



“Tom Curren is a great thought stimulator. He has excellent operating experience and a McKinsey background, is very smart, and one heck of a facilitator. Use him if you want to rattle some cages and get things done.”

- John Schueler, President,
Florida Communications Group,
Media General

CHART THE
COURSE.
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POTENTIAL.

We Add Value in Distinctive Ways	2
We partner with CEOs and top teams to increase clarity, alignment and accountability in organizations. We create immediate impact and lasting change by integrating strategy with organization development from a whole-systems perspective.	
Are you a Potential Client?	2
We're selective about who we work with because we've learned that, to be successful, organizational change must be led from the top by executives who are committed not just to setting direction, but to doing what it takes to make the changes stick.	
Top Team Alignment	3
We begin every client engagement by aligning the top team, setting the course for addressing a specific performance challenge, and moving to action. This typically involves a sophisticated diagnostic process, a two-day offsite event and follow-up support. A typical fee for the entire process is \$40,000.	
Strategy and Change	4
We pay attention to everything that affects performance: barriers and levers on both the tangible side (decisions and processes) and intangible side (leadership and culture) of the system. Once we clarify strategy, it is sometimes necessary to extend our work further into the organization to unlock potential with implementation support and whole-systems change.	
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Please review the video clips on our website for additional background.

To discuss your situation, please contact Tom Curren at the numbers below.



Airplane Edition

“There are very few consultants who are able to work on strategy and behavior change. Hawthorne brings a wealth of experience on both sides, and integrates them seamlessly.”

- Jack Schanck,
CEO Samson Resources

We add value in distinctive ways

We partner with CEOs and top teams to increase clarity, alignment and accountability in organizations. We create immediate impact and lasting change by integrating strategy with organization development from a whole-systems perspective.

We're selective about who we work with because we've learned that, to be successful, organizational change must be led from the top by executives who are committed not just to setting direction, but to doing what it takes to make the changes stick.

Are you a potential client?

We work with CEOs, division presidents and NGO executive directors who

- Have an urgent and compelling change agenda
- Are sensitive to people issues and open to feedback
- Are ready to set a date for a 1.5- to 2-day event to build alignment and accountability with the top team.

Why engage with us?

You may engage us for any number of reasons, such as:

- You are a new CEO and/or have a new team and you want to align around what's most important.
- You need to increase trust and candor so you can move from being reactive to proactive in addressing performance challenges.
- You've just finished a big strategy effort and you're challenged with implementing the plan.
- You need to change the whole system – from strategy to staffing, operations, structure and culture – and you're not sure where to begin.
- You want to influence change in your supply chain or industry.

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“Beyond helping us develop a focused value-proposition for our core business, working with Tom got us better aligned as a top-team, improving communication, trust and performance, which allowed us to enter new business segments more effectively.”

- Peter Byrnes, CEO Winchester Homes

We always start with top team alignment

When we say “top team,” we mean the senior management of an organization – typically a group of 5 to 20 people. “Alignment” refers to a sense of coherence or unity that speeds decision-making, accelerates change, and builds trust and confidence in a team. Unaligned behavior saps energy, kills productivity, creates confusion and breeds cynicism.

Alignment is an ongoing process, but **breakthroughs** occur most readily when the team spends a couple of days together, away from the office.

Who needs it?

You may need top team alignment if:

- You want to generate broad ownership of a new direction for your organization
- Top team members have different views about how to plan or implement a big change
- You are a new CEO or have new senior team members and you want to get everyone moving in the same direction
- The top team is stuck, ineffective or dysfunctional

Are you aligned?

A team is aligned when all members can articulate a shared direction (where we’re going); a common purpose (why we’re going there); and a sense of urgency (why it’s time to act now). The team agrees on a path forward and is ready to step up to whatever changes are necessary to implement needed changes. A well-aligned team operates as a cohesive unit and models desired values and behaviors for the rest of the organization.

Top team alignment process

We customize top-team-alignment sessions to address specific business needs and team issues. These highly participatory events take place off-site for 1.5 to 2 days and costs around \$40,000. The actual amount depends on the size of the group, the length of the meeting and the depth of the diagnostic assessment.

Contracting: Talk with the client to scope the nature of the performance challenge, decide who should be on the team to address it, and set a date for an offsite event.

Assessment: Conduct a highly refined diagnostic process to gather a range of perspectives on the topic and understand the fundamental dynamics of the system.

Design: Review objectives, approach and session design with the client (and sometimes a few close advisors)

Pre-Work: Assign and/or conduct any necessary pre-work for the event

Event: Facilitate the offsite session

Follow-up: Meet with client to debrief the session; provide a written report

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“Strategy requires both process and art: a strong commitment, and an open mind. Tom Curren makes all this happen simultaneously, and holds us accountable for doing the same.”

- David Bessey, CEO,
Maracay Homes Inc.

Some clients need only top team alignment. Others need additional support for clarifying or implementing a strategy. And some need to change everything from organizational design to culture.

Smart strategy is the foundation for any successful change effort

You may already have a strategy, but...

- Is it the right one in light of changing market realities?
- Is the top team fully aligned around it?
- Are you clear on all the barriers and levers to implementation in your organization?
- Are you engaging all the relevant stakeholders and potential partners outside the organization?

Support for implementation and whole-system change builds the capacity to get it done

Bad things can happen to good strategies – especially when there’s not enough support or capacity to implement necessary changes. That’s why we offer extended support, when needed, for implementation and change. Once we achieve alignment at the top, we expand our work further into the organization to support implementation through high-performance teams, or to shift the entire organization in a whole-system change effort.

Everything that affects performance matters

We always work both the tangible and intangible sides of performance. We begin change efforts with decision-driven change, then layer in behavior- and culture-change, which typically is less predictable and takes more time.

Tangible Side of Performance	Intangible Side of Performance
What you can see	What you can feel
Strategy	Leadership
Decisions	Relationships
Systems	Culture
Quantities	Qualities
Insights from analytical work	Insights from personal work
Clarifying roles and accountabilities	Building trust, commitment and team work
Changing staff (who's on or off the bus)	Changing “climate” (mood and motivation)

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“No one does a better job of combining strategic discipline with improved relationships. Hawthorne offers a remarkable synthesis of the hard and the soft sides, both necessary for success.”

- Jon Katzenbach, author of *The Wisdom of Teams* and *Teams at the Top*

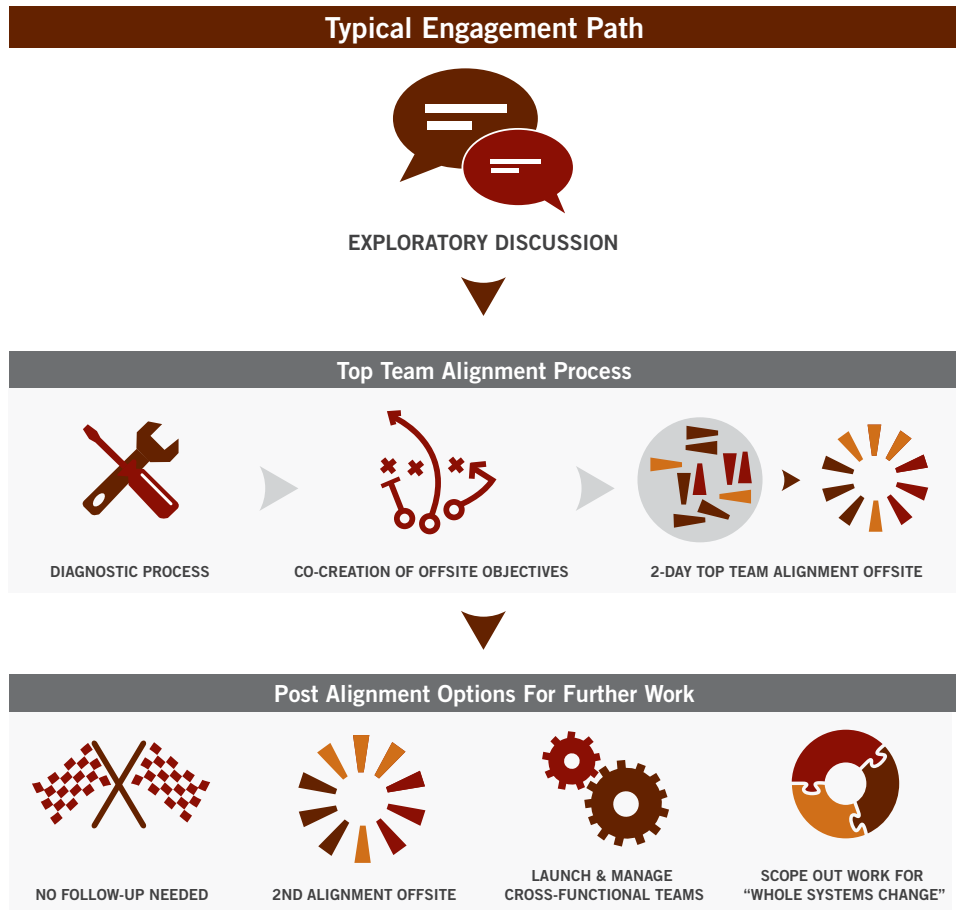


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The following seven case studies illustrate how we intermingle the three aspects of our work:



Top Team Alignment

“Alignment” refers to a sense of coherence or unity that speeds decision-making, accelerates change, and builds trust and confidence in a team.



Strategy Implementation

Once we achieve alignment at the top, we often expand our work further into the organization to support implementation through high-performance, cross-functional teams focused on specific strategy issues.



Whole Systems Change

Whole Systems change often includes support for staffing decisions, executive coaching, culture change, process redesign and broad-scale capability development.

NON-PROFIT THINK TANK

Whole-system change within a year



Who:

Rocky Mountain Institute, a leading environmental think tank and consulting firm, wanted to revise its strategy and increase its mission impact. The organization was “stuck” in its strategy process and frustrated with chronic high turnover, a lack of focus, and a lack of accountability.

What:

We worked with the CEO and top team to sharpen focus, increase alignment and build momentum throughout the organization to generate a new strategy. Following the strategy effort, we worked to identify needed culture changes; increase the organization’s external engagement; improve recruitment and retention; clarify roles and accountabilities on the senior team; move the culture toward greater accountability; and strengthen leadership at the top.

How:

We conducted a comprehensive diagnostic process comprising 40 in-depth interviews with staff, board members and clients and two online surveys. In the first six months, we advised the top team on strategic priorities; launched cross-functional work teams to flesh them out; conducted a large all-staff working session (70 people) to engage the entire organization in the work; and facilitated the Board’s review of the new strategy. In the second six months, we conducted intensive leadership assessment and development work at the senior levels of the organization.

Impact:

RMI has rallied around its new strategy. Staff members are energized and optimistic, and the Board has recognized the increased cohesion among top leaders.

“Tom and Allison taught us how to get more done with better collaboration and a happier, more productive team. Their work has made us function at a higher level.”

- Sue Woolsey, Lead Independent Trustee, Rocky Mountain Institute

GOVERNMENT AGENCY

Top-team alignment focused on relationships



Who:

New York City Housing Commissioner needed to increase trust and alignment between the “old guard” and “new guard” in light of a changing mission for the department.

What:

Top team alignment session focused on relationships, with little follow-up required.

How:

We did a 1 ½-day offsite followed by individual coaching. Activities included:

- Getting to know and appreciate each other at a deeper level
- Building trust
- Depersonalizing the dynamics among “change agents” and “tradition bearers”
- Having fun together as a team
- Holding a series of dialogues around things that matter most – “elephants in the room”
- Receiving individual feedback and developing personal (behavioral) goals, with optional coaching support

“We increased the level of candor and trust within my senior staff, cleared some issues that had been difficult to discuss and had a lot of fun, to boot. I didn’t think we could get that much done in a day and a half.”

- Shawn Donovan, Commissioner New York City Housing Preservation and Development

NON-PROFIT HOSPITAL

Series of top team offsite events – initially focused on building relationships, then on implementing cross-functional initiatives



Who:

The Children’s Hospital in Denver needed to quickly align a new executive team, then clarify accountabilities and tactics for a major set of strategy initiatives.

What:

A broad diagnostic process guided the design of a sequence of three executive offsites.

How:

We facilitated an initial offsite to build trust between the new CEO and his team. Then, following completion of a major strategy effort with McKinsey & Company, we returned to clarify accountabilities and build skills in high-performance team work.

Impact:

Children’s Denver is well on its way to becoming one of the top children’s hospitals in the country.

“Tom is playing an important role in the momentum we are building here at Children’s Hospital. We now have the trust and tools necessary to successfully execute our plan.”

- Jim Shmerling, CEO, Children’s Hospital, Denver

HOME BUILDER / DEVELOPER

Top-team alignment focused on strategy, followed by implementation support



Who

Maracay Homes, a Division of Weyerhaeuser, needed to generate a more competitive strategy in the wake of a collapsed housing market

What

Top-team alignment session, 10 weeks of support for implementation teams, followed by a large-group session

How

We aligned the top team around strategic priorities and supported cross-functional teams to work toward specific goals (reduce cycle time, improve sales execution, improve land positions, increase quality, etc.). The second offsite event included 40 senior people representing the "whole system." This session allowed for real-time feedback on work conducted to date and generated wide-spread commitment for implementing necessary changes.

Impact

The business is now well-positioned to increase market share as the housing market rebounds.

"Strategy requires both process and art: a strong commitment and an open mind. Tom Curren makes all this happen simultaneously, and holds us accountable for doing the same."

- David Bessey, CEO, Maracay Homes Inc.

NATIONAL FOR-PROFIT HEALTH CARE ORGANIZATION

Comprehensive whole-system change over three years



Who:

A private equity group brought in a new CEO and charged him with building Hospice Compassus into the premier for-profit hospice organization in the country.

What:

Staffing changes, strategy development, culture management and executive coaching over a three-year period.

How:

Working with a new CEO, we were sensitive to manage the pace of needed staffing changes while preserving the best of the existing culture. We used Cultural Transformation Tools to identify low-performing business units and instill an organization-wide focus on compassion, integrity and excellence. In several two-day sessions, we worked with the top 30 executives to clarify and align around a new set of strategy initiatives. We remain a "trusted advisor" to the CEO on sensitive staffing and leadership issues.

Impact:

Since 2007, Hospice Compassus has expanded rapidly and outperformed its industry peer group.

"What I value most about working with Tom as a business partner is the ability to fully assess business issues, unpack them and rebuild them in an objective, dispassionate manner resulting in a great game plan. Because Tom is outside the business, although he knows it well, he adds a level of objectivity unavailable to me with any other team member."

- Jim Deal, CEO, Hospice Compassus

HOME BUILDER/DEVELOPER

Innovation and growth over five years



Who:

Winchester Homes wanted to distinguish itself as a premier residential builder/developer in the highly competitive Virginia-Maryland market.

What:

Highly participative strategy development in both the core business and new ventures, top team alignment, culture shifts.

How:

We organized Winchester around “7 cylinders” that defined its long term success; launched high-performing teams to work on cross-functional initiatives; accelerated results through large (40 people) Real Time Strategic Change offsite events; shifted the culture away from “over-involvement” by clarifying roles and responsibilities; and provided executive coaching for the CEO.

Impact:

Winchester created a distinctive positioning around mass customization (“Your Home, Your Way”), launched a high-end product line and has diversified into retirement housing.

“Beyond helping us develop a focused value-proposition for our core business, working with Tom got us better aligned as a top-team, improving communication, trust and performance, which allowed us to enter new business segments more effectively.”

- Peter Byrnes, CEO Winchester Homes

LEISURE INDUSTRY

Strategy development over 12 months



Who:

Facing a decline in destination skier visits, Vail wanted to strengthen market position for its portfolio of resorts (Vail, Beaver Creek, Breckenridge and Keystone).

What:

Integrated and coordinated strategy development process driven by the resort General Managers, supported by Hawthorne Consultants analytical resources.

How:

We conducted a series of work sessions to identify the source of market declines, create a more distinctive positioning for each resort and implement an integrated approach to capital expenditures.

Impact:

Greater clarity in marketing priorities, some short-term abatement in market declines.

“Working with Tom on strategy was like moving from playing checkers to playing chess.”

- Roger McCarthy, President, Vail Resorts Mountain Division

Meet The Consultants



“Tom and Allison bring a unique combination of business savvy with organizational insight. They quickly got us unstuck in our strategy process and gained participation and trust at all levels of the institute.”

- Michael Potts, CEO,
Rocky Mountain Institute

TOM CURREN

Overall Engagement Manager

Specialty: Top Team Alignment

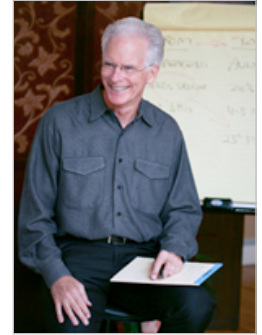
MBA, Wharton Business School

30+ years relevant work experience

- McKinsey & Co
- SVP Marriott Corp
- Independent consultant

Other

- US Naval Officer
- Certified coach



“Tom has a skill for simplifying complex things so we can work with them in a practical way. He is a superb thinker and intellectually honest.”

- J.W. Marriott Jr., Chairman and CEO, Marriott International

ADAM HARTUNG

Specialty: Strategy Innovation

MBA, Harvard Business School

20+ years relevant work experience

- Boston Consulting Group
- Pepsi
- DuPont
- Independent consultant

Other

- Book: *Create Marketplace Disruption*
- Columnist: Forbes.com



“Adam Hartung helped us realize new ways of growing our business that we had completely ignored. He helped us realize substantial improvements when we were completely out of ideas.”

- Bob Bellack, CFO, Los Angeles Times Company

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“I am astonished at the results Tom Curren and Allison Conte have achieved; they make the very difficult seem effortless. Most consultants who promise organizational change break their picks, but Hawthorne Consultants creates genuine and lasting improvement.”

- Sue Woolsey, Chairman of the Board,
Rocky Mountain Institute

ALLISON CONTE

**Specialty: Whole Systems
Organizational Development**
MSOD Weatherhead (Case Western)

20+ years relevant work experience

- BP
- The Cleveland Clinic
- National Association of Manufacturers
- Independent consultant

Other

- Gestalt Institute of Cleveland
- Articles: Gestalt, Holocracy, Integral Theory
- Certified coach



“Allison took our team to a new level. I was working with virtual strangers, and yet I was able to be the type of leader I am when I’ve been in a system for a long time -- the type of leader who really stimulates and challenges people.”

- Allen Kraus, IMPLEXHealth

ROBERT JACOBS

**Specialty: Large Group Events /
Network Collaboration**

MSOD, Pepperdine

- 20+ years relevant work experience
- Ford
- Independent consultant

Other

- Certified coach
- Leading expert in “Real Time Strategic Change”



“Jake moved our business further and faster than we thought possible. By getting everyone in the same room, we accomplished six months' work in two days.”

- Dennis Mullen CEO, Birdseye Foods

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“Whether it is a strategy check-up or a more substantive re-positioning, the results have impact. Tom engages us in thinking through our challenges and opportunities, creating a clear path to winning.”

- Larry Burrows, President & CEO,
Weyerhaeuser Real Estate Company

Whole System Change

- Integral Theory
- Gestalt Theory
- Intentional Change Theory
- Real Time Strategic Change
- Polarity Management
- Spiral Dynamics
- Landmark Education

Large Group Processes

- Real Time Strategic Change
- Open Space, Future Search, SimuReal
- Appreciative Inquiry

Strategic Thinking / Decision-Making

- Hypothesis-based problem solving
- Levels of Strategy / Balanced Scorecard
- Scenario planning
- Holacracy: Integrated decision making, dynamic steering
- Dialogue Mapping
- Project Management professional from Project Management Institute

Individual & Team Assessment and Performance

- Leadership Development Framework
- Lectical Assessment System
- Leadership Agility 360
- Emotional Intelligence Competency Inventory 360
- Interstrength Method – Personality Type
- Learning Styles Inventory
- Conflict Styles
- Spiritual Intelligence Inventory
- Grid International
- CoachU and BeCoach
- Naropa: contemplative psychology and leadership
- CTI coactive coaching curriculum
- Masters Certification, Neuro Linguistic Programming (NLP)
- The Leadership Circle (LEA) 360 instrument

Cultural Assessment

- Cultural Transformation Tools
- Leadership Effectiveness Analysis, 360 and culture instrument
- Human Synergetics – LSI tools

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