

# Sales Enterprise Case Study: Duquesne Light

## THE CLIENT:

Duquesne Light's Customer Service and Inside Sales Department.

## THE PROBLEM:

- ◆ Low Performance and Results
- ◆ Toxic/Negative Culture
  - ◇ Disengaged employees with poor attitudes
  - ◇ "It will never get better" mindset
- ◆ Physical Silos and Dysfunctional Teams
  - ◇ Fragmentation of work groups on different floors
  - ◇ Inter-departmental cliques
- ◆ Unionized & Long-Tenured Employees
  - ◇ 80% of employees with 20+ years at DL
  - ◇ Lack of motivation
- ◆ De-regulation of Industry
  - ◇ Increased competition in the marketplace demanded shift from entitlement to service mentality.



## THE SOLUTION:

**Cultivating Culture**  
**Growing Sales and Service to Greatness**

- ◆ Unite people around a common vision and values for the department and organization.
- ◆ Increase customer satisfaction numbers.



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### THE IMPLEMENTATION:

- ◆ Completed Assessment of Current State/Identify Needs
  - ◇ Qualitative Assessment: Conducted interviews with twenty-three employees from all levels (200 employees total in department).
  - ◇ Quantitative Assessment: Had all employees complete an online, culture/climate survey.
- ◆ Renovated the Physical Space/Eliminated Physical Silos
  - ◇ Moved all department employees onto one floor.
  - ◇ Hung television monitors around the floor where daily performance numbers were displayed in real time.
- ◆ Defined and Set New Customer Satisfaction Goals
  - ◇ Developed with input from management.
- ◆ Developed and Customized Curriculum for Sales Reps:
  - ◇ Quarterly training events included:
    - ◆ Team Building Kick-Off Event at the Carnegie Science Center
      - ◇ Transported in limo to private showing of *Everest* followed by discussion of team-work principles.
    - ◆ The DiSC Profile and Emotional Intelligence Training



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### THE IMPLEMENTATION CONTINUED:

- ◇ Quarterly training events included:
  - ◆ *The Fred Factor*
    - ◇ Development of *The Fred Factor* Outstanding Customer Service Award Program.
    - ◇ Awards handed out monthly and yearly with yearly celebration hosted at a country club.
  - ◆ Customer Service Skills Training
    - ◇ Answering phones
    - ◇ Asking good questions
    - ◇ Add-on selling
    - ◇ Handling difficult customers
    - ◇ Offering solutions
- ◆ Trained All 200 Department Employees
  - ◇ Completed the curriculum over the course of a year in strategically selected, diverse small groups of 15 – 20 people in order to break up cliques and build new relationships.
    - ◆ To show their support and “buy-in,” Managers, Supervisors, and Directors were included in the small groups.





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### THE IMPLEMENTATION CONTINUED:

- ◆ Provided Additional Leadership Training for Managers, Supervisors, and Directors
  - ◇ Met once per month for a year in addition to quarterly meetings with staff small groups.
  - ◇ Completed 360° Feedback and developed a personal growth plan from results.
  - ◇ Coached on how to provide feedback and further develop their employees.

### THE RESULTS:



**“If you are looking to help you or your staff reach their highest potential, Kathy Coder is who you should connect with. She is more than a consultant or trainer that follows a preset script; she adapts to each situation she encounters and incorporates her extensive knowledge of leadership development into relationship building and taking personal interest in the success of each of her clients. I urge all leaders to take advantage of any opportunity they have to work with Kathy and Inta-Great. Your organization will be better for it!”**

**- Ed Karpinski, (former) Director of Customer Service and Chief Learning Officer**

**“Kathy is very personable, likeable, and relates well with all personality types, and all levels of an organization. Great to bounce around leadership ideas with, and has great coaching/mentoring insights dealing with career aspirations. “**

**- Joe Smetanka, (former) VP of Operations**

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### THE RESULTS CONTINUED:

“Inta-Great’s leadership training is excellent. Kathy has great facilitation skills and a wonderful way of helping one understand how personal strengths, knowledge, and experiences are related to practical applications for business needs. Her methods really open up understanding of self and emphasize the importance of focusing on leading from one’s strengths. You’ll go from average to ‘Inta-Great!’ with this training!”

- Jane Cuff, Director of Workforce Development

