

Murphy Leadership Coaching Powered by MINDMATCH™
COACHING SERVICES For Entrepreneurs, Corporate Leaders and Professionals

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1. COMPLIMENTARY FREE SESSION

Contact Emmett directly to schedule a free, complimentary conversation to discuss “whatever is on your mind.” Speak colleague to colleague about your interests, aspirations and some of the issues, challenges and opportunities presenting themselves at this time. This is an opportunity to share thoughts with a colleague who may be able to offer suggestions and resources that help, with absolutely no obligation. Contact: emmett@murphyleadership.com --- 855.720.3292 or Global at: +1.716.799.5057

2. 24/7 AVAILABILITY AND CONTACT

Especially in certain situations, immediate contact can be important to deciding on timely and wise action. We want you to feel comfortable contacting us 24/7 if you run into a situation where some special assistance might help. A Partner Coach is always on call. For US and Canadian clients, you may contact us through our bi-national line 855-720-3292 or US 1-716-799-5057. For global clients, the number is: +1.716.799.5057. And, for everyone, our Skype number is Emmett.Murphy7.

3. MINDMATCH™- WHAT WE DO AND WHY

Our Purpose is to help entrepreneurs and leaders in corporate business, healthcare, government, charitable service and the professions achieve fulfillment of their purpose in life and work.

To do this, we help leaders tap into the essence of who they are by finding their **MINDMATCH™**. A **MINDMATCH** aligns a leader's purpose with the values they believe should drive it and the unique talents they can apply to achieve it.

When a **MINDMATCH** alignment is achieved, a leader exponentially increases their potential to make a significant contribution and positively impacts virtually everyone they engage.

Our commitment to helping clients identify and project their **MINDMATCH™** defines *What* Murphy Leadership Partners does and *Why* we do it as both individuals and an organization: Every day, we commit ourselves to help each leader and professional we coach find and use the power of their **MINDMATCH** to make a difference for the good. And, to that end, each day, we attempt to align our own values and talents to fulfill that purpose.

Research Note: The theory and process of achieving a **MINDMATCH™** is grounded in the best clinical practices of cognitive psychology and neuro psychiatry. It's positive impact on the practical issues of business profitability, brand strength and customer and employee loyalty has also been demonstrated by multivariate statistical evidence from in-depth studies of over 500,000 employee associates, ranging from the front-lines to the CEO, in over 983 business, healthcare and not-for-profit organizations in the US, Canada and Britain conducted over a 20 year period between 1995 and 2015.

4. Why a Coach?

*What do great athletes, performers and leaders have in common?
They all have coaches!*

Richard Beckhard, Professor Emeritus, Sloan School of Management, Massachusetts Institute of Technology, 1983

Dick Beckhard also noted that leaders don't always recognize just how alone they are and why it's so important that they occasionally pause to re-examine and discuss things with a coach. He even quoted Exodus, 17-23, noting, with not a little humor, that it referenced the first known coach in Western history, Jethro, Moses' father-in-law.

Apparently, Jethro approached Moses after he had led his people out of bondage and was beginning to establish a framework for governance. Instead of cutting him slack and praising him for his hard and exhausting work, Jethro counseled Moses that *"What you are doing is not good. You will surely wear yourself out...For the task is too heavy for you; you cannot do it alone...look for able (people) who are trustworthy and hate dishonor...they will bear the burden with you...(and) you will endure."*

Though it's been over 30 years since Dick Beckhard shared those thoughts, and over 3,000 since Jethro shared his, their relevance hasn't diminished. None of us can go it alone. Like Moses, we too occasionally need a fresh perspective and the opportunity to get input from someone who is independently invested in our well-being.

When you feel that you might be at that point, or sense a colleague or key subordinate is, I invite you to give me a call or write me an email. Let's take a few minutes to compare notes: Colleague to colleague with no strings attached. That would make both Jethro and Beckhard very happy. I'll look forward to that possibility.

Regards,



Emmett C. Murphy, PhD
Managing Partner, CEO

5. A Few Client Comments

(See #13: Ask for more specific referrals at any time).

“Emmett helped bring us together in a way that has never been possible. It was powerful, to the point, respectful and adult. We became focused and brave... and much more profitable.”

Jane Brennan, Vice President, Target Stores.

“ Dr. Murphy is a coach and teacher of rare insight and commitment”

James Thrall, M.D., Professor and Chair, Harvard Medical School/ Massachusetts General Hospital

“I think I learned more about professional relationships in one session with Emmett than I did in my whole MBA program.”

Irene Zensa, Program Director, Nestle Corporation

“Emmett explained how to turn on the power of internal ownership, how it is the key to holding things together in very practical and vital ways. It resonated with me strongly, on both a very personal as well as a professional level.”

Daniel Traversi, Group President of Dell Computers.

“We used the Roar Readiness Inventory to reveal to everyone what some of us knew but couldn't seem to get across. Until everyone saw the risks we faced and why we had to get serious about our own individual performance, it was really just talk. Now, we get it and people are really stepping forward to own responsibility.”

Bruce Laughton, Bellville Medical Center.

“I will never forget Emmett's advice on how to identify and develop talent. I now know how to focus the energies of our most responsible and high performing people: to build a magnet that mobilizes others.”

Sharon Fowler, Vice President of Harling Enterprises

“Dr. Murphy was challenging and inspiring. None of us left unchanged. His message was a gift of commitment and hope.”

Lourdes Hassler, CEO of National Society for Hispanic MBA's

6. What You Can Expect from Murphy Leadership Partners

You can expect each of us at Murphy Leadership Partners to demonstrate ...

1. **Respect**...for you, your responsibilities, aspirations, commitment and talent.
2. **Competency**... to provide you with the highest quality of service and expertise, or provide you with referrals to other professionals and resources that can meet your needs.
3. **Empathy**...a commitment to “walk in your shoes” to understand issues, challenges and opportunities from your perspective, needs and intentions.
4. **Preparation**...investment of the intellectual and emotional energy and focus necessary to provide you with thoughtful, stimulating and insights and resources appropriate to your individually unique situation.
5. **Optimism** ... a belief in the possible and The New Murphy’s Law that “anything that should go right can go right.”
6. **A Sense of Humor** ... a belief that life is often filled with the funny and absurd, that the question “Why did the chicken cross the road” is never far from being germane.
7. **Cooperation**...with others you consider important to your advancement and growth.
8. **Options**... to provide you with a full range of pragmatic ideas and solutions that support your aspirations and commitments.
9. **Availability**... to be there when and if needed, through both the good and challenging times.
10. **Confidentiality and a Guarantee**... to fulfill our commitment and meet your expectations for quality service and counsel; and to protect your confidentiality and privacy, abiding by HIPPA, other US legislative statutes and our word.

7. SUMMARY LIST OF SERVICES

We provide services for...

- Individuals - Entrepreneurs, Corporate Leaders, Professionals and Key Personnel
- Teams – Leadership, Professional, Process, Performance
- Organizations – Unit, Product Line, Division, Organization or System

Our services include...

- **Individual Coaching for...**
 - Individual Situational Challenges – Work or Personal
 - Career and Talent Aptitude Assessment and Development
 - Key Issue Coaching - including issues with a superior, Board member, union leader, peer executive, negotiations, legal, financial, technical or other professional issue
 - Emerging Leader Development
 - Professional Life Stage Challenges
 - Professional Challenges Facing Women
 - Professional Challenges Facing Minorities
 - Professional Challenges of Mid-Life Transitions
 - Leader and Professional Selection and Testing
 - Career Transition Coaching
 - Client presentation coaching: research, preparation and delivery
 - Crisis situation coaching: diagnosis, communication and management
 - Research support – in cooperation with our expert network
 - Other... We also address personal quality of life and relationship matters and provide referrals for more in depth clinical assistance as needed.
- **Team Development Coaching for...**
 - Igniting Team Commitment
 - Team Issue-Specific Problem-Solving
 - Optimizing Team Member Effectiveness
 - Building Team Understanding of Member Talents and Resources

- Guiding Team Presentation Preparation and Audience Connection
- **Organizational Consultation and Coaching for...**
 - Taking a Talent Inventory through a *Human Talent Resources Review*
 - Preparing for Change through *Succession Planning and a Key Personnel Fit Assessment*
 - Increasing Cultural Cohesion and Mission Focus with *The Mission Effectiveness Cultural Self-Assessment*
 - Increasing Productivity, Profitability and Work-Life Balance with the *Work Activity Mapping Self-Assessment*
 - Identifying Key Challenges and Opportunities through a *Business Operations Review*

- **Presentations**

Presentations are developed on a customized basis to fit specific client needs. They can be of any length and can be delivered via the web in virtually any format as well as in person. They range from Opening Presentations for International or National Meetings to Conference Session Presentations, Public Seminars and Webinars, Corporate Retreats, Leadership Team Conferences, Problem Solving Sessions, Individual Corporate Presentations, Department Level or Special Interest Group Presentations. Please see **Descriptions** for examples and **Testimonials** from various clients and attendees.

SOME RECENT PRESENTATION TOPICS

- *Focusing the Hopscotching Creative Energy of Millennials*
- *Run To the Roar: A National Call to Action for Leaders of Diversity*
- *Leadership IQ: The Next Generation*
- *Do You Know Your TRUE Potential...and the Aptitudes That Drive It?*
- *Are You Complimenting or Stifling Your Fellow Team Members?*
- *Empathy: The Key to Understanding Yourself and Others*
- *Engage Directly, Bravely and with Conviction*

8. FREE BLOG, BOOKS, ARTICLES AND PAPERS

Check our Blog Ask Emmett on mindmatch.org (connect directly from Murphy Leadership) for current responses by Emmett or guest authorities on issues you and others have raised regarding any aspect of entrepreneurial, leadership and professional and personal life. And, check out the **Books and Articles** section on Murphy Leadership and MINDMATCH.org for free downloads of a significant amount of important material Emmett and others have provided for you that meet some very vital needs.

9. DESCRIPTIONS OF SERVICES

- **Individual Coaching for...**

- Overall Individual Situational Review

This is our foundation service and provides you with an opportunity to discuss, assess and address your current professional and personal situation. You establish the framework and identify the issues you wish to address. Then, as appropriate, Emmett or another coach will lead you in a self-assessment of factors that may be impacting your situation and the extent to which they may be creating challenges and opportunities, both presently and down-the-line. Together, you will develop a step-wise plan of action to help meet immediate challenges and opportunities, as well as prepare for future developments. To assist in this process, in addition to other situationally specific materials, you will receive the **MINDMATCH™ Self-Coaching Leadership Handbook**.

- Career and Talent Aptitude Assessment and Development

Our single greatest human asset is the set of aptitudes we were born with and which evolve and grow throughout our lives. Our aptitudes shape how we use our intellect and the other special talents we have. Thus, the first step in understanding ourselves is to understand our aptitudes and the personality temperaments that flow from them.

Our aptitudes help shape our purpose in life and the values we use to guide it. They set the course for how our talents will be used to address specific challenges and opportunities.

If you haven't assessed the evolution of your aptitudes and talents, you need to...right away. This is the portfolio of who you are and can be. Investment in the portfolio of your basic human assets can produce very significant returns.

- Key Issue Coaching - including issues with a superior, Board member, union leader, peer executive, negotiations, legal, financial, technical or other professional issue.

When you are facing a specific interpersonal, operational or strategic challenge, it may be useful to access assistance in assessing the full dimensions of the issue, the reasons driving it and the opportunities available to address it successfully. This is one of those situations where a very brief and focused conversation can produce powerful insight and access to important and useful resources. Emmett and the team are not just counselors but also consultants and leaders with extensive operational and strategic experience. They have immediate access to contacts in all professions who may be able to provide you with key insights that can quickly turn the situation around. If, on the other hand, the challenge has more foreboding implications, you'll want to know that sooner than later...and prepare with an experienced advocate at hand.

- Emerging Leader Development

When you invest in the development of an emerging leader you not only gain the benefit of accelerated improvement in performance but the commitment of a formidable advocate for the organization and its senior leadership. The ROI is usually immediate and sustained.

While the process is designed and conducted by a coach, both the coach and emerging leader report directly to a sponsoring corporate leader. An initial design meeting of all three is followed by a personalized leadership development plan and periodic progress review meetings to provide important feedback, adaptation and reinforcement. The Coach and emerging leader provide frequent written progress reports and a concluding overview of the complete process and results.

Emerging leaders especially benefit from a somewhat extended process designed to address and meet specific objectives and deadlines. It is a highly customized program of learning designed to achieve very concrete results for the organization and the emerging leader herself or himself. While the program can be designed as a series of accelerated sessions when necessary, scheduling over 3-6 months typically offers a useful and productive time frame.

- Coaching for Diversity

Diversity is the seminal people force of modern economies. Not only does it shape the people architecture of every organization Diversity is the seminal people force of modern economies. Not only does it shape the people architecture of every organization but it continuously re-shapes the customer composition of the marketplace. By 2050, for example, the majority of consumers in the US economy will be of color and by 2060, citizens of Asian descent will be the most numerous ethnic force in the economy.

We have been in the forefront of diversity management issues for 35 years, from direct engagement with labor unions in complex negotiations in major urban environments, to advancing the role of women in leadership, which RN Magazine recognized in Emmett's "advocacy for women's executive potential and practical problem-solving," to the firm's unique work with Frederick Hobby, President of the Institute for Diversity of the American Hospital Association, in the development of a CEO Leadership Development Program for Emerging Minority Healthcare and Business Leaders.

We consider it a special privilege to help organizations tap into the most powerful source of creative energy in our economy by addressing the challenges of diversity.

The following are some of the continuously evolving dynamics we are helping leaders face daily:

- Focusing the Hopscotch Creativity of Millennials
- Creating Synergy from Generational Differences

- Optimizing and Rewarding the Positive Impact of Women's Leadership
 - Harnessing the Energy of Ethnic and Racial Diversity
 - Transforming Life Stage Fallout into Opportunity
 - Gaining Competitive Advantage from Mid-Career Transitions
- Leader and Professional Selection and Testing

When you are faced with a very key selection, consider adding an independent perspective to the mix of those providing input and decision-making. We work with you and your candidate to provide an especially productive and in-depth assessment of the goodness-of-fit between what you are seeking in a candidate and their aptitudes, personality temperament and overall skills and experiential potential. Candidates, especially, are grateful for the experience while you and your team gain insights not obtainable from the procedural protocol you must follow. This isn't a question of which is better or most effective. Rather, both processes, yours and our external review, together provide you with insights that increase the probability of success for you and your candidate of choice. Given the serious investment you and your organization are making when selecting people for key positions, this additional step can prove a very wise decision.
 - Client presentation coaching: research, preparation and delivery

When you have to make a critically important client or professional presentation, consider utilizing our partners and/or their ready network of consulting associates for assistance with research, writing, presentation preparation, script and presentation coaching. If these resources are not readily available, or you would like to get that independent outside perspective, contact us. We have become ever more compulsive about insuring that our clients are able to convey the full potential of their insights and experience through direct and effective communications. Leadership responsibilities are not completed until those you seek to help and move to a new and better level of performance receive, understand and accept the message you want to convey.
 - Crisis situation coaching: diagnosis, communication and management.

Dr. Jim Pepicello, one of our partner coaches, is a trauma surgeon. And, what is a rare and intense patient challenge for most physicians is a frequent experience for him. That's the case with Emmett and all senior partner coaches who have had extensive crisis leadership experience. When something significant hits, something that rocks the boat, stirs up controversy, public and press criticism, threatens confidence, corporate brand identity, union or labor management cooperation, quality and financial performance or, most especially, threatens your personal and professional reputation and, even, safety, it is time to call! This is a relatively rare occurrence for organizations and usually a rare occurrence for an individual leader or professional. But, such a "once in a career experience" can be unnecessarily devastating when not addressed immediately and with precision by someone who has had extensive experience with such situations.

And, when it is a minor event that appears initially significant, it is much better to call someone who can give you a knowledgeable diagnosis of that fact and avoid unnecessary worry.

We mention this service not to alarm you, but to recognize that crisis is an increasingly present reality in a volatile economy and society. Crisis is a reality that must be acknowledged and for which successful leadership solutions are available. But, remember. The sooner you call the better.

- Other...

We also address personal quality of life and relationship matters and, as appropriate, provide you with referrals for specific clinical assistance.

- **Team Development Coaching for...**

- Igniting Team Commitment - Drawing out individual leadership talent and increasing shared responsibility

Managing and developing the individual differences and complementarity of senior leadership team members (or members of any team) are among the most positive activities a leader can initiate. The first thing to focus on is the importance of each individual's contribution to the team's and organization's effectiveness. This step draws out the unique talents and

contributions each team member believes they can and should make. In turn, this invites response and discussion among team members, which most often, affirms and clarifies the importance of each individual, their role and their individual role responsibility.

This approach is especially useful when a leader wants to help a team get beyond potential or existing team member competition or emerging conflict. While recognizing each team member's individual contributions – which provides personal affirmation and eases possible tension related to competitive or other issues – the focus on achieving team and corporate goals emphasizes both the need to respect individual contributions and the likely consequences of personally unprofessional behavior.

Competitiveness among team members is not unusual and can even be healthy and constructive. But, it must be managed. This requires two things: Acknowledgement of each individual's importance and emphasis on both individual and collective responsibility to achieve goals that are more important than those comprising personal agendas. Such team meetings can establish a protocol for conducting team meetings and a standard of conduct that equips the team – and its Chair – to proceed forward independently of a coach's assistance.

Of course, this basic approach must be tailored to the unique situation a client leader is facing and the time frame and level of urgency associated with it. However, regardless of such individual factors, this basic approach can be a key step in the maturation of a team or the re-ignition of its sense of purpose and commitment.

- Team Issue-Specific Problem-Solving

Ironically, teams often lack direct instruction on how to take action to address a specific problem. While much has been written about team process, it rarely focuses on the question of “where's the beef?” That is, too often process takes over as an end in itself and leaves the very issue for which the team was formed on the back burner.

Fortunately, there has been recognition of this problem and a re-emphasis on the development of a creative problem-solving protocol that handles both the process and goal achievement issues head on.

The creative problem-solving process mirrors the scientific method and emphasizes the identification of hard evidence as well as thoughtful individual analyses and opinions. Once mastered, the process can be utilized in a very quick-step manner or be used as the blueprint for more expanded thinking. Most importantly, the use of a formal protocol rooted in a proven scientific methodology creates a keener sense of purpose, respect for what is being attempted, and a channel for constructive professional energy.

- Optimizing Team Member Effectiveness

When the team is or is likely to be long standing, individual member development meetings – even for very short periods – can help overcome individual reservations, address potential individual or territorial conflicts, encourage individual expression and a positive outlook.

When the team has a “must succeed” purpose attached to it, the potential consequences of its actions must be the measure of how important the contributions of each team member are, rather than issues of longevity or bureaucratic status. This is an especially important reality given the frequent use of matrix and cross functional team organization and the asymmetry and pace of change impacting virtually every organization....even those thought to be immune to such change.

So, when you expect and need results from a team, we recommend you consider ‘individual member development meetings’ as a way to prepare team members to contribute at optimum levels.

- Building Team Understanding of Member Talents

It is often worthwhile to conduct a team learning session devoted to the self-assessment of individual talents, temperaments and aptitudes and the sharing of results among team members. This is a more extensive emphasis on the individual than that addressed in Igniting Team

Commitment, which has a larger purpose than a sole focus on individual team development.

It's important, of course, to emphasize from the outset that this team learning session is part of the organization's investment in the importance of individual team member participation. When individual team members understand each other well, they are more likely to cooperate and act synergistically, seeing each other as part of a whole greater than the sum of its parts and achieving results that are greater than the sum of its parts.

That synergistic perspective grows in direct proportion to each member's understanding of the aptitudes, analytical priorities and commitment every other member brings to the table.

- Guiding Team Presentation Preparation and Audience Connection

How does a team efficiently organize, script, and present the results of their work?

This is an especially important issue when a team has a "must succeed" label attached to it. Here, too, the presence of talented individuals can be both an advantage and a roadblock. The development of an effective process for organizing, scripting and presenting analyses, reports and recommendations is often a valuable investment when high levels of performance are expected...and required...especially on a continuing basis.

- **Organizational Consultation and Coaching for...**

- Insuring Team Readiness

Do you know the status of your team's READINESS? Military units continuously go through readiness assessments precisely because they need to evaluate their ability to respond to current and emerging challenges. While they may have been ready to meet previously acceptable standards, they may not be ready now.

That type of thinking is also key to success in business and healthcare. An organization is only as good as its talent readiness! And, that axiom is more

valid than ever before as organizations match key staff with critical functions and technology. This often means you are relying on single coverage for key functions with nominal backup. That, in turn, means that the personnel you have must be especially tuned into each other and **READY** to cover and adapt. While you can take care of the technical part of this challenge, it's very important to make sure that other issues possibly lurking beneath the surface don't interfere when difficult challenges arise. A little investment here can be very prudent.

- Taking a Talent Inventory through a Human Talent Resources Review

Whatever your situation, competition for and retention of **KEY PERSONNEL** is vitally important. The starting point for such retention is assessment of what you've got and the opportunity you have to protect your existing talent investment.

We've spent over 35 years working with organizations on issues of efficiency, productivity, quality and profitability. **And, without a doubt, the first and foremost strategy for improvement is identification, protection, recognition and retention of high performers.**

Such performers don't include just the super technically talented. They also include what Patricia Ruffin, former CEO in the Cleveland Clinic System calls Guidestar Leaders. These are the people that keep everyone else on track both informally and formally. She created the designation to make sure that the people who held the organization together were as prominently recognized as those leading it through innovation and technical excellence.

But, do you know who these Guidestar and Technical High Achievers are? Have you identified what makes them so important? Have you prepared strategies and procedures to protect, reinforce and retain them?

A Talent Inventory of your team or organization could be a very timely endeavor. Provide your key people and you with an inventory of skills, functional coverage, creative aspirations and improvement suggestions as well as a map what is and will be required going forward.

- Preparing for Change through Succession Planning and a Key Personnel Fit Assessment

Succession is, ultimately, all about talent alignment and the very sensitive issue of who fits now that change is really going to happen. In many instances, therefore, we recommend the use of a Talent Alignment Analysis, which has relevance, both to the present situation as well as the future. Leadership and/or key person transition is the most fundamental and significant event for individuals within an organization. Improperly handled, an organization's most vital talent can and will be lost. Thus, when succession is anticipated, a proactive process of Talent Alignment Analysis is called for. Our approach, developed in joint ventures with GE, HCA and William Mercer Consulting, and utilized extensively in client situations in several countries, incorporates a Work Activities Scan (WAC) of present responsibilities as well as an Individual Talent Inventory (ITI) of both potential and presently utilized skills. The ITI also includes discussion of each individual's relationship network.

Whether an individual's portfolio fits new succession requirements is treated as a companion but separate issue to assessment of the full merit of an individual's specific talent fit. By recognizing the merits of someone's performance for past and present achievement, the issue of future fit is made less threatening. When conducted in this fashion, a talent alignment process becomes an affirmation of each person's worth and helpful preparation for the future, whatever that entails. Thus, in the process of sorting through actual succession needs, the act of retention or separation can be approached with sensitivity and changes can be accomplished with a minimum of individual trauma and disruption in performance of the organization.

- Increasing Cultural Cohesion and Mission Focus with *The Mission Effectiveness Cultural Self-Assessment*

When you believe the work climate, relationships, leadership effectiveness, labor-management cooperation, reputation in the market, performance and customer or patient focus are issues, engage your team or organization in a Mission Effectiveness and Cultural Self-Assessment. Initially designed with

the American Management Associations to address increased labor-management risk and leadership turnover associated with standard employee attitudinal surveys, the Mission Effectiveness methodology, and its rigorously vetted structure of individual items, has proven to provide far more insightful information for Human Resources analysis and planning with a significantly reduced risk of unintended negative consequences. Utilized in several different countries, it has been regarded by labor and management as an effective and constructive tool for fostering real dialogue about the most important and sensitive issues facing an organization, while, at the same time, addressing those who perform the work with respect and dignity.

- Increasing Productivity, Profitability and Work-Life Balance with the *Work Activity Mapping Self-Assessment*

What do you do when performance, productivity AND PROFITABILITY are slipping, but you don't want to undermine morale or threaten customer confidence in the organization? One very successful answer is to undertake a Work-Life Mapping™ Self-Improvement Assessment. The Assessment and the Self-Improving System through which it is implemented were developed by Dr. Murphy in a joint venture with General Electric and was selected by William Mercer International Consultants as the foundation methodology for its world-wide HR Consulting Practice. The Assessment can include all members of the organization, from the front-lines to the C-Level, or in any configuration you designate. It examines the efficiency, process and role complexity, activity overlap, role alignment and cost related to each activity for any individual, unit, division, team, or organization as a whole. You will see how work is performed in real time and real cost on a daily, weekly or annual basis.

At the same time Work-Life Mapping is being completed, each associate also completes a Time Wasters and Roadblocks Self-Assessment. In combination, the two self-assessments provide a cause and effect dialogue that empowers associates with the ability to understand the impact and value of their work more completely. Without a lot of fanfare or time, and with the guidance of internal coaches trained by ML, employee associates

are equipped with the assessment tools necessary to see for themselves what needs to be done.

The whole process is an affirmation of the company's commitment to excellence and the dedication of leaders and personnel to constantly improve service to their clients. At the same time, very real and tangible identification of costs and opportunities for increasing efficiency and quality are identified by the most valid productivity assessment system in the industry. Work Life Mapping has been utilized successfully and extensively in virtually every situation, including heavily unionized environments, and received the Healthcare Financial Association of America's Yerger International Research Award.

- Identifying Key Challenges and Opportunities through a *Business Operations Review*

When you are looking for opportunities to increase your business or organization's competitiveness, or when you have a general sense that things are not what they should or could be, a Key Challenges and Opportunities Operations Review might be a solution. Because one size truly does fit one, this Review is designed specifically for your situation.

After preparation, including review of available financial, customer, quality, marketing and other available information, the Review begins with individual and small group work-specific interviews that establish a collaborative, ethical and professional basis for discussing "Opportunities for Moving the Company Forward", the title we often recommend be used to explain our presence and role. These interviews build a bridge for more rigorous and focused assessments as they are required, including those addressing financial, customer satisfaction, efficiency, brand positioning, employee and leadership work alignment and goodness of fit matters, among others.

We have conducted operational reviews for a wide range of organizations (from \$4 billion plus revenue units to single leader entrepreneurial organizations, from highly technical to medical and specialty service firms) and have learned one overriding lesson: Peel away the layers of

understanding gently and respectfully, with special respect for the welfare of the leader who requested the review.

This is one of our most valuable services and can assist a leader in securing exponentially greater insight into the realities of her or his organization and, most especially, the implications those insights have for his or her success.

10. CONFIDENTIALITY:

Our clients are rightfully concerned that what we discuss is absolutely private. There is only one exception to that and it pertains to information that an individual and her or his sponsoring organization has agreed they need to review together and /or join with the partner coach to discuss. This exception, however, can cover a lot of territory and is, therefore, made explicitly clear in each situation.

Of course, the same holds true for all information that is corporate specific and generated through individual, team and organizational coaching and assessment. Any organizationally specific data is kept strictly confidential and will not and cannot be shared with any other organization or individual, including individuals within the client organization not authorized to receive specific information, without explicit client approval in writing. In all these matters, we are guided by HIPPA and other established US Federal Law.

11. FEES AND GUARANTEES

Our fees are set at moderate levels to facilitate access. They are gladly quoted at any time. *Our Guarantee* is 100% client satisfaction with the ten performance criteria we have indicated in Section 6, *What you can Expect from Murphy Leadership Partners*, which include competency, respect, responsiveness and responsibility, or your fees will be fully reimbursed.

We cannot, of course, always guarantee complete client agreement with the results of our assessments or advice rendered. We do, however, guarantee that our analyses will always be provided in consideration of what we have carefully considered to be your best interests and as a result of full and direct consultation with you. And, regardless of what those

analyses and recommendations are, they will always be provided to you with complete respect for your confidentiality and efforts to insure your welfare.

12. PARTNER COACHES...

Emmett C. Murphy, PhD
Shirley A Ruch, RN, ME
James A. Pepicello, MD, FACS
James T. Turner, PhD

Emmett C. Murphy, PhD

Emmett is author of the *New York Times* business bestseller **Leadership IQ**, the **MINDMATCH Self-Coaching Handbook for Leaders**, the *USA Today*, and *Gannett business bestsellers* **The Genius of Sitting Bull: Thirteen Heroic Strategies for Today's Business Leaders**, and **Leading on the Edge of Chaos: The 10 Critical Elements for Success in Volatile Times**, among others. His numerous books and articles have been translated worldwide and reported in such national and international media as *USA Today*, the *Chicago Tribune*, the *Los Angeles* and *New York Times*, and the *International Herald Tribune*. As a leadership analyst and commentator, he has been called on by such national media as CBS, CNN, ABC, NPR, MSNBC, among others.

Prior to founding MurphyLeadership.com, Dr. Murphy served as Chairman and CEO of EC Murphy, VHA, LLC, the management-consulting subsidiary of the VHA America (VHA), the world's largest business and healthcare alliance. His clients range from small and regional corporations to such organizations as IBM, GE, Hewlett-Packard, and the Department of Defense in addition to over 400 healthcare systems, including such organizations as Johns Hopkins, Stanford University, and Massachusetts General Hospital.

Dr. Murphy has held faculty, administrative, and consulting positions with the State University of New York, Harvard School of Medicine/Brigham Hospitals, Beckhard Associates, affiliated with M.I.T.'s Sloan School of Management, the American Management Associations, William Mercer, Booz-Allen Hamilton, and London University, among others. He is the winner of the Helen Yerger International Award for outstanding research from the Healthcare Financial Management Association of America. As part of the firm's organizational transformation and change management practice, he has served as Executive Consulting Officer and/or CEO for hospitals and business organizations throughout the US and Europe.

He holds a Ph.D. in Organizational and Counseling Psychology from the State University of New York, with advanced studies in Operations Research at the Massachusetts Institute of Technology and in Clinical Counseling at Upstate Medical Center of S.U.N.Y.

Shirley M. Ruch, RN, Med, C-LNC

Shirley is the former Chief Nursing and Quality Improvement Officer for E C Murphy, VHA, LLC. She has more than 45 years experience in a variety of healthcare settings in the areas of relationship based care, role and process redesign, model of care delivery systems, collaborative practice, team performance and cultural change. Working with executive teams, medical staffs, board of directors, middle managers and frontline staff, Shirley has led numerous organizations, nationally & internationally, through a variety of organizational and cultural transformation projects. She is a skilled leadership consultant, certified legal nurse consultant and CQI/TQM facilitator who has held staff, leadership, consultant, educator, facilitator, public health and research roles in both in-patient & outpatient settings.

Shirley has served in the full continuum of hospital executive and leadership roles, including Chief Nursing Officer, Chief Quality Information Officer, Assistant Vice President, Nursing Director and House Supervisor, among others. The last 15 years of Shirley's career have been in the role of consultant, partnering with healthcare organizations to implement and sustain meaningful clinical and cultural change. Her most recent role has been as a consultant and educator for Creative Healthcare Management where she has developed and championed Leadership at the Point of Care and Relationships at the Point of Care programs for international and domestic clients.

Shirley has served on the Nightingale Awards of Pennsylvania Board of Directors and the Pennsylvania Perinatal Association Board of Directors. She is also active in several other professional and academic organizations including AONE, PONL, SCNL, AHA, & Sigma Theta Tau. Recent presentations include: "Leadership at the Point of care— Engaging Staff & Transforming Care," for the NTI American Association of Critical Care Nurses, May 2007 and "Transforming Care through Collaborative Practice," for the United Healthcare Alliance, April 2009, among others. Shirley holds numerous clinical nursing certifications and earned her BS in Nursing/Education at Millersville University. At Penn State University, where she earned her Masters in Education, she majored in Health Education and Health Administration.

James A. Pepicello, M. D., FACS

Jim was Chief Operating Officer and Chief Medical Officer for E C Murphy, VHA, LLC domestic and international operations. In this role, he led clinical and operational reviews throughout the US for community, academic and tertiary health care

organizations while also serving as Chief Medical Consulting Officer for the world's largest health care and business alliance.

As a practicing general and trauma surgeon for over 20 years, Dr. Pepicello gained firsthand understanding of the challenges of delivering high quality care in intensive and complex environments. As Executive Vice President, Chief Operating Officer and Chief Medical Officer of the Hamot Health Foundation, Dr. Pepicello oversaw the transformation of an urban, tertiary regional medical center into a national quality leader as one of the US's Top 100 Hospitals. He learned first-hand how to help physicians become more effective in the management of limited time and resources, addressing difficult issues of clinical quality management and governance as well as articulation with overall institutional needs.

As President and CEO of the Regional Cancer Center, he expanded services and community outreach while initiating far reaching clinical quality improvement efforts. As the President of a comprehensive network of physician practices, he developed effective procedures for hospital-physician cooperation, including sensitive issues of physician productivity and coordination with hospital operations.

James T. Turner, Ph.D.

Jim was Practice Leader for Leadership Development at E C Murphy, VHA, LLC, serving both domestic and international clients in healthcare and business. He presently works to help individuals in dealing with threats to their leadership and organizations. He has worked with leaders in a wide variety of industries in both difficult human resource situations and in restructuring. Dr. Turner has co-authored two books, the most recent being, **Threat Assessment: A Risk Management Approach**. He is also the editor of two other books and has written many professional articles on a range of topics from healthcare management to infant abduction challenges in healthcare. He has done presentation throughout the US, Europe and Asia.

He has served as mental health service director and Executive Director of The Clark Center, an adult and adolescent in and outpatient treatment center. He has experience in medical discharge planning, has coordinated an outpatient chemical dependency practice and worked in a multidisciplinary mental health outpatient practice. He has guided patients through the mind fields of substance abuse, psychiatry, neurosurgery and detached retina treatment cases as a patient advocate.

Dr. Turner has served as a consultant to the Joint Counter-intelligence Training Academy, the Department of Defense, the Department of Energy, Nuclear Threat Program, Department of Homeland Security, The Secret Service, Controller of the Currency, Microsoft, Seagate Technologies, Morgan Stanley, and individual police departments to name a few.

Dr. Turner is a core faculty member at Alliant International University, a not-for-profit graduate professional university, in San Diego.

13. TESTIMONIALS

INDIVIDUAL COACHING:

“The MINDMATCH Coaching Process was the best professional physical of my life. Bar none.”

Ben Gerardi, Manager, HP

“I saw a complete landscape of my life emerge as I worked with Emmett. Each step showed me something I hadn’t thought of and how it related to everything else. It was a tremendous help.”

Anna Sun, Consulting Engineer, Berkeley, Ca.

“Friends told me Emmett understands not just because he’s been a psychologist and coach, but because he’s also been a CEO and entrepreneur who has experienced the ups and downs of business life. They were right. The MINDMATCH Process works because it follows the real path of leadership, not something dreamed up by someone who doesn’t know.”

Steve Rodriguez, Founder, MP Electric

“Emmett sees things that only a wise and generous person can. He guides you to your MINDMATCH and then helps you put together a custom tailored plan, all the way to what you say, how you say it and when. Thank you is not enough.”

Victoria Johnson, Associate VP, Chase

“Emmett understands what it actually takes to lead and take control of your career and life. Everything rings true because he has coached so many different leaders of every rank in so many settings. He helped each of our emerging CEO’s find their true talents and how to apply them effectively to taking the next step to success.”

***Frederick Hobby, President , The Institute for Diversity,
American Hospital Association***

“From Lou Gerstner through Sam Palmissano to the front lines, Emmett has been an invaluable coach and friend, helping some of our finest leaders as they built the new IBM.”

Dan Walsh, Senior VP IBM

TEAMS & PRESENTATIONS:

“Emmett provides the skills that [we] need most, but that no one else teaches. If you want to survive and thrive in a hyper-competitive economy, take Dr. Murphy’s training. Simply put; he is the best.”

Steve Lampkin, Vice President of WalMart

“Emmett is a master. He inspires, motivates and teaches others how to become the people they aspire to be”

Bill Sentman, Project Manager, IBM

“Emmett and I share a passion for developing individual potential. It is one way for both of us to continue to do what we most admire. It’s how great scientists, entrepreneurs and leaders in public service define their life’s purpose: to “seek, solve, and serve.” Together, we founded the Wilson Center to advance this purpose.”

**Wilson Greatbatch, inventor of the Pacemaker,
Recipient of the U.S. President’s Medal for Technology,
founder of Wilson Greatbatch, Ltd. & Co-founder of Medtronics**

“Emmett’s insights are essential for all Human Resource professionals facing today’s very difficult challenges. Emmett sets a benchmark for both research and practice at a time when responsibility and the innovation it drives are key to the success of every leader and organization.”

**James Hoerner, Ph.D., Team Leader of the Human Resources
Development for the Department of Homeland Security**

“The MINDMATCH Situational Leadership Assessment has been an invaluable tool for our coaching clients. It gives a leader a clear and insightful picture of where they are, the challenges they face and the strengths they can leverage to succeed. It lays down a solid foundation for working together.”

**James Turner, PhD, Chair & Managing Partner,
International Assessment Services, Inc.**

“We were challenged and entertained. We left believing we could each become a Sitting Bull and knock off all the Custers that can ruin a company and career”

Jerome Powers, Founder & CEO of Darome International

“It seems like someone or some group is roaring at us constantly. But, not all Roars are equal and important. ‘Run to the Roar’ got us to prioritize our risks and opportunities in a way that made things doable. Each of us has a much clearer understanding of what we need to do and a great plan to do it.”

Paula Williams, Wellspring Social Services

“One of the first things I did was to fully explore my present situation through the assessments and diagnostic tools of the MINDMATCH process with Emmett. It was one of the most positive and instructive experiences of my career. The plan we developed as a result has been the most effective guide I have ever had. It has transformed the way I lead and the future of our company.”

Erich Reelsbruck, Pelham Industries

“Dr. Murphy and his associates have made important contributions to the development of tools and systems for building great healthcare and business organizations. They have won well deserved admiration from their clients and from professional organizations including: the Healthcare Financial Management Association, The Joint Commission on Accreditation, The American Society For Training and Development and VHA. They have set the bar very high, indeed, in matters of integrity, quality and dedication.”

**Thomas Smith, CEO of Voluntary
Hospital Association of America, Inc. (VHA)**