

## **EXPERIENCE SUMMARIES TLG CONSULTING HISTORY**

### **CHAPTER 1:**

#### **INTRODUCTION TO THE LUKASZEWSKI GROUP MANAGEMENT – LEADERSHIP DEVELOPMENT – SECOND OPINIONS ETHICAL GUIDANCE AND RECOVERY**

This is an overview of what The Lukaszewski Group does every day – namely strategic thinking, managing management involvement in crises, coaching, counseling, leadership development, providing second opinions, and ethical guidance and recovery.

#### **Thinking and Acting Strategically**

**We are experts** in developing conclusive, fundamentally sound communication strategies for companies with high-profile problems and issues ranging from activist demonstrations to civil, criminal, or class action lawsuits; from environmental, health, and safety risks to xenotransplantation. What makes us different is our ability to quickly and efficiently focus company management on the key decisions that need to be made and to structure outcome-focused operating and communications responses. We often work with every critical operating function within the organization to get questions answered, issues resolved, decisions made, and actions taken.

**The practical result is** the immediate, responsive management of serious problems. At the same time, while moving forward, the client organization learns more about resolving its own issues.

#### **Managing Management Involvement**

**We are pragmatists.** Pragmatism is inherent in our approach to senior management. Our job is to tell it like it is, to forecast the unintended consequences of the organization's actions, and to make important, conclusive, and doable recommendations to help management know what to do next.

**Our style facilitates communication** between different departments, divisions, and individuals within the organization. The goals are to help managers and supervisors know what to say and when to say it; decide what to do and when to do it; and to recognize when it's time to say and do nothing.

### **Typically, we take these first steps to get a situation under control:**

- Listen to senior management's most important concerns.
- Develop an action-based plan of attack.
- Build senior management confidence in the response team and the strategy.
- Focus the team and other consultants on getting it done.
- Reduce management anxiety through practical, doable, and useful recommendations.
- Manage senior management disappointment, irritation, and impatience.
- On-site program implementation; translate strategic assessment and program concepts into implementable steps.
- Work with and train mid-level managers on problem-resolution approaches and strategy.
- Identify and plan participation exit strategies for senior management.

### **Coaching and Counseling**

**We only handle the toughest, touchiest, and most sensitive aspects of any problem.**

That means getting things right the first time. Much of our advice and counsel involves teaching and coaching executives, managers, and supervisors to make fundamentally sound, results-oriented communications decisions and to effectively communicate those decisions to others.

### **Second Opinions**

**With more than 25 years on the front line of crisis communication management**, one of our most important roles, aside from strategically directing response operations, is providing second opinions. During a typical year, The Lukaszewski Group provides its opinions in situations involving activist attacks; angry communities; organized opposition; government investigations; high-profile litigation; network television news coverage; *60 Minutes*, *PrimeTime Live*, *Dateline NBC*, and other news magazine shows; media investigations and the like. We are frequently called the "Consultant's Consultants" and the "Expert's Experts."

### **Leadership Development and Recovery**

**The leadership capabilities of individuals often become apparent during urgent situations.** Established leaders need someone to break a management impasse or dislodge the barriers to effective action and counteraction. Crises are the one time in organizational life when just about everyone learns key new things at lightning speed. Crises are times for leadership enhancement, leadership discovery, and leadership departure.

## **Ethical Guidelines and Recovery**

**Ethics is, according to Will Durant, the search for ideal behavior.** Leaders not implicitly explicitly recognize the ethical expectations by everyone inside their organization. Years of focus groups, polls, and interviews reveal the general list of employee and constituent ethical expectations:

1. Find the truth as soon as possible: Tell that truth, and act on it promptly.
2. Promptly raise the tough questions and answer them thoughtfully: This includes adding and answering questions yet to be asked or thought of by those who will be affected.
3. Teach by parable: Parables are short allegorical stories designed to illustrate or teach some truth principle or moral lesson.
4. Find out, then vocalize core business values and ideals constantly: The values and ideals of a business are what employees and others bring to work every day.
5. Walk the talk: The accessible; help people understand the organization within the context of values and ideals at every opportunity.
6. Help, expect, and enforce ethical leadership: People are watching; people are counting; people know when there are lapses in ethics causing trust to be broken.
7. Preserve, comfort, defend, and foster ethical access to the top of the organization: Constantly identify, explain, explore, and warn about situations where ethical processes can be compromised, especially among executives who are on the upwards trajectory.
8. Be a cheerleader, model, teach, and coach of ethical behaviors: Ethical behavior builds and maintains trust. In fact, to have trust in an organization requires that its leaders acted ethically constantly.
9. Make values equal to or more important than profits or personal gain: People seem to enjoy working more when they are with organizations they respect, people they trust, and leadership they can rely on.