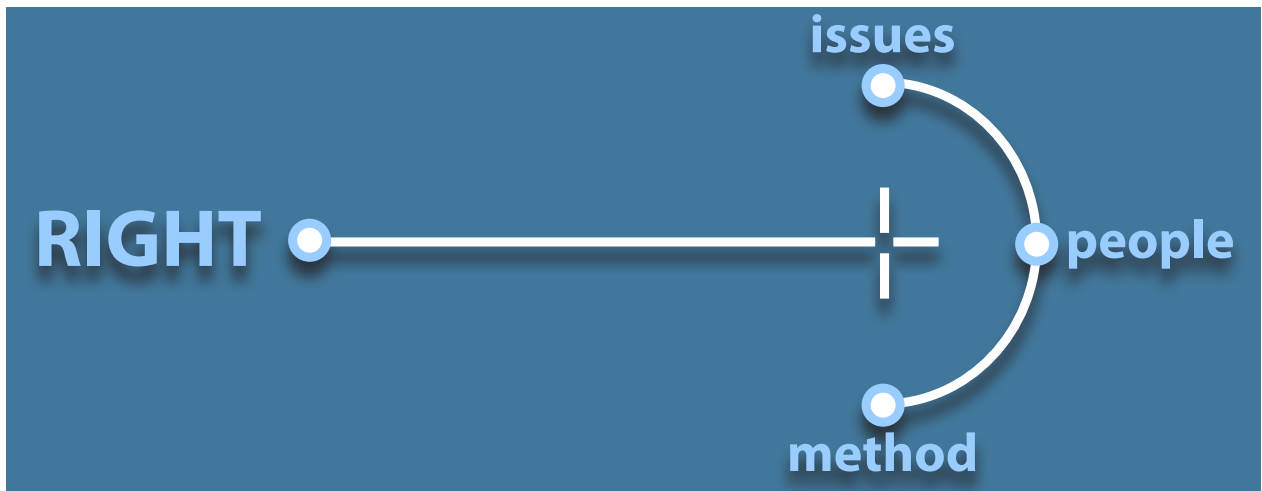


Leadership Tools



We assist organizations' top leadership in collecting, analyzing, and reporting vital information about organization members, functions, and processes.

In doing so, we help the top leaders in diagnosing the right issues, how to solve them with the right people, and by using the right method.

As a result, we usually see an overall increase in leadership key performance indicators.

We are distinctively competitive because all of our products and solutions are developed under the same roof and use the same language - identical principles are applied to:

- *the organization anatomy and physiology* - how different components of the organizations are interrelated, and
- *the performance improvement process* - how to help organizations grow and develop in a healthy way.

Most of our work with clients is based on

- *collecting* sensitive information through surveys and interviews,
- *analyzing* data and *preparing* reports, and
- *secure transfer* data to the client.

Thus, before entering into any arrangement with our clients, we make sure the data is not collected under false premises and it is not disseminated without client's consent.

NON-DISCLOSURE AGREEMENT

Between [Purchaser] and Macsan, LLC

.....

Now, therefore, the parties agree as follows:

1. *Confidential Information.* Any information disclosed to Macsan, LLC pursuant to this Agreement, which the [Purchaser] considers confidential.

2. *Retaining Confidential Information.* Unless otherwise expressly authorized by the [Purchaser], Macsan agrees to retain the Confidential Information in confidence permanently from the date of receipt of the [Purchaser].

.....

14. *Governance.* This Agreement shall be governed by the laws of the State of California, without reference to conflict of laws principles or provisions.

WHAT IS IT

The **Organizational Styles Indicator (OSI)** is an instrument that identifies people's behavioral types in organization context. We define personality as the combination of an individual's *active* side plus his/her *reactive* side. The active side plays important role in routine, everyday situations and the reactive side drives one's behavior in non-routine, non-repetitive, or stressful situations. These two forces are present in any individual, making a dialectic unity called *Organizational Type*.

Besides diagnostics, the OSI provides a prescription for improving the behavioral type, measures the discrepancy between somebody's current job and his/her style, and helps in designing an optimal coaching program for improvement based on the discrepancy.

VERSIONS

The **OSI** comes in two versions: *Basic* and *Advanced*.

The **Basic version includes:**

- **Diagnosing the Organizational Type.** We believe that the human behavior in organizational context can be described by 17 different Organizational Types, where one particular type is a unique combination of 17 *Active Sides* and their mirror-images. Every type is well described, with an emphasis on problem solving, decision making, managing time, managing internal resources, taking risk, managing change, communication, and solving conflicts.
- **Diagnosing the Leadership Index.** Depending on one's results, we derive a measure called Leadership Index that predicts his/her readiness to take the leading role in teams.

The **Advanced version, besides all features of the Basic version, additionally includes:**

- **Diagnosing the overall Job-Style Match.** We express the level of one's potential for success by the Job-Style Match Index (JSM Index) which on a scale from 0 to 100 shows the degree to which a candidate fits to his/her current position in the company.
- **Diagnosing Discrepancy in Basic Organizational Activities.** By comparing one's assessment of his/her current job (reviewed, modified, and verified by the HR department), on a scale from "totally neglected" to "overemphasized" we determine how much attention and energy somebody pays to the basic activities in his/her current job.

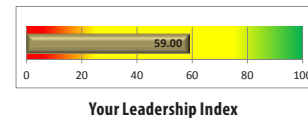
INDIVIDUAL REPORTS

Organizational Type. The Active personality side is determined by four dimensions: (A)-Accomplishing, (R)-Regulating, (C)-Creating, and (U)-Uniting. The passive personality side is determined by four dimensions that are “mirror image” of the active side: [A]-Overdoing, [R]- Overcontrolling, [C]-Overevolving, and [U]-Overcompromising.

The active and passive sides are denoted by one lower (second dominant dimension) and one capital letter (first dominant dimension). Together, the active and the passive side, comprise the *Organizational Type*.



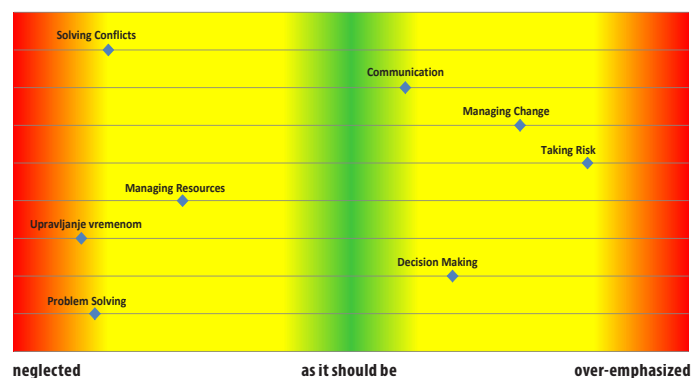
Index. Predicting somebody’s behavior is of utmost importance in career planning. Thus, the results achieved on the OSI determine one’s readiness for taking leadership roles: *Leadership Index*.



Type Description. The Organizational Type determined by the results on the OSI, describes in details how that type behaves in particular organizational situations.

General Behavior	
■ Decision Making	■ Taking Risk
■ Problem Solving	■ Managing Change
■ Managing Time	■ Communication
■ Managing Resources	■ Solving Conflicts

Job-Style Match. Similar to the Organizational Types, every job can be assessed using the eight typical activities. By comparing the Organizational Type with the Job Requirements, the OSI generates a chart that shows which areas are neglected (insufficient energy spent) and which areas are overemphasized (waste of energy). The chart is the basis for tailoring individual special training and development programs.

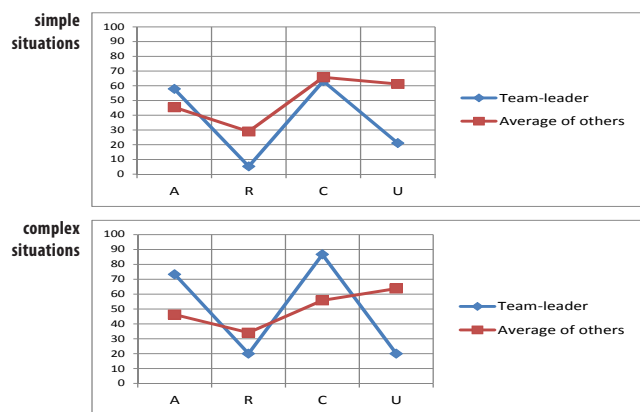


GROUP REPORT

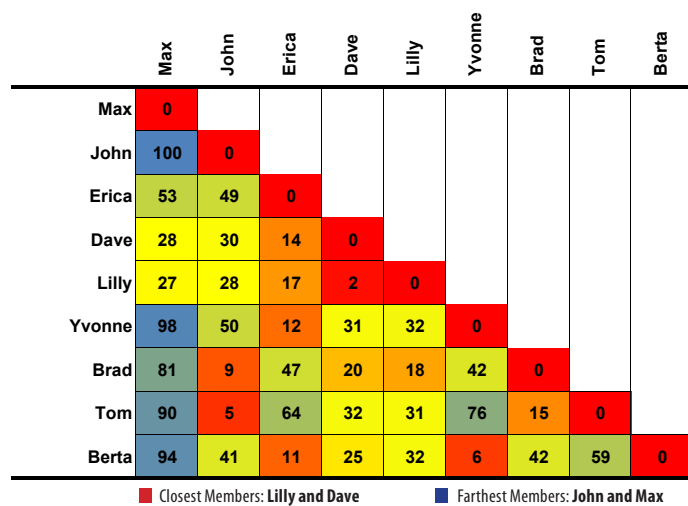
The Group Report accompanying OSI helps to build teams in which the members — although different from each other — encourage and support their ability to work together and avoid unproductive work. Amongst other findings, the group report especially emphasizes the Team-leader vs. other members and The Distance of Team Members.

Team-Leader vs. Others. It is of critical importance to know how the team leaders behave vs. the rest of the team. The OSI generates two charts (in simple and in complex situations) that show the differences in scores of the team-leaders vs. those of the rest of the team.

These charts and interpretation of the results reflect the group dynamics and are a rich source for improving the teamwork.



Distance of Team-members (Heatmap). The type of task defines the type of team - simple and routine tasks require similar members, close in their types; on the other hand, complex and non-routine tasks require diversity on the team. Thus, knowing how close or far are different members on the team may help in composing the right teams for the right tasks. The OSI Group Report generates a heat-map of the team-members based on their Organizational Types.



WHAT IS IT

The **Organization Dynamics Indicator (ODI)** is an instrument that solicits participant views about the current state of all parts and functions in an organization. The final output of the ODI is (a) diagnosis of the organization's maturity or age and (b) diagnosis of organization's vitality. Combined together, the age and vitality comprise the level of *health* of an organization.

Besides diagnostics, the ODI provides a road-map of what is ahead and what kind of problems could come down the road, what changes are needed for a smooth transition to the advanced developmental phase, prioritization of health-symptoms based on their gravity, as well as prescription for improving the critical issues, if any.

BENEFITS

Diagnosing the Overall Organizational Maturity. People age and mature, so do organizations. As an organization evolves, it goes through developmental phases. The ODI considers the life cycle of an organization relative to five distinct phases:

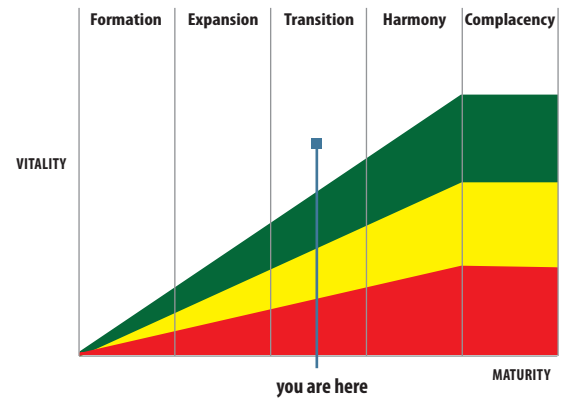
- *Formation*: Getting initial results
- *Expansion*: Chasing opportunities
- *Transition*: Internal fights for control
- *Harmony*: Business at its peak
- *Complacency*: Business in fatigue.

Diagnosing the Maturity of all Organizational Functions. Every organization can be represented by ten different functions (or, entities): *environment, market, technology, money, goal, task, management, employee, reward, and information*. As the organization grows, each entity develops on its own pace and embraces its own characteristics and relationships with all other entities.

Diagnosing the Overall Level of Organizational Health. What is somehow normal and interim symptom for one phase, can become dangerous or even deadly for some other phase. Those symptoms that are age-appropriate and somehow normal, we call "green symptoms;" the age inappropriate transitional symptoms that are not life-threatening are called "yellow" and those critical that can kill the organization are "red" symptoms.

INDIVIDUAL REPORTS

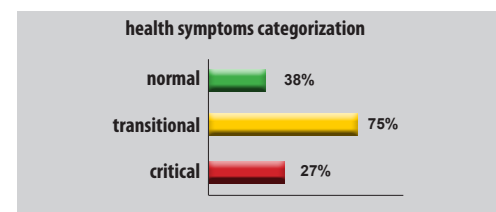
Organizational Maturity. The ODI Individual Report locates the organization on the lifecycle and provides a detailed description of that phase.



Organizational Functions. The ODI Individual Report generates an “anatomy map” locating each of the functions on the lifecycle. This map is a solid baseline for strategic planning.

	Formation	Expansion	Transition	Harmony	Complacency
environment	♦				
market	♦				
technology		♦			
money				♦	
goal			♦	♦	
task			♦		
management					♦
employee			♦		
reward		♦			
information	♦				

Organizational Vitality. The Individual Report that accompanies ODI classifies all health symptoms in three-color coded categories enabling a simple yet powerful prioritization of the objectives.



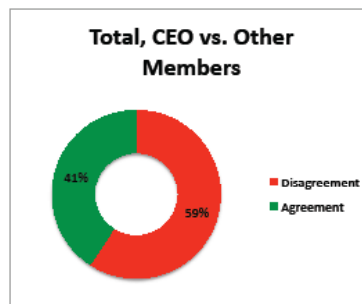
GROUP REPORT

The Group Report that accompanies the ODI is an excellent basis for developing an Action Plan for a healthy transition to the next stage. Using the individual results, the Group Report draws a complete picture of:

- how often some symptom were chosen by the team-members,
- how the team-leader perceives the organization compared to what how the other members perceive the organization.

Based on this, the Group Report may serve as a control-point about where the company is right now, and where it should go.

Team-Leader vs. Others. It is normal and expected to have some differences in CEO's (or, the Head of the Group) assessment compared to other members' assessment of the company's age - different people perceive the same object in different ways. However, if these differences exceed certain values, they become a sign of split in perception and, potentially a problem for the company.

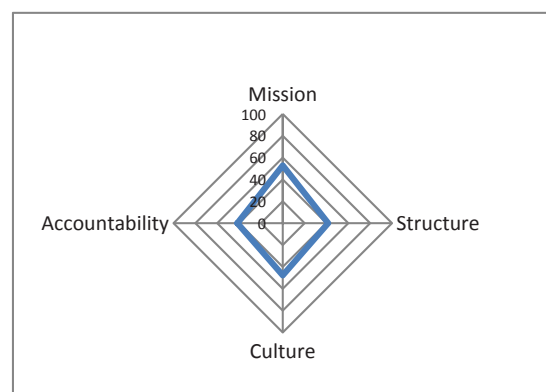


referent values

Phase	Acceptable Disagreement
Formation	45%
Expansion	35%
Transition	25%
Harmony	15%
Complacency	35%

From Mission to Accountability. The traditional management describes every organization by using different aspects of them. So, one of the most frequent ways of describing one organization is to define: organizational mission, organizational structure, organizational culture, and organizational accountability.

Our ODI Group Report determines how healthy those areas are.



Our services consist of a battery of workshops aimed to (1) help clients in reaching the optimal developmental point, and (b) to help clients stay at the optimal level as long as possible. The workshops, led by our vetted experts, are highly interactive and generate a high level of energy and excitement by the clients.

COMMON ISSUES

- Raising Market Share
- Productivity Increase
- Costs containment
- New businesses development
- Attracting investments
- Protecting and enhancing brand reputation

HELP to CEOs

- Adapting to change
- Responding strategically
- Not being alone at the top
- Enabling total accountability
- Becoming global
- Participative decision making
- Healthy decentralization
- Restructuring
- Sharing vision and mission
- Succession planning
- Balancing work with life

HELP to HR-Specialists

- Attracting and retaining talents
- Lowering absenteeism
- Developing tomorrow's leaders
- Balancing jobs with styles, skills
- Accountable rewarding
- Outsourcing, insourcing
- Motivating employees
- Teambuilding

All services listed above are available upon clients' request. The terms and conditions vary depending in the size of the company as well as the gravity of the issues.

EXPERTISE

We are in the businesses of developing tailor-made instruments that help in:

- Diagnosing the right issues in companies,
- Assigning the right people to address those issues,
- Applying the right method in addressing those issues.

As a leader in developing, applying, and transferring a new concept to the area of business consulting, our mission is to be preferred partner for companies worldwide.

Since 1995, our professionals have worked with hundreds of board members, executives, university professors, and consultants from all continents.

Our full list of clients is confidential and may become available to our partners after signing a non-disclosure agreement. However, a partial list is given below - either directly or through our partners, so far we have served individuals and groups from the following companies:

USA

- Intel
- Cisco
- Hewlett Packard
- Dell
- ACE Hardware
- Loutech
- Watermark
- PW Eagle
- Creative Stage Lighting
- Dermalogica

ASIA

- Mitsubishi Chemical (Japan)
- Hitachi Kokusai (Japan)
- Epson (Japan)
- UNIDO Shanghai (China)
- Solunar Shagnhai
- CIIS (China)
- Patkol (Thailand)
- S.T.A.R.S Foundation, Beijing (China)
- GM Medicare, Shanghai (China)
- Exxon Mobil Investors Co.,Ltd (China)

EUROPE

- SAP (Germany)
- LITIS SAS (France)
- ING Bank (Netherlands)
- Sparkasse Bank (BiH)
- Sberbank (Russia)
- Lukoil (Russia)
- Kale Group (Turkey)
- Organik Kymia (Turkey)
- Elektroprivreda (BiH).

Group
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