



Breckenridge Institute®
HARNESSING THE POWER OF CULTURE

ORGANIZATIONAL CULTURE AND CHANGE

Studies have shown that 85% or more of the root causes of performance problems are in the organizational structures, systems, and culture within which people work – put good people in bad systems and you get poor performance. So trying to improve organizational performance by reorganizing, changing leadership, or instituting new training and development programs creates change, but when done without understanding an organization's unique culture, managers often solve one problem while unintentionally creating others.

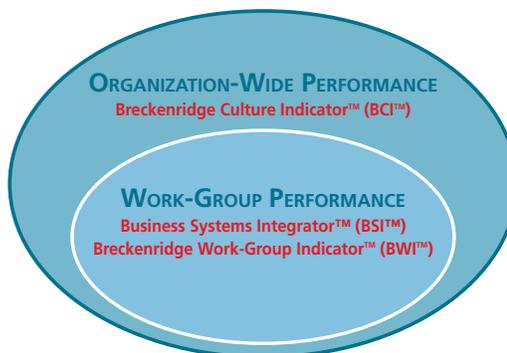
Most managers struggle against the flow of overly complex systems and are often frustrated by an *invisible force* that undermines their attempts to affect positive change. Their instincts tell them that the organization's people and culture are preventing them from getting the

results they want, but "culture" has remained one of the least understood aspects of organizational life – until now. Organizational culture often acts like an Invisible Bureaucracy™ that frustrates and undermines business performance.

Growth and Success Bring Challenges for Managers

The pace of today's global economy has increased the need for fact-based decision-making using scientific analytics, not just business experience and intuition. The Breckenridge Institute's portfolio of tools gives managers the methodologies, and quantitative information they need to make informed decisions. These powerful tools make the Invisible Bureaucracy™ in your company visible and help transform your culture into a more reliable resource. As shown in the diagram below, the Institute's line of tools is designed to improve your company's performance at all levels.

In a world of increasing stakeholder expectations and decreasing resources, aggressive cost cutting programs have run their course. Where do you turn next? The Breckenridge Institute's portfolio of tools will help you transform your organization's culture into a powerful resource that effectively performs day-to-day operations on autopilot, e.g. effectively and seamlessly without thinking about them. This allows managers to focus on more pressing matters like increasing service to clients, streamlining delivery channels, growing markets, and delivering higher value to shareholders. When done effectively, autopilot operations can be your greatest ally because they increase your ability to compete and achieve your goals. But in most cases they are self-defeating because they perpetuate problems with work performance, communication, interpersonal conflict, and decision-making and then derail attempts to create positive change. The Institute's unique approach to organizational culture helps managers take ineffective operations off autopilot, reconfigure them, and then migrate them back to autopilot operations that produce the desired results.



BRECKENRIDGE CULTURE INDICATOR™ (BCI™)



“The business environment is the single greatest influence in shaping corporate culture.”

Deal and Kennedy

Who We Are

The Breckenridge Institute® is a research and consulting firm that focuses on organizational culture with offices in Breckenridge and Boulder, Colorado. Our growing staff of scientific and business professionals are committed to mapping out the underlying mechanisms of cultural change in organizations, e.g. how culture positively and negatively affects business performance, how culture change happens, how it is derailed, and the effect that successful (and failed) culture change initiatives have on future business performance. In addition, the

Breckenridge Institute® provides professional services to clients using a portfolio of problem-solving tools and methodologies that are research-based. The Institute staff has extensive consulting expertise in the following areas:

- Cultural Assessment and Cultural Change
- Business Systems Integration
- Change Management
- Human Performance Improvement
- Custom Third Party Assessments and Surveys

Who We Work With

McAfee
LogicaCMG
Lucent Technologies
Waterhouse Inc
Pacific Health Research Institute
Vail Valley Medical Center
Sandoz
Alpine Link Corporation
Colorado State University
Eagle County Health Services District
Key Source Group

TCD Inc.
Breckenridge Associates
U.S. Department of Energy
Brookhaven National Lab
Midwest Research Institute
Los Alamos National Lab
National Renewable Energy Laboratory
U.S. Food and Drug Administration
Lawrence Livermore National Laboratory
National Cancer Institute
Rocky Mountain Oilfield Testing Center

“The Breckenridge Institute helped Pacific Health Research Institute (PHRI) restructure and reorganize during the early phases of a difficult merger of two organizations with very different cultures. They identified and sorted out the critical underlying organizational and cultural issues that facilitated this process. As a result our annual research revenues increased by a factor of five over an eight-year period.”

J. David Curb, MD, MPH, CEO & Medical Director, PHRI

Our Portfolio of Tools

The Breckenridge Institute® uses both a quantitative and qualitative approach to cultural analysis and change which helps make the Invisible Bureaucracy™ in your organization visible by linking your company’s culture to key financial and non-financial performance indicators. The Institute’s portfolio of tools is the most comprehensive and powerful set of cultural diagnostics available anywhere. They enable you to take a deep dive into what’s really going on inside your entire organization – from top to bottom.

The Breckenridge Culture Indicator™ (BCI™) is used to *baseline* organizational and work-group performance and culture. It helps define a performance improvement strategy that includes both the “hard” technical side of integrating

business systems with the “soft” human side of balancing differing perspectives of work-group managers who often “see” the mission and goals of an organization very differently.

Business Applications – Because it can be used to baseline the performance and culture of an entire organization or a work-group, the BCI™ is typically used by top managers, business owners, and middle-managers when they are anticipating or experiencing significant change due to:

- Substantial Growth
- Reorganizations
- Changes in Leadership
- Change in Strategic Direction
- Decline in Business Performance
- Mergers and Acquisitions

- Sale or Spin Off of Business Units
- Major IT Implementations

- Orientation and Training
- Compliance Systems

“The Breckenridge Institute’s approach to organizational culture is powerful and enlightening - a must for any business or organization that wants to better understand how they are presently operating or to operate at a higher level.”

Rick Brodie
President, TCD, Inc

The Business Systems Integrator™ (BSI™) – Studies have shown that 85% or more of the root causes of performance problems are in a company’s structures, systems, and culture, so the seamless integration of business systems is a key element of organizational culture and change. Over time, IT systems, spreadsheets, business processes, documentation, and training become fragmented, disconnected and squander enormous amounts of time, energy, and resources. The BSI™ helps identify overly complex systems that frustrate and undermine business performance and create an Invisible Bureaucracy™ of barriers between work-groups and functional units. Our unique approach to Change Management creates a high-performance culture by focusing on both the “hard” technical side of business systems integration, and the “soft” cultural side, using a simple three-step process of: a) identifying all business systems and evaluating their current level of performance, b) reconfiguring and seamlessly integrating them on an enterprise-wide platform, and c) migrating them back to autopilot operations that produce the desired results.

Business Applications – Because it can be used across an entire organization or in work-groups and functional units, the BSI™ can be used by top managers or middle managers to seamlessly integrate:

- IT Systems (COTS, Spreadsheets, Shadow Systems)
- Paper Systems
- Operating Plans, Goals, and Budgets
- Customer Feedback
- Enterprise-Wide Business Processes
- Project Management and Work Flow
- Document Library (Policies, Procedures)

The Breckenridge Work-Group Indicator™ (BWI™) – Effectively leading a work-group takes an enormous amount of time and energy because managers have to maintain a balance between conflicting or competing interests in a complex system of coalitions of small groups who “see” business issues very differently. For example, in a work-group of 20 people, the manager has to keep track of nineteen relationships between themselves and others, plus 171 third-party relationships. The dynamics of third-party relationships change and become even more complex when combined into coalitions of 3s and 4s. The revolutionary BWI™ presents a comprehensive 3D evaluation of group-dynamics and barriers to effective communication in work-groups. It gives managers a shorthand way to understand and effectively manage the differences between people, within the context of the larger organization in which they are embedded.

Business Applications – Because it evaluates work-groups, the BWI™ is typically used by middle managers and front-line supervisors to:

- Define Common Purpose and Goals
- Optimize Team Performance and Morale
- Build Group Identity
- Manage Conflict
- Improve Communication
- Increase Creative Problem-Solving
- Coach Direct Reports Within the Context of the Work-Group’s Goals

“I’ve engaged the Breckenridge Institute on multiple occasions to work with my management teams. They have consistently delivered outstanding results. I highly recommend them to any business with people interaction issues or who want to take performance and teamwork to the next level.”

Mike Hawkins
CEO Alpine Link Corporation

BRECKENRIDGE WORK-GROUP INDICATOR™ (BWI™)



“If you truly want to understand an organization, try to change it.”

Lewin



"The purpose of culture is to teach people how to see the world"

Bodnarczuk

"Mark Bodnarczuk at the Breckenridge Institute has a keen ability to assess the strengths of highly technical individuals and to leverage those talents in a multifaceted, professional organization. He is an outstanding facilitator of complex meetings and is terrific in identifying the critical underlying issues that are the real source of the organizational problems."

Paul Seligman, MD, MPH
Associate Director of FDA's CDER

"As the Managing Broker, I felt I needed to bring the Breckenridge Institute® in because our business was experiencing some growing pains as we became more successful. They were able to work with us on the levels we needed, support me in making decisions, keep us on top of our business, and give us the tools we needed to stay in that position. I truly would recommend them to any organization whether you are just starting out or whether you have been in business for a long time. They will truly take you to the next level in your field."

Lisa Bova
Managing Broker,
Breckenridge Associates 1999-2004

Call Breckenridge Institute® today to schedule a free phone consultation about how you can best use our portfolio of tools or professional services to improve your organization's performance.



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