



Mini Case Studies

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Business Analysis & Operational Efficiency

Florida's Blood Centers (FBC), one of the largest blood banking operations in the country, was experiencing conflict between the blood drive coordinators and the donor services employees who operated the blood drives. The conflicts were perpetuated by inefficient, inconsistent, and unclear operational processes in the planning and implementing of blood drives.

LSA Partners facilitated a Business Process Review (BPR) with key members of the coordinators and donor services teams to pinpoint the inefficiencies in the blood drive process. Initially, it was determined that there were 58 steps involved in holding a blood drive, from planning and scheduling to collection of blood during the drive. At the completion of the BPR, the team members had proposed and agreed upon a restructured blood drive process that reduced to 32 the number of steps involved. The efficiencies gained resulted in stronger teamwork among the previously conflicting teams, improved communication, and increased buy-in between team members, with donors and the organization benefitting from a consistent and efficient blood collection process.

Character Development & Streetmosphere

Meridian Health, a nationally recognized hospital system in New Jersey had created a character, Dr. Bernard, as part of the branding of their new children's hospital. Although they had the name, costume, and some supporting marketing material, they were seeking guidance in bringing the character to life in a consistent, memorable, and professional manner, much like the famed characters of Disney.

This character would make appearances at community events, local elementary schools, and be an ambassador of the Meridian Health team and Hovnanian Children's Hospital. The LSA Partners team crafted the standard operating manual which included critical elements such as the background and character description, standard behaviors to be portrayed, guidelines of interaction with patients and guests, and transport and care of the costume.

In addition to creating the supporting materials, LSA Partners facilitated an on-site training with the character performer and support team, including special instruction and tips from a former Disney character performer. Dr. Bernard made his grand entrance at the ribbon-cutting of the opening of the Hovnanian Children's Hospital to rave reviews. Today, he continues to create magical moments and enhance the brand of the hospital as he conveys his message of health and wellness to children and adults.

Isle at Pompano Park, a world-class casino and harness-racing operation in south Florida, was looking for a fun, creative, and engaging way to communicate their service guidelines and expectations of customer service to their team members during world-class service training programs designed and delivered by LSA Partners. The goal was to present the service guidelines in a way that would make them memorable to the team members and create a sense of dedication in demonstrating the expected behaviors when interacting with the customer.

LSA Partners created a streetmosphere character named “Penny Slots”, who represented an over-the-top customer of the Isle casino and race track. The character’s appearance was designed into the service training program as an “interruption” of the training class. “Penny” was a huge hit as she interacted directly with the team members during the training session, delineating each service guideline as an absolute expectation from the customer’s perspective. Penny made an appearance at 23 training sessions. The team members commented that having Penny review the non-negotiables of service not only clarified the concept of each standard, but that she did it in a memorable way they would never forget!

Implementing Disney Institute Learnings

Bascom Palmer Eye Institute (BPEI), nationally ranked and recognized for excellence, sent several leaders to attend the Disney Institute training. After learning about the Disney culture and operational best practices, the leadership team contacted LSA Partners for assistance in adapting the learnings to BPEI’s own culture and operations, beginning with a customized orientation program similar in look and feel to Disney’s “Traditions” orientation.

Having grown considerably since its inception, the organization struggled with articulating and communicating its organizational culture, standards of service and decision-making, and guidelines of service. LSA Partners worked with the Implementation Team to identify, define and prioritize service standards supporting the vision and mission. By conducting interviews with current staff, stories were gathered to illustrate the organization’s values and standards in practice through behaviors and examples. These, along with milestones from BPEI’s rich history, interactive experiences and team application exercises, were integrated into an 8-hour orientation program.

In addition to designing the program and participant materials and facilitating the pilot session, LSA Partners conducted a train-the-trainer session with supporting materials for the BPEI team, enabling them to deliver the orientation program with consistency and proficiency on a monthly basis. This customized orientation program ensures that new team members understand BPEI’s culture and expectations of performance, resulting in lower turnover and higher patient service and satisfaction ratings.

Inspiring and Entertaining Keynotes

Hospitality Institute Trust of Scotland contacted LSA Partners to deliver an inspirational 45-minute presentation to university students in the hospitality field who would soon be graduating and entering the workforce. The keynote, based on the speaker’s career and personal experiences as a Cast Member at Walt Disney World®, was to entertain and excite the students, while providing valuable advice for career advancement and maximizing opportunities presented.

The LSA Partners speaker delivered a memorable presentation through vivid storytelling, pictures and props, audience interaction and the effective use of emotion. The students left with specific ideas for their individual career paths, a greater understanding of how to positively impact the guests they would serve, and a reinforced pride in being part of the hospitality industry.

The **American Association of Blood Banks (AABB)** engaged LSA Partners to deliver a key note to executives in the blood banking business on the topic of Managing a Multigenerational Workforce. The executives of these blood banks were seeking ideas to create productive and cohesive teams and reduce conflict within diverse teams comprised of a workforce of four generations of employees. Through storytelling, humor, and real-life examples, LSA Partners delivered an engaging and relevant presentation that painted a clear picture of the characteristics of each generation, the social and economic conditions that created the tendencies and values of each generation, and strategies and tactics for bringing peaceful collaboration to the blood bank environment. The ratings for the keynote and the presenter were high, with 88.9% rating the practical value of the content as excellent; 94.1% rating the presenter's knowledge of the topic as excellent; and 94.1% rating the speaker's presentation skills as excellent.

For an annual conference of the **American Society of Safety Engineers (ASSE)** Safety Management Symposium, in which the selected theme was "Excellence in Safety Leadership", the ASSE planning committee was charged with providing presenters for the conference who were knowledgeable and experienced in operational leadership. LSA Partners was asked to deliver its cornerstone leadership program, The VOICE of Leadership®. The facilitator presented key strategies and tactics and provided tools for: communicating the vision in a way that motivates and inspires employees to take action; learning to leverage the power of communication and accountability through an efficient organizational structure; discovering the process for involving and enabling everyone in the organization, creating teams that work together towards the common goal; learning how to manage change by exploring a model for continuous improvement; Identifying the characteristics and methods of leading by example, mentoring to develop relationships, and creating team cohesiveness. Richard Pollock, Vice President of the Council on Professional Development had this to say regarding the keynote delivered by LSA Partners: "Overall, the sessions received high ratings from our attendees and the most significant factor leading to the success of this effort was the caliber of our faculty. We thank you for your excellent contribution to this important event."

Leadership Development

A **large super market chain**, nationally recognized for superior customer service, contacted LSA Partners regarding leadership training for their district managers. To continue the organization's tradition of excellence, this two-day training focused on inspiring commitment throughout each leader's district and guiding the development of store managers and employees. Key elements of the company's culture, such as organizational values and behaviors, leadership competencies, and operational tools were integrated into the design. Concepts including understanding the characteristics and dynamics of a multi-generational workplace, effective communication and coaching techniques, identification of strengths and development needs and aligning the leader's individual development goals with organizational business strategy were covered. Ten sessions were delivered to an average score of 94% excellent with specific participant comments including "Very useful workshop that applies to virtually any business area" and "Relevant and useful information that made me evaluate my coaching skills and helped me with tools to develop myself and my managers." As the company continues to grow, the training is offered to newly promoted managers as they continue the legacy of leadership and customer service begun by their founder nearly a century ago.

Florida's Blood Centers (FBC)'s training team identified a need to provide its supervisors and managers with ongoing skill development training. The challenge for the FBC training team was limited labor resources to design and deliver these quarterly skill development programs.

LSA Partners was approached to design and facilitate training programs that would enable the supervisors and managers in all lines of business at FBC to build on their tactical and leadership skills for improved performance. Over the course of the next two years and in cooperation with the FBC training team, LSA Partners offered a series of skill building training programs called "Career Builders" on the topics of: Coaching and Counseling for Performance, Recruiting and Hiring Right-fit Talent, Decision Making and Problem Solving, Organizational Effectiveness, Effective Communication, Time Management for Supervisors with Multiple Locations, Dealing with Difficult People, Supervisor Survival Skills, Managing the Workforce of Tomorrow, and Managing Change.

As a result, FBC supervisors and managers were able to develop the skills enabling them to contribute to the performance and productivity of the organization. Today, these Career Builders are being updated and will be delivered henceforth by the new FBC training team.

LSA Partners has conducted numerous individual coaching sessions with **Florida's Blood Centers (FBC)** to assist managers or executives (leaders) struggling with certain aspects of his or her responsibilities or to assist leaders who have future leadership potential to develop skills and expertise that will expedite their career growth. In each case, the LSA Partners consultant took an individual and unique approach, taking time to understand each leader as an individual with unique talents and challenges.

Information was gathered through interviews with the leader and his or her direct reports, colleagues, and peers. Personality and leadership skills assessments such as Myers Briggs Personality Type Instrument® (MBTI®), 360° Leadership Assessments Tool, and Communication Assessments were utilized to provide the consultant with a clear perspective on the leader's natural traits and tendencies. After this information was gathered, the LSA Partners consultant worked collaboratively with the executive or manager to create an action plan for leveraging his or her natural skills and talents and for addressing the individual's leadership and/or performance challenges.

The benefits to the leader included:

- Development in a personalized setting to ensure that maximum opportunities were provided for successful integration of new ideas and skills into his or her management style
- Clear understanding of performance expectations
- The ability to realize success while charting a career path within the FBC organization

The benefits to the organization were:

- Retention of leaders who are able to contribute in a significant way to the FBC organization
- The opportunity for the leader to self-select out of the organization or their role if they felt they were a wrong fit
- The opportunity for executive management to make an informed decision regarding the future of leaders who were wrong-fit for the changing and evolving corporate culture or wrong-fit for their current role

Measurement Tools & Processes

LSA Partners utilized both internal and external focus groups to assist **Florida's Blood Centers (FBC)** in successfully improving operations after a complex merger. After the acquisition of the South Florida Blood Banks by FBC in 2005, blood donations in the Southern region took a dramatic downturn.

LSA Partners conducted donor focus groups to determine the cause for the reduction. These focus groups with donors from the Southern region were to assess the level of satisfaction with the donor process, the level of customer care, donor incentives and rewards, service provided by the branches, and the convenience of branch hours and locations. The information provided by the focus groups enabled FBC to target specific changes in the South Florida branches that resulted in measurable results for improvement.

Internally, FBC was experiencing conflict within the Donor Development Coordinators (DDC) team; the team of individuals who plan, schedule, and implement all mobile blood drives for the FBC organization. The result of this conflict was reflected in the low morale of the DDC team, increased tension between the DDCs and the Donor Services (DS) team who collects the blood at the drives, and increased challenges in meeting targeted collection goals.

The consultant for LSA Partners facilitated a series of internal focus groups with the DDC teams from all regions. The teams were guided through a process for identifying the critical success factors, those things that they must have or do in order to successfully operate their business. They were then asked to identify the roadblocks or barriers that prevented them from achieving the critical success factors. Considering all of this information, they brainstormed solutions to remove the roadblocks and barriers and create an action plan for future success. The DDC and DS teams worked with their managers to implement changes to the planning and collection process for all blood drives.

As a result of these internal focus groups and implemented changes, the DDC teams and the DS teams have worked more synergistically with a focus on the common goals of the organization. Overall, blood collection goals are met or exceeded and the donors are experiencing a high level of customer care.

Organizational Culture

The **Isle at Pompano Park** is a world-class casino and harness racing facility in south Florida. In 2007, a new casino was added to the 30+-year old track operation. The leadership team was challenged with creating a culture that built upon the history and uniqueness of the existing track and its team members, while bringing in the new casino and its team members and together, delivering a world-class service experience to existing and new customers.

LSA Partners was engaged and began working with the leadership team to identify the critical elements of the Isle's culture-by-design. In addition to determining the organization's business values and core strengths for strategic purposes, focus was also on incorporating these elements

into the operation. The leadership competencies identified by the team were introduced in subsequent training sessions to the various levels of leadership as expectations of performance and promotability while coaching and developing their direct reports and supporting the business goals.

After the leadership team debated, articulated and agreed, the service theme, service standards, and non-negotiable guidelines of service were introduced to front line team members through interactive sessions as expectations of performance and recognition in delivering world-class service. By identifying and operationalizing the key components of the organizational culture, conflict arising from ambiguity was replaced by a focused and unified team with a common purpose, inaction was replaced by clear parameters for decision-making and expectations of performance, and inconsistency and average service was replaced by standards and accountability for excellence.

Physical & Virtual Environment

Audio Advice, an upscale quality provider of home theater systems in Raleigh, NC engaged LSA Partners to improve their store environment and customer experience. The LSA Partners consultant conducted a physical store walk-through, interviews with staff members and technicians, and observed customer interactions (in-store, on-site, and on-the-phone).

The subsequent comprehensive report included recommended actions based on customer demographics and retail industry best practices to make the customer experience more inviting and user-friendly through visual changes and sensory adaptations specifically in the store, through process improvements, and staff awareness and training. Many of the recommendations were low-cost, implemented immediately, and remain in effect today. A continued focus on the customer and his/her experience has enabled Audio Advice to maintain high customer satisfaction and repeat and referral business despite increased competition and economic conditions.

Strategic Planning

Disney Destination Sales (DDS) was facing a new year of unprecedented and aggressive sales goals and operational initiatives. With limited time and resources available for planning, DDS approached LSA Partners to assist them in creating a comprehensive strategic plan that would ensure achievement of their goals and initiatives while staying within the operating budget.

The LSA Partners consultants facilitated a SWOT analysis to assist the team in identifying the Strengths, Weaknesses, Opportunities, and Threats for the division. Utilizing the SWOT analysis information as a foundation, the DDS team identified their critical success factors and key drivers, incorporating these elements into the strategic plan. The result was a comprehensive and relevant strategic plan supported by an action plan with timelines and deliverables that enabled the DDS team to meet and exceed their sales goals and operational initiatives.

Talent Management

Cambridge Management Services, Inc. (CMSI) is a national multi-family property and asset management company. Executive leadership had identified an opportunity for the property managers to improve the hiring process to ensure that the organization's business goals were met. LSA Partners was engaged to provide training and create tools to assist with right-fit hiring of management and front-line positions at the various properties. Specific behaviors demonstrating CMSI's organizational culture were identified and incorporated along with skills experience and responsibilities into every job description and interview questions. Property managers were then trained on interviewing skills and utilizing the newly developed tools. By focusing on right-fit hiring, conflict from wrong-fit hires was reduced, customer service of the property tenants improved, and employee retention and productivity increased.

Team Building

A large utilities company was interested in a unique experience for their senior leadership team to be conducted at a popular destination theme park. Because the members of the senior team were geographically dispersed and met only once per year, it was critical that this team experience deliver maximum value in limited time. The experience had to blend the element of fun with the ability to build relationships and learn relevant and applicable leadership concepts.

The LSA Partners team created a fast-paced team hunt incorporating leadership competencies, elements of the company's culture, and interactive exercises which leveraged the strengths and abilities of the various team members. The result was a memorable event in which the company's leadership expectations were reinforced, relationships were forged and strengthened, and superior value achieved from their limited time together.

Training & Skill Development

Isle at Pompano Park, a casino and harness racing operation located in Pompano, Florida had a unique challenge. They were poised to open a new casino with upscale restaurants and entertainment areas in addition to the harness race track that had been in operation for over 30 years. The corporate culture of the existing race track business reflected a tradition of business processes and team member (employee) behaviors that dated back to the 1960s. Casino competition in the area was strong and well established. Executives and owners of the race track wanted to ensure that the new business at Isle Pompano Park Casino and Racing reflected a synergistic culture that leveraged the race track's popularity and would be known for delivering world-class service, making them the leisure entertainment venue of choice for South Florida.

The executives and owners of the new casino and race track determined that LSA Partners, with their combined 45+ years of Disney experience, were the best fit to help them achieve their goals. LSA Partners was engaged to collaborate with the leadership, training and HR team to create a culture of service that reflected the Disney method of operation. LSA Partners assisted in the development of the cultural tools that would be the foundation for the world-class service culture: Service Theme, Service Standards, and the Non-negotiable service guidelines.

The end result was the design and delivery of world-class service training customized for the unique challenges and culture of Isle Pompano Park Casino and Racing. Titled “Wow! Service”, over 25 training sessions were delivered on-site by the LSA Partners’ facilitators. The casino opened to rave reviews with guests consistently rating in the 90 percentile the service delivered by the team members as “Excellent.”