

# CULTURAL DESIGN CONSULTING

*Creating a Pure-Performance Culture*



Building  
Passionate  
Thinking  
Pure-Performance  
Organizations™



“We have found Luman to be knowledgeable, supportive, compassionate and flexible.... Luman continues to work with us to find processes that work with our unique needs.... I would recommend them to anyone who genuinely wants to move an organization to a better place.... They have a great deal of knowledge and experience and are wonderful people to work with.”

- Ann Purvis, Senior Executive, MESSA

## THE MODEL FOR EFFECTIVE CULTURAL DESIGN: THE DIAMOND OF EXCELLENCE™

Organizations can maximize their potential with a framework to guide them to top-tier performance. Many frameworks are too complex, while others miss key components.

The practices, mechanisms, and tools we offer our clients are built around the 4 essential facets of the *Diamond of Excellence™*.

The *Diamond of Excellence™* provides a comprehensive yet manageable framework, guiding organizations through 4 specific facets they must address for success.



## WHAT LUMAN OFFERS YOUR ORGANIZATION

Luman builds a comfortable working relationship with you that's tailored to your business realities by supporting your efforts in 4 ways:

### RoadMaps™

Luman assessments and diagnostics are the basis for *RoadMaps™* (recommendations) that allow your organization to accurately measure its progress toward its goals, close the gaps, and leverage the strengths.

### PlayBooks™

Luman works with you to design a customized, data-based, results-driven action plan—a *PlayBook™*—to meet the organization's performance goals.

### PMATs™

Luman provides *PMATs™* (practices, mechanisms, and tools) to help you implement your *Playbook™*.

### Facilitation

As needed, Luman can lead facilitated roundtables, discussion of assessment results, coaching, or case studies to equip you to use these tools fully.



“This [effort guided by Luman] is one of the most important initiatives in the history of our company. The first was going national. The second was going public. And the third was this time, to think and reorient the company along different lines, to assure our future success.”

- Scott Farmer, CEO, Cintas Corporation

“Our leadership team wanted to challenge itself to think differently about its business model in anticipation of changing market conditions.... Luman was and is very competent at leading very strong and differing personalities in the pursuit of defining what they want their organization to look like in the future.... Their commitment to keeping us focused on their time-proven process was crucial for the progress we made.”

- Mark Meadors, VP of Human Resources, Tronox Corporation

## Winning the **HEARTS**

- ↓ How do we keep people focused on strategy, goals, and results?
- ↓ Why do so few people really seem to care about their work?
- ↓ Are “employee satisfaction” and “engagement” enough to reach our goals?
- ↓ Why is our turnover of the wrong people (our better people)?
- ↓ Is there a way to identify and eliminate low-value work?

**PASSION** is an organization's single most valuable resource. People who are passionately committed to the vision, mission, values, and strategy of the organization will offer much more than any benefits package or motivational scheme could inspire. Passion is not an emotion, but a choice to invest yourself in a worthy objective. **The Passionate Organization™** has the culture that effectively draws out this investment.

“You can design a culture that stirs people to invest their passion and talent.”

- James R. Lucas

“[Our company] went from 4th quartile to 1st quartile in a short time after implementing your VMVB™ process.... Quite simply, we finally focused the business on doing the things we were truly good at—instead of focusing on the things we wished we were good at. Luman's processes were the catalyst.”

-Senior Vice President, a global energy company

## Signature Processes for Designing a **Passionate Organization™**

**Vision, Mission, Values, & Behaviors™ (VMVB™)** Chartering VMVB™ answers the key questions of why an organization exists, where it is going, what it will do to achieve success, and how people will act and interact on the journey. This unique process guides an organization in constructing a core that fuels and directs ongoing passion and **Pure Performance™**.

### Generating High Return on Human Investment (ROHI)™

This proven Luman approach shows organizations how to convert Human “Resources” and “Assets” into a team that makes sure the **Human Investment™** portfolio earns a high return. Find **Winners and Believers™**, place them to align their passions with the organization's goals, and do what it takes to keep them passionately committed.

### TeamsBuilding™

Teams designed with this Luman process produce measurably stronger results than “normal” teams. Decide which of 3 kinds of teams is right for your project, recruit the best people for that team, and focus everyone on that team on passionate performance.

### Developing Consensus Management™ & Constructive Dissent™

Most organizations have too much false harmony and not nearly enough results-driven disagreement. This Luman process allows you to end destructive conflict and phony agreement—and replace them with value-add agreements and disagreements.

## Measuring Your Passion Capital™

The **Passion Quotient™** is a sophisticated assessment that allows you to measure your organization's passion level along 5 crucial dimensions – far beyond “satisfaction” and “engagement.”

## Identifying & Acting on Critical Information

Through qualitative and quantitative assessments, Luman will help you and your team identify the **Critical Themes & Issues™** that are currently draining your organization's passion capital. Then we will develop action plans with your team that will clear the ground for building a **Passionate Organization™**.

## Winning the **MINDS**

- ↓ With so many smart people, why are we making such mediocre decisions?
- ↓ We continue to discuss the same old problems, but why don't we ever solve them?
- ↓ Can we get all of our people thinking strategically?
- ↓ How do we get past fighting fires and create real solutions?
- ↓ Is it possible to maximize our collective smarts?

If an organization is going to compete effectively, it must be designed not only to fuel passion, but also to unleash and multiply the raw innovative potential locked in people's heads. The organization has to be more than a collection of smart people or a “learning organization”—it has to be a **Thinking Organization™**, a finely developed thinking machine ready to exploit opportunities and produce results.

“Most organizations are designed to smother thought. **The Thinking Organization™** maximizes people's collective ability to think.”

-James R. Lucas

“The Luman model for developing strategy is by far the best and the only truly comprehensive model I've found in 20 years of searching.”

- Mark Milton, Senior V.P.,  
Kansas City Life Insurance Company

## Signature Processes for Designing a **Thinking Organization™**

### Using the Strategic Planning Framework™

Much strategic planning is reactive and focused only on immediate threats and apparent opportunities. Sometimes it only amounts to the leadership's decision to do less or more of what the organization is already doing. This process equips an organization to align its strategy around its unique core and create opportunities that don't yet exist. Luman provides a flexible framework to guide your team; your team provides the industry expertise.

### Executing Strategy

Your organization has devised its strategy. This process helps you identify the **Critical Success Factors™** that will drive your key performance indicators. Develop meaningful metrics and act on deliberate, emerging, and evolving strategy to deliver results and convert problems into possibilities.

### Developing Paradox-Based Leadership™

Eventually, most leaders come to a frustrating realization: the “experts” are giving advice that just isn't consistent. But world-class leaders know how to recognize the competing ideas that can be merged—and how to turn those “mergers” into a source of competitive advantage. We'll show you how.

### Implementing the PitStop Protocol™

Ultimate performance in a race depends on what happens when the car *isn't* running – when it's in the pit, being high-graded by a highly skilled team in a very condensed amount of time. With the **PitStop Protocol™**, Luman guides organizations through a high-energy, idea-generating, focused process to review current performance issues and devise ongoing, significant improvements.

## Measuring Your Thinking Capital™

The **Thinking Quotient™** is a penetrating assessment that allows you to measure your organization's level of thinking along 5 crucial dimensions – far beyond “critical thinking skills.”

## Identifying & Acting on Critical Information

Through qualitative and quantitative assessments, Luman will help you and your team identify the **Critical Themes & Issues™** that are currently reducing the quality of your organization's collective thought. Then we will develop action plans with your team that will transform your organization into a **Thinking Organization™**.

## Delivering **RESULTS**

- How do we create a mindset of continuous improvement?
- Is it possible to build creativity and innovation into our cultural DNA?
- Can we create and keep an execution focus?
- Are we in a position to take advantage of change?
- Do we really know what makes organizations fail and how to avoid those problems?

The *Pure-Performance Organization™* produces outstanding results and consistently delivers *Intelligent Growth™*. It draws on the vast reservoir of power that each person in the organization possesses. It creates *Unavoidable Accountability™* at every level. And it executes on 10 ethical principles critical to creating durable performance.

*“Doing better than your competitors isn’t Pure-Performance™. Doing better than you projected isn’t Pure-Performance™. Exploiting your opportunities and focusing your people to do all that’s possible is Pure-Performance™.”*

- James R. Lucas

*“A highly credible, versatile, creative, and high-energy consulting resource for us... [Luman] brings a wealth of experience and a sustained high level of enthusiasm that produces results.”*

- The Management Team,  
Kerr-McGee Corporation

## Signature Processes for Designing a *Pure-Performance Organization™*

### Line-of-Sight Alignment

Many organizations fail to perform at the highest level because their people have no idea how to contribute in the ways that matter most. This process creates direct lines from the core vision, mission, and strategy of your company to the work each person does every day.

### Deciding Who Decides™

With tools that fix some of the most frustrating problems leaders face, this process guides your organization in allocating responsibility and decision-making authority for value-added action, delegating for *Unavoidable Accountability™*, and making sure that each person’s power is invested in producing results.

### Succession Pipelining™ & 12-Part Mentoring™

As more and more of the workforce approaches retirement age, there is a critical need for organizations to develop robust *Succession Pipelining™*. Typically succession planning models are built on the current structure, people, and business of the organization. Luman’s *Succession Pipelining™* and *12-Part Mentoring™* process prepares the organization for its unique future, not just the near term.

### Capitalizing on Change & Challenge™

Forget surviving change, weathering failures, and avoiding risk. This Luman process equips your organization to exploit change using a 3-step model. You’ll see how to take necessary risks, innovate relentlessly, optimize problems to convert them into opportunities, and turn *Intelligent Mistakes™* into a unique source of competitive advantage.

### Measuring Your Performance Capital™

The *Pure-Performance Quotient™* is a powerful assessment that allows you to measure your organization’s performance level along 5 crucial dimensions. Optimize value creation and eliminate “white noise.”

### Identifying & Acting on Critical Information

Through qualitative and quantitative assessments, Luman will help you and your team identify the *Critical Themes & Issues™* that are currently blocking the path to *Pure-Performance™*. Then we will develop dynamic plans with your team that will help you build a *Pure-Performance Organization™*.

## Building a **SOLID FOUNDATION**

- How can we face reality and turn it to our advantage?
- What internal realities are we unaware of that are slowing our progress?
- What external realities are we unaware of that are hindering our performance?
- How can we identify illusions and replace them with useful facts?
- What are we doing with good intentions but bad results?

*“The choice is simple: Will your organization embrace reality, or will it be crushed by reality?”*

- James R. Lucas

*“All great organizations face, define, and embrace the truth. They know the starting point for sustainable success is being a Reality-Based Organization™.”*

- James R. Lucas

*“We had searched throughout the country for some time, to try to find someone who could put theory to practice in a not-for-profit organization... Selecting [Luman] to lead this effort was one of the best decisions our organization has ever made... Luman has exceeded our expectations.”*

- James B. DeStefano, President & CEO,  
Occupations, Inc.

## Signature Processes for Designing a *Reality-Based Organization™*

### Shredding Fatal Illusions™

Most organizations operate under 12 falsehoods that undermine their ability to perform. This Luman process diagnoses the *Fatal Illusions™* in your organization and guides you through clear steps to start acting on reality instead.

### Building Communication that Counts™

Luman research shows why it’s so hard to get important knowledge moving through the organization—and to get distractions, filler, and falsehoods to stop. Whether you’re trying to get unpleasant truth moving up or vital information moving down, whether you’re trying to get more knowledge or less excuses, whether you need to move information out of the warehouse and into people’s hands or to stop the flood of useless data, this process can show you how.

### Multi-Facet Insights™

*Multi-Facet Insights™* is Luman’s premier assessment package for leaders. It is a comprehensive, multi-dimensional snapshot of an individual’s performance and competencies as perceived by subordinates, peers, and in some cases, superiors or others in the person’s value chain. Different from and deeper than the typical “360° Review,” *Multi-Facet Insights™* shows leaders what and how to change to reach personal *Pure-Performance™*.

### Concise Coaching™

Customized to equip a high-potential person for promotion—or to address serious issues hampering a person’s effectiveness—this 8-part process provides leaders with the tools to act on reality. Comprehensive in scope, the process includes goal definition and refinement and ongoing feedback and support to achieve performance goals. It can be effectively combined with the powerful *Multi-Facet Insights™* assessment. Luman can conduct the entire process, or we can coordinate with your HR and OD professionals.

### Measuring Your Truth Capital™

The *Reality Quotient™* is a cut-to-the-chase assessment that allows you to measure your organization’s basis in reality along 5 crucial dimensions – and to learn the truth that will set your organization free.

### Identifying & Acting on Critical Information

Through qualitative and quantitative assessments, Luman will help you and your team identify the *Critical Themes & Issues™* that are currently keeping you from exploiting the truth. Then we will develop action plans with your team that will align your organization with reality—and prepare to change that reality to produce top-tier results.

## WHY LUMAN?

- ◆ We combine solidly researched principles with hands-on practices – no ivory tower, no trial and error
- ◆ We customize our unique principles and practices to your unique needs and opportunities
- ◆ We work on the principle that you know a lot about your business and industry and we know a lot about leadership and results-driven cultures, and strive to combine the “best of both”
- ◆ Our approach will seem fresh and new, but at the same time will resonate with you deeply
- ◆ We work with causes and drivers rather than effects and symptoms, but deliver this thoroughness with *speed*
- ◆ We only accept assignments from clients where and when we can make a meaningful contribution
- ◆ We reject the “embedded” consulting model, in which client organizations become dependent on a consultant who won’t go away.
- ◆ We enhance our clients’ expertise to reduce our involvement, while sticking with you for the long haul to make sure you win

## About Luman

Luman International is a cutting-edge leadership development and cultural design firm that has been providing thought and practical leadership to public, private, not-for-profit, and government organizations since 1983. We work with our clients to create *Passionate, Thinking, Pure-Performance Organizations™*. We develop teams and leaders into effective advocates who deeply care about and advance their organization’s vision, mission, strategy, and results.

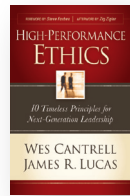
## The Research That Underlies Luman Solutions

Luman solutions are based on 25 years of research and experience. Luman President & CEO James R. Lucas has published this groundbreaking work in numerous articles and essays, as well as in a powerful set of internationally acclaimed books:



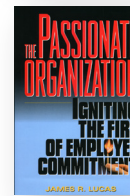
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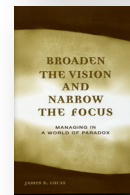
“High-Performance Ethics is a rare commodity, a book with a truly unique and provocative message that can actually make a difference in the way we act and the results we get today. Its message is as important as any you will hear now or in the years to come.”

-**Steve Forbes**, President & CEO, Forbes, Inc.; Editor-in-Chief, Forbes magazine



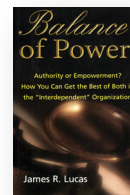
“James Lucas has identified a missing link to organizational success: passion. He provides us with a solid rationale for why passion is important, and a practical blueprint for instilling it in our organizations.”

-**Oren Harari**, author of Leapfrogging the Competition and Jumping the Curve



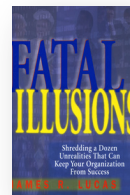
“Whether you wish to simply improve the quality of your business operations or move your organization to a world-class level, managing through the power of paradox is both fundamental and provocative. Lucas shows us how effective organizations behave in flexible yet sometimes contradictory ways, and he provides leaders with steps to improve business decisions and master the paradox principle.”

-**Robert Barrett**, President & CEO, InCharge Institute of America



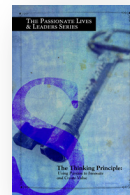
“James Lucas has Balance of Power just right! It is arguably the management debate of our time: to empower or not? Lucas chooses not to be either a liberation or a ‘control freak,’ preferring instead to acknowledge the wisdom of integrating two distinctly different management styles.... This balance will be your company’s best chance for both innovation and customer service - and employee satisfaction.”

-**Tom Brown**, in Management General



“Provides ‘forward-focus’ tools that clarify where you want to go, help you see the gap between the target and your current reality, and show you how to close the gap. I haven’t seen anything else that gives such a clear picture of [how to achieve] key organizational goals.”

-**Ed Oakley**, CEO, Enlightened Leadership International, Inc. and author of Enlightened Leadership



“You can feel it in the air. From the receptionist to the CEO, there is a feeling of purpose in a passionate organization. People are working not for money or for the boss, but because they are truly excited about their contribution to a greater purpose.... I truly enjoy your work as it is practical yet with refreshingly new perspectives.”

- **Kurt McCaslin**, General Manager, Anadarko Petroleum (Brazil)