



engaging and relevant leader meetings

Meetings of your company's top 50 to 200 leaders must be more than memorable. They are an opportunity to build alignment, deepen engagement and get a fast start on execution of strategic initiatives.

Senn Delaney meets this challenge with content that is engaging, interactive, relevant and productive. Our sessions have enabled top leaders of some of the world's largest companies to be more aligned, accountable, collaborative, innovative and customer focused.



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Why should you include a cultural diagnostic session in your leadership meeting?

When planning your company's next meeting of the top 50 to 300 leaders, would you like to have those leaders truly engage with each other to begin to shift your organization's culture to one of more accountability, collaboration, innovation, customer focus and integrity? We have helped many companies to do this by designing and facilitating engaging, interactive cultural diagnostic sessions as part of their meeting content.

A diagnostic cultural survey done prior to the session provides relevant context for leaders to explore and personally have insights around behaviors that might need to shift and align to support execution of key strategies. Leaders who have taken part in these sessions report gaining a clearer understanding of the most impactful behaviors and thinking driving their culture.

Senior leadership meetings are an important opportunity to gain momentum for important strategic initiatives. Senn Delaney's leadership cultural diagnostic session provides a clear way forward.

A forum to examine important questions about your organization

- Where is your company heading? (clarity about vision and strategy)
- What is your current cultural environment?
- What will get in your way of executing key strategies if not understood or addressed?
- How will you operate as a team of leaders to achieve the vision?

Among the benefits you can expect from the session

- enliven leadership meetings by providing exciting, relevant and interactive content
- build trust, collaboration, openness and accountability
- give leaders a fast start on working together and leading in a new, more effective way
- define behaviors needed to effectively implement new strategies and organizational structure
- create a team commitment to shifting behavior within and across functions and divisions
- provide personal insights about leaders' individual leadership shadow and how one's behaviors need to change
- create insights as a team about the collective leadership shadow and what is needed to drive improved organizational results
- ground leaders in what it takes to shape culture and their leadership role in it



Leaders who participate in Senn Delaney's cultural diagnostic sessions find them to be exciting, interactive and relevant. They come away with a stronger focus and purpose, a sense of increased collaboration, communication and trust, and are committed to creating a viable action plan.



“The process helped us gain alignment around the vision, mission, strategies and newly aligned, multi-divisional ‘one-company’ culture needed to ensure success of the merger.”

**— Michael Ferdinandi,
SVP/Chief Human Resources Officer
CVS Caremark Corporation**

How our program works

1) Conduct pre-meeting diagnostics

- interview executive leadership team members to understand their view of current culture
- design and administer customized Corporate Culture Profile™ (CCP) survey to identified leaders attending meeting to get a clear view of beliefs and behaviors and how they impact strategic execution

2) facilitate experiential learning session during meeting

- provide aggregate culture survey findings for all attendees
- review survey data with session participants
- provide overview of the role culture plays in ongoing success of an organization
- discuss impact of results up against mission, vision and execution of desired strategies
- facilitate discussion about what leaders can do to positively shift the organizational culture in a desired direction with more accountability, trust, respect and vitality

3) Report findings from the session

- prepare summary of meeting discussion and make recommendations
- share session feedback with executive leadership team

How CVS Caremark Corp. used a leadership cultural diagnostic session to drive change

When retail pharmacy chain CVS merged with pharmacy benefits provider Caremark, Senn Delaney was engaged to assist the senior team with its alignment, team dynamics and ability to effectively lead the combined organization to a high-performance culture.

The new company's top 75 leaders had already been brought together to share the vision, organizational model, strategies and values. The senior management wanted to introduce these approaches and plans to the top 300 leaders to gain alignment around the vision, mission, strategies and culture needed to ensure success of the merger.

Senn Delaney facilitated a leadership culture diagnostic session to kick-start the reshaping and blending of the best of both cultures around a common vision, set of values and guiding behaviors. Session participants were better able to see the big picture, become more of a unified team, make decisions for the greater good of the company and become more accountable for the team and the organization.

As a result of this initial session, the company decided to take its culture-shaping efforts more deeply into the organization in planned phases. The ultimate goal is to create and sustain a high-performance culture of accountability, collaboration, trust, innovation and agility, customer focus and integrity. And in doing so, create a company that is better at quickly assimilating any future acquisitions or initiatives.

To learn more about our cultural diagnostic leadership sessions, please contact Penny Madden at 562-981-5211 or visit www.senndelaney.com.

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