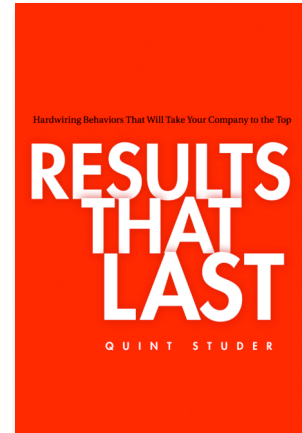


**For Immediate Release**

For an interview with Quint Studer or a review copy of the book, please contact Dottie DeHart, DeHart & Company Public Relations, at (828) 325-4966 or DSDeHart@aol.com

**The End of Revolving-Door Leadership: Six Simple Ways to Ensure That Today's Success Outlasts Today's Line-Up of Leaders**

*Worried that your company's success is only a headhunter call away from following a top leader out the door? Results That Last, a new book by legendary consultant Quint Studer, explains how to hardwire success into your leadership DNA.*

**Hoboken, NJ** (October 2007)—Let's say you're the CEO of Widgets, Incorporated, and you've just finished up your best year yet. You've hit on the perfect manufacturing strategy, your price point is right, and customers are practically beating down the doors. Things are looking great. So what's there to worry about? Well, frankly, you're a little nervous that today's success is only as good as your current line-up of leaders. As today's leadership team gives way to tomorrow's, how can you make sure the momentum you've gained doesn't fizzle out?

The answer, says *Inc.* magazine "Master of Business" Quint Studer, is to focus on developing consistently excellent leadership—not leaders, but *leadership*.

"Leaders will always come and go," insists Studer, author of the new book *Results That Last: Hardwiring Behaviors That Will Take Your Company to the Top* (Wiley, October 2007, ISBN-13: 978-0-471-75729-0, \$24.95). "That's just a fact of life. But too often when a key leader walks out the door, the success a company enjoyed under his or her leadership disappears, too. The key is to standardize proven leadership practices that will survive in your organization longer than any individual leader or team."

In other words, Studer wants organizations to shy away from “cult of personality” approaches and institute proven across-the-board behaviors that don’t depend on particular leaders. Commonsense as this idea may sound, very few companies practice it. Those that do, however, enjoy amazing results.

A well-known figure in the world of health care, Studer honed his techniques on his hospital clients, helping them implement evidence-based leadership systems that allow them to attain—and sustain—outstanding gains. Indeed, he has helped hundreds of organizations raise their patient satisfaction scores to unprecedented levels, earning one of them the coveted Malcolm Baldrige National Quality Award.

Eventually, word began to spread (thanks in part to Studer’s best-selling *Hardwiring Excellence*) and non-health-care organizations began “test driving” the techniques. It quickly became obvious that they work as well in the general business arena as they do in health care. That’s when Studer decided to officially take his ideas mainstream, and a new book was born.

*Results That Last* teaches readers 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. Here are just a few of Studer’s tactics:

- **Re-recruit new employees with 30- and 90-day meetings.** We all know that employee turnover is expensive. But did you know that more than 25 percent of employees who leave positions do so in the first 90 days of employment? To retain a new team member, the leader needs to build a relationship. Studer Group has found that scheduling two one-on-one meetings, the first at 30 days and the second at 90 days, has an enormous impact on retention that directly turns into savings for your organization.

“If these meetings are handled successfully, new employee turnover is reduced by 66 percent,” says Studer, who suggests using a structured list of questions to discover not only what’s not going well, but also what *is* going well. “You can be certain that your new employee is comparing her first few weeks of work with your company to her last week at her previous job—which was filled with well wishes, tearful good-byes, and probably a going-away party. Clearly, your company will get the short end of an unfavorable comparison. These meetings will help you shore up an otherwise tenuous relationship.”

- **Manage up to avoid “we/they” divisiveness.** What is managing up? Basically, it’s positioning people, products, and organizations in a positive light. Studer says that most leaders inadvertently practice what he calls the “we/they” phenomenon—as in “Well, Rick, I fought for your pay raise but you know Human Resources makes those decisions”—which has a divisive effect on company culture. This is rarely a deliberate

choice but rather the natural fallback position of someone who hasn't had formal leadership training. (After all, you don't want Rick to be mad at *you*, right?) To counteract "we/they," learn the fine art of managing up.

"Instead of blaming HR in the above example, a leader might say, 'When I talked to Denise over in HR, she pointed out that health insurance premiums have risen 23 percent over the past year, so pay increases must be postponed,'" says Studer. "'The company is working really hard to maintain the best possible coverage for all of us.' See the difference? Managing up keeps energy and enthusiasm up and boosts performance."

• **Round for outcomes.** What is rounding? It's a critical leader behavior borrowed from the world of health care. (Think of a doctor making her daily rounds to check on patients.) Rounding helps you communicate openly with your employees, allowing you to regularly find out what is going well and what isn't going well for them at the company. But remember, says Studer, it's not just empty "face time"—it's rounding *for outcomes*, which means the process has a serious purpose.

"In the business world, a CEO, VP, or department manager makes the rounds daily to check on the status of his or her employees," explains Studer. "Basically, you take an hour a day to touch base with employees, make a personal connection, recognize success, find out what's going well, and determine what improvements can be made. Rounding is the heart and soul of building an emotional bank account with your employees, because it shows them day in and day out that you care."

• **Hardwire employee thank you notes.** Studer is a big advocate of sending thank you notes to employees who do an excellent job. But that doesn't mean just sending the occasional note when someone goes far above the call of duty. It means literally mandating a specific number of thank you notes for leaders to send to the people they supervise. "Thank you notes don't just happen," says Studer. "If they aren't hardwired into an organization, they don't get written. And a thank you note is just too powerful a tool not to use. People love receiving thank you notes. They cherish them."

He explains that the best thank you notes are:

- ✓ Specific, not general. A thank you note that focuses on something specific the recipient has done is far more effective than one that reads "Hey, nice job!"
- ✓ Handwritten, if possible. Most people would rather receive a three-sentence handwritten note than a two-page typed letter. It's more authentic and special.
- ✓ Sent to the employee's home. When an employee receives a thank you note at home, it feels more personal than one laid on her desk along with a stack of reports and memos.

• **Measure customer service . . . and strive to move 4s to 5s.** Studer is a big believer in measurement. Measure what matters, he advises, and measure it often; it's the best way to change employee behavior. Customer satisfaction is one of the biggies, and Studer says many companies miss the mark. Most service rating systems are done on a five-point scale: 5 is excellent or superior, 4 is very good, 3 is good or average, 2 is less than average, and 1 is very poor. Too often, companies focus on the 2s and 1s when they should be targeting the 4s.

“You’ll never win over the 1s and 2s, so just let them go,” advises Studer. “Here’s why you should focus on the 4s: they are quietly satisfied. They may come back again, but they won’t bring others back with them. Fives, on the other hand, are more vocal. They are advocates for your company. The more 5s you have the more positive word of mouth you get, and the more positive word of mouth you get, the more business you get. Great companies must have at least 70 percent of their customer satisfaction scores in the 5s.”

- **Use “Key Words at Key Times.”** What you say to customers during key points in a business transaction makes all the difference in how service is perceived. That’s the idea behind implementing Key Words at Key Times. These well-chosen words help us manage up products and services and alleviate customer anxiety. They shore up customer loyalty. And they help defuse customer frustration when a transaction goes wrong.

In *Results That Last*, Studer explains when key words should be deployed and offers a simple, five-step process for creating your own:

Step 1. Revisit your customer satisfaction surveys.

Step 2. Based on the results, determine which issues are most important to your customers. For instance, you might find that your customers are perpetually in a hurry and care very much about timely service. You would develop key words to be spoken to customers at the beginning of the transaction, aimed at reassuring them that the business at hand will be taken care of quickly and smoothly.

Step 3. Come up with service-recovery key words for the inevitable occasions in which transactions don’t go quickly and smoothly. If your customer satisfaction surveys reveal a different area of weakness—one in which balls frequently get dropped—develop key words for those occasions as well.

Step 4. Thoroughly train your staff on how—and when—to use key words.

Step 5. Just do it! As your Key Words at Key Times initiative gets underway, you’ll find that employees naturally figure out where any shortfalls are. If you train them properly, they’ll let you know what issues are being neglected, and you can develop new key words to address those concerns.

Ironically, the same person who dials the logo police if someone uses the wrong typeface for a company’s slogan may balk at the idea of standardizing leadership. To many people, conveying an inconsistent visual message feels like a bigger sin than allowing inconsistent leadership behaviors. Perhaps they worry that implementing across-the-board rules will result in a company of soulless look-alike leaders. Studer debunks this notion up front.

“Each person will always bring his or her own personality into the workplace,” he writes. “What you are doing is creating consistency built on the foundation of best

practices. You're also creating a culture of excellence. A great culture outperforms strategy every time. A great culture, combined with a great strategy, is unbeatable.

“And here's the bottom line,” he adds. “Not only will your customers have consistently excellent experiences with your company, your employees will as well. Happy customers and happy employees are two sides of the same coin—and that coin is the currency that buys you results that last.”

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### **About the Author:**

**Quint Studer** not only teaches it, he has done it. After leading organizations to breakthrough results, Quint formed the Studer Group<sup>®</sup>, an outcomes firm that implements evidence-based leadership systems that help clients attain and sustain outstanding results. He was named one of the “Top 100 Most Powerful People in Healthcare” by *Modern Healthcare* magazine for his work on institutional healthcare improvement. Studer was named “Master of Business” by *Inc.* magazine. He is the author of *Hardwiring Excellence: Purpose, Worthwhile Work, Making a Difference*, *101 Answers to Questions Leaders Ask*, and *Results That Last: Hardwiring Behaviors That Will Take Your Company to the Top*. For more information, visit [www.studergroup.com](http://www.studergroup.com).

### **About the Book:**

*Results That Last: Hardwiring Behaviors That Will Take Your Company to the Top* (Wiley, October 2007, ISBN-13: 978-0-471-75729-0, \$24.95) is available at bookstores nationwide, major online booksellers, or directly from the publisher by calling 800-225-5945. In Canada, call 800-567-4797. Copies also can be purchased online through the Studer Group website at [www.studergroup.com](http://www.studergroup.com).

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