The Elephant Under the Rug™

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Executive Summary

What a fantastic journey the employees and the company have had throughout the year! At the company holiday party, 12 employees bring down the house as they recount the year's journey to the crowd using the traditional Christmas song "The 12 Days of Christmas" as their inspiration, using each verse to highlight a month of the journey and transformation.

The dedication to improvement, growth, and creating a positive work culture is truly commendable. Using Conversation Frameworks and various tools to address specific challenges and strengthen different areas of the organization is a testament to the commitment to intentional, consistent, and efficient practices.

As we reflect on 12 "gifts" that management gave the company over the course of a year, it's evident that each one played a crucial role in shaping a transformative year. The emphasis on differentiation, identity, diagnosing challenges, workload management, facilitator empowerment, intentional training, customer experience, delegation, innovation, onboarding, project-focused frameworks, and organizational reframing highlights a comprehensive approach to improvement.

The management's commitment to self-improvement and adopting tools for employee engagement, culture impact assessment, vision and values development, SWOT analyses, perception management, a problem-solving sales process, organizational restructuring, and leadership alignment is a powerful finale to the year.

The narrative of "The Elephant Under the Rug" playfully captures the essence of each gift and how it contributed to the company's evolution. The focus on unity in diversity and the acknowledgment of ongoing change and planning sets a positive tone and roadmap for the future. The concluding message to embrace the power of tools, incremental improvements, and the application of ICE practices is a valuable takeaway for any organization aspiring for resilience and growth.

Here's to the company's success, continuous improvement, and a future filled with possibilities!

🎁 The 12 Gifts from Management (Verse 1) 🎄

Context: During ABC Company's annual holiday party last year, senior management announced that the company would embark on a year-long journey using a suite of collaboration tools that would have a positive impact on the entire company. Now at the company's annual holiday party one year after their journey began, and without management knowing this was going to happen, 12 employees get up in front of the crowd to sing/recite/perform this:

🎶 "In the 1st month of the journey, the company gave to us:

🔍 "A **Conversation Framework** 🪚 that brought together many people from each department, giving us a voice and opportunity to highlight to management the great things about the company that make us (or could make us) different in the market or against the competition.

"**DIFFERENTIATE** 💡 energized the staff by reminding everyone why this company is special and how we all contribute to creating a kick-butt experience for our prospects and customers. However, the individual contributors knew that there was much more to do. The rug in the middle of the office had a huge elephant under it and, right now, the company was not addressing the elephant topic – the challenges employees were facing that were impacting their performance, morale, and productivity.

"So, after one month we got:
- 🪚 A Framework to help us differentiate."

Information on DIFFERENTIATE:

[DIFFERENTIATE - Intentional Isolation Strategy Activity - Innovative Management Tools](#)

DIFFERENTIATE ™
Intentional Isolation Strategy

🎁 The 12 Gifts from Management (Verse 2) 🎄

Context: The 12 employees are still a little timid as they give the 2nd verse of performance:

🎶 "In the 2nd month of the journey, the company gave to us:

🔑 "Access to two **Conversation Frameworks** 🛠️ that helped us align ❇️ every employee to the company and to the departments.

"**IDENTITY – Organization Level** 🏢 helped us create a single, unifying communication and positioning guide for the company. This document cleared up confusions and gave us a clear identity.

"**IDENTITY – Department Level** 🌐 brought this unifying exercise to the departments and helped each area understand precisely how it fit into the company; gave employees a renewed sense of how their work counts and adds value; and served as a valuable onboarding information document for new employees.

"We made a baby step forward, aligning the company and connecting the departments to the company. But that darn elephant was still hiding under the rug and we hadn't addressed the topic that was so important to the employees – the daily challenges.

"So, after this month we got:
- 🆔 **Two tools for identity**
- 🪚 **And a Framework to help us differentiate."**

Information on the pair of IDENTITY Conversation Frameworks:

[A Conversation Frameworks Double Whammy - IDENTITY Organizational and Departmental Positioning Activities - Innovative Management Tools](#)

🎁 The 12 Gifts from Management (Verse 3) 🎄

Context: The 12 employees start to relax and bring up the energy with the 3rd verse of the performance:

🎶 "In the 3rd month of the journey, the company gave to us:

🔍 "An **Organizational Challenges Survey** 📊 that highlighted the challenges we, the employees, were facing, how widespread the challenges were across the company, and a commitment to helping us overcome those challenges. As a company, we finally acknowledged that there was an elephant hiding under the rug in the middle of the room. We couldn't ignore it anymore. What we all knew, individually and when talking to close co-workers, was now simply an open fact. We have challenges that we need to address if we want to become a better company.

"The survey results showed us that there are three groups of challenges – **People**, **Process**, and **Planning**. Our results showed us where we needed to start - **Processes** ⚙️

"Management allowed three internal, as-needed, on-demand facilitators to be trained on three **Conversation Frameworks** that could be leveraged around the entire company.

"**SNAPSHOT** 📸 to analyze and improve existing processes and address these two scenarios:
- *A process isn't "broken", but it could use some tweaking and updating to today's work and demands.*
- *A new department head inherited "old" processes. He/she sees the need to review those processes with the staff to see where they want to or see a need for changes to be made.*

"**MAPPING** 🗺️ to document processes that were way too informal or only in the heads of a few people in this scenario:
- *The company has processes that were never formalized because they were considered 'insignificant' but have now grown in importance and need to be documented or become formal when documented.*

"IDENTIFY 🔍 to focus on waste that we all see, but often fail to reduce or eliminate, finally tackling this topic and this scenario:

- *Processes were established pre-current technology and tools being used, and no process analysis has been done to identify where waste can be eliminated.*

"We had so many processes to review. The rug covering the elephant in the middle of the room was now being pulled off, we talked about the elephant, and we started taking care of our processes. It was like playing Organizational Whack-a-Mole when we first started, but with time we moved from chasing fires to feeling like things were getting under control with our processes. What a great feeling that was!

"So, after this month we got:

- 📊 Insight into our challenges and three ways to look at processes
- 🆔 Two tools for identity
- 🔨 And a Framework to help us differentiate."

Information on the DIAGNOSE Challenges Survey and the trio of process Converation Frameworks: SNAPSHOT, MAPPING, and IDENTIFY:

[Client Challenges Survey - Innovative Management Tools](#)

[A Conversation Frameworks Process Trio - MAPPING, SNAPSHOT, and IDENTIFY - Innovative Management Tools](#)

🎁 The 12 Gifts from Management (Verse 4) 🎄

Context: The 12 employees start to warm up the audience as they give the 4th verse of the performance:

🎶 "In the 4th month of the journey, the company gave to us:

🔑 "Access to two **Conversation Frameworks** 🛠 that address challenges that are both spelled with four letters.

"**HATS**, for **TASK**, because we all wear so many hats, and the topic of workload distribution was a constant conversation in departments for these 12 scenarios (staying with the theme of the performance):

1. New manager or supervisor entered the department
2. Individual contributors were promoted out of the department
3. A VP and two managers retired and left a position to fill
4. A department's staff was expanded
5. A department was downsized
6. Two departments were merged into one
7. Department priorities changed as the company grew
8. Departments rearranged tasks as people learned new skills
9. Workloads were adjusted for new (remote/hybrid) schedules
10. Collaborators noticed an imbalance of workloads across department staff
11. Staff was overworked and stressed, prompting a review of workload balance issues
12. People complained about having non-value, filler tasks that were impacting productivity

"12 common scenarios that happened multiple times a year in each department.

"The other four-letter word was **TIME**. The Conversation Framework **DEADLINES** helped us build coaching sessions for those who struggled with "too much work" or "too many things to do", to see how they were spending their time day-to-day, opening their eyes to strategies that helped them organize their days more effectively and with less stress and overload.

"Once we got into the **People** side of things, the rug was almost completely pulled off the elephant and we really started playing Organizational Whack-a-Mole. We were on a roll!

"So, after this month we got:

- 🛠️ Frameworks that have a HUGE impact in every department: Time and Task
- 📊 Insight into our challenges and three ways to look at processes
- 🆔 Two tools for identity
- 🔪 And a Framework to help us differentiate."

Information on HATS and DEADLINES:

[HATS - Task Management Activity - Innovative Management Tools](#)
[DEADLINES - Time Management Activity - Innovative Management Tools](#)

🎁 The 12 Gifts from Management (Verse 5) 🎄

Context: The 12 employees hit the 5th verse of the performance, the big pause and reflection verse:

🎶 "In the 5th month of the journey, the company gave to us:

🎤 " "Five more Facilitators!"

"We started with three cross-functional facilitators trained on the first Conversation Frameworks, all part-time support for the Frameworks, but after we got into the Process and People topics, management realized that we had many moles in the garden and needed to train more "Whack-a-Molers" 👥 .

"By addressing common situations and challenges, we began moving to a culture whereby it was acceptable and an expectation to stop reacting to problems and putting out fires, and, instead, start proactively handling situations as they popped up.

"Once we made this shift in mindset, middle managers and supervisors came out of the woodwork asking for a couple of hours of support to have structured conversations around topics that were challenging them.

"So, after this month we got:
- 🤝 **Five more Facilitators!**
- 🛠️ **Frameworks that have a HUGE impact in every department: Time and Task**
- 📊 **Insight into our challenges and three ways to look at processes**
- 🆔 **Two tools for identity**
- 🔪 **And a Framework to help us differentiate."**

Information on *Conversation Frameworks, How to Create a Culture Shift,* and *Core Philosophies and Principles of Change Management* in the eyes of Innovative Management Tools:

[Understanding Conversation Frameworks - Innovative Management Tools](#)

[Creating a Culture Shift from Problem Solving to Situation Handling - Innovative Management Tools](#)

[10 Core Philosophies and Principles of IMT - Innovative Management Tools](#)

CONVERSATION FRAMEWORKS™
by Innovative Management Tools

🎁 The 12 Gifts from Management (Verse 6) 🎄

Context: Now on a roll, the 12 employees go into the 6th verse of the performance (halfway done):

🎶 "In the 6th month of the journey, the company gave to us:

🔧 "A **Conversation Framework** that helped us learn how to build a six-level training course (when we needed that many levels) with a more intentional and organized approach. This Conversation Framework not only helped the training department but also created a standard approach to building training courses for everybody delivering training.

"**CURRICULUM** 📚 helped us tackle this challenge, in particular:

- *A new training program is coming up that requires a comprehensive program developed by a small group of contributors, and there are no tools to guide the group during its development process.*

"This Conversation Framework also gave us a way to collaborate 🤝 with and include people who have extensive product and technical knowledge to build out a comprehensive, scaffolded training program that met the needs of the people being trained.

"Proactively, we started handling continuous training for skills building and personal growth – another recurring topic and "mole".

"So, after this month we got:

- 📊 A six-level approach to training and employee growth
- 🙏 Thanks for the tools!
- ⚒️ Frameworks that have a HUGE impact in every department: Time and Task
- 📊 Insight into our challenges and three ways to look at processes
- 🆔 Two tools for identity
- 🖊️ And a Framework to help us differentiate."

Information on CURRICULUM:

[CURRICULUM - Content Development Activity - Innovative Management Tools](#)

CURRICULUM™
Content Development Activity

🎁 The 12 Gifts from Management (Verse 7) 🎄

Context: The crowd is waiting for the 7th verse with anticipation:

🎶 "In the 7th month of the journey, the company gave to us:

🔑 "Access to a **Conversation Framework** 🔧 to help overcome a challenge that plagued every level of the company in our Challenges Survey – Delegation.

"This 7th-month gift taught supervisors, managers, leaders, and even senior management the seven distinct elements that go into being an effective delegator.

"Many of us had poor role models throughout our careers regarding delegation, teaching us how to "dump" quite effectively, but not delegate.

"The Challenges Survey showed us that we had three critical scenarios to address:
- *An employee has been promoted to the department supervisor role and is not willing to let go of the work from the old position.*
- *The supervisor or manager role has been expanded, and the leader now needs to do "double" the work but doesn't have "double" the time.*
- *A person is getting his/her debut as a Project Leader and needs a structured approach on how to delegate tasks to project or team members.*

"With the Conversation Framework **HAND-OFF**, we learned a process for delegating that helped us grow our staff's skills and became more confident in our staff because we delegated with intentionality and in a structured manner.

"We got our arms around a super mole that was invading the company's garden.

"So, after this month we got:

- 📋 Seven steps for effective delegation
- 🗂️ A six-level approach to training and employee growth
- ❤️ We love this role!
- 🛠️ Frameworks that have a HUGE impact in every department: Time and Task
- 📊 Insight into our challenges and three ways to look at processes
- 🆔 Two tools for identity
- 🔨 And a Framework to help us differentiate."

Information on HAND-OFF:

[HAND-OFF - Delegation Enabler Activity - Innovative Management Tools](#)

🎁 The 12 Gifts from Management (Verse 8) 🎄

Context: The 12 employees are now ready for some audience participation in the 8th verse of the performance:

🎶 "In the 8th month of the journey, the company gave to us:

🔑 "Access to a **Conversation Framework** 🔧 that made us focus, as a company team, on the lifeblood of our company – the customer.

"We realized that we were behind the 8-ball because little things that we were doing (messages, policies, procedures, and attitudes, to name a few) were negatively impacting the customer journey.

"Specifically, we wanted to take care of the scenario that showed up in our Challenges Survey:

- *There is an inconsistent customer experience that management wants to make more consistent.*

"Using the Conversation Framework **HOSPITALITY**, we looked at the whole journey – from first contact to becoming a customer and then from becoming a customer to becoming a long-term, repeat advocate to the market for our products and services.

"We worked to create the most Intentional, Consistent, and Efficient journey possible. ICE. **Cheers!** 🥂

"So, after this month we got:

- 🌟 A way to focus on the people who pay the bills
- 📋 Seven steps for effective delegation
- 📊 A six-level approach to training and employee growth
- 🤝 This will help so much!
- 🛠️ Frameworks that have a HUGE impact in every department: Time and Task
- 📊 Insight into our challenges and three ways to look at processes
- 🆔 Two tools for identity
- 🔪 And a Framework to help us differentiate."

Information on HOSPITALTY:

[HOSPITALITY - a Conversation Framework overview - Innovative Management Tools](#)

🎁 The 12 Gifts from Management (Verse 9) 🎄

Context: The crowd is enthusiastic as the performers give the 9th verse of their company journey recap:

🎶 "In the 9th month of the journey, the company gave to us:

🔑 "Access to a **Conversation Framework** 🔧 that gave the company a library of different ideas on how we could upgrade, update, or revive our products and services. 🫢

"**INNOVATE** helped us get past this challenge that bubbled up in the survey:

- *There are complaints about current products or services, and a product revisit, review, upgrade, update, or analysis is needed.*

"We created a product upgrade roadmap to keep us fresh across the product and services offering for the next year or more after only one session.

"By creating a plan for moving forward, we advanced with more ICE - Intentionality, Consistency, and Efficiency (*Cheers!* 🍺) and saw fewer moles on the customer complaint topic.

"So, after 9 months of gifts, we got:

- 🔄 A product refresh roadmap
- 🌟 A way to focus on the people who pay the bills
- 📋 Seven steps for effective delegation
- 📊 A six-level approach to training and employee growth
- 🌿 Keeping us fresh!
- 🛠️ Frameworks that have a HUGE impact in every department: Time and Task
- 📊 Insight into our challenges and three ways to look at processes
- 🆔 Two tools for identity
- 🔪 And a Framework to help us differentiate."

Information on INNOVATE:

INNOVATE - a Conversation Framework overview - Innovative Management Tools

INNOVATE™
Product Analysis Activity

🎁 The 12 Gifts from Management (Verse 10) 🎄

Context: In the home stretch, the 12 employees highlight how the company earned a score of 10 out of 10 in the 10th verse:

🎶 "In the 10th month of the journey, the company gave to us:

🔑 "Access to **a course** that brought 10 hiring supervisors, managers, and HR reps together to develop an effective, welcoming, Intentional, Consistent, Efficient, (*more ICE – Cheers everybody!* 🍻) and standardized onboarding process for the company and a tailored process for each hiring leader.

"The **ONBOARDING Course** guided the team through a series of steps to where we ended up with a top-notch, welcoming, world-class, new employee experience.

"We said goodbye to the Disenchanted New Employee Syndrome. New employees confirmed that our updated onboarding process earned a perfect score of 10! We felt like Olympians!

"So, after this month we got:

- 🎉 A way to welcome new employees exactly how we would want to be welcomed
- 🔄 A product refresh roadmap
- 🌟 A way to focus on the people who pay the bills
- 📋 Seven steps for effective delegation
- 📊 A six-level approach to training and employee growth
- 🌱 Welcome new staff!
- 🛠️ Frameworks that have a HUGE impact in every department: Time and Task
- 📊 Insight into our challenges and three ways to look at processes
- 🆔 Two tools for identity
- 🪚 And a Framework to help us differentiate."

Information on ONBOARDING:

[ONBOARDING - Employee Welcoming Process Development Course - Innovative Management Tools](#)

🎁 The 12 Gifts from Management (Verse 11) 🎄

Context: The 12 employees are ready to deliver the 11th verse, a power pack punch, that helped them focus on the future:

🎶 "In the 11th month of the journey, the company gave to us:

🔑 "Access to **11 new tools** 💼 to bring us into the future as we manage projects.

"We spent several months working on the pressing challenges that were impacting our performance. Nobody was afraid to talk about the elephant now. We reduced frustrations, improved employee morale, built a culture of proactiveness, learned how to welcome new talent, improved productivity, gave everybody a voice, leveraged talent at all levels, and created a stronger company as we headed into the future.

"With all these accomplishments in the **Process** and **People** areas, we were able to shift to the third pillar, **Planning**, and supported a more future-driven mindset with ICE. (*Cheers! Raise your glasses!*) The rug was now completely pulled off the elephant and with this month's set of tools and effort, we were able to usher that elephant completely out of the office, sending it off to another company. We also felt like we were playing a much more strategic and proactive game of Organizational Whack-a-Mole, not reactive and frantic.

"Our 11th-month project and future **Planning** bundle included 11 **Conversation Frameworks** (in alphabetical order) and they allowed us to have structured conversations around scenarios that had been challenging us:

- **BRIDGES** addressed poor or inadequate communication head-on.
  - *Employees complain that information needed to do work arrives late, or not at all, impacting their performance and productivity.*
- **FRAMING** helped us clearly define potential projects from the objective to what success looked like as well as everything in between.
  - *An important project is on the horizon that needs to go as smoothly as possible and as formal/structured as possible.*
- **HURDLES** gave us a way to collaboratively talk about how and why a project is stuck and work together to get things "unstuck".

- - *There are complaints from employees that they can't get the [project] work done because there are roadblocks or speedbumps in their way.*
- **IDEAS** structured the way we brainstormed without falling into the common pitfalls and consequences of unorganized brainstorming activities.
  - *Brainstorm or idea generation sessions are dominated by certain people, prohibiting everybody from participating.*
- **IMPACT** helped us realize how the big decisions we were making would impact the system and the people. We began studying what would take place downstream before committing to those decisions.
  - *Decisions are made without fully considering the impact it will have on the people doing the work.*
- **NAVIGATE** showed the importance of taking a couple hours before committing ourselves to or initiating a new project to look at the six factors that must be considered for effective change readiness. We learned that it was better to pay a little time now instead of a lot of time, money, energy, and emotions later.
  - *Projects are jumped into without much more planning than deciding who will be on the project team and setting a deadline. The expectations are that things will be figured out over time. Recent project failures indicate that a new approach is needed.*
- **PRIORITIZE** helped us look at project resources in a different way and allowed us to consider new perspectives before rushing into a project plan thinking that we would figure out the people resource piece over time.
  - *Project teams that launched into action in the past without an adequate plan on how to prioritize resources have created problems and now the company wants to plan a project in a different way to avoid creating problems.*
- **PROFILE** made us consciously, and with intentionality, look at the skills of other employees without always relying on the same people, many of whom were being tapped into for many other projects, creating priority conflicts and stress.
  - *Some "good" employees are never invited to be on projects mainly because the breadth and depth of their skills are not fully understood, resulting in continually relying on a few people and overloading them.*
- **QUADRANTS** was a short online assessment that showed us, as a group and company, where we might have blind spots or gaps in our way of thinking. We learned how to better communicate between each other, leveraging our dominant Thinking Styles.

- *There is a general need to learn about each other from a neurological standpoint, meaning how people naturally think and process information. Failure to know this can and will create miscommunication and misunderstanding.*
- **TEAMS** gave us the structure and process for creating our team charters (something we often glossed over) which made a huge difference in our team dynamics and team success preparation.
  - *There are several teams that fail or fall short of their goals and outputs, signaling a need to approach team planning differently.*
- **WIRED** gave us a fun, non-invasive way to learn about the others on the project team so that we found commonalities, similarities, and bonds with people we had never worked with in the past. We found that while we all have our skills and background that we bring to the project, at the core we are all humans and share many things with our fellow team members.
  - *There is a new supervisor, manager, or team leader in a department and would like to get to know the staff beyond the job title and superficial interactions thus far.*

"This expansive package of Conversation Frameworks gave us a treasure chest of different mallets so that we could start going after those moles that impact our **Planning** and future projects.

"Here is to being able to whack the **Planning** moles with lots of ICE! *Cheers!* 🍷

"So, after this month we got:
- 💼 11 tools to help put our projects on ICE (the good way)
- 🎉 A way to welcome new employees exactly how we would want to be welcomed
- 🔄 A product refresh roadmap
- 🌟 A way to focus on the people who pay the bills
- 📋 Seven steps for effective delegation
- 📊 A six-level approach to training and employee growth
- 🚀 Let's plan things well!
- 🛠️ Frameworks that have a HUGE impact in every department: Time and Task
- 📊 Insight into our challenges and three ways to look at processes
- 🆔 Two tools for identity
- 🪚 And a Framework to help us differentiate."

Information on the Planning Tools: BRIDGES, FRAMING, HURDLES, IDEAS, IMPACT, NAVIGATE, PRIORITIZE, PROFILE, QUADRANTS, TEAMS, and WIRED:

BRIDGES - a Conversation Framework overview - Innovative Management Tools
FRAMING - a Conversation Framework overview - Innovative Management Tools
HURDLES - Barrier Elimination Activity - Innovative Management Tools
IDEAS - a Conversation Framework overview - Innovative Management Tools
IMPACT - Decision Analysis Activity - Innovative Management Tools
NAVIGATE - Planning and Preparation Activity - Innovative Management Tools
PRIORITIZE - a Conversation Framework overview - Innovative Management Tools
PROFILE - a Conversation Framework overview - Innovative Management Tools
QUADRANTS Thinking Styles Assessment Overview - Innovative Management Tools
TEAMS - a Conversation Framework overview - Innovative Management Tools
WIRED - Employee Awareness Activity - Innovative Management Tools

🎁 The 12 Gifts from Management (Verse 12) 🎄

Context: The 12 employees now hit their last verse of the performance, showing how the management group truly stood behind its word when they said that they valued the employees and wanted to help them be as successful as possible:

🎶 "In the 12th month of the journey, the company gave to us:

🌟 "We finish our story by recognizing that the company's senior management dedicated almost a year to the people, the departments, our problems, our challenges, and our headaches. They realized that they needed to give to get, helping the employees be more open to new initiatives once their day-to-day world had calmed down. They placed our issues and challenges in front of announcing new shiny objects in front of us. We appreciated that.

"Because of this multi-month focus on helping us overcome our challenges, build new skills, have the tools to handle situations more proactively and efficiently, and shift to an incredibly positive and proactive culture, we increased bandwidth and got past the need to do triage on the current challenges and began bringing those new projects, initiatives, and growth strategies onto the radar. As a company, we learned that in order to move forward fast, we needed to slow down and take care of the day-to-day.

"To that end, in the last month, in quite a deserving gesture, management gave itself a gift. They adopted a set of Conversation Frameworks to help them leverage and optimize the hard work and ICE - Intentional, Consistent, and Efficient (*Cheers!* 🍷) effort over the last year.

"The senior management team gave themselves a bundle of tools to address the strategic and higher-level moles – the drivers and compasses of the company. Here is what they brought in for themselves (in alphabetical order):

- **CHECKUP** gave them a simple employee survey tool that measured two key areas: Employee Engagement and Culture Impact on the company.
- **FOUNDATIONS** prompted them to revisit the existing (and outdated) Vision, Mission, and Values statements with a new optic after everything we had accomplished over the last year. The new statements more clearly reflect who we are today.

- **OVERVIEW** allowed the management team bring in small groups from around the company and perform periodic, focused, and actionable SWOT analyses. Giving employees a seat at the table with the management team solidified trust and commitment to the company.
- **PERCEPTIONS** opened the eyes of the management team to things they had previously overlooked because of all the challenges we were facing. The management team had a way to look at those little things (policies, workflows, procedures, and workplace physical details) that negatively impacted the employees and our customers. This "fine-tuning" and focus after having cleaned up the customer experience (with HOSPITALITY) showed an even deeper commitment and support to the work we had done for the last several months.
- **PSSP (Problem-Solving Sales Process Training and Coaching)** came out of the idea that now that we had cleaned up so many things and we were no longer getting in our way for growth, we could revamp our sales process, creating a more unique and ICE (*Cheers!*) experience in the market. That new endeavor and shift impacted the whole company (and is still ongoing), but now that we are not caught in the current challenges, we embrace this new focus on being problem solvers for our customers.
- **REORGANIZE** gave the senior management team a way to think out of the box and see how we could or should restructure the org chart in a way that uses our new skills, new forms of communication, evolving culture, streamlined processes, enhanced planning abilities, and a more human-centric approach to how we use our people resources.
- **SYNCHRONIZE** became the check-and-balance for the senior management team to stay aligned across a variety of topics, ensuring that they led the company in the most optimal and effective way possible. The willingness of the management team to show vulnerability for embracing continuous learning and improvement solidified the success of the last year. They showed us that we are all a team and that everybody should be open for finding improvement opportunities.

"So, after a complete year, the company got:
- 🧭 Much-deserved company reframing tools for the leadership team after giving us gifts every month
- 🗳️ 11 tools to help put our projects on ICE (the good way)
- 🎉 A way to welcome new employees exactly how we would want to be welcomed
- 🔄 A product refresh roadmap
- 🌞 A way to focus on the people who pay the bills
- 📋 Seven steps for effective delegation
- 📊 A six-level approach to training and employee growth
- 🎸 This company rocks!
- 🛠️ Frameworks that have a HUGE impact in every department: Time and Task
- 📊 Insight into our challenges and three ways to look at processes
- 🆔 Two tools for identity
- 🪚 And a Framework to help us differentiate."

Information on the Organizational-level, Leadership Conversation Frameworks and Tools – CHECKUP, FOUNDATIONS, OVERVIEW, PERCEPTIONS, Problem-Solving Sales Process Training and Coaching, REORGANIZE, and SYNCHRONIZE:

FOUNDATIONS - Vision, Mission, and Values Development Activity - Innovative Management Tools
OVERVIEW - High-Level SWOT Analysis - Innovative Management Tools
PERCEPTIONS - a Conversation Framework overview - Innovative Management Tools
REORGANIZE - a Conversation Framework overview - Innovative Management Tools
SYNCHRONIZE - Directional Efficiency Activity - Innovative Management Tools

🎉 The 12 Gifts from Management – The Journey in Review 🎄

As we look back on the incredible journey that the employees presented, let's weave together the tapestry of the year, marked by the extraordinary gifts bestowed upon them. Beyond the tangible treasures, a profound transformation unfolded—a metamorphosis driven by intentional, consistent, and efficient (ICE) practices across the organization.

**🌟 A Paradigm Shift: Applying ICE in Over 25 Areas 🌟

• **Adopting Critical Conversation Frameworks:** From the outset, the company embraced Conversation Frameworks, becoming the cornerstone of transformative conversations. These tools were more than just guides; they were catalysts for change, allowing them to address challenges systematically.
• **Shift in Mindset:** A palpable change occurred in how they approached change and improvements. The company cultivated a culture of proactiveness and intentional decision-making, setting the stage for a year of growth.
• **Building New Skills:** Employees embarked on a journey of skill-building, equipping themselves to navigate challenges with newfound confidence and efficiency.
• **Focus on Current Challenges:** Before diving into the unknown of the future, the company prioritized addressing existing challenges, recognizing that a strong foundation is the key to sustainable growth. They looked under the rug and addressed the elephant hiding underneath it.
• **Investing in Facilitator Training:** Ownership and control shifted to the capable hands of leaders and facilitators through extensive training, fostering a culture of self-sufficiency and collaboration.
• **Giving Employees a Voice:** Every employee was given not just a platform but a stage - a space to contribute, collaborate, and innovate. Ideas flourished in an environment of inclusion and belonging.

**✨ Embracing the Manifestation of Change ✨

The essence of this transformative journey lies in the acknowledgment that companies, no matter how well-run, continually face evolving situations. People move, processes evolve, and projects demand careful planning. Embracing this reality and having tools to navigate these changes became the guiding principle.

🚀 Looking to the Future: A Unified Approach 🚀

In the aftermath of this transformative journey, the resounding message is clear: wholeheartedly accept the inevitable changes and proactively plan for them. Unleash the power of tools at your disposal to address specific challenges, be it Surveys, Conversation Frameworks, Training, Coaching, Courses, or Assessments. Every incremental improvement and resolution of challenges lays the foundation for substantial future benefits. Embark on your ongoing journey of learning, growth, and the application of ICE—Intentional, Consistent, and Efficient practices to foster a thriving and resilient workplace.

** 🌐 Unity in Diversity 🌐

The amalgamation of these gifts resulted in the application of ICE in over 25 areas. From addressing common challenges to fostering a collaborative and innovative spirit, the company experienced a harmonious blend of diversity and unity.

** 🎉 Reviewing the 12 Gifts 🎉

Before closing the chapter on the remarkable year, let's revisit the 12 gifts that shaped the journey:

1. **DIFFERENTIATE:** A Framework to highlight a company's uniqueness.
2. **IDENTITY:** Two tools to align and define at organizational and departmental levels.
3. **DIAGNOSE, SNAPSHOT, MAPPING, & IDENTIFY:** Insights into challenges and three perspectives on processes.
4. **HATS & DEADLINES:** Frameworks for workload distribution and time management.
5. **Five More Facilitators:** Empowering individuals for structured conversations.
6. **CURRICULUM:** A Framework for intentional and organized training.
7. **HAND-OFF:** Seven steps to effective delegation.
8. **HOSPITALITY:** Focusing on a consistent and engaging customer experience.
9. **INNOVATE:** A roadmap for product and service upgrades.
10. **ONBOARDING Course:** A perfect 10 for welcoming new employees.
11. **11 Project-Focused Frameworks:** Tools for structured conversations in planning.
12. **Management's Gift:** Organizational-level reframing tools and resources for continuous improvement.

Here's to a future filled with possibilities, growth, and continuous improvement! 🥂

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INNOVATIVE MANAGEMENT TOOLS™

Frameworks for Focused Conversations

Innovative Management Tools offers various ways for a company to embark on their own journey.

DIAGNOSE Flash Report: Survey up to 10 employees from your company for **FREE** using the Organizational Challenges Survey highlighted in Verse 3 of The Elephant Under the Rug and you will receive a 14-page report.

Conversation Frameworks FREE Versions: Fully functional, limited capabilities versions of the Conversation Frameworks are available to play with, show to others, and get a sense of what the particular tool can do for you. Contact Patrick Seaton for details.

Show-and-Tell Session: Did one or more Conversation Frameworks catch your eye and attention? Contact Patrick Seaton and you can get a personalized Show-and-Tell session in which those Conversation Frameworks are presented and explained in full detail.