

The L Group is a consulting firm that has been serving leaders and leading organizations since 1999.

Our logo contains three aligned L's representing the three integrated levels of leadership:

- Personal Leadership
- Team Leadership
- Organization Leadership.

Our solutions are based on **proprietary, field-tested models** and **tools** designed to elevate leadership and boost business results. These models are highlighted in 15 leadership books that have been translated into 10 languages.

Most of the *Fortune 1000* and many smaller companies have experienced the positive impact of The L Group's practical insights and actionable tools:

Amedisys ♦ Amcor PET Packaging ♦ American Heart Association ♦ AmeriSource Bergen Specialty Group
 Ardent Health Services ♦ Aviall ♦ AT&T Wireless Services ♦ AutoTrader.com ♦ Beryl Health ♦ BlueCross
 BlueShield ♦ Camden Resources ♦ Chief Oil & Gas ♦ Cinemark ♦ Crosstex Energy Services ♦ Crump
 Cumberland Farms ♦ CVS Health ♦ Dave & Busters ♦ DFT Data Centers ♦ Dollar Tree Stores ♦ DW
 Distribution ♦ EnLink Midstream ♦ Ernst & Young ♦ Fieldwood Energy ♦ Fossil Foxworth-Galbraith
 Lumber Co. ♦ GuideStone Financial ♦ Hunt Petroleum International Paper ♦ Gibraltar Industries ♦ Jani-
 King ♦ Jiffy Lube Association of Franchisees ♦ Jo-Ann Stores ♦ Johnson Controls ♦ Kimball International
 KPMG ♦ LHP Hospital Group ♦ LongHorn Steakhouse ♦ Matador Resources ♦ Medical Staffing Network
 Memorial Healthcare ♦ Methodist Health System ♦ March of Dimes ♦ MOBIL North Sea ♦ Nationwide
 Nestle ♦ Newfield Exploration ♦ Nueterra Healthcare ♦ Pacific Seafood ♦ Pegasus Solutions ♦ Park Place
 Dealerships ♦ Pier 1 Imports ♦ Renown Health ♦ Safety-Kleen ♦ Senior Living Properties ♦ Sterling
 Jewelers (Kay, Jarred, Zales) ♦ State Farm ♦ Texas Health Resources ♦ Texas Instruments ♦ Texon ♦ The
 CEO Institute ♦ The Hartford ♦ The Venetian Resort, Hotel & Casino ♦ Tiena Health ♦ TRANE ♦ ULTA
 Beauty ♦ Universal Fidelity ♦ U.S. Renal Care ♦ Voluntary Hospitals of America ♦ Walmart ♦ Yum! Brands



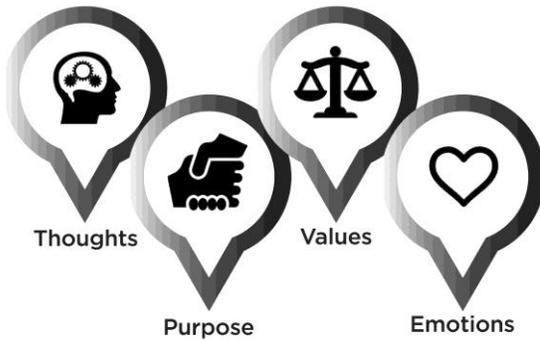
The following models and supporting tools have proven success in elevating:

- **Coaching** - pg. 3
- **Strategy Execution** - pg. 4
- **Employee Engagement** - pg. 5
- **Attitude** - pg. 6
- **Accountability** - pg. 7
- **Leadership** - pg. 8
- **Culture** - pg. 9
- **Business Growth** - pg. 11

The 5 Positive Coaching Habits

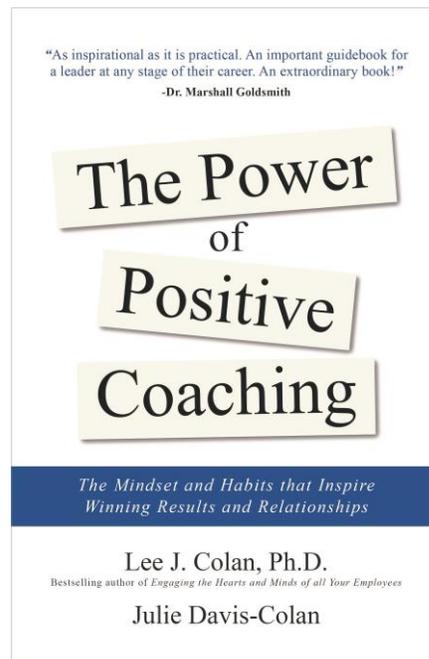
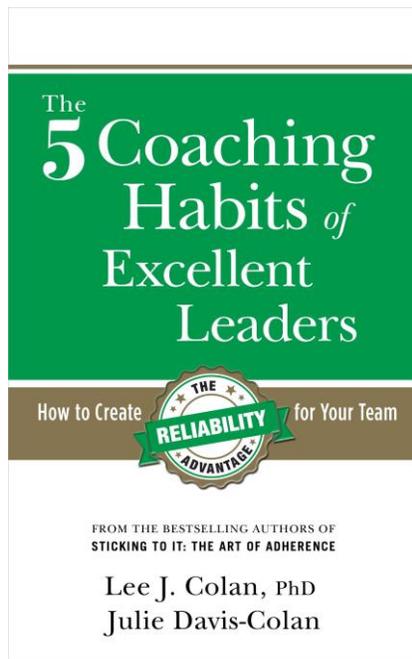
Building a Positive Coaching Mindset 4 Levels of Awareness

Know Your ...



<u>Habit</u>	<u>Result</u>
1 EXPLAIN Expectations	Alignment
2 ASK Questions	Engagement
3 INVOLVE Team	Ownership
4 MEASURE Results	Accountability
5 APPRECIATE People	Commitment

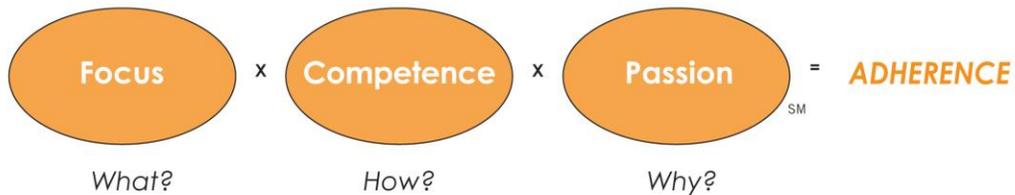
As featured in...





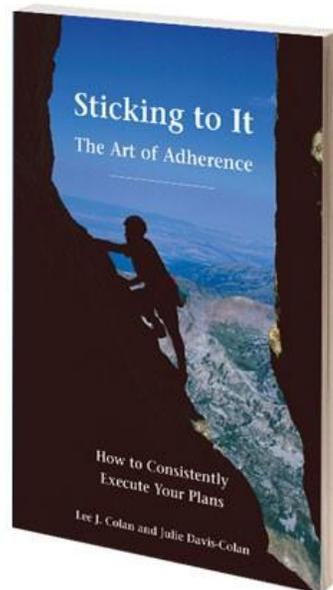
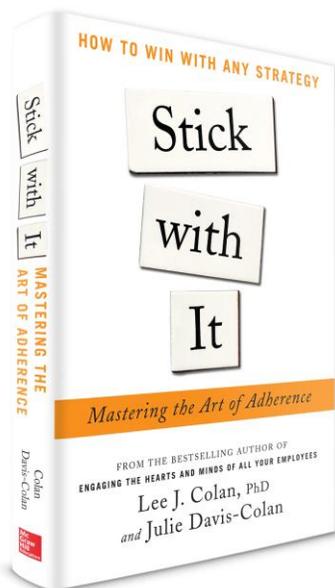
Mastering the Art of Adherence

At-a-Glance



- > Keep it Simple
- > Identify Your One Thing
- > Know when to say "No"
- > Keep it Visible
- > Treasure your Talent
- > Get Systematic
- > Balance Your View
- > Boost Accountability with Specifics
- > Paint the Picture
- > Give What You Want
- > Value Your Values
- > Create Connections

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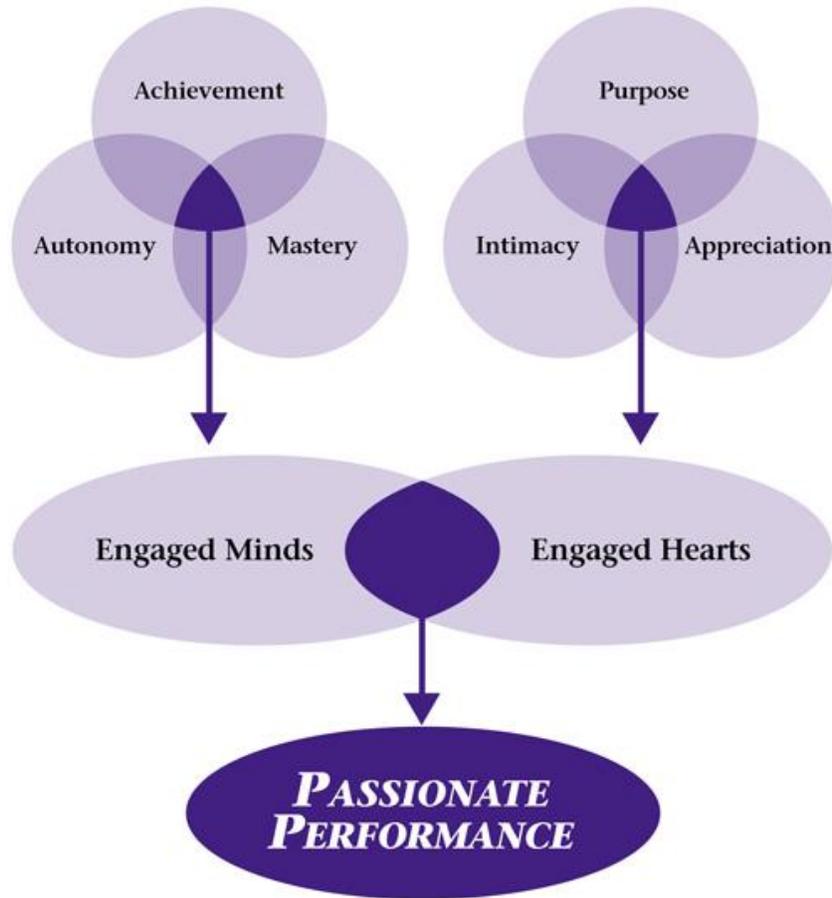




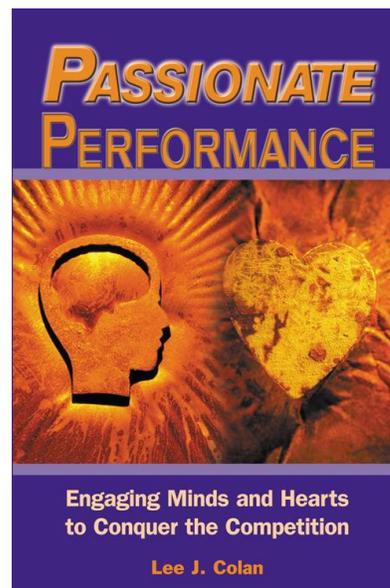
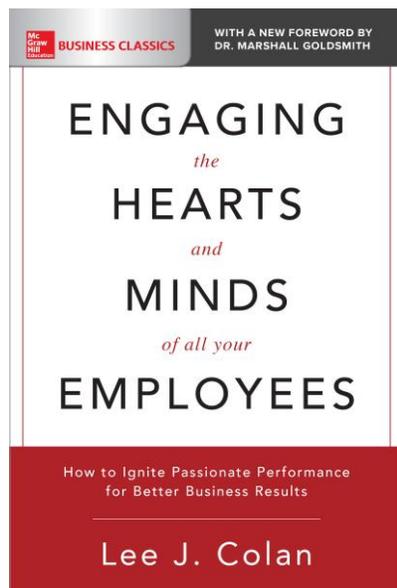
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Leadership at every level.

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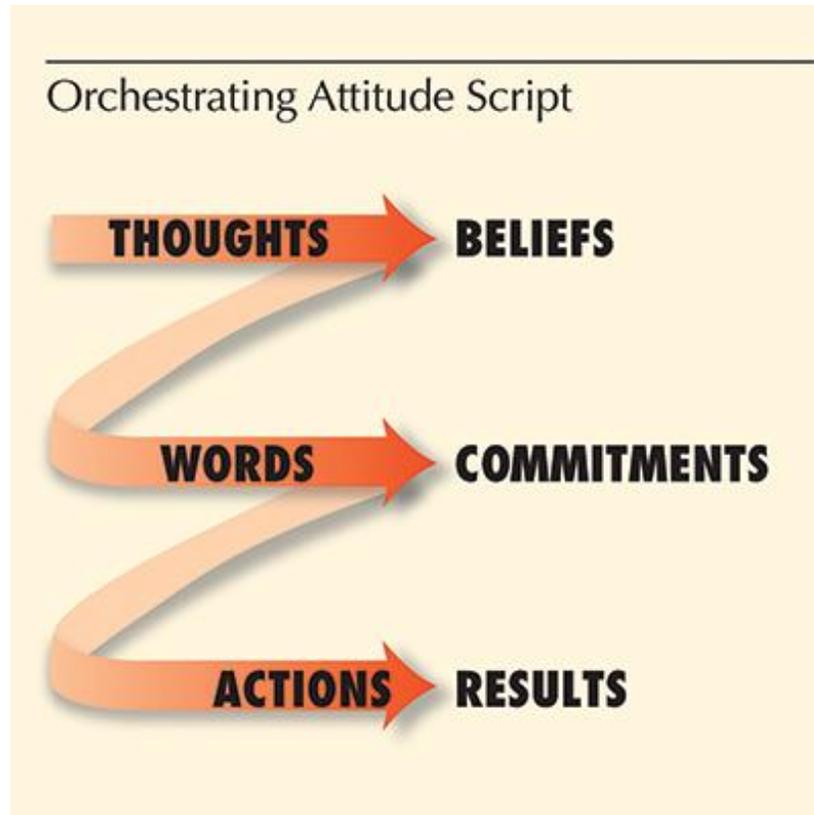




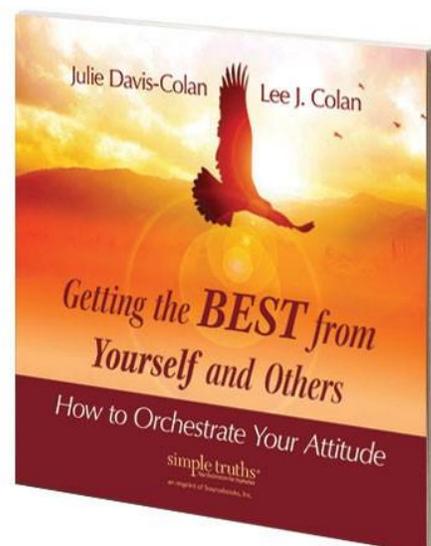
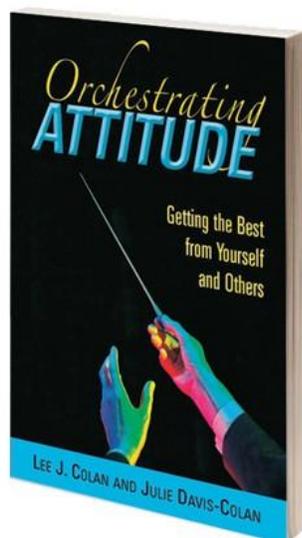
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THE **SPECIFICS** OF ACCOUNTABILITY

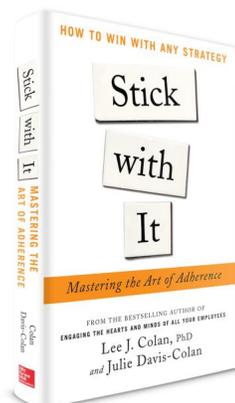
Expectations.

Coaching.

Language.

SPECIFIC...	Accountability Tools...
EXPECTATIONS	<ul style="list-style-type: none"> ➤ Explain the circle of consequences ➤ Use the 3W's (What, Who and When). ➤ Manage timelines and deadlines
COACHING	<ul style="list-style-type: none"> ➤ Ask questions... then listen! ➤ Keep a relevant scoreboard. ➤ Move down the learning pyramid to coach up your team. ➤ Discuss the Talk yourself up! ➤ Address molehill issues before they become mountains.
LANGUAGE	<ul style="list-style-type: none"> ➤ Be much more specific than you think you need to be. ➤ Eliminate accountability killer phrases. ➤ Use accountability boosters to increase the power of your words (and actions!)

As featured in...



7 Moments... that Define Excellent Leaders

1... a Moment to COMMIT - *Giving your all-time best*

- Think excellence
- Create a compelling cause
- Secure your foundation

2... a Moment to PLAN - *Taking time out*

- Set a high-definition vision
- Optimize your sweet spot
- Magnify your leadership

3... a Moment to ACT - *Making every minute count*

- Check your focus
- Treasure your precious resources
- Make real-time decisions

4... a Moment to CONNECT - *Reaching for the hands of time*

- Look beyond your employees
- Cultivate your network
- Ritualize your team

5... a Moment to INVEST - *Giving your time to improve a life*

- Inspire future leaders
- Live your legacy
- Exercise your brain

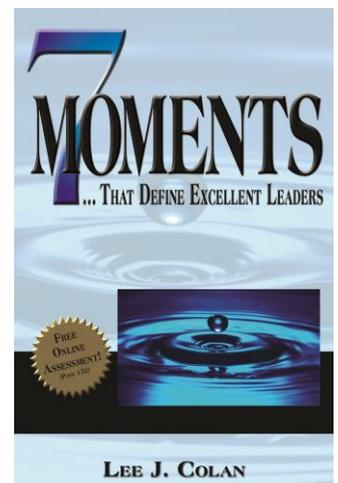
6... a Moment to CHANGE - *Adapting to the times*

- Delight in discomfort
- Know fear
- Multiply your power of one

7... a Moment to CONQUER - *Standing the test of time*

- Move through adversity
- Take your stand
- Stick to it

As featured in...



Design Your Culture

Every organization has a culture by default. Few organizations have a culture by design.

Even when an organization has intentionally integrated its culture as part of its strategy, business growth naturally forces culture disintegration. The more a growing organization wants to keep its culture the same, the more it must change what it does.

Culture can be a very complex topic, with consultants drawing wall-sized models to explain cultural dynamics. Warren Buffet said, "There seems to be some perverse human characteristic that likes to make easy things difficult." The best leaders understand complex concepts like culture and boil them down into simple terms. For example, creating culture can be expressed with a simple, two-word formula:

CULTURE = BEHAVIOR

It's that simple. Organizations are comprised of human beings, and humans are predictable and virtually always do what they are reinforced to do. So, if you reinforce behavior A, that is what you will get. It is not uncommon for leaders to express frustration with the behaviors of their teams, when the same behavior is exactly what they are reinforcing. For example, they might be frustrated by selfish, non-collaborative behavior while that is what their compensation system is rewarding.

So, as you create your winning culture, the only question is, "**Which behaviors do I want to see more of to help meet our business objectives?**"

It's important not to throw the baby out with the bathwater as you initiate a culture change. Rarely is a culture completely misaligned with business objectives, so be sure to honor the past by preserving what is working and shift to the future by reinforcing selected behavior changes.

Start by designing (or redesigning) your organizational systems to reinforce behaviors that support your business strategy. Cultures are created and reinforced by:

1. Values
2. Rules and policies
3. Goals and measures
4. Rewards and recognition
5. Staffing and selection
6. Training and development
7. Ceremonies and events
8. Leadership practices and decisions
9. Communications
10. Physical environment
11. Organizational structure

These cultural systems must be aligned vertically and horizontally with:

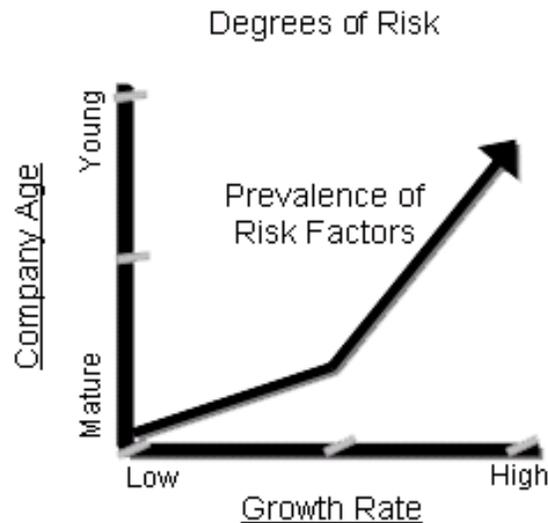
- your business strategy (*vertical alignment*) and
- other culture systems so they reinforce each other and do not contradict (*horizontal alignment*).

For example, a company that values innovation wants to vertically align their employee selection system by designing it to hire innovative thinkers and then reinforce innovative behavior once they arrive with appropriate reward systems.

This same organization must create horizontal alignment by ensuring all the above systems are reinforcing innovative behaviors and not inadvertently squelching it with bureaucratic decision making or communication systems.

So, throw out the complex models of culture change, and keep it simple: **Culture = Behavior.**

Manage Your Growth



Top 10 Risk Factors for Growing Companies

1. **Betting against the law.** (legally required activities on the back burner)
2. **Operational infrastructure is underdeveloped.**
3. **Product and service quality are declining.** (customer needs are obscured by growth needs)
4. **Inability to quickly capture key data.**
5. **The "diligence" in due diligence is missing.** (hasty acquisitions cause organizational indigestion)
6. **Planning horizon is too short.** ("images in the mirror are closer than they appear")
7. **Loyalty to employees who "got us here".**
8. **Organizational focus is blurred.**
9. **Management practices or capabilities fit yesterday's requirements.**
10. **Sense of invincibility.** (Titanic syndrome)