

**General Services Administration (GSA)
Federal Supply Schedule Price List**

**Schedule for
Mission Oriented Business
Integrated Services (MOBIS)**



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

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Mission Oriented Business Integrated Services (MOBIS)

FSC Group 874
FSC Class 8742
Contract Number: GS-23F-8151H
DUNS: 19-227-8984

Contract Period:
April 6, 1998 to September 30, 2017

Period of Performance:
October 1, 2012 to September 30, 2017

CONTRACTOR:

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Customer Information:

- 1a. Authorized Special Item Number (SIN)
Special Item No. 874-1 Integrated Consulting Services
Special Item No. 874-4 Training Services: Instructor Led Training, Web Based Training and Education Course Development and Test Administration, Learning Management, Internships
- 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
3. Minimum order: \$100
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 (see Price List page 17).
7. Quantity discounts: See Price List (page 17) for discounts.
8. Prompt payment terms: None.
- 9a. Notification that Government purchase cards are accepted below the micro-purchase threshold:
Do not accept cards.
- 9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:
Do not accept cards.
10. Foreign items (list items by country of origin): N/A
- 11a. Time of delivery: N/A
- 11b. Expedited delivery: N/A
- 11c. Overnight and 2-day delivery: N/A
- 11d. Urgent Requirements: N/A
12. F.O.B. point(s): N/A
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: N/A
16. Export packing charges: N/A
17. Terms and conditions of Government purchase card acceptance (any thresholds above the micropurchase 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 (in applicable): 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 Central Contractor Registration database: Yes

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

Leadership Coaching

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 training described in SIN 874-4. 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 market in 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-B and 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 Sassafra 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 Sassafra 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.

Facilitating Meetings

We are regularly called upon to facilitate meetings at virtually every level of organizational life from Boards of Trustees to people who patch the roads from the shop floor to the Executive Team. Our meeting facilitation processes include much more than simply writing on flip charts. Meeting facilitation includes meeting design, creating a process design (not just an agenda) that describes the activities that would be used in each phase of the meeting in order to ensure that the subject is adequately and effectively addressed, bringing in tools of effective meetings including brainstorming, Nominal Group Technique and other quality tools and ensuring that the meeting is adequately documented.

“Virtual” is a Part of Work Life

If you send an email to the person in the office next to you, you are working virtual. We have pioneered the adroit and effective use of multiple venues to support teams that are geographically distributed. We facilitate these teams for both task and maintenance team activity so that the team’s work continues even when a team cannot be colocated. Our remote facilitation dramatically increases the productivity of teams and cuts through some of the frustration that teams often experience in attempting to schedule their time.

Because computer-based facilitation can be asynchronous, it avoids the scheduling difficulties of teleconferencing and video-conferencing by adding a continuous meeting process for working with documents, brainstorming, exploring ideas, making decisions and even building the team. To the extent that federal government teams are spread out remotely, this allows them to continue their work as a team no matter where they are located. We assist in providing and setting up supportive software, conduct the initial team facilitation and then train internal people to provide remote facilitation.

Conducting Retreats

We have more than 25 years experience conducting off-site sessions of all kinds in order to promote high performance in organizations. This experience ranges from working with Boards of Trustees to management teams to project teams of all kinds. Each off-site is specifically tailored to the needs of the organization. Typical of our retreats are conflict resolution, team building, strategic planning, program planning, goal setting, identification of critical success factors, the introduction to the Lean Planning Process and even Personal Mastery.

Our retreat facilitation is often connected with an intervention into an organization that includes the beginning steps of developing a learning organization. As such, the concepts of systems are often included as well as quality management.

SIN 874-4 TRAINING SERVICES: INSTRUCTOR LED TRAINING, WEB BASED TRAINING AND EDUCATION COURSE DEVELOPMENT AND TEST ADMINISTRATION, LEARNING MANAGEMENT, INTERNSHIPS

The Harmony, Inc. team members have more than 30 years experience in the design and delivery of training, beginning in the early 60's with the conduct of training in personal growth, group process, leadership and the training of trainers (using the National Training Laboratory's training model). During the past decade, our training offerings have taken three forms:

- An integrated, systemic, top-down training process focused on existing units.
- The offering of stand-alone training modules.
- The development and design of unique training sessions to meet the special requirements of our clients.
- In this section, we describe our approach to training followed by a brief description of integrated top-down and stand-alone packages that can be tailored.

Our Approach and Core Competencies

We possess the ability to set the climate for learning and build rapport, ensuring that participants understand how learning will benefit them and the organization. This experience has motivated our clients to accept change when deemed necessary and to seek additional human resource advisory services from us. We hold the belief that training should become "alive for the participant," therefore, we involve our participants fully and actively in the learning process using experiential, interactive, discovery or action learning methodologies. We easily adapt our training style and techniques to match that of our participants from the entry level associate to that of executive level.

We quickly synthesize organizational issues, constraints and needs and incorporate them into the learning exercises so participants work with job-related content, thereby allowing quicker on-the-job transfer of training. Our excellent writing skills produce written directions, customized case studies and workshop manuals that are well organized, clear, concise and audience-appropriate. We quickly establish positive working relationships and networks across a broad range of people and groups. We model the negotiation and conflict resolution skills that are taught. Superb facilitation skills ensure that everyone participates in discussions, all ideas get heard and participants feel they are in a safe, supportive environment. Our strong background in adult learning theory and principles ensures that workshops use the latest proven adult methodologies and tools. Our superb feedback skills help participants discover and understand the impact of their behavior and what to do about areas of needed adaptation.

We possess a rigorous knowledge of a wide variety of training areas, including leadership skills, conflict resolution, meeting management, creative problem-solving, techniques to manage personality differences (including Meyers-Briggs typing), supervisory development, influence management and total quality management.

Training Offerings

- **The Use of Lean Principles to Develop Intellectual Products**

We provide an integrated four-day training through which lean project teams or functional teams can quickly understand how the principles of lean: Value, Value Stream, Pull, Flow and Mastery can be applied to intellectual products. Team members learn to identify sources of waste that result from non value added practices, norms and processes that occur during the process of human interaction .They also learn to quickly recognize how non-lean practices degrade intellectual products, cause people to miss opportunities and erode social capital. The training includes the five basic components necessary in order to both understand and redesign lean intellectual value streams:

- Value Stream: recognizing that all products flow forward across multiple venues in a continuous stream.
- Pull: recognizing how to identify sources of pull, the consequences of pull conflict, weak pull and pull that is hidden and how to correct ineffective sources of pull.
- Conversational Quality: understanding the kind of language use and conversation necessary in order to create a complete transaction in which the recipient fully understands the meaning and intent of a message. This portion of the training includes not only dialogue skills but other norms and skills of high quality interactive behavior.
- Social Capital: people learn to quickly recognize the way in which social deficit creates waste, lost opportunity and degraded outcomes. They learn to recognize how interactive processes, as well as conversational quality, can degrade social capital. They learn how to create social capital in all venues including face-to-face conversations, email, online, threaded conversations, conference calls, teleconferencing, etc.
- Flow: they learn how to put it all together so that conversational processes flow uninterrupted across multiple venues to produce superior intellectual outcomes.

- **Integrated Systems Training For High Performance (10 days)**

We have developed a training process over the last decade that is systemic and comprehensive in its approach. It is designed to be used at virtually every level of an organization with adaptation and modification. It is within existing units and teams that the current culture of any organization is reinforced. Therefore, the Harmony approach is designed to develop within each unit the cultural characteristics that will provide an environment for high performance.

Although it is tailored and adapted to meet each organization's unique challenges, the following elements are typically included in the training:

- **Shared Vision:** Each unit develops its own team vision; a description of the way the team will perform as a high performance unit within the organization if it is to achieve its own ideal. In each unit, it is developed by first identifying the kinds of things that keep that team from succeeding and then transforming those concepts to enable the team to focus on what it really wants to achieve. Every member of the team needs to be able to "own" this shared vision. The vision describes a variety of dimensions such as communication, relationships, teamwork and mutual support that occurs within the team

as well as the level and quality of team performance as a TQM unit. By developing a shared vision, the functional team uses any issues, problems and concerns as a way to focus on what it values and wants. In the process, team members begin to develop impetus for change and growth toward becoming a *learning organization*.

- o **Personal Mastery:** Just as quality tools are learned, personal mastery tools need to be learned so that individuals can express their /espoused values/ through /values-in-action/ and ensure that their personal/professional continuous improvement takes place. Through personal mastery, people are trained to clarify their vision and values and learn techniques to translate those values into day-to-day action. They learn to release limiting attitudes, mental models, beliefs and outmoded ways of doing business and take on new behaviors that create high performance.
- o **High Performance Teamwork:** Team members learn how to create a high performance team. To ensure the building of team-based relationships with one another, they learn to give and receive feedback, communicate openly and effectively, develop mutual support and use dialogue as their form of conversation.
- o **Mental Models/Paradigms:** We all have our own stereotypes. These stereotypes keep us from engaging in true communication and dialogue. Participants learn to let go of old belief systems and the expectations that result from those beliefs. They learn how to develop new paradigms that fit a culture of Total Quality and to apply new "mental models" about themselves and what they are capable of, their teams and what their teams can achieve and the organization as a total organization. Tools for developing new mental models are taught to individuals on teams and are learned as one of the functions of shifting the culture in the organization.
- o **Systems Orientation:** We train participants to use a systems' approach to the dynamics of organizational change. Underlying structures and patterns are mapped and leverage points identified for individual and organizational change.
- o **Empowerment/Involvement:** Team members are trained to understand what empowerment is and how to empower themselves and foster empowerment throughout the organization.
- o **Communication:** Managers are trained not only to learn to listen but also to hear. Hearing is a core competency required of managers as mentors and coaches.
- o **Leadership for Lean Intellectual Products:** Participants learn to designer processes, facilitators teams and empower others to take action. They learn to be advocates for their own people ensuring that they have the knowledge and tools they need to succeed and be responsible members of the organization.
- o **Lean Awareness:** All unit members are introduced to the concepts and philosophy of lean thinking. Lean mind is introduced as a learning process that will go on forever. Participants are introduced to basic concepts of quality management and what their role will be in making quality happen in the organization, both as individuals and as teams.

- o **Planning for Lean:** The Lean Planning Process consists of a series of clear steps. Those steps include mapping the current process through which intellectual products are developed including the social network as-is, identifying sources of waste, lost opportunity and degraded outcomes and implementing lean processes for all intellectual products.

These elements are typically a part of ten days of training that usually occur over a period of 2 -3 months. The training typically also includes the use of outdoor challenges to enhance the team building process, training and practice in dialogue techniques and a wide variety of other adaptations based on the dynamics and learning needs of the group. The training is designed to contain interdependent and mutually reinforcing elements the purpose for which is to create profound and lasting change in the culture.

All training *elements* mentioned above can be provided as stand-alone offerings. In addition, we offer a wide variety of other stand-alone training programs including the following:

- **Coaching/Mentoring (3 days)**

One of the critical shifts in leadership for organizations now and in the future is the ability to be a coach and mentor. This training is designed to demonstrate the value and applicability for a leader at any organizational level to act as a trusted guide and facilitator of high performance, growth and learning. The transfer of skills and philosophy from the old paradigm of command, control and discipline to one of generous sharing of skills and knowledge coupled with the ability to coach through the use of appreciative inquiry happens gracefully and easily. Participants quickly experience the value of coaching from the context of possibilities rather than limitations. The underlying themes of speaking the language of a coach, modeling self-learning/self-improvement, holding high expectations and focusing on possibilities, creating a safe space for exploring and continuous learning and transforming resistance are applied to day-to-day real work challenges with lots of time to practice, debrief and try again. Participants self-assess the core competencies needed for effective coaching, create a vision and develop an action plan to ensure commitment and follow-thru. All of the training experiences model behaviors that can then be used by coaches with their employees. This training is accomplished with an initial two days followed by 30 days of on-the-job practice with one final day of training focused on the experience and learning gained during the 30 days of on-the-job practice.

- **Catalyst for Change (9 days)**

This nine-day intensive training prepares a coalition of people inside an organization to become internal consultants/change agents. The training is designed to be delivered in three phases. Phase I is focused on laying the foundation, Phase II is focused on doing the work and Phase III is learning how to keep on track. Between phases, there is 30-60 days of intervening time to practice, debrief and reinforce learning.

Participants work on two dimensions to ensure that personal development and learning is aligned with the core competencies and qualities needed to be a successful internal consultant. Participants learn to assist in the building of a new model of the organization

based on the organization s/team s vision, values and strategic intent. They become skilled at applying a variety of models for change intervention, coaching and feedback, recognizing and shifting moods, uncovering and transforming organization breakdown patterns, identifying success patterns, making requests and offers that elicit promises, creating common ground using dialogue and the phases of change and learning.

- **Language and Critical Thinking (3 days)**

Most of us are suffering from *possibility blindness*. To paraphrase Albert Einstein, we don't see that the thinking that has brought us this far, has created problems that this thinking cannot solve. We train people to use breakpoints, breakdowns and breakthroughs to foster new ways of thinking, shifting the observer they are and increasing the possibilities for innovation and enhanced relationships. The training is based on the philosophy of the ontology of language which acknowledges that language, body, moods and emotions have a powerful relationship to becoming a new observer a new action taker.

In our approach to training, we demonstrate our belief that language not only describes reality but that language creates reality. We train people to use critical thinking skills, designing conversations, dialogue, generous listening, appreciative inquiry and mood-shifting skills to help employees expand their experience of themselves, of people they relate to and challenges they face.

- **Personal Mastery (3 days)**

Over 15 years experience as innovators and trainers in Personal Mastery ensures cutting edge concepts and delivery. We provide training that links the organization's mission, vision and values with employee's personal mission and purpose which fosters commitment rather than compliance to company goals and objectives.

Our high energy and commitment to quality, partnered with our practical approach and application to otherwise abstract concepts, leads to personal breakthroughs that impact day-to-day performance. We live the principles we teach and model openness and learning in every aspect of our training and delivery.

We focus on positive expectations and possibilities which allows participants to see new possibilities and manage actions to better anticipate and create their future.

We use a wide variety of techniques to inspire learning including: results-focused thinking, The Harmony Change Model, self-discovery, Language Action Model, resource background readings, media, inspiring quotes and poetry, Experiential Learning Model, transformational technology, competency model, morning papers, centering presence and mood-shifting techniques.

- **Quality Customer Service (2 days)**

We have over twenty-five years experience in designing, developing and delivering formal and on-the-job training to teach associates (unionized employees) how to provide customers with quality service while maintaining their accuracy and productivity objectives.

We are experienced at training and coaching teams to work with interdepartmental resources to maximize their own effectiveness at delivering quality service to both internal and external customers.

- **Conflict Management and Alternative Dispute Resolution (2 days)**

We use our strong backgrounds in conflict management and mediation to help participants in our training settings to deal more effectively with sensitive issues such as organizational change, diversity, EEO, boss/subordinate relationships, troublesome employees and performance management.

- **Training of Internal Facilitators (7 days)**

We have more than 25 years experience training internal trainers and facilitators in virtually all elements of change management including coaching, high performance teamwork facilitation, quality planning and quality improvement team facilitation, group dynamics, running meetings and process consultation. Our *Train-the-Trainers* process includes not only the conduct of the original training session but also modeling, coaching and shadow consulting as the trainers conduct their initial sessions.

Typical of our offerings is a training program for internal facilitators which includes five days of intensive training and two 2-day follow-up sessions. The training includes:

- The Quality Improvement Process, the Quality Planning Process and the use of those quality tools and group process tools that ensure effective teamwork including brainstorming, Fishbone Diagrams, flow charting, graphs and charts, priority methods, Force Field Analysis, stakeholder analysis and outdoor team challenges.

To foster the knowledge and application of group process skills and group dynamics, participants learn dialogue skills, the use of the Harmony Change Model and other techniques such as Nominal Group Technique, basic concepts for developing excellent group meetings, understanding the stages of group life and individual roles, contracting with group leaders, dealing with resistance, process interventions and introduction to decision-making models.

Training Sessions to Meet Special Requirements

Harmony has had extensive experience providing specifically tailored stand-alone training events to meet our clients' needs. We are expert at designing experiential training and producing all support materials required to ensure superior results. The core competency areas from which we design such training include quality management, leadership, change management and strategic planning, as well as all elements that deal with organizational change and the behaviors that support change.

2012-2017 PRICE LIST

874-1 Integrated Consulting Services	
Labor Category	GSA Awarded Contract Price per hour
Senior Consultant	\$270.00
Consultant	\$243.00
Associate	\$202.50

874-4 Training Services: Instructor Led Training, Web Based Training and Education Course Development and Test Administration, Learning Management, Internships	
Commercial Training Courses	GSA Awarded Contract Course Price
Integrated Systems Training for High Performance	\$21,600.00
Coaching and Mentoring	\$6,480.00
Catalyst for Change	\$19,440.00
Language and Critical Thinking	\$6,480.00
Personal Mastery	\$6,480.00
Quality Customer Service	\$4,320.00
Conflict Management & Alternative Dispute Resolution	\$4,320.00
Training of Internal Facilitators	\$15,120.00

LABOR CATEGORY 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

Associate:

- Minimum degree: BA in Organizational Behavior or Business major
- Minimum years of experience: 1-5
- Duties: support practitioner in all of the duties conducted by a consultant; documents, plans logistics and, in other ways, supports the consulting practice

Professional Staff

Lew Frees

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 government 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.