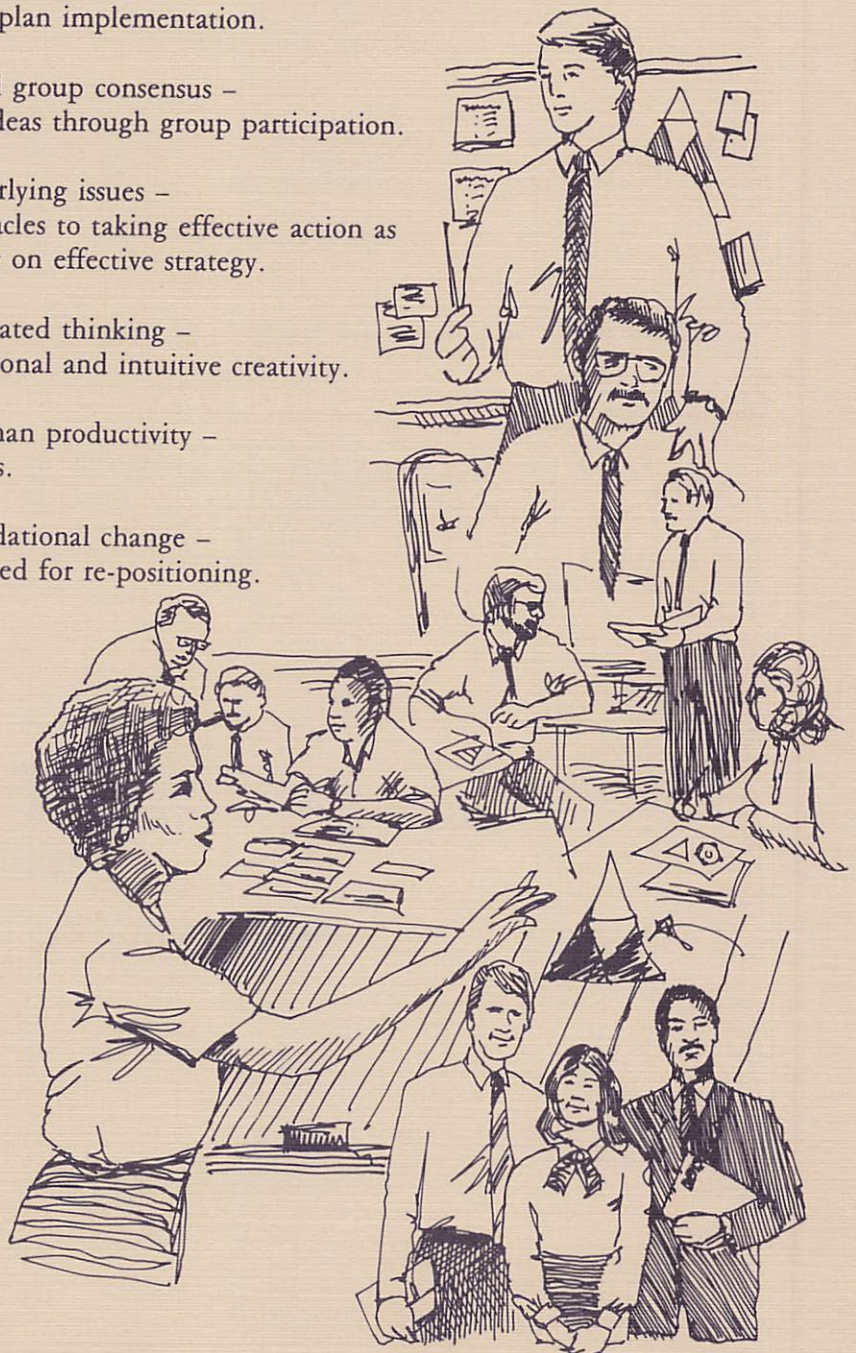


LENS International, Inc.

LEADERSHIP EFFECTIVENESS & NEW STRATEGIES

What are the benefits of the **LENS** Approach?

- ☐ **LENS** creates innovative action –
Emphasizes strategic plan implementation.
- ☐ **LENS** builds practical group consensus –
Integrates different ideas through group participation.
- ☐ **LENS** addresses underlying issues –
Identifies major obstacles to taking effective action as
the basis for deciding on effective strategy.
- ☐ **LENS** catalyzes integrated thinking –
Incorporates both rational and intuitive creativity.
- ☐ **LENS** maximizes human productivity –
Projects 90 day results.
- ☐ **LENS** facilitates foundational change –
Discerns action required for re-positioning.



The LENS Approach

Why was the *LENS Approach* created?

These are times of transition management. **LENS** evolved out of 30 years of practical application in serving corporations and organizations faced with the challenge of operating in a dramatically changing environment.

What is the intent?

The *LENS Approach* focuses on creating **PRACTICAL STRATEGY**, empowering **CORPORATE CULTURE** and developing **MANAGEMENT FACILITATION** that revitalizes and re-positions an organization.

What are the assumptions?

The *LENS Approach* assumes that expertise, experience and motivation are largely to be found within the organization itself.

How do you get started?

The *LENS Approach* pivots around **PRACTICAL STRATEGY**. It begins with a client consultation and can be complimented by **CORPORATE CULTURE** and **MANAGEMENT FACILITATION** components.

- ☐ **PRACTICAL STRATEGY**
- ☐ **CORPORATE CULTURE**
- ☐ **MANAGEMENT FACILITATION**

What people say about LENS...



"We spent less than a month creating plans which took several months with previous methods."

Dr. William T. Sackett, Vice-President,
Corporate Technology Center, Honeywell, Minneapolis, Minnesota

"The level of excitement and motivation created by the implementation of the LENS process has more than exceeded our expectations – it has almost caused a new way of life for the entire Nuvatec family."

Eric S. Peterson, Executive Vice-President,
Nuvatec Inc., Lombard, Illinois

"Through the LENS, we released a great deal of creativity and new energy which has propelled us forward during a time of rapid change."

Richard Lyders, Executive Director,
Texas Medical Center Library, Houston, Texas

"Our employees not only made contributions, they provided countless suggestions, tactics and proposals to improve our operations both short-term and long-term."

Robert C. McCrystal, President/CEO,
American Cablevision, Kansas City, Missouri

"At the end of the sessions, we had assigned task forces to implement the proposed plan and have been highly impressed with the degree of successful implementation."

LeRoy D. Fahle, Senior Vice President, Operations
Mt. Carmel Mercy Hospital, Detroit, Michigan

"The sixty participants, representing federal, state, regional and local agencies as well as the private sectors, certainly departed the workshop with a spirit of cooperative effort to enhance the economic development viability of the State."

Richard D. Cole, Commissioner,
Governor's Office, Department of Local Government, Frankfort, Kentucky

"I have been to other similar exercises in the past, but never to one that had the buoyancy and enthusiasm that you seemed to instill into the Mercy family."

Robert L. Schmitz, M.D., Chairman,
Department of Surgery, Mercy Hospital and Medical Center, Chicago, Illinois

"The LENS process has given Red Lobster field marketing staff a valuable method for strategic action planning on the trading area level. Because the *LENS approach* also involves local restaurant management in the planning and implementation, it assures realistic, relevant actionable results."

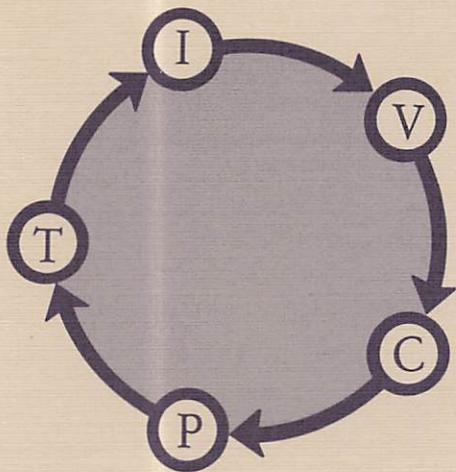
Marilyn Crocker, Vice-President & Director,
Marketing Services, Red Lobster Restaurants, Orlando, Florida

"A widely diffused sense of responsibility developed due to the fact that the group's vision was developed together and was consensed upon in open meetings."

J. R. Whanger, Vice-President,
Metallurgical Products Division, Hughes Tool Company, Houston, Texas

PRACTICAL

LENS produces immediate momentum and a sense of ownership by everyone who does the planning. It is a participative process for those who make the decisions at any level. LENS may be a full three day conference at an off-site center or a shorter in-house consultation.



The LENS process includes the following components:

Practical Vision – the practical picture of the desired future.

Underlying Contradictions – the underlying obstacles or issues preventing realization of the vision.

Strategic Proposals – the new directions dealing with the contradictions.

Tactical System – the substantial actions required to carry out the proposals.

Implementation Calendar – the 90 day schedule of assignments and activities.

LENS International facilitates these sessions using

- ☐ guided discussions
- ☐ contextual presentations
- ☐ team workshops
- ☐ consensus plenaries



STRATEGY

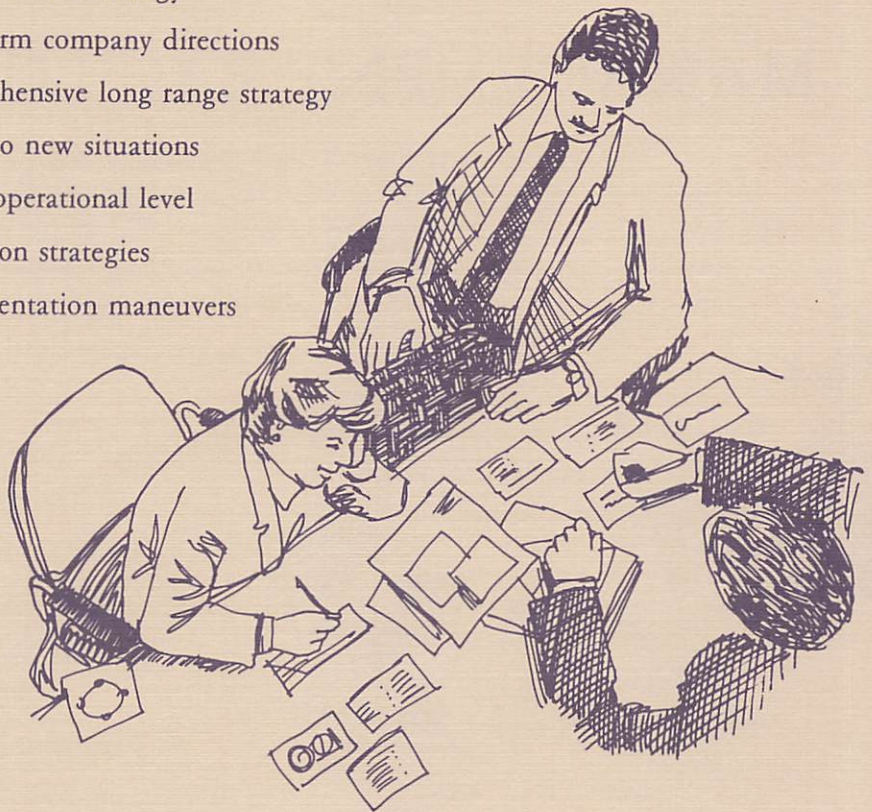


LENS International does not tell people how to solve their problems, but provides an experienced team who facilitate the process that allows a company or organization to become its own consultant.

LENS International begins working with an organization by conducting a Design Conference. This conference produces a **corporate survey** of key issues facing the company and the inter-relationships of these issues. It focuses the principle question needing to be addressed. This workshop provides the framework for designing a program that is tailored to the specific needs of an individual department, organization or corporation. The Design Conference is a three hour session held with people who will make the decision about using the services of *LENS International*.

PRACTICAL STRATEGY planning meets your needs through –

- ☐ Focusing single concern strategy
- ☐ Creating short term company directions
- ☐ Planning comprehensive long range strategy
- ☐ Adapting plans to new situations
- ☐ Planning at the operational level
- ☐ Integrating division strategies
- ☐ Creating implementation maneuvers



CORPORATE CULTURE

The CORPORATE CULTURE SERIES revitalizes an organization's self-understanding by enabling its members to corporately define their mission, values, objectives and style of operation. It affords a group the opportunity to dialogue with the state-of-the-art in management, with global trends, and with current issues for managers. *LENS International* designs workshops and seminars combining current books, articles, videos and tapes with the latest dialogue, study and learning methods.



The CORPORATE CULTURE SERIES meets your needs in –

- ☐ Stating Operational Corporate Philosophy
- ☐ Managing Change in Transition Times
- ☐ Objectifying Company Identity and Traditions
- ☐ Developing and Updating Mission Statement
- ☐ Delineating Ethical Issues and Economic Viability
- ☐ Managing Corporate Culture

MANAGEMENT FACILITATION

The MANAGEMENT FACILITATION PROGRAMS train managers or supervisors in the *LENS* process so they can work with their own departments. The series focuses on innovative skills in guiding group discussions, problem solving workshops, consensus building among teams, analyzing issues, leading seminars, preparing presentations, and leading effective meetings.



MANAGEMENT FACILITATION gives you methods for –

- ☐ Orchestrating Participatory Management
- ☐ Training in Team Building
- ☐ Employing Consensus Building Skills
- ☐ Providing Motivational Methods
- ☐ Coaching Employees for Improved Performance
- ☐ Expanding Marketing Creativity
- ☐ Introducing New Age Leadership Style

Some LENS Clients

A REPRESENTATIVE LIST

Administrative Staff College,
Henley on Thames, U.K.
American Cablevision, Kansas City, MO, USA
AMOCO, Egypt
Bata Ltd., India, Kenya, Zambia
Barclay's Bank, Ltd., Zambia
Bell Labs, Morristown, NJ, USA
CADRE Computer Consortium of Dupage and
Kane Counties, Glen Ellyn, IL, USA
Caterpillar (Mazembe), Zambia
Charity Hospital, New Orleans, LA, USA
Colgate Palmolive, Guatemala, Kenya,
Panama, Zambia
CONOCO, Egypt
Datapoint Corporation, San Antonio, TX, USA
Department of Economic Development,
Chicago, IL, USA
Dow Chemical, Philippines
Eaton's Department Store, Edmonton, Canada
ESSO, Kenya, Malaysia
Geneva State Bank, Geneva, NB, USA
Governor's Office, Asian-American Affairs,
Chicago, IL, USA
Governor's Office, Dept. of Local Government,
Commerce Cabinet, Frankfort, KY, USA
Hawkeye Bancorporation, Des Moines, IA, USA
Honeywell, Minneapolis, MN, USA
Hughes Tool, Houston, TX, USA
Human Development Commission,
Caro, MI, USA
IBM, Rochester, MN, USA
Illinois Department of Transportation,
Springfield, IL, USA
Illinois State Board of Education,
Chicago, Springfield, IL, USA
International Nickel Company,
Guatemala, Indonesia
JITA (Japan Industrial Technology Assoc.), Japan
Jasper Textiles, Lumberton, NC, USA
Kellogg's, Guatemala
Massey Ferguson, Canada, U.K., Racine, WI,
Atlanta, GA, Des Moines, IA, USA
Mayor's Office of Employment and Training,
Chicago, IL, USA
McDonald's Corporation, Australia, Chicago, IL,
Atlanta, GA, USA
Merck, Japan
Mercy Hospital and Medical Center,
Chicago, IL, USA
Mercy Hospital, Port Huron, MI, USA
Migrant and Rural Community Health
Association, Bangor, MI, USA
3M, Nigeria
Minnesota Department of Human Services,
St. Paul, MN, USA
Mobil Oil, Indonesia, Zambia, Denver, CO, USA
Mt. Carmel Mercy Hospital, Detroit, MI, USA
National Bank of Monticello, Monticello, IL, USA
National Plantations, Indonesia
National Small Industries Corporation, India
Nuvatec Inc., Lombard, IL, USA
Phillip Morris, Nigeria
Philips Lighting Industries, Australia
Quantas Airways, Australia
RCA (Philippine Global Communications),
Philippines
Rank Xerox, Nigeria
RAINIER Bancorporation, Seattle, WA, USA
Red Lobster Restaurants, Orlando, FL, USA
Rural Ventures (Control Data),
Minneapolis, MN, USA
Sears, Roebuck and Co., Chicago, IL, USA
Shell BP, Zambia
Singer Sewing Machine Company,
Hong Kong, R.O.C. (Taiwan)
Tata Iron and Steel Company, India
Time Life Books, Inc., Indonesia,
Hong Kong, Mexico
US League of Savings and Loan Association,
Chicago, IL, USA
Wheaton Franciscan Services, Inc.,
Wheaton, IL, USA

LENS International Corporate Offices:

CHICAGO:

4760 N. Sheridan Road
Chicago, Illinois 60640
USA
Tel: 312-769-6363

DETROIT:

1024 Parker
Detroit, Michigan 48214
USA
Tel: 313-824-2400

HOUSTON:

4101 San Jacinto, Suite 230
Houston, Texas 77004
USA
Tel: 713-523-6545

INTERNATIONAL AFFILIATE OFFICES are located in the following countries:

Canada
Belgium
Egypt
Kenya
Zambia
Ivory Coast
India
Japan
Republic of Korea
Australia
Republic of the Philippines
Hong Kong
Republic of China (Taiwan)
Mexico
Venezuela
Brazil
Peru
Jamaica

LENS International, Inc. is dedicated to leadership effectiveness in a world in transition. Its work is based on 30 years of experience in 40 nations. It operates with a network of affiliate consultants based around the world.
