

EXPERIENCE SUMMARIES TLG CONSULTING HISTORY

CHAPTER 24:

STRATEGY

Strategy is what The Lukaszewski Group does every day – namely strategic thinking, managing management involvement in crises, coaching, counseling, leadership development, and providing second opinions.

Improving and Recovering Ethical Performance

The Most important and systematic improvement tools is something Jim calls The Ethical Expectations of Leaders:

1. Find the truth as soon as possible: Tell that truth, and act on it immediately.
2. Promptly ask the tough questions and answer them thoughtfully: This also meant asking and answering yet-to-be-asked questions by those who will be affected by whatever the circumstance is or will be.
3. Teach by parable: Emphasizing right way, wrong way behaviors, rather than metaphors or warm-hearted emotional stories.
4. Vocalize core business/organizational values and ideals constantly: Employees search for these most when there is trouble in the room or on the horizon. This search occurs every day.
5. Walk the talk: Be accessible; help people understand the organization within the context of values and ideals, at every opportunity meetings large and small, gatherings large and small. This is a prime responsibility of all management, managers, and especially first-line supervisors.
6. Help, expect, and enforce ethical leadership: People are watching, people are counting, and people know when there are lapses in ethics causing trust to be broken. When bad things happen in good organizations, it's these occasional lapses that deepen the troubles.
7. Preserve, protect, defend, and foster ethical pathways to the top of the organization: Constantly identify, explain, explore, and warn about situations where ethical processes

can be compromised on the way, especially among executives on their way up the career ladder. Also, management becomes strangely silent as trouble mounts.

8. Be a cheerleader, model, and teacher of ethical behavior: Ethical behavior builds and maintains trust. In fact, to have trust in an organization requires that its leaders act with integrity, ethically, and constantly.
9. Make values at least as important as profits or personal gain: Studies of employee satisfaction show most people seem to enjoy working more and staying longer when they are with organizations they respect and who respect them. Wherever you find an organization or company that puts values on the same level as profits or personal advantages, there is a higher level of loyalty and support. Companies who do this specifically on principle are noted by everyone. People want to be a part of it.
10. Respect employees: Respect is something all employees seek more than anything else. It's that reciprocal respect that builds an ethical foundation for working and living, believing, and loyalty. Respect is ultimately what immunizes organizations against bad decisions and unethical behavior.

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 an outcome-focused communication response. We often work with every critical operating function within the organization to get issues resolved, decisions made, and actions taken.

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

Managing Management Involvement

We are pragmatists. 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 do-able recommendations.

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, do-able, and useful recommendations.
- Manage senior management disappointment, irritation, and impatience.
- Implement on-site programs; translate strategic assessment and program concepts into action 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. Much of our advice and counsel involves teaching and coaching executives, managers, and supervisors to make fundamentally sound, results-oriented communication decisions and to effectively communicate those decisions to others.

Second Opinions

With decades on the front line of crisis communication management, one of our most important roles, aside from strategically directing response operations, is to provide 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*, and other news magazine shows; media investigations, and the like. We are frequently called the "Consultant's Consultants" and the "Expert's Experts." On February 10, 2015 Lukaszewski Trademarked ® the phrase, America's Crisis Guru®