

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



EXCITEMENT

It has been a few months since the last edition of The Exemplar newsletter, so I thought it was time to update you on many exciting developments that have occurred in the last several months. Exemplary Performance, LLC has been in business for over three years and I'm pleased to say that we have been extremely successful in accomplishing our goals and objectives. We have provided our clients with innovative solutions to proactively address and correct operational shortfalls. By identifying critical programs to address these shortfalls, integration efforts have been greatly simplified in making the necessary changes in organization and management systems; talent, culture and leadership; business technology systems as well as process.

Our featured article "An Answer to a Global Management Development Dilemma" is a good example of a major client business challenge and recommended solution set.

While the team at Exemplary Performance has been the most valuable asset contributing to our success, our client-base and project list continues to grow and, so to does our staff of professionals. We are pleased to announce the addition of a new team member, Nancy Smith. Nancy specializes in driving strategic and global change and resides in Bloomfield Hills, Michigan. More information about her is available later in this edition.

Exemplary Performance is also pleased to announce the unveiling of our newly designed web site. To help you keep up with our internal changes and outside accomplishments, we have completely redesigned our site to make it easier to search and access information on all of the company's services.

We welcome your comments and look forward to your input on topics for future issues of our newsletter. Please email us at info@exemplaryperformance.com. We hope to hear from you soon!

Regards,

Paul H. Elliott, Ph.D.
President

An Answer to a Global Management Development Dilemma

by Elena Galbraith, CPT

Exemplary Performance's Western Regional Office has been working with a Fortune 50 company to support their management excellence initiative. The challenge facing the client was formidable. How could they build a global learning and performance-based solution and successfully land it in the business? What type of program should they put in place that could provide new-to-role managers with the guidance and support they need to ramp up fast? How could they integrate learning so managers could stay focused on one of their core responsibilities as a people manager? As a result, EP was engaged to create a solution to their challenge.

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Welcome Aboard! A New Principal Consultant Joins Forces with the Exemplary Performance Team

Nancy Q. Smith
Principal Consultant

Exemplary Performance is proud to announce that Nancy Smith has recently joined forces with the company, adding to its group of Professional Consultants. The company has made significant progress since its inception and continues to expand its client base and project list necessitating the expansion. This new specialist will play an instrumental role for the company's continued success in implementing its business strategy. With assigned duties, she will be responsible for assisting Microsoft and other company clients in several ways:

1. Objectively evaluating current organizational conditions.
2. Delivering actionable processes to attain desired results.
3. Providing support for the implementation of an appropriate action plan.
4. Insuring a smooth and seamless implementation of the plan so as not to disrupt day-to-day business.

With over twenty years of experience in people development management, Nancy focuses on inspiring and driving strategic, global change at the individual, group and organizational levels. She has previously held positions where she managed numerous projects focused on performance assessment, feedback, development, planning and program facilitation. Nancy Smith resides in Bloomfield Hills, Michigan, with her husband and two children.

Exemplary Performance continues to assemble a very strong and knowledgeable team, which will serve both the short and long term goals of the organization.

An Answer to a Global Management Development Dilemma

by Elena Galbraith, CPT

The Business Challenges

One important aspect of the initiative was to enhance manager training through inventive learning solutions—one that focused in producing management excellence. In addition, the client initially defined the following business challenges that needed to be address:

- *Aggressive management hiring over the next three years*
- *Shorten time to competence*
- *Reduce management churn*
- *Increase span of control*
- *Support manager selection*

Project Success Defined

One of the outcomes from the initial working session with the customer was a set of design parameters for solution success. The list was long.

- Behavior change that produces measurable results
- Support the Management Excellence themes of building sustainable businesses while developing exceptional people
- Focus on core and common management top tasks
- Globally scalable
- Customizable to address varying management experiences
- Ability to self-assess and opt out
- Existing resources provided in context to key management tasks
- Just-in time delivery; not a training program
- Zero to six months ramp experience

The Solution Set

The solution had the following components:

- A set of Management Excellence Practices that define exemplary management performance
- A customizable, structured on-the-job learning experience
- Innovative learning platform using OneNote 2007 available from the manager's desktop

Traditionally, manager training had been instructor-led (ILT). After attending these training courses, managers would leave with a binder of information that would sit on a shelf in their office, almost never being used again. More importantly, there was a gap between the skills and concepts presented and expected job performance that traditional methods did not satisfy.

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Rising training costs were another significant client concern. A study revealed that the total fixed costs for producing training materials was hundreds of thousands of dollars per year. This included expenses for materials, printing, shipping, labor, and instructor-instigated last-minute changes. Those costs were unacceptable for materials that weren't used much after the class and quickly became out-of-date.

Leveraging OneNote 2007

Based on the above client challenges and design considerations, Microsoft OneNote® 2007 was the optimal choice. The company's training materials would be all electronic, so there was a great amount of flexibility with the program. Everything including text, pictures, digital handwriting, audio and video recordings could be stored together in one notebook for organizational efficiency and ease of access. Most importantly, all of the information could be standardized and accessible in the same place for all managers in the company.

As a result of implementing this change, management training has taken on a whole new light. On-the-job training is more structured and effective, allowing managers to access real-time support job aids as part of the program. From a program management perspective, training materials are also easier to develop and update. And finally, the exorbitant cost of training overhead has been eliminated.

For more information about this project, please visit this link.

Elena Galbraith, CPT, is Vice President, Performance Improvement for Exemplary Performance, LLC. 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. This is a continuation of Elena's second article written for The Exemplar, and she looks forward to contributing more to our newsletter in order to fulfill her passion of evangelizing human performance improvement as a core business strategy!



About EP:

Exemplary Performance is a human performance improvement (HPI) consulting firm headquartered in Annapolis, Maryland, with a Western Region office in Washington State. Our experience allows us to help clients achieve the highest level of human performance for their business by identifying existing success in their organization, and transferring that expertise to the rest of their workforce. We have extensive industry experience, and a track record of giving our clients lasting, effective business results.

For additional information about Exemplary Performance, please visit: www.exemplaryperformance.com

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