

## CREATING A PRODUCTIVE BRAND CULTURE

*Creating the heart and the structure for brand congruency in your organization*

Directive Communication (DC) is a foundation science for attitude enrichment and how it relates to productivity, leadership, and customer service. Using psychology to inspire ownership within the individual, team, and organization, DC sets the emotional and decision-making base for cultivating a highly productive and unified **brand centered culture** throughout the Organization. It enables individuals the ability to specifically and positively direct enthusiasm and action for themselves, their colleagues, and customers in line with the organizations brand values. This program is unlike others in that it does not rely on employee buy-in or policy change to change behavior, but rather instills the personal drive to excel and create an environment that “feels” the brand culture, thus the program has long-term effects. It establishes strong foundations for what really makes an able, passionate and loyal employee that shares the same brand vision with the organization. The program will result in the employee making realizations that will influence their perspective of their place in the organization; their ability to make a difference in the lives of their colleges, and customers as well as the fulfillment that working for the Organization can bring to their own balanced lives. Employees will gain tools to develop great mental posture and healthy rapport skills that will elevate levels of confidence and productivity in **alignment with brand values**. This program takes the extra stride to create a system for coaching employees to make a revolution in their environment by communicating with the same vision and language, and create an environment that reinforces the brand centered attitudes, creativity, passion and the emotional levers that will lead to the improvement in their quality of life in and out of work.

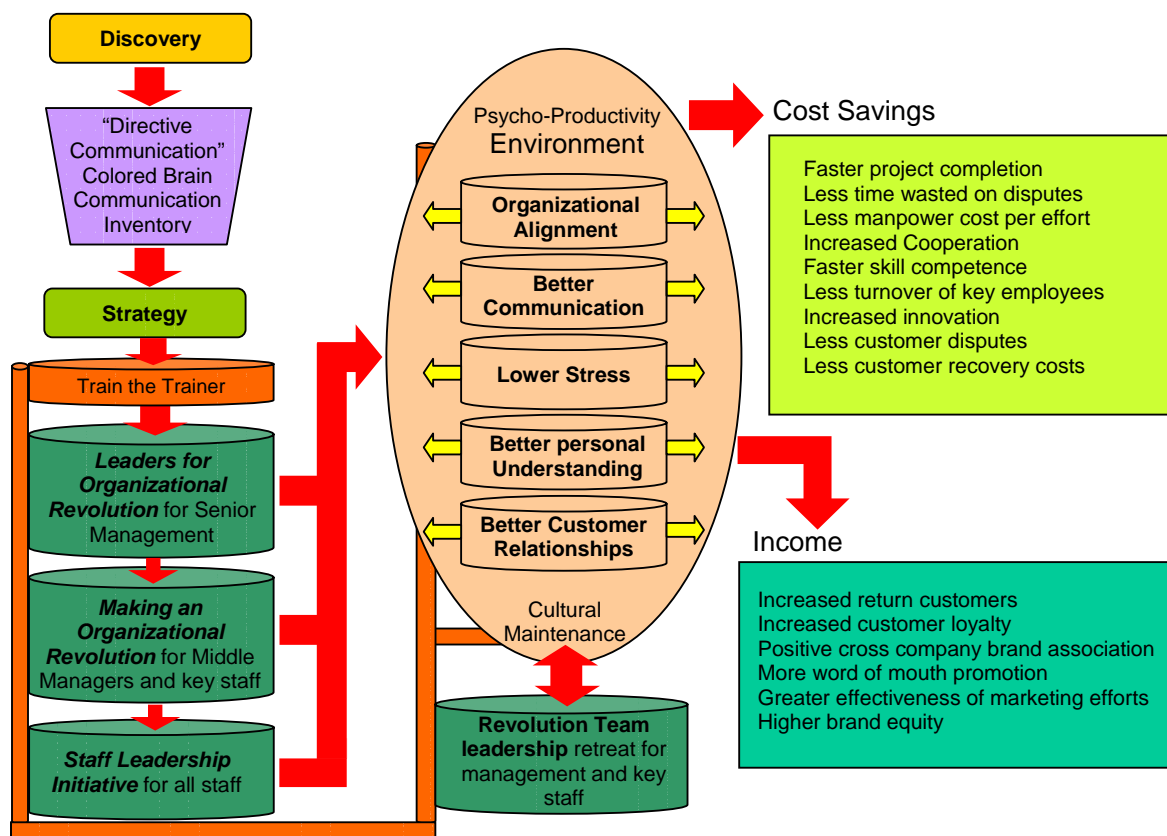
### OBJECTIVES

- Get management and staff speaking the same language and having the same vision
- Inspire a brand centered culture for total organization
- Management and staff will have a better understanding of their own mental and communicative methodologies and will be empowered to take on roles that will develop and enhance their brand centered leadership skills in the changing environment.
- Management and staff confront gaps in their personal standards and use past and present experiences to make real progress in filling those gaps through the Organization’s brand vision.
- Deliver a series of experiential interactive workshops based on a jointly developed strategy to initiate the cultivation of a brand centered environment.
- Provide the framework for favorable attitudinal shifts, competence and motivation to gain fulfillment from organizational alignment and proactive communication that encompasses a comprehensive self and group assessment system.
- Establish a personal sense of contribution that ties job fulfillment with the success of the organization and the promises it makes to it customers.
- Build a stronger sense of team.
- Create a system to replicate attitudes related to the maintenance of a more productive Brand centered culture

## METHODOLOGY

The program is to be implemented by Arthur F. Carmazzi with the assistance of Directive Communication Certified Consultants.

### Psycho-Productivity for establishing a Brand Centered Culture



### Initiation

The development of clearly defined outcomes and milestones will be established and the means by which to measure success during and after the initiative.

### Part 1

The Discovery Module will consist of a series of interviews and information gathering sessions with a number of employees of the organization. These sessions will lead to a more thorough understanding of the current culture of the client organization and help identify some of the specific circumstances that require attention during the course. This component will also allow the initial identification of "Key Influencers" that will play a significant role in the implementation and maintenance component.

### Part 2

A pilot program will be administered to a representative sample of Organization personnel. This will allow us to set goals, establish metrics and fine tune the program to achieve maximum results. The pilot program will follow the same outline as parts 3, 4, 5, and 6, and be representative of the overall initiative. This pilot will set the foundation for the train the trainer component of the initiative. Each of the training programs will have one day prior to it for preparing trainers to take on leadership roles in the pilot and subsequent courses. Case studies will be documented and used for the total initiative.

### **Part 3**

Administer the “Directive Communication” Colored Brain Communication Inventory (CBCI) tool in order to establish the mental make-up of the organization and effectively facilitate the workshops. Additional applications include:

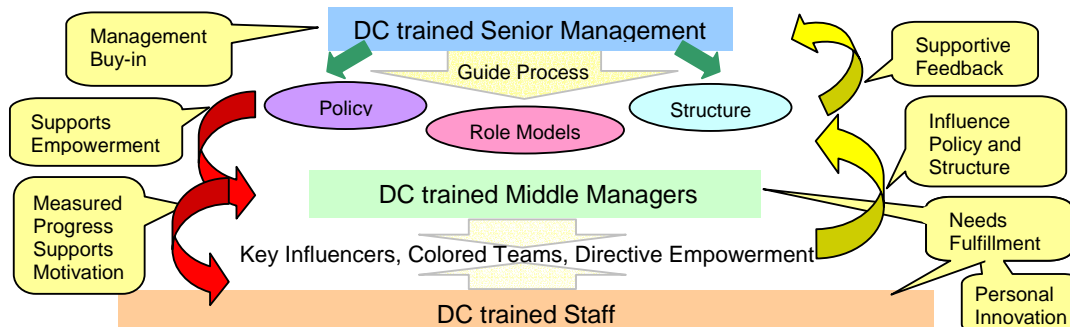
- *Know if an applicant will have the right attitude toward a job or team designation*
- *Compatibility with a team leader, immediate supervisor or colleagues*
- *Quantify the leadership of prospective candidates for promotion*
- *Minimize potential for conflict between team members or colleagues*
- *Determine an employee’s natural talents and passion to direct their career*
- *Determine communication processes to improve methods of learning new skills*
- *Determine an employee’s suitability to take on new responsibilities*
- *Determine an employees brain and need flexibility for lateral progression*
- *Ability to maintain interpersonal relations within a team.*

### **Part 4**

Strategic Planning analyses the information gathered, and presentation to senior management with the quantifiable outcome of program and outlines the required support from management for successful implementation. Establish metrics for improvement targets. And, develop clear and quantifiable outcomes based on needs and research.

The rolls of management during the Brand alignment process will be discussed and established. Specific strategies to catalyze the culturization in a faster and more efficient manner will be established. An understanding of human needs to achieve greater fulfillment for all employees from current or intended incentive programs will be established.

Senior management will be presented with recommendations based on discovery findings for the Pre-Approval of potential policy additions or changes that will be proposed by staff and key influencers during the implementation phase of the initiative. This will enable certain staff proposals (pre-empted by the discovery and the workshop series) to be immediately implemented, thus giving a clear sense of managements commitment to the initiative, and, empowerment and significance to the staff.



### **Part 5**

Transformational Component to consist of a series of 3 Directive Communication based workshops presented at different hierarchical levels and one final outdoor program series for additional cohesiveness and reinforcement for the key influencers from each organization. These workshops are to be administered throughout the organization until the majority of staff has have been exposed.

- 3 workshops will consist of one for
- Senior Management,
  - Middle management
  - Support staff

Workshop framework will consist of 3 modules adapted to each group and their function. The framework is as follows:

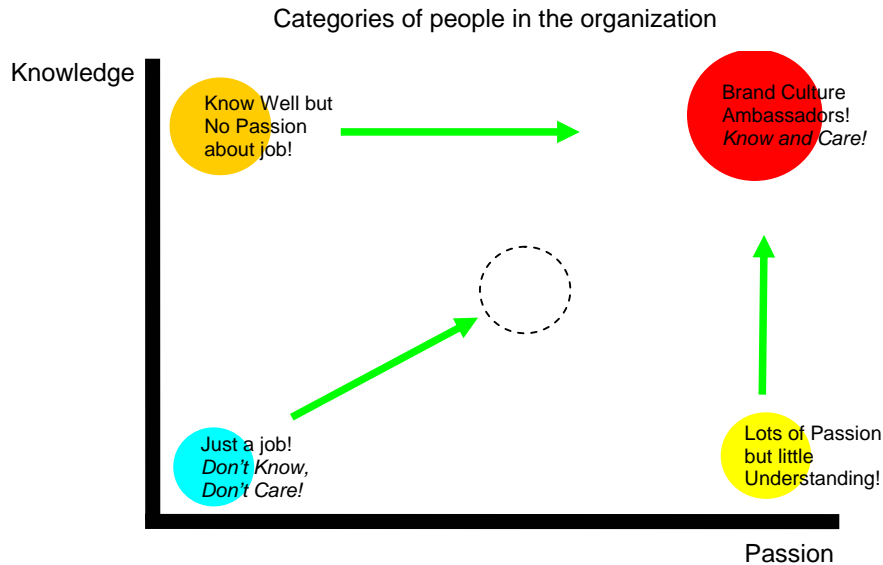
<b>Reposition</b>	<i>Focus</i> <i>Attitude</i> <i>Interest</i>	for a better understanding of self and others
<b>Rapport</b> for	<i>Influence</i> <i>Motivation</i> <i>Communication</i>	to induce a desired effect on self and others
<b>Replication</b> of	<i>Attitudes</i> <i>Drive</i> <i>New skills</i>	to perpetuate brand alignment for a gratifying environment

Each workshop will also have a train the trainer component for one day prior to each workshop. Trainers will have an integral part in each workshop and trainer components prepare trainers to use Directive Communication strategies in each facet of the workshops. The DC trainer strategies are not only applicable in the specific DC training or in the maintenance of culture, but also in personal coaching and the delivery of other workshops.

Trainer workshops will include:

- How DC works
  - Mental – strategies maximizing the mental facilities of the participants
  - Emotional – strategies using emotional drivers to “Internalize” mind-set
  - Physical – strategies using physical movement and breathing to affect mental and emotional state
- Applications of Directive Communication in brand alignment of the organization
  - Congruency in Service
  - Congruency in administration
  - Sales and Marketing
  - Leadership
  - Coaching and Mentoring
  - Team development
  - Organizational change
  - Brand culture and mindset
  - Communication
  - External Branding
  - Relationships
  - Personal and career development
  - Skill enhancement
- Using DC in DC courses
  - Applying the mental, emotional, and physical strategies to the group
  - DC to the individual,
- Maximizing Participation
  - Laughter strategies
  - Games Theory
- Experiential DC methodology
  - Games
  - Music
  - Voice strategies
  - Actions and movements
- Components of DC
  - Repositioning
  - Rapport
  - Replication
- Internalizing DC and brand vision for use in everyday life

This workshop series teaches the tools and systems by which individuals at different levels of personal commitment to the organization can become “Ambassadors of the Brand Culture” for the Organization. Alignment and brand actions are a combination of knowledge and passion.



The key to long term success is in maintaining the environment of brand standards. The process requires the immediate implementation of strategies within the departments. The program is stepped from top down to assure the understanding of how the process works to senior management so that they can support and guide the program as it gets to the middle management and so both hierarchies can support the frontline staff.

The process is designed to get individuals to associate their personal success with that of the organizations brand vision. When management and staff realize that they can gain greater personal fulfillment through alignment and working together for that alignment, behavior will be transformed. The result will be speedy change within departments that will collaborate within themselves across other departments to elevate personal and emotional benefits for themselves and each other.

The system utilizes the fulfillment of personal values and needs through the enhancement of relationships with colleagues and customers. The interaction for the purpose of achieving higher personal standards and higher levels of living is cultivated through change in associations and beliefs about their environment and others. Culture and fulfillment are then established through the use of a common language (to be indoctrinated throughout the program) and simple sets of rotating actions to reinforce “brand attitudes” and enjoyment throughout the working day.

The documentation for each of the programs together with peripherals and Directive Communication game sets will be packaged and results documented for case studies and the future implementation of the total initiative.

## Workshop #1

# Leaders for Organizational Revolution (*condensed workshop*)



**Time:** 24 hours

This course will leave senior and middle management eagerly anticipating their return to work. They will return with a vengeance, a vision for a greater more fulfilling organization and a detailed plan for inventing as an organization with a cohesive vision for implementing powerful productivity and service enhancements.

As the first component of the ORGANIZATIONAL REVOLUTION SERIES, Participants will know whom they have to work with, what they have to achieve, what steps they have to take and how they can immediately start a productivity revolution within the Organization. Leaders will know what it takes to maximize and reinforce the results of the further workshops in the series.

This LEADERS FOR THE REVOLUTION condensed program will help participants plan for success, both personally and for the Organization. Within six months leaders will see the effects of the attitude improvements they guided and the bottom line productivity increases that they have lead.

This DIRECTIVE COMMUNICATION based leadership program will give leaders the ability to:

Develop a complete understanding of the DIRECTIVE COMMUNICATION People Decoding Skills that will help participants interact with each other, and coach superiors and subordinates.

- Improve time management and organizational skills through “Psycho-Productivity”.
- Develop superior coaching skills.
- Apply strategies and practices that transform the very heart of the organization for massive, measurable, and a sustained Brand Culture.
- Master the tools to support, and the ability to create, attitude enhancement.
- Decode the unique and frequently concealed elements that ignite passion and commitment within your managers and employees.
- Improve the efficiency and outcomes of meetings.
- Learn to understand the people you work with and how to fully enrich and strengthen these relationships and draw on this knowledge to satisfy staff through brand alignment strategies.
- Accelerate the pace of effective decision-making and master the skills of personal empowerment for revolutionary transformation.
- Learn US Special Forces Secret (Psyops) Strategies that ignite productivity revolutions in organization AND, most significantly, develop a detailed blueprint of how to do it.

## Workshop approach

### *Module #1 – Repositioning*

Through the application of psychology based and experiential methods, this initial framework of the program will establish new concepts in the psychology of leadership, communication and job identity.

### *Module #2 – Rapport*

Developing acuity to apply the skills learned in module #1 to others and leading them with their own drive. Using the CBCI to more efficiently implement brand alignment strategies for greater work fulfillment.

### *Module #3 – Replication*

U.S. Special Forces PYOPS tactics combined with “Directive Communication” psycho-productivity strategies are explored for the creation of a Brand culture. Each participant can identify opportunities to cultivate leadership in others and nurture the Communicator mind-set.

*Review metrics to evaluate progress toward goals: revise or re-plan as necessary*

## Workshop #2

# The Making of an Organizational Revolution



**Time:** 18 hours

This course will leave participants with a more empowering outlook and ready to do their part in creating the revolutionary mindset and greater cooperation for the cultivation of a service culture.

**Middle Management will start** with understanding WHY the organization's culture is the way that it is. What are its strengths and weaknesses? They will learn the effects of their style of working, managing and communicating and understand the true product of their approach. Participants will find new resources that have been hidden in the organization, their teams, and themselves. Resources that once released, will TURBO-CHARGE productivity and an innovative brand mindset. The interactive exercises and sessions have been designed to not just teach concepts, but to ingrain them into participants being.

They will also learn to be in command of the psychology that creates drive. It's no longer about whether or not they will implement these tactics, but how quickly they will take action. Sustaining and replicating this essence of brand alignment draws out passion about work, members, colleagues, and organization. It sets the cohesive foundation to break thru bad habits to create an atmosphere that empowers communication, vision and the brand centered culture.

They will apply the psychology that maximizes team productivity with the CBCI and the revolutionary approaches to solving unsolvable challenges. They will understand and support the "revolution systems" that senior management will initiate to maximize productivity and alignment.

- Participants will have a greater personal bond with the brand values and better express its branding efforts in their own behavior.
- Participants will discover methods to access different centers of their brain in order to better connect with their customers and others in line the organizations brand vision.
- Managers will learn strategies to improve communication, influence staff and customer action and emotion, and develop better synergies in the workplace
- Provide the framework for professionals to communicate for a total effect, to establish a balance between information and compassion within a minimal timeframe.
- Apply organizational alignment systems handed over by management for measurable and sustained Brand Alignment.
- Accelerate the pace of effective decision-making and master the skills of personal empowerment for revolutionary transformation.
- Improve time management and organizational skills through Psycho-Productivity.

## Workshop approach

### *Module #1 – Repositioning*

Through the application of psychology based and experiential methods, this initial framework of the program will establish new concepts in the psychology of communication and job identity.

### *Module #2 – Rapport*

Developing acuity to apply the skills learned in module #1 to others and establishing greater professional relationships. Using the CBCI to have a greater understanding of self and others for greater work fulfillment.

### *Module #3 – Replication*

Actively participating in systems implemented by management to align the attitudes, vision and gain greater fulfillment from work.

*Review metrics to evaluate progress toward goals: revise or re-plan as necessary*

## Workshop #3 Staff Leadership Initiative



**Time:** 16 hours

This essential seminar is designed to forge a paradigm shift within non-management staff to enhance **alignment in vision and communications**. It cultivates the emotional and decision-making base for directing attitudes to be in line with the organizations values.

This component is designed to create lasting change and the foundations to cultivate passion for their jobs. This program for staff is the final jewel in the process of creating a customer centered culture in the Organization a reality.

Directive Communication fundamentals are applied for attitude enrichment of non-management staff to inspire alignment with brand values. The program enables individuals the ability to specifically and positively direct enthusiasm and action for themselves, members, and others at work.

The two day session will result in participants making realizations that will influence their perspective of their place in the organization, and their ability innovate new solutions to make a difference in the lives of members and colleges. They will reveal the fulfillment that the organization can bring to their own balanced lives. They will be given tools to develop great mental posture and healthy rapport skills that will elevate levels of confidence and productivity.

Develop a complete understanding of the DIRECTIVE COMMUNICATION People Decoding Skills that will help participants interact with each other and superiors.

- Participants will have a greater respect for their jobs and their contribution to the organization.
- Tap into the unique and frequently concealed elements to ignite passion and commitment within the organization.

### Workshop approach

#### *Module #1 – Repositioning*

Through the application of psychology based and experiential methods, this program will enhance attitudes and communication resulting in a more cohesive direction and higher productivity.

#### *Module #2 – Rapport*

Developing acuity to apply the skills learned in module #1 to others and establishing greater professional relationships. Using the CBCI to have a greater understanding of self and others for greater work fulfillment.

*Review metrics to evaluate progress toward goals: revise or re-plan as necessary*

## Workshop #4

# Team Leadership Resourcefulness Retreat



**Time:** 36 hours

### ***Suggested Location: Langkawi Island Malaysia***

This is the implementation component of replication procedures taught in the previous workshops. In this retreat senior management, middle management and staff will implement the creation of A-Teams and their subsequent colored teams in the real world. The program will help the key influencers to create the systems required to perpetuate the distinctions made during the previous training. As systems and teams are created, a support structure to perpetuate the greater drive, higher emotional acuity, and a superior sense of purpose within the work environment is cultivated. Systems are set up so as to promote leadership drive and innovation for the well being of individuals and Organization alike.

Establish the teams and systems that will be brought back to work and sustain the attitudes, personal fulfillment and productivity at the client organization.

- Active outdoor exercises develop courage and assess leadership styles
- Multiple team exercises reinforce cohesiveness and establish purpose in team unity
- Activities influence participants in the total unity mindset between management, middle management and staff
- Participants will internalize revelations that fill the mental and emotional gaps to their completeness as a member of the team and how they can make a difference in the organization
- Face one of mans biggest threats when participants don full scuba gear and dive face to face with menacing sharks. They will discover a greater courage to reinvent the circumstances that were hindering them from drawing their full facility as a team member and leader, and maximizing the brand productivity within the Organization ranks.
- Application of US Special Forces Secret (Psyops) Strategies that set the systems for brand productivity revolutions.
- Define roles in the crusade for a greater work environment and brand centered culture

## Workshop approach

Through a series of Jungle and Sea activities, participants will rehearse and measure the effects that they will reap on their return. The exercises are designed to further the self awareness and skills participants have gained, and to take them to an even greater significance through interactive team maneuvers. They will see how everything comes together and be ready to manifest a powerful and fulfilling brand centered working environment.

*Review metrics to evaluate progress toward goals: revise or re-plan as necessary*

## **Part 6**

Application of systems and initiatives including colored teams and color holidays, etc. into the daily operations of each department. Infuse the use of a DC common language to establish the grounds for maximizing action towards personal and organizational standards and development. Establish the foundations for cross departmental and organizational communicative rapport. Trainers that have gone through the train the trainer process are indoctrinated as coaches and play the role of “Keepers of the Brand Culture”. Key influencers are initiated as role models and coaches within the organization and take the roles of “Ambassadors for Personal and Professional Fulfillment”. New or modified policies and structures are set in motion. Systems for maintaining the brand culture are set in motion within each department and incorporated into the Organization’s intranet and other internal communication. The standards for total organizational congruency are measured and used as benchmarks to progress the initiative on a day to day basis.

## **Part 7** *(optional)*

Packaging of total Directive Communication based “Brand Culture Initiative” to be used for future implementation.

- Documentation of process
- Documentation of metrics
- Documentation of results (including case studies)
- Timelines and schedules
- Train the trainer manuals, CD’s, videos, and audio programs
- Trainer manuals, presentations, and workshop tools
- Licensed DC games for workshops
- Videos (with Mandarin subtitles) for instruction in workshops
- Participant manuals
- Experiential games and their specific learning outcomes
- Metrics for participant progress
- Metrics for service culture realization
- Service Culture implementation processes and strategies
- Service Culture maintenance
- Printed materials and, video/audio marketing tools to assist future clients to better understand the bottom line impact of the results.
- Physical packaging for individual items and the bundle

Packaged initiative will include implementation through Organization by consultants and DC trained trainers.

## OVERALL DELIVERABLES

- Management will have the tools to greatly influence the Organization's culture to be aligned with its Brand Vision and greater job fulfillment
- Management will develop superior leadership identities that will inspire subordinates and professionals to raise their personal standards through brand alignment.
- Management will be better able to develop leadership in others
- Create a strong foundation that strengthens an employee's ability to deal with problems and people in an innovative and effective manner
- Affect change within an individual's perceptions of their work environment and carry over to influence enrichment of their lives and the entire Organizations culture
- Install skills that cultivate rapport and influence an employees personal emotions and actions as well as customers, subordinates, colleagues and suppliers
- Enhance skill levels in handling people and enables individuals to reach higher levels of excellence, productivity and personal success through brand alignment
- Internalize superior communication skills that improve rapport and establishes alignment throughout the entire Organization to create a brand culture
- Immerse employees in interactive exercises that will develop confidence and competence in the Directive Communication methodology that maintains the Brand culture.
- Employees will understand new strategies that will not only make work more rewarding and fun, but take their professional and personal relationships to a higher level.
- Employees will have the ability to replicate what they have learned and apply tactics that multiply the effect of the program within the organization.
- Employees will be able to perpetuate the effects of the program through the development of support teams throughout the Organization
- (optional) A complete packaged program that can be implemented in the future to achieve the same service culture results.

*More productive communication and congruency between Executives, Staff and Customers can make the difference in the ultimate credibility and efficiency of a company. The ability to effectively interact with multiple levels of personnel and customers breaks the barriers that are limiting necessary rapport, staff and customer loyalty, quality and profitability. Developing a professional's communicative cohesiveness can be influenced through "Directive Communication". The results will be less stressed, passionate individuals with healthy rapport skills that will elevate levels of confidence and productivity throughout the organization. Organization's branding efforts will also be augmented by the alignment of employees and The Organization's brand identity.*

## PRINCIPAL CONSULTANTS

**Arthur F. Carmazzi** has 19 years experience specializing in psychological approaches to persuasion and culture transformation within organizations. He is a renowned speaker in the Asian Region and is the principle founder of the “Directive Communication” discipline. Arthur has advanced the Corporate Training industry with innovative experiential techniques that have been acknowledged by some of the world’s greatest organizations. He is the bestselling co-author of “The 6 Dimensions of Top Achievers”, and the author of “Identity Intelligence”. Arthur is the developer of the CBCI (Colored Brain Communication Inventory) profiling tools used for “Psycho-Productivity” management. This tool has been implemented across a variety of HR and Leadership disciplines by numerous multinationals to generate greater efficiency of human capital.

Arthur’s current area of concentration is in the creation of highly productive Brand Centered cultures. His work in applying the Directive Communication discipline to organizations has enhanced departments in Multinational as well as local companies through attitude enrichment as it relates to productivity, leadership, and customer service. Using psychology to inspire ownership within the individual, team, and organization, Arthur has been able to set the emotional and decision-making base for optimizing people skills, enabling organizations the ability to specifically and positively direct enthusiasm and action for the company’s brand values and mission.

Arthur currently works with organizations like Nestle, Guinness, Merrill Lynch, Singapore Airlines, Motorola, The United Nations, Maybank, Singapore Telecom, Bloomberg, Mediacorp, Citibank, Bristol Myer... and the list goes on. He has worked for the Singapore, Malaysian and Korean Governments and is regularly sought after as a guest on talk shows, radio, and has been written up as “One of Asia’s best business speakers” by the Singapore Straits Times

### Here is what clients are saying about Arthur F. Carmazzi

*Arthur Carmazzi’s Directive Communication is one of the best transformational courses I have attended. It has many practical applications and interactive exercises that scientifically illustrate how we can improve results and performance. Using this makes a big difference to motivate yourself and continually influence the behavior of the organization. I would recommend this to anyone wanting to make a difference.*

Lance Tay  
Deputy CEO

**John Hancock Life Assurance**

*The program is an eye-opener and self discovery. Arthur is very inspiring, able to instill the emotional tools in me needed for making a change in my organization and in really connecting with people. He is also entertaining and educational which turn the program into an enlightening experience. This is a program which I highly recommend, excellence through experiential learning.*

Khatimah Mahadi  
Vice President

**CitiBank (Malaysia)**

*As the International Senior Advisor for the China Association for NGO Cooperation I have been involved with training and enrichment programs from some countries, but never before have I been exposed to such a powerful program as Arthur’s. His ability to expand and even transform the attitudes of those involved in our projects was uncanny. He was able to get people from different cultures and different agendas aligned with one vision. His interactive Directive Communication based workshop got our people to truly understand one another and work more cohesively than ever before. I commend Mr. Arthur F. Carmazzi for his superior ability and his sincere compassion for those whose lives he touches with his work.*

Dorit Lehrack  
International Senior Advisor

**CANGO (China Association for NGO cooperation)**

*Arthur has far exceeded the expectations we had for this exercise. His process for developing a vision and mission seemed unorthodox but delivered more than projected. The exercise determined a clear strategic direction and unified key stakeholders to make a notable difference in the projects success. We will be using Arthur again in future projects and recommend him with high regard.*

Joseph Lo  
Senior Project Advisor

**UNDP (United Nations Development Program)**

**Bob Mittelsdorf** has over 20 years of experience as a practicing project manager. Bob has helped many multinationals and large organizations with leading and managing change projects, like, HP, NCR, Motorola, Sun Microsystems, Intel, Roche, US Marine Corp, US Air Force, Sembawang Corporation, and others. His project management background includes experience in project definition, start-up, planning, execution, monitoring and controlling, and close-out on a variety of multi-million dollar developments.

His experience covers all aspects of development and project management, including feasibility studies, sales forecasting and marketing, estimating and budgeting, configuration management, change control, and quality assurance. He has directed the manpower planning and staffing of international projects with major multinational organizations and large regional-based enterprises throughout the Asian region.

He has extensive experience in organizing and leading multi-discipline and multi-project teams to achieve project success. He works as a consultant on various development and project management issues, and is involved in presenting adult education courses on various project management and strategic management topics.

Bob Mittelsdorf believes that the key to project success is threefold. Firstly, there must be a thorough understanding of the market place, which is to say, knowing the needs and wants of the customers. Secondly, there needs to be good planning, starting right from the inception of the project. Thirdly, there has to be good communications, both internally and externally.

**Christopher Mills** specialises in measuring and managing performance. His company focuses on creating strategic direction metrics, accountability through performance management processes and commitment through change management interventions and HR system re-design. He complements this with human capital development via behaviour analysis, competency & potential profiling, assessment and leadership training.

He is at the cutting edge of research and design in measuring and managing performance. He has authored three books on performance management and published over a dozen articles. His latest book, Performance Management 'Under the Microscope' is a study of performance management practices in Singapore. It is published by the Singapore Human Resources Institute.

He is a well respected speaker, facilitator and consultant who is commended for his knowledge, the value he adds in transferring technology and as a mentor and coach.

He has worked with over 100 organisations in 14 countries. He has audited, designed, and facilitated over 60 performance management related projects in China, Greece, Hong Kong, India, Indonesia, Malaysia, Mauritius, Nigeria, Saudi Arabia, Singapore, Taiwan, Thailand, USA and Vietnam.

Some of his recent projects include the development of a balanced scorecard for an international property company, the introduction and evaluation of a performance management system in 8 countries, a potential profiling exercise for a government agency and executive coaching for a European bank.

Over the years, he has consulted with Singapore Airlines, Malaysian Airlines System, SITA, Le Meridien Hotel, Mandarin Singapore International Hotels, MUI Hotel Group, Resorts World, Shangri-La Group of Hotels, Centrepont Holdings, Renong Group, IBM, Digital, Robert Bosch, Grundig, Sony, Philips, National Semiconductor, Seagate, Advanced Micro Devices, AMP, Texas Instruments, Unisys, Thomson, Hitachi, Matsushita, Motorola, Caltex, Esso, Shell, Petronas, Thai Oil, Aetna, UBS Bank, Bank Bumiputra, Bank Pembangunan, Bank Umum, Bank of Commerce, Bank PDFCI, Citibank, OCBC Bank, Siam Commercial Bank, Ban Hin Lee Bank, PNB, ICI, Lever Brothers, WR Grace, GlaxoWellcome, Pfizer, Sandoz, Celcom, Telephone Organisation of Thailand, Telecom Asia, Singapore Network Services, Uniphone, Sime Darby, Fraser & Neave, Bukit Turf Club, Housing & Development Board-Singapore, Price Waterhouse, EAC, Cerebos, The Maskati Group, FCDF Group, Yokagawa, Fisher-Rosemount, McGraw-Hill, Johnson & Johnson, Unig, TSA, and Henley Management College.

In the 90s, he was managing consultant for a US consulting company. Throughout the 80s, he was a full time lecturer at the National University of Singapore.

Chris received his first Masters degree from the University of Wales. He also holds an MA in Human Resources from George Washington University. He has an Advanced Postgraduate Diploma in Management Consultancy from Henley Management College in the UK. Chris also studied at the Universities of Leeds and Southampton where he specialized in English and Psychology. His Doctorate in Business Administration research focused on Performance Management.

## TIMING



Timing for the discovery component (part 1) will depend on the work that has already been done through other consultants. Additional discovery efforts should be done approximately 20 days before commencement of pilot training components.

The pilot program will require approximately 4 weeks for its primary implementation and results measurement (this does not include the additional cohesion component as this needs to be done approximately 3 months later). The steady progress, implementation approach, and results measurement, will continue to give advance feedback that will be applied to the remainder of the initiative.

Implementation of the CBCI (part 3) will be carried out by Organization's HR department after a 4 hour briefing. The inventory scores will be compiled by Organization's HR department and returned to Arthur F. Carmazzi (Asia) for use in the overall strategy. Timing should be at least 15 days before the commencement of strategy components.

The strategic planning component (part 4) will be compiled over the 20 day period after the discovery and delivered to senior management over 4 hour briefing.

Training components (part 5) will be carried out over a period of 6 months based on availability of staff. The final implementation workshop/retreat will take place over a period of 3 months and will each have a duration of 2 ½ days (6 hours for the half day and 15 hours for the full days), there will be 8 of these to accommodate the primary influencers throughout the Organization.

The application of systems (part 6) is the hands-on component that will solidify all previous efforts. This component will require approximately two 2-hour sessions on-site time with key influencers, managers and chosen staff throughout the Organization. This component can be accomplished over a 2 month period. There is an additional measurement period to adjust the progress and guide the evolution of Organizations culture. This should last approximately 6 months on a regular check-up and as needed basis.

Packaging of the initiative will take place throughout the duration and would be totally complete with graphics, physical packaging, case history and studies, special binders, etc. within two months after the measurement period.

## FEES SCHEDULE



Costing should be discussed to determine a time/results based sum to be paid out over the course of the initiative.

- A initial retainer of US\$30,000 should be paid upon acceptance of this agreement.
- Expenses for the initiative are to be born by the client.
- Cost of materials per person for regular workshops are to be born by client.
- Venues to be provided by client.

## CONTACT INFORMATION

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Directive Communication  
is Accredited by the  
American Institute of  
Business Psychology