



A Technology Promise Only People Can Fulfill

No technology, no matter how state-of-the-art, will add real value if it is underutilized or incompatible with your strategic direction. Just as critical, you must ensure that your employees are able – and motivated – to make full use of it.

A key ingredient to tapping your technology potential is to focus on people's behavior: What do they need to do differently to take full advantage of your new information technology resources? With an eye toward supporting the right new behaviors, your company can drive successful implementation of information technology and maximize its impact. We know this because we have supported companies – large and small – as they have implemented some of the most critical technology initiatives in their histories.

Creating a Win-Win: Technology and People

CLG brings to technology initiatives proven experience, practical methods, hands-on support, and a deep devotion to your success. We've worked with clients who have faced similar challenges, and we can help strengthen and support your efforts at any stage of selecting and deploying technology – from helping your company think through the technology you need to designing metrics for tracking progress and success during and after implementation. Our overall goal is to link the results you want with the behaviors that can produce them.

- **Converting strategy into results.** CLG helps business and technology leaders deliver on their promises. Specifically, we help leaders assess and choose IT strategies based on a full understanding of their functional needs and the behavioral implications. For selected strategies, we help design a “performance consequence” system to produce the desired behaviors and results.
- **Driving effective implementation.** A traditional implementation that focuses only on technical issues will more than likely result in a less than desirable outcome. We have learned that to succeed, implementations need to address the changes end users must make to fully embrace the new technology. CLG aligns the critical behaviors of individuals at all levels with your strategy, systems, and work processes. This alignment allows end users to adapt and use the new technology in empowering and rewarding ways.
- **Providing start-to-finish support.** Throughout your implementation, CLG coaches your leaders on how to model and reinforce desired behaviors in the organization, which, in turn, supports the employees' transition to desired new behaviors. The payoff: better results and a sustainable, high-performance environment.



No matter how much you invest in technology, it can only help you reach your goals if...

...It supports your strategic direction

... It fully integrates with your organization's work processes, systems, and business priorities

...Your people know how to use it and are positively reinforced for doing so



We help you design measures to clarify performance expectations and track progress. In combination with feedback and reinforcement, these measures ensure that project team members and end users understand the critical elements of their performance and are recognized for performing them well.

During and after implementation, we help you design and carry out the communications, training, coaching, and performance-consequence systems that motivate your people to successfully deploy and apply the new technology.

If you need to deploy new technology solutions in support of a strategic initiative – or if your existing technology is failing to deliver the benefits you had hoped for – talk with CLG. We focus on behavior to help your technology fulfill its promise.

Focusing on behavior can position everyone for success:

- Executives who lead the introduction of new technologies realize faster returns because they have addressed the needed behavioral implications
- IT professionals who implement initiatives encounter less resistance because collaboration is greater and end users are motivated to accept the new technology
- Managers experience less downtime and frustration because deployment teams have clear expectations and feel supported throughout implementation
- End users reach a higher level of performance faster because adopting the new technology is a rewarding experience for them

About CLG

CLG is a worldwide leader of behavior-based strategy execution and performance improvement consulting that enables companies to achieve lasting results consistently, with speed, precision and control.

Whether your goal is increased growth, reduced costs, better asset utilization, higher customer satisfaction, better use of technology, or overall culture change, CLG can customize a solution based on your specific requirements. We'll then transfer our behavior-based tools and methodologies to you, so you can continue using them to improve performance long after our engagement is completed.

“It’s very important to take a behavioral view towards new technology, work processes, and end-user roles early in a project, especially during the design phase. We get the most from our technology by attempting to design in natural reinforcers and remove what is punishing for end users.”

—Jane MacKenzie

*Team Leader,
Change, Training and Communications,
e-Foundations Program,
Chevron Products Company*