



Align People. Ignite Performance.



Achieve higher levels of performance and  
enhance the customer experience to grow your  
**bottom line.**



### **People. Culture. Purpose.**

**Think these are soft issues? Think again.** Because, without real motivation and direction backing up your workforce, your business may prove ill equipped to handle any serious competition and could find itself struggling twice as hard to get the results it needs.

To prevent such problems, you need a logical, clear-cut way to increase motivation and efficiencies. A solution that aligns employees quickly to company and departmental needs while it creates a culture of growth, self-worth and dedication. And something that clearly states measures of accountability while it delivers a strong foundation for sustained success.

What you need is Pull Thinking®—a unique approach and set of proprietary tools that get people working at top performance levels for greater efficiencies, customer service and profitability.

## Pulling together. Working smarter.

With Pull Thinking, you can succinctly pinpoint gaps in thinking, planning, execution and communication—problems that are holding your business back (some of which you may never have realized existed). Then it helps you quickly move to a solution that gets everyone working smarter.

The goal is to achieve lasting shifts in how people work—an *alignment* that promotes customer focus, greater accountability, integrity, improved service levels and optimal performance.

The result is a *customer-centric*, highly effective workforce—the *Ultimate Service Environment*. One that can dramatically grow your business.

## Four Benefits of The Ultimate Service Environment of Pull Thinking

- 1 More customers.** Keep the customers you have and add new ones more efficiently with an environment that squarely targets higher service levels that help encourage the development of lifetime customers. (Consider the standard 80/20 rule of business; that is, 80% of sales typically come from 20% of the customers—lifetime customers.)
- 2 Reduced employee turnover.** Valued employees are much more likely to stay in a highly visible structure. One in which everyone knows exactly what they should be doing, why they are doing it and how to do it most effectively—with clear accountability, acknowledgement and rewards.
- 3 Increased productivity.** Employees are more efficient under the guidance of a strategy that clearly defines:
  - All the steps and the people who will execute them
  - Measurements of accountability
  - All processes (processes that also support achievement and acknowledgement)
- 4 Lowered business costs.** The Ultimate Service Environment inherently keeps costs down through the more effective retention of customers, lower employee turnover rate, pinpoint hiring that targets the best employees for the job to begin with, and an overall reduction of ambiguity in daily operations.

Call (404) 459-2585 for more on Pull Thinking and how it can help grow your business.

## Is Your Organization Misaligned?

Misalignment can grow insidiously within an organization—department by department—with disastrous results. Because, without purpose, accountability and growth, groups can quickly fall out of step.

Pull Thinking quickly uncovers misalignment by identifying if:

- The measurements being taken aren't connected to a specific purpose or stated measure of success.
- There is an ineffective frequency of measurement.
- Measurements are in the wrong hands—where people are held accountable without having the direct authority to take action.
- Customers and suppliers often lack agreement. Or, if there is agreement, generally gaps still exist in various places throughout the organization.

## What Does Misalignment Cost You?

Misalignment is a source of confusion and added costs. In fact, it's probably costing you more than you realize with both your internal and external customer relationships.

Consider the following facts uncovered through studies conducted by Technical Assistance Research Programs, Inc.:

- For every customer who bothers to complain, there are 26 others who remain silent.
- The average “wronged” customer will tell 8 to 18 people about the experience.
- 91% of unhappy customers will not return (conversely, if you make an effort to remedy customers' complaints, 82 – 95% of them will stay with you).
- It costs about five times as much to attract a new customer as it costs to keep a current one.



# How Pull Thinking Works

With Pull Thinking, you can identify missing, weak and disconnected purposes and measures. Then you can use it to create concrete connections—clearly stating everyone's purpose, the plan everyone will use and the measures of accountability.

## It Starts with a Pull

The *pull* behind Pull Thinking is based on a universal truth—that you always get better results when you draw people into your way of thinking (magnetically pull them in, like gravity), than when you push them.

Determining this *performance pull* and its corresponding plan of action is what Pull Thinking is all about.

And what sets it in motion is a collection of tools that includes:

- The Pull Principle®
- The Four Pull Questions<sup>SM</sup>
- The Service Flow Pull Structure<sup>SM</sup>

## The Pull Thinking Toolset

**1** **The Pull Principle.** The first tool in our toolset is the Pull Principle, which states: **The primary force that causes all movement is a pull force.**

“A prime mover that moves everything without itself moving ... must cause motion by being attractive rather than propulsive” — Aristotle, 350BC

In other words, you use less energy and garner greater results when you attract or *pull* people into what you need done, as opposed to when you *push* them.

“Using the tools of Pull Thinking®, we reached agreement on four measures without any of the usual resistance and digression.”

*Rick Wampler  
Delta Air Lines*



Consider the truths about *pull*:

- The most efficient way to create, grow and improve is to pull.
- Pull is the creative force of nature that no one can avoid or alter.

*Push* is a force that creates a natural kind of reluctance or resistance. *Pull*, on the other hand, works as a kind of magnet. It's what people find compelling about what you're trying to do. It's the "what's in it for me" factor. And it also determines what's in it for everyone else.

**2 The Four Pull Questions.** Next, four seemingly simple questions are used to uncover problem areas and define accountabilities. Questions that help define purpose and measures of success. Questions that identify the *pull*. All of which leads to an Ultimate Service Flow and alignment—delivering optimal collaboration, efficiency and results.

**3 The Service Flow Pull Structure.** This tool helps you build a solution that specifically identifies the steps that need to take place and the people to carry them out. No more ambiguity here. Instead, the Service Flow Pull Structure delivers a disciplined strategy. One that creates a customer-focused culture, measurements of accountability and a clear-cut process that supports achievement and acknowledgement.

This is a visible, disciplined planning process. One that implements change and delivers a foundation for sustained success. In fact, it actually has more impact on the bottom line than any financial analysis or management system. With it, you can clearly see how every one is connected, the measurements that support achievement and the acknowledgement that reinforces performance.

"This is mind blowing because in principle it's so simple and profound and in practice, the potential is huge."

*Ken Ritchie, Systems Architect and  
Process Improvement Consultant*

"I can't stress enough how critically important these principles are to the management of any business."

*Donna Calvert, Operations Manager  
Institute of Industrial Engineers*

## Adaptability

Because it helps develop processes by focusing on fundamental issues—like how people think, how they communicate and how they take action—Pull Thinking can be applied to any number of situations to improve the overall performance and effectiveness of a workforce.

In fact, even if you're already using another kind of performance enhancement program (such as Team Development, Six Sigma or Balanced Scorecard), Pull Thinking can be applied to it to help increase that program's effectiveness and speed to ROI.

### Apply Pull Thinking to:

- Strategic and tactical planning
- Mergers and acquisitions; realignment after downsizing
- High-growth business
- Process improvements (such as, Lean, Six Sigma, etc.)
- Compliance and regulatory issues (such as, Sarbanes-Oxley compliance)
- Employee and HR challenges
- New product or market development
- Departmental conflict or misalignment
- Consulting services
- Customer satisfaction and retention
- Strategic alignment and execution
- Performance measurements unrelated to goals
- ISO Implementation

# Products & Services

There are a variety of ways through which you can learn and adopt Pull Thinking, including:

- Experiential Seminars
- Follow-On Coaching
- Pull Thinking Reference Book
- Train-the-Trainer Services
- Alliance Partner Certification

Through Pull Thinking products and services we teach organizations and individuals how to practically apply Pull Thinking to their own planning and execution challenges to create fundamental and lasting shifts in how people work and positively impact the bottom line.

## Experiential Seminars

Pull Thinking seminars are offered in one-day and two-day formats:

### **Pull Thinking Experiential Seminar**

(a 1-day public or customized onsite seminar)

### **Pull Thinking In-depth Experiential Seminar**

(a 2-day public or customized onsite seminar)

These hands-on workshops are filled with real-world applications of the Pull Thinking methodology. During the course, attendees learn to use the powerful tools of Pull Thinking by applying them to their own most troublesome issues, right there in the seminar. Tools that help them solve problems, set goals, define performance measurements and create the alignment and ownership needed to achieve goals.

By the end of the course, attendees walk away with:

- An understanding of how they can use Pull Thinking and how to apply it to their own businesses
- Immediate benefit and value with actual examples completed in class
- Positive, rather than negative, motivation to achieve better, self-sustaining results
- An overall vision for their business or team, and clear-cut instructions on how to build a plan and the measures that will support that vision

"Pull Thinking allowed us to easily achieve in 40 minutes what we could not accomplish after 12 hours when using the Good to Great concept.."

*Mitch Millstein  
CFPIM CPM, CQM,  
CQE, President,  
Supply Velocity, Inc.*





## The Reference Book



*Pull Thinking: Harness the Power of Pull to Fuel Growth and Ignite Performance by Aligning People, Culture and Purpose.* By Kenneth E. Meyer

This powerful reference book—written by the founder of Pull Thinking, Ken Meyer—gives you a step-by-step, easy-to-share approach that delivers everything you need to quickly optimize human performance and open the way to greater profitability. A must for anyone who's even thinking about taking a Pull Thinking seminar. (Or, if you're just curious about how you can apply Pull Thinking to your own organization.)

## Follow-On Coaching



To help you during those first critical weeks as you apply what you learned in the seminar, we work with you, one-on-one, to help you fully implement the methodology and to automatically begin to think in terms of pull. This helps ensure that you get the most out of your Pull Thinking experience and garner greater returns.

## Train-the-Trainer Services



To help extend the benefits of Pull Thinking throughout your organization, we offer train-the-trainer services—one of the most efficient, cost-effective ways to implement Pull Thinking across the enterprise.

With these services, we equip your training personnel with the complete Pull Thinking Methodology, providing class materials, exercises and in-depth instruction. Upon completion, your trainers will be certified in the Pull Thinking Methodology and will be able to instruct and coach others at your company.

## Alliance Partner Certification



Professional consultants can add Pull Thinking training to their own services toolkit with Alliance Partner Certification. With this program, you will receive certification in the Pull Thinking Methodology training that allows you to provide Pull Thinking training services to your own customers.

## Get a Test Drive

One of the best ways to find out what Pull Thinking can do for you is to take it on a complimentary test drive.

**Here's how it works...** We'll bring one of our senior staff. You bring your toughest issue, the one that's been keeping you awake at night. Together, in two to four hours, we'll apply the Pull Thinking tools.

What you'll get is a real answer and the opportunity to evaluate how Pull Thinking can create a more profitable organization. What you won't get is a load of sales literature.

If you like what you see, we'll be happy to support you going forward on how to use Pull Thinking to your greatest advantage. It's that simple.

## Who should attend a Pull Thinking Seminar?

- C-level and VP-level Senior Executives
- Human Resource Management
- Management Teams
- Business Advisors
- Strategic Planning Teams
- Consulting Partners
- Quality/Engineering Departments
- Operations Management

"Pull Thinking has enabled us to create a much better place to work and measurably improve our quality. We're now using it to further reduce mistakes and improve service."

*David Duke  
President  
Stone Mountain Tool, Inc.  
Conyers, GA*



## Elevate performance with the **power of pull.**

Call now at (404) 459-2585 for a test drive or to find out how you can put Pull Thinking to work for you and improve the performance of your workforce.

"Pull Thinking is a beginning...a way of doing business and a way of thinking; and it offers us an enormous opportunity to truly align ourselves to reach the end result—service to our customers."

*Jeffrey K. Endervelt  
Chairman of the  
Board & CEO  
Blimpie International*

### **About Alignment at Work**

Alignment at Work, LLC, provides organizations with education, training, licensing and coaching on Pull Thinking—an unprecedented approach and set of proprietary tools that focuses on maximizing people's performance levels for greater profitability. With it, companies can succinctly pinpoint gaps in thinking, planning, execution and communication and quickly move to solutions that deliver measurable performance gains.



Alignment at Work, LLC  
5555 Glenridge Connector  
Suite 200  
Atlanta, GA 30342-4740  
404.459.2585

[www.pullthinking.com](http://www.pullthinking.com)