“BUILDING SUSTAINABLY SUCCESSFUL ORGANIZATIONS:”
The Concepts, Foundations and Tools of the Flamholtz Methodology

June 9-11, 2011

Management Systems Consulting Corporation
and
The Higher School of Economics, Moscow, Russian Federation

An Invitation

Dear colleagues: We are pleased to invite you to attend an interactive seminar and training course in Moscow where you will be introduced to the cornerstones, conceptual foundations and practical tools of the Flamholtz Methodology for Building Sustainably Successful Organizations. This methodology has been used to assist many leading companies in developing their status as best in class businesses, including:

- Starbucks Coffee Company (Restaurants, Fast Food)
- Navistar (International Truck and Engine) (Truck Manufacturing)
- Simon Properties (Shopping Mall Development, Management)
- The Disney Store (part of The Walt Disney Company) (Retailing)
- Westfield (Shopping Mall Development, Management)
- Amgen (Biotechnology)
- Princess Cruises (Leisure, Cruises)
- City National Bank (Financial Services)
- Architectural Digest (now part of Conde Nast) (Publishing)
- Bell-Carter Foods (Food Distribution)
- Neutrogena (part of Johnson & Johnson) (Manufacturing)
- PowerBar (now part of Nestle) (Food Manufacturing)
- Pardee Homes (part of Weyerhaeuser) (Home Building)
- American Century Investors (Financial Services)
LifeScan (part of Johnson & Johnson) (Medical Device Manufacturing)
Baskin Robbins (Food Manufacturing, Retailing)
PIMCO (part of Allianz) (Financial Services)
Allianz Global, North America (Financial Services)
Tommy Bahama (Clothing Manufacturing, Retailing, Restaurants)
Wolfgang Puck Food Company (Food Manufacturing)
99 Cents Only Stores (Discount Retailing)
The Riverside Group (China) (Home Building)
Li Ning (China) (Athletic Wear)
Xu Zhou Construction Machinery Group (China) (Equipment Manufacturing)
Mövenpick (Europe) (Hotels, Restaurants)
IBM (Computer Manufacturing, Consulting)

For more details on these companies, please see Appendix A.

Course Objectives and Content

The overall objective of this seminar is to demonstrate to participants how to use in practice the Flamholtz Methodology for Building Sustainably Successful Organizations.

The seminar will present empirically tested (in USA, Europe and China markets) validated and proven methods for building sustainably successful organizations at different stages of growth. This is the core difference from other very popular approaches in Russia and other countries (based on Gareth Morgan’s metaphor of “organization-like” living organisms) with assertions that are not carefully tested and proven. It will include an in depth introduction to the conceptual foundation, tools, and methods for building sustainably successful organizations and will cover (but not be limited to):

- The Flamholtz Lifecycle Model;
- The Flamholtz Pyramid Model of Organizational Development (a proven model for building successful organizations over the long-term);
- Organizational “Growing Pains” – what they are and how to successfully manage them;
- The Flamholtz “Leadership Molecule” that identifies the key leadership capabilities needed to promote long-term success;
- The Flamholtz Strategic Organizational Development Planning Process.
This seminar will give you a real opportunity to understand the most recent findings in organizational behavior and organizational development that are applicable to for-profit organizations. A key focus of the seminar will be on what can be done to prevent decline and maximize organizational effectiveness over the long-term – including helping you understand the barriers to organizational development and what you can do to take your organization to the next level and allow your team to perform at its highest capability.

Our research has proven that lifecycle stage is defined only by organizational size and complexity – as measured by revenues. For each lifecycle stage, organizations require specific infrastructure that corresponds with organizational size and complexity. Our methods create organizational effectiveness by developing required management systems and corporate culture at each stage of the corporate lifecycle.

There is consistent research support for the predictive validity of our core model (the “Pyramid Model of Organizational Development”) as the driver of financial results in US, Europe and BRIC markets:

- The Pyramid model explains as much as 70% of Gross margin.
- The Pyramid model explains as much as 55% of EBIT (Earnings Before Interest and Taxes).
- The Pyramid model explains as much as 22% of ROI (Return on Investment).

Our theory explains that the reasons for organizational failure are “growing pains” that are created by the gap between actual and required infrastructure to support the business, and incapability of management to build infrastructure, required for next lifecycle stage. Organizational death is NOT inevitable and can be avoided, IF management understands how to build the infrastructure required as the organization grows. This finding contradicts a popular, but unproven and mistaken alternative lifecycle model that is lacking in empirical research support.

We will demonstrate for you our approach to measuring “Growing Pains” and the level of “strategic organizational development” and show the key role that these measurements play in effective Strategic Planning. We will also explain the superiority of our method of strategic organizational development versus the so-called “Balanced Score Card,” because the latter has not been validated empirically or demonstrated its effect on financial results.

Actual successful application examples of the methods will be presented in depth. These examples will include an in-depth examination of the reason for the success of Starbucks Coffee Company as well as other similarly successful leading or dominant organizations.

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The last day seminar will be designed especially for professional consultants engaged in organizational development, transition and change management in order to assist them with the application of the Flamholtz Methodology of Building Sustainably Successful Organizations to their clients.

It will also deal with opportunities for affiliation with Management Systems Consulting Corporation-Europe.

A detailed description of course content is provided later in this invitation.

**Attendance is Limited to Invited Participants**

This seminar will be attended only by those who have the appropriate academic and practical background in change management and credentials as well as a demonstrated interest in the content area, and who have been invited to participate.

Trainers will all find the information delivered in this seminar of significant value and benefit for practice in teambuilding and leadership issues. University lecturers will benefit from this seminar by learning about the newest findings in change management theory and practice. They will then be able to introduce these new ideas, methods and examples to the classes that they teach.

HR managers and HR directors will understand and be able to assist their organizations in managing Corporate Culture as “The Ultimate Strategic Asset.” They will be able to work with their fellow managers to develop and reinforce Company values that drive engagement and have a measurable impact upon financial performance and company net worth.

Financial directors will find answers on how to craft development of performance management/control systems that facilitate execution and drive results in their companies.

CEOs of various organizations with solid managerial experience will be introduced to the newest findings on nature of leading change, receive answers on how to manage strategic changes, learn how to craft a powerful “leadership molecule,” and develop an understanding of the required skills for key managerial positions. They will also learn that (contrary to popular conception) the true source of strategic competitive advantage is not markets and products but “organizational infrastructure.” This means that the CEO’s attention must be focused on developing an organizational infrastructure as a source of long-term competitive advantage, rather than only on products and marketing strategy.

Scholars and PhD students will find examples of research to support models that could be replicated for reliability and generalizability in other countries,
industries and companies. We will be happy to discuss research ideas and prepare joint papers for international research academic publications.

Bankers and venture capitalists will be equipped with understanding **how to build sustainably successful organizations**.

We will be pleased to invite government leaders to discussions of our findings because there are implications for governmental policy to support growing businesses.

**Seminar Leaders**

The seminar will be **led by the creators and leading practitioners of the Flamholtz Methodology for Building Sustainably Successful Organizations: Professor Eric Flamholtz, PhD, and Yvonne Randle, Ph.D.**

**Eric Flamholtz** is Professor of Human Resource Management and Organizational Behavior in the Anderson Graduate School of Management at the University of California, Los Angeles (UCLA). He is also a faculty research fellow in the Harold and Pauline Price Center for Entrepreneurial studies in the Anderson School of Management at (UCLA). Flamholtz is President of Management Systems Consulting Corporation, which he founded in 1978. He is also a member of the Board of Directors of 99 Cents Only Stores, a NYSE company with more than 1.5 billion in annual revenue. At the Anderson School of Management at UCLA, he teaches a course he designed based upon the Flamholtz/Management Systems Method of Building Sustainably Successful Organizations. He also teaches in various Executive Leadership Programs in the Anderson School of Management at UCLA. Since 2009, he has also been teaching various Executive Leadership Programs for the Cheung Kong Graduate School of Business throughout China.

A detailed bio is shown in Appendix B.

**Yvonne Randle**, Executive Vice President of Management Systems Consulting Corporation, has extensive consulting experience with companies ranging in size from small entrepreneurships to multi-billion-dollar enterprises. She is also a Lecturer in the MBA program in the Anderson Graduate School of Management, University of California, Los Angeles (UCLA), where she teaches a course based upon the Flamholtz/Management Systems Method of Building Sustainably Successful Organizations. She also teaches in various Executive Leadership Programs in the Anderson School of Management at UCLA. Randle has extensive experience as a consultant and trainer for many leading organizations.

A detailed bio is shown in Appendix C.

Flamholtz and Randle are co-authors of several books, including *Growing Pains: Transitioning from Entrepreneurship to Professional Management, Fourth Edition*, Jossey-Bass, 2007. The book has been published in several languages worldwide including in Chinese, German, and
Spanish. In the USA, it is regarded as the landmark book dealing with growth management for entrepreneurial companies needing to transition at different stages of growth. Other books by these authors include:


**Seminar Materials**

The seminar will be accompanied by selected cases discussions and analysis, demonstration of video lectures, instructors’ kits, books and certificates.

Participants will receive personally signed copies of three books:


**About Management Systems Consulting Corporation**

Management Systems Consulting Corporation (“Management Systems”) is a privately owned research-based corporation that partners with companies throughout the world to build sustainably successful organizations. The firm was founded by Dr. Eric Flamholtz in 1978. Management Systems is widely regarded as the thought leader and leading practitioner of growth management solutions for start-ups, rapidly growing entrepreneurial companies, and established companies requiring revitalization.

Unlike many other firms which offer programs and services based only on untested, unproven, unsupported conceptual models, Management Systems, under the leadership and direction of Eric G. Flamholtz has developed (over a period of more than 30 years) empirically tested, validated and proven
methods for building sustainably successful organizations at different stages of growth.

Based upon its research and proven methods, Management Systems provides a suite of products and services for organizational and leadership development for a wide variety of companies. The suite of products and services includes: 1) organizational assessment, 2) strategic planning, 3) leadership development, 4) performance management, and 5) culture management.

This invitation only seminar is part of Management Systems’ initiative to bring best-in-class proven methodologies to growing parts of the world. We have been working with Clients in the USA since 1978, and in China since 2009. We have also worked with some clients in Europe and Latin America.

Seminar Program Overview

This seminar is a program designed especially to introduce The Flamholtz Framework and Methodology to Russia and Eastern Europe. The first two days are for all participants, while the third day has been designed particularly for consultants, trainers, and facilitators and those interested in becoming associates of Management Systems.

Day 1 focuses upon The Flamholtz Framework and Strategic Lens for Organizational Development.

Day 2 focuses upon The Flamholtz Strategic Planning Method and other Tools of Organizational Development.

Day 3 presents a Special Issues Workshop for Consultants and discusses the opportunities for collaboration with Management Systems.

The agenda for the three days is presented below.

Day 1: 09:30 to 13:00. 14:00 to 17:00

The Flamholtz Framework and Strategic Lens for Organizational Development

Program Introduction and Overview

Research on Organizational Success and Failure
The Flamholtz Framework and Strategic Lens for Organizational Development

- The “Pyramid of Organizational Development”
- Empirical Research Support for the Validity of the Pyramid Framework
- The Pyramid as a Predictor of “Bottom line” Financial Results
- How to Use the Pyramid Framework as an Organizational Development Tool:
  - Organizational Assessment Using the Pyramid Framework: Qualitative and Quantitative
  - Competitive Assessment Using the Pyramid Framework: Qualitative and Quantitative
  - Measuring the Degree of Organizational Development
  - Standards for Building Sustainably Successful Organizations: Qualitative and Quantitative
- The “Secrets” of Organizational Success and Failure
- The Role of “Organizational Infrastructure” in Building Sustainably Successful Organizations
- Lifecycle Model: Stages of Organizational Growth
  - Flamholtz Lifecycle Model Analysis vs. Greiner and Adizes Ability to Identify the Stage of Growth
- Organizational “Growing Pains”
  - The Classic Symptoms of Growing Pains
  - The Tools for Measurement of Growing Pains
  - Growing Pains and Organizational Effectiveness
  - Growing Pains as a predictor of “Bottom line” Financial Results
- The Tools of Organizational Assessment and Development:
  - Measurement Tools
  - Validated Surveys
  - Organizational Development Planning Matrix

The Starbucks Coffee Case:

- How Starbucks Built a Global Brand and World Class Dominant Company from Two Stores in Seattle
- How Starbucks Applied the Flamholtz/Management Systems Method to Help Grow from $165 Million in Revenues to More than $2 Billion in Five and One-Half Years.

Workshop: Open Discussion
Day 2: 09:30 to 13:00. 14:00 to 17:00

The Flamholtz/Management Systems Strategic Planning Method and Other Tools of Organizational Development

Morning Session

The Flamholtz/Management Systems Strategic Organizational Planning and Organizational Development Process: A Proven Method

- Strategic Planning versus Strategic Organizational Development
- Key Differences from Classic Strategic Planning
- The Six Key Steps in the Flamholtz/Management Systems Strategic Organizational Development Planning Process
  - Step 1: Conducting an Environmental Scan
  - Step 2: Conducting an Organizational Assessment
  - Step 3: Addressing Key Strategy Issues
  - Step 4: Developing the Strategic Development Plan
  - Step 5: Budgeting
  - Step 6: Quarterly Review of Progress

- Components of the Strategic Organizational Development Plan:
  - Creating The Business Foundation: Business Concept, Strategic Mission, and Core Strategy
  - Key Result Areas
  - Setting Objectives and Goals

- How Starbucks Coffee Applied the Planning Method and Created Market Leadership
- The Role of Planning in Performance Management

Afternoon Session

Foundations of the Performance Management Process

- A Cybernetic Model of Performance Management
- Operationalizing the Model with Elegant Simplicity
- Performance Measurement, Appraisal, and Reward Systems
- Case Applications in the US, Latin America, and China
Other Tools: Culture Management & Leadership Development

**Culture Management**
- Culture Management Foundations
- The Culture MAP
- Culture as a Driver of Change
- Role of Leadership
- The “Leadership Molecule”

**Leadership and Management Development**
- Leadership and Management
- A Framework for Understanding Management/Leadership Effectiveness
- The “Pyramid of Management/Leadership Development”
- Key Tasks of Leaders
- Menu of Leadership Styles
- Creating a “True Leadership Team”

**Day 3: 09:30 to 13:00. 14:00 to 17:00**

**Special Issues Workshop for Consultants: Working with the Management Systems Global Network of Consultant and Facilitators**

**Principles of Cooperation with Management Systems Consulting Corporation**
- Benefits to Consultants
  - Support Services by Management Systems USA and Management Systems Europe
  - Training of Consultants
  - Materials to be Provided
  - Licensing and Certification
  - Website Listing and referrals
  - Participation in first Projects in Eastern Europe
- How to Develop Clients
- Fee Distribution
- Participation in Management Systems’ Research Programs and Publications
- Affiliate’s Conference
Delivering Management Systems Products to Clients

- Conducting an Organizational Assessment
- Facilitating the Strategic Planning Process
- Developing a Performance Management System
- Conducting a Culture management Audit and Program
- Principles of Client Service

Comparison to the Adizes Methodology

- Comparison of the Flamholtz Methodology with Adizes Methodology

Feedback and Discussion

- Open Discussion, Feedback, Issues and Questions

Administrative Details and Logistics

The seminar will be organised by Management Systems Consulting Corporation (California, USA) and hosted by The Higher School of Economics (Moscow, Russia).

The Training will take place at:

734 Auditorium
7th floor
Kirpichnaya street, 33/5
The Higher School of Economics, Moscow, Russia
Moscow

Program Start Time

Tuition Fee
Tuition for 3 days of training and case studies is US$500 for each day of attendance.

Registration
To register, candidates must fill in contact information in the form on the next page and send it by e-mail to Vladimir Kuryakov, Managing Director, European Operations Management Systems Consulting Corporation, by e-mail: vk@mgtSystems.com or/and Leslie McKenna by e-mail: lm@mgtSystems.com by 5:00 p.m. Friday, May 13, 2011
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To avoid any delays, please RSVP beforehand and bring official identification (passport) with you on the day of the seminar.

For More Information Please Contact
Vladimir Kuryakov
Management Systems Consulting Corporation
Cell: +7.985.762-90-08
E-mail: vk@mgtsystems.com
Appendix A

Additional Detail on Companies Listed on Page 1

- Starbucks Coffee Company (Restaurants, Fast Food)
  http://www.starbucks.com
  NYSE, SBUX. Starbucks is a US corporation operating in 50 countries with 17009 total stores.

- Navistar (International Truck and Engine) (Truck Manufacturing)
  http://www.internationaltrucks.com
  NYSE: NAV, a U.S. holding company which owns the manufacturer of International brand commercial trucks, MaxxForce brand diesel engines, IC Bus school and commercial buses, Workhorse brand chassis for motor homes and step vans, and is a private label designer and manufacturer of diesel engines for the pickup truck, van and SUV markets. The company is also a provider of truck and diesel engine parts and service with more than $15 billions in revenues.

- Simon Property Group (Shopping Mall Development, Management)
  http://www.simon.com
  NYSE: SPG. Simon Property Group, Inc. is the largest publicly traded retail real estate operating company in North America and one of the largest worldwide. It is the developer, owner, and operator in the world famous “Mall of America,” the largest shopping mall in the US.

- The Disney Store – Part of The Walt Disney Company
  http://www.disneystore.com
  NYSE: DIS. The Disney store is a part of The Walt Disney Company, a global leader in the entertainment industry.

- Westfield (Shopping Mall Development, Management)
  http://www.westfield.com
  NASDAQ: WFGPY. Westfield is the largest developer of shopping malls in the world. It is the developer, owner, and operator of shopping malls in Australia, the US, and Europe (Great Britain).

- Amgen (Biotechnology)
  http://www.amgen.com
  NASDAQ: AMGN. Amgen is a human therapeutics Fortune 500 company in the biotechnology industry, based on advances in recombinant DNA and molecular biology. The company launched the biotechnology industry’s first blockbuster medicines. Amgen is recognized as one of the two world leaders in biotechnology with several billions in revenues.
• Princess Cruises (Leisure, Cruises)
  http://www.princess.com
  A recognized leader in worldwide cruising, Princess offers approximately 1.3 million passengers each year the opportunity to escape to the top destinations around the globe, aboard a fleet of 17 modern vessels. It is part of Carnival Corporation (NYSE: CCL), one of the largest vacation companies in the world.

• City National Bank (Financial Services)
  http://www.cnb.com
  NYSE:CYN. Los Angeles-based City National Corporation is the parent company of City National Bank. It offers a full complement of banking, trust and investment services through 75 offices, including 17 full-service regional centers, in Southern California, the San Francisco Bay Area, Nevada and New York City. It has been recognized by Barron’s as one of America’s top wealth managers 10 years in a row (2001-2010) and has received 10 Excellence Awards for business banking from Greenwich Associate, a leading global financial services research and consulting firm (2010).

• Architectural Digest (Publishing)
  http://www.architecturaldigest.com
  Architectural Digest is an American monthly magazine. Its principal subject is interior design, not — as the name of the magazine might suggest — architecture more generally. Part of Conde Nast publishing: Vogue, Glamour, GQ, etc. The company was previously owned by Knapp Communications and now owned by Conde Nast.

• Bell-Carter Foods (Food Processing/Packaging, Distribution))
  http://www.bellcarter.com
  A family owned company that is the largest table olive producer in the U.S. and the second largest in the world. The company owns one of the most recognized brands of black olives in the US – Lindsay.

• Neutrogena (Personal Care Manufacturing)
  http://www.neutrogena.com
  Neutrogena is a global brand and world leader in the manufacturer of consumer products for personal care – such as soaps, shampoos, and cosmetics. It is part of Johnson & Johnson, one of the largest consumer products and health care companies in the world

• PowerBar (Food Manufacturing)
  http://www.powerbar.com
  Powerbar began an entrepreneurial start up in California that created the market for “power foods” and grew to dominate it. It is now part of Nestle Foods, a global leader in food products.
• **Pardee Homes (Home Building)**
  [http://www.pardeehomes.com](http://www.pardeehomes.com)
  Pardee Homes is a regional leader in community home building in the Western United States. In the middle of the last decade, Pardee was the most profitable US home builder and the winner of several quality awards for its products. It is part of Weyerhaeuser, the largest owner of forest products in North America, and a Fortune 500 company.

• **American Century Investors (Financial Services)**
  [http://www.americancentury.com](http://www.americancentury.com)
  American Century Investors is a leading investment manager of mutual funds in the US. It is part owned by JP Morgan, one of the largest banks in the US.

• **LifeScan (Medical Device Manufacturing)**
  [http://www.lifescan.com](http://www.lifescan.com)
  LifeScan is a manufacturer of medical devices including diabetic testing equipment. It is part of Johnson & Johnson, one of the largest consumer products and health care companies in the world.

• **Baskin Robbins (Food Manufacturing)**
  [http://www.baskinrobbins.com](http://www.baskinrobbins.com)
  Baskin Robbins, a manufacturer of ice cream and related products, is a global consumer brand. The company was previously owned by Allied Lyons, the British food giant.

• **PIMCO (Financial Services)**
  [http://www.pimco.com](http://www.pimco.com)
  Led by Bill Gross (the so-called “Bond King”), PIMCO is one of the most respected investment managers in the world. It is part of Allianz, the Swiss insurance giant.

• **Allianz Global, North America (Financial Services)**
  [http://www.allianzinvestors.com](http://www.allianzinvestors.com)
  Allianz Global, North America is part of Allianz, the Swiss Insurance giant. Allianz Global, North America owns a number of US companies including PIMCO, RCV investments and others.

• **Tommy Bahama (Clothing Manufacturing, Retailing, Restaurants)**
  [http://www.tommybahama.com](http://www.tommybahama.com)
  Tommy Bahama is an upscale men’s clothing and life style company. It manufactures men’s and women’s clothing. It also licenses the “Tommy Bahama” brand to restaurants, and a variety of related life style products including furniture, watches, etc.

• **Wolfgang Puck Food Company**
  [http://www.wolfgangpuck.com](http://www.wolfgangpuck.com)
  Wolfgang Puck Food Company is part of the Wolfgang Puck Company, led by the world renowned Austrian Chef Wolfgang Puck. The company manufactures a variety of food products created by its legendary owner.
• 99 Cents Only Stores
  http://www.99only.com
  NYSE: NDN. 99 Cents Only Stores is a deep discount retailer of food and
  other consumer products with more than $1.5 billion in annual revenue.

• The Riverside Group (China) (Home Building)
  The Riverside Group is a leading community home builder headquartered in
  Beijing, China. The company has several high end residential and mixed use
  (hotels, restaurants) properties

• Li Ning (China) (Athletic wear)
  http://www.li-ningusa.com
  Li Ning is the largest athletic wear company in China.

• Xu Zhou Construction Machinery Group, China
  Xu Zhou Construction Machinery Group is one of the largest construction
  machinery manufacturers in China, It is a state owned enterprise.

• Mövenpick Gastronomy (Europe) (Restaurants)
  http://www.moevenpick-hotels.com
  Mövenpick Gastronomy is part of Mövenpick, a Switzerland-based company
  with restaurants, hotels, and food products. Restaurants are located in
  Austria and Germany, as well as Switzerland.

• IBM
  NYSE: IBM.
  http://www.ibm.com
  IBM is a leading manufacturer of computers, software and related products.
  It is a Fortune 100 company.
Appendix B

Eric Flamholtz Ph.D

Eric Flamholtz is President of Management Systems Consulting Corporation, which he co-founded in 1978. He is also Professor Emeritus (Recalled) at UCLA’s Anderson School of Management, where he teaches a course he introduced titled “Managing Entrepreneurial Organizations” (dealing with managing rapidly growing organizations) well as in various Executive Education programs. Dr. Flamholtz served previously on the faculties of Columbia University and the University of Michigan. He is also a member of the Board of Directors of 99 Cents Only Stores (“NDN”), a NYSE Company, where he serves as Chair of the Compensation and Strategic Planning Committees.

Dr. Flamholtz has a multidisciplinary background. He received his Ph.D. from the University of Michigan, an M.B.A. from Washington University in St. Louis, and an undergraduate degree in economics and accounting from Hunter College. While studying for his Ph.D at the University of Michigan, Eric worked as a researcher for Rensis Likert at the Institute for Social Research. Eric’s doctoral dissertation, which helped pioneer the area of “Human Resource Accounting,” was co-winner of the McKinsey Foundation Doctoral Dissertation Award. He has done research and taught Accounting, Human Resource Management, Organizational Behavior, and strategy.

Dr. Flamholtz has taught accounting at the University of Michigan, Columbia University and UCLA, and has taught Organizational Behavior and Human Resource Management at Michigan and UCLA as well as advanced Management at Columbia. He is currently lecturing and teaching in several programs for Cheung Kong Graduate School of Business in Beijing, Shanghai, Shenzhen, Xu Zhou, Chengdu, and Sanya, including their CEO Leadership Program, EMBA, Multinational Managers program, and Innovative Entrepreneurship program. He has also lectured at Xiamen University (Xiamen, China) and for various other organizations’ in China.

Dr. Flamholtz has helped hundreds of organizations make successful transitions at different stages of growth and development. His clients have included IBM, Starbucks Coffee Company, Amgen, Neutrogena, PIMCO, American Century Investors, PowerBar, Tommy Bahama, Pardee Homes (a Weyerhaeuser company), Navistar International, Simon Properties, Mövenpick Gastronomy International (Switzerland), The Disney Store, Wolfgang Puck Food Company, Baskin Robbins, Countrywide Financial Corporation, PacifiCare Health Systems, MGA Entertainment Inc., Jamba Juice, City View, Bugle Boy, Chart House Enterprises, City National Bank, Citation, Cendant Mortgage, Southern California Presbyterian Homes, Guilford Pharmaceuticals, IndyMac Bank, Infogix, RCM, and
the North American Division of Allianz Global. Eric has also worked with Kemper Insurance, General Dynamics, United Technologies, Meredith Publishing, Touche Ross, LifeScan (subsidiary of Johnson & Johnson), Mileage Plus (subsidiary of UAL Corp.), Surgitek (subsidiary of Bristol Meyers), Republic Pictures, U.S. Filter, New World Entertainment, Tekelec, Emergent BioSolutions, and many others.

Additionally, Eric has presented seminars and workshops for a wide variety of firms and organizations, including FedEx, Nike, Colgate Palmolive, AT&T, Hughes Electronics, Young Presidents Organization (YPO), Forbes Presidents Forum, Fortune Growth Conference, Fortune Human Resources Forum, Fortune CFO Forum, General Motors, PepsiCo, Abbott Laboratories, ARCO, Allergan, the Hyatt Corporation, Borg Warner, CIT, Computer Sciences Corporation, TRW, United Overseas Bank (Singapore), Warburg Pincus (Singapore), Reuters (Switzerland), Smartmatic (Venezuela), and Xu Zhou Construction Machinery Group (China). He has also been a lecturer at Cornell University’s Hotel and Restaurant Program and in a similar program at Rosen College in the University of Central Florida. He has presented keynote sessions and executive seminars for the Cheung Kong Graduate School of Business (Beijing, Shanghai, Chengdu), at Stockholm University, HEC (France), various universities in Italy, and The University of Lugano (Switzerland).

Dr. Flamholtz has completed research projects for the National Science Foundation, The US Office of Naval Research, and the National Association of Accountants.

Since 1976, Eric has done executive coaching for hundreds of executives, including founders of entrepreneurial firms and CEOs of established companies in a wide variety of industries, including financial, retail, and healthcare. He did extensive coaching for the senior leaders at Starbucks (including Howard Schultz) during their rapid growth years. He also coached almost all of the senior leaders at PIMCO during a three year assignment. He coached the entire senior leadership team at American Century Investors during their rapid growth years over a nine year relationship. During 2009, he was invited to design and conduct a coaching program for forty CEOs and Chairs of some of China’s leading companies for the CEO Leadership Program at Cheung Kong Graduate School of Business in Beijing, Shenzhen, and Shanghai. He has also coached the CEO and other senior leaders of Li Ning, the sports apparel company founded by the legendary “Prince of Gymnastics.” He has begun a long term consulting relationship with The Riverside Group, a leading property development company in China, in which he is responsible for coaching the entire senior leadership team to effectively manage growth related issues and help them achieve effective scale up.

Dr. Flamholtz is currently doing a significant amount of lecturing, leadership development, coaching, and consulting in China. He has also done leadership development for Xu Zhou Construction Machinery Group, and B-Ray Investment Holding Group; and has consulted with Haohe Construction, and 1000 Colors. He is conducting a major long term research project comparing U.S. and China organizations to identify the “key drivers” of organizational success.
His books which have been published in several languages include:


Eric has also published more than 100 articles. He is generally regarded as the thought leader in the field of Human Resource Accounting, which he helped pioneer. His book, *Growing Pains*, now in its fourth edition, has been published in many languages including Chinese, Japanese, German, Spanish, and others, and is considered the seminal book in the field of entrepreneurial transitions (organizational scale up) to professional management.

In April 2007, Eric received the "Distinguished Ph.D Alumni Award" from the Ross School of Business at the University of Michigan "in recognition of his Contributions to and Excellence in Management and Organization." He is the seventh Ph.D alumnus of the University of Michigan to receive this recognition.

Flamholtz’s work as a consultant and coach is relatively unique in that it is based upon an empirically validated theoretical framework as well as extensive practical experience in its application over more than 25 years.
Yvonne Randle, who joined Management Systems in 1983, has broad experience in helping organizations successfully make the transition from one stage of development to the next. Her expertise includes facilitating the strategic planning process, helping companies manage their corporate cultures, and assisting firms in developing effective organizational structures and performance management systems.

In addition, she is a skilled management/leadership development program designer and trainer. Dr. Randle has partnered with company CEOs and Human Resource professionals in creating and delivering leadership development programs – that are based on Management Systems’ proven frameworks, but that are tailored to meet their organization’s specific needs. She has delivered leadership development programs to both individuals (through one-on-one coaching) and to small and large groups, ranging from middle managers to CEOs.

Dr. Randle has served as a consultant to firms of all sizes – from entrepreneurship to Fortune 500 companies. Her clients have included Amgen, Baskin-Robbins, Bell-Carter Foods, Emergent BioSolutions, Guilford Pharmaceuticals, Hughes, Infogix, Inova Health Systems, LifeScan (subsidiary of Johnson & Johnson), Lindora Medical, LoanToolbox, MannKind Corporation, Melvin Simon & Associates (now Simon Properties), Mövenpick Gastronomy (Switzerland), Navistar International Transportation Corp., One Price Clothing, PacifiCare, Pardee Homes (a Weyerhaeuser company), Princess Cruises, Robbins Bros., Royce Medical, Specialty Merchandising Corporation, Tommy Bahama, and Van’s.

Yvonne has worked with a number of non-profit organizations during her tenure with Management Systems. Her non-profit clients have included Head Start, where she is a nationally recognized resource, Southern California Presbyterian Homes, the American Legion, Delta Dental of Missouri, and the National Association of Women Business Owners. Dr. Randle has been a faculty member of the Johnson & Johnson/UCLA Head Start Fellows program at UCLA since its inception in 1991.

Dr. Randle is the co-author of The Inner Game of Management, Changing the Game: Managing Organizational Transformations of the First, Second, and Third Kinds, Growing Pains (4th Edition), and Leading Strategic Change. Her most recent book (co-authored) is Corporate Culture: The Ultimate Strategic Asset, to be published by Stanford University Press in April 2011.
Dr. Randle has served as a lecturer in the MBA program of the University of California, Los Angeles and is a frequent instructor in Executive Education Programs at UCLA’s Anderson School of Management. She received her Ph.D. in management from UCLA’s Anderson Graduate School of Management and a Master’s Degree in Public Health from UCLA. Dr. Randle earned her undergraduate degree from Stanford University.