

FranklinCovey Nordic Approach is the Nordic part of the FranklinCovey Company. FranklinCovey is a leading global provider of professional services. We help organizations and their employees to measurably increase their effectiveness and assertiveness. Our work makes a difference in areas such as leadership, productivity, communications and sales.

FranklinCovey offers you:

- Consultancy Services
- Certification of Internal Trainers in Organizations
- Coaching
- Training in open workshops
- Books, audio, and planning systems.

Internal World Record at HP

Together with his staff in the department of Global Operations at HP Denmark, Operations Manager Jakob Brink aimed high, very high—and hit. The department became world champion for the entire global organization in keeping deadlines. More specifically they became best at starting their marketing activities on schedule.

An Interesting Invitation



Jakob Brink

Even during the holiday seasons Operations Manager Jakob Brink holds meetings each Friday morning where he meets with representatives for the sub departments in Global Operations in order to see in which direction each business area has been moving.

The reports are positive, the diagrams point in the right directions—and if this is not the case the explanation is usually very reasonable, e.g. holidays or an external business partner.

On small posters filled with bar charts and graphs the units' various WIGS (Wildly Important Goals)¹⁾ are shown as they were identified and written down during a workshop with consultants from FranklinCovey nordic approach in February 2006.

"You can feel a different kind of commitment and a lot of energy. I believe that people like to pursue clear goals."



The primary function of Global Operations at HP Denmark is to support sales everywhere in Denmark. The department is divided into several smaller units with a total of 35 employees.

One of the bigger units in the department is the "Bidoffice" which supports salespersons in the process of quoting price information, the configuration of solutions and complex quotes covering different product groups. The other big unit is CRM & Sales Compensation which maintains the customer database and calculates the salespersons' fees.

When Jakob Brink started at his job as manager in this department at the beginning of 2005 there was already a quote from FranklinCovey Nordic Approach on his desk. In collaboration with the Danish newspaper Politiken FranklinCovey had invited ten Danish companies to participate in an xQ-survey,²⁾ among them HP.

"The invitation was right there", says Jakob Brink, "and this was a good opportunity to learn how my new department was functioning."

This was in May 2005, and at the same time the xQ-survey was launched Jakob Brink began his own talks with his staff. The talks and the results of the xQ-survey showed actually the same:

The Employees did not feel—among other things—that the department had clear goals, and they also did not think problems were properly dealt with.

Tried himself

"It was my plan to begin only using the survey and its finding in my own development project together with my staff", says Jakob Brink.

"I had been informed about the process and project options FranklinCovey offers but to begin with I was convinced that I was able to do what had to be done.

So I started a couple of projects in my department. But after six months a follow-up xQ-survey showed that several goals were anything but reached. A Balanced Score Card system—among other things—had not yet become sufficiently operational to be used.

Therefore I realized that I had overestimated the challenge when I chose to take care of the process myself.

In general, the second xQ-survey showed that we had changed, but not very much! At the same time I could see that several of the other nine companies that had taken part in

the first xQ-survey had really made progress thanks to FranklinCovey."

"You can say that these new xQ-results convinced me", Jakob Brink continues. "I was sure that I had to use FranklinCovey more if we were to reach the goals and results we wanted. In particular, FranklinCovey's four execution disciplines³⁾ were very relevant for us.



In connection with our annual report I set new goals and involved the staff in planning the process they were now to participate in. A big part of the developmental work was supposed to take place outside of office hours, which made it crucial to let the staff take part in the decision.

For me the alternatives were clear—we could do the job on our own and do it quite well, or we could arrange a couple of workshops together with FranklinCovey and move much faster, of this I was sure."

"One very important result is that we now share one mindset—a way of setting priorities in our work that makes it possible for us to see the difference between the important and less important tasks."



1) Wildly Important Goals are a FranklinCovey term that concentrates on the few goals in a company, which the company must pursue in order to be successful.

2) An xQ-survey is a FranklinCovey tool that measures the ability of an organization to turn strategic goals into action and results.

In February 2006 three workshops were held, and the results were very positive.



World Record

The most striking result was achieved at CRM & Sales Compensation, Jakob Brink explains. The budgets at HP are organized in semi-annual cycles. This is a very comprehensive process, in which all systems have to be updated and ready before the salespersons can start. Typically it takes a couple of months of the new period before everything is in place.

A number of deadlines are postponed and there are always far too many who think that it is possible to push all deadlines to the very last minute.

“In connection with the start of the second half of 2006, which for us goes from April 1 to October 1, we had a clear goal: we did not again want to end up with postponed deadlines. Everybody involved, and especially CRM and Sales Compensation, continuously worked very hard to reach this goal and be decisive about not wanting to wait if others within the organization were late. And when there was nothing else to be done we made the necessary decisions ourselves.

The result resonated throughout the organization. We actually set a world record in starting sales at HP—that gave us great pleasure.”

When news about the good results was known outside the Danish organization, Jakob Brink was requested to participate in meetings throughout Europe: What is it you do in Denmark? How do you make many of your results look so good?

The Process is Important

Jakob Brink stresses that the whole process has been very important and educational for the staff, especially because they took part in formulating each goal. At a status meeting with a FranklinCovey consultant in June 2006, one of the items on the agenda was the



“improvement of the cooperation with the sales force”—including a greater involvement of the sales force.” We came up with several good suggestions”, says Jakob Brink. “We are busy implementing several changes on the basis of the results of the status meeting.”

Working with FranklinCovey has especially taught Jakob Brink how important it is for a manager to contain him or herself and make room for the staff to function.

“In the beginning I was a hands-on boss”, he says, “but I realize now that it is much better to coach than to dictate. In connection with goal setting for instance I have learned how positive it is to cooperate with each group concerning adjustments and corrections instead of forcing through what I have decided beforehand is best.

It can be a very difficult exercise to identify and formulate realistic and reachable goals but it is an important exercise. Over the last

year I have learned as well that you can focus too much on one single goal. Being too uncompromising about the achievement of goals can divide a department, in particular if the goals are simply unachievable, because they haven't been thought through”, Jakob Brink states.

Everybody at HP to Join in

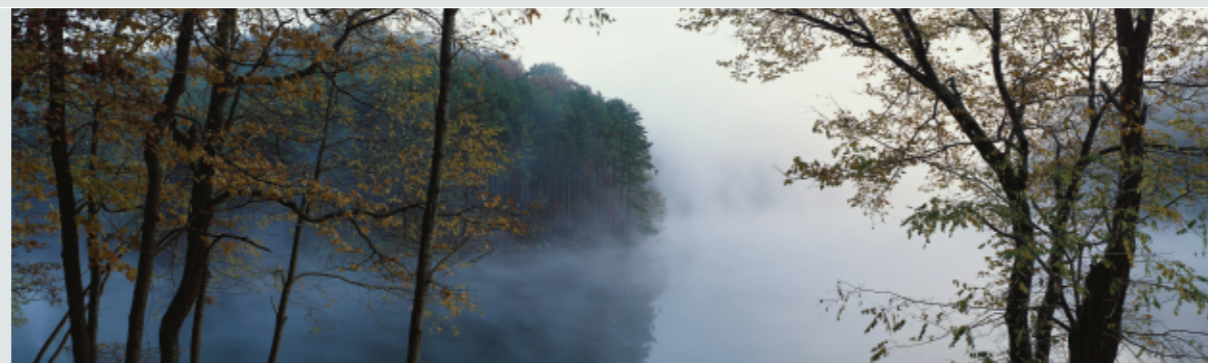
Jakob Brink's overall goal is to try and convince other groups within the Hewlett Packard organization to adopt Global Operation's new way of working.



“Several of my employees have already said that they wish our internal partners at HP would start using the same methods and tools as we do”, he says. “I feel at any rate that we have got some tools in our department that can help us get ahead in the years to come.”



3) The 4 Disciplines of Execution (4D) are a special FranklinCovey process which assures that the entire organization is focused on their Wildly Important Goals.



HP is one of the world's biggest IT companies. In 1984 HP introduced the world's first desktop laser printer. In summer 2006 set a remarkable milestone with 100 million sold laser printers.

Focus on Results

In the beginning of August 2006, xQ-survey number 3 was carried out, and it showed a very remarkable improvement for all the important parameters in Jakob Brink's department.

According to the results, the process in place from February to August 2006 had been able to improve the department's ability to focus on and execute the most important goals by 40 %—from 47 % to 66 %, as shown on the graph from the xQ-survey.

”Compared to the past I can see definite differences in the way people are working”, Jakob Brink concludes.

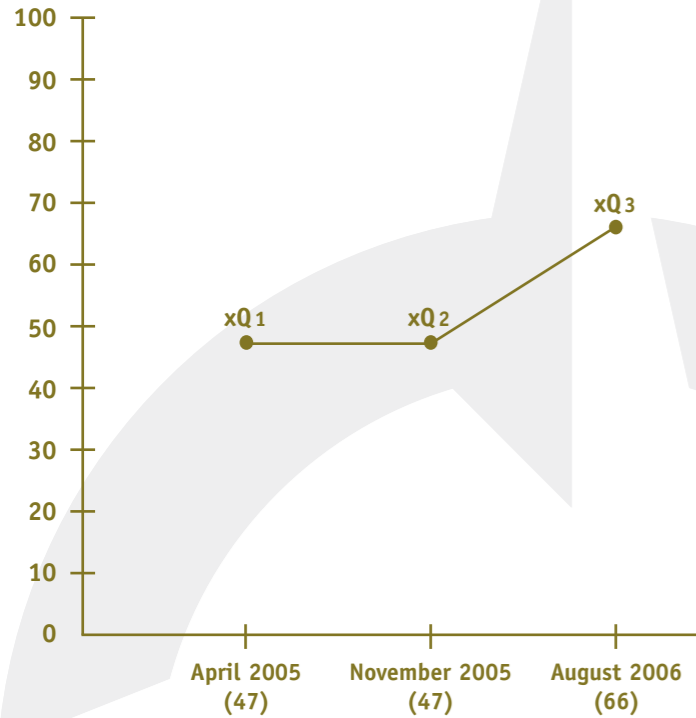
“You can feel a different kind of commitment and a lot of energy. I believe that people like to pursue clear goals. In Europe as a whole there have been a couple of organizational adjustments at HP, and this may have led to a certain insecurity concerning the internal goals. So in reality it has come as something of a relief for people that we have reached clarity.”

Between the first and the second xQ-survey the development was considerable. But it was between surveys xQ2 and xQ3, when the HP units had asked the FranklinCovey consultants to join the process, that things really happened.

In the results of the third xQ-survey it is plain that the development is marked in all the parameters that were measured.

”The result I like most is the measured increase in ‘responsibility’”, Jakob Brink stresses. “That was a point I found weak before.”

“There was no common feeling of responsibility, but this must have been connected with the fact that there was no clarity about common goals.



	xQ2	xQ3	xQ2	xQ3	
Clarity <i>Do we know the goals?</i>	48	72	40	66	Organizational level <i>Do we have the clarification necessary for the execution of the organization's goals?</i>
Commitment <i>Do we accept the goals?</i>	57	70			
Action <i>Do we know what to do in order to reach the goals?</i>	49	64			
Resource efficiency <i>Do we remove obstacles?</i>	48	62			
Synergy <i>Do we work together to find better ways to reach our goals?</i>	41	60			
Responsibility <i>Are we responsible towards each other?</i>	38	69			
			Total xQ-result xQ2 = 47 xQ3 = 66		
			43	64	Unit / team level <i>How well do we execute the goals of the unit/team?</i>
			59	67	Personal level <i>How disciplined is each person in relation to the execution?</i>

Now, however, everybody has agreed on the goals and the way to reach them, and the commitment and responsibility are much more natural.”

The measured responsibility had increased from 38 in November 2005 to 69 in August 2006, which is an increase of more than 80 %.

The results concerning the perceived “clarity about the goals” had changed quite a lot, from 48 to 72, or exactly 50 %.

“Apart from the measured improvement in the xQ-survey there are other levels on which we have benefited from our interaction with the FranklinCovey consultants. It has definitely been positive that not only have we received new tools, but also a new way

of thinking and concrete input to our development”, Jakob Brink remarks.

“One very important result is that we now share one mindset—a way of setting priorities in our work that makes it possible for us to see the difference between the important and less important tasks.

In the past we had a tendency to solve minor tasks when someone else demanded it. Now we are able to concentrate on the most important tasks, and this is clearly visible”, says Jakob Brink.

