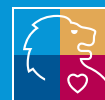




senn delaney
the culture-shaping firm

What clients say about
the positive impact
of Senn Delaney's
culture-shaping work
on bottom-line results



senn delaney



The connection between a high-performance culture and bottom-line results

There is compelling evidence that demonstrates the link between a healthy, high-performance culture and financial and other performance results. Creating a thriving, high-performance culture has a long-term, sustainable impact on performance, providing organizations with a distinct competitive advantage. When the total culture is addressed, it creates a better, more inclusive and thriving work environment, which translates into:

- better financial results
- more engaged, inspired and higher-performing employees
- more satisfied and loyal customers
- more top-line growth

Our clients consistently report several benefits

We have measured thousands of leaders and participants in industries worldwide, focusing on how internalizing our thriving cultural dimensions impacts their performance. Key findings of our Culture Impact Survey™ show that our process makes a positive difference at every organizational level, including senior leadership through front-line associates. Improved productivity, employee satisfaction, communication, coaching, collaboration and recognition are all results of our culture-shaping process.

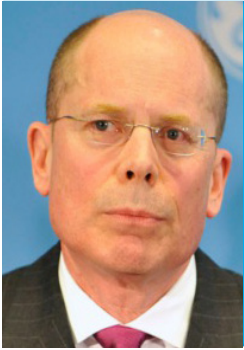
Leaders of organizations who have experienced our process consistently report several benefits for their companies

- a healthy, high-performing culture with better execution and decision making
- a more aligned, mutually supportive and effective executive team
- an executive team that is well-grounded in how to create a healthy, high-performance culture throughout the organization
- a more nimble, innovative and engaged workforce
- improved morale and performance resulting from a culture of recognition, coaching and feedback
- increased levels of teamwork and collaboration to support cross-organizational strategies and initiatives
- greater levels of accountability at all leadership and management levels
- stronger cross-organizational collaboration to create greater value across the enterprise

The vast majority of our client participants report that:

- their culture-shaping process enhances organizational effectiveness and creates better results for the business
- participating in the culture-shaping process has a positive impact on their effectiveness on the job
- organizations are now moving in the correct and aligned direction

Shaping cultures to improve spirit and performance: Some of our client results at a glance



"I concluded we could not reach UHG's full potential and our mission of transforming health care unless we changed our culture. We have made steady progress over the last two years in introducing and leveraging Our United Culture. Nearly 4,000 leaders have been through our culture-shaping workshops and, more importantly, there is real evidence that living our values of integrity, compassion, relationships, innovation and performance is positively impacting our employees, the people we serve and our competitive performance across the enterprise."

— Steve Hemsley, CEO, UnitedHealth Group

UnitedHealth Group: Aligning values and engaging employees to be at their best

Senn Delaney was engaged in 2009 to help align and clarify the values and shape aspects of the culture of UnitedHealth Group and get people top to bottom purposefully engaged in re-examining their culture and behaviors so they can operate at their best and take advantage of the window of opportunity provided by health care reform. Results have included improved revenue, customer satisfaction and other awards:

- second quarter 2012 revenues of \$25.5 billion increased \$1.9 billion or 8% year-over-year; revenue growth driven by increase of 1.7 million consumers served in previous 12 months
- earned top overall ranking among insurance and managed care companies in *Fortune* magazine's 2011 "World's Most Admired Companies" list; also ranked highest among its sector in quality of products and services, innovation, people management, use of corporate assets, social responsibility, quality of management, financial soundness and long-term investment
- recognized in 2011 by *Human Resources Executive Magazine* as one of The Most Admired Companies for HR (Companies are scored on people management, innovation, product/service quality, and management quality.)
- received 2011 Outstanding Corporate Innovator Award from the Product Development and Management Association, which recognizes companies that create value through product and service innovation on a sustained basis
- received recognition in the health care category on *Fortune* magazine's 2011 list of the Top Companies for Leaders

Limited Brands: The Limited Way culture drives top performance

Limited Brands and its Victoria's Secret Brand were named the Most Admired Specialty Retailer of 2011 by *Fortune* magazine. It also had the highest same-store sales gains. Limited Brands was also named "Best in the World" in a half-dozen categories in a recent global employee engagement-type survey, and Victoria's Secret was recognized as one of the most agile companies in America by research at University of Southern California's Center for Organizational Effectiveness.



"Senn Delaney played a role both with the CEO and senior team and by bringing concepts like the Mood Elevator to every store around the world. A special thank you for your help, direction and continued support; I appreciate and value our partnership."

— Sharen Jester Turney, CEO, Victoria's Secret



“People ask me all the time what is USAA’s secret sauce? I keep telling them that a big piece of it is the culture of this company, and it has given us a huge business advantage. You can see the improvement in customer satisfaction. You can see the business results and how we outperformed a lot of our competitors over the past three to four years. We’ve always done well, but it’s especially coming through now because of the strengthening of our culture.”

— Gen. Joe Robles, CEO, USAA

USAA: Creating a client-focused culture tied to a higher purpose

USAA, the financial services company serving military families, has a long, successful history and an enviable customer service reputation. When Gen. Joe Robles took over as president and CEO in December 2007, he wanted to take the company to even higher levels of excellence to fulfill its mission. There was a need to shift the strategy from siloed lines of business individually serving members to an entire enterprise serving the members with a committed focus on the culture of going above and beyond — and doing the right thing because it is the right thing to do. Senn Delaney was engaged to enhance the culture. A set of six cultural objectives called ‘My Commitment to Service’ was established to engage, align and focus individuals on USAA’s mission, customers and fellow employees.

In addition, a set of ‘Going Above’ concepts was integrated as a shared language and definition of what the USAA culture should be. CEO Robles attributes a big part of USAA’s success to the passionate commitment of leaders and frontline employees to USAA’s six ‘My Commitment to Service’ cultural pillars and to working from a higher purpose of serving military families. That has created a distinct competitive advantage that has helped USAA not only survive the economic downturn, but thrive and grow.

USAA has the highest ratings for financial strength. USAA’s net worth has grown each year since the culture work began, from \$14.8 billion in 2008 to \$20 billion in 2012. USAA is considered to be a benchmark company for customer service and has been the number one or two company in America in customer satisfaction the past several years.

USAA receives consistently outstanding awards and ratings for member service, employee well-being and financial strength:

- Fortune 500 ranking 2011: 145th in revenue, 67th in net worth and 59th in assets
- Fortune 100 Best Companies to Work For (2010-2012)
- No. 1 Best Place to Work in IT (2010 and 2011)
- top-ranked company by consumers for customer advocacy in insurance and a leader in bank servicing (Customer Advocacy 2011: How Customers Rate U.S. Banks, Investment Firms, and Insurers, March 2011)
- highest-scoring insurance provider and credit card provider for customer experience, and among the highest scoring banks. (The Customer Experience Index, January 2011)
- received Insure.com’s 2012 People’s Choice Awards for “Best Auto Insurance” and “Best Homeowners Insurance”

Yum! Brands: Creating a global recognition culture through ‘How We Win Together’ principles

CEO David Novak engaged Senn Delaney to develop and implement a people-first culture of fun and recognition driven by the How We Win Together principles. Yum! Brands has had spectacular growth and stock price increase tied to that culture, which has been benchmarked by other organizations and widely praised by business leaders, authors and lecturers. Under Novak’s leadership, Yum! Brands has established itself as a global powerhouse, going from approximately 20 percent of profits coming from outside the U.S. in 1997 to more than 70 percent in 2011, while driving one of the highest returns on invested capital in the restaurant industry. Other results:

- has become the leading retail developer in China and largest and fastest-growing restaurant company in emerging markets
- track record of success includes at least 13% earnings-per-share growth for each of the last 10 years

- named No. 44 on *Fortune* magazine's 2011 list of Most Admired Companies, and ranked No. 2 in the food-services category; received high scores for people management, use of corporate assets, financial soundness, long-term investment and global competitiveness
- CEO peers honored CEO Davide Novak as *Chief Executive* magazine's 2012 CEO of the Year for his leadership, focus on culture and long-term performance



“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 concepts like the Mood Elevator were invaluable. They brought out the best in people and improved customer service, sales and bottom-line results.”

— David Novak, chairman, president and CEO, Yum! Brands

T-Mobile USA: Becoming simply the best in customer service

Deutsche Telekom AG acquired VoiceStream Wireless, creating the U.S. operation T-Mobile USA as a wholly owned subsidiary of T-Mobile International. T-Mobile USA needed to distinguish itself in a fiercely competitive marketplace. The new president and CEO Robert Dotson knew that changing the strategic focus would require a significant shift in the culture, operations and how people worked together, from executives and managers to the 14,000 customer-facing employees.

Ultimately, every employee would have to be personally engaged in the vision, values and mission in order to deliver a world-class service promise. Senn Delaney was engaged to help create a ‘one-company’, high-performance service culture to enable T-Mobile USA to be America's most highly regarded service company for fun, fast, affordable mobile solutions. T-Mobile USA quickly became widely recognized as the leader in customer service, dominating the wireless industry in customer care and satisfaction.

Results have included improved customer satisfaction and numerous awards:

- captured at least 11 J.D. Power and Associates awards in the areas of customer care, call quality and overall customer satisfaction
- given highest ranking in 2011 U.S. Wireless Customer Care Performance StudySM — Volume 1, for a second consecutive time
- received highest ranking in overall wireless customer care for eight of nine consecutive reporting periods in 2009
- earned highest ranking in overall customer satisfaction with wireless retail service in 2008
- improved customer loyalty, reduced customer churn and increased the number of customer trusted referrals

WellPoint: Creating a one-company culture of innovation following a merger of equals

Anthem, Inc. and WellPoint Health Networks, Inc. joined forces in one of the largest mega-mergers of equals in the United States to date. With more than 40,000 associates and serving nearly 35 million members, the combined WellPoint, Inc. became the largest publicly traded commercial health benefits company in the U.S. Larry Glasscock, CEO of the acquiring Anthem, became CEO and president of the combined company. Glasscock knew that leaders must quickly and thoroughly address the cultural issues involved in mergers, especially in mergers of equals such as this one.

He wanted to act early to minimize uncertainty, align leadership and maximize synergies to ensure that the goals for the merger were realized. He decided to build a new culture for the new company. Senn Delaney helped the CEO and his Executive Leadership Team to



“Senn Delaney helped us to successfully create a new, customer-focused culture of innovation. We are able to introduce products more consistently and quickly because we have a strategy around the customer segment that is consistent across the enterprise. We were able to make this major organizational shift with tremendous buy-in across the company because we are aligned on what our core values are.”

— Larry Glasscock, former Chairman and CEO, WellPoint, Inc.

create a new, customer-focused culture of innovation. The culture-shaping process guided the company to define a new vision, mission and core values and create and embed a healthy new culture to support WellPoint for years to come. Senn Delaney’s DURAM process was used to guide the cultural integration and produce measurable and sustainable results needed to align the combined WellPoint leadership away from a legacy mindset to a “one company” vision. Creating a one-company mindset and customer-focused culture contributed to many positive business results:

- achieved the synergy savings envisioned from the merger; administrative expenses dropped from 17.1% of revenue in the year the merger took place to an expected 14.8%
- became the industry leader in consumer-driven health plan market
- gained greater approval ratings and trust among customers on several performance measures
- associates remain highly engaged in the company’s overall success, based on staff survey findings
- rated #4 insurance and managed care company on *Fortune* magazine’s 2011 America’s most admired companies list

Piedmont Natural Gas: Creating the Piedmont Pride culture of high performance

Senn Delaney was engaged to help CEO Thomas E. Skains to focus on the cultural health of the utility and create a high performance culture to improve performance. The culture is built on the values of integrity, respect, excellence, stewardship and health. The CEO cites the Piedmont Pride culture as the most important factor in achieving stellar financial results, improving customer satisfaction, employee health and safety, and in providing a Thriving work environment that engages workers and attracts the best talent. The culture work helped Piedmont achieve several results:

- increased the value its market capitalization, the total value of the equity investors in the company, by 100%
- delivered total shareholder returns over a nine-year period of 161% compared to 147% for the median of its peer group and about 69% for the S&P 500
- fostered a culture of safety that has led to a better safety record: Piedmont has seen a significant drop in its Occupational Health and Safety Administration recordable employee injury rate, from 3.8 in 2010 to 2.0 in 2012, the lowest in its history
- improved employee engagement: Piedmont workforce commitment indicator in 97th percentile of national businesses and industry



“Since Piedmont entered into a relationship with Senn Delaney, over the nine years that I’ve been CEO, we have doubled our asset base. We have increased by 100% the value of our market capitalization, the total value of the equity investors in our company, and we’ve delivered total shareholder returns over that nine-year period of 161% compared to 147% for the median of our peer group and about 69% for the S&P 500.”

— Thomas E. Skains, chairman, president and CEO, Piedmont Natural Gas

Arcadis US: Maximizing synergy through culture integration following a merger

Arcadis US — a division of ARCADIS Worldwide, a Netherlands-based international provider of environmental engineering, construction design and project management services — acquired Blasland, Bourke and Lee (BBL). It was part of its acquisition strategy to grow significantly in scale and client relevance and become the best-in-class firm in America.

Both companies were concerned about the impact of the merger on their organizations. There was fear of losing what had made each of them successful. Both firms were highly profitable using different operating models. Growth was important for ARCADIS while client profitability drove BBL. Benefits of the merger were apparent, but a process was needed to guide integration and mitigate turnover of personnel. The key challenge was to integrate the two companies in a way that would have a positive impact and capitalize on each company's strengths. While ARCADIS had made past acquisitions, none was considered effective or well integrated.

While the benefits of the merger were apparent, a process was needed to guide the integration and mitigate potential turnover of personnel. ARCADIS US CEO Steve Blake engaged Senn Delaney to guide the integration to ensure that the potential synergy of the merger was realized. Key elements included a visioning session that identified desired strategic direction and determined merger obstacles, strengths and challenges as well as cultural fit/gaps, vision, key success factors, and created a new value proposition.

Senn Delaney helped define the primary direction of adopting the BBL client service model/structure and blending ARCADIS project management discipline and technology to create the best-in-class service provider. All 30 officers were aligned around a common definition of the "new" culture. Four new values were added to three existing ARCADIS values to represent best qualities of both firms to achieve strategic direction. There were several results:

- merger was highly successful as a result of a carefully planned integration that capitalized on each company's strengths; cultural integration is now a critical element of acquisitions
- both firms achieved record revenue and profit gains for 2006 and 2007 in midst of planning efforts and transition
- executive and technical employee turnover was extremely low
- resistance to change was greatly reduced as evolution of integration was carefully planned and executed
- level of engagement ensured a high degree of ownership and commitment

Burger King: Unified BK Our Way culture achieves several turnaround goals

After a few years of turbulence that included change of ownership and top leadership, the quick service restaurant chain was suffering from eroding market share, declining franchise profitability and fierce competition. Burger King's then new CEO Brad Blum and the Executive Leadership Team embarked on an aggressive turnaround strategy.

Senn Delaney was engaged to help create a unified, accountable global team and people-oriented, performance-driven, guest and franchisee-first culture to enable strategic execution. Long-term strategic priorities were to create a great culture, great franchise system, great operations, great products, great marketing and great efficiency.

The BK Our Way culture initiative was designed to achieve several goals, including increasing employee retention, improving guest satisfaction, maximizing production through highly effective leadership and greater team motivation. "Our focus on people — employees, franchises, and suppliers — and our culture of bold, accountable, empowered, and fun differentiates us," CEO John Chidsey stated to investors. Despite a challenging macro-economic environment, the business model remained strong. Several results were achieved:

- in 2009, completed six consecutive years of positive, comparable sales growth, achieved record revenues, generated strong cash flow from operations and increased net restaurant count by 360, its strongest development year in almost a decade
- groups who experienced BK Our Way reported consistent results, including increased satisfaction by their teams, which led to improved efficiencies in day-to-day operations, resulting in greater customer satisfaction, often significantly
- guest satisfaction scores were at the highest ever
- team and management turnover was at record low levels in measures of employee and guest satisfaction at Burger King's 800+ company-owned restaurants

Iglo Group: creating a competitive and collaborative culture to enable growth

Iglo Group (formerly Iglo Foods Group) is the market-leading frozen foods business in Europe, operating in 11 countries across Europe. It acquired the Italian Findus business at the end of 2010, making Iglo a truly European business. With a relatively new executive team and an ambitious plan to create a centralized product and marketing function, Iglo Group had a clear need to create a common culture, based on performance and collaboration, across the group. Senn Delaney was engaged to help create a high-performance culture throughout the company to support the ambitions of aggressive top-line growth and improved synergies and productivity.

Senn Delaney worked with CEO Martin Glenn and executive leadership team to create a fresh set of values, aligning the whole organization around these values and focusing the business on key areas that would make the most difference in achieving Iglo's ambition. Within a year, the company grew at a rapid pace to become a European sector leader. Glenn credits the creation of a clear, unifying purpose, and the work to define and bring its core PACE values (performance, ambition, collaboration and energy) to life throughout the organization for creating a culture that has been a key enabler for success. Iglo is now well positioned for future organic and inorganic growth. Our culture work contributed to several positive results:

- fostered better decision making and sharing of ideas, enabling Findus acquisition to be quickly integrated
- experienced record financial performance in 2011
- increased employee engagement
- achieved market share growth in all but one of its markets



"2011 was our best year yet. We achieved our fifth consecutive year of core category sales and EBITDA growth and delivered on all of our financial targets. The acquisition of Findus in Italy has been transformational and I am proud of the management team's ability to integrate a large-scale business. We are Europe's leading 'pure-play' branded frozen food business, with all three businesses delivering net sales growth."

— Martin Glenn, chief executive, Iglo Group

Crowley Maritime: Creating a One-Crowley mindset with greater strategic focus

A maritime shipping company, Crowley Maritime was a good stable company that had the potential to become great. Chairman-owner Tom Crowley wanted to take the family-style business up to a higher level with greater strategic focus, and re-energize the long-time workforce to position the company for growth and greater profitability. Members of the executive leadership team were operating in separate business unit silos with a tactical and operational approach. Crowley decided to restructure, and created seven business units reporting directly to the chairman-owner.

Crowley engaged Senn Delaney to work initially with his team of direct reports to make them think and act more strategically and with greater accountability for the whole company's success. Senn Delaney guided Crowley Maritime to redefine its corporate values and guiding behaviors, which then would become the desired "One Crowley" culture. We helped create a set of core values that reinforced an enterprise-wide focus, strategic thinking and accountability, at first shaping the executive leadership team and supervisors. Ultimately, the entire workforce, including crews on barges and tankers, were engaged in what the values meant and what they could contribute. Among the results from shaping the culture:

- successfully changed dynamic of how Crowley Maritime operated; several unprofitable service lines were disbanded, as were areas that were not considered growth areas. This was done without layoffs and more strategic focus on resource allocation.
- contributed to significant growth in revenue and profits and strengthened financial structure of company, positioning it for higher-growth business lines



“The culture has been one of the hallmark strengths of First Horizon and First Tennessee, and I think our team was able to maintain that strength in a period of significant change. Our core companies have done very well. They’ve been strong and getting stronger. That shows up in our customer satisfaction data, both our internal and our external surveying, and it shows up in the anecdotes that we get, the experiences around the organization.”

— Bryan Jordan, president and CEO, First Horizon National Corporation

First Horizon National Corp: Shifting a culture to adapt to major change in a downturn

Bryan Jordan became president and chief executive officer of First Horizon National Corporation on Sept. 1, 2008. Within months, the economic crisis struck the financial services industry with a fury. Before the crisis struck, First Horizon had expanded well beyond its regional Tennessee banking and capital markets roots to a \$38-billion financial services company with more than 13,000 full-time employees and national mortgage lending and commercial real estate businesses. Jordan had to lead a vigorous turnaround that included a major downsizing, a near complete turnover of executive management, and the sale of First Horizon’s national mortgage company and other businesses.

Jordan’s strategic focus was on creating long-term earning power by improving profitability, productivity and efficiency, optimizing its business mix and investing in core businesses and talent. He engaged Senn Delaney to help shift the culture to respond to an environment that was rapidly changing. As a result, First Horizon has returned to profitability and improved performance and is better prepared for significant industry changes ahead.

Continued success in executing on these strategic priorities has led to progress for the company’s core businesses of regional banking through First Tennessee and capital markets through its subsidiary, FTN Financial.

- 2011 results showed solid performance and significant improvement in credit quality
- maintained strong capital ratios, improved productivity and efficiency while maintaining the highest levels of customer service
- First Tennessee ranked fourth in South Central region in 2011 J.D. Power and Associates’ Retail Banking Satisfaction Study

Corinthian Colleges: Aligning the culture to a new strategy and structure

When Peter Waller joined Corinthian Colleges, Inc. (CCI) as president and chief operating officer in 2006, he and then CEO Jack Massimino were on a quest to re-energize the company. It had become the largest for-profit, post-secondary education company in North America, but because of a period of rapid growth through acquisition, the company struggled with integration issues and lacked a clear and unified direction. There were 34 different brands, seven operating systems, a command-and-control culture and unclear future strategy. Employee turnover was at an all-time high and disillusionment had set in. To fulfill CCI’s mission of Change Students’ Lives and to be the best workforce education company in the world, the leaders determined that a multi-pronged approach was needed. The strate-



“Over a two-year period, we’ve pulled together a more effective organization with two brands, one operating platform, one culture, One CCI Way. When the time is right, we’re prepared to expand, and can now acquire other companies in a turn-key fashion. Any acquired companies will use Ignite, they will use Inspire, they will use Unify. Their culture will be transformed by the Leadership Shadow. And through all of that, we’ll get better performance.”

— Peter Waller, president and CEO, Corinthian Colleges, Inc

gies would only succeed if a strong culture was supporting and enabling them. Senn Delaney was engaged to create a culture of leadership, accountability and relentless execution around the CCI mission. Results were so positive that CCI continued bringing the Leadership Shadow program deeper into the organization to increase exposure to the concepts and build One CCI Way. CCI also incorporated the Leadership Shadow principles into all of its human capital programs, change management initiatives and processes.

Senn Delaney transformed the organization's culture to one of healthy, high performance. The principles of One CCI Way enable leaders to execute the long-term strategy and shift more responsively in any strategic direction. The senior team is able to more nimbly navigate the turbulent economy and respond to the changing marketplace in career education. For example, when faced in 2008 with the sub-prime financing crisis that could have had far-reaching negative effects on student funding, the leaders operated from a healthy state of mind and alignment to come up with an innovate mix of funding sources, including pay as you go, and expansion of its own lending program to reduce reliance on third-party loans. The culture transformation contributed to several positive results:

- fiscal 2010 second quarter results demonstrated a strong, continued three-year trend of top and bottom-line growth and revenue
- student starts grew 22%
- net revenue increased by nearly 30%
- employee turnover dropped dramatically; employee engagement increased by 26%
- all 12 organizational dimensions on Senn Delaney's Culture Impact Survey showed a marked improvement, with scores exceeding the norm by an average of 13 points; all scores surpassed benchmark scores of 500 high-performing companies across all industries by anywhere from 10 to 30%
- ranked in the top 5% in Senn Delaney's Best in Class Culture Impact Survey of 80 companies worldwide
- student satisfaction steadily increased



“Staffordshire County Council was a large, very safe, very solid, but very slow and ponderous organization. Senn Delaney partnered with the council leaders to create a high-performance culture. 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.”

— Ron Hilton, chief executive, Staffordshire County Council

Staffordshire County Council: Transforming a ponderous bureaucracy to high performance

With more than 30,900 employees, Staffordshire County Council is one of the largest local government bodies in England, providing a host of public services. Budget restraints made it necessary to reform and modernize the council from a ponderous, slow-moving and overly bureaucratic council to one that is high-performing, customer focused and innovative.

The culture was one of acceptance of lower performance and the status quo. There was no clear focus on priorities and purpose. Leaders and managers lacked a sense of urgency, accountability, pace and passion for delivering the highest service levels. Chief Executive Ron Hilton engaged Senn Delaney to help guide a culture-shaping process that would shift the council from top to bottom to a mindset of high performance.

The engagement defined the principles that would guide the council to be well managed and to deliver greater value more efficiently to the 825,000 people it serves: Focus, pace, delivery, trust, doing more and better with less, and passion. Within two years, the council had dramatically higher performance, fiscal health and economic stability. Staffordshire moved up the national performance tables into the top 10 percent of local authorities for improving performance. The council received its best performance ratings to date from the Audit Commission, which measures how well councils are managing resources and delivering services for local people and communities.



“We have seen significant improvement in our medical staff satisfaction, from the fifth percentile, one of the lowest in the country, to 94%. A staggering change. We have seen very significant improvement in patient satisfaction and we have seen an increase in employee engagement. There are measurable increases in all three aspects and those were our goals. We used to think of ourselves as a great community hospital. We are now beginning to think of ourselves as a top-tier children’s hospital. And that belief is absolutely one of the primary drivers of change. ”

— Dr. Narendra Kini, CEO, Miami Children’s Hospital

Miami Children’s Hospital: Preparing for transformative change and improving performance

Like many hospitals and health care systems, Miami Children’s Hospital needed to implement process improvements and technology, including electronic medical records, to reduce costs, increase efficiencies and continuously improve patient care coordination, safety, clinical outcomes and patient satisfaction. With a clear mandate to bring Miami Children’s Hospital into the digital 21st century with an EMR transformation, CEO Dr. Narendra Kini took the proactive approach of first shifting the collective mindset of the institution in a more accountable, collaborative and customer-focused direction.

Dr. Kini engaged Senn Delaney to guide this transformation because he wanted a methodical, integrated and scalable approach to build alignment and rapport among physicians and executives, which was low, increase collaboration across boundaries and teams, and heighten accountability. The result was The MCH Way, the institution’s defined culture of values and guiding behaviors needed for the future. By creating a culture called The MCH Way, he fully prepared the hospital to embrace the radical change that electronic medical records would bring.

The culture shaping also helped create dramatic improvement in patient, employee and physician satisfaction and clinical outcomes. Patient satisfaction results in four key areas of care at Miami Children’s Hospital improved markedly from the first quarter of 2008, when Dr. Kini began The MCH Way culture transformation program. There were measurable increases in several goals.

- significant improvement in percentage of patient satisfaction optimal response of “extremely likely” to recommend the hospital in four key areas: emergency department, inpatient, outpatient and ambulatory surgery
- significant improvement in medical staff satisfaction, from the fifth percentile, one of the lowest in the country, to 94% — the highest in hospital’s history
- increase in employee satisfaction ratings from 88% in 2009 to 93% in 2010

Atmos Energy: AtmoSpirit culture builds a strong foundation of success and long-term health

Atmos Energy has grown through a series of acquisitions to become the largest natural gas-only distributor in the United States, serving 3.2 million customers in 12 states. It has regulated assets in numerous states as well as one of the largest intrastate natural gas pipeline systems in Texas. Non-regulated operations provide natural gas marketing and procurement services to 1,000 municipal and industrial customers in 22 states.

When Bob Best was named chairman, president and CEO in March 1997, he knew there were a number of challenges that needed to be addressed. Atmos Energy was operating in a holding company model, with its regulated and non-regulated business units operating independently. The top leadership had left. There was a reorganization where 700 people were displaced and made to bid back on their jobs. From 1998 to 2000, the company was also going through a massive technology conversion, and building a new call center to go along with the technology conversion.

With a new leadership team and a new strategy for the future, Best wanted to build something of long-lasting value: a high-performance, financially successful company that is a great place to work. Best wanted to align the multi-state regulated and non-regulated operations and leaders around a one-company focus and a core set of values and centralize services to create synergies and cost savings.

Instead of imposing a culture, he engaged Senn Delaney to shape one through alignment, openness, trust and collaboration. More than 4,800 Atmos employees have been through the culture-shaping process since the program began. More than a decade later, AtmoSpirit is a strong foundational culture.

People throughout Atmos Energy have taken to heart the shared values of employee focus, teamwork, customer focus, trust and respect, honesty and integrity, value creation and enterprise thinking. Best credits the AtmoSpirit culture for empowering and energizing the organization during good times and challenging times. He says it has had a positive impact not just on the people, but on business results. When Best was preparing to retire, he was deliberate in picking the right successor in the new CEO, Kim Cocklin, who is committed to keeping a passionate focus on AtmoSpirit.

“Working on the culture has resulted in improved safety results, financial returns, being viewed as an employer of choice, great customer feedback and the strong connection we have in our communities,” added Bonnie McElearney, director of AtmoSpirit. “This investment in our employees provides an amazing return for individuals, the organization, our customers and shareholders and the communities we serve.”

The Ohio State University: Moving a massive institution from visible to visionary

Founded in 1870, The Ohio State University is a world-class public research university and the leading comprehensive teaching and research institution with global reach. It employs 40,000 faculty and staff, has the nation’s largest single-campus enrollment in Columbus of more than 52,000 students. Dr. Gordon Gee led OSU from 1990 to 1997, and then returned for his second tenure because he felt the time was right to make a lasting and meaningful difference there. OSU was achieving excellence and recognition, but he wanted to help it realize its full potential and take OSU from “visible to visionary.” Dr. Gee knew he would need to lead major changes in the university’s structure and its culture. He engaged Senn Delaney to work with him and the university’s senior leadership team to create the culture that would catalyze change to One Ohio State University, as a leadership model for the wider world. The culture-shaping work began with the president’s leadership team and built from the ongoing work already underway at the academic medical center, OSUMC. Dr. Gee was encouraged by the positive and rapid change in behaviors that occurred at OSUMC. Today, the medical center serves as a model for positive and productive change across OSU’s numerous offices, schools, departments, campuses and institutes.

The culture-shaping process served to align everyone around the values that comprise OSU’s high-performance culture: commitment to excellence, collaboration, acting with integrity and personal accountability, embracing change and encouraging innovation, openness and trust, acting in respectful ways and valuing diversity, and striving for simplicity in administrative processes. The culture change program continues, but many results have already occurred as a result:

- rated 111th in the world in 2011 by QS World University Rankings, and awarded the maximum five stars for excellence
- ranked by The Lombardi Program on Measuring University Performance as the 24th ranked university in America, the 10th ranked public university in the country and the top overall university in Ohio
- climbed to 18th among the nation’s best public universities in *U.S. News & World Report’s* 2010 edition of America’s Best Colleges
- ranked 14th in *US News’* new Up and Coming colleges section, which lists top colleges in the nation “that are making improvements in academics, faculty, students, campus life, diversity, and facilities and making promising and innovative changes
- The Ohio State University Medical Center named one of “America’s Best Hospitals” for 18th consecutive year



“To realize our true potential, we must think and act as a unified, integrated, cohesive institution. 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.”

— Dr. Gordon Gee, president, The Ohio State University



“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. ”

— Dr. Steve Allen, CEO, Nationwide Children's Hospital

Nationwide Children's Hospital: Reaching national eminence

Driven by a heartfelt mission to transform health care to provide the best care for every child, Nationwide Children's Hospital is striving to become a pre-eminent, nationally prominent pediatric teaching hospital and research institute. To achieve this, hospital leaders began executing an ambitious strategic plan to increase capacity, enhance patient care and services, improve performance and discover new treatments and cures.

A foundational part of its road map to success included building an even stronger “one team” culture of accountability, collaboration and innovation, one that connects administrative, medical and support staff throughout the hospital and research institute to each other and to the mission, strategic plan and values.

To enable this, CEO Dr. Steve Allen engaged Senn Delaney to help build a one-team culture. A critical part of that engagement was working with the leadership team to develop a clear statement of values and guiding behaviors to serve as a road map to achieve the strategy. They promote the concepts of one team, integrity, honesty and inclusiveness, open communication and collaboration, the importance of embracing change and innovation, and a results-oriented outlook that emphasizes accountability, determination and a commitment to constant improvement.

Even in the early stages of the culture transformation, positive results were already showing up. There was more open communication and greater accountability. Patient satisfaction scores — a significant measure of success on the front lines — were steadily improving. Connecting culture to the point of care so strongly resonated with the hospital's employed physicians and medical leaders that some actively engaged in reshaping the culture throughout the hospital and even incorporating it into the residency training program.

The hospital has since doubled in size with the recent completion of the new state of the art clinical and research facilities – the largest pediatric expansion in the U.S. Nationwide Children's has also demonstrated national leadership in health care reform and has undertaken several, innovative community partnerships, including collaborations to combat childhood obesity and prematurity.

Culture shaping has become an integral part of Nationwide Children's Hospital's strategic road map to realize its mission and goal of pre-eminence, and this is showing up in continued good patient satisfaction, safety and quality ratings as well as numerous national honors and top rankings:

- CEO Dr. Steve Allen was recognized in *Becker's Hospital Review's* 2012 top 100 Physician Leaders of Hospitals and Health Systems
- made *U.S. News & World Report's* Honor Roll list of 2012-13 Best Children's Hospitals, ranking seventh. It is one of only 12 children's hospitals nationwide to earn this “best of the best” national distinction. It ranked in all 10 specialties, with five specialties ranked in the top 10.
- named one of the most wired hospitals in the country in *Hospitals and Health Network's* 2012 Most Wired list, one of only six children's hospitals in the country to earn a spot on this list

more comments from our clients about our impact



"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."

Leslie Wexner, chairman, president, and CEO, Limited Brands



"Senn Delaney has been instrumental in helping us integrate multiple cultures as a result of our merger between CVS and Caremark. Our Senn Delaney culture-shaping process began with our senior team. This helped us unify and align under "One CVS-Caremark" while focusing more clearly on our purpose: "to help people on their path to better health". With Senn Delaney's guidance, we have proactively shaped our culture, which is driven by our values: Innovation, Collaboration, Caring, Integrity and Accountability. With our leadership clearly aligned on our purpose and values, we are successfully executing our strategies to "reinvent pharmacy" for better health and better results."

Larry Merlo, CEO, CVS-Caremark



"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."

John E. Bryson, former chairman, president and CEO, Edison International



"When I became chairman and CEO at Tenneco Automotive, I recognized that creating a high-performance organization would be critical to achieving long-term success. Senn Delaney has been invaluable in helping me make that happen. They have worked with my team and the teams of each of our key leaders to bring these values and behaviors to life within the organization."

Mark Frissora, former chairman and CEO, Tenneco Automotive; CEO, Hertz



"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."

Jerry Jurgensen, former director and CEO, Nationwide

more comments from our clients about our impact



"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."

Lothar Harings, board member, T-Mobile International AG Management



"We were better prepared as a leadership team, and I was better prepared personally to lead the firm through this 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. The fact that the process also builds effectiveness at three levels is important. I can see that it 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."

Anne Stausboll, CEO, California Public Employees' Retirement System



"Senn Delaney has worked with me at LeBonheur Methodist, as well as with AutoZone CEO Bill Rhodes here in Memphis. Their work involves strengthening culture. I brought the Senn Delaney team into LeBonheur and then to the corporate and system team and we have seen remarkable improvement in the way we communicate and behave."

Gary Shorb, president & CEO, Methodist Healthcare

"The Senn Delaney process transforms already hardworking and smart winners and takes them to a much higher level of performance. My personal learning regarding the Mood Elevator and the shadow I cast on the organization had an immediate and very positive impact on the morale of our executive team."

Ahmad R. Chatila, CEO, MEMC/SunEdison



"One of the great concepts Senn Delaney taught us was the Mood Elevator. We are a very detailed organization, and too often, when an idea is presented, we quickly begin working to find its faults. Senn Delaney taught us to move up the Mood Elevator and use curiosity to attempt to build on the idea versus tear it down."

Bill Rhodes, CEO, AutoZone

"I brought Senn Delaney in to United Stationers when I was CEO to help us build a high-performance culture. I attribute much of our significant performance improvement to the culture transformation that Senn Delaney helped us lead."

Richard Gochnauer, former CEO, United Stationers

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