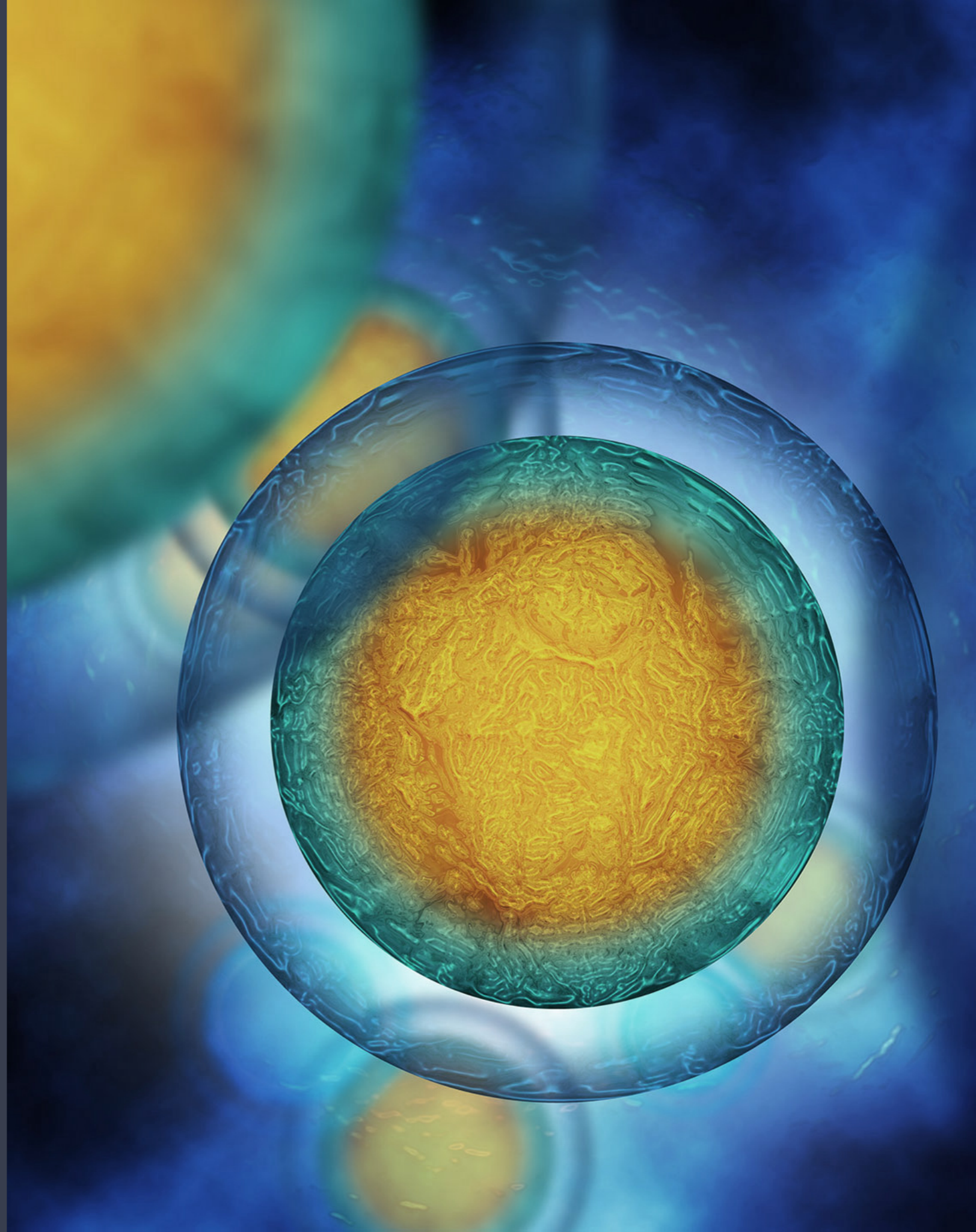


Elion Inc.

TRUE AND TESTED WISDOM

How to capitalize on the collective wisdom of your organization to sustainably improve people effectiveness and performance.



Preserving Corporate Wisdom

*“Wisdom is the daughter
of experience.”*

Leonardo Da Vinci

Experience shows the practical wisdom of senior leaders -those behaviors that made them distinctively effective in certain leadership and management tasks- is transmitted explicitly and methodically, at most, to a narrow set of direct and second line reports. Investments in executive development, heavily geared towards the company’s senior leadership and high potentials, often fail to deliver on the ROI promise, as top leaders retire or exit the company in search for larger roles. The departure of these leaders deals organizations a double blow. Not only does the accumulated experiential wisdom of the departing executive no longer serve the organization, but also the potential for diffusion of the executive’s practical wisdom throughout the company is lost or, in the best of cases, severely diminished.



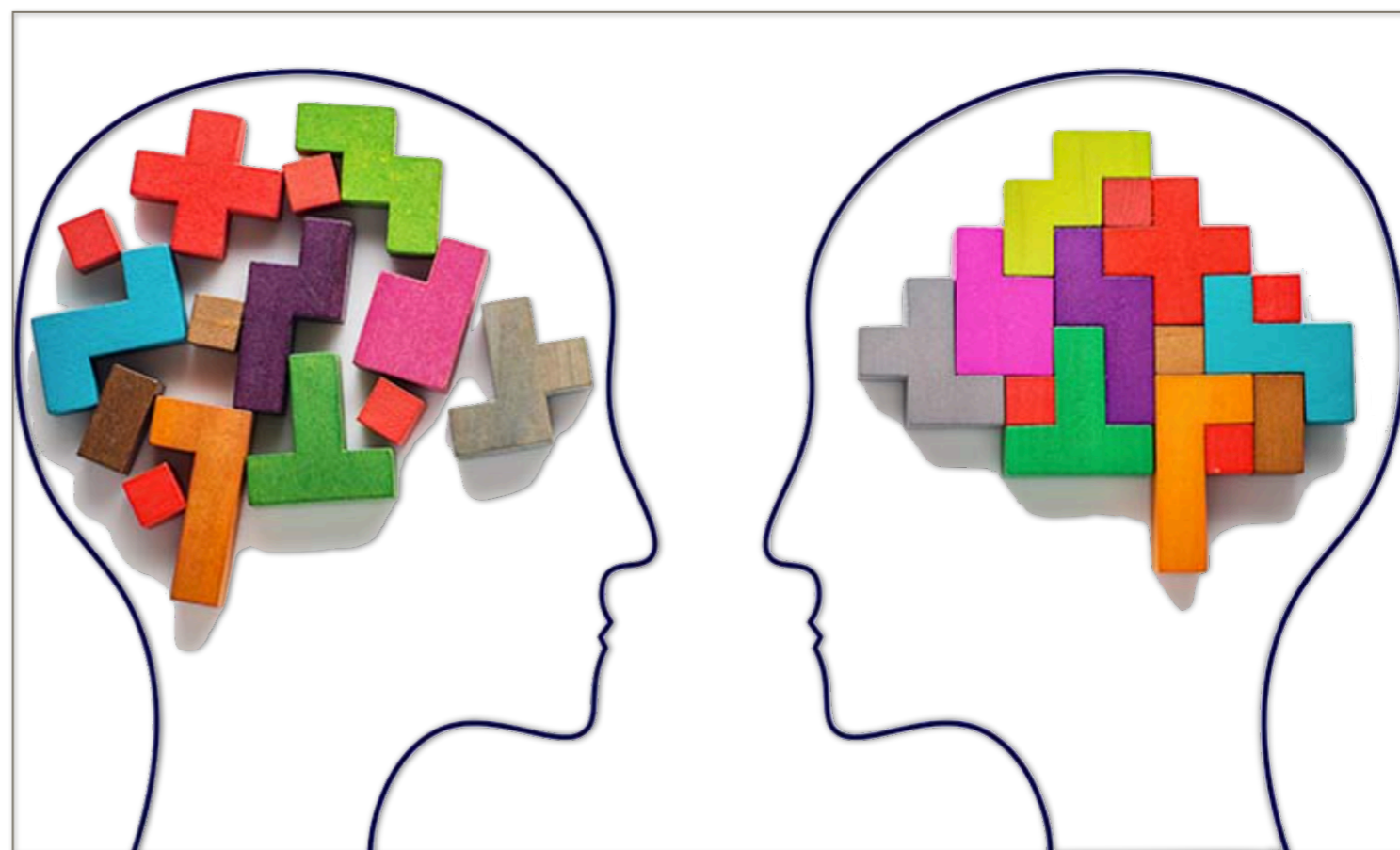
Solving this challenge requires engaging company leaders effectively so that they share their practical wisdom, organizing the accumulated knowledge, connecting the entire company across geographical and organizational boundaries, and facilitating access to practical wisdom to all members of the organization.

Corporate wisdom can be understood as the set of norms and behaviors that reflect the company's aggregated knowledge of best practices, applied in the day to day affairs of its leaders.

Shifting the Paradigm on Training and Development ROI

An organization can maximize the ROI on corporate wisdom by making the entire body of accumulated practical wisdom accessible and quickly applicable by every individual in the organization, regardless of that individual's connection to the source of that knowledge.

When corporate wisdom spreads effectively throughout an organization,



the expectation around gains in resource effectiveness and productivity shifts from marginal gains among a limited set of top-tier employees, to one of major gains among a substantial share of the workforce.

Research shows that a major downside with traditional business transformations is that intended behavioral changes don't last, often because the organizational context is not organically supportive of the new behavior. In contrast, the true-

and-tested practices find a fertile ground on which to take hold, as they fit naturally within the existing organizational setting.

Done in a way that promotes buy-in from all parties, the net effect of a broad company adoption of proven and superior practices is highly transformative, not only impacting individual performance, people interactions, and the mechanics of day to day operations, but also elevating corporate culture and performance to a new level. ■

Identifying Referent Power Networks

*"A boss has the title,
a leader has the people."*

Simon Sinek

A variety of factors shape the rise of senior leaders through the company ranks. Particularly in large, mature organizations, the personal and interpersonal qualities of these leaders may vary greatly, and with that, the extent to which their behaviors align with a defined corporate culture ideal.

With contribution to the bottom line often being the ultimate yardstick used to measure and reward executive performance, not all leaders in the upper rungs of the company are perceived equally by their reports and senior peer community.



An analysis of referent power networks -referent power, contrary to positional power, reflects leadership gained through trust, respect and creditibility- maps the informal links among leaders and identifies executive affinity around leadership principles and desired organizational culture.

Taking Effective Action to Shape Corporate Culture

Not all leaders are created equal. While some leaders exemplify in many respects the values and behaviors the company wants to advance, others may do so to a significantly lesser extent.

Leaders at both extremes of the corporate culture ideal continuum have a substantial and opposite impact in the company's ability to attract, engage, and retain top talent.

Having a clear map of referent power allows the company to engage the right



cast in the development of the organization in the desired direction, and to generate new connections, collaboration, and employee development opportunities.

With communication technologies presenting highly skilled individuals a wide array of opportunities for meaningful personal and professional engagement, not capitalizing on the

organization's power to distinctively attract, engage, and retain top talent is a costly mistake that has no clear owner.

An awareness of referent power within the organization facilitates the diffusion and adoption of practices that improve on the employee experience, advance the company's mission, and serve to differentiate positively the organization in the marketplace. ■

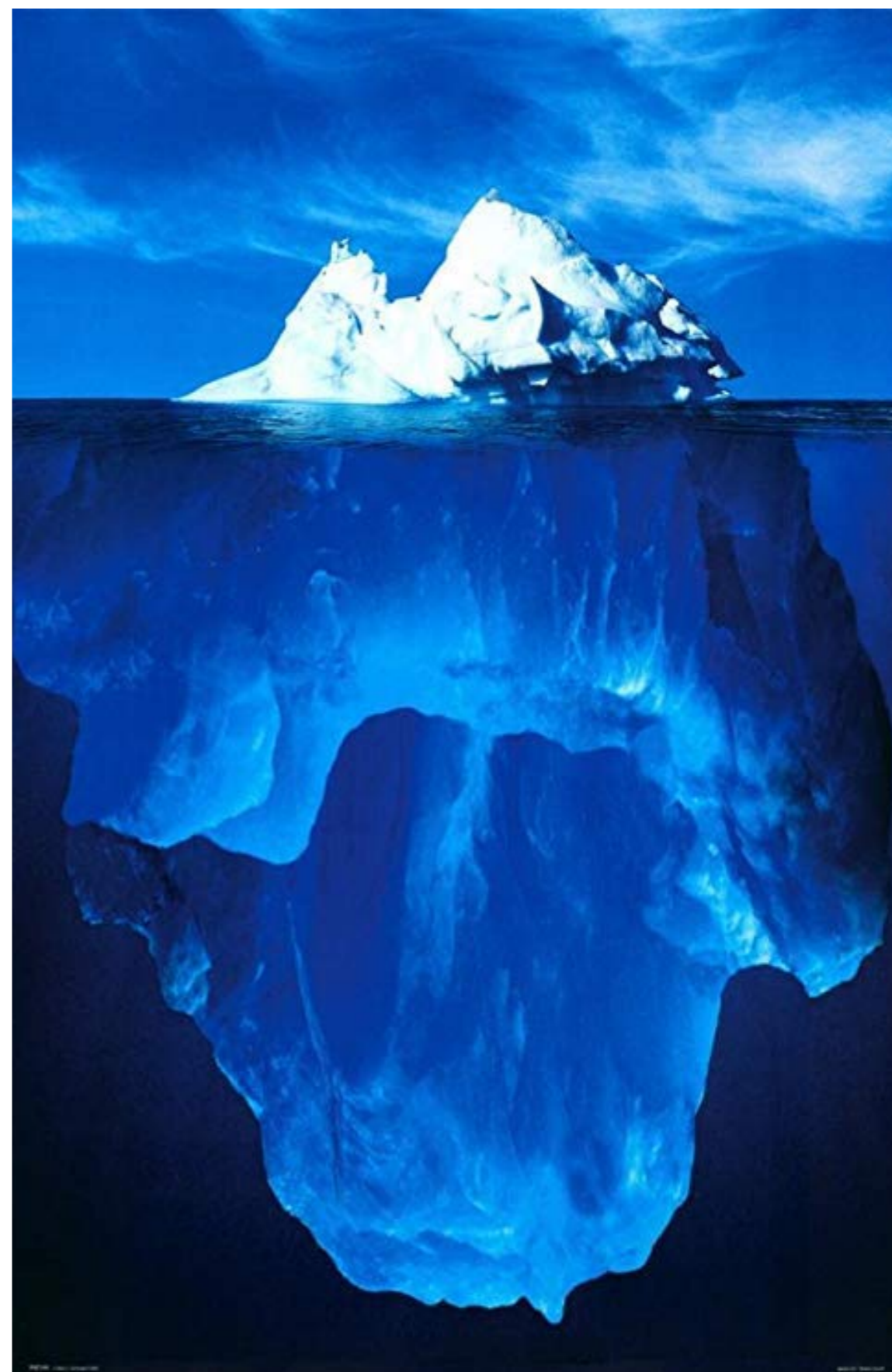
Uncovering Executive Sentiment

*“...I arrived home crying that night,
feeling worthless...”*

Senior Leader, Fortune 50 Company

Results are the ultimate performance yardstick. The pressure to deliver results is unrelenting, and on public companies, the need to beat market expectations is felt palpably every quarter. This is just one, albeit an important one, of the many possible sources of tension a senior leader may experience.

At the same time, there's the need for any member of a senior team to *look the part* when having to *play the part*. There's only a certain amount of time that can go by before a senior leader in a new role can be expected to understand the landscape and add value to the organization.



Figuring out what the relevant processes are, who the players are, and what role they play is a must, to get started. Having to understand quickly how to relate to a variety of personalities and agendas, and taking on new, larger, and more visible responsibilities under a stronger spotlight can also add to the tension.

For many executives, this requires putting on a facade, presenting at work as polished and confident an image as possible, yet experiencing internally a markedly dissonant emotion.

*“..fake it till
you make it...”*

Senior Leader, Fortune 50 Company

Gaining an awareness of the unstated emotional experience of senior leaders expands the understanding of the actual leadership culture of the organization, so that action can be taken, if and as necessary.



Capitalizing on Openness

Confidential conversations with executives to elicit practical wisdom and bring out the best insights they have to offer also serve to surface those emotions and experiences normally kept undisclosed in the workplace.

Understanding cultural undercurrents and below-the-surface sentiments affords the company a fuller view of the human behind the executive.

This richer and more accurate view can give rise to individual coaching, leadership training, or any action that the company may choose to pursue, in its evolution towards its corporate cultural ideal. ■

Opportunities for Program Extension

Leveraging Data Analytics: Are there substantive leadership style differences in your various product units, functional groups, or geographies? Are there values, mindsets, or practices that are common to leaders throughout your company? Data analytics can shine a light on leadership elements that are or can be made central to your organization.

Inspiring Through Stories: Used skillfully, storytelling can be a powerful tool to convey organizational values and inspire change and action. Stories that are local to the organization and its members, first-hand testimonies from a time and context that an audience can relate to, serve to inspire and validate the company's commitment to bring about the corporate culture ideals and corporate vision. Stories can help establish cultural norms, expand the audience's knowledge of the company, and provide a more intimate and clear view



of the organization and its mission, as well as of leadership traits in action.

Expanding Leadership

Development: The sustained and effective capture and dissemination of corporate wisdom does not happen, ultimately, through a single resource. Instead, the organization itself operates as a learning entity, where insights are obtained and shared dynamically and leveraged incrementally. The nature of this

learning effort spans the entire company and the benefits touch the whole organization.

In this context, opportunities are present to engage people in aspects such as communication, organization, tool and media development, analysis, gamification, etc., expanding not just organizational knowledge, but the involved resources' own competency in a variety of disciplines, as well as their connection to other members and areas of the organization. ■

The Elion Corporate Memory Solution helps companies pivot organically to become high-performing learning organizations sustainably.

TRUE AND TESTED WISDOM

The Elion Corporate Memory Solution offers clients a systematized approach based on a robust analytical and consultative framework to engage company leaders and key players in the generation of the initial knowledge base and knowledge-sharing mechanisms. It also sets up the groundwork to uncover deeper insights on senior leadership experience and leadership dynamics.



The **Preservation of Corporate Wisdom** offering is developed following a proprietary algorithm that ensures the availability of a balanced record of insights along a pre-determined taxonomy of topics. This way, insights about a specific topic are not dominated by a single Business Unit, Geography, etc. The output is delivered in book and e-book format organized thematically, along with an online tool that serves to access the available content, add new one, and interact with it.

The **Identification of Referent Power Networks** offering output is delivered in graphical and text form, along with a tool that allows for the identification of organizational insights.

The **Uncovering Executive Sentiment** offering output is a document, such that explicit insights can be used to promote appropriate actions, while still honoring privacy.

Elion's Corporate Memory Solution features four key advantages:

- 1. Effectively engages the entire company in content acquisition and dissemination:** The solution engages resources across geographies, lines of business and functional units, ensuring a variety of insights that can be parsed for advanced analytics. The accompanying online tool to interact with the content can be licensed or easily developed in-house.
- 2. Captures and channels corporate learning and experience:** The solution captures the personal “success methods” normally absent on documented standard operating procedures and makes action-oriented advice available to be shared effectively in print and digital form.



"You don't want wisdom walking out the door with every parting executive."

Innovation and Learning Leader,
Procter and Gamble

TRUE AND TESTED WISDOM

*"Knowledge is Power.
Knowledge Shared is
Power Multiplied."*

Robert Boyce

3. **Deeply transformational:** Ready-to-be-shared, time-tested practical wisdom carries often beyond the confines of the organization, reaching employees' friends and family members. As such, a net positive social value is also promoted through your organization's engagement in Elion's Corporate Memory Solution.
4. **High ROI and short payback period:**
 1. Elion's Corporate Memory solution sets up your organization to capitalize on existing wisdom and informal leadership structure, and continue this development organically.
 2. Increases employee productivity and improves your bottom line with already minor rates of adoption of shared best practices.

Other Benefits

1. Conveys a clear sense of the company's collective executive values.
2. Inspires the sustained adoption of valuable traits, habits and behaviors.
3. Transmits and strengthens a culture of personal and professional effectiveness.
4. Enhances the organization's brand image, by giving individuals inside and outside of the organization a sense of the Company's high regard for personal excellence, in addition to professional leadership.



Next steps

**Protect, disseminate and apply your organization's true and tested wisdom.
Understand your leaders. Honor and improve their personal experience.
Uncover connections.**

Multiply impact.

Lead your organization farther.

To learn more about how Elion can help you enhance your organization's performance, contact:

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Elion Inc.

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