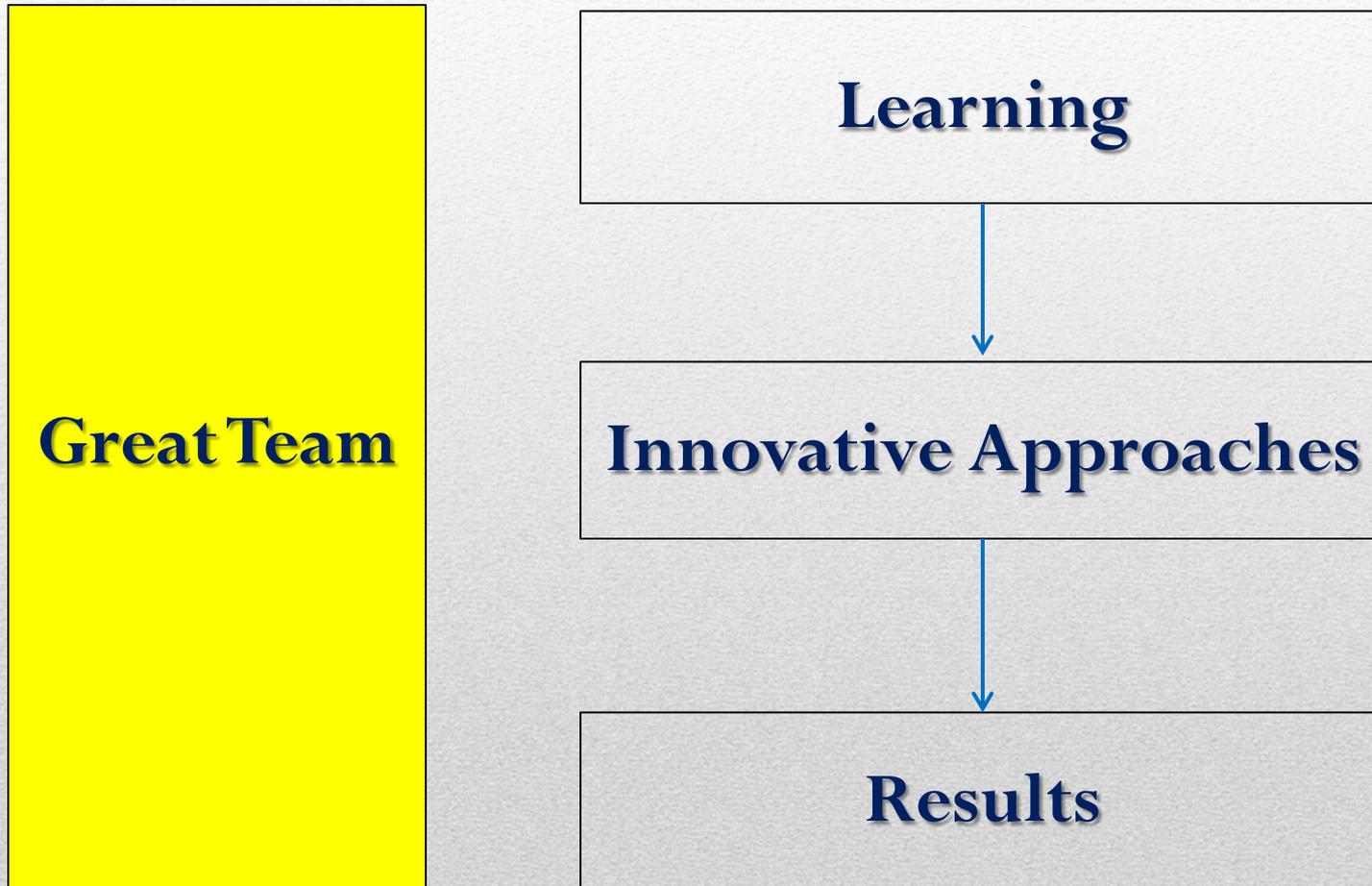


TRANSFORMATIONS



Keys to Transformations

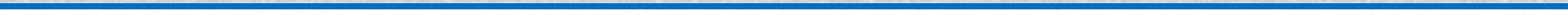


Noelle Picus-Pace

Silver Medal Winner at Sochi



Skeleton Launch



Survived: There must be a better way



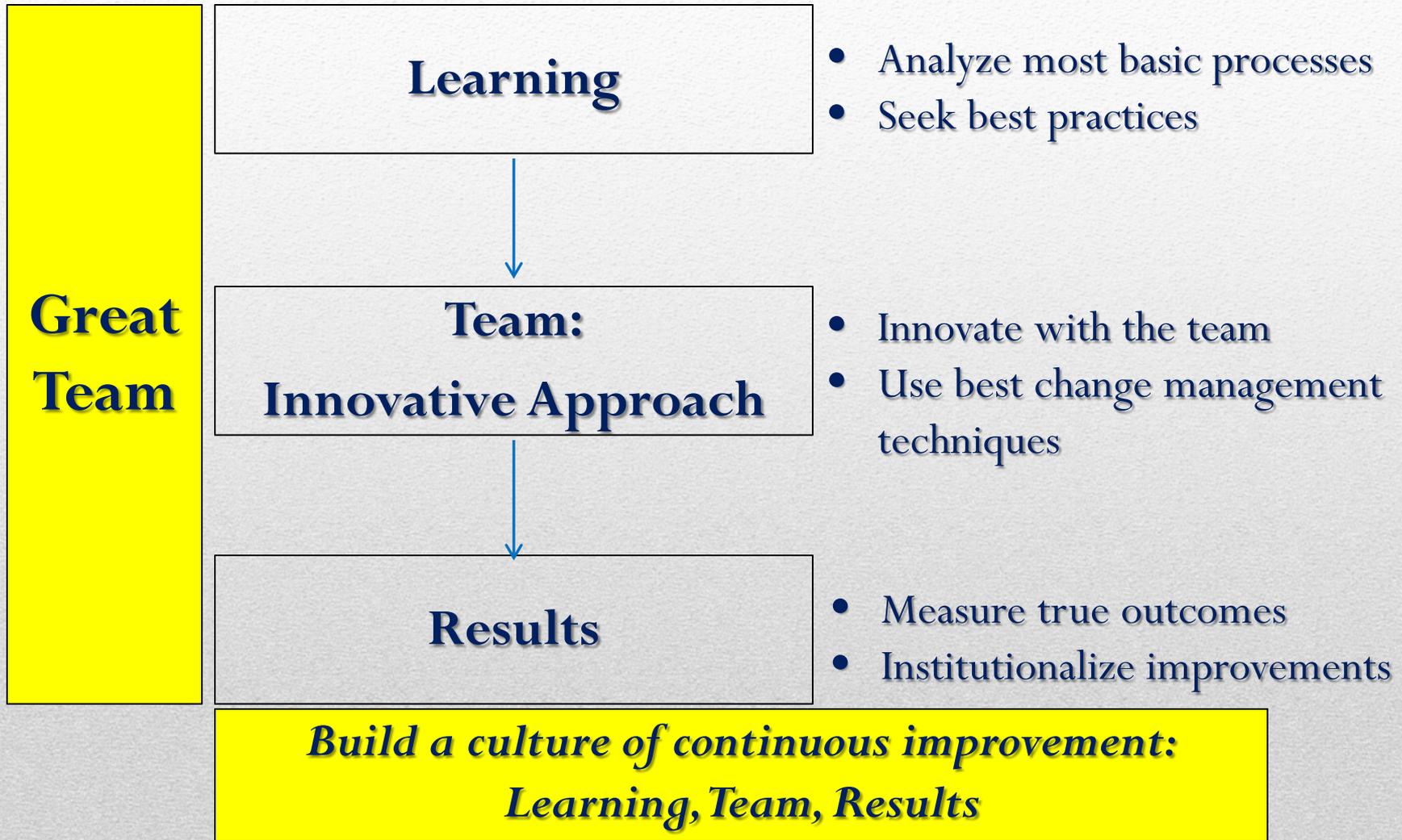
Transformed Run



Checking my time..



Keys to Transformations



Build a Culture of Continuous Improvement (Learning, Team and Results Focus)

- Create the vision
 - Instill motivation
 - Thoroughly involve team members
 - Track progress
 - Celebrate successes
-

Analyze the Basic Processes

- Map out fundamental processes
 - Identify key integrations
-

Seek Best Practices

- *Inside and outside your industry*
 - What transformational tools are out there?
-

Innovate with the Team

Seek new insights on how to do things:

Structure creativity:

- Internal Kaizen events (your people know a lot!)
- Flexible, open structure: brainstorming with data and structure

Step back

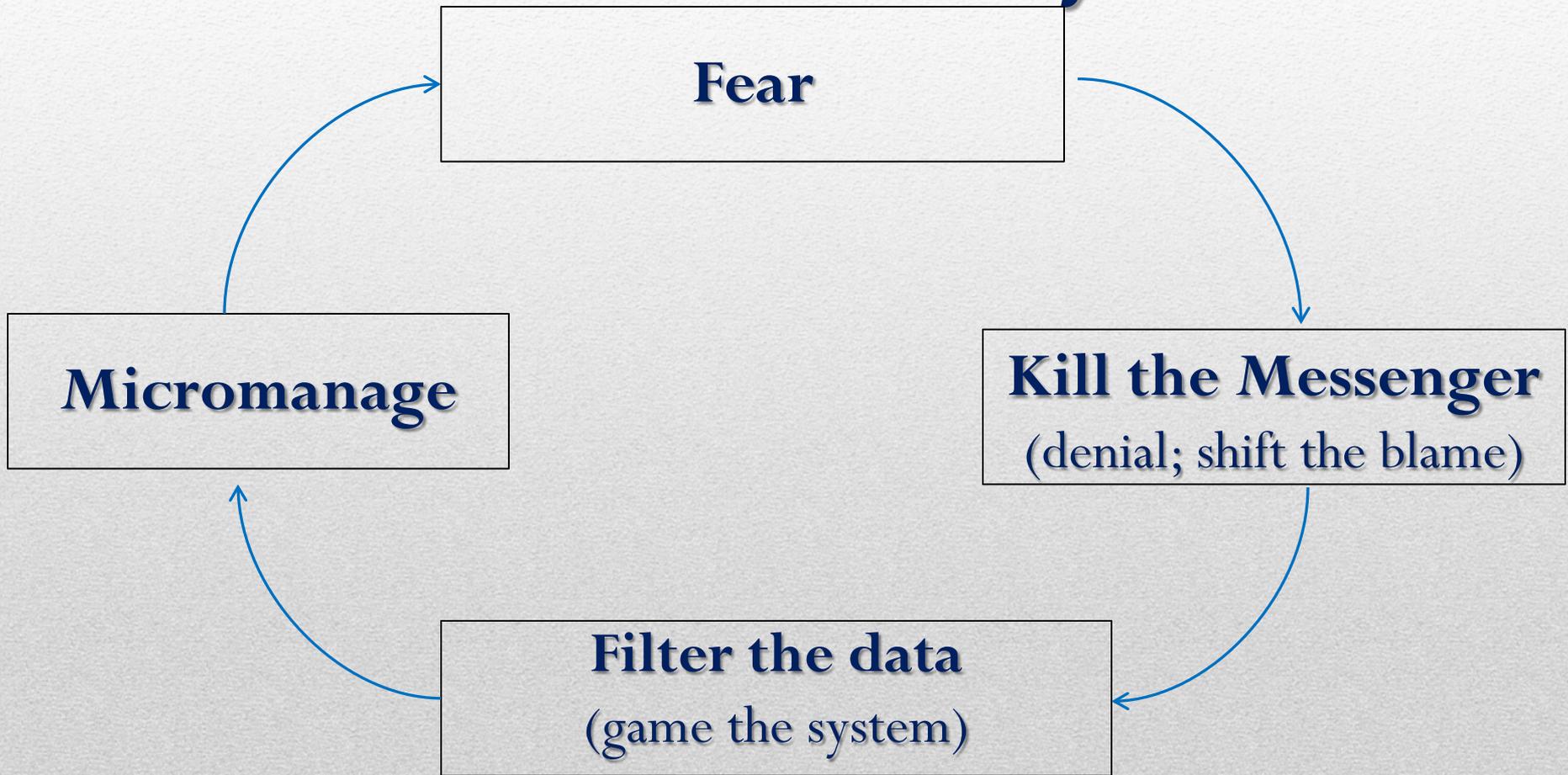
- What are we really trying to accomplish?
 - What makes sense and what doesn't?
 - If you could start over...
-

Use Best Change Management Techniques

- **LEAN**
 - **Kaizen processes**
 - **Agile**
 - **Streamlined decision making**
-

Measure True Results

Avoid the Fear Cycle



Institutionalize Improvements

- Set improvements in place
 - Track/measure
 - Refine/optimize
 - Achieve results
-

2002 Olympic Transformation

Situation April 1999

- Bribery scandal reports everywhere
- Employees afraid they were going to be indicted
- Assaulted by the media from around the world
- Butt of jokes on late night shows
- \$400 million budget deficit
- Siloed functions: “knowledge is power”
- No operational plan
- 220 people. Needed 50,000 by Games time
- Less than 3 years left to be ready



Desperate need for a complete transformation

Olympic Transformation

Built a culture of success:

- “Gold medal performance”
- Have fun!

Learning:

- Studied/planned every detail
- Team included best experts from around the world



Great Team:

- Teamwork: help others succeed
- Involved in every aspect of learning, planning and executing
- Change management system: clear, timely decision making

Cost management

- Remember, Mitt is a cheapskate!
 - “Must have” versus “Nice to have”
-



Mitt at the Olympics

Olympic Transformation Results

- **\$100 million profit**
- **Image/brand of Salt Lake City and Utah were transformed:**

Jean Claude Killy (3 gold medals, IOC Vice President):

“Salt Lake we will always remember you, these were perfect Games.”

Dick Ebersol, Chairman of NBC Sports:

“These were far and away the best Olympics Games, winter or summer.”



Opening Ceremony • Salt Lake City, Utah • Home of the 2002 Winter Olympics