



# senn delaney

the culture-shaping firm

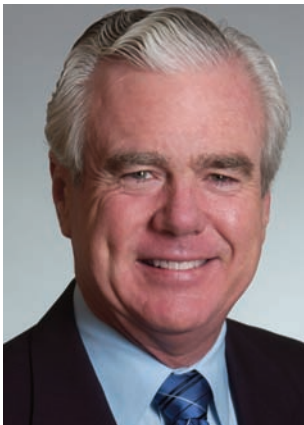
Senn Delaney is widely recognized as the leading authority and successful practitioner of culture shaping that enhances the spirit and performance of organizations.



senn delaney



# introducing senn delaney



**Jim Hart,**  
President and CEO

## Senn Delaney has been passionately and exclusively focused on creating Thriving organizational cultures for 35 years

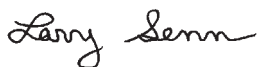
A Thriving organizational culture is one of the key drivers of business success and performance. Today's most successful businesses focus on creating strong cultures as a key strategy to address business challenges that have become more urgent and complex: Organizational restructuring. Changes in top leadership. Changing business models. Mergers and acquisitions. Turnaround strategies. Large-scale infrastructure or change initiatives. All these situations require a healthy, high-performance culture for individuals, teams, leaders and the overall organization to perform at their best.

As the pioneer in organizational culture shaping, we are proud of our unique expertise, our heritage and our stellar track record of guiding companies around the globe to create cultures that improve their spirit and performance. We are 30+ years young, energetic and always looking forward. We strive to be at the forefront of our field. That is why we do collaborative research with prominent business schools and conduct ground-breaking studies to benchmark organizations against a normative database of the highest performers.

We are the recognized leader and practitioner of culture shaping because we do our work through the lens of our purpose of inspiring leaders. We consciously approach our work with leaders of Global 1000 and Fortune 500 companies with a learning mindset that enables us to continually refine our approach and improve the value we bring. In recent years, we have redefined the best practices in culture shaping from the top to the bottom of organizations to support strategic execution.

CEOs engage us because we understand the power of clear focus of direction and purpose by senior leadership and how that positively impacts their organizational cultures and ability to execute strategies, major initiatives and exceed goals. They know that they get committed, experienced and purpose-driven Senn Delaney experts. They can count on our insight, advanced technology, robust infrastructure and comprehensive content to bring their culture to life and sustain it over the long term. Clients who have embraced our four key principles of shaping culture see a major impact and sustainable benefits that continually keep their companies resilient, agile and ready to meet future change with ease and grace.

Learn more about us at [www.senndelaney.com](http://www.senndelaney.com) and on our thought leadership video channel, [sdtv.senndelaney.com](http://sdtv.senndelaney.com).



**Larry Senn,**  
Chairman and Founder



# our firm

**Senn Delaney was the first firm in the world to focus exclusively on transforming cultures. We were founded in 1978 with a singular mission: to create healthy, high-performance cultures.**

More Fortune 500 and Global 1000 CEOs have chosen us as their trusted partner to help shape cultures that deliver better business results than any other company in our field.

Our passion and singular focus on culture, combined with decades of hands-on experience, has resulted in a comprehensive and proven culture-shaping methodology that engages people and measurably impacts both the spirit and performance of organizations.

## **A trusted partner to CEOs and senior teams around the world**

Since our founding, we have measurably shifted behaviors of hundreds of organizations, thousands of teams and tens of thousands of leaders and managers.

We work with the top leaders of Global 1000 and Fortune 500 companies throughout the U.S., UK, Europe, Asia, South America, Africa and Australia. Our clients also include major non-profit organizations, colleges and universities and city, state and federal governments.

Our administrative staff and consultants operate out of the U.S., the UK, Germany and elsewhere as they deliver results for clients in more than 40 countries.

## **Why clients hire us**

We are called on to partner with and guide CEOs and executive leaders to improve performance in a variety of business situations. The most common drivers of our work include:

### **Align new leaders and / or newly configured teams**

- maximize effectiveness of the team more quickly
- prepare them to best lead culture change

### **Integrate mergers and major acquisitions**

- avoid, smooth or pre-empt the culture clashes that often keep mergers and acquisitions from realizing full potential and synergy

### **Shape the culture to support new strategies**

- determine habits that may slow progress of new strategies
- develop and align entire company around new values and guiding behaviors

### **Implement major organization-wide systems or processes**

- minimize cultural barriers to change

### **Become an integrated or allied business model**

- create collaborative organizations to effectively implement shared services and allied business models
- gain cross-organizational synergies

### **Shift to a customer focus / improve customer satisfaction**

- create service cultures to support company-wide efficiency and performance and enable top-line growth



# what makes our process so different?

What happens when you spend 30 years with a singular focus on being the best at culture shaping? You gain more experience than anyone in the field. And you create the most comprehensive, integrated culture-shaping methodology available to improve business results.

Clients who have worked with us, and many others, tell us our process is unparalleled in the consulting industry. Their results provide the proof that our time-tested, comprehensive DURAM methodology measurably enhances the spirit and performance of organizations.

Our team-based unfreezing sessions set us apart from other consulting firms. Our research and experience have demonstrated that our experiential, insight-based, "ah-ha" learning methodology creates much more rapid and sustainable shifts in behaviors than other team engagement processes.

**Our comprehensive, integrated DURAM methodology includes these critical elements:**

**Diagnose:** Diagnostic tools are used to analyze the current culture. We work with the senior team to define the desired culture and behaviors needed to better support organizational performance.

**Unfreeze:** Our insight-based learning model uses intact team sessions to unfreeze old habits and to connect individuals and teams to healthy, high-performance behaviors.

**Reinforce:** Our comprehensive reinforcement system provides the continual reminders needed to ensure that changes in behaviors become a conscious way of life.

**Apply:** Tools, processes and consulting ensures the new behaviors are used day to day to impact business performance.

**Measure:** Measurement creates accountability. A measurement strategy is developed to regularly monitor cultural dimensions to ensure that change is occurring and challenges are identified and addressed.

## integrated approach needed to shape team behaviors and the culture



Creates healthy, high-performance leaders, teams and organizational cultures

**sustainable results**

# our expertise

**Culture shaping is a process, not an event and it must be leader led. Our special expertise helps leaders align their senior team and engage the full organization to enable successful strategic execution.**

## **Align your senior team**

Most senior teams have highly qualified and successful individual contributors but many are not as effective as a team as they could be. Because leading the culture from the top is so important, we have developed special expertise in working with CEOs and their senior teams to help take them to a higher level of performance and effectiveness. We have done this in nearly 100 Fortune 500 companies and dozens of teams at the top of Global 1000 companies.

Our culture-shaping engagements guide CEOs and their senior teams to:

- understand the connection between culture, strategy and business success
- role model the healthy, high-performance behaviors they want in their organization
- learn what it takes to shape a culture, and their role in it
- make decisions for the greater good not in self interest

This creates the foundation for the work needed under the senior team to create a healthy, high-performance culture from top to bottom.

## **Engage your full organization**

Shaping a culture requires an integrated approach that must

begin at the top of the organization and be embedded throughout the entire company to provide the greatest impact. Clients that have done this using our organizational engagement process to create a thriving, high-performance culture with all employees operating at their best have experienced many important benefits:

- better execution of strategies
- added operational efficiency and excellence
- more successful mergers and acquisitions
- more satisfied customers
- more engaged employees
- growing bench strength

## **Execute your strategies**

Are your organization's strategies getting chewed up? They may be trapped in what we call the Jaws of Culture. Culture plays one of the biggest roles in the success or failure of all strategies and initiatives and in financial performance. These are some common cultural barriers that need to be addressed for organizational strategy to succeed:

- **Turf issues, trust issues or silos** get in the way when changes require collaboration across the enterprise.
- **Passive-aggressive resistance** shows up when major changes need to be implemented quickly.
- **People blame others or make excuses** when results aren't where they should be.

When the strategy of an organization changes, the culture is usually a step or two behind. This lag is like an anchor behind a boat slowing its progress. Our process removes the jaws, eliminates the lag and creates the right behaviors to best support your business initiatives.



# our qualifications

**Why do more CEOs choose Senn Delaney than any other consulting firm to help them shape their cultures? Our experience, our approach and the results our clients experience are among the many reasons.**

When Senn Delaney was founded in 1978, our goal was to develop a model that produced long-lasting, meaningful behavior change in individuals, teams and cultures. Clients report that our integrated culture-shaping approach creates more lasting, positive change in leaders, teams and in organizations than other methods they have experienced. Here are some of the many reasons clients choose to partner with us to transform their cultures:

## **Experience**

We are the most widely recognized and successful practitioner of culture shaping in the world. We have focused almost exclusively on transforming cultures of Fortune 500 and Global 1000 firms for more than 30 years.

## **Comprehensive, proven architecture**

Some firms are good at diagnostics, some at HR systems, and others at facilitation or teambuilding. We have a depth of experience in all these areas as they are important elements of culture shaping. Our comprehensive architecture touches each important area to ensure measurable culture change takes place.

## **Proven, unique and powerful model**

Our insight-based learning model is critical to behavior change. We can have a major impact on a senior team's performance almost immediately, and unfreeze and shift behaviors of thousands of people within 12 to 18 months.

## **Knowledge**

Our insight-based culture-shaping principles and methodology have been developed from three decades of hands-on work with CEOs and senior teams. Our staff includes former CEOs, CAOs, CIOs and SVPs of HR.

## **Work with CEOs and senior teams**

To our knowledge, we have worked with more CEOs and senior teams on culture shaping than any other firm. We are experts at aligning CEOs and their teams around healthy, high-performance behaviors.

## **The right size**

As an international consulting firm, we serve clients around the globe in several industries, with a notable record of achievement in health care and energy. We have worked in 40 countries and are able to deliver our work in five languages. We have all of the capabilities needed to partner with companies on a comprehensive culture-shaping program customized to your needs.

Our services include diagnostics, session facilitation, executive coaching, a robust online reinforcement program and cost-effective transfer of competency model.

## **Transfer of competency model**

Our cost-effective model enables you to carry your culture-shaping process deeply into your organization by preparing and certifying internal leaders. We have done this successfully in many organizations with a few thousand employees to global companies with thousands of employees.

## **Senn Delaney Connect technology platform**

Our system can gather diagnostic information and deliver reinforcement messages, such as our eCoach™ reinforcements, to large populations.

# our history

**Senn Delaney was founded in 1978 as the original culture-shaping firm. We were well ahead of our time since the term “organizational culture” didn’t exist then as part of business terminology.**

Senn Delaney was an outgrowth of our business process consulting firm, Senn Delaney Management Consultants, founded by Larry Senn and Jim Delaney in 1968.

Two things prompted creation of a second Senn Delaney firm. The first was an observation from the early, more traditional consulting work. In attempting to implement strategies and initiatives, Senn Delaney Management’s consultants observed that over and over again the collective habits and behaviors of organizations caused good ideas to either fail or succeed. They concluded it was often easier to recommend a performance-enhancing change than it was to get people to work together to implement it. The second was curiosity about that phenomenon that prompted Larry Senn’s doctoral dissertation in 1970. It was the first systematic field studies ever done on the concept of corporate culture.

**Our culture-shaping methodology has been continually enhanced since the 1970s**

During the early to mid-1970s, we developed the foundation of a culture-shaping methodology. We used Senn Delaney Management Consultant’s engagements to test in a real-world business environment ways to create high-performance behaviors to support change initiatives for clients.

The success of that early work led to creation of Senn-Delaney Leadership in 1978. It was founded with a stated mission of creating healthy, high-performance cultures.

From its inception, our culture-shaping model was based on our belief that culture change begins at the top of an organization. We also found that one of the most powerful ways to shift thinking, hence behaviors, was to give leaders new insights. That finding, combined with pilot work on its application in business, led to development of our insight-based learning model that helped unfreeze old habits.

During the last five years, we have further enhanced and refine our comprehensive, integrated culture-shaping model, DURAM. The resulting process and its impact on leaders and organizations set us apart from every other consulting firm.

Our diagnostics and measurement capabilities were expanded through the acquisition of Hughes Research, a leading work culture measurement firm. We also invested in a cutting-edge online system, Senn Delaney Connect, which connects our clients to our culture-shaping process in a variety of ways. Reinforcement content has been created, including the eCoach™ and our Web-based culture-shaping Resource Center. In recent years, we have increased focus on ensuring that the measurable improvements in cultural qualities fully translate into better business results.

**International client work spans most industries**

The first industry we served was retail, where clients wanted to create a service culture. That work continues today with many of the largest retailers and fast-food companies in the world. We began to work with clients internationally in the 1980s, opening a London office in 1996 to serve Europe, Asia and the Middle East. Our client base now includes some of the most prominent companies in the world in most industries, including aerospace, consumer products, electronics, energy and utilities, health care, insurance, manufacturing, packaged goods, pharmaceuticals, transportation and distribution, telecommunications, major universities and high-technology.

# our clients

many current and former CEOs and leaders trust us  
to partner with them in transforming their cultures

**Zein Abdalla**

President, PepsiCo  
International Europe

**Jim Albaugh**

CEO, The Boeing Company,  
Integrated Defense Systems

**Steve Allen**

CEO, Nationwide Children's  
Hospital

**Gerry Anderson**

President and CEO,  
DTE Energy

**Mike Bell**

CFO, CIGNA; CFO Manulife

**Steve Allen**

CEO, Nationwide Children's  
Hospital

**Bob Best**

Chairman, Atmos Energy

**Angela Braly**

CEO, WellPoint

**Greg Brenneman**

CEO, Quiznos; former CEO,  
Burger King

**Michael Brown**

Vice-Chancellor/Chief  
Executive, Liverpool John  
Moores University

**John Bryson**

CEO, Edison International

**Gaston Caperton**

Governor of West Virginia,  
CEO, College Board

**Cynthia Carroll**

CEO, Anglo American Plc

**John Chidsey**

CEO, Burger King Corp

**Rich Cordoba**

CEO, Children's Hospital Los  
Angeles

**Peter Darbee**

CEO, PG&E

**Don Davis**

CEO, Rockwell

**Robert Dotson**

CEO, T-Mobile US

**Dave Dorman**

CEO, Pacific Bell

**Stephen Douglass**

CEO, Payless ShoeSource

**Peter Erskine**

CEO, O2

**Marcia Evans**

CEO, American Red Cross

**John Eyler**

CEO, Toys R Us

**Ed Fiorentino**

CEO, Abbott Diabetes Care

**Neil Fiske**

CEO, Bath & Body Works

**Lew Frankfort**

CEO, Coach

**Mark Frisorra**

CEO and Chairman, Hertz;  
CEO, Tenneco Automotive

**Gordon Gee**

President, The Ohio State  
University

**J.P. Garnier**

CEO, GlaxoSmithKline

**Larry Glasscock**

Chairman, former CEO,  
WellPoint, Inc

**Martin Glenn**

CEO, Iglo Foods Group

**Richard Gochnauer**

CEO, United Stationers

**Jack Greenberg**

CEO, McDonald's

**Carlos Gutierrez**

CEO, Kellogg Company

**Andrew Haines**

Managing Director,  
FirstGroup Rail Division

**George Heilmeier**

CEO, Bellcore

**Sir David Henshaw**

CEO, Liverpool City Council /  
Knowsley Metropolitan  
Borough Council

**Mickey Holliman**

CEO, Furniture Brands  
International

**Ron Hilton**

Chief Executive, Staffordshire  
County Council

**Jerry Jurgensen**

CEO, Nationwide Insurance

**Dr. Narendra Kini**

CEO, Miami Children's  
Hospital

**Stein Kruse**

President and CEO,  
Holland America Line

**Aylwin Lewis**

CEO, Sears Retail; Sears  
Holding

**John McCoy**

CEO, Bank One Corp

**Glenn McCullough**

Chairman, Tennessee Valley  
Authority

**Henry Meyer**

CEO, KeyCorp

**Larry Merlo**

CEO, CVS-Caremark

**Charles (Wick) Moorman**

CEO, Norfolk Southern

**David Novak**

CEO, Yum! Brands

**Robert Niblock**

Chairman and CEO, Lowe's  
Companies

**Rene Obermann**

CEO, T-Mobile International

**Mike O'Neil**

CEO, Bank of Hawaii

**Anne Stausboll**

CEO, CalPERS

**Sir John Roberts**

CEO, United Utilities Plc

**Thomas Ryan**

Chairman, President and  
CEO, CVS/Caremark

**Gary Shorb**

President and CEO,  
Methodist Healthcare

**Ivan Seidenberg**

CEO, Verizon  
Communications

**Ken Stevens**

CEO, Express LLC

**Tom Voss**

President and CEO,  
Ameren

**Leslie Wexner**

CEO, Limited Brands

**Peter Waller**

CEO, Corinthian Colleges

**David Yates**

President, First Data  
International

# we serve clients globally in many industries

## **Aerospace | Electronics**

Airbus  
Lockheed Martin  
The Boeing Company  
Northrop Grumman  
Textron Defense Systems

## **Automotive | Transportation**

APL Limited  
American Airlines  
Austin Industries  
Continental Airlines  
Crowley Maritime  
Ford Motor Company  
Hertz  
Holland America Lines, Inc.  
Honda UK  
Invensys Plc  
Jaguar Cars Ltd  
JM Family Enterprises  
Land Rover  
Navistar International Corp  
Norfolk Southern Corp  
Rockwell International  
Rolls-Royce  
Sabre  
Tenneco Automotive  
Union Pacific Railroad

## **Education**

Carnegie-Mellon University  
Columbia University  
Corinthian Colleges, Inc  
Liverpool John Moores University  
Michigan State University  
Otis College of Art & Design  
Sylvan Learning Centers  
The College Board  
The Ohio State University  
University of Chicago, Graduate School of Business  
University of Southern California

## **Energy Services | Utilities**

Ameren Corp  
Atmos Energy  
Baltimore Gas & Electric  
Chevron Corp  
ComEd  
DTE Energy  
Duke Energy  
Edison International  
El Paso Energy  
Florida Light & Power  
KeySpan Energy  
London Electricity  
Nebraska Public Power District  
New York State Electric & Gas  
NRG Energy  
PECO Energy  
PG&E Enterprises, Inc  
Piedmont Natural Gas  
Portland General Electric  
Powergen Plc  
PSE&G  
Reliant  
Sempra Energy  
Shell Oil  
Tennessee Valley Authority  
Transco Energy  
UGI Corp  
United Utilities  
WE Energies

Veolia Environment Services UK

## **Energy | Nuclear**

Consumers Power  
FPL - St. Lucie  
FPL - Turkey Point  
GPU Nuclear Corp  
Northern States Power  
Pebble Bed Modular Reactor  
Seabrook Nuclear Generating Station  
Southern Nuclear Operating Co  
Virginia Power

## **Financial**

Bank of Hawaii  
Bank One Corporation  
California Bank and Trust  
Capital Group Companies  
Chemical Bank  
Citibank  
Comerica  
Discover  
Experian  
Fireman's Fund  
First Data  
First Great Western  
First Horizon  
First USA  
Ford Motor Credit Co  
Gartmore Global Investors  
HBOS Card Services  
Home Savings of America  
ING Americas  
JP Morgan Chase  
KeyCorp  
Mullin TBG  
Riggs Bank  
Silicon Valley Bank  
Transamerica

## **Health care | health care services**

Abbott Diabetes Care  
Align Technologies  
Bausch & Lomb  
Bayer Diagnostics  
Beckman Coulter  
Cardinal Health  
CareFusion  
Children's Hospital Los Angeles  
Children's Hospital and Health System Wisconsin  
Chilton Memorial Hospital  
GE Healthcare  
Health Partners  
Henry Ford Health System  
Ingham Regional Medical Center  
Methodist LeBonheur Healthcare  
MEDdecision  
Miami Children's Hospital  
Michigan Capital Healthcare  
Nationwide Children's Hospital  
PacifiCare Health Systems  
Philips Medical Systems  
Quintiles  
ResCare  
St. Joseph Hospital

## **Insurance Services**

Aflac  
Aon Risk Services  
Blue Cross/Blue Shield of NY  
CIGNA  
Equitable  
MONY Financial Services

Mutual of Omaha  
MVP Health Care  
Nationwide Insurance  
New York Life Insurance Co  
North American Life & Health  
Sammons Enterprises  
SCAN Health Plan  
UICI  
The Regence Group  
Tufts Health Plan  
WellPoint Inc  
UnitedHealth Group  
USAA

## **Manufacturing | Engineering**

Acuity Specialty Products  
Alcoa  
Anglo American Plc  
ARCADIS G&M  
Fieldstone Communities, Inc  
Flexsys  
Fluor Corp  
Jabil  
R.R. Donnelley  
Walter Industries  
ZF Batavia

## **Packaged Goods | Food and Beverage**

Allied Domecq  
Iglo Foods Group  
Bunge  
Burger King  
Ecolab  
Frito-Lay Europe  
Golden State Foods  
KFC  
Kellogg Company  
McDonald's  
PepsiCo  
PepsiCo Bottling Group  
Pizza Hut  
Reckitt Benckiser  
Sara Lee  
Smith Food Group  
Taco Bell  
Unilever  
Yum! Brands  
Walkers Snack Foods Ltd

## **Pharmaceutical**

AstraZeneca  
Bristol-Myers Squibb  
Eli Lilly  
GlaxoSmithKline  
Merck & Company, Inc  
Novartis  
Novo Nordisk Pharmaceutical  
Pfizer  
Sandoz International GmbH

## **Research and Technology | Government**

American Gas Association  
American Nuclear Society  
Electric Power Research Institute  
Knowsley Metropolitan Borough Council  
Liverpool City Council  
Southern Research Institute  
Staffordshire County Council  
U.S. Department of Transportation  
West Virginia State Cabinet

## **Retailing**

AutoZone  
Bath & Body Works  
CDW Computer Centers  
Crabtree & Evelyn  
CVS-Caremark  
David's Bridal  
Express  
F.A.O. Schwarz  
Foodlands Super Market, Ltd  
Furniture Brands International  
Gucci  
Harrods of London  
Limited Brands  
Lowe's Companies, Inc  
Payless ShoeSource  
QVC  
Sears  
Staples  
The Dress Barn  
Tupperware  
Toys R Us  
United Stationers Supply Co  
Victoria's Secret  
Winn-Dixie Stores

## **Services**

American Red Cross  
Bass Hotels and Resorts  
Charities Aid Foundation  
ClubCorp  
Hilton Grand Vacation  
Korn/Ferry International  
March of Dimes  
Milies & Stockbridge  
Oasis Advantage  
Spherion Corporation  
Universal Studios  
Young & Rubicam

## **Telecommunications | Information Services**

Agilent Technologies  
Arrow Electronics  
AT&T  
BBC Worldwide  
British Telecommunications Plc  
C&P Telephone  
Charter Communications  
Cellnet  
Cellular One  
Cirrus Logic, Inc  
Conexant  
Electronic Arts  
GTE  
Hewlett Packard  
Hitachi Data Systems  
Honeywell  
Hutchison 3G  
IBM PC Division  
Level 3 Communications  
Lucent Technologies  
Magyar Telekom  
Marcus Cable  
Nortel Networks  
Pacific Bell  
Polska Telefonia Cyfrowa Sp. z.o.o.  
SBC Long Distance  
STC  
Sprint Corporation  
Telcordia Technologies  
T-Mobile  
Unicom  
Verizon

# what clients say about working with us

## Angela Braly | WellPoint, Inc. CEO and President



### Providing a touchstone to execute strategy

Our 2010 strategic plan is a living, breathing strategy that is a reflection of work that was based on our culture shaping with Senn Delaney. The culture shaping gives us a touchstone that we can go to in executing our strategy. The culture shaping, and the tools we have from that, are instrumental in helping people through change. We have created a healthy culture of trust, one that gives us the freedom to take risks and be more innovative. We are going to keep using those tools to keep the one-company, one-team core value alive and being executed on.

## John E. Bryson | Edison International Chairman, President and CEO



### Realizing our vision of "leading the way in electricity"

Senn Delaney is helping Edison International to build an even stronger culture to realize our vision of Leading the Way in Electricity. We are creating an atmosphere that facilitates building teams and values the importance of sharing experience, skill, knowledge and resources across the company. We are more united as one shared enterprise, committed to our customers, communities, our shareholders and each other. It's an ongoing commitment to creating change and opening doors — it's about people seeing opportunity and having the right leadership and the right culture. We're making great progress.

## Gordon Gee | The Ohio State University President



### Creating a model culture for the 21st century university

We have operated as most massive institutions do: in an unconnected way without a common sense of purpose, values and structure. We needed to change the culture of the place. We cannot be 18 colleges connected by a heating plant. To realize our true potential, we must think and act as a unified, integrated, cohesive institution. It is about creating the university as a leadership model for the wider world. The catalytic effect of this culture-changing process is already reaping benefits. I really had no idea that we would see such commitment and such change so early. It is one of the most significant actions I have been engaged with in my 30 years as a university president.

## Ron Hilton | Staffordshire County Council Chief Executive



### Shifting a ponderous government organization to higher performance

Staffordshire County Council was a large, very safe, very solid, but very slow and ponderous organisation. Senn Delaney partnered with the council leaders to create a high-performance culture. We defined the values that guide us to be a well-managed council to deliver more and better for less to the 825,000 citizens we serve: Focus, pace, delivery, trust, doing more and better with less, and passion. We were very clear on what we had to do. In doing so, performance has shot through the roof. For the third year, our revenue accounts will balance. On the capital investment side, we've probably tripled the size of our program delivery.

## Lothar Harings | T-Mobile International AG Management Board Member



### Building a culture of excellence on both sides of the Atlantic

We are excited about building a culture of excellence at T-Mobile, which reflects both the way we work together internally, as well as our mission to become the leading service company in the mobile industry. Senn Delaney's methodology has tremendously influenced our leadership culture on both sides of the Atlantic. Their flexibility and ability to customize their concept at all levels of the organization has enabled T-Mobile to reach a high level of commitment towards building our new culture.

# what clients say about working with us

## Jerry Jurgensen | Nationwide Director and CEO



### Unfreezing old habits and connecting changes to strategic initiatives

When I came in as new CEO of Nationwide I knew we needed to shift some elements in the existing corporate culture. Senn Delaney has been our guide and coach on that journey. Senn Delaney's skills and processes have been instrumental to these changes. They have provided powerful sessions to help unfreeze old habits, the transfer of competence of internal facilitator/change agents, and executive coaching. They have also partnered well with our internal people to build the changes into our reinforcement systems and tie them to our strategic initiatives.

## David Novak | Yum! Brands Chairman, CEO and President



### Restoring the organization to greatness

When I became the leader at KFC, I was committed to having all of management walk the talk and provide the kind of leadership needed to restore the organization to its former greatness. The Senn Delaney processes and concepts were invaluable and brought out the best in people and improved customer service, sales and bottom-line results. They provided the same kind of assistance when I took over Pizza Hut and Taco Bell. We continued to use their processes and techniques throughout all of YUM! as we merge the companies.

## Anne Stausboll | California Public Employees' Retirement System CEO



### Creating a more effective team at the top

We were better prepared as a leadership team, and I was better prepared personally to lead the firm through the economic crisis, because of Senn Delaney's work. We have become more effective as one team at the top, aligned and focused on organizational results over individual results, collaboration across boundaries, building trust and open communication, and better aligning our organization to execute with agility and speed. Senn Delaney's approach helps our leaders be more effective individually, builds team effectiveness and enables us to more effectively set the example for, and lead the organization overall.

## Dr. Steve Allen | Nationwide Children's Hospital CEO

### Connecting culture to care to move to the next level of excellence



To achieve the aspirations we set for ourselves in terms of our mission, values and strategic plan, everyone had to behave in a little more consistent, high-minded fashion, with more attention to accountability tied to the values. I chose Senn Delaney to help us create the kind of culture that would help us achieve the next level. What I was taken with is a focus on individual emotional buy-in to a set of values. People are guided through an insight-based model and concepts to look inside themselves, attain a sense of self-actualization and then relate in a more focused, trusting and authentic way with their colleagues.

## Leslie Wexner | Limited Brands Chairman, President, and CEO

### Achieving an enterprise focus on collective winning



Working with Senn Delaney has yielded many positive results. We recognize that we are one enterprise with one set of values and we're focused on collective winning. We have a better understanding of best practices and share good ideas around the organization. We're achieving results at a higher speed. It's just an efficient organization that is energized. From a purely business perspective, the early indication of performance is same-store sales. Beginning in the last six, eight months, we notice a clear pattern of accelerated performance in sales first and then bottom line. I wish I had started earlier, since now, with two years of experience, we're really getting very powerful results.

## Corporate Offices

### Los Angeles

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