



InterImage

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A Woman Owned Small Business

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General Service Administration Federal Supply Service

Authorized Federal Supply Schedule Price List Version 4 (Updated 9/04) GSA Contract GS-23F-8021H D&B #: 96-198-7047

Schedule Title: Management, Organizational and Business Improvement Services (MOBIS)

Industrial Group 874, Industrial Class 8742

Contract Period: October 27, 1997 to September 30, 2017

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through **GSA Advantage!™**, a menu-driven database system. The INTERNET address for **GSA Advantage!™** is: <http://www.gsa.gov>.

InterImage

InterImage's mission is to help our clients help themselves. Whether planning business strategy, transforming or improving business processes, technology, organization, or culture, InterImage:

- Facilitates, within a workshop environment, the design and implementation of organizational change.
- Transfers its methodology and techniques, through "just-in-time" training, so that clients learn to manage change, independently.
- Manages implementation issues such as funding, resource allocations, and executive commitment.
- Develops high-performing cross-functional teams.
- Establishes a grassroots process that ensures employee acceptance and ownership of the changed organization.

InterImage specializes in helping organizations plan for, design and implement systemic change. Specifically, we provide the methodology and structured facilitation to enable organizations to achieve effective and lasting transformation.

Our Approach

InterImage's pragmatic, field-proven approach addresses the full range of analysis, design, technology, training and change management issues that arise during organizational transformation. Using the best tools and techniques from multiple disciplines—organizational development, information engineering, systems technology, human resource development, industrial psychology, and business management—we create a synergistic transformation process. The structured workshop, accompanied by clear and contemporaneous documentation, is the cornerstone of our approach. In this unique environment, key decision makers quickly learn to make tough decisions. As a result, organizations achieve breakthrough results while minimizing implementation risks.

InterImage's methodology is documented by former Business Reengineering Resources, Inc. founders, Dorine Andrews and Susan Stalick in their book, *Business Reengineering: The Survival Guide*. Published by Prentice-Hall in 1994, it is the first and most comprehensive practical guide to managing the business transformation process from beginning to end. InterImage has created a sophisticated step-by-step "how to" approach that can be followed by any organization which needs or wants to transform itself. Our methodology structures the process of defining organizational measurements, changing corporate culture, and integrating changes to process, technology, and organizational structure. Using our methodology and approach, organizations realize significant improvements in productivity, profitability, innovation, responsiveness, quality, and customer satisfaction.

Achieve the Near Impossible

InterImage's approach challenges the rigidity of traditional organization structure. Through the extensive use of cross-functional client teams, territorial barriers collapse and old battles over turf quickly cease. Team members begin to speak a common language, think creatively, and model new behaviors. Thriving in this environment, they eagerly seize responsibility and accountability for organizational results. This approach has allowed InterImage to ensure client success from the first day of a project. It has also enabled InterImage to succeed where other consultants have failed, helping our clients achieve "the near impossible."

Get More than You Pay For

Accurate project scoping and value pricing are fundamental concepts that drive InterImage's relationships with its clients. Whenever possible we willingly share the risk involved in change efforts and negotiate fixed price contracts that clearly state deliverables, outcomes, and level of effort that will be required to achieve client goals. InterImage's experience and repeatable methodology enables it to accurately scope projects, anticipate level of effort, and forecast time required to create deliverables.

Develop Your Own Change Agents

Change comes from within, not from consultants who move in. InterImage's consultants emphasize "just in time" training and skills transfer on all projects. Thus the project team quickly takes ownership of the project and feels empowered to change the organization. This ownership and involvement is a key factor in the success of InterImage's approach. InterImage consultants guide and facilitate the process, the client team makes the change happen. Without this level of organizational "buy-in," results cannot be sustained.

Become a Learning Organization

The learning that occurs during a typical InterImage-facilitated change project enables employees to become involved in a more positive, dynamic way. Employees come to realize that new ways of thinking and working together can and should be an on-going integral part of doing business. Project team members, armed with better ways to communicate, manage conflict, think creatively, build alliances, make decisions, and question the obvious, become models for their co-workers. They learn, not just to manage change, but to make change happen.

Key Benefits

Highly skilled InterImage professionals work closely with client teams to produce specific, actionable deliverables. By creating a laboratory for challenging underlying business assumptions and a safe environment for practicing behaviors supportive of the desired culture, InterImage:

- Collaborates with executives to establish a proactive organization capable of predicting and quickly responding to the demands of an ever-changing environment.
- Encourages the development of self-managed, cross-functional teams unconstrained by territorial barriers and eager to assume accountability.
- Assists clients in defining and realizing their visions and goals.
- Forges a link between solutions and business strategy.
- Leverages pent-up creativity and builds the foundation for a learning organization.
- Establishes a common language as a bridge to the future.
- Transfers the knowledge and skills clients need to turn concepts into reality.
- Focuses the organization on the rapid creation of actionable deliverables.
- Enables our clients to achieve sustainable results.

INFORMATION AND ORDERING ACTIVITIES

1. Contract Item Numbers
 - SIN 874-1: Consulting Services (Section 1)
 - SIN 874-1RC: Consulting Services (Section 1)
 - SIN 874-2: Facilitation Services (Section 2)
 - SIN 874-2RC: Facilitation Services (Section 2)
 - SIN 874-4: Training Services (Section 3)
 - SIN 874-4RC: Training Services (Section 3)
 - SIN 874-5: Support Items (Section 4)
 - SIN 874-5RC: Support Items (Section 4)
2. Maximum order limitation: \$1,000,000.00
3. Minimum order: \$300.00
4. Geographic coverage (delivery area): Worldwide
5. Point of production: Arlington, (Arlington County), Virginia
6. Discount from list prices:

Consulting Services SIN 874-1 and SIN 874-1RC, Facilitation Services SIN 874-2 and SIN 874-2RC, Training Services SIN 874-4 and SIN 874-4RC, 25% from price effective date 1/1/2003. Support items SIN 874-5 and SIN 874-5, 5% basic discount.
7. Quantity discounts:

Support items SIN 874-5 and SIN 874-5RC, 10% for 10 to 20; 15% for 21 or more
8. Prompt payment terms: Net 30 days
- 9a. Government commercial credit card: Accepted
- 9b. Government commercial credit card discount: 1%
10. Foreign items: None
11. Time of delivery: Negotiated in accordance with individual delivery/task orders
12. FOB point: Destination
13. Ordering address: InterImage
4301 N. Fairfax Drive, Suite 205
Arlington, VA 22203; 703-522-7400
14. Payment address: InterImage
4301 N. Fairfax Drive, Suite 205
Arlington, VA 22203
15. Warranty provision: Standard commercial warranty
16. Export packing charges: None
17. Terms and conditions of Government commercial credit card acceptance: In accordance with Government Commercial Credit Card Program Guidelines.

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SECTION 1 CONSULTING SERVICES

InterImage Methodology for Delivering Consultation Services

InterImage has been helping organizations plan for and achieve quality transitions through the delivery of our consultation services. These services have taken on a variety of forms. We have provided expert advice, assistance, guidance, and counseling in support of our clients' improvement and change efforts. We have conducted a variety of studies and analyses, and assessments and evaluations, documenting a range of developmental and implementation efforts. We have helped direct the course of change through strategic, business and action planning. We have contributed to major system realignments, and assisted in establishing performance measures and indicators for monitoring accomplishment and the level of success. We helped establish the quality leadership required for transforming federal agencies to high performing organizations.

An outcome of all this work has been the definition of the InterImage methodology for managing the strategic planning, reengineering, technology design, and business improvement processes and mitigating the critical issues faced along the way. Our pragmatic, field-proven approach addresses the full range of analysis, design, technology, and change management issues that arise during organizational transformation.

Our methodology incorporates the best tools and techniques from multiple disciplines--organization development, information engineering, systems technology, human resource development, industrial psychology, and business management--to create a synergistic transformation process. It structures the process of defining organizational measurements, changing corporate culture, and integrating changes to process, technology, and organizational structure.

Whether at the agency level or the business process level, we provide strategies for designing and implementing sustainable changes in all dimensions of the organization: process, technology, organization structure, management practices and policies, measurement and reward systems, and organizational culture. Some of our consultation engagements address the entire value chain life cycle, such as with our reengineering work at the Small Business Administration (SBA), which encompassed a value chain beginning with supplier relationships and ending with order fulfillment. Other engagements have been narrower, addressing more specific issues of process improvement, such as our work with the Arlington County.

Also, during 2009, InterImage provided business planning and workload forecasting support for NAVSEA 04Y to ensure integration and alignment with higher level guidance of these policies. Tasks included analysis of current work load forecasting tools across the Regional Maintenance Centers and Navy Shipyards, making recommendations for incorporation of current processes. InterImage also provided facilitation of business owners for development of Maintenance Center inputs to the NAVSEA 04Y Strategic Business plan as well as monitoring process and providing review of work products created.

During consulting engagements, our highly skilled professionals work closely with client

managers and client teams to produce specific, actionable deliverables. By creating a laboratory for challenging underlying business assumptions and a safe environment for practicing behaviors supportive of the desired culture, InterImage collaborates with executives; encourages the development of self-managed, cross-functional teams; assists in defining and realizing their visions and goals; forges a link between solutions and business strategy; helps to build the foundation for a learning organization; establishes a common language as a bridge to the future; transfers knowledge and skills clients need to turn concepts into reality; and focuses the organization on the rapid creation of actionable deliverables to achieve sustainable results.

Our primary target is to create and implement strategy. Our strategy creation and implementation process is a distinctive, deliverable-based, step-by-step methodology for focusing the organizations' energies. It is a structured, collaborative approach to creating and managing the implementation of an integrated, agency-wide strategic and business plan through which executives and managers act as a cohesive team unconstrained by functional boundaries.

The InterImage Multi-Step Approach

The process involves, as a first step, framing the effort to document current process problems and complexity, diagnosing the current situation, analyzing symptoms to determine root causes, developing the case for business reengineering, defining the scope of the effort, and establishing the effort's team. We initiated a project with the Department of Agriculture's Natural Resources Conservation Services in exactly that way. Beginning with an analysis of the current environment, including business processes, technology, organization culture and structure, the project team developed the business case for reengineering and defined the baseline measures for the project.

The second step, creating the vision, values and goals, entails developing a common perspective and future vision for the reengineered business operation. This becomes the target toward which all reengineering activities are focused. It also leads toward ensuring that the reengineering vision is aligned with the overall strategy for the operation before investing in redesign and implementation activities. In the information technology function at the Federal Bureau of Investigation, we conducted focus group and individual interviews to measure how Information Technology, as an operating unit, was perceived by its internal customers and Information Technology's own employees. We then led the development of a new Information Technology vision and helped each managerial unit translate that vision into unit-specific goals and action plans. We followed a similar procedure at the Department of Energy with great success. There, we facilitated the creation of a vision, values and goals that established the foundation for developing a detailed blueprint for change addressing all aspects of the organization: work flow models for the reengineered business processes; information models to support the new technology and required applications; redesigned jobs with associated skill/knowledge requirements; individual, team and process performance measures and standards; and a definition of the new organizational culture.

The next step is directed toward redesigning the organization's business operation. This redesign, called a Blueprint, addresses the nine dimensions of process, technology, organization

structure, management methods, reward systems, measurement systems, political power, individual belief systems, and organizational culture. During this step, the Blueprint is sufficiently detailed to conduct a proof of concept test and develop a specific plan for implementation. Following redesign, a proof of concept test is conducted. The purpose of this step is to refine the expected benefits or outcomes originally specified in an earlier step, to test the completeness and effectiveness of selected components or concepts from the Blueprint design, and to quantify the expected performance of the reengineered environment. By implementing these two steps for the human resource management organization at the Northern States Power Company, that organization was able to reinvent itself successfully, moving quickly from blueprint inception through implementation, in just 18 months.

During the next two steps, the effort is focused on planning the implementation and obtaining implementation approval. This involves defining a realistic phased approach for the development and rollout of the Blueprint, and defining and costing out the resources for each stage of the implementation plan. The plan details the activities, accountabilities and interim deliverables for each stage. The plan is prepared and submitted to the leadership to gain approval for the implementation of the redesign of the business operations. At the Federal Bureau of Investigation, the deliverable from these two steps became the roadmap for a multi-year transformation for Information Technology.

The final step is to develop, install and bring the approved redesign of the business operations into full swing. InterImage has defined an approach for managing this final stage of the project to ensure successful implementation of the Blueprint and to manage the risks inherent in changes of this magnitude.

InterImage's Current Situation Analysis Tools

For the purpose of our consultative services, InterImage has developed and tested a variety of current situation analysis tools to help identify reengineering opportunities, cost current operations, assess the viability of existing technology and determine whether reengineering or process improvement is necessary. In our approach to service delivery, the analysis is an integral component of consultation. Using action research techniques, activity based costing, and data gathering tools, we provide an accurate account of the way things are and identify alternative approaches to solving problems or improving operations. During our consultation efforts, we believe it is important to collect hard data as well as anecdotal evidence. Our clients also can use the tool to benchmark other organizations and best-in-class performers outside their "industry" who operate similar processes. Another time and cost-saving aspect of InterImage's methodology is its focused approach to "as-is" process modeling. Instead of months spent on defining the "as-is" environment, InterImage scopes this effort to address only those aspects of the environment that will be changed by the "to-be" business operations. This allows agency teams to become true "clean slate" designers.

What Federal Managers Can Expect From InterImage Consultation Services

To many managers of our federal client agencies, business reengineering, as a tool to initiate

change and the transition of their agencies into high-performing organizations, provides them with a unique opportunity to practice a whole new set of behaviors they can acquire and learn to apply through consultation services. As the transition effort progresses through its stages, federal managers may need to change the composition of employee teams at critical points during the process to address strategic changes. They may need to know what skills are needed and when and how to access them to make sure that specific expertise is available in technology capabilities, human resources, political acumen, financial management, business strategy, and change management. During the life of the transition effort, technology decisions regarding specific software and hardware must be timely. Many technology issues are really issues of timing and cost. Too often, these are seriously underestimated and no one realizes it until it is too late. To "control the damage," change effort resources may have to be diverted, further straining what may be an already fragile relationship between the transition team and its customers. All of these skills and resources can be acquired through InterImage's consultation services process.

InterImage's consultation services most in demand are:

Strategy Creation and Implementation--Building the new business model while modeling a new way of doing business. InterImage's strategy creation and implementation process is a distinctive, deliverable-based methodology using a facilitated, structured, and collaborative approach, to create and systematically manage the implementation of an agency-wide transformation strategy and business plan.

Business Transformation--Creating and recreating new ways of doing business. InterImage's business transformation methodology enables organizations to design and implement sustainable changes in all dimensions of the organization.

Technology Transformation--Using information engineering, JAD, and CASE tools to guide technology change. Because technology is critical for managing, communicating, and expanding the knowledge inherent in organizations, more and more federal agencies are recognizing the value of implementing intranets, internets, and groupware to support team-based, cross-organizational business processes and communication.

Performance Improvement--Achieving results through incremental changes to process, technology and/or organizational infrastructure. InterImage's performance improvement process is designed to create a smaller change in an organization where incremental improvements in process, technology and/or organizational infrastructure may be all that are needed.

GSA Labor Categories and Discounted Rates

Labor Category	Hourly Rate	Daily Rate
Year 13 (10/1/2009 to 9/30/2010)		
Executive Consultant	\$269.32	\$2,154.56
Expert Consultant	\$224.45	\$1,795.60
Senior Consultant	\$194.52	\$1,556.16
Year 14 (10/1/2010 to 9/30/2011)		
Executive Consultant	\$277.40	\$2,219.20
Expert Consultant	\$231.18	\$1,849.44
Senior Consultant	\$200.35	\$1,602.80
Year 15 (10/1/2011 to 9/30/2012)		
Executive Consultant	\$285.73	\$2,285.84
Expert Consultant	\$238.11	\$1,904.88
Senior Consultant	\$206.36	\$1,650.88
Year 16 (10/1/2012 to 9/30/2013)		
Executive Consultant	\$294.30	\$2,354.40
Expert Consultant	\$245.25	\$1,962.00
Senior Consultant	\$212.55	\$1,700.40
Year 17 (10/1/2013 to 9/30/2014)		
Executive Consultant	\$303.13	\$2,425.04
Expert Consultant	\$252.61	\$2,020.88
Senior Consultant	\$218.93	\$1,751.44
Year 18 (10/1/2014 to 9/30/2015)		
Executive Consultant	\$312.22	\$2,497.76
Expert Consultant	\$260.19	\$2,081.52
Senior Consultant	\$225.50	\$1,804.00
Year 19 (10/1/2015 to 9/30/2016)		
Executive Consultant	\$321.59	\$2,572.72
Expert Consultant	\$267.99	\$2,143.92
Senior Consultant	\$232.26	\$1,858.08
Year 20 (10/1/2016 to 9/30/2017)		
Executive Consultant	\$331.24	\$2,649.92
Expert Consultant	\$276.03	\$2,208.24
Senior Consultant	\$239.23	\$1,913.84

SECTION 2 FACILITATION SERVICES

The Purposes of Facilitation Services

Effective facilitation is key to the success of all of InterImage's engagements. Our work requires an interdisciplinary approach. It demands a team of people with a wide range of skills and knowledge, who can communicate across the organization and support each other in the struggle to change their organization, and get together to work through a structured process for the accomplishment of transformation goals and objectives. Our facilitators become expert guides during this process, providing the direction so that the work gets done, and tending to the people issues to maintain the cohesiveness of teams and their high level of performance while confronting issues they may be unwilling to face.

InterImage facilitation services employed during its engagements serve a number of purposes. They serve primarily to eliminate barriers to agreement and render group decision making easier. We therefore provide facilitation and related decision support services to client agencies engaging in collaboration efforts, and to work groups, integrated product teams, process improvement teams, business reengineering teams, and self-directed work teams. Facilitation is particularly critical in situations where agencies bring together diverse or cross-functional teams with both common and divergent interests which require a "neutral" party to intervene for problem solving, resolving disputes and disagreements, documenting discussion content, etc.

In our view, facilitation should create consensus, allowing everyone to participate in decisions and outcomes. In facilitated sessions, not everyone gets his or her way, but everyone who participates can live with the decisions. This is not design by committee, where each participant is at the gathering to protect territory and power. Using facilitation, the participants jointly construct the solution that is the most appropriate for meeting the change and transition objectives. It is the job of the facilitator to provide the structure, unite the group, focus discussion, and mobilize the participants to resolution and action. In a business transformation effort with Kraft Foods, InterImage used facilitation services successfully to lead a cross-functional action team that developed an improved process for classifying, tracking, measuring and reducing collectible deductions that previously were resulting in losses because of the rapidly growing and aged receivables base.

The Role of Facilitation Services in InterImage Engagements

Facilitators, however, are more than group discussion managers and process consultants. In our engagements, they, in fact, model the behaviors the team or group members need to lead the organization's change effort. Facilitators transfer to the groups or teams their change and transition expertise and ability to merge traditional organization development group process techniques into the highly structured and disciplined environment. During implementation of a plan for change, a facilitator may begin withdrawal from the engagement as the core support group of team members take on the facilitator role.

Group or team facilitation is a tough job. From a technical perspective, facilitation services help the group or team scope, size, and structure the change effort and all required deliverables. Facilitators help plan, prepare, and ensure proper documentation of all facilitated sessions. They

also must have the technical skills and knowledge to select, design and conduct facilitated sessions to produce all possible content, diagrams, charts, and models required of the change effort deliverables.

From the political and behavioral perspective, facilitators manage their own personal biases as well as those of the participants. Facilitators help group and team members elicit and sustain commitment from the executive sponsors or champions and their organizations. That means that facilitators must have the skills to sell ideas and inspire others into action. On a day-to-day basis, facilitators help groups and teams identify and manage individual problems and disruptive behavior. Principles, not personalities, should drive the change and transition efforts. And facilitators must have the skills to transform 6 to 30 individuals into a fully functional team. Facilitators, therefore, must help groups and teams confront organizational, political, and power issues that arise in every change effort. Facilitators must be the catalysts to action, the team coaches and consultants, the proactive detectives, the confrontational questioners, and non-judgmental listeners, observers, and providers of feedback. These roles are the essence of facilitation. By effectively filling these roles, InterImage creates, through the delivery of its unique facilitation services, a learning-driven change effort team focused on measurable key outcomes.

Providing facilitation services essentially requires following, systematically, a set of procedures similar to providing consultation services. The facilitator, in concert with the change effort team, follows five basic steps: planning, preparing, conducting, documenting, and evaluating. In our experience, preparation of facilitated workshops may require additional attention because the deliverables may be more complex and the workshops may have behavioral objectives, where facilitated meetings may not. Facilitated meetings may run for several hours or more. Facilitated workshops, on the other hand, normally run two to five days.

We use facilitated workshops to create many of the reengineering deliverables. For USDA's Natural Resources Conservation Services, deliverables for a performance improvement effort included new business processes and the technology requirements and organizational structures to support them. In another project with the same client directed at business transformation, the project produced multiple deliverables such as a detailed blueprint for change addressing all aspects of the organization. For the Federal Bureau of Investigation, the deliverables included a blueprint for a new systems development life cycle and a multi-phased and well-detailed implementation plan for developing and rolling out all of the changes. Because of the difficulty in taking people away from their jobs for two to five days at a time, however, we use the facilitated workshop format judiciously--for creating core deliverables such as the vision, values and goals statements; the blueprint; and the implementation plan. The number of facilitated workshops required to produce the core deliverables can vary dramatically (from two to eight) based on the scope of the effort and the complexity of the deliverable.

InterImage's Process for Delivering Facilitation Services

Generally, to prepare for facilitation services, InterImage facilitators work with change effort teams to define specific outcomes, design an agenda, and assemble supporting materials. During the facilitated sessions, facilitators lead discussions, keep the sessions on track, bring the teams to decision when necessary, and close the sessions on time.

Planning involves translating desired objectives for a session into a detailed agenda. For example, a team that is preparing to ask for approval for implementing a change effort may want to conduct a facilitated session to identify and resolve all potential problems in getting approval and funding. During the planning phase, the facilitator will ask the team members to answer seven key questions: What decisions and actions does the team want to take as a result of the facilitated session? What information does the team need in order to make the decisions and take the actions? Does the team want a formal document from the session, and, if so, what should it look like? What data collection mechanisms are needed for the session? Who should attend the session? How should the participants prepare for the session? Are there any personality conflicts, behavioral problems, biases, hidden agendas, or political issues that may influence the success of the session? Once these questions are answered, then the InterImage facilitator is ready to develop a session agenda, which structures the work of the session. The agenda must fit into the specified time limit. If that cannot be done, the facilitator must work to identify priorities. The key to a successful agenda is a logical flow of topics that enables participants to meet all the objectives.

Preparation for the facilitated session also is important. Before the session can begin, therefore, the facilitator needs to ensure that participants attend as planned. The facilitator also must create worksheets so that large amounts of information can be collected and organized. The facilitator must define the logistical requirements. And the facilitator must prepare and write a session script that shows, for each session segment, the start and stop time for working on the topic, transition or introduction to the agenda topic, instructions and procedures for the work, documentation techniques and equipment, opening remarks and activities, and closing activities.

Conducting the session is, in essence, providing facilitation leadership. The facilitator unites the participants by allowing some venting of issues and concerns, while remaining focused on facts rather than on judgments and emotions. The facilitator targets group discussions and verifies comprehension to make sure that everyone understands what is being said. In non-facilitated sessions, discussion tends to wander. Even in facilitated sessions, the facilitator must remain alert and make a conscious effort to keep participants on track. The facilitator mobilizes the group to consensus. In the heat of the moment, participants may become contentious, aggressively promoting their own ideas and attacking those advanced by others. The facilitator also addresses the behavior of those who create problems for the rest of the group. Skillful facilitators use simple, straightforward and effective techniques to confront problem behavior.

The information gathered during the facilitated session must then be transformed into a session document, which should be distributed to participants for review and comment within one to five days after the session.

And finally, the facilitator and the change effort team should evaluate the more formal sessions and those that generate key decisions. The purpose of the evaluation is to learn from the experience, and to continuously improve the facilitated session approach.

Key Ingredients for Successfully Carrying Out Facilitation Engagements

InterImage has had years of experience in using facilitation as a key tool in major change and transformation efforts; and we have a good understanding of the ingredients that go into effective and successful facilitation. We know how to address the intense resistance that often is directed at large, complex reengineering projects.

In our delivery of facilitation services, the InterImage approach is to proactively work with the project team to structure a process that will inspire creative problem solving. We create an environment that enables the team to accept that organizational politics are as much a part of the project as technology and process modeling. In this environment, the team actively challenges the status quo, even when people resist. They begin to see obstacles as opportunities for inspiring others to action. They are able to face setbacks optimistically; observe behavior and provide explicit feedback to people. InterImage facilitators model creative conflict, openly confronting people with problems they see, even when we know they would rather not hear it. They keep the team focused on the vision. are flexible and patient, allowing people to discover solutions themselves by asking questions rather than by telling people what to do. They are persistent and tenacious where critical success factors are concerned; and encourage others to make decisions.

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Executive Facilitator	\$269.32	\$2,154.56
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SECTION 3
TRAINING SERVICES

The Principles behind InterImage's Systems Approach to Delivering Training Services

The overall purpose of InterImage training programs is to deliver results. That means that whoever attends InterImage training will be more effective in carrying out, say, an organizational and business improvement effort and the operations of a reengineered process after the training than before the training. To succeed in accomplishing that strategic goal, InterImage, in implementing the MOBIS training service requirements, will deliver and evaluate off-the-shelf and customized off-the-shelf training sessions, particularly in such areas as strategic and business planning, business process reengineering, team building and development, quality management, performance problem-solving, and change management. As part of our training activities, we also will provide appropriate participant handbooks and manuals, presentation slides, and other materials.

InterImage's approach to the delivery of training services begins with our understanding and application of a systematic process to ensure that our services and support products consistently help our federal agency clients to achieve the highest levels of performance. Our training work proceeds from several notions that we think are important. First, our training objectives are based on an assessment of training needs to determine the related skills and knowledge gaps related to the work that needs to get done. Then our instruction is deliberately designed, using principles that make learning more effective and efficient. Next, our training is improved through systematic trials, data collection and feedback, and revision. And finally, we set measurable objectives as a foundation for measuring the extent of the learning that takes place.

InterImage's approach to training delivery also is based on adult learning theory. Our audiences come to our training with experience and expectations that the training design must address and integrate. Many are self-directed and want to be engaged in defining what, when, and how the training will occur. They are, in general, present oriented, results oriented (especially now with the push for performance-based planning and management), and application oriented. Our training programs, therefore, address an identified need or set of needs, produce clear results, and have a direct application to the professional experiences of the participants. These are important aspects of all our courses, since the knowledge and skills which participants acquire during the training will be important factors in carrying out effectively and productively their responsibilities in an environment of change and transition. For example, the project we designed for the Energy Information Agency of the Department of Energy served two major purposes: to reengineer the organization's business processes, while at the same time train its personnel in conducting future business reengineering projects.

InterImage off-the-shelf training is sequenced and organized to ensure that participants know where they are and where they are going at all points during the training. For example, it is useful to demonstrate what is to be accomplished before expecting the participant to learn a detailed procedure in a transformation project. Problems, exercises, and concepts are sequenced within the course curriculum to advance logically and steadily in difficulty, and the course content is adequately redundant to ensure that every participant masters each step in the content sequence. Repetition and examples control the pace of the instruction, and opportunities to

practice and apply what is being learned help ensure participant retention of new knowledge and skills. In addition, each course we deliver incorporates a variety of activities and methodologies in order to accommodate the various learning styles among the participants.

As specialists in adult learning, our training is performance-focused and practice-oriented. Curriculum design always emphasizes student participation, and carefully designed exercises allow participants to put new skills into practice immediately--during the training. This practice orientation is especially important as it allows participants to test their understanding of principles and grasp of skills before they go back into the field. A tutorial format encourages active interchange among participants, as well as between trainer and participants. The tutorial approach also incorporates participant experience and expertise through information-sharing and discussion. This is particularly important when working within an agency where managers and employees in one part of the organization have had successful experiences in planning and managing major change efforts that can be shared with other parts of the organization. All training and associated materials are designed to demonstrate accomplishment so that the participants and trainer recognize how much learning has been achieved. Demonstrated accomplishment within the training session is the best way to promote and maintain motivation.

In keeping with the MOBIS requirements for training services, our training aids and presentation modes will be state-of-the-art, providing maximum support for the transfer of knowledge and development of skills. InterImage professionals are skilled in the use of training aids that include videos and video-taping, computer assisted instruction, televideo conferencing, as well as more conventional methods such as printed materials, flipcharts, and overhead transparencies. We select training technology that maximizes the learning of our training participants.

InterImage's Customization of Off-The-Shelf Training

InterImage training can be tailored to meet the needs of our special audiences. We consider ourselves first as change management consultants and facilitators, and second as trainers. Training to us is the vehicle for the message, not the message itself. We will be prepared, therefore, to customize the curriculum and materials of training courses, following the assessment of special needs carried out as part of our consultation services, and to deliver the courses in any of the work areas permitted by MOBIS requirements.

InterImage's Systematic Approach to the Design, Development, Delivery and Evaluation of Training

InterImage employs a systematic, competency-based approach to the design and development of new training courses, and in the delivery and evaluation of off-the-shelf training. A proven method for generating responsive training programs, the process helps the training make optimum use of the time, money, and expertise invested in training development.

During the first stage, we work very closely with our clients to identify issues, concerns, and problems important for training design and development, as well as for the customization of existing courses and workshops. We participate in start-up meetings with key individuals in the

client agency to discuss their requirements, gather information to estimate the level of effort, and identify required client resources. Information collected during that first stage is then used to formulate statements describing the aspects of the problem to be addressed during the training. That leads to the development of specific training objectives that describe in measurable terms the knowledge of skill set participants must learn to accomplish the objectives. These are always performance-based, both to communicate precisely to the client agency what the outcome will be, and explicitly guide the customization of off-the-shelf training materials.

During the next stage, we determine what the participants should learn to meet the objectives and accomplish the desired outcomes, and how the learning should occur. This stage can be repeated several times to arrive at the right mix. Once this is done, then attention can be directed to the medium of presentation to the participants. The range of options is wide. Traditional classroom techniques of lecture, exercises, role-play, video, and audiotape are now augmented or replaced by computer-based training, distance learning, and teletraining. Each has its own advantages and disadvantages. The product of this stage is a training design document that describes the target audience of the training, provides a content outline showing the intended sequence of topics to be covered and the approximate time to be devoted to each, indicates the instructional medium that will be used for each segment, and identifies what participant practice will occur and how feedback on this practice will be given.

Next, we begin the actual customization of the training material, using the design document as a basis for courseware development. InterImage uses a team approach to development. We have curriculum developers to select and sequence content and activities, and specialists in graphic design and production to make sure that all components are of the desired technical quality. They design instruction according to a predictable series of instructional events that include presentation, guided practice, and test. The product of this stage includes all the courseware materials--the instructor guide, participant workbooks, training aids, and others, as appropriate.

The purpose of the next stage is to deliver the training by guiding the participants through the learning activities so that they are able to complete the learning tasks and meet the training objectives. In some of our larger training projects, we conducted pilot tests, live or simulated, to examine the materials, delivery, trainer skills, etc. prior to actual delivery.

During the final stage of the training, we examine whether the training goals and objectives were met, and determine what difference the training made to the participants, their knowledge and skill levels, and their performance back at the work place when feasible.

JAD Techniques for Technology Transformation

PROGRAM DESCRIPTION

This three-day program provides an in-depth understanding of the Joint Application Design (JAD) methodologies and techniques required to successfully lead and facilitate technology transformation projects. ***Technology change is a transforming event for the organization.*** It triggers reactions that go well beyond the technology itself and impact all aspects of the organization, from process through culture. And, if the transforming nature of the event is not taken into account, even the best-designed technology can cause long and painful disruption to the organization, or fail all together. JAD techniques, when combined with InterImage's transformation methodology, significantly increase the chances of a successful and smooth transition. The course focuses on the "front-end," emphasizing practical methods for clarifying business needs and designing the technology transformation that will meet those needs. Using interactive lecture, case studies, role plays, group discussions, instructor and group feedback, and small group exercises, the workshop will arm participants with (1) a unique strategy for leading large scale technology change projects, (2) proven methodology and JAD tools and techniques, (3) strategies for managing the multitude of political and cultural issues that arise during these projects, (4) facilitation techniques for working one-on-one and controlling group dynamics, and (5) reference and support materials for use back on the job.

Customization Available: Customized to incorporate the client's methodology and expanded to five days with additional opportunities for practices.

PROGRAM OBJECTIVES

During this program, participants will gain the skills and knowledge to:

- Structure, script and facilitate JAD workshops
- Apply JAD techniques to the technology transformation life cycle
 - Scope, size and bound technology change projects
 - Translate business needs into technology requirements
 - Create process and information models
 - Address non-technical dimensions of change
 - Develop implementation plans and the business case for change
 - Select and apply tools and techniques for project knowledge management
- Select and apply tools and techniques for implementation project management
- Transition to continuous process improvement

PROGRAM DELIVERABLES

- *Business Reengineering: The Survival Guide* by Dorine Andrews and Susan Stalick
- *Facilitator On-the-Job Reference Manual*
 - JAD and methodology overview
 - Workshop design tools
 - Sample scripts, worksheets, and deliverables
 - Tools for managing people, process, outcomes and project

- Project roles and responsibilities
- Guidelines, deliverable outlines and JAD techniques to employ for the Readiness, Redesign and Realization phases of a technology transformation
- Bibliography
- Certificate of Completion

PROGRAM CONTENT

General Topics

- Introduction to JAD
- A typical JAD session
- Role of facilitation
- Tools and techniques for managing the process, people, outcomes and projects
- Team building exercises
- InterImage methodology
- Analysis and modeling techniques
- Translation of business interactions into business needs
- Translation of business needs into technology requirements
- Project management techniques
- Progress monitoring tools and techniques

PROGRAM INSTRUCTORS

Instructors for JAD Techniques for Technology Transformation are highly skilled facilitators and change agents who have led many business and technology change projects using team-based techniques. They are able to share what they have learned in their day-to-day application of these skills and techniques in the field.

PROGRAM COST

\$12,000 for up to 10 participants

\$695 for each additional participant

JAD Techniques for the Object Oriented Environment

PROGRAM DESCRIPTION

This three-day program provides an in-depth understanding of the Joint Application Design (JAD) methodologies and techniques required to successfully lead and facilitate projects using Object Oriented (OO) methodologies. The course focuses on the initial stages of client engagement (e.g., business vision, target organization assessment, project launch), and continues through business modeling and requirements definition, with particular focus on business and systems use cases. Using interactive lecture, role plays, group discussions, instructor and group feedback, and small group exercises, the workshop will arm participants with (1) a proven methodology and JAD tools and techniques, (2) strategies for managing the multitude of political and cultural issues that arise during these projects, (3) facilitation techniques for working one-on-one and controlling group dynamics, and (4) reference and support materials for use back on the job.

Customization Available: Customized to incorporate the client's methodology and expanded to five days with additional opportunities for practices.

PROGRAM OBJECTIVES

During this program, participants will gain the skills and knowledge to:

- Structure, script and facilitate JAD workshops
- Apply JAD techniques to object oriented methodology life cycles
 - Initiate OO projects
 - Identify when to apply JAD techniques in the development and validation of OO artifacts, including business and system use-case models
 - Present additional OO artifact templates and recommended JAD techniques
 - Provide opportunities to plan, script, facilitate and obtain feedback on actual exercises using JAD techniques
 - Identify and reflect on lessons learned.
 - Workshop design tools

PROGRAM DELIVERABLES

- *Joint Application Development* by Jane Wood and Denise Silver
- *Facilitator Reference Guide*
 - Content slides
 - JAD techniques
 - Sample scripts, worksheets, and deliverables
 - Tools for managing people, process, outcomes and project
 - Project roles and responsibilities
 - Guidelines, deliverable outlines and JAD techniques to employ for the OO methodology phases
 - Additional templates and references
 - Bibliography
- Certificate of Completion

PROGRAM CONTENT

General Topics

- JAD Concepts
- A typical JAD session
- Role of facilitation
- The JAD team
- Tools and techniques for managing the process, people, outcomes and projects
- Team building exercises
- OO analysis and modeling techniques
- Translation of business needs into technology requirements
- Project management techniques
- Progress monitoring tools and techniques

PROGRAM INSTRUCTORS

Instructors for JAD Techniques for the OO Environment are highly skilled facilitators and change agents who have led many business and technology change projects using team-based techniques. They are able to share what they have learned in their day-to-day application of these skills and techniques in the field.

PROGRAM COST

\$12,000 for up to 10 participants

\$695 for each additional participant

Business Transformation for Managers

PROGRAM DESCRIPTION	<p>Business reengineering has quickly become the most frequently chosen yet misunderstood approach to radically changing the way organizations operate. Managers in industry, government, and education, who are either contemplating reengineering or are in its throes, must understand how it works and what it means. This two-day program, based on the principles and techniques presented in the book, <i>Business Reengineering: The Survival Guide</i>, lays the groundwork for successful management of organizational transitions. It focuses on the specific tools and techniques for planning, managing, and implementing business reengineering projects. The program involves participants through case studies, discussions, and small group exercises and offers many opportunities to apply the principles and concepts of business reengineering to their own environments.</p>
PROGRAM OBJECTIVES	<p>During this program participants learn:</p> <ul style="list-style-type: none">• The principles of business reengineering and how to identify business reengineering opportunities in their organizations.• A technique for assessing an organization's readiness for business reengineering.• How the business reengineering methodology provides clarity and structure to the change process.• To recognize and manage the critical issues that can arise in the different stages of a business reengineering project.• The roles and responsibilities of the business reengineering project team.
PROGRAM CONTENT	<p>The Nature of Business Reengineering</p> <ul style="list-style-type: none">• What is Business Reengineering• Why Reengineer• Business Reengineering Dimensions• Strategic Approaches to Business Reengineering• Critical Success Factors <p>The Business Reengineering Methodology</p> <ul style="list-style-type: none">• Framing the project and building the business case• Creating the new vision, values and goals• Techniques for redesigning the business• Modeling the new environment

- Planning the implementation and strategies for getting resources
- Implementing the redesign
- Maintaining the benefits of reengineering through continuous process improvement

Business Reengineering Project Structure

- Project team member roles, accountabilities and skills
- Team member characteristics
- Project team structure and evolution
- Structuring options to meet project complexity
- Techniques for managing project teams

Conducting Business Reengineering Projects

- Project Facilitation
- Facilitated Workshops
- Issues Resolution and Tracking Process
- Documentation Management Process
- Communication Planning Process

Managing Business Reengineering Projects

- A Case Study
- Managing Leadership Issues
- Managing Technology Issues
- Managing Resistance to Change

PROGRAM COST

\$8,000 for up to 15 participants
 \$495 for each additional participant

Surviving Change: A Short Course for Managing Issues of Business Transformation

PROGRAM DESCRIPTION	Business reengineering has quickly become the strategy of choice for making radical changes in organizations that must move quickly to survive the rapidly shifting geopolitical and economic landscapes of the twenty-first century. However, few managers or corporate leaders contemplating or involved in reengineering projects realize the full extent of the effects of such a dramatic transformation and even fewer are prepared to manage these effects. This one-day, highly interactive program forces participants to grapple with many of the critical issues they are facing or will face when involved in a major business reengineering effort.
LEARNING OBJECTIVES	During this program, participants will: <ul style="list-style-type: none">• Learn the business reengineering project life cycle and the issues associated with each life cycle phase.• Diagnose the severity of the business reengineering issues they face in their own projects.• Select and practice using strategies and techniques to manage critical issues; such as, leadership development, funding, staffing, communication, technology, and resistance to change
PROGRAM DELIVERABLES	Each participant receives: <ul style="list-style-type: none">• Diagnostic tools for uncovering critical issues in the different phases of the business reengineering life cycle.• A collection of proven strategies and techniques for managing critical business reengineering issues.• A comprehensive workbook detailing the business reengineering project life cycle and deliverables for success.
PROGRAM CONTENT	Getting Started (<i>Analysis and Design</i>) <ul style="list-style-type: none">• Defining project scope• Estimating expected benefits• Acquiring executive sponsorship• Obtaining initial funding• Staffing and building the project team• Selecting and using process analysis techniques• Managing work priority conflicts• Analyzing current culture bias• Leveraging technological capabilities• Positioning and selling the reengineering design

Keeping the Project Going (*Development*)

- Funding technology and business change
- Managing expectations and priorities
- Managing scope creep or shrinkage
- Resisting the temptation to "tweak" the current environment rather than reengineer
- Developing transition leadership
- Rotating and orienting team members
- Maintaining executive commitment
- Managing the disbelievers
- Balancing technology and business emphasis

Launching the Reengineered Processes (*Rollout*)

- Training on new and upgraded skills and knowledge
- Replacing and converting to new technology
- Timing business and technology change installations
- Modifying the culture
- Rewarding new behavior
- Measuring results
- Down sizing the work force
- Shifting to continuous improvement
- Ending the project

PROGRAM COST

\$4,000 for up to 30 participants

\$295 for each additional participant

Techniques for Structured Facilitation

- PROGRAM DESCRIPTION** For those organizations undergoing significant change, standard process facilitation skills are no longer adequate. The complexity of cross-functional, multi-level teams making decision once considered the exclusive purview of top management demand a more rigorous approach. With the assistance of facilitators armed with the tools and techniques taught in this program, teams or groups of as many as 30 people can quickly reach consensus, resolve conflicts, and deliver quality outcomes. Participants will learn how to plan meetings and workshops around outcomes, develop agendas and detailed scripts, overcome political, structural and functional obstacles, manage difficult people and resistance to change, uncover biases and assumptions, resolve conflict, and expedite consensus decision making. Using lecture, practice and simulation, case studies and interactive group experiences, this three-day program, participants are offered many opportunities to practice and receive feedback on the foundation skills of good facilitation.
- PROGRAM OBJECTIVES** During this program, participants will learn to:
- Understand and apply structured facilitation techniques
 - Scope and prepare for facilitated sessions
 - Design and script facilitated sessions
 - Manage conflict
 - Identify and manage functional and dysfunctional behavior
 - Use questions as an intervention tool
 - Use a variety of idea generating and decision making tools
 - Facilitate large and small groups
- PROGRAM DELIVERABLES** Each participant receives a:
- Participant Workbook containing course materials
 - One-on-one and group feedback reports
 - Developmental plans

PROGRAM CONTENT

The Facilitator's Role

- Background
- Facilitator aptitude checklist
- Facilitator development planning tool
- The structured facilitation model

The Scoping Phase

- Background
- Team structure
- Room layout
- Equipment checklist

The Preparation Phase

- Background
- Process components
- Rules of operation
- Observers
- Bias management
- Issue management
- Communication management
- Content components of facilitator scripts

The Conducting Phase

- Creativity and decision making
 - Generating ideas
 - Evaluating ideas
 - Making decisions
- Managing conflict
 - Conflict and performance
 - Signs of unhealthy conflict
 - Types of behavior
 - Characters to deal with
 - The diagnosis-intervention cycle
- Team development
 - Stages of team development
 - Team development exercises

The Documentation and Evaluation Phases

- Background
- Documentation decisions
- Evaluation techniques

Simulation and Practice

PROGRAM COSTS

\$12,000 (Maximum of 12 participants)

These prices reflect a 20% discount.

3-day JAD Techniques for Technology Transformation \$556.00 each for additional participants above 10 Minimum number of participants 10 Maximum number of participants 15	\$ 9,576.00
3-day JAD Techniques for the Object Oriented Environment \$556.00 each for additional participants above 10 Minimum number of participants 10 Maximum number of participants 15	\$ 9,576.00
2-day Business Transformation for Managers Minimum number of participants 8 Maximum number of participants 15	\$ 6,384.00
1-day Surviving Change Minimum number of participants 8 Maximum number of participants 30	\$ 3,129.00
3-day Techniques for Structured Facilitation Minimum number of participants 8 Maximum number of participants 12	\$ 9,576.00

SECTION 4
LABOR CATEGORY DESCRIPTIONS

Executive Consultant

Education:

MA/MS in Engineering, Computer Science, Science, Business Administration or appropriate specialized field of study, plus at least 12 years of directly related experience.

Description:

The Executive Consultant serves as the Program Manager of a large multi-task effort, applying a wide spectrum of disciplines for the planning, analysis, design, implementation and support of assigned tasks. The Executive Consultant anticipates and analyzes complex problems and guides others in the development of highly detailed, unique solutions. This person is proactive in recognizing organizational and process issues and works with Senior Management toward resolution.

Expert Consultant

Education:

MA/MS in Engineering, Computer Science, Science, Business Administration or appropriate specialized field of study, plus at least 10 years of directly related experience.

Description:

The Expert Consultant serves as a Project or Program Manager of a large multi-task effort, applying a wide spectrum of disciplines for the planning, analysis, design, implementation and support of assigned tasks. The Expert Consultant directs enterprise wide strategic systems planning, business information planning, and analysis efforts. This person is proactive in recognizing organizational and process issues and works with Senior Management toward resolution.

Senior Consultant

Education:

MA/MS in Engineering, Computer Science, Science, Business Administration or appropriate specialized field of study, plus at least 8 years of directly related experience or a BA/BS and 12 years of directly related experience.

Description:

The Senior Consultant serves as a Technical Project Lead or Manager across all major technical areas of the project, applying a wide spectrum of disciplines for the planning, analysis, design, implementation and support of assigned tasks. The Senior Consultant develops analytical and computational techniques and methodology for problem solving, and performs enterprise wide strategic systems planning, business information planning, and analysis efforts. May perform or oversee quality assurance. Identifies all task responsibilities and reports any changes or suggestions accordingly to Program Manager.

Executive Facilitator

Education:

MA/MS in Engineering, Computer Science, Science, Business Administration or appropriate specialized field of study, plus at least 12 years of directly related experience.

Description:

The Executive Facilitator works with client Senior Management to identify potential obstacles to organization, business and technical goals. The Executive Facilitator will work with client Executive Teams to create a cohesive group that is focused on the organizations goals. This

person guides this group in constructing solutions most appropriate for meeting the organizations goals. This person possesses superior communication and conflict resolution skills.

Expert Facilitator

Education:

MA/MS in Engineering, Computer Science, Science, Business Administration or appropriate specialized field of study, plus at least 10 years of directly related experience.

Description:

The Expert Facilitator evaluates existing organization, business, and technical goals; integrated product teams functionality, and cross-discipline cooperation. Develops plans to improve internal performance, simplify and shorten process time, and minimize internal costs while increasing the overall quality of work/product/service output. The Expert Facilitator works with client Senior Management to facilitate team building, develop multi-functional teams, and implement new or modified processes.

Senior Facilitator

Education:

MA/MS in Engineering, Computer Science, Science, Business Administration or appropriate specialized field of study, plus at least 8 years of directly related experience or a BA/BS and 12 years of directly related experience.

Description:

The Senior Facilitator conducts client interviews, plans innovative meetings, develops agendas and facilitates meetings. Provides expertise in all session types and facilitates groups through complex detail-oriented processes to help the client define the problem, map an approach and achieve meeting objectives and outcomes. The Senior Facilitator provides group management skills and expertise in all facets of a meeting.

SECTION 5
SUPPORT PRODUCTS

InterImage Support Products

Over the years, InterImage has designed and developed a wide variety of print and media materials for our clients in support of our consulting, facilitation and training services. Our products range from job aids, resource manuals, and question-and-answer materials to reinforce the learning that takes place during our facilitated and training sessions. These support products meet the most stringent standards for clarity, accuracy and usefulness. Many of these support products were designed initially to meet the immediate and special needs of specific client organizations. To serve the purposes of the MOBIS program, InterImage will provide a set of the off-the-shelf items, and customize them when appropriate. These items include facilitation and training services; and a major publication written by one of InterImage principals that provides a detailed description of the InterImage approach to business reengineering.

Business Reengineering: The Survival Guide



InterImage's methodology is documented by former Business Reengineering Resources founders, Dorine Andrews and Susan Stalick, in their book, ***Business Reengineering: The Survival Guide***. Published by Prentice-Hall in 1994, it is the first and most comprehensive practical guide to managing the business transformation process from beginning to end. Taking the reader by the hand, it presents proven tools and techniques for those who want to survive and thrive through the chaos and conflict brought on by radical change. This publication is used as a text in selected InterImage training programs as well as a reference guide used during consultation and facilitation efforts.

Book:*Business Reengineering: The Survival Guide*

\$ 18.95

Discount Schedule:

1 - 9	5%
10 - 20	10%
21+	15%