



CREATING A POSITIVE

# impact

SUMMER/FALL 2006

LEARN | PERFORM | GROW

## AchieveGlobal's Selling Skills Programs Help DENTSPLY International Grow

### A Global Company Needs Global Partners to Best Succeed

#### INSIDE THIS ISSUE

- AchieveGlobal's Selling Skills Programs Help DENTSPLY International Grow: A Global Company Needs Global Partners to Best Succeed
- The Service Doctor
- Secrets of Top Performing Salespeople: Build Rapport and Deliver Compelling Presentations
- The Value of Leadership
- Honeywell Improves Competitive Edge Through Service Excellence
- Factoid: Exit Interviews

With its 1,000 worldwide sales professionals all applying the same structured selling skills, this leading professional dental products manufacturer is properly positioned to achieve challenging revenue goals.

Few teenagers give up the true story when first asked what they're up to. So it is too with most prospects in selling situations. So the smart parent, like the smart salesperson, knows to keep asking questions to uncover the truth.

"Salespeople tend to hear a question from a prospect and then head down a path they think the customer wants to tread," noted John Zick, corporate director of Training and Sales Force Development for DENTSPLY, the world's largest manufacturer of dental prosthetics and consumable dental products.

"Too often that answer is a dodge," Zick said.

To make sure the DENTSPLY sales force isn't detoured in its selling efforts, the company leverages the *Professional Selling Skills®* (PSS) programs from AchieveGlobal. These programs help DENTSPLY reinforce a sales culture founded on professional probing, supporting, and relationship-building skills.

The company is counting on its sales organization's commitment to, and practice of, PSS skills to help it



*"AchieveGlobal has courses throughout the world, versus other sales skills training companies that do not. And its PSS programs help us deliver consistency in our message and in our content worldwide."* —John Zick, Corporate Director, Training and Sales Force Development



increase its annual revenues by \$1.7 billion to \$3 billion by 2009.

"In our effort to achieve this sales goal, we have told Wall Street it became evident that we needed to invest in sales training for two important reasons:

- To put everyone on the same page; and
- To make certain that cutting-edge skills and competencies were being presented to our field force.

"It seemed sensible and cost-effective to do this under a central-

ized office," Zick said.

This centralization resulted in the Corporate Office of Training and Sales Force Development, for which Zick was named the first corporate director in 2003.

#### SKILLS FOR A GLOBAL LEADER

Founded in 1899, DENTSPLY today has facilities in 34 nations on six continents. The company distributes its products in more than 120 countries under some of the most well-established brand names in its

▶ TO SUBSCRIBE TO IMPACT, PLEASE VISIT [WWW.ACHIEVEGLOBAL.COM/IMPACT](http://WWW.ACHIEVEGLOBAL.COM/IMPACT)

*continued on page 2*

industry, providing a full-range of high-quality materials used for prosthetic, restorative, and preventive dental applications.

DENTSPLY partnered with AchieveGlobal several years ago, and has been very actively working with the company since the creation of the Corporate Office of Training and Sales Force Development, and Zick's appointment to it as corporate training director.

"AchieveGlobal has courses throughout the world, versus other sales skills training companies that do not," he said. "And its PSS programs help us deliver consistency in our message and in our content worldwide."

Said Jim Barnett, an AchieveGlobal senior account executive on the DENTSPLY account: "DENTSPLY clearly understands that developing people can accelerate performance in the field and help it achieve its most critical business goals."

AchieveGlobal's PSS training gives the DENTSPLY global sales organization two key advantages, Zick noted:

- All sales personnel, sales management, and other company management now talk, walk, and evaluate sales performance using the same terminology, objectives, and evaluation criteria.
- The company's sales organization takes a more patient, more professional approach to selling, which results in deeper needs probes, greater trust and rapport building, and closings that are a natural transition—not an uncomfortable moment for prospect and salesperson alike.

Agreed Nancy Connor, sales manager for the company's Endodontics Division:

"When your probing results in prospects

*"With PSS, we make sure we continue to ask the prospect questions until we understand the customer's real needs. At that point, you're not only selling a product but taking care of a need that creates life-long customers."*

— Bill Yacola, DENTSPLY Sales Training Manager

acknowledging their true needs, they often simply close themselves."

#### TRAINED TO BE THE BEST

At DENTSPLY, the sales staff is trained to be the best in the industry.

Training and orientation is vigorous and comprehensive. New hires—neophytes to seasoned soldiers—job shadow, hear medical and marketing lectures, and visit dental laboratories and dental practices. After 30 to 60 days of such orientation, students convene at the company's York, PA, world headquarters for a week of PSS fundamentals and other training by AchieveGlobal PSS instructors, and by Zick and his PSS-certified staff.

PSS is taught over three days. The remainder of the week's training consists of discussions about dental anatomy, nomenclature of the mouth, and how DENTSPLY products complement each other, so students understand cross-sell opportunities.

For PSS-certified trainers like Bill Yacola, a DENTSPLY sales training manager for the Prosthetics Division, the application of PSS skills in the field delivers remarkable results.

"An objective of my division is to shorten the new hire's on-board time from a year to six months. Using PSS, new hires become professional more quickly, and our seasoned salespeople are better able to diagnose and

modify their sales performance for more effectiveness," he said.

"With PSS, we make sure we continue to ask the prospect questions until we understand the customer's real needs. At that point, you're not only selling a product but taking care of a need that creates life-long customers," Yacola said.

#### COACHING FOR CONSISTENT RESULTS

DENTSPLY also provides four AchieveGlobal PSS training modules for sales managers—*Sales Manager as Coach, Strategic Leadership, Sensational Sales Management, and Building Management Strategies to Outcomes*.

DENTSPLY National Accounts manager and senior PSS-certified trainer Casey Conroy likes how these programs for sales managers have made him more effective as a manager.

For example, in one recent situation he used PSS coaching skills to help a salesperson overcome a serious stumbling block. He suggested the salesperson take the PSS fundamentals refresher course and more carefully study closing strategies.

"She was a terrific relationship builder but struggled to close, and as such hovered around the 96 to 98 percent quota rate," Conroy said, "but after I sent her through a PSS fundamentals refresher and worked with her one on one, she understood the necessity to do a better job of probing and supporting to uncover the need behind the need—those questions that get the prospect nodding, 'Yes, yes.'"

"Bottom line, she finished the year over quota for the first time last year," he recalled. "She is thrilled, and so am I."

And improving that type of performance on a worldwide basis is what AchieveGlobal and its PSS programs are helping DENTSPLY achieve.

"To the best of my knowledge, AchieveGlobal is the only company in the world that offers such comprehensive sales and professional development training on a global basis," Zick noted. "These are not flimsy, ephemeral, or non-substantive courses in any way, and the AchieveGlobal instructors are absolutely magnificent. As a former educator, I know good content and I know good instructors."



# The Service Doctor

with Todd Beck,  
Senior Product Manager



The Service Doctor is featured in the *AchieveGlobal e-Newsletter the StellarServiceEdge™*. To subscribe, please visit [www.achieveglobal.com/enewsletter](http://www.achieveglobal.com/enewsletter).

**QUESTION:** More and more I'm reading about self-service options in customer service. Sometimes it's the self-check-out line at the home improvement store, and other times it's online FAQs. How should we adjust our service for these new ways to interact with customers?

**ANSWER:** Let's start with a look behind the trend. No matter what industry you follow, the word is "micro"—from microfinance and micropayments to microsize. Once again, small is big.

The impact is that, in exchange for a little cash, customers are demanding the ability to cherry pick only the most desired pieces. They want their computer with only the necessary features. They want to buy only the "greatest hits" songs. One probable painful challenge will be evolving the vendor's business model so that selling and servicing costs are adjusted downward in parity with reduced revenue from these new solutions.

The implication to customer service in general is that organizations will struggle to pay for overhead features such as access to service staff. Some companies are trying to maintain subscription business models to cover somewhat fixed overhead costs. But every customer of an online music store—even the guy who downloads a single song—demands positive defining moments. He wants seamless, trustworthy, attentive, and resourceful service, and has human, business, and hidden needs. Expectations will remain high while margins shrink.

To survive, vendors will attempt to vary the "services" (features, privileges, products, prices, response times, access levels, etc.) they offer the single downloader, but the market won't allow them to lower the bar for "service" (creating positive defining moments). Expect self-service solutions like FAQs, troubleshooters, IVRs, etc., to become more common and—as customers we can only hope—more sophisticated, alongside users' groups with more support from sponsoring vendors. Also expect the pool of product options to shrink as losers are culled—or expect the pool of product options to grow if vendors are successful at varying the services offered depending on each product's volume. The careful distinction between "service" and "services" will be important to protecting a brand.

It's important to note that the concepts, models, and skills AchieveGlobal champions are appropriate and effective for serving every customer, whether that customer is a one-time transaction, or internal to your organization, or interacting via electronic media. The customer's experience is broader than just a typical face-to-face transaction.

Successful organizations will evaluate every defining moment—including all the asynchronous ones, such as e-mails, Web pages, parking lots, and advertising—against the customer's specific service expectations in all three dimensions of service. For example, there is certainly a human dimension to every email, so the same human skills you use face to face — demonstrating interest and concern, communicating the customer's value to your organization, defusing emotionally charged situations, etc. — apply when

(continued on page 7)



## Lesson 5: Secrets of Top Performing Salespeople

In each issue of *Impact*, we will provide you with tips to maximize your sales results as well as ways to leverage your resources.



Seleste Lunsford,  
co-author

## Build Rapport and Deliver Compelling Presentations

First impressions can sometimes make or break a deal, and whether you're meeting with one person or with a large group, it is critical that you be prepared.

Many salespeople have had training in preparing and making presentations. But even those that have made many presentations aren't experts. Some seasoned salespeople fail to do their homework or double-check on logistics and details. Some recruit additional presenters who are not well versed in the customer's needs, priorities, and goals.

The most successful salespeople exercise critical judgment before they bring someone else into a presentation. They're especially careful not to waste the customer's time. They stick to the allotted time frame. They review their agenda beforehand with the customer and ask for any changes or additions. And they're flexible enough to make adjustments during presentations if necessary. Above all, top salespeople do their homework and know their audience's priorities. Here are some tips to help you build and deliver compelling presentations:

### REFLECT CUSTOMER NEEDS

You have to focus on what's important to the customer before you start to talk. No matter how polished your communication skills, your presentation will lead nowhere unless you demonstrate a clear understanding of your customer's needs.

Customers expect good presentation skills, but more importantly the message must be on target. The best salespeople use an audience-centered approach when making presentations. They make sure to customize their presentation to their audience, and reflect the specific needs of their different audience members.

### SELECT YOUR LANGUAGE CAREFULLY

It's also important that you use language that's familiar to your audience and that ensures understanding and interest. To make certain you are choosing the correct language, practice these tips:

- Avoid technical jargon.
- Speak at your audience's level of knowledge and sophistication.
- Don't try to impress your audience with fancy words; that will only distract and alienate them.
- Try to avoid cumbersome phrasing such as "inasmuch as" or "at this point in time."
- Reinforce your presentation by using appropriate communication tools, such as samples, stories testimonials, and demonstrations, as well as visual aids.
- Keep graphics simple and relevant.
- When presenting financial or statistical information, try to avoid "data overload."

### PRACTICE, PRACTICE, PRACTICE

To make sure your presentation is as informative and convincing as possible, practice beforehand. Select an environment that will be free from interruptions, and rehearse in front of colleagues, friends, family members, or a mirror. Always time yourself to make sure you don't exceed the time allotted for your presentation. As you practice, remember these delivery tips:

- Maintain eye contact.
- Watch your body language.
- Enunciate clearly.
- Smile.
- Think about what you're saying.

In the next issue:

**Lesson 6: Start Off on the Right Foot**

# The Value of Leadership

By Jennifer-Ann DiGregorio Kightlinger

## Native American Casinos Take A Close Look at Leadership Excellence

Tribal employees may be a casino's most valuable resource. Representing their homelands and cultural legacies, tribal employees help Indian casinos retain their vision—one that encourages tribal advancement, diversification, education and spiritual growth. What are Native American businesses doing to foster leadership and encourage tribal employees—and all employees—to succeed? Read on! Native American businesses or organizations looking to build strong leaders need not look for long. The Native Wellness Institute, “a Native organization bringing Native programs to Native people,” is a wonderful first step in building a strong employee base. The Institute is a national non-profit organization; its mission is “to foster the well-being of Native people through programs and training that embrace the teachings of our ancestors.”

“One of our big investments is developing healthy leaders,” said executive director Jillene Joseph. “The Institute is teaching youth about the Native wellness model, bringing balance between mental, physical and emotional well being, combined with tradition and conventional teachings in strong leadership.”

While the Institute trains all Native peoples, their program for Native Youth is particularly impressive. The Institute recently held one of their Native youth leadership events in San Diego—a four-day program called the Native Youth Leadership Academy. The Academy, which runs twice a year, asks youths to consider questions like, “What is leadership? What is a healthy leader? How do you stay on the path?” Along with leadership training, the Academy provides culture and spirituality workshops and sessions in general tribal history (which incorporate traditional games and stories).

For those at the Institute, a good leader isn't just a financially successful one. A good leader is a healthy, well-rounded individual who has the ability to balance spirituality, work, and physical wellness. “Many of our young people are often overlooked in terms of healing,” Joseph explained. “They need to understand their experiences and heal before becoming healthy leaders. The Academy encourages youth to share their own stories. This kind of healing is not just for the person sharing the story. Our recent Academy ended in a moving healing ceremony.”

Native Wellness makes tribes aware of



*“The Institute is teaching youth about the native wellness model, bringing balance between mental, physical, and emotional well being, combined with tradition and conventional teachings in strong leadership.” —Jillene Joseph*

their services through the Internet and via mailing lists, but the Institute's excellent reputation may be all the advertisement it needs. In March 2006, the Institute ran the North American Native Wellness Gathering in Reno, Nevada. The Gathering brought elected tribal officials, program managers, and directors together to discuss and encourage healthy leadership. “We can provide cultural competency training,” Joseph said. “We have a cadre of trainers that represent an array of expertise and abilities.”

While Native businesses are called to serve their tribal employees, leadership training for non-tribal employees must also be a priority to ensure financial growth and development. AchieveGlobal “helps organizations translate business strategies into results by improving the performance of their people.” As experts in leadership development, customer service, and sales effectiveness, AchieveGlobal has been in business for over 30 years. “AchieveGlobal is making a more concerted effort working in gaming, travel, and leisure,” said KC Blonski, AchieveGlobal's director of travel, and leisure market. “We focus on managing the customer's experience. Casinos tend to spend a lot of money acquiring customers, but not much money retaining them. Leadership is responsible for managing the casino experience. Developing leadership skills is critical for maximizing the experience for guests and encouraging their return.”

“We understand the need for retaining a customer base, and see a dollar figure attached to repeat customers,” Blonski continued. “For one of our recent gaming customers, we helped them design their guest experience. We assessed their current experiences and worked with the senior executive team to outline the experience they would

like, and aligned success metrics, a communication plan, and training needs for all levels of the properties to achieve their desired outcome.” As a result, the casino's customer satisfaction scores rose from 66 percent to over 90 percent after one year of implementation, and continue to increase. “Loyalty rose. We also uncovered a significant data point. One of the properties we worked with saw an increase in table play when the dealer exhibited the skills necessary to build a comfortable environment that quickly engaged the guest on the ‘human’ level.”

AchieveGlobal's vast library of curriculum is designed for all levels of an organization from senior management to front-line team member. “Senior management must define the strategies they set forth for the organization,” Blonski explained. “To do that, they must have the required skills to effectively set the direction and communicate effectively to the organization the reasons for the strategy and its value to each individual contributor. Midlevel management then must take those strategies and direct the processes and day-to-day activities of the business. They must also exhibit the necessary skills to develop the competencies of their teams so they can deliver on the outcomes of the strategy.” AchieveGlobal offers either direct delivery of their training programs or will certify members of a customer's team to provide the training. The company also has an extensive consulting background to help organizations assess, design, and implement strategies.

Strong leadership begins with strong basic training skills. O/E Learning's Vice President Brian Makowski explains his company's training and leadership programs: “One of the first programs we designed and developed is a responsible gaming program for casino employees—a Web-based training

course designed to increase awareness and knowledge of responsible gaming practices, education programs, prevention techniques, and treatment programs in the casino environment.” Providing Web-based health and safety, casino and gaming compliance, employee orientation and certification, and professional development training, O/E Learning has been working with casinos for approximately five years.

Most of O/E’s casino customers deploy training through convenient on-site computer kiosks or labs. The company usually works directly with casinos, although in some cases, OE has worked with state gaming control boards. As a custom training development company for over 25 years, O/E Learning also helps casinos change or convert their existing training to comply with the latest gaming regulations, such as Title 31 and Regulation 6A.

#### CASINOS GET INVOLVED

From basic instruction and leadership to executive training, tribal employee and youth leadership programs, casinos including Foxwoods Resort Casino, Inn of the Mountain Gods Resort & Casino, and Viejas Casino seem to take advantage of these advancement opportunities.

Over four years ago, the Mashantucket Pequot Tribal Nation embarked on the beginning of a leadership journey that began with the tribe’s largest enterprise—Foxwoods. “Foxwoods sent its top leaders to a five-day leadership development program at the Center for Creative Leadership—one of the renowned leadership development organizations in the country,” said Joann Weber, senior vice president of human resources. “Over time, Foxwoods has sent over 60 top executives through the program; the tribal council and other tribal leaders have also attended.” Sending both tribal members and executives through the program permits a “common language on leadership” and helped “bridge relationships between different cultures,” Weber explained.

Foxwoods has gone far in their efforts to promote effective leadership and employee advancement. The casino has created its own internal senior leadership follow-up program to ensure initial training programs would have long-lasting effects. The follow-up training permits executive leadership skills to filter down to midlevel managers and supervisors. “We try to develop leaders, not just through discussion and education of theory but through a wide variety of classes through the Pequot Academy training facility,” Weber said. “The Academy offers supervisory and

management training classes to staff, as well as technical classes. We have developed a new in-house leadership training program for all managers and supervisors. This is a daunting task; we’ll be sending 1,500 people through a three-day training program over the next year. We’ve never done this kind of leadership training in house, but feel it is essential. We are committed. We’ve developed tools to help assess leadership styles, strengths, and weaknesses. Our philosophy is that if we can get people to understand different leadership styles and behaviors and begin to develop strong leadership competencies, they’ll be better managers and supervisors and be able to create a more inclusive work environment that recognizes individual strengths.”

Foxwoods’ commitment to strong leadership and skills training does not eclipse its commitment to the tribe’s native culture. New employees are equally oriented to the tribal culture as well as to the casino. Tribal members occupy senior and other leadership positions in the casino and actively encourage Native youth to take on leadership roles in all tribal businesses.

The Mescalero Apache Tribe has also gone to great lengths to develop strong leaders. Preference for leadership training and management positions is given to tribal members whenever possible. The tribe has created its own internal training department in an effort to train tribal members to manage businesses. “Since March 2003, the tribe has initiated a three-day, new-hire orientation to teach the vision, mission, values, hospitality behaviors, and what we call our ‘10 keys to peak performance’ (a list of 10 crucial actions that fit just about any situation as one relates to the guest or fellow team member),” said Director of Training Ana Zysko. “We discuss the organization’s expectations, benefits and opportunities for growth. We’ve also started a ‘Train the Trainer’ course to create a pool of internal possible stars to become



Inn of the Mountain Gods Resort & Casino Manager in Training program class graduates from left to right: Richele Kaydahzime, Myra Mendez, Euphrasia Laverne Platta, Frizzell Frizzell Jr., Anna Goff, Vincent Hubbard Jr., Henrietta Desiderio, Mario Hernandez, and Director of Training Ana Zysko.

trainers in our department and assist with training our large staff. Our goal is to promote from within and use the knowledge and past experiences our people have with the tribe, the area, and the services.”

This past October, the Inn of the Mountain Gods Resort & Casino graduated its first Manager in Training program class. Class members completed weekly sessions for one full year before completing a work/observation rotation throughout all departments in the resort and casino. The majority of class participants are tribal members. The program is specifically designed to develop young tribal members with management potential. Candidates for the course must be nominated and pass an interview panel. Several members of the first graduating class have been promoted to management positions. The Mescalero Apache Tribe’s commitment to tribal members is reflected in its statistics as well: 50 percent of the resort and casino’s executive team are tribal members, and 37 percent of the resort and casino’s total employment team are tribal members.

When the Viejas Casino opened as an 80-employee bingo hall, its first visitors may not have envisioned the present day 280,000-square-foot casino ranked as San Diego County’s number one casino. Viejas’ tribal chairman, the Honorable Anthony Pico, explains the tribe’s commitment to its people: “Our team members should use Viejas as a means of fulfilling their dreams and reaching their fullest potential, even if it means them leaving us.”

According to Vice President of Human Resources Tony Chartrand, this mindset is established early in a team member’s journey at Viejas. “Numerous courses and programs are available at Viejas’ Learning Center. From systems and computers to business writing skills and guest service programs, there is something for everyone.” Under Chartrand, and with direction and support from CEO Frank Riolo, an extensive management development program was created in mid-2004 to support the massive expansion project at Viejas. To date, over half of Viejas’ supervisory and management staff have successfully completed the program.

“We are particularly pleased and proud of our Management Intern Program,” Chartrand said. “Designed specifically for tribal members, the program develops participants over a three-year period to prepare them for entry-level management positions. The first two years are spent in operational rotation assignments involving the intern in every aspect of the business. The final year of

(continued on page 7)

# Honeywell Improves Competitive Edge Through Service Excellence Partnership With AchieveGlobal Yields Measurable Results

Despite its leadership reputation, Honeywell Building Solutions (HBS) wanted to demonstrate significant growth. One of six strategic business groups under Honeywell Automation and Control Solutions, HBS offers design, installation, and service capabilities, primarily in heating, ventilation, fire, and security to the commercial sector. Service is provided not only for proprietary products, but also for equipment manufactured by third parties.

Honeywell's European leadership team wanted to reduce contract cancellations, which they perceived to be their major impediment to growth. At the same time, they wanted to improve long-term customer satisfaction. In both cases, engineers played a key role. The Delivering Service Excellence Project was developed to train 1,500 engineers across Europe, including 1,000 in the United Kingdom, in service excellence. AchieveGlobal was selected as the training partner, based on a successful relationship spanning over 10 years.

## PLANNING AND IMPLEMENTING SERVICE TRAINING

The life cycle of a Honeywell client's relationship with the company typically begins with a high level of customer satisfaction. However, as the relationship progresses, customers and engineers may begin to take the relationship for granted.

Management determined that the company needed to become more aggressive in reminding customers why they had made a good decision to choose Honeywell, and that engineers who maintained daily contact with customers needed to become more proactive in meeting customer needs and ensuring that they were aware of value-added activities undertaken on their behalf.

"It was vital that service engineers stay current with what was happening with their customers' business and the needs of their individual contacts, so they could demonstrate how Honeywell should be perceived as long-term allies and part of necessary solutions," says Caroline Taylor, HR manager, HBS. "We wanted our engineers to solve problems as they occurred and anticipate future issues, and not be perceived as always trying to sell the customer something."



*"There was regular communication where we could debate issues and ideas, and our account manager had a real passion service that came across in all our interactions."*

— Caroline Taylor, HR Manager, HBS

Implementation of the Delivering Service Excellence Project began with a conceptual phase that included the following:

- Identification of critical success factors and success measures
- Identification of key competencies
- Research on the part of AchieveGlobal to collect anecdotes to use in development of Honeywell-specific case studies

With research completed, AchieveGlobal and Caroline Taylor designed and customized the program to suit Honeywell's needs. Program elements included:

- Selected service supervisors were trained to co-facilitate the service engineer training.
- All supervisors attended a Driving Service workshop where they learned how to coach and reinforce the skills of their engineers.
- Supervisors briefed their engineers before training to ensure engineers understood why they were being trained and what their expectations were of training results.
- Service engineers attended a two-day interactive workshop during which they learned what service excellence meant to Honeywell, the customer, and themselves, and why this was so critical to business success. Training taught them how to obtain complete and accurate information from customers to prevent misunderstandings. They were also trained how to manage angry and emotional customers calmly and confidently, transforming customer complaints into sales opportunities. Engineers

also developed the skills to ask questions and listen for cues to offer additional services. "Supervisory involvement proved to be a key element," says Jenny Powell, AchieveGlobal director. "They were involved before, during, and after training, providing momentum and valuable reinforcement."

## MEASURING SUCCESS

Honeywell uses two types of measurement of effectiveness—the voice of the customer (an external measure) and the voice of the engineer (an internal measure), which surveys engineers and asks what they need from Honeywell to be successful. Both of these incorporate factors that are critical to quality, dubbed "CTQs."

Overall, training was designed to ensure customer expectations of their engineers and the service they provided were met and exceeded. In addition, it would increase the competence and confidence of engineers and assist them to deal successfully with conflict. Delivering Service Excellence was intended to increase the scores in the voice of the customer survey as well as increase revenue by virtue of retaining customers and winning new business from them. "We also targeted the supervisors to teach them how to develop, coach, and reinforce their engineers' new skills," says Caroline. "We recognized that by combining supervisory involvement with ongoing training, we could achieve a successful project."

*“We identified real skills in supervisors who were co-facilitators—skills we hadn’t known existed. Delivering Service Excellence has been a great opportunity to develop our people. In addition, staff attrition has decreased and it is believed that Delivering Service Excellence has played a part in this.”*

— Caroline Taylor, HR Manager, HBS

Results have been gratifying. The voice of the engineer ratings have increased significantly. One question related to behavior training yielded particularly interesting results, going from 1.77 from the last survey to 3.68 out of 5—the largest single jump of any question. Personal feedback and sense of involvement, factors also linked to Delivering Service Excellence, also increased from 2.77 to 3.15.

Voice of the customer ratings improved as well. Gerald Goubea, Honeywell’s Vice President, recently reported that all areas of the voice of the customer ratings had improved, and attributed this in part to Delivering Service Excellence.

Caroline notes other benefits as well. “We identified real skills in supervisors who were co-facilitators—skills we hadn’t known existed. Delivering Service Excellence has been a great opportunity to develop our people. In addition, staff attrition has decreased and it is believed that Delivering Service Excellence has played a part in this.”

#### WHY IT WORKED

Honeywell has been extremely pleased with the results of Delivering Service Excellence. Caroline notes several reasons for the project’s success:

- Strong support from the European leadership team
- Successful involvement of service supervisors
- Successful communication among Honeywell sites and AchieveGlobal offices

throughout Europe. One of AchieveGlobal’s unique features is that the company has offices and local staff in all European countries, allowing them to develop strong “on the ground” relationships with each Honeywell country business.

- The strength of AchieveGlobal’s project management team, which allowed them to organize and monitor all aspects of the program to ensure that milestones were met, deliverables achieved, and resources allocated.

“There was a strong partnership with AchieveGlobal and I always had the sense that we were working as part of a team,” says Caroline. “There was regular communication where we could debate issues and ideas, and our account manager had a real passion for service that came across in all our interactions.”

As for the future, Honeywell has “institutionalized” the program. Co-facilitators have now been further developed to run the programs in-house. Delivering Service Excellence will continue to be delivered to all new hires and integrated into their induction process.

**ABOUT HONEYWELL AUTOMATION AND CONTROL SOLUTIONS** ([www.honeywell.com](http://www.honeywell.com)) Honeywell Automation and Control Solutions (ACS) is a \$7.5 billion strategic business group applying sensing and control expertise that helps create safer, more comfortable, more secure, and more productive environments. The products, services, and technologies of Honeywell Automation and Control Solutions are at work in 100 million homes and five million buildings worldwide.

#### The Service Doctor (cont. from page 3)

writing. That e-mail is also evaluated by the customer for qualities such as attentiveness and resourcefulness, meaning that e-mail templates must be augmented with personalized responses.

I believe this micropayment trend will have a much bigger influence on customer service staffing than technology will. The customer service rep will not be replaced by a computer simply because the computer is cheaper. The customer service rep will be replaced because micropayment will reduce margin such that the human option is unaffordable. It might be chicken and egg, but I think micropayment (with its reduced and focused revenue) is the driving force.

Do you know any businesses that are shrinking? Micropayment isn’t bad unless an organization is unable or unwilling to adjust to the fundamentally new business model. In that case, they’ll quickly be micro-sized, too.

#### The Value of Leadership (cont. from page 5)

the program is focused on management and leadership development. The interns are exposed to the same management development program as the rest of the organization. They, too, are assessed and develop a personalized development plan.”

Native American gaming has opened the door to diversification and educational opportunities—for the overall advancement of Indian peoples. Clearly, the next step in personal and tribal advancement is a focus on leadership training for both tribal and non-tribal employees. Strong leadership fosters growth—financial, spiritual, and communal—and is a worthwhile legacy to pass on to Native youth.

Jennifer-Ann (DiGregorio) Kightlinger is a former assistant editor of non-fiction trade titles and children’s educational publications, and assistant dean at St. John’s University.

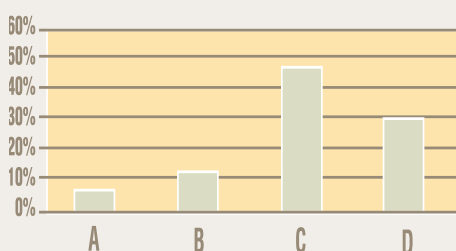
#### FACTOID

### Exit Interviews

Polled from a recent edition of our newsletter, the LeadingEdge™.

#### WE ASKED:

Does your company have an exit interview process for employees who leave your organization? If so, how are the results used?



#### KEY:

- (A) We share exit interview results with all managers, who then take action.
- (B) We share exit interview results with the involved parties, who then take action.
- (C) We conduct exit interviews but don’t typically use the data productively.
- (D) We don’t conduct exit interviews.

#### YOU ANSWERED:

The results were surprising to us: Almost 50% of respondents indicated that they are conducting exit interviews, but that they aren’t typically using the data in a productive way. And, 30% of respondents are not conducting exit interviews at all. As people leave your organization, they depart knowing something very valuable to you: their reason for leaving. Learning more about why employees leave can provide insight that saves thousands of dollars. Most factors cited as reasons for leaving on exit interviews (i.e., management, pay, work conditions) are items that can be improved or changed. Use the information regularly and in a productive way so that you end up retaining employees rather than continuing to wonder why they left.

If you wish to subscribe to the LeadingEdge™, please visit [www.achieveglobe.com/enewsletter](http://www.achieveglobe.com/enewsletter)

# AchieveGlobal e-Newsletters

Through AchieveGlobal's e-Newsletters, you can obtain valuable business tips and information to help your organization.

Your ability to acquire and retain customers is vital to your organization's long-term success. People require the specific knowledge, skills, and behaviors that customers notice, appreciate, come back for, and tell their friends about. *Stellar Service™ Edge* includes tips to improve service performance, techniques to reinforce employee commitment, and tools to help you reach your service goals.

Your business environment—that once got tougher year after year—now gets tougher day after day. That's why leaders—from executives to individual contributors—need effective practices to propel their organization to new heights. *LeadingEdge™* provides readers with the latest news and thinking on the subject of leadership. The latest leadership research, case studies, tips for effective leadership practices, and news from industry experts will be reported through this valuable resource.

To create and leverage customer relationships, salespeople need sales skills and much more. They need consulting skills. They need problem-solving skills. They need negotiating skills. *SalesEdge™* will help equip you with the skills you need to develop lasting, mutually beneficial customer relationships. Providing tips and techniques to help you overcome sales challenges in today's economy plus the latest sales research, *SalesEdge™* is a must for any salesperson who wants to achieve—and sustain—consistent high performance.

If you are a trainer, facilitator, or training manager, then *TrainingEdge™* is perfect for you. Each month, you will get a chance to read about your colleagues' experiences in the classroom, plus have the opportunity to pose questions to the training experts here at AchieveGlobal. Subscribers are provided with tips to help them successfully implement training, as well as tools and tricks to aid them in creating a successful and positive classroom experience.



To subscribe, visit:

[www.achieveglobal.com/enewsletter](http://www.achieveglobal.com/enewsletter)

© 2006 AchieveGlobal, Inc. M01129 (07/06)

## About AchieveGlobal

With its world headquarters in Tampa, Florida, AchieveGlobal helps organizations translate business strategies into results by improving the performance of their people. Clients around the world rely on AchieveGlobal's proven expertise in leadership development, customer service, and sales effectiveness. By implementing research-based learning solutions, AchieveGlobal empowers clients to successfully develop leaders, and acquire, grow, and retain profitable customer relationships.

▶ TO SUBSCRIBE TO IMPACT, PLEASE VISIT [WWW.ACHIEVEGLOBAL.COM/IMPACT](http://WWW.ACHIEVEGLOBAL.COM/IMPACT)



8875 Hidden River Parkway, Suite 400  
Tampa, FL 33637-1034  
Tel: 800-456-9390  
Fax: 813-631-5796