

Lynne Cunningham's  
Book Review

*I just read a great book that I think should be added to your Service Excellence Library.*

<b>Book</b>	<b><i>Results That Last: Hardwiring Behaviors That Will Take Your Company to the Top</i></b>
<b>Author</b>	Quint Studer
<b>Pillar of Excellence</b>	This is a leadership book – it covers all Pillars
<b>Publisher's Book Description</b>	<p>Business results that truly last don't come from products and services or particular employees and leaders, no matter how good they are. Products change and evolve; people come and go. What really leads to sustainable business results over time is quality leadership—not leaders, but leadership. Consistently excellent leadership is the key to long-term success and profitability. But how do you develop it?</p> <p>In <b><i>Results That Last</i></b>, "Master of Business" Quint Studer shows you how to build an organizational culture that develops great leaders today and instills the mechanisms and the mindset that will continue to foster great leadership tomorrow. Studer presents the most effective leadership practices and shows you how to apply them across every group, department, or division, resulting in improved leadership and performance on the individual, group, and organizational levels.</p> <p>The practical and proven tools and techniques Studer reveals are designed to align your goals, behaviors, and processes in a way that virtually guarantees leadership excellence, vastly improved customer relations, and organizational outcomes. The <b><i>Results That Last</i></b> methodology provides real, workable solutions that help you:</p> <ul style="list-style-type: none"> <li>•Standardize the behavior and responses of leaders to ensure a consistent experience for employees and customers</li> <li>•Align processes to lessen confusion and increase effectiveness</li> <li>•Bring leaders in line with organizational goals and values</li> <li>•Adopt and master key tactics like Rounding for Outcomes and Managing Up</li> <li>•Determine what employees need and want from leadership and how to deliver it, creating better morale and increased personal accountability</li> <li>•Employ an objective evaluation system that keeps leaders on track to reach organizational goals and achieve personal excellence</li> </ul> <p><b><i>Results That Last</i></b> helps you develop standardized leadership practices that will survive in your organization much longer than any individual leader or team. The result is better strategy, better employee and customer relations, and bigger long-term profits. With the right practices in place, your organization's success won't depend on individuals. Instead, excellence will be hardwired into your culture—giving you a sustainable, tangible advantage over the competition.</p>
<b>LC Review</b>	Quint Studer's long-awaited new book for general business is out and well worth the wait. Health care leaders should read the book to gain a fresh perspective on why the Studer Group Principles, Must Haves and Evidence-Based Leadership best practice tools are such valuable assets in the leadership toolkit. If your health care leadership role is outside acute care, <b><i>Results That Last</i></b> will make it easier for you to "relate not

	<p>compare” when you learn about the various Studer Group tools. This book, however, is really written for those outside health care. For the first time, a health care leader has written a book of lessons that leaders in other businesses can use. I felt proud as I read the book knowing that tools which have made such a remarkable difference in health care organizations can also be applied in other industries.</p> <p>Each chapter starts with a “why this chapter is important” section and ends with “key points for hardwiring results.” Quint doesn’t want anyone to miss the key points and lose opportunities to get results that will last.</p> <p>The book is classic Quint. The writing style is conversational. The stories and letters are there to tug at your heartstrings and illustrate key points. There are lots of examples from outside of health care to make the points that these are tools that work across industries.</p>
<b>Page</b>	<i>Lynne suggests that you pay special attention to some of these features in the book.</i>
<b>xi</b>	What creates results that last is leadership – leadership that’s consistently excellent from leader to leader, department to department, division to division. Standardize the right leadership practices and you will find that organizational performance improves across the board . . . and stays improved.
<b>3</b>	At Studer Group, we have found that 34 percent of people will improve their performance and stay at their new higher level, 58 percent will do so if their behavior is properly reinforced, and 8 percent will flat-out refuse to budge.
<b>26</b>	When we study high-performing leaders, they list the ability to engage staff as the number-one item that drives areas to high performance.
<b>33</b>	<p>Evidence-based leadership confirms that the majority of employees look for five critical elements from their managers and leaders. Employees want:</p> <ol style="list-style-type: none"> <li>1. A manager who cares about them</li> <li>2. Working systems with the tools and equipment to do the job</li> <li>3. Opportunities for professional development</li> <li>4. Recognition for doing good work</li> <li>5. This is the one thing they <b>don’t</b> want . . . low performers as co-workers.</li> </ol>
<b>35</b>	Managing up eliminates the we/they phenomenon, which is the primary reason employees and customers lose confidence in the organization.
<b>38</b>	So what stops an organization’s flywheel – that self-perpetuating energy-and-enthusiasm cycle that keeps employees striving for excellence – from turning? It’s we/they.
<b>65</b>	<i>Great crosswalk of return on investment between results in the health care field and results in any other industry.</i>
<b>66+</b>	Too often we confuse “excellence” with “perfection” but they’re not the same thing. Excellence is an achievable goal. While we sometimes use the term “perfect” to

	<p>describe a result or a state of being, few people realistically believe that perfection can be achieved. When you hold people up to the standard of perfection you are setting them up for failure. To be branded less than perfect is disheartening, discouraging, and ultimately counterproductive in our efforts to achieve excellence.</p> <p style="text-align: center;"><b>Seven Steps to Creating a Supportive Environment</b></p> <ol style="list-style-type: none"> <li>1. Reconnect with your passion for your work</li> <li>2. Never make excuses. Don't tolerate them in your employees.</li> <li>3. Allow yourself to be vulnerable. When you make a mistake, admit it.</li> <li>4. Accept criticism graciously. Try not to take failure personally.</li> <li>5. Build a culture in which it's okay to challenge leaders.</li> <li>6. When you issue challenges, do so publicly, not privately.</li> <li>7. Never punish someone for an honest mistake.</li> </ol>
<b>69</b>	Results-oriented companies help employees at all levels and in all departments connect the dots.
<b>87+</b>	<p>To reduce leadership variances, consider the following suggestions:</p> <ul style="list-style-type: none"> <li>• Use a common agenda format at all meetings.</li> <li>• Align the evaluation process to the Five Pillars.</li> <li>• Give leaders information packets to share with their employees.</li> <li>• Choose a single common selection method for hiring new staff.</li> <li>• Develop ways leaders can respond uniformly to employee questions.</li> <li>• Train leaders in basic competencies.</li> </ul>
<b>91</b>	Never forget that we are not measuring just to measure. We are measuring to align specific leadership and employee behaviors that cascade throughout the organization to drive results.
<b>94</b>	If an employee leaves within the first 30 days, the company most likely has selection issues. If the employee leaves after the first month but before the first 90 days, the organization probably has orientation problems, either with the job or with co-workers. If the new hire makes it past the first 90 days but leaves before his or her first year is up, the organization probably has a teamwork issue. Employees who complete the first year but leave within the first five years believe that they maxed out on their skill set and see no additional opportunity for career and personal growth.
<b>125</b>	Leadership development must be treated as though it is the premium fuel that keeps your company's engine stoked and purring smoothly for the long haul.
<b>137</b>	A Leadership Development Institute provides the tools and training leaders need to achieve the company's goals.
<b>147+</b>	<p><b>Nine Ways to Get Started</b></p> <ol style="list-style-type: none"> <li>1. "Round" relentlessly.</li> </ol>

	<ol style="list-style-type: none"> <li>2. Build an emotional bank account.</li> <li>3. Diagnose employee satisfaction – and act on the results.</li> <li>4. Go for “quick wins” to establish credibility.</li> <li>5. Deal with low performers and understand the impact they have on your team.</li> <li>6. Harvest best practices.</li> <li>7. Provide the tools that help your employees do a good job.</li> <li>8. Embrace a “consider it done” attitude and empower your employees to do the same.</li> <li>9. Be open and truthful with your employees, no matter how difficult it may be.</li> </ol>
<b>157+</b>	<p>Follow FDR’s lead with your employees. Be honest, even when it’s painful. Transparency builds trust. It is one of the hallmarks of a great company and it is an indispensable component of employee satisfaction.</p> <p>I’ve heard it said that corporate culture is what happens when the boss isn’t watching. So is customer service. No leader can be there all the time. Ultimately, employees themselves are responsible for doing these things – and satisfied employees will happily accept that responsibility.</p>
<b>168+</b>	<p>In order to maximize our company’s potential, we must find out what the <i>what</i> is – for our customers, our employees, our bosses, and even ourselves. It’s the discovery of the <i>what</i> – that is, what is truly important to each party – that moves the organization toward greatness.</p> <p style="text-align: center;"><b>Pursuing the What’s</b></p> <ol style="list-style-type: none"> <li>1. Do an employee satisfaction survey.</li> <li>2. Pay attention to what is learned during daily (or weekly) rounding.</li> <li>3. Send out a “What’s your what?” e-mail to all employees.</li> <li>4. Finally, just ask.</li> </ol>
<b>198</b>	<p>We can foster more owners in our organization by sharing information and allowing employees to take part in the selection process. Four strategies can be used to help them make the transformation from renter to owner:</p> <ol style="list-style-type: none"> <li>1. Transparent communication.</li> <li>2. Selection and hiring.</li> <li>3. Explain the why’s.</li> <li>4. Performance management.</li> </ol>
<b>235</b>	<p>In a global economy, nothing matters more than service. You might have hundreds, even thousands, of competitors – and that means your customers have hundreds, even thousands, of alternatives to doing business with you. Ultimately, the way customers are treated will make or break an organization.</p>
<b>254</b>	<p>Pre and post-customer-visit calls help give customers exceptional service (which they appreciate) and exceptional service leads to bottom-line results (which <i>you</i></p>

	appreciate). Instituting them is a win-win for everyone involved. <ul style="list-style-type: none"> <li>• 65% of a company's business comes from existing customers.</li> <li>• 91% of their dissatisfied customers will <i>never</i> again buy from that company.</li> <li>• It costs five times more to attract a new customer than to satisfy an existing one.</li> </ul>	
<b>268</b>	Satisfied customers lead to satisfied employees, and vice versa. Both lead to prosperous companies. And both are critical components in the quest for results that last.	
<b>279</b>	The way you round on your customers depends on who they are, how often you see them, and what they expect from you. There are three different ways to round: <ol style="list-style-type: none"> <li>1. Random rounding.</li> <li>2. Relationship rounding.</li> <li>3. Deep impact rounding using a customer expectations form.</li> </ol>	
<b>292</b>	Not having key words for yourself and your employees to use on good days <i>and</i> bad days can affect your bottom line.	
<b>Overall rating</b>	Outstanding. Buy the book and read it yourself. Give copies of the book to your Board members to help them improve employee and customer satisfaction in their own businesses. Give the book to community leaders – it will make you proud to be a health care executive.	
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<b>Recommended by</b>	The Author	Also see <a href="http://www.quintsbooks.com">www.quintsbooks.com</a>