

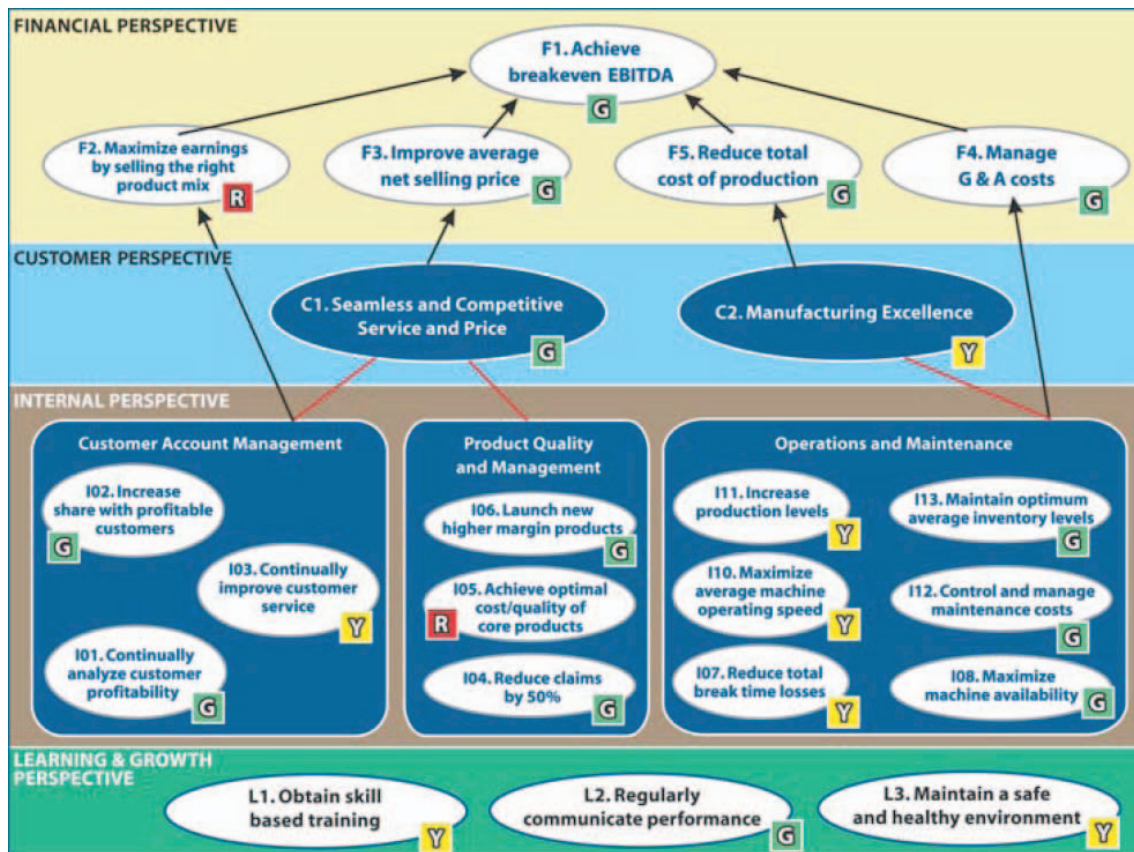
# The Executive JOURNAL™



THE CORPORATE L.I.F.E. CENTRE INTERNATIONAL INC.

## What you can't measure, you can't manage!

- terms for execution by management and operational staff.



CLCI would like to share with you our recent success story with a fast growing international petrochemical company which is aspiring to grow four-folds in the next 5 years.

Our journey in this exciting endeavour started with helping the senior leaders of this organization define the strategic framework which included the mission, vision, values, critical success factors, corporate goals and strategic themes.

Strategic framework provided the direction for senior leadership and management to develop high performance strategic objectives along with measures under four Balanced Scorecard perspectives i.e. Finance, Customer, Internal Processes and Learning and Growth.

These strategic objectives were further expanded by operational staff into initiatives that represented small steps the company would take to achieve its strategic objectives, which in turn will help achieve the corporate goals.

The key to our success is our well defined process used during this journey. The Balanced Scorecard and Strategy map are the backbone of the entire planning process. CLCI facilitated the transformation of strategies into operational terms using a proven and well designed step-by-step process that allowed the construction of, and reporting on, Balanced Scorecards and Strategy Maps.

In the last few months we have successfully used this process to help many local and international organizations implement balanced scorecards. CLCI will also be participating in the Balanced Scorecard Forum in Dubai in March where we intend to share our expertise with global companies that are serious about strategic planning.

Sincerely,

*Mansoor Osmani*

Mansoor Osmani, President

### To develop a High Performance Organization (HPO), it is imperative to focus on development and execution of strategic plan.

In the past, the company's primary measurement systems were financial accounting which treated employee's capabilities, internal systems and customer relationships as expenses. In other words, the entire measurement system focused only on the financial perspective of the company. Executives and employees paid attention to what was measured and they could not manage what was not being measured. Therefore, attention and efforts were overly focused on short term financial measures and insufficiently on intangible assets that provide long term financial success.

After extensive research and success with a number of organizations in various industries, the creators of Balanced Scorecard, Dr. Robert Kaplan and Dr. David Norton recommended that organizations retain financial measures, to summarize the results of actions previously taken.

However, they should also balance these outcome measures with non-financial measures in three additional perspectives - Customer, Internal Processes and Learning and Growth - that represent the drivers which are the lead indicators of future financial performance. This is the foundation of Balanced Scorecard.

Conventionally, strategies are developed by the senior leaders of an organization. However, engagement and alignment of the entire management and operational staff is vital for successful execution.

**The Corporate L.I.F.E. Centre International** has been highly successful in helping organizations not only in creating the strategic plan as defined by senior leaders, but also in translating these strategies into operational -



# MAKING YOUR LIFE™ BETTER

## CLCI is committed to making your organizational LIFE™ better!

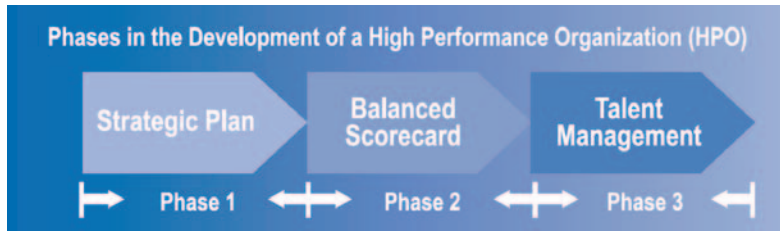
We do this by focusing on developing for you three key disciplines:

1. Strategic Direction
2. Performance Measurement and Management Systems
3. Talent Management

We work with your senior leadership team (SLT) to clarify and validate your strategic direction. This ensures that the proper performance measurement and management systems are in place to guide the execution of strategies and that you have the right talent in place to execute successfully.

It is critically important that a proper assessment is performed in all three areas at the outset. To do this we have sourced and partnered with leading global firms to bring those assessments to you our customer.

Creation of High Performance Organization (HPO) is a continuum; it has three phases that must be achieved to compete successfully in a global market. These phases are graphically outlined below:



Phase One of the process is Strategic Planning; we believe a winning strategy needs to be distinctive. Although most companies have very sophisticated operational planning processes and systems, they do not have a formal process for strategic planning and "thinking". Many consulting firms have sophisticated models for strategic planning but they have no process to encourage and develop the strategic thinking of management.

CLCI's differentiation is the methodology, process, tools and facilitation techniques it uses. This helps develop within the SLT an in-depth understanding of the key concepts and processes of strategic thinking, enabling management to own the strategic planning process, so that they and not the consultants develop the strategic plan and ultimately "change the rules of play".

Phase Two of the process uses the Balanced Scorecard and Strategy Maps as the backbone of the entire planning process. CLCI facilitates the transformation of strategies into operational terms using a proven and well designed process that takes you step-by-step through both the construction of, and reporting on, Balanced Scorecards and Strategy Maps.

A Balanced Scorecard provides the vital link between strategy, strategic objectives, major initiatives, compensation schemes and the budget, to result in continuous growth in your business, significant improvement in operations and increased customer satisfaction.

Phase Three of the process is Talent Management; having the right talent, in the right place at the right time is one of the key challenges and requirements for success in this fast-paced global economy in which we operate. CLCI partners with Human Resource Systems Group (HRSG) to bring Competency-based Management to support you in achieving your company's strategic business goals. In particular, Competency-based Management has been linked to increased employee satisfaction and engagement, reduced turnover, improved productivity and bottom-line results.

## New Services as part of CLCI's Executive Search:

We are excited to add to our resources, the ability to provide background checks on potential candidates to ensure you hire and get the right people working for you. Our business partners include First Advantage, Profiles International, QuadRed and Inscope. We now offer assessments and verification on potential new hires including:

- reference checking
- education verification
- credit status
- criminal records
- employment history
- personality profiles
- leadership competencies

The cost of hiring the wrong person is substantial! To ensure your hire the right people, call us to help you in that decision. We guarantee that with proper assessments, interviewing techniques and job description definition, you will make the right decision.

## The Executive Network (TEN)

To support the CEO's and business owners in their leadership role, The Corporate L.I.F.E. Centre International (CLCI) has established a forum for the Chief Executives called "The Executive Network" which acts as a peer advisory group and networking association.

TEN offers members the unique opportunity to step back from day-to-day business pressures, take a more global perspective and focus on the critical issues of running their business. TEN members meet on a monthly basis in a Board Room environment, to discuss key business issues in a constructive and highly interactive way, sharing ideas and personal experiences for the benefit of the group.

TEN meetings enable members to provide and receive invaluable feedback from a diverse group of business owners belonging to a wide variety of industries. The members in the group develop a good understanding of each others business and key challenges being faced by one another. They are encouraged to review their strategic and business plans with their peers who provide invaluable perspective and insight.

TEN members within the group are non-competing and ensure complete confidentiality of all discussions. They accept and demonstrate the same core values as their peers with integrity governing all actions.

CLCI regularly invite outside business experts to these meeting to present the latest tools and techniques needed to run the businesses. These experts discuss fresh perspectives and new ideas that help members solve problems, explore new opportunities and implement positive change in their companies.

CLCI conducts an initial one-to-one session with each member to understand key business issues and needs of the organization. This is followed by an organizational assessment that identifies the gaps in management and employee alignment and pinpoints the best opportunities for strategic business improvement.

