

THE MANAGEMENT DEVELOPMENT PROCESS

Yeah, Yeah... But What About the BOTTOMLINE?

The Vision

**NUMBER 1!
ABSOLUTELY THE BEST!
No Question —
No Compromise!**

This is the vision of the Technical Assistance Center [TAC] for Dade Behring, a major supplier of diagnostic equipment and consumable supplies for the healthcare industry. Two years ago, when this vision was articulated by TAC Director Larry Camela, many were skeptical. Customer service surveys in 1999 measured customer satisfaction lower than key competitors, and at an unacceptable level to Larry and his management team. Everyone at the TAC was working hard, and the work was hard. But *something* wasn't working...

So, the TAC began its journey. Now, in early 2002, team members at the TAC are having FUN... Yet, they are more productive than ever, their cost of doing business is down, and (here's the best part!) customer satisfaction surveys measure that they are *number one, absolutely the best* in their industry. Take a look...

And the Survey Says...

As you review the chart on this

page, keep in mind that:

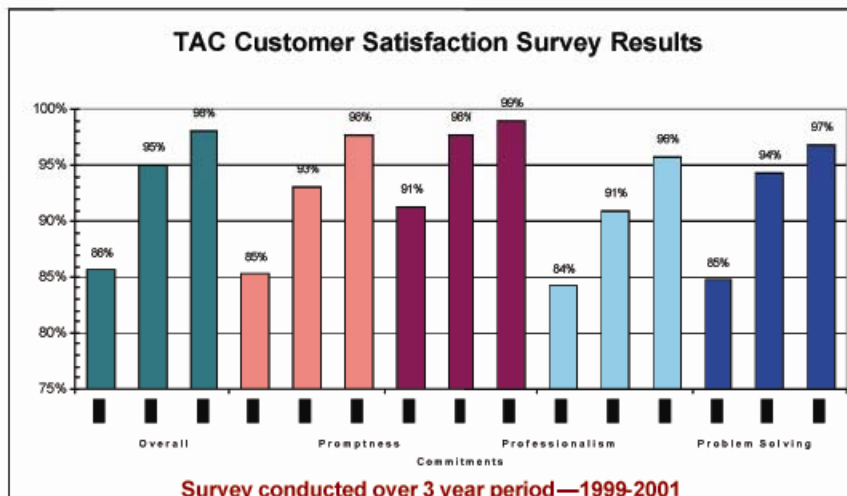
- After 2 reductions in work force, the TAC is answering *more* calls with *fewer* people.
- The overall cost of doing business (calculated by total business cost divided by the number of customer calls) is at its *lowest*.
- Quality issues, somewhat inherent in the diagnostics business, remained relatively similar over the time measured.

words to announce the launch of a training process called *The Pursuit of Customer Excellence* to his team of 200 Technical Call Specialists, supervisors and managers who comprise the frontline technical assistance for thousands of hospital and clinical laboratories across the USA. "What we are really looking at here," Larry explained during our planning process, "is a *culture change*."

"It's a tough job," Larry continued.

"The specialists take call after call, handling customer problems. Our specialists have very strong technical skills... they can successfully troubleshoot and resolve most problems. And certainly we can never lose focus on that part of the job. If we are going to be the *best*, however, we must also focus energy on the *customer service* part

of the job. We must differentiate ourselves by delivering *customer service excellence*. This shift in focus is, in itself, a culture change. True empowerment, even though we have talked that talk before, is also a culture change. And it will require that each and every one of us changes." So a plan was developed and the pursuit began. What evolved was a redefinition of excellence.



How Did They Do That?

Well, here is their story... **Sept. 1999:** "Our goal is to be perceived by our customers, our competition, and ourselves as the *BEST Technical Assistance Center* in our industry... We will be recognized by internal and external customers as superior to such a degree that the TAC is a competitive advantage in the selling process... Each of us will become empowered to do whatever it takes to totally delight the customer." Larry Camela used these

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What About the BOTTOMLINE? Continued ...

Redefining Excellence

Larry and his team (at least most of them...) realized from the beginning that this pursuit would indeed be a journey, and would require commitment to an on-going process of learning at all levels of the organization. It would not be simply about *skill-building*:

As the Call Specialists began a process of training modules focused at building both willingness and ability, the management team began to focus on what they needed to do to assure the success of the training efforts. In early 2000, Keith Ayers' **Management Development Process™** was launched. It became clear early in the process that the culture would not change if the managers continued to focus on managing people. They learned that their job was to create and manage an environment where people could make their own choices, drive their own success and share in the leadership of the vision.

The parallel training paths proved successful. Common models were shared both in the classroom and through distributive learning (taking all employees through PPS and Coping & Stress.) Learning was put into action, driven and

coached by a new common language.

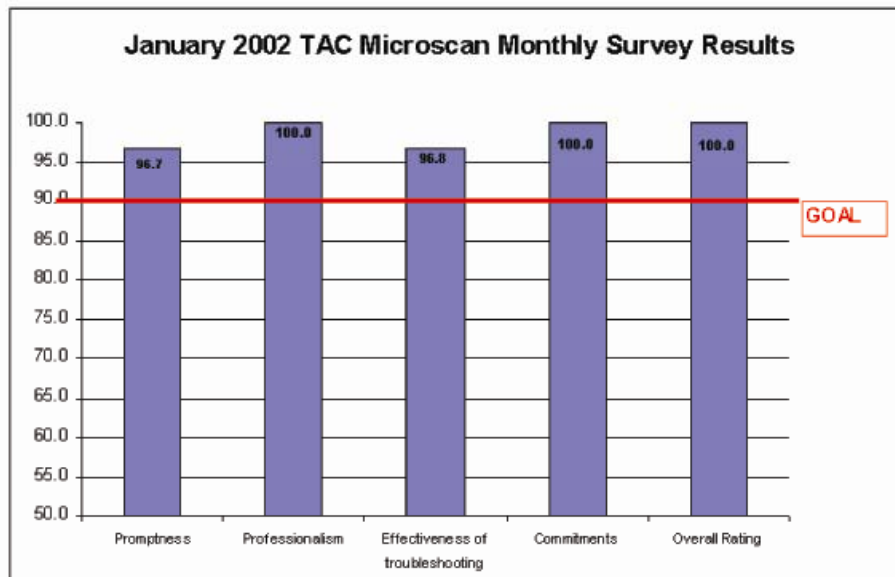
The New Common Language

The whole company talks **DiSC®**, they understand and respect differences, laugh at themselves, and adapt to the needs of others—especially their customers. And the backdrop that made it possible and the glue that has held it together is the managers growth via the **Management Development Process™**. According to Larry, "**The Management Development**

■ I have changed • It is impossible to experience MDP without changing • The self-awareness has been incredible and has impacted not just my work life, but life in general • I know I am a more effective manager... but it goes further than just that • The life skills I learned are invaluable • I am more confident in myself and my abilities • My attitude about work—and really about life in general is much more positive.

■ The work environment has done a 360 from where it was 2 years ago...the negative atmosphere is gone • A new level of morale and positive attitude is evident; the TAC has developed a joy in the day-to-day job, and a genuine friendly and helpful attitude • The specialists feel appreciated and important • The TAC work environment is now fun and energetic • We have a common language and can

laugh at our idiosyncrasies • We have become a more cohesive organization • A new openness is evident in working with each other and with our customers.



Process™ really pulled our Management team together & focused us on our common goals of customer excellence."

What Has Changed?

Looking back over the two years, what has changed? The answers received when the question was asked echoed around *two resounding themes*—change of *self* and change in the *environment*:

Story continued on next page

What About the **BOTTOMLINE?** Continued ...

Yeah, Yeah... but What About the Bottom line?

Janet Balderson, TAC manager, summarizes it this way: *"The biggest surprise to me was when Larry shared the statistics documenting that although the TAC is now having FUN and spending more money on recognition and rewards, the actual cost per call is down. I knew the TAC was now a better place to work and that we were delivering better service to our customers, but I assumed it was at a higher cost. I was stunned to learn that the TAC is achieving goals AND having fun—and doing it for LESS COST than before. It must be true that an empowered and appreciated employee is also a more productive employee. The specialists truly feel empowered to do whatever it takes to delight the customer...and they take pride in going out of their way to make the Dade Behring TAC stand out from the competitors."*

So Where Do We Go From Here?

It's a great story...Congratulations to Larry Camela, his management team, and the Call Specialists on the front line! If Larry were here, however, he would probably remind us that they are not "there" yet. The Pursuit of Excellence is a journey, not a destination. And the higher the bar, the more difficult it is to raise it yet higher. With a second phase of the **Management Development Process™** for managers new to Larry's team, and a second level Shared Leadership initiative for the "graduates", the journey continues...

What About One Last Smile...

If you're still not sure about the impact of training on the bottom line, take another look at the latest customer survey results on [page 6](#). Number 1! Absolutely the Best!

You gotta smile!