



## IMPAQ at a Glance

In today's business environment, it is even more important for organizations to effectively execute their business strategy in rapid time. Executing business strategy requires Accountability, Cross-Functional alignment and teamwork, and meaningful Measurement Systems that link execution with business results.

IMPAQ specializes in executing business strategy that guarantees achieving business results. This is accomplished by linking execution, relationships and deliverables to business results. And, by adjusting the culture to eliminate silos and demonstrate trust, increase critical thinking and establish a results-driven workplace.

## IMPAQ's Value Proposition

- Accelerating delivery on major business results
- Deploying a high-performance culture based on personal and cross-functional Accountability
- Developing managers to be leaders and change agents
- Breaking down silos and increasing transparency, which results in efficient resource allocation, stronger customer loyalty and improved employee morale and retention

## Client Measurable Results within 6 months

### A leading bioscience manufacturing company:

- reduced its raw material inventory by 41% (\$10 M)
- produced a \$17M positive manufacturing budget variance
- improved product release cycle time by 20%
- reduced unit costs by 20%

### A leading hospital:

- improved patient satisfaction by 42%
- reduced operating budget by 10% beyond goal
- increased nursing patient care from 24% to 50%

### The IT department for a global manufacturing organization:

- successfully implemented a new service delivery model overcoming two years of internal resistance
- accelerated overall project performance from 20% to 75% (meeting schedule, cost and deliverables)
- improved targeted KPIs (key performance indicators) by 50% and increased trust by 37%

## Three Ways to Engage with IMPAQ

We recognize that each organization has different goals, needs and constraints. Thus, IMPAQ offers three different kinds of Accountability-Based® services to fit your specific needs: Executing Business Strategy, Develop Accountable Leaders, Accountability-Based Training Programs.

### I. Executing Business Strategy

IMPAQ's most comprehensive offering is for organizations committed to achieving business results in rapid time. IMPAQ's core competency is establishing high performance execution through alignment, cross-functional teamwork, accountability, and meaningful measurement. The result: New habits of execution and engagement that achieves business results with increased morale in record timeframes.

While each engagement is customized, IMPAQ uses a systematic methodology delivered in five phases:

- 1 **Accountability Assessment**  
Identify patterns of breakdown in performance execution between organizational levels and functional areas.
- 2 **Executive Alignment and Focus**  
Working session to build alignment for the organization's "Picture of Success" and prepare executive's to lead and monitor the transformation.
- 3 **Middle Managers as Leaders of Change**  
Develop middle managers into a unified team of change agents responsible for achieving the organization's priorities and deliverables as established by executives.
- 4 **Increase Personal Accountability for All Employees**  
Implement the Power of Personal Accountability with all employees so all individuals develop a new standard of performance, communication and leadership linked to the organization's goals.
- 5 **Measure, Monitor and Transfer for Sustainability**  
Establish measurements that are monitored throughout phases 2 through 4. Also, develop internal change agents to continue the organizations "Accountability movement" to support improved and sustained results.

## II. Developing Accountable Leaders

This unique development series develops managers into Accountable leaders and change agents in order to improve performance and achieve measurable business results that provide a return on investment.

**Accountability-Based® Leadership (ABL)** is a customized leadership development series delivered over a six-month period. Participants learn processes and skills to develop future leaders and address non-performance. While most training programs emphasize case studies and role playing, this series focuses on the managers' real workplace situations, tracks results and measures actual performance and behavior improvements at the end of the series. The typical assignment will include the following topics and deliverables, implemented over time:

- 1 Preparing for Change**  
Fundamentals of accountable leadership and how to expand the role of managers to become leaders and change agents.
- 2 Managers as Unified Team of Change Agents**  
Using Agreements for Excellence®, managers develop new habits of performance execution based on the need to achieve a new level of business results. Measurements are established to track performance execution, business results and effective relationships to support change.
- 3 Accountability-Based Change Leadership**  
Managers learn accountability systems and tools for planning, communicating and implementing change throughout the organization to transform resistance into positive actions.
- 4 Holding Each Other Accountable**  
Based on the changes made within the management team and with direct reports, managers learn the skills to effectively hold others accountable in a supportive manner when commitments and agreements are broken.
- 5 Accountability-Based Performance Coaching**  
Managers learn the diagnostic skills, strategies and tools for coaching their direct reports when performance is either poor or marginalized. They also learn an Accountable orientation process for integrating new team members.
- 6 Measure and Monitor Results**  
While the return on investment (ROI) is tracked during each phase of ABL, an evaluation of business results is developed by measuring deliverables, performance execution and team relationships. Then, a report is provided to executives on the measurable results of this development effort.



## III. Accountability-Based Training Programs

For organizations that want to introduce their managers or employees to accountability and achieve the highest level of results in a particular topic area, IMPAQ offers a variety of one-day training programs for easy implementation. These programs are generally organized for either executives and managers or the broader employee base.

### Programs for executives and managers

- Fundamentals of Accountable Leadership
- Accountability-Based Change Leadership
- Accountability-Based Performance Coaching
- Holding Each Other Accountable

### Programs for teams

- Agreements for Excellence®
- Success Through Accountability for Managers and Their Teams™

### Programs for supervisors and employees

- The Power of Personal Accountability®
- The Power of Personal Accountability for Sales Teams
- Accountability-Based Customer Service
- Accountability-Based Safety

### Public Workshops for executives and managers

- Executing Business Strategy and Change
- Facilitation Mastership

### Books by Mark Samuel, founder and CEO

- The Power of Personal Accountability
- Creating the Accountable Organization

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Disney Consumer Products  
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General Dynamics  
Habitat for Humanity International  
Hilton  
Honda  
Johnson & Johnson  
Kaiser Permanente  
MD Anderson Cancer Center  
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