



TLIR Group

Corporate Transformation / Business Improvement Advice & Support
Strategic Advice, Tactical Guidance & Assessment, Program/Project Leadership,
Intervention & Recovery of Problematic Projects, Seminars & Tutorials



TLIR sets the scene for a paradigm shift in how executives, managers and staff envision, plan and execute corporate transformation / business improvement initiatives. The result...Far Better Performance, at Less Cost, with Fewer Delays and with Far Fewer Problems

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John Bolden, founder of TLIR Consulting Group, conducts ongoing research into the prevalent issues that lead to cost overruns, delays, quality issues, organization vs. project conflict, vendor litigation, unacceptable ROI, frustrated stakeholders, tarnished reputations and worse. John has developed a suite of thought provoking and value laden themes that focus on key aspects that are typically *overlooked, ignored or taken for granted* whenever change is on the agenda.

John’s identification of the key traits and tendencies that contribute to failure and what can be done about them is recognized as innovative, practical and value laden. John’s articles are widely published and his presentations have engaged executives, managers and staff in public and private forums worldwide.

TLIR Thought Leadership Articles / Commentary

PMI News, Darwin, CIO Magazine, Forbes, Baseline, Harvard Business Review, Globe & Mail, New York Times, Strategy, PM Hut, Top Consultant, The Guardian...

TLIR Seminars, Workshops and Guest Speaker Engagements Public & Private Venues by Region

North America - 148, Europe - 57, Middle East - 15, Asia - 11, Latin/South America - 5, Australia/NZ - 2

Major Public Forums

<i>Strategic Project Leadership Symposium</i> Toronto, Canada	<i>Showcase 2008 (OPS)</i> Toronto, Canada
<i>Management & Technology Conference</i> Montreal, Canada	<i>6th International Symposium- KCCM</i> Prato, Italy
<i>European Management & Technology Conference</i> Rome, Italy	<i>International Institute of Change Management</i> New Orleans, USA
<i>Virtual Commerce - North Western University</i> Chicago, USA	<i>2nd European Conference - ITMLG</i> Paris, France
<i>5th International Symposium - KCCM</i> Rhodes, Greece	<i>4th European Conference - ITMLG</i> Winchester UK
<i>International Society of Six Sigma Professionals</i> San Diego, USA	<i>Virtual Government & Technology in Asia</i> Singapore
Upcoming Forum's - 9th ICKCCO Boston, USA	

The baseline for his thinking is now 3,400+ significant projects spanning every common form of business improvement along with some not so common that are truly *bleeding edge*. These projects vary from cosmetic through to mission critical and beyond, ranging from \$500K to \$17Bn+. Several thousand projects of lesser significance in size / cost yet just as important in the minds of those who conceived, planned and executed them augment the core baseline.



EDUCATIONAL THEMES

Mapping the Business Landscape

Who Hired Pandora...?

Archaic, Linear Thinking

Corporate Transformation – Who’s on First...?

Change Wave Management

Quislings Multiply Like Lemmings

The Sum of Change

Educational Themes are offered in 3 formats – Summation, Introduction and Exploration – see Format & Pricing section for format details and pricing outlines. Themes can be combined on a custom basis to align perfectly with client requirements.

TLIR will work with the client (on site or virtual) to customize the theme to ensure both content and context are aligned to the needs of the client. Such customization results in a presentation or seminar that is tuned to the client circumstance.

The information used to develop the custom material is treated as strictly confidential and will not be used for any other purposes. John would be pleased to talk to you about how he customizes the material and the strong context value this enables.

Themes and subjects generate significant debate during session and much reflective thought once the session has ended. ‘What If’ questions, requests for clarification and comments that arise are welcomed via e-mail after session. Responses will be handled personally by John on a ‘best efforts / no charge’ basis.

Outlines of each theme follow; some theme outlines contain a table that references the impact of the particular topic upon the research baseline of 3,000+ corporate transformation / business improvement projects. Where a table is shown, the column ‘Corrective Possibility’ provides an indication of how easy or difficult it would be to correct the situation so that future projects do not suffer the same fate...

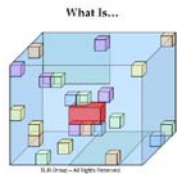


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Mapping the Business Landscape



#1 REASON FOR FAILURE
Lack of Clarity & Cohesion about What has to Happen in Between...



With a map of the business landscape in hand; initiatives to transform, reinvent or improve the business will be far less likely to take the wrong route, far less likely to venture into unexplored places and far less likely to find out too late that what were assumed to be mere molehills turn out to be insurmountable mountains! A map of the business landscape fills a significant void that exists in virtually every business; the absence of a clear, concise and meaningful view of **how** business functions (processes, systems, information sets and work flows) interconnect, intersect and interrelate across the business.

This void exists because efforts to improve the business are typically governed by linear, insular thinking. In other words, a narrow focus is applied to the vision, the plan and the actions necessary to implement the improvement. As the table shows, not one of the 3,500+ projects had a complete map of the business landscape in hand and, the impacts associated with not knowing where one was going, what one had to navigate along the way and not knowing when you had arrived were in all cases unexpected and in most cases, severe.

Number of Projects by Size	\$500 Million+	\$100-500 Million	\$5-100 Million	Under \$5 Million	Corrective Possibility
	21	110	800+	2,500+	1=Fast/Simple 5=Slow/Complex
Lack of Business Landscape Map	All	All	All	All	1

When you planning to go somewhere outside of your usual routes and routine – vacation, out of town business trip, etc. – you would very likely take the time to find out where you were going, how to get there and what things you either wanted to avoid or wanted to take advantage of along the way...

- Why venture into the equivalent of unexplored places in the business without a map?
- Why make assumptions about what lies around the corner without knowing what is around the corner?
- Why risk wasted money, delays and ruined reputations simply because one refused to use a map?

A wide angle perspective enables the best decisions about how to improve the business. Without a business landscape map, there is no wide angle perspective that effectively portrays *what is*, *what will be* and *what has to happen in between*. With a business landscape map; management has a firm foundation for establishing direction and making decisions as to sequence, priority, budgetary and resource allocations for any and all corporate transformation initiatives.

This session provides audiences with crisp reasoning and rationale as to the value of the business landscape map and presents them with tips and pointers about how to start filling in the big white spaces...

End – Mapping the Business Landscape



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“Who Hired Pandora?”

Theme:

An organization is like the Universe...

Some parts are expanding while other parts are contracting...

Some parts are colliding while others are stagnating...

Some parts are created in an instant while others grow slowly, over time...

Some parts disappear in an instant while others gradually fade away...

Change initiatives; one, several, tens or even hundreds vie for resources, time and attention – concurrently striving to address defensive, offensive, expansion, growth, contraction and improvement pressures. New ideas, new opportunities, new threats fill Pandora’s Box to the brim...



As can be seen from the table below, *Vision vs. Reality* is one of the more serious types of problems that emanate from opening Pandora’s Box without due care and attention. This session paints a picture of very, very significant opportunities to save time and money, improve quality, prevent mistakes and miscues and realize extreme ROI whenever Pandora’s box is opened...

Project Cost Number/Failures	\$500 Million+ 21/21	\$100-500 Million 110/108	\$5-100 Million 800/710	Under \$5 Million 2,500/2,125	Corrective Possibility 1=Fast/Simple 5=Slow/Complex
Vision vs. Reality	Severe	Severe	Medium	Medium	1-2

Leaders are charged with formulating the overall Vision. More often than not; assumptive, inclusive and/or exclusive envisioning by leadership places projects at a disadvantage from the very first moment an idea or imperative is just a gleam in the leader’s eye!

Leaders are business people first and foremost; projects are a way for them to get the business where they want it to be, when they want it but how to **envision** correctly and therefore make the project happen as it should is not necessarily what they do well. Hence, gaps and disconnects...

Good, effective leaders separate ‘vision’ from day-to-day operations so that emotion, sympathy and other assorted ‘care and feeding’ influences do not interfere with the decision making process. The ability to separate ‘what will be in the future’ from ‘what is today’ is a critical leadership quality and, many leaders are very good at doing this.

However, the trouble with this approach is that leaders tend to forget to interlock their ‘vision’ with what **really** needs to happen in order to make the vision reality and unfortunately; those who the leader trusts to provide a sense of reality cannot or will not voice concerns, for a variety of reasons...



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Interlocking vision with reality means that leaders must be attuned to everything that is happening across the organization - *what is, what will be*, what is happening in *between* and the inherent *gaps, chasms* and *gulfs* that stand between the leader's vision and reality.

Failure to interlock vision with reality occurs for many reasons and typically results in envisioning that is *assumptive* or *inclusive* or *exclusionary*.

Assumptive or *inclusive* or *exclusionary* envisioning is what leads many organizations into uncharted waters. When such envisioning takes hold, we enter the realm of Jean-Luc Picard on the other Enterprise (pardon the pun). An imperious command: "Make it so..." and the adventure into dangerous, unexplored places begins.

This theme shows how and why leadership envisioning that spans both organization centric and project centric interests from the very first moment a need, an opportunity or an issue arises results in far fewer project failures due to disconnects between vision and execution.

Anyone who listens to John's views and observations comes away with the realization that his landmark treatment has uncovered aspects of corporate transformation / business improvement that are overlooked, ignored or taken for granted. They come away with the means to...

- Understand how and why organization dynamics create a warped vision of 'what will be'.
- Understand how organizational optics dictates the means by which 'vision' will become reality.
- Understand how and why organizational politics influence the degree of comment or lack thereof when the 'vision' is being discussed, explained and assessed.
- Understand how and why the gap between *what has to happen* to make the vision reality and the vision itself is usually proportionate to the urgency of the dynamics that created the 'vision'.
- Appreciate the effect of ego, power and authority upon those who would otherwise challenge the implications of the 'vision'.
- Plus, they have explored other aspects of John's thinking during Q&A time.

End – Who Hired Pandora?



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Archaic, Linear Thinking

Theme: What was right and proper in the past has become entrenched and accepted as the de facto standard today and, this is not necessarily the best or wisest approach for tomorrow.

Explaining why and how yesterday's thinking governs the means to make change happen today, what impact this thinking has upon project and organization and what audience members can do about it is the essence of this theme. One of the more severe impacts of yesterday's thinking on today's projects is *Fixed Project Assumptions*. As can be seen in the table, this is not merely a speed bump on the road toward improvement. Corrective Possibility provides a simplified assessment of speed and relative complexity associated with fixing this very prevalent and potentially very damaging misconception.

Project Cost Number/Failures	\$500 Million+ 21/21	\$100 / 500 Million 110/108	\$5 / 100 Million 800/710	Under \$5 Million 2,500/2,125	Corrective Possibility 1=Fast/Simple 5=Slow/Complex
Fixed Project Assumptions	Severe	Severe	Severe	Severe	2-4

More about the value propositions that John's thought leadership enables along with outlines of his services, seminars, research and engagement samples can be viewed at www.TLIRGroup.com. To arrange a private conversation where you and John can share views and determine the value of working together, please call (1) 905 484-6274 or if you prefer, send an e-mail to Information@TLIRGroup.com.

Archaic, Linear Thinking drives to the very heart of the myriad of misconceptions, miscues and missteps that typically accompany every effort to improve the organization. Those who listen to John's views and observations comes away with the realization that Archaic, Linear Thinking is the archenemy of effective corporate transformation / business improvement. They come away with the means to...

- Understand how and why archaic, linear project thinking evolved.
- Understand why archaic, linear project thinking is not necessarily wise for today's business.
- Recognize the signs of initiatives shaped by archaic, linear project thinking.
- Understand how and why archaic, linear project thinking so often leads to issues, even disaster.
- Assess the impact of archaic, linear project thinking on any one initiative (project & organization).
- Assess the impact of archaic, linear project thinking between multiple initiatives and organization(s).
- Understand how and why archaic, linear project thinking works to vendor advantage.
- Turn vendor's archaic, linear project thinking to your advantage.
- Raise awareness of the dangers of archaic, linear project thinking.
- Plus, they have explored other aspects of John's thinking during Q&A time.



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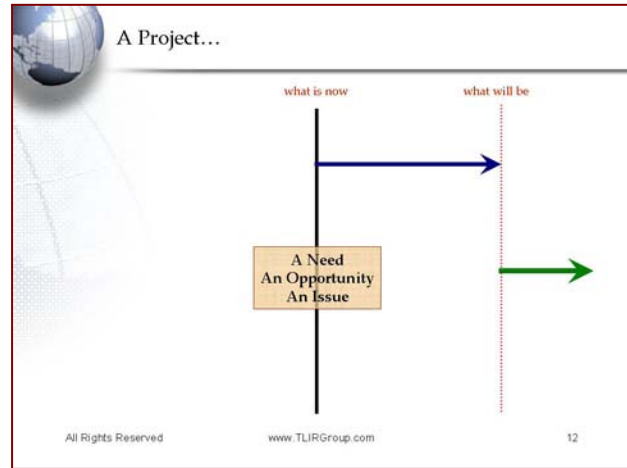
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Organization Dynamics are internal/external pressures to strengthen, grow, streamline, consolidate or simply improve what the organization does and how it does it. The entity affected by changing dynamics might be the entire enterprise; one or more business unit(s), division(s), department(s), section(s), etc.

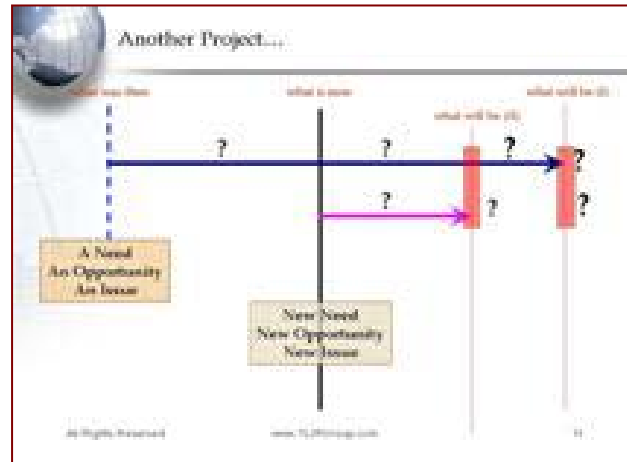
Organization Dynamics fluctuate wildly, today's need, opportunity or issue is likely **not** the same as yesterday's and will probably **not** be the same as tomorrow's.

Whatever the dynamic(s), steps are taken and at some point, the organization will be different. At that point, new mechanics will govern what the organization does and how it does it – the need, opportunity or issue will be addressed... **Or will it?**



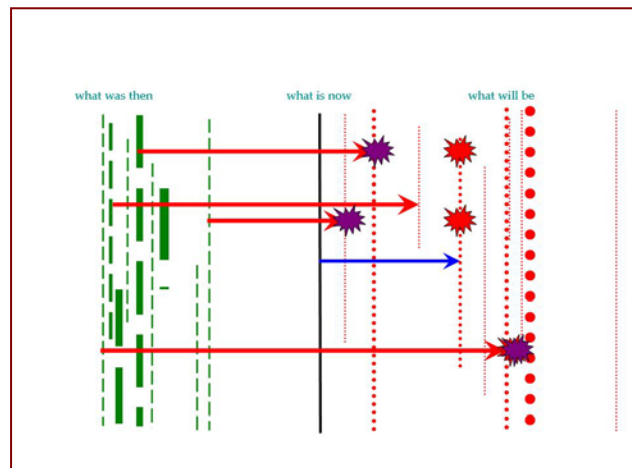
Organization Dynamics are **not** nicely sequential, are **not** nicely spaced apart and are **not** arranged into neat boxes or compartments. Yesterday's dynamic(s) gave rise to one or more responses based on what was known then. Today's dynamic(s) give rise to responses today and tomorrow's dynamic(s) will do the same and so on.

Dynamic responses to change what the organization does are linear and insular. *This has to be fixed, fix it.* Linear, insular viewpoints frame the dynamic response such that what are intuitively obvious questions are muted by ego, power, control, n-i-m-b-y and subservient influences.



Whether today's dynamic response(s) will impede, intrude, interfere or even nullify yesterday's dynamic response(s) is very much left to chance... And, that is **not** something stakeholders would wish to hear!

Whether today's dynamic response(s) could be quicker, cheaper, less prone to issues, of higher quality and with greater stakeholder satisfaction by piggy-backing on yesterday's experiences and outcomes is a question almost always left unanswered... And, that is something that should **trouble** every stakeholder!



End – Archaic, Linear Thinking



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Corporate Transformation – Who’s on First?

Theme:

This session examines the effect and impact of multiple, concurrent projects upon the organization and upon other projects, building awareness of the challenges of **what is**, **what will be** and **what is happening in between!**

At any moment in time, every organization will be in the throes of change. Projects; tens, hundreds even thousands vie for resources, time and attention; concurrently striving to address defensive, offensive, expansion, growth, contraction and improvement pressures – internally generated or externally forced.



The mechanics of projects (how to get to the new state, when and with what resources and with what result) are neither foreign nor impossible BUT the sum effect of multiple projects, conflicting dynamics and obstructive politics impact both the organization **and** every project that seeks to improve what the organization does.

Project Cost Number/Failures	\$500 Million+ 21/21	\$100 / 500 Million 110/108	\$5 / 100 Million 800/710	Under \$5 Million 2,500/2,125	Corrective Possibility 1=Fast/Simple 5=Slow/Complex
Incorrect Project Baseline	High	Severe	Severe	Severe	1-2

John leads the audience through a unique exercise that propels and compels understanding of the issues associated with multiple projects and why project failure; delays, cost overruns, low quality, user dissatisfaction, dismal ROI, etc, etc, is often a direct outcome of just how many other projects are playing in the same sandbox.

Anyone who listens to John’s views and observations comes away with the realization that his landmark treatment has uncovered aspects of corporate transformation / business improvement that are overlooked, ignored or taken for granted. They come away with the means to...

- Understand how and why an incorrect project baseline all but guarantee’s failure.
- Understand how and why an incorrect project baseline is the starting point for most projects.
- Recognize when an incorrect baseline is governing thinking about what has to be done, to whom, when, where, with what intended effect and at what cost.
- Understand the benefits of virtual baseline thinking and apply it to each and all projects, thereby mitigating the serious impact of incorrect project baseline planning and execution.
- Plus, participants have the opportunity to explore other aspects of John’s thinking during Q&A time.

End – Corporate Transformation – Who’s on First?

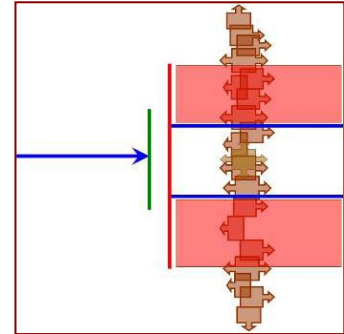


Change Wave Management

Theme:

‘Scope’ is one of the pillars of project management theory; perhaps this is why so many projects fail!

A need, opportunity or issue arises. The vision of what has to be changed in the organization is *fixed* and, a project is commissioned to address the requirement. Budgets and timelines are established, vendors and suppliers are selected, what has to be done is clear to all...then... the project centric perspective comes into play and surprise, surprise; the actual scope and extent of the project is somewhat different than that originally envisioned.



When cost, time or resource pressures threaten project(s); scope is the first to go while the business is often the last to know! When one fully understands factors of fear, subservience, greed and assorted sins commonly associated with project centric factions (internal staff and vendors); one is far better armed to address future scope issues. This theme shows why and how scope, time, budget, resource, priority and other constraints cause projects to devolve, shirk or ignore certain project responsibilities and what management can do about it.

John provides insights on what this means to the business and what this really means from the perspective of suppliers, vendors and consultants who rely on scope creep and/or scope barriers to meet their objectives (which are **not** necessarily aligned with those of the client).

Project Cost Number/Failures	\$500 Million+ 21/21	\$100-500 Million 110/108	\$5-100 Million 800/710	Under \$5 Million 2,500/2,125	Corrective Possibility 1=Fast/Simple 5=Slow/Complex
Scope Gaps & Disconnects	Severe	Severe	Severe	Severe	1-3

Anyone who listens to John’s views and observations comes away with the realization that his landmark treatment has uncovered aspects of corporate transformation / business improvement that are overlooked, ignored or taken for granted. They come away with the means to...

- Understand how and why ‘fixed’ scope projects are all but impossible to define in today’s business environment.
- Understand how and why vendors and other external parties rely on the tenuous promise of a fixed ‘scope’ to win the business, knowing full well the scope will change.
- Understand where and why ‘old school’ thinking about project scope came from and why it worked back then.
- Recognize in advance where scope gaps and disconnects will magically appear once the deal is signed and what to do about them before the deal is signed.
- Plus, have the opportunity to explore other aspects of John’s thinking during Q&A time.

End – Change Wave Management



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Quislings Multiply Like Lemmings

Theme: Quislings Multiply like Lemmings straddles the chasm that often divides the business from project. Organization mechanics, dynamics, optics and politics (O-MDOP) are **NOT** the same as project mechanics, dynamics, optics and politics (P-MDOP). When one truly understands the impact of ego, power, control and NIMBY conflict upon organization and project(s), one can take steps to bring order out of chaos...



Project Cost Number/Failures	\$500 Million+ 21/21	\$100-500 Million 110/108	\$5-100 Million 800/710	Under \$5 Million 2,500/2,125	Corrective Possibility 1=Fast/Simple 5=Slow/Complex
Organization vs. Project	Severe	Severe	Medium	Light	1-3
Organization MDOP	Severe	Severe	Severe	Medium	2-5
Project MDOP	Medium	Severe	Severe	Severe	1-3

This theme demonstrates and explains the various issues and conflicts that arise when two polar opposites are brought together by choice or otherwise. One 'side' seeks to meet arbitrary time, cost and delivery commitments while the other 'side' is challenged by the pressures of keeping the business running while being 'forced' to reinvent itself, what it does and how it does it - as defined by those who have little or no stake in just how well the business will be able to do what it wants to do, once it has reinvented itself.

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Anyone who attends this seminar realizes that **Quislings Multiply Like Lemmings** sets the scene for truly effective corporate transformation / business improvement. They come away with the means to...

- Understand how and why organization dynamics compel changes to organization mechanics.
- Understand how organizational optics shape and form responses to and receptivity for change.
- Understand how organizational politics dictate expectations of organization and project.
- Assess the impact of change upon organization mechanics and quantify the true extent of change.
- Numerate how many organization variants (O-MDOP) the project will be working with.
- Know the different perspectives and expectations of each organizational variant.
- Know the extent of P-MDOP variants when vendors, consultants and service providers are involved.
- Understand the impact of multiple O-MDOP and P-MDOP variants upon project(s) and organization.
- Appreciate the effect of ego, power, control and n-i-m-b-y positioning upon organization and project.
- Plus, they have explored other aspects of John's thinking during Q&A time.



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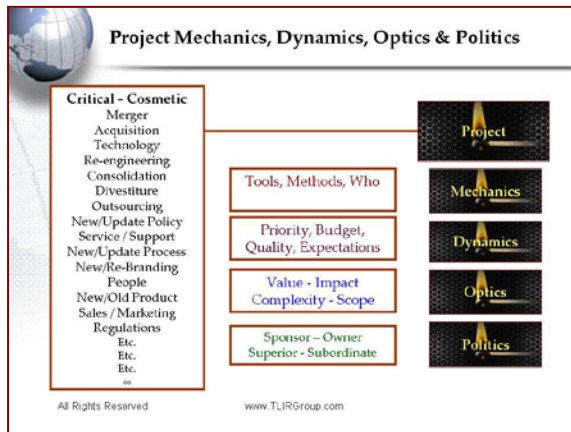
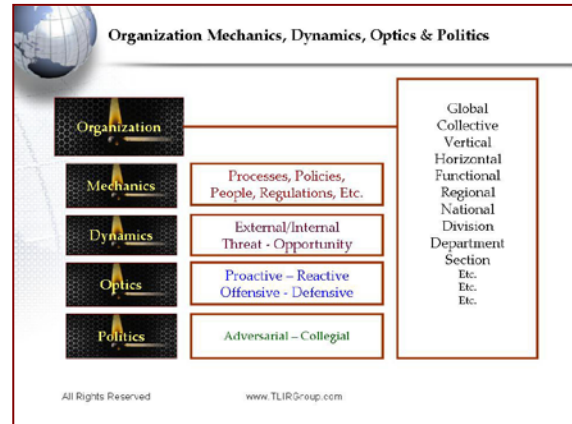
Intervention & Recovery of Problematic Projects, Seminars & Tutorials



Organization MDOP (O-MDOP) is the sum of systemic, cultural and corporate influences and imperatives that governs what a specific organizational entity does and how it does it.

An organizational entity might be hierarchical, rigid, functional, etc. or it might be virtual, matrix, horizontal, etc. and, it may even be temporary.

Each organizational entity possesses O-MDOP that is unique to it and it alone. An enterprise has as many OMDOP variants as there are organizational entities, vertical management structures and horizontal matrix management relationships.



Project MDOP (P-MDOP) is the sum of structural, procedural and mechanical elements brought to bear on any requirement to change what the business does and is unique to that project. The next project will be different as will all other projects.

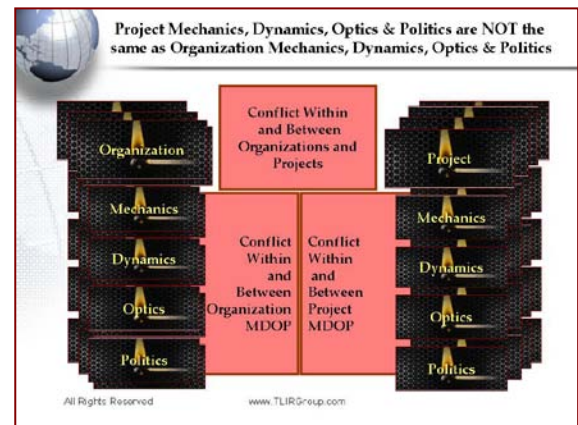
When more than one business unit, vendor or service provider is contributing to one project; each contributor operates under different P-MDOP 'rules' and, the more P-MDOP variants there are, the greater the prospect of the project failing to meet expectations. When multiple projects are underway, the risk of failure increases...

Effectively managing P-MDOP and O-MDOP permutations within a project begins with knowing **how** O-MDOP variants can harm projects and **why** P-MDOP variants can be more difficult than herding cats.

The potential impact of O-MDOP and P-MDOP conflict in any one project is significant.

When multiple projects are underway; O-MDOP vs. P-MDOP conflict multiplies, P-MDOP vs. P-MDOP conflict is rampant and O-MDOP vs. O-MDOP conflict is all but unmanageable unless you know how to handle the differences to advantage.

Please call or e-mail to arrange a brief conversation to find out more about our cutting edge research into why so many business improvement projects fail to meet expectations. QMLL is one of the outcomes of this research and has been presented in both public and private forums worldwide.



End – Quislings Multiply Like Lemmings



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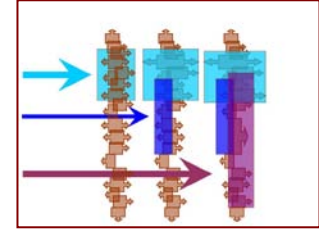


The Sum of Change

Theme:

The Sum of Change presents organizations with many opportunities to improve how the organization improves itself and to enjoy exceptional return in investment.

The Sum of Change also presents considerable barriers and obstacles that, unless addressed well and promptly will impede orderly progress toward objectives.



Two inherent elements of the Sum of Change form the focus of this session:

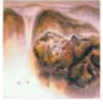
Project Cost Number/Failures	\$500 Million+ 21/21	\$100 / 500 Million 110/108	\$5 / 100 Million 800/710	Under \$5 Million 2,500/2,125	Corrective Possibility 1=Fast/Simple 5=Slow/Complex
Receptivity / Saturation	Medium	Medium	High	Severe	2-4
Reusability Potential	High	Very High	Ultra High	Sky High	1-2

ONE: The sheer volume and variety of business improvement raises saturation and receptivity issues which, if not handled well can cripple well intentioned initiatives. Asking questions about the organization's receptivity for change or if the organization is saturated from too much change, too often rarely results in accurate answers. Those who know better will not say so while those who know no better will proffer opinion - as a result, false intelligence leads to disaster time and time again... John explains why receptivity and saturation issues occur and what can be done to minimize such impact **without** limiting leadership authority to demand change.

Two: Reusability is a hot topic - reuse is a good thing, it helps the environment, it saves money, everyone should pitch in! When one takes the same reasoning into the enterprise, it is almost laughable to hear the fantasies and figments that people conjure up as rationale why reuse will not work for their project(s). The impact to the organization; however, is not a laughing matter. In corporate and government settings, the degree of actual reuse is abysmally low whereas reusability potential is almost always extremely high. This means opportunities to save time and money and improve quality and satisfaction are wilfully ignored due to Ego, Politics, NIMBY attitudes, Control/Power conflicts, etc. John pulls apart the notion that each business improvement is new, unique and different. He shows how projects might enjoy lower costs, shorter timelines, higher quality and fewer mistakes.

Anyone who listens to John's views and observations comes away with the realization that he has shone a light on aspects of aspects of corporate transformation / business improvement that have overlooked, ignored or taken for granted for far too long.

End – The Sum of Change



Motivational Themes

TLIR Motivational Themes are an ideal way to strengthen the agenda for any conference, management retreat, team building initiative or strategic transformation ‘kick-off’.

John’s lifelong interest in military matters and his unique perspective of how and why history repeats itself on the battlefield and in the boardroom resulted in his developing a series of presentations that are engaging, entertaining and thought provoking.

John is a master at engaging audiences with a delivery style that educates and entertains. John’s sense of humour, use of unique metaphors and liberal sprinkling of real-world anecdotes and experiences guarantees that audiences will both relate to and remember his words, ideas and reasoning.

- ◆ **Hostile M&A a.k.a. Siege Warfare...**
- ◆ **Napoleon’s Imperial Guard...**
- ◆ **Sun Tzu and the Art of Corporate Transformation...**
- ◆ **Supping at the Trough of Change...**
- ◆ **The Case for the Chief Change Officer...**

Motivational Themes are offered in Summation format with the Case for the Chief Change Officer also being offered in a private workshop format, intended for senior executives and board members concerned about corporate transformation performance and results – see TLIR Learning Service document for format details and pricing outlines. Themes can be combined on a custom basis to align perfectly with client requirements.

TLIR will work with the client (on site or virtual) to customize the theme to ensure both content and context are aligned to the needs of the client. Such customization results in a motivational theme that is tuned to the client circumstance.

The information used to develop the custom material is treated as strictly confidential and will not be used for any other purposes. John would be pleased to talk to you about how he customizes the material and the strong context value this enables.

Themes and subjects generate significant debate during session and much reflective thought once the session has ended. ‘What If’ questions, requests for clarification and comments that arise are welcomed via e-mail after session. Responses will be handled personally by John on a ‘best efforts / no charge’ basis.



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Corporate Transformation / Business Improvement Advice & Support

Strategic Advice, Tactical Guidance & Assessment, Program/Project Leadership,

Intervention & Recovery of Problematic Projects, Seminars & Tutorials



Hostile M&A a.k.a. Siege Warfare

Due to popular demand, this treatment builds and expands upon one comparative scenario that is featured in Sun Tzu and the Art of Corporate Transformation, another of John's presentation offerings.

There are remarkable similarities between hostile M&A and siege warfare, not just for the fury and anger that permeates the battlefield/boardroom but for the very ways in which siege becomes necessary and for the very ways in which siege ends.



In this session, audiences are literally morphed into one of the most unusual sieges in the annals of warfare. While exploring the remarkable similarities between military siege tactics and those of corporations intent upon acquisition, participants delve into the parallel worlds of Kings and CEO's, Mercenaries and Consultants, Siege Engineers and Lawyers, Victuallers and Bankers, Necromancers and Corporate Strategists and sundry other essential personnel.

Through role play that spans centuries, participants are propelled into leadership situations where at one moment, all seems lost; the next moment, all seems certain. What sets this session apart is the fact that participants play key roles in the ancient conflict then participants reprise the very same role in today's corporate environment. Lo and behold, what happened way back then happens again and again today!

By morphing between sieges of the past and several modern day corporate transformation / business improvement initiatives that emulate past military strategies and tactics, participants enjoy the challenge of projecting oneself into the shoes of one or more famous persons (military heroes/villains of the past and blue chip icons of commerce of today).

Along the way, participants also develop an understanding of the fundamental missteps, miscues and mistakes that are repeated time after time after time in battle and whenever transformation / improvement is on the agenda

As for engines of siege warfare, the Trebuchet is the ultimate transformation enabler. The mere sight of it being erected was often enough to compel surrender while those who took up arms quickly felt the weight of its wrath...

And for the session finale, participants get to operate a working model of a trebuchet...!

End – Hostile M&A a.k.a. Siege Warfare



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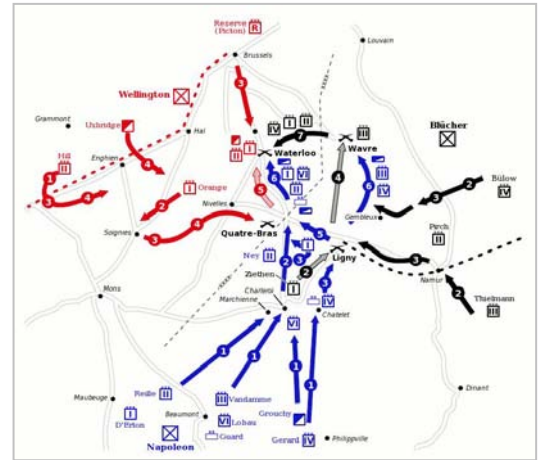


Napoleon's Imperial Guard said...

'Some shot will go straight to the target every time; some shot will explode in the barrel while some shot will ricochet in the wrong direction. Some powder will flash in the pan; some powder will flare uncontrollably while some powder will be too powerful in the usual measure. Some fuses burn too fast, others too slow; some fuses will take forever to light while other fuses self ignite.'

Actually they didn't! I did...

In looking for the best metaphorical equivalent of pyrotechnics, explosives and sundry other devices that go Boom, Bang and Fizz! I settled on *shot, powder* and *fuses*.



Why? Firstly, these provide an inkling of certain leadership qualities that either harm or help efforts to improve the organization. Second, I happen to like shot, powder and fuses.

Look again at the first sentence in the 'Imperial Guard' adage; each time you read the word 'shot' replace it with the name of someone you are about to entrust with leadership of a critical and probably very expensive corporate transformation / business improvement project.

- ♦ Can he or she hit the target every time? Do they explode prematurely? Do they jump to the wrong conclusion and fly off in the wrong direction? Unless you are absolutely certain of the answers, you might want to rethink your leadership choice.

Now reread the second sentence of the 'old soldier' adage again; in similar fashion, replace the word 'powder' with either the name of the same person or another person if the first failed the 'shot' test.

- ♦ Do the statements ring true of the person? Do they promise action but fizzle out, do they take off in many directions at once or do they overreact? Having considered the person from the perspective of these character traits, is this the right person for the project?

Finally, reread the adage again – replace the word 'fuses' in the third sentence with the name of whoever made it through the first two 'tests' or someone else you might now want to task with leading the big project.

- ♦ Would the person flare up too soon, would he or she take too long to make decisions, do they have difficulty getting up to speed or do they self destruct?

This metaphor of shot, powder and fuses is not just relevant for leadership selection. From a wider perspective it is a metaphor that speaks to the fact that corporate transformation / business improvement projects of size/import are an amalgam of conflicting egos, political infighting, silo budgetary control, not-in-my-backyard objection, optic based decision making, special interest influences, external vendor and supplier agendas, personal preferences and individual fears – a battlefield!

Peers, supervisors, subordinates, constituents, external parties and key stakeholders all possess ammunition; often carefully hoarded and hidden – ready to fire, explode, erupt, disrupt, dilute and destroy worthy, valuable projects at a moments notice.

End – Napoleon's Imperial Guard



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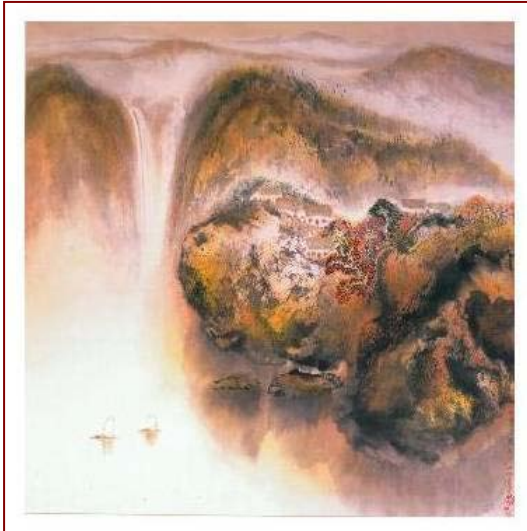
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Sun Tzu and the Art of Corporate Transformation

This treatment presents audiences with an 'off beat' subject that is an ideal agenda item for a conference, management retreat, team building initiative or strategic transformation 'kick-off'.

John's lifelong interest in military matters and his unique perspective of how and why history repeats itself on the battlefield and in the boardroom resulted in his developing a unique presentation that is engaging, entertaining and eye-opening.



The session is framed by Sun Tzu's tenets of warfare, each tenet sets the scene for a light hearted yet instructive review of corporate transformation / business improvement projects that appear to echo the strategies, tactics and consequences of one or more military conflicts.

Sun Tzu...

Military Disposition

*"Like the release of a pent-up torrent
down a thousand fathom gorge,
sweeping all before it..."*

Audiences are transported into realms of the past; ranging from 500BC to 1945AD where Oracle (Larry Ellison), Julius Caesar, PeopleSoft (Craig Conway), Vercingetorix of Gaul, HP (Carly Fiorina), Lord Cornwallis, Nike (Phil Knight), General George S. Patton, NPfIT (Bill Gates/Tony Blair), Xerxes of Persia and other illustrious icons of commerce/war are engaged in battles, sieges, skirmishes all over the globe.

John presents overviews of conflicts of the past then draws parallels to situations in recent corporate history. Did you know that Oracle Corporation's multi-billion dollar pursuit and conquest of PeopleSoft bears remarkable resemblances to the actions and outcomes of Julius Caesar's scant and inexpensive campaign to subdue the Gallic tribes led by Vercingetorix?

Liberal scattered amidst the exemplars are thought provoking anecdotes and observations from John's own experiences in the military and in the boardroom. Ever wondered what it was like to meet and speak with Rudolf Hess in West Berlin's Spandau Prison on a daily basis? Ever wondered what one would speak about when taking tea with the Queen and Prince Philip? Ever wondered why so many efforts to improve the business seem to be never ending battles?

If you are looking to build staff morale, provide your people with a refreshing and entertaining break from the day-to-day grind or want to set the scene for the next big transformation effort; speak to John today about a Sun Tzu presentation, customized to your circumstance.

End – Sun Tzu and the Art of Corporate Transformation



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Supping at the Trough of Change

Corporate Transformation / Business Improvement success often depends upon external resources doing their part.

Vendors, management consultants and various third parties spend a great deal of time, effort and money cultivating 'relationships' in the interests of securing assignments for which they will be paid handsomely.

A good 'relationship' infers a partnership, helping one another, sharing ideas, working together for the common good...

As we all know; assignments run into trouble, the prospect of profit lessens with every passing moment, the good of the 'relationship' pales in comparison to the need to make money.

And then... What Happens?

This session examines actual circumstances where such troubles arose.

Several of the largest and most disastrous corporate transformation initiatives on the planet provide rich examples where the 'relationship' quickly turned turtle as the prospect of a profitable relationship dimmed.



End – Supping at the Trough of Change



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The Case for the Chief Change Officer

This theme is offered in two versions. The first version deals generally and broadly with the rationale for and value propositions of The Case...

Whenever change of any size and of any form is on the agenda, day-to-day conflict is like a kindergarten compared to what happens when turf, power, control or ambition is challenged by significant corporate transformation / business improvement.

In mission critical situations where the very existence of the enterprise is dependant upon successful transformation / improvement; the conflicts and issues rooted in the day-to-day operation of the business are the greatest threat to effective and efficient transformation progress.

Through a variety of exemplars, John paints a radically different picture and challenges the audience to defeat his logic.

The second is designed as a private presentation and discussion session for Board Members and C-Level Executives who are very, very concerned that previous transformation / improvement efforts have been nothing short of a disaster!

It lays the groundwork for a blunt and honest assessment of just how well transformation / improvement has been handled in the past and what this might mean for the future.

By participating in a no-holds barred session that lays out the value propositions of a CCO role while arguing both for and against the potential issues inherent in such a role; participants can make up their own mind whether a CCO role is Too Radical, Just Right or... Too Little, Too Late!

Please contact John directly at JBolden@TLIRGroup.com to learn more about this version of The Case...



End – Case for the Chief Change Officer



TLIR LECTURE & SEMINAR THEMES
Formats & Pricing

Educational Themes are offered in 3 formats – Summation, Introduction and Exploration – see below for details.
Motivational Themes are restricted to Summation format only, The Case for the Chief Change Officer is also available in a private workshop/discussion format – see below for details.

SUMMATION

Introduce Concept - Challenge Legacy Thinking - Nurture Value Propositions

Type: Keynote Address / Podium Presentation
Wide Angle, High Altitude View
Approx: 1 Hour followed by Open Ended Q&A
Audience: Up to 1,500

Audience	Cost	Taxes	T&L
Up to 20	\$2,800.00 base	Excl.	Excl.
Over 20 - Each 10 Seat Block	\$1,200.00	Excl.	-

Includes post-delivery Q&A (e-mail) for up to three months after session
Evening / Weekend Session – No Premium
Generic Presentation – Client Customized Version Priced upon Request
Multi-Theme / Multi-Session Discounts Available

INTRODUCTION

Cultivate Awareness, Demonstrate Potential, Motivate Staff

Type: Half Day Seminar
Wide Angle, High Altitude View + Case Studies + Open Ended Q&A
Balance of Day – Client Specific Consultations (Open/Private)
Customized Session - Includes 8 Hours Pre-Delivery Consultation
Audience: Up to 50 (recommended max.)

Audience	Cost	Taxes	T&L
Up to 30	\$8,000.00 - \$12,000.00 Depending on Theme	Excl.	Excl.
Over 30 - Each 10 Seat Block	\$1,200.00	Excl.	-

Includes post-delivery Q&A (e-mail) for up to six months after session
Evening(s) / Weekend(s) Session – No Premium (T&L excepted)
Multi-Theme, Multi-Session Discounts Available, see Notes below
Larger Audience – call to review options



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EXPLORATION

Stimulate Debate, Generate Commitment, Activate Improvement

Type: Two Day Workshop

Wide Angle, High Altitude View + Case Studies + Breakout Sessions

+ Multiple Audience Participation Exercises + Open Q&A

Client Specific Consultations (Open/Private)

Customized Session - Includes 16 Hours Pre-Delivery Consultation

Audience: Up to 50 (recommended max.)

Audience	Cost	Taxes	T&L
Up to 30	\$15,000.00 - \$20,000.00 Depending on Theme	Excl.	Excl.
Over 30 - Each 20 Seat Block	\$1,200.00	Excl.	-

Includes post-delivery Q&A (e-mail) for up to six months after session

Evening(s) / Weekend(s) Session – No Premium (T&L excepted)

Multi-Theme, Multi-Session Discounts Available, see Notes below

Larger Audience – call to review options

The Case for the Chief Change Officer (Private Version)

(Public Version Offered as Summation Only)

Customized, Multi-Media Presentation coupled with Workshop Discussion

Duration: Eight – Thirty Six Hours (depending on complexity and severity of concerns)

Multiple Evenings or Weekend – No Premium

Typical Group 5 - 15

Priced by the Hour, call for details

Audience	Cost	Taxes	T&L
5 – 15	Upon Request	Excl.	Excl.



Seminar / Workshop/ Guest Speaker Notes

1. Pre-Delivery Consultation/Customization:

TLIR will work with the client (on site or virtual) to customize the theme to ensure both content and context are aligned to the needs of the client. Such customization results in a presentation or seminar that is tuned to the client circumstance. The information used to develop the custom material is treated as strictly confidential and will not be used for any other purposes. John would be pleased to talk to you about how he customizes the material and the strong context value this enables.

2. Post-delivery Q&A:

Themes and subjects generate significant debate during session and much reflective thought once the session has ended. 'What If' questions, requests for clarification and comments that arise are welcomed via e-mail after session. Responses will be handled personally by John on a 'best efforts / no charge' basis.

3. Venue / Travel Costs:

Client is responsible for all venue related booking arrangements and costs including TLIR Travel and Lodging Expense (if applicable).

4. Taxes:

In general, both Keynote Address/ Podium Presentation pricing and Seminar pricing exclude 5% Federal Tax. Exceptions apply, ask for details.

5. Multiple Themes and/or Multiple Sessions

- A. After the first presentation or seminar, any and all requests for additional presentations and/or seminars qualify for base price discount of 10%.
- B. When multiple themes in presentation and/or seminar format are ordered at the same time, incremental discounts of 5% are applied.
- C. When multiple sessions of a single theme are ordered; usually for geographic, functional or logistical reasons, these qualify for special pricing incentives.

6. Curriculum Delivery:

Curriculum delivery takes the incentives noted in #5 to the next level and beyond. A curriculum delivery model is one where John works with the client to custom develop a suite of theme based presentations and/or seminars for that client. Once established, this suite forms the curriculum for corporate transformation / business improvement education across the client enterprise. As and when required, the client simply arranges with John for him to present one or more curriculum components at one or more locations. To find out more about the curriculum delivery model and to determine the value and applicability of the model for your enterprise, please contact John.

7. Integration Engagements:

Custom engagements designed to integrate and inculcate theme into operating fabric of client organization quoted on a per circumstance basis, ask for details.