



Case Study #1 - Diamius Multinational and Senior Consultant, Val Jon Farris

Client Company Featured

Hewlett-Packard Company (High-Tech Global Firm - \$1.9 Billion Annual Revenue.)

Situational Challenge

Hewlett-Packard Company's top priority in the Enterprise Sales space was to gain the competitive advantage over Dell Computer Systems, Sun Microsystems and other emerging Cloud based competitors. While HP is world-renown for its printers and computer architectures, its scalable "end-to-end" servers and associated consulting services needed substantial upgrades. HP's Enterprise Computing Division, (one of eight main HP global workforces established three established business imperatives to be met within a one year immediate and eight year overall engagement. They were:

- 1.) Increase Executive and District Manager capabilities in customer experience, loyalty and service.
- 2.) Transfer decision-making capability out of internal silos and into the field towards customers.
- 3.) Gain short-term and long-term development abilities to fulfill HP's enterprise business objectives.

Implementation Approach

Mr. Farris and team utilized a high-level design approach and delivered to the entire workforce the 3-Day "SOLD" (*Sales & Organizational Leadership Development*) training program in partnership with HP's Global District Manager Counsel. The implementation was based on these development initiatives:

Financial Aspects of Running the Business (Understand financial impact decisions).

- 1.) New discounting authority and responsibilities.
- 2.) Profitability at gross margin level.
- 3.) Strategy for managing their own business.
- 4.) Reinforce negotiation skills to optimize positive financial impacts.

Coaching for Success (Build selling skills & model skills for team).

- 1.) Executive interaction/sales skills – enhance strategic/ competitive business conversations.
- 2.) Recognize and develop opportunities with LOB executives.
- 3.) Deliver e-services executive message/open and sell e-service within territory.
- 4.) Initiate sales potential outside IT with LOB executives.
- 5.) Build partnerships based on customer loyalty – foster total customer experience.

Deliverables and Outcomes

Utilizing HP's internal Enterprise Workforce development course evaluation and its 5-Point rating scale, (1 = Strongly Disagree to 5 = Strongly Agree) the eight year outcome of over 25,000 attendees attending Mr. Farris' HP's Americas Education Worldwide University sponsored programs were as follows:

Course Evaluation Item	Rating	HP Executive Counsel Comments
Learning experience worth time away from work	5	Unanimous agreement of value
Tools and skills will increase my effectiveness	4	Huge improvement with more to go
Would I recommend this program to my peers	5	Across the board support for SOLD
I believe program achieved its stated objectives	5	One of the best programs for HP ever

While many factors are involved in financial viability, HP's stock gains for the period this implementation can be viewed here: <http://finance.yahoo.com/q/hp?s=HPQ&a=00&b=2&c=1998&d=00&e=15&f=2002&g=d>

Actual HP endorsement for SOLD can be viewed here: <http://www.damius.com/business-development/>



Case Study #2 - Damius Multinational and Senior Consultant, Val Jon Farris

Client Company Featured

Pacific Telesis Group (1 of 7 Major Telco Companies in the USA - \$929 Million Annual Revenue.)

Situational Challenge

After divesting via forced lawsuit from “The Bell System,” (an AT&T monopoly that provided telephone service for the entire United States), Pacific Telesis Group and its core workforce of 5,000 required immediate development in the areas of entrepreneurship, leadership and customer-based operations. Prior to the break up, workers had no need to focus on customer service because AT&T was the sole provider of telephone services in the USA. After the divestiture they desperately needed to compete against a growing number of carriers such as Verizon, Sprint and T Mobile. There were three established business imperatives to be met within a one year time frame. They were:

- 1.) Shift the corporate mindset from a “reliance on the system” to self-reliance and self-starting.
- 2.) Equip the workforce with the leader/manager skillsets needed to seize the competitive advantage.
- 3.) Establish a performance management system that was deployable throughout the organization.

Implementation Approach

A high-level design approach was taken for the implementation, which included a review of job performance evaluations, administering worker surveys and a custom-designed 360 degree performance evaluation tool created by Mr. Farris called the “*Achievement and Development Profile, (ADP)*.” The ADP assessment tool measured 10 categories of entrepreneurial behavior and performance. A scientific approach to item generation, weighting and a 4-point scale validation system was employed that identified 197 relevant items to be measured, from which initial benchmarking was established and curriculum was designed and implemented. The ADP was then administered post program to all participants for purposes of measuring workforce performance improvements.

Deliverables and Outcomes

Based on the high-level design research, Mr. Farris and his teams created the “*CRIS 5-Day Leadership Program*” and delivered it over a 12-month period to the entire client workforce including executives, managers and employees. Here are the official cumulative Pre and Post ADP statistical results:

ADP Categories	Pre Stat	Post Stat	Value Assessment By Client Executive Committee
Risk-Taking	1.86	2.79	Less focus on safety and “CYA” and more informed risk
Communication	2.01	3.24	Improved conflict resolution, collaboration and aligning
Integrity	2.82	3.84	Giving and keeping promises and honesty improvement
Motivation	2.29	3.51	Marked improvement in self-starting and lead generation
Decision-Making	3.16	3.86	Moderate improvement in critical thinking and execution
Teamwork	2.75	3.46	Better teaming, collaboration and collective focus
Innovation	1.97	3.94	Much greater frequency of new ideas and innovations
Accountability	2.52	3.21	Improved follow through and scope of responsibility
Self-Development	1.26	3.34	Vast improvement in dedication to growth and improving
Developing Others	1.74	2.98	Greater interest in bettering others through coaching

Revenue Gains & Stock Valuation

While multiple factors are involved in a company’s financial viability, Pacific Telesis stock track record is as follows for the time period of this implementation: Year 1 – 58.63, Year 2 – 70.75, Year 3 – 83.25.

Validation of financial gains can be reviewed here: <http://historicalstockinfo.com/pachistory.html>



Case Study #3 - Damius Multinational and Senior Consultant, Val Jon Farris

Client Company Featured

Intuit Incorporated (High Tech Firm, Makers of *QuickBooks* - \$1.1 Billion Annual Revenue.)

Situational Challenge

Intuit's top priority was to gain the competitive advantage over Microsoft's accounting software in the retail space (Best Buy, Costco, Sam's Club, etc.) as well as to create a greater alliance between Intuit's internal product development teams and their growing user base. Through working with the executive teams in Mountain View, California and Tucson, Arizona, Mr. Farris established the following key business imperatives to be met within a three year time frame. They were:

- 1.) Develop critical leadership skills and client-facing engagement tools for optimizing account sales.
- 2.) Accelerate talent development pipeline results and boost Intuit's overall workforce performance.
- 3.) Analyze sales statistics, assess account successes and failures, construct specific sales techniques.
- 4.) Design e-learning solutions, value propositions and closing strategies for client-facing workers.
- 5.) Develop targeted coaching and mentoring skills and "T3" labs for all managers and learning experts.

Implementation Approach

Mr. Farris utilized a high-level design approach including a custom 360 degree performance evaluation tool called the "*Peak Engagement Profile, (PEP)*." The assessment tool measured 5 categories of coaching and sales effectiveness. A scientific approach to item generation, weighting and 4-point scale validation was employed that identified 100 relevant items to be measured from which the curriculum was designed and implemented. The *PEP* was then administered post program to all participants for purposes of measuring workforce performance improvements.

Deliverables and Outcomes

Based on the high-level design research, Mr. Farris and his teams created the "*Art of Masterful Sales and Coaching*" and delivered it over a 3-year period to the entire Intuit workforce including executives, managers, supervisions and individual contributors. Here are the official cumulative Pre and Post *PEP* statistical results from the program intervention:

PEP Categories	Pre Stat	Post Stat	Value Assessment By Client Executive Committee
Sales Negotiations	2.25	3.16	Substantial gains in rapport-building and sales effectiveness
Coaching/Mentoring	2.01	3.24	Skillsets for developing self and others greatly improved
Collaboration	2.82	3.84	Much greater teamwork, integration and aligned activity
Accountability	2.29	3.51	Measurable improvements in sales goals and actual results
Business Acumen	3.16	3.86	Greater understanding of business proposition and value angle

Revenue Gains & Stock Valuation

While multiple factors are involved in a company's financial viability, Intuit's stock track record is as follows for the time period of this specific implementation: Year 1 = 19.8, Year 2 = 26.1, Year 3 = 31.9.

Validation of financial gains: (<http://finance.yahoo.com/q/hp?s=HPQ&a=00&b=2&c=1998&d=00&e=15&f=2002&g=d>)

Actual Intuit endorsement for *Damius* programs here: <http://www.damius.com/business-development/>