

CAPABILITIES STATEMENT

Contact Information:
720.963.9212
Linda.Thaut@elg.net
www.elg.net

NAICS: 54-1611 (Primary),
54-1330, 54-1612, 54-1618,
54-1990, 61-1430, 61-1710
CAGE Code: 31LL7

Security Clearances
DUNS: 014738806
Contract Vehicle: GSA No. GS-10F-0395R
Multiple Award Schedule (MAS) Professional Services
Regions Served: USA and International



Over 35 years supporting busy senior leaders with the development and effectiveness of their teams.

Core Competencies (and Goodness of Fit)

ELG's credo, *giving wings to great visions*, is sincere. For those clients looking for actual results, ELG consultants work as colleagues, providing expert, temporary surge support to busy leadership teams. ELG applies its deep understanding of human behavior in organizations to:

Plan & Execute Strategy | ELG helps leaders develop strategic plans and then execute them. Especially recommended for new, incoming leaders.

ELG's Advantage: Outcome-focused, encourages stakeholder support, emphasizes positive accountability, and accelerates execution, allowing for appropriate adaptability during execution.

Clarify Purpose | ELG helps leaders distill and clarify the ultimate purpose of an organization, a team, an initiative, and so on, ensuring that every participant – not just the leader – understands that ultimate “why.” With this clarity, every decision at every level will be better.

ELG's Advantage: ELG has both the seniority and experience to help leaders with this simple-sounding but demanding task. (Clarifying purpose is intrinsic to ELG's strategic planning process, but it can also stand alone.)

Drive Effective Change | Orchestrating successful organizational change is a leader's balancing act between “concrete” change (“When will everyone have a working workstation in the new facility?”) and “human” change (“How do we get them to want these improvements?”). ELG helps leaders do that.

ELG's Advantage: On the “concrete” side, ELG's bona fides in project management are deep; ELG has taught, performed, and consulted on it for years. On the “human” side, ELG identifies and helps align systemic performance drivers, such as what should (and shouldn't) be measured, rewards (formal and otherwise), training and education, leadership behavior, and six other performance-affecting factors.

Assess & Improve Culture | Patterns of belief and behavior – cultural issues – affect organizational success. They can range from collaboration and innovation to cyber security, safety, sexual assault, and much more. “More training” and “better communication” rarely suffice. ELG assesses an organization's systemic performance drivers and recommends actionable steps that will move the culture in a better direction and keep it on that vector.

ELG's Advantage: All ELG's work is about the human behavior side of organizational performance. It is the thread that runs through all ELG's work.

Guide Strategic Communication |

Communication is “strategic” if it is synchronized across communicators and if it is purpose-based, answering the question “What are we hoping to achieve?” rather than just “What are we hoping to say?” ELG helps leaders design and execute such strategic communication plans.

ELG's Advantage: Employing its expertise in organizational performance, ELG identifies the right audiences & stakeholders, behavioral objectives, engagement vehicles, messages, timelines, and so on – and then helps coordinate and iterate the plan to success. ELG can also produce effective communication artifacts – from a journal article to a graphically powerful one-page overview.

Develop Leaders | Much leadership training leaves participants with enriched thinking, but not enriched abilities: their new thinking does not show up on the job. ELG's seminars – on strategic planning, innovation, collaboration and so on – are different: they are designed to equip leaders with skilled knowledge to perform more strongly in their leadership positions. What is taught is scientifically sound, as are the teaching methods.

ELG's Advantage: Apart from many years teaching at prestigious institutions, ELG has a long history of practicing what it teaches. One experience informs the other. Often, ELG's consulting projects are also teaching projects. One SVP of a Fortune 500 company said that ELG's courses had been among his top career building experiences. But a submarine commander said the same – of his experience building a strategic plan with ELG. After ELG had helped a Pentagon think tank establish a successful innovation process, the organization's leader said, “I would say that my staff now thinks up one or two levels, strategically.”

Differentiators – ELG is unusual in that . . .

- From start to finish, ELG's approach is outcome-based. Regardless of the consulting or education service offered, an engagement with ELG produces tangible results that align exactly to the client leaders' intent.
- ELG's consultants are experts in their respective areas; because of ELG's tailored staffing model, ELG is never under pressure to ensure that someone “on the bench” is billable, irrespective of their qualifications. See <https://www.elg.net/about-us/our-people/>
- Senior leaders like ELG's respectful candor, which is coupled with commercial best practices, degreed expertise, decades of experience, and an appreciation of seniors' perspective. For example, in the last 15 years, ELG's principals have worked with ten US military service chiefs or vice-service chiefs and many private sector CXOs.
- ELG's work is rooted in science – behavioral science – combined with many years of successful application. While always interested in organizational fads, ELG is not a purveyor of any.
- Senior leaders in the private sector and across every US military service, US Coast Guard, NSA, and recently FEMA, have demonstrated their continued confidence in ELG to help leaders at all levels effectively assess organizational performance, articulate their strategic goals, align their teams, and successfully implement their plans.

Past Performance



Past Performance Summaries

ELG has a long list of consulting and advisory engagements aimed at assessing and improving organizational performance. Following are a few examples:

STRATEGIC PLANNING AND EXECUTION

US Fleet Forces Command/TENTH FLEET: ELG worked closely with then-VADM Tighe and her senior team to assess the information warfare domain from an organizational perspective, and then develop a strategic plan to guide the way forward and clarify the role for the newly established FCC/C10F organization. This work included developing measurable strategic goals (using ELG's Whole Goal® approach) and a supporting, detailed execution plan; establishing a progress tracking process to sustain focus and alignment; guiding and advising on transformational change; and helping to align diverse groups and interdependent organizations. This work also included developing and launching a strategic communications plan to support all strategic goals and ensure appropriate tailoring for key stakeholders.

CULTURE CHANGE

As he entered his job, General David Goldfein, Service Chief of the Air Force, declared "Squadron Revitalization," a major cultural change, his top priority. Accordingly, he stood up a core team of experienced Airman led by a respected general. Their mission: assess Air Force's culture and come back with diagnoses and prescriptions for how to revitalize Air Force's squadrons.

ELG provided the primary senior advisory services to that team, including training them on the approach and skills required for a comprehensive cultural assessment. ELG traveled with the core team to help gather critical inputs as part of the effort. ELG's work included designing and conducting large (100-person) collaborative working sessions to ensure comprehensive and diverse inputs, plus Air Force-wide support for change.

After that assessment phase, ELG played the lead role in developing the strategic solution framework delivered to General Goldfein. Solutions are now being implemented by Air Force leadership.

For a very readable summary of that work, see "A Model of Air Force Squadron Vitality," lead article in *Air & Space Power Journal*, Winter 2018.

https://www.airuniversity.af.edu/Portals/10/ASPJ/journals/Volume-32_Issue-4/SLP-Davis_Casey.pdf

STRATEGIC COMMUNICATIONS

Under the direction of US Naval Information Forces' Commander and Deputy Commander, ELG developed an Information Warfare Enterprise (IWE) Strategic Direction Framework to guide the development of strategic communications planning.

The benefits of this framework include clarifying IWE purpose and the distinct role of each IWE entity; aligning IWE leadership to IWE purpose; and insight into enablers and barriers to IWE success.

The Stakeholder Engagement and Communication Planning phase delivered a detailed communications and high-touch engagement plan. It is anchored in clear and objective outcomes tailored for each stakeholder group.

LEADERSHIP DEVELOPMENT

ELG instructors have designed and delivered over 500 seminars, including one on how to design and deliver seminars. ELG instructors have performed in a variety of academic settings. For example, for over 10 years, both ELG principals served as curriculum advisors to the Center for Executive Education at the Naval Postgraduate School in Monterey, California, where they also taught senior executive classes on strategic planning and execution, and related leadership topics.

An ELG instructor co-designed and was lead faculty member for the award-winning University of Denver/US West masters-level certificate program in project management.

ELG instructors taught for the Haas School of Business (University of California, Berkeley), the Daniels School of Business and University College (University of Denver), Marylhurst College (Oregon), Joint Special Operations University, and others.

ORGANIZATIONAL PERFORMANCE IMPROVEMENT

A leading technology innovator, a Fortune 500 company, was attempting a joint project with two other companies. The project would produce an important advance in product design and performance. The project could boost all three companies' revenues, but only if the project could hit critical market windows. This would require efficient processes, effective collaboration, and strong ethical behavior in order to ensure each organization's intellectual property was preserved. Unfortunately, foot dragging and stove piping by middle managers in all three companies threatened to undermine the entire effort.

The Vice President of Engineering asked ELG to assess the situation and recommend improvements. Through interviews and observation, ELG examined organizational issues and process design, and then designed steps to remedy the situation.

The companies executed ELG's recommendations and later reported a consequent cut in projected product development cycle time by 51%, which netted increased revenues of over \$100MM. This multi-company project succeeded, and ELG's recommendations were carried forward on other projects, as well.

ORGANIZATIONAL ASSESSMENTS

US Air Force-wide Airmen who were manning ICBM silos had been caught cheating on their monthly exams; a fifth of that workforce was suspended during the resulting investigation. Global Strike Command leadership asked ELG to help assess the cause. ELG designed and led the project's kick-off, which included training Air Force's own assessment team.

In addition, ELG conducted a cultural assessment that informed survey questions and produced preliminary findings and recommendations as input to solution development. The Air Force's final findings and recommendations, published March 27, 2014, are consistent with ELG's input. The cheating stopped. *(This work stemmed from ELG's success in helping Commander, US Submarine Forces, reduce the number of untoward "incidents" that submarines were having at the time.)*

TARGETED STRATEGIC SOLUTION

The US Coast Guard (USCG) had a problem: a major class of ships – 378 cutters – had long served the Coast Guard well but was due for replacement. However, procurement of the 378s' replacement had been delayed, and repairs to the aging vessels were becoming increasingly difficult, costly, and often impossible — seriously threatening mission capability.

Commander, Coast Guard, Pacific Area was charged with ensuring that USCG could meet its mission commitments while awaiting the replacements ships. Under his direction, ELG helped develop and implement a strategy and execution discipline for aligning financial and manpower resources to match capabilities to missions. The resulting cascade of precise accountabilities bought the time required for acquisition of the new cutter class. No missions were sacrificed while awaiting the new class of ships.



Giving Wings to Great Visions

**OVER 35 YEARS SUPPORTING
BUSY SENIOR LEADERS WITH THE
DEVELOPMENT AND EFFECTIVENESS
OF THEIR TEAMS.**

“You really forced us to think. I would say that my staff now thinks up one or two levels, strategically.”

– Director, Washington-based think tank

“You give us usable product. You don’t just hand us a bunch of sticky notes and flip charts and wish us luck.”

– Vice president, Fortune 500 insurance company

“You guys are not only professional and smart... you’re nice.”

– CEO, wireless company

“That was the best planning session I can recall. My team is finally pointed in the same direction.”

– Vice Admiral, US Navy

“I expected this leadership seminar to be the usual blah-blah-blah. But you’ve taught strategic thinking better than anyone I’ve seen.”

– Brigadier General, US Army

“ELG’s strategy alignment process has helped my team create a level of clarity and focus on business results that has repaid our ELG investment in time and money many times over.”

– Vice president, Design Engineering, disk drive manufacturer



**EXECUTIVE
LEADERSHIP
GROUP, INC.**

Giving Wings to Great Visions

Savvy leaders recognize ELG as the preferred choice in senior-level surge support to address strategic organizational challenges. For more than 35 years, ELG has been a leader in implementing empirically-based solutions, built on proven methods from behavioral psychology and organizational theory. ELG has partnered with every US military service, FEMA, NSA, and numerous Fortune 500 companies to deliver client-centered, systematic results.

*ELG is a leader in brining **CLARITY AND PURPOSE** to strategic planning, implementation, and cultural improvement.*

Contact Information:

720.963.9212

Linda.Thaut@elg.net

www.elg.net

NAICS: 54-1611 (Primary)

54-1330, 54-1612,
54-1618, 54-1990,
61-1430, 61-1710

CAGE Code: 31LL7

Security Clearances

DUNS: 014738806

Contract Vehicle: GSA No. GS-10F-0395R
GSA Multiple Award Schedule (MAS)
Professional Services

Regions Served:

USA and International

