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## Draft Strategic Program Plan

### COLLABORATIVE EXCELLENCE CONSULTANCY

#### IMPLEMENTING COLLABORATIVE CAPITALISM

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Business Confidential

By

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Note: This is a **STRATEGIC PROGRAM PLAN**, not a Business Plan. It lays out, in broad strokes, the strategy and program initiatives going forward. It is not a Work Plan, which will come later.

**Economic Challenge: Three Faces of Capitalism** lays out *strategic landscape* and the *compelling issues* that drive the impetus for the Alliance for Collaborative Economies and Collaborative Capitalism.

**The Strategy** of Collaborative Capitalism is only one-half of the effort. The other half is the *implementation* – for which we are proposing an initiative to produce results in companies – Collaborative Excellence Consulting.



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## Spinout of a Consulting Company

Longer range (three years or more) we expect the data, practices, and global interest in Collaborative Economies will have increased to the point that the spinout of a consulting arm will be necessary.

This will be established as a B-Corp (that provides some its profits to a socially beneficial cause, such as the Leadership Institute)

The Consulting Company’s purpose will be to aid in implementation of Collaborative Economies in the private, public, and non-profit sectors. (see Appendix A: Collaborative Eco-System for an idea of the type of customers for the Consulting Company and some of the services provided)

This draft is a generic outline of the Consulting Company’s business plan.

## Implementing Collaborative Capitalism Best Practices

### *Strategic Intent*

#### **Leveraging the Impact through Best Practices**

By creating a compendium of Best Practices, particularly those practices common to all Collaborative Economies, ACE can provide valuable guidance that will significantly reduce risks, increase rewards, and accelerate success rates.

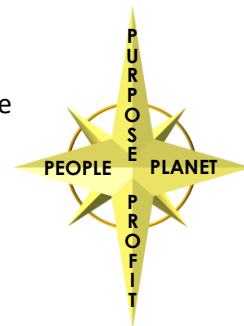
Members of our team have extensive experience with Best Practice formulation.

By establishing a common platform to share ideas, best practices, methodologies, refinements, key learnings, and metrics, we can give current practitioners, pioneers and early adopters of Collaborative Economies greater impact and greater chances of success.

Best Practice Formulation should:

- Determine what actions will produce excellence results.
- Spotlight innovations across the ACE Platform.
- Be used as the core of Conduct Training & Development Programs to build Capabilities
- Enable Performing Diagnostic Health Checks
- Provide a basis for future training and consulting
- Enable better decision-making for Impact Investing

Critical metrics imbedded in Best Practices should link closely with positive impacts on the world, particularly in the 4-fold benefit of *Purpose*, *People*, *Planet*, and *Profit*, which is a framework for constructing Meta-Value.





## Twelve Standards for Best Practice Collaboration Architecture

Best Practices should always be linked to strong “architectures” (frameworks), and be correlated closely to preconditions for success, key performance indicators, metrics, leadership and culture. During our assessment of Best Processes and Best Practices, we will apply stringent standards to ensure the quality of the outcome:

- |  |   |
|--|---|
| 1) <b>Applicable:</b> <i>Is there a clear “flow” of practices in an orderly or rational sequence? Does the principle or practice have applicability to nearly all situations, regardless of industry or culture?</i> | 7) <b>Diagnosable:</b> <i>Is it clear what “not to do?” When there is a problem, can we see the problem clearly, do we have a way to recognize the misapplication of the principle/process?</i> |
| 2) <b>Actionable:</b> <i>Will the principle truly work in practice, or is it just nice theory? Are the Actions clear, concise, and linked to the practice, principle, or process?</i>                                | 8) <b>Prescribable:</b> <i>If an element is missing, can the principle/process be injected into the system to cause a cure?</i>   |
| 3) <b>Understandable:</b> <i>Can this principle or process be simply communicated to those involved?</i>   | 9) <b>Replicable:</b> <i>Can we recreate a positive result, time and again?</i>   |
| 4) <b>Verifiable:</b> <i>Can we clearly observe the changes when the principle or practice is put into place?</i>  | 10) <b>Trainable:</b> <i>Can operational managers successfully acquire the skills and knowledge required for implementation?</i>  |
| 5) <b>Measurable:</b> <i>Is there a method of measuring this principle's/process' effectiveness in action?</i>   | 11) <b>Valuable:</b> <i>Is the principle/process really essential, or merely a superfluous nicety?</i>  |
| 6) <b>Controllable:</b> <i>Will the principle enable effective control of direction, intensity, speed, etc?</i>  | 12) <b>Predictable:</b> <i>Can positive or negative results be foreseen? What ‘preconditions’ for success are needed?</i>   |

## Framework for Collaborative Excellence Consultancy

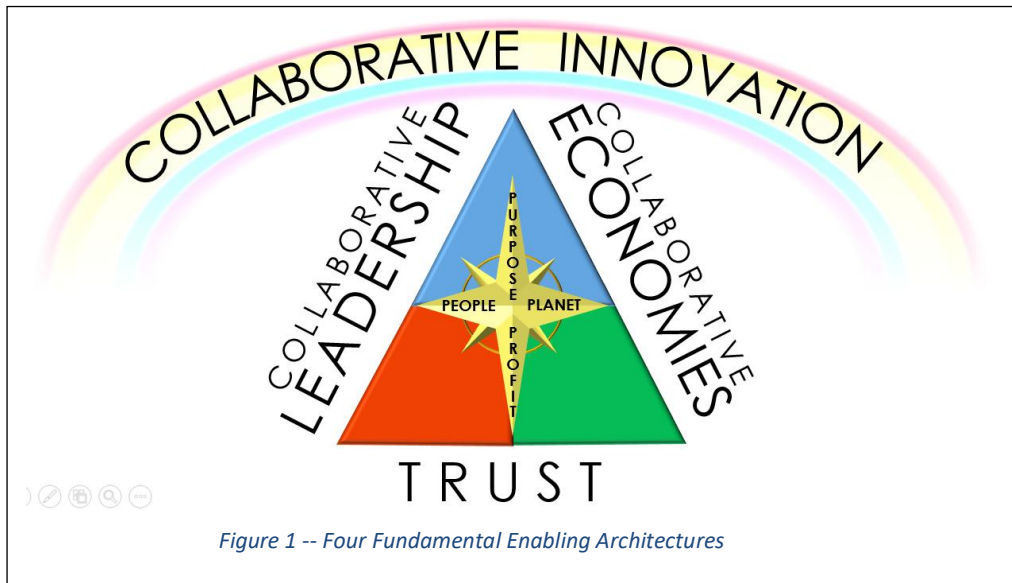
### Background

The Leadership Institute (ICLI), as it evolves major breakthroughs in a growing body of Collaborative Economic Statistics, Diagnostics, and Best Practices (COLLABSTAT), expects a large number of demands for consultants mentored by ICLI to assist in Diagnostics & Best Practice Implementation.

These consultants will define, compile, and use indicators of measureable ways to build upon the Four Enabling Architectures (Fig 8) to benefit and improve their own companies or organizations.

Results at Company level are benefits for all stakeholders in the Company’s success (measured comprehensively).

Propagation of the Program uses ACE to educate company leaders, who can then join the growing network of ACE and contribute to dissemination of the Concept and development of the COLLABSTAT Methodologies.



Using ACE and the Four Fundamental Enabling Architecture (Fig 8) that they build in their separate companies, the company leaders transform their mutual relationships from an arms-length vendor approach to a partnership approach.

The growth of ACE is accelerated by the B-Corp Consulting Company will be co-managed by ICLI with invited shareholding partners. The B-Corp provides centrally directed strategic and operational direction to the for-profit partner of ICLI.

Tools of the B-Corp are varied media using COLLABSTAT Methodologies, demonstrating results at Company level, thus constantly growing Proof of Concept, which in turn produces growing interest in using COLLABSTAT Methodology to produce ACE Indicators at various levels of aggregation.

## Outcomes

The general use of this Proof of Concept in all production creates the Global Collaborative Economy, whose basis of measurement is COLLABSTAT Methodologies and derived statistical indicators used by ACE.

Eventually The Four Enabling Architectures (Fig 8) become an integrated global social asset, part of corporate wealth at all levels or organization everywhere.

## Getting Started

To initiate the Consulting Company Program, ICLI will invite a small group of trusted company leaders to define and use indicators of measureable ways to build an Architectures of Trust, Leadership, Economics, and Innovation (Fig 8) benefiting their own companies.

Treating these leaders as its clients, ICLI will seek to advise this process to optimize results for each company. ICLI will seek to cover its full costs of this service by a retainer for a specified period, renewable by agreement of both parties.



Thus ICLI will seed the process of growing ACE, COLLABSTAT Methodologies, and a subsidiary consulting company that may be called ICLI Collaborative Consultancy LLC.

To facilitate this start-up, ICLI will approach company leaders such as Muhammad Yunus whose views on the role of trust in the success of their companies are compatible with ICLI's strategy for building Collaborative Economy, and who therefore could be influential founders of ACE.

## ***Building Statistical Base for Collaborative Economy of the future***

Indicators of measurable ways to build and strength the Four Enabling Architectures (Fig 8) will conform to standards for statistics intended for use in cross-company and cross-time measurement, using objective data recorded by each corporate client on its responsibility under rules agreed with ICLI, its Consultancy LLC, and its client corporate leaders. The development of these indicators will be fundamental innovation requiring ingenuity—a challenge for imaginative research.

### **Principles for Action**

Principles for action may already be widely agreed, like this list from the multi-country Proctor and Gamble:

- Operate as One, plan jointly
- Serve P&G's global business units & corporate functions
- Provide visibility to make effective business decisions
- Deliver on our commitments
- Anticipate, confront, and resolve breakdowns quickly
- Default to innovation first, before trade-offs
- Make principle-based decisions
- Treat all employees as valued partners
- Communicate openly, often, and clearly
- Share accountability, risk, and reward

ICLI's Program requires conditioning such principles for action on **measurable ways to build the Architectures of Trust, Leadership, Economics, and Innovation.**

Specifying these ways will require research and creating thinking, so as to model trust as a function of **measurable behaviors of leaders.**

The starting point for this research is the scientific measure of trust itself, being the desired resultant of these behaviors.

### **Neuro-science of Trust**

Basic work on the neuroscience of trust has been done by Professor Paul Zak, described in the Harvard Business Review here:

- <https://hbr.org/2017/01/the-neuroscience-of-trust>

Moreover, Zak reports, "I identified eight management behaviors that foster trust. These behaviors are measurable and can be managed to improve performance." Here are his



“management behaviors”, which Company leaders can structure as trust programs having measurable action plans and budgets:

- Recognize excellence
- Induce “challenge stress”
- Give people discretion in how they do their work
- Enable job crafting
- Share information broadly
- Intentionally build relationships
- Facilitate whole-person growth
- Show vulnerability

Trust can thus be modeled as a function of measureable behaviors of leaders who are guided by agreed principles for action. The ICLI Program will research this causality by creating a system applicable to all private companies that connects management behaviors (such as Zak’s eight) to interest groups of individuals.

Additional discoveries on the neuro-science of trust was pioneered Robert Porter Lynch who coauthored an unpublished article with Zak ([Trusted to Innovate Breakthrough in Brain Science to Accelerate Collaborative Innovation](#) by Paul R. Lawrence, Robert Porter Lynch, & Paul Zak)

## Interest Groups

The interest groups can be comprehensively defined to include all whose trust is important to company performance. Here are nine groups in two parts:

- (a) employees of the company for
  - (1) production,
  - (2) professional cadres,
  - (3) finance,
  - (4) management/ HR,
  - (5) external relations/marketing; and
- (b) connections outside the company for
  - (6) supply chain,
  - (7) finance,
  - (8) partnerships/alliances,
  - (9) regulatory/policy environment.

Company-by-company analysis will link each of the eight management behaviors (instruments) with each of the nine interest groups (targets) by assigning to each cell in this matrix a rank order of importance to the company (say, from zero to 5). These integers, obtained by deep knowledge and good judgement, serve as fiscal multipliers of budgets of the eight trust programs.

The fiscal multipliers for any trust program may incorporate an analysis of both synergy with and duplication of other trust programs of the company. Thus all these programs should be managed with judgment using collaborative thinking.

For each of these trust programs, the product of its budget and each of the nine integers in this row of the matrix estimates the trust impact in dollars on the individuals in the nine interest groups. Summing across this row yields a company-





wide total trust impact in dollars for this trust program. Dividing this total by the respective program budget is a benefit/cost ratio for this program.

These stats can be calculated for each program and also for the total of all programs of this company. The effectiveness of these programs in building trust can then be compared and assessed by gathering neuroscience-based data on individuals in the target interest groups. Time series of these data will permit assessment of company progress toward its goals. COLLABSTAT will be a database that includes all such data for participants in ACE, for use by researchers interested in building the Architecture of Trust and other enabling architectures anywhere at any level of aggregation.

## ***Vision-Mission***

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Build a Consulting Company that:

1. **Makes a Profound Difference**  
in the beliefs, thinking, perceptions, and actions of leaders about the power of Collaboration – Trust/Culture, Economics, Leadership and Innovation.
2. **Demonstrates the Value of Collaborative Systems**  
on organizational performance, specifically:
  - COMPETITIVE ADVANTAGE
  - PRODUCTIVITY
  - BOTTOM LINE IMPACT

## ***Strategy***

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### **1) Target Fortune 1000 & Medium-Sized Corporate Senior Executives**

Aim at companies that are: either *Underperformers* (such as Dogs of the Dow”) or *Leading Edge Companies* with the objective of providing both:

- **Capability Building** (training) Workshops (through the Leadership Institute) and
- **Small & Large Scale Implementation** – diagnostics/coaching/consulting (through the Consulting Company).

### **2) Target Corporate Universities**

As “entry vehicle,” establish credibility, and determine core issues unique to that organization.

This creates the opportunity to move from “training” to “consulting”

### **3) Target Industry Associations**

To establish visibility among senior executives and deliver tailored messages to that industry segment



This creates possibility of both Capability Building (training) & Implementation

#### **4) Targets of Opportunity**

Non-Priority targets that could create the pathway to expansion, visibility, scalability, and positive cash-flow into other business segments, such as health care, non-profits, entrepreneurship, government, and youth leadership.

#### ***Value Proposition***

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- Increase Innovation 10-50% (through the collaborative innovation architecture)
- Increase Productivity (by trust-building, collaborative innovation, lean management)
- Reduce Turnover 10-80% (by trust-building and employee engagement)
- Increase Competitive Advantage 5-25% (see TIP: Trust's Impact on Profits)
- Increase Profits 5-50% (resulting from increases in competitive advantage)
- Provide a 10X (or more) Return On Investment on the Capability Building Investment



## ***Delivery System***

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**Phase One – Capability Building** (an upgraded concept better than “training”) delivered via Leadership Institute (we have a long track record using these vehicles)

Includes

- Diagnostics/Health Check
- Program Delivery – Via Workshops
- Follow-up Recommendations
- Next Steps  
([see Executive & Manager Programs](#) for more detail)

**Phase Two – Implementation** (consulting & coaching) delivered via Leadership Institute first, later via the Warren Company

Includes

- Team Projects
- Corporate Wide Collaborative Excellence Implementation (Organizational Transformation)
- Focused Outcomes
- “Resultant” Role including “player-coach” (with potential of Performance Incentives)
- Periodic Health Checks
- Implementation of [Collaborative Business Relationships](#) ( ISO 44001)

## ***Product/Service Mix***

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Products

- Books (physical & ebooks) (to be developed)
- Licensed Capability Building Programs
- Videos (to be developed)
- Best Practice Manuals (some already developed)

Services

- Capability Building (Training)
- Consulting & Implementation (see “Resultants” – below)
- Diagnostics & Health Checks
- Certification (ISO 44001)



## **Capability Building Programs**

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First Phase of Engagement: (See [Workshops](#) for more detail & marketing brochures)  
(Note: most of these programs have been either developed & tested, or can be developed on short notice)

- *Trusted to Lead*
- *Collaborative Innovation*
- *High Performance Teamwork*
- *Value Maximization Competitive Strategy*
- *Advanced Supply & Value Networks*
- *Collaborative Capitalism*
- *The Turnaround Strategy*
- *Maximizing Millennial Potential*
- *Mentoring as a Leadership Skill*
- *Collaborative Negotiations*
- *Collaborative Strategies*
- *Collaborative Entrepreneurship*
- *Collaborative Construction*
- *Complex Project Management*
- *Leading without Authority*
- *Character Building for Leadership*
- *Strategic Alliances & Value Networks*
- *Conflict Management*
- *Turning Diversity into Innovation*
- *Building Powerful Value Propositions*
- *Strategic Execution*
- *Collaborative Metrics & Health Diagnostics*
- *Train the Trainer*

## **Resultants -- Consulting & Coaching**

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Second Phase of Engagement: Implementation

Most consulting companies frustrate clients

- Too many junior people running around costing lots of money
- Not enough real operational “dirty finger-nails” experience
- Very Costly with Often-Questionable Value
- Little “skin in the game”
- Too often consultants tell the company what the staff already knows
- Not enough creativity

Our Resultant<sup>sm</sup> model is designed to reflect our collaborative architecture itself.

- All research, strategic design, business plan development, and implementation will be done in conjunction with and including the client’s leadership team.

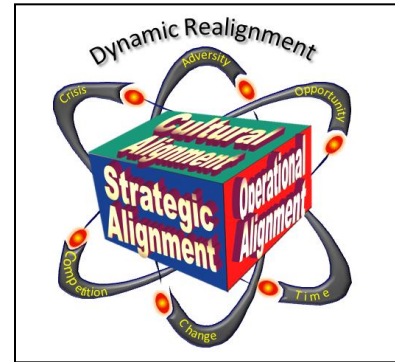


- Our team of outside experts works as a partner with the client’s internal teams, including them in any and all facets of the process as is mutually agreed upon.

The objective of the Resultant-based consulting model is to transfer learning to the internal core team to enable them to be capable of long-term success. We will not recommend a strategy that cannot be implemented.

We base our approach on a 4-Dimensional Collaborative Architecture that optimizes success.

At the outset we will work with the client’s senior team to set measurable performance objectives, then design a plan and program with the client to achieve the objectives.



Our implementation team can act either as consultants or resultants (“Player-Coaches” and Subject Matter Experts) to achieve success. We will can also negotiate “performance-based” arrangements that gives us an up-side based on results attained.

We typically focus first internally --building trust in leadership, high performance teamwork, removal of non-value added work, and collaborative innovation.

Often our work will extend externally into gaining innovation advantages with alliance-based relationships with customers and suppliers.

## ***Diagnostics & Metrics***

Much of our preliminary and follow-up work in organizations is based on good diagnostics and metrics of achievement.

We have an extensive library of hundreds of diagnostic questions, which center on two core architectures – trust and 4 dimensional leadership (see pic above)

Knowing where the pressure points and leverage points are in an organization is critical before designing any intervention.

Metrics of success are essential. We have created an elegant model called Strategic Return On Investment (STROI). It measures five critical factors to determine where to achieve the best results (this is how we gauge our 10X return to you, the client):

- |                             |                                 |
|-----------------------------|---------------------------------|
| 1. Market Impact (top line) | 4. Organizational Effectiveness |
| 2. Competitive Advantage    | 5. Financial Impact             |
| 3. Innovation Flow          |                                 |

These five factors are a holistic framework that measures both leading and lagging indicators of strategic value to the company.



## ***Marketing Strategy***

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The following key elements of the marketing initiative must be developed:  
(have dozens of ideas and details that need to be honed and refined)

### **1) Target Markets (TBD)**

- What are the distinct characteristics of our target customers/segments?

### **2) Differentiation (TBD)**

- What makes us unique, different & better?

### **3) Key Marketing Messages (TBD)**

- What should we be sending as succinct, memorable points that hit the underbelly of our target markets?

### **4) Wants & Needs (TBD)**

- What specifically are the generalized “Wants & Needs” that we should addressing in our target audience?

### **5) Objectives & Obstacles (TBD)**

- What can we expect to be the top 3 concerns, objections, or blockages to making a positive decision quickly.

### **6) Avenues to our Target Customers (TBD)**

- What are the Best Avenues to get to Senior Executives?

### **7) Results Driven Image (TBD)**

- How do we get the message across that we are “results-driven” not “academic” or “theory based”?

### **8) Branding (TBD)**

- Branding is an essential ingredient in creating a “trusted” product/service. What should we do to create a trusted brand?

### **9) Thought Leadership (TBD)**

- Thought Leadership is a critical component of standing head and shoulders above the rest. While we already have thought leadership, very few know it.

### **10) Visibility (TBD)**

- To gain traction, we must have high visibility amidst the data deluge and clutter of messaging in today’s market. That is the role of Promotion & Public Relations.



## **Promotion & Public Relations**

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Gaining visibility for the themes of “Building Trusted Leaders” (Leadership Institute) and “Collaborative Excellence” (Consulting Company) is an essential component of the Marketing Strategy. Key issues to be addressed:

### **1) Book Publication**

To build *Collaborative Excellence*, there are four books that are destined for publication over the next four years:

- a) *Rushmore Strategy: Rebuilding Trust in America*
- b) *Collaborative Excellence for Leaders*
- c) *Collaborative Capitalism – Future Face of Business*
- d) *Collaborative Innovation – turning your organization into an innovation engine*

These books targeted at the Collaborative Eco-System (Appendix A) and are designed to enable multi-dimensional application and implementation

### **2) Thought Leadership**

ACE and the Leadership Institute need to gather a corral of thoroughbred thought leaders who can articulate the message and publish articles about Collaborative Economies. They should carry the ACE or ICLI brand (or be co-branded). Preferably Thought Leaders will collaborate to deliver our messages, which need to be aimed primarily at:

#### **Publications in key magazines**

Key magazines are those that are read by our target audience or primary influencers, such as business, financial investment, and other thought leaders. Academic audiences are a secondary target.

#### **Conferences**

Our thought leaders need to be booked as Key Note Speaker at Conferences.

#### **Video**

We need to develop You-Tube and TED talks using our thought leader team.

#### **Editorials**

Our Thought Leaders need to write or co-write editorials for newspapers and magazines.

#### **Digital & Social Media**

ACE/Institute needs to establish a strong Digital & Social Media Presence



## ***Distribution & Sales Channels***

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### **1) Direct**

We need a very good answer to the question:  
“How do we get messages directly to CEOs?”

### **2) Indirect**

There are several ways to get into the Fortune 1000 and medium-sized corporations, such as:

- Corporate Universities
- Industry Associations
- University Executive Education Programs
- Large Training Companies
- Large Consulting Companies
- Productivity Companies
- Board of Directors Relationships

### **3) Strategic Selling**

While the first few corporate clients may come through word of mouth or by responding to one of our articles, eventually we will need a high level consultative sales force that is successful at selling to CEO's and CLO's. (Similar to the Forum Corporation -- now held by Providence Equity Partners)

Selling Strategically is an art we must master to be successful. Three sources can guide us:

- *Strategic Selling* (Miller & Heiman)
- *Conceptual Selling* (Miller & Heiman)
- *Accenture's Guide to Selling Large Scale Implementation* (Private)

## ***Management & Staffing***

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We will need a first class Management Team at the outset. As a minimum, we need three full-time people during the start-up phase.

### **1) Chairman/Thought Leadership**

- Robert Porter Lynch ([see short bio](#)) (see [publications](#))

### **2) Chief Executive Officer**

- TBD

### **3) Marketing, Sales & Promotion Officer**

- TBD

### **4) Chief Education Officer**





- Lisa LeFevre  
(Strong background in running & delivery high level Executive Education)

## 5) Senior Consultants & Workshop program officers

- Tom Jackson -- Teamwork
- Bob Stenzel – Innovation
- Others to be determined (former [Strategic Alliance Professionals](#))

## 6) Executive/Administrative/Research Assistant

- To Be Determined

## 7) Part Time Staff

There are several functions that can be outsourced to specialists:

### Development of eBooks & eWorkshops

- Workshop Standardization: That means that we need to put a lot of effort and energy into standardizing the leaders guide and participant materials. That will allow use a sales force, rather than a consulting organization like McKinsey and BCG.

### Promotion & Public Relations/Media Development

### Book Copy Editing

### HR Recruiting

### Recruiting & Training Trainers for Master Class Delivery

### Recruiting & Training Consultants for Global Coaching/Resultants

### Event Planning

### Events

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We need to have a key events to hallmark our programs

- Global Thought Leaders Summit Event in Naples in February
- Delivery of Three Executive Programs in Naples in February and March

### Structure

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The [Leadership Institute](#) is a not-for-profit corporation, with IRS 503c3 status. It is capable of accepting tax-deductable donations. It will be cash-flow positive, while functioning as the *marketing, business development, promotion, and educational* element of the field of Collaborative Excellence.



In other words, start-up expenses will be covered by tax-deductible donations.

The [Warren Company](#), LLC, which has been in existence for over 30 years and has served a multitude of Fortune 500 and government clients, will focus on *consulting to implement* Collaborative Excellence. We expect, in the long-run, the consulting arm will grow and be quite profitable.

The Leadership Institute will own a minority portion of the equity in the Warren Company, while investors and key employees will own the other portions.

During the first couple of years, The Warren Company will “park” its equity (mainly brand and good will) inside the Institute.

When the consulting arm of the Leadership Institute reaches break-even or 20-25% of the Institute’s sales, it will be spun off as a partially owned subsidiary. This makes any investment in the consulting company instantly profitable for outside investors.



## Governance

### 1) Board of Directors

The Institute will be governed by a Board of Directors under the guidelines of IRS provisions.

The Warren Company will be governed by a Board of Directors which will be partially interlocked with the Institute.

The Boards can overlap, but by law cannot be identical. The majority of the Boards may not be employees. There must be no implication of “self inurement.”

### 2) Advisory Council

We will establish an [Advisory Council](#) composed of:

- **Associates:** Thought Leaders, Champions & Subject Matter Experts
- **Advisors:** Influential Senior Executives
- **Partners:** Alliances with organizations engaged in delivery of services

The Advisory Council is designed to bring fresh ideas, experience, insight, integration, and passion for Collaborative Excellence.

Advisory members are typically one-on-one relationships with members of the Board or Staff.

### 3) Founders

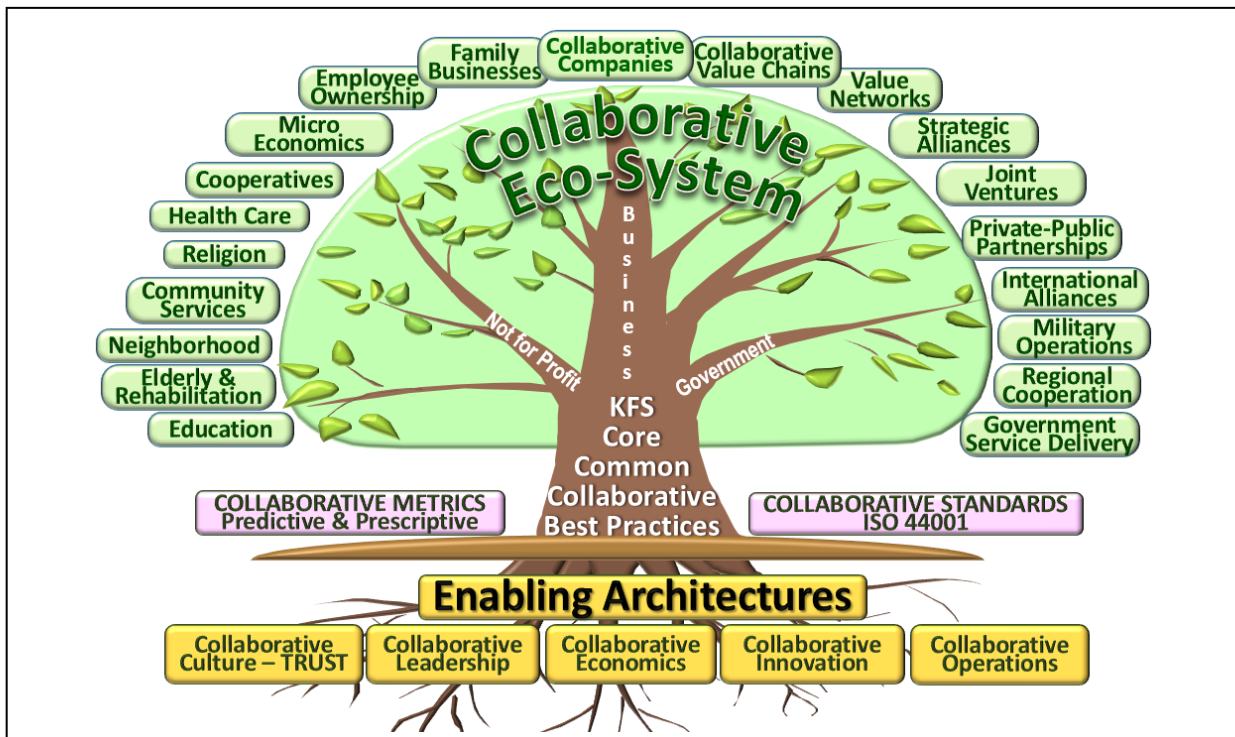


Individuals and Corporations who make a substantial tax-deductable donation to the Leadership Institute.

#### **4) Corporate Sponsors**

Corporations who contribute to the Institute and receive a benefit in return, such as services, advice, or media exposure.

## Appendix A: Collaborative Eco-System



The Collaborative Eco-System is based on connecting the “Fruit” with the “Root” – the Applications with the Enabling Architectures, which were derived from Strategic Alliance Systems Design: holistic, highly integrated, and based on a strong underpinning: the “roots”

Roots of the Eco-System “Enabling Architectures” come from multiple sources, carefully integrated through years of study, analysis, and shared best practices across multiple industries. These Architectures, together, sustain the system. All too often managers who have graduated into leadership roles leave out these architectures. Then they take a “nuts & bolts” approach to running their organizations, never having learned the critical architectures in business school or training programs. Thus, they are wrapped up in the mechanics of operations, and then fallaciously attempt to lead from a narrow, managerially myopic pinhole, never viewing their world in the light of strategic systems architectures.

The ‘trunk’ of the tree embraces the Best Practices and Key Factors for Success that are common to all collaborative organizations. The trunk is composed of a highly successful set of Best Principles and Best Processes, which then enable the Common Collaborative Best Practices to support a very wide variety of Collaborative Methods and Tools, used interactively to produce powerful results at the level of applications (the “fruit.”)

The Metrics and Standards are essential to provide standards of excellence and measures of effectiveness: the fertile ground that helps the system keep its equilibrium, balance, harmony, and alignment. The metrics & standards must be aligned with the Enabling Architectures & Best Practices to have a synergistic impact. Misalignments will be self-defeating

Conclusion: the Collaborative Eco-System has high success rates because it is a “systems” model with holistic integration of critical architectures. The model will continuously evolve over the long term as new methods and best practices are added.