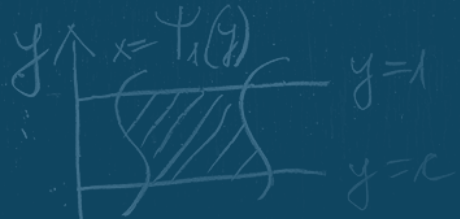


Successfully manage WFH/Return to work

Become customer centric

Become a
Platform business



$$\sum_{k=1}^n x_k = 1$$

$$\left(\frac{R_1 - R_2 \left(\frac{n - y^2}{1 - \cos(x)} \right)}{dx} \right)$$



$$\lim_{y \rightarrow 1} \sum_{k=1}^n \frac{1}{k} = \infty$$

BACK TO BETTER

**How to return people, purpose,
and performance.**

Create emotionally committed managers

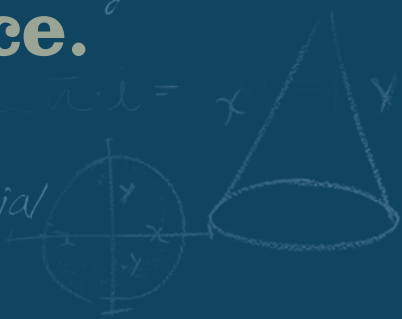
Transform to Agile



Take and hold market share
without reducing margin

$$\lim_{y \rightarrow 1} \sum_{k=1}^n \frac{1}{k} = \frac{(x_1 - y_1)^2}{f(x - y)} \left(\frac{y - x_1}{1 - u(\cos)} \right)$$

Rapidly expand without losing
what makes the company special



Acquire companies without losing
the will of their cultures

BY STAN SLAP

Chief Executive Officer, SLAP
New York Times bestselling author

Create/increase culture behaviors:

- Urgency
- Initiative
- Resilience
- Hunger to win

$$\bigcirc \Rightarrow n \neq 1$$

Become a thought leader

Recruit and retain
top talent

$$\int_{-\infty}^{\infty} \frac{dz}{(z - \alpha)^n} = \text{World domination}$$

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SLAP

Here, there, and everywhere.

Regardless of your company's physical work plan—be it old, new-old, or work from wherever—you need it to happen quickly and accurately. This isn't about a return to work (what, you missed the holiday), it's about the return to performance. And so schemes are doubtless afoot for embracing the future of work and reigniting the relationship with your customers. You need to retain and recruit top talent in a borderless world without breeding a mercenary culture. New potential or pressure might have caused you to reconsider your business model with vows to emerge from this crisis with a different go-to-market strategy than you had going into it.

You must gather your forces and get back to going forward. You have the strategies to do that? Excellent.

Well, there is this one problem.

Most strategies in most companies don't really work—don't really cost what they were supposed to cost, really happen when they were supposed to happen, or really do what they were supposed to do. Let's face it: They often only look like they're moving forward because they're being slammed from behind by the next strategy. Yes, of course we're talking about every other company than yours but even the smartest companies often subscribe to the most dangerous strategic myth: A strategy has to be planned well to be successful. In fact, a strategy has to be implemented well to be successful.

You can't afford a miss on the implementation this time. Get it right and your company will soar; get it wrong and the mistake will stall you and stay with you.

And then there's this guy.



Getting it right is more important now than ever because of the annoyingly accurate prophecy of Helmuth von Moltke.

"No plan of operations extends with certainty beyond the first encounter with the enemy's main strength," confirmed the famed general and military strategist back in the day. Today your enemy is the fierce turbulence of uncertainty within which you must land your get-back-and-go-forward strategies. It's not just that these conditions have never been seen before; it's that they are still evolving...or devolving, depending on world and workforce variables.



Three groups are deciding the success of your company while you read this sentence.

“Implemented well” means enrolling the unhesitating support of your employees, your managers, and your customers for your new strategic or performance plan. The all-important first step? Stop thinking of them as employees, managers, and customers.

When these three groups formed relationships with your company they became cultures and became far more resistant to standard methods of corporate influence. Influence them you must because of how much they influence your success. When your cultures want something to happen in your business, it will happen. When they don't, nothing will happen.

Neither business logic, nor management authority, nor any compelling competitive urgency will convince a culture to adopt a corporate cause as if it were its own. If you want your cultures to buy your plans for new performance in a new world of work, you have to know how to it sell to them: how a culture really works and how to get yours to really work for you.

Culture remains the most overused yet often least understood concept in business. Let's get that out of the way here and now: A culture comes into existence whenever a group of people share the same living circumstances and so band together to share beliefs about the rules of survival and emotional prosperity. “The way things are around here” isn't your employee culture. Your employee culture is a self-protective organism that obsessively collects that information, validates it, and communicates it amongst itself. It is an independent organism, living inside your enterprise with its own purpose and all of the power to make or break any management plan.

Your manager culture is distinct from your general employee culture since many of the rules of its survival and emotional prosperity, and its sources of information, are different. Your customers have in common a dependent relationship with your company, so they're a culture too, operating in the same way, for the same reason.

Three groups: one key.

Because a culture exists to protect itself, its antennae are working constantly, its credibility detector is nearly infallible, its perceptions are alarmingly accurate, and its memory is elephantine. A culture can't be bluffed, bribed, or bullied into sustainably believing or doing anything. You can't tell a culture what to believe, nor stop it from existing.

It is not the responsibility of your cultures to understand your business logic; it is the responsibility of your business to understand your cultures' logic. This is the key to being unbeatable in any market you choose to own.



This is not a physical relocation issue. This is a cultural commitment issue.

The intersection of heightened individual and enterprise concerns that you face today is a singular opportunity for impact. Your company can declare its intentions and deliver on them in a way that bonds your three cultures—employee, manager, customer—to you like never before.

The impact will be measurable with any metric you use to manage your business today.

There is tomorrow's impact as well. What you do about this issue as a company will be remembered. Who you are as a company will be remembered far longer.

Your cultures will give you whatever you want. You just have to give them what they want first.

To meet your urgent transformation and performance goals, you need mighty love from your employee, manager, and customer cultures. They have to roll with you, believe in your intentions, protect you. They need to stick with you and urge others to do the same.

What you want your cultures to do, and how and why you want it done, are never as important as why not. Given the corporate logic, urgency, and material benefit of your current performance strategies, why would your cultures not give their full commitment to helping you realize them? In part because they're not in the same emotional state

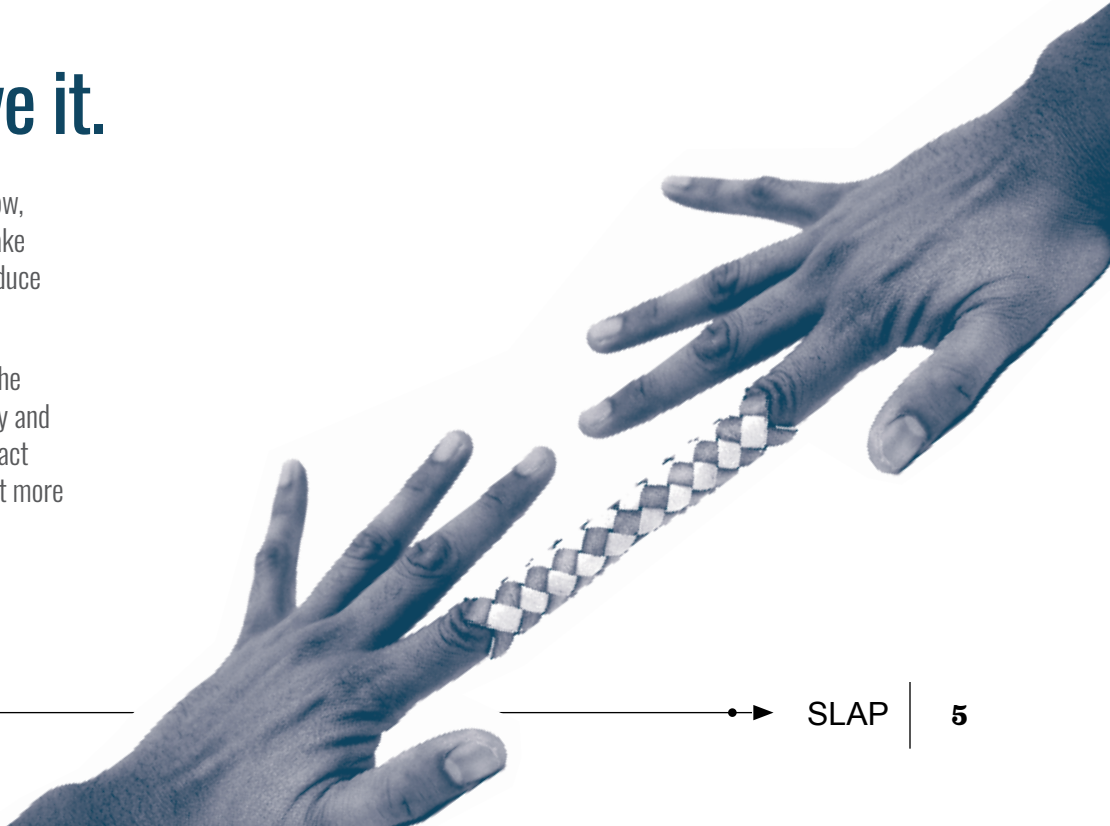
reentering the world of enterprise demands and incentives as they were when forced to flee those formal structures in a hurry. Recent years have almost certainly left your cultures exhausted, uncertain, and disassociated. Their return will rarely be executed with balletic timing and coordination. More like Disco Night at the Toledo Elk's Club.

To execute on your performance plans, you need allegiance, resiliency, and trust from your cultures. That's fine, but first they need energy, certainty, and belonging from you.

Now here's how to get it and give it.

Managers at every level eat from a magic plate. It doesn't matter how much you swallow, nothing ever seems to disappear. Given that your workload is not going to lessen to make room for anything new to do, I'm focusing here on what can be rapidly executed to produce measurable results. Let's get tactical.

As tactical as we can in a whitepaper. My company really does this work: maximizing the commitment of employee, manager, and customer cultures for companies, strategically and systemically. I'm writing here about some rapidly actionable solutions with proven impact but given the format I've had to summarize the explanations. Driving me nuts not to put more detail in here for you. If you'd like that, just reach out.



TWO THINGS. RIGHT NOW.

TO CREATE PREDICTABILITY

THINK ABOUT THIS.

Because a culture exists to protect itself it prizes the surety of its environment. It doesn't hate change; it hates the loss of the known rules of survival and emotional prosperity that change signals.

The C-Suite change clock gets started before your culture's clock. Your culture is expected to hear about something new then immediately understand it, embrace it, and translate it into action. Because it likely didn't see the change coming this serves as a reminder of how little control it has over its circumstances. Who knows what else could change—maybe anything, maybe everything? Your culture has the intellectual and emotional wherewithal to deal with any change unless it believes that its entire foundation is susceptible to revision. It loses perspective, understandably detaches from an environment that seems threatening on many fronts and resents being labeled as change resistant. Its fear becomes neurotic, which business logic will not penetrate.

DO THIS.

1. Explain what isn't changing. When you are explaining what is changing to your culture, simultaneously explain what isn't changing. Yes, these five things are new and different but here are fifty things that dependably remain the same: This is who we have always been; this is who we still are; this is who we will always be. A culture deals in the real, so list both the big and little things, as well as both the positive and the teeth-gnashingly frustrating things—you're going for certainty here. Don't limit the list; the more you come up the better, as an undeniable counterpoint to restore its loss of perspective.

2. Confirm what will happen, if it does. You can't possibly know every circumstance that will occur between where your company is now and where you need it to go. Your culture perceives this as forcing it down an unlit, unproven road when its entire purpose for existing is to prevent that sort of thing. To counter this, confirm with your culture where the company is now and where it measurably needs to go; ask it to list everything likely and unlikely that could happen between the two points and propose your own scenarios as well from an executive perspective. Then, confirm what the company would do—and refuse to do—should any of that occur. Have each BU and team do their own version if appropriate and make this part of the intro to any major strategic or performance goal. True, your culture still won't have a firm sense of what's next but having a firm sense of what will happen if it happens is the next best thing.



TO CREATE ENERGY

THINK ABOUT THIS.

The biggest threat to your culture's energy isn't here yet, but it's coming. The historic impact of the pandemic on the lives and livelihoods of your culture lingers still and won't dissipate as quickly as you want it to. Soon uncertainty will have become chronic and human contact electronic. When this happens a deep weariness, a numbness of sorts, will envelop your culture. This can easily translate into your culture blaming external circumstances for its internal performance, begetting victimization and apathy.

Fortunately, the human brain cannot sustain oppositional emotions—you may swing dizzily between them but can't hold both at once. As a human organism neither can your culture be simultaneously hopeless and hopeful, paralyzed and productive, or emotionally exhausted and exuberant. Since your culture will be dealing with an unusual number of problems it is critical to create a culture that takes its energy from solving them. Such a culture views challenges as a perk, not a punishment, in the belief that the pursuit of solutions confirms its ingenuity, character, unity, and uniqueness. It doesn't have to always solve the problems; it gets high on the attempt. It remains energized, optimistic, and accountable because it gets to solve problems.



DO THIS.

1. Look up, look down, look around. Direct your culture to scan the news for the wildest solutions to business problems from other companies—what is the lesson for your own? If you're big, look at guerilla moves from tiny firms without your resources and reputation. If you're small, how could you do a version of the big dog but faster, with more personality? I.T. look at analog; lo-fi look at high-tech. Look in other countries. Knowledge and retail; products and services; for profit and for communities—look for diverse as possible. Have your culture explore what it finds for the potential impact; have fun with it, but commit to serious application of lessons learned. It's an antidote to intellectual exhaustion and emotional overwhelm.

2. Focus short term, celebrate big time. Now is the time to give your culture surety that it retains power to influence outcome; if it perceives this is the case the summoning of its energy will feed its energy. Keep it busy cleaning up old problems, forming new ideas to streamline processes and policies, or finally trashing the dumb ones. Encourage the pursuit of odd things, not just obvious ones, and look for what your culture can do to help those less fortunate outside of the company. Projects shouldn't require multiple layers of approval or supervision. Most important is that they are able to be completed within a couple of weeks to a couple of months—faster is better. What gets done is important, but the act of getting it done is more important, as is exaggerating reinforcement out of scale to the accomplishment. This is about fast-done-celebrate-next.

TO CREATE BELONGING

THINK ABOUT THIS.

To retain and recruit top talent, both your manager and employee cultures need to gain emotional fulfillment from belonging to your company; this is what money can't buy and is key to avoiding breeding a mercenary culture. Let's start with your managers.

You are depending on the heads of your organizations—those who run teams, big or small—to be weight bearing for you during these tough times. That requires stoicism, unspoken but embedded in a manager's job description: If it sucks, suck it up. In times past, your managers had to hold the company line and maintain their own productivity and that of their employee culture. Now they may have to do more with less, achieve results through others without being in the same room with them, communicate harsh truths, and operate firmly in uncertain circumstances. They'll likely be dealing with profound personal concerns of their people, and of their own, and attempting to get work done in new ways. Continue to crank up stoicism demands, and some of those heads are going to explode.

DO THIS: FOR YOUR MANAGER CULTURE

Release the pressure. With current demands on the enterprise, it's going to be hard to provide your managers with the emotional succor they need to increase their capacity to cope, but you can direct them to where to find it: fulfillment of their personal values at work. Values are their very own source of safety, hope, and renewal. This isn't a matter of announcing that your managers are henceforth required to live their personal values at work. Being human, they often won't be able to actually name their values, even if they're driven by them or driven crazy by not meeting them. Most should know what they've learned is important about living a fulfilled life, though, which is a good start. Strongly encourage your managers to consider this: What matters most to them, and why?

Not to worry that the pursuit of their own priorities means your managers won't prioritize the company. There is no better way for company success to become a cause to your managers than by not insisting on it being the only cause. Your managers' ability to pursue deep fulfillment as a job benefit must also be a cause. When your managers can turn their jobs into a mechanism for fulfilling their deepest personal values, they'll work harder to protect that mechanism, by protecting the company and making it even more successful. Managers will be eager to be part of, and will protect, an environment that allows them to live their own values.

Your managers won't be able to live their values at work unless their cultures know what those values are and find benefit in them. Instruct your managers to use the meaning of their values as a description of potentially improved working conditions that will be of immediate appeal to their employee culture. As an example, if "family" is a value, translate it to the pursuit of a team that will operate with open, honest communication; unconditional support; tough love; and people who put your welfare ahead of their own and who inspire you to do the same for them.

A culture is never more united than when it is aroused, either by inspiration or attack. Uncertainty is perceived as an attack on a safety-based culture; this makes it especially influenced by inspiration. When a manager declares their immutable personal values, they are allowing their employee culture to put itself in safe orbit around them: The culture has the ultimate clue about what is dependably important to the person who influences much of their survival and emotional prosperity. This dependability and pursuit of a better place will attract and maintain top employee talent.

TO CREATE BELONGING

DO THIS: FOR YOUR EMPLOYEE CULTURE

Set uncompromising context You may well be doing a lot of good things for your culture, but there's a big difference between doing them and getting cultural credibility for doing them. The difference is context, given to your culture as an unwavering declaration of company intention that drives enterprise company actions and reactions: This is what we're doing, and you know why we're doing it. This can't be solely about enterprise revenue. It must be about the greater impact, character, meaning, and uncompromising standards of the company—the crazy dream of being something bigger than the business. Your culture needs to believe that the more successful the company is, the better it is for the world. This feeds the sense of self critical to the culture's desire to belong to your company.

Do those same things without setting context, and here's what's going to happen: Your culture may agree that your pandemic reactions directed its way have been generous and humane. Because a culture deals in the real, it assumes that the company wants something in return. Your culture will drag those management decisions to its own cave, weigh them and check the exchange rates, then return with an explanation of what they've bought you in improved commitment. Want more commitment? Then give us more.

You will have inadvertently created a transactional culture rather than a protective one. Doing those very same good things but prefacing it with context means that the material value of your actions is eclipsed by the far more important reliability the actions imply. When your culture perceives a firm underpinning for management decisions, it gains linkage between what the company says and what it does. Management actions become proof points of the dependability of its environment—it is a more predictable, and so a safer, place. Your culture will protect a safer place by making the company successful. It wants to stay in a safe place and is attracted to one.

To achieve this, your declaration of intention must be emphatic and dramatic. What's needed here is not a typical lame, tame mission statement nor a poster list of values words. You need to bring the heat—a fiery manifesto that unequivocally states what you stand for. You can't credibly stand for something without also standing against something, so state that too. And go below the neck, with an emotional assertion, not just a rational one. When you're talking to a culture, the opposite of emotional is not rational; the opposite of emotional is detached. Say it like you mean it.



TO CREATE RELEVANCE

THINK ABOUT THIS.

We'd be remiss to miss your customer culture here, both external and from organization to organization within your company. What customers would buy from a company if they could buy anything is usually not what a company sells. It wouldn't be your company's value, as defined by quality, durability, and price. It would be satisfaction of your customers' own values and core human needs of safety, energy, and emotional fulfillment. This is as true for a B2B relationship: You're not selling to a company; you're selling to human beings representing that company. Business-to-business is still human-to-human, and customers look for emotional affirmation just as much from their enterprise purchase order. They look for emotional affiliation just as much from their relationships with your sales and support teams.

The need for this emotional affirmation has intensified with the onset of tough times. Your customers have less patience now with doing the translation. If they have to use their own energy to do it, they'll commoditize what you sell. But they'll pay a lot more attention, with a lot more gratitude, to companies that make it easier for them to receive it as a straight shot.

DO THIS.

1. Sell relevance, not just value. Traditional business thinking has always been that the stronger a company's value proposition is, the more successful they'll be. The moss has been flayed off that old thinking as every product from anywhere has become available to customers and conduits have opened for communication amongst customers to provide culture-to-culture validation of enterprise claims. Going to market on value alone risks entering your company into a margin-shredding commodity battle.

Those companies that will be most successful are the ones that go to market not just on value but also on relevance. Most companies only attempt to be relevant to their customers when they're trying to sell them something. There's a lot going on in your customers' world, and that means you're choosing to be irrelevant to them for most of the time.

If you're selling B2B, you have customers who are obsessed with the sudden shock to their revenue, supply-chain issues, internal turmoil, and capacity to serve: How do we get out of this? If you're selling B2C, you have customers who are obsessed with threats posed by health, isolation, unemployment, and social justice: How do we survive this? This is what occupies their attention for the 99 percent of the time when they're not interacting with you. Apply your resources—your ability to gather and interpret data, your experience in learning what works and what doesn't, your connections to other experts. If you're a smaller company without the resources to fund an internal think tank, apply your intimate understanding of your customers' businesses and their lives.

2. Sell process, not just your product. Like every company, your company sells two things: a product and a process—the experience that customers go through to buy and use your product. Any product is a souvenir of the process of buying it. Your process is the conduit to relevance. Create it to meet this standard:

- **Spectacular.** Not just polite, friendly, and ordinary, but blow your customers right out of their socks. Think without restriction; you'll be surprised at how much of this is affordable.
- **Signature.** Aspects of your customer experience that they can only get by being your customer. Even if a competitor knocks you off, everyone knows where it came from.
- **Sustainable.** No matter how spectacular and signature, your customer experience has to be manageable and affordable inside your company to be consistently delivered outside.

TWO THINGS. GOING FORWARD.

THINK ABOUT THIS.

Understandably, you may want to time stamp the uncertainty that surrounds us, declaring it officially behind you, so back to business as usual. Yet, it surrounds us still. There are still remain two things we know for certain. The first is that these times won't last forever, the second is that the story of how you stood up to them will. Your company is going to be living with that story for a long time. It's time now to start writing it so it reads the way you want it to.

DO THIS.

1. Pass the humanity test with flying colors.

To be trusted to care about what matters most: Let this be the defining grace of your company. What matters most now is your company's humanity—its empathy, compassion, and unbiased unity—and how that drives decisions affecting those both inside and outside of your company. This is what your internal cultures must represent and what your customer culture will consider when deciding how much to commit their support to your company.

Successfully dealing with a seismic shift to your business often requires systemic changes but always requires unyielding adherence to your deepest purpose and principles. Some of this has to be calculated to be operationalized, but the catalyst should be to do the right thing, for all of the right reasons. Be it personal, professional, or company: If you want to be great it means that you want legacy impact. This is what will give you that impact. Humanity is only inappropriate and irrelevant in the workplace when you don't start with it in the first place.

2. Use this as your ultimate decision criterion.

For yourself, because it's your life that's at stake here; you don't get the time back that you're spending at work. For your family, because the health of your family outside of the company depends in part on the health of your family inside the company. For your employee culture, because it's not easy being being in an environment of constant uncertainty and pressure for someone who you only know as "management." For your customer culture because people don't trust companies; they trust people. For your company, because you aren't a product, services, or technology company; you are a human company selling these things and the pivot point upon which any strategic success rests is the discretionary effort of your human organizations. And finally, for the world, because things are very weird out there right now—the world is a scary, uncertain place to many—and we have every indication that things could get weirder before they get better.

What can you possibly do as a manager to change the conditions that affect the world? You can extend your own humanity to the people you see every day, including your employees and your customers. Can one manager really change the world? Given the state of the world, this is one of the best ways to change it: one person, influencing one group at a time.

For all of these reasons: Be human first. A manager second.

TWO THINGS. DONE FOR YOU.

For twenty-five years, in forty-four countries, SLAP has helped achieve billions of dollars in measurable performance improvement for many of the world's most successful, demanding companies. The kind of companies that don't include Patience on their list of corporate values. We do this with unique methods of proven impact, from deep strategy to transfer of competency management development sessions.

Recognizing that speed of solutions is a priority for you, we have developed two rapid, virtually delivered solutions that deepen and adapt the recommendations in this white paper. One is for your executive teams—focused on the concerns and impact opportunity of your C-suite or those running a significant business unit/P&L. The other is for your managers at all levels, focused on the transfer of competency, tactical application, and their own reenergizing.

Need now: Available now.

SITE
SLAPCOMPANY.COM

SOLUTIONS
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STAN
stan@slapcompany.com

BACK TO BETTER

How to return people, purpose, and performance.

Exclusively for your c-suite / executive teams

THE PURPOSE

The strategic and tactical solutions that your executive team(s) can deploy to gain or regain performance, retain and recruit top talent, and implement your current transformation and physical-location strategies as well as or better than they were planned.

THE PROCESS

Four high-impact two-hour virtual sessions held over a maximum of thirty business days. Facilitated by members of the SLAP executive facilitation team, each of whom has a history of accomplishments in senior management positions themselves. Includes development of both executive team and individual member action plans.

SESSION ONE: HOW TO MAXIMIZE THE POWER OF YOUR CULTURE TO DELIVER ON YOUR CURRENT PERFORMANCE AND TRANSFORMATION GOALS

- Definition of what you need most from your employee, manager, and customer cultures to achieve your current performance and transformation goals
- How these cultures will decide to reject or protect those goals
- Exactly what your cultures need most from you
- How to avoid the biggest threat to the commitment of your culture (deep emotional exhaustion and detachment that cause apathy and victimization)

SESSION TWO: HOW TO MAXIMIZE THE COMMITMENT OF YOUR MANAGER CULTURE

- How to avoid creating a transactional culture and instead create a protective one
- How to increase the power of your executive team in building trust with your culture
- How to avoid the detachment of your manager culture

SESSION THREE: HOW TO RETAIN AND RECRUIT TOP TALENT

- How to avoid breeding a mercenary culture
- How to provide the certainty, belonging, and meaning that attract and keep top talent

SESSION FOUR: HOW TO RENEW CUSTOMER LOYALTY AND REFERENCEABILITY AND PASS THE MOST IMPORTANT CULTURAL TEST OF ALL

- How to gain or regain market share without reducing margin
- How to provide the relevance to your customers that will result in their increased loyalty and support
- How to achieve true customer centricity
- How your company can pass the most important cultural test

BACK TO BETTER

How to return people, purpose, and performance.

Transfer of competency for all managers

THE PURPOSE

These are the practical, tactical solutions that will teach your managers how to gain maximum trust from their own manager, employee and customer cultures. Ensures that your current enterprise strategic, performance, and transformation plans will be driven successfully through every manager's own culture. Provides much-needed energy and perspective for your managers, a new way to think about all that's ahead, and the knowledge of what to give their employee cultures in order to receive resiliency, urgency, focus, and trust in return.

THE PROCESS:

Three high-impact two-hour virtual sessions over a maximum of ten business days. Led by SLAP facilitators, all of whom have a history of accomplishments as managers themselves. Individual action plans developed for each manager, with measurable business objectives. All participants will also receive a copy of Stan Slap's acclaimed New York Times bestselling book *Under the Hood: Fire Up and Fine-Tune Your Employee Culture*.

SESSION ONE: HOW TO MAXIMIZE THE COMMITMENT OF YOUR EMPLOYEE CULTURE

- Definition of what you need most from your employee, manager, and customer cultures to achieve your current performance and transformation goals
- How these cultures will decide to reject or protect those goals
- Exactly what your cultures need most from you
- How to avoid the biggest threat to the commitment of your culture (deep emotional exhaustion and detachment that cause apathy and victimization)

SESSION TWO: HOW TO REFUEL YOURSELF AS A MANAGER

- How to leverage your personal source of safety, hope, and renewal—and get your culture to help you do it
- How to avoid creating a transactional culture and instead create a protective one

SESSION THREE: HOW TO RETAIN AND RECRUIT TOP TALENT

- How to avoid breeding a mercenary culture
- How to provide the certainty, belonging, and meaning that attract and keep top talent

SESSION FOUR: HOW TO RENEW CUSTOMER LOYALTY AND REFERENCEABILITY AND PASS THE MOST IMPORTANT CULTURAL TEST OF ALL

- How to provide the relevance to your customers that will result in their increased loyalty and support
- How to achieve true customer centricity
- How you can pass the most important manager test in the perception of your culture

The only testimonial that's missing is yours. Let's fix that.



"There is no one on this planet that better understands how to get desired cultural response than SLAP. Over the last fifteen years I have deployed them in three companies doing battle in intensely competitive markets. They have never failed to deliver outstanding results."

Michael Decesare President

INTEL SECURITY



"I have never met anyone who knows more about employee culture than Stan Slap."

Robert Hohman

Founder & Chief Executive Officer **GLASSDOOR.COM**



"We have seen it all and worked with the very best. I believe SLAP offers a path to improving our client experience like no one else does."

James Quigley

Chief Executive Officer **DELOITTE**



"Before SLAP, my division was losing \$116M a year. After SLAP, we're \$100M to the good, and we've gained 10 % market share even after raising our prices 3 %. I absolutely credit them as the driving force behind our turnaround. When I brought SLAP into our company, I billed them as 'potentially life changing.' Their work delivered on that promise and continues to do so."

William Mayo

General Manage of The International Truck Engine Division

CATERPILLAR



"It is the lessons of the SLAP company that continue to echo in my head as the ultimate truth about how a business should be run."

Benjamin Putterman

Director Of Learning And Development **TESLA**



"When I first took over our \$12-billion channel business, our CEO sent me a one-sentence email that said, 'You are now in charge of the worst-running organization in the entire company.' Two years later, he sent me another email that said, 'You are now in charge of the best-running organization in the entire company.' The difference was SLAP. Their value and ROI are unquestionable."

Adrian Jones

Senior Vice President **HEWLETT-PACKARD**



"SLAP was the primary reason that we were able to make massive operating changes without disrupting our all-important culture and soul. They helped us grow our most profitable division by 300%. Our executive team voted the SLAP company as one of the ten most important things to ever happen to our company."

Chris Tobey

Executive Vice President **WARNER MUSIC GROUP**



"SLAP has made a significant, long-term difference in the commitment of our managers and their ability to achieve results from others. Their processes were transformational for me and for our entire organization."

Kathleen Hogan Chief People Officer **MICROSOFT**



"I can say without hesitation that SLAP changed the potential of our entire company."

Karla Stephens

Chief Executive Officer, Central And Eastern Europe **VODAFONE**



"Whenever I meet with Stan Slap, I don't know whether to write down everything he says or leap across the desk and strangle him."

Jack Calhoun

Chief Executive Officer **BANANA REPUBLIC**

Be human first. A manager second.



SLAP