

## Moving From Potential to Results

A message from our president,  
Paul H. Elliott, Ph.D.



2005 was Exemplary Performance's first full calendar year in business. It has been an exciting time with significant growth, expanded capabilities, and a broader range of clients. Our team has continued to expand both in Redmond, WA and here in Annapolis. Mary Alida Brisk joined the Redmond office as a Consultant, Performance Improvement. She left the financial services industry where she headed a training and development organization and will work on various projects to drive organizational effectiveness.

Dzu Do has become our second intern here in Annapolis. He brings a diverse set of skills and will be supporting our enhanced web presence along with supporting other internal projects. He is a Biology and Pre-pharmacy undergraduate at the University of Maryland.

While 2005 exceeded all of my expectations and plans, it appears that we are on road to double in size again this year. This is happening for several reasons:

- Project results have met or exceeded client expectations and had a measurable impact on the business
- We are providing a broader range of services, moving beyond human capital issues alone to process improvement, strategy execution, etc.
- Current clients are getting us involved in more areas of their companies
- There is a 'buzz' about EP that is opening doors unexpectedly.

In addition to supporting the software industry, we completed major projects in financial services and in automotive manufacturing during 2005. We are currently in discussions with a wide range of clients in financial services, pharmaceuticals, energy generation and distribution, and other arenas.

I hope you enjoy this issue of *The Exemplar*. Please share any ideas you have for what you want to see included in future issues.

Regards,

Paul H. Elliott, Ph.D.  
President

## EP opens 2006 with additions to staff!

*EP added new staff to both the Annapolis and Western Region office! Here are the new EP team members we would like to introduce to you...*

### Mary Alida Brisk

#### Consultant - Performance Improvement

Effective January 3, 2006, Mary Alida Brisk joins the EP team as a Consultant, Performance Improvement. Mary Alida earned a Master of Arts Interdisciplinary Studies degree from Oregon State University in 2000. This degree allowed her to combine her interests in Organizational Communication, Business Administration, Adult Education and Human Factors Engineering. Her stint in the USAF as a jet engine mechanic cultivated her love of systems thinking. She leaves a six year position with Watermark Credit Union as the Training and Development Manager where she developed the first Training and Development Department in the credit union's history. She completed ASTD's Human Performance Certification Program in 2004 and EP is a great place to continue her career in improving human performance. EP asked Mary Alida, "What drives you?"

*"I find excitement in the challenge of assisting organizations reach their full potential. The only way to do that is through the most important resource, the individuals who make up that system. Systemically tapping into high performer's knowledge and experience, identifying performance gaps, and detecting barriers to individual and organizational performance provides a rich context to directly link business results and individuals' accomplishments. When the business results and individuals' accomplishments are aligned there is true focused energy that allows for amazing business and performance results."*

Mary Alida will be based in our Western Region Office. She hits the ground running in 2006 with a series of new projects.

On a personal note, Mary Alida is a scuba diver and uses it as an excuse to travel. In 2005, she explored the Grand Cayman's reefs and walls, Roatan's (Bay Islands of Honduras) diverse aquatic life, and the Ambergris Cayes in Belize. The most amazing dive was in Belize at the Blue Hole.

### Dzu D. Do

#### Intern

Dzu D. Do joined the EP team effective February 6th as an intern for the spring semester. He is currently a student at University of Maryland Baltimore County where he majors in Biology and Pre-pharmacy. Dzu will graduate in May 2007. With an interest in animation and graphic design in college before settling into a Biology major, his focus at EP will be in assisting the re-design of the company website, supporting publication of *The Exemplar*, and assisting with other projects.

Dzu is Exemplary Performance's second intern hire. With a steady stream of project work and the growing need for capable staff, EP is excited to be working with another intern. EP anticipates the internship program will provide new and innovative ideas to continue driving the company's vision of excellence!

On a personal note, Dzu is an aspiring Pharmacist, hoping to be accepted into Maryland's School of Pharmacy in Baltimore after receiving his B.S. in Biology. With a passion of working with people, Dzu is also actively involved with his church and community.

# CORPORATE BUY-IN MATTERS!

## COMMITTED ACTION BY THE CLIENT, AN ESSENTIAL INGREDIENT IN SUCCESSFUL CHANGE EFFORTS *By Elena F. Galbraith, CPT*

*In the August 2005 issue of Performance Express, ISPI Director Captain Matt Peters talked about the frustrations of implementing performance improvement projects and the importance of sponsor and stakeholder involvement at the onset of a project. I appreciate the sound advice he gave and want to challenge us to go a little deeper.*

In sales, it's all about collecting yes'. The more yes' you collect during the sales process, the greater likelihood you will win the sale. The same holds true in selling human performance solutions; the more involved and educated our clients are—the greater skin-in-the-game—and the greater likelihood the changes made will produce positive returns for the business.

Fundamental  
Premise



The **right** set of interventions,  
implemented at the **right** time,  
at the **right** cost does **NOT** ensure  
high-yield, sustainable results.

### Getting Corporate Commitment

Positive change over time must be managed and owned by the people closest to the work. This sense of ownership is vital to realizing the potential value a proposed solution can bring to the business and to the individual. I say individual because, in the end, each individual must embrace the new way—whether a new process or new practice. As I see it, the two essential components are involvement and education. Let's break each one down:

*(continued on next page)*



## EXEMPLARY PERFORMANCE

### EP News

- Visit our website to learn more about Mary Alida and Dzu.
- **Effective February 1st** - Exemplary Performance will have expanded office space in Annapolis. We are at the same address, but have moved to a larger office to accommodate our growing staff.
- **December 2005** - Exemplary Performance had consultants in three continents supporting performance analysis projects.

For articles and publications written by the EP team and our colleagues, go to [www.exemplaryperformance.com/resources](http://www.exemplaryperformance.com/resources)

### Upcoming Conferences

- **International Society for Performance Improvement (ISPI)**  
Dallas, Texas, USA  
April 8th – 11th  
[www.ispi.org](http://www.ispi.org)
- **American Society for Training and Development (ASTD)**  
Dallas, Texas, USA  
May 7th – 10th  
[www.astd.org](http://www.astd.org)

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**Involvement—collecting the yes’:**

- At the onset, client and key stakeholders articulate the business case for change, i.e., what is the current pain to the business and to them personally? In addition they explain the value of the change to the business and to them personally.
- Client participates in the performance analysis process—data gathering, data analysis (the more involvement the better)
- Clients co-derive and recommend cost effective solutions that will resonate within the organization’s culture to bridge the gap between actual and desired performance.
  - As this point in the project, front line managers and employees must have a voice. There is a big difference between commitment and compliance and if managers and employees are not brought on board at this stage of the game, compliance is the likely outcome.
- Client assigns an internal resource to manage the overall change process—design, build, implement and measure. This commitment requires investment by the organization in terms of time, money and human capital.
  - The resounding cry for involvement by managers and employees is echoed here and cannot be understated.
  - The solution implemented becomes ‘static’ in a dynamic work environment unless managed

**Education—HPT fundamentals:**

- At the project onset during the kickoff or alignment meeting, start teaching clients to fish. Make a convincing case for using the accomplishment-based approach to realizing business impact
- Participation by the client and others in the organization throughout the project will begin the transfer process of HPT principles
- Include a formal educational component as part of the solution set that teaches HPT fundamentals and exposes the human performance system as proactive levers the organization can pull to manage the change process

***In synopsis—involve the client early, look for opportunities to transfer ownership of the solution, and give what you know away!!!***

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Elena Galbraith, CPT is Vice President, Performance Improvement for Exemplary Performance, LLC [EP]. Elena heads up EP’s Western Region Office in Redmond, Washington. She has been a practitioner in the field of human performance improvement since the early 1990s. Elena’s passion is to evangelize the value of human performance improvement as a core

business strategy and assist organizations institute these principles in daily business practice to move the organization from potential to results.

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