LAW Newsletter

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May Our Dreams Last As Long

2007 LAW Partner Meeting: Cairo, Egypt

All of our LAW Partners, except Argentina and Singapore, were able to make the 2007 Partners Meeting in Cairo, Egypt. It is with humble thanks that I recognize the effort and sacrifice many made to attend.

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Attending were:

- France (IDRH): Thierry Gerard
- Spain (P&A): Pablo Riera
- Middle East (SKOPOS): Hussein al-Kazazz, Omar Shenety, Ahmed Gelil
- South Africa (Louis Allen Southern Africa): Nico de Kock, Marius Joubert
- India (Louis Allen International - India): Vivek Albuquerque
- Indonesia (Abeng Associates Institute): Dr. Bayu Prawira Hie

We also had as a special guest, Faisal Syam, HR Director at Indonesia Telkom.

The meeting this year was especially upbeat because most Partners are having very successful years. Pablo Riera shared his GLOBE research project, which everyone was in awe about. Pablo also showed how a strong program of EL coaching can make a big difference in the leadership effectiveness of those who go through Extraordinary Leader.

We over-viewed the Zain LDP 360 work, which demonstrates the power of gathering data throughout an organization, down to at least 4 levels below the CEO. Marius and Nico ("Louie" Allen Southern Africa) shared their very positive experiences with POM in South Africa.

Thierry Gerard (IDRH, France) and Dr. Bayu (AAI, Indonesia), the new-comers, were very impressed with the people, the work, and the game plan.

Welcome to one of our newest Partners: Dr. Bayu Prawira Hie of Abeng Associates International, Indonesia

Everyone is now convinced they MUST do GLOBE in 2008. Pablo has shown the way, so I believe it is possible that most, if not all, will get started this coming year. This is exciting!

We all agreed on the need for increased efforts at marketing and exchanging ideas throughout the year, not just one time at the annual Partner's meeting. We will work to establish a quarterly web-based working session that can continue the momentum from the Partner's meeting.

Partners Attending LAW 2007 Worldwide Partners Meeting. Back Row, L to R: Thierry Gerard, IDRH (France); Dr. Hussein el-Kazzaz, Skopos (Middle East); Ray Burch, Chairman, LAW; Dr. JP Miller, CEO, LAW; Ahmed Abdel-Gelil, Skopos (Middle East), Marius Joubert, Louis Allen Southern Africa (South Africa), Nico de Kock, Louis Allen Southern Africa (South Africa). Front Row, L to R: Dr. Bayu Prawira Hie, Abeng Associates International (Indonesia), Dr. Tony Tasca, Chairman Emeritus, LAW; Vivek Albuquerque, Louis Allen International (India). Missing from photo: Pablo Riera, Grupo P&A (Spain). Not attending: Dr. Jing Hee Tan (Singapore), Luis Maria Cravino and Cecilia Bastide, AO Consulting (Argentina).

Congratulations Tony!

Dr. Abdulrahman al-Hussaini, co-owner of SKOPOS Consulting, and good friend of Tony, hosted a party Tuesday afternoon, November 6th to celebrate an auspicious occasion: Tony Tasca's 70th birthday!

The entire Louis Allen Worldwide community expresses its best wishes to Tony and we expect to be many more such celebrations in the coming years.

But, could any future party be so engaging?

Tony Tasca arrives at the party - and instantly becomes the life of it

Dr. Abdulrahman opened his beautiful villa outside Cairo to more than 40 friends of Tony. It was a lavish affair. Tony was greeted by an Egyptian "marching band," flutes and drums, with three wonderful Arabian horses doing passage to the music. He danced all the way up the drive, surrounded by his many admirers. Incredible!

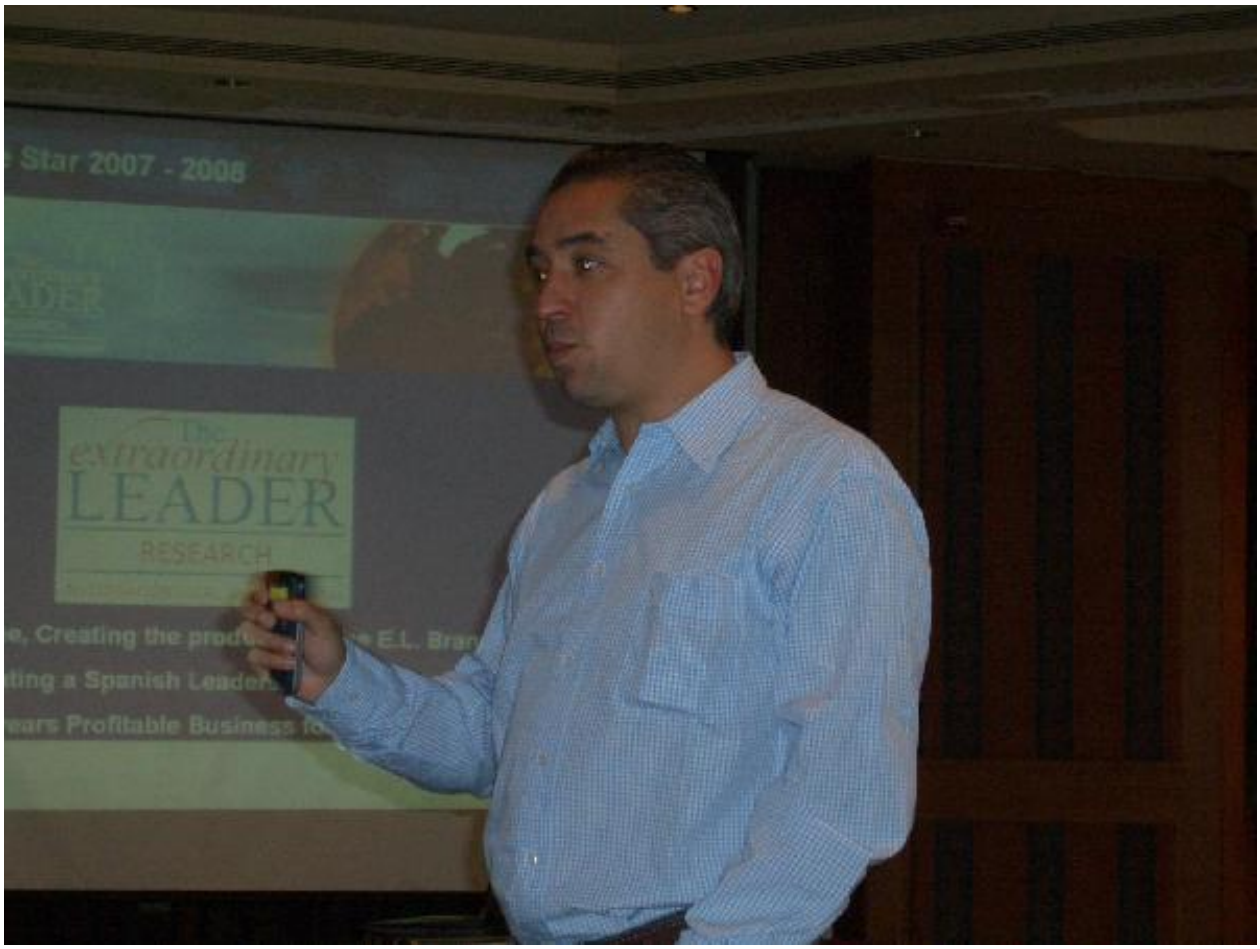
A traditional Nubian (southern Egyptian) dance troupe provided folk dancing entertainment during dinner, in which they engaged all of us at one point of another. We were served under a sky of desert stars; Middle Eastern delicacies of all kinds, with spit-roasted lamb the crowning glory.

Tony received touching accolades from Dr. Abdulrahman and Dr. Hussein al Kazzaz. The presentation of Louis Allen Worldwide's gift of a "Chef Executive Officer" toque was a highlight of the evening.

Tony Tasca enjoys his birthday gift from LAW: A chef's hat emblazoned, "Chef Executive Officer." Indeed, he will always be that to all of us!

P&A Launches an EL Study - Phase I of GLOBE

Starting in September our Spanish Partner, Grupo P&A, started a benchmarking project "Efectividad del Liderazgo y su Impacto en los Resultados de la Empresa" (Leadership Effectiveness and Its Impact on Company Results).



Pablo Riera at the LAW Global Partners Meeting explaining his ground-breaking research study.

This study is based on Zenger|Folkman's Extraordinary Leader work and is the first phase of the LAW GLOBE study for Spain. This initiative will provide extraordinary benefits for LAW, P&A and Z|F.

This study will involve 60-100 companies and 300-500 managers. High impact press, newspaper, HR journals and other media are being used to publicize this study. It is free to these initial companies to ensure a strong response that will result in both a substantial database from which to create norms as well as strong branding for P&A. The result will be a strong platform for additional products and clients. The database will be a unique tool by which to measure leadership based on a proven empirical methodology. Companies will benefit by increasing their competitiveness and their productivity through Extraordinary Leader and other management development and organization change programs engendered by response to the data and norm comparisons this database provides. Additionally, the participating companies will be listed in one or two featured directories:

- Best Leaders: Companies with the Extraordinary Leaders, in the 90 percentile
- Best Teams: The same but with the average of the Leadership team in the 90 percentile

Moreover as an extra deliverable for the participating companies, they will receive a report with their positioning among the participating companies.

A thoroughly analysis will be performed that correlates leadership effectiveness to company success indicators (e.g. profit, client satisfaction, employee engagement, employee turnover, sales growth, etc). The study promises to deliver the competency profiles of the best Spanish leaders, a comparison between the global EL norms and the Spanish norms, and an in-depth analysis the EL competencies and Spanish companies' success indicators.

This project is to be completed in five phases:

Phase 1: Marketing and enrollment of companies

Phase 2: Survey administration, data collection and workshops
Phase 3: Analysis of the results by the "Universidad de Vigo" using Z|F methodology and supervision
Phase 4: Results will be presented to the participating companies, published and mailed to over 6,000 Spanish Companies, with accompanying press releases
Phase 5: The "Extraordinary Leader" Spanish edition will be released with prologue from Zenger and Pablo Riera, an appendix will be included with the results of the Spanish EL study

This GLOBE project Phase 1 will be finalized during the second trimester of 2008. Phase 2 of GLOBE, the Professional Management Audit, will be launched later in 2008:

- Practices and competencies of managers will be measured using a revised version of the PMA, including culture and climate measures of the organization.
- Results will be correlated with company success indicators as planned in the first part of the study (e. g. profit, client satisfaction, employee engagement, employee turnover, sales growth, etc).

Overall, this work has been a substantial investment for P&A in time and money. However, it will create tremendous brand value for P&A and its norms based on EL and PMA. When their work is combined with that of other LAW Partners around the world over the next few years, we will all have an unassailable competitive advantage!

New Business

There is a lot of business development going on in the LAW world!

First, a client we did extensive work with last year, Leighton International, has asked us to help out again, this time with developing their organization to leverage a significant new joint venture: al Habtoor-Leighton.

Leighton International is a unit of Leighton Holdings, Australia's largest heavy construction company. Leighton International is headquartered in Dubai, with significant business in the Gulf States, India, Malaysia, and Indonesia.

al Habtoor is one of the major locally-owned construction companies in the Gulf region. They were looking for a strategic partner who could leverage their growth. The result is a joint venture that combines al-Habtoor with Leighton International's Gulf operations. This is a $1B+ enterprise that is expected to grow rapidly over the next several years.

We will be working with Skopos to offer organization development services to help al Habtoor-Leighton ensure they have the organization that can support their growth.

The second significant piece of business in the Middle East was a 6-figure project to help SABIC (Saudi Arabia Basic Industries - the 4th largest chemical company in the world) develop their own internal organization survey capability. We hope this is the beginning of a longer-term relationship.

Finally, we expect to begin work with Westfield, Australia's largest shopping mall development and operating company. Westfield's is highly regarded and has extensive operations in the US and the UK in addition to Australia. They have asked us to do a semi-customized Profession of Management. JP will be going there in January to scope out the project. This piece of business may afford us the opportunity to put in some extra effort and come out with POM 7.0 sometime in 2008. Stay tuned!

New Consulting Tools: GE WorkOut

LAW is working with SKOPOS to deliver a major organization transformation project to one of Zain's largest operating units.

This project is a perfect model for organizational change because the leadership of the business unit is 100% committed to make their company great.

LAW and SKOPOS are using a number of techniques new to the other, so significant learning will take place as SKOPOS learns the LAW methods and LAW learns those that SKOPOS has used.

The important aspect of this engagement is that there will be a thorough implementation of the GE WorkOut methodology. This is the first instance of LAW working with a Partner to use this methodology with a Partner client and to train Partner consultants.

This methodology can only be learned by "doing," so we encourage Partners to find assignments like this one so they can have a training opportunity. This is "big ticket" consulting that will add 6-figure (US$) projects to your revenue stream. We are developing detailed materials that will be available as training aids and as practical guides.

We will talk in more detail about how you can make this capability part of your offering.

Great News!

There is a new Louis Allen arrival!

Carter Russell Axline Ball arrived to proud parents Sheryl Axline and Eric Ball at 4:15PM on November 6th.

Please join us in congratulating Sheryl on her new baby boy! See below for a picture of the already budding OD consultant:

Old School Ties

The following story is amazing but true. It just goes to show that "old school ties" are meaningful in the world of business.

JP Miller was finishing his PhD thesis in 1976-78 and was teaching at Valparaiso University in northern Indiana in order to support his family of four.

He taught statistics and operations research, both very quantitative and difficult courses.

A young foreign student, Tayyeb al Mulla, approached him after the first few classes, saying that he had to pass these courses because it would be a serious embarrassment to his family if he did not graduate in four years. He asked Professor Miller if he could receive some extra help to ensure his success. Since tutoring students on request was part of his faculty responsibilities, Professor Miller agreed without hesitation.

Tayyeb met with Professor Miller throughout the semester and diligently attended to his studies. The results were as he had hoped. He passed these difficult courses with flying colors.

Professor Miller and Tayyeb established a friendship beyond the tutoring, with Tayyeb inviting Professor Miller to dinner at his apartment and cooking traditional Middle Eastern fare. By way of thanks for the help, Tayyeb presented Professor Miller with a watch and a prayer rug he had hooked himself.

Years went by, and Professor Miller often wondered what had become of Tayyeb. He wore the watch from time to time and kept the prayer rug in his office as a reminder of that special friendship.

When JP joined Louis Allen and met Dr. Hussein and came to appreciate the importance of the Middle East to the future of both consulting firms, he decided to see if he could find Tayyeb. After all, JP would be traveling to the Middle East and maybe he could show Tayyeb that he had not been forgotten.

It was with great surprise that JP discovered his student was now CEO and one of the founders of the Emirates National Oil Company (ENOC), a refiner and downstream converter of the oil from that Gulf State!

JP contacted Tayyeb and they agreed to have lunch together. Despite the years, JP found Tayyeb to be the same quiet, thoughtful student he had remembered and was even more surprised that Tayyeb had become quite adept at using complex quantitative strategies to invest successfully in oil futures. The tutoring had paid off!

It is these fundamentally human connections that make the work we do so rewarding. Our responsibility as consultants is to help our clients become more capable, to tutor them; to pass along what we have learned. It is gratifying to know that our efforts do have positive impact years after the time and place in which they occur.