

Communication for Results

Effective communication is no longer considered a “soft” skill. Research shows that organizations with higher levels of communication effectiveness produce dramatically better results than those that are less effective. As proof, a 2003-2004 Watson Wyatt study on return on investment (ROI) in organizations with the greatest communication effectiveness found that the best companies produced a 26% ROI, while the worst at communicating produced a -15% ROI. In addition, the stronger communication performers had lower employee turnover rates than industry peers with poorer communication. In sum, communication continues to be an area rich with opportunity to enhance organizational performance.



I now celebrate diversity
and welcome feedback
as information.”

Seminar Purpose

This highly interactive course produces higher levels of awareness of one's own communication effectiveness as we collectively inquire into the barriers to effective communication. We discover that many of the most significant barriers are self-created and can be readily addressed once an intentional mindset is established. We explore how human beings perceive the world and make meaning of events. For example, we often formulate perceptions of others that become barriers to communication. Through this course, participants gain a new freedom to shift their perceptions of self and others, opening the door to transformation of relationships. Listening and additional tools are provided to enhance communication effectiveness.

Course Content

Participants participate in constructing a state-of-the-art communication model, a model that has produced measurable results in the field. This model enables participants to look at the causes of communication breakdowns. Consciousness arises about the barriers within self and in others to effective communication. Participants make an important connection between what they say and the results produced. Taking the time to personally or collectively get clear about the results desired from the communication is a key focus. Many times, we communicate with little focus on what we are trying to achieve. This course attempts to develop a discipline of bringing greater clarity, commitment and purpose to all communication by focusing our communication on desired results.

Listening is also squarely addressed. The approach is based on recent research concerning issues that prevent listening. Participants have the opportunity to evaluate their own strengths and improvement opportunities in the area of listening. Conversations to redirect negative behavior are also addressed and practiced by the participants. Finally, planning and designing effective organizational communication is a key component of the session. Participants are presented with scenarios of some of the more difficult communication challenges to practice what they are learning in the course, and role playing is utilized as a learning method.



I learned more about myself. Looking from within sometimes you need to do that before you can proceed forward. I learned more about working with others.”

Sustainable Economic Development: Alternative Government Approaches to Social, Economic and Environmental Challenges

This course provides an overview of sustainability concepts and frameworks for organizations committed to yielding results in the economic, social, and environmental dimensions. Learn how the concepts of sustainability can bring forth efficiency and effectiveness in the organization, while tapping the spirit of those seeking deeper meaning or purpose in their work.

Seminar Purpose

As developing nations progress, it is important that their leaders take lessons from around the world. Blindly following the U.S.-style westernization can be a recipe for problems. In this workshop, we will examine alternative paths that nations have taken toward development, and explore which practices are more sustainable, yielding multiple benefits socially, economically and environmentally. We will customize the offering based on the pressing needs of the participants. This course will help you foresee the long-term implications of the path you are now on and expose you to alternative paths, should you need to change course.

Course Content

After an overview of sustainability concepts and frameworks, as well as the role government plays in ensuring a sustainable long-term future, we will focus on issues that are of prime concern to the participants. These may include:

- industrialization
- urbanization
- water
- poverty
- human health
- energy and climate change
- natural resource depletion
- social capital

For the focus areas selected, we will offer two or more common paths. The participants will forecast what they think would be the likely consequences or impacts of those choices. Then the participants will be provided real-world examples from around the world, both good and bad. We will expose the participants to best practices. Then the participants will explore the implications of this new knowledge on their own national strategies so they can determine how to adjust their plans to make their nation more sustainable.

Futuring

If you accept the fact that change is accelerating then advantage comes to any government, organization, or individual that anticipates it. Call it strategic advantage. Any organization that leaves the future to chance is bound to be overtaken by it when the future arrives. Those that look to the future, anticipate it, and prepare themselves to respond to alternative futures create for themselves the opportunity to be agile in response to change while their competitors may be taken by surprise. History abounds with the stories of the successful, and not so successful. You need to be the later.



Proud does not begin to describe how I feel about participation in this program. This program for me was very exciting and influential.”

Seminar Purpose

Futuring is a process, and art, and a discipline. It can be learned and used. This workshop is designed to engage participants in the active process of futuring. In doing so you will learn the process, and experience it in action. The process is collaborative, team based, and draws upon the collective wisdom of the participants. Through the workshop you will explore the future, identify the forces more significantly changing your future, and develop scenarios that will give you advantage as the future unfolds. You'll see how futuring feeds strategy to make organizations robust in the face of unpredictable events.

Course Content

Following a brief introduction to the process of Futuring, participants will actively engage in the process. Through small group interactions participants will identify forces of change that are likely shaping the future of the field in study. While informative a long list of forces is impractical to use in practice so the group will be led through a practice to identify the short list of forces MOST SIGNIFICANTLY shaping the future. Once the short list is agreed to, the group will be taught scenario development and actually develop several alternative futures in the form of short stories. A worst case, best case, most likely case, and what the community calls the “preferred alternative” case. Based upon these short story scenarios participants will then explore strategic responses to these scenarios and see for themselves the power of futuring. Real world examples will be shared, as well as next step options.



I don't feel 'stuck' anymore.
I have a sense that no matter
how small the task or
achievement, it is all worth
doing if it is meaningful to
someone or something.
I have a better vision for my
future in the organization."

Hosting Conversations that Matter

Organizations are often challenged by the difficulty of accessing the collective wisdom held within its collective. In today's fast-paced, rapidly changing world, leaders can easily tap into stored knowledge and wisdom to aid decision making and create engagement and shared understanding, and to inspire. The practice is called the WORLD CAFE and has been used for 20 years all over the world to host conversations that matter. The approach works with groups as small as 20 to hundreds.

Seminar Purpose

The group-based workshop employs the WORLD CAFÉ practice to engage the group in a real example of a conversation that matters. Through the

workshop, participants will experience the approach and learn from their doing. Participants will feel the power of the collective to expand their perceptions and understanding in ways that matter. By developing the skills to host conversations that matter, participants will increase their ability to engage others, to improve their decision making based on the wisdom of the collective, and to create cultures that organically respond to the benefit of shared understanding.

Course Content

Participants in this workshop will learn by doing. After a short introduction to the process and the art of creating a space for conversations that matter, participants will experience the World Café first hand using whatever topic most matters to the group. The group will use Rounds, Moves, Table Recording, Gallery Walks, and Harvesting to develop their own sense of hosting conversations that matter. Interactions through the workshop will enrich learning and respond to the needs of the participants. Participants need nothing more than good intention and a willingness to engage.



OUR PEOPLE

We offer an exceptional team of experts dedicated to your success.

Stephen Hacker, Principal



Stephen focuses on leadership and organizational performance, using his background as an executive, teacher, coach and writer to help others achieve transformational results for them-

selves, their teams, and their organizations.

Through his work as an independent consultant and as the founder of Transformation Systems International, he is engaged with companies, diverse organizations, and governments throughout the world. His passion is coaching leaders to design and deliver transformational initiatives that will bring their organizations to a higher level of awareness, achievement, and performance.

Prior to founding Transformation Systems International, Stephen was executive director of The Performance Center, a multi-university research center (Virginia Tech, Oregon State and Portland State). It used academic and applied research to synthesize and integrate the best theory, models and ideas in the quality management, leadership and transformation sciences to form a whole-systems approach to organizational, community and societal transformation. He was also a senior leader with Procter & Gamble, where his fascination with effective change and organizational transformation took hold.

He is an active industry and community volunteer. Commitments have included serving in various leadership and board positions with American Society of Quality; City Club of Central Oregon; United Way of Wyoming County, Penn.; Boy Scouts of America; and on several church councils. He also chaired the Better Business Bureau of Kansas City, Mo.

Stephen earned an M.B.A. from the University of New Orleans and a B.S. in Mechanical Engineering from Tulane University in New Orleans.

He and his wife Marla live in Bend, Oregon. They are enjoying an empty nest, but love that their two children live nearby.



I got value from All of it! The value of LEADERSHIP in every sense of the word in my personal life, my goals, my place in the agency, my mind set has shifted to finding what I can do to be the best for the world instead of trying to be the best in the world. Thank you for sharing that piece of philosophy.”

Marla Hacker, Principal



Marla Hacker serves as Dean of Oregon State University-Cascades Campus, a founding partner of Transformation Systems International, and as a source leader of the Performance Center.

She teaches both industrial engineering and business/management courses.

Prior to returning to the university to earn her doctorate at Virginia Tech, Marla was a Plant Manager at one of Procter & Gamble's largest manufacturing facilities. Marla now teaches, creates, advises, and applies methods for achieving organizational performance improvement through performance measurement systems, project management tools, customer service interventions, total quality management, and high performance work team initiatives. Her experience includes leading and facilitating improvement activities in public, private, and international organizations.

Her sponsor organizations have included the U.S. Postal Service, the Oregon State Bar, Bonneville Power Administration, the City of Beaverton, DAT Services, National Grocers Co. Ltd. of Canada, Volvo-GM, Siemens Automotive, Botswana (Africa) Telecommunications, Botswana (Africa) Civil Service, Tri-Met City Transportation, METRO Regional Environmental Management, United Way, and the Kollmorgen Motion Technologies Group. Marla has been published in many journals including: Quality Management Journal, Engineering Management Journal, The National Productivity Review, Managing Service Quality, Quality Progress, and Team Performance Management.

Marvin Washington



Marvin is an associate professor in the Alberta School of Business, and serves on the faculty of Physical Education and Recreation as an adjunct professor.

His research, consulting, and teaching focuses on processes of organizational and institutional change, which makes him a perfect partner for Transformation Systems International (TSI). In this role, he has worked with the government leaders of the Country of Botswana since 1999, and the State of Oregon since 2009. He has also worked with a variety of organizations such as Bayer, Core Mark, Stantec, Enbridge, AIMCo, Blue Cross, and the Forzani Group (SportChek),

Marvin is in demand as a speaker, where his goal is to inspire people about the possibilities that conscious leadership and strategic change can create. Recent engagements have included serving as the a key note speaker for the Edmonton Police Service, Alberta Professional Engineers and Geologists Association, Alberta Annual Leadership Conference, Stantec Marketing Managers' Annual Meeting, American Society of Quality's Annual convention, the annual meeting for Alberta Infrastructure, the Edmonton Chapter of the American Society of Quality, and the annual quality manager's meeting for Enbridge.

Marvin has published more than 40 articles, made more than 40 conference presentations, and is the author of two books on leadership and organizational change. He is the academic director for the Alberta Health Services Senior Leadership Development Program, and has a long-standing engagement with Anahuac University in

Mexico, where he is a part of its CEO academy. Marvin has a Ph.D. in Organization Behavior and Sociology from Northwestern University, the Kellogg Graduate School of Management; and a B.S. in Industrial Engineering from Northwestern University.

Mark Maggiora



Mark Maggiora serves as a founding Board Member and Source Leader with The Performance Center since 1999—and regularly partners with TSI in supporting transformation of

the public service branch of the government of Botswana.

In 1995, following 21 years experience in the USDA-Forest Service, Mark founded and serves as President of the NW Networking Group—a consulting coalition focused on mobilizing diverse resources to address community-wide issues. Mark formulated a Community By Design model based on applying the transformational leadership framework at a community scale. He specializes in bringing diverse sectors together across institutional boundaries—facilitates building lasting relationships of individuals and organizations—all with the purpose of leveraging traditional resource investments and mobilizing nontraditional resources for achieving system sustainability.

Mark has worked in multiple community settings across the Pacific NW applying the model—first in the Federal sector assisting small rural communities to define and achieve their purpose and vision in partnership with multi-sector/agency interests—then in the broader public sector at the metropolitan scale assisting with economic development and community service delivery improvements. His work has had impacts in serving community needs in the health care, transportation, education and human services arenas.

Mark's academic background includes undergraduate work in Ecological Sciences at the University of Oregon and graduate work at the University of Washington in Forest Management. A career shift from technical to administrative realms led to an undergraduate degree in Organization Management at Concordia University and MPA at Lewis and Clark College. Mark is working with Oxford College in the design of a doctoral program around community development which he would both facilitate and achieve academic standing.



I am a better team member, exhibiting more positive direction to my coworkers. I have found that I can learn something new every day, from my work and the people who are a part of my work day.”

Darius Khaleghi

Darius Khaleghi (DK) is a partner with Transformation Systems International LLC. He uses the principles of performance psychology and transformation to help individuals and organizations achieve sustainable peak performance.

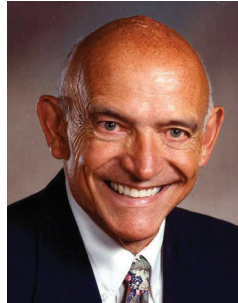
DK's career includes more than 20 years of management and leadership experience in private, public, and non-profit sectors, including a number of leadership roles at Intel Corp., a Fortune 500 company, and as the Deputy and Interim Executive Director of Washington State Human Rights Commission. In addition to being faculty at the Evergreen State College and with Transformation Systems International, DK is an entrepreneur and the director of an innovative brain training program for soldiers suffering from traumatic brain injury (TBI) in Washington State. DK was honored with the Washington State Governor's prestigious Leadership Award in 2007.

TDK is a life-long learner. He holds a Master of Science (MS) in organizational psychology and a Masters in Business Administration (MBA). He is currently, working on his Ph.D. with a focus on workplace peak performance. DK is a certified counselor in Washington State and holds the nationally recognized Senior Professional Human Resource certification (SPHR).



I have accepted the challenge to be a better team worker and inspire positive thinking among my coworkers to achieve greater productivity."

Jim Lussier



Jim Lussier focuses on the quest for personal and organizational performance excellence.

Jim has focused his professional life on high performance

organizations for more than 36 years. He has served at the executive level and as a CEO in healthcare organizations and provided counsel and training to hospitals and health systems in The Netherlands, Africa, Japan, Canada and the United States. He has consulted with the University of Pittsburgh, The American Hospital Association and is currently serving as the Research and Develop Chair for the Facilities Guidelines Institute in conjunction with the American Hospital Association/ASHE.

He also serves as a consultant with Transformation Systems International and The Performance Center. Jim advocates for the transformation of healthcare and speaks internationally on organizational and personal leadership, transformational healing healthcare design and the development of integrated health systems designed to improve community health status. Jim is a guest lecturer for Concordia, Oregon State University and other organizations. He counsels numerous business organizations in the development of performance excellence utilizing the Baldrige National Quality Award program criteria and was a Baldrige program examiner in 2004.

He served on the Board of Directors of St. Charles Health Systems (SCHS) where he was President/CEO for 15 years until July 1, 2004 and as President Emeritus until 2006. Under his leadership, St. Charles ranked as one of the nation's "Top 100" hospitals, as one of the "Top 40" places to work in Oregon, and was a recipient of the "Oregon Quality Award." He remains on the St. Charles Foundation Board of Directors.

Jim is an active member of seven boards and commissions. He currently serves on the Oregon Institute of Technology Foundation, Volunteers of Medicine Clinic of the Cascades, the City Club of Central Oregon, Sparling Corporation, Health Matters, the Oregon Environmental Council, and the Facilities Guidelines Institute where he serves as Chair of the Research and Development Committee. He has previously served as both member and President of the Oregon State Board of Higher Education, overseeing the seven public Universities in Oregon and the Oregon Health Policy Commission.

Patti Maggiora



As an enthusiastic change agent, Patti Maggiora enjoys drawing out the best in others to fulfill their God given purposes. She encourages people with common interests to partner for

community change. Patti has worked in public, private and non-profit sector settings finding creative ways for diverse organizations to partner on large scale community transformation efforts. Her most notable recent work has helped change vacant green spaces into usable vegetable gardens. Patti has contributed directly to establishing gardens serving over 200 families in Vancouver, Washington.

She and her husband Mark Maggiora are co-founders of Americans Building Community, a 501c3 non-profit organization dedicated to revitalizing the 4th Plain Corridor in Vancouver. They "transform neighborhoods, one heart at a time!" Patti is a Partner and Program Manager for Transformation Systems International, LLC. She manages both the Catalyst and FLEX programs and has been a member of the Performance Center since 2002.

Patti attended the University of Alaska, Anchorage and the University of Oregon, Eugene. When she's not working, you will find her in the garden where she raises vegetables and fruit during the year round growing season in Vancouver. Patti loves to ski, cook, read, golf, and spend time with her family and her dog Natalie.

Toni Doolen



Toni Doolen was named dean of Oregon State University Honors College in 2012. Before being awarded the dean position, she had been the associate dean of the University Honors

College and an engineering professor.

The University Honors College has become a national model for honors programs. It has been a magnet for high-achieving students, particularly from Oregon high schools. The OSU program also draws some of the university's top faculty to teach the small, interactive classes, and to mentor students one-on-one during their thesis experience.

Toni has been on the faculty at Oregon State since 2001, and is a professor in the School of Mechanical, Industrial & Manufacturing Engineering, where she also has been associate head for undergraduate programs.

Prior to joining the OSU faculty, she had a successful career in private industry, working as a process engineer, a manufacturing systems engineer, and a manager with Hewlett-Packard – with the Optical Communications Division in San Jose, Calif., and the Inkjet Supplies Business Unit in Corvallis.

Having had a successful career in industry, academic achievement, accomplishments in action research and high level university administration roles, she brings a wealth of practical management and leadership knowledge to the table.

Lynn Findlay

Lynn Findlay joined Transformation Systems International, LLC in 2011, after serving as Finance Director of Columbia Springs, a Washington non-profit dedicated to environmental education. She has also served as comptroller of the North Shore Fire Department, Brown Deer, WI and executive director of the Humphrey IMAX Dome Theater, Milwaukee, WI.

Lynn majored in Textile Chemistry at Virginia Polytechnic Institute and Accounting at the University of Wisconsin. She still maintains her love of textiles, is an avid sewer, runs a small custom embroidery business and is treasurer of the Portland Chapter of the American Sewing Guild.

Lynn is also a Master Gardener in Clark County, WA and volunteers at several of the local plant answer clinics. Lynn and her husband, Bob, live in a peaceful setting on the Lewis River in Woodland, WA, where they raise chickens and enjoy vegetable and flower gardening. When not busy at work or home, they appreciate the countryside on bicycles or on their red Harley Davidson.

Walt Roberts

Walt has worked, personally and professionally, in the field of transformational change most of his adult life. He offers theory of change, integrated strategy, change process design, virtual team tools, and implementation infrastructure for game-changing movements, coalitions, programs, and organizations. Walt has worked in many fields including: High Tech, Sustainable Development, Ecosystem Management, Land Use Planning, Transpartisan Politics, Transboundary Collaboration, Generative Group Process Design, and Transformational Leadership for Breakthrough Performance.

Walt's more recent work includes serving as a transformation leadership program team member for TSI; serving on the leadership team for the Transpartisan Alliance (working to build bridges across political divides); designing the Living Room Conversations (a process for finding common ground on divisive issues with Joan Blades, founder of MoveOn.org); working with the Coffee Party 2.0 (organizational development project for a U.S. social change movement); and with InterOccupy.net (providing organizing and communication services to connect network of local Occupy movements).

Walt has been a partner with Transformation Systems International since 2002, is a past board member of The Performance Center, and is a co-founder of Changing the Game: Power Politics and Participation. He has a degree in Economics from Beloit College and was an award-winning sales and marketing manager in the early days of the personal computer revolution.

Walt lives in Portland, Oregon.

Stephanie Holmes

Stephanie Lee Holmes builds enduring partnerships with people and organizations that enhance their performance and spirit. She engages in honest conversations with focus, intellect and humor to produce discovery and development.

Stephanie is a leadership consultant and executive coach, designer of workshops and strategic interventions for teams and organizations. Her work focuses on leadership development and personal transformation in service to enhanced corporate performance and culture change.

She brings to TSI extensive experience in the areas of strategy for individual, team and organization transformation, facilitation, leadership development,

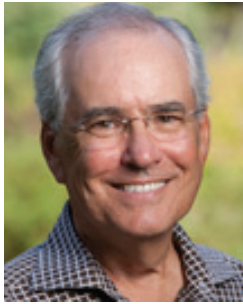
coaching and communication. She has worked with large public sector organizations, non-profits, individual executives, industry groups and the governments of developing nations including Ecuador and Botswana. Stephanie has led numerous complex strategy development efforts that involved extensive stakeholder engagement.

After receiving her law degree, Stephanie worked in private practice. Later, she transitioned to the public policy arena in diverse roles including: legal staff to a legislative committee, lobbyist, campaign manager and strategic advisor for public safety coalitions. Stephanie started her consulting career in the public sector. As an internal consultant focused on organizational development, she was sought out to lead incubation projects and to advance practices of strategic planning, performance measurement, and team performance.

To add to this diverse background, she grew up in Alaska without electricity or phone, she owned her own business for 10 years, and she is a long-time yoga practitioner. She carries her frontier initiative, entrepreneurial spirit and flexibility into her work with organizations.

Stephanie has a BS from the Oregon State University and has Juris Doctorate from Temple University Law School. She has advanced training in leadership development, mediation, non-violent communication, human development, adult learning, Technologies of Participation (Institute for Cultural Affairs). She has a variety of certifications including Hudson Certified Coach (CHIC), The Leadership Circle 360, Learning In Action EQ profile. She is a credentialed member of the International Coaches Federation.

Ed Warnock



Ed is a partner of Transformation Systems International, LLC, and a consultant on creating and executing strategic plans. He is the winner of the Outstanding Faculty

Award at the Oregon Executive MBA program. He consults with public and private organizations on managing strategic change and gives keynote addresses on achieving goals. He has a degree in Aerospace Engineering and a Masters Degree in Whole Systems Design.

Ed brings to the Transformation Systems International team expertise in strategic planning, balanced scorecard, building organizational capacity to plan and execute change, performance management for strategy implementation, and making “earned value methodologies” accessible and valuable as a management tool.

Prior to his work with Cumulus Resources, Ed

- Served as COO of an oil field services company in Texas
- Served as a director for a number of organizations including an international development agency in more than 60 countries
- Conducted thermodynamics research at the Michelson-Morely Laboratory at China Lake, Calif.
- Served as a director of an international development project in Sudan, Africa
- Served as a bush pilot in the Philippines

Professional Affiliations - past and present

- President, The American Society of Training and Development (Oregon Chapter)
- Project Management Institute
- Software Association of Oregon
- American Institute of Aeronautics and Astronautics

Ed lives outside Portland, Oregon with Linda his wife of 39 years. He enjoys hiking in the Northwest woods and soaring over them in his glider.

Priscilla Cuddy



Priscilla Rose Cuddy is committed to being a catalyst for individual and organizational growth. She has worked most frequently in service to the public sector, both as a consultant and employee.

Priscilla served the state of Ohio in various capacities—helping people get jobs, increasing organizational diversity, administering federal programs, and leading efforts to train and develop the state workforce. She led a consulting company for 25 years that developed managers in the federal government, helped grow federal leadership capacity, and increased efficiency and quality practices.

Priscilla believes that government is often more efficient and effective than is usually understood by the general public. Yet much can yet be done to use precious public resources wisely and she has demonstrated

improvements by using quality principles and applying traditional Japanese practices such as lean manufacturing to government organizations. Priscilla helps organizations learn to think from a systems perspective and develop strategic plans with full consideration of the greater system and operating context.

In the state of Oregon she developed and led programs to create succession opportunities. She instituted the development of both management and leadership skills, producing a management curriculum aligned with competencies along with a variety of leadership development programs. She helped establish lean practices in the state's largest organization and provided the foundation for developing a corps of trained lean leaders. And she coaches executives and top managers, conducts workshops and advocates for professional growth.

In her community, she is a member of the Salem City Club, Friends of Deepwood, and she is a strong and visible supporter of the Salem Multicultural Institute that produces World Beat, the city's premier summer event. For 12 years, Priscilla has hosted a monthly First Friday gathering in her home. First Friday has established an informal community of people devoted to improving government.

John Cuddy



John Cuddy is a consultant to organizations transforming the use of technology to produce business results. Having served in the C-suite as chief executive officer, chief operat-

ing officer, and chief information officer, he is uniquely qualified to choose interventions and initiatives that improve performance and increase organizational effectiveness.

As CEO, John led efforts to turn around and transform a \$3 billion organization. John was also COO of a government organization with a \$5 billion budget and 40,000 employees. He served as CIO for a \$4 billion organization and for a state's second largest school district.

John established and led a research institute in a large university, was a manager in several state government organizations and led marketing efforts in large private technology companies.

He has served on the boards of professional organizations at the national level and for local community organizations whose missions resonate with his life purpose. John is also a jazz pianist who performs locally and has composed more than 1,200 tunes.

John was educated at Kenyon College, Edinburgh University, The Ohio State University, and he holds an MBA from Columbia University.

Paul Borawski



Paul Borawski's life work has been leading change as a chief executive officer of a global association, leader, convener, spokesperson, and author. Deeply rooted in collaborative approaches, and

trusting in collective wisdom, he has led transformative change within his own organization, his industry, and global communities. Paul is comfortable with teams, organizations, communities, and global networks. His down to earth style often employs system models, and success as defined by results.

Paul "retired" from ASQ, a global network of professionals devoted to improvement, in 2014. His role as the chief executive officer for more than 25 years gave him a unique perspective on organizations, change, transformation, leadership, and impact. His application of improvement led ASQ from relative obscurity into global prominence as the most respected organization of its kind in the world. ASQ was named a "Best Place to Work" and in 2014 earned the Governor's Excellence Award for its application of the Malcolm Baldrige Performance Excellence Framework.

He has led start-ups, wind downs, turnarounds, and every phase of an organization's life cycle in between. Paul knows chaos and order, and when to use them to move an organization in the right direction. Preferably at the same time.

Paul has served on over a dozen nonprofit boards including The Center for Association Leadership, the Council of Engineering and Scientific Association Executives, the World Café Community Foundation, the Better Business Bureau of Wisconsin Education Foundation, the American National Standards Institute, the World Alliance for Quality, and the Baldrige Collaborative.

Paul earned his Bachelor of Science degree in Industrial Education from Eastern Michigan University. He and his wife Judy live in Sturgeon Bay, Wisconsin. Their three adult children have all "gone West." When at home you'll find Paul in his woodworking studio making sawdust.

Lori Gleichman



Lori Gleichman has more than 20 years experience in integrated marketing and communications, specializing in strategic planning. She also has expertise in media relations, issues and

crisis management, public affairs research and planning, community relations, internal communications and organizational effectiveness. Her background spans several industries, including pharmaceutical development and healthcare, government and higher education, aircraft design and manufacturing, insurance and financial services, and non-profit arts and education.

Prior to moving to Central Oregon, Lori worked in senior capacities with Fortune 500 corporations including Boeing and SAFECO, and a state university.

She designed and implemented the marketing communications and PR plans that launched Oregon's first branch campus, OSU-Cascades. Prior to that, she led planning to announce Boeing's corporate relocation to Chicago and the potential relocation of the company's Renton, Washington, plant facilities. She also worked on key union issues, planning for strike potential; staffed several leadership initiatives; and worked with the international media team supporting Boeing's newest airplane, the LR777.

At SAFECO, she designed the corporation's first reputation management program to help executives and managers understand the relationships between public opinion, media relations, community involvement and government relations, and to integrate that awareness into decision-making and policy development.

She has won numerous awards for her work, and is a frequent speaker on strategic communications planning, crisis/issues management, and corporate culture. Lori holds a communications degree from Washington State University, and earned her Masters of Business Administration from Concordia University.



I learned more about myself, and how to handle new situations. I developed more patience, tact, and team-building skills."



OUR PROOF

Here is a sampling of the projects Transformation Systems International has worked on and the transformation that work has achieved.

European Change Masters – ‘Summer Camp’

Principals in TSI are known leaders within the EOQ-initiated world community of transformation and quality management experts. Our work within the ‘Summer Camp’ community has led to the adoption of all elements of the TSI Platform within the collective knowledge of this community. Our books have been promoted in Europe and Asia as foundational to understanding how to successfully ‘reduce to practice’ the transformational sciences in an organizational context.

American Society for Quality (ASQ)

Stephen Hacker is a Board Member of the American Society for Quality where he is primarily responsible for the task force charged with the goal of researching and building a knowledge center of the ‘world of quality’ – the coming together in one place of the knowledge, methods and tools for organizational excellence.

Alberta Health System, Alberta Canada

Complete leadership training program with multiple cohorts. Joined Dr. Marvin Washington (program leader) in the design and execution of this University of Alberta Executive Education program. Other TSI senior transformation coaches part of the program.

University of Alberta

Delivered multi-month leadership programs to organizations such as Albert Energy Regulator and Canadian Royal Mounted Police.

NIATx

During a two-year engagement focused on shepherding transformational leaders and their state-wide projects, breakthrough results were created. These results were highlighted at two yearly conferences where storyboards were presented by the different states engaged in the process.

COLA

As the premier clinical laboratory educational and accreditation organization, being skilled in the current best approaches to strategic leadership is critical. TSI has worked with COLA for two decades in providing leadership development and strategic planning systems.

Federal Bureau of Investigation (FBI)

Stephen Hacker assisted the FBI in the creation of a transformation roadmap for producing step-function improvement in the organization.

IBM

The focus of this effort was to produce a trusting culture in response to new business acquisitions by IBM. TSI worked with senior leaders to create a new, seamless performance culture. A key element was rapidly developing trust. A Trust Imperative workshop was held for the top 30 leaders.

NASA

NASA is a pioneer in space exploration, scientific discovery and aeronautics research. TSI conducts annual transformation planning with Kennedy Space Center's Director and top team. Initially, senior leaders were introduced to the Transformation Cycle and built an innovative strategic plan to further the mission of the center. Execution and performance tracking followed with annual updates.

World Lab Forum

TSI designed, facilitated and implemented the first annual international symposium in partnership with COLA. Thirty-five renowned experts joined for a four-day dialogue about the urgency for action and the creation of a shared global vision.

Oregon State Services Division

TSI coached the Leadership Team of the division toward greater leadership effectiveness. It facilitated strategic planning, including working with administrator and key leaders to develop the 12-month macro transformation plan to strengthen and shift the culture to a high-performance work team. It offered expertise in creating a community building model for transforming internal and external customer relationships.

Oregon Museum of Science and Industry

We focused on transformation of the museum as a whole; we served as designers and facilitators of state-of-art public engagement process for property expansion.

City of Portland's Cooperative Leadership Institute

In our fourth year of year-long leadership program for three infrastructure bureaus of transportation, water and environmental services. The program has become so successful that it has been extended to include other bureaus within the City.

Oregon Department of Human Services

In order to help the department achieve its mission of "helping people to become independent, healthy and safe," TSI focused on growing and coaching the future leaders of the department over nine-month leadership education program.

Oregon Youth Authority

This organization is responsible for youth offenders and other functions related to state programs for youth corrections. It was critical to create alignment of the managers around an emerging vision, and to introduce high-performance work systems principles, and to coach executives to breakthrough performance.

Botswana Public Service

TSI has been a long-standing, strategic partner to the Botswana Public Service (BPS) for many years. The focus of our engagement with Botswana is to catalyze three step-function improvements in organizational performance. Some ministries have leveraged the 'education and training' focused elements of the TSI transformation platform, known as CAMP (Creative Alignment to Maximize Performance).

CAMP has served as the primary vehicle for coaching individuals to adopt new paradigms (or mental models) that our research shows are vital to enhanced productivity. A few organizations have engaged TSI deeply and holistically as strategic thinking partners for many years. We have found that when our expertise and methods are leveraged in a sustained, holistic and integrated way (adopting a plan, do, study cycle) step-function results emerge as evidenced in the Botswana Police Service.

Most recently, we have enjoyed working intimately with the following branches of government:

Botswana Ministry of Education

To provide quality education and training that is accessible to learners of all age groups and to create opportunities for life-long learning to enable individuals to attain their full potential and contribute to society.

We focused on the development of fundamental levels of transformational coaching capacity and skill in 20 individuals from the Ministry of Education. Informal support continues to move individuals to advanced levels of certification. The purpose of the program was to build internal capacity and technology transfer of the TSI Transformation Knowledge and Tool Platform.

Botswana Police Service

We worked to enhance employees' ability to prevent and detect crime, protect life and property, repress internal disturbances, maintain security and public tranquility, apprehend offenders and bring them to justice, and to duly enforce written laws and generally maintain peace in the nation.

United States Postal Service

Created a balanced and effective measurement system including productivity metrics.

Four-year program resulting in record-breaking performance with in this 800,000 employee organization. Additionally, further responsibilities for projects within the Chicago cluster leading to increased performance and improved culture.

OUR CLIENTS

We join in community with our clients, and we consistently drive for well-understood, meaningful results. We are flexible in designing customized engagements that meet the unique needs of our clients. Over the years, members of our team have worked with a wide variety of organizations and community leaders, building breadth and depth in their knowledge of different industries. These include:

- Bonneville Power Administration
- Botswana Public Service
(all Government Ministries at the national level in addition to local government districts)
- City of Portland
- Clackamas County Complete Communities Project
- COLA (a national healthcare accreditation organization)
- Credit Agricole (France)
- European Organization for Quality
- Federal Highways
- GM-Volvo
- Hewlett Packard
- IBM
- Kollmorgen (of Danaher)
- Multnomah County
- NASA
- Netherlands healthcare system - CBO
- Nevada Discovery Museum
- Oregon Department of Human Services
- Oregon Department of Administrative Services
- Oregon Commission on Children and Families
- Oregon Employment Department
- Oregon Museum of Science and Industry
- ORCOM
- Pixelsilk
- Portland City Government
- Professional Land Surveyors of Oregon
- Salem-Kaizer School District
- State of Florida
- United Way of the Columbia Willamette Valley
- Vinten (of Vitec)

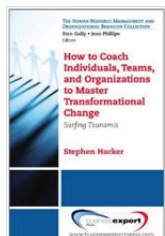
OUR BOOKS



Trust Memory Jogger

Stephen Hacker

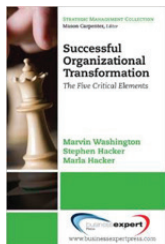
Learn how to cultivate trust and relate to people in your organization, and your suppliers, so that all of you can be successful and profitable and feel good about achieving your goals. This book includes numerous worksheets and assessments, as well as research-based advice, and a case study to bring it all together.



How to Coach Individuals, Teams and Organizations to Master Transformational Change: Surfing Tsunamis

Stephen Hacker

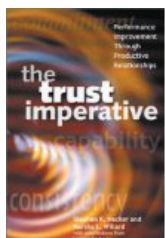
Surfing Tsunamis will give you and other organizational leaders, coaches, and change agents a field-tested holistic approach for coaching and integrating transformation efforts across all levels of any organization that seeks to thrive in a radically changing world.



Successful Organizational Transformation: The Five Critical Elements

Marvin Washington, Stephen Hacker, Marla Hacker

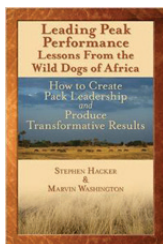
The subject of organizational change is receiving increasing attention. Whether it is re-inventing government, re-engineering corporations, or reforming churches, all kinds of organizations are attempting major transformations. This book will 'walk' you through our framework of the five ingredients of transformation: Burning Platform, why should you do anything; Vision, where are you going; Leadership, are you leading the effort, and do you have the skills necessary to lead; Technical Plan, how will you close the gap between the vision and the burning platform; and, Social Plan, how will you enroll others in the plan.



The Trust Imperative: Performance Improvement Through Productive Relationships

Stephen K. Hacker and Marsha L. Willard

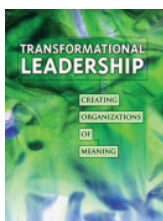
Today's businesses environment is highly demanding and increasingly competitive, requiring organizations to be flexible, responsive, and continually innovative. In order for this to happen, there must be a high degree of trust throughout the organization. Leaders need to trust that their workers will carry out directives, and employees need a high level of trust in the vision and direction that leaders create for the organization. Without this trust an organization will struggle to reach its goals and attain the success desired.



Leading Peak Performance: Lessons from the Wild Dogs of Africa

Stephen Hacker, Marvin Washington

African wild dogs get their target 80 percent of the time, whereas the lion and cheetah are successful less than 50 percent of the time. This book translates the success of those wild dogs into actions and behaviors that can make you a more productive leader.



Transformational Leadership: Creating Organizations of Meaning

Stephen Hacker and Tammy Roberts

Delivering on the promises of breakthrough change initiatives requires more than management techniques. The calling is for leadership that honors and appreciates the uniqueness of each individual in the organization, aligning distinctive spirits toward a collective thrust, while at the same time bringing commitment, tenacity and focus to key result areas. With effective transformational leadership bringing forth the new order, amazing results are possible. Not simply theory, but demonstrated in a growing number of organizations around the world.



Transformation Fieldbook

Stephen Hacker, Bertrand Jouslin De Noray

In today's fast-paced global work environment, a lack of organizational transformation means limited life. The Transformation Fieldbook is a detailed reference manual designed for leaders desiring radical change through total organizational transformation. The second text in the trilogy of books on transformation, this practical guide discusses transformative change and several current best methods and approaches to make it happen.



Transformation Desktop Guide

Cindy S. Schilling, Stephen K. Hacker, Marta C. Wilson

This book details a simplified road map to guide people who want to create results in ways that defy apparent possibility. Transform your workplace and explore strategies on how to be, know, do, and lead conscious change. The Transformation Desktop Guide is the next frontier for organizations on the quest for performance improvement. The tools provide an outcome of unprecedented performance results at the organizational, group, and individual levels.



Work Miracles: Transform Yourself and Your Organization

Cindy S. Johnson, Stephen K. Hacker, Marta C. Wilson

This book is a guide for people who want to create results in ways that defy apparent possibility. The authors explore how spiritual consciousness can transform your workplace and offers strategies on how to be, know, do and lead conscious change. Spirituality is the next frontier for organizations on the quest for performance improvement, the outcome will be unprecedented performance results at the organizational, group, and individual levels.



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