

C.S. Lewis & Co. Publicists

Dear Editor/Producer,

As two major petroleum giants planned a mega-merger, there was *only one consultant* called in to advise on how to keep people's heads in the game during the pre-merger: **LESLIE WILK BRAKSICK, PHD.** Dr. Braksick navigated this behemoth through the biggest and most successful industrial merger in history.

Dr. Braksick is this country's leading authority on the business applications of behavioral science. Simply put, she and her company have developed an elegant, effective way for leaders to understand why their people do and say the things they do, and to encourage the right behaviors to align with business objectives.

Dr. Braksick is revered by the heavyweights of business and industry, and her behavioral models have a stunning track record of success. Her company, The Continuous Learning Group, Inc. (CLG), the world's largest behaviorally based consulting firm, helps implement strategic change and large-scale business performance improvement for over 200 blue chip clients worldwide.

Dr. Braksick helped turn around a consumer food giant, and enabled a second petroleum company to sustain itself as a highly desirable prospect for acquisition. Her seasoned consulting team steered a transportation giant toward a 50-fold improvement in bottom-line results, and shaped a new leadership culture at the largest construction and engineering company in the world. CLG helped the CEO of a major healthcare company grow \$40 million earnings into \$178 million by sparking employee morale and retention.

It's no wonder the vice chairman of a major oil company calls Dr. Braksick's methods his "secret weapon" for success.

Dr. Braksick can weigh in on any breaking business news story. She is experienced and fluent in every business topic—from motivating employees to boosting sales, igniting innovation to improving performance, merging two cultures to downsizing.

In a new book, *Unlock Behavior, Unleash Profits: Developing Leadership Behavior that Drives Profitability in Your Organization* (McGraw Hill, Second Edition), Dr. Braksick presents a science-based set of tools leaders can quickly learn and apply to help pinpoint the exact employee behaviors that will lead to achieving key business goals. Since the original edition was published in 2000, the book has become *the* definitive manual for businesses on how to solve individual and organizational challenges using the tools of behavioral science.

Please let me know if you'd like me to coordinate an interview with Dr. Braksick.

Best Regards,

Cathy Lewis

How to Shape the Right Business Behaviors

New book translates behavioral science into actionable tools for business leaders.

What we encourage from our employees, we get. What we discourage, we don't get. That's the basic principle behind behavioral science. It seems simple and is easy to learn, but when put into practice in business settings, it offers a profound, life-changing model for leadership.

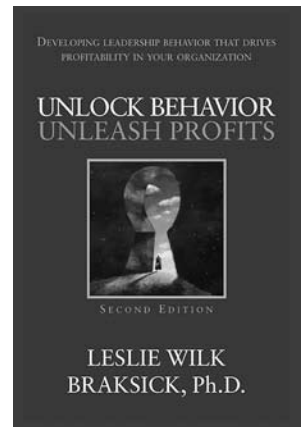
LESLIE WILK BRAKSICK, PHD, behavioral expert, strategy execution consultant, and executive coach, has gained national prominence for her original approach to individual and organization-wide behavioral change that is based on decades of research and successful deployment in top corporations.

In *Unlock Behavior, Unleash Profits: Developing Leadership Behavior that Drives Profitability in Your Organization* (McGraw Hill, Second Edition), she shows readers step-by-step how to use such tools as the ABC model—finding the right Antecedents to prompt a behavior, identifying which Behavior will produce the desired result, and providing Consequences that align with desired outcomes. She brings concepts to life with more than two-dozen case examples from Fortune 100 leaders who have applied her behavioral approach to differentiate their companies in the marketplace.

Readers learn how to meet today's greatest leadership challenges, including:

- Achieving sustained and predictable top-line growth
- Improving customer loyalty, retention, and growth
- Boosting innovation across your organization
- Integrating cultures following mergers/acquisitions
- Excelling at executing your strategies
- Increasing employee engagement and retention
- Smoothing leadership transitions and accelerating the new leader and team to hit full stride
- Ensuring that strategic talent management results in well-developed leaders

The time-tested ideas and guidelines in this book can be applied in any setting to address challenges faced by all types of leaders: C-suite executives, supervisors, HR professionals, team leaders, employees, teachers, coaches, and parents.



“Braksick’s approach is how we are going to make a real difference in our performance as an organization. It is one of the most exciting things I’ve ever been part of. We believe it is our secret weapon.”

—Vice Chairman
of a Major Oil
Company

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About the Author

LESLIE WILK BRAKSICK, PhD, is a nationally known expert in behavioral science, an award-winning consultant and executive coach, and author of *Unlock Behavior, Unleash Profits: Developing Leadership Behavior that Drives Profitability in Your Organization* (McGraw Hill, Second Edition).

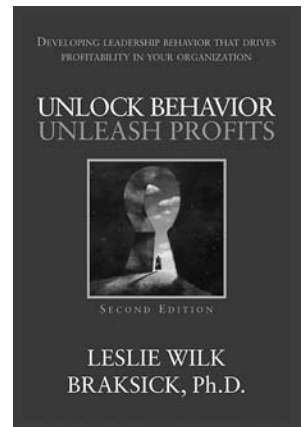
Dr. Braksick has a master's degree in Industrial/Organization Psychology and holds a doctorate in Applied Behavioral Science from Western Michigan University.

She is cofounder and chairman of The Continuous Learning Group, Inc. (www.clg.com), a consultancy headquartered in Pittsburgh, PA. Dr. Braksick led CLG as its CEO for over ten years as it grew to be the largest behaviorally based strategy execution firm in the United States. It is now a \$30+ million global organization with more than 140 professionals, and serves Fortune 100 clients.

In addition to her business involvement, Dr. Braksick works with a number of civic and community organizations. She is a Board Trustee for Children's Hospital of Pittsburgh and Children's Hospital's Foundation and Princeton Theological Seminary. She chaired the Women's Leadership Initiative for the United Way of Allegheny County (Pittsburgh), and has served as a Cabinet Member for the past three campaigns. She is also an elder in The Presbyterian Church of Sewickley, PA.

In 2002, Dr. Braksick was recognized as one of the top fifty business leaders in Pennsylvania, and was named a Carlow College Woman of Spirit and a Pittsburgh Pacesetter in Business. In 2006, she received the prestigious Athena Award from the Allegheny Conference in recognition of excellence in professional and community leadership. In 2006, CLG was voted one of Pittsburgh's best companies to work for.

Dr. Braksick resides in Sewickley, PA, with her husband of sixteen years and their two children.



“These behavioral tools have caused me to question my approach to leadership. Before, I had probably kept morale lower—and perhaps even hurt individuals’ progress—by not helping them see all the good they had done and the progress they had made. Now, I could not be more different.”

—**International
Division President,
Fortune 30 Company**

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Case Examples and Success Stories

Behavioral science methods applied in the real world.

The Merger of Two Petroleum Companies

A large petroleum company hired Leslie Braksick as it was poised for a possible merger with another petroleum giant. It had 800-plus people working out of its Texas research facility—all but five of whom were likely to lose their jobs. The problem: This company needed its people fully engaged up to the last moment. Knowing that they were going to lose their jobs, employees were nevertheless asked to type up everything the suitor company wanted to know about their research. Predictably, no one was typing. How could Dr. Braksick get employees working at peak performance levels and convince them to surrender their proprietary knowledge?

She knew there was no motivation for these high-value workers to adopt such behaviors, so her team developed a number of strategies. They coached leaders to keep people's heads in the game—to spend more time with their employees and keep them focused on performance and safety. Leaders actually increased the amount of time they spent with their people at a time when most pre-mergers find managers behind closed doors.

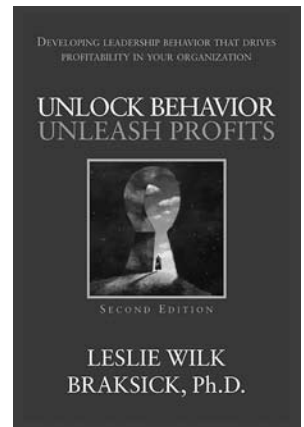
Dr. Braksick's team constructed an interactive website with up-to-the-minute information about the merger, including a rumor-buster section where employees could pose questions, and a place where they could share job leads.

They created a Leadership Legacy Program, where employees were interviewed on videotape about what they were most proud of, which of their contributions had the most impact, and where they saw the research and industry going in the future. *Voila!*—knowledge capture. Employees got copies of these beautifully produced videos, which became prized family keepsakes.

Dr. Braksick's team also engaged the spouses in creating a professional-quality coffee table book that told the history of the company, the Texas facility, and the timeline of research.

Dr. Braksick's strategies kept people working by demonstrating respect and by recognizing their contributions. Malaise turned to motivation, suspicion to pride. In the end, the merger happened and everyone lost their job, but people celebrated and were able to move on.

— MORE —



“The models for applying behavioral science that Dr. Braksick shares can create an environment where tapping discretionary performance is key to achieving business results and creating a workforce that is motivated to achieve their goals.”

—Delores L. Conway,
Leadership Development Manager,
CIGNA HealthCare

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A CEO with Unhelpful Leadership Behavior

Leslie Braksick was asked by the board of directors of a major corporation to deal with their CEO. The problem: At a time when this company was trying to increase the diversity of its senior ranks, people complained that this CEO, Ed, was an “old boy” who was chummy with his white male friends but seemed dismissive of women and people of color who reported directly to him.

Dr. Braksick sat in on Ed’s next meeting to observe a roundtable update by his team members. A white male named John provided the first update. Ed leaned forward, nodded, took notes, and asked questions. “When do you think we can get that done? What are the next steps?” He was engaging and made great eye contact with John, as he did with the other white males to follow.

But when Robin, a white female, started delivering her update, Ed put his pen down, leaned back in his chair, and looked up at the light. Halfway through, Ed cut her off and said, “You seem to be still on track. Okay, that’s good enough. We’re short on time, so let’s keep going.” When the African American male member of the team spoke, Ed behaved similarly, and said, “We’ve got a meeting on that later today, right? Let’s just go over it then.”

After the meeting, when Dr. Braksick pointed out Ed’s dismissive behavior toward his female and African American team members, he was surprised. “That’s because they are my highest performers and need no babysitting or detailed management by me,” he said. “Robin’s business is flawless and she’s a great manager. She meets or exceeds every goal set for her. With John, I have to hound him like crazy because he forgets what he commits to, and if I don’t write them down and don’t get him to rearticulate them, he doesn’t even remember what he committed to.”

Dr. Braksick coached Ed to sit up when he listens to his star team members, allow them to complete their sentences, take notes, look them in the eye when he speaks with them, and convey his pride in their work and performance, when merited.

Next meeting, Ed did everything they discussed, flawlessly. “My phone was ringing off the hook,” said Dr. Braksick. “People thought he was transformed. The issue wasn’t that he was discriminatory based on gender or skin color, but rather that he had developed some bad behavior patterns that happened to be aligned with women and the people of color on his team. Once that was made known to Ed and he became aware of what he was doing, his behavior changed permanently.”

“The principles and tools of behavioral science that Dr. Braksick describes so clearly and comprehensively in this book have helped us improve behaviors—especially leadership behaviors—for better performance throughout the company”

—**Jim Tighe**, Former
Manager, Corporate
Quality, Chevron
Corporation

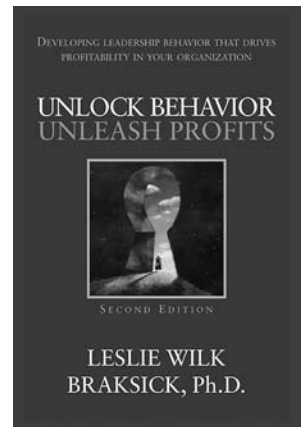
More Case Examples and Success Stories

How Global Telecom Used Behavioral Tools to Increase Sales

Global Telecom launched a major sales initiative to upsell enhanced services. Who better, they reasoned, to do this upselling than customer service representatives (CSRs), who frequently talk to customers, right? The company spent heavy time and resources training CSRs to sell new packages. They also provided strong incentives for selling. However, neither sales nor customer service ratings improved. In fact, the CSRs rebelled and there was threat of union grievances. The reason? The CSRs had always seen themselves in the “helping” role, and were deeply offended by being asked to sell. Dr. Braksick’s team identified the behaviors needed to achieve the business result of upselling. Global Telecom refocused its efforts. Instead of pushing “selling,” they promoted “needs-based solutions.” CSRs were trained in uncovering customers’ needs and creating the best match between a customer’s needs and their company’s services. CSRs were actually encouraged to *downsell* if it better met the customer’s needs. This time, the CSRs were delighted with their new role—and sales increased 35 percent.

How Heinz Focused on Behavior to Effect a Turnaround

When Dave Moran became president of Heinz Consumer Products, he saw that the company’s powerhouse brands were declining in sales, volume, and profit. The competition had leapfrogged ahead of Heinz, and the chairman challenged the new president to turn the company around. Moran called in Dr. Braksick to help change the culture of general malaise. Behavioral change had to start at the top. Dr. Braksick coached Moran and his senior executives to change the way they interacted with employees. Leaders encouraged people to bring forward the real issues early in the process, rather than reprimanding them for missing numbers. Feedback was delivered early and often. Trust was modeled. The culture changed from one of blame to one of support and shared objectives. Moran’s division has averaged double-digit profit growth since 2003. Fiscal year 2006 was the strongest year yet, with sales up 13 percent.



“Dr. Braksick’s behavioral leadership model applies equally well to all business situations. Whether you are in a turnaround situation or keeping a well-oiled machine rolling forward, the emphasis on behavior is what puts points on the board, builds credibility with employees and customers, and leads to sustainability.”

—Dave Moran, President and CEO, Heinz North America

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Segment Ideas / Interview Topics

How to Get Employees to Stay

Learn why people leave and how to keep them engaged.

Dr. Braksick has helped many companies whose performance was stagnant due to low worker morale and high turnover. Workers want to stay once leaders find the “sweet spot”—the place where employee desire and business objectives intersect. Learn:

- Top reasons why people job hop
- How to use behavioral tools to change employee attitudes
- Key factors that drive worker commitment, from challenging work to work/life balance
- How leaders can target commitment drivers and directly improve employee retention
- How Dr. Braksick helped a high-tech firm boost retention

Managing a Post-Merger/Acquisition Culture

How to use behavioral science tools to integrate M&A cultures.

Dr. Braksick says it’s not surprising that 75 percent of mergers and acquisitions fail. After all, the probability that two or more cultures reinforce the same behaviors in employees is unlikely. She helped guide the biggest industrial oil-company merger in history using her behavioral science approach, and can discuss:

- How to get the right people in the right new roles
- How to use “shaping” techniques to encourage behaviors that are critical to the new organization’s success
- How to develop business plans that track progress, reinforce success, remove barriers, and take corrective action
- How to ensure that consequence systems are aligned with the new behaviors
- Real-life strategies used to guide two petroleum giants through their mergers

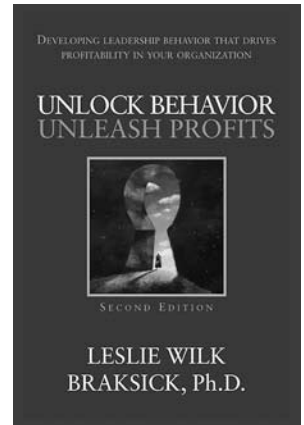
Seamless, Successful Leader Transitions

How to get new leaders up and running smoothly.

Companies spend millions each year on executive selection, but little on ensuring the successful transition of leaders and their teams. Dr. Braksick discusses:

- Key activities that ensure a leader’s success in his/her new role
- How to use professional coaching and feedback to benefit a new leader
- Steps a new leader should accomplish in the first 1–2 weeks, 2–4 weeks, and 6–10 weeks

— MORE —



Recent research has uncovered sobering data about leadership transitions:

- 70% of all leaders fail within two years of their assignment.
- Perceptions of a leader’s ability are formed within the first five days.
- On average, it takes six to twelve months for new leaders to fully adapt to their new role.

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Achieving Sustained and Predictable Top-Line Growth

Expert says the Holy Grail of business is within reach.

Companies seek the Holy Grail to drive top-line growth—great leaders; motivated salespeople; new products; breakthrough insights in customer needs, wants, and trends. Dr. Braksick says that top-line growth ultimately comes down to unleashing the right behaviors across the organization. Learn:

- How to create a “growth model” to track key indicators of the health of each brand and business unit
- How to identify the employee behaviors needed to drive progress in each leading indicator
- How to reframe essential new behaviors in terms of “what’s in it for them”
- How to ensure that consequence systems (pay, promotions, recognition, development) encourage the right behaviors
- How Braksick helped the Mexican unit of a major oil company achieve record sales and profitability by coaching high-performance leadership behaviors

Overcoming Brain Drain

Learn proven strategies for developing—and keeping—talent.

According to the U.S. Census, the population of potential leaders will continue to shrink over the next few years. Dr. Braksick offers solutions, and discusses:

- How to create a talent management plan
- How to align business and talent strategies
- How to develop tomorrow’s leaders based on where the company is *going*, not where it is now
- How to make talent metrics a first-class measure—and an important part of the business portfolio
- How to customize a talent strategy for each business or department in your enterprise

Improving Customer Loyalty, Retention, and Growth

The right behaviors from your people drive customer satisfaction.

Dr. Braksick says you can strengthen customer relationships by analyzing and influencing the behaviors of sales, services, and operations. Leaders in a customer-facing business have to understand the drivers that matter most to their customers, and ensure no variation in what drives them to purchase. Find out:

- How to identify and prioritize the key drivers of your customers’ loyalty
- How the president of a consumer products company shaped customer-first behaviors throughout the organization
- How a chemicals manufacturing service center improved customer satisfaction after Dr. Braksick’s intervention

The statistics on employee engagement are shocking. The latest Gallup Employee Management Index found:

- 29% of employees are actively engaged in their jobs.
- 54% are not engaged.
- 17% are actively disengaged.

More Segment Ideas / Interview Topics

Feedback Dos and Don'ts

Everything you never knew about giving and getting feedback.

How good is your boss at giving you constructive feedback? How good are you at getting and giving it? According to Braksick, feedback is an art that every employee should master. Learn:

- Wording tips that turn low-impact feedback into high-impact feedback
- How to deliver feedback that is precise and objective
- Right and wrong ways to provide encouragement
- How to coach for improved performance
- Top reasons we avoid accepting constructive feedback

How to Speak Like a Leader

Top communication mistakes bosses make—and how to fix them.

Dr. Braksick says managers often don't realize that the impact of their words and actions matter more than their intentions. Communication mistakes can be surprisingly damaging to morale—because employees watch and listen carefully to what leaders do and say, as well as to how they say it. Learn:

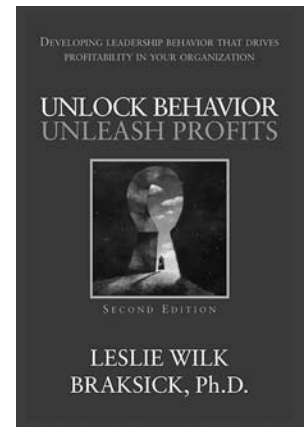
- Tips on delivering good news/bad news statements
- Constructive feedback dos and don'ts
- Top signs that someone's feedback is insincere
- How your body language can betray you

Using Behavioral Science Strategies at Home

Even CEOs have to get kids to study and clean their rooms.

Dr. Braksick says the same techniques leaders use to shape employee behavior in the workplace can be applied in other group settings—including at home with kids. Find out:

- How to use a science-based tool—"ABC Analysis"—to get kids to do chores without being asked
- Why nagging doesn't change annoying kid habits
- Why immediate encouragers are key for children
- Classic parental mistakes and behavioral tools to fix them



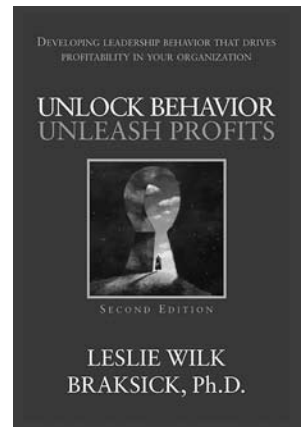
The 4:1 Rule

To change someone's behavior, across time try to deliver positive feedback four times for every instance of constructive feedback.

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Suggested Interview Questions

1. How is this book different from other books that are about improving individual and organizational performance?
2. Why do so many implementation efforts and plans fail?
3. Why do so many mergers fail?
4. How complicated is it for leaders to learn the principles of behavioral science?
5. What type of employee-related and organizational challenges are these behavioral science tools particularly effective for?
6. What is “locked” behavior, and how does a leader go about “unlocking” it in an employee or group of employees?
7. Why is there more “company hopping” by this generation of employees vs. those in the past who were more loyal to a single organization?
8. Give a thumbnail of the IMPACT Model™.
9. What are some practical ways to use the IMPACT Model™?
10. Give an example of a company that used the IMPACT Model™ to change critical behaviors and encourage new ones.
11. What are your best tips for making a new behavior stick?
12. You talk a lot about consequences. What are some examples of effective consequences that leaders can use to reinforce the right behaviors?
13. Is paying people enough to motivate them?
14. What are some common mistakes we make when delivering feedback?
15. What’s the MAKE-IT Model™, and how is it used for organization-wide behavioral change?
16. Give an example of a company that used the MAKE-IT™ Model successfully.



“We feel so strongly about the behavioral approach to strategy execution taught in Dr. Braksick’s book, that we embedded it into our cornerstone leadership development experience for our most senior managers, and our leaders responded by calling it the best leadership development experience in their careers.”

—**Harvette Dixon**,
Director, Learning
and Development,
PPG Industries, Inc.

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