



MAKE-ITSM Model



MAKE-ITSM

*Consulting Services:
Achieving Organizational-Level
Improvement*

**CLG's MAKE-ITSM
Consulting Services
Leads the Way to
Business Success**

Every organization is challenged to align its leadership team to the corporate strategy and to consistently execute that strategy to achieve its goals and sustain the results. But as any leader knows, this is very difficult to achieve.

One business consultancy—CLG, Inc.—has developed a proven behavioral-science methodology that helps senior management teams focus strategy to achieve organization-wide improvements and results with speed, precision, and sustainability.

The linchpin is behavior—the behavior of leaders, managers, workers. Individual behaviors are the much-overlooked key to success.

CLG's consultants work with leaders to pinpoint and systematically manage the critical few behaviors that will have the biggest impact on business, and then prepare leaders to initiate and reinforce those behaviors consistently.





MAKE-ITSM Consulting Services

CLG's proprietary consulting solution to business improvement success, developed through many years of trial in Fortune 100 companies, is **MAKE-ITSM Consulting Services**. With **MAKE-ITSM consulting**, CLG utilizes a four-stage process that helps leaders leverage a critical few behaviors to reach operation-specific goals. With **MAKE-ITSM consulting**, CLG utilizes its proprietary **MAKE-ITSM Model** to guide them through an easy-to-understand, stage-gated process to achieve their goals.

The elegance of the **MAKE-ITSM Model** is evident in its four stages: **MAKE-ITSM Clear**, **MAKE-ITSM Real**, **MAKE-ITSM Happen**, and **MAKE-ITSM Last**.

MAKE-ITSM Consulting Services help leaders harness work processes at all levels, systematically align them, implement them system-wide, and then manage them to optimize and sustain performance.

A major advantage of **MAKE-ITSM Consulting Services** lies in its almost infinite adaptability. It can be successfully customized to meet the demands of almost any business situation or strategy. CLG Consultants have found that when they use the **MAKE-ITSM Model**, they consistently deliver on client expectations and produce desired results.

CLG was incorporated in 1993 and devoted the next ten years to developing, testing, and refining its behavioral consulting model. This culminated in 2003 with articulation of the **MAKE-ITSM Model** as a method for presenting its brand of behavior-based consulting. **MAKE-ITSM Consulting Services** is an integral part of CLG's core business offers, including **Performance Catalyst[®]**, **Leadership CatalystSM**, and **Change CatalystSM**.

A Stage-Gated Process: Four Steps to Success

The **MAKE-ITSM Model** has four stages. Each one sets groundwork for the next.

At each gate, leaders assess the progress that's been made and decide whether they and the organization are ready to enter the next stage.

This allows leadership to monitor the cost, speed, and intensity of the implementation. At the end of each stage, the client makes the decision to proceed based on the value they have derived. It allows CLG's clients unprecedented control.

Following is a brief overview of the four stages of the **MAKE-ITSM Model**.

Stage 1

MAKE-ITSM Clear. Identify and Measure the target results.

In Stage 1, senior leadership assumes a broad view—establishing priorities and direction. With CLG's assistance, the leadership team identifies the organization's most important business goals and then determines how to measure them appropriately and accurately. The leadership also reaches agreement at a high level about what is needed to achieve the goals. Goals established in Stage 1 allow leadership to identify the more detail-oriented work to follow. The **MAKE-ITSM Clear** stage establishes the clarity and line-of-sight to the goal that is mandatory for success.

Stage 2

MAKE-ITSM Real. Pinpoint the High Impact Behaviors needed.

This stage defines the specific behaviors required to achieve the targeted results by identifying the key performers and pinpointing the critical few behaviors that must occur reliably. With CLG's help, leaders then develop metrics to monitor and track those behaviors.



Critical few behaviors are a key element of the **MAKE-ITSM Model**. These are the behaviors that, when effectively delineated and actively managed, become the tools that leaders need to leverage success. CLG's consultants then apply their knowledge of how to leverage behavior to obtain results.

Metrics (both leading and lagging) are introduced during this Stage as a means of distinguishing which critical path behaviors will leverage the most positive impact toward achieving business targets. Leadership works with CLG's consultants to establish the metrics and behavioral tools to track progress. Together, they field test the efficacy and adjust the accuracy of the metrics.

With support from CLG, leadership next creates a detailed plan to ready all first-level and second-level leaders whose work impacts the targeted results. The plan outlines a schedule and resources for deploying workshops and coaching for all leaders throughout the organization.

Stage 3

MAKE-ITSM Happen. Activate and Consequence new behaviors.

Stage 3 emphasizes implementing or activating the new behaviors, providing consequences, and learning new leadership skills to manage and optimize performance. This stage involves both those who are tasked with performing the new behaviors (key performers), and leadership, who take responsibility for providing motivation and for consequenceing new behaviors. With support from leaders at all levels, key performers focus on behaviors that matter most—those critical few behaviors that measurably impact the targeted results.

At this stage, responsibility shifts from senior leadership to leadership at all levels, as well as to key performers. During this stage, leadership learns new skills that allow them to lead more effectively. These include:

- Giving direct reports pinpointed expectations about the critical few behaviors
- Observing direct reports' performance, giving pinpointed positive and constructive feedback about behaviors, and developing consequences for them
- Asking direct reports about obstacles to performance and then helping to remove those obstacles

Leaders at each level are encouraged by those above them to focus on leadership behaviors that matter most. As the performers accomplish and perfect those behaviors, leaders enable and inspire their direct reports to contribute even higher levels of performance (**Discretionary PerformanceSM**).

This involves using feedback and new leadership skills to create an environment where people “want to”—rather than “have to” perform at their highest levels. As the new behaviors take hold, targeted results improve, ultimately resulting in achievement of the strategic goals senior leadership identified in Stage 1.

Stage 4

MAKE-ITSM Last. Transfer fluency from CLG to the client to sustain behaviors.

The fourth and final stage of the **MAKE-ITSM Model** is transferring from CLG to the client the behavioral methods proven to have measurable impact in meeting the goals. This, together with the transfer of the **MAKE-ITSM Model** stage-gated structure, embeds and sustains the behaviors that initially led to the achievement of strategic goals.



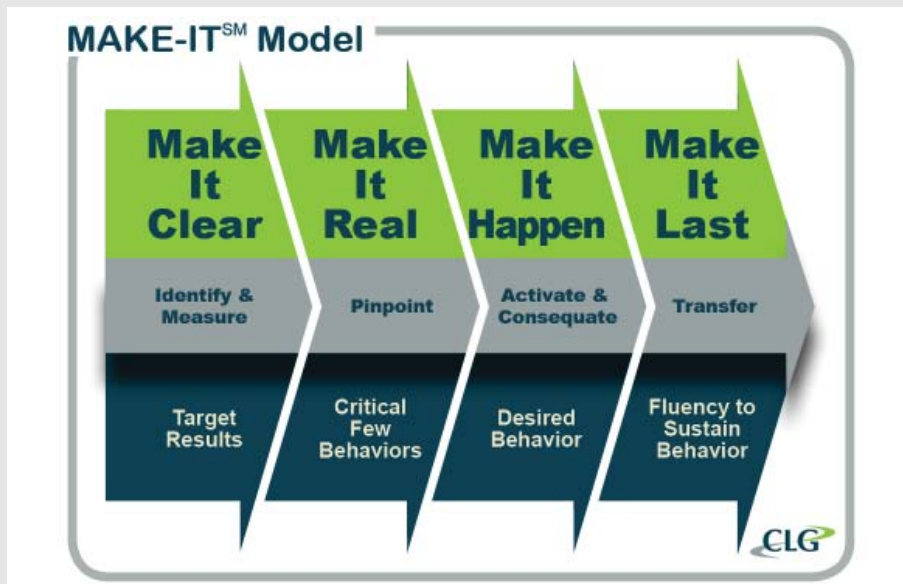
CLG ensures that the tools and skills required to identify, measure, and reinforce the behavior remain in place. The goal is to make these behaviors and corresponding consequences, metrics, and management techniques part of everyday business practices.

The **MAKE-ITSM Model** then becomes firmly embedded in the organization's culture—becoming an integral part of the client's everyday business practices, continuing to optimize the client's return on the initial investment for the long-term.

MAKE-ITSM Consulting Services: Effective and Proven

CLG has deployed **MAKE-ITSM Consulting Services** in diverse Fortune 100 companies, with consistently measurable success in achieving and maintaining business goals. Related testimonials from CEOs and other senior leaders detail the model's demonstrated measurable efficacy in their organizations.

Please visit our website, clg.com, for more information about CLG's **MAKE-ITSM Consulting Services**. They are tailored to conquer today's toughest business challenges, while creating an environment that helps people get the right results the right way.



About CLG

Please visit our website, www.clg.com, for more information about the **MAKE-ITSM Model** and about other behavioral solutions tailored to provide individualized solutions to today's toughest business challenges, meanwhile creating an environment that helps people feel right about doing a good job.