

Improving Employee Performance by Increasing Managerial Effectiveness Continental DataGraphics

Background: Established in 1969, Continental DataGraphics (CDG) provides a comprehensive suite of products and services for the creation, conversion, management, and delivery of information. CDG's offerings include digital imaging services, technical authoring and illustration, document and content management solutions, and engineering offload services.



Challenge: Since 2000, President and CEO David Malmo led the transformation of CDG from a printing and reproduction services company to an information management company, specializing in parts and maintenance information products and services. As part of that transformation, he has sought to increase the communication and overall managerial capability of the organization; employee performance and contribution solicited through engaging and encouraging managers and supervisors can significantly increase the performance of the organization.

Recently CDG initiated an organization-wide employee survey to get a pulse for the managerial strength of the organization. While satisfactory in many ways, David and others believe that "we can do better."

Solution: The success of any organization comes largely through the supervisor and management team. The culture of an organization is crystallized at that level. Investment in attention, training, and development at the supervisory and management level always pays significant returns.

CDG hired Entelechy to design, develop, and deliver *CDG's High Performance Management*, a three-day program designed to increase the effectiveness of supervisors and managers in working with their employees to achieve business goals.

Entelechy created a custom program that focused on skills that were key and unique to CDG's success: coaching, time management, communications, motivation, and others. Importantly, the program was designed to foster communication between supervisors and employees as well as between supervisors and upper management. Employees were invited to provide insight via an online inventory, the results of which were compiled and shared with training participants.



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A training session for the senior leadership team – spearheaded by the CEO – ensured that the skills learned by managers and supervisors were reinforced and developed, and that the training investment would be realized.

Results: CDG plans on conducting another company-wide assessment to see the results of the training. Based on participant feedback, the results should be positive. Here's what participants said about the training:

- “This has been the best training CDG has had! Very relevant and focused on our needs.”
- “The training’s real life examples aided the learning.”
- “Very interactive and relevant to our company. Very open with ideas. Everyone stayed involved.”
- “Really enjoy listening to you; you have a lot of great suggestions to everyday problems.”