



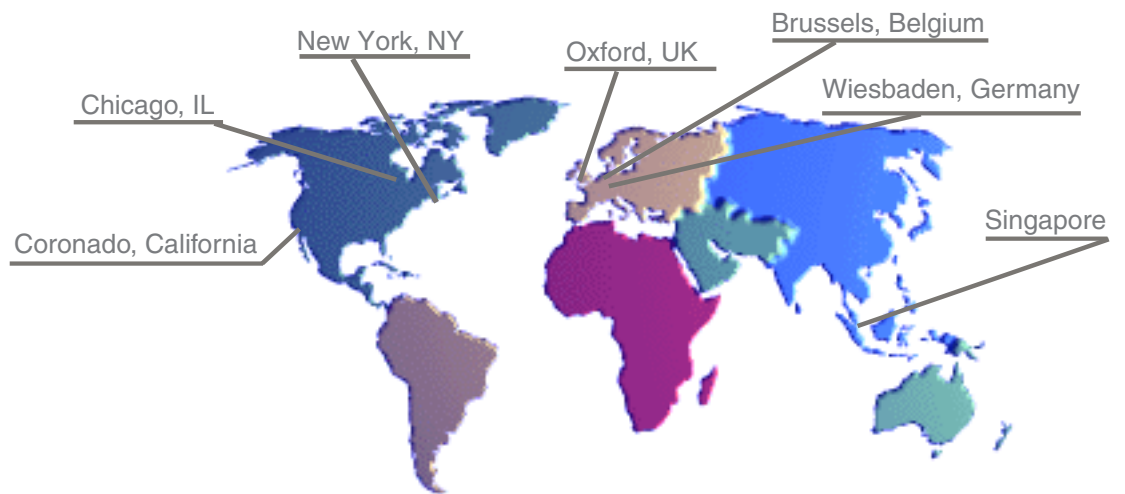
Rembisz & Associates

International **Management** Consultants

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**Rembisz & Associates (R&A)** is an international consulting firm of organizational and corporate psychologists and management consultants utilizing psychological assessment and development principles to increase organizational performance through the enhancement of individual leadership and team effectiveness. We assist in executive assessment and selection, executive coaching and leadership development, team building, and in organizational development and managing change.



We are committed to helping organizations address the effects brought on by a rapidly changing, complex business environment. Organizations now recognize the practical link between bottom-line success and the effective management and development of the institution and its people. The nature and focus of our services are tailored to the unique needs and cultures of our client companies.



Rembisz & Associates has offices in Coronado, California; Bloomfield, New Jersey; London, England; Brussels, Belgium; Wiesbaden, Germany; and Singapore. We are multicultural and multilingual. Clients range from large to medium size corporations in a wide variety of industries. We have worked with startup organizations as well as Fortune 50 Companies. Merger & Acquisition integration, turnarounds, globalization, and managing growth and change are specialty areas.

### **Rembisz & Associates**

Ronald S. Rembisz, Ph.D.  
79 Trinidad Bend  
Coronado, California 92118-3228  
1.619.575.2342 tel.  
1.619.575.6926 fax  
[rembisz @ rembisz.com](mailto:rembisz@rembisz.com)  
[www.rembisz.com](http://www.rembisz.com)



## Organization Development and Change Management

Organizations today manage change continuously. Change can be perceived as a threat and a problem or as a challenge and an opportunity. Rembisz & Associates helps to move the change process in a positive direction through individual and team consultation, facilitation, planning, implementation, review and ongoing feedback.

Change issues facing organizations today:



- Cultural Change
- Mergers & Acquisitions
- Changes in Leadership
- Restructuring & Reorganization
- Globalization
- Changes in the Marketplace
- System, Process and Technology Changes

We work closely with your organization to create a tailored and customized change management process. The process is designed to drive change at multiple levels in the organization. Institutional change takes time. It requires purpose and resolve as well as the commitment of necessary human and organizational resources. We work with evolutionary change and revolutionary change. We are practical and work with a sense of urgency.

Rembisz & Associates supports the change agents and champions within the organization. We assist in mobilizing and focusing leadership and management at all levels on the change process and provide feedback on the pace and intensity of change.

We assist in answering the following questions:



- Are we moving too fast or too slow?
- Are we doing too much or too little?
- Are all parts of the organization keeping up?
- Are some too far out front and others too far behind?
- Are leaders on board?
- Are the teams motivated?
- Do we know where we are going?
- Do we have what it will take to get there?



We enable our client companies to direct their talent and energy to the right issues, at the right time with the best people.

**What we do and how we do it.** Although each assignment is unique a general roadmap of change can be described. We meet with the senior leadership to gain an understanding of requirements, needs and expectations. In the initial stages we often are asking more questions than providing answers. We generally suggest the following process:

**I. Defining Vision, Mission and Purpose.** We start where the organization is at. We review and help revise and/or assist in creating an organizational vision, mission and purpose.

**Envisioning the Future.** The goal is to develop a strategic vision and mission as well as the operating principles and values for the business. This is accomplished through top team workshops, facilitated research and future state scenarios. An organization communications plan is formulated.

**II. Developing the Transition Plan.**

**Facilitating Planning/Scoping the Changes.** The purpose is to identify the strategic organizational outcomes and change focus points that will support achievement of the business vision, mission and strategy. This will be accomplished through Senior management workshops; facilitated data-gathering and gap analysis; large-scale 'strategic rethinking' conferences; and multiple, smaller in size, cross-functional, cross-organizational change teams.

**Developing Implementation Plans.** Design a coordinated and aligned set of change activities. Include as many individuals in the change process as possible through asking for input and suggestions and assignment on project and implementation teams. The goal is to create buy-in and commitment in multiple ways and at multiple levels and locations across the business.

**III. Implementing the Change Management Program.**

**Oversee/Help Drive the Integration Process.** Energize, educate and focus people and teams on the strategic goals and objectives. Develop practical action plans to achieve the desired behaviors and cultural environment. Interventions will include large-scale implementation and communications conferences; strategy implementation teams; large group planning sessions;



change-champions' workshops and development sessions; leadership and team development sessions; knowledge and best-practice exchange sessions; and high profile leadership activities.

#### **IV. Providing On-going Support.**

**Supporting the Change Process.** Ensuring that everyone keeps up the momentum and energy. Institutionalize the operating principles and values. Increase the buy-in and commitment broadly throughout the organization. This is accomplished through recognition and reward programs; continued use of the project teams; multi-media communications programs; facilitated team meetings; progress review and re-planning workshops; and senior team re-commitment and focus

#### **V. Evaluating the Results.**

**Refreshing and Refocusing.** Evaluate progress. Assess how the organization views the efforts and activities. Utilize climate audits; stakeholder and customer surveys; project team review workshops; 360° Organization, Team and Leadership Feedback; and review business results. Re-plan and refocus.

Change is unavoidable. People tend to resist or have other difficulty keeping pace with change. For the past twenty years we have been able to help leaders and their organizations to understand and manage the change process.





## Executive Assessment

Successful organizations know the importance of having the right person in the right position at the right time. The costs of a staffing mistake are high. At the executive level, it can often be 2 ½ times the individual's salary. That does not include lost opportunity, lost productivity, wasted time and additional recruitment expenses incurred. Once hired, termination or separation can be difficult, emotional and costly to all. It is better to be right the first time than to have to correct a situation gone bad. Rembisz & Associates provides the process, tools, capability, experience and knowledge to reduce selection mistakes.

The assessment can be outsourced entirely to Rembisz & Associates or we can train the organization's staff to define the competency profile and conduct the assessment. The following steps are a suggested outline of the process:

- 1.) **Identify key competencies** – Many recruitments fail because different interviewers possess different criteria for the ideal candidate. Rembisz & Associates assists in identifying the key competencies and characteristics necessary for success within a particular position at a particular point in time. We work with your organization to identify the key and critical competencies necessary for organizational and position success. Competency identification methodologies are tailored to your company's needs and requirements and can utilize interviews, instruments, focus groups or more formal research procedures. We are psychologists and are expert at identifying behaviors and characteristics necessary for superior performance.
- 2.) **Determine the assessment process** – We then design a tailored and customized evaluation process that will assess individual strengths and limitations and evaluate an individual's fit to the position profile.
- 3.) **Select the assessment tools and conduct the assessment** – We utilize a variety of evaluation instruments (e.g. The Attentional and Interpersonal Style Inventory [TAIS], the Myers-Briggs Type Inventory (MBTI), the NEO-PDR, the 16PF, and the FIRO-B, among others). Other data points are also utilized such as 360° surveys, past performance assessment information, references, etc.

The assessment protocol can include individual interviews, group interviews, simulations, case studies, role-playing, behavioral sampling, assessment centers, etc.



We employ a structured, values and competency-based behavioral interview process to assess the executive's skills and abilities in areas such as leadership, team playing, intellectual style and orientation, interpersonal effectiveness, performance under pressure, and results orientation. The instruments and interview are linked to the organization's competency profile which is directly associated with the organization's business strategy and mission. Fit to the organization's culture, people, operating style and values is the goal.

- 4.) **Provide feedback about the candidates' suitability for the position –**  
We provide verbal feedback, as soon after the assessment as practical, about the candidates' fit with the organization, its strategy, people and culture. We can then follow-up with a written report.
- 5.) **Provide feedbacks to the successful candidate** – In approximately two months after hire, we contact the hiring manager to determine how the new hire is working out. Armed with this information, we review interview and test results with the new hire. The focus is developmental, how the person can be optimally successful in the new job. If problems exist in the new relationship, we are in a position to facilitate a positive outcome.

Our consultants have extensive experience and background in assessment and evaluation and are invaluable in reducing the risk of position failure. Knowing how individuals and teams will perform under stress and pressure will enable the organization to determine fitness for the assignment and to anticipate possible problems, conflicts and difficulties. The assessment also becomes the foundation for a developmental plan and process. Developmental suggestions are made, feedback provided and action plans developed. Performance management can also be provided with follow up occurring with the individual and with management where desired and warranted.

Rembisz & Associates additionally specializes in the assessment of individuals who are being considered for international assignments. Based on current research, we have developed an international competency profile and assessment process that identifies those characteristics critical to position success. For international assignments we recommend assessing the family as well as the individual identified for the position. Assignment failures are costly to the organization, individual and family, not only in dollar terms but also in lost opportunity and negative career and organizational impact. Risk management and optimizing organization and individual performance are the goals of the assessment and evaluation process.





## Executive Coaching



### Executive Coaching – A Tool of Choice

Because of its obvious trickle-down effect and overall benefit in any organization, the successful training and development of managers and leaders is an ongoing quest. The Human Resources staff at Intel recently sought to determine the “best practices” in the training and development of managers and leaders. Key among their findings was the meteoric rise in the use of coaching. Conferences are frequently devoted entirely to the use of coaching as a development tool in the workplace. Why? Because coaching works. As the CEO of a Fortune 100 Company said,

“Even if executive coaching costs \$50K (which it doesn’t), it’s barely a rounding error to invest in the coaching of a key player who has responsibility for millions of dollars and for key human resource assets.”

#### Why Executive Coaching Works

Coaching works because it is a targeted, customized, and individualized approach to improvement. Traditional training is “one size fits all”. For some, the timing and the content of the training are right, and they will take advantage of it. For the majority, however, it fails to hit the mark accurately enough, hard enough or at the right time. Coaching, in contrast, starts where you are. You work individually with a coach on those objectives you desire. It is not surprising that a leading consulting firm found that the overwhelming majority of those coached showed meaningful improvement.

#### Objectives of Coaching

Coaching can accomplish a number of objectives. It is commonly used to:

- Achieve improved performance by substituting effective behaviors for ineffective ones.

*Mark was brilliant technically, but had alienated peers and subordinates. Coaching helped him to see the impact of his actions and taught him to build stronger working relationships with others.*



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- Develop full potential by identifying strengths and the strategies to permit them to flourish and by identifying limitations and the strategies to either correct them or shore them up.

*Ruth was trying to be responsive to feedback and be more assertive, the way that other leaders in the company were. Coaching helped her to see that her natural style of sitting back in a meeting and subtly redirecting the conversation had more impact than being another table pounder would have. By expressing her natural strength more freely, others saw a value that they had not previously and she achieved a prized promotion.*

- Chart career direction.

*Joan was miscast. Her interests and strengths in setting strategic direction were not being utilized and her heart wasn't in her job at a high technology company. Coaching helped her to redirect her career.*

- Help resolve challenging problems between individuals or workgroups.

*Bill was having trouble getting through to one of his people. Coaching helped him understand the person and his reaction to the offending characteristics of that person. Bill was then able to modify his behavior and the communication was vastly improved.*

- Get a person in a new role off to a fast start and avoid misfires.

*Neil joined HealthCare Inc. and worked with a coach familiar with the company. Neil came up to speed on the culture and operating style of the company quickly. He was able to make meaningful contributions in a shorter time than if he had not received the support.*



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## How Coaching Works

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While coaching is tailored to the individual and the circumstances, the process is consistent. Coaching follows the following phases:

**Phase 1 – Setting the Consulting Contract.** In the initial meeting, the coaching objectives are established. It is an opportunity for coach and executive to get acquainted and to determine whether the chemistry is right and whether the circumstances are workable. We decline approximately 5% of assignments because of this. The coaching relationship must be based on trust and confidence. The initial meeting attempts to define the relationship, its purpose, goals, and process.



**Phase 2 – Assessing Executive Strengths and Limitations.** Initially, information from a variety of sources is sought about the executive. The goal of this data gathering is to better understand the executive and his or her environment. A benchmark can be established by which to measure development and progress.

Evaluation tools include psychological instruments such as the Myers-Briggs Type Inventory (MBTI), The Attentional and Interpersonal Style Inventory (TAIS), the NEO-PDR, the 16PF, and other instruments that are targeted to the goals of the coaching relationship.

Additionally, a 360° review is conducted. The review can be instrument or interview based. Input from direct reports, peers and senior leadership is gathered and summarized. The 360° can be tailored and linked to the values and competencies of the organization.

Lastly, an extensive interview is conducted with the executive that is autobiographical in nature and covers educational, career and personal history.

**Phase 3 – Feedback and Action Planning.** Quantitative and qualitative feedback is provided to the participant. The executive identifies the key information from the assessment and targets areas for development. Specific behavioral changes desired are identified. Competency development strategies are articulated. An action plan is formulated.

**Phase 4 – Implementation of Action Plan.** The executive and consultant determine an implementation strategy. Metrics and timelines are established. Coaching takes place face to face, over the phone and through the Internet. The goal is that the coach is available as needed to the participant and as close to real time as possible. The involvement of the coach can vary from intermittent to intensive interaction depending on the needs, desires and requirements of the development plan.

Coaching can extend to working with the individual's team if that is useful and appropriate. The coaching process and relationship can last a few months or can extend to an indefinite period of time. The choice is up to the participant and the organization.

**Phase 5 – Follow-Up.** The Coach follows up in order to insure that coaching has been successful. Follow-up is both informal, through discussions, and formal, through survey of progress. Plans are reviewed and revised as needed.



Our knowledgeable and experienced consultants have assisted thousands of executives and managers at all levels over the past 20 years. Our coaches possess a solid background in human behavior, all of whom have advanced educational degrees and extensive experience consulting in the workplace. They are full-time consultants, dedicated to helping executives improve their performance and achieve their potential.





## Team Building

Achieving results in the workplace increasingly requires a team effort. Relationships and relationship building are vital to the attainment of goals and objectives. Miller, in the Organization of the Future writes, "...teams will play a greater role in performing the work of the organization." Yet they remain one of the greatest challenges for a leader. It's difficult enough to manage a single individual – tougher yet to manage an entire team to optimal performance. To accomplish this, outside assistance is often of value. From functional teams to self-managed teams to cross-functional teams to boundaryless teams, Rembisz & Associates' (R&A's) team building programs are designed to help the teams and the individuals that comprise them to achieve positive, measurable changes in behavior. R&A provides models of teamwork, assessment methodology, and team development processes that will ensure effective team leadership and team performance.

Team building must occur within the day to day functioning of the work group as well as at off-sites and retreats. R&A works with teams in both arenas. We utilize a variety of methods (outdoor exercises, business simulations, creativity breakthrough sessions, etc.) to bring the team together and to focus on the team's current needs. We then work within the day-to-day environment providing review, calibration, feedback and developmental suggestions and recommendations. Teams move through stages of development, from forming to storming to norming to performing. We work with the team according to its stage of development and provide assistance to move the team to a higher level of performance and effectiveness.

Team building can take a number of forms. Typical assignments include:

- **Facilitation of meetings.** Executives and managers spend a tremendous amount of time in meetings. Too much of that time is wasted. Whether a one-hour staff meeting or a weeklong conference, professional facilitation can help to keep the agenda moving on track, change course when needed, resolve any conflicts that arise, and permit the team leader to interact as a participant.
- **Training in team skills.** Teams are more prominent in the workplace. Employees and leaders may be thrust into any number of teams, but may lack the skills to interact effectively as a team member. Training can be invaluable to both team leader and team member.



- **Teambuilding for work groups.** Teams are comprised of individuals with different personalities, different preferences and different needs. Problems and conflicts inevitably arise. A facilitated team building session can produce greater alignment with the team mission and a smoother functioning, more effective team.
- **Teambuilding between work groups.** Occasionally problems and conflicts occur between work groups. Whether deliberate or, more typically, inadvertent, work groups often create problems for other work groups. Communication between groups may be lacking or ineffective. Inefficiencies and dissatisfaction may develop. A facilitated team building session between groups can produce greater alignment with the organization's mission and greater effectiveness on the part of each team.
- **Integration of merging teams.** Through merger, acquisition or reorganization, teams frequently come together. The blending of different individuals and organizational cultures is a difficult task. Our consulting approach can help the merged team to achieve maximum results as a team and maximum satisfaction for team members.
- **360-degree feedback for teams.** As with individuals, teams have distinct personalities and behavioral patterns. Just as individuals benefit from having the mirror held in front of them, teams benefit as well. 360-degree feedback is often used as a part of teambuilding.
- **Helping new teams get off to a fast start.** Newly created teams typically get off to a slow and rocky start, as members get familiar with one another and with the team's task. With facilitated guidance, their start can be made quicker and smoother.
- **Diagnosing team problems and team readiness.** Teams invariably get stuck. They hit a wall and do not know how to move beyond it. By meeting with the team and its individual members, we can diagnose problem areas and help the team to overcome those problems. Before a team forms, it may wish to identify how ready it is to work effectively. This type of evaluation has been particularly helpful for self-directed teams.
- **Virtual Teams/Global Teams.** In today's business environment, teams are often not co-located, so they seldom meet face to face. Communication and direction are by telephone, email, and memo. Virtual teams and Global teams pose greater challenges for leadership. There are differences in culture, values, and operating style. Interacting over several time zones, with different first languages, and with different business models can be difficult.



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We help the team leader and membership to address these challenges by increasing awareness of and emphasizing the need for communication, clarification of mission, definition of operating guidelines, and relationships building.

- **Coaching for team leaders.** Team leaders often need individualized assistance in understanding their team members, solving team problems and adapting their approach in order to meet team needs.
- **Outdoor Experiential Action Learning.** Often times it is useful for a team to “get away” from the workplace. We arrange and facilitate activities that range from a few hours to several days. The unfamiliar setting provides an opportunity to look at issues from a fresh perspective. The experiential action learning exercises include orienteering (map and compass navigation in the mountains or desert), high and low rope courses, team sailing, survival skills training, and white water rafting, among others.

In *Team Players and Teamwork*, author Parker writes, “More and more companies are experiencing the payoff from teamwork as a management strategy for reducing costs, improving quality, and increasing output.” For twenty years, R&A has helped teams and team leaders achieve this promise.





## Clients Served



Action Software	ALARIS Medical
Allergan	Baker-Hughes International
Becton Dickinson	Biolab
British Petroleum	Callaway Golf
Cipher Data Systems	CAIS Software
Caterpillar Tractor	Citigroup
Copley Publications	Elgar
Experian	Ferndale Laboratories
Gateway Computers	Honeywell
Kraft-Nabisco	Life Technologies
MCI Worldcom	National Cancer Institute (NCI)
Nellcor	Nellcor-Puritan Bennett
OrderFusion	Otsuka America Pharmaceuticals
PAI	Qualcomm
ResMed	SAIC
Solar Turbines	Sola Optical
Telcordia Technologies	TRW
United Healthcare	