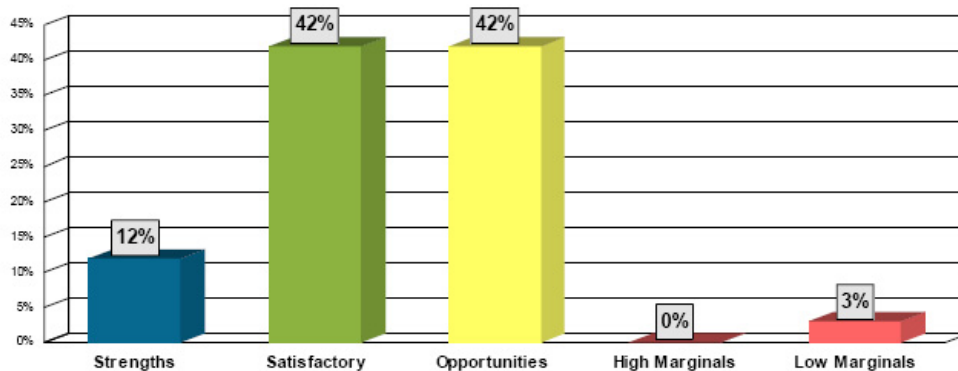


A CASE STUDY: DR. DEVINE, OR HOW I LEARNED TO STOP WORRYING AND LOVE STRATEGIC PLANNING

(Yes, we are shamefully blowing our own horn, here, but a) somebody has to, b) this story is absolutely true, and c) it is proof-positive that strategic planning facilitated by The Markens Group can galvanize, inspire and take your company to a whole new level of success.)



Strengths	Satisfactory	Opportunities/Marginals
<input checked="" type="checkbox"/> Authority Relationships (6)	Aggressiveness (3)	Concentration (0~5)
<input checked="" type="checkbox"/> Commitment (6)	Closure (3)	Decisiveness (1~7)
<input checked="" type="checkbox"/> Creativeness (7)	Communications (3)	Emotional Composure (0~9)
<input checked="" type="checkbox"/> Self Responsibility (7)	Competitiveness (4)	Influence (2)
	Conflict Management (4)	Initiative (1~7)
	<input checked="" type="checkbox"/> Detail Orientation (5)	Instructiveness (2)
	<input checked="" type="checkbox"/> Ego (5)	Intensity (1)
	Goal Orientation (3)	Learning (2)
	<input checked="" type="checkbox"/> Intimacy (4)	Negotiating (0)
	<input checked="" type="checkbox"/> Listening (5)	Response to Change (2)
	<input checked="" type="checkbox"/> Mobility (4)	Schedule Orientation (0~5)
	<input checked="" type="checkbox"/> Planning (4)	Sociability (0~6)
	<input checked="" type="checkbox"/> Presentation Style (4)	Task Completion (0~5)
	Structure (3)	Time Competency (0~5)
		<input checked="" type="checkbox"/> Vitality (2)
		<small>to match with Success Profile</small>

The behavior summary above was taken last year by a member of the planning team of one of our clients. We'll call him Bob. When we facilitate a strategic plan, all members of the management team take the Devine Behavioral Assessment. This is just one chart among many pages of analysis. In this particular context, the assessment is used to help align and focus the team's behaviors on the traits necessary to achieve the company's goals

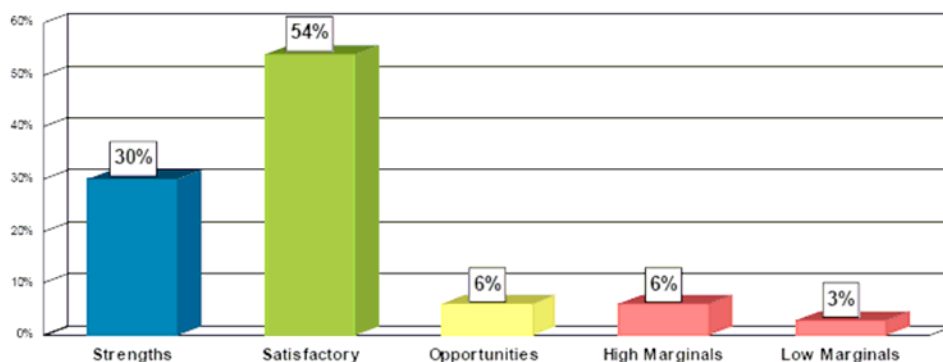
Bob's assessment showed that although he was a dedicated, responsible employee, he was miserable. One split score (see Emotional Composure, for example) means a participant may be having difficulty coping at work. Eight split scores implies there's a major meltdown in progress. Bob was angry, unable to schedule or complete

assignments, by turns volatile and withdrawn, and his productivity had fallen off a cliff. To convert Bob's apparent challenges into just one of the many metrics we use for evaluating a Devine, we looked at the ratio of Strengths to Opportunities/Marginals, which should be 2:1. Bob's ratio was 0.27:1.

One exercise we do early on in the planning process is to ask each team member to estimate company revenue five years down the road. The answers ranged from twenty to twenty-eight million dollars. Until we got to Bob. Bob said, "Zero, because we'll be out of business in five years." At this point, we were forced to consider, in light of Bob's attitude and disruptive behavior, whether or not he would make it through the process.

Of the hundreds of assessments we have reviewed, this was one of the most painful we had ever seen. We conferred with the Devine Group, and after reviewing Bob's results, one of their sociologist's told us, "he is not in a happy place." The understatement of the year.

Well, you know what's coming. So here it is:



Strengths	Satisfactory	Opportunities/Marginals
<input checked="" type="checkbox"/> Aggressiveness (7)	<input checked="" type="checkbox"/> Authority Relationships (4)	Emotional Composure (2)
<input checked="" type="checkbox"/> Closure (6)	<input type="checkbox"/> Commitment (3)	Initiative (2)
<input checked="" type="checkbox"/> Communications (8)	<input checked="" type="checkbox"/> Concentration (4)	Learning (9)
<input checked="" type="checkbox"/> Competitiveness (6)	<input checked="" type="checkbox"/> Creativeness (5)	Response to Change (9)
<input checked="" type="checkbox"/> Conflict Management (6)	<input type="checkbox"/> Decisiveness (4)	Self Responsibility (0)
<input checked="" type="checkbox"/> Instructiveness (7)	<input checked="" type="checkbox"/> Detail Orientation (5)	
<input checked="" type="checkbox"/> Listening (6)	<input type="checkbox"/> Ego (3)	
<input checked="" type="checkbox"/> Mobility (6)	<input checked="" type="checkbox"/> Goal Orientation (5)	
<input checked="" type="checkbox"/> Sociability (6)	<input checked="" type="checkbox"/> Influence (5)	
<input checked="" type="checkbox"/> Structure (6)	<input type="checkbox"/> Intensity (4)	
	<input checked="" type="checkbox"/> Intimacy (4)	
	<input checked="" type="checkbox"/> Negotiating (5)	
	<input checked="" type="checkbox"/> Planning (5)	
	<input checked="" type="checkbox"/> Presentation Style (5)	
	<input checked="" type="checkbox"/> Schedule Orientation (5)	
	<input checked="" type="checkbox"/> Task Completion (5)	
	<input type="checkbox"/> Time Competency (4)	
	<input type="checkbox"/> Vitality (4)	

= is a match with Success Profile

After the strategic management system had been in effect for ten months, it was obvious Bob had undergone a complete transformation. He was taking an active part in meetings, offering suggestions, becoming more social and engaged and performing much better in his daily tasks. We asked him to retake the Devine so we could see how this metamorphosis would appear on paper. As you can see, Bob still has some problems, but his work skills have soared and he is once again a productive member of the team. His new ratio is exactly 2:1.

So what happened? You've probably guessed this as well. The reason Bob was so unhappy was that he blamed all the company's woes on its management, their intransigence and poor leadership. When he saw that the issues he had complained about for ages were actually being addressed as part of the planning process (which makes a point of confronting the organization's "brutal truths"), he began to see hope. And when change actually started taking place, Bob jumped back on the bandwagon.

We'll leave you with this quote from Bob. ""Last year, I was very unhappy in my job. Since the program with TMG, I have taken a more active part. Things are a thousand per cent better with the owner. All my old complaints about the way he managed the company have gone by the wayside. I don't think there is anyone in the group who would not agree that things have improved a thousand per cent since Ben got involved."

If you have any questions, or would like to learn more about the Devine assessment or our business planning process, please contact: andy@markens.com