General Services Administration (GSA)
Federal Supply Schedule Price List

Schedule for:
The Professional Services Schedule (PSS)
The Professional Services Schedule (PSS) enables Federal agencies to procure a wide variety of professional services using a single Schedule contract.

410 Eden Bay Drive
Naples, FL 34110-7035
Telephone: (301) 654-2505
Fax: (301) 654-2505
e-mail: frees@harmonyinc.com

Contract Administration: Lewis E. Frees, Ph.D.
Business Size: Small Woman Owned

GSA Contract Number: GS-00F-301GA

Contract Period: July 28, 2017 through July 27, 2022
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## The Professional Services Schedule (PSS)

The Professional Services Schedule (PSS) enables Federal agencies to procure a wide variety of professional services using a single Schedule contract.

FSC/PSC Code R499  
Contract Number: GS-00F-301GA  
DUNS: 19-227-8984

**Contract Period:**  
July 28, 2017 to July 27, 2022

### CONTRACTOR:

Harmony, Inc.  
410 Eden Bay Drive  
Naples, FL 34110-7035  
Telephone: (301) 654-2505  
Fax: (301) 654-2505  
e-mail: frees@harmonyinc.com

Contract Administration: Lewis E. Frees, Ph.D.  
Business Size: Small Woman Owned Business

### Customer Information:

1a. Authorized Special Item Number (SIN)

**Special Item No. 874-1/RC Integrated Consulting Services**

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply.

2. Maximum order: **$1,000,000.00**

3. Minimum order: **$100.00**

4. Geographic coverage: **United States**

5. Point(s) of production: (city, county and state of foreign country).  
**Bethesda, Montgomery County, Maryland**
6. Discount from list prices or statement of net price: **Prices are shown with discount included.**

7. Quantity discounts: **Prices are shown with discount included.**

8. Prompt payment terms: **None.**

9a. Notification that Government purchase cards are accepted below the micro-purchase threshold: **Yes**

9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold: **Yes**

10. Foreign items (list items by country of origin): **N/A**

11a. Time of delivery: **Contact the contractor**

11b. Expedited delivery: **Contact the contractor**

11c. Overnight and 2-day delivery: **Contact the contractor**

11d. Urgent Requirements: **Contact the contractor**

12. F.O.B. point(s): **Destination**

13. Ordering address:
   
   4938 Hampden Lane, Suite 420
   Bethesda, MD 20814

14. Payment address:
   
   4938 Hampden Lane, Suite 420
   Bethesda, MD 20814

15. Warranty provision: **Standard**

16. Export packing charges: **N/A**

17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro purchase level): **N/A**

18. Terms and conditions of rental, maintenance and repair (if applicable): **N/A**
19. Terms and conditions of installation (if applicable): N/A
20a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A
20b. Terms and conditions for any other services (if applicable): N/A
21. List of service and distribution points (inapplicable): N/A
22. List of participating dealers (if applicable): N/A
23. Preventive maintenance (if applicable): N/A
24. Year 2000 (Y2K) compliant: Yes
25. Environmental attributes, e.g., recycled content, energy efficiency, and/or reduced pollutants: N/A
26. Data Universal Number System (DUNS) number: 192278984
27. Notification regarding registration in SAM.gov database: Yes

"The Service Contract Act (SCA) is applicable to this contract and as it applies to the entire Professional Services Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and/or when the Contractor adds SCA labor categories / employees to the contract through the modification process, the Contractor must inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and applicable wage determination (WD) number. Failure to do so may result in cancellation of the contract."

COMPANY OVERVIEW

Since Harmony was founded more than 20 years ago, it has been at the forefront of the theory and practice of fostering the change necessary to create superior performance in organizations. As early as the 80's, Harmony was pioneering the practical application of concepts that were later described as characteristics of the learning organization. We have long recognized the role of beliefs, later to be called mental models in locking in organizational cultures.

We know how to help an organization understand the underlying patterns that reinforce the pervading culture. We design and implement change processes that include both individual change dynamics (Personal Mastery) and those of the organization as a system. We have been at the forefront in developing techniques and tools to create fundamental shifts in individual and system-wide beliefs underlying ways of doing business that undermine the performance of organizations of
all kinds into a comprehensive systemic theory and practice. We have put the theoretical concepts of self-organizing systems to practical use.

We have extended the principles of lean thinking so that they apply not just to the manufacture of tangible products but also to all of the business processes that culminate in intellectual products. As a result of our work in organizations, companies and government agencies are creating lasting change as they create superior performance.

In this section, we discuss in depth some of those practices that relate to consultation services. In later sections, we discuss our facilitation services and our training services. These three service sets interact with each other and mutually reinforce one another. We can deliver these services as a part of a comprehensive approach to organizational renewal or as separate offerings.
SIN 874-1 INTEGRATED CONSULTING SERVICES

We have extensive experience providing leadership coaching both on strategy and on personal leadership qualities and skills. We are experienced at using a wide range of tools to provide feedback to executives and managers at all levels including 360 feedback. No matter what the tool or technique, however, it is our proven ability to gain the trust and rapport with leaders that has enabled us to effectively coach them as they manage change, plan strategies and improve their own leadership skills.

Once leaders have the experience of being coached, they in turn are able to be more effective coaches for their own teams. We model as well as transfer skills and techniques to leaders enabling them to become coaches to their teams. A key ingredient for developing high performance teams is the capacity to inspire a team to a new leadership/work paradigm, in which all employees contribute to their full potential. In her book, /Work Ethic/, Kate Ludeman sights a public agenda foundation survey of working Americans. The finding states that less than 25% of workers are working to their full potential. Our coaching and counseling of leaders prepares them to tap that talent by generating new ideas, developing strategic direction, planning projects that add value, meeting customer needs, solving more problems with fewer external resources, improving processes that break the silo-mentality of territorial departments and bureaus and, above all, communicating in ways that assure understanding and respect for the individual. We are able to generate this type of organizational community by guiding leaders into new roles. We do this by providing managers with the relationship building and mentoring skills they need to dissolve the hierarchical view of authority and by promoting more team-based skills and work styles.

Leader/coaches learn in-depth skills for designing conversations, facilitating dialogue groups, motivating and implementing change and discovering new possibilities for action.

We strongly recommend that Executive Coaching accompany any serious change management process in which an organization has the intention and commitment focused on high performance.

Consultation on Organizational Design

One of the core challenges in a vertically structured organization, whether it is within the United States government or a Fortune 100 company is developing structures that follow the natural flow of processes horizontally across the organization to customers, and then ensuring that the rewards, recognition and promotion reinforce those structures. A vertically structured organization is based on the assumption that the leader is the customer. Communication, authority and accountability flow vertically. Work processes, however, flow horizontally. It is the work processes and the processes of human interaction that result in service and intellectual products for the customer. So, moving to a customer-focused organization cannot simply be accomplished through training in customer service, it requires designing the organization in new ways.

We, therefore, provide organizational design consultation on the following three dimensions:

- Designing work processes.
- Designing team-based organizational structures.
• Designing an organizational environment that fosters and rewards self-organizing networks of work teams.
• Designing processes of human interaction that incorporates the principles of lean thinking.

Work Processes and the Processes of Human Interaction

We provide a "roll up your sleeves" nitty-gritty consultation in which we work with our clients to redesign work processes so they are simple, with minimal cycle time and which have the capability of delighting their internal as well as external customers. Our consultation begins by working with our clients to:

• Identify the core processes, including the processes of human interaction that result in intellectual products.
• Clarify the outputs to those processes.
• Analyze the transactions that occur to determine the requirements of a complete transaction.
• Identify the customers.

We then co-design a process through which customer requirements are determined and clarified. This process occasionally includes surveys and direct interviews but often includes a wide variety of information sources and data gathering through which an accurate picture of customer requirements can be derived. These requirements are then translated into the client's own language with specifications, measures and indicators so that clients can determine whether their current process or processes are capable of meeting customer requirements.

We provide consultation in the mapping of both the current work process and the processes of human interaction. The mapping process includes not only business process mapping but also in the case of human interaction, includes an identification of the social networks that support the development of the intellectual product.

• If the process is capable, can the cycle time be reduced?
• If the process is not capable, does the process need to be reengineered?
• Can the current process be improved with simpler steps, higher performance and shorter cycle times.

During this entire consultation process, we are teaching by doing. The consultation is reinforced by the consulting described in SIN 874-1. We leave behind superior, high performance processes along with the knowledge and expertise to continuously measure performance, refine customer requirements and redesign the process as necessary. Members of our team have extensive experience designing the structure and infrastructure to support lean work processes and lean processes of human interaction.

Team-Based Organizational Structure

A core principle behind systems theory is that everything connects to everything. Most organizational design includes blocks to the natural connections that a smoothly operating organization would make. When Ed Deming stressed the principle "breakdown barriers", he wasn't just referring to the bureaucratic blocks that occur as a consequence of command and control.
management. He also meant the divides and chasms that exist between bureaus, departments and agencies: the natural competition and suspicion that occurs when primary cohesion and the consequent boundaries are powerfully reinforced in a vertical structure.

Our practice has consistently moved during the past few years toward a consultation that fosters the creating of structures that are based on the natural links among processes across disciplines, bureaus, departments and agencies.

We work with organizations on multiple levels when helping them make the transition to a team-based organization; from a vertical silo type structure to a true horizontal cross-functional team-based structure. It includes helping the organization think through how to create rewards, recognition, career development, incentives and performance management that are focused on team participation and team results in contrast to the usual functional focus, as well as modifying the formal structure itself so that fundamental cohesion is team-based. In our experience, even the Executive Team needs to understand and function as a high performance team with mutual accountability for team results rather than functional area results.

Creating the Organizational Environment in Which High Performance Can Occur

One of the toughest challenges is creating a high performance organizational environment. It begins with management and leadership attitudes and behaviors. Leading a team-based organization requires an entirely different set of skills than that required in the command and control orientation of a vertical structure. Some managers make the transition easily and others resist.

We provide change management consultation as well as leadership and management coaching to help executives and middle managers work through the change in profession that goes with moving toward a team-based organization. In addition, we facilitate high performance teamwork with the Executive Team and help them develop the skills, behaviors and attitudes needed to lead the organization through the transition. Since change management is our business, we bring more than thirty years of experience in helping senior management make the transition.

Facilitation Services

The principle of Harmony, Inc. has more than 25 years experience in a wide range of facilitative efforts. For the purposes of this contract, we highlight our experience in facilitating:

- Teams
- Conflict management and shared vision with highly diverse groups
- Meetings
- Retreats

Teams

Our experience in facilitating teams includes not only the actual facilitation but training internal people to facilitate and lead teams as well. This second activity will be discussed as part of SIN 874-4 Training Services: Instructor Led Training, Web Based Training and Education Course Development and Test Administration, Learning Management, Internships. We are at the cutting
edge of building high performance teams, not only to carry out specific missions but also as a vehicle for fostering a fundamental shift in an organizational culture. We have had extensive experience building high performance teams for a wide range of purposes. Typical are the following:

- **Lean Implementation Teams**: Harmony Inc. has pioneered in the application of lean principles to the development of intellectual products. We enable organizations to extend the concepts of lean beyond the typical application to tangible products and services. We apply the concepts of value, value streams, pull, flow and mastery, to the processes through which people interact in order to produce intellectual products. This typically includes an examination of the way all venues are used within the organization including meetings, email, conference calls, teleconferencing, etc.

  Through this work, organizations eliminate non value added activities that often accompany the process of human interaction. As a result, people have the time to do the things that really add value. This application of lean principles dramatically enhances the quality of intellectual products and positions organizational members to both identify and seize opportunity.

  One of the core shifts that occur, as a result of this work, is that teams realize the value of social capital. They learn to recognize the waste, degraded outcomes and lost opportunities that occur when social capital is degraded. They learn the methods, techniques, norms and behaviors that are necessary to create an organization in which high social capital is a pervasive part of the culture.

- **Project Teams**: Our project team facilitation experience ranges from North American and global teams for initializing new software to process teams to improve or reengineer organizational processes. We bring cross-functional teams of people together, create high cohesion and purpose and work with them as they plan the project using the principles and techniques of lean human interaction. We consult to the organization to ensure that there is a high degree of organizational support. We use a wide variety of techniques including outdoor challenges, exercises to encourage people to "think outside the box", carefully designed interactive sessions and the tools of quality in order to foster superb team performance on projects.

- **New Concept Teams**: We are experienced at bringing together cross-functional teams in order to develop and implement new and innovative concepts. Using many of the techniques described above, we have developed teams that have brought products from concept to marketing half the usual cycle time. Applying the lean principles to the development of new products dramatically increases the incidence of innovation and the ability to both recognize and seize opportunities.

- **Business and Process Management Teams**: We create cross-functional high performance teams to actually manage businesses and major processes. We recognize that the processes required for the development of intellectual products cannot be managed in the same way as those for tangible products and we teach managers and leaders to understand the difference. Rather than the usual functional, laborious, hierarchical structure for managing the
processes, we have helped organizations create nimble, highly-cohesive, cross-functional teams. The major challenge in creating high performance, cross-functional business teams is in the development of a flexible organizational structure that allows such teams to succeed. Our expertise in organizational design and executive coaching enables us to help companies facilitate the transition to organizational forms that are consistent with MOBIS.

We are experienced in all phases of team facilitation. We ensure excellent group process tools including the unique tools that foster high quality human interaction. We build the team and create high performance and a cohesive team culture by creating a shared vision, using outdoor challenges, teaching dialogue skills, and engaging team members in the process of personal learning and growth (an activity we call Personal Mastery).

We use tools and instruments that measure group processes such as the Meyers Briggs Team Inventory, Firo-Band others. As we facilitate, we ensure that team members understand the stages of group life and move smoothly through those stages to high performance.

We facilitate the processes of human interaction, with the classical group process tools. In addition, introduce unique tools that bring lean thinking to the process of human interaction. We enhance this by teaching effective conversational patterns focused on dialogue. We ensure that the team is effectively managed using tools such as intellectual value stream mapping, including the diagramming of social networks. In short, we provide the facilitative resources necessary to ensure that the team functions as a truly high performance team.

**Bringing Together Diverse Groups to Agree On a Common Purpose or Vision**

We have had extensive experience bringing together widely diverse groups who need to agree on a common purpose or vision. A sampling of these groups includes the following:

- **The Washington Metropolitan Area Transit Authority (MATA):** We worked with the Board at a time when relations were divisive. We helped them not only clarify their role as a Board but to agree on a shared vision.

- **On the Chesapeake Bay at the mouth of the Sassafras River:** We brought together land owners, marina owners, members of the Maryland Department of Natural Resources, the farmers, the watermen, and representatives of two different counties to agree on a common vision for the preservation of the Sassafras River basin and to create a common entity that could ensure the reversal of the degradation.

- **Dredging a 40-foot channel in the Chesapeake Bay:** We brought together Army Corp of Engineers, Department of Natural Resources personnel, archaeological interests, environmental groups, as well as the Port of Baltimore and facilitated their agreement on a common framework through which the dredging would occur.

In all of these and countless other instances ranging from large diverse groups to two people who need to engage in conflict resolution, we use a process that we have refined over 25 years experience dealing with public works projects and conflict resolution in the public sector. The process includes identifying hopes as well as concerns from a whole range of stakeholders through
a series of interviews and creating a draft framework or vision that describes the way the group would work together and/or the issue would be resolved. This framework includes a series of statements that draw out the implicit aspiration behind every fear or issue so that participants are focusing on what they want and not what they are afraid of. We then facilitate a process of agreeing on that framework or vision and identifying the action steps, structures, policies and processes necessary to translate the vision into reality. We regularly use this facilitation tool in organizations in forums ranging from large group intervention to small units to create a shared vision.

2017-2018 PRICE LIST

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<td>874-1 Integrated Consulting Services</td>
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<tr>
<td>Labor Category</td>
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<td>Consultant</td>
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DESCRIPTIONS

Integrated Consulting Services

Senior Consultant:
- Minimum degree: MA in Organization Behavior, Industrial Psychology, Business Administration or related field or 20+ years of experience as an active consultant
- Minimum years of experience: 15
- Duties: project leadership and management, guide large complex system change, process consultation, executive coaching and guide all activities necessary to create an inspired organization

Consultant:
- Minimum degree: BA with Masters in Organizational Behavior or related field or 15 years experience as an active consultant
- Minimum years of experience: 10
- Duties: process consultation, coaching, process redesign, guide all activities necessary to create an inspired organization (under the direction of the Senior Consultant) and be solid practitioners in all of the practices of organizational development
EXPERIENCE SUMMARY

Founder and President of Harmony, Inc., an organization that trains and licenses consultants nationwide to implement the principles of lean for the development of intellectual products. In his role as President, he develops the Harmony training and consultative approach and provides on-going support and monitoring of quality, wherever the Harmony process is being used to create high performance. Facilitation, organizational change and the development consultants has been a major area of focus since the mid-1980s.

CONSULTING SKILLS

- Organizational Assessment
- Assisting you in planning for change
- Implementing Quality Planning
- Training in Personal Mastery
- Consulting to you on existing change initiative
- Training in Consensus Building
- Implementing Total Quality
- Partnering to implement Culture Change Interventions
- Training of Internal Consultants
- Team building in problem areas
- Developing a multi-Cultural Learning Organization
- Partnering
- Coaching
- Training in Conflict Resolution
- Creating Innovation

RELEVANT EXPERIENCE

- Tiger 21
- South Florida Water Management District
- Tech 2000
- Greater Cleveland Transit Authority
- Maryland State Highway Administration
- Washington County Maryland (Total quality).
- Army Corps of Engineers
- Maryland State Department of Transportation
- Washington Gas
- Best Foods
• The Gillette Company
• Unilever
• Orlando-Orange County Expressway Authority
• Women’s World Banking

EDUCATION

Ph.D.  Organizational Behavior, Case Western Reserve University
MDiv  United Theological Seminary
B.A.  Psychology, Otterbein College

Ann LaFleur Frees

EXPERIENCE SUMMARY

Mrs. Frees is Co-Founder and Vice President of Harmony, Inc. Her work over the last fifteen years in the field of Organizational Development has been devoted to empowering individuals and teams to become high performers. Her expertise as a facilitator of conflict resolution employs the innovative technology which she co-created. She has consulted to a wide variety of organizations in both private industry governemnt and not for profit, enhancing customer/supplier relationships and training teams to manage change, build their relationships and produce the results they care most about.

She is co-author of the Harmony process for Quality and high performance in organizations. Her responsibilities include the development and continuous improvement of the tools and technologies used in the Harmony approach to Total Quality, as well as the training and mentoring of other professionals to use those tools and technologies. She provides on-site consultation, as well as the implementation and follow-through of Harmony's own quality monitoring process.

CONSULTING SKILLS

• Organizational Assessment
• Assisting you in planning for change
• Implementing Quality Planning
• Training in Personal Mastery
• Consulting to you on existing change initiative
• Training in Consensus Building

• Implementing Total Quality
• Partnering to implement Culture Change Interventions
• Training of Internal Consultants
• Team building in problem areas
• Developing a Multi-Cultural Learning Organization
• Partnering
• Coaching
• Training in Conflict Resolution
• Creating Innovation

RELEVANT EXPERIENCE

• Greater Cleveland Transit Authority
• Maryland State Highway Administration
• Washington County Maryland (Total quality).
• Army Corps of Engineers
• Washington Metropolitan Transit Authority
• U.S. Army Military Police Pilot Human Relations Training, Manheim, Germany.
• Baltimore-Washington Airport
• Metro North Commuter Railroad, New York
• Best Foods
• The Gillette Company
• Unilever
• Orlando-Orange County Expressway Authority
• Women’s World Banking

EDUCATION

Wheelock College, Boston, MA.