

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



In response to increased customer demand, Exemplary Performance is going through a time of growth and change.

New team members: Two senior members have joined our team: Elena Galbraith and Krista Skalde. Elena is Vice President, Performance Improvement and is heading our Western Region office. Krista is Principal Consultant, Performance Improvement and is based in Toronto, Canada. Additionally, we have started an internship program and have our first intern joining us this semester – Christian Hartman. These new team members bring significant strength to EP and are featured in the article that follows.

New Western Region Office: In order to better serve our customers in the western United States and Canada, we have opened an office in Redmond, WA.



Exemplary Performance, LLC
Western Region Office
18300 NE Union Hill Road - Suite 292
Redmond, WA 98052-1414
(425) 882-9804 Phone • (360) 829-6648 Fax

This facility will allow us to add to our team and provide the infrastructure required to respond to customer demands.

New publications: EP team members have recently authored or co-authored a number of articles. One, entitled *Making the Exemplary Normal*, appeared in T&D, ASTD's journal, in June. Modeled after a HBR case study, a fictional case was developed and is reprinted in this issue of The Exemplar. Three respondents, including Elena Galbraith and me, crafted our strategies for approaching the case. You will find it interesting to read the case study and responses.

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

EP announces additions to the Team!

EP added THREE new staff members in THREE different locations over a THREE month period! Let us introduce you to the new EP team members...

Elena Galbraith

Vice President – Performance Improvement

Effective July 18th Elena Galbraith joined the EP team as Vice President of Performance Improvement. Elena is leaving a seven year tenure with Microsoft Corporation where she worked as a Performance Excellence Manager in the Enterprise Sales Productivity organization. The next step in Elena's career brings her to EP. Exemplary Performance will capitalize on Elena's passion and expertise in human performance improvement as she assists EP clients' to realize exemplary organizational results through people. EP asked Elena, "What drives you?"

"Organizations are living systems and the people are the DNA. My deep passion is to assist organizations and their people do their best work—where organizational goals and business process goals are aligned and employees function in an enabling work environment. I'm very excited to join the EP team. The best is yet to come!"

Elena will establish our Western Region Office, consult and manage performance improvement projects, and function as Account Executive to key EP clients.

On a personal note, Elena is happily married and with two sons. She has called the Pacific Northwest home since the early 1980s and is actively involved in church and community service. A real nature buff, Elena is a passionate angler, bird watcher and fair weather gardener. On rainy days, she enjoys curling up with a good book or watching a good movie.

Krista Skalde

Principal Consultant – Performance Improvement

Effective September 1st, Krista Skalde joined the EP team as Principal Consultant - Performance Improvement. Krista is leaving a year and a half as an independent consultant, working on performance improvement projects. Exemplary Performance will capitalize on Krista's passion and bias for action in helping EP clients realize results. EP asked Krista, "What drives you?"

"My passion lies in helping organizations leverage their high performers; what they produce of value, the key activities that help them produce this value and the best practices they bring to the table; how processes are defined and aligned in helping performers across the organization produce value, and where the gaps exist. This is an exciting time in the field of performance improvement and I am thrilled to be a part of an innovative team like EP."

Krista is based in Toronto, Canada and will consult and manage performance improvement projects for North American and global clients.

On a personal note, Krista is an avid traveler. Her travels have taken her dog-sledding in the near-Arctic, trekking in the Amazon to spend time with a local tribe, and climbing Mount Fuji overnight to watch the sun rise over the "land of the rising sun".

Christian Hartman, Jr.

Intern

Effective August 24th Christian H. Hartman, Jr. joined the EP team. Christian will be working as an intern during the fall semester and receiving credit from Frostburg State University located in Maryland. He majors in business with a concentration in human resources. Christian will graduate in May 2006. His focus will be in supporting project work, assisting the IT department, and various other projects as assigned. EP looks forward to working with Christian and is excited to have his youthful energy on board.

On a personal note, Christian is highly anticipating his graduation in May 2006. As a student at Frostburg State, he has been involved in many activities on campus including his local chapter of the Society for Human Resource Management (SHRM) and serving as President of Intervarsity Christian Fellowship for the past several years.

Contact Information for the new EP employees

Contact Elena at:

Phone: 425-882-9804
Mobile: 253-350-2614
Fax: 360-829-6648
Email: elena@exemplaryperformance.com

Contact Krista at:

Phone: 416-920-4617
Mobile: 416-807-0669
Fax: 410-266-7112
Email: krista@exemplaryperformance.com

Contact Christian at:

Phone: 410-266-8400
Mobile: 410-507-2224
Fax: 410-266-7112
Email: christian@exemplaryperformance.com

Making the Exemplary Normal

IN THIS CASE STUDY, THREE EXPERTS WEIGH IN ON HOW REGIONAL SALES SUCCESS CAN BE REPLICATED ACROSS THE COMPANY.

THE CHALLENGE *A Story by Jason A. Mitchell*

"OK. WE'VE READ THE NUMBERS. But numbers don't write themselves on the page. In fact, as we all know, a million monkeys at a million typewriters produce no *Merchant of Venice*. A few people in Chicago know what they're doing. Okay, this may sound painfully simple, but why don't we just ask our Chicago people what they're doing? We could compare with our competitors, but we already outperform them. Why not compare our good with our best?" Senscript's Global Vice President Forrest Nickels had noticed Chicago. It was hard to miss. The Chicago office was leading the software industry by leaps.

Senscript's chief financial officer agreed, of course. The numbers spoke loudly. "But what do we ask them? And who do we ask? I don't know if our Chicago stars know why they shine. It's possible the numbers are up but will slow when the whole industry slows next month. It is possible Chicago's merely in the right place at the right time. Software is being swept up by the Windy City, you know. Even Ruthgren sales are doing well in Chicago this quarter."

Forrest considered. "Well, I'm going to call Asha. There must be a way to transfer her success in Chicago to our other offices. She can't be clueless about her numbers. She'll know where to start, at least."

Abe Malone, a junior level software sales account manager for Senscript, was on the phone with Asha. He had to do something different, he knew that. Abe had tried working against the system, with the system, around the system. The problem was not sales numbers. The Seattle office, under Abe, with Brent Taylor, a senior-level account manager, was meeting quota. The problem wasn't management. Strangely, both Brent and his Seattle team were good workers. They did their jobs well and met expected numbers. The problem was Abe. Abe wasn't a good worker; Abe was excellent.

Abe was talking with Asha, the outstanding senior account manager of the Chicago sales team. Asha was Abe's mentor. Because they talked regularly, Asha was aware of Abe's struggles. Frankly, she was surprised Abe had stayed in Seattle so long. True, Seattle was hitting quota consistently, as expected. But the Chicago team was hitting quota consistently, like they were a birthday party of 6-year-olds with sticks, waiting for the candy-laden piñata to shower them. Chicago was often 50 percent to 60 percent over quota. Senscript executives were finally taking notice.

"It's my people," Asha told Abe.

Which was half true. It was not Asha's habit to admit
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THE CHALLENGE *(continued)*

she was the primary reason for the exemplary performance of her team. Yet, she was perfectly accurate in crediting her people. Her team was really good because she only worked with "really good" people, and she only accepted "really good" work.

"How can it work in Seattle," Abe asked, "if Brent can't lead people to the next level? Asha, you know I could do better than Brent. But, it's not my place. I respect Brent. I just think he'd serve the team better, maybe, in a different role. Does that make sense?"

"Of course." Asha had a similar experience five years ago. Her senior manager had slowly climbed up the corporate ladder and been promoted to Chicago. When he started, sales had gone well. But, Asha knew account customer relationships weren't being cultivated as they could; she knew intentional relationship work could multiply and strengthen accounts.

"How did you go about replacing him?" Abe prompted.

"It was no overnight thing. The fact that he had more experience was an issue. But, my efforts to support the accounts of my boss were noticed. Eventually, Senscript noticed that my relationship-based account-handling was keeping customers more than happy. In fact, 80 percent of my accounts offered themselves, without prompting, to be used as references. My accounts, though small, were helping Senscript reach goals of quota and self-sustaining accounts much quicker than my boss's efforts. In six month's time, I had my boss's job."

"I don't need my boss's job, though. There must be a way I can help our team perform better, even in the existing system."

"Oh, there is. Your best bet, I'd say, is to focus on building the relationships your accounts already have—even though Brent is getting the credit, even though he's

grabbing your large accounts. Relationship-based accounts can't go unnoticed forever. Hang in there."

CHICAGO STYLE

Forrest waited for Asha to pick up. He was certain she held the answer. Chicago was booming. There was no reason why other offices couldn't perform like Chicago. They simply need to learn from Chicago, from Asha, Forrest reasoned.

"Good morning."

"Asha. Yes. Forrest. To get down to it, the Chicago team under your lead is exceptional. So in brief, why is it you're so good at producing, retaining, even multiplying accounts?"

"I was talking to Abe Malone yesterday about that. It's our people."

"Malone?"

"Oh, he's at the Seattle office. He's a junior-level account manager, but he's the rainmaker there. In fact, without his accounts, I don't think Brent's team would meet quota, but don't quote me on that. They're meeting quota, but there's quite a disconnect going on. I'm not sure Malone will stay much longer."

"With what we pay our juniors, he will. He can't get a better deal with our competition."

"True. But when it comes down to it, money is not the bottom line with people who work better than they are paid."

"What do you mean?" Forrest said. "They don't care about cash incentives, our career ladder?"

"Of course money is not demotivating. Neither is advancement opportunity. But it's not enough. Our Chicago team is doing well because everyone is glad to

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EXEMPLARY PERFORMANCE

- Visit our website to learn more about Elena and Krista and view their résumés.
- Effective October 1, 2005 Exemplary Performance, LLC has opened a new Western Region office. We wanted to have a full-service location for all our clients on the west coast and we found convenient location in Redmond, WA. Please contact us at our new location:

Exemplary Performance, LLC / Western Region Office

18300 NE Union Hill Road – Suite 292

Redmond, WA 98052

Phone: 425-882-9804 • Fax: 360-829-6648

- For articles and publications written by the EP team and our colleagues, go to www.exemplaryperformance.com/resources

EP News

August 1st, 2005 - Paul H. Elliott, Ph.D., President of Exemplary Performance talks about three trends he sees taking shape in the next few years for Human Performance Technology in the August 2005 issue of PerformanceXpress by the International Society for Performance Improvement

August 8th, 2005 - Exemplary Performance, LLC was featured in the local newspaper, The Capital, as an innovative company of the county

August 10th, 2005 - Exemplary Performance, LLC's website reaches new levels in the search engine landscape

- For more EP News go to www.exemplaryperformance.com/news

THE CHALLENGE *(continued)*

be on the best team that's always becoming better," Asha explained.

"What exactly are your workers doing? Good teams are good because they meet quota. Your team is not good. It's great. What exactly are you and your people doing, Asha? Is it a secret?"

"Hardly. But, you know, I don't really know."

Asha paused a few seconds, considering whether she did know or not. Then continued:

"I know they do their work well. How do they work well? Well. I know how they work. I know what they do. But, I don't know why that's so exceptional. We just work together well, I guess."

"Okay, then, so how should our other offices adopt your methods? How can we transfer the ideas or the talent you have in Chicago to all other offices? How do we get the numbers to match yours? Maybe we should just raise quota five notches."

"Numbers. Our numbers aren't tethered to quota. Quota's almost silly. I don't have a good answer. Talk to our account clients. Or Malone. Traveline called Monday and asked me to transfer their account to Chicago. It's not a good fit for Chicago; Traveline's hubbed in Seattle. It's Brent's account. It's huge. The account was Abe's, but Brent inherited it after it expanded past junior-level size. Brent's senior, so he gets the big accounts. Traveline loved Malone. They don't hate Brent. But, they do know good work when they see it. And they know great work when they see it. Malone does great work."

"But if Malone is so good, why is Seattle's office only meeting quota?"

"I can't say. Ask Malone."

"Fine," Forrest surrendered. "I'll have the northwest VP talk to Malone."

NO EASY ANSWERS

"You don't know either? But, you handle accounts like Asha does in Chicago. You handle accounts like you're responsible for their table manners, like you know you'll have to put them through college some day. How do you do it?"

"Vince, have you run a marathon?"

"No, Malone, I can't say I have."

"If I told you I've run the Boston eight years in a row, but I couldn't tell you how to run it, would you believe me?"

"Yes, I'd take your word for it."

"Well, I run a marathon in under three hours, and I run clients' accounts long enough for them to branch out, so much so that Brent feels responsible to take the next leg. However, Brent doesn't finish my races well. Mile 23 is tough, but it sure beats dropping out and having my personal trainer run my last 5K for me."

"You feel under valued."

"No. I *am* under utilized."

"OK, Malone. I'm hearing you. I was hoping you would tell me how to get Chicago's numbers to stick in Seattle and maybe throughout the United States. I know Brent. He's good, but he's no elite runner."

Vince reported back to Forrest. "We need to give Malone a raise, Forrest. He's the real player behind Seattle. I tried to get his working strategy, but he didn't go into detail. If we give him some more big accounts, give him some more money, I think we can earn some information from him. He'll start sharing. He's feeling a bit undervalued. I think he is undervalued, honestly. He is well-paid, yes, but he more than deserves it, with the accounts he's producing."

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Performance DNA Desktop™ was successfully launched in June 2005.
Fully aligned with ASTD's HPI certificate program, Performance DNA Desktop™ supports every aspect of analyzing human performance improvement, including data capture, consolidation, and reporting. Praise has been received from numerous users such as the United States Coast Guard and various Universities.

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THE CHALLENGE *(continued)*

"Fair enough," Forrest conceded. "But why isn't Seattle following Chicago more closely, if Malone is so good? We need to pressure him, maybe. He can whip that office into shape, if he wants to. He just needs to work with Brent better. So what if he doesn't agree with Brent all the time. Fine. We can't just oust Brent to please one worker. Who's to say Malone could handle the top spot, anyway?"

WEARING THIN

At this point, Abe was wearing thin. He called Asha. It was Friday.

"Guess who called the other day?"

"Um... your regional VP," Asha knew.

"You talked to Vince?" Abe asked.

"No, I talked with his boss, Global VP, Forrest. They're looking at the numbers and are finding people—you, me. They just don't realize that we look at people and the numbers find them. Were you able to explain your situation to Vince?"

"Not really. Vince has no clue what goes on in Seattle. Correct me if I'm wrong, but Vince just called because Global got on him, and Global only called you because the big guys were worried about numbers and were poking him."

"Something like that. But, actually most offices are meeting quota right now. There's no crisis. They just

want Chicago to be the standard, not the exception. They wish offices like Seattle could begin to multiply accounts under people like you."

"That's not what Vince said."

"Well, not everyone knows what to do with talent when they see it. Eventually, they'll have to appreciate your work. They wouldn't survive without you, as you know. They just don't know how to use what they've got."

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Jason Mitchell graduated from Covenant College in Lookout Mountain, Georgia in May 2004 with a BA degree in History and Philosophy. Jason works for an attorney in Chattanooga, Tennessee, and serves as the head cross-country coach at his Alma Mater. He is a part-time staff writer for Exemplary Performance.

THE QUESTION: WHAT SHOULD SENSCRIPT EXECUTIVES DO TO RAISE ALL SALES IN THE ORGANIZATION TO THE LEVEL OF THE CHICAGO OFFICE?

THREE EXPERTS WEIGH IN ON HOW REGIONAL SALES PROCESS CAN BE REPLICATED ACROSS THE COMPANY.

Leverage the Best

By Paul Elliott, Ph.D.
President of Exemplary Performance

The Pain of Staying the Same

By Elena Galbraith, CPT
Microsoft employee at the time of publication
(See article on page 1)

Potential for Improvement

By Captain Al Folsom
U.S. Coast Guard

Visit www.exemplaryperformance.com/resources to read their advice.

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Exemplary Performance, LLC
175 Admiral Cochrane Drive • Suite 400
Annapolis, MD 21401
Phone 410.266.8400 • Fax 410.266.7112
Email: info@exemplaryperformance.com
Website: www.exemplaryperformance.com

President, Paul H. Elliott, Ph.D. • Publisher, Susan C. Derrow • Manager, Luke P. Elliott